



Improving **lives** in our community



COMMUNITY BENEFITS REPORT **2015**

Our mission

We improve lives.
In big ways through learning,
healing and discovery.
In small, personal ways
through human connection.
But in all ways, we improve lives.

Our vision

From health care to health.

Our values

Patients first
Integrity
Excellence





ELIZABETH B. CONCORDIA
President and CEO, UHealth



RICHARD L. MONFORT
Chairman, UHealth Board of Directors

This inaugural community benefits report brings together data and examples from UHealth's significant community engagement. It also paints portraits of many programs whose benefits can be hard to quantify in dollars and cents. UHealth provides education programs for expectant mothers, programs to encourage kids to eat more fruits and vegetables, education classes for patients to explain how to manage diabetes and a nurse-consult line, to name a few.

Even though we cannot put a dollar figure on them, we know these programs are working because of the stories we hear from patients, employees and members of the community who have benefitted from them.

As you will read, UHealth does all these things and many more. Our mission is to improve lives, and the desire to serve our communities is part of who we are, not just organizationally, but also personally. This is what drives each member of our 15,000-person-strong team.

UHealth is new, but we have also been serving Colorado for generations. We have grown from a single, 30-bed hospital in Boulder to a five-hospital system with more than 100 clinics across Colorado, Nebraska and Wyoming. We continue to grow to better serve patients throughout Colorado and beyond, delivering unmatched clinical excellence, creating jobs and improving lives. Through new relationships – and the help of emerging telemedicine technologies – we are extending our ability to deliver the very best care to new communities throughout the Rocky Mountain region.

On behalf of the UHealth Board of Directors and the executive team, we are extremely proud of this organization and the extensive benefits we provide our patients and the communities we serve.

A handwritten signature in black ink that reads "Elizabeth B. Concordia".

Elizabeth B. Concordia, President and CEO, UHealth

A handwritten signature in black ink that reads "Richard L. Monfort".

Richard L. Monfort, Chairman, UHealth Board of Directors



Our commitment to improving lives

UCHealth's founding purpose was to combine the strengths of the region's best academic and community hospitals to improve the lives of people in Colorado and beyond. Our commitment is focused in three areas:

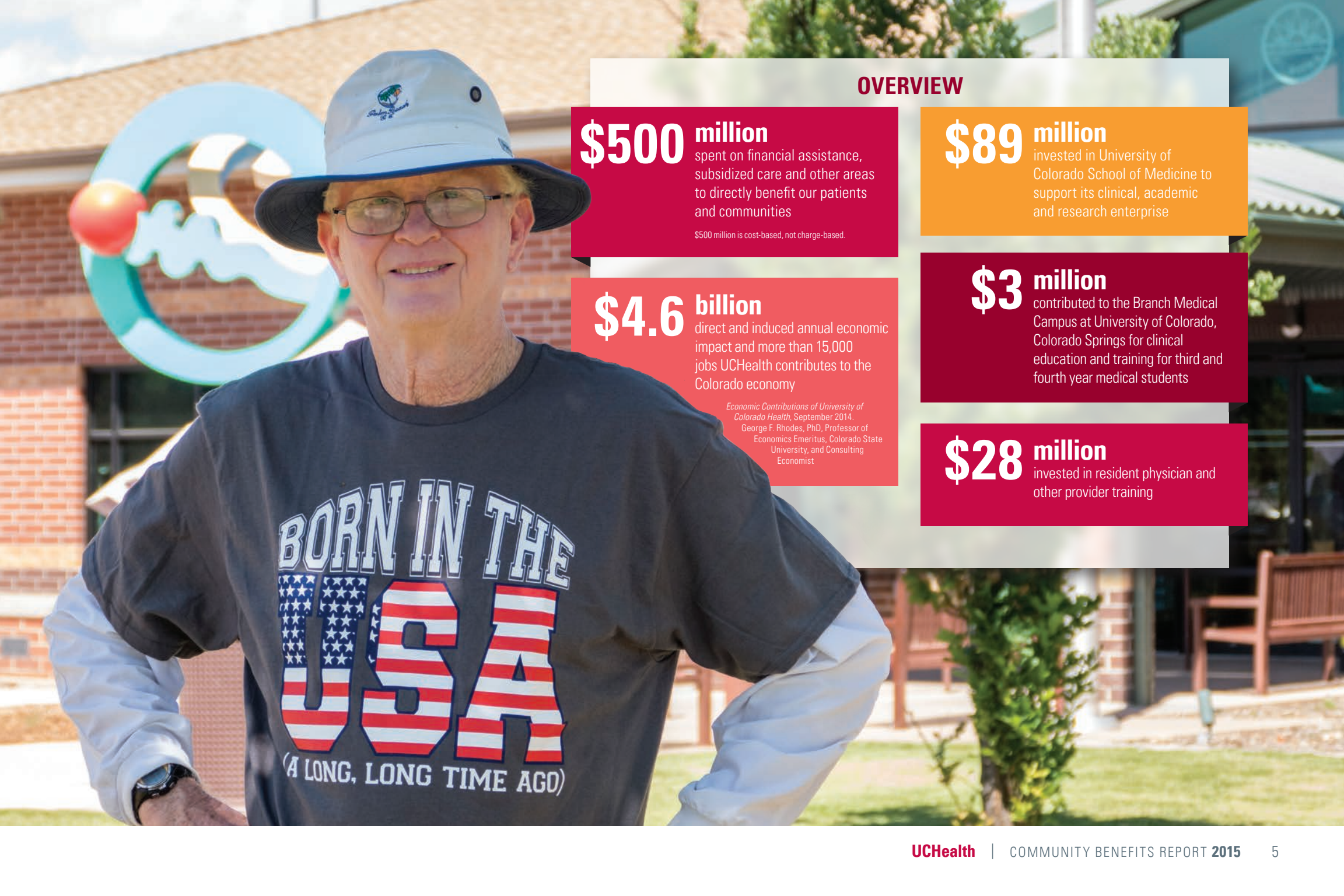
We are **making care accessible** in our communities by subsidizing the care of those who can least afford it and opening the doors of health care to people who may not otherwise have access to services.

We are **building community connections** through programs aimed at the well-being of everyone from newborns to seniors. We're also creating jobs for our communities and providing unique and exciting career opportunities for Colorado's workforce.

We are **moving care forward** through a world-class medical research enterprise, investments to improve care quality, and our decades-long commitment to training Colorado's next generation of doctors, nurses, pharmacists and other providers.

Investing in community

In 2015, UCHealth invested **\$500 million – \$1.37 million every day** – in programs, facilities, subsidies, research and more in the communities we serve, improving lives and building our vision of moving health care to health.



OVERVIEW

\$500 million spent on financial assistance, subsidized care and other areas to directly benefit our patients and communities

\$500 million is cost-based, not charge-based.

\$89 million invested in University of Colorado School of Medicine to support its clinical, academic and research enterprise

\$4.6 billion direct and induced annual economic impact and more than 15,000 jobs UCHealth contributes to the Colorado economy

Economic Contributions of University of Colorado Health, September 2014.
George F. Rhodes, PhD, Professor of Economics Emeritus, Colorado State University, and Consulting Economist

\$3 million contributed to the Branch Medical Campus at University of Colorado, Colorado Springs for clinical education and training for third and fourth year medical students

\$28 million invested in resident physician and other provider training



Making care *accessible*

UCHealth is focused on patients receiving the right care, quickly and conveniently. Expansions, including new hospitals in Longmont, Broomfield and Colorado Springs, and more than a dozen freestanding UCHealth Emergency Rooms, are bringing our expert care even closer to our patients and their families.

Making care accessible



Providing for those in need

UCHealth invests in the health of its communities through direct financial assistance, subsidized health services, community health programs and through many other programs. We take pride in serving patients throughout Colorado regardless of their abilities to pay.

Close to 170,000 medically and economically vulnerable new patients arrived at UCHealth's many doorsteps in 2015 – this is an increase of nearly 12,000 from 2014. UCHealth incurred nearly \$185 million in uncompensated care cost in 2015 providing services to these patients. Many of these new patients were newly insured through Medicaid which covered a portion of their cost of care, as a result of the increased availability of coverage through the Affordable Care Act. In addition, many of these patients arrived with complex conditions which UCHealth's combination of community and academic medicine is uniquely positioned to address.

UCHealth and our partner hospitals have historically demonstrated a strong commitment to care for society's medically underserved. We stand ready with our overall capabilities to provide care for this vulnerable population throughout Colorado and beyond.



INVESTMENTS INCLUDED

Nearly
\$185 million
of uncompensated care provided for the uninsured
and under-insured.

Over
\$185 million
to help patients receive care beyond that which Federal
payers would cover.

Making care accessible



Care close to home

UCHealth's reach extends throughout Colorado and the Rocky Mountain region. We are one of Colorado's largest health systems and the only one with an academic medical center at its core.

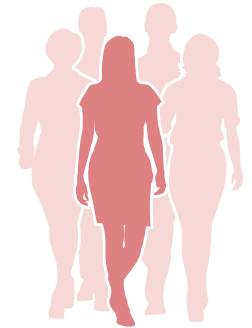
Over the past year, we have added several new locations and services to ensure our patients are able to access the care they need in their communities.

A new hospital for Longmont

In March 2015, UCHealth announced the system's first new hospital, Longs Peak Hospital, to open by early 2017 in Longmont, Colorado. The 165,000 square-foot, \$167 million facility will serve the fast-growing region between Denver and Fort Collins, providing care for patients in Longmont, Firestone, Erie and surrounding communities.

How close?

We currently serve **one in five Coloradans** seeking medical care, and UCHealth regularly evaluates the growing need for health care services in the region's rapidly developing communities.



Plans for the Longmont facility include:

- 48 inpatient beds with room to grow in the future
- Four operating rooms
- A 16-room emergency department
- An enhanced birth center
- Cardiac services including a catheterization lab for minimally invasive procedures
- Additional specialties depending on patient need

“ The potential economic development

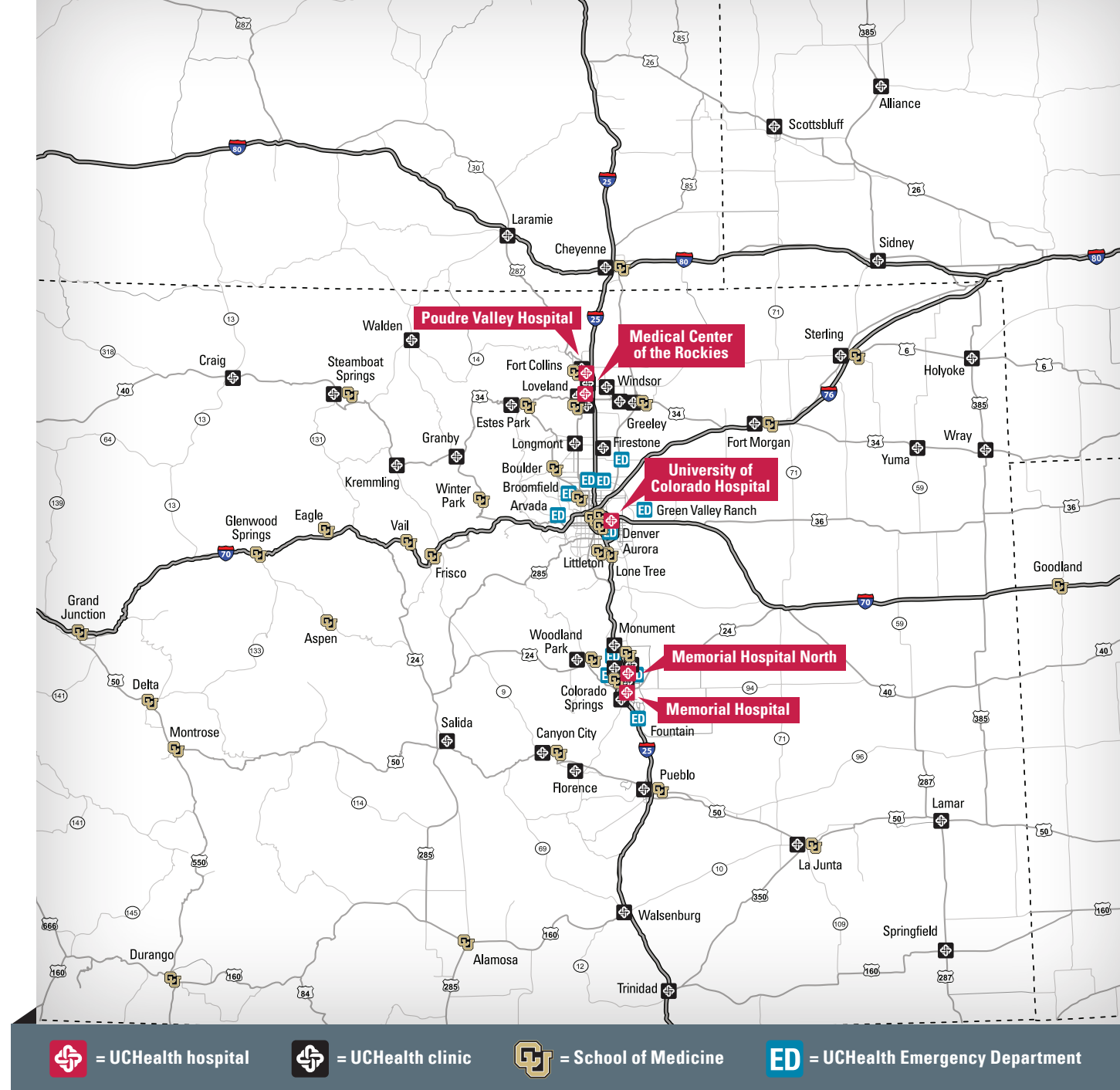
benefits of UCHealth locating its new hospital
here in Longmont are significant.

Our communities will benefit from the
sales, wages and employment
generated by the new facility.”

— Jessica Erickson, CEcD,
President, Longmont Area Economic Council

Greater access to emergency care for Front Range

A month after announcing plans for its new Longmont hospital, UCHealth partnered with Adeptus Health to improve access to high-quality emergency medical care for patients throughout Colorado Springs and metropolitan Denver. The freestanding UCHealth Emergency Room facilities offer patients convenient, 24/7 care while also enabling seamless transfers for those needing hospitalization.





Improved cancer care for northern Colorado residents

UCHealth recently opened its new, state-of-the-art cancer center in northern Colorado. A service of Poudre Valley Hospital, the new center will provide the very best cancer care for patients in northern Colorado. The center offers access to:

- National clinical trials
- State-of-the-art treatments
- Expert physicians
- Seamless integration with University of Colorado Cancer Center on the Anschutz Medical Campus, the only Comprehensive Cancer Center in the Rocky Mountain region designated by the National Cancer Institute (NCI) and one of just 45 in the country

“Cancer is about **your neighbor, your coworker.** It’s about my father...my brother...and yes, it is about your mayor. Thank you for giving this **great gift to our community.**”

— Fort Collins Mayor Karen Weitunat, a three-year breast cancer survivor

Delivered during speech at Cancer Center ribbon-cutting ceremony at UCHealth’s Harmony Campus in Fort Collins.

Expanding services in Denver’s southern metro area

UCHealth opened its Lone Tree Breast Center, which joined UCHealth’s Lone Tree Surgery Center and Lone Tree Health Center in anchoring UCHealth’s services in the southern metro Denver area. The goal of the center is to develop a comprehensive treatment plan for patients and save them the time and expense of scheduling separate appointments.

The new metro facility offers:

- A tomosynthesis unit for 3-D breast mammography
- Biopsies guided by stereotactic imaging
- MRI and ultrasound imaging
- Reconstructive surgery consults
- Medical oncology services

EMPLOYEE CONTRIBUTIONS

UCHealth employees
have **personally contributed** more than **\$1 million**
to the new cancer center's construction,
with UCHealth matching funds **\$500,000.**
boosting those contributions by another **\$500,000.**





Community *connections*

From support groups and health education to specialty clinics and immunization initiatives across Colorado, UCHealth offers a vast array of services to support the health and wellness of the communities it serves. These programs fall into four broad categories:

- Healthy aging, chronic disease and weight management programs
- Adult health education and outreach programs
- Childhood development and youth programs
- Behavioral health and outreach programs



Whether the focus is on keeping people healthy, active and independent, or on managing chronic asthma, diabetes and heart failure, UCHealth's healthy aging, chronic disease and weight management outreach programs are improving the lives of people across Colorado and the region. The following is a sampling of our program offerings:

Chronic disease self-management and 'enhance wellness' programs

- The evidence-based Enhance Wellness Program provides classes and consultations to promote wellness through positive changes in nutrition, physical activity, symptom management and mental well-being.
- The Chronic Disease Self-Management Program, an evidence-based program developed by the Stanford Patient Education Research Center, provides participants with skills needed to set realistic goals and solve problems related to their chronic conditions.

These chronic disease self-management programs have shown marked success, with two-thirds of participants reporting improvement in their confidence to manage chronic disease symptoms after the program concludes.

Heart Failure University

Heart Failure University helps chronic heart failure patients manage their disease and live healthier, more productive lives.

- The program consists of small group classes drawing on the expertise of physicians, pharmacists, exercise physiologists, case managers, social workers, dieticians and palliative care specialists, all who assist as guest speakers.
- Patients receive materials underscoring the lessons learned and contacts for help with primary care, housing, food and other community resources – in addition to a dedicated phone line fielded by a social worker or case manager.

Centers for Diabetes

UCHealth's Centers for Diabetes across the Front Range offer programs to help children and adults learn the skills to manage diabetes and prevent related complications. Certified Diabetes Educators work with patients interested in improving their blood glucose control through intensive therapy.

Taming the Tiger

Taming the Tiger is an asthma education program based on National Asthma Education and Prevention Guidelines developed by the National Heart Lung and Blood Institute (NHLBI). The low-cost program assists participants in understanding the disease, controlling their symptoms and using the NHLBI Asthma Action Plan.

Aspen Club

UCHealth's Aspen Club was established in 1989 to provide health education, low-cost health screenings and social opportunities to the 50-plus cohort throughout northern Colorado. Now boasting 22,000 members, the Aspen Club:

- Provides discounted access to a wide variety of medical tests, screenings and immunizations
- Offers fitness opportunities from balance training to Zumba Gold
- Hosts educational programs on nutrition, caregiving and various health conditions
- Provides individualized counseling for Medicare benefits, among many other events and services

Create Your Weight™

Create Your Weight is an adult weight management program at Memorial Hospital. Developed by registered dietitians from Memorial's food-service provider Sodexo Group, the course uses evidence-based research and guidelines from the American Dietetic Association. It encompasses:

- Nutrition education
- Physical activity
- The role of behavioral therapy in weight reduction and weight management

Participant data collected before and after the completion of the program measures its effectiveness.





UCHealth's comprehensive outreach portfolio includes general-interest communications and educational interactions with our communities. The system's hospitals and clinics produce a steady stream of health-education materials, and they host scores of informational and support-group meetings each year. These offerings include a quarterly magazine, a YouTube video series and a major community education series. The following is a sampling of program offerings:

HealthyU

HealthyU combines in-person and virtual education on wellness, fitness, nutrition, prevention and more. The virtual version, HealthyU Tips, is a video series available for free on YouTube.

Peak Living

Memorial Hospital's complimentary health magazine, *Peak Living*, offers the latest on fitness, nutrition, heart disease, cancer, wellness screenings, classes, news and more. The magazine is delivered to 53,000 homes throughout the Colorado Springs area.

Let's Talk

University of Colorado Hospital and the Center for Women's Health Research's "Let's Talk" community education lecture series hones in on health education for women. The focus of the quarterly events is on how the latest research happening at UCHealth's academic medical center and elsewhere can empower women to make informed health choices for themselves and their families.

Seminars in Lone Tree

UCHealth's Lone Tree Health Center offers free regular health educational events for the community, with topics ranging from heart health to cancer, dermatology and orthopedics. Physicians offer lectures and engage in Q&A with patients.

Aspen Club Newsletter

An informative bi-monthly newsletter for those 50 and over, this publication features detailed listings of programs, events, health screenings, ongoing services, health system and community news, and pertinent health and wellness information.

The Conversation Project

UCHealth's Aspen Club has adopted principles from The Conversation Project, an organization dedicated to helping people talk about their wishes for end-of-life care, and hosts a series of classes and events to help start the conversation.





Healthy habits can be learned at any age, but as with most everything else in life, starting young pays big dividends in the long run. To this end, UCHHealth offers a range of childhood and youth programs to prevent injury, lay vital cognitive and behavioral foundations, and establish healthy habits that will, over time, contribute to better long-term wellness. The following is a sampling of our programs:

Safe Kids

Safe Kids is part of a nationwide coalition implementing evidence-based programs such as car seat checkups, safety workshops and sports clinics with the goal of helping parents and caregivers prevent childhood injuries.

- UCHHealth's support for Safe Kids includes a hospital-based car seat fit station providing hands-on training by certified technicians to parents and family members of newborns prior to discharge.
- Additionally, a community car seat education and distribution program works with UCHHealth's community partners to promote optimal car seat use among families with limited resources.

Healthy Harbors

Healthy Harbors aims to improve the often-fragmented delivery of medical, dental and mental health services to children with special health care needs who are living in foster-care, kinship care, or are at risk of being removed from their biological parents. Initially supported through funding from the Colorado Health Foundation, the program is a collaboration between UCHHealth, the Larimer County Department of Human Services, the Fort Collins Family Medicine Center, Fort Collins Salud Health Clinic and other local health care providers.

Trauma Nurses Talk Tough

A youth-outreach fixture at Memorial Hospital since the 1980s, Trauma Nurses Talk Tough focuses on seat belt and helmet education among high school students; the aim being to minimize injuries and death as a result of avoidable risky behavior, particularly on the roads. The program reaches out to thousands of southern Colorado high school students each year.

Abusive Head Trauma Prevention Program

Launched in 2009, this program was conceived as a response to a spike in shaken baby syndrome (now called abusive head trauma) in Colorado and nationally. The program, provided to all new families at Memorial Hospital:

- Provides one-on-one education at the bedside
- Helps new parents come to terms with the needs (and noises) of babies
- Teaches the importance of having a plan in place when frustration builds

Healthy Hearts

Since 1992, the Healthy Hearts program has educated school-aged youth and their families about heart health, heart disease and promoting heart-healthy lifestyles. This program also conducts no-cost screenings to identify cardiovascular risks among youth within northern Colorado school districts.

“ We look at Healthy Hearts as an **integral part** of our science education.
The kids love it and learn healthy lifestyle choices. ”
— Teacher, Bauder Elementary, Fort Collins

Healthy Kids Club

UCHealth's Healthy Kids Club offers an array of programs and events to promote health and wellness among kids in northern Colorado elementary schools, with a focus on physical activity, health education and nutrition.

- Among the programs are the Schools on the Move 5210 Challenge, the Healthy Kids and Fit Teen Run Series, BstrongBfit, school walkathon fundraisers and Fit Families on the Move.
- The 5210 challenge boosted reported physical activity levels by as much as 57 percent, with 50 percent of participants eating more fruits and vegetables and 54 percent consuming fewer sugary foods and beverages.

P.A.R.T.Y. Program

P.A.R.T.Y. (Prevent Alcohol and Risk-Related Trauma in Youth), is a one-day, interactive injury-awareness and prevention program for youth ages 16 and up hosted at UCHealth facilities. As they interact directly with EMS and health care professionals, teenagers learn about consequences of poor choices that can touch family, health, finances and the law through a case study of an automobile accident and its aftermath.





Researchers estimate that more than a quarter of the U.S. adult population suffers from a diagnosable mental illness in a given year. We are working to break down the barriers separating care of the mind and body; the goal being to treat the whole person.

Industry Leadership

University of Colorado Department of Family Medicine physicians Frank deGruy, MD, and Larry Green, MD, have long been national leaders in bringing both mental and physical health to primary care. Green's Advancing Care Together (ACT) program is a pioneering effort at tackling the care-related, organizational, financial and cultural challenges of integrating behavioral and physical health in 11 primary care practices across Colorado.

Behavioral Health Service

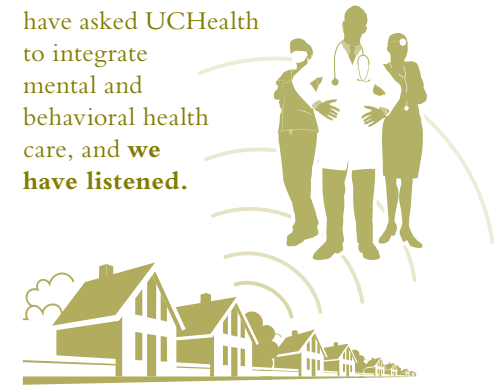
Launched in June 2015, University of Colorado Hospital's behavioral health service aims to integrate behavioral health, physical health and addiction recovery to address patients' broad health needs holistically. The hospital already has many of the pieces needed to create this integrated behavioral health program. UCHHealth's Center for Dependency, Addiction and Rehabilitation (CeDAR), for example, employs:

- Specially trained nurses
- Addiction medicine specialists
- Psychiatrists
- Residential and outpatient treatment for patients with substance abuse disorders

CeDAR and the Departments of Psychiatry and Family Medicine collaborate on two addiction medicine fellowships. The outpatient psychiatric clinic's 13 attending psychiatrists offer onsite therapy and connect patients to community mental health services. The new service line will harness these assets into a coherent system that provides patients with screenings, appropriate interventions and follow-up support, either through the hospital or community providers.

Responding to need

Our communities have asked UCHHealth to integrate mental and behavioral health care, and **we have listened.**



Colorado Recovery Festival

Reaching out to the community to educate, prevent and reduce the stigma of addiction and enhance recovery is a strategic goal of CeDAR, which provides addiction recovery, crisis intervention and counseling services, as well as early identification and addiction prevention strategies. In May 2015, CeDAR presented the first-ever Colorado Recovery Festival. The festival included talks by in-recovery celebrities Ed Begley, Jr., and Pat O'Brien, a film festival and a concert, in addition to CeDAR's third-annual Critical Conversations luncheon.

Behavioral Health Integration at AF Williams Family Medicine Center

UCHealth's AF Williams Family Medicine Center, a state leader in primary-care innovation, integrates behavioral health into each patient's care plan. Three psychologists – the clinic's director of behavioral health and two half-time faculty – provide behavioral-health coverage throughout the day, enabling the clinic to address a patient's physical, behavioral, mental and physical health needs during a single visit. In addition, the clinic's two full-time care managers work with patients with behavioral-health issues to overcome barriers to care ranging from care coordination to transportation, housing, finances, insurance and other issues.

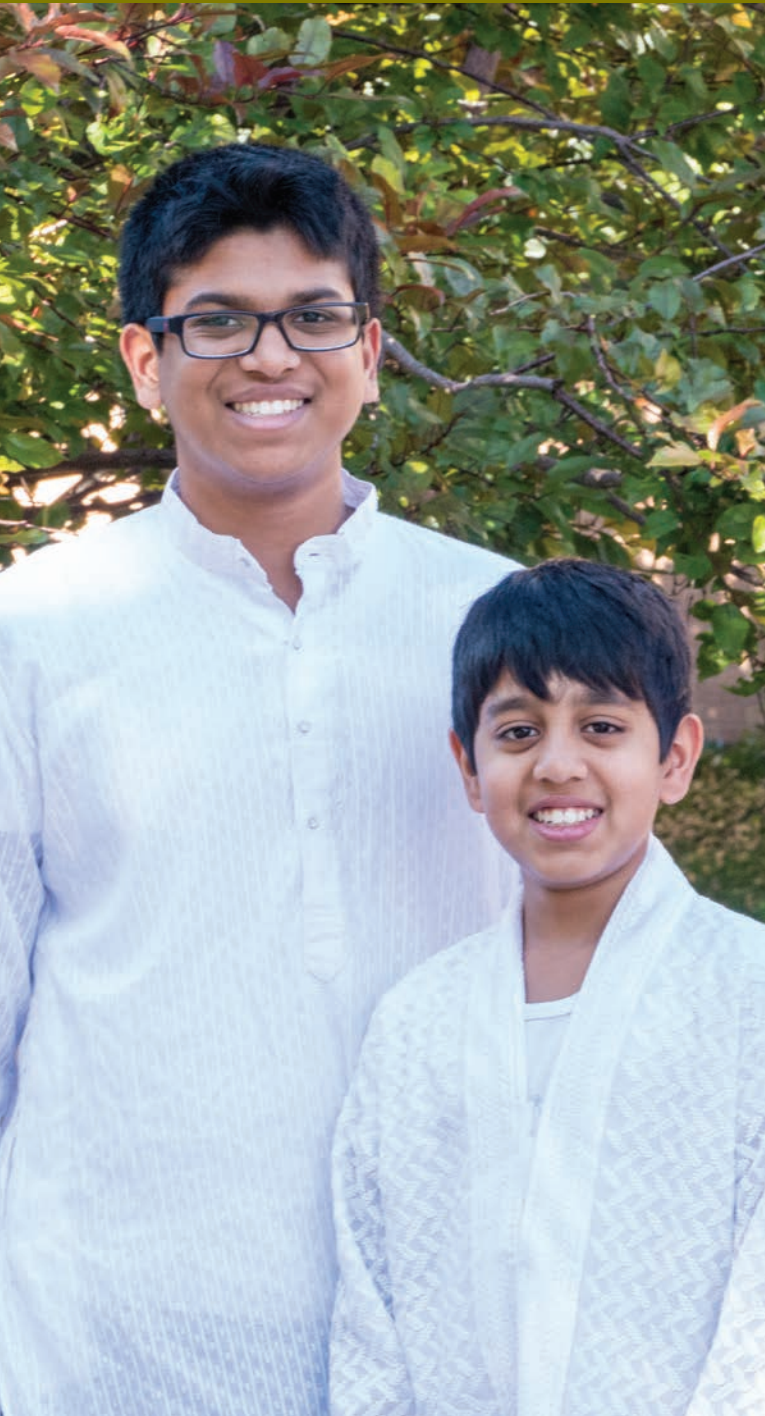
Mountain Crest Behavioral Healthcare

UCHealth's Mountain Crest Behavioral Healthcare Center in Fort Collins offers inpatient and outpatient mental health and substance-abuse treatment programs for adolescents, adults, senior citizens and families in northern Colorado, western Nebraska and southern Wyoming. Highly trained staff members develop comprehensive care plans that include family – and, as needed, community services – and combine medical intervention with therapy sessions to quickly stabilize patients and set them on the path to recovery.

Services include:

- A psychotherapy clinic offering behavior therapy for complex mental disorders and 24/7 emergency assessments
- An intensive outpatient program for mental health disorders, addiction and adolescents





As the needs of the region, its populations and communities continue to change and grow, UCHealth is adopting new ways to deliver services. Through expanding existing capabilities, and by partnering with community and governmental organizations to extend their reach and impact, UCHealth is committed to helping people effectively and efficiently navigate their care needs and maintain and improve their health.

UCHealth works with community partners to bridge the gap across the Front Range and beyond with dozens of programs throughout the communities we serve, including:

- Diverse education programs related to childbirth
- Breastfeeding and parenting support
- Health screening and a preventive-education program focusing on elementary and high school students
- Free transportation to certain clinics in northern Colorado
- The creation of a single, convenient contact point for referring doctors to one of UCHealth's facilities in metro Denver or Colorado Springs



The biggest, most significant thing we have observed is
the home visits have **made a difference.**

People are less likely to go to the ED when their needs are being met by a nurse
practitioner in the home setting.

They **develop trust** when the information is shared with them
in a manner they can understand.



— John Reid, Metro Community Provider Network

Smith, Tyler. "Bridges to Care Helping to Close Primary Care Gap."
University of Colorado Hospital Insider. UCHealth, 18 March 2014. Web.

The following programs highlight our commitment:

Bridges to Care

University of Colorado Hospital is one of five organizations working with the Metro Community Provider Network, a nonprofit organization that provides health care and education services to the under-insured, to implement a new model of care aimed to help frequent emergency department (ED) and hospital users find a medical home. Patients in the program often have complex, high-risk medical issues. Bridges to Care connects them with community clinical care coordinators who identify their needs and barriers to care. Providers in University of Colorado Hospital's ED play a vital role, identifying patients who meet the criteria for enrollment in the program.

- Program participants' ED admissions have dropped by about half in the six months following participation.
- Three quarters of participants have continued to see the primary care physicians arranged by the program a year after enrollment.

COMMITMENT TO COMMUNITY

In 2015, UCHHealth invested **\$10 million** in subsidized health services, cash and in-kind contributions to local community organizations and entities.





Aurora Health Access

Aurora Health Access is a collaboration of health care providers, community agencies, business leaders and residents committed to creating a health care system in University of Colorado Hospital's hometown of Aurora that meets the needs of all residents in the community. It engages primarily through four task forces and groups focusing on:

- Access to specialty care
- Health care coverage
- Pediatric access
- Seniors

UCHealth employees have served in leadership positions within the organization to help in affecting change in the Aurora community.

Community Case Management

UCHealth's Community Case Management program serves at-risk families and individuals who lack resources and are ineligible for typical in-home service programs. The free program involves Poudre Valley Hospital case managers, advanced practice nurses and licensed clinical social workers engaging with patients and their caregivers in their homes to manage health problems, diet, medications and stress. The Community Case Management team provides education on specific illnesses and treatments, emotional support, connection with other community services and long-term patient monitoring.

HealthLink

Memorial Hospital's HealthLink client service center is a free community hub for a variety of services, including health, wellness and parenting classes and the free Nurse Advisor Call Center for advice on treating injuries and illnesses.

HealthLink offers:

- Health, wellness and parenting classes
- The Nurse Advisor Call Center
- Classes on nutrition, childbirth preparation, weight loss, stress reduction and other educational programs
- Resources and reduced-price classes for seniors
- The Home Companion Monitor Program

The Medicaid Accountable Care Collaborative

The Medicaid Accountable Care Collaborative (MACC) program provides community-based care coordination services to Medicaid patients with complex health care needs in northern Colorado. The MACC team is based out of UCHealth's Community Health Improvement department in Fort Collins.

The program focuses on serving patients who have poorly-managed chronic conditions such as diabetes, chronic obstructive pulmonary disease, heart disease, hypertension, asthma and/or complex behavioral health care needs. The MACC team is also able to connect with patients who exhibit high or inappropriate utilization of health care system resources, such as the emergency department, to offer support and ensure the patient is well-established with a primary care medical home.

Vida Sana

Vida Sana is a UCHealth-led community coalition that works to improve health access and promote healthier habits among Hispanic/Latino and low-income community members living in northern Colorado communities. Neighborhood promotoras (community health workers) connect residents with:

- Health care services
- Exercise opportunities
- Nutrition education
- Healthy cooking classes





Population health is about improving the lives of certain groups of individuals through consistent, deliberate tracking, management and care over time – and not just through episodic treatment when health problems arise. Underscoring its importance to UCHealth, the system's first Chief Population Health Officer, Jean Haynes, joined the executive team in April 2015. As population health becomes the norm in health care, the fee-for-service approach long favored by the American health care system must evolve toward rewarding for improving patient health. Outcomes – not piecemeal admissions, office visits, lab procedures and other services – will be the focus of insurers and government payers.

Patient-Centered Medical Home

UCHealth is focusing its population health efforts in two key areas: primary care and information systems.

- In primary care, the transition of our practices to patient-centered medical homes (PCMH) has been underway for years. Eight University of Colorado Hospital internal medicine, family medicine and women's health clinics have earned the National Committee for Quality Assurance's highest-level PCMH distinction. These practices have restructured teams and workflows to help ensure that patients see the same physician whenever possible. They have compiled registries of high-risk patients. They have expanded the roles of care team staff, having them engage patients between visits and remind them to take their medications. They have added behavioral health to the primary care mix. In northern Colorado, UCHealth is also leading a three-clinic PCMH initiative paid for by the CMS's Comprehensive Primary Care Initiative.
- Patient registries enabled by UCHealth's investments in information technology – in particular, the system's unified Epic electronic medical record – have enabled these PCMH efforts and will continue to be indispensable to our population health network.

Healthy Planet

UCHealth's Healthy Planet tackles population health from the perspective of readmissions. Debuting in May 2015, the registry manages post-discharge transitions of care. Healthy Planet applies predictive scores of hospital readmission risk for patients with conditions including heart failure, heart attacks, pneumonia, COPD, and hip and knee replacement. For example, the Healthy Planet tool might help ensure that patients in the high-risk groups have a primary care physician and that clinics check in to see how the patients are doing and, if need be, schedule appointments.

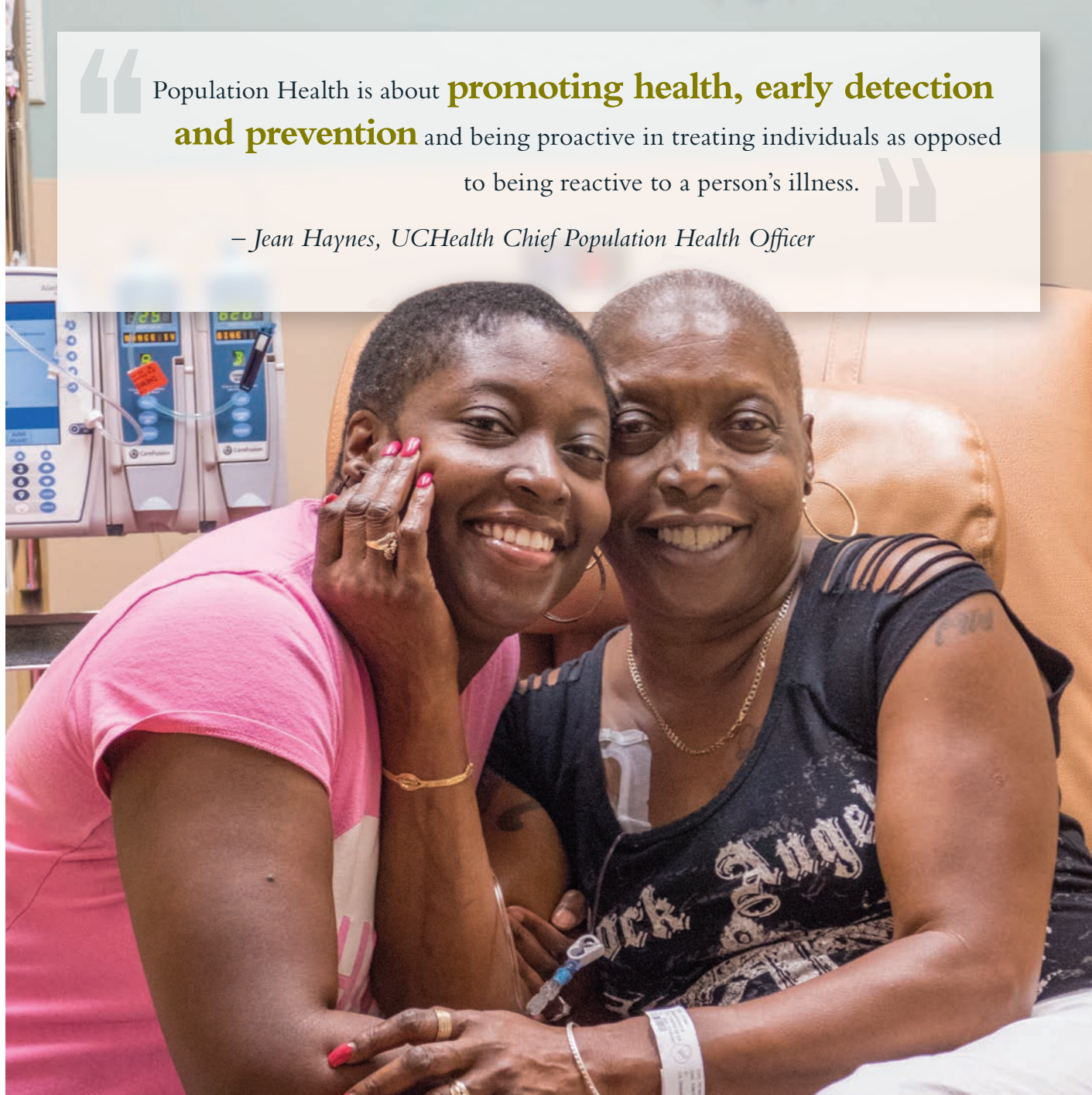
Taken as a whole, population health is an indispensable element of a future health care system that rewards for quality, not quantity, and serves as a vehicle for what the Institute for Healthcare Improvement calls "the triple aim": improving the patient experience and clinical outcomes while containing costs.



Population Health is about **promoting health, early detection and prevention** and being proactive in treating individuals as opposed to being reactive to a person's illness.



— Jean Haynes, UCHealth Chief Population Health Officer





UCHealth's commitment to improving lives in the communities we serve begins with our employees. We realize they are the most critical pieces of our communities and strive to meet their needs so they can continue to improve the lives of our patients.

UCHealth employees give back

Many of our employees go above and beyond their daily job requirements to help improve the lives of people in communities both near and far. Below are two examples of the many ways our employees help make a difference in the lives of others.

Project C.U.R.E.

Unused medical supplies and equipment are sent to Project C.U.R.E.'s headquarters in Centennial, Colorado and then distributed to more than 130 countries across the world. The supplies, which otherwise may have ended up in a landfill, help bridge gaps in the way medicine is delivered in developing countries.



To know that you are **touching lives** at home, and in other countries,
that's very **rewarding.**



— *Renee Mills, RN, Chair of the
Patient-Centered Council at Memorial Hospital.*

Paint Our Town

Nine members of the UCHealth Clinical Quality Department in northern Colorado, with both Medical Center of the Rockies and Poudre Valley Hospital being represented, joined in Loveland's Paint Our Town project last fall to paint a house in Loveland from top to bottom. Paint Our Town utilizes the services of volunteers to help paint homes of individuals and families that could not do so on their own.

INVESTING IN COMMUNITY

UCHealth generates a direct and induced impact of **\$4.6 billion** to Colorado's economy every year.

Economic Contributions of University of Colorado Health, September 2014. George F. Rhodes, PhD, Professor of Economics Emeritus, Colorado State University, and Consulting Economist

With more than **15,000 employees**, our hospitals and clinics provide a wide range of employment opportunities for communities throughout the Front Range.







Moving care *forward*

Combining the best of academic and community medicine was the driving force behind the creation of UCHealth. Clinical research, expertly trained providers and groundbreaking programs bring new treatment to local patients and advance groundbreaking medical care for the long-term benefit of people everywhere.



Clinical research serves the UHealth community first by bringing new treatment options from local and national academic research programs to local patients. Second, it advances innovative and groundbreaking medical care for the long-term benefit of people everywhere. Through UHealth's providers and facilities, communities across Colorado and the region now enjoy access to promising therapies that may otherwise be unavailable or out of reach.

The University of Colorado medical research enterprise surrounding University of Colorado Hospital on the Anschutz Medical Campus attracted \$420 million in research funding in 2015, including more than \$200 million from the National Institutes of Health (NIH), by far the most in the Rocky Mountain Region.* The investigations range from a clinical trial linking a mother's metabolism to the future development of her baby, to nanoscale work to invent a small molecule that blocks the folding of a protein thought to be a key conspirator in cancer.

Clinical, academic and research investments

UHealth provided over **\$89 million** to CU to support its clinical, academic and research enterprise.

In cancer research and many other fields, innovative medical science has moved into the strands of DNA, using molecular testing to understand the metabolic quirks of a patient's cells. This fine-tuned understanding is already leading to targeted therapies in the growing field of personalized medicine. The CU School of Medicine and the University of Colorado Cancer Center are national leaders in these lines of research.

The full time, dedicated staff at UHealth's Research Institute in northern Colorado brings the value of research to community medicine. Clinical studies range from cardiovascular and neurology clinical trials to childhood obesity intervention and bicycle education. "Doing research makes us better physicians," said Dr. Gary Luckasen, medical director for the Institute. "We stay alert to the latest technologies and can offer new medicines and devices to patients. It's empowering to lead rather than follow."

*Preliminary estimate from CU Office of Grants and Contracts; pending final report.

Personalizing medicine at the molecular level to provide better care

Highlighting our commitment to advancing personalized medicine, UCHealth, the CU School of Medicine, CU Denver, Children's Hospital Colorado and University Physicians, Inc. launched the Center for Personalized Medicine and Biomedical Informatics in April 2014. The new center is backed by a five-year investment of approximately \$80 million from all partners, including \$41 million from UCHealth. Programmatic elements include genetic counselors, advanced practice nurses, researchers, a DNA Bank and an advanced data warehouse and analytics tools. The goal is to use a patient's genetic information to predict risk of disease and identify targeted therapies most likely to help prevent or treat it. Benefits include helping clinicians anticipate disease before signs of illness; predicting how patients will respond to treatment; identifying the right doses for patients; and determining adverse drug reactions before writing a prescription.

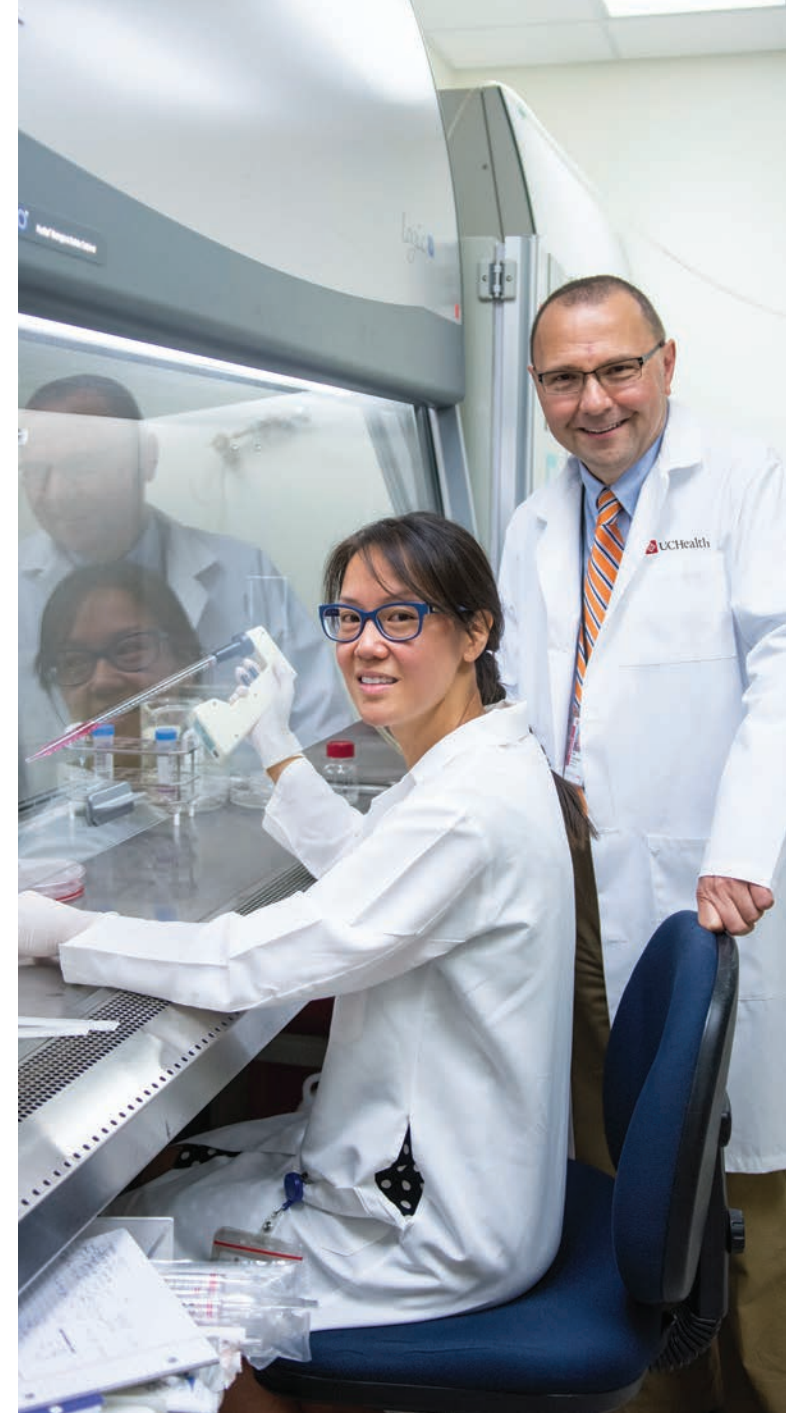
“ While the Center for Personalized Medicine will be one of the **only centers of its kind** in the world, our aim is to share these resources as broadly as possible throughout UCHealth's network of hospitals and clinics, and eventually beyond our system, **increasing the health** of patients everywhere. ”

— Bill Neff, MD, UCHealth Chief Medical Officer

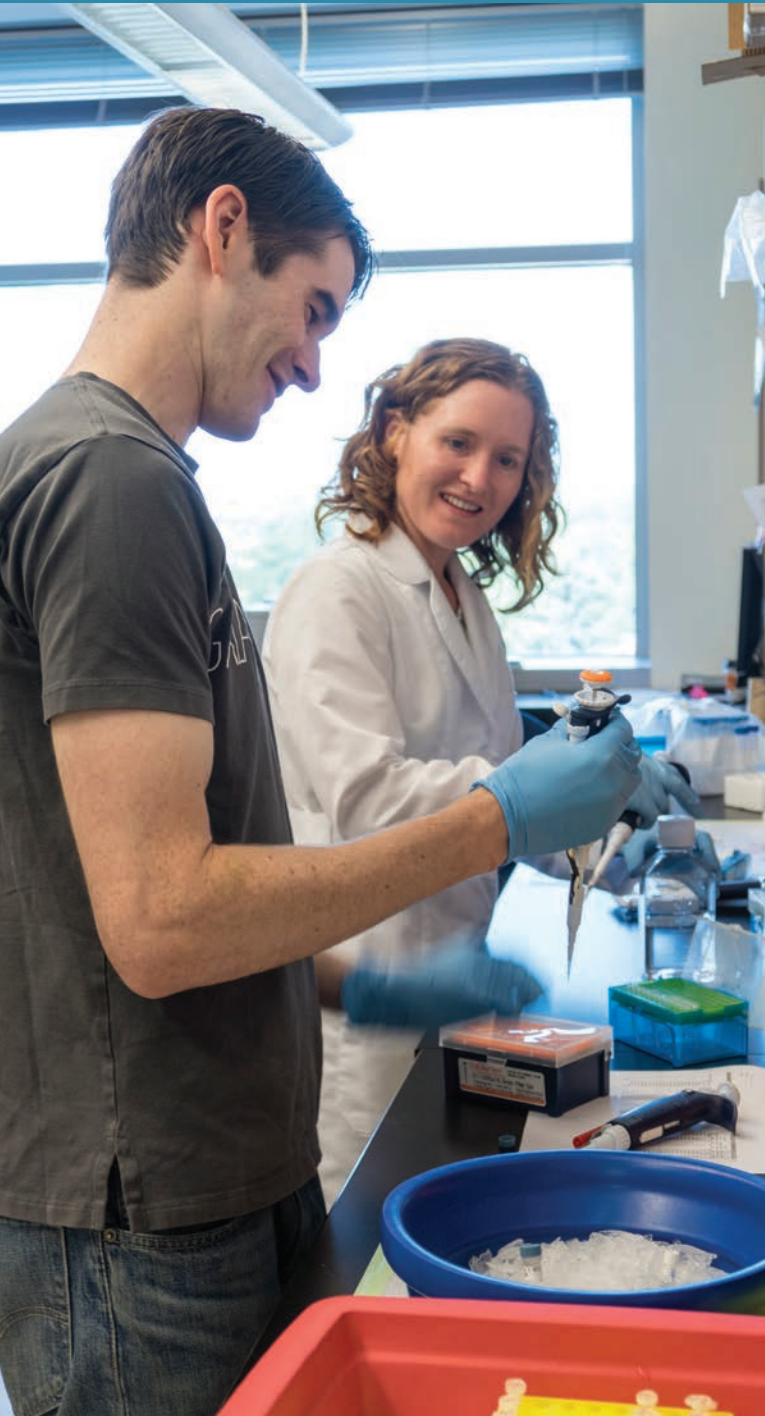
Bringing research to patients

Translational medicine is an important vehicle for bringing medical research to patients, and the Colorado Clinical and Translational Sciences Institute (CCTSI) is the region's hub for it. In 2013, the Anschutz Medical Campus-based CCTSI won its second, five-year grant, receiving \$48.4 million from the NIH to continue its work toward achieving a single statewide academic home for clinical and translational research.

Community outreach is an important facet of the CCTSI's mission. Through its Partnership of Academicians and Communities for Translation (PACT), a five-person team is working to transform the way communities and researchers work together to design and conduct research, building bridges between health research, clinical practice and community health initiatives to improve the health of the people of Colorado and the Rocky Mountain Region. Its initiatives include Community Engagement and Research Pilot Grants of up to \$20,000 to support work to develop partnerships and improve capacity in cardiovascular disease, childhood chronic conditions and social-emotional health.



Moving care forward



Preparing for tomorrow

Investing in quality

UCHealth, together with the CU School of Medicine, has for nearly a decade invested in its Clinical Effectiveness and Patient Safety Small Grants Program. Offered to six University of Colorado Hospital teams a year, these grants of up to \$25,000 aim to develop evidence-based ways to improve patient safety, enhance care quality and boost the efficiency and cost-effectiveness of health care delivery. In 2014, the projects included:

- The creation of a pre-pregnancy and prenatal epilepsy clinic
- The establishment of a multidisciplinary neuro-oncology rehabilitation clinic
- The testing of low-cost electronic surveillance to stem high-cost catheter-associated urinary tract infections
- A pharmacist-physician collaboration to optimize anxiety drug use in primary care
- Two efforts to smooth care transitions

Additionally, in 2013, University of Colorado Hospital, along with the CU School of Medicine, the CU College of Nursing and Children's Hospital Colorado, created the Institute for Healthcare Quality, Safety and Efficiency (IHQSE). In 2014, teams from nine University of Colorado Hospital units spanning geriatric care, emergency medicine, internal medicine, orthopedics, palliative care and perioperative services participated in the intensive, 22-week program. The curriculum included leadership, effective communication, quality and safety methods, data-driven analysis, advanced teamwork skills and other topics.

Honing provider skills

A 13,000-square-foot Clinical Education and Training Center, located in Windsor, Colo., brings UCHealth's northern Colorado clinical-training resources to one location. In addition to flexible classroom space, the center boasts four simulation rooms that mimic real hospital rooms. In each, a computerized mannequin patient is used to simulate real-life patient care scenarios. Controlled by clinical educators in an adjoining room, the mannequins – also known as high-fidelity simulators – and the accompanying scenarios help students improve their assessment skills and help medical teams build critical thinking, communication and teamwork skills in a realistic learning environment.

Clinical Education

In January 2015, UCHealth opened a new, **\$1 million**, state-of-the-art training facility for health care providers and emergency responders.



Providers in metro Denver have a similar resource in UCHealth's WELLS (Work, Education and Lifelong Learning Simulation) Center at University of Colorado Hospital. The WELLS Center's 11 high-fidelity mannequins include newborn, infant, pediatric, adult and adult female birthing mannequins for use in courses such as advanced burn life support, critical care support and many others. The WELLS Center also partners with the Colorado Rural Health Center to provide simulation training to rural hospitals in Colorado.

Training the next generation

Finally, it's no exaggeration to say the future of Colorado medicine walks through the halls of UCHealth's institutions. UCHealth provides the primary training ground for Colorado's next generation of physicians, nurses, pharmacists, therapists and other providers. Many of the state's physicians were trained in our institutions, gaining the subspecialist expertise one can only develop under the guidance of highly-skilled, experienced faculty at a top academic medical center.

INVESTING IN THE NEXT GENERATION

UCHealth provides **\$3 million** per year to the Branch Medical Campus at University of Colorado, Colorado Springs (UCCS). This will provide third- and fourth-year University of Colorado medical students with clinical education and training in a more community-based setting, including more rural rotations. The first third-year students begin at UCCS in the spring of 2016.

UCHealth invested **\$28 million** in resident physician and other provider training in 2015.





Recognized excellence

UCHealth is committed to excellence in everything we do. Recent examples:

- *U.S. News & World Report* has recognized University of Colorado Hospital as one of the top hospitals in the nation for the past 20 years and Colorado's top hospital since 2013.
- In 2015, *U.S. News & World Report* ranked 11 University of Colorado Hospital specialties among the best in the nation.
- In 2015, *U.S. News & World Report* ranked all UCHealth hospitals among the top 10 hospitals in Colorado.
- University HealthSystem Consortium, a group of the nation's academic hospitals, has consistently recognized University of Colorado Hospital among the highest-quality institutions in the country – including number-one rankings in 2011 and 2012. In 2015, University of Colorado Hospital was ranked number six among all academic hospitals in the nation for delivering quality health care.
- Poudre Valley Hospital and Medical Center of the Rockies are ranked in the top five percent of community hospitals in quality and safety when compared to the University HealthSystem Consortium database.
- Poudre Valley Hospital, Medical Center of the Rockies and University of Colorado Hospital have all earned Magnet designations for nursing excellence, something fewer than five percent of U.S. hospitals have achieved. Poudre Valley Hospital and University of Colorado Hospital are among just 27 hospitals receiving Magnet designations four times running. Our nurses also have been honored with multiple Nightingale Awards for excellence in nursing care.
- *5280's* most recent Top Docs list included more doctors affiliated with UCHealth than any other health system.
- University of Colorado Hospital hosts Colorado's only National Cancer Institute-designed Comprehensive Cancer Center, one of just 45 in the nation, as well as one of just three Joint Commission-certified Advanced Comprehensive Stroke Centers in Colorado.
- Memorial Hospital has been honored with the Colorado Safety Coalition's Patient Safety Award, as well as the American Association of Critical Care Nurses' Beacon Award for critical care excellence, among other accolades.
- Poudre Valley Health System received the Malcolm Baldrige National Quality Award in 2008, one of just three businesses and the only health care organization honored in that year.

How we continue to meet the health needs of the community

As has been the case for more than a century, our foremost community contribution is to fulfill our mission of improving lives through exceptional patient care close to home – both preventively and therapeutically – while advancing the frontiers of medical science and educating the next generation of providers.

Taking conscious steps toward meeting the needs of the communities we serve is an increasingly vital part of achieving our stated mission. We take seriously our formal obligation to survey the community's health needs, identify the most pressing ones and address them. During the Community Health Needs Assessments conducted across UCHealth's hospitals for 2013-2015, these top priorities included:

- Improving access to care
- Combating obesity
- Improving children's health
- Strengthening mental and behavioral health and substance abuse care
- Fostering healthier eating
- Promoting physical activity
- Boosting the primary care workforce

While UCHealth has made progress in all these areas, work still remains. Even as we make strides toward addressing these priorities, we are working on our next Community Health Needs Assessments, which we will deliver in 2016.

Meeting those needs aligns not only with our mission and vision, but also with the U.S. health care system's shift of emphasis from providing episodic care to promoting well-being. UCHealth's investment in new facilities and new technologies, such as telehealth, are bringing providers and patients closer together. Our care-delivery innovations are helping pave the way for behavioral-physical health integration, improving transitions of care from hospitals to appropriate community care settings and personalizing patient outreach on the wings of our population health initiatives. In these and many other areas, we will continue to evolve with our patients and our communities to serve their changing needs.





UCHealth is a Colorado-owned and operated, nonprofit 501(c)(3), integrated health system. Created in 2012 with the joint operating agreement of University of Colorado Hospital and Poudre Valley Health System, UCHealth now includes five hospitals and more than 100 UCHealth-owned and affiliated clinics serving patients in Colorado, Wyoming and Nebraska.

FY15 Care by the numbers

- 1,528 available beds
- 15,400 employees
- 104,100 inpatient admissions and observation visits
- 11,600 babies delivered
- 60,700 surgeries
- 348,700 emergency room visits
- 2,338,800 outpatient clinic visits

Our hospitals

Poudre Valley Hospital in Fort Collins
Medical Center of the Rockies in Loveland
University of Colorado Hospital in Aurora
Memorial Hospital North in Colorado Springs
Memorial Hospital in Colorado Springs

UCHealth also provides management services for Ivins Memorial Hospital, a 99-bed acute-care facility in Laramie, Wyoming, and Sidney Regional Medical Center, a 25-bed hospital in Sidney, Nebraska.

We are making emergency care more accessible to the communities we serve through our standalone UCHealth Emergency Rooms in Colorado Springs, Fort Collins, Greeley and metro Denver.

- There are now 16 locations and more currently under construction.
- There are plans for new hospitals in Colorado Springs, Broomfield and Longmont.

UCHealth executive leadership team

Elizabeth B. Concordia – *President and Chief Executive Officer*
Michael A. Cancro – *Vice President, Strategy and Development*
Will Cook – *President & CEO, University of Colorado Hospital*
Anthony C. DeFurio – *Senior Vice President and Chief Financial Officer*
George Hayes – *President & CEO, Memorial Health System*
Jean Haynes – *Chief Population Health Officer*
Steve Hess – *Chief Information Officer*
Dallis Howard-Crow – *Chief Human Resources Officer*
Jean Kutner, MD – *Chief Medical Officer, University of Colorado Hospital*
William Neff, MD – *Chief Medical Officer*
Dan Robinson – *President & CEO, Colorado Health Medical Group*
Manny Rodriguez – *Chief Marketing Officer*
Carolyn Sanders – *Chief Nursing Officer*
Allen Staver – *General Counsel*
Jeff Thompson – *Vice President, Government and Corporate Relations*
Kevin Unger – *President and CEO, Medical Center of the Rockies and Poudre Valley Hospital*

Medical Center of the Rockies



Memorial Hospital



Memorial Hospital North



Poudre Valley Hospital



University of Colorado Hospital



Supported by more than 100 clinics



UCHealth by the numbers

Page 4 Invested **\$500 million – \$1.37 million every day** – in programs, facilities, subsidies, research and more in the communities it serves, improving lives and building its vision of bridging health care to health

Page 5 Spent **\$500 million** on financial assistance, subsidized care and other areas to directly benefit our patients and communities

Page 5 **\$4.6 billion** direct and induced annual economic impact and more than 15,000 jobs UCHealth contributes to the Colorado economy*

Page 5 Invested **\$89 million** in University of Colorado School of Medicine to support its clinical, academic and research enterprise

Page 5 Contributed **\$3 million** to the Branch Medical Campus at University of Colorado, Colorado Springs for clinical education and training for third and fourth year medical students

Page 5 Invested **\$28 million** in resident physician and other provider training

Page 9 Provided nearly **\$185 million** of uncompensated care for the uninsured and under-insured

Page 9 Invested over **\$185 million** to help patients receive care beyond that which Federal payors would cover

Page 10 We currently serve **one in five** Coloradans seeking medical care and UCHealth regularly evaluates the growing need for health care services in the region's rapidly developing communities.

Page 10 In March 2015, UCHealth announced the system's first new hospital, to open by early 2017 in Longmont, Colorado. The **165,000 square-foot, \$167 million** facility will serve the fast-growing region between Denver and Fort Collins.

Page 13 UCHealth employees have personally contributed more than **\$1 million** to the new cancer center's construction, with UCHealth matching funds boosting those contributions by another **\$500,000**.

Page 25 Invested **\$10 million** in subsidized health services, cash and in-kind contributions to local community organizations and entities

Page 31 Generates a direct and induced impact of **\$4.6 billion** to Colorado's economy*

Page 31 With more than **15,000 employees**, our hospitals and clinics provide a wide range of employment opportunities for communities throughout the Front Range.

Page 34 The University of Colorado medical research enterprise surrounding University of Colorado Hospital on the Anschutz Medical Campus attracted **\$420 million** in research funding in 2015, including more than **\$200 million** from the National Institutes of Health.**

Page 34 Provided over **\$89 million** to CU to support its clinical, academic and research enterprise

Page 36 In January 2015, UCHealth opened a new, **\$1 million**, state-of-the-art training facility for health care providers and emergency responders.

Page 37 UCHealth provides **\$3 million** per year to the Branch Medical Campus at University of Colorado, Colorado Springs. This will provide third- and fourth-year University of Colorado medical students with clinical education and training in a more community-based setting, including more rural rotations.

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*Economic Contributions of University of Colorado Health, September 2014. George F. Rhodes, PhD, Professor of Economics Emeritus, Colorado State University, and Consulting Economist

** Preliminary estimate from CU Office of Grants and Contracts; pending final report.





Medical Center of the Rockies | Memorial Hospital | Memorial Hospital North | Poudre Valley Hospital | University of Colorado Hospital

Supported by more than 100 UCHealth clinics

[uchealth.org](https://www.uchealth.org)