

2020 - 2022

Implementation Strategy

Based on findings of the 2019 Community Health Needs Assessment

Joint Report for UCHealth Poudre Valley Hospital
and UCHealth Medical Center of the Rockies

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Introduction and overview

Introduction.

UCHealth Poudre Valley Hospital (PVH) and UCHealth Medical Center of the Rockies (MCR) aim to improve the lives of their patients by providing access to high-quality, comprehensive health care services. PVH/MCR have engaged many partners and organizations in the community to promote health and prevent illness with a focus on serving the community's most vulnerable populations. These efforts are not only focused on providing emergency services and charity care—they also aim to develop and offer programs that promote health, prevent illness and, ultimately, address the social determinants of health. This report summarizes planned activities of PVH/MCR 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

PVH/MCR overview.

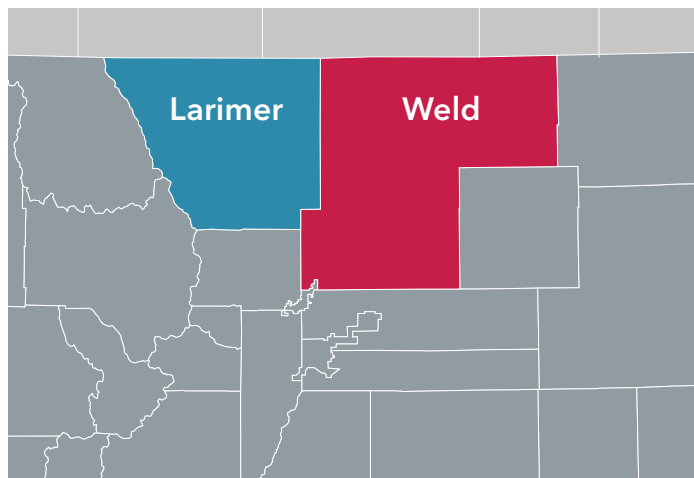
PVH has been part of the northern Colorado community since 1925, and, more recently, MCR has been serving patients in the region for more than a decade. In total, PVH and MCR provide care to residents of the community at nearly 40 locations through Larimer and Weld Counties. PVH and MCR offer some of the most comprehensive services in northern Colorado, including advanced cardiac treatments and Level II trauma care. PVH and MCR are committed to improving the lives of the community's most vulnerable residents and have cared for more than 165,000 inpatient admissions and outpatient visits for Medicaid patients in fiscal year 2019, an increase of 140% since 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 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.

Introduction and overview

Communities served.

The PVH/MCR community is defined as Larimer and Weld Counties in Colorado. Both counties, located in the north-central region of the state, are a combination of expansive rural, agricultural land and concentrated urban areas. Combined, residents from these counties represent more than 80% of patients cared for at PVH/MCR during 2018.



Notable demographic information:

- The median age of both Larimer and Weld County residents is increasing, with 2016 U.S. census reports indicating 14% of Larimer residents and 12% of Weld residents are age 65 and older. Those rates are expected to grow to 19% and 13%, respectively, by 2030.
- 2016 census data reveals that the Hispanic-white population is higher in Weld County (29%) than in either Larimer County (11%) or Colorado overall (21%).
- The number of northern Colorado residents living in poverty continues to increase. According to the 2016 census, 12% of adults in Larimer County and 11% in Weld County are living in poverty. The number of children living in poverty was 10% in Larimer County compared to 13% in Weld County. In addition, the percentage of children eligible for free and reduced school lunches during 2016 was higher in Weld County (46%) than in Larimer County (33%).



Implementation strategy

Implementation strategy process, development and approval.

The implementation strategy for PVH/MCR is based on the findings and health-need priorities established through the 2019 PVH/MCR 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 PVH/MCR Internal Advisory Group (IAG), which is comprised of senior leaders at PVH/MCR 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 PVH/MCR'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 PVH/MCR 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 health care, 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 PVH/MCR IAG will review this implementation strategy to determine if changes should be made to better address the health needs of the community.

Board of Directors approval.

During the October 2019 meeting, the PVH/MCR 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.

PVH/MCR completed a joint 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. Eight areas of opportunity were identified, including access to care, cancer, cardiovascular disease, unintentional injury, maternal and child health, mental health, obesity and substance-use disorders. The comprehensive list of opportunities was presented to the PVH/MCR IAG for consideration and was prioritized based on the following criteria:

- Scope and severity of the health need.
- Economic feasibility to address health need.
- Potential for the hospital to impact health need.
- Alignment with UCHHealth system strategies and local, state and national objectives.

Prioritized health issues.

The prioritized health issues identified for impact within the community served by PVH/MCR include:

- Access to care (primary and behavioral) for vulnerable populations
- Behavioral health and suicide
- Substance-use disorders

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. In addition, PVH/MCR strive to impact the social determinants of health by offering programs at low- to no-cost for low-income individuals, minimizing transportation barriers by offering services in homes, schools or community centers, connecting underserved individuals directly to community services and providing translation services or Spanish-language program materials.



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Priority health issue: Access to care.

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

Access to comprehensive, quality health care services is important for the achievement of health equity and for increasing the quality of a healthy life for everyone. Both PVH and MCR have an established suite of community-based programs and services that provide improved access to health care services, are targeted to the most vulnerable populations, have measurable outcomes and seek to address barriers to access based on the social determinants of health. Unless noted, resources are provided by both PVH and MCR.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Aspen Club - senior services	Provide low- or no-cost screenings for bone density, lung function, blood pressure, fall-risk assessment, skin cancer screening and medication review. Provide Medicare benefits counseling, education and enrollment assistance.	Increased number of older adults in Larimer and Weld Counties who receive low- or no-cost preventive health services. Increased enrollment in appropriate Medicare coverage and/or savings program.	Fort Collins, Greeley, Loveland and Senior Centers; Larimer and Weld Counties Area Agencies on Aging and Department of Human Services; Health District of Northern Larimer County; Colorado Division of Insurance	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs. In-kind expenses associated with collaborations with community organizations.
Medicaid Accountable Care Collaborative (PVH only)	Provide care coordination services for Medicaid-eligible individuals with complex chronic conditions.	Improved utilization of appropriate health care and community resources.	Health District of Northern Larimer County, Associates in Family Medicine, SummitStone, Salud Health Centers	
Sexual Assault Nurse Examiner (SANE) services	Provide low-cost medical examinations using compassionate and evidence-based methods for individuals who have experienced sexual assault.	Improved medical care and access to resources.	Sexual Assault Victim Advocate Center (SAVA), Women and Gender Advocacy Center (WGAC), local law enforcement agencies	
UCHealth Medical Group recruitment of new physicians to Larimer and Weld Counties	Evaluate opportunities to recruit additional physicians to Larimer and Weld Counties.	Increased access to providers for those seeking care in the community.	Total number of physicians recruited by UCHealth Medical Group to Larimer and Weld Counties	
Community paramedics - home visits	Provide no-cost administration of influenza vaccines; blood pressure, blood glucose and heart rhythm monitoring; medication-adherence review; home-safety assessments.	Improved utilization of appropriate health care resources through provision of timely and individualized health-status reviews.	Larimer County Sheriff, Poudre Fire Authority, Poudre and Thompson Valley emergency services	

Priority health issue: Access to care.

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Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Community paramedics - outreach clinics	Conduct medical outreach clinics at homeless shelters, Larimer County Corrections and ride-along with Fort Collins Police Services.	Improved utilization of appropriate health care and community resources.	Larimer County Corrections, Murphy Center, Catholic Charities, Fort Collins Police Services	<p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Community paramedics - proactive versus reactive initiative	Provide chronic disease management—with RN oversight—through use of hospital-supplied home monitoring equipment for individuals diagnosed with congestive heart failure or diabetes.	Improved chronic disease management.	Next Fifty	
Healthy Harbors - medical care coordination	Establish consistent engagement of clients (youth) within patient-centered medical homes; coordinate and follow-up with behavioral and specialty care referrals.	Improved access to timely, comprehensive health care services and community resources for high-risk families and youth with special health care needs.	Larimer County Department of Human Services, Child Protection Services, Associates in Family Medicine, Salud Health Centers, Matthews House Youth and Family Center	
Nurse postpartum home visit	Provide no-cost, in-home newborn health assessments and lactation counseling to Medicaid-eligible women.	Increased participant confidence in providing age-appropriate care to newborns.	Larimer County Department of Health and Environment, Salud Health Centers, McKee Medical Center	
Family Medicine Center (FMC) cancer prevention initiative	Provide colon cancer prevention education, dispensing and processing of colon cancer testing kits at no cost. Assist uninsured clients with colonoscopy procedure costs.	Increased colorectal cancer screening rates and increased awareness.	American Cancer Society, Denver Broncos Community Development Grant	
FMC food pantry	Provide financial support to a food pantry co-located within the FMC that offers access to healthy foods and family meal planning ideas.	Increased access to healthy foods. Reduced food insecurity. Improved health outcomes.	Food Bank of Larimer County, Serve 6.8, Sprouts Market, Spoons, Great Harvest and Rainbow Café	

Priority health issue: Access to care.

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Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Aspire 3D mobile outreach clinics in underserved neighborhoods	Conduct mobile outreach clinics using collaborative delivery system for coordinated services offering screenings (dental, vision, hearing, bone density, balance, mental health, pulse oximetry), blood tests and medication reconciliation, as well as Medicaid, CHP+ and health insurance enrollment assistance.	Improved access to preventative services for low-income individuals. Increased enrollment in health insurance options.	Loveland Housing Authority, Food Bank of Larimer County, Sunrise Clinic, InnovAge, Banner Health System, Eye Center of Northern Colorado, Health District, Hearing Center of the Rockies, Kaiser Permanente, Anderson Podiatry Center	<p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Take Charge of Your Health cancer symposium	Collaborate with partners to offer no- or low-cost community events focused on cancer education, screening and genetic-testing opportunities.	Increased awareness of cancer risks, prevention, screening recommendations and genetic counseling and testing.	Women’s Clinic of Northern Colorado, Center for Gastroenterology, Dermatology of Northern Colorado, Myriad Genetics, Larimer County Health Department, Amby Genetics, Communities that Care Coalition, American Cancer Society, Associates in Family Medicine, FMC, Hubbard Family Dental	
Chronic disease self-management programs, including Check, Change, Control; Living Well; Enhance Wellness; Heart Failure University; and Am I Hungry?	Provide evidence-based interventions designed to elicit positive changes in management of diet and weight, physical activity, medication adherence and emotional well-being.	Improved self-efficacy in managing chronic disease. Improved ability to manage stressors.	Fort Collins Senior Center, Larimer County Office on Aging, Consortium for Older Adult Wellness, Colorado State University Prevention Research Center, Self Management Resource Center (SMRC)	
National Diabetes Prevention Program	Facilitate evidence-based National Diabetes Prevention Program (NDPP).	Increased number of adults with prediabetes who complete the NDPP.	Fort Collins Senior Center, UCHealth Northern Colorado Foundation	
Healthy Hearts - school-based education and heart disease risk-factor screening	Provide on-site heart disease prevention education and no-cost individual risk-factor screening.	Increased awareness and/or adoption of heart-healthy lifestyle behaviors.	Larimer and Weld County School Districts, Colorado State University Department of Family and Human Development	
Healthy Hearts Family Intervention	Provide no-cost screening and lifestyle-education program to families identified with high risk for developing heart disease.	Sustained lifestyle behavior change leading to improved heart health profile.	Larimer and Weld County School Districts, Colorado State University Department of Family and Human Development	

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Priority health issue: Behavioral health and suicide prevention.

Goal: Improve identification and treatment of individuals with behavioral health issues or at risk for suicide.

Behavioral health problems produce substantial morbidity in the population and compound physical health issues in many ways. Health care providers within the PVH/MCR community expressed the urgent need to improve identification and treatment of substance-use disorders, behavioral health issues and depression among both youth and adults. In response to an upward trend in suicide rates, as well as reports of suicide ideation in high school youth, PVH/MCR are dedicated to sustaining robust suicide-prevention activities, both within our clinical service lines and throughout our community-based initiatives.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
ZERO Suicide implementation	Implement evidence-based suicide-prevention program through clinical practice aimed at improving screening and appropriate referral for individuals with behavioral health issues.	Increased workforce awareness and confidence to assist suicidal patients. Expanded clinical use of evidence-based protocols that directly target suicidal thoughts/behaviors.	Colorado Department of Health and Environment–Office of Suicide Prevention, QPR Institute, UCHealth Behavioral Health service line	<p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Integrate behavioral health services within primary care clinics	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UCHealth Medical Group	
Tele-behavioral health consultation services	Implement tele-behavioral health consults through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Health Center	
Powerful tools for caregivers and stress-busting for family caregivers	Provide evidence-based interventions intended to assist adult caregivers.	Improved caregiver emotional well-being and capacity to cope with caregiving tasks.	Larimer County Office on Aging, Weld County Area Agency on Aging	
Elementary and middle school-based education and support programs	Offer no-cost education using evidence-informed curriculum intended to improve well-being in youth.	Improved participant self-esteem, self-confidence and resiliency skills.	Larimer and Weld County School Districts , Colorado State University Department of Family and Human Development	
Community collaborations (Larimer County Mental Health Matters, Larimer County Juvenile Gun Safety Awareness Campaign, Weld County Let's Talk Colorado, Larimer County Pregnancy-Related Depression & Anxiety and Mood Disorders coalition, Imagine Zero Coalition)	Collaborate with Larimer and Weld County partners on community initiatives related to mental health and suicide prevention.	Enhanced behavioral health treatment and support services; increased awareness of responsible gun ownership; increased community awareness of mental health issues and suicide-prevention resources.	Larimer County Behavioral Health Services, Thriving Weld Health–Mind & Spirit Workgroup, Imagine Zero Coalition (additional partnerships listed in Appendix A)	

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Priority health issue: Substance-use disorders.

Goal: Expand and strengthen substance-use disorders prevention and treatment services.

Substance use has a major impact on individuals, families and communities. The effects of substance abuse are cumulative and contribute significantly to costly social, physical, mental and public health problems. Despite reductions in opioid prescribing in recent years, opioid-involved overdose death rates continue to increase. Abuse of prescription opioids also continues to climb with Colorado having the 12th highest rate of misuse and abuse of prescription opioids in the country.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Alternatives to opioids	Implement protocols for pain management without the use of opioids in the PVH and MCR emergency departments. Further adapt the protocols for use in both inpatient and outpatient settings.	Decreased administration of opioids in emergency department and inpatient units.	The Colorado Hospital Association, Colorado Consortium for Prescription Drug Abuse Prevention, Telligen, Colorado Emergency Nurses Association	<p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Opioid-awareness campaign	Continue implementation of system-wide opioid-awareness campaign.	Increased awareness of risks associated with opioid use and alternatives to their use.	UCHealth marketing and public relations team	
Prevent Alcohol & Risk-Related Trauma in Youth (P.A.R.T.Y.)	Conduct five-hour injury awareness and prevention class for high school-aged youth.	Increased awareness among youth of effects of alcohol, drugged and distracted driving. Increased adoption of reduced-risk behaviors.	Colorado Department of Transportation (CDOT), Colorado State Patrol, Safe Kids, UCHealth Emergency Medical Services, 3HopefulHearts	
FMC pain management	Provide pain-management resources for patients of safety net clinic through introduction to other modalities of treatment, such as yoga, massage, support groups and education.	Increased use of non-pharmacological therapies to achieve chronic-pain management.	FMC clinical staff	
FMC medication-assisted addiction treatment (MAAT) services	Provide low- or no-cost MAAT services and care coordination to low-income individuals diagnosed with substance-use disorders.	Improved health outcomes, longer periods of abstinence and decreased incidence of relapse to substance abuse.	Northern Colorado Health Network, FMC clinical staff, physician services	

Conclusion

PVH/MCR's implementation strategy for 2020-2022 will serve as one of the numerous ways that PVH/MCR and UCHHealth 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. PVH/MCR will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across UCHHealth to explore policies, practices and programs that might be implemented within the PVH/MCR community. PVH/MCR 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:

- 8th Judicial District Attorney's Office
- Aetna
- Alliance for Suicide Prevention of Larimer County
- Almost Home Online
- Alternatives to Violence
- Alzheimer's Association
- Apoyo Con Cariño
- Bank of Colorado
- Bethesda Lutheran Communities
- Bohemian Foundation
- Boys & Girls Clubs of Larimer County
- Boys & Girls Clubs of Weld County
- Catholic Charities
- Centennial AHEC
- Center for Family Outreach
- Children's Speech and Reading Center
- City of Fort Collins
- City of Greeley
- City of Loveland
- Clear View Behavioral Health
- Colorado Access
- Colorado Department of Human Services
- Colorado School of Public Health
- Colorado State University
- Colorado State University Extension
- Colorado State University Police Department
- Colorado Youth Detention Continuum
- Community Grief Center
- Create Your Health
- Division of Youth Services
- Early Childhood Council of Larimer County
- Easterseals Colorado
- Elderhaus Adult Day Program, Inc.
- Estes Park Medical Center
- Estes Park Police Department
- Estes Park School District
- Estes Valley Library
- Foothills Gateway
- Fort Collins Police Services
- Garcia Consulting
- Greeley-Evans School District 6
- GreenPath Financial Wellness
- Grief Support of the Rockies
- Harmony Foundation, Inc.
- Health District of Northern Larimer County
- Health Links
- Heart Centered Counseling
- High Plains Library District
- Imagine Zero Coalition
- InnovAge PACE of Northern Colorado
- Institute for the Built Environment
- Integrated Nutrition Education Program
- Junior Achievement
- Juvenile Legal Defense Representative
- Kaiser Permanente
- Kids at Heart
- KidsPak-Loveland Rotary Club
- Larimer County Attorney's Office
- Larimer County Board of Health
- Larimer County Department of Health & Environment
- Larimer County Department of Human Services
- Larimer County Office on Aging
- Larimer County Planning Commission
- Larimer County Probation Department
- Larimer County Sheriff's Office
- Leap Coalition of Larimer County
- Loveland Housing Authority
- Loveland Public Library
- LPR Construction
- Major Medical Supply
- McKee Medical Center
- Mountain View Presbyterian Church
- Neighbor to Neighbor
- North Colorado Health Alliance
- North Colorado Youth for Christ
- North Range Behavioral Health
- PFLAG
- Partnership for Age-Friendly Communities
- Peake Wellness Center
- Plymouth Congregational Church
- Poudre River Public Library District
- Poudre School District
- Project 31:25
- RMSI Group
- Rocky Mountain Health Plans
- Rocky Mountain Youth Clinics
- Salud Family Health Centers
- Sexual Assault Victim Advocate (SAVA) Center
- Specialized Alternatives for Family and Youth
- Sunrise Loveland Community Health Center
- Simple Strategies for Family Living
- Soccer Without Borders
- TEAM Wellness & Prevention
- Teaching Tree Early Childhood Learning Center
- Team Tom Gym
- The Arc of Larimer County
- The Arc of Weld County
- The Children's Health Place
- The Family Center/La Familia
- The Matthews House
- The Health and Wellness Center at Centennial High School
- The Wellness Champions
- Thompson Rivers Parks and Recreation District
- Thompson School District
- Thompson Valley Emergency Medical Services
- Timnath Police Department
- Timberline Church
- Town of Kersey
- United Way of Larimer County
- United Way of Weld County
- University of Northern Colorado
- Volunteers of America
- Weld County Area Agency on Aging
- Weld County Department of Health & Environment
- Weld County School Districts
- Windsor Police Department