

IMPLEMENTATION STRATEGY REPORT 2018

In Response to Community Health Needs Assessment

Community Hospital
Community Health Needs Assessment (CHNA)
Implementation Strategy Report
2018

I. About Community Hospital

Community Hospital in Grand Junction, Colorado, is a full-service, acute-care hospital licensed for 60 beds. Community Hospital opened a 140,000 square foot, state-of-the-art facility on March 17, 2016. As part of the Colorado West Healthcare System, we are a Level III Trauma Center that offers full outpatient diagnostic services and inpatient care for the Western Slope region of Colorado and eastern Utah. Community Hospital brings together expert staff and world-class technology in a healing, family-centered environment.

We provide a full range of medical services, including inpatient and outpatient surgery and emergency care. We have comprehensive diagnostic capabilities: state-of-the-art ultrasound, CT (Philips Ingenuity 128 MDCT), digital mammography, and cardiac testing. Community Hospital proudly partners with University of Utah Health Care and Huntsman Cancer Institute to provide world-class medical and radiation oncology treatment right here in Grand Junction. As of 2018, our facility, Grand Valley Oncology, is recognized as a Center of Excellence.

Community Hospital is Joint Commission accredited. Our laboratory is College of American Pathologists accredited. For those lab tests that we don't conduct on site, the Mayo Clinic is our exclusive partner for reference laboratory services.

We pride ourselves on delivering personalized care to our patients and in working closely with our providers in treating the whole person. This approach has resonated with our patients, and we are growing to meet the demand of Mesa County residents. Community Hospital will continue to champion accessible, high-quality and cost-effective care for patients in our area.

II. Mission, Vision Statement and Values

Mission Statement

Community Hospital will improve the health and quality of life of the individuals and communities we serve. Our goal is to create a healthcare environment personalized to each patient that focuses on health and wellness, provides convenience and ease of access, and incorporates the latest technologies.

Vision Statement

Community Hospital will be the hospital of choice for the services we provide.

Values

Service: We will ensure a “Start with the Heart” service attitude, patient-centered processes, compassionate care, and respect for each person’s individuality.

Excellence: We provide dedicated, outstanding, professional, and quality care through continual process improvement, education, and diligent patient safety practices. We strive to continuously improve all that we do.

Partnerships: We recognize our employee, volunteer, physician, and student partners as our greatest and most valuable assets. We support them through education, recognition, and opportunities for personal growth.

Integrity: We are honest, forthright, and we honor our commitments. We make the right decisions for the right reasons, and manage the hospital in a fiscally responsible manner.

Attitude: We promote attitudes of excellence in every aspect of what we do. Attitude makes the difference.

III. Community Benefit

At Community Hospital, we work to inspire and support people to be healthier in all aspects of their lives, building happier, healthier, and stronger communities. In pursuit of our mission, we have been an active participant in the Community Health Needs Assessment (CHNA) in collaboration with Mesa County Public Health and a number of other local hospitals and organizations. This effort demonstrates that Community Hospital makes an ongoing commitment to improve the health of Mesa County residents. The CHNA is a fundamental tool of public health practice which aims to

describe the health of the community by presenting information on widespread health status and health problems. The CHNA process helps local entities, including Community Hospital, to develop strategies aimed at making long-term, sustainable change. It also allows us to strengthen relationships and partnerships between health-related organizations that are working together to improve community health.

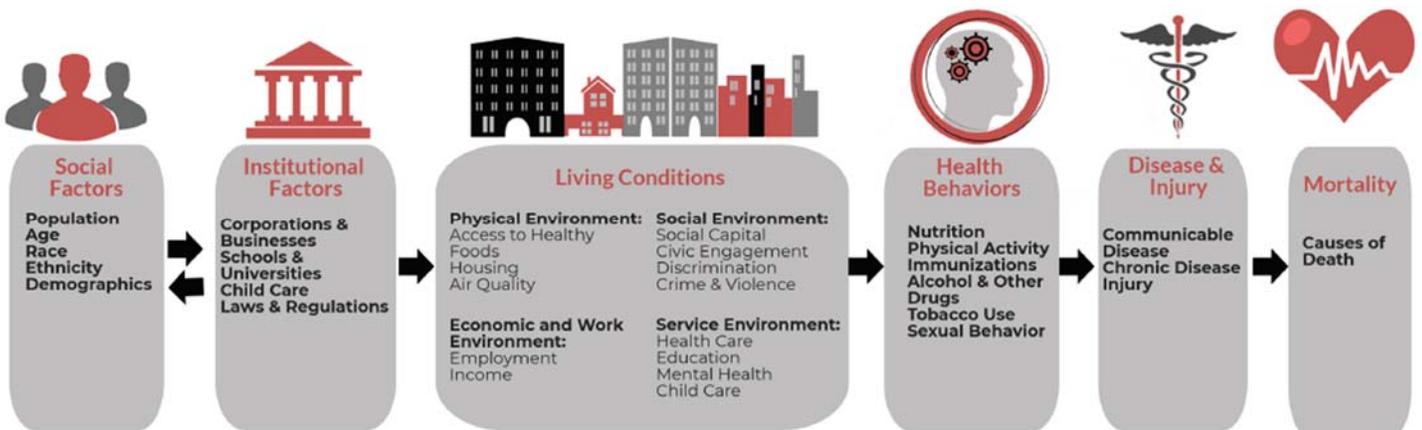
IV. Purpose of the Implementation Strategy

This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a CHNA at least once every three years and adopt an implementation strategy to meet the community health needs identified through the CHNA.

This Implementation Strategy is intended to satisfy each of the applicable requirements set forth in proposed regulations released April 2013 and serves as Community Hospital’s planned response to the needs identified through the 2018 Community Health Needs Assessment (CHNA) process. For a full copy of the CHNA report, please visit: [https://yourcommunityhospital.com/Community Health Needs Assessment.cfm](https://yourcommunityhospital.com/Community_Health_Needs_Assessment.cfm)

V. Community Health Needs Identified in the CHNA Report

The findings from the 2018 CHNA detail six themes that hold areas of concern within each: social inequities, institutional inequities, living conditions, risk behaviors, disease and injury, and mortality. The following graphic outlines the relationship between the six aforementioned themes:



Key Determinants of Health Needs

Since 2012, a collaborative initiative known as Healthy Mesa County has been working to change the culture of health in Mesa County by addressing the determinants of health that contribute to poor health outcomes. Key determinants (e.g. social, economic and environmental factors) strongly influence both individual and community health. In fact, they have a reciprocal relationship; the lower the determinants, the more likely unhealthy behaviors are present and the more difficult it is to practice healthy ones.

The Healthy Mesa County areas of emphasis are: child health & safety (parenting), social and emotional wellbeing, the built environment (building a sense of community), and access to health services. Influencing positive change along the determinants of health scale, as well as improving health outcomes, is a formidable task in need of continued involvement and participation from all players who comprise the Healthy Mesa County collaborative.

VI. Health Needs Community Hospital Plans to Address

Building on the criteria used in the CHNA process, Community Hospital has evaluated the knowledge, skills, and expertise of our current assets, the knowledge of existing community efforts and entities that may be addressing the identified needs, and the existing or promising initiatives that could be leveraged, perhaps in a collaborative effort, to impact the identified needs. Based on this evaluation, Community Hospital has selected a number of needs from the broader areas of concern to address. This will allow us to maximize our ability to focus resources and have a meaningful impact on community health needs. Key CHNA data points for each inequity that Community Hospital plans to address are summarized below.

1. Institutional Inequities

Data gathered for the CHNA by Mesa County Public Health states that healthcare is one of the fastest-growing and highest paying occupations in the area; currently, healthcare and social assistance positions account for 13% of jobs in Mesa County. The data also concluded that Mesa County holds one of the best ratios of primary care providers to the population (940:1) in comparison to the state average (1,240:1). Still, 18% of residents claim they are unable to get an appointment with a doctor when one is needed. There are also a limited number of inpatient mental health care services in the area, with 6 psychiatric beds per 100,000 residents.

2. Living Conditions

Health insurance coverage is potentially one of the most important factors related to access and use of healthcare. Lack of health insurance leaves people with either aggravated health issues or high medical bills. Service and coverage each have a significant impact on utilization of high-cost settings, such as emergency rooms and urgent care. Nationwide, there is an urgency to increase the proportion of persons with health insurance, increase the number of primary care providers, increase the number of people who have a source of ongoing care, and reduce the number of non-urgent visits to the emergency room. The CHNA presented data which concluded that, between 2015 and 2017, there was an increase of Mesa County residents with private insurance and a decrease with those with public insurance. Currently, 50.4% of residents have private insurance. Still, 1 in 10 children and 2 in 10 adults are eligible yet not enrolled in health insurance. The number of individuals who were told that a doctor's office was not taking new patients is currently at 15.1% (2017), down 5% from 2009. 11.4% of people were also told that a clinic was not taking their type of health insurance, which is comparable to Colorado statistics.

People with a usual source of primary care are more likely to have better outcomes and experience less disparities. They can develop better relationships with their providers, thereby improving communication, trust, and appropriate care. Despite the positive benefits that come from having a regular source of healthcare, 1 in 4 Mesa County residents did not visit a healthcare professional in the past year. Additionally, only 56.8% of residents had a visit for a check-up, physical exam, or other preventative care. In Mesa County, 1 in 4 visits to the emergency room could have been treated by regular doctor; although this is a 50% decrease from 2015, improvements can still be made.

Access to comprehensive quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for all Americans. By understanding these specific barriers to primary care, common attitudes, and behaviors and beliefs regarding utilization of healthcare, stakeholders can work to improve health outcomes in Mesa County residents.

3. Risk Behaviors

The CHNA stated that a majority of high school students report not getting the recommended amount of physical activity per week. Additionally, Mesa County's

rate of smokers is significantly higher than the rest of the state. In Mesa County, 20.7% of adults currently use cigarettes, compared to 16.3% of adults in the state of Colorado. Only 4 in 10 adults report getting a flu shot in the last year; this is 30% less than the Healthy People Influenza Immunization goal for adults in 2020 (70%). Prevalent risk behaviors also include those that contribute to chronic lifestyle-related disease, such as poor nutrition and a sedentary lifestyle.

4. Disease & Injury

The CHNA also painted a picture of disease and injury prevalence in Mesa County. In 2016, had Mesa County had a higher rate of influenza hospitalizations (42.5 per every 100,000 people), in comparison to the state of Colorado (35.8 per every 100,000 people). This rate may be due to the substandard rate of flu vaccine usage noted in the Risk Behaviors section above. In Mesa County, rates of chronic hepatitis c, hospitalized influenza, and campylobacteriosis are also increasing over time. While Mesa County experiences significantly lower rates of prostate cancer and melanoma, there are more lung and bronchus cancer cases locally than in the rest of Colorado. Significantly, the death rate for those cancers in Mesa County is 41.4% (per 100,000 people) in comparison to 28.5% for the state of Colorado.

3 out of 5 Mesa County adults are overweight or obese. Additionally, 22% of children in Mesa County are overweight or obese. Obesity is associated with increased risk of all causes of death, heart disease, type 2 diabetes, sleep apnea, mental illness, stroke, and all other serious diseases and health conditions. These conditions can become both costly and debilitating over time. According to the CHNA, Mesa County is home to 6.6% of adults with diabetes (between 2013 and 2015). Diabetes, when managed poorly, is known to lead to serious health problems such as heart problems, vision loss, and kidney disease.

Mesa County also experiences an extremely high rate of suicide attempts. The age-adjusted rate of suicide hospitalizations (per 100,000 people) is 115.7 in Mesa County. This is substantially higher than the rate of 52 (per 100,000 people) for the state of Colorado. In 2017, more than 50% of suicide attempts resulting in a local emergency department visit were for people younger than 30 years. 6 out of 10 suicide attempts occurred in women, and those aged 10-19 years have the highest rate of suicide attempts in Mesa County. There is an obvious need for targeted strategies to improve the mental well-being of Mesa County residents.

5. Mortality

Mesa County has significantly more deaths from all causes, including heart disease, chronic lower respiratory disease, Alzheimer's, and suicide, in comparison to the state of Colorado. Additionally, the suicide death rate in Mesa County is double the rate of the United States. Lifestyle-related chronic diseases also remain an area of great concern and open opportunities for targeted interventions, as a majority of these conditions are preventable through positive lifestyle changes. Heart disease remains the leading cause of death for men and women in both Mesa County and the United States. Modifiable risk factors for heart disease include high blood pressure, high cholesterol, smoking, being overweight, and being physically inactive. Still, Mesa County has significantly less instances of heart disease, congestive heart failure, and stroke than the rest of Colorado. Part of this statistic may be attributed to the abundance of outdoor recreation opportunities in Mesa County.

VII. Community Hospital's Implementation Strategies

Community Hospital is committed to enhancing its understanding about how best to develop and implement effective strategies to address community health needs. Community Hospital also recognizes that good health outcomes cannot be achieved without joint planning and partnerships with community stakeholders and leaders. As such, Community Hospital will continue to work in partnership with other local entities to refine its goals and strategies over time. With this approach, Community Hospital will most effectively address the needs identified.

Community Hospital's implementation strategies address five of the six areas identified in the CHNA. For each area, the plan outlines the following: the goals and objectives designed to guide improvement efforts, Community Hospital's role or action in addressing the areas of concern, expected outcomes, and measures which may be used to determine the action(s)' effectiveness.

1. Institutional Inequities

Goal: Community Hospital will improve access to healthcare services for Mesa County residents, with an emphasis on primary care services.

Objectives:

- Continue to recruit additional primary care providers to the service area.
- Continue to grow Community Hospital's service line offerings.

- Maintain a generous payer mix to allow for improved access to healthcare services for publicly insured or underinsured patients.

Actions by Community Hospital to Address Health Need:

Community Hospital continues to add more employed providers in the form of primary care, obstetrics and gynecology, oncology, and other ancillary services. In 2018 alone, Community Hospital has recruited 43 additional providers, across all service lines. Community Hospital also owns and operates six primary and pediatric care clinics in the Grand Valley. We recognize there is still a shortage of primary care providers in the area despite improved statistics, and we opened an additional practice in August 2018 as a result. Furthermore, we will continue to recruit additional providers until Mesa County's needs are met. For improved customer service, we continue to operate a primary care call center to assist patients with healthcare needs and continue to streamline the communication process between patient and provider.

We also continue to expand and improve our Community Health Partnership (CHP) employer initiative. Our robust medical clinic contracts allow local employer groups to improve their covered lives' access to all healthcare services, specifically primary care, through narrow network facility agreements; this approach has also proven to substantially lower healthcare costs for our partners. One of the foundational goals of the CHP program is to foster the primary care provider-patient relationship as an appropriate entry point to the healthcare system. Our CHP agreements also include comprehensive disease management and wellness services. Currently, members are free to utilize nearly every primary care practice in the Grand Valley, including private practices. Since the last CHNA in 2015, we have again extended our current employer group partnerships for additional plan years and added a new employer partner who has also agreed to a multi-year agreement. We continue to offer the CHP Hotline, which is a resource designed to assist employer health plan members with questions and helps them navigate the healthcare system in an efficient and cost-effective way. The volume of calls to the CHP Hotline continues to grow year over year.

Community Hospital has discovered from our own data that there is a high percentage of newborns with mothers insured by Medicaid in Mesa County. Through our participation in the 340B program, we are able to provide these Medicaid mothers with a safe, patient-centered environment to receive pre-natal, delivery, and post-natal care.

Expected Outcomes:

- Decreased appointment wait time through bringing additional primary care providers to the service area.
- Increased access of primary care services through enhancement of CHP employer group contracts.

Evaluation and/or Impact Measures:

- Number of new providers in all specialties in Mesa County
- Number of new primary care providers in the service area
- Decreased wait times for clinic appointments measured through randomized Press Ganey surveys

2. Living Conditions

Primary Goal: Community Hospital will increase utilization of preventive care services in Mesa County.

Primary Objective:

- Through facilitating improved provider-patient relationships, Mesa County residents will become better educated as to when and how to utilize appropriate healthcare services.

Secondary Goal: Community Hospital will continue to grow the employer groups associated with the Community Health Partnership (CHP) program.

Secondary Objective:

- Community Hospital will strive to grow the CHP program offerings as well as the number of participating local employer groups; we aim to add one additional employer group to our partnership within the next 3 years.

Actions by Community Hospital to Address Health Need:

The CHNA presented staggering statistics about the lack of preventive care utilization in Mesa County. At Community Hospital, we recognize that preventive care is designed to help decrease the severity of chronic health conditions through early detection and treatment. Thus, the more Mesa County residents utilize preventive care measures, the healthier the community will be.

Community Hospital has continued to work with our CHP employer group partners to remove the financial barriers for preventive care. Many preventive resources – such as annual physical examinations, labs, and cancer screenings - are covered either through our direct contracts or through the member’s health plan at a low or no cost copay. By eliminating the stressor of how care is afforded, this has a direct impact on the utilization of preventive care.

Additionally, the CHP program offers onsite health screenings for our employer groups on an annual basis. These screenings provide a convenient opportunity for employees and spouses to find out their current health status through both biometric measurements and lab tests at no cost to them. A health screening such as this may help community members to identify health conditions they were previously unaware of. At the CHP health screenings in fall 2018, Community Hospital promoted an initiative to get all participants connected with a primary care provider. Not only did this initiative allow those with potentially abnormal results to follow up with a provider in a timely manner, but it also aided participants in establishing a regular source of health care moving forward. Additionally, as all of the CHP employer groups are privately insured, this initiative helped to increase the number of privately insured patients who have a regular primary care provider in Mesa County. By continuing to add additional employer groups to this partnership in the coming years, Community Hospital will help facilitate growth of private health insurance coverage in Mesa County.

In 2018, Community Hospital also partnered with Anthem Blue Cross Blue Shield and Heritage Group to create a clinically integrated network for Anthem patients in Mesa County – The Mountain West Integrated Health Network. Mountain West is a closed network healthcare delivery system working to improve the quality of care and lower the costs of Mesa County-area patients. The clinically integrated network is an attempt to get providers and insurers to work together in a collaborative partnership that better allows them to more efficiently provide care for patients. This improved efficiency in turn lowers the costs and improves the quality of the care. Heritage Group uses population health strategies, utilization review, and case management tools to support its patients and providers. Heritage is able to early identify patients most at risk of a medical event and is able to provide support services that prevent expensive disease events. Maintenance of health in turn lowers the cost of care by reducing unnecessary and expensive ER visits and hospitalizations. The clinically integrated network also leads to a more informed and supportive and patient-centered care experience. Besides improved access to primary care services,

home care services are an integral part of the successful management of patients in the network. Identification of patients most at risk and bolstering home care support and services to high-risk patients helps avoid expensive acute care events. In the end, using the collaboration, integration, and coordination of care the clinically integrated network brings enables Community Hospital to support, maintain and even improve the health of our patients while lowering the costs of the care delivered.

Expected Outcomes:

- Mesa County residents will improve their health through increased utilization of preventive care, which allows for early detection and treatment.

Evaluation and/or Impact Measures

- Increase in preventive care utilization measured through aggregate clinic reporting
- Tangible growth of the CHP employer groups

3. Risk Behaviors

Goal: Modifiable risk factors contribute greatly to the prevalence of chronic disease; Community Hospital will aim to move patients with a high risk health status to an area of moderate to low risk health status.

Objectives:

- Support initiatives to improve the health of teens and young adults in Mesa County.
- Continue to encourage usage of effective tobacco cessation programs.
- Continue to integrate and promote lifestyle-modification initiatives through the CHP program.
- Continue to provide no cost flu vaccines at the CHP annual health screenings, in our primary care clinics, and through Canyon View Pharmacy.

Actions by Community Hospital to Address Health Need:

Community Hospital participates in a committee, along with other local health-related organizations and the school system, to develop and implement a school-

based health center. A facility such as this would allow teenagers to receive access to essential healthcare services, such as primary care and behavioral health services, in a location that is most convenient for them. By providing onsite services, students can receive care that helps to reduce risk behaviors like physical inactivity, smoking, and early drug and alcohol use. It is our hope that, by supporting this initiative through both participatory efforts and financial investment, Community Hospital can help contribute to a much-needed opportunity that will improve the health of students in Mesa County.

Community Hospital also offers a weight management program for children, teens, and their families, called Project U. Project U is designed to involve the participant and their whole family. This 10 week program includes: pre assessment, post assessment, nutrition, physical activity, and mental health education, along with exercise classes.

Additionally, Community Hospital providers and health coaches promote tobacco cessation during their visits. Health coaches help facilitate healthy behaviors and act as a resource to help their patients in evaluating their progress in reaching their goals. In addition to tobacco cessation, health coaches also help patients mitigate risk behaviors such as poor nutrition and limited physical activity; the CHP employer groups receive 12 health coaching visits per year at no cost to the employee. Grand Valley Oncology is also currently working towards creating a tobacco cessation program to benefit their patients.

Community Hospital also offers a comprehensive behavior modification program to all CHP employer groups and Hospital employees. The Lifestyle Medicine Program is an 18-week program, designed to educate and incorporate lifestyle modifications. This class takes participants with chronic conditions, and offers them pre and post assessments, weekly nutrition education, mental health education, and exercise classes. We have partnered with Western Colorado Community College to offer hands-on cooking classes during this program.

Community Hospital also acts as an advocate for flu prevention through offering no cost flu vaccines to all clinic patients, at annual CHP health screenings, and through our outpatient pharmacy.

Through the Community Hospital and School District 51 health screenings, we are able to identify health risk areas for employees in the respective employer groups. Once these health risk areas have been identified, we are able to implement wellness initiatives, such as specific wellness classes, programs, and

challenges. These types of programs help to better the overall health of the employee and ultimately help to decrease the identified health risk area.

Expected Outcomes:

- Decreased prevalence of risk behaviors that contribute to preventable disease in teens and young adults in Mesa County.
- Decrease in tobacco usage and lifestyle-related risk behaviors within Mesa County residents.
- Increase in flu vaccinations rates in Mesa County.

Evaluation and/or Impact Measures:

- Assessments for Project U and Lifestyle Medicine programs
- Health coaching utilization
- Future CHNA data

4. Disease & Injury

Goal: Community Hospital will decrease the presence of debilitating disease and injury in Mesa County.

Objective:

- Focus on initiatives to decrease rates and severity of lung cancer, suicide, and obesity.

Actions by Community Hospital to Address Health Need:

Lung Cancer

In 2018, Community Hospital created a comprehensive lung cancer care team, which is made up of pulmonologists, radiation oncologists, a thoracic and vascular surgeon, medical oncologists, and a diagnostic radiologist. In addition to state-of-the-art technology, this care team serves to treat the whole patient through comprehensive and coordinated efforts; Community Hospital believes that this approach is likely to lead to both better outcomes and improved care quality for lung cancer patients in Mesa County.

Suicide

Community Hospital is committed to providing mental health stability for all patients. Any patient that goes to the Community Hospital Emergency

Department is screened for suicide risk. If a patient is a suicide risk, they are placed in a safe environment and consulted by a Community Hospital Behavioral Health Specialist. This specialist does an assessment on the patient and determines if the patient is safe to go home or needs placement within the hospital. The specialist works with West Springs Hospital, as well as other facilities in Colorado, to find placement so the patient can receive treatment. Community Hospital keeps the patient in a safe environment until their treatment placement can be found. Community Hospital also provides aggregate suicide data to Mesa County Public Health and is part of a local suicide prevention coalition.

Grand Valley Primary Care is also working towards integrating behavioral health to offer coordinated outpatient counseling and medication management. In 2018, we brought on Community Hospital's first psychiatric nurse practitioner. Through promoting improved behavioral health care in the outpatient setting, Community Hospital's counselors help patients establish coping mechanisms and support systems that may decrease suicidal tendencies. In combination, our inpatient and outpatient efforts support our ultimate goal to decrease the suicide rate in Mesa County.

Obesity

Severe obesity increases the risk of death because of a comorbidity, such as diabetes, high blood pressure, and cardiovascular disease. According to the National Institutes of Health, 15.5 million people in the United States suffer from severe obesity, and the numbers continue to increase. In addition to the aforementioned lifestyle improvement programs, Community Hospital believes that bariatric surgery can be an effective means of weight loss for the appropriate patient. In August of 2017, Community Hospital was designated as a Bariatric Center of Excellence for meeting national standards for its surgical weight loss program and other services for patients suffering from severe obesity. Community Hospital is in the process of obtaining its Diabetes Center of Excellence. As our diabetes educators and bariatric program are co-located, this provides for easier care coordination and continuity of care.

Expected Outcomes:

- Reduce death rates of lung cancer in Mesa County.

- Reduce the rate of suicide hospitalizations and death by suicide through improving community resource utilization and emergency department care coordination.
- Reduce the prevalence of severe obesity in Mesa County.

Evaluation and/or Impact Measures:

- Aggregate health outcomes based on lung cancer, lung-cancer related deaths, obesity, and health conditions related to obesity
- Emergency room visits and hospitalization rates associated with suicide

5. Mortality

Goal: Community Hospital will continue to treat patients across all stages of disease, providing the care needed to prevent or treat chronic illness.

Objectives:

- Continue to provide appropriate inpatient and outpatient services to Mesa County residents.
- Within the next 5 years, Community Hospital will add a cardiac catheterization lab to the lines of services offered.

Actions by Community Hospital to Address Health Need:

Community Hospital is one of three hospitals serving the Western Colorado and Eastern Utah region. With Community Hospital's new location just off of Interstate 70, we are a conveniently located access point for Mesa County residents. Additionally, Community Hospital earned a Level III Trauma Center designation in 2018. Because of this designation, Community Hospital is able to provide care across the spectrum for how a patient may present (routine – critical/emergent). Community Hospital has 24-hour immediate coverage by emergency physicians as well as on-call surgeons and anesthesiologists. For conditions that require care that Community Hospital cannot provide, we have well-developed partnerships with Level I or Level II Trauma Centers to transfer patients as needed. Community Hospital maintains its partnership with the University of Utah Health Care system in Salt Lake City, Utah, as well. By providing service for the entire health spectrum – from outpatient clinics to the intensive care unit – Community Hospital is aiding in reducing mortality from all causes in Mesa County.

Specifically, the CHNA recognized that heart disease remains the leading cause of death in both Mesa County and the United States. While Community Hospital believes that prevention and early intervention is the best method to reduce death by heart disease, this does not currently occur on a wide-enough scale in order significantly decrease mortality rates. Therefore, Community Hospital will provide comprehensive, patient-centered care to treat conditions shown to have high incidences of mortality in Mesa County. By treating these conditions as needed through increased access to care (VII.1), the likelihood that conditions will advance to a level to cause death is decreased.

One of our long term goals as an organization is to grow specialty service lines – particularly by adding cardiac catheterization in the near future. By adding an additional location in Mesa County to provide cardiac care, healthy competition will be fostered. In healthcare, this phenomenon gives patients more options and helps keep healthcare costs down.

Expected Outcomes:

- Decreased rates of death from all causes and heart disease

Evaluation and/or Impact Measures:

- Aggregate patient outcomes
- Future CHNA data

VIII. Health Needs Community Hospital Does Not Intend to Address

While Community Hospital actively supports many of the health needs that have been identified by the CHNA, we have made the decision not to address social inequities at this time. We believe that our current resources are best used to impact health needs in the other areas of inequity. Additionally, other community entities are better suited to wholeheartedly address social inequities in Mesa County.

VX. Conclusion

In conclusion, Community Hospital is addressing five of six areas of concern identified in the CHNA process: institutional inequities, living conditions, risk behaviors, disease and injury, and mortality. Through continued efforts of improving access to healthcare, increasing preventive care utilization, decreasing high-risk health behaviors through targeted interventions, and serving patients at all points on the spectrum of disease, Community Hospital believes that this multi-faceted approach will improve the health

and well-being of Mesa County residents. Thus, we are fulfilling our mission to improve the health and quality of life of the individual and communities we serve.