

2020 - 2022

# Implementation Strategy

Based on findings of the 2019 Community Health Needs Assessment

UCHealth Memorial

# Table of Contents

## Introduction and overview

Introduction .....	3
Our mission, vision and values.....	3
Memorial Hospital overview .....	3
Community served .....	3

## Implementation strategy

Implementation strategy process, development and approval .....	4
Board of Directors approval.....	4

## Community health needs

Identified community health needs .....	5
Assessment and prioritization process.....	5
Prioritized health issues .....	5

## 2020 - 2022 implementation strategies

Access to care (including behavioral health) .....	6-8
Cardiovascular disease prevention .....	9-10
Early detection and prevention of cancer.....	11

<b>Conclusion</b> .....	12
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## Appendix

Appendix A – Community organizations and partners .....	13
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# Introduction and overview

## Introduction.

UCHealth Memorial Hospital (Memorial) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. Memorial has engaged many partners and organizations in the community to promote health and prevent illness in the local community with a focus on serving the community's most vulnerable populations. These efforts are not only focused on providing emergency services and charity care, but also aim to develop and offer programs that promote health, prevent illness and ultimately address the social determinants of health. This report summarizes Memorial's planned activities to support the identified community health needs.

## Our mission.

We improve lives. In big ways through learning, healing, and discovery. In small, personal ways through human connection. But in all ways, we improve lives.

## Our vision.

From health care to health.

## Our values.

Patients first  
Integrity  
Excellence

## Memorial Hospital overview.

Memorial has been part of the Colorado Springs, Colorado, community since 1904. Memorial has two hospitals, Memorial Hospital Central and Memorial Hospital North, and more than 30 locations throughout the Pikes Peak region. Memorial offers the most comprehensive array of services in southern Colorado and is the region's only Level I trauma center and comprehensive stroke center. As the largest provider of Medicaid services in El Paso County, Memorial is committed to improving the lives of the community's most vulnerable residents and cared for nearly 269,000 inpatient admissions and outpatient visits for Medicaid patients in fiscal year 2019, more than four times the number in fiscal year 2013.

UCHealth is a Colorado-based health system that offers the most advanced care throughout the Rocky Mountain Region, extending from Colorado to Wyoming and western Nebraska. As Colorado's only integrated community and academic health system, we are dedicated to improving lives and

providing the highest quality medical care with an exceptional patient experience. With more than 150 locations throughout the region, UCHealth pushes the boundaries of medicine, providing advanced treatments and clinical trials to ensure excellent care and outcomes for 1.7 million patients each and every year. UCHealth is also the largest provider of Medicaid services in Colorado and cared for 691,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2019, an increase of 239%, more than four times the number in fiscal year 2013.

## Community served.

The Memorial community is defined as El Paso County. Residents from El Paso County comprised more than 85% of Memorial's patients cared for during 2018. The following map illustrates El Paso County.



# Implementation strategy

## **Implementation strategy process, development and approval.**

The implementation strategy report for Memorial Hospital is based on the findings and health issue priorities established through the 2019 Memorial Hospital Community Health Needs Assessment (CHNA).

### **Implementation strategy process.**

An implementation strategy summarizes a hospital's plans to address identified community health needs and is intended to satisfy the requirements set forth in the Patient Protection and Affordable Care Act, passed in 2010. The implementation strategy process is intended to align the hospital's resources and programs with goals, objectives and metrics for how the hospital plans to address the identified health needs in the local community.

The implementation strategy was developed by the Memorial Internal Advisory Group (IAG), which is comprised of senior leaders at Memorial and represents a broad range of departments and services across the organization. The development of the implementation strategy was based on

an assessment of available community resources, as well as a review of Memorial's clinical support services, community health improvement programs and sponsorships and contributions to community organizations that aligned with identified health needs within the community.

The activities described in this report also rely on collaboration and partnerships with many of the same organizations and stakeholders that participated in the CHNA process. The listed strategies represent the combined input from key community leaders, public health experts, local health care providers and Memorial leadership. Appendix A includes a list of the organizations engaged during the CHNA and implementation strategy processes.

This report intends to describe hospital-based resources directed toward programs and services that will impact the priority health issues and are also aligned with federal community benefit guidelines for non-profit hospitals. Given the ever-changing landscape of healthcare, the initiatives in this implementation strategy may change and new ones may be added or others eliminated based on the community needs during the 2020 through 2022 timeframe. On an annual basis, the Memorial IAG will review this Implementation strategy to determine if changes should be made in order to better address the health needs of the community.

### **Board of Directors approval.**

During the September 2019 meeting, the Memorial Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.





# Community health needs

## Identified community health needs.

Memorial completed its 2019 CHNA during the timeframe of July 2018 – June 2019. The CHNA process provided an opportunity for the hospital to engage public health experts, medical providers and community stakeholders to collectively identify the most critical health needs within the community.

## Assessment and prioritization process.

A review of health data indicators, results from a health care provider survey and community input were combined to generate a list of proposed priority health needs. The comprehensive list of opportunities was presented to Memorial's IAG for consideration and was prioritized based on the following criteria: 1) Scope and severity of the health need, 2) Economic feasibility to address health need, 3) Potential for hospital to impact health need, 4) Alignment with UHealth system strategies, and local, state and national objectives.

## Prioritized health issues.

The prioritized health issues identified for impact within the community served by Memorial include:

- Access to care (including behavioral health)
- Cardiovascular disease prevention (and related risk factors)
- Early detection and prevention of cancer

## Tables addressing prioritized health needs.

The following tables outline strategies, initiatives, anticipated impact, potential collaborations and partners and resources that the hospital will commit to address each of the prioritized health needs.



# 2020 - 2022 Implementation Strategy

**Priority health issue: Access to care (including behavioral health).**

**Goal: Improve access to comprehensive, quality health care services, including both primary care and behavioral health.**

With the advent of the Affordable Care Act, there has been a sharp decline in the proportion of people without health insurance in the El Paso County area. Despite this, there are still many barriers to access care both through Medicaid and other payer sources. In El Paso County, the number of licensed health care providers per capita is much lower than state averages. Collaborations in the community to improve access to care for this community will increase the quality of life for everyone.

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>UCHealth Medical Group recruitment of new physicians to El Paso County.</b>	Evaluate opportunities to recruit additional physicians to El Paso County.	Increased access to providers by those seeking care in the community.	Total number of new physicians recruited by UCHMG to El Paso County.	UCHealth Medical Group	<p>Staff-time to support the implementation of the programs listed in the table.</p> <p>In-kind expenses associated with serving as fiscal agent for access to care programs.</p> <p>Supplies and marketing for access to care programs.</p> <p>Medical Director Salaries for CSFD CARES, CSFD CRT, Community Outreach, and HealthLink.</p>
<b>Integrating behavioral health with primary care.</b>	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	Total number of behavioral health specialists embedded into the primary care setting.	UCHealth Medical Group	
<b>Tele-behavioral health consultation services.</b>	Implement tele-behavioral health consults through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	Total number of virtual behavioral health consultations.	UCHealth Virtual Health Center	
<b>Zero suicide program implementation.</b>	Implement zero suicide evidence-based practices and improve collaboration with mental health providers.	Increased awareness of behavioral health resources. Improved coordination and access to behavioral health care in the region.	Percentage of patients who receive suicide screening, amount of patients who receive telephonic follow-up, and amount of participants who receive suicide awareness training.	State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners	
<b>Colorado Springs Fire Department Community Assistance Referrals and Education Services (CARES) program.</b>	Provide financial support of the CARES program through the provision of a Medical Director.	Increased access to resources and health education for 911 high utilizers.	Total number of incidents responded to and patients engaged.	Colorado Springs Fire Department	

**Priority health issue: Access to care (including behavioral health).**

Continued from Page 6

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>Colorado Springs Fire Department Community Response Team (CRT).</b>	Provide financial support of the CRT program through the provision of Medical Director.	On scene mental health care for individuals in community.	Total number of incidents responded to and patients engaged.	CSFD, CSPD, AspenPointe	<p>Annual contribution to CU School of Medicine.</p> <p>UCHealth Medical Group Primary Care Physicians.</p> <p>Memorial Hospital Government Relations.</p> <p>Memorial Hospital HealthLink.</p> <p>Memorial Hospital Clinical Staff.</p> <p>Memorial Hospital Pharmacy.</p> <p>Memorial Hospital behavioral health specialists.</p>
<b>Coordinated Access to Community Health (CATCH).</b>	Participate on the Pikes Peak Community Health Partnership (PPCHP) board of directors.	Improved access to donated health services for low-income residents.	Total number of patients provided with services.	PPCHP, medical providers	
<b>Co-Responder Program.</b>	Provide behavioral health specialists to de-escalate situations and help link people with behavioral health issues to appropriate services.	Improved prevention of unnecessary incarceration and duplication of mental health services.	Total number of calls to de-escalate a crisis situation.	El Paso County Sheriff	
<b>CU School of Medicine – Colorado Springs Branch.</b>	Provide financial support for the program.	Increased amount of physicians receiving training in the community to improve opportunities for recruitment.	Total number of students who complete education.	CU School of Medicine	
<b>UCHealth Memorial HealthLink’s nurse advice line.</b>	Provide a no cost provider and care referral service, nurse triage and care coordination interaction through phone line consultation and documentation program.	Increased access to no charge, real time, clinical triage services by an RN in order to direct callers to the appropriate provider resources for severity of health care need. No charge assistance with identification of services and providers.	Total number of over the phone triages. Total number of physician referrals. Total number of service referrals. Total number of transition of care calls.	Memorial Clinical Services Lines, UCHealth Medical Group, El Paso County medical providers, Regional Accountable Entity, El Paso County health care services	
<b>Hepatitis A Vaccination Program.</b>	Provide free Hepatitis A vaccinations to the homeless in El Paso County.	Enhanced access to vaccinations for vulnerable populations in El Paso County from Hepatitis A. Stop the current outbreak from spreading.	Number of El Paso County residents provided with Hepatitis A vaccination.	El Paso County Public Health	

**Priority health issue: Access to care (including behavioral health).**

Continued from Page 7

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>Peak Vista Community Health Centers Family Medicine Residency Program.</b>	Host rotations for family medicine residents.	Increased exposure of Family Medicine Residents to El Paso County to improve opportunities for recruitment.	Total number of physicians completing the program.	Peak Vista Community Health Centers, Centura Health	
<b>Resilient, Inspired, Strong, and Engaged Southeast Colorado Springs (RISE) Coalition.</b>	Participate on committee with purpose of creating more options for healthcare in Southeast El Paso County, as well as programming and activities that support healthy living.	Reduction in barriers that cause inequities in order to improve the socioeconomic conditions and social cohesion of Southeast Colorado Springs.	Total number of collaborative programs offered. Attendance statistics from the programs.	RISE coalition members are comprised of over 35 organizations from the community	
<b>Support and/or collaborate with community organizations providing free medical care.</b>	Partner with an El Paso County non-profit organization providing free medical care and access to uninsured or low income residents.	Improved access to care for low income and uninsured residents in El Paso County.	Total number of patients provided services.	Ascending to Health, Mission Medical Clinic, Open Bible Medical Clinic, PPCHP, El Paso County free medical clinics	
<b>UCHealth Prescription Club.</b>	Provide uninsured and underinsured customers with discounts on their prescriptions.	Increased number of community members who are able to fill their prescriptions.	Total number of participants in program. Total number of prescriptions filled. Comparison of participants who would not have had their prescription filled without the program.	Memorial Hospital Pharmacy	



# 2020 - 2022 Implementation Strategy

**Priority health issue: Cardiovascular disease prevention (and related risk factors).**

**Goal: Improve cardiovascular health and quality of life through prevention, detection, and treatment of risk factors.**

Cardiovascular disease remains the leading cause of mortality and hospitalizations, despite the substantial, ongoing progress being made in cardiovascular disease prevention and treatment over the past 30 years. Hospitalization rates for strokes and heart attacks are higher in El Paso County than Colorado averages. A substantial proportion of those events are preventable. Diabetes and obesity were identified as risk factors that are higher in El Paso County when compared to state averages. Education, screenings, and outreach will be important programs for the community.

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>Chronic Disease Self-Management Program.</b>	Implement the Stanford University evidence-based intervention program using trained leaders and peer mentors within group meetings for El Paso County.	Increased knowledge of healthy diet and physical activity recommendations; increased rating of self-efficacy in relation to disease management skill attainment.	Total number of classes.  Total number of participants.  County cardiovascular disease statistics.	Memorial Hospital Cardiovascular Services	Staff-time to support the implementation of the programs listed in the table.  In-kind expenses associated with serving as fiscal agent for cardiovascular disease prevention programs.
<b>Collaboration with El Paso County Public Health's Healthy Community Collaborative (HCC).</b>	Partner with HCC members to align healthy eating and active living strategies in El Paso County.	Increased number of community members engaging in programs to promote healthy eating and becoming more physically active.	Amount of collaborative programs offered.  Attendance statistics from programs.  El Paso County obesity and overweight statistics.	More than 50 agencies participate with the HCC. The HCC consists of representatives from schools, hospitals and health systems, non-profit organizations, city and county government agencies, public health, medical providers, and interested citizens.	
<b>Community education events.</b>	Provide free lectures on a quarterly basis with topics that focus on cardiovascular disease prevention.	Improved awareness of heart disease prevention and participation in heart screening events.	Total number of events.  Total number of participants.	UCHealth Medical Group, Health Care Providers in El Paso County	
<b>Diabetes Prevention Classes.</b>	Provide low cost diabetes prevention classes quarterly for community members.	Improved diabetes prevention awareness and management of the condition.	Total number of classes.  Total number of participants.  Percent without diabetes at follow up.  County diabetes mortality and incident rates.	Memorial Hospital Dietitians, Memorial Hospital Diabetes Education, American Diabetes Association	

**Priority health issue: Cardiovascular disease prevention (and related risk factors).**

Continued from Page 9

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>Health and Wellness Classes.</b>	Provide monthly classes on healthier eating, physical activity, and stress reduction.	Increased number of community members engaging in programs to promote health.	Total number of classes.  Total number of participants.  County obesity and overweight statistics.	El Paso County Public Health, Healthy Community Collaborative, Pikes Peak YMCA	Supplies and marketing for cardiovascular disease prevention programs.  Memorial Hospital Cardiovascular Services.
<b>Online Cardiovascular Disease risk assessment tool and follow up.</b>	Provide online screening tool to focus on increasing amount of screenings and early detection of cardiovascular disease.	Improved awareness of heart disease prevention and participation in heart screening events.	Total number of screenings completed.  Total number of at risk participants.  Total number of follow up screenings. County CVD data.	UCHealth Medical Group, Memorial Hospital Cardiovascular Services	
<b>Tobacco Cessation Education.</b>	Increase the number of tobacco cessation programs offered in El Paso County.	Increased number of individuals who commit to participate in smoking cessation programs and commit to quitting.	Total number of classes offered.  Total number of participants.  Percentage of participants who are tobacco free after follow up.	El Paso County Tobacco Free Alliance	
<b>Healthy Hearts in Southern Colorado.</b>	Educate students, families, and adults about how to live heart healthy lifestyles to prevent heart disease.	Enhanced awareness on the importance of cardiovascular health screenings.	Total number of screenings performed.  Total number of at risk participants.	ASD20	

# 2020 - 2022 Implementation Strategy

**Priority health issue: Early detection and prevention of cancer.**

**Goal: Reduce the number of new cancer cases, as well as illness, disability, and death caused by cancer.**

Screenings that support the early detection of cancer are important to the health of Memorial's community. Early detection frequently means early, and typically more successful, treatment. Other types of preventive health measures, such as general education about health and wellness and tobacco cessation, are important for the community.

Programs and initiatives	Activities	Anticipated impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
<b>Colorectal Cancer Screening Program.</b>	Develop a free or low-cost colorectal screening program.	Improved access to colorectal screenings. Increased awareness of and participation in cancer prevention and screenings.	Total number of screenings. Total number of new cancer cases. County colorectal cancer incident rates.	American Cancer Society, Local Primary Care Providers	<p>Staff-time to support the implementation of the programs listed in the table.</p> <p>In-kind expenses associated with serving as fiscal agent for early detection and prevention of cancer programs.</p> <p>Supplies and marketing for early detection and prevention of cancer programs.</p> <p>Memorial Hospital Oncology Services and Memorial Hospital Information Services time.</p>
<b>Community Collaborative Free Skin Cancer Screening.</b>	Participate in the annual free skin cancer screening by providing registration services for the event.	Improved awareness of and participation in cancer prevention and screenings.	Total number of participants. Total number of participants identified for follow up. County skin cancer incident rates.	American Cancer Society, American Academy of Dermatology, Peak Vista Community Health Centers, Penrose Cancer Center, Rocky Mountain Cancer Centers	
<b>Community Education and Outreach.</b>	Participate in community outreach at health fairs and events. Provide classes and support groups for the community.	Improved awareness of and participation in preventive and wellness events.	Total number of education events offered, attendance at events, and attendance at health fairs.	El Paso County Health Healthy Community Collaborative Members	
<b>Online Cancer Risk Screening Tool.</b>	Provide online screening tool to focus on increasing amount of screenings and early detection of cancer.	Improved awareness of and participation in cancer prevention and screenings.	Total number of screenings. Total number of new cancer cases. County cancer incident rates.	Primary Care Providers, American Cancers Society	
<b>Oncology Telehealth Support Services.</b>	Provide telehealth support to oncology patients.	Improved access to care, support, and outcomes for the patient.	Total number of patients who receive virtual support.	UCHealth Virtual Health Center	
<b>Tobacco Cessation Education.</b>	Offer tobacco cessation programs in El Paso County once per month.	Increased number of individuals who commit to participate in smoking cessation programs and commit to quitting.	Total number of classes offered. Total number of participants. Percentage of participants tobacco free after follow up.	El Paso County Tobacco Free Alliance	

# Conclusion

Memorial's implementation strategy for 2020 - 2022 will serve as one of the numerous ways that Memorial and UCHealth support the local community. This report summarizes our plan to impact our patients and the communities we serve through a focus on the prioritized areas of need identified within the CHNA. Memorial will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across UCHealth to explore policies, practices and programs that might be implemented within Memorial's community. Memorial will continue to focus its efforts in the community to promote health improvement and ultimately achieve the mission of improving the lives of those we serve.





# Appendix A

## Community organizations and partners engaged during the CHNA and implementation strategy processes:

- AspenPoint Behavioral Health Centers
- Colorado Springs Fire Department
- Colorado Springs Health Foundation
- El Paso County Public Health
- El Paso County Public Health Healthy Community Collaborative, which includes the following member organizations:
  - Academy School District 20
  - Alliance for Kids
  - American Diabetes Association
  - AspenPointe
  - Beacon Health Options
  - Care and Share Food Bank for Southern Colorado
  - Catamount Institute
  - Children's Hospital Colorado
  - Cigna
  - Citizens Project
  - City of Colorado Springs
  - City of Colorado Springs Parks, Recreation & Cultural Services
  - City of Manitou Springs
  - Colorado College
  - Colorado Department of Education
  - Colorado Parks and Wildlife
  - Colorado Springs Fire Department
  - Colorado Springs Food Rescue
  - Colorado Springs Health Foundation
  - Colorado Springs Chamber & EDC
  - Colorado Springs School District 11
  - Colorado State University (CSU) Extension
  - Community Health Partnership
  - Community Partnership for Child Development- Giving Kids a Headstart
  - The Colorado Trust
  - Council of Neighbors and Organizations
  - DaVita Medical Group
  - DentaQuest
  - Early Connections Learning Center
  - El Paso County Community Services
  - El Paso County Public Health
  - El Paso County Recreation & Cultural Services
  - Energy Resource Center
  - Falcon School District 49
  - Fort Carson Preventive Medicine/ Public Health
  - Fort Carson Wellness Services
  - Greccio Housing
  - Harrison School District Two
  - Inside/Out Youth Services
  - Joint Initiatives
  - Kaiser Permanente
  - Kids on Bikes
  - King Soopers/City Market
  - Local Food Colorado Springs
  - Manitou Springs School District 14
  - NAACP
  - National Alliance on Mental Illness (NAMI)
  - OMNI Institute
  - Open Bible Medical Clinic
  - Partners for Healthy Choices
  - Peak Military Care Network
  - Peak Vista Community Health Centers
  - Penrose-St. Francis Health Services
  - Penrose-St. Francis Mission Outreach
  - Phil Long Dealerships
  - Pikes Peak Library District
  - Pikes Peak Suicide Prevention Partnership
  - Pikes Peak United Way
  - Project Angel Heart
  - The Resource Exchange
  - RMFI
  - SET Family Medical Clinic
  - Silver Key Senior Services
  - Springs Recovery Connection
  - Teach for America
  - Terra Essentials
  - TESSA
  - Trails and Open Space Coalition
  - UCCS Helen and Arthur E. Johnson Beth-El College of Nursing & Health Sciences
  - YMCA of the Pikes Peak Region
- Peak Vista Community Health Centers
- Pikes Peak Community Health Partnership
- Resilient Inspired Strong Engaged (RISE Coalition)
- University of Colorado, Colorado Springs School of Medicine