

# 2008 Summit County Comprehensive Health Strategic Plan

Prepared by the

Health Assessment  
Steering Committee

Natalie Boyer  
Paul Chodkowski  
Deb Crook  
Thomas Davidson  
Dennis Flint  
Steve Hill  
Dennis Nemura  
Don Parsons  
Randall Reitz  
Tom Rose  
Lee Zimmerman



## VISION

By 2020, Summit County will be a community that offers a complete continuum of high quality mental and physical health services to all of its residents. Services will be both affordable and culturally appropriate. Furthermore, community members and guests will know what services are available and how to access those services. Additionally, Summit County residents will maintain healthy lifestyles through participation in a variety of nutrition, recreation, health promotion, and wellness programs.

**SUMMIT COUNTY,  
COLORADO**

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Process Facilitation and Draft Plan Preparation by Gini Bradley

**Adopted by the Summit County Board of County Commissioners  
Thomas A. Long, Robert French, Chairman Thomas C. Davidson**

June 10, 2008

Resolution No. 2008 - 36

The Summit County Board of County Commissioners extends an acknowledgement and thanks to the Health Assessment Steering Committee and to all the participants involved in the development of the strategic plan. Fiscal partners involved in the health assessment and the strategic plan included the Colorado Health Foundation, the Summit Foundation, Summit County Government, Summit Prevention Alliance, and the Summit Community Care Clinic.

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# **I. EXECUTIVE SUMMARY**

The Summit County Comprehensive Health Strategic Plan provides an exciting roadmap to a healthier Summit County by the year 2020. With over 25 different community entities participating in a community-wide planning process, executing the Summit County Comprehensive Health Strategic Plan is the responsibility of the entire community.

The Summit County Comprehensive Health Strategic Plan should be used by elected officials, decision-makers, and other professionals when making important decisions that will impact the health and wellness of Summit County residents.

## **Vision Statement**

By 2020, Summit County will be a community that offers a complete continuum of high quality mental and physical health services to all of its residents. Services will be both affordable and culturally appropriate. Furthermore, community members and guests will know what services are available and how to access those services. Additionally, Summit County residents will maintain healthy lifestyles through participation in a variety of nutrition, recreation, health promotion, and wellness programs.

## **Goals**

Planning participants identified the Summit County Health Needs Assessment to serve as the framework for the Summit County Comprehensive Health Strategic Plan's efforts. Based on guidance from the Summit County Health Needs Assessment, the steering committee and community planning participants identified the following key goals for the Summit County Comprehensive Health Strategic Plan:

- By 2020, Summit County will have an affordable and coordinated continuum of mental health services for children, adolescents, parents, and individuals.
- By 2020, a wide array of affordable health options will exist in Summit County.
- By 2020, residents, seasonal workers, and guests in Summit County will be knowledgeable about the wide array of physical and emotional health services that are available in the community and understand how to access those services.
- By 2020, there will be an expanded continuum of health care services in Summit County that is sustainable and culturally appropriate.
- By 2020, there will be improved access to healthy and nutritional food and expanded options for physical activity that are integrated into the home, work, and natural environments.

## II. INTRODUCTION

“The collaboration and caring nature of the community is amazing. People really work hard and go the extra mile.”

### A. Purpose of the Plan

The Summit County Comprehensive Health Strategic Plan provides an exciting roadmap to a healthier Summit County by the year 2020. Over 25 different agencies, businesses, and government entities offered input to the plan; thus, this plan is not the responsibility of one agency but the entire community.

The strategic planning participants considered only strategies that could not be achieved by a single agency or that were not already being implemented by an existing partnership. Additionally, final strategy selections were chosen based on both the results of the Summit County Health Needs Assessment and the following guiding principles: the urgency of the health need, the potential impact of the strategy, and the presence of a community champion to ensure passion and collaboration for the initiative.

The Summit County Comprehensive Health Strategic Plan should be used by elected officials, decision-makers, and other professionals when making important decisions that will impact the health and wellness of Summit County residents.

### B. Plan Organization

This document is organized into the following six primary sections: Executive Summary, Introduction, Planning Process, Goals and Priorities, Conclusion, and Appendices. The Executive Summary section provides a brief summary of the visioning process, goals, and priorities. The Introduction section describes the purpose and organization of the plan. The Planning Process section illustrates the overall plan development; it also includes a list of key partners, descriptions of target populations, underlying community influences, and a vision statement developed by the planning participants. The Goals and Priorities section includes the goals and priorities, both short term and long term, selected by planning participants. The Conclusion section comments on the final outcome of the effort and describes action items and next steps. Finally, the Appendices section contains a list of narrowed strategies, brainstormed strategies, steering committee members, community presentations about needs assessment results, and planning participants.

Key information from the Summit County Health Needs Assessment is referenced throughout the document. Both the 2007 Needs Assessment and Executive Summary can be found at Summit County Public Health Department’s website: [http://www.co.summit.co.us/Public\\_Health](http://www.co.summit.co.us/Public_Health).

### III. PLANNING PROCESS

“We’ve had core people who’ve been here and know the community. They have a feel for the pulse of the community.”

#### A. Plan Development

Upon the completion of the Summit County Health Needs Assessment by Corona Research in June 2007, a project steering committee designed a strategic planning process in hopes of accomplishing the following list of steps: fostering new partnerships for the planning process, carefully reviewing the Summit County Health Needs Assessment data, and defining goals and strategies for creating a healthier Summit County. The steering committee designated three distinct phases for the strategic planning process: assessment data review, cultivation of community awareness, and large group strategic planning.

In the assessment review phase, steering committee members reviewed the Summit County Health Needs Assessment produced by Corona Research, focusing on the Executive Summary and 2007 Summit County Health Needs Assessment PowerPoint presentation. Steering committee members discussed key themes identified in the documents and simplified and reworded the identified key themes to align with their understanding of Summit County’s health needs.

The final key themes identified by the steering committee include the following:

- Expanding mental health treatment and prevention services
- Increasing the availability of health care services
- Addressing the affordability of health care services
- Increasing the awareness of health care services
- Expanding nutrition and healthy lifestyle initiatives

Upon completion of the assessment review phase, the steering committee focused its efforts upon educating the community about the results of the Summit County Health Needs Assessment. In this phase of the process, steering committee members presented a PowerPoint presentation highlighting the results of the assessment to fifteen key community groups, including the Summit County Board of County Commissioners and the Summit County Rotary Club.<sup>1</sup> During the presentations, steering committee members asked community members about their impressions of the assessment material; additionally, steering committee members surveyed additional community members to assess future participation in the large group planning process and recruited potential participants. In addition to the presentations, *Summit Daily News* featured two articles in the fall of 2007 that highlighted the Summit County Health Needs Assessment and the upcoming large group planning process.

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<sup>1</sup> A complete list of presentations given by steering committee members can be found in Appendix D

The final phase of the strategic planning process involved the actual large group planning sessions. The steering committee made an effort to ensure the planning process was focused, time limited, and efficient. One three-hour planning session was held in the months of October, November, and December 2007. Over 60 community members attended at least one planning session.<sup>2</sup>

The large group planning process started by looking at a broad view of health needs in Summit County. Participants were asked to brainstorm their hopes and dreams for a healthier Summit County. The key themes identified by the steering committee were used as planning framework to provide focus to the initiative. Small groups centered on the aforementioned key themes narrowed the brainstormed list of ideas to achieve their vision, keeping in mind the potential of a large increase in Summit County's population by 2020. Numerous criteria were used to further define priority strategies. Guidelines included the following criteria: feasibility, impact on need, benefit to target population, and existence of a coordination hub and strong champion. By the second meeting, small groups focused on the key themes and identified three to five key improvement strategies. Small groups agreed to meet outside the large group meetings to refine their strategies.

By the beginning of the third planning meeting, small groups completed mini-action plans for fourteen different health improvement strategies.<sup>3</sup> During final meetings, the large group and steering committee members identified seven short term strategies and four long term strategies. Through consensus building discussion, the large group developed a final set of recommendations which are presented in this document.

## **B. Underlying Community Influences**

During all phases of the health assessment research, several themes surfaced that had significant impact on the community but did not necessarily benefit an identified key theme. The steering committee and large group planning participants viewed these fundamental themes as underlying influences to be referenced when designing strategies for every health need in Summit County. The two major underlying community influences identified in the assessment were the high cost of living including the cost of housing and the challenges of providing services to a growing, low-income immigrant population.

Reviewing only research from the health assessment, it was apparent that the cost of housing impacts residents in a variety of ways. The following impacts were noted in the summary from the focus groups:

- The high cost of housing forces people to make tradeoffs with their income in order to afford to live in the county. Participants noted that health insurance was one of the tradeoffs that is often made.
- Some people were forced to drop health insurance to cover rent. The cost of housing also discourages medical professionals from moving into the community, especially those within the industry that make little more than minimum wage.

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<sup>2</sup> A complete list of participants can be found in Appendix E

<sup>3</sup> A complete list of narrowed strategies can be found in Appendix A

There was extensive evidence from the report that reflected significant disparity in the health care system for Hispanics and other immigrants to Summit County. According to the report, the following was noted:

- Working poor, transient workers and Hispanics most frequently had unmet health needs.
- Lack of communication in Spanish was seen as a critical issue within the community.
- Significant differences in perceptions of quality of life in Summit County were observed between Hispanic and Non-Hispanic groups.
- Hispanic respondents perceived cost of health care and language difficulties to be major barriers to obtaining health care.

## **C. Key Partners**

Collaboration has been the foundation of this project. The Summit County Public Health Department and Summit Prevention Alliance provided overall project coordination, fiscal management, contractor supervision, fundraising, and grant management. Fiscal partners included The Colorado Health Foundation, The Summit Foundation, Summit County Government, Summit Prevention Alliance, and Summit County Community Care Clinic. The steering committee consisting of representatives from a dozen key health organizations provided guidance for both the assessment and strategic planning processes. Steering committee members met monthly for two years.<sup>4</sup>

## **D. Target Populations**

While all Summit County residents and guests serve as a target population for the proposed health strategies, the Summit County Health Needs Assessment clearly identified several populations that had greater health needs than the general population. Those populations include the following:

- Uninsured residents, guest workers, and visitors
- Uninsured prenatal clients
- Seniors
- All immigrants
- Hispanics
- Working poor challenged by the high cost of health care and housing

## **E. Vision Statement**

By 2020, Summit County will be a community that offers a comprehensive complete continuum of high quality mental and physical health services to all of its residents. Services will be both affordable and culturally appropriate. Furthermore, community members and guests will know what services are available and how to access those services. Additionally, Summit County residents will maintain healthy lifestyles through participation in a variety of nutrition, recreation, health promotion, and wellness programs.

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<sup>4</sup> A list of steering committee members can be found in Appendix C

## IV. GOALS AND PRIORITIES

### A. Goal and Priority Statements

#### Mental Health

**Goal**—By 2020, Summit County will have an affordable and coordinated continuum of mental health services for children, adolescents, parents, and individuals.

**Short Term Priority**—Assure funding of detox facility and mental health triage unit.

**Short Term Priority**—Create a more effective, coordinated, and accessible mental health service continuum for all ages including preventive care, treatment, diversion, and case management.

#### Affordability of Services

**Goal**—By 2020, a wide array of affordable health care options will exist in Summit County.

**Short Term Priority**—Local employers will pursue economics of scale with local health care providers. This will include negotiation of services (i.e. low cost urgent care) that will better meet employer and employee needs.

**Short Term Priority**—Affordable prenatal care will be available to low income and or uninsured pregnant women in Summit County.

**Short Term Priority**—Expand Community Care Clinic’s medical and dental service capacity.

#### Awareness of Services

**Goal**—By 2020, residents, seasonal workers, and guests in Summit County will be informed about the wide array of physical and emotional health services that are available in the community and understand how to access those services.

**Short Term Priority**—Develop and sustain a central location for health information.

**Short Term Priority**—Develop health care navigation system and health system navigators.

**Long Term Strategy**—By 2020, every resident of Summit County will have a Medical home, defined as a source of primary care, regardless of their socio-economic or medical insurance status.

**Long Term Strategy**—Engage local business and media partners to disseminate information on health issues, health promotions, and health preventive strategies.

### **Presence of Care**

**Goal**—By 2020, there will be an expanded continuum of health care services in Summit County that is sustainable and culturally appropriate.

**Long Term Strategy**—Develop an away from home care continuum.

### **Nutrition and Lifestyle**

**Goal**—By 2020, there will be improved access to healthy and nutritional food and expanded options for physical activity that are integrated into the home, work, and natural environments.

**Long Term Strategy**—Ensure Summit County is an Active Community Environment.

## B. Short Term Priority Strategies

### 1. Mental Health: Detox and Triage Unit

“The hospital still hasn’t designated a safe place for persons undergoing a (mental health) crisis, so they are either going to jail or being sent to Denver.”

#### GOAL

By 2020, Summit County will have an affordable and coordinated continuum of mental health services for children, adolescents, parents, and individuals.

#### PRIORITY STRATEGY

Assure funding of detox facility and mental health triage unit.

#### COMMUNITY CHAMPION

Colorado West Mental Health Center

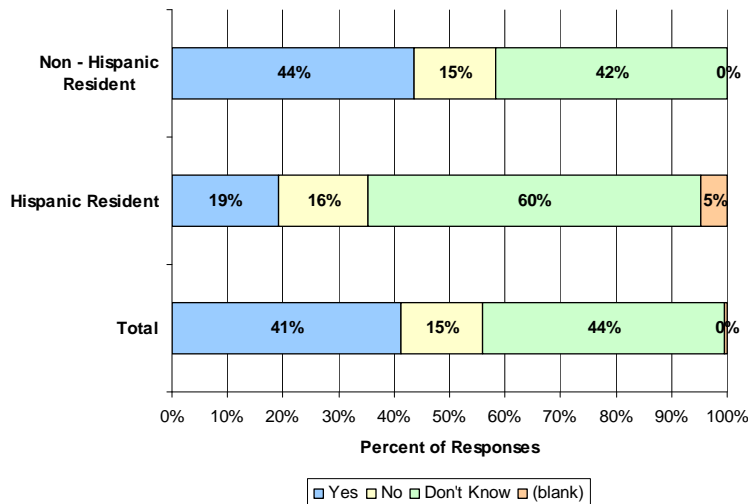
#### RATIONALE

This goal is based on the direct feedback of community stakeholders who have been shouldering the burden of mental health and substance abuse issues in settings that were less than optimal to promote recovery. At the genesis of this project, the detox services were delivered from a space within the Summit County Jail for only 12-hours per day. It was impossible to create a therapeutic atmosphere where clients could be appropriately engaged. Likewise, the hospital was sharing the burden of these patients without a mechanism in place for meaningful engagement.

In addition to substance abuse issues, mental health issues were also being handled within the jail and hospital settings with no true structure for engagement, evaluation or treatment.

*Are you satisfied with the QUALITY of the following health care services that you have or can receive in Summit County?*

*[Drug / Alcohol Treatment Programs]*



## **DESCRIPTION**

The primary objective of the services offered at the Detox Center and Crisis Triage Unit is to promptly conduct a comprehensive assessment of the individual and develop immediate treatment goals necessary to do one of the following:

- a) Stabilize and restore the patient to a level of functioning which requires a less restrictive level of care.
- b) Facilitate a higher level of care in cases where hospitalization is required.

Duration of mental health and detoxification services on this unit will not exceed 23 hours.

Individuals admitted for detoxification services will receive an initial clinical screening, which includes an evaluation of the degree of alcohol or other drug intoxication as evidenced by breathalyzer, urinalysis, self-report, observation, and CIWA-AR (Clinical Institute Withdrawal Assessment of Alcohol, Revised).

Individuals who are present in mental health crisis will be assigned a bed out of the detox observation area. These individuals will receive an emergency assessment, one-to-one intervention as necessary, and the mobilization of family support and community resources. If the emergency evaluation determines that the individual may need longer than 23 hours to stabilize, we will facilitate the admission to a higher level of care.

## **CURRENT STATUS**

A meeting of the membership has agreed and met with regards to short and long term funding strategies. Currently, the membership will pursue grant opportunities, expanded membership, and legislative options in order to continue operations of this facility past the initial grant cycle. Gary Lindstom has agreed to meet with the membership committee to talk about legislative issues and the process of pursuing tax dollars as a means of long term funding.

## **TIMELINE**

Current: Educating the group on legislative issues in order to better move forward with initiatives.

1<sup>st</sup> Six months: Identify short term funding avenues such as expanded membership and grant opportunities to ensure current funding. Also, identify a legislative initiative to introduce to the community.

1<sup>st</sup> year: Secure short term funding sources and cultivate support for legislative action.

2<sup>nd</sup> year: Secure long term funding.

## 2. Mental Health: Mental Health Service Continuum

“Mental health needs to be expanded; they need to have mental health actually provided within the community (schools, jails, hospital).”

### **GOAL**

By 2020, Summit County will have an affordable and coordinated continuum of mental health services for children, adolescents, parents, and individuals.

### **PRIORITY STRATEGY**

Create a more effective, coordinated, and accessible mental health service continuum for all ages including preventive care, treatment, diversion, and case management.

### **COMMUNITY CHAMPION**

Early Childhood Mental Health Advisory Group and Advancing Colorado’s Mental Health Care Steering Committee

### **RATIONALE**

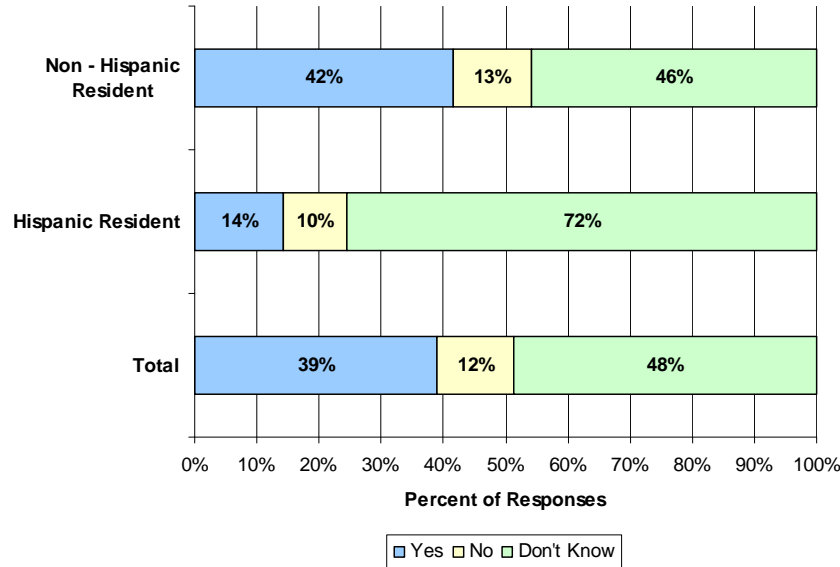
Following are references to community mental health concerns documented in the Summit County Health Needs Assessment:

- Mental health and access to health care were most frequently cited as big health care issues in Summit County. (Page 9)
- Mental health care needs will be a future priority (the need most frequently cited). (Page 20)
- Drug and alcohol issues were most frequently cited by Spanish language participants. (Page 44)
- Alcohol and drug education programs were strongly desired. (Page 45)
- Nearly half of all respondents did not know about the quality of mental health care services in Summit County. (Page 105)
- Nearly half of all respondents did not know if they were or weren’t satisfied with the number of mental health choices. (Page 115)

The number of times that mental health and substance abuse issues are cited through the entire assessment, as well as being designated as the biggest community need, warrant focused attention on creating a more effective, coordinated, affordable, and accessible system in our community.

*Are you satisfied with the QUALITY of the following health care services that you have or can receive in Summit County?*

*[Mental Health Services]*



**DESCRIPTION**

The Early Childhood Mental Health Advisory Group (ECMHAG) and the Advancing Colorado’s Mental Health Care (ACMHC) Steering Committee have partnered with the Center for Systems Integration to work with the community to create a coordinated mental health system of care for youth ages 0 to 18. The project is co-funded by the Colorado Health Foundation and technical assistance funds from ACMHC. The hope is to receive further funding to address the full continuum of care for the entire lifespan. The project plan includes the following activities:

- Training on systems building for professionals, families, and consumers
- Engagement of families and consumers in the planning process
- Leadership meetings of key directors and elected officials
- Coordinating meetings to develop an action plan for systems building
- Workgroups to focus on specific populations such as early childhood, school-aged, adult, and/or elderly
- Information collection including case flow, funding, and resources mapping
- Completion of an action plan
- Implementing of the action plan to build a coordinated, effective, and accessible mental health service continuum

**CURRENT STATUS**

The project plan has a 12 month implementation timeline. The first meeting with ECMHAG was completed in January of 2008, and the first meeting with key community leaders is scheduled for February 2008. In addition, the family and consumer training is scheduled for early March 2008.

**TIMELINE**

As previously stated, the project is scheduled to be completed within a 12 month period beginning in January 2008 and ending in December of 2008.

### 3. Affordability: Economics of Scale

“People are strapped financially, and care is expensive.”

#### GOAL

By 2020, a wide array of affordable health care options will exist in Summit County.

#### PRIORITY STRATEGY

Local employers will pursue economies of scale with local health care providers. This will include negotiation of services (i.e. low-cost urgent care) that will better meet employer and employee needs.

#### COMMUNITY CHAMPION

Summit County Government, Human Resources Department

#### RATIONALE

Impetus for this goal comes from the identified priority of affordability of services. This item was one of the most frequently rated by interviewees as one of the most negative aspects of health care in Summit County. The assessment references high copays and the lack of access to care for low-income populations. During group discussions, issues around employers facing ever increasing costs were also raised. If employers cannot control health care costs the number of uninsured and underinsured residents in Summit County will continue to grow. This goal area is an effort to better control costs and increase access to affordable care.

#### *Adequacy of Services Provided in Summit County*

*If you were in charge of improving the overall health of Summit County Residents, what would be your top priority?*

Question 20: Open ended Responses	
Top Priority	Percentage
Universal Coverage for Insurance or Health Care	20%
Reduced Insurance or Health Care Costs	15%
More Medical Specialists	14%
More Preventative Care	10%
Increased Access to Insurance or Health Care	10%
Increased Health Education	3%
More General Practitioners	3%
Increased Anti-Drug Efforts	2%
Improved Pediatric Care	2%
Improved ER Care	1%
Other	8%
Don't Know	9%
None	3%

**DESCRIPTION**

County Government is currently dealing with the affordability of its own employee health care program. It will initiate discussions with the larger providers within the community to discuss strategies that could increase patient flows to providers in exchange for preferred rates and possibly other creative service delivery methods that would reduce overall health care expenses. It would then be determined how these strategies might be implemented more broadly to other employers.

**CURRENT STATUS**

Meetings are currently being scheduled between the County and providers. It is expected that these initial meetings will occur within February 2008.

**TIMELINE**

Initial meetings – February, 2008

Follow up work – early to mid 2008

Implementation of strategies – begin in 2009

## 4. Affordability: Prenatal Care

“If a baby’s born and needs intensive care, they have to be shipped to Denver. This could be a future need.”

### GOAL

By 2020, a wide array of affordable health care options will exist in Summit County.

### PRIORITY STRATEGY

Affordable prenatal care will be available to low income and or uninsured pregnant women in Summit County.

### COMMUNITY CHAMPION

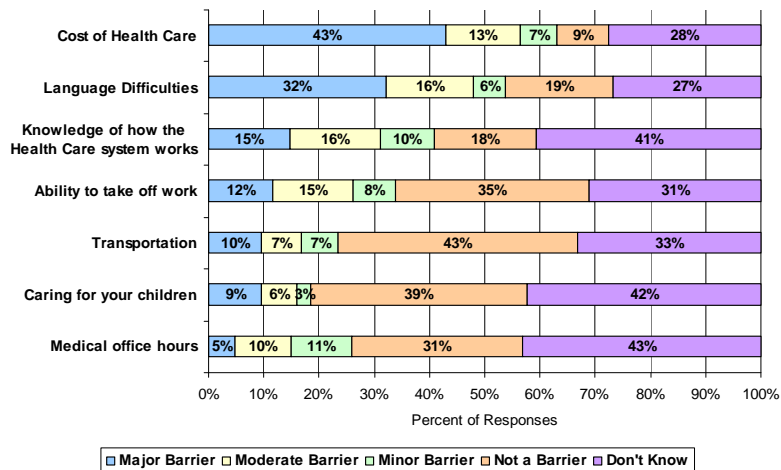
Summit County Public Health

### RATIONALE

Impetus for this goal comes from the identified priority of affordability of services. This item was one of the most frequently rated by interviewees as one of the most negative aspects of health care in Summit County. The assessment references high copays and the lack of access to care for low-income populations. During group discussions around the board issue of affordability of health care, a number of organizations targeted prenatal care as a significant issue in the community. Representatives of Summit County Public Health, Summit Community Care Clinic, Summit OB GYN, High Country Health Care, and St Anthony’s Summit Medical Center have committed to implement a program that will fit into a continuum of care for pregnant women who are unable to afford care in Summit County. Outcomes for mother and babies will benefit the entire community. Babies born to mothers with poor or no prenatal care are at risk of development delays and death.

#### *Health Care Location and Information*

*A number of potential health care issues are listed below. For each potential issue, please choose whether you feel the issue is a Major Barrier, Moderate Barrier, Minor Barrier or Not a Barrier for you to obtain health care in Summit County.*



**DESCRIPTION**

A Prenatal Steering Committee has been established to pursue the implementation of the Centering Pregnancy Program to assure affordable prenatal care to low income and/or uninsured pregnant women. Partnerships between providers and organizations will be explored to best cover the need for prenatal care and deliveries in Summit County. Funding to enable women to stay in Summit for care will be explored.

**CURRENT STATUS**

Meetings of the Prenatal Steering Committee have been taking place since January 2008. Providers and staff are committed to the Centering Pregnancy Model. A grant application has been submitted to the Summit Foundation to provide vouchers to women who cannot afford to stay in Summit County for prenatal care. The Summit County Board of County Commissioners has committed to support involvement in this program for the next year with a review of status at that time.

**TIMELINE**

- The Prenatal Steering Committee started meeting monthly in January 2008 to support ongoing planning, to implement programs, and develop partnerships to assure prenatal care and delivery.
- Application to Summit Foundation will be submitted by March 21, 2008.
- Business plan is in draft form and will be completed by May 30, 2008.
- Training in the Centering Pregnancy Model will be scheduled and completed by June 30, 2008.
- Outreach to providers about the Centering Pregnancy Program by July 2008.
- First Centering Pregnancy 2 groups will meet August 1, 2008 (one English-speaking and one Spanish-speaking).

## 5. Affordability: Community Care Clinic Expansion

“Our community care clinic is awesome. They do an amazing job given the number of resources they’re given and the number of people they see”

### **GOAL**

By 2020, a wide array of affordable health care options will exist in Summit County.

### **PRIORITY STRATEGY**

Expand Community Care Clinic’s medical and dental service capacity.

### **COMMUNITY CHAMPION**

Summit Community Care Clinic

### **RATIONALE**

One of the major gaps identified in the assessment was the need to provide affordable services for the uninsured, low-income, and working class people of Summit County. This finding was identified in all phases of the assessment—public survey, key person interviews, and focus groups:

- When asked to choose, survey participants preferred providing access to health care for all residents over improving the quality health care. Similarly, survey participants also prioritized increasing health coverage for the uninsured over decreasing deductibles and co-pays.
- 68% of Hispanics reported having no health insurance.
- Cost was reported to be the largest barrier to accessing health care.

In addition, when asked, many interview subjects identified Summit Community Care Clinic by name as a key solution to the problem of expanding access to affordable health care in Summit County.

### **DESCRIPTION**

Care Clinic has been a part of our community since 1993. During this time they have grown from an all-volunteer evening walk-in clinic to a full-service clinic that includes medical, dental, family planning, and mental health services. The clinic only serves the uninsured low-income people of Summit County. They rely on a mixture of donations, grants, patient fees, and government support to sustain their services

### **CURRENT STATUS**

At this point, the health assessment process has not developed a specific recommendation regarding how best to support Care Clinic. Rather, there is a strong endorsement for the clinic’s mission and current services. Possibilities for future growth include increased collaboration with other health care providers, greater access to in-kind specialty and diagnostic services, and financial support to expand services at the current location or to create satellite clinics. Specific areas of expansion might include dental care, prenatal care, and mental health care.

**TIMELINE**

Care Clinic staff and board are actively developing these plans in concert with community partners. It is anticipated that a clear plan will be in place by the end of 2008.

## 6. Awareness: Central Location for Health Information

“There needs to be a clearinghouse, where people can call social services or the Community Care Clinic and find out what services are available.”

### GOAL

By 2020, residents, seasonal workers, and guests in Summit County will be informed about the wide array of physical and emotional health services that are available in the community and will better understand how to access those services.

### PRIORITY STRATEGY

Develop and sustain a central location for health information.

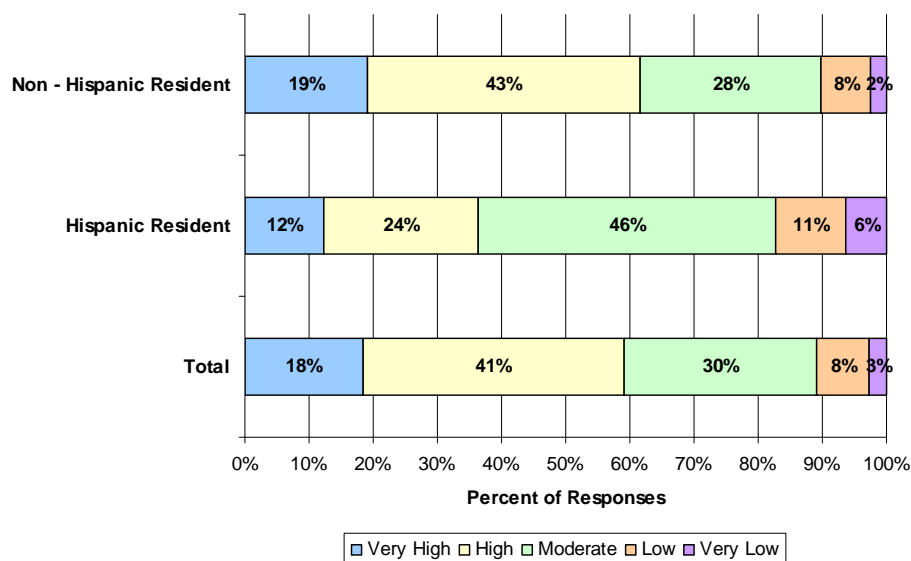
### COMMUNITY CHAMPION

CARE Council of Summit County

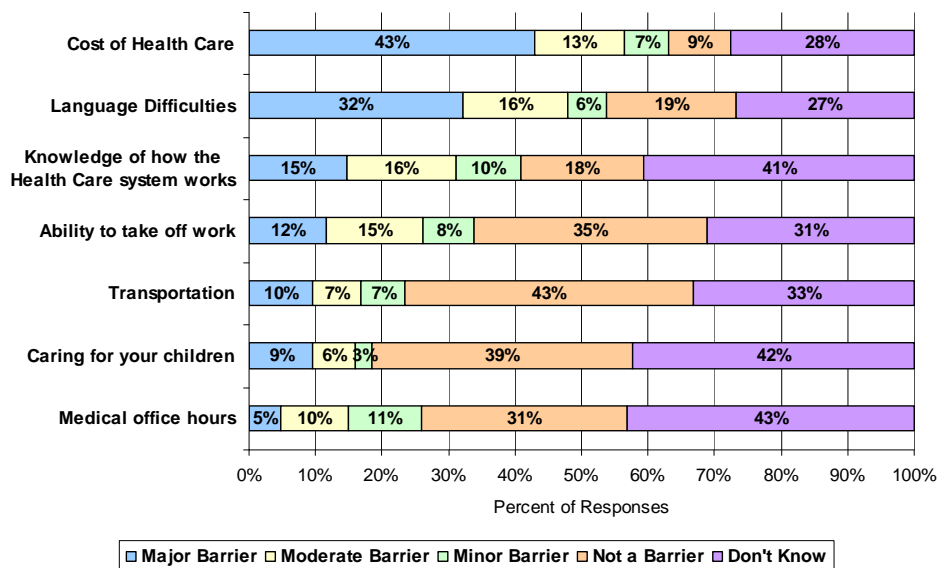
### RATIONALE

Impetus for this goal comes from multiple needs assessment findings, especially the identified priorities of awareness of services, affordability of services, and expanded services for Hispanics. As depicted in the graph below, Summit County residents reported a low level of awareness of health services, with 41% of all residents reporting awareness that was very low, low, or moderate. Among Hispanics, this percentage was 64%. Similarly, the second graph below identifies barriers to accessing health care among Hispanics. The top three identified barriers were Cost of Health Care, Language Difficulties, and Knowledge of how the Health Care System Works. A central site for health care information that included information related to low-cost services and organizations that provide services in Spanish would help to reduce these barriers.

*How do you rate your awareness of health care services?*



*HISPANICS: What barriers prevent you from accessing healthcare services?*



**DESCRIPTION**

While this project will develop over time, a logical starting point would be to create an internet-based hub of health care information. This would include service providers, types of services, schedules, maps, eligibility information, and costs. This project would bring together for-profit, non-profit, and governmental health care providers. It would be available in English and Spanish, and would include easily downloadable paper hand-outs that could be distributed by referring agencies. The program could expand to include phone-based services (similar to 211) and eventually an informational kiosk or concierge model where people could present in-person and be directed to services that fit their needs. This project dovetails with the health assessment recommendation of increased health care navigation.

**CURRENT STATUS**

Many organizations are developing programs that contribute to this project. Most notably, the CARE Council has received funding to create a health information website. The Council has a paid program director and is finalizing a Summit County site on the nationwide NetworkOfCare.org website. Similarly, Summit County Seniors is developing a concierge program that will assist people in identifying and accessing local needed services. Other key partners are Summit County Public Health, Summit Community Care Clinic, Family and Intercultural Resource Center, Summit Prevention Alliance, Summit Medical Center, and local for-profit health clinics.

**TIMELINE**

- Website launch – May 2008
- Meeting of contributing organizations – June 2008
- Secure funding for 2009 website – October 2008

## 7. Awareness: Health Care Navigation System

“Yes, for example, I have the flu right now. I didn’t know where to go; I don’t have insurance. So I asked a co-worker where I could get a shot. He said get a card and go to get help, but he didn’t know where to go.”

### GOAL

By 2020, residents, seasonal workers, and guests in Summit County will be informed about the wide array of physical and emotional health services that are available in the community and understand how to access those services.

### PRIORITY STRATEGY

Develop health care navigation system and health system navigators.

### COMMUNITY CHAMPION

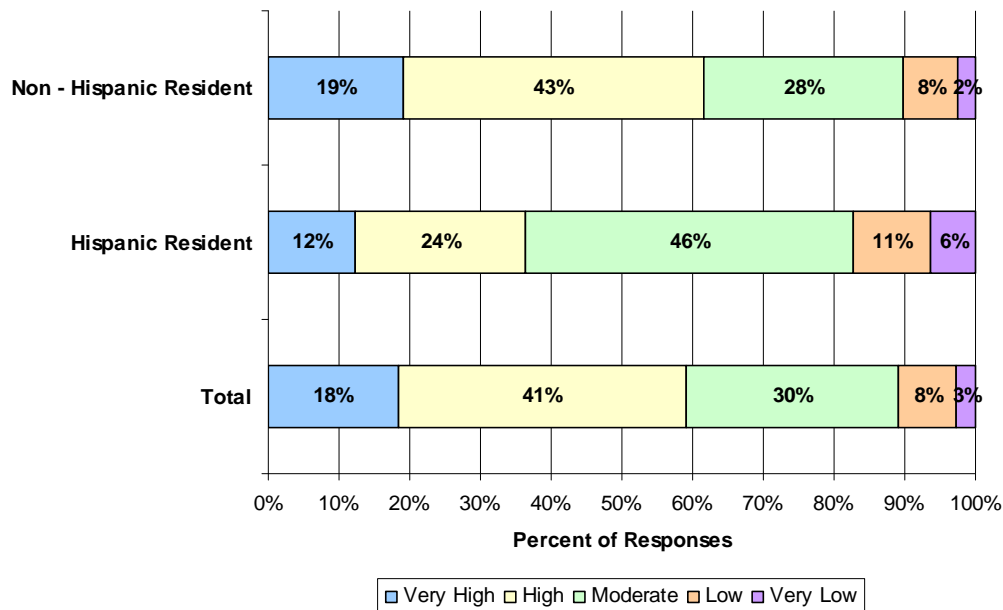
Summit County Public Health and Family and Intercultural Resource Center (FIRC)

### RATIONALE

Impetus for this goal comes from the identified priority of lack of awareness of services that are already available in the community. Efforts are under way to make information available on a web site to providers and users in the county through the CARE council. The navigator system would allow for one-to-one contact between a person in need and a knowledgeable person who can help navigate the system. The focus groups conducted during the community health assessment told the story of people who “did not know what they did not know.”

#### *Awareness of Health Care Resources*

*How would you rate your awareness of the local health care resources available in Summit County?*



**DESCRIPTION**

FIRC currently is working on a navigator system to help people apply for Medicaid that are eligible but not enrolled. The seniors are working on a navigator system for the elderly that will help them attain services that they are eligible for, are already in place, or not understood. Public Health provides “navigators” for pregnant women. The plan is to identify all navigators that are already in place, identify gaps, and get the information about the navigators out to providers and consumers.

**CURRENT STATUS**

Meetings will be scheduled between Public Health, FIRC, Summit Medical Center, Seniors INC., Social Services, Youth and Family, Summit Community Care Clinic, and other identified navigators. It is expected that these initial meetings will occur within March 2008.

**TIMELINE**

Initial meetings – March, 2008

Follow-up work – mid-2008

Implementation of strategies – end 2008

## C. Long Term Strategies

### 1. Presence of Care: Away From Home Care Continuum

“Summit is aging. Taking care of the older sick people and having long term facilities will be needed.”

#### **GOAL**

By 2020, there will be an expanded continuum of health care services in Summit County that is sustainable and culturally appropriate.

#### **LONG TERM STRATEGY**

Develop an away from home care continuum.

#### **COMMUNITY CHAMPION**

Summit County Seniors, Inc.

#### **STRATEGY OVERVIEW**

The first priority is to define the need to complete a market analysis and feasibility study for housing options for seniors and disabled adults in Summit County that will include independent living, assisted living, and skilled nursing services. This document will also serve to solicit funds to complete this study. It is expected that upon successful completion of this study, the community will be in a position to explore building and managing a facility of this nature in the County with a private sector developer.

The population of seniors over 60 years of age is expected to grow to 18% of the total population of Summit County by 2020. This is up from 5% of the county population in 2000. Not only are the seniors in the county electing to stay here longer, the current second homeowners (many of which are baby boomers) are also looking to retire in the county. In many cases, these new retirees are also bringing their parent or parents. Given this potential growth of the senior population, the community should explore options for senior housing to allow for these residents to age in place gracefully in the county. These housing options should include consideration for the disabled as well as rehabilitation capability.

The Summit Housing Authority recognized this senior growth potential and completed an “Assisted Living Feasibility Study” in 2001. This study investigated the potential for such a facility next to the existing Summit County Community and Senior Center, which was completed in 2004. In this plan was an adult day care center, which is a reality today. The subsequent development of the current hospital in the county postponed the concept of the Assisted Living Facility in the following years. The Seniors completed a Healthcare Needs Assessment in 2007 which again identified the need for the County to consider housing options for the growing senior population.

The Summit County Seniors have been active for some time now responding to the results of the Needs Assessment of 2005. Several initiatives have been directed to the identified

need of allowing seniors to age in place in their own homes for as long as possible. This is the most favored approach as it is more comfortable for the aging individual and is the least costly approach to care giving to the elderly. However, the need for providing care to these residents away from home yet still close by in the County is a reality that must be considered.

Summit County residents recommend that a Market Analysis and Feasibility Study be completed to confirm the need to explore these housing options further. The need for such a facility and the utilization of this facility must be established. This database, if positive, can be further utilized to encourage private sector developers to investigate possible development of such a facility and the subsequent management of that facility as well.

## 2. Nutrition and Lifestyle: Active Community Environments

“We don’t have the custom of exercising, but we need to do it more often. Often we come home so tired we don’t want to go exercise.”

### **GOAL**

By 2020, there will be improved access to healthy and nutritional food and expanded options for physical activity that are integrated into the home, work, and natural environments.

### **LONG TERM STRATEGY**

Ensure Summit County is an Active Community Environment.

### **COMMUNITY CHAMPION**

Summit Prevention Alliance

### **STRATEGY OVERVIEW**

Tired, overworked, stressed-out—many Americans do not get the recommended levels of physical activity. Furthermore, many communities are designed to easily accommodate less-active modes of transportation like driving. If communities were designed to support and encourage active modes of transportation—walking, biking, skateboarding—many residents would easily increase their level of physical activity by simply doing their daily tasks more actively.

Active community environments are communities where all residents can easily be active in a variety of ways, including walking, bicycling, and other physical activities. An active community environment is designed to make physical activity just as—if not more—inviting than driving. Many things contribute to an active community environment—including lighting, sidewalks, safety measures, roads, and parks.

As dialogue about active community environments grows, more and more citizens and organizations are conducting research about their communities and taking action. Sample action steps include educating community members about the benefits of an active, walkable community; designing roads to accommodate pedestrians and bicycles; and integrating public health language into land-use and transportation documents.

Summit County community members see the importance of community design and are ready to research, educate, and take action to ensure our community improves upon its existing infrastructure to become an exceptional active community environment by the year 2020.

### 3. Awareness: Medical Home

“They have doctors who really care up here.”

#### **GOAL**

By 2020, residents, seasonal workers, and guests in Summit County will be informed about the wide array of physical and emotional health services that are available in the community and understand how to access those services.

#### **LONG TERM STRATEGY**

By 2020, every resident of Summit County will have a Medical home, defined as a source of primary care, regardless of their socio-economic or medical insurance status.

#### **COMMUNITY CHAMPION**

Summit County Community Care Clinic

#### **STRATEGY OVERVIEW**

Medical care is vital to good health, especially when it is defined broadly to include education, prevention, screening, and primary care health services. Many people, both those who are insured and, particularly, those without medical insurance, wait until they are ill to seek medical care and then do so in an inappropriate or inefficient manner. The result may be delayed and expensive treatment.

It has been demonstrated that medical care can be much more effective and efficient if it is delivered early when the opportunity to prevent serious illness exists. Having a designated source for primary care and access to preventive services such as immunizations, nutrition counseling, life style counseling, etc. is now a primary objective of many professional groups and organized systems of health care delivery. People with such well defined “medical homes” are healthier, make better lifestyle choices, and access needed care much earlier than those without such a resource. Holding all records for an individual in one repository is also of great benefit in the coordination of care and the avoidance of inadvertent medical errors.

## 4. Awareness: Media Involvement

“If we don’t know it’s there, who’s going to use it?”

### GOAL

By 2020, residents, seasonal worker, and guests in Summit County will be informed about the wide array of physical and emotional health services that are available in the community and understand how to access those services.

### LONG TERM STRATEGY

Engage local business and media partners to disseminate information on health issues, health promotions, and health prevention services.

### COMMUNITY CHAMPION

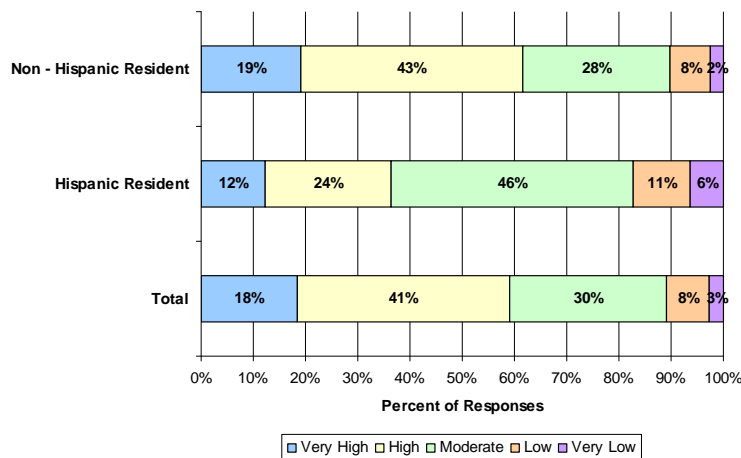
CARE Council of Summit County

### STRATEGY OVERVIEW

Media campaigns can be an effective strategy in health information dissemination and health promotion. Through increased media partnerships, communities can efficiently use media to successfully increase awareness of health care services and increase knowledge related to obtaining those services. Partnerships with media also provide an opportunity to reach a large number of community members, effectively promote behavior changes, and cultivate new community norms. Media messages are most useful when they are combined with other strategies, such as those found in the Summit County Comprehensive Health Strategic Plan.

Through increased media partnerships, Summit County community members intend to develop focused, researched messages and feature those messages through a variety of mediums including television, radio, print media, clothing, brochures, and other outside formats such as bus benches and bus advertising. Through media, Summit County community members hope to increase awareness and access to health care services.

*How would you rate your awareness of the local health care resources available in Summit County?*



## V. CONCLUSION

### A. Conclusion and Action Items

With the completion of the Summit County Comprehensive Health Strategic Plan, the Steering Committee has concluded its work. The CARE Council of Summit County has agreed to monitor the progress of the implementation of the strategies and report to the Board of County Commissioners.

As an advisory council to the Board of County Commissioners, the CARE Council's "mission" is to empower service providers to work together to address needs of children, youth, and families in Summit County. The "vision" is easy access to quality information and services to achieve healthy outcomes for Summit County's children, youth and families.

#### **Action Steps:**

- Develop media plan
- Implement media plan
- Print and distribute Plan
- BOCC resolution
- Place on County Website
- Champions form committees
- Implementation monitored by CARE Council

This plan provides a framework for Summit County to achieve the vision of providing a continuum of high quality mental and physical health services to all of its residents.

**B. Summit County Board of County Commissioners Resolution**

**RESOLUTION No. – 2008 - 36**

**Before the Board of County Commissioners**

**County of Summit**

**State of Colorado**

**ESTABLISHING THE CARE COUNCIL AS THE RESPONSIBLE ORGANIZATION TO ASSURE THE COORDINATION OF COMMUNITY EFFORTS TO IMPLEMENT THE 2008 SUMMIT COUNTY COMPREHENSIVE HEALTH STRATEGIC PLAN (Applicant: Summit County Public Health Department)**

**WHEREAS**, pursuant to Resolution No. 2005-63, the Board of County Commissioners of Summit County, Colorado (BOCC) is interested in receiving input from the community regarding the development of discretionary local policy related to the coordination and delivery of public health and human services to children, youth and families in Summit County; and


**WHEREAS**, the CARE Council is an existing community advisory group whose purpose is to promote, streamline and facilitate development and maintenance of health and human services for children, youth and families; and

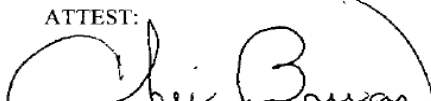
**WHEREAS**, the BOCC requests that the CARE Council become the coordination organization for the implementation of the 2008 Summit County Comprehensive Health Strategic Plan.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF SUMMIT COUNTY, COLORADO**, the 2008 Summit County Comprehensive Health Strategic Plan, attached hereto as Exhibit A, be endorsed and the CARE Council be appointed as the organization that assures community coordination and implementation of the plan.

ADOPTED this the 10<sup>th</sup> day of June 2008.

BOARD OF COUNTY COMMISSIONERS  
OF SUMMIT COUNTY, COLORADO

BY:   
Thomas C. Davidson, Chairman

ATTEST:  
  
Cheri Brunvand, Clerk and Recorder

## VI. APPENDICES

### A. Appendix A: List of Narrowed Strategies

- Identify major gaps in the mental health service continuum including preventive care, diversion, and case management. MH
- Assure long-term funding of Detox/CSU through taxation on liquor licenses. MH
- Coordinate prevention and treatment education efforts in the community. MH
- Educate locals on low-cost health services and insurance options. AFF
- Under county leadership, local employers will pursue economies of scale with local health care providers. This will include negotiation of services (i.e. low cost urgent care) that will better meet employer and employee needs. AFF
- Educate locals as to low-cost health services and insurance options. This would take place through the CARE Council website and a community services/health insurance navigator. AWA
- Develop health system navigator (knowledgeable human) to connect the “Client” to health care service (multiple navigators). AWA
- Engage local partners (business, employers, health services providers and the media to disseminate the information. AWA
- Provide improved outreach information to underserved populations. AWA
- Develop and sustain a central location for health information. AWA
- Create care navigation and management system. POS
- Develop an “Away from Home Care Continuum. POS
- Increase exercise opportunities for older adults or those most in need. NL
- Increase walkability of our community. NL

#### KEY

MH – Mental Health

AFF – Affordability

AWA – Awareness

POS – Presence of Services

NAL – Nutrition and Lifestyle

## **B. Appendix B: List of All Brainstormed Strategies**

### **MENTAL HEALTH**

#### **Short Term**

- Fund, open, and sustain detox-triage unit
- Expand community education efforts related to mental health
- mental health identification
- mental health in general
- mental health education to providers
- fight stigma
- increase knowledge of services

#### **Long Term**

- Develop a long term structure to organize and coordinate the mental health system in Summit County

### **AFFORDABILITY OF SERVICES**

#### **Short Term**

- Expand Prenatal Support
- Pursue economy of scale (plan for basic care, standards of care, partnership)
- Expand Care Clinic (different locale)
- Public Health / prevention education
- Educate workers (small business) on how to use health insurance

### **AWARENESS OF SERVICES**

#### **Short Term**

- Develop/sustain central location for information (provider/public)
- Provide outreach to underserved populations
- Engage local businesses to support efforts
- Health System Navigators (connect *with* info and resources)

#### **Long Term**

- Have a staffed 211 center in the county

### **PRESENCE OF CARE**

#### **Short Term**

- Increase Medical Specialties
- Increase level of Cultural Sensitivity in Medical Providers
- Expand Senior/Adult services
- Develop Coordinated Care Management system across continuum

#### **Long Term**

- Provide Geographically accessible services across county
- Develop Senior Care Facility
- Expand Hospital MOB

## **NUTRITION AND LIFESTYLE**

### **Short Term**

- Improve walkability of community
- Increase both breastfeeding sites and % of mothers breastfeeding
- Offer exclusively healthy food at all public meetings
- Improve food at public schools
- Improve quality of menus and food items through work with vendors
- Increase exercise opportunities for seniors, especially those at the lower end of the spectrum
- Reduce # of ski accidents
- Reduce alcohol-drug abuse
- Increase number of worksites with worksite wellness programs

### **Long Term**

- Increase tobacco free worksites, playgrounds, and public areas

## C. Appendix C: List of Steering Committee Members

**Natalie Boyer**

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## **D. Appendix D: List of Community Presentations about Needs Assessment Results**

- Summit County Seniors
- Summit County Chamber of Commerce
- St Anthony Summit Medical Center Board of Directors
- Centura Health Strategic Planning Committee
- Channel 10 Public Access TV Program
- The Summit Foundation
- Town of Breckenridge
- Town of Frisco
- Town of Dillon
- Town of Silverthorne
- Care Clinic Board of Directors
- CARE Council
- Summit County Public Health
- Summit County Social Services
- Summit County Rotary Club

## E. Appendix E: List of Planning Process Participants

<b>Name</b>	<b>Organization</b>
Robin Albert	Summit County Youth & Family Services
Candace Barnes	Timberline Adult Day Service
Kevin Batchelder	Town of Silverthorne
Cecilia Belardi Thompson	Summit Community Care Clinic
Antonietta Butler	Summit County Public Health
Natalie Boyer	Summit School District
Lucinda Burns	Early Childhood Options
Antonietta Butler	Women, Infants, and Children
Paul Chodkowski	Summit Medical Center
Debbie Crook	Summit County Public Health
Thomas Davidson	Board of County Commissioners
Kathy Davis	Colorado West Mental Health
Jann Engleman	Summit County Youth & Family Services
Scott Ferguson	Breckenridge Recreation Center
Kim Finnestead	Sacred Tree
Dennis Flint	High Country Health Care
Noreen Galaba	Bristlecone Home Care & Hospice
Sue Gruber	Summit County Department of Social Services
Susan Cox	Summit Prevention Alliance
Elyse Jones	Summit Prevention Alliance
Steve Hill	Summit County Government
Kameron Holloway	Family & Intercultural Resource Center
Barbara Jackman	Early Childhood Mental Health Group
Constance Jones	Summit County Chamber of Commerce
Cheryl Kenady	Summit County Public Health
Barbara Leffler	Private Mental Health Provider
Molly Lee	Summit Community Care Clinic
Dianne Pocius	Summit County Department of Social Services
Michael Penny	Town of Frisco
Justin Pollack	Mountain-River Naturopathic Clinic
Ron Prater	State Patrol
Randall Reitz	Summit Community Care Clinic
Steve Riggins	Frisco Elementary
Renee Rogers	Silverthorne Recreation Center
Tom Rose	Summit Prevention Alliance
Helen Royal	ACMHC
Joe Russell	Silverthorne Police Department
Kim Sharkey	The Heuga Center
Ryan Slabaugh	Summit Daily News
Betty Sarber	Community Member
Sarah Vaine	Advocates for Victims of Assault

Tom Wickman  
Michelle Wilson  
Lee Zimmerman

Frisco Police Department  
Summit County Public Health  
The Summit Foundation