

# Avista Adventist Hospital

COMMUNITY HEALTH IMPLEMENTATION STRATEGY  
ADOPTED NOVEMBER 2022



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## AT A GLANCE SUMMARY:

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|--|--|
| <p><b>Community Served</b></p>                                    | <p>Avista Adventist Hospital is a comprehensive medical center known for its higher level of personalized, whole person care, that’s been the hallmark of the organization for more than a century. The 114-bed full service community hospital provides a full range of medical specialties and exceptional health care to the Louisville, Superior, Broomfield and surrounding Boulder County communities. Known for its award winning joint and spine program, as well as its widely recognized New Life Center and the area’s largest neonatal intensive care nursery.</p>   |
| <p><b>Significant Community Health Needs Being Addressed</b></p>  | <p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"><li>• Disease and Injury: Suicide</li><li>• Physical Environment: Housing Stability</li><li>• Community Capacity Building: Food Security</li></ul>   |
| <p><b>Strategies and Programs to Address Needs</b></p>          | <p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p><b><u>Disease and Injury: Suicide</u></b><br/>Increase identification of suicide risk by implementing Zero Suicide, an evidence-based/informed mental health/suicide prevention trainings that will result in improved post-discharge patient and community member outcomes including reducing community risk of deaths by suicide.</p> <p><b><u>Physical Environment: Housing Stability</u></b><br/>Participate in collaborative efforts to address affordable housing and homelessness in Boulder and Broomfield Counties.</p> <p><b><u>Community Building: Food Security</u></b><br/>Increase utilization of and access to affordable, fresh produce and federal food assistance programs and enhancements; and improve production, distribution, and procurement of fresh, affordable and local food in low food access communities.</p> |
| <p><b>Planned Collaboration</b></p>                             | <p>The hospital will partner with the local health department, community-based organizations, behavioral health providers, and other health systems to deliver on these strategies. In addition, partners funded by the Centura Health Equity and Advancement Fund will collaborate with the hospital to ensure that community members have timely access to services and programs made possible by this fund.</p>   |

*This document is publicly available online at the hospital's website. Written comments on this report can be submitted to the Director of Mission, Johnathan Ward (JohnathanWard@centura.org) or Director of Community Health Improvement, Bryan Trujillo (HaroldTrujillo@Centura.Org)*

## **OUR HOSPITAL AND THE COMMUNITY SERVED**

### **About the Hospital**

Avista Adventist Hospital is a comprehensive medical center known for its higher level of personalized, whole person care, that's been the hallmark of the organization for more than a century. The 114-bed full service community hospital provides a full range of medical specialties and exceptional health care to the Louisville, Superior, Broomfield and surrounding Boulder County communities. Known for its award winning joint and spine program, as well as its widely recognized New Life Center and the area's largest neonatal intensive care nursery.

#### **Distinctive Services Noteworthy areas of care include:**

- **Emergency and Critical Care:** Avista's Emergency Department and Level III Trauma Center include two trauma suites and are fully equipped to provide comprehensive emergency medical services, such as resuscitation, surgery and intensive care, to seriously injured patients. The hospital is also the recipient of a Critical Care honor from Healthgrades with a 5-star rating for Treatment of Sepsis for 2022.
- **Avista's Joint and Spine program** has pioneered new technology, including the Mazor robotic guidance system for minimally-invasive spine surgery. The program has a Blue Distinction Center (12) designation for spine surgery from Blue Cross Blue Shield. In addition, the hospital holds the Joint Commission's Gold Seal of Approval for spine, total knee and total hip replacement, as well as fragile hip fracture, for which the hospital also has certification.
- **The widely recognized New Life Center** includes the area's only Level 3 Neonatal Intensive Care Unit (NICU) and the largest such unit serving Louisville and surrounding communities.
- **The hospital's Heart & Vascular program** includes a Joint Commission-Certified Advanced Primary Stroke Center.
- **The hospital's Women's Care program** is designated as a Center of Excellence in Minimally Invasive Gynecology by the American Association of Gynecologic Laparoscopists (AAGL).
- **The GI program** is a certified Center of Excellence by the American Society for Gastrointestinal Endoscopy (ASGE).

## OUR MISSION, OUR VISION, AND OUR VALUES

### **Mission**

We extend the healing ministry of Christ by caring for those who are ill and by nurturing the health of the people in our communities.

### **Vision**

Every community, every neighborhood, every life – whole and healthy.

### **Values**

Compassion

Respect

Integrity

Spirituality

Stewardship

Imagination

Excellence



## FINANCIAL ASSISTANCE FOR MEDICALLY NECESSARY CARE

It is the policy of Centura Health to provide, without discrimination, emergency medical care and medically necessary care in Centura Health hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



## DESCRIPTION OF THE COMMUNITY SERVED

To define Avista Adventist Hospital's service area for the CHNA we followed a process focused on ensuring that the defined service area was inclusive of medically underserved, low-income and minority populations in the geographical areas from which the hospital draws its patients. We considered four factors:

- Opportunities to viably expand outreach of programs to medically underserved populations
- Inpatient admissions
- Coverage of the County by another Centura facility
- Opportunities for collaboration among facilities and with community-based organizations

The counties of Boulder and Broomfield were considered as the service area. This includes zip codes:

80020, 80023, 80025, 80026, 80027, 80038, 80301, 80302, 80304, 80305, 80306, 80307, 80308, 80309, 80310, 80314, 80455, 80466, 80471, 80481, 80501, 80502, 80503, 80504, 80510, 80533, and 80544.

A summary description of the community is below, and additional details can be found in the CHNA report online.

# POPULATION DEMOGRAPHICS IN AVISTA ADVENTIST HOSPITAL'S SERVICE AREA

## Race

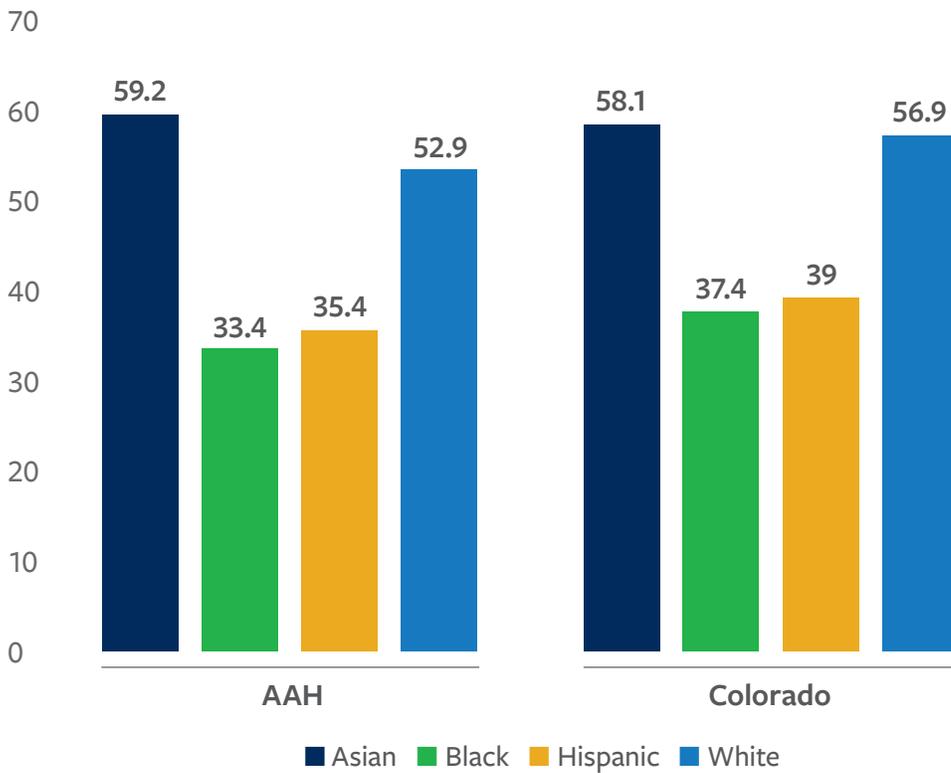


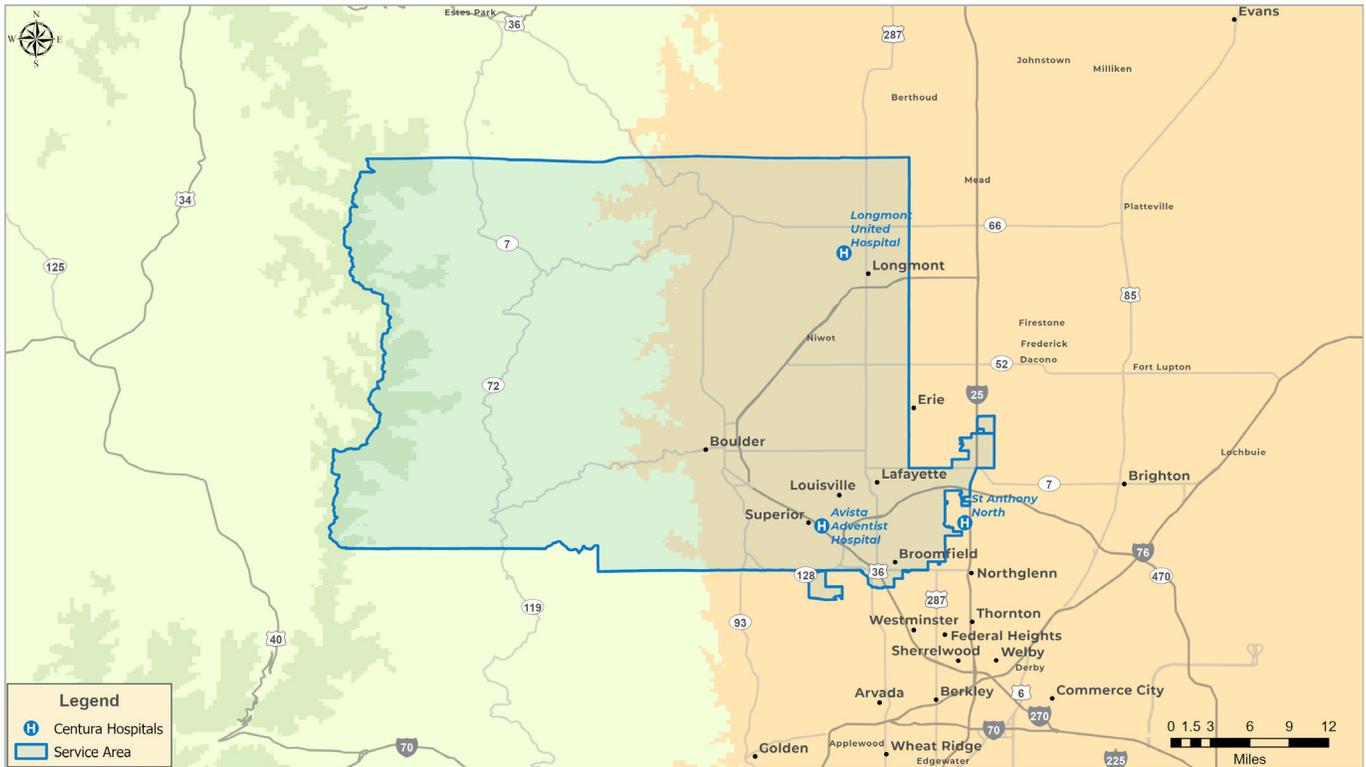
■ White 76.9% 
 ■ Black 1.00% 
 ■ Asian 5.1% 
 ■ Native American 0.4% 
 ■ Pacific Islander 0.1% 
 ■ Other 14.3% 
 ■ Multiple 2.4%

## Ethnicity



## Median Household Income as Percent of 80th Percentile





## COMMUNITY ASSESSMENT AND SIGNIFICANT NEEDS

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in June 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website (<https://www.centura.org/community-impact/community-benefit>) or upon request from the hospital, using the contact information in the At-a-Glance Summary.

## Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

| Significant Health Need                    | Description  | Intend to Address? |
|--|--|--------------------|
| Disease and Injury:<br>Suicide             | In Boulder and Broomfield counties, suicide and depression rates remain high. We need to remain focused on both prevention and treatment.  | Yes                |
| Physical Environment:<br>Housing Stability | In Boulder and Broomfield counties, housing prices have sharply risen. Ranked 17 and 11 amongst counties with more than 50% of household income spent on housing.  | Yes                |
| Community Building:<br>Food Security       | Although food security has improved, the cessation of benefits and extra services during the COVID pandemic, means that this is likely to worsen again in 2022.  | Yes                |
| Health Equity                              | Centura Health has prioritized Diversity, Equity and Inclusion within our system of care and recognize that health equity also needs to be addressed in our communities. We will integrate equity into every strategy used to address our community health priorities. | Yes                |

## 2022 IMPLEMENTATION STRATEGY

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

### Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Avista Adventist Hospital collaborated with Boulder County Public Health and Broomfield Public Health, the Denver Regional Council of Governments, and Doctors Care. In addition to serving on our Steering Committee, we agreed with the public health departments to align



community-based efforts in order to avoid duplication and address community health holistically. We have intentionally aligned strategies, as applicable, to ensure greater movement toward same goals and complementary efforts. In addition to the partnerships with local public health departments, Centura Health sits on the Metro Denver Partnership for Health, a partnership between nonprofit hospitals and public health departments to align efforts across the seven-county region.

Our Steering Committee met to rank and prioritize our strategies and programs, including assets and gaps.

Additionally, the hospital provided a summary of our strategies to our community organizations and members to get additional feedback.

The programs and initiatives described here were selected on the basis of alignment with state driven initiatives, Centura’s Social Determinants of Health strategy, existing financial and in-kind investments related to community benefit, and ability to scale high impact programs.

## Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

Centura Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.

|   |  |
|---|--|
|  <p><b>Advance Community Health Alignment and Integration</b></p>  | <p>Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.</p> |
|  <p><b>Build Capacity for More Equitable Communities</b></p>       | <p>Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.</p>                    |
|  <p><b>Expand Clinical Community Partnerships and Linkages</b></p> | <p>Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.</p>              |
|  <p><b>Inspire, Innovate and Scale High Impact Initiatives</b></p> | <p>Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.</p>                                 |

# Strategies and Program Activities by Health Need



## Health Need: Disease and Injury: Suicide

| Anticipated Impact                                      | <p>1. <b>Zero Suicide:</b> Increased identification of suicide risk and implementation of best practices and evidence-based/informed mental health/suicide prevention trainings will result in improved post-discharge patient and community member outcomes including reducing community risk of deaths by suicide.</p> <p>2. <b>Communities of Practices:</b> Advancement of school mental wellness best practices through the Centura sponsored Communities of Practice forum and school partnership model will advance youth mental health and well-being outcomes in the communities we served as measured by mental health outcomes data like the Health Kids survey.</p>  |                         |                               |                                    |                     |
|---|--|-------------------------|-------------------------------|------------------------------------|---------------------|
| Strategy or Program                                     | Summary Description  | Strategic Objectives    |                               |                                    |                     |
|   |  | Alignment & Integration | Clinical – Community Linkages | Capacity for Equitable Communities | Innovation & Impact |
| Zero Suicide- Post discharge follow-up program.         | Advance the implementation of suicide screening and activation of post-discharge follow-up support access to patients including warm hand-off and referral to the Colorado State Crisis hospital post-discharge follow-up program, crisis service or National Suicide prevention service, and/or through continued expansion of Centura’s Caring Contact program.  | ✓                       | ✓                             | ✓                                  | ✓                   |
| Zero Suicide Training and Best Practice Implementation. | <ul style="list-style-type: none"> <li>• Advance Zero Suicide, an evidence based best practices framework for decreasing suicide risk in health care systems and their communities. By continuing to advance best practice trainings (Question Persuade Refer, Start, Applied Suicide Intervention Skills Training- ASSIST, Faith, Mental Health First Aid) and practices, the hospital will improve suicide risk identification, post risk identification support and patient and community outcomes.</li> <li>• Provide clinical and non-clinical trainings to associates and offer community trainings in suicide prevention or mental wellness will be offered or supported by our system trainers or partners.</li> </ul> | ✓                       | ✓                             | ✓                                  | ✓                   |

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| School Mental Health Community of Practice.              | Participate in The School Mental Health Community of Practice monthly virtual meetings. These meetings bring together school districts professionals and community partners interested in advancing best practices and shared learning on implementing school mental health strategies. Sessions start with a brief presentation by a school district and/or community partner that has had success implementing a school mental health strategy. The remainder of the time is dedicated to shared learning and networking through large group and breakout room discussions.   | ✓ | ✓ | ✓ | ✓ |
| School Mental Health Community of Practice Consultation. | <ul style="list-style-type: none"> <li>• School Mental Health Community of Practice Consultation - In first year, identify 2-3 school districts for system pilot on assessment, implementation, sustainability/ scalability, including Valley School District.</li> <li>• Model to be expanded into other Centura community school districts in years 2 and 3.</li> </ul>   | ✓ | ✓ | ✓ | ✓ |
| <b>Planned Resources</b>                                 | <ul style="list-style-type: none"> <li>• Hospitals and Zero Suicide initiative leadership will designate the staff that they would like to receive trainings. Community Health and facility mission leadership will develop community partnerships to advance training offerings to community members.</li> <li>• CoP and CoP consultation programs will include the utilization of technology and platforms like Mighty Networks, Zoom and other platforms to support the forums, record the programs and make the forum information available to all registered participants.</li> </ul>  |   |   |   |   |
| <b>Planned Collaborators</b>                             | <ul style="list-style-type: none"> <li>• The hospital will partner with organizations like LivingWorks, Colorado Mental Health First Aid, Rocky Mountain Crisis Services, Community Mental Health Centers, the State Office of Suicide Prevention, Faith-based partners, and others to advance Zero Suicide practices and suicide prevention training to our associates and community members.</li> <li>• CoP and the CoP consultation program will involve partnerships with youth mental health subject matter experts and consultants, school district and school administrators, counselors, student advisory groups and other key stakeholders.</li> </ul> |   |   |   |   |



## Health Need: Physical Environment: Housing

|   |  |                                    |                                      |   |                                |
|---|--|------------------------------------|--------------------------------------|---|--------------------------------|
| <b>Anticipated Impact</b>   | Increased access to safe and stable housing and shelter within the community. Identify community members who report housing insecurity and refer them to appropriate resources in the community.   |                                    |                                      |   |                                |
| <b>Strategy or Program</b>  | <b>Summary Description</b>   | <b>Strategic Objectives</b>        |                                      |   |                                |
|   |  | <b>Alignment &amp; Integration</b> | <b>Clinical – Community Linkages</b> | <b>Capacity for Equitable Communities</b> | <b>Innovation &amp; Impact</b> |
| Participate in collaborative efforts to address affordable housing and homelessness in Boulder and Broomfield Counties.   | <ul style="list-style-type: none"> <li>● Participate in existing housing coalition efforts.</li> <li>● Identify the role of health care within the housing and homelessness plans.</li> </ul>  | ✓                                  | ✓                                    | ✓   | ✓                              |
| Collaborate with state and local officials to identify strategies to increase housing stability in the community by connecting housing, health outcomes and Ventura values. | <ul style="list-style-type: none"> <li>● Identify policy opportunities at various levels to impact housing stability.</li> <li>● Collaborate with community to advance policy opportunities that promote stable housing.</li> </ul>  | ✓                                  | ✓                                    | ✓   | ✓                              |
| Screen households for housing insecurity and refer them to resources in the community to promote stable housing.  | <ul style="list-style-type: none"> <li>● Administer a Social Determinants of Health screening for patients which determines housing needs.</li> <li>● Establish referral pathways to appropriate community-based organizations.</li> </ul>   | ✓                                  | ✓                                    | ✓   | ✓                              |
| <b>Planned Resources</b>  | The hospital will provide a community health worker model, grants, outreach communications, and program management support for these initiatives.  |                                    |                                      |   |                                |
| <b>Planned Collaborators</b>  | The hospital will partner with Mental Health Partners, Colorado Community Health Alliance, Broomfield Public Health, Boulder County Public Health, Rocky Mountain Adventist Health, Boulder County Child Welfare, the region’s Continuum of Care, and local community-based organizations to deliver this housing strategy. In addition, partners funded by the Centura Health Equity and Advancement Fund will collaborate with the hospital to ensure that community members have timely access to services and programs that promote housing stability. |                                    |                                      |   |                                |



## Health Need: Community Capacity Building: Food Security

| <b>Anticipated Impact</b>                   | The hospital’s initiatives to address food security are anticipated to result in: increase utilization of and access to affordable, fresh produce and federal food assistance programs and enhancements; and improve production, distribution, and procurement of fresh, affordable and local food in low food access communities.   |                                    |                                      |   |                                |
|---|--|------------------------------------|--------------------------------------|---|--------------------------------|
| <b>Strategy or Program</b>                  | <b>Summary Description</b>   | <b>Strategic Objectives</b>        |                                      |   |                                |
|   |  | <b>Alignment &amp; Integration</b> | <b>Clinical – Community Linkages</b> | <b>Capacity for Equitable Communities</b> | <b>Innovation &amp; Impact</b> |
| Outreach, education, and de-stigmatization. | Implement outreach campaigns among associates and patients, educating them on food insecurity and communities affected most by this issue, and food security programs available for families   | ✓                                  | ✓                                    | ✓   |                                |
| Screening and referrals.                    | <ul style="list-style-type: none"> <li>• Administer a Social Determinants of Health screening for patients which determines food insecurity</li> <li>• Establish referral pathways to appropriate community-based organizations</li> </ul>   | ✓                                  | ✓                                    | ✓   | ✓                              |
| Benefits acceptance.                        | Build community partnerships to support local food businesses’ new acceptance of and or maintenance of the Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), or their program enhancements by supporting technology, technical assistance, outreach and promotion through community food advocates/navigators | ✓                                  | ✓                                    | ✓   | ✓                              |
| Local food distribution support.            | Facilitate local food donations to emergency food assistance providers, including pantries   | ✓                                  | ✓                                    | ✓   | ✓                              |

**Planned Resources**

The hospital will provide a community health worker model, grants, outreach communications, and program management support for these initiatives.

**Planned Collaborators**

The hospital will partner with the Colorado Blueprint to End Hunger, Nourish Colorado, Family Connects, Hunger Free Colorado, UnitedWay 211 Colorado, local community-based organizations to deliver this food security strategy. In addition, partners funded by the Centura Health Equity and Advancement Fund will collaborate with the hospital to ensure that community members have timely access to services and programs that promote food security.



## THANK YOU AND RECOGNITION

Our Community Health Needs Assessment is as strong as the partnerships that created it. It is through these partnerships that we were able to ensure we were leveraging the assets in our communities, getting the voices of those who are experiencing challenges with their health and social determinants of health and making a plan to which both the community and hospital are committed. Thank you to the following organizations who committed their time, talent and testimony to this process.

- Adventist Rocky Mountain Conference
- Boulder County Public Health
- Broomfield County Public Health
- Coal Creek Meals on Wheels
- Colorado Community Health Alliance
- Community Food Share
- SCL Health
- Sister Carmen Community Center
- Avista Adventist Hospital Team Members

