



UCHealth PVHC, Inc. & Health District Board of Directors

PVHC, Inc. Board of Directors

Wednesday, March 12, 2025

UCHealth Harmony Campus

2315 E Harmony Rd, Fort Collins, CO 80528 USA

Redstone Bldg, Suite 200

Fort Collins, 80524

5:30-6:30 PM CALL IN # 720-724-7119 ID# 850 014 472#

**CALL TO ORDER
WELCOME**

CONSENT AGENDA



Joint Meeting of The Board of Directors of The Health District of Northern Larimer County and UCHealth North Poudre Valley Health System

Agenda

Location: 2315 E. Harmony Road, Fort Collins, CO 80528 Building C, Suite 200

Date: March 12, 2025

Time: 5:30 PM

- | | | |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 5:30PM | I. Call to Order <ul style="list-style-type: none">a. Roll Call Boards of Directorsb. Approval of Agenda | Molly Gutilla
Jim Parke |
| 5:40 PM | III. Presentations <ul style="list-style-type: none">a. Health District of Northern Larimer County Updatesb. UCHealth Updates | Liane Jollon
Kevin Unger |
| 6:30 PM | V. Adjournment | |

PRESENTATION



ANNUAL JOINT MEETING

The Boards of Directors of the Health District of Northern Larimer County
and UCHealth North Poudre Valley Health System

March 12, 2025



LIANE JOLLON



Liane is the Executive Director of the Health District of Northern Larimer County. Prior to this role, she served as Executive Director at San Juan Basin Public Health, a public health department serving La Plata and Archuleta counties in southwest Colorado. She has also held leadership roles at nonprofit organizations, including the Adaptive Sports Association and the Sexual Assault Services Organization.

She was President of the Colorado Association of Local Public Health Officials and a member of the Aspen Institute's inaugural class of the Colorado Children and Families Health and Human Services Fellowship.

Liane holds an associate's degree in nursing from Pueblo Community College in Durango; a bachelor's degree in arts, history, and sociology from Columbia University; and a master's degree in security studies from the Naval Postgraduate School in Monterey, California. In 2022, she was named a Gates Family Fellow as a Senior Executive in State and Local Government at the Harvard Kennedy School at Harvard University.

THE HEALTH DISTRICT'S CURRENT BOARD



Molly Gutilla

President

*Term expires 2025 –
Term-limited*



Julie Kunce Field

Vice President

Current term expires 2025



John McKay

Secretary

Term expires 2027



Joseph Prows

Treasurer

*Term expires 2025 –
Term-limited*



Erin Hottenstein

Assistant Treasurer

Term expires 2027



TODAY'S CONTENT

HISTORY AND
SPECIAL
DISTRICT
OVERVIEW

CURRENT
STRATEGIC
PLAN

2025 BUDGET

UPCOMING
ELECTION

OUR SHARED HISTORY

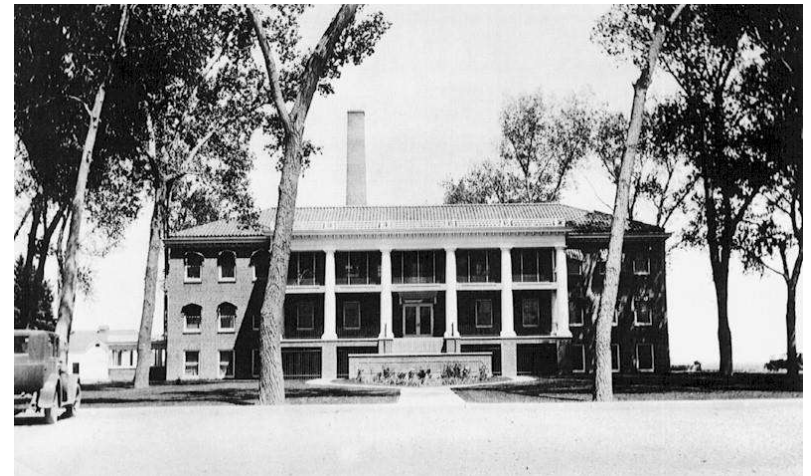
- ▶ 1950s: Larimer County was struggling to keep up with the health needs of its growing community.
- ▶ 1959: Hospital district statute was signed into law.
- ▶ 1960: A successful push was made to create the first hospital district in Colorado – Poudre Valley Hospital District. This initiative funded the development of Poudre Valley Memorial Hospital. A 2.0 mill levy was established, raising more than \$100,000 annually.
- ▶ 1962: Hospital renamed Poudre Valley Memorial Hospital.
- ▶ 1964: District purchases hospital, land and assets for \$360,000
- ▶ 1994: Given legal constraints of a hospital district, in 1994, the district board voted to separate the two. A private non-profit entity was created to manage the hospital, and the reconfigured Health District was refocused to enhance community health.
- ▶ 1995: Poudre Health Services District
- ▶ 2002: Health District of Northern Larimer County
- ▶ 2012: Lease agreement amended to extended the term to 2062.

DEFINING A SPECIAL DISTRICT

- ▶ A special public tax district governed by a publicly elected board of directors.
- ▶ Created by voters in 1960 to serve the unmet health needs of our community.
- ▶ Special districts comply with local government laws and regulations like open meeting laws, open records, public budget law, and public audit requirements.

“The Health District of Northern Larimer County ("The Health District"), previously known as the Poudre Health Services District is a political subdivision of the State of Colorado, having all of the purposes set forth under the provisions of C.R.S. 32-1-1003, as amended from time to time. It is governed by an elected Board of Directors.”

*Health District of Northern Larimer County Board of Directors
Bylaws (Article I, Section 1)*



Health District
OF NORTHERN LARIMER COUNTY

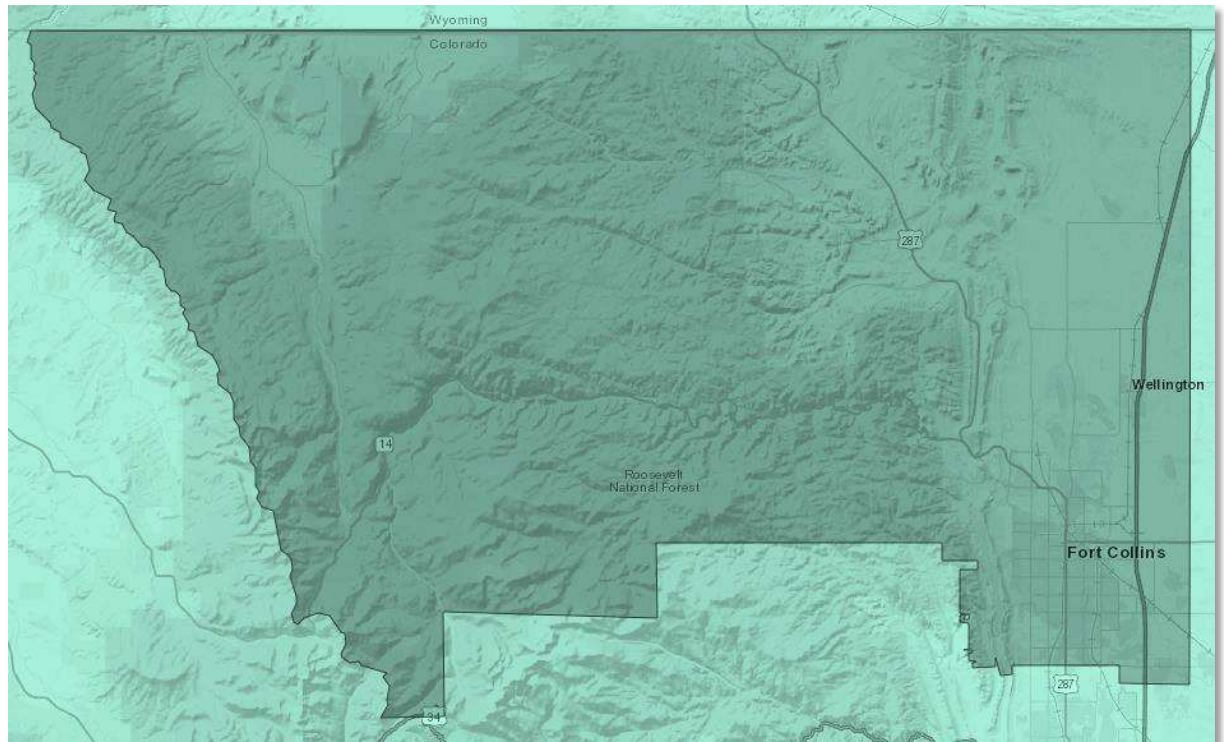
HEALTH DISTRICT MISSION AND VALUES

Mission: to enhance the health of our community

- Dignity and respect for all people
- Emphasis on innovation, prevention and education
- Shared responsibility and focused collaborative action to improve health
- Information-driven and evidence-based decision making
- Fiscal responsibility/stewardship
- An informed community makes better decisions for collective health

HEALTH DISTRICT BOUNDARIES

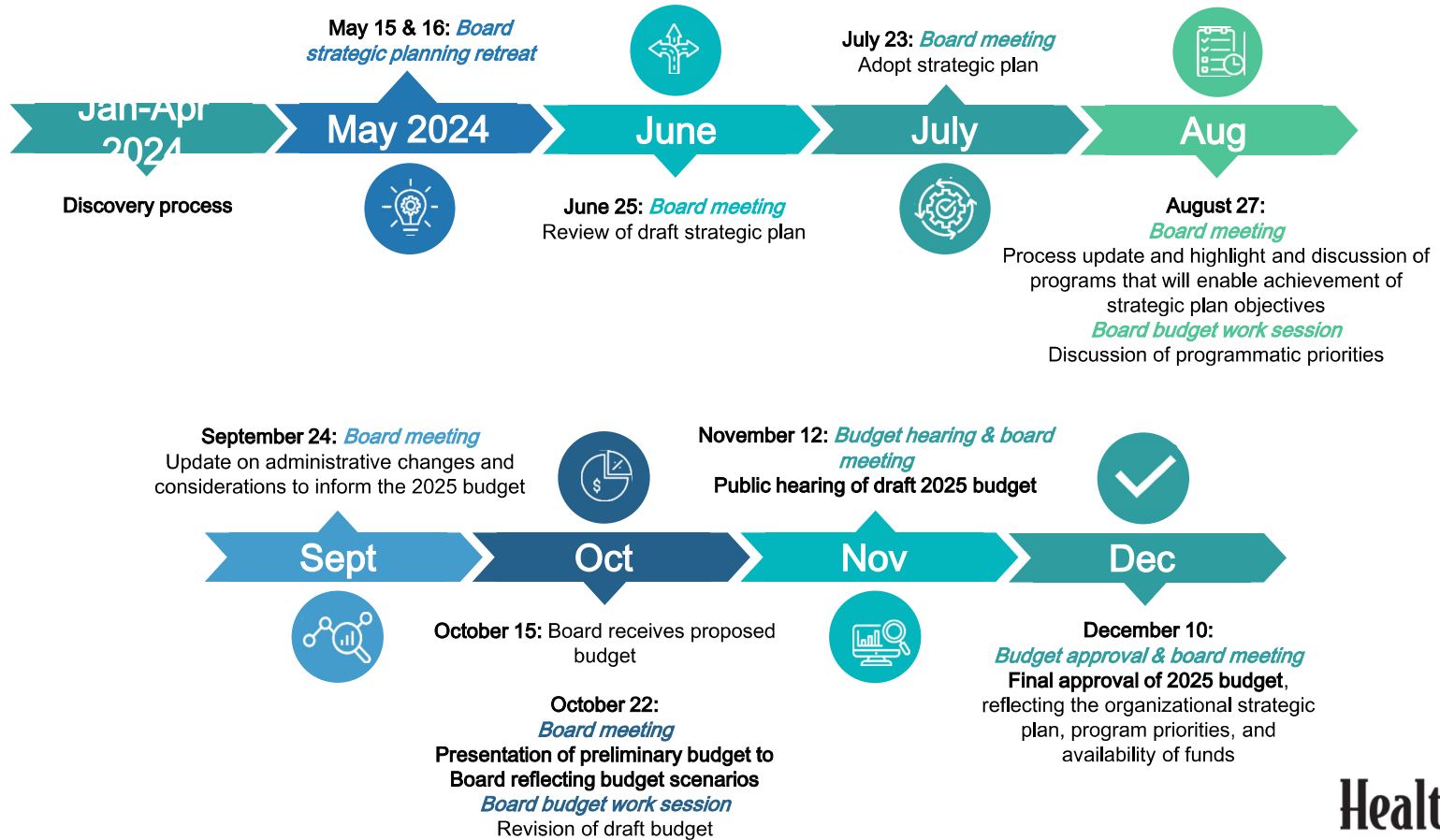
- ▶ Spans the northern two-thirds of Larimer County
- ▶ District boundaries exclude south Larimer County, as Loveland residents were already being served by a local hospital





HEALTH DISTRICT STRATEGIC PLAN

2025 STRATEGIC PLANNING & BUDGETING



STRATEGIC PLAN PRIORITY AREAS

Approved by the Health District Board of Directors in July 2024, the Health District's first transparent, organization-wide strategic plan reflects our goals to improve our capacity to serve the community:



- **Great Governance:** Essential to an impactful and high-performing organization. It is inclusive and participatory.
- **Organizational Excellence:** Emphasizes the importance of the people, processes, technology, and systems that enable the Health District to carry out its mission: *to enhance the health of our community.*
- **Health Equity:** Develop a health equity strategy that aligns with and supports the achievement of the Health District's mission: to enhance the health of our community.
- **Partnerships:** Broad, cross-sector partnerships are needed to effectively address the full array of complex factors impacting community health.



*The Health District of Northern Larimer County –
Meeting local healthcare needs since 1960*



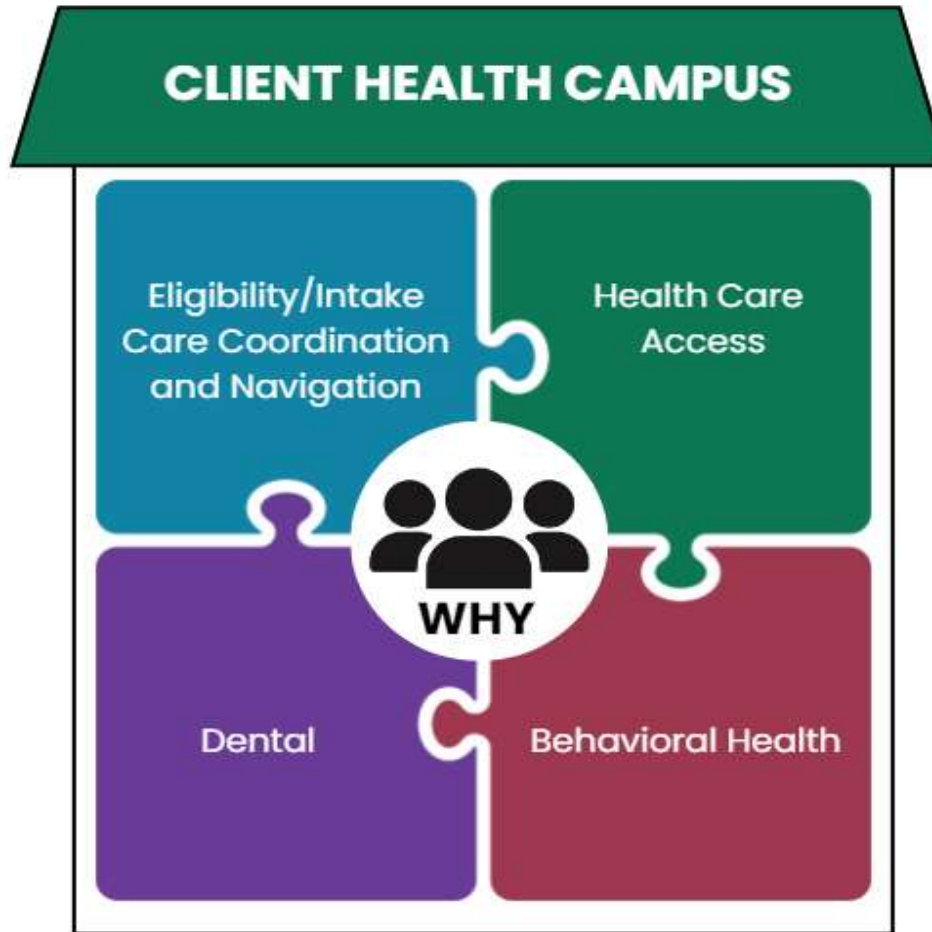
WHAT'S STAYING THE SAME IN 2025

Behavioral Health Care

Dental Care

Access to Care

WHAT'S CHANGING IN 2025



FUNDING COOPERATIVE PARTNERSHIPS

SummitStone Health Partners

SummitStone Health Partners has chosen to receive:

- Nursing staff at the Murphy Center for Hope primary care clinic
- Support of the High-Intensity Services Site's psychiatric and nursing staff

Effective January 1, 2025 and March 1, 2025

Salud Family Health Centers

Salud Family Health Centers has chosen to receive:

- Support of a full-time clinical pharmacist

Effective retroactive to January 1, 2025

UCHealth Family Medicine Center

UCHealth's Family Medicine Center has chosen to receive:

- Support of the Integrated Care program staff in total as part of the Family Medicine Center's behavioral health team

Transition effective July 1, 2025



FUNDING COOPERATIVE PARTNERSHIPS 2025 & BEYOND

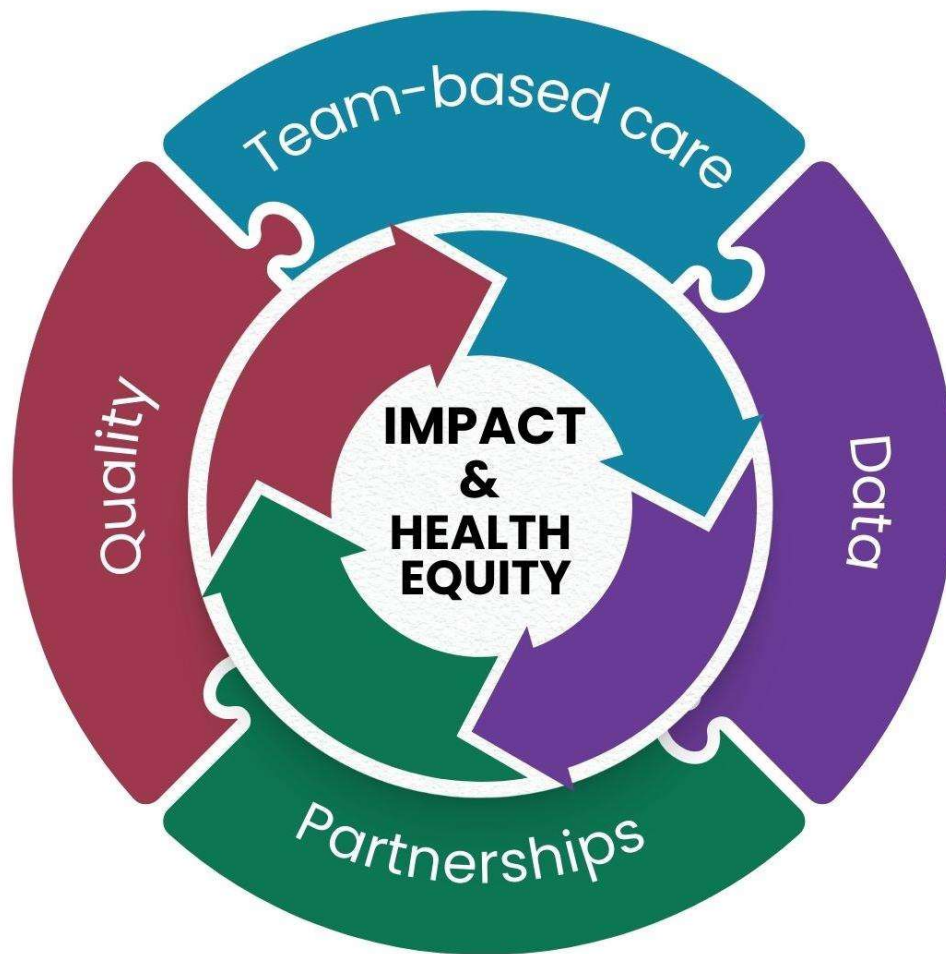
2025

2026

Infrastructure
Development

Partner with
Community

HOW IT ALL WORKS TOGETHER



We have begun to establish a consolidated health campus that will:

- Streamline care coordination across services
- Implement consistent data collection systems
- Guide future Health District investments through improved analytics
- Create efficiencies across core programs



HEALTH DISTRICT 2025 BUDGET

STRATEGIC BUDGET OBJECTIVES

- ▶ **Invest in infrastructure:** Develop and incorporate into management and leadership the the foundational systems and supports for a higher-functioning government agency.
- ▶ **Transform service delivery:** Develop an **integrated health campus** to provide equitable, high-quality care within the Board's identified priority areas:
 - ▶ Dental Health
 - ▶ Behavioral Health
 - ▶ Access to Care
- ▶ **Reimagine partnerships:** Fund high-impact community projects that prioritize equity and leverage local expertise and resources to expand opportunities in Northern Larimer County.

BOARD ELECTION: MAY 6, 2025



[HOME](#) [SERVICES](#) [OTHER USEFUL INFO](#) [ABOUT US](#) [COMMUNITY IMPACT TEAM](#)

MAKE YOUR VOICE HEARD THIS ELECTION

Request your absentee ballot now for our Board of Directors election on May 6th

[REQUEST BALLOT](#)



HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

The Health District of Northern Larimer County is a public agency that has been meeting local healthcare needs since 1960. Today we provide residents of northern Larimer County with dental and behavioral services, in addition to connecting people to more affordable health insurance and prescription options.



QUESTIONS?

Health District of Northern Larimer Colorado

March 12, 2025

Kevin Unger

President and CEO, UCHealth Northern Colorado Region



Mission, Vision & Values

Mission

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

Vision


From health care to health.

Values

Patients first

Integrity

Excellence



Who we are
&
How we do it

Values in Action

- We **take care** of others by taking care of ourselves.
- We always **prioritize safety**.
- We **connect** with compassion and respect.
- We **act inclusively** so those with diverse ideas and perspectives are supported.
- We **speak up** when there's an opportunity to make things better.
- We provide extraordinary care and service by **being accountable** for our actions.
- We **strive for excellence** in our work and when we fall short, we learn and improve.

About UCHealth

14
Hospitals

4 Northern Colorado
4 Metro Denver
6 Southern Colorado

2K
Available

hospital beds
579 Northern Colorado
989 Metro Denver
562 Southern Colorado



Poudre Valley Hospital
Fort Collins



Medical Center of the Rockies
Loveland



Greeley Hospital
Greeley



Longs Peak Hospital
Longmont



Broomfield Hospital
Metro Denver



University of Colorado Hospital
Metro Denver



Highlands Ranch Hospital
Metro Denver



Memorial Hospital North
Colorado Springs



Grandview Hospital
Colorado Springs



Memorial Hospital
Colorado Springs



Pikes Peak Regional Hospital
Woodland Park



Yampa Valley Medical Center
Steamboat Springs



Parkview Medical Center
Pueblo



Parkview Pueblo West Hospital
Pueblo

More than

33K employees

108K surgeries

2.7M unique patients

7M outpatient, urgent care and emergency room visits

15K babies delivered

6K affiliated or employed providers

973 new patients per day

155K inpatient admissions and observation visits

Overview of PVH, MCR and Greeley

40,404
admissions
and observation
visits¹

4,139
deliveries

23,459
surgeries

2,277,923
outpatient
visits²

108,720
urgent care
visits

178,393
emergency
visits

¹ Bedded patients

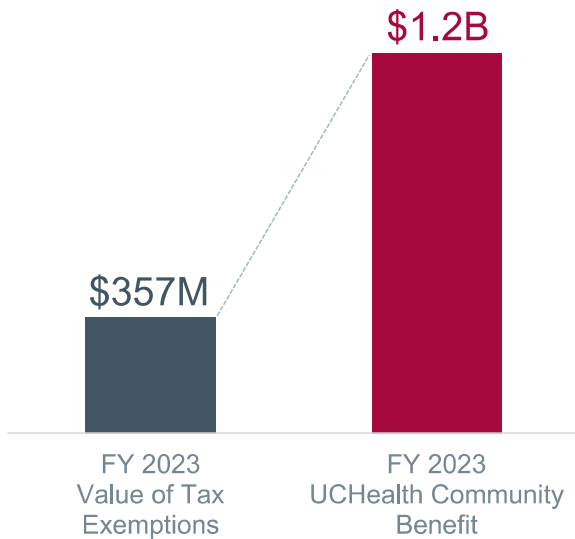
² Includes clinic visits, procedural visits and ancillary visits

FY 2024 volume statistics (includes PVH, MCR, GRH, Harmony Road and UCHealth Medical Group (North and Greeley))



Investing in our communities

UCHealth provides community benefits well beyond the value of our tax exemption¹



UCHealth is Colorado's largest provider of Medicaid

1.1M

Medicaid IP and OP annual visits²

29%

of Colorado's hospital Medicaid care is provided by UCHealth³

UCHealth is developing Colorado's health care workforce to fill critical jobs

1,750

enrolled in a career development program funded by UCHealth

1,300

physicians trained each year (200 are funded 100% by UCHealth)

¹ Community benefit based on Schedule H reporting and includes PVH, MCR and Greeley; tax value analysis based on methodology provided by Plante Moran

² UCHealth FY 2024 year-to-date through April annualized

³ FFY 2023 CHASE Report (published February 2024), based on Medicaid adjusted discharges

Our community health needs areas of focus in northern Colorado

Priorities identified in Community Health Needs Assessment
2022 – 2024



>115 community partners and organizations engaged directly or through collaboratives during the development of our CHNAs

¹ Community benefit based on Schedule H reporting and includes PVH, MCR and Greeley

FY 2023 community benefit¹

\$330M

total community benefit

\$160M

uncompensated care for uninsured and underinsured

Experience



uhealth

Northern Region Respite Rooms

Purpose: To provide a safe, immersive, and peaceful space for employees to decompress at work in order for them to refresh and continue to provide excellent patient care.

Current Work: Revamping MCR's Respite Room

- Location: Outside SICU on the 2nd floor – Room #2140
- New Additions:
 - Massage Chair
 - Biophilic design with a Zen Garden theme through artwork, lighting, aromatherapy and more
 - Badge access for all staff
- Available March 2025



What's to come...

- **PVH Respite Room**
 - Identify space
 - Create subcommittee for space development
- **GH and Offsite Locations (WGED, Harmony FSED, and Harmony Campus)**
 - Review design and look for opportunities to develop private spaces
 - Distribute wellbeing resources

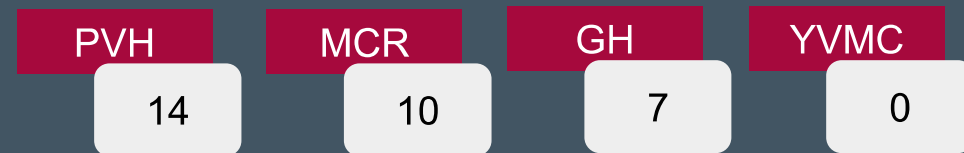
WPVP Programs



- Each letter of **SAFE** represents the actions to take when facing an uncertain encounter.
 - **S**TOP: Take pause to ensure your safety
 - **A**SSESS: Be present and observant of your environment
 - **F**AMILIARIZE: Get acquainted with the room and where your patient is
 - **E**NLIST: Seek the help of your team by calling for back up.
- Prevention First Training
- Basic De-Escalation Training

Stay Safe Huddle (SSH) : Northern Region August 13, 2024- January 16, 2025

Completed Stay Safe Huddles*



Primary Behavioral Challenge Highlights



**Some units have taken the initiative to independently hold Stay Safe Huddles that may not be captured in this data.*

Innovation



Unified Communications Program

Vision

We will build a communication platform **connected to the patient's electronic health record** that easily identifies the *right recipient, minimizes miscommunication and minimizes disruption* for all parties.

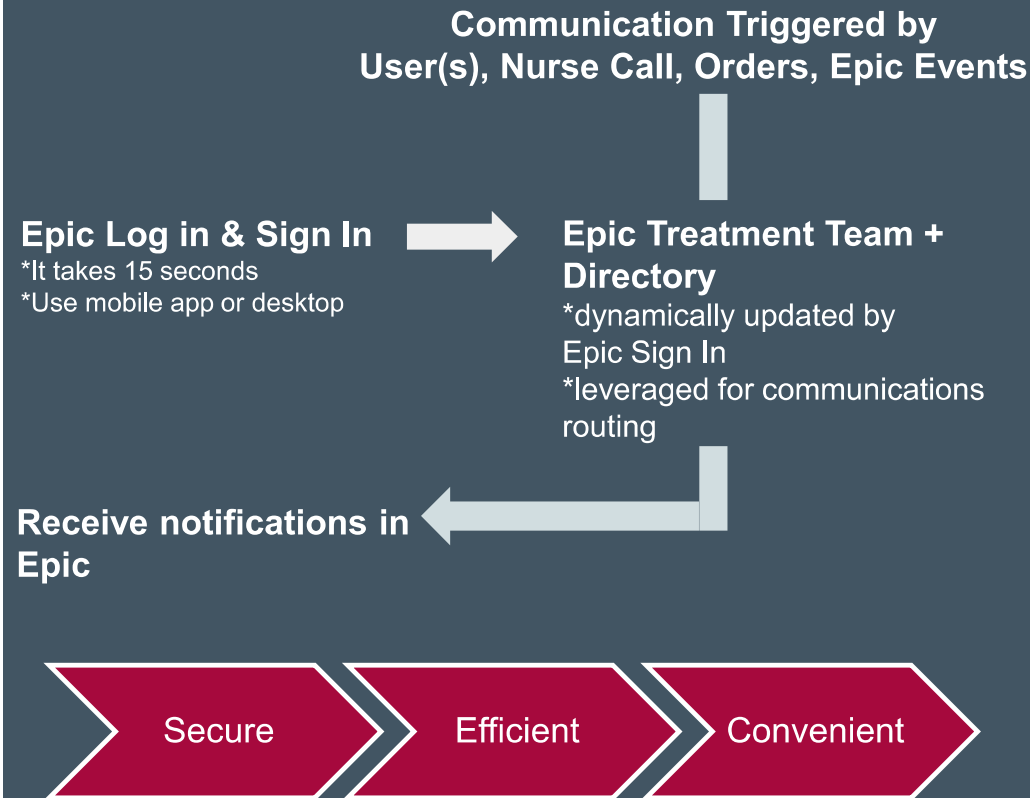
Objectives

1. Modernize and streamline.
2. Eliminate misdirected communications.
3. Remove unnecessary disruption.

Milestone

- Regional work groups in place for a Fall 2025 implementation in the Northern Region.

Coming Fall 2025 to the Northern Region!



Climate of Well Being

Schwartz Rounds

The Patient I Will Never Forget 10/24/2024

Stretched Too Thin: When all you have to give doesn't feel like enough 1/23/2025

Things they never told me

4/25/2025, 12 PM – 1 PM at MCR

Schwartz Rounds are a time for health care workers come together to discuss the social and emotional issues they face in caring for patients and families

Our first two Schwartz rounds were well attended with over 100 employees from all North hospitals.



REST

Resiliency Education Support Training

REST support is available for adverse events, near-miss, burnout, workplace violence events, to process workplace stressors

REST provides Structured debriefs for individuals, teams, units or departments. Program is led by chaplain teams.

Submit requests under the REST Page on the Well-Being & Resilience Sharepoint.

Launched in May 2024. Approximately 5/month but slowed down in November and December with chaplain vacancies. Relaunching this year.

Peer to Peer Support

Coming soon

UCHealth Peer Support will launch in the south region on April 1, 2025 with expansion to other regions throughout the year

Goal: To provide support by peer supporters trained in Stress First Aid (SFA)

Available to all UCHealth employees regardless of role

Offers proactive, short-term support with a matched peer based on role, level of experience, presenting concern

Serves as an ally and bridge to additional resources and referrals

Builds a culture that normalizes seeking support (already a strong cultural value in south region)

Performance



Making a difference in our patients' lives each and every day

PVH-MCR-GH – FY2024

Sepsis survival rates

68

additional **lives saved** each year compared to average hospital

31

additional **lives opportunity** each year compared to top 5% hospitals

Readmission rates

831

fewer readmissions each year compared to average hospital

52

readmission opportunities each year compared to top 5% hospitals

Mortality and survival rates

178

additional **lives saved** each year compared to average hospital

151

additional **lives opportunity** each year compared to top 5% hospitals

Length of stay

17,125

additional days at home each year with family compared to average hospital

1,310

opportunity days at home each year with family compared to top 5% hospitals

Comparison to other Vizient cohort hospitals using 2022 academic risk model
Timeframe for sepsis, mortality and LOS: July 2023 to June 2024
Timeframe for readmissions: June 2023 to May 2024

Framework for High Reliability Healthcare

Culture: How we as individuals, teams and organizations model high reliability behaviors in our daily work and interactions

Knowledge: Transparent information sharing with a focus on using clinical, operational and cultural data to identify and respond to bright spots and opportunities

Learning: The continuous focus on understanding why problems occur and designing and scaling systems, processes and human interactions to minimize risk and avoid harm

Leadership: The skills, activities and behaviors needed to guide and manage a high reliability journey

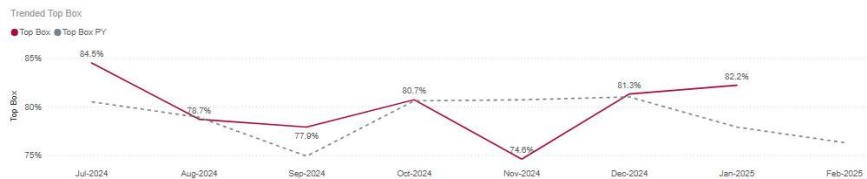
Management Systems: Visual management systems to advance a high reliability strategy, foster accountability, deploy strategic priorities to the front line, and drive continuous improvement.



Northern Colorado FY25 Key Questions & Dimensions

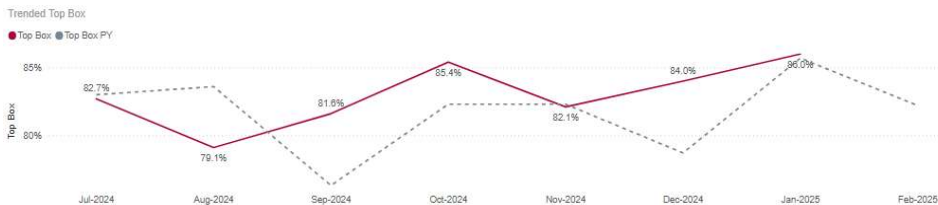
Overall Rate- FY25 Overall Rate increased +0.6% Top Box over FY24 with a 3-month upward trend from Nov 2024 – Jan 2025.

Date Range	Score (Top Box)	FY25 Delta
FY25 (December+ not finalized)	79.8%	
FY24	79.2%	+0.6%



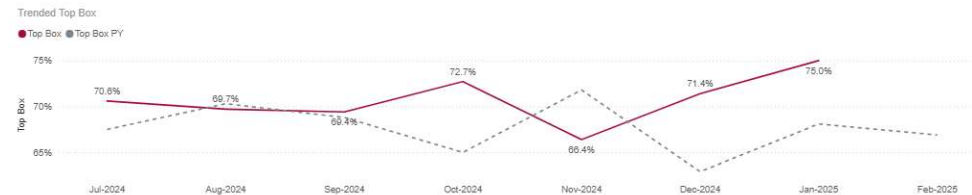
Would Recommend hospital- FY25 Would Recommend increased +0.5% Top Box over FY24 with a 3-month upward trend from Nov 2024 – Jan 2025.

Date Range	Score (Top Box)	FY25 Delta
FY25 (December+ not finalized)	82.7%	
FY24	82.2%	+0.5%



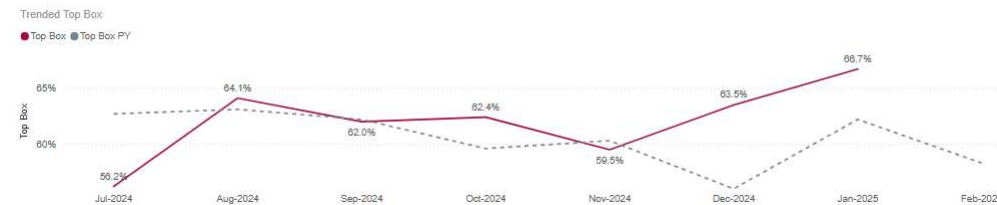
Ease of finding someone to talk to- FY25 increased +2.3% Top Box over FY24 with a 3-month upward trend from Nov 2024 – Jan 2025.

Date Range	Score (Top Box)	FY25 Delta
FY25 (December+ not finalized)	70.4%	
FY24	68.1%	+2.3%



Responsiveness- FY25 increased +0.6% Top Box over FY24 with a 3-month upward trend from Nov 2024 – Jan 2025. “After pressing call button, got help as soon as wanted” increased +1.0%, and “Help getting to bathroom” decreased -0.2%.

Date Range	Score (Top Box)	FY25 Delta
FY25 (December+ not finalized)	61.5%	
FY24	60.9%	+0.6%



UCHealth Strategic Objectives



North Region Three-year Strategic Priorities

- 1 Provide top quality, safety, and experience**
Achieve top decile performance in quality, safety and experience
- 2 Recruit, develop and retain top talent**
Recruit and develop top talent while maintaining an engaged workforce
- 3 Achieve Growth Objectives**
Implement targeted growth strategies for admissions, surgeries, emergency room and outpatient visits
- 4 Achieve financial targets**
Ensure North Region grows strategically significant programs, maintains labor efficiency and meets EBITDA and margin goals
- 5 Develop Plan for Strategic Expansion of Access and Real Estate**
Create regional plan to assess and evaluate access for Acute Care, Outpatient Services, and Diagnostics to support community needs



FY 2025 Strategic Initiatives

Clinical quality and patient safety

INITIATIVE DESCRIPTION

Provide top quality and safety across our sites of care

STRATEGIC PRIORITY

(1) Quality and experience



Staff Retention and Recruitment

Improve staff recruitment, development and retention

(1) Quality and experience
(2) Financial performance



Targeted Growth Strategies

Develop campus specific strategies for admissions, surgeries, Emergency Room visits and outpatient visits

(1) Quality and experience
(2) Financial performance
(3) Service line growth



Achieve Financial Targets

Continue to advance tactics around targeted growth, efficiency, labor and expense management

(1) Financial performance
(2) Service line growth



Assess Opportunities for Strategic Expansion

Evaluate access for Acute Care, Outpatient Services, and Diagnostics to support community needs

(1) Service line growth
(2) Financial performance



Accessibility



Caring for more patients in FY 2024

66% of Northern Colorado's inpatient discharges were cared for at a UCHHealth hospital

67% of our community's babies were born at our facilities

69% of Northern Colorado traumas requiring inpatient admission received our care

We cared for **more Medicaid** patients than any other system in our community

Colorado Hospital Association IP discharges, FY 2024, excludes ages 0 – 17, Children's Hospital and accounts with \$0



PVH Master Facility Plan and Behavioral Health

MFP

- New Women's Care Unit opened 12/11/24
- Curtain wall replacement completed 12/31/24
- Passed State testing for fire alarm replacement on 1/9/2025
- Pulmonary Rehab temporary relocation; go-live 2/10/2025
- New Infusion Center construction continues; go-live 6/27/25
- New Interventional procedural area in basement (ECT/TMS); go-live 2/24/25

Behavioral Health

- New Inpatient unit construction continues (3rd FL); **go-live November 2025**
- Outpatient services construction starting at Westbridge; **go-live September 2025**



MCR Expansion and Tower

Milestones

- North Tower final steel beam placed on 11/1/24
- ED Phase 1 completed, go-live 12/17/24
- NMOB Cancer Center: Phase 3 Gyn-Onc go-live 12/11/24

Next Steps

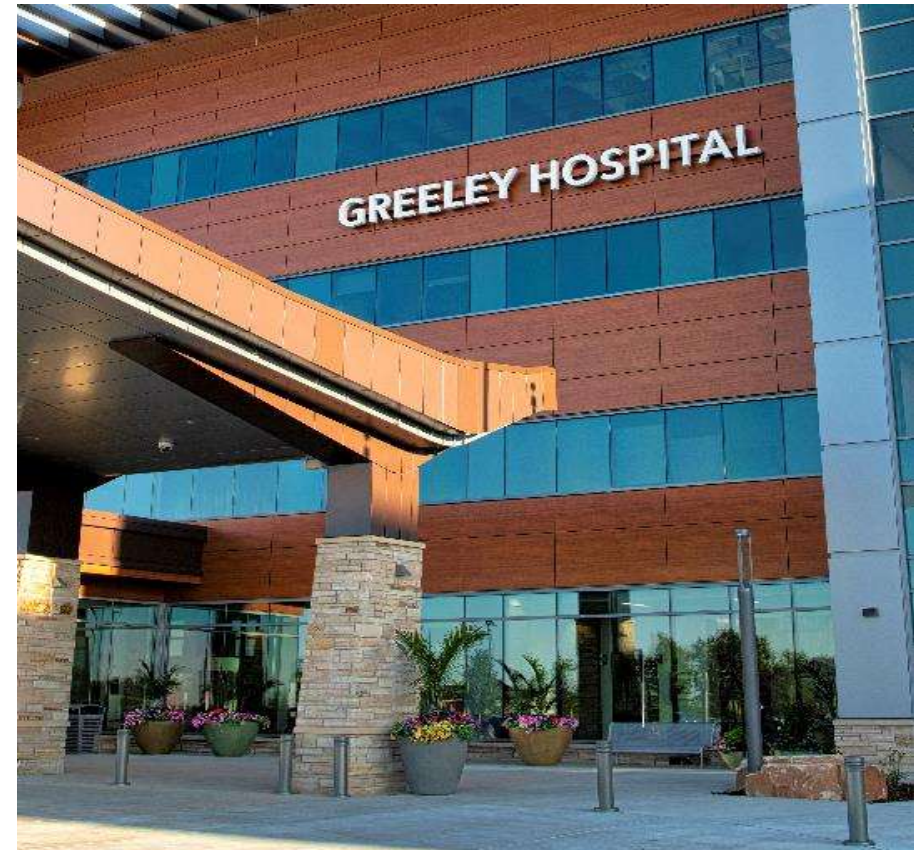
- ED Phase 2/3: **Fall 2025 completion**
- NMOB Cancer Center: Med-Onc Phase 4 construction now underway
- Imaging Addition: New MRI and New Neuro IR Suite, late **April 2025 go-live**
- New Cath Lab Addition: **August 2025 go-live**
- New Tower: **Construction to be completed in February 2026, activation efforts to follow**



Greeley Hospital

Projects

- West Parking Lot Activated
- Redundant Air Handler Unit(AHU) design and Installation
- ED Expansion
 - Design in process
 - Contractor Interviews in process
 - Estimated activation 2nd quarter 2026



Q&A



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ADJOURN