



Penrose
Hospital

 Centura Health.®

Community Health Improvement Plan

FY2016



Margaret Sabin, President and CEO

As health care systems continue to progress and adapt to new legislation, Centura Health is working to improve the connectivity between health care and you. For patient care to be sustainable, our presence must move into the corners of our neighborhood. This means traveling outside of the hospital and into the surrounding area to connect and learn how to better our community together.

Part of our commitment to this integrated health understanding is conducting our triennial Community Health Needs Assessment (CHNA) allowing us to measurably improve overall community health. During this process we meet and collaborate with community leaders, public health officials, and other various community representatives in order to identify and target specific health issues that are particular to our community. From this assessment, we will generate annual plans of action called Community Health Improvement Plans to carry out strategies for the advancement of all individuals.

We are in the final year of our most recent triennial Community Health Needs Assessment, conducted in 2012, and this year's Community Health Improvement Plan details the specifics of implementing the strategies from that assessment. Currently, we are conducting research and evaluation for our next Community Health Needs Assessment, which will be completed in June of 2016.

This type of evaluation helps us to improve upon our skills by catering to your concerns and needs.

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We are moving outside of the clinics and into the lives of all those in our community in order to educate and prevent. Unless we work cohesively with stakeholders and individuals representing pieces of the community to keep children, men, and women informed about their health and the risks and benefits of everyday choices, we are not doing our duty as a hospital. With recent increased access to care, we want our online patient navigation to be excellent, while touching on invaluable health education. If time and distance keep individuals from reaching a physician, we want to use technology to bring them together. As issues arise in the future, we want to be there to lend a helping hand.

Our Community Health Improvement Plan hinges upon improving health beyond clinical

interventions. The leading causes of death in the United States stem from chronic disease. Across the system, implementing programs that target behavioral and environmental factors will lead to improved health outcomes and lower costs. We are actively taking steps toward community health through targeted interventions and increasing access to care.

Since the emergence of the Community Health Advocacy Program last winter, we have been focusing our efforts toward spreading the word of health and empowering knowledge. Just last year, Centura Health enrolled over 5,500 individuals into health insurance and we expect that number to continue to grow as this program reaches more and more individuals. We are actively pushing toward a new norm of health care; one that teaches and learns, helps and hears, intervenes and adapts. Our goal is to extend care beyond our original confines, and the Community Health Improvement Plan is where it starts.

Contents

Wellness and Obesity



Advance the understanding that a healthy family is a cornerstone of a community's health.

Access to Care



Maximize access to care for underserved and at-risk populations in El Paso County

Strengthen Networks



Strengthen hospital and community networks to increase health partnerships.

Behavioral Health



Promote healthy lifestyles within community partnerships to include emotional and spiritual wellbeing.

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About Penrose Hospital

Penrose Hospital

2222 N. Nevada Avenue

Colorado Springs, CO 80907

719-776-5000

www.penrosetfrancis.org

In 1890, Mrs. Marie Glockner, a prominent Colorado Springs resident, built a tuberculosis sanatorium to take advantage of the Colorado environment, which was conducive to the treatment of this disease. The Sisters of Charity Cincinnati came to assume control and visioning of Glockner Sanatorium. In 1959, the name was changed to Penrose Hospital to honor Spencer and Julie Penrose for their philanthropic and emotional contributions to the community. Penrose Hospital has grown to become a major health treatment and referral center, specializing in cancer care, cardiac care, emergency and trauma care, and physical rehabilitation.

With 364 licensed beds, Penrose Hospital is a full-service medical center providing secondary and tertiary (high-tech) medical-surgical services, with emphasis on elective and outpatient care. The hospital employs approximately 1,750 associates, with urgent care and primary care offices throughout the city.

With a full range of emergency, medical and surgical services, and a Cancer Center, Penrose Hospital distinguishes itself with outstanding clinical specialties and skilled health care professionals to provide the best possible care.

Penrose Hospital's distinctive service strengths include:

- Bariatric Weight Loss Surgery
- Behavioral Health
- Cancer Center
- Critical Care Unit

- Urgent Care
- Emergency/Trauma (Level II)
- GI Lab
- Heart & Vascular Center
- Home Health Services
- Home Infusion
- Imaging & Radiology
- Laboratory & Pathology Services
- Minimally-Invasive Robotic-Assisted Surgery
- Occupational Medicine Services
- Primary Care
- Rehabilitation Services
- Orthopedics
- Women's Health

Our community benefits approach is to respond to identified community health needs, increase access to care, and improve health status, especially for the most vulnerable and underserved individuals and families in our community. In all of our community-based service efforts we seek a link to our organizational strengths, comprehensive clinical services, and our mission commitments.



Colorado's only hospital to be recognized as one of America's 50 Best Hospitals by Healthgrade™ for 8 years in a row



Community Health Improvement Mission

Centura Health's mission is to "... extend the healing ministry of Christ by caring for those who are ill and by nurturing the health of the people in our communities."

The mission of Community Health Improvement at Centura Health is to put the second part of the organization's mission statement into practice. It is the responsibility of Penrose Hospital to create and operationalize data-driven, evidence-based, and innovative health improvement programming to support this effort. We accomplish this by

- ✓ Assessing the health needs of the communities we serve
- ✓ Establishing programmatic responses to identified health needs
- ✓ Collaborating with statewide and local civic, non-profit, and private partners, to scale health improvement efforts and establish common agendas
- ✓ Providing accessible, high-quality care and services to those in our community, regardless of their ability to pay
- ✓ Encouraging citizens to improve health by creating opportunities in their communities to participate in their health care, and to become responsible for healthy decision-making

Community Alignment

Across the country, hospitals are among the largest employers in their cities and have enormous impact on their local economy. They also attract a highly-educated workforce and can strengthen and transform the communities they serve.

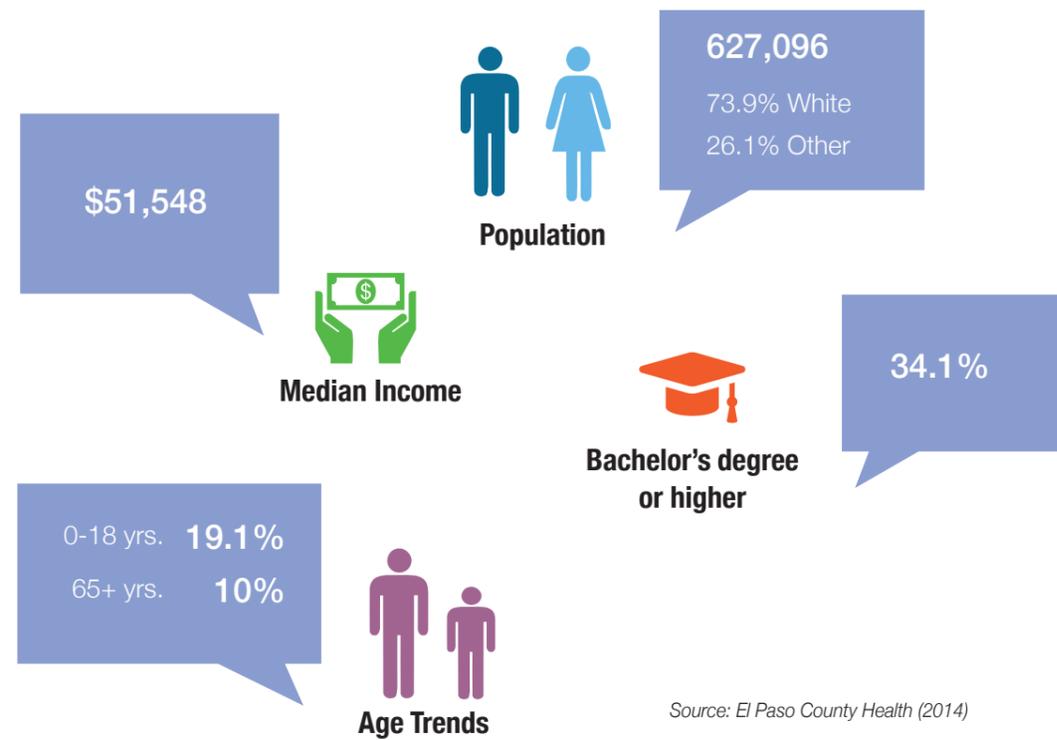
As a faith-based institution, Centura Health is committed to our role as the anchor of the communities we serve. At the same time, we want to be careful not to create an overreliance on hospital-based care. Our vision of Community Health Improvement takes into account the importance of collaboration with community partners, thus creating a health care definition much broader than medical care alone.

As an anchor institution, community health improvement activities at Penrose Hospital are classified in four categories:

- **Access and Insurance Enrollment:** activities focused on improving the access and availability of health care services
- **Community Engagement/Activation:** activities focused on establishing and advancing the hospital's role as a community anchor and health improvement leader
- **Wellness and Obesity:** programmatic health improvement activities focused on skills transfer, motivational support, and knowledge activation opportunities in the pursuit of sustained health behavior change and obesity reduction
- **Behavioral Health:** activities focused on expanding the availability and accessibility of behavioral health services



El Paso County Demographic Profile



Source: El Paso County Health (2014)

This implementation plan was created with a goal to align with local, state, and federal health improvement priorities. Those opportunities are noted when applicable throughout this document.

Colorado's 10 Winnable Battles: Colorado's Winnable Battles are key public health and environmental issues where progress can be made in the next five years. The 10 Winnable Battles were selected because they provide Colorado's greatest opportunities for ensuring the health of our citizens and visitors, and the improvement and protection of our environment.

Healthy People 2020: Healthy People provides science-based, 10-year, national objectives for improving the health of all Americans. For three decades, Healthy People has established benchmarks and monitored progress over time in order to:

- Encourage collaborations across communities and sectors
- Empower individuals toward making informed health decisions
- Measure the impact of prevention activities

Community Health Needs Assessment

In 2012, Penrose Hospital and Centura Health conducted a comprehensive Community Health Needs Assessment (CHNA). The CHNA is a triennial assessment, and this year's Community Health Improvement Plan represents the final year of that implementation strategy. Currently, we are conducting research and evaluation for our next Community Health Needs Assessment, which will be completed in June of 2016.

Data for the CHNA was predominantly collected from the Colorado Department of Public Health and Environment (CDPHE). CDPHE's Colorado Behavioral Risk Factor Surveillance System Survey (2003-2010) was used to determine information about adult behaviors that impact health, such as substance abuse, eating and exercise habits, and smoking. The National Youth Risk Behavior Survey (2003-2010) was queried to determine behaviors that impact the health of students from 9th through 12th grades. CDPHE's database was also probed for information on mortality rates for a variety of health indicators.

Data from the El Paso County Health Indicators 2012 Report and the 2011 Pikes Peak United Way Quality of Life Indicators Report served as validation of the CDPHE data. Many other sources were used to provide information relevant to each topic area.

Focus groups made up of community leaders met and responded to a consistent set of questions. Invitees were chosen based upon their areas of expertise or interests in relationship to

community health. The focus groups were asked to 1) review a compilation of existing data, 2) help translate that data to their own experience as a leader in the community, and 3) provide their perspectives on the predominant health issues in their communities. There were three focus groups meetings that took place in April 2012.

The CHNA process was successful in identifying opportunities for Penrose Hospital to address many of the most prevalent health and wellness-related issues and concerns within the community.

Other data sources (previously noted with detail on page 10):

- **Colorado Department of Public Health and Environment**—Colorado's 10 Winnable Battles
- **Healthy People 2020**





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Our mission compels us both to care for the ill and to improve the health of the people in our communities

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Success Story

Centura Health is focused on improving the health of the communities it serves and has renewed its focus to accurately report community benefit activities. Community benefit reporting is integral in supporting our Mission and Vision, and maintaining our nonprofit status. By utilizing our resources and talent to connect with our communities, we can move beyond direct patient care and further demonstrate our ministry's commitment to nurture the health of the communities we serve. This Community Health Matters Impact Story highlights Penrose Hospital's community outreach in their mission to address grief and loss.

A healthy community has more than great hospitals, accessible clinics, and effective partnerships—it also has effective ways to deal with its stress, grief, and losses. Penrose-St. Francis Health Services offers several programs to address these feelings.

One program assists the clergy of the community with their own losses and personal perspectives on death. In another exciting new program, the Mission and Ministry team has offered multiple educational conferences and has begun its own pastor wellness initiative. What better way to model healthy practices than to have community pastors participate in lifestyle and stress reduction initiatives? These participating pastors have access to the hospital's wellness classes and use of the hospital's gyms.

Another program offered by Penrose-St. Francis focuses on couples who have lost a pregnancy. It is estimated that over 125 El Paso County couples experience the loss of a pregnancy through a fetal demise on a monthly basis. In this program, couples can have the hospital hold the remains of their

baby until one of the hospital's scheduled memorial services, when those remains are joined with others in a small casket and buried in a local cemetery. At the grave site, a memorial headstone honors the words of Isaiah 16, "I will never forget you. I have written your name in the palm of my hand."

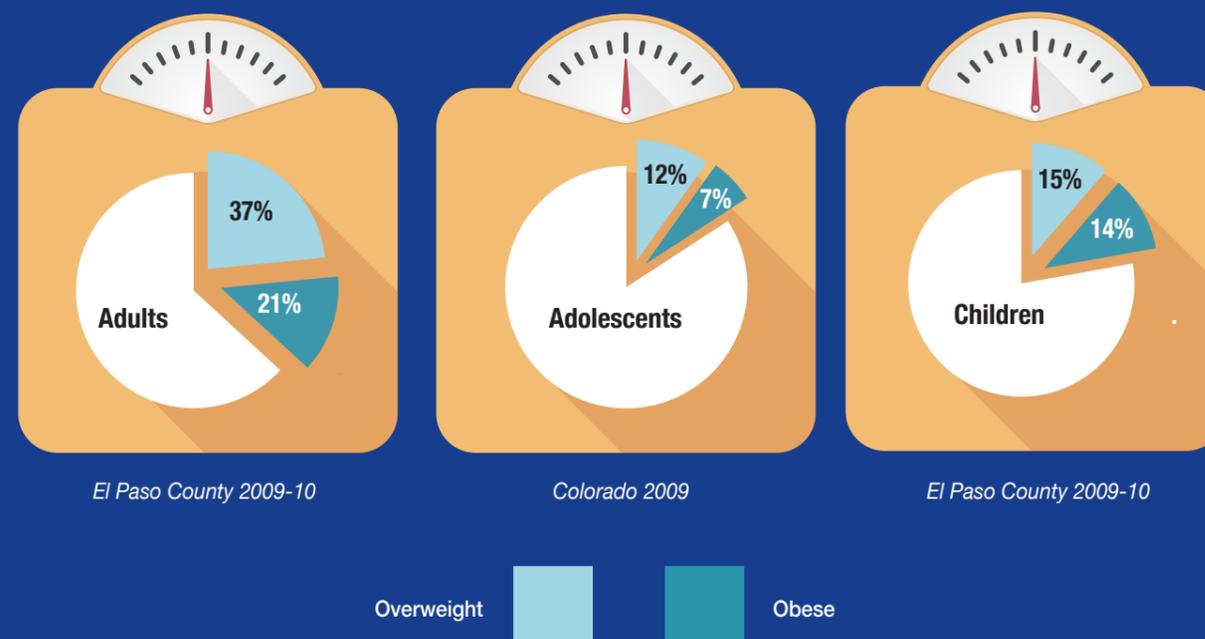
Penrose-St. Francis acknowledges that many families are spread throughout the country and it is difficult to be with a loved one at the time of their death. In a program called No One Dies Alone, volunteers, including hospital associates, are trained to sit with patients so that they do not die alone. To date, 83 patients have died in the company of a compassion-driven volunteer.

It is Penrose-St. Francis' goal to be the agent for a healthy community in good times and in difficult moments.



Priority: Wellness & Obesity

Percent of population with unhealthy weight; El Paso County and Colorado (2008-2010)³



Last Year Highlights:

Healthy Church Initiative engaged churches and community in wellness fairs, Walk to Jerusalem, injury prevention and mental health educational opportunities

Although Colorado continues to rank as one of the leanest states, it has not escaped the national obesity epidemic. Twenty-one percent of adults and 28% of children in El Paso County were overweight between 2008 and 2010¹. Disparities exist for people who are overweight and obese, based on income, education, and race.

Statewide, approximately two thirds of children under the age of 14 regularly eat fast food and engage in primarily sedentary activities for two or more hours per day. In addition, few children and youth met the recommended daily physical activity standard in 2010. Only 38% of Colorado children age 5 to 14 met the recommended daily amount of moderate exercise in 2010².

1. Colorado Department of Public Health and Environment [Internet]. Maternal and Child Health Data: 2010 Colorado Child Health Survey. Available from: www.chd.dphe.state.co.us/topics.aspx?q=Maternal_Child_Health_Data

2. Colorado Department of Transportation [Internet]. FY 2011 Problem Identification Report. Available from: http://www.coloradodot.info/programs/safety-data-sourcesinformation/2011%20Problem%20Identification_DRAFT1.pdf/view

3. Colorado Department of Public Health and Environment [Internet]. Colorado Health Information Dataset: 1999-2010 Death Data. Available from: http://www.chd.dphe.state.co.us/cohid/topics.aspx?q=Death_Data

Target Population:

Adults and families at risk for poor and chronic health outcomes

Partners:

University of Colorado Colorado Springs Bethel School of Nursing, school leaders, area social service agencies, police and fire departments, local church and neighborhood leaders and Neighborhood Nurse Centers

Healthy People 2020 Priorities:

Nutrition and Weight Status; Physical Health

Hospital Priority:

Wellness and Obesity

Goals:

- Identify local neighborhoods, churches, and public health opportunities for health improvement
- Increase awareness of “local” healthy lifestyle resources
- Develop educational opportunities in critical health risk areas
- Improve physician interventions toward a wellness model
- Highlight attention to the causes and dangers of obesity
- Build an alternative delivery system, which minimizes inappropriate use of Emergency Rooms

- Advance the understanding that a healthy family is a cornerstone of a community’s health
- Address the social determinants of health through community partnerships
- Broaden efforts with the hospital based wellness initiatives to associates and public agencies (school districts, libraries, police)

FY16 Tactics/Initiatives:

- ★ Utilize Neighborhood Nurse Centers (NNC) in identifying target populations in underserved areas
- ★ Support healthy families through parenting initiatives in church programs and NNC back to school fairs
- ★ Broaden the agendas of Church partners to recreate health and wellness ministries
- ★ Establish initiatives that role model the value and benefits of having a healthy workforce population
- ★ Enroll citizens in health exchanges and means adjusted health plans
- ★ Enhance Health Fairs with screening and wellness education



Priority: Strengthen Hospital & Clinical Behavioral Health Network

As a leader in the community, Penrose Hospital is actively forming new groups and partnering throughout the community to engage and strengthen the behavioral services that are offered. We are broadening our efforts to better meet the needs of our community and strengthening our existing partnerships.

Target Population:

The El Paso County Community

Partners:

Healthy Church Initiatives, Neighborhood Nurse Centers, Penrose-St. Francis (PSF) Spiritual Care, Church partnerships, Aspen Point, PSF Marketing, CHNA Hospital leads, and PSF behavioral health team

Healthy People 2020 Priorities:

Mental Health and Mental Disorders

Colorado's 10 Winnable Battles Priority:

Mental Health and Substance Abuse

Hospital Priority Category:

Community Engagement/Activation

Goals:

- Maximize access to care for underserved and at-risk populations in El Paso County communities through enrollment efforts and more appropriate use of acute care resources

FY16 Tactics/Initiatives:

- ★ Reassess with marketing to determine potential new strategy for FY2016 to include PSF associates
- ★ Continue sponsorship of Clergy conferences through Healthy Church Initiative. Plan and implement 4 conferences that include Behavioral Health topics for FY 1016
- ★ Plan and Implement new strategy for Teen/Adolescent mental Health opportunity for FY 2016 to incorporate FY 2015 goal

Last Year Highlights:

Two clergy conferences have been held. The first was regarding soldiers returning from battle with PTSD. The second addressed end-of-life topics and concerns. Participation from first to second doubled in attendees.

Two churches held Mental Health First Aid workshops for their congregations and surrounding community supported by NNC and Healthy Church Initiative.

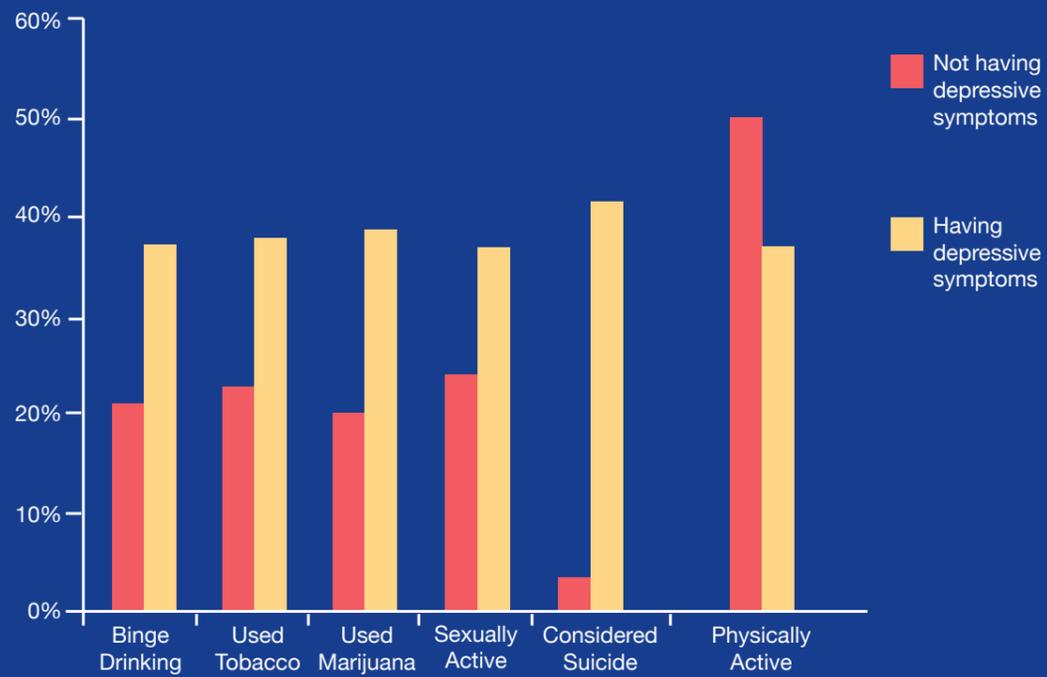
Priority: Behavioral Health — Healthy Adolescents



Poor mental health is often correlated with risky behaviors, such as substance abuse and suicidal ideation. In 2009, the percentage of high school youth who binge drank, used tobacco, or used marijuana was significantly higher in individuals who reported symptoms of depression in the last year (see figure on page 20). Youth who report depressive symptoms are also less likely to be engaged in physical activity and more likely to consider suicide and other risky behaviors.⁴

4. Colorado Department of Public Health and Environment [Internet]. Colorado Health Information Dataset: 2008-2010 Injury Hospitalizations. Available from: http://www.chd.dphe.state.co.us/cohid/topics.aspx?q=Injury_Hospitalizations

Correlations Between Depressive Symptoms and Other Behaviors Among 9-12 Graders in Colorado (2009)



El Paso County Community Health Improvement Plan, 2012



Target Population:

Adolescents in El Paso County

Partners:

Alcoholics Anonymous (AA), school districts, area detox center, area hospitals, Mothers Against Drunk Driving (MADD), child life specialists, Scouting, Big Brothers/Big Sisters, Employee Assistance Program (EAP) counselors, military leaders and Neighborhood Nurse Centers

Healthy People 2020 Priorities:

Mental Health and Mental Disorders

Colorado's 10 Winnable Battles Priority:

Mental Health and Substance Abuse

Hospital Priority Category:

Behavioral Health

Goals:

- Moved to be included in Mental Health/ Behavioral Health Goal

FY16 Tactics/Initiatives:

- ★ Gather existing data on binge drinking in El Paso County

- ★ Meet with local AA leader to consider how Penrose Hospital might work better with local AA group

- ★ Choose a date and put together curriculum for symposium

- ★ Consider how Health Improvement Plan strategies are impacted by regulatory agencies

- ★ Due to the enormity of this issue, grant procurement is needed; research and apply for grants that are available

- ★ Facilitate distribution of depression screenings throughout the network as a part of annual physicals for teenagers

- ★ Work with school districts 11 and 14 to offer peer interventions for those students perceived to be at risk

Last Year Highlights:

UCCS grad students engaged schools, police, Physicians and hospitals to create a city-wide awareness and response.

AA leaders have presented to multiple teams and physician groups within PSF. Developing strategies to network hospitalized patients to local chapters of AA.



Priority: Access to Care— Underserved & At-Risk Population

The uninsured rate in El Paso County is 13.7%⁵. While fewer residents are uninsured, we still have a need to increase access to care for the underserved and at-risk populations.

5. Colorado Health Institute (2012). Counting Colorado's uninsured: The latest estimates. American Community Survey. Retrieved from: http://www.coloradohealthinstitute.org/uploads/downloads/counting_uninsured_ACS.pdf

Target Population:

The underserved and at-risk population

Partners:

Churches, area ministerial councils, area safety nets, Federally Qualified Health Center, Faith Community Nurse network, health information managements systems, emergency room leadership, Mission & Ministry Outreach, Neighborhood Nurse Centers (NNC)

Healthy People 2020 Priorities:

Access to health services

Hospital Priority Category:

Access to care and insurance enrollment

Goals:

- Maximize access to care for underserved and at-risk populations in El Paso County communities through enrollment efforts and more appropriate use of acute care resources

FY16 Tactics/Initiatives:

- ★ Neighborhood Nurse Centers increase HC access by 5% through collaboratively connecting patients with Centura and community enrollment advocates and

enrollment specialists

- ★ Increase ability to track “friendly face” visits through EMR tracking
- ★ Develop collaborative approach to educate PSF units and staff 3-4 times/year to determine best practices for uninsured and underinsured common clients
- ★ Add personal health records to data collection at NNC sites and PSF units
- ★ Meet with team that assesses difficult cases and determine a bridged practice that can be incorporated with the NNC practices to address readmission issues for targeted uninsured/underinsured patients

Last Year Highlights:

December open of Westside Cares Clinic supported through local churches and staffed 4 days/week by nurses and by a volunteer physician one afternoon a week.

More than 4100 patients were seen. Approximately 50% at Neighborhood Nurse Centers were new patients

Centura Health

Regional Health Care Leader

Centura Health was established in 1996 by two sponsor organizations, Catholic Health Initiatives and the Adventist Health System. Independently, the organizations have been serving their communities for more than a century. Centura Health, the region's health care leader, is focused on connecting Colorado and western Kansas to affordable, world-class care. Centura Health's integrated network includes 15 hospitals, six senior living communities, medical clinics, affiliated partner hospitals, Flight For Life® Colorado, Colorado Health Neighborhoods, and home care and hospice services.

Centura Health Physician Group, one of the largest multi-specialty physician groups in the region, has earned NCQA Patient-Centered Medical Home (PCMH) Recognition in 2015 for using evidence-based, patient-centered processes that focus on highly coordinated care and long-term, participative relationships in 31 primary care practices throughout Colorado.

In addition to the health priorities each individual hospital in our network has identified in their Community Health Improvement Plan, Centura's Community Health team will be undertaking a system-wide effort to improve outcomes associated with

- **Tobacco Cessation**
- **Influenza Immunization**
- **Diabetes Self-Management Education**

Centura Health recognizes the importance of these issues, and is committed to using evidence-based strategies to address these priorities.

Our strength extends beyond the capabilities of any single one of the excellent hospitals in our system—we are creating a unique, collaborative health care model. Our population health approach is a potent opportunity for our health care delivery system, public health agencies, community-based organizations, and many other entities to work together to improve health outcomes in the communities we serve. Our goal is to align our population health efforts with our accountable-care quality metrics.

As the region's largest health care provider, Centura Health believes that health care is not merely a business, it's a calling. Our mission compels us both to care for the ill and to improve the health of the people in our communities.



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INSPIRE HEALTH

 Centura Health®

