

# Colorado Department of Public Health and Environment

## 2022-2026 Performance Plan and SFY23 Implementation Plan



**COLORADO**  
Department of Public  
Health & Environment

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# Introduction

This performance plan is submitted in accordance with the State Measurement for Accountable, Response and Transparent (SMART) Government Act (C.R.S. 2-7-204) and provides information related to the required components of the statewide performance management system implemented to manage the principal departments of the Executive Branch. Contained within this document are the the organizational mission, vision, department description, organizational chart, SFY23 Wildly Important Goals (WIGs) along with the strategies, activities, and measures that support each goal, as well as a review of SFY22 performance and continuous performance improvement initiatives and outcomes to date.

# Mission

Advancing Colorado's health and protecting the places where we live, learn, work, and play.

# Vision

A healthy and sustainable Colorado where current and future generations thrive.

# Department Description

The Colorado Department of Public Health and Environment is one of 16 cabinet-level departments whose executive director is appointed by the governor. Jill Hunsaker Ryan is the department's executive director. The department serves Coloradans by providing public health and environmental protection services that promote healthy people in healthy places. Public health professionals use evidence-based practices in the public health and environmental fields to create the conditions in which residents can be healthy. In addition to maintaining and enhancing our core programs, the department continues to identify and respond to emerging issues affecting Colorado's public and environmental health.

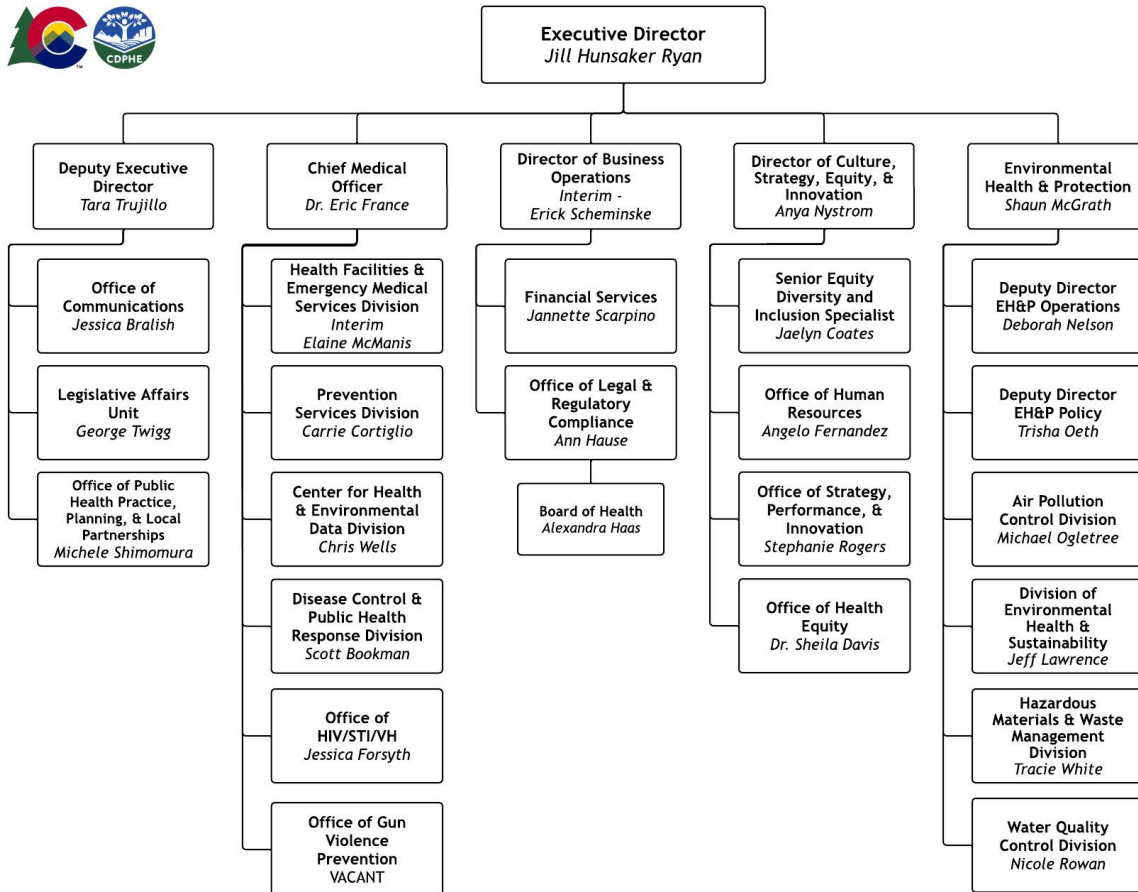
The department pursues its mission through broad-based health and environmental protection programs and activities. These include chronic disease prevention; control of infectious diseases; family planning; injury and suicide prevention; general promotion of health and wellness; provision of health statistics and vital records; health facilities licensure and certification; laboratory and radiation services; emergency preparedness; air and water quality protection; hazardous waste and solid waste management; pollution prevention; and consumer protection.

The department has approximately 1,773 employees with the vast majority working at the offices in Glendale and the State Lab in Denver. Satellite offices are located in Grand Junction and Pueblo.

For fiscal year 2021-22, the department received approximately 90% of its \$625 million funding from federal funds, fees, grants and other non-general fund sources. The statutory authority for the department is found predominantly in [Title 25 of the Colorado Revised Statutes](#).

For more information on the divisions, see [Appendix 1: Divisions](#).

# CDPHE Organizational Chart



May 19, 2022

# SFY23 Wildly Important Goals (WIG), Strategies, Activities, and Lead Measures

## WIG 1: Air Quality - Greenhouse Gas

*Supports the Governor's Bold 4 Priority: Environment, Renewables and Health  
Supports the Public Health Improvement Plan Priority 4: Climate Action and Air Quality*



**Environment and  
Renewables**

Move to renewable resources and  
protect the environment

### Problem Statement:

Global climate change poses a serious threat to human health and the environment. Our warming climate will continue to impact Colorado with more extreme weather events, a longer fire season, prolonged droughts, increases in infectious disease, beetle kill of trees, and other unforeseen disruptions to the fragile ecosystem. These impacts affect communities economically and people's health individually. While climate change is a global problem, it will take an "all hands on deck" approach to address. State-level action is a critical piece in responding to this dire threat.

In 2019, Governor Polis and the Colorado legislature established aggressive greenhouse gas emission (GHG) reduction goals of 26% by 2025 and 50% by 2030. The State is expecting a decrease in GHGs based on aggressive strategies as described in the WIG and associated activities.

**Lead Division:** Air Pollution Control Division

**WIG 1: Adopt new regulatory requirements and implement state air quality programs by June 30, 2023 that will result in estimated reductions of GHG emissions totaling 5.5 MMT per year once fully implemented.**

### Strategies to support the WIG:

**Strategy 1.1: Oversee the development of a cross-departmental blueprint for pollution reduction.**

#### Activities:

- Finalize updated GHG inventory by fall 2023.
- Prepare annual statutory progress report to AQCC and bi-ennial report to the General Assembly, tracking progress towards GHG targets.

**Strategy 1.2: Reduce Carbon Dioxide (CO2) from transportation.**

#### Activities:

- Implement Zero Emission Vehicle (ZEV) rule (or alternative).
- Coordinate with transportation agencies on the strategies.
- Reduce single occupancy vehicle commuting to address GHG emissions from the transportation sector.

- Complete the 10-year Clean Fleet Enterprise business plan focused on addressing GHG emissions from specific elements of the transportation sector

**Strategy 1.3: Reduce methane emissions from the oil and gas industry and carbon dioxide emissions from the electricity sector.**

Activities:

- Support Public Utility Commission (PUC), municipalities, Colorado Oil and Gas Conservation Commission (COGCC) and the Energy Office in transition to renewable energy.
- Implement a comprehensive GHG reduction strategy for the oil and gas sector adopted by the AQCC in December 2022.
- Increase the O&G touch rates (measured through infrared camera inspections).

**Strategy 1.4: Capacity building within APCD**

Activities:

- Develop and implement strategic reorganization and streamlining to accommodate new staff and more effectively address legislative and administration priorities

**Strategy 1.5: Promulgate four rulemakings by the AQCC by June 30, 2023 to support greenhouse gas emissions reductions (ACT, GEMM II, Recovered Methane & Establishment of GHG credit and tracking system, Building Energy Efficiency)**

**Measures**

**OUTCOME**

Adopt new regulatory requirements by June 30, 2023 that will result in estimated reductions of GHG emissions totaling 5.5 MMT per year once fully implemented.

**LEAD**

Promulgate three rulemakings by the AQCC by June 30, 2023 to support greenhouse gas emissions reductions and greenhouse gas goals (ACT, Recovered Methane & Establishment of GHG credit and tracking system, Building Energy Efficiency).

Develop an application process to support the establishment of the Clean Fleet Enterprise grant and incentive program by June 30, 2023.

Increase staff in the Climate and Greenhouse Gas program from 7 FTE to 12 FTE by June 30, 2023.

**WIG 2: Air Quality - Ozone**

*Supports the Governor's Bold 4 Priority: Environment, Renewables and Health  
Supports the Public Health Improvement Plan Priority 4: Climate Action and Air Quality*

**Problem Statement:**

The Denver Metro/North Front Range Area is out of attainment with federal health-based standards for ozone. High concentrations of ground level ozone negatively impact the health of Colorado's residents through increased rates of asthma, cardiovascular disease, increased hospitalizations, and in some instances premature death. While ozone levels in Colorado have been dropping, they are not decreasing fast enough. As a result, the Denver Metro/North Front Range Area (DMNFR) was reclassified by the Environmental Protection Agency from a "moderate" ozone nonattainment area to a "serious" nonattainment area in January 2020, with a "severe" designation in the future (likely spring 2022). As a result, Colorado must develop new, more stringent requirements to reduce emissions that cause ground level ozone. Additional emission reduction opportunities exist for the oil and gas industry, mobile sources, and other critical sectors.

To accomplish many of the technology-based goals, the Division will need resources to evaluate and, in most cases, improve data systems such as the permitting database. The Division hopes to use existing appropriation to increase inspection and compliance staff, and will continue to evaluate the need for new resources.

**Lead Division:** Air Pollution Control Division

**WIG 2: Adopt new regulatory requirements and implement state air quality programs by June 30, 2023 that will result in estimated reductions of ozone precursor emissions totaling -12,500 tons per year.**

**Strategies to support the WIG:**

**Strategy 2.1: Reduce volatile organic compounds (VOC) and oxides of nitrogen (NOx) from the oil and gas industry.**

Activities:

- Explore a new and improved emission and permitting database.
- Increase compliance, oversight and enforcement.
- Develop a process to track emission benefits from permitting and inspections.

**Strategy 2.2: Support local agencies and COGCC in oil and gas regulations.**

Activities:

- Provide training and consultations to LPHAs and municipalities.
- Coordinate the submittal and review of air quality monitoring plans under the new rules for preproduction/early production monitoring.
- Consult on COGCC Oil and Gas Development Plans, Comprehensive Area Plans, and variance requests as outlined by COGCC's rules to avoid, minimize and mitigate potential adverse impacts. These consultations may be requested by local governments, the COGCC Director, or CDPHE.

**Strategy 2.3: Reduce VOC and NOx emissions from non-O&G contributors**

Activities:

- Refine comprehensive and accurate inventory for non-O&G.
- Revise regulations to establish more stringent requirements for emission reductions by December 31, 2022.

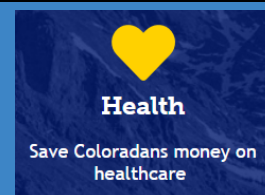


<ul style="list-style-type: none"> <li>Assess potential precursor reduction strategies for the onroad mobile and nonroad sectors.</li> <li>Coordinate with Regional Air Quality Council and other stakeholders to develop new ozone strategies for other sectors.</li> </ul>
<b>Measures</b>
<b>OUTCOME</b>
Adopt new regulatory requirements and implement state air quality programs by June 30, 2023 that will result in estimated reductions of ozone precursor emissions totaling 12,500 tons per year.
<b>LEAD</b>
Complete rulemaking for the 2008/2015 Ozone State Implementation Plan (SIP) and Associated Regulations and the Regional Haze State Implementation (SIP) Plan 5-Year Progress Report by June 30, 2023
Design and implement phase I of the electric small equipment grant program for state and local governments by June 30, 2023.
Title V Permitting Staff to be increased from 11 FTE to 23 FTE by June 30, 2023.
Sustain daily air-quality forecasts for 358 out of 365 days through June 30, 2023.

For more data on ozone, access "Ozone exceedance data" on the "[Ozone planning information for industry web page](#)"

## WIG 3: Suicide Prevention

*Supports the Governor's Bold 4 Priority: Health*  
*Supports the Public Health Improvement Plan Priority 3: Behavioral and Mental Health*



### Problem Statement:

National partners have recognized the need for a comprehensive public health approach to suicide prevention, ensuring collaboration and partnership across sectors. Colorado historically has fallen within the top 10 states in the nation for its suicide rate (21.4 per 100,000 in 2020). Through partnership with local communities, collaboration across state agencies, and prioritization for key programs, the Colorado Office of Suicide Prevention will support a public health approach and partner closely with internal and external stakeholders to track outcome metrics related to suicidal despair.

A prior suicide attempt is a leading risk factor for later death by suicide. Research and data show individuals with a recent discharge from an emergency department are at increased

risk for suicide, especially in the month following discharge. National data indicate that 25% of individuals who die by suicide have recently visited an emergency department prior to their death. Approximately 70% of individuals discharged from emergency departments after a suicide attempt do not attend a follow-up appointment with a mental health provider. However, research also shows that non-demand caring contacts are cost effective; reduce the risk for return ED visits, future attempts and suicide deaths; improve patient motivation, reduce barriers to care; and can improve in-person follow up with supportive community-based resources. Prior studies and national modeling also indicate that screening, brief intervention and follow up post-discharge can save 9,200 lives each year (nationally). Colorado will work to sustain the annual number of Coloradans provided this life-saving service via the Colorado Hospital Follow Up Project at 6,000 through June 30, 2023. No single strategy alone will be enough to reduce the suicide rate. Although this is the key measure identified for tracking progress, Colorado will also implement comprehensive community-based strategies across the continuum of prevention, intervention supports, and postvention.

**Lead Division:** Prevention Services Division

**WIG 3: Increase the annual number of Coloradans provided this life-saving service via the Colorado Hospital Follow Up Project from 3,000 to 6,000 by June 30, 2022 and maintain at 6000 by June 30, 2024.**

**Strategies to support the WIG:**

**Strategy 3.1: Support alignment and collaboration with the Behavioral Health Administration (BHA) to improve services in Colorado.**

**Activities:**

- Build and maintain a strong working relationship with BHA staff and CDPHE BHA liaison to ensure that prevention is aligned with BHA activities and goals.
- Provide resources and accountability measures to the BHA to ensure that behavioral health services in Colorado are responsive and validating to race, ethnicity, language, gender identity, and sexual orientation.
- Collaborate with the BHA and other state agencies and local public health agencies on identified opportunities to reduce the suicide rate.

**Strategy 3.2: Increase active analysis and dissemination of suicide-related data.**

**Activities:**

- Increase real-time data collection in emergency departments on suicide attempts and use data to inform prevention/intervention efforts.
- Incentivize coroner and law enforcement agencies to use the Colorado Suicide Investigation Form.
- Improve data collection and reporting to inform prevention strategies and trends for LGBTQ+ populations.

**Strategy 3.3: Improve health system readiness and response to suicide.**

**Activities:**

- Expand and support the Zero Suicide model implementation within health care settings.

- Reduce risk and provide support for individuals in the aftermath of a mental/behavioral health crisis by sustaining and expanding the Follow Up Project in emergency departments.
- Provide resources, training, and supports for health care that is responsive to and validating of identity in terms of race, ethnicity, language, gender identity, and sexual orientation.

**Strategy 3.4: Implement and evaluate comprehensive, community-based suicide prevention, intervention, and postvention efforts within priority counties.**

**Activities:**

- Implement and evaluate strategies to support priority populations including: LGBTQ+ Coloradans, Youth (0-18) and young adults (19-24), Veterans, Middle-aged men, Older adults, and priority occupations and industries including emergency responders, construction, health care, and agriculture/ranching.
- Promote and disseminate resources and tools that support men with mental health promotion, help-seeking strategies and screening/referral protocols and tools.
- Sustain and expand the evidenced-based program Sources of Strength in Colorado middle and high schools.
- Increase the availability of evidence-based gatekeeper training (e.g. QPR, SAVE) for veteran serving organizations.
- Sustain and expand lethal means safety initiatives (Colorado Gun Shop Project, clinical training).
- Increase economic stability and community connectedness initiatives in the wake of COVID-19.

**Measures**

**OUTCOME**

Sustain the annual number of Coloradans provided service via the Colorado Hospital Follow Up Project at 8,000 per year through June 30, 2024.

**LEAD**

Increase the number of hospitals implementing the Follow Up Project protocol each year from 65 to 75 by June 30, 2023.

Increase the number of counties participating in the Gun Shop Project each year from 47 to 64 by June 30, 2023.

Increase the annual number of Colorado 20 Point Head Inspection completions from 11,400 to 12,000 by June 30, 2023.

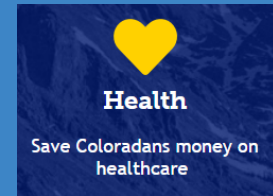
Sustain the number of youth serving organizations and schools (funded by CDPHE) trained in Sources of Strength each year at 124 sites through June 30, 2023.

Increase the number of agencies participating in the Colorado Zero Suicide Learning Collaborative each month from 57 to 75 by June 30, 2023.

Increase Colorado user registrations for the Operation Veteran Strong portal from 158 to 350 by June 30, 2023.

## WIG 4: COVID-19

*Supports the Governor's Bold 4 Priority: Health*



### Problem Statement:

WIG 4 aims to prevent further hospitalization and death rates associated to COVID-19 through external mobile team and bus unit vaccination efforts for Coloradans 5 years and older.

Considerations: It has been 6 months since boosters were recommended and we remain at 55% for 12 yo and older and 34% for 5-11 yo. Nearly 57% of adults 18+ (1,929,249/3,392,065) have received their third dose/booster. This data speaks to the impact of Pandemic fatigue experienced by the public.

**Lead division:** Disease Control & Public Health Response Division

**WIG 4:** Increase the percent of Coloradans 5 - 11 years old who are fully vaccinated for COVID-19 from 37% as of July 2022 to 50% by June 2023.

### Strategies:

Current planning scenarios and protocols are listed within the [Vaccine Response Plan](#) (4/1/2022).

### Measures

### OUTCOME

Increase the percent of Coloradans 5 - 11 years old who are fully vaccinated for COVID-19 from 37% as of July 2022 to 50% by June 2023.

### LEAD

Increase the up to date vaccination rate of long-term care facilities (LTCF) residents from 76% as of March 2022 to 80% by June 2023.

Increase the up to date vaccination rate of 5 years and older BIPOC Coloradans by 10% as of June 2023.

# SFY22 Performance Evaluation and Governor's Dashboard

The Colorado Department of Public Health and Environment made great progress on the goals contained within the FY22 performance plan. The summary below provides an overview of accomplishments and the status of each of the priority areas as of May 31, 2022. In addition, a summary of process improvement efforts is listed at the end of this section. For additional details, access the online Performance Plan Dashboard at:

<https://cdphe.colorado.gov/strategic-plan>.

## Priority: Reduce Greenhouse Gasses

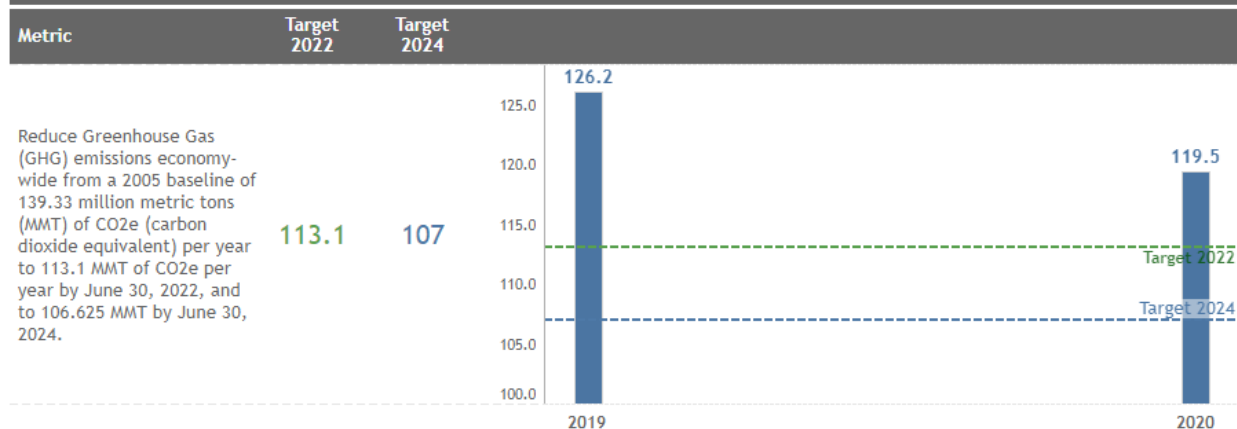
There are three dashboards on this page:

- 1) Our annual GHG performance metric
- 2) Our monthly metrics that include number of rulemakings and % of GHG inventory complete
- 3) Our strategies and activity status for each activity

[Export data to CSV](#)

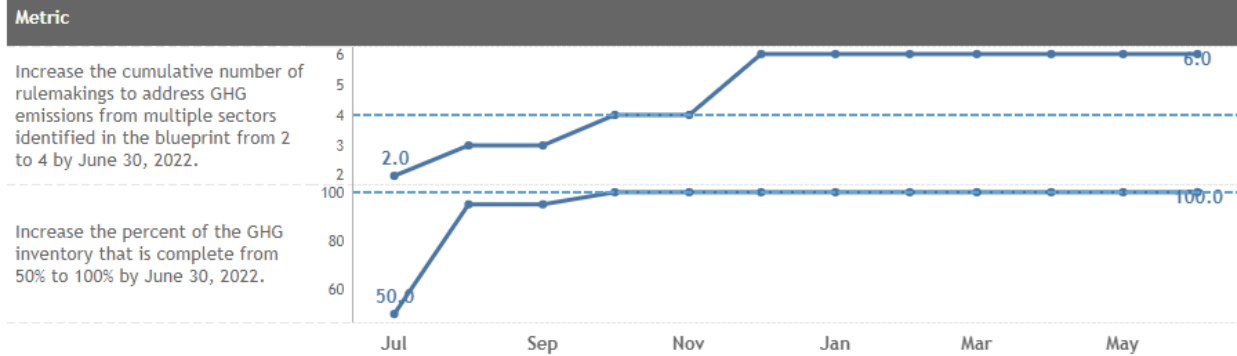
### Annual performance 2005-2020

2020 emissions at 119.5 million metric tons (MMT) are trending downward from the 2005 baseline of 137.8 MMT. CDPHE has an ambitious 2022 target of 113.1 MMT.



## Monthly metrics starting July 2021

There are two lead measures we track: # of rulemakings and GHG inventory completion. Reduction in GHG can be measured through the number of rulemakings that limit GHG emissions. Additionally, we need to have a complete inventory of GHG emitters to accurately measure GHG emissions. We are on track to meet the 2022 targets of 4 new regulations and 100% completion of the GHG inventory.



## Reduce GHG: Strategy and activity status as of May 2022

Our strategies and activities represent how we will achieve our goal to 1: Reduce Greenhouse Gas (GHG) emissions economy-wide from a 2005 baseline of 139.33 million metric tons (MMT) of CO<sub>2</sub>e (carbon dioxide equivalent) per year to 113.1 MMT of CO<sub>2</sub>e per year by June 30, 2022 and to 106.625 MMT by June 30, 2024.. These activities are the disaggregated status of all activities from the landing page.

Strategy	Activity	May 2022
1.1 Strategy: Oversee the development of a cross-departmental blueprint for pollution reduction.	Finalize blueprint and present to the Air Quality Control Commission (AQCC) by August 2021 for Colorado to achieve GHG reductions in 2025, 2030 and beyond.	Achieved
	Finalize new GHG inventory by fall 2021.	Achieved
1.2 Strategy: Reduce Carbon Dioxide (CO <sub>2</sub> ) from transportation.	Coordinate with transportation agencies on the strategies.	On Track
	Implement Zero Emission Vehicle (ZEV) rule (or alternative) by Jan. 2, 2022.	Achieved
1.3 Strategy: Reduce methane emissions from the oil and gas industry and carbon dioxide emissions from the electricity sector.	Increase the O&G touch rates (measured through infrared camera inspections).	On Track
	Propose a comprehensive GHG reduction strategy to the AQCC for the oil and gas (O&G) sector by fall 2021.	Achieved
	Support ongoing conversion away from coal-fired power plants (required under Regional Haze State Implementation Plan).	On Track
	Support Public Utility Commission (PUC), municipalities, Colorado Oil and Gas Conservation Commission (COGCC) and the Energy Office in transition to renewable energy.	On Track

## Priority: Reduce Ozone

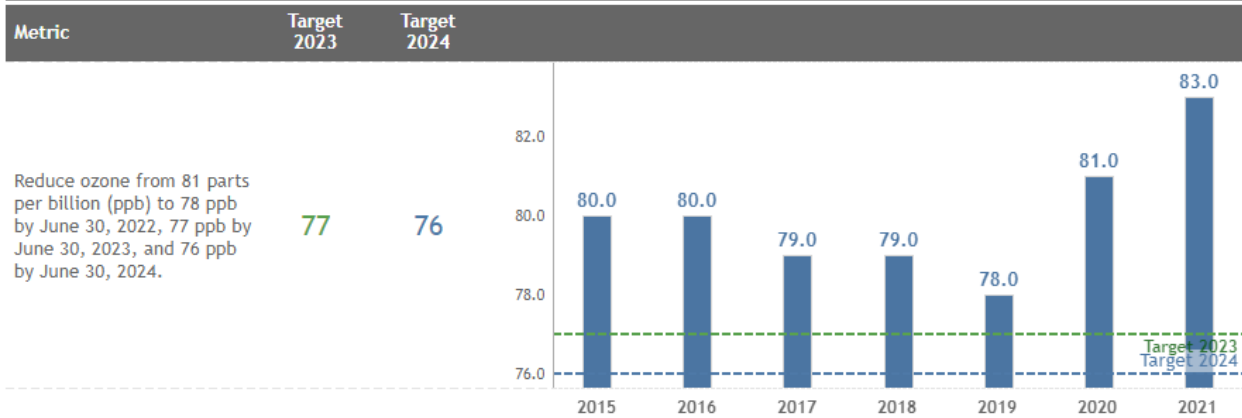
There are three dashboards on this page:

- 1) Our annual Ozone performance metric
- 2) Our monthly metric is reduction of ozone due to rulemakings
- 3) Our strategies and activity status for each activity

[Export data to CSV](#)

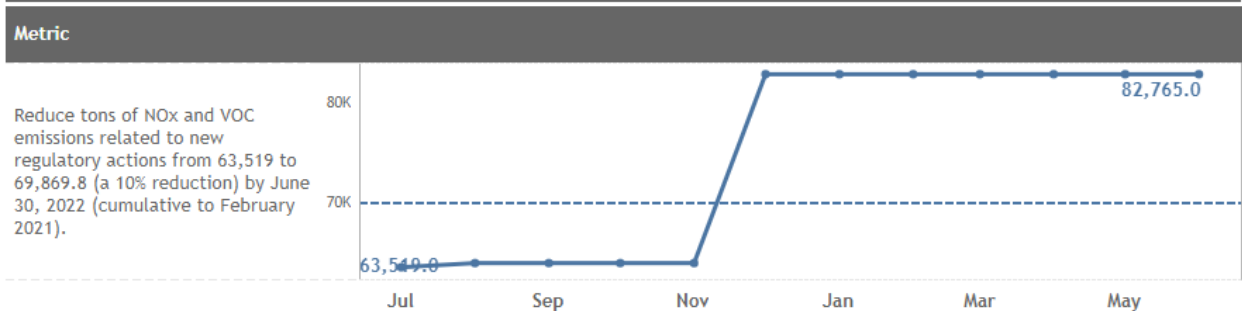
### Annual performance 2005-2020

2020 emissions at 81 parts per billion (PPB) are trending upward from the 2019 baseline of 78 (PPB). CDPHE has an ambitious 2023 target of 77 PPB and 76 in 2024.



### Monthly metrics starting July 2021

There is one measure we track: reduction in emissions due to regulatory actions. Reduction in ozone can be measured through the number of regulatory actions that limit ozone emissions. We are on track to meet the 2022 target reducing ozone from 63,519 ppb to 69,869 ppb (a 10% reduction).



## Reduce Ozone: Strategy and activity status as of May 2022

Our strategies and activities represent how we will achieve our goal to Reduce Ozone. These activities are the disaggregated status of all activities from the landing page.

Strategy	Activity	May 2022
2.1 Strategy: Reduce volatile organic compounds (VOC) and oxides of nitrogen (NOx) from the oil and gas industry.	Develop a process to track emission benefits from permitting and inspections.	On Track
	Explore a new and improved emission and permitting database.	On Track
	Explore creating a minor source offset program for VOC and NOx in Denver Metro North Front Range Non-Attainment Area.	Achieved
	Increase compliance, oversight and enforcement.	On Track
2.2 Strategy: Support local agencies and COGCC in oil and gas regulations.	Coordinate the submittal and review of air quality monitoring plans under the new rules for preproduction/early production monitoring.	On Track
	Provide training and consultations to LPHAs and municipalities.	On Track
2.3 Strategy: Reduce VOC and NOx emissions from non-O&G contributors	Coordinate with Regional Air Quality Council and other stakeholders to develop new ozone strategies for other sectors, including transportation.	On Track
	Create comprehensive and accurate inventory for non-O&G.	On Track
	Implement Zero Emission Vehicles (ZEV) by January 2, 2022.	Achieved
	Revise regulations to establish more stringent requirements for emission reductions.	On Track



# Priority: HIV Prevention

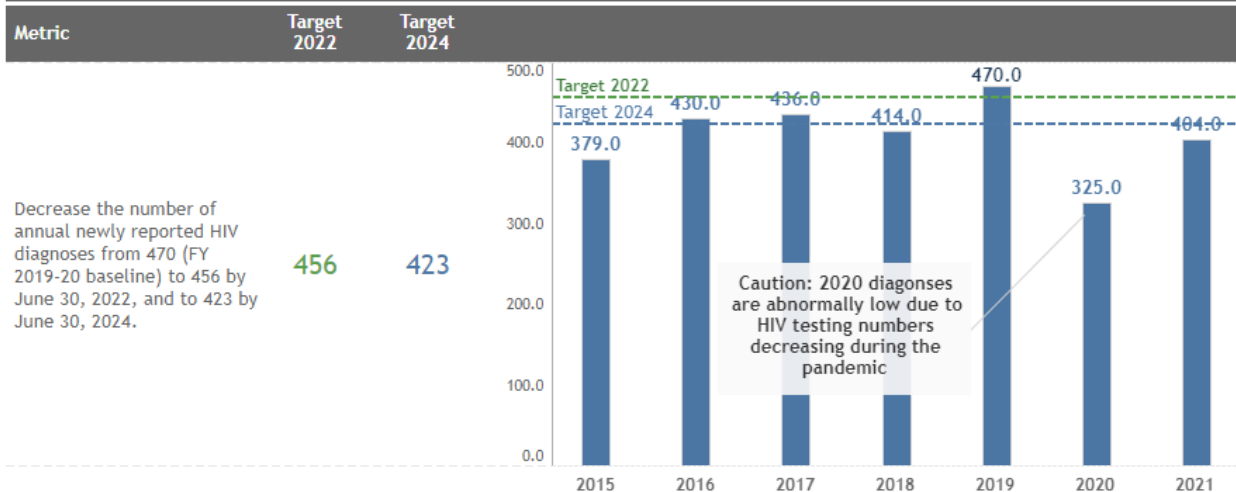
There are four dashboards on this page:

- 1) Our annual HIV prevention performance metric
- 2) Our annual lead metrics
- 3) Our monthly lead metrics
- 4) Our strategies and activity status for each activity

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## Annual performance 2019-2021

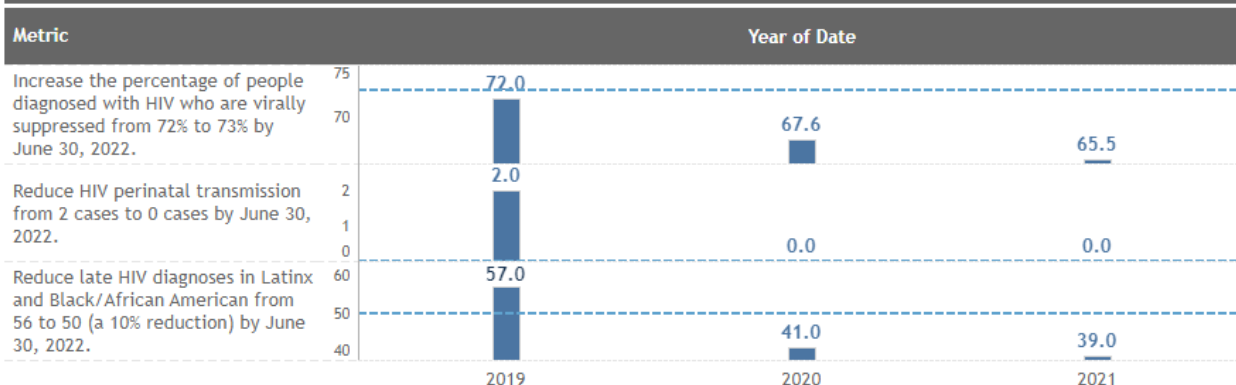
Colorado has seen a rise in new HIV cases in 2019 with 470 cases. In 2020 we only saw 311, but this number is almost certainly inaccurate as the majority of HIV testing centers were closed due to the COVID-19 pandemic. CDPHE has an ambitious 2022 target of 456, reducing the number of cases by 5% from 2019.



## Annual lead metrics starting July 2021

Caution: 2020 data reflects lack of testing during the 2020 COVID-19 pandemic. There are three annual lead measures we track:

- 1) Increase the % of people who are virally suppressed. Baseline of 72% to 73% in 2020.
- 2) Reduce HIV perinatal (mother to child) transmission. Baseline of 2 to 0 cases by 2022.
- 3) Reduce late diagnoses in Latinx and Black/African Coloradans. Baseline of 121 to 110 by 2022.



## HIV Prevention: Strategy and activity status as of May 2022

Our strategies and activities represent how we will achieve our goal to achieve HIV Prevention. These activities are the disaggregated status of all activities from the landing page.

Strategy	Activity	May 2022
4.1 Strategy: Prevent new HIV transmissions by using proven interventions and strategies with a focus on those who are disproportionately impacted by HIV transmission.	Increase collaboration and partnerships with external providers and other key stakeholders that outreach and provide services to communities with increased risk for acquiring HIV.	On Track
	Offer biomedical prevention interventions services including Pre-exposure prophylaxis (PrEP) and support to syringe services programs (SSPs).	On Track
	Support HIV targeted testing and ensure these services are primarily offered to disproportionately impacted communities.	On Track
4.2 Strategy: Treat people with HIV rapidly and effectively to reach sustained viral suppression with a specific focus on communities of color.	Address all potential barriers to care for PLHIV, to include: state drug assistance program (SDAP) enrollments, linkage to care and navigation services. Active referrals will be made to sexual health service providers (SHSP) for mental health, substance abuse and disclosure counseling as well creating an individual risk reduction plan.	On Track
	Identify and outreach to PLHIV falling out of care or with lack of evidence of care, not achieving viral suppression based on quarterly out of care data pull.	On Track
	Prioritize and address cases of pregnant women and people of color who participate in the State Drug Assistance Program who have not recertified eligibility and assist them in completing recertification.	On Track
	Promote accelerated access to treatment for pregnant women and people of color diagnosed with HIV to support sustained viral suppression.	On Track with Challenges
	Provide continuum of care analyses to quantify the number of people of color LHIV who are linked to care, retained in care, and virally suppressed.	On Track
4.3 Strategy: Reduce perinatal transmission of HIV.	Conduct Perinatal HIV Case Review, bringing together agencies that serve pregnant women who are living with HIV. In collaboration with stakeholders will undertake rigorous reviews of cases to identify critical system gaps that can contribute to adherence and the risk of vertical transmission to reduce HIV-related disparities and health inequities.	On Track
	Monitor women living with HIV known to be pregnant at time of diagnosis throughout delivery. This will include monitoring of CD4/VL labs throughout pregnancy.	On Track
	Promote routine, early HIV testing for all pregnant women based on data where women are accessing care across the state including traditional and nontraditional points of care.	On Track with Challenges

## Priority: Suicide Prevention

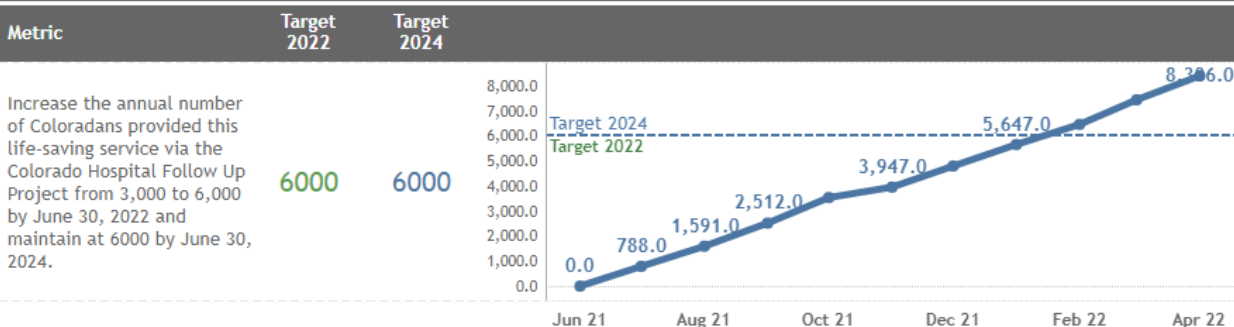
There are three dashboards on this page:

- 1) Our annual suicide prevention performance metric
- 2) Our monthly lead metrics
- 3) Our strategies and activity status for each activity

[Export data to CSV](#)

### Annual performance 2019-2021

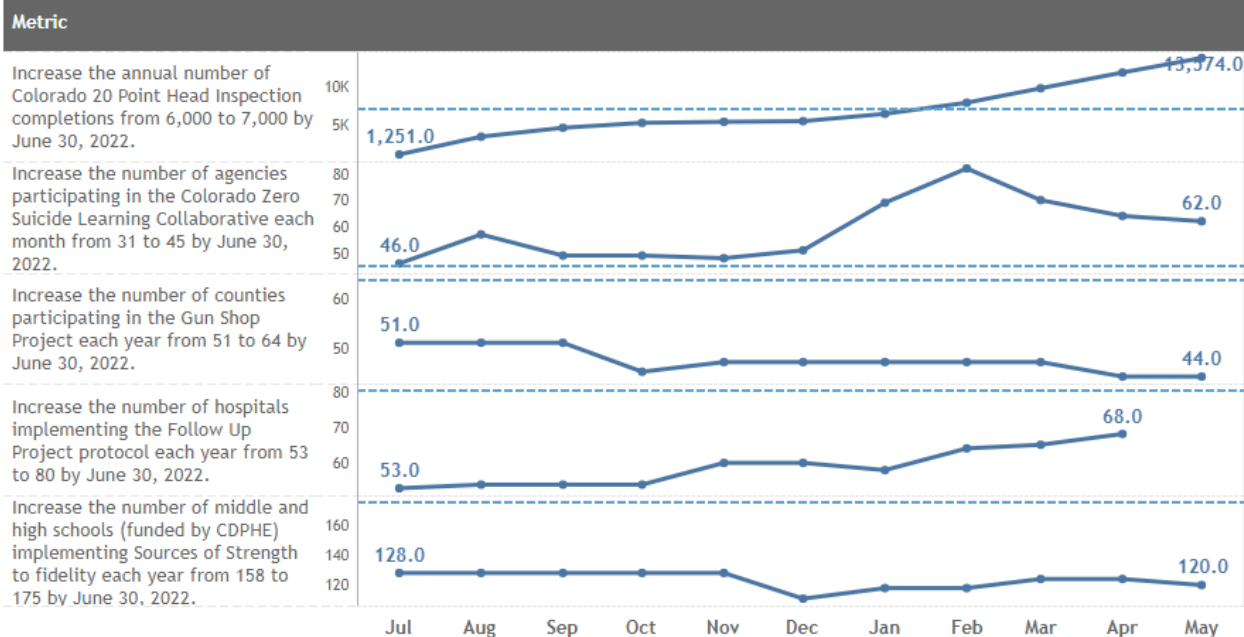
The Colorado Hospital Follow Up Project is key to suicide prevention. We track the number of Coloradans who receive this life-saving service. CDPHE has an ambitious 2022 target of 6000 Coloradans receiving this service a 100% increase from the previous year, and maintaining this number through 2024. We are on track to meet this target.



### Monthly metrics starting July 2021

There are five lead measures we track on a monthly basis:

- 1) The # of 20 point head inspections. Baseline of 6000 to 7000 by 2022.
- 2) The # of agencies participating in the Zero Suicide Learning Collaborative. Baseline 31 to 45 by 2022.
- 3) The # of counties participating in the Gun Shop Project. Baseline of 51 to 64 to 2022.
- 4) The # of hospitals implementing the Follow Up Project. Baseline of 53 to 80 in 2022.
- 5) The # of middle and high schools implementing the Sources of Strength to Fidelity. Baseline of 158 to 175 in 2022.



## Suicide Prevention : Strategy and activity status as of May 2022

Our strategies and activities represent how we will achieve our goal to achieve suicide prevention. These activities are the disaggregated status of all activities from the landing page.

Strategy	Activity	May 2022
3.1 Strategy: Implement a framework across state agencies to collaboratively address suicide in Colorado.	Collaborate with other state agencies and local public health agencies on identified opportunities to reduce the suicide rate.	On Track
	Create communication and action plans to track progress across agencies	On Track
	Implement the strategies identified in the suicide prevention framework and collaborate with the Department of Human Services Behavioral Health Task Force on recommendations.	On Track
3.2 Strategy: Increase active analysis and dissemination of suicide-related data.	Improve data collection and reporting to inform prevention strategies and trends for LGBTQ+ populations.	On Track
	Incentivize coroner and law enforcement agencies to use the Colorado Suicide Investigation Form.	On Track
	Increase real-time data collection in emergency departments on suicide attempts and use data to inform prevention/intervention efforts.	On Track with Challenges
3.3. Strategy: Improve health system readiness and response to suicide.	Expand and support the Zero Suicide model implementation within health care settings.	On Track
	Explore prescribing guidelines and other strategies related to reducing opioid and benzodiazepine dependence.	Achieved
	Implement tiered training requirements in rule aligned with the Zero Suicide model for behavioral health facilities.	Achieved
	Reduce risk and provide support for individuals in the aftermath of a mental/behavioral health crisis by sustaining and expanding the Follow Up Project in emergency departments.	On Track
3.4 Strategy: Implement and evaluate comprehensive, community-based suicide prevention, intervention and postvention efforts within priority communities.	Implement and evaluate strategies to support priority populations. (LGBTQ+ Coloradans, youth, veterans, middle-aged men, older adults, and priority occupations including emergency responders, construction, and agriculture/ranching).	On Track
	Increase economic stability and community connectedness initiatives in the wake of COVID-19.	On Track
	Increase the availability of evidence-based gatekeeper training (e.g. QPR, SAVE) in veteran services organizations.	On Track
	Promote and disseminate resources and tools that support men with mental health promotion and help-seeking strategies and screening/referral protocols and tools.	On Track
	Sustain and expand lethal means safety initiatives (Colorado Gun Shop Project, clinical training).	On Track
	Sustain and expand the evidenced-based program Sources of Strength in Colorado middle and high schools.	On Track with Challenges

# SFY22 Continuous Process Improvement Initiatives and Outcomes

The [2020 - 2022 CDPHE Quality \(QI\) Improvement Plan](#) was updated in late 2019. The plan has details on the QI/Lean and performance management program at the department. There are five initiatives being implemented as of January 2022 that will inform our revised QI Plan and Performance Management (PM) infrastructure:

1. CDPHE began a full strategic planning process in January 2022 that will result in a brand new strategic plan by June 2022 that will be used to inform a new, enhanced, and comprehensive PM/QI plan, in addition to making improvements to our performance management practices. CDPHE is aligning to [version 2022 of the Reaccreditation standards](#) to include explicit alignment of the strategic plan, performance management system, and the identification of quality improvement projects using data. Due to staff turnover in 2021 of the position responsible for coordinating updates to the QI Plan, revisions were delayed and will now take place following extensive strategic planning efforts and timing.
2. As part of the department-wide strategic planning process, 15 core teams (totalling 180+ staff) are taking [NACCHO's culture of quality assessment](#) (leadership version and general staff version) to identify opportunities for improvement within each of the six foundational elements and fourteen sub-elements. The results will inform priorities within the revised QI Plan.
3. Staff from the Office of Strategy, Performance, and Innovation are in the process of reinvigorating the QI Council at CDPHE, who will be co-developing the revised QI Plan. The QI Council will review the results of the culture of quality assessment and determine what phase CDPHE is within the roadmap, along with transition strategies that align with the department's vision towards a performance and quality improvement culture.
4. Staff from the Office of Strategy, Performance, and Innovation began a change management project in February 2022 titled, "Integrating change management within the intersection of strategic planning, performance management, and continuous quality improvement", in an effort to enhance and strengthen our existing PM/QI infrastructure across the entire department.
5. As part of continuous quality improvement efforts, the Performance Reporting Forum agenda and cadence are being strengthened. We have enhanced our Performance Reporting Forum agenda, adding quality improvement opportunity prompts as part of the monthly sessions.

For SFY 2021-22, the following is a summary of process improvement efforts:

- Between July 2021 and June 2022, the department started 10 improvement projects across 4 different divisions.
- 70 staff were involved with the 2021-22 improvement projects.
- 50% (5) of the projects started in SFY 2021-22 were completed, while 4 projects are still In Progress (40%), and 1 project was placed on hold (10%) until staffing challenges are addressed.

- 50% (5) were moderately complex (using a facilitator and within the department), and 5 projects (50%) were simple in complexity (just do it) where no formal facilitation was required and involved 2-4 staff per project.
- The 10 projects included the following:
  - **EMTS Scope of Practice Waiver Process Improvement Results (Complete):** a) Reduced novel/existing waiver types from 24 to 4 applications per year, b) Developed consistent review criteria/guidelines (standard work), c) Reduced data reporting from 4 mechanisms/repositories to 1 mechanism/repository to include quarterly safety/compliance reports, and d) Developed a safety monitoring process to surveil data for complications/adverse events, issue plans of correction for non-compliance, and the suspension of waivers if significant safety/compliance concerns exist
  - **Joint Information Center Process Improvement** (on hold due to staffing changes) - Targeted outcomes: standard process mapping, defined roles/responsibilities, increased transparency of COVID Media Requests and status, Involves 3 Divisions.
  - **General Media Request Process Improvement** (In Progress) - standard work/process, process mapping, and revised departmental policy for general media requests (non-COVID).
  - **STI/HIV/VH Contract Monitoring Process Improvement Results (Complete):** Standard work developed (swimlane process map) and RACI chart to define roles/responsibilities after reorganization of STI/HIV/VH Office.
  - **CDPHE Performance Management System Enhancements** (In Progress): Improvement Objectives: a) Standard performance management terminology, materials, and guidance (Intranet page, flow of information), b) Engagement across the agency with performance management concepts (in parallel to strategic planning/CQI), c) Increased transparency/insight/action when having conversations and learning, d) dissemination of information in multiple modes/formats (FUEL report, asynchronous learning)
  - **Innovation Mini-grant Program Improvements Results (Complete)** - a) reduction in application-burden for innovators, b) improved timeliness of funding availability as timeline will be shifted to Quarter 3 of the calendar year to begin Oct 1st, c) previous winners may apply to sustain projects, d) previous applicants who were not selected as winners can enhance/submit previous proposals, and e) reframing of 'shark-tank' round to be more inclusive and welcoming (now using 'Ignite' presentations for speed and engagement).
  - **CDPHE Employee & Labor Relations Issue Management** (In Progress) - Targeted Outcomes: A centralized & standardized process or set of processes that will yield manageable & trackable employee issues and incidents for the CDPHE - Admin - HR - Employee & Labor Relations Team. Targeted outcomes should be set up for scalability beyond the HR/Admin division to the Department and potentially other agencies within the state.
  - **Recruitment Rapid Improvement Event** (In Progress)- Created detailed process maps of both the current and desired future state of the recruitment process. Twelve innovation ideas were identified as opportunities for positive improvement within this process that will save time, increase value to hiring managers and HR staff, and better promote equity, inclusivity, and diversity as we bring on new talent into the organization. Some key innovations that are



underway include the build out of a more inclusive recruitment marketing and employment branding strategy, the creation of standard work to assist hiring managers, the creation of an inclusive hiring guide, and increased communication with applicants throughout both the hiring and onboarding stages of recruitment.

- Migration from SharePoint to Onbase (System Improvement): **Conflict of Interest** (Complete)
- Migration from SharePoint to Onbase (System Improvement): **Travel Authorization** (Complete)

In addition, the department is scheduled for a virtual Reaccreditation site visit through the Public Health Accreditation Board on June 21, 2022, of which the overarching goal and intention is continuous quality improvement across the organization within 12 domains. The department would be awarded with a 5 year continuation of accreditation status:

1. Conduct and Disseminate Assessments Focused on Population Health Status And Public Health Issues Facing the Community
2. Investigate Health Problems and Environmental Public Health Hazards to Protect the Community
3. Inform and Educate about Public Health Issues and Functions
4. Engage with the Community to Identify and Address Health Problems
5. Develop Public Health Policies and Plans
6. Enforce Public Health Laws
7. Promote Strategies to Improve Access to Health Care
8. Maintain a Competent Public Health Workforce
9. Evaluate and Continuously Improve Processes, Programs, and Interventions
10. Contribute to and Apply the Evidence Base of Public Health
11. Maintain Administrative and Management Capacity
12. Maintain Capacity to Engage the Public Health Governing Entity