Denver Health and Hospital Authority

2023 Hospital Community Benefit Accountability Annual Report

House Bill 19-1320 requires non-profit tax-exempt general hospitals, Denver Health Medical Center, and University of Colorado Hospital to complete a community health needs assessment every three years and an annual community benefit implementation plan every year. Each reporting hospital is required to convene a public meeting at least once per year to seek feedback on the hospital's community benefit activities and implementation plans.

Denver Health remains committed to our mission of

> Providing all in our community with access to the highest quality and equitable health care regardless of ability to pay.

The following report is a documentation of Denver Health's activities related to these requirements.

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Summary of Public Benefit

Denver Health has made substantial progress in each of three community priorities: 1) behavioral health, 2) child health and well-being, and 3) Anchor Institute economic initiatives. The progress made for each initiative is described in a brief narrative and then detailed below in the "Progress in 2022" column of Tables 1-3 below.

Regarding our behavioral health initiative, in 2022, Denver Health worked in numerous areas of the community to expand behavioral health education. Training in behavioral health was extended to participants in Denver Health's high school and college programs, and several of these program participants were hired into Denver Health. Certified addictions counselor training was also provided to 221 people, and online trauma and addiction informed care training modules were created for distribution as part of annual staff training in 2022.

Denver Health also worked to expand behavioral health service provisions in the community. For instance, the STAR program, where a DH Paramedic accompanies a WellPower social worker to low acuity 911 behavioral health calls, continues to be a success, with DH having responded to 1454 calls in 2022. The Substance Abuse Treatment Education and Prevention (STEP) program, an addictions services program in DPS, was delivered to 554 students. To help ensure patients receive ongoing addictions recovery support after discharge, Denver Health also worked in 2022 to strengthen ties with Sobriety House and Hazelbrook Recovery Services and made additional connections to the Denver Recovery Group, Behavioral Health Group and New Genesis. Finally, the Center for Addiction Medicine continued to convene a community advisory group that meets monthly to inform service delivery improvements.

Table 1: Denver Health Behavioral Health Initiatives

Goal/Priority/initiative	Activities	Progress in 2022
Expand interactions between behavioral health and DH's student programs	Students rotate through psychiatric services and receive Mental Health First Aid.	Denver Health pipeline programs for the 21-22 school year included students shadowing DH providers 1,468 hours, and 8 previous program participants have taken DH positions in including nursing, CNA, pharmacy and research positions.
Certified addictions counselor (CAC) trainings at Denver CARES	CAC trainings	221 people were trained as Certified Addictions Counselors (CAC)
Train DH staff, including first-responders in trauma informed care and addiction informed care	Cornerstone training module and continuing education credits for CAM trainings	Trauma and resilience training were delivered to all staff, including first responders via online training modules.
Support alternative behavioral crisis response models, including Support Team Assistance Response (STAR) pilot	DH Paramedic accompanies MHCD/WellPower social work to low acuity 911 behavioral health calls	DH attended 1454 Support Team Assistance Response (STAR) calls
Expand Substance Abuse Treatment Education and Prevention (STEP) addictions services programming in DPS	Provides mental health and substance use treatment in school-based health centers	Substance Abuse Treatment Education and Prevention (STEP) addictions services programming continued in DPS, delivering services to 554 students

Goal/Priority/initiative	Activities	Progress in 2022
Fill in continuum of care to ensure needed services	Enhance behavioral health services, e.g., school and community partnerships	The continuum of care to ensure needed behavioral health services was expanded, including referrals to Sobriety House and Hazelbrook Recovery Services. Patients were also linked to Denver Recovery Group, Behavioral Health Group. Denver Health is also partnering with New Genesis for short-term supportive housing.
Integrate community voice and peer support through the CAM	Focus groups with community advisory boards for CAM programming; bolster peer support	Denver Health has been integrating community voice and peer support through monthly Community Advisory Meetings held since Oct. 2021

Denver Health's second Community Benefit priority has been to improve child health and well-being. Despite impacts of the COVID pandemic, in 2022 we were able to leverage existing touchpoints enrolling patients in WIC simultaneous to health care provision. There was a large increase in the percentage of children who were screened for social needs while receiving well care and nearly three-quarters of all patients seeking support for social needs were reached by patient navigators. Additionally, Denver Health staff participated in regional social health information exchange conversations to lay the groundwork for community-wide collaboration to meet the social needs of our community.

Table 2: Child Health & Well-Being Initiatives

Goal/Priority/initiative	Activities	Progress in 2022
Leverage existing touchpoints of Medicaid within the health system to increase multi-benefit enrollment	Identify touchpoints and integrate 2 systems' enrollment processes	In two DH locations, (Pav I and Westside) we partner virtually with DHS so patients can apply for medical assistance and SNAP simultaneously. In four additional clinics, 1640 families and 2920 individuals were signed up for WIC services
Expand social needs screening in community health services, including pediatric populations	Implement standardized screening tool and standard work	In 2022 18,503 patients were screened for social needs in the community health services setting. Of the patients screened, 18% (3269/18,503) requested navigation assistance to address identified social needs. Seventy-two percent of those requesting assistance were reached by patient navigators to aid the patients. These numbers are inclusive of screening during pediatric well visits, where the percentage of targeted children screened increased from 19% in January to 59% in December.
Partner with Medicaid beneficiaries to develop messaging, enrollment, and recertification strategies in assistance programs	Focus groups	We partnered with Medicaid beneficiaries that were assisted with enrollment and recertification strategies for WIC services in primary care via surveys. In 2022, 204 surveys were conducted across four clinics. All the survey participants found the shared primary care visit with enrollment in WIC services to be "very useful" (n=200) or "somewhat useful" (n=4). 100% found the connection to resources "very helpful." The survey results

Goal/Priority/initiative	Activities	Progress in 2022
		supported the maintenance of this program within existing clinics and the expansion of services to two additional clinics.
Participate in MDPH Social Health Information Exchange Committees related to HTP inpatient social needs screening	Monthly workgroup meetings	The Hospital Transformation Program Coordinator for Denver Health consistently participates in multiple MDPH Social Health Information Exchange committees. A plan for implementing inpatient social needs screening was developed.
Enhance face-to-face assistance, located at the right time in the right place	Explore alternative enrollment locations	Initial plans to partner with DHS were thwarted due to a number of factors impacting DHC capacity, so this was accomplished as described above under, "Leverage existing touchpoints…" where WIC services were expanded while receiving primary care expanded from two to four clinics.

One important focus for Denver Health has been working to address economic challenges to good health. Denver Health's third priority, enhancing economic opportunity via the Anchor Institution Initiative focuses especially on this issue. As part of this initiative in 2022, the Denver Health Workforce Development Center was opened, and equitable contracting and procurement was advanced by promoting ShopBIPOC to all our purchasers. In addition, partnering to address unaffordable housing in Denver has been undertaken with three community partnerships.

The first of these partnerships is with Denver Housing Authority, that has constructed 110 housing units on a property bought from Denver Health. The units are designated for low income seniors or people with disabilities, with one floor (14 units) of the building being leased back to Denver Health so Denver Health has expanded options for not discharging people experiencing homelessness back to the streets. Unfortunately, windows were cracked by cold weather and due to the historical designation of the building, procuring the appropriate replacement windows has delayed the opening of this building.

The second partnership was with Colorado Village Collaborative (CVC). In that partnership, an empty portion of Denver Health's property was leased to CVC to establish a Safe Outdoor Space. The space provided heavily supported temporary transitional safe outdoor spaces for up to 50 people who were previously sleeping outside, focusing especially on serving American Indian and Native American populations.

The third partnership is with Colorado Coalition for the Homeless (CCH). Denver Health signed the lease for medical respite or recuperative care beds from CCH so patients, who are unhoused but who are too ill or frail to recover from a physical illness or injury on the streets, have a place to recover after hospital discharge. Patients at the site receive nurse visits, meals and support connecting with additional services, including follow-up care.

Table 3: Anchor Institution Economic Initiatives

Goal/Priority/initiative	Activities	Progress in 2022
Workforce Development & Local Hiring, Education, and training	Expand employment opportunities to Denver residents	The Denver Health Workforce Development Center (WFDC) opened in 2022, including developing 15 career pathways within Denver Health.
Local Procurement in the community, especially from women & minority owned businesses	Potential activities: Procure from minority and women owned businesses; Create local vendor forums; Support capacity building for small businesses	Denver Health created a partnership with ShopBIPOC, an online marketplace that works exclusively with BIPOC small business owners. Denver promoted ShopBIPOC as an option to all our purchasers.
Community investment in housing, transportation, environment, advocacy	Ground Lease and sale of 655 Broadway to Denver Housing Authority to increase affordable housing	Denver Housing Authority will develop 110 units at 655 Broadway for low-income seniors and people with disabilities. By 2022 construction was slated to be complete but the opening has been delayed due to damage caused by cold weather and delays related repairing the building that has historical designation. Therefore, Denver Health's lease for 14 specially designed units for transitional housing for patients who need additional healthcare and housing assistance is on hold. Denver Health leased a space to Colorado Village Collaborative to host a Safe Outdoor Space in 2022 which provided temporary shelter and supportive services, that focused especially on the American Indian and Native American community. Denver Health also contracted with the Colorado Coalition for the Homeless to lease respite housing beds for patients who are unhoused and have complex medical conditions.

The accomplished over the last year have addressed needs voiced in the community, and we are grateful for the partnerships and hard work of everyone who has made this possible. The following sections in this document are included to fulfill other requirements of HB 19-1320, including the Community Health Needs Assessment and implementation plan developed three years ago. That information is followed by a description of our 2022 Community Benefit annual public meeting. Readers interested in knowing how Denver Health is incorporating the feedback from that annual public meeting will find that information in the related Excel reporting template provided by the state. Our financial reporting documents are included in the last section of this document.

Denver Health and Hospital Authority 2020 Community Health Needs Assessment

September 1, 2020

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Executive Summary

Denver Health and Hospital Authority (DHHA) is pleased to present its inaugural Community Needs Health Assessment (CHNA) in fulfillment of the Hospital Community Benefit Accountability legislation, House Bill 19-1320. Since 1860, Denver Health has been providing care for all of Denver's residents, especially for our most vulnerable. Our focus is on those needing access to quality preventative, acute and chronic health care - regardless of ability to pay. Indeed, over 50% of our revenue is derived from Medicaid reimbursement. As an anchor institution in the community, we are committed to not only partnering to address the full range of social risk factors that impact health status but to serving all the Denver area health needs.

This needs assessment is a snapshot of the most critical issues facing our community. The development of the report uses quantitative data about the current health status of our population and input from community members about the key issues and concerns they face that impact their health.

The community input for this CHNA pulls from a number of recent community engagement efforts, including a Denver Community Health Services (DCHS) stakeholder engagement process in 2019, the "Snapshot of Denver County Health Needs in the Community Engagement Strategy" developed for Denver Health in the end of 2018, "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver" released in early 2020, and The "Hospital Transformation Program Midpoint Report" from 2019. In those reports, several issues were consistently identified:

- Access to Care
- Behavioral health
- Addressing social needs
- Economic opportunity
- Improving child health and well-being

In addition, key themes of the City and County of Denver's 2019 Community Health Assessment, or CHA (publication forthcoming) were extrapolated to identify several significant health needs, including these critical issues of greatest concern:

- Social determinants of health,
- Preventable disease concerns,
- Behavioral health, and
- Child health

Using the rich data obtained from these community engagement efforts and after considering criteria consistent with the Colorado Health Assessment and Planning System Prioritization Score Tool, the following three needs were selected as areas of focus for Denver Health's Community Benefits work:

1. Address Behavioral Health issues by Supporting Goals of Denver's "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver",

2. Enhance Community Engagement for Child Health and Wellbeing by Enrolling Families in Federal Assistance Programs Prenatal to Age 5,

3. Enhancing economic opportunity in Denver through Denver Health's Anchor Institution Initiative.

Letter from the Chief Executive Officer

Dear Denver Community,

Denver Health has been here for the City and County of Denver since 1860. Over these many years, we have focused on meeting challenges as our city has grown. Today we are facing a major public health crisis that is stressing our health system, economic structures, and the very fabric of our community. But we are also finding that this has become a time of people coming together and accomplishing things that were not previously thought to be possible. For instance, Denver Health converted most of its outpatient and specialty care to remote visits in record time in response to the COVID19 pandemic. This time has also shown how interconnected we are, with everyone from grocery store clerks, retail workers, healthcare providers and many others recognized as what they truly are—essential. Now more than ever, we are in this together.

In our 160-year history we have consistently worked to identify and address the most pressing needs of our community. This year is no different. What is different is that we are pleased to share our first official Community Health Needs Assessment. This assessment combines quantitative data about Denver with community conversations identifying priority needs for Denver Health to address in our goal of improving health for our entire community.

While there are many needs, to be effective we need to focus. Based on the information we have; we are choosing to focus for the next three years on root causes of some of challenges identified by members of our community. These include behavioral health, child health and economic prosperity. A focus on these upstream determinants of health is also consistent with the calls for justice in the wake of George Floyd's death. My hope is we can use this momentum to strengthen our resolve to realize a truly equitable society and be a model for our country and our world.

We are grateful for the existing and new partnerships that will be formed to make the difference we are committed to making. We are in this together. Thank you for being a partner with us for life's journey.

Sincerely,

Robin D. Wittenstein, Ed. D, FACHE
Chief Executive Officer

Denver Health and Hospital Authority: Background and Purpose

Denver Health has been a steadfast partner to the City and County of Denver and its civic, business, and non-profit organizations; working to identify and address community needs since 1860. Denver Health's department of Public Health has a long history of conducting community health assessments and is currently partnering with the Denver Department of Public Health and the Environment (DDPHE) to produce the city's forthcoming Community Health Assessment.

Denver Health was a founder of the Metro Denver Partnership for Health; a collaboration between regional public health entities and area hospitals to identify and address common priorities. Denver Health is also an active member of the Mile-High Health Alliance that works to collectively address community needs.

With the 2019 passage of the Hospital Community Benefit Accountability legislation, House Bill 19-1320, Denver Health and Hospital Authority, first became subject to the Community Health Needs Assessment (CHNA) requirements set forth in 26CFR 1.501(r)-3. These requirements include:

1. Identifying the community served
2. Assessing the health needs of the community
3. Soliciting and considering input received from persons who represent the broad interests of the community, including those with special knowledge of or expertise in public health
4. Documenting the CHNA written report that is adopted by the hospital facility by an authorized body of the facility
5. Making the CHNA report widely available to the public
6. This legislation also requires Denver Health and Hospital Authority to report lines 18 and 19 from IRS Form 990.

In accordance with the COVID-19 pandemic and state guidance outlining minimum requirements for September 1 reporting,(Colorado Department of Health Care Policy and Financing, 2019b) we note an annual public meeting to review our final documents and provide feedback was not required. As this is Denver Health's first CHNA, there is no available written comment regarding previous CHNAs or Community Health Improvement Plan. To make the CHNA widely available, it is posted on our organization's website.

Identifying the Community Served: Demographics

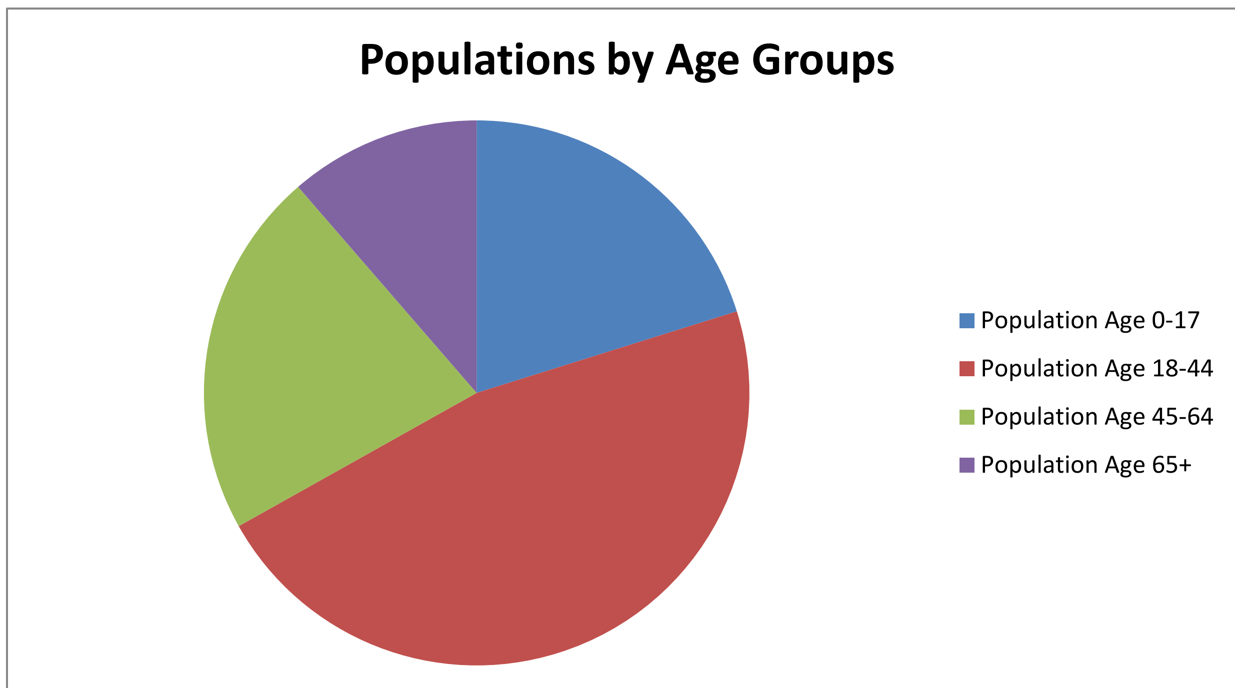
Denver Health's primary community is the City and County of Denver, and the data we have pulled corresponds accordingly. However, we recognize optimal community health requires a multi-county population health response. Therefore, some of the data incorporated in this report spans the broader metro region. The community demographics provided below are also provided in greater detail in Appendices A-E.

Population Size and Age

In Denver, the population has grown 21% (n=119,758 people) since 2010, with the 2018 population estimated at 693,417 individuals. Twenty percent of the current population is under 18 years of age and 11% of the population is 65 or older.

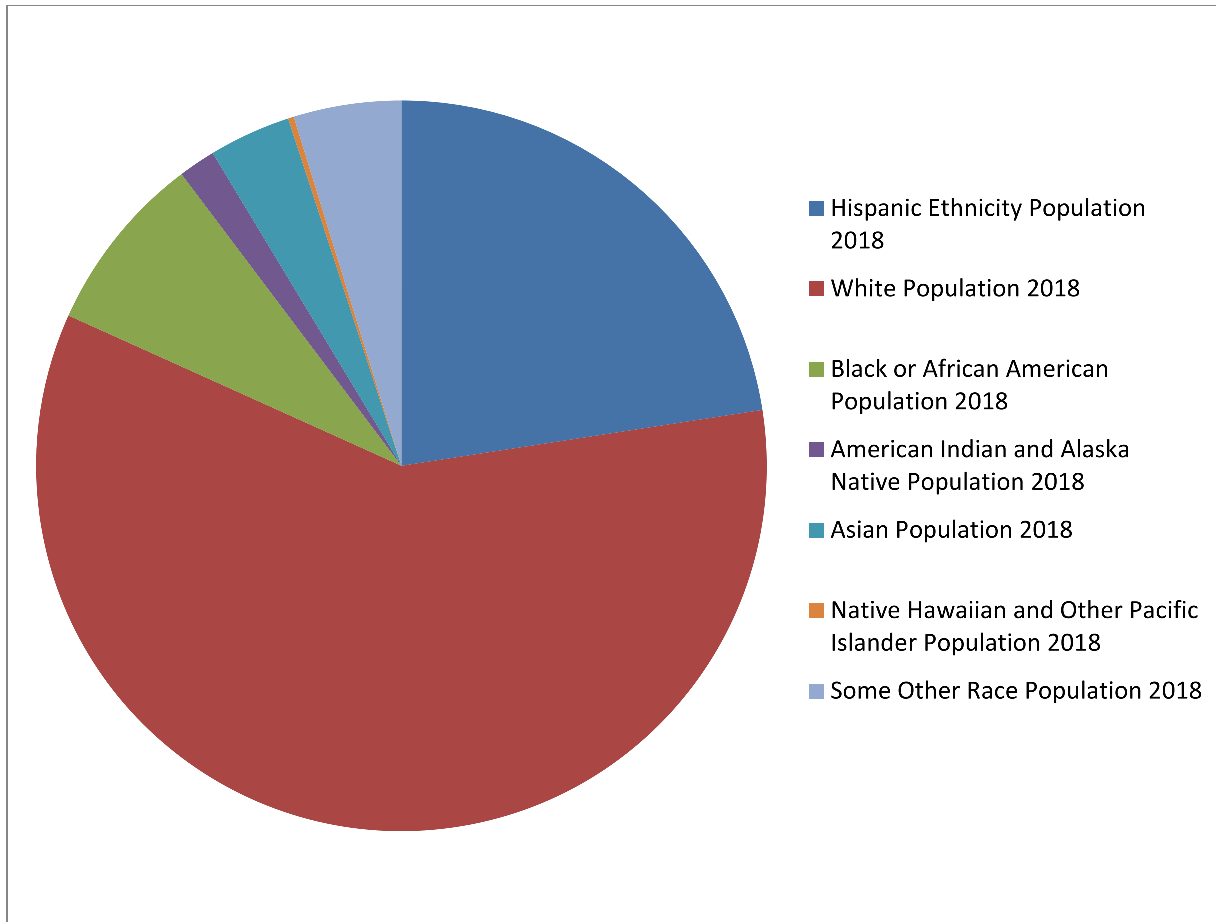
Table 1: Denver Population, 2018

Total Population 2018	**693,417**
Population by Age Group:	
Population Age 0-17	139,801
Population Age 18-44	323,880
Population Age 45-64	150,985
Population Age 65+	78,751
Total Population Growth 2010 to 2018	119,758
% Population Growth 2010 to 2017	21%



Racial and Ethnic Background

Denver is diverse in terms of race and ethnicity. In Denver in 2018, 30% of the population identified as Hispanic origin, of any race. The racial classifications are demonstrated below, and more detailed information can be found in Appendix A.



Language

Most residents in the metro Denver area (74%) speak English only, with Spanish as the second most common language spoken (20%). Just under 5% of households in Denver are linguistically isolated. These are households in which no individuals aged 14 or older speaks English, (see Appendix E). As would be expected, those who lack education may experience difficulties in communication, are more likely to be un- or underinsured, may have a more difficult time in understanding both the complexities of health insurance and may find it more difficult to navigate the health care delivery system.

Income, Insurance and Education

The average household income in Denver is $93,650, with 31% of the population living below 200% of the federal poverty level and nearly 28% of Denver's population enrolled in Health First Colorado. (Colorado Department of Health Care Policy and Financing, 2019a) Of the population aged 25+, 12.9% did not have a high school diploma or equivalent, despite attending some K-12 education. The impact of low income, lack of robust insurance and inadequate education has significant implications for the health status of our community.

Health Insurance Literacy

Generally, Denver residents are health insurance literate. Based on a 2015 survey done by the Colorado Health Institute, 73% of respondents indicated they are likely to investigate what their insurance product will and will not cover before getting health care services. Over 80% of residents understand what premiums, deductibles, and co-payments mean. There is less confidence with co-insurance, with just 63% percent saying they understand this term (see Appendix E).

Assessing the Health Needs of the Community: Social Factors and Health Status

Assessing the health needs of the community requires two things: an understanding of the current health status of the population as shown through data and input received by hearing the voice and perspective of the community to be served so that issues and challenges they face can appropriately inform the priorities of health status improvement. The community voices reflected in this CHNA came from several initiatives, all intended to surface critical information about health, well-being and daily challenges faced by the most vulnerable members of our community. This document reflects key themes from:

1) "Snapshot of Denver County Health Needs in the Community Engagement Strategy" developed for Denver Health in the end of 2018.
2) Denver Community Health Services (DCHS) Stakeholder engagement process, 2019
3) "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver" released in early 2020,
4) The "Hospital Transformation Program Midpoint Report" from the Spring of 2019,
5) City and County of Denver 2019 Community Health Assessment, forthcoming

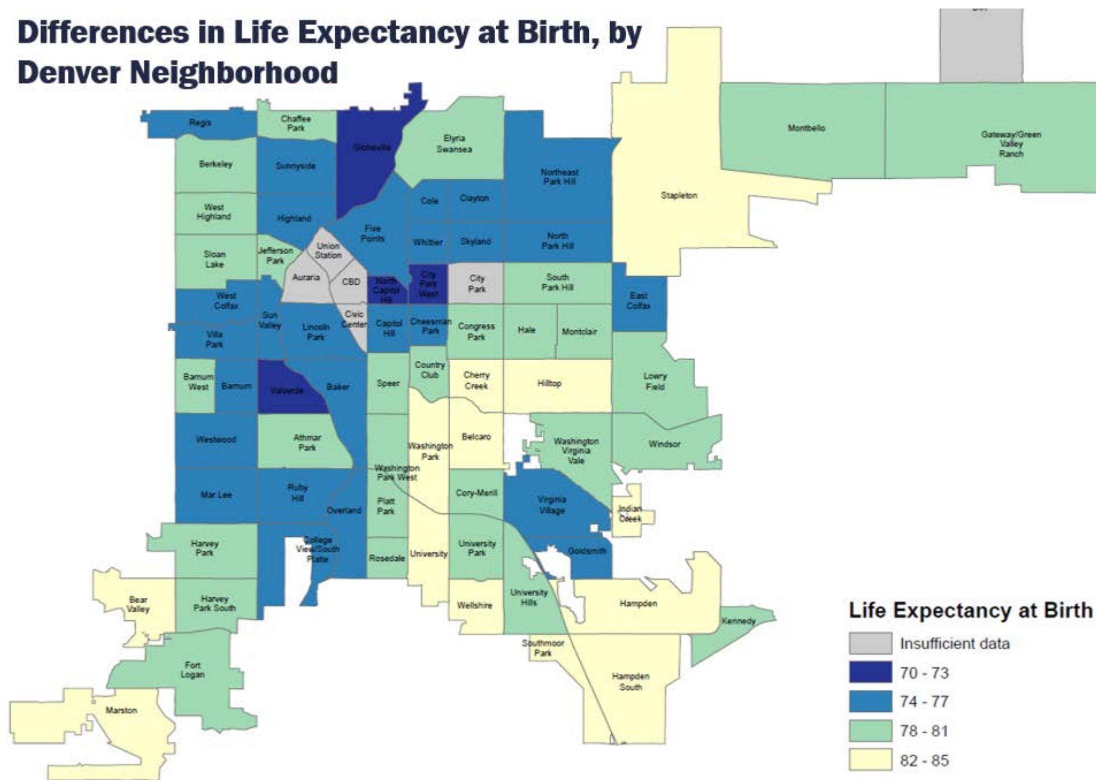
Each of these documents reflects a robust community engagement process, with varying components of key stakeholders and community residents. The goal of each was to identify the key issues of greatest concern for community health. We have worked to synthesize the valuable information in each to assist us in helping our community successfully address their health needs.

Social Determinants of Health & Social Needs

As defined by the World Health Organization, the Social Determinants of Health (SDoH) are "the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels. SDoH contribute to health inequities - the unfair and avoidable differences in health status seen within and between countries." (World Health Organization) As outlined in the Denver Health Community Engagement Strategy, many conditions for which people are cared for in hospitals are linked with more "up-stream" social determinants of health, e.g., neighborhood safety, social norms, racism, housing, food and transportation costs and availability.

Neighborhood Disparities

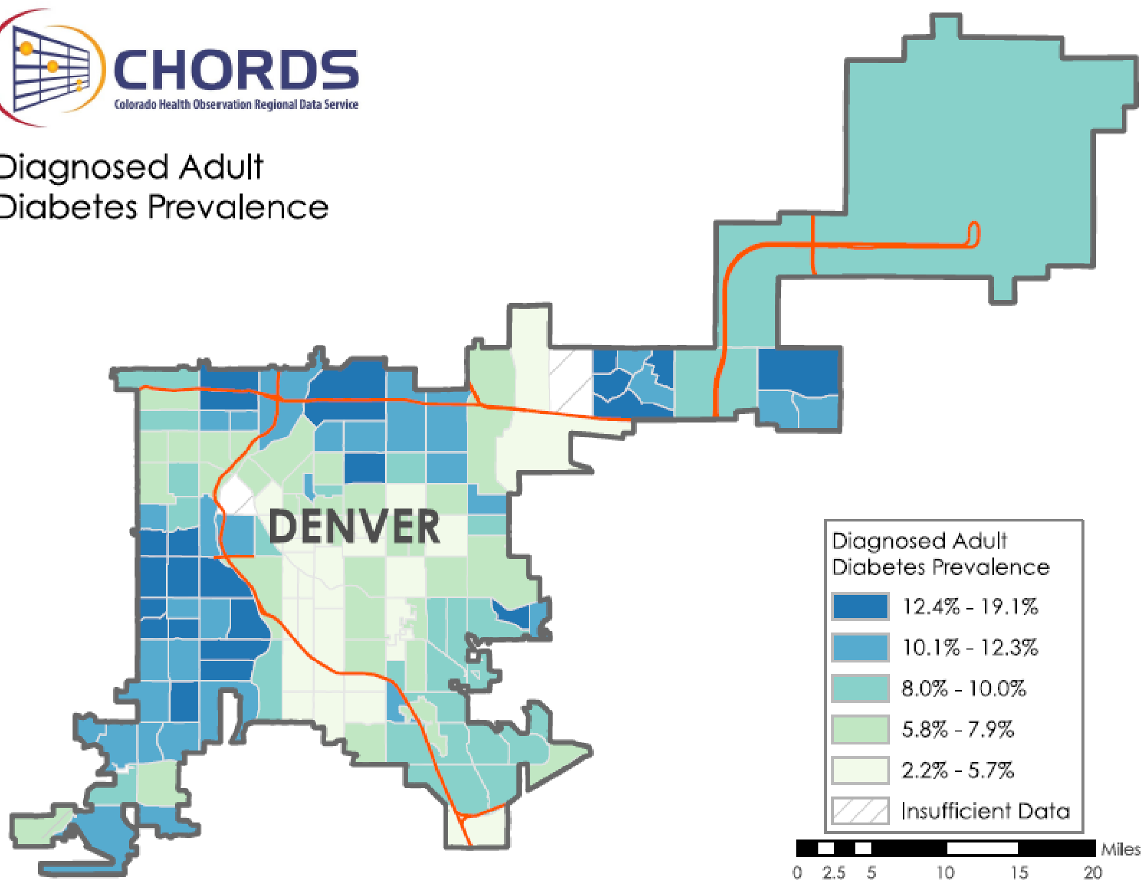
Life expectancy can be a critical example of a social determinant of health. Overall, life expectancy has risen in Denver over the past three and half decades, and the current life expectancy for Denver residents is 79 years. When looked at by neighborhood, however, it becomes clear that length of life is strongly dictated by where a person lives.

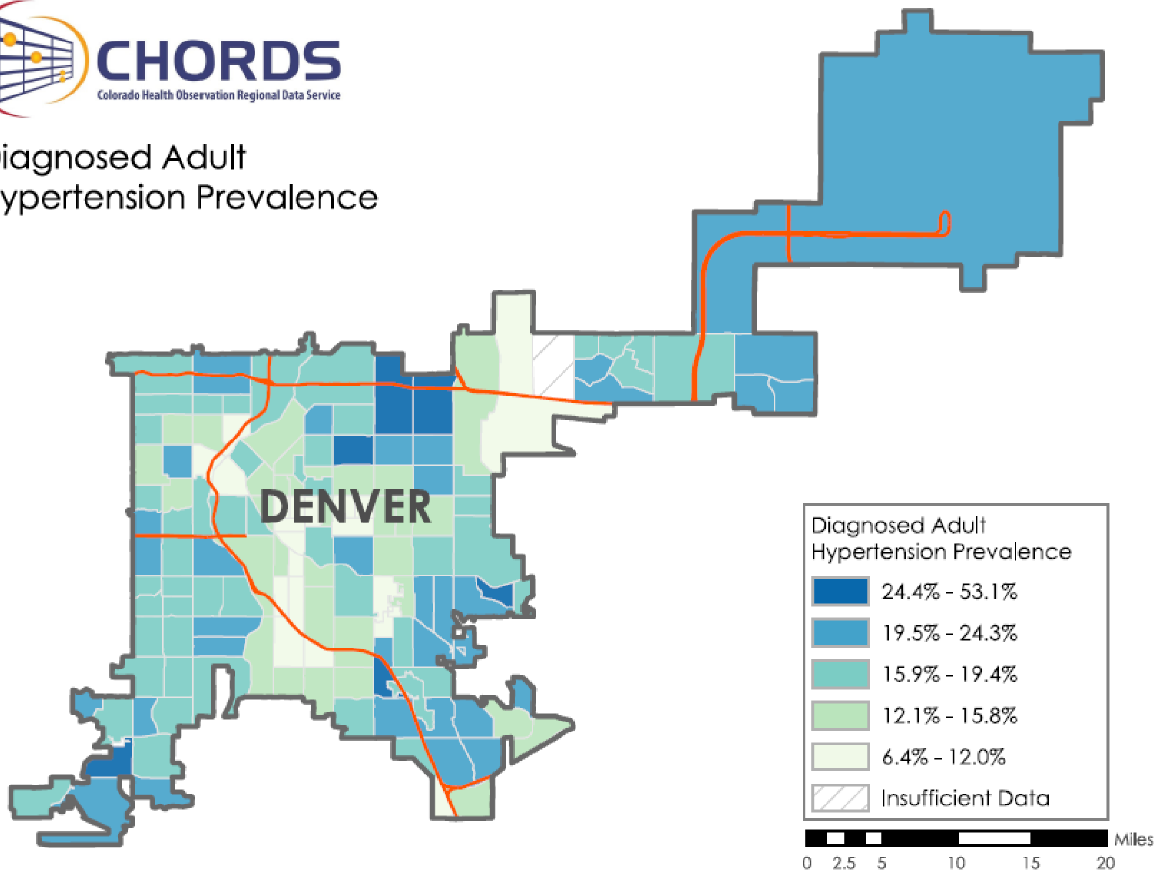


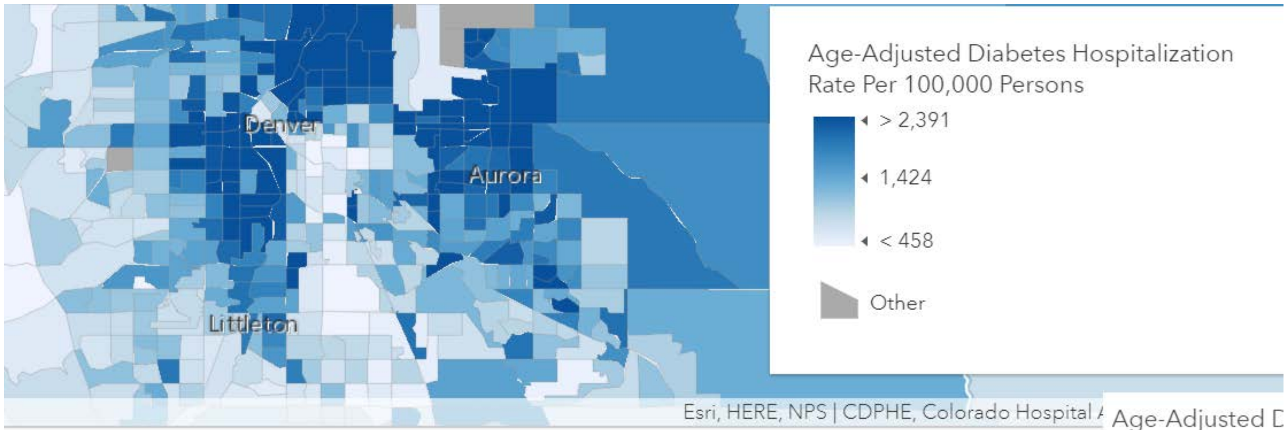
Source: Center on Society and Health at Virginia Commonwealth University

Comparing the life expectancy map above with maps with of chronic disease from the Colorado Department of Public Health and the Environment, shows similar patterns. Diabetes and Asthma hospitalization rates are higher in neighborhoods where life expectancy is lower. Mortality rates from heart disease are also higher in these same neighborhoods.

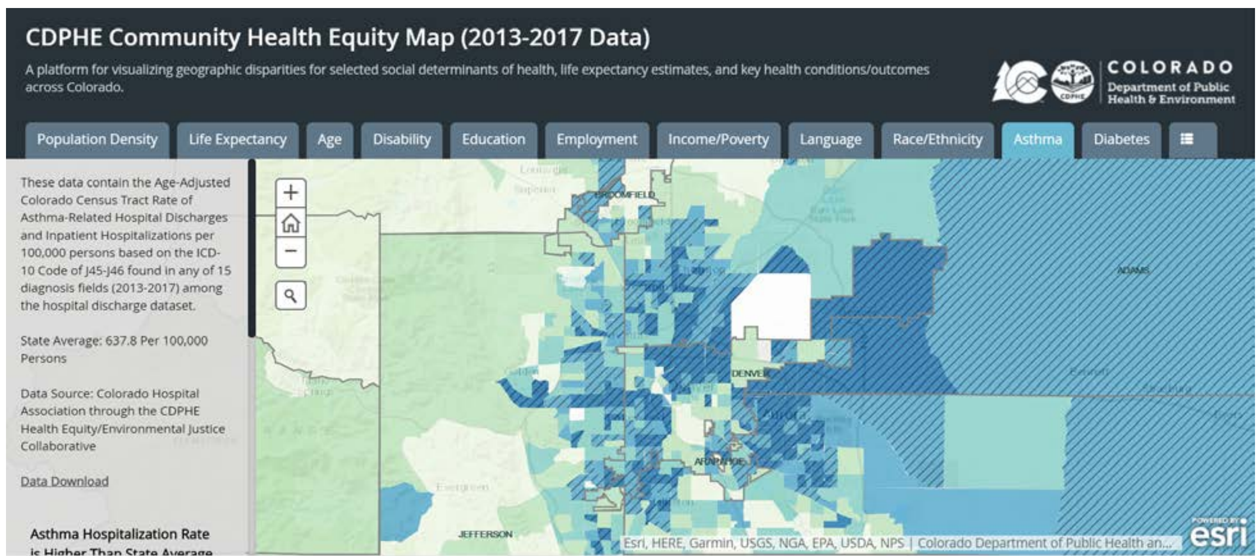
Diabetes Hospitalization Rates /100,000


CHORDS
Colorado Health Observation Regional Data Service
Diagnosed Adult
Diabetes Prevalence
DENVER
Diagnosed Adult
Diabetes Prevalence
12.4% - 19.1%
10.1% - 12.3%
8.0% - 10.0%
5.8% - 7.9%
2.2% - 5.7%
Insufficient Data
Miles
0 2.5 5 10 15 20

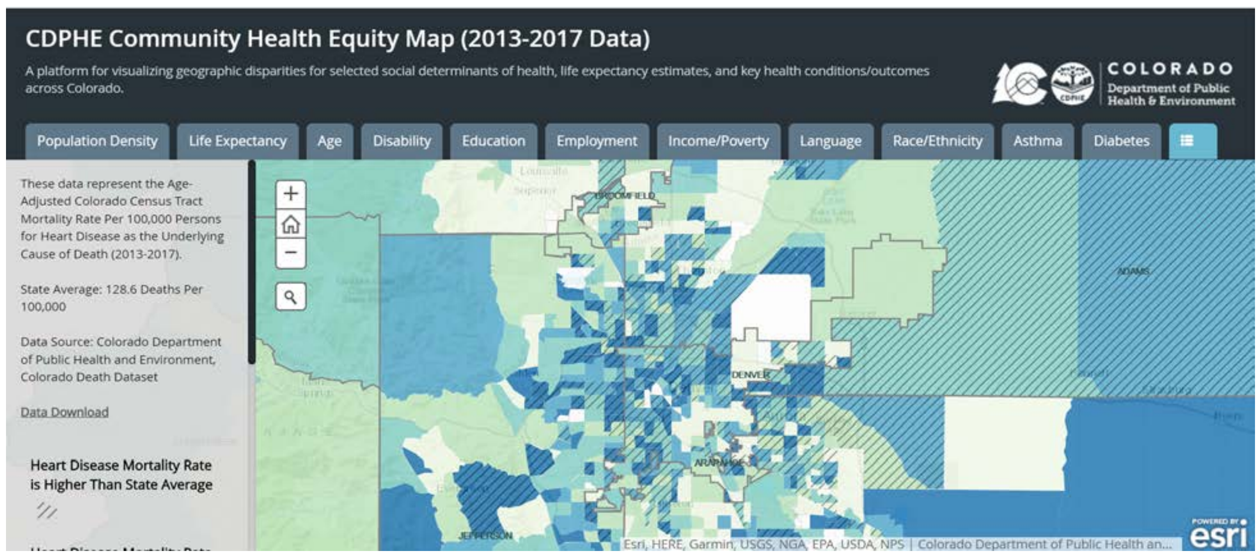




Asthma Hospitalization Rates/100,000

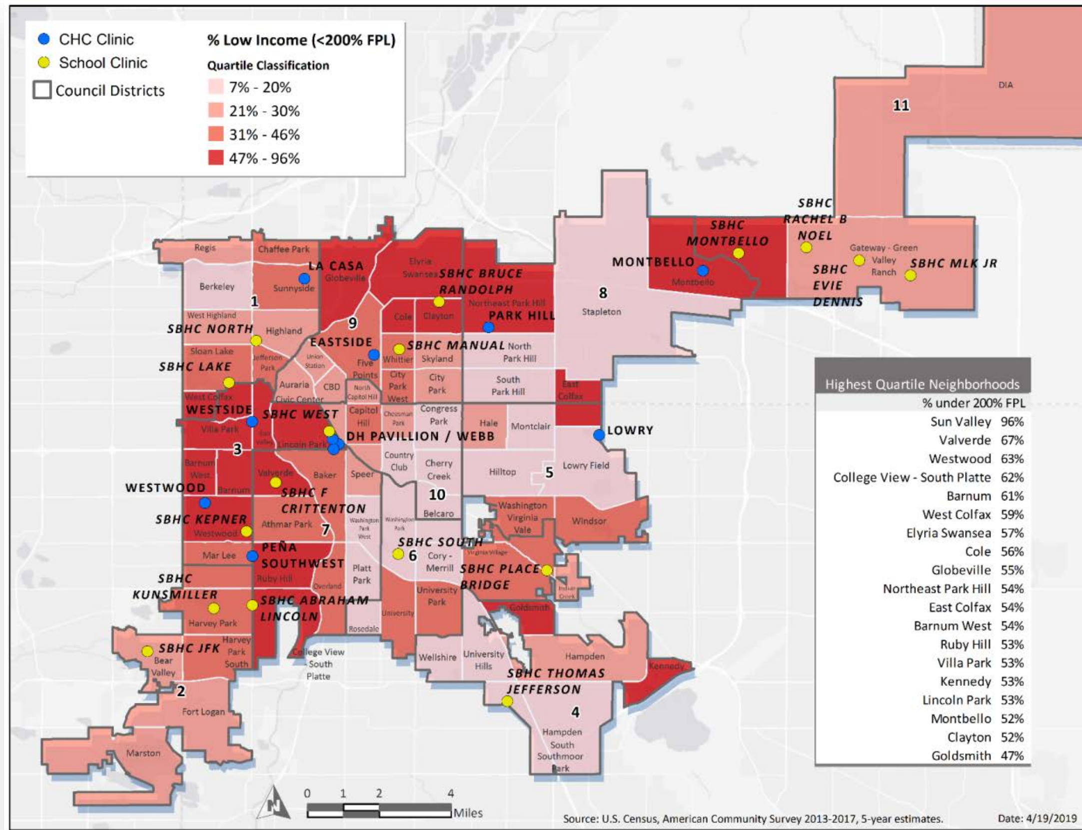


Heart Disease Mortality Rate /100,000



By comparing the above morbidity and mortality maps with the population by income map below, higher levels of morbidity and mortality are associated with lower income neighborhoods. Over our history, Denver Health has strategically located its federally qualified community health centers (FQHCs) and school-based health clinics (SBHC) in neighborhoods to serve this population as a step toward addressing these inequities.

% Population Low Income (<200% FPL), 2018



Homelessness and Unemployment

The point in time survey conducted on January 27, 2020 by the Metro Denver Homeless Initiative counted 4,171 people in Denver and 5,755 people in Metro Denver experiencing homelessness. This is a 6% increase from 3,943 in the previous year. The 2020 Denver County count of people experiencing homelessness included 479 veterans, 247 families, 195 unaccompanied minors and 529 people fleeing domestic violence. While 2,036 people were in Emergency shelters, 1,089 were in transitional housing, 50 people were in Safe Haven, and 996 were unsheltered. Black or African American and American Indian or Alaskan Native populations are severely over-represented among people experiencing homelessness.(Metro Denver Homeless Initiative, 2020) Separately, Colorado homeless education data shows that Denver Public Schools had 1,762 students experiencing homelessness in 2019. In the face of the COVID-19 pandemic, we anticipate that these figures are likely to climb.

In 2018, before the COVID-19 pandemic, median home values in Denver were $360,700 and 39% of the population was applying more than 35% of their income to rent (Appendix D). Current, post-COVID unemployment rates (11.9% in June 2020) are more than quadruple what they were last year (2.8% in June 2019). (U.S. Bureau of Labor Statistics, 2020) Both the high cost of home ownership and rental costs are expected to negatively impact the ability of residents to maintain a stable housing situation amid the economic challenges caused by the COVID-19 pandemic continue over the next few years.

Other Social Determinants of Health

A substantial body of evidence is pointing to the "upstream" causes of poor health. Data below compare Denver and Colorado SDoH, including health care coverage, parental support, on-time high school graduation, investing more than 30% of income in housing, access to transportation, and food insecurity. In terms of on-time graduation rates, while they are improving in aggregate, substantial disparities exist. In Denver, only 61% of students graduate from high school on time vs. 77% in the State. Differences are also very significant between population subgroups. For instance, 77% of females will graduate on time while only 64% of males will do so; and whereas 67% of Black and 68% of Hispanic students graduate on time, 78% of White students will graduate on time.

Families who spend more than 30% of their income on housing are "cost-burdened," leaving limited resources for other food and health care needs. Food insecurity is noted because it is a broader measure than poverty, including people who are above the poverty level and still unable to afford needed food. All these conditions undermine the ability of communities to reach their greatest health potential. The data shows us that we still have important gains to make in Denver and throughout Colorado.

Social Determinants

Denver CO

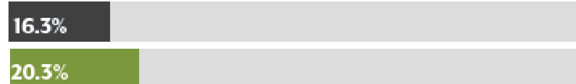
Uninsured Population

Children in Single-Parent Households

On-Time High School Graduation

Cost-Burdened Households (Housing Exceeds 30% of Income)

Public Transportation (Live Within a Half Mile of a Bus Stop)



Food Insecurity (Experienced Food Insecurity in Last Year)

Sources: American Community Survey, Colorado Health Access Survey, Denver Public Schools, Feeding America, United States Environmental Protection Agency.

Social Needs

Social needs are distinct from social determinants of health. While SDoH interventions focus on systemic social and economic conditions, "Interventions to address *social needs* are done at the individual level to mitigate unique acute social and economic challenges." (American Hospital Association, 2019). It is important that we understand the difference between the two as we work to address both obstacles.

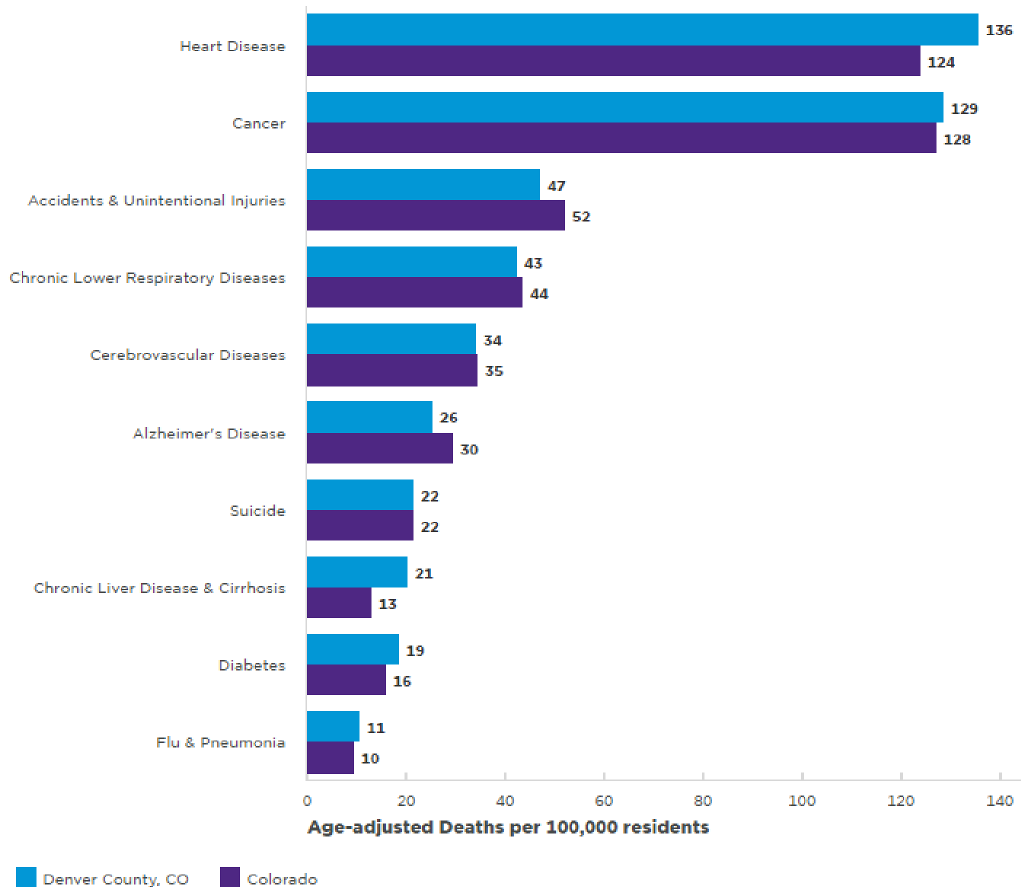
Denver Health is currently conducting a social needs screening in one of our pediatric clinics and in our emergency departments as part of the Accountable Health Communities (AHC) partnership with the Denver Regional Council of Governments. Our pediatric clinic has screened 16,000 patients at well childcare visits using AHC's five domains of social needs, i.e., housing instability, food insecurity, utility needs, interpersonal violence, and transportation needs. Of those screened, 34% identified at least one health-related social need, with the highest portion screening for food insecurity (21%), followed by living situation (9%), transportation (9%), utilities (7%). We are learning that we must look to continue investment in all the SDoH because the challenges that we are presented with are more complex than fixing a single social

issue. We will continue to have broad conversations around initiatives we can either lead or partner with to help address some of these inequities around housing and food insecurity.

Significant Health Conditions

Leading Causes of Death and Chronic Disease

Although Denver has a reputation as a healthy and active place to live, we are challenged by the many health conditions that we are concerned about to ensure the well-being of our community long term. Cardiovascular disease mortality has declined over the past 3 decades; however, heart disease remains the leading cause of death in Denver, followed closely by rates of cancer (see graph below). Chronic conditions like type 2 diabetes and hypertension also inhibit the community's full health potential (see Appendix F). As we work to unravel the complexities of whole-body health, we know we must continue to work on the physical ailments that continue to drive unhealthy behaviors.



Unhealthy Weight

Being at an unhealthy weight continues to also be a concern for both youth and adult populations in Denver. According to data from 2016-2018, an estimated 20.4% of Denver adults were at an obese weight (at or above a BMI of 30). Additionally, 17.5% of children and youth between the ages of 2-17 were at or above the 95th percentile for height and weight (see Appendix F). As we continue to learn about the impact weight has on overall health, is it important to note that this metric can also be a tool to help us uncover the driving social needs of our community.

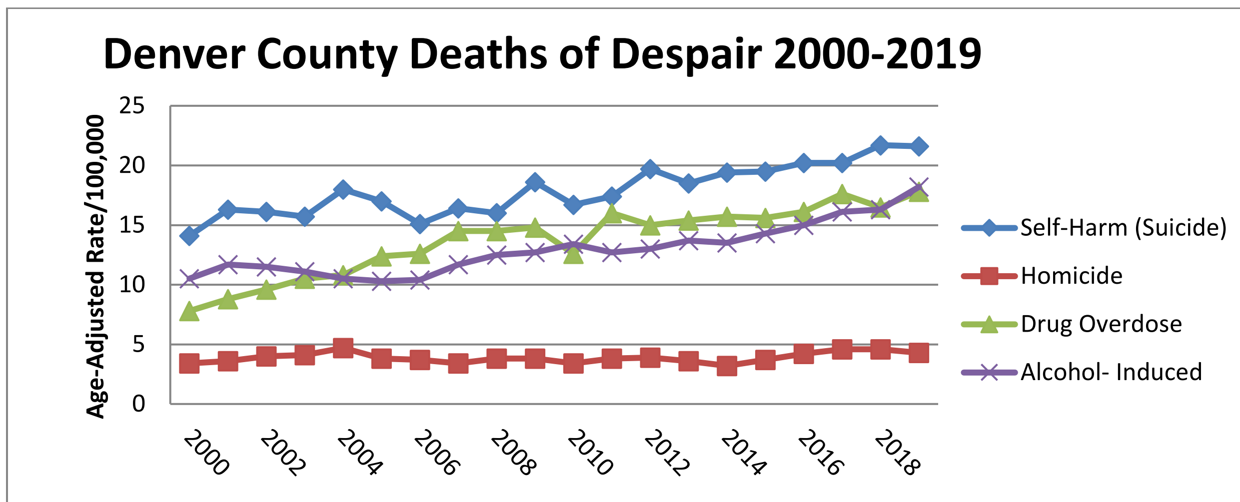
Populations with Behavioral Health Conditions

Depression

As we focus more on whole body health it is important that we look beyond just the physical and external conditions that exist and examine the impact that mental health plays in individual and their overall health. Among the overall population in Denver County, nearly one in three high school students (30%) felt so sad or hopeless almost every day for 2 or more weeks in a row that they stopped doing some usual activities in the last 12 months (see Appendix H). Thirteen percent of high school students seriously considered attempting suicide in the past 12 months. Ten percent of care-seeking adolescents in Denver County were diagnosed with depression. And 11% of adults in Denver County were diagnosed with depression (Appendix H). Among patients within Denver Health Community Health Services primary care network, an estimated 30% of patients have a mental health or substance abuse diagnosis noted during a medical visit over the past year, and almost 15% have been diagnosed with depression.

Diseases of Despair

"Deaths of Despair" includes deaths related to alcohol and drug use, interpersonal violence, and self-harm. In Denver, the annual all-cause death counts increased between 2000 and 2019 by only 1% per year. (4,417 to 4,574). Yet over the same time period, deaths from drug overdose increased 237% (81 to 192), deaths from alcohol increased 192%, (106 to 203), deaths from suicide increased 179% (85 to 152) and the count of homicides has increased 147% (34 to 50). The age-adjusted rates for deaths of despair are shows in the graph below. (Colorado Department of Public Health and Environment)



Substance use

Over one-quarter, 26% to be exact, of adults in Denver County binge drink, and 13.5% of high schoolers reported having five or more drinks within a few hours. Reported tobacco use was at 22% among adults and only 5.7% among adolescents. One-fifth of students used marijuana one or more times during the past 30 days. The rate of diagnosed opioid use disorder is 1.2% in Denver County. (All data are from Appendix H). Also of note, per Department of Health Care Policy and Financing (HCPF), State Fiscal Year 2017-2018 data, alcohol abuse is the most common APR DRG diagnosis for Medicaid hospital admissions among enrollees that the Colorado Department of Health Care Policy and Financing identified as high utilizers (four or more outpatient emergency department visits within the last fiscal year).

People with Behavioral Health Disorders

Community input suggests that individuals with co-occurring mental health and substance use disorders are often survivors of trauma and experience many difficulties including, getting, and keeping jobs. For these populations, smoking, unhealthy weight, and poor nutrition were flagged as especially problematic. Poor oral health was also suggested as a concern for these populations, a condition that may be related to medications being taken to treat their conditions, a claim supported in the literature. (Fratto) Community input further suggested individuals with significant behavioral and physical health needs, co-occurring conditions and/or high utilizers may have undiagnosed or untreated behavioral health concerns that are driving their care utilization and poor health.

Trauma

As previously mentioned, trauma – treated or untreated – was frequently cited as a significant issue experienced by many priority populations, especially individuals experiencing homelessness and individuals with behavioral health concerns. Justice-involved individuals are also likely to have co-occurring behavioral and physical conditions as well as limited social supports such as housing or employment. In the face of this constellation of concerns, community participants noted the emergency department may, in fact, serve as a safe place for individuals experiencing homelessness or threatening home environments to come.

Use of Emergency Response Services

While the 911 system is a critical component in responding to emergency situations, it may not be the best way to manage urgent health care crises, especially those related to behavioral health. Denver Health Paramedics have discussed options for services to support populations with complex behavioral health problems. We have noted payment model barriers to community paramedic models that could provide care at home or in community settings. Under the current payment model, 911 calls that result in EMS transportation to the hospital are reimbursed, while calls that can be handled on site are not able to be reimbursed. Currently, approximately 14,000 of our annual 120,000 EMS responses result in the provision of services and treatment on site with no transport required, which means the services are not reimbursed. This situation makes the expansion of community paramedic programs unlikely, even though they may be a more effective means of responding to calls. We should be working to find a better way to provide patients with the appropriate level of care without having to transport to an unnecessary higher level of care simply for the sake of reimbursement. Another barrier to community paramedicine is that the primary metric used to measure EMS performance is overall response time. While the Denver Police have successfully implemented ac co-responder program, paramedics note that response times can be adversely impacted if time on scene is extended by even 2-3 minutes, creating a disincentive to spend more time on scene.

A promising alternative to the traditional 911 response that has been in the works for years, and has recently launched in Denver is a 6-month pilot to divert some 911 calls from a police response to a team of two non-law enforcement responders, including a DH Paramedic and a MHCD social worker. The program is called Support Team Assisted Response (STAR) and provides a response to patients with substance abuse, mental health crises or people who just need help connecting to services.

Access to Care

Several factors may impact access to care, which is often a key driver of health status. The section below describes some of the key factors.

Influence of Social Needs

Many of our community partners observed that "access" to care may be influenced by multiple social barriers. Major barriers to access include the lack of a centralized or aligned system to coordinate care and referrals, as well as population health and social supports (such as housing, food, transportation), For example, there may be an adequate supply – or number – of services but, if they are in an area that is difficult to get to by public transportation and are only available during the weekday, they may be inaccessible to some Medicaid enrollees and other vulnerable populations. In Denver 8.6% of residents were unable to find transportation to their doctor's office or the office was too far away. (See Appendix I).

Telehealth

Before the COVID-19 pandemic, partners specifically cited the need for Medicaid to begin or expand reimbursement for telehealth services as one strategy for addressing this access gap. Partners also identified specific populations for who most, if not all, of these services are limited: individuals for whom English is not their primary language, individuals who do not identify as white, and/or individuals with developmental and/or intellectual disabilities. We have seen great strides in telehealth due to the COVID-19 pandemic and we are hopeful that the innovation in this space will be a permeant change.

Culturally appropriate care

Culturally appropriate, linguistically competent services were cited as lacking. A reliable translation line was one proposed solution. For some non-English speaking populations, however, translation services are ineffective at rendering optimal health care services. Patients with complex conditions may need interpretation (as opposed to translation) services. Many stakeholders shared that language training is insufficient and hiring providers who reflect the communities served was also needed.

Health of Denver's Children

Adverse Childhood Experiences

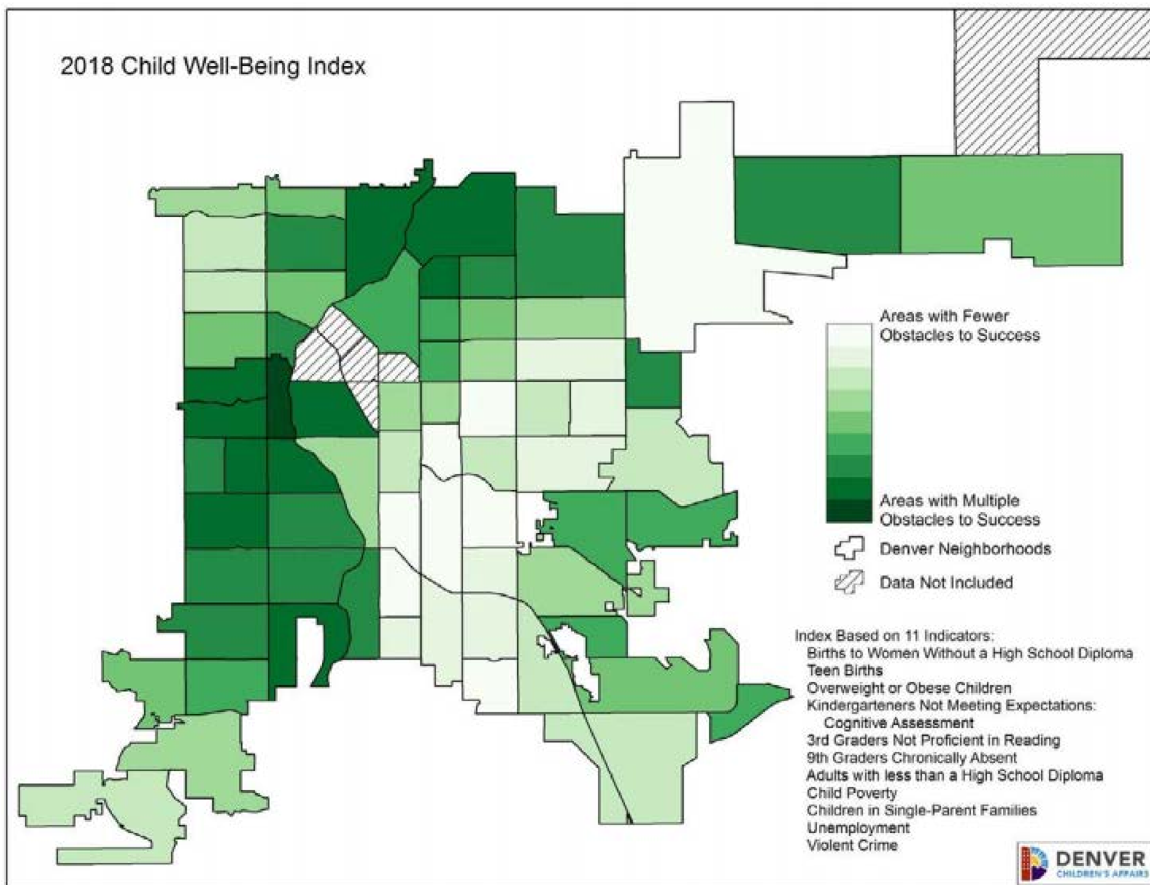
While data were not available to quantify these observations, the impact of adverse childhood experiences (stressful or traumatic events including abuse and neglect) on a range of health, social, and behavioral health problems has been demonstrated in the literature and discussed extensively among focus group participants, particularly those addressing social determinants of health. Traumatic experiences not only create some of the physical and behavioral health needs for these populations but also may prevent some individuals from proactively seeking care in lower-acuity settings. As a result, these individuals may have emergent care needs that must be addressed in emergency departments or inpatient units and not outpatient or community-based care

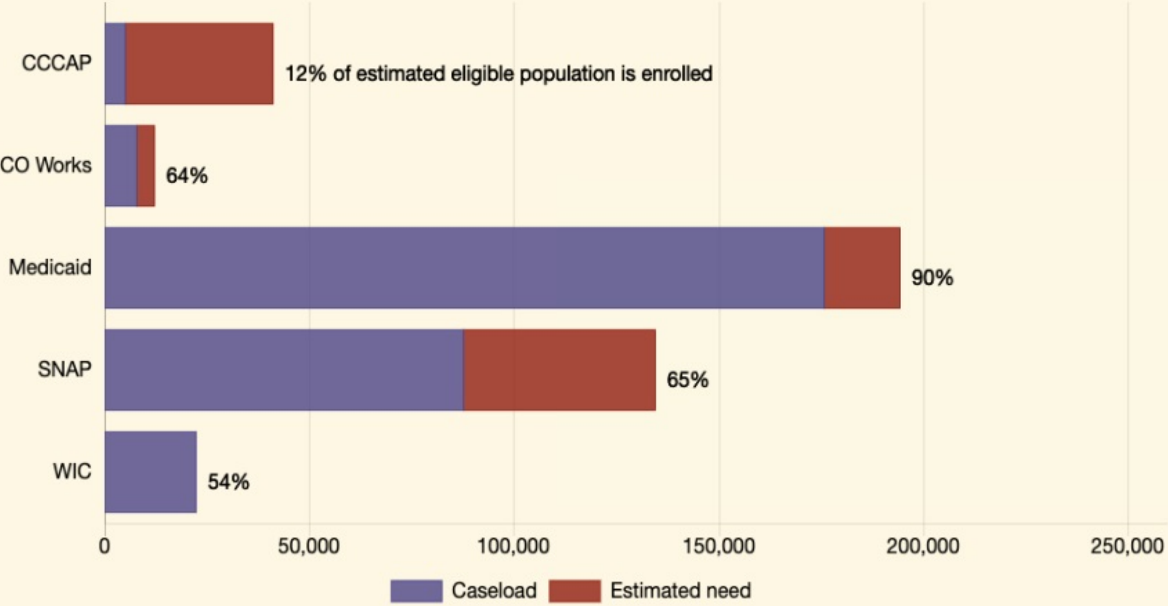
Child Well-Being Index

Thinking about the future of Denver's children is a critical step for the long-term well-being of Denver's communities. The Denver Office of Children's Affairs regularly assesses child well-being based on several factors that can impede or support youth success. Their Child Well-Being Index brings together 11 indicators that help clarify which neighborhoods have the fewest or most obstacles to child success.

*Source: The Status of Denver's Children: A Community Resource 2018(Denver Childrens' Affairs, 2018)*WIC and SNAP Enrollment

Federal Assistance Programs demonstrably improve health, development and reduce stress and chronic illnesses; however, in Colorado many eligible pregnant women and families with young children are not enrolled in these programs- see gap map below.




DENVER COUNTY:
Caseload and Estimated Eligibility, 2014-16
CCCAP
12% of estimated eligible population is enrolled
CO Works
64%
Medicaid
90%
SNAP
65%
WIC
54%
0
50,000
100,000
150,000
200,000
250,000
Caseload
Estimated need

Community Engagement Processes: Hearing the Voice of our Community

Since its foundation in 1860 Denver Health has partnered with the community to work towards meeting our community needs. While the community voice is incorporated in the above section, a summary of the four community engagement activities that have help to inform our community health needs assessment are summarized in the table below and detailed further in the text below. Reports and documentation of these activities are available upon request.

Table 2: Community Engagement Initiatives Informing our Plan

Community Engagement Activity	Date	Community Engagement	Themes
DH community engagement strategy for 2019-2024	2018	170 people engaged through interviews, focus groups, and survey responses	Behavioral health, lowering socioeconomic barriers to health
Hospital Transformation Program (HTP) in the Spring of 2019	2019	17 facilitated discussion, 6 focus groups, 10 key informant interviews and over 120 survey responses	Social and economic barriers to health, maternal child health, behavioral health, health care access, health information exchange
Denver Community Health Services (DCHS) community engagement	2019	11 stakeholder interviews	Socio-economic barriers to health, diabetes, access to care, underserved and immigrant population education on service access, prevention, self-care, socialization, life skills
Strategic Framework to Improve Behavioral Health in Denver	2020	Over 100 people and 50 organizations	Behavioral health public education and messaging; lack of resources/services; need to improve services; service and data coordination; need to address upstream determinants of health; needs for a behavioral health crisis response system

Denver Health Community Engagement Strategy 2019-2024, 2018

In 2018, Denver Health created a DH community engagement strategy for 2019-2024. For that report, published in December 2018, we summarized the input of over 170 people and organizations engaged through interviews, focus groups, and surveys to identify community priorities. While many issues and challenges were identified through this process, two primary themes emerged:

1. Behavioral health issues remain a critical problem for our community, including accessing and navigating services, providing early childhood and youth mental health services, and substance use services.
2. Lowering social and economic barriers to health is necessary if we are to impact the long-term health and well-being of the community with housing, food insecurity and transportation explicitly called out.

Hospital Transformation Program Environmental Scan, 2019

These focus areas were confirmed in a second community engagement activity conducted by Colorado Health Institute on behalf of hospitals partnering to fulfill environmental scan requirements for the Hospital Transformation Program (HTP) in the Spring of 2019. The HTP scan was reported in April 2019, the qualitative data collected included 17 facilitated discussions, 6 focus groups, 10 key informant interviews and over 120 survey responses. The partnering local public health

agencies included Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties. The hospital partners in the Public Health-Health Systems Collaboration within MDPH include Centura Health, Children's Hospital Colorado, Denver Health, Health One, National Jewish Hospital, SCL Health, and UC Health.

Themes from that work included:

1. Social and economic barriers to health, including housing, food insecurity and transportation-
    a. Pregnant women- 35% of women is covered by Medicaid, but only 25% enrolled in WIC
    b. People experiencing homelessness, people leaving jails without strong connections to community-based re-entry programs is needed
    c. Available housing for sober, older adults, children with special health care needs, permanent supportive housing, no-barrier shelters, and respite housing were all described as needed
    d. Seniors and people with disabilities were noted as populations where social and economic barriers may especially impede health care access
    e. Co-locating services was suggested as a best practice, including embedding CBMS workers at Denver Health
    f. Extending Medicare greenlighting funds to address social needs to other populations was also recommended

2. Maternal Child Health
    a. Increased maternal mortality; with 30% due to self-harm
    b. Pregnant women with substance use issues
    c. Mothers who give birth to babies with intellectual or developmental disabilities

3. Behavioral health issues, including:
    a. Depression services
    b. Recognizing 13% of students have considered suicide
    c. 30% of Denver Health Community Health Services patients having behavioral health or substance use disorders
    d. Trauma
    e. Adverse Childhood Experiences
    f. Suggested best practices included a one-stop shop, or having a clinic 16-18 hours/day at a clinic Denver's shelters to reduce the 911 calls

4. Health Care Access - Getting needed care, getting care quickly
    - Specialty care
        - access to orthopedics, neurology, gastroenterology, dermatology, oncology, surgical specialties, and geriatric services were noted as needs
        - Having to establish primary care at DH before specialty care access is granted was cited as a barrier to appropriate hospital follow-up
    - People with disabilities had more difficulty accessing specialty care and preventive care, e.g., mammograms, height/weight measures
    - Behavioral health service needs included adolescent friendly services, inpatient psychiatric services, low needs patients, Lesbian/Gay/Bisexual/Transgender welcoming services

    - Outpatient substance use treatment services that include services to address behavioral and physical needs were recommended
- Participants recommended peer support models that could provide peer navigation to Long Term Services and Supports, and step-down resources. Skilled Nursing Facility (SNF) resources were a theme, with SNF placement cited as a barrier; also, SNFs need access to hospitalists and other clinicians to avoid readmissions. Placing a provider at night in one SNF reduced ED use by 35%
- Telehealth and electronic consults were suggested as ways to improve access
- Oral health: especially for patients with behavioral health or developmental or intellectual disabilities, is needed.

5. Health Information Exchange
    - Joining Colorado Regional Health Information Organization (CORHIO) - Denver Health and National Jewish Health were two hospitals called on to join CORHIO (which DH has done since the report was published).

Denver Community Health Services Interviews, 2019

A third community engagement activity occurred between February and April 2019, where John Snow, Inc. (JSI) conducted interviews with stakeholders in the communities served by Denver Community Health Services. The purpose of the interviews was to gather input regarding:

- The community's awareness and perception of DCHS and the services it provides; and
- The community's health care needs.

DHCS performs a comprehensive needs assessment every three years to inform and advance our delivery of care to the medically underserved population of Denver County. Our most recent needs assessment completed in May 2019 utilized the most recently available data to consider unmet needs in the community and DCHS' capacity to address these unmet needs. The assessment utilized DCHS utilization data, current and projected demographic and socio-economic data from the United Census Bureau, Colorado Department of Public Health and Environment, Colorado State Demography Office, and GeoLytics, a vendor specializing in modeled estimates from the decennial census and other federal, state, and local data sources, as appropriate

Themes from this engagement activity mirrored those in the previous two reports, including the identification of social and economic barriers to health and access to behavioral health services.

- Social and economic barriers were linked to the impact of gentrification on lower-income and culturally diverse populations, many of whom are moving to suburbs that lack supportive service infrastructure. The lack of affordable housing and homelessness were specifically cited as concerns. Transportation and food access were additional themes. Interviewees also underscored how the current political climate is causing undocumented and immigrant populations to avoid seeking services due to fears of deportation.
- The need to support disadvantaged or immigrant populations with outreach and education on topics involving service access, socialization, prevention, self-care, and life skills (parenting, budgeting) were underlined.
- Diabetes was especially highlighted as a chronic disease concern requiring more outreach surrounding prevention, not just maintenance.
- This CHNE process also highlighted the need for timely access to care, including specialty care, long-term care, and oral health care services. Care may not be accessible for a variety of reasons, including hours of operation, transportation difficulties, and limited numbers of specialty providers accepting Medicaid insurance.

Strategic Framework to Improve Behavioral Health in Denver, 2020

Fourth, Denver Health CEO, Dr. Robin Wittenstein co-chaired a city-wide behavioral health committee with Robert McDonald, Executive Director of the Denver Department of Public Health and Environment, where more than 100 people and 50 organizations were engaged to create a "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver." (Denver Department of Public Health & Environment & Denver Health, 2020) The steering committee included health care professionals, providers, community organizations, City and State government representatives, and people with lived experience, among others. The report was published in January 2020, and in it the steering committee identified five aspirational goals for the city with respect to Behavioral Health:

- Our communities promote wellbeing
- When we seek care, we get the care we need
- We have access to compassionate, integrated, coordinated care
- We act early and manage crises in teh appropriate setting
- We have the data to understand and improve Behavorial Health

These goals led to the creation of the four workgroups to focus on identified, specific areas of concern and to identify critical needs within each area:

1) Behavioral Health Literacy and Community Involvement Workgroup
   a. Need for more trauma-informed practices and services
   b. Lack of peer support models
   c. Collaboration and coordination
2) Promoting Mental Health Workgroup
   a. Need to expand and support the behavioral health workforce
   b. Need focus on upstream work to prevent adverse experiences
   c. Information needs
   d. Policies to address structural determinants of health
   e. Reducing access to lethal means of suicide
3) Substance Misuse Workgroup
   a. Lack of messaging about sober lifestyle
   b. Lack of capacity in all parts of the system
   c. Need for data to understand supply and demand for substance use treatment services
   d. Available services are disjointed
4) Behavioral Health Crisis Response System Workgroup
   a. Improved coordination
   b. Soloed data systems
   c. Need for a behavioral health crisis response system that can provide individualized care

Methodology for Analysis and Selected Priorities

All the community engagement activities were supported by analytic techniques to identify community themes and/or priorities. For instance, our Denver Health community engagement strategy for 2019-2024 described using qualitative analytic methods to allow predominant themes to emerge from the data. These priorities were confirmed and extended in subsequent engagement processes.

The Colorado Health Assessment and Planning System Prioritization Score Tool, has several criteria that used to help identify and prioritize issues based on:

- significance to public health.
- the ability to impact the issues.
- the capacity to address the issue; and
- prior prioritization,(Colorado Department of Public Health and Environment, 2019)

Denver Health has chosen to address the following three needs as key areas of focus for our Community Health Implementation Plan**:**

1. **Address behavioral health by supporting goals of Denver's "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver".**
2. **Enhance community engagement for child health and well-being by enrolling families in federal assistance programs prenatal to Age 5; and**
3. **Enhancing economic opportunity in Denver through Denver Health's anchor institution initiative.**

Areas Not Addressed

In the wake of the COVID-19 pandemic and calls for racial justice, we have an extraordinary opportunity to focus attention on addressing fundamental determinants of health. Other issues were not selected because these more fundamental causes of health are a higher community priority, have regional community support, and are theoretically linked to more down-stream outcomes, e.g., morbidity and mortality disparities. Some areas were not selected for inclusion because they are out of Denver Health's scope or because focusing on these areas would distract our focus on the chosen areas.

Conclusion

True North

Change the world by transforming the health of our patients and community.

For our Community Health Implementation Strategy, Denver Health is choosing to focus on three priorities that are fundamental to population health: behavioral health, child health and well-being, and economic opportunity. By going further upstream, addressing the needs of multiple generations, we move closer to challenging injustice and creating social equity. We are committed to Denver Health's True North, to "Change the world by transforming the health of our patients and community." We have met extensively with community organizations and residents to create these priorities.

The focus of our organization on impacting the health and well-being of the City of Denver through the provision of high quality clinical services, the education of the next generation of providers and research to understand key drivers of health status is combined with strategic initiatives designed to impact long term improvements in health and economic status.

We are proud of this work, and of the contribution that so many community voices made as we worked to identify and prioritize the initiatives that can make this work move forward.

Acknowledgements

We are grateful for Denver Public Health and the Denver Department of Public Health and the Environment for their partnership, as well as the support of Colorado Health Institute in bringing together hospital and public health partners to align and prioritize regional health improvement initiatives and include stakeholder voices. We are very grateful to all our health and social services community partners and facilitators coming together under various umbrellas including Metro Denver Partnership for Health, Colorado Access, and the Mile High Health Alliance to address some of the most intractable issues in community health.

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Appendices

Appendix A: Demographics

Data Element	Denver County
Total Population 2018	693,417
Population by Age Group:	
Population Age 0-17 2018	139,801
Population Age 18-44 2018	323,880
Population Age 45-64 2018	150,985
Population Age 65+ 2018	78,751
Total Population Growth 2010 to 2018	119,758
% Population Growth 2010 to 2017	21%
Population by Race:	
White Population 2018	550,725
Black or African American Population 2018	74,184
American Indian and Alaska Native Population 2018	15,235
Asian Population 2018	33,710
Native Hawaiian and Other Pacific Islander Population 2018	2,389
Some Other Race Population 2018	44,323
Two or More Races Population 2018	27,718
% White Population 2018	79.4%
% Black or African American Population 2018	10.7%
% American Indian and Alaska Native Population 2018	2.2%
% Asian Population 2018	4.9%
% Native Hawaiian and Other Pacific Islander Population 2018	0.3%
% Some Other Race Population 2018	6.4%
% Two or More Races Population 2018	3.6%
Population by Hispanic Ethnicity:	
Hispanic Ethnicity Population 2018	209,859

% Hispanic Ethnicity Population 2018	30.3%
Medicaid Enrolled Population:	
Average Medicaid Enrolled Population FY 2017/2018	207,844
% Medicaid Enrolled Population FY 2017/2018	30.6%
Sources: ***American Community Survey, US Census Bureau, 2018 5 Year Estimates; Department of Health Care Policy and Financing, State Fiscal Year 2017-2018***	

Appendix B: Income & Work

Data Element	Denver County
Average Household Income 2018	$93,650
Estimates of People with a Disability 2018	66,257
% Population with a Disability 2018	9.7%
% Population below 125% Federal Poverty Level (FPL) 2018	18.4%
% Population below 200% Federal Poverty Level (FPL) 2018	31.4%
Unemployment rate 2018	4.0%
Sources: ***American Community Survey, US Census Bureau, 2018 5 Year Estimates***	

Appendix C: Immigration

Data Element	Denver County
Non-US Citizen Population 2018	68,429
% Non-US Citizen Population 2018	9.9%
Sources: ***American Community Survey, US Census Bureau, 2018 5 Year Estimates***	

Appendix D: Housing

Data Element	Denver County
Median Home Value in US Dollars for Owner-Occupied Housing Units 2018	$360,700
% of Renter-Occupied Housing Units w/ Gross Rent 35% or Greater of Household Income in the Past 12 Months 2018	39%
Homeless Children & Youth, 2017-2018 School Year	1,762

Sources: ***American Community Survey, US Census Bureau, 2018 5 Year Estimates; Colorado Department of Education, 2017-2018 School Year***

Appendix E: Education & Literacy

Data Element	Denver County
Education:	
% of population aged 25+ years that completed a master, professional school, or doctorate's degree 2018	18.7%
% of population aged 25+ years that completed an associate or bachelor's degree 2018	34.5%
% of population aged 25+ years that completed high school graduation, GED or alternative 2018	17.0%
% of population aged 25+ years that completed some college (less than one year or more) 2018	16.9%
% of population aged 25+ years that completed some level of education in grades K-12, but no high school diploma or equivalent completed 2018	12.9%
% School dropout rate 2018-19	4.5%
Literacy:	
% >5 Years Old Population Speaking Only English 2018	73.5%
% >5 Years Old Population Speaking Spanish 2018	19.8%
% >5 Years Old Population Speaking Indo-European Language 2018	2.5%
% >5 Years Old Population Speaking Asian Language 2018	2.5%
% >5 Years Old Population Speaking Other Language 2018	1.7%
% of households that are linguistically isolated 2018	4.8%
Health Literacy:	
Health Literacy: % Likely to look to member services to tell you what medical services your health plan covers 2015	63.6%
Health Literacy: % Likely to investigate what your plan will and will not cover before you get health care services 2015	72.9%
Health Literacy: % Likely to review the statements you get from your health plan showing what you owe & what they paid 2015	78.0%
Health Literacy: % Likely to find out if a doctor is in-network before you see him/her 2015	73.1%
Health Literacy: % Confident in Understanding Premium 2015	81.6%
Health Literacy: % Confident in Understanding Deductible 2015	88.8%

Health Literacy: % Confident in Understanding Copayment 2015	91.9%
Health Literacy: % Confident in Understanding Co-insurance 2015	63.4%
Sources: ***American Community Survey, US Census Bureau, 2018; Colorado Department of Education 2018/2019 SY; CHI CO Health Access Survey 2015***	

Appendix F: Significant Health Issues & Physical Chronic Conditions

Data Element	Denver County
Significant Health Issues:	
Prevalence Childhood Overweight, 2016-2017	15.0%
Prevalence Childhood Obese, 2016-2017	17.5%
Prevalence Adult Overweight, 2016-2018	36.1%
Prevalence Adult Obese, 2016-2018	20.4%
Physical Chronic Conditions:	
Prevalence Adolescent Diabetes, 2016-2017	0.7%
Prevalence Adult Diabetes, 2016-2018	6.8%
Prevalence Adult Coronary Heart Disease 2016-2018	2.4%
Prevalence Adult Hypertension, 2016-2017	15.8%
Sources: ***Colorado Health & Hospital Association, 2013-2015; Colorado Health Observation Regional Data Service (CHORDS), 2016-2017; VISION: Visual Information System for Identifying Opportunities and Needs BRFSS 2016-2018***	

Appendix G: Maternal and Perinatal Health

Data Element	Denver County
Percent of live births to mothers who were overweight or obese based on BMI before pregnancy, 2019	42.3%
Gained an inadequate amount of weight during pregnancy, 2019	22.5%
Percent of live births with low birth weight, <2500 g, 2019	10.1%
Had gestational diabetes, 2019	5.5%
Had gestational hypertension, 2019	10.7%
Was covered by Medicaid for prenatal care, 2019	41.0%
Participated in WIC during pregnancy, 2019	24.9%
Drank alcohol during pregnancy, 2014-2016	23.1%
Smoked during pregnancy, 2019	3.4%
Breastfeeding initiation, 2019	92.1%

Colorado Health Information Dataset (CoHID), Live Birth Statistics, Counts, 2019

Appendix H: Behavioral Health

Data Element	Denver County
Mental Health:	
Percent of high school students who felt sad or hopeless almost every day for 2 or more weeks in a row so that they stopped doing some usual activities during the past 12 months, 2015	29.7%
Percent of high school students who seriously considered attempting suicide during the past 12 months, 2015	13.1%
Poor mental health (8 or more days of poor mental health during the past 30 days; ages 5 and older)	12.3%
Needed mental health care or counseling services but did not get it at that time during the past 12 months (ages 5 and older)	10.3%
Prevalence Adolescent Depression, 2016-2017	10.1%
Prevalence Adult Depression, 2016-2017	11.4%
Prevalence Adult Depression During Pregnancy, 2016-2017	9.7%
Substance Use Disorders:	
Percent of high school students who had five or more drinks of alcohol within a couple of hours, 2019	13.5%
Percent of high school students who used marijuana one or more times during the past 30 days, 2019	20.6%
Prevalence Opioid Use Disorder, All Ages, 2016-2017	1.2%
Prevalence Cannabis Abuse and Disorder, All Ages, 2016-2017	1.2%
Prevalence Adolescent Tobacco Use, 2016-2017	5.7%
Prevalence Adult Tobacco Use, 2016-2017	21.6%

Sources: Colorado Health Observation Regional Data Service (CHORDS), 2016-2017; Healthy Kids Colorado Survey, 2019; Colorado Child Health Survey, 2013-2015; CHI CO Health Access Survey 2017

Appendix I: Access to Care

Data Element	Denver County
Physician Workforce:	
Total Number of Physicians, 2018	**4,314**
PCP Physicians, 2018	744
Specialist Physicians (excluding Psychiatrists), 2018	3,418
Psychiatrists, 2018	152
Total Number of Physicians per 100,000 Pop, 2018	**636**
PCP Physicians per 100,000 Pop, 2018	109.7
Specialist Physicians (excluding Psychiatrists) per 100,000 Pop, 2018	503.8
Psychiatrists per 100,000 Pop, 2018	22.4
Behavioral Health Specialist Workforce:	
Total Number of Behavioral Health Specialists	**4,404**
Certified Addition Counselors, 2018	166
Licensed Clinical Social Workers, 2018	362
Licensed Psychologists, 2018	856
Other Behavioral Health Specialists, 2018	3,020
Total Number of Behavioral Health Specialists per 100,000 Pop, 2018	**649**
Certified Addition Counselors per 100,000 Pop, 2018	24.5
Licensed Clinical Social Workers per 100,000 Pop, 2018	53.4
Licensed Psychologists per 100,000 Pop, 2018	126.2
Other Behavioral Health Specialists per 100,000 Pop, 2018	445.1
Mid-Level Provider Workforce:	
Total Number of Nurse Practitioners (NP) & Physician Assistants (PA)	**1,316**
Total Number of NP & PA per 100,000 Pop, 2018	194
Access & Affordability:	
You were unable to get an appointment at the doctor's office or clinic as soon as you thought one was needed, 2017	21.7%
You were told by a doctor's office or clinic that they were not accepting patients with your type of health insurance, 2017	12.2%
You were told by a doctor's office or clinic that they were not accepting new patients, 2017	14.9%
You were unable to find transportation to the doctor's office or the doctor's office was too far away, 2017	8.6%
Did not fill a prescription for medication due to cost, 2017	12.6%
Did not get doctor care that you needed due to cost, 2017	12.7%
Did not get specialist care that you needed due to cost, 2017	17.2%
Had problems paying or were unable to pay any of your/your family's medical bills, 2017	17.2%
Insurance Coverage Mix:	
Insurance Coverage 2017: % Employer-sponsored insurance	44.7%
Insurance Coverage 2017: % Individual market (includes "other")	8.3%
Insurance Coverage 2017: % Medicare	12.5%
Insurance Coverage 2017: % Medicaid/Child Health Plan Plus (CHP+)	25.5%
Insurance Coverage 2017: % Uninsured	9.0%
Insurance Coverage 2017: TOTAL	100.0%

Sources: CHI Access to Care Index 2018; Colorado Health System Directory, 2018
Caveats: PCP Physicians include Family Medicine, Internal Medicine and Pediatric Specialties

Denver Health and Hospital 2021-2023 Community Benefit Implementation Plan

Priority 1: Enhance Behavioral Health and Substance Use Services

While behavioral health issues have been consistently identified as a problem for members of our community, and especially for the most vulnerable, Denver Health is aligning its work in this area with the City's recently completed strategic plan for behavioral health services. Dr. Robin Wittenstein and Robert McDonald co-chaired Mayor Hancock's Behavioral Health Steering Committee for over 2 years. The committee was charged with "hearing the voices of those experiencing poor mental health, understanding the scope of the issue, and building a framework that could bring us together to improve the mental and emotional well-being of all Denverites." (Denver Department of Public Health & Environment & Denver Health, 2020) The committee outlined five goals and strategies. Below we identified Denver Health initiatives consistent with initiatives in the "Road to Wellness: A Strategic Framework to Improve Behavioral Health in Denver."

One of the primary resources we are using to coordinate Denver Health's efforts related to substance use and misuse is our Center for Addiction Medicine (CAM). The CAM is an executive sponsored initiative responsible for coordinating a broad range of addiction services, research and evaluation, and education across the Denver Health system and the community. The CAM's vision is to be a compassionate model for the prevention and treatment of substance misuse, to transform lives and to educate all. Directed by leadership from Denver Health's outpatient behavioral health services and public health departments, the CAM is an effort to ensure there is no wrong-door to optimized treatment services. The CAM operates a number of cross-sector workgroups and is a pivitol resource in the execution of this priority.

Table 1: Denver Health Behavioral Health Initiatives

Goal/Priority/initiative	Activities	Impact	Outcome or evaluation metric	Existing or planned collaborations
Expand interactions between behavioral health and DH's student programs	Participating students rotate through psychiatric services and receive Mental Health First Aid.	Expand and support Denver's behavioral health workforce	Student feedback and assessment of intervention activities	FACES for West and Manual high schools; MC2 (Medical Career Collaborative) for all DPS high school; HIP (Health Interest Program) for undergraduates (MSU, CCS, CU Denver, and Regis)
Certified addictions counselor (CAC) trainings at Denver CARES	CAC trainings	Expand and support Denver's behavioral health workforce	Number of trainings provided and number of people trained/training	Denver Cares

Goal/Priority/initiative	Activities	Impact	Outcome or evaluation metric	Existing or planned collaborations
Train DH staff, including first-responders in trauma informed care and addiction informed care	Cornerstone training module and continuing education credits for CAM trainings	Expand training in trauma-informed care	Trauma-informed educational assessment change in outcomes	DDPHE
Support alternative behavioral crisis response models, including Support Team Assistance Response (STAR) pilot	DH Paramedic accompanies MHCD social work to low acuity 911 behavioral health calls	Pilot an alternative behavioral health crisis response system	Complete 6-9-month pilot and transition to community if indicated	Mental Health Center of Denver (MHCD); Denver Health Paramedics
Expand Substance Abuse Treatment Education and Prevention (STEP) addictions services programming in DPS	Provides mental health and substance use treatment in school-based health centers	Train school staff to engage persons with behavioral health issues	One therapist provides comprehensive care to 70 youth and their families per year	Denver Public Schools
Fill in continuum of care to ensure needed services	Enhance behavioral health services, e.g., school and community partnerships	Reduce gaps in continuum of care	CAM knowledge management continuum of care evaluation model	Stout St. Clinic, Denver Recovery Group, Behavioral health group
Integrate community voice and peer support through the CAM	Focus groups with community advisory boards for CAM programming; bolster peer support	Ensuring programs meet the needs of people with lived experience	Community voice informs CAM programs, helping address gaps in the continuum of care	DH Community Advisory Boards, Harm Reduction Action Center, Mile High Behavioral Health, DDPHE

Priority 2: Improve Child Health and Well-Being

Federal Assistance Programs demonstrably improve the health and development of children and can reduce stress and chronic illnesses. Participation in assistance programs in pregnancy and early childhood is associated with improved health, food security and economic security. As children who participated in SNAP become adults, they have higher incomes and educational attainment, and lower incidents of chronic illness than non-participants.

We know multiple agencies have been engaged in individual improvement efforts. Additionally, we know that even "best practice" food insecurity screening, referrals, and awareness-raising in three Colorado Health Systems (DH, CH, KP), with warm handoffs still fall short and only led to SNAP enrollment of less than 12%. Additionally, Medicaid beneficiaries are often under-enrolled in programs, at a high risk of food insecurity as well as other social needs and are most likely to qualify for assistance programs.

Working with our engaged partners, we will work toward providing enhanced support, through both systems improvements and direct hands on help for families for enrollment/re-enrollment in programs they may be eligible for. Below are more detailed goals and activities for this work.

Table 2: Child Health & Well-Being Initiatives

Goal/Priority/initiative	Activities	Impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
Leverage existing touchpoints of Medicaid within the health system to increase multi-benefit enrollment	Identify touchpoints and integrate 2 systems' enrollment processes	Decreased fatigue in accessing resources	Percent of Medicaid enrollees in WIC and SNAP	Denver Human Services	Staff time
Expand social needs screening in community health services and inpatient populations	Implement standardized screening tool and standard work	Increased referrals and improved data tracking	Screening rates, increased referrals and improved data tracking	DRCOG	Staff time
Partner with Medicaid beneficiaries to develop messaging, enrollment, and recertification strategies in assistance programs	Focus groups	Improved client communication	Messaging	Denver Health Services	Staff time
Participate in MDPH Social Health Information Exchange Committees related to HTP inpatient social needs screening	Monthly workgroup meetings	Regionally coordinated interactions with social services	Growing number of community partners	MDPH Various community partners	Staff time
Enhance face-to-face assistance, located at the right time in the right place	Explore alternative enrollment locations	Improve ease of enrollment	Percent of Medicaid enrollees in WIC and SNAP	DPS	Staff time

Priority 3: Enhance Economic Opportunity in Denver through Denver Health's Anchor Institution Initiative

Denver Health is a member of the Democracy Collaborative's Healthcare Anchor Network, including 45 leading hospitals and health systems that together employ over 1.5 million people. The network seeks to harness health systems' economic power and align it with the democratic economy, to address economic determinants of community health.1 Denver Health has begun this journey but has much more to do. Below we list four Denver Health anchor institution goals with accompanying activities.

Table 3: Anchor Institution Economic Initiatives'

Goal/Priority/initiative	Activities	Impact	Outcome or evaluation metric	Existing or planned collaborations	Resources
Workforce Development & Local Hiring, Education, and training2	Expand employment opportunities to Denver residents	Improved economic opportunity	75 hires	Activate Workforce Solutions, Community Works, Mile High youth Corp, AmeriCorps, Workforce Development Centers, Cross Purpose, Emily Griffith High School	Staff time
Youth Workforce Development	Denver Health Partners with Local High Schools and Colleges to expose youth to healthcare fields	Hiring from within the community served by DH	120 program participants	MC2 (Medical Career Collaborative) for all DPS high school; HIP (Health Interest Program) for undergraduates (MSU, CCS, CU Denver, and Regis)	Staff time
Local Procurement in the community, especially from women & minority owned businesses	Potential activities: Procure from minority and women owned businesses; Create local vendor forums; Support small BIPOC businesses	Stimulate the local economy	Percent of vendors with diversity self-certification completed	ShopBIPOC.com; Center for Community Wealth Building; Denver Office of Economic Development and Opportunity	Business contracts
Community investment in housing, transportation, environment, advocacy	Lease 655 Broadway to Denver Housing Authority to increase affordable housing	Increase affordable housing	Number of units filled	Denver Housing Authority; Colorado Village Collaborative	Real Estate

1 Democracy Collaborative, n.d. from https://democracycollaborative.org/learn/publication/anchor-dashboard-aligning-institutional-practice-meet-low-income-community-needs.

2 Other potential activities under this goal: Provide additional career pathways for prioritized populations; Extend financial/life opportunities; Create a low interest loan program; Assure our employees are provided a living wage

List of Individuals and Organizations Invited to the Public Meeting

Organization	Name	Type of Agency
American Friends Service Committee	Gabriela Flora	Advocacy Organization
Asian-Pacific Development Center	Harry Budisidharta, ED	Advocacy Organization
Center for African American Health	Diedre Johnson, ED	Advocacy Organization
Center for Health Progress	Joe Sammen	Advocacy Organization
Center for Law and Poverty	Claire Levy, ED	Advocacy Organization
Civic Canopy	Bill Fulton	Advocacy Organization
Colorado Alliance for Health Equity and Practice (CAHEP)	Alok Sorwal	Advocacy Organization
Colorado Children's Campaign	Kelly Causey, Pres/CEO	Advocacy Organization
Colorado Community Health Network	Annette Kowal	Advocacy Organization
Colorado Cross-Disability Coalition	Julie Reiskin, Executive Director	Advocacy Organization
Colorado Health Network	Darrell Vigil	Advocacy Organization
Colorado Organization for Latina Opportunity & Reproductive Rights (COLOR)	Dusti Gurule, ED	Advocacy Organization
Consulate of Peru	Roland Denegri Aguirre, Consul General	Advocacy Organization
CreaResults	Fernando Pineda-Reyes	Advocacy Organization
Familes Forward Rescource Center	Shawn Taylor, Healthy Start Program Director	Advocacy Organization
One Colorado	Daniel Ramos	Advocacy Organization
Servicios De La Raza	Rudy Gonzales, ED	Advocacy Organization
Together Colorado	Mike Kromrey, ED	Advocacy Organization
Denver Regional Council of Governments	Dr. Florine P. Raitano, Dir. Partnerships & Innovation	Area Agency on Aging
Denver Regional Council of Governments- Area on Aging	AJ Diamtopolous	Area Agency on Aging
Asian Chamber	Peg Moore	Chamber of Commerce
Hispanic Chamber	Mike Ferrufino	Chamber of Commerce
Metro Chamber	Katie Doyen	Chamber of Commerce
Denver City Council	Leon Mason	City Government
Denver City Council	Amanda Sandoval	City Government
Denver City Council	Debbie" Ortega	City Government
Denver City Council	Robin Kniech	City Government
Denver City Council	Stacie Gilmore	City Government
Denver City Council	Christopher Herndon	City Government

Denver City Council	Jolon Clark	City Government
Denver City Council	Kendra Black	City Government
Denver City Council	Jamie Torres	City Government
Denver City Council	Kevin Flynn	City Government
Denver City Council	Amanda P. Sandoval	City Government
Denver City Council	Paul Kashmann	City Government
Denver Fire Department	Desmond Fulton	City Government
Denver Human Rights and Comm. Partnerships	Derek Okubo	City Government
Denver Parks and Recreation	Happy Haynes	City Government
Denver Police Department	Paul Pazen	City Government
Denver Police Department	Ron Thomas	City Government
Denver Public Library	Erika Martinez	City Government
Denver Sheriff	Elias Diggins	City Government
Mayor's Office Children's and Family	Erin Brown	City Government
Mayor's Office Denver	Alan Salazar, Chief of Staff	City Government
Elections Division	Celia Reyes-Martinez	Civic Participation
Rocky Mountain Crisis Partners	Erik Jacobsen	Colorado Crisis Service Providers
DHHA HEAT Program	Austin Collins	Community Based Organizaiton
Colorado Latino Leadership And Research Organizaion Inc. (CLLARO)	Mike Cortes	Community Based Organization
Denver Health/ Sun Valley Kitchen	Dr. Sofia Chavez	Community Based Organization
Extreme Community Makeover	Angela Bomgaars	Community Based Organization
Housekeys Action Network Denver	Terese Howard	Community Based Organization
LifeSpan Local	Melisa Jaenisch	Community Based Organization
Mother Wise	Guilia Chioetto	Community Based Organization
Playworks	Andrea Woolley, ED	Community Based Organization
Clinica Tepeyac	Jim Garcia, Pres/CEO	Community Health Center
Colorado Coalition for the Homeless	Carla Mickelson	Community Health Center
Colorado Coalition for the Homeless	Ed Farrell- have other names/contacts	Community Health Center
Denver Health and Hospital Authority	Fr. Joseph Dang	Community Health Center
Denver Health FQHC	Simon Hambidge	Community Health Center
Denver Indian Health and Family Services	Adrianne Maddux, CEO	Community Health Center
Inner City Health Center	Kraig Burlson, Pres/CEO	Community Health Center
Salud Clinic	Maisha Fields, Aurora Community Program Director	Community Health Center
STRIDE Community Health Center	Allison Draayer	Community Health Center
STRIDE Community Health Center	Susan Todd , Director of External Affairs and Community Partnerships	Community Health Center
Denver Department of Human Services	Jay Morein	Department of Human Services

Adams County Education Consortium	Andrea Trjuillo	Education
Anschutz Medical Campus	Regina D. Richards, PhD, MSW, Associate Vice Chancellor of Diversity Equity Inclusion	Education
CCD	Michelle Kohler	Education
Center for Work Education Employment (CWEE)	Kate Schreiber	Education
College Track	Ethan Kirkwood	Education
Colorado Commission on Higher Education	Tennelle Swan	Education
Denver Preschool Program	Elsa Holguin	Education
Denver Preschool Program	Christine Sakoulas	Education
Denver Preschool Program	Gerri Howard	Education
Denver Public Schools	Jeff Barratt, ED	Education
Community College of Denver	Marielena DeSanctis	Education
Denver College Nursing	Cathy Maxwell	Education
Metro State University, Denver	Janine Davidson	Education
University of Colorado, Denver	Dorothy Horrell	Education
University of Colorado, Denver	Kenneth Durgans	Education
University of Denver	Chancellor Chopp	Education
Denver Public Art	Rudi Cerri	Education, Art
Caring for Colorado Foundation	Chris Wiant MD	Foundation
Daniels Fund	Linda Childears, Pres/CEO	Foundation
Delta Dental Foundation	Allison Cusick, ED	Foundation
Latino Community Foundation of Colorado	Carlos Martinez, ED	Foundation
Rose Community Foundation	Lindy Eichenbaum Lent, Pres/CEO	Foundation
Colorado Trust	Morris Price	Foundation
Foundation for Sustainable Urban Communities	Djuana Harvell	Foundation
Aurora Health Alliance	Mandy Ashley, JD, MHA	Health Alliance
Mile High Health Alliance	Vicente Cardona	Health Alliance
OVBP Project Consultant	Heather Logan	Health Alliance
Denver Health Medical Plan	Dawn Robinson	Health Insurance
Benefits in Action	Jane Barnes	Health Related Social Needs
Blueprint to End Hunger	Sandra Hoyt Stenmark M.D, Clinical Professor of Pediatrics	Health Related Social Needs
Catholic Charities	Kalynn	Health Related Social Needs
CreaResults	Jack Becker	Health Related Social Needs
CreaResults	Susana Arreola	Health Related Social Needs
Denver Inner City Parish	Larry Martinez, ED	Health Related Social Needs
Department of Housing Stability (HOST)	Chris Conner	Health Related Social Needs
Non-Emergency Medical Transport, IntelliRide	Alex Davin, Clinical Coordinator	Health Related Social Needs
Non-Emergency Medical Transport, IntelliRide	Kevin Lang, QA Manager	Health Related Social Needs

Non-Emergency Medical Transport, IntelliRide	Kimberly Early, General Manager	Health Related Social Needs
P2P Recovery	Michael Sanchez	Health Related Social Needs
Workforce Development	Ken Arellano	Health Related Social Needs
Department of Housing Stability	Lana Dalton	Health Related Social Needs, City Government
Centura Health	Monica Buhlig, Group Director of Community Health, Denver Metro Group	Hospital
Children's Hospital Colorado	Julie Beaubian	Hospital
Director of Community Benefit	Peterson, Keith <Keith.Peterson@uchealth.org>;	Hospital
Intermountain Health	Gaye Woods, System Director Community Benefit	Hospital
Kaiser Permanente	Lynnette M. Namba	Hospital
Denver Human Services	Don Mares	Human Services
Denver Human Services	Mimi Scheuermann	Human Services
Endura	Marjorie “Elizabeth” Arora, Liaison	LTSS
PASCO (Personal Assistance Services of Colorado)	Maribel Sandoval, Community Outreach	LTSS
Sava	Mike Dailey, Liaison	LTSS
St. Paul/Colavria	Kristin Adante, Liaison	LTSS
Vivage	Susan Delgado, Liaison	LTSS
Colorado Access	Rob Bremer	Managed Services Organization
Aurora Mental Health Center	Kathie Snell, Chief Strategy and Operations Officer	Mental Health
Mental Health Center of Denver	Carl Clark	Mental Health
Mental Health Center of Denver	Wes Williams	Mental Health
Signal Behavioral Health	Troy Bowman, Community Engagement Coordinator	Mental Health
Athmar Neighborhood		Neighborhood Association
Athmar Neighborhood		Neighborhood Association
Baker Historic Neighborhood	Luchia Brown	Neighborhood Association
Broadway Merchants		Neighborhood Association
Broadway Merchants Assn	Marty Levine	Neighborhood Association
CHUN	Travis Leiker	Neighborhood Association
Congress Park Neighbors, Inc.	Tom Conis	Neighborhood Association
Curtis Park	Jeff Baker	Neighborhood Association
Federal Blvd Corridor Improvement Partnership	Marshall Vanderberg	Neighborhood Association
Golden Triangle		Neighborhood Association
Golden Triangle Creative District	Kristy Bassuener	Neighborhood Association
INC	Jane Potts	Neighborhood Association
Jefferson Park United Neighbors	Michael Guiietz	Neighborhood Association
La Alma Lincoln Park	Christine Sprague	Neighborhood Association
Lower Downtown Neighborhood Association (LoDoNA)		Neighborhood Association
MayFair Neighbors	Merritt Pullam	Neighborhood Association

Montbello 2020	Anne White	Neighborhood Association
Montebello 20-20	Ann White	Neighborhood Association
Ruby Hill		Neighborhood Association
Sloan's Lake Neighborhood Assn	Jane Parker-Ambrose	Neighborhood Association
Stapleton United Neighbors	Bryan Penny	Neighborhood Association
SW Coalition	Kassandra Ornelas	Neighborhood Association
Villa Park RNO	JoAnn Phillips	Neighborhood Association
West Highland RNO	Trevor Greco	Neighborhood Association
Westwood Residents Assn	Michelle Schoen	Neighborhood Association
CDPHE	Bob McDonald	Public Health
Colorado Department of Public Health & Environment	Isabel Dickson	Public Health
Department of Public Health and Environment	Michele Shimomura	Public Health
Nurse Family Partnership	Benny Sammuels, COO	Public Health
Denver Health and Hospital Authority RIM	Betsy Ruckard	Refugee Services
Spring Institute	Paula Schriefer (Pres/CEO)	Refugee Services
Colorado Access	Kelly Marshall, Director of Community & External Relations	Regional Accountable Entity
Colorado Access	Leah Warner	Regional Accountable Entity
Colorado Community Health Alliance	Cara Hebert	Regional Accountable Entity
Julia Mecklenburg, MSW	Community Engagement Liaison	Regional Accountable Entity
Denver Housing Authority	Annie Hancock	Social Determinants of Health
Denver Rescue Mission	Brad Meuli, Pres/CEO	Social Determinants of Health
Gang Rescue and Support Project (GRASP)	Johnnie Williams	Social Determinants of Health
Hunger Free Colorado	Emily Hunter, Outreach Senior Manager	Social Determinants of Health
St. Frances Center	Tom Luehrs, ED	Social Determinants of Health
University of Colorado, Anschutz	Gabriela Jacobo	Social Determinants of Health
Colorado Department of Local Affairs	Kristin Toombs	State Government
Colorado Governor's Office	Andrew Phelps, Governor's Special Advisor on Housing and Homelessness	State Government
Department of Human Services	Camille Harding	State Government
Division of Insurance within the Department of Regulatory Agencies	Kyla Hoskins	State Government
Division of Insurance within the Department of Regulatory Agencies	Kyle Brown	State Government
Office of Saving People Money on Health Care	Isabelle Nathanson	State Government
Office of Saving People Money on Health Care	Caitlin Westerson	State Government
The Department of Health Care Policy & Financing	hcpf_hospitalcommunity@state.co.us	State Government

The Department of Health Care Policy & Financing	Cynthia Miley	State Government
The Department of Health Care Policy & Financing	Nancy Dolson	State Government
The Department of Health Care Policy & Financing	Adela Flores-Brennan	State Government
The Department of Health Care Policy & Financing	Matt Haynes	State Government
Colorado Community Managed Care Network	Jason Greer	Technology Provider
Comcast	Shirley Terry, BSN, RN	Utility Provider
Comcast	Alison Busse	Utility Provider
XCEL Energy	Tyler Smith	Utility Provider

List of Public Meeting Attendees and Organizations Represented

This year we used Google Forms to manage registrations, offering both Spanish and Sign Language interpretation. We recorded the following 12 participants from organizations outside Denver Health and Hospital Authority. The participants included representatives of health alliances, refugee services, advocacy organizations, and health care. We used a PowerPoint presentation to guide our discussion following the outline provided below.

Name	Organization	Title / Position
Vicente Cardona	Mile Hight Health Alliance	Executive Director
Mandy Ashley	Aurora Health Alliance	Executive Director
Victoria Nava-Watson	Denver Public Library System	Community Engagement Manager
Alexandra Soto	Spring Institute	Program Manager
Kerin May	Spring Institute	Interpretation Coordinator I
Deborah Ward-White	Families Forward Resource Center	Family Advocate
Gerald O. Caldwell	Families Forward Colorado	Family Advocate
Erin Ostlie-Madden	Center for Health Progress	Member
Gillian Brautigam	Center for Health Progress	Member
Carly Weisenberg	Center for Health Progress	Senior Health Care Organizer
Joe Sammen	Center for Health Progress	Co-Executive Director
Carla Mickelson	Colorado Coalition for the Homeless	Community Health Nurse Manager

Denver Health and Hospital Authority Community Benefit and Hospital Transformation Program Meeting Agenda

June 12, 2023 (11:00 am-12:00 pm)
June 12, 2023 (6:00-7:00 pm)

Presenters:

Thomas MacKenzie - Chief Quality and Safety Officer

Stephanie Phibbs – Hospital Transformation Program Coordinator

Jeremy Springston - Director of Reimbursement

Agenda

1. Meeting logistics
    a. Language justice - Accessing Simultaneous Spanish Interpretation
    b. Zoom webinar format/features
2. Denver Health - Who We Are
3. Community Benefit Updates
    a. Investment
    b. Priorities
    c. Actions
4. Hospital Transformation Program (HTP)
5. Community Engagement & Discussion

Summary of Public Meeting Discussion

Denver Health and Hospital Authority held forums to review both Community Benefit and Hospital Transformation Program updates with the community. We used a PowerPoint presentation to guide our discussion following the outline provided above. In order to facilitate a discussion in the webinar format, we prompted participants' feedback with questions, requesting responses in the zoom chat feature. The questions specific to Community Benefits were:

- What feedback do you have for Denver Health regarding their community benefit work?
- We are beginning a new community health needs assessment. What are the top three health concerns in your community?

Participants were very grateful to Denver Health and noted that we were doing work that supports the community. They stressed the importance of partnership and noted some recommendations including:

- Helping the black community get proper medical care, e.g., blood pressure checks and diabetes care, using a lot of outreach, taking care to the people because people might not be able to get to clinics or might be afraid to come into clinics, using strategies like bookmobiles or barber shops.
- Recognizing fatherhood is very special and that now is time to change what a father is- a great provider, but also a nurturing man- we need to nurture our children.
- Connecting patients to organizations that do grassroots organizing work.
- Providing the Colorado Coalition for the Homeless Care Transitions Team with Denver Health Addiction Consult social worker contact information.

The top concerns for the participants in our meetings included:

1. Affordable and safe housing,
2. Community connectedness,
3. Social support especially for patients who have a hospital/jail/street trajectory maybe due to cognitive and memory issues, and
4. Access to care, including:
    a. Primary care after ED visits,
    b. Effective prenatal care for young African American mothers,
    c. Higher levels of care for patients who are unable to be successful at nursing homes due to SUD, behavior issues, needing housing and HCBS, and
    d. Substance use disorder services
    e. Care provided outside the traditional health care settings

2020 IRS Form 990 Schedule H

SCHEDULE H (Form 990)

Department of the Treasury
Internal Revenue Service

Hospitals

Complete if the organization answered "Yes" on Form 990, Part IV, question 20a.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization: Denver Health and Hospital Authority

Employer identification number: 84 1343242

Part I Financial Assistance and Certain Other Community Benefits at Cost

			Yes	No
1a	Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a	1a	✓	
b	If "Yes," was it a written policy?	1b	✓	
2	If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year: ☐ Applied uniformly to all hospital facilities ☑ Applied uniformly to most hospital facilities ☐ Generally tailored to individual hospital facilities			
3	Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year.			
a	Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing *free* care? If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care: ☐ 100% ☐ 150% ☐ 200% ☐ Other 40 %	3a	✓	
b	Did the organization use FPG as a factor in determining eligibility for providing *discounted* care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care: ☐ 200% ☑ 250% ☐ 300% ☐ 350% ☐ 400% ☐ Other ____ %	3b	✓	
c	If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care.			
4	Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?	4	✓	
5a	Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?	5a	✓	
b	If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?	5b	✓	
c	If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?	5c		✓
6a	Did the organization prepare a community benefit report during the tax year?	6a	✓	
b	If "Yes," did the organization make it available to the public?	6b	✓	

Complete the following table using the worksheets provided in the Schedule H instructions. Do not submit these worksheets with the Schedule H.

7 Financial Assistance and Certain Other Community Benefits at Cost

	Financial Assistance and Means-Tested Government Programs	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
a	Financial Assistance at cost (from Worksheet 1)			73,712,417	40,474,930	33,237,487	2.52%
b	Medicaid (from Worksheet 3, column a)			500,539,263	493,643,506	6,895,757	0.52%
c	Costs of other means-tested government programs (from Worksheet 3, column b)						
d	**Total.** Financial Assistance and Means-Tested Government Programs			574,251,680	534,118,436	40,133,244	3.04%
	Other Benefits						
e	Community health improvement services and community benefit operations (from Worksheet 4)			16,791,445	4,690,279	12,101,166	0.92%
f	Health professions education (from Worksheet 5)			32,794,422	13,759,916	19,034,506	1.44%
g	Subsidized health services (from Worksheet 6)			206,323,939	152,465,432	53,858,507	4.08%
h	Research (from Worksheet 7)						
i	Cash and in-kind contributions for community benefit (from Worksheet 8)						
j	**Total.** Other Benefits			255,909,806	170,915,627	84,994,179	6.43%
k	**Total.** Add lines 7d and 7j			830,161,486	705,034,063	125,127,423	9.47%

Part II **Community Building Activities.** Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

		(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1	Physical improvements and housing						
2	Economic development						
3	Community support						
4	Environmental improvements						
5	Leadership development and training for community members						
6	Coalition building						
7	Community health improvement advocacy						
8	Workforce development			373,091	16,568	356,523	0.03%
9	Other						
10	**Total**						

Part III **Bad Debt, Medicare, & Collection Practices**

Section A. Bad Debt Expense

			Yes	No
1	Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?	1		✓

2 Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount **2** 109,178,559

3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit **3** 8,290,316

4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements.

Section B. Medicare

5 Enter total revenue received from Medicare (including DSH and IME) **5** 35,449,178

6 Enter Medicare allowable costs of care relating to payments on line 5 . . . . **6** 33,120,966

7 Subtract line 6 from line 5. This is the surplus (or shortfall) **7** 2,328,212

8 Describe in Part VI the extent to which any shortfall reported on line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used:

☐ Cost accounting system ☑ Cost to charge ratio ☐ Other

Section C. Collection Practices

			Yes	No
9a	Did the organization have a written debt collection policy during the tax year?	9a	✓	
b	If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI	9b	✓	

Part IV **Management Companies and Joint Ventures** (owned 10% or more by officers, directors, trustees, key employees, and physicians—see instructions)

	(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership %	(e) Physicians' profit % or stock ownership %
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

Part V Facility Information

Section A. Hospital Facilities

(list in order of size, from largest to smallest—see instructions)

How many hospital facilities did the organization operate during the tax year? 1

Name, address, primary website address, and state license number (and if a group return, the name and EIN of the subordinate hospital organization that operates the hospital facility):	Licensed hospital	General medical & surgical	Children's hospital	Teaching hospital	Critical access hospital	Research facility	ER–24 hours	ER–other	Other (describe)	Facility reporting group
1 Denver Health Medical Center 777 Bannock Street, Denver, CO 80204-4507 https://denverhealth.org State License Number: 010444	✓								Licensed Hospital, General Medical & Surgical Hospital, Teaching Hospital, 34-Hour ER and Research Facility	
2										
3										
4										
5										
6										
7										
8										
9										
10										

Part V Facility Information *(continued)*

Section B. Facility Policies and Practices

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group: Denver Health and Hospital Authority

Line number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): 1

		Line	Yes	No
	Community Health Needs Assessment			
1	Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year?	1		✓
2	Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C	2		✓
3	During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12	3	✓	
	If "Yes," indicate what the CHNA report describes (check all that apply):			
a	☑ A definition of the community served by the hospital facility			
b	☑ Demographics of the community			
c	☑ Existing health care facilities and resources within the community that are available to respond to the health needs of the community			
d	☑ How data was obtained			
e	☑ The significant health needs of the community			
f	☑ Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups			
g	☑ The process for identifying and prioritizing community health needs and services to meet the community health needs			
h	☑ The process for consulting with persons representing the community's interests			
i	☐ The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)			
j	☐ Other (describe in Section C)			
4	Indicate the tax year the hospital facility last conducted a CHNA: 20 20			
5	In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted	5	✓	
6a	Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C	6a		✓
b	Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C	6b		✓
7	Did the hospital facility make its CHNA report widely available to the public?	7	✓	
	If "Yes," indicate how the CHNA report was made widely available (check all that apply):			
a	☑ Hospital facility's website (list url): https://www.denverhealth.org/-/media/files/about/dhha-community-health-			
b	☐ Other website (list url):			
c	☐ Made a paper copy available for public inspection without charge at the hospital facility			
d	☐ Other (describe in Section C)			
8	Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11	8	✓	
9	Indicate the tax year the hospital facility last adopted an implementation strategy: 20 20			
10	Is the hospital facility's most recently adopted implementation strategy posted on a website?	10	✓	
a	If "Yes," (list url): Please see Section C for the applicable websites			
b	If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?	10b		
11	Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.			
12a	Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)?	12a		✓
b	If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?	12b		
c	If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? $			

Part V Facility Information *(continued)*

Financial Assistance Policy (FAP)

Name of hospital facility or letter of facility reporting group: Denver Health and Hospital Authority

			Yes	No
	Did the hospital facility have in place during the tax year a written financial assistance policy that:			
13	Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care?	13	✓	
	If "Yes," indicate the eligibility criteria explained in the FAP:			
a	☐ Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of _ 4 0 % and FPG family income limit for eligibility for discounted care of 2 5 0 %			
b	☐ Income level other than FPG (describe in Section C)			
c	☑ Asset level			
d	☑ Medical indigency			
e	☑ Insurance status			
f	☑ Underinsurance status			
g	☑ Residency			
h	☐ Other (describe in Section C)			
14	Explained the basis for calculating amounts charged to patients?	14	✓	
15	Explained the method for applying for financial assistance?	15	✓	
	If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply):			
a	☑ Described the information the hospital facility may require an individual to provide as part of his or her application			
b	☑ Described the supporting documentation the hospital facility may require an individual to submit as part of his or her application			
c	☑ Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process			
d	☐ Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications			
e	☐ Other (describe in Section C)			
16	Was widely publicized within the community served by the hospital facility?	16	✓	
	If "Yes," indicate how the hospital facility publicized the policy (check all that apply):			
a	☑ The FAP was widely available on a website (list url): https://www.denverhealth.org/patients-visitors/billing-			
b	☐ The FAP application form was widely available on a website (list url):			
c	☑ A plain language summary of the FAP was widely available on a website (list url): https://www.denverhea			
d	☑ The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)			
e	☑ The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)			
f	☑ A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)			
g	☑ Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention			
h	☑ Notified members of the community who are most likely to require financial assistance about availability of the FAP			
i	☑ The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by Limited English Proficiency (LEP) populations			
j	☐ Other (describe in Section C)			

Part V Facility Information *(continued)*

Billing and Collections

Name of hospital facility or letter of facility reporting group: Denver Health and Hospital Authority

			Yes	No
17	Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment?	**17**	✓	
18	Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP:			
a	☐ Reporting to credit agency(ies)			
b	☐ Selling an individual's debt to another party			
c	☐ Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP			
d	☐ Actions that require a legal or judicial process			
e	☐ Other similar actions (describe in Section C)			
f	☐ None of these actions or other similar actions were permitted			
19	Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP?	**19**		✓
	If "Yes," check all actions in which the hospital facility or a third party engaged:			
a	☐ Reporting to credit agency(ies)			
b	☐ Selling an individual's debt to another party			
c	☐ Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP			
d	☐ Actions that require a legal or judicial process			
e	☐ Other similar actions (describe in Section C)			

20 Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply):

- **a** ☐ Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs (if not, describe in Section C)
- **b** ☐ Made a reasonable effort to orally notify individuals about the FAP and FAP application process (if not, describe in Section C)
- **c** ☐ Processed incomplete and complete FAP applications (if not, describe in Section C)
- **d** ☐ Made presumptive eligibility determinations (if not, describe in Section C)
- **e** ☐ Other (describe in Section C)
- **f** ☐ None of these efforts were made

Policy Relating to Emergency Medical Care

			Yes	No
21	Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy?	**21**	✓	
	If "No," indicate why:			
a	☐ The hospital facility did not provide care for any emergency medical conditions			
b	☐ The hospital facility's policy was not in writing			
c	☐ The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)			
d	☐ Other (describe in Section C)			

Part V Facility Information *(continued)*

Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)

Name of hospital facility or letter of facility reporting group: Denver Health and Hospital Authority

			Yes	No
22	Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care:			
a	☐ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period			
b	☐ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period			
c	☐ The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period			
d	☐ The hospital facility used a prospective Medicare or Medicaid method			
23	During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care? . . . . If "Yes," explain in Section C.	**23**		✓
24	During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual? . . . . If "Yes," explain in Section C.	**24**		✓

Part V Facility Information *(continued)*

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

Part V, Section B, Lines 10a. and 11. Please see the following websites:

Community Impact Statement, including Anchor initiative: https://www.denverhealth.org/about-denver-health/community-impact

2022 Report to the City ("2022 Year in Review" section): https://www.denverhealth.org/-/media/2022-denverhealth-reporttothecity-digital.pdf

Part V, Section B, Line 22. This question is not applicable to Denver Health and Hospital Authority. Hospital organizations must meet the requirements imposed by Section 501(r) in order to be treated as an organization described in Section 501(c)(3). DHHA is not a Section 501(c)(3) organization.

Part V Facility Information *(continued)*

Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility (list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 40

Name and address	Type of facility (describe)
1 Please see the attached list of Other Health Care Facilities	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Part VI Supplemental Information

Provide the following information.

1 **Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8, and 9b.

2 **Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.

3 **Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.

4 **Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.

5 **Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (for example, open medical staff, community board, use of surplus funds, etc.).

6 **Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.

7 **State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.