



# Community Health Improvement Plan

St. Mary's Medical Center | 2019





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## Executive Summary

A Community Health Needs Assessment (CHNA) is a systematic process involving the community to determine and prioritize the health needs of a defined community. The current CHNA was completed as a collaborative effort between Mesa County Public Health (MCPH) and four local nonprofit hospitals. A continued collaborated approach facilitates a more unified approach to serve Mesa County.

Our 2018-2020 CHNA is available on our website: <https://www.sclhealth.org/locations/st-marys-medical-center/about/community-benefit/>

Following the CHNA, we identified significant health needs where we can have the greatest impact through direct and/or collaborative efforts. This Implementation Strategy outlines St. Mary's Medical Center (SMMC) plan for addressing the community health needs of Mesa County. This strategic document will be a living document subject to revision as continued collaboration with partners reveals additional gaps in service and the need for program revisions.

### CHNA Summary:

- Local non-profit hospitals and MCPH release one comprehensive document every three years to meet the requirements of all agencies.
- Mesa County, Colorado was the community served by the CHNA.
- The CHNA was published June 1, 2018.
- The SMMC Board of Directors formally adopted the 2018-2020 CHNA on August 29, 2018.
- In addition to data related to health needs, this CHNA includes social and community factors to better understand health outcomes and barriers impeding access to resources and opportunities.
- Previous "Winnable Battles" were replaced with "Areas of Concern", which lists indicators where opportunity for improvement exists through community action.
- Healthy Mesa County Strategies for Improvement include: Community Transformation, Early Childhood, Suicide Prevention and Fruita Youth Initiative.
- SMMC's Community Benefit Committee and Senior Leadership Team selected the top three health priorities based on three factors: Community Priorities, Strategic Direction and Current Efforts.
- SMMC Community Health Implementation Plan was formally adopted by the Board of Directors on March 27<sup>th</sup>, 2019.

## Letter from our President

It was because of a call to respond to critical health needs that two courageous women, Sister Mary Albina Ferrell and Sister Mary Louisa Madden, traveled to the small, rough, western Colorado town of Grand Junction to open a Sisters of Charity of Leavenworth hospital in May of 1896. The pioneering spirit they brought lives on in the extraordinary people who continue to serve at St. Mary's Medical Center. While the details of the challenges we face today are different, the mission of responding to identified community health needs has remained the same.



St. Mary's Medical Center has a long, rich history of serving the many needs of the people who live and work in the surrounding community, from advanced medical care to charitable giving. This continued commitment calls us to collaborate with a wide range of partners who are equally focused on addressing the physical, emotional, and spiritual needs of those within our geographic boundaries. These partnerships allow us to develop programs and services focused on improving the health of our local community.

We are working to address suicide prevention, improving access to health care services, as well as nutrition, which includes food insecurity and obesity. Our community health improvement plan prioritizes these identified needs and provides actionable steps to address them.

As healthcare delivery continues to transform, we remain guided by our Mission to “reveal and foster God's healing love by improving the health of the people and communities we serve, especially those that are poor or vulnerable.” As we carry on the tradition of the Sisters who came to Western Colorado nearly 125 years ago, we continue to look forward to the good that is yet to be.

With gratitude and blessings,

A handwritten signature in blue ink, which appears to read "Brian Davidson". The signature is fluid and cursive.

Brian Davidson M.D.  
President St. Mary's Medical Center



## About Us

St. Mary's Medical Center is a faith-based, nonprofit provider and part of SCL Health, a nonprofit faith-based health system with eight hospitals in two states. Founded in 1896 by the Sisters of Charity of Leavenworth, SMMC has a rich history of serving the many needs of its community. The small, wood-framed building, which stood more than 120 years ago, offered only 10 beds. Today, SMMC is the largest medical center between Denver and Salt Lake City, and boasts over 350 licensed beds.



St. Mary's Medical Center is dedicated to meeting the needs and improving the health of the communities we serve in Western Colorado and Eastern Utah through continued collaborations and partnership with organizations in Mesa County.

### Our Mission

We reveal and foster God's healing love by improving the health of the people and communities we serve, especially those who are poor and vulnerable.

### Our Values

**Caring Spirit** – We honor the sacred dignity of each person.

**Excellence** – We set and surpass high standards.

**Good Humor** – We create joyful and welcoming environments.

**Integrity** – We do the right thing with openness and pride.

**Safety** – We deliver care that seeks to eliminate all harm for patients and associates.

**Stewardship** – We are accountable for the resources entrusted to us.

# Community Health Needs Assessment

## Community Health Needs Assessment (CHNA) Methodology and Process

A Community Health Needs Assessment (CHNA) is a critical tool to understanding the health status of a population. It presents information and analysis on health indicators and identifies areas of concern. The three primary goals are:

- 1) To provide a current snapshot of the health status of Mesa County.
- 2) To bring attention to areas of concern.
- 3) To fulfill assessment needs for all partners of our local public health system.

By focusing on various social and community factors, this CHNA pays special attention to emerging public health practice. We believe in order to solve our most difficult public health challenges, it is imperative to understand the population groups experiencing significant differences in health outcomes and the barriers impeding their access to resources and opportunities. This upstream approach to health will result in the development and implementation of targeted and sustainable strategies.

### Community Served

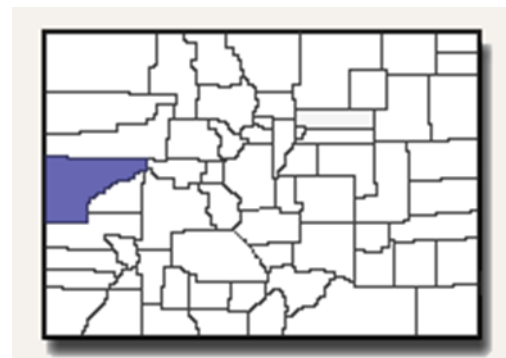
Mesa County was selected as the defined community for the CHNA target population as it accounts for over 70% of all patient care delivered by St. Mary's Medical Center and is considered the Primary Service Area (PSA).

Mesa County is located on the Western border of Colorado, 250 miles west of Denver. The county spans 3,313 square miles. The Grand Valley, which is the most densely populated area on Colorado's Western Slope, covers 38 square miles and has an elevation of 4,586 feet. Grand Junction is the largest city in Western Colorado and the county seat. Mesa County also includes the towns of Collbran, DeBeque, Gateway, Palisade, the City of Fruita, and smaller unincorporated areas.

### MESA COUNTY SNAPSHOT

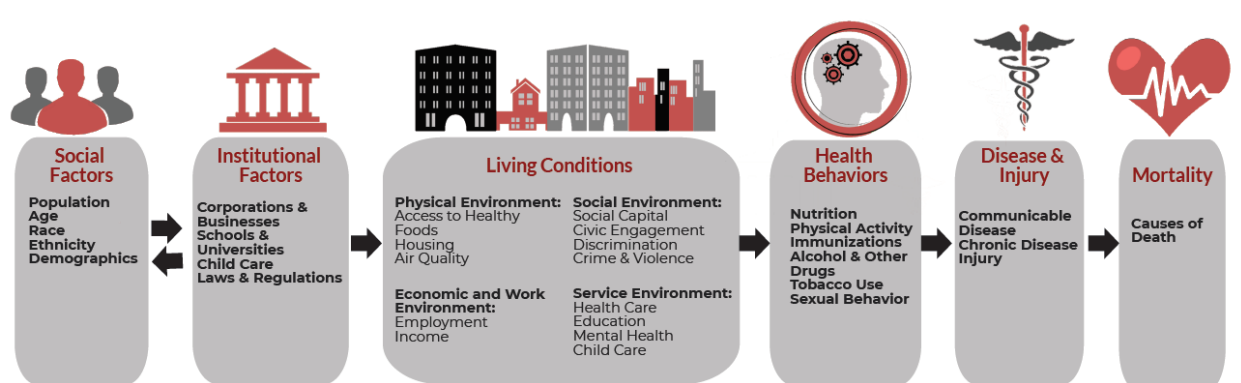
White	93.7%
Female	50.5%
Median Age (Years)	38.8
65 years and Older	16.8%
Educational Attainment (Bachelor's or Higher)	26.1%*
Median Income	\$50,070
Percent in Poverty	15%

\*statistically different



## Process and Methods

This version of the CHNA follows a public health framework adapted from the Bay Area Regional Health Inequities Initiative. In addition to considering traditional public health data related to **injury, disease, and causes of death**, the framework pulls in data related to social factors (**gender, race/ethnicity**), **institutional factors** (laws and regulations, government agencies, schools), and **living conditions** (physical environment, social environment, economic environment, service environment).



## Data Sources

Mesa County Public Health (MCPH) leads the CHNA process on behalf of public health partners every three years. Data from **national, state, and local** sources are included to provide a comprehensive picture of health in the community. A complete list of data sources organized by page is located at the end of the Mesa County Community Health Needs Assessment 2018-2020. A few of those sources include:

- Colorado Department of Education
- Colorado Department of Public Health and Environment (CDPHE)
- Grand Junction Housing Authority
- Mesa County Workforce Center
- U.S. Census Bureau
- U.S. Department of Health and Human Services

## Partners

Mesa County is unique in our collaborative approach to the CHNA. Local non-profit hospitals and the public health agency release one comprehensive document every three years to meet the requirements of all agencies. This facilitates a more unified approach to health in our community.

- Colorado Canyons Hospital and Medical Center
- Community Hospital
- Mesa County Public Health
- St. Mary's Medical Center
- West Springs Hospital, Inc.

## Vulnerable Populations

Representation from the underserved, low-income and minority populations was accounted for with the strategic makeup of the CTG Steering Committee members. Members include:

- *Ariel Clinical Services*: Individualized services tailored to a child’s or adult’s unique needs and specific challenges
- *Local Faith Leaders*
- *Hilltop Community Resources*: Compassionate and comprehensive human services.
- *Mesa County Valley School District 51*
- *Riverside Educational Center*: Afterschool tutoring and enrichment activities for K-12th students who qualify academically and financially to inspire improved academic achievement and foster positive social and emotional development in a safe and supportive environment.
- *Senior Programs*: Meals on Wheels, Program of All-Inclusive Care for the Elderly (PACE), Foster Grandparent Program, Senior Companion Program
- *Spanish-speaking Community Health Worker*
- *Local Youth*

### POPULATION STATISTICS OF CITIES IN MESA COUNTY

	Mesa County	Clifton	Fruita	Grand Junction	Palisade
Population	148,166	20,021	23,714	87,234	2,630
Median Age (Years)	38.8	32.9	40.4	38.1	40.1
65 Years and Over	16.8%	14.0%	16.1%	17.7%	Not Available
Educational Attainment (Bachelor’s or Higher)	26.1%*	11.6%	29.1%	28.2%	25.4%
Unemployment Rate	8.7%	12.0%	8.6%	8.7%	5.1%
Uninsured Rate	12.7%	18.2%	11.2%	12.5%	13.6%
Percent in Poverty (All Families)	15%	22.3%	10.9%	11.6%	8.3%
Median Income	\$50,070	\$37,223	\$57,271	\$47,506	\$39,890

\*statistically different



## Key Survey Results

The **Areas of Concern** table in the Mesa County Community Health Needs Assessment 2018-2020 is a comprehensive list of indicators and critical aspects of overall health, which can be improved through community action. The table is divided by the six cross-cutting themes that make up our framework.

## Community Stakeholder Involvement

In early 2017, MCPH convened a group of more than 60 individuals from a broad cross-section of community sectors. **Nonprofit, health care, law enforcement, education, business, government, and religious organizations** were among those represented. This Community Transformation Group (CTG) determined in order to meaningfully impact outcomes in three key areas - **education, health** and the **economy** - the focus must first be on strengthening **social connectedness**.

More than 1,500 Mesa County residents completed a social capital survey, administered by MCPH during the summer of 2017. This survey was based on research around assessing social capital and addressed four areas:

- 1) Personal relationships
- 2) Social network support
- 3) Civic engagement
- 4) Trust and cooperative norms

**Surveys** were completed online, and MCPH staff also used tablet computers to engage many participants in person at community locations, including the Mesa County Community Services Building and local grocery stores.

**Focus Groups**, conducted in both English and Spanish, were held at Rocky Mountain Elementary School to solicit direct community input on identified needs in their community. Results were shared with the CTG Steering Committee to support targeted efforts.

Several **Community Forums** were held to solicit direct community input on our highest priority health need, Suicide. These forums fostered dialogue on the upstream needs of our community and potential solutions to lessen the severity of this need.

## Publication and Adoption of the CHNA

The CHNA was published on June 1, 2018. In the full report of the CHNA the entire process and methodology was outlined, as well as the results including the prioritized list of health needs. Along with the publication of the report, an executive summary was also released to present material in an accessible way. The CHNA was publicized through a variety of channels, most notably through the Mesa County Department of Public Health and their website, [healthymesacounty.org](http://healthymesacounty.org)

**The St. Mary's Medical Center Board of Directors formally adopted the 2018-2020 CHNA on August 29, 2018.**

## Community Health Improvement Plan Priorities

The 2018-2020 Improvement Plan was designed around the results of the Mesa County Community Health Needs Assessment 2018-2020, a review of strengths and resources as a healthcare organization, strategic direction and operational priorities, in addition to a review of existing community health initiatives. As a whole, the themes recognize optimal health is more than the absence of illness. Health is a state of complete well-being highly influenced by the social and physical conditions in which we live. These areas are a guide for prioritizing efforts in our community. We recommend looking at them not in isolation but rather in relationship to each other to inform practice and funding.

St. Mary's Medical Center's leadership prioritized community health needs by assessing:

- Burden
- Scope
- Severity/Urgency
- Feasibility and effectiveness of interventions
- Health disparities
- Importance the community places on addressing the need

Additionally, St. Mary's Medical Center considered how each identified issue could be addressed with a strategic, targeted approach over the next three years.

Data from the Mesa County Community Health Needs Assessment 2018-2020 report informed the selection of areas of concern and top priorities in collaboration with internal and external subject-matter experts who aided the development of our strategy. The Implementation Strategy will be a living document subject to revision as continued collaboration with community partners reveals additional gaps in service and the need for program revisions.

**The St. Mary's Medical Center Board of Directors reviewed, approved, and formally adopted the 2019 Community Health Improvement Plan on March 27, 2019.**

## Community Health Improvement Plan

This Improvement Plan outlines St. Mary's Medical Center (SMMC) plan for addressing the community health needs of Mesa County. This strategic document will be a living document subject to revision as continued collaboration with partners reveals additional gaps in service and the need for program revisions.

There are 5 Community health improvement core strategies that support program development. We want to:

- Leverage community benefit investments toward the greatest area of impact to achieve our mission (*alignment with CHNA and vulnerable populations*)
- Utilize intervention strategies that are evidence-based and work to answer the sustainability question during program build
- Encourage innovation pilots that can address “dual” or disparate health needs
- Expand collective impact opportunities by engaging multi-sector partnerships
- Improve community engagement by highlighting community impact stories, increasing digital-based communication and attention to diversity and inclusion initiatives

In addition, whenever possible we want to align measurement objectives with other community improvement efforts locally, regionally, and nationally.



**Priority: Suicide Prevention**

**Vision:** To create a community-driven, comprehensive suicide prevention model to reduce suicide by 20% by 2024.

**Goal:** Utilize a data-driven and community-informed approach to decrease attempts and deaths by suicide, increase access to resources, reduce stigma associated with suicide and mental health and increase community capacity for suicide prevention education.

Current State	Action / Tactics	Partners	Progress Update
<p><i>Demonstrate the prevalence and/or significance of this need</i></p>	<p><i>What steps will we take to impact this need</i></p>	<p><i>Community stakeholders who are essential to improvement efforts</i></p>	<p><i>Key measures of success and milestones</i></p>
<p>Mesa County’s suicide death rate, <b>34.7 per 100,000</b>, is double the national rate (13.4 per 100,000) and significantly higher than the rate of Colorado (20.3 per 100,000)</p> <p>Mesa County’s suicide death rate has <b>INCREASED</b> each year since 2013</p> <p>Mesa County’s suicide hospitalization rate, <b>115.7 per 100,000</b>, is significantly higher than Colorado (52.0 per 100,000)</p>	<p>Collect &amp; analyze data to track trends and make data-informed decisions</p> <p>Enhance awareness to destigmatize behavioral health/suicide prevention</p> <p>Promote &amp; support suicide prevention education and resiliency training</p> <p>Provide professional level training for suicide prevention and postvention</p>	<p>Mesa County Public Health</p> <p>Mind Springs Health/West Springs Hospital</p> <p>Colorado Mesa University</p> <p>Mesa County Valley School District 51</p> <p>Colorado National Collaborative (CNC)</p>	<p>Adopt and implement four of the seven core components of the Zero Suicide Hospital framework</p> <p>Train the Psychiatric Evaluation Team in Collaborative Assessment and Management of Suicidality (CAMS) training and treatment framework</p> <p>Train 25% of associates to recognize and respond to risk through evidence-based gatekeeper trainings (e.g. QPR)</p> <p>Offer gatekeeper training, e.g. QPR, to community at large</p> <p>Continue financial investment in Suicide Prevention Coordinator role</p>

Priority aligns with **Healthy People 2020** – improvement guidelines



Priority aligns with **Social Determinants of Health (Health and Health Care)** – *Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning, and quality of life outcomes and risks. ~CDC*



**Priority: Nutrition, including Food Insecurity and Obesity**

**Vision:** To increase proportion of residents who are at a healthy weight in Mesa County by 10%, from 40.4% to 44.4% by 2030.

**Goal:** Improve access to healthier food choices and physical activity opportunities.

Current State	Action / Tactics	Partners	Progress Update
<p><i>Demonstrate the prevalence and/or significance of this need</i></p>	<p><i>What steps will we take to impact this need</i></p>	<p><i>Community stakeholders who are essential to improvement efforts</i></p>	<p><i>Key measures of success and milestones</i></p>
<p><b>59.6%</b> of Mesa County adults (18+) are overweight or obese, higher than Colorado findings</p> <p>Overweight rates have <b>increased</b> since 2011</p> <p><b>Heart disease</b> is the <b>leading cause of death</b> in Mesa County, significantly higher than Colorado findings. A non-healthy weight and physical inactivity are risk factors</p> <p>Approximately <b>1 in 10</b> Mesa County residents received SNAP benefits in the last 12 months</p> <p>An estimated <b>1 in 7</b> Mesa County Residents are not always sure where they will get their next meal</p>	<p>Engage with community-based partners to develop local strategies for benefit enrollment and access to food resources</p> <p>Raise Health Care Provider awareness on the prevalence of hunger, the health impacts of hunger and how to help food insecure patients</p> <p>Screen patients/families for Food Insecurity</p> <p>Expand Food Recovery Program in Mesa County</p> <p>Increase access to affordable, nutritious food in food insecure communities</p> <p>Increase access to food assistance and nutritious food through community-based organization</p> <p>Maximize SNAP &amp; WIC enrollment</p> <p>Endorse the request by the City of Grand Junction to conduct a need assessment for the creation of a community and expanding parks and recreational services in the area.</p>	<p>Colorado Mesa University</p> <p>Community Transformation Group</p> <p>GJ Community Center Campaign</p> <p>Kids Aid</p> <p>Mesa County Public Health</p> <p>Mesa County Valley School District 51</p> <p>Sodexo</p> <p>Western Colorado Community Foundation</p>	<p>Develop and implement a Food Recovery within Columbine Café</p> <p>Supplement the Lunch Lizard Program during school holidays and breaks</p> <p>Partner with Community Alliance for Education and Hunger Relief for <i>Food on the Move</i></p> <p>Pilot the Snack Pack Program with local high school</p> <p>Partner Mobile Health Van services with WIC/SNAP program outreach</p> <p>Adopt Walk with a Doc program model with Mobile Health Van services</p>

Priority aligns with **Healthy People 2020** – improvement guidelines



Priority aligns with **Social Determinants of Health (Health and Health Care)** – *Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning, and quality of life outcomes and risks.* ~CDC





**Priority: Improve Access to Health Care Services**

**Vision:** All Mesa County residents will have access to comprehensive, quality health services.

**Goal:** Increase opportunities to access health services, both in person and virtually

Current State	Action / Tactics	Partners	Progress Update
<i>Demonstrate the prevalence and/or significance of this need</i>	<i>What steps will we take to impact this need</i>	<i>Community stakeholders who are essential to improvement efforts</i>	<i>Key measures of success and milestones</i>
<p>Inability to get an appointment as soon as needed was identified as the <b>TOP BARRIER</b> to receiving care in Mesa County</p> <p>Mesa County is a designated <b>Health Professional Shortage Area (HPSA) for Primary Care</b> by the Colorado Department of Health and Environment</p> <p>Western Slope has <b>6 psychiatric beds per 100,000</b> residents whereas Colorado has <b>19 psychiatric beds per 100,000</b> residents</p> <p>Use of mental health crisis services <b>DOUBLED</b> in the past two years</p>	<p>Develop a telehealth network</p> <p>Develop behavioral health partnerships</p> <p>Continue outreach with partners to improve access to preventive health, e.g. screenings, immunizations and education</p> <p>Increase presence of behavioral health in primary care and increase number of psychiatric beds</p>	<p>Community Transformation Group</p> <p>Lunch Lizard Program</p> <p>Marillac Health</p> <p>Mesa County Public Health</p> <p>Mesa County Valley School District 51</p> <p>Mind Springs, Inc./West Springs Hospital</p>	<p>Establish video outpatient visit capabilities at <b>half</b> of outreach sites</p> <p>Reduce psychiatric inpatient length of stay by <b>15%</b></p> <p>Grow Financial/In-Kind Investment in School-Based Health Center</p> <p>Continue financial investment in West Springs Hospital</p> <p>Partner Mobile Health Van services with affiliated hospitals to reach rural areas in need.</p> <p>Partner Mobile Health Van services with MCPH &amp; D51 for immunization clinics</p>

## Other Significant Needs Not Prioritized

The Mesa County Community Health Needs Assessment 2018-2020 followed a public health framework, which considered traditional public health data in addition to data related to:

- Social factors: gender, race/ethnicity
- Institutional factors: laws and regulations, government agencies, schools
- Living conditions: physical environment, social environment, economic environment, service environment

As a community we believe it is imperative to understand the significant differences in health outcomes and the barriers impeding access to resources and opportunities. Our hope is with a focus on an upstream approach to health, e.g. addressing social determinants of health (SDOH); we will develop and implement targeted, sustainable strategies.

Areas of Opportunity	
<b>Cancer</b>	Cancer as cause of death in Mesa County is <b>ABOVE</b> the state average. Mesa County continues to have a significantly higher incidence of lung and bronchus cancer than state and national rates. It should also be noted Mesa County has a statistically lower incidence rate for prostate cancer and melanoma. This health need was not prioritized during the prioritization process because of resource constraints within our Regional Cancer Center. However, long-term interventions are needed to have an effective impact on cancer. It is our hope by addressing other areas of need, e.g. access to health care services and healthy weight status, that cancer will be indirectly affected in the years to come.
<b>Heart Disease</b>	Heart disease is the leading cause of death in Mesa County and is statistically worse when compared to the rest of Colorado. Healthy behaviors continue to be one of the best methods to address chronic diseases where individual behaviors continue to have an impact, including prevention. This need was not prioritized because long-term interventions are needed to have an effective impact. It is our hope by addressing other areas of need, e.g. access to health care services, healthy weight status, heart disease and other chronic diseases will be indirectly affected in the years to come.
<b>Teen Pregnancy</b>	Teen pregnancy continues to be consistently higher in Mesa County than in Colorado (22.3 per 1,000 ages 15 to 19). This need was not prioritized because other community organizations have the expertise to effectively address the need.
<b>Tobacco Use</b>	Tobacco is the number one cause of lung cancer. Approximately 9 out of 10 lung cancers are caused by smoking. Changes in lifestyle, e.g. reducing tobacco use, can significantly reduce cancer morbidity and mortality. When compared to the rest of Colorado, <b>MORE</b> adults currently smoke cigarettes, 21% of adults (18+years), as well as high school students (9.1%). The 2020 Colorado Cancer Plan target rates for both age groups are: Adults: 12% and Students: 5% respectively. This health need was not prioritized during the prioritization process because SMMC is part of a long-term community-wide partnership providing prevention and cessation programs and resources.

## Continuing the Work

The 2019 Community Health Improvement Plan is a living document providing St. Mary's Medical Center alignment with initiatives collaborating with various partners in Mesa County. The Improvement Plan will continue to evolve as community needs, priorities and resources change.

As we identify more specific measures and cultivate community partnerships this plan will be revised and updated on an ongoing basis. Additionally, programs and services developed and offered in response to identified health needs will be evaluated on a regular basis for effectiveness and resulting in intended outcomes.

The St. Mary's Medical Center internal Community Benefit Steering Committee will continue to provide support and feedback throughout the current cycle. Continued program evaluation will ensure programs and services are refined as needed to ensure improvement of community health.

## Contact:

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## Community Partners

Sincere thanks and appreciation for our community partners especially the Mesa County Department of Public Health and the Community Transformation Group.