

Intermountain Health | Lutheran Hospital

2025 Implementation Strategy

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Executive Summary

In accordance with the Patient Protection and Affordable Care Act (ACA), Lutheran Hospital conducted a Community Health Needs Assessment (CHNA) in 2024 to identify significant and sustaining health needs. By regularly assessing and prioritizing health needs, the hospital can work collaboratively to address health disparities and improve the overall health of the community.

As a companion to the CHNA Report, this Implementation Strategy guides efforts to address the Significant and Sustaining Health Needs seen below. It outlines programs and activities to align with public health entities and community stakeholders, defines data-identified needs, and provides an inventory of resources.

The CHNA and Implementation Strategy are publicly available on [Intermountain's website](#).



**Improve
Behavioral Health**



**Achieve Greater
Economic Stability**



**Increase
Access to Care**



Sustaining Health Needs: Improve Child and Family Well-Being

What Is Health Equity at Intermountain Health?

Intermountain Health's mission – helping people live the healthiest lives possible – includes everyone and requires valuing, understanding, and including the backgrounds and experiences of people in the communities we serve. Health equity is the principle of pursuing the highest possible standard of health by focusing on improving the well-being of our most vulnerable communities.

Our Community Health Needs Assessment process is driven by data. We look carefully at public health data to understand the prevalence of health issues in our communities and where those issues create the greatest disparities or differences in healthy outcomes. We talk with residents, community-based organizations,

and local leaders to understand how health disparities or differences connect and how they affect individuals and families across the lifespan. With an understanding of the needs our communities face, we develop a Community Health Implementation Strategy that directs our resources to remove barriers and invest resources where they will have the greatest impact. Using data and community input to identify the greatest needs and targeting our approach to meeting those needs is health equity in action.

As a healthcare system, employer, and community leader, Intermountain is committed to improving health equity in the communities we serve.

Intermountain Health

Headquartered in Utah, with locations in six primary states and additional operations across the western U.S., Intermountain Health is a nonprofit system of 33 hospitals, 400 clinics, a medical group of nearly 5,000 employed physicians and advanced care providers, a health plan division called Select Health with more than one million members, and other health services.

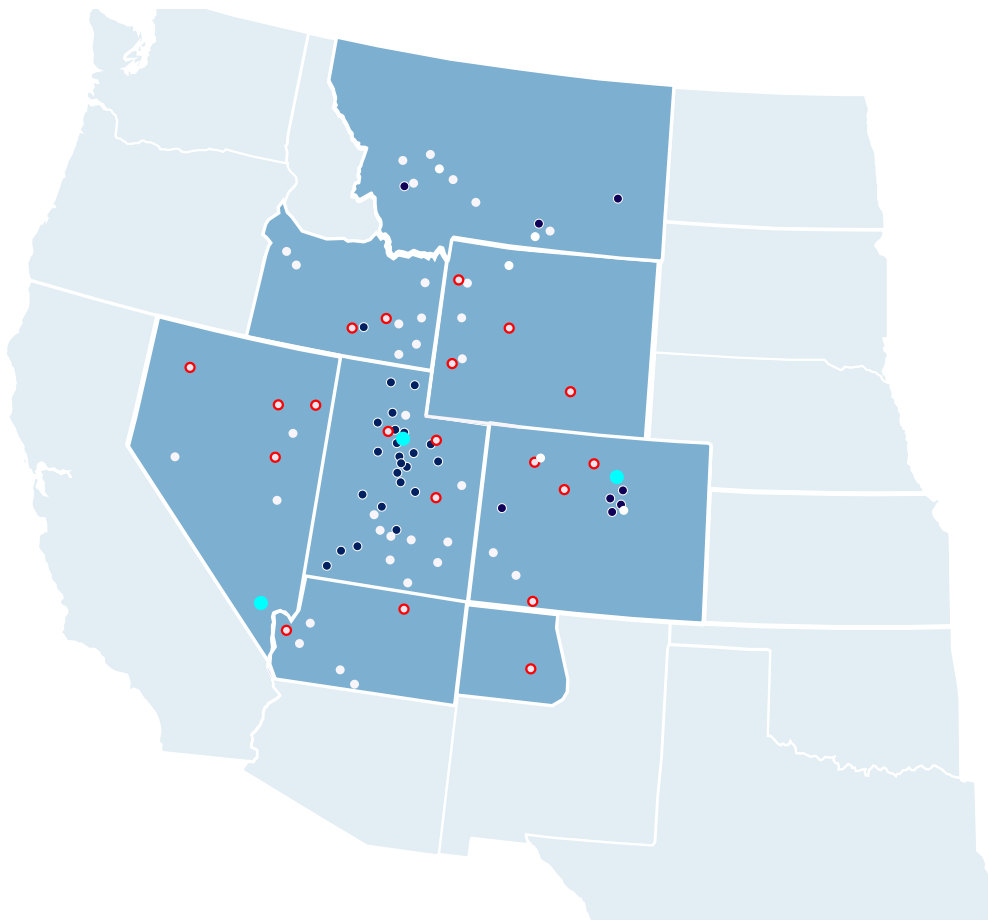
With more than 68,000 caregivers on a mission to help people live the healthiest lives possible, Intermountain is committed to improving community health and is widely recognized as a leader in transforming health care. We strive to be the model health system by taking full clinical and financial accountability for the health of more people, partnering to proactively keep people well, and coordinating and providing the best possible care.

Our Mission

Helping People Live the
Healthiest Lives Possible®

Our Values





Intermountain is headquartered in Salt Lake City, Utah, with regional offices in Broomfield, Colorado, and Las Vegas, Nevada.

- Hospitals
- Region Headquarter
- Affiliate/Outreach Partnerships
- Classic Air Medical Bases

Intermountain Health's 400 clinics not highlighted on the map.

Intermountain Health by the Numbers



6 Primary States
(UT, NV, ID, CO,
MT, WY)



33 Hospitals
Including One Virtual
Hospital



4,800
Licensed Beds



1.1 Million
Select Health
Members



400
Clinics



68,000+
Caregivers



\$16.06 billion¹
Total Revenue



4,600+
Employed Physicians
& APPs

Lutheran Hospital

Lutheran Hospital is in Wheat Ridge, Colorado. It is a community-based, acute-care hospital that has been recognized with local and national ratings organizations for clinical excellence, patient safety, and patient experience. Lutheran's premier services include a Birthing Center, Heart and Neurovascular Center, Robotic Surgery, Comprehensive Stroke Center, Cancer Centers of Colorado, Orthopedics, Level II Trauma Center, and Emergency Services.

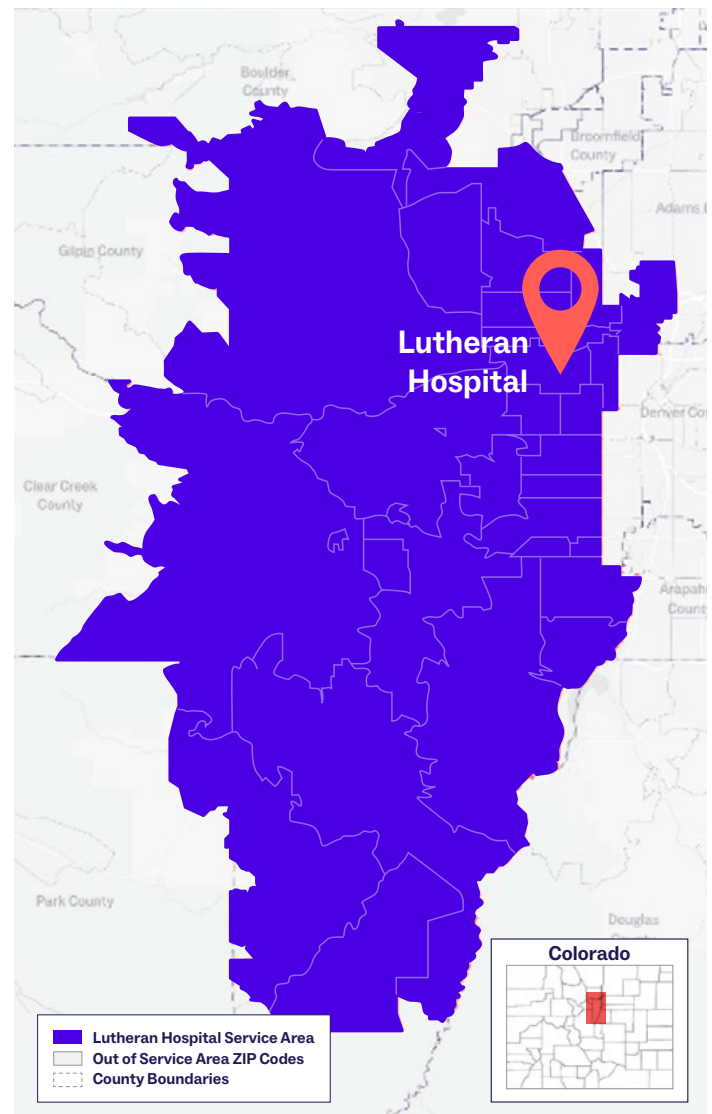


Community Profile

Lutheran Hospital's primary service area is communities within 27 ZIP codes in the Denver-metro area of Jefferson, County, where most patient admissions originate. The hospital service area includes underrepresented, underserved, low-income, and minority community members.

Hospital Service Area

ZIP Code	City
80002, 80003, 80004, 80005, 80007	Arvada
80021	Broomfield
80425	Buffalo Creek
80433	Conifer
80215, 80227, 80228, 80232, 80235	Denver
80439	Evergreen
80401, 80403	Golden
80453	Idledale
80454	Indian Hills
80457	Kittredge
80214, 80226	Lakewood
80123, 80127, 80128	Littleton
80465	Morrison
80470	Pine
80033	Wheat Ridge

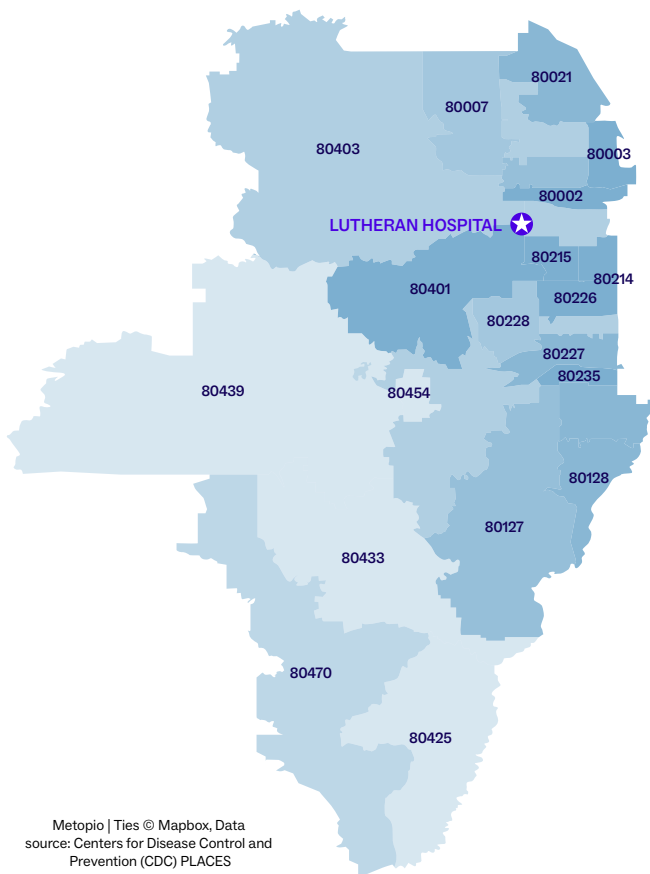


Community Demographics

Demographic Factors	Hospital Service Area	Colorado	United States
Population	626,238	5,770,790	331,097,593
Persons Under 18 years	18.7%	21.5%	22.1%
Persons 65 years and over	17.3%	14.8%	16.5%
Female Persons	49.9%	49.3%	50.4%
High school graduate or higher (age 25 years+)	95.1%	92.5%	89.1%
Persons in poverty (100% Federal Poverty Level)	6.8%	9.6%	12.5%
Median Household Income (2022 dollars)	\$95,794	\$87,598	\$75,149
Persons without health insurance (under age 65)	6.3%	7.7%	8.9%
White, not Hispanic or Latino	76.0%	66.2%	58.9%
Hispanic or Latino	16.2%	22.1%	18.7%
Black or African American	1.1%	3.8%	12.1%
Asian	2.9%	3.1%	5.7%
American Indian and Alaska Native	0.3%	0.4%	0.6%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%
Speak Language other than English at Home	10.0%	16.2%	21.7%

A demographic snapshot of the Lutheran Hospital service area comprising 27 ZIP codes in Jefferson County compared to Colorado and the United States (Source: American Community Survey, 2018-2022).

Area of Deprivation Index (ADI)



The Area of Deprivation Index (ADI) is a ranking of neighborhoods by socioeconomic disadvantage. It includes factors of income, education, employment, and housing quality. ADI compares each ZIP code in the state on a scale from 0 to 100 and higher values represent more disadvantages. The Implementation Strategy will focus on high ADI communities, when possible.

In the Lutheran Hospital service area, ADI ranged between 5.98 to 27.99. Colorado ranks at 28.55 compared to other states. The communities of Lakewood (80232, 80227, 80226, 80214) and Arvada (8003, 80002) had the highest ADI values between 25 to 27.

2022 Lutheran Hospital: 19.85% Average

5.98%

27.99%



CHNA Process

The CHNA process began with collecting and analyzing secondary data that identified the community's health needs for children and families across the lifespan. These initial health needs were verified and refined through primary data, including

input from marginalized and diverse populations experiencing sustained hardships, health disparities, and barriers. Through this process there were instances when additional health needs were identified, unified under one heading, or prioritized.

PRELIMINARY HEALTH NEEDS

Access to care Only 30% of uninsured residents visited a general doctor in the last 12 months.	Affordable housing & food insecurity Rental costs are unaffordable within the service area based on renter wages compared to rental costs. Rates of food insecurity are higher among Hispanic/Latino residents.	Economic stability It requires at least \$26.40/hour to support a household in Jefferson County, compared to \$24.83/hour across the state.	Child safety Injuries are the leading cause of death and disability in children (ages 0 to 18 years).
Mental health 20% of residents did not get needed mental health care or counseling services in the last 12 months, compared to 17% in the state.	Substance use Death rates from opioid overdoses and alcohol-induced causes are higher in Jefferson County compared to Colorado.	Transportation More than one in three Jefferson County residents experienced transportation barriers, including poor roads and the cost of gas being too expensive.	Chronic disease Cancer, heart disease, stroke, lung disease, and unhealthy weight are leading causes of avoidable disease and death in the service area.

Intermountain Health determined the final significant and sustaining health needs by applying the Hanlon Method for Prioritizing Problems, a validated scoring model recommended by the

National Association of County and City Health Officials. The CHNA report was reviewed and approved by the hospital's board of trustees in December 2024.

SIGNIFICANT AND SUSTAINING HEALTH NEEDS



Health Needs Being Addressed

The preliminary health needs that were prioritized as significant or sustaining health needs.

Access to care	Prioritized as a significant health need
Affordable housing	Prioritized as a significant health need as part of economic stability
Child safety & unintentional injury	Prioritized as a sustaining health need as part of child and family well-being
Economic stability	Prioritized as a significant health need
Food insecurity	Prioritized as a significant health need as part of economic stability
Mental health	Prioritized as a significant health need as part of behavioral health
Social connectedness	Prioritized as a significant health need as part of behavioral health
Substance use	Prioritized as a significant health need as part of behavioral health
Transportation	Prioritized as a significant health need as part of access to care

Health Needs Not Being Addressed

The hospital is not addressing all the preliminary health needs identified during the CHNA in the Implementation Strategy. The following health needs were not prioritized due to resource constraints, ability and expertise, existing efforts by other organizations, or lack of effective solutions; however, they remain important to the health of the community and are supported through clinical operations and programs, community benefit reportable activities, community outreach, and other collaborative efforts.

Cancer	Lutheran Hospital provides cancer care to the community through its Cancer Centers of Colorado. The Center provides screening, treatment, and support groups to English and Spanish speaking cancer patients, families, and survivors.
Dental Care	Lutheran provides funding and support to local Community Health Centers that offer a range of dental care services for youth and adults.
Diabetes	Lutheran offers comprehensive clinical services for diabetes and endocrinology, including nutritional education, preventive care, and treatment. Additionally, YMCA Denver provides community-based intervention through its Diabetes Prevention Program.
Healthy Aging	Lutheran offers comprehensive Home Health Care services and post-discharge programs for aging residents. Additionally, community-based organizations, including Senior Resource Center, county recreation centers, and the Jefferson County Council on Aging, offer healthy aging and social services.
Heart disease and stroke	Lutheran is designated as a comprehensive Stroke Center and offers specialty services in its Heart and Neurovascular Center, distinguishing it as leader in treatment of heart disease and stroke.
Lung disease	Lutheran has a formal partnership with the National Jewish Health, a nationally recognized respiratory hospital in Denver dedicated to treating lung disease, including educational resources and support groups.
Overweight and obesity	Multiple community-based organizations have programs working to reduce overweight and obesity including our local health departments, Community Health Centers, and organizations serving youth.

Evaluation

Evaluation is an essential component of the Implementation Strategy process. It provides insight into the effectiveness of each strategy, identifies areas for improvement, and ensures there is a measurable and meaningful impact on the significant health needs in communities.

Intermountain continuously monitors performance on Implementation Strategies using the Intermountain Operating Model, a fully integrated framework that drives our culture of continuous improvement to maximize impact in the communities we serve. Successful performance will show the reach of activities and resources to the data-identified needs, changes in individual behaviors or attitudes, and removal of barriers to health. Additionally, we will use evidence-based and evidence-informed programs to ensure we improve anticipated health outcomes.



To submit written comments or request a paper copy, please email IH_CommunityHealth@imail.org

For additional information about the CHNA or Implementation Strategy, contact:

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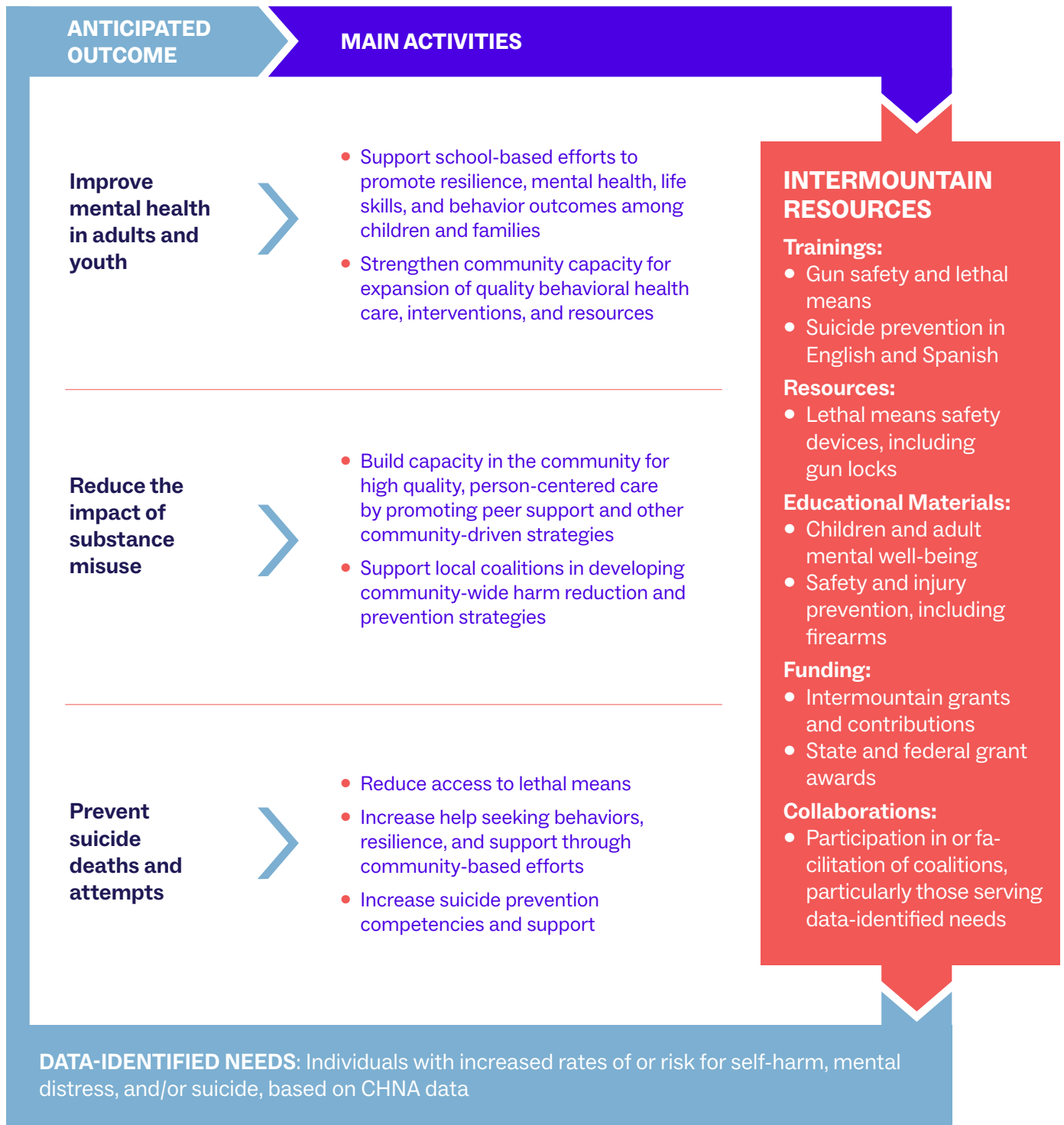
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APPENDIX: INTERMOUNTAIN HEALTH CHNA GLOSSARY

APPENDIX: COMMUNITY ORGANIZATIONS ADDRESSING HEALTH NEEDS

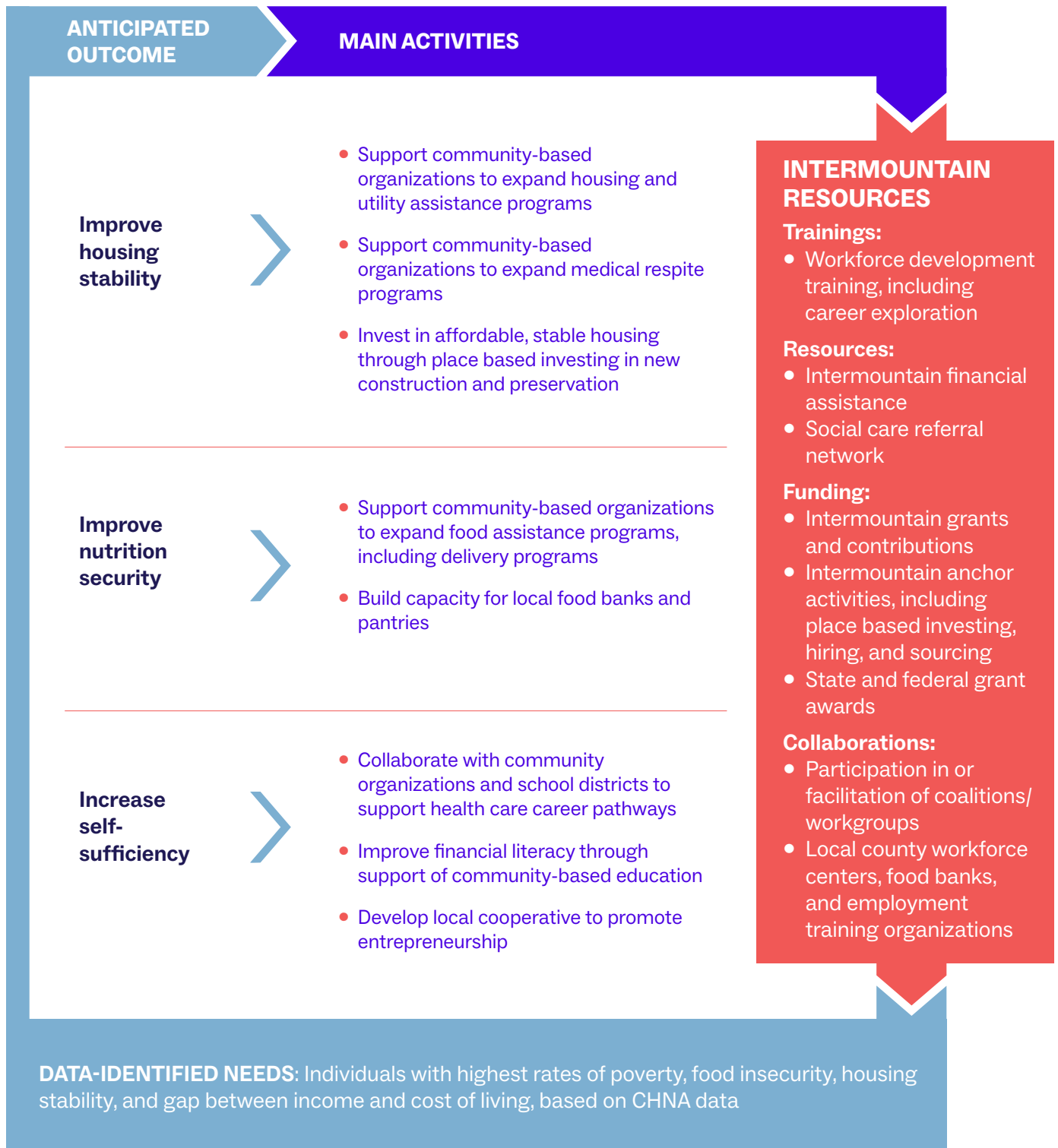
Implementation Strategy: Improve Behavioral Health

AIM STATEMENT: Improve behavioral health in children and adults by impacting mental health, substance use disorders, and suicide prevention with measurable outcomes in increasing community capacity to behavioral health care and access to community resources.



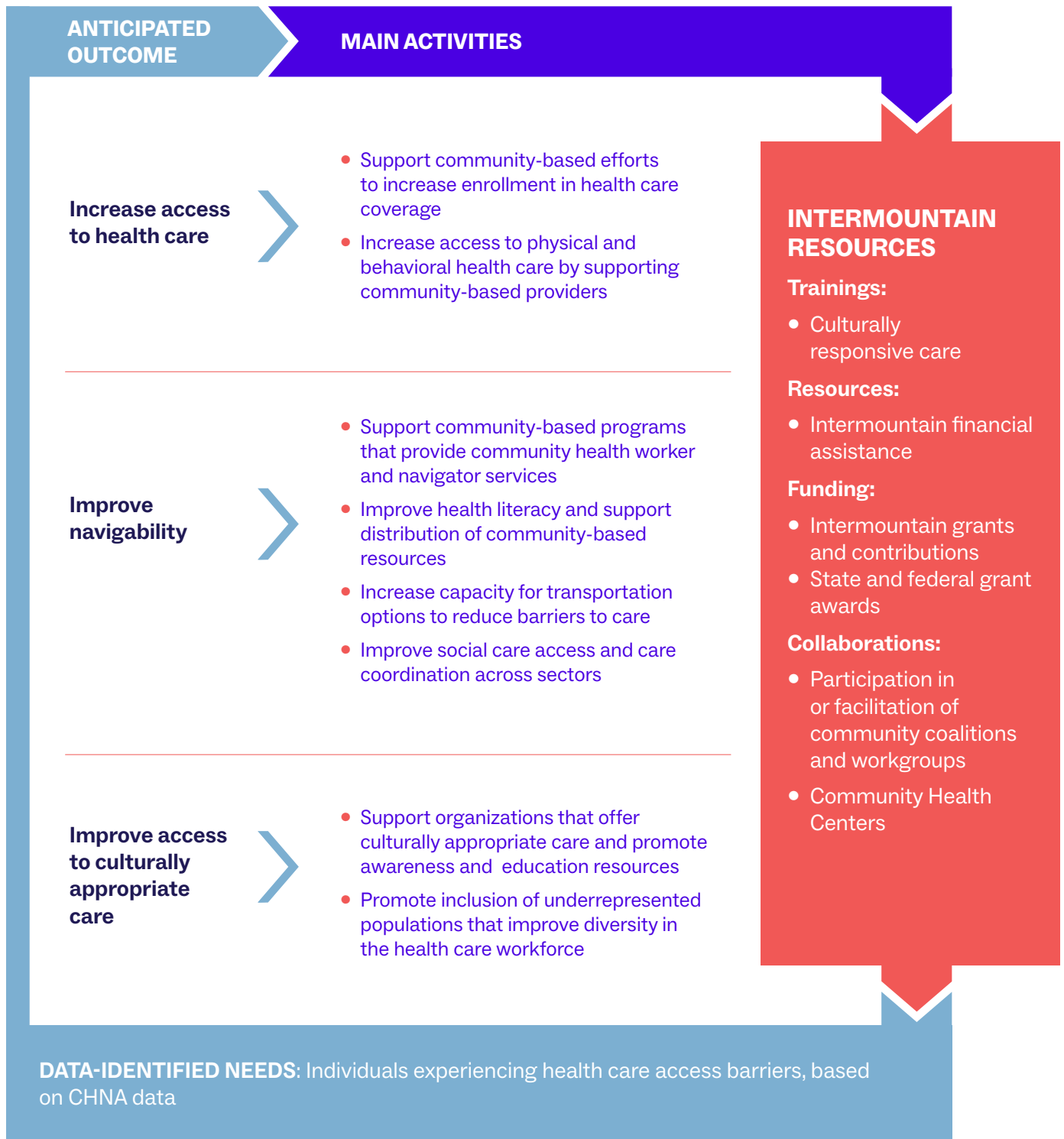
Implementation Strategy: Achieve Greater Economic Stability

AIM STATEMENT: Achieve greater economic stability in children and adults by impacting housing stability, nutrition security, and increasing self-sufficiency with measurable outcomes in increasing community capacity to provide social care, improving access to community resources, and strengthening career pathways.



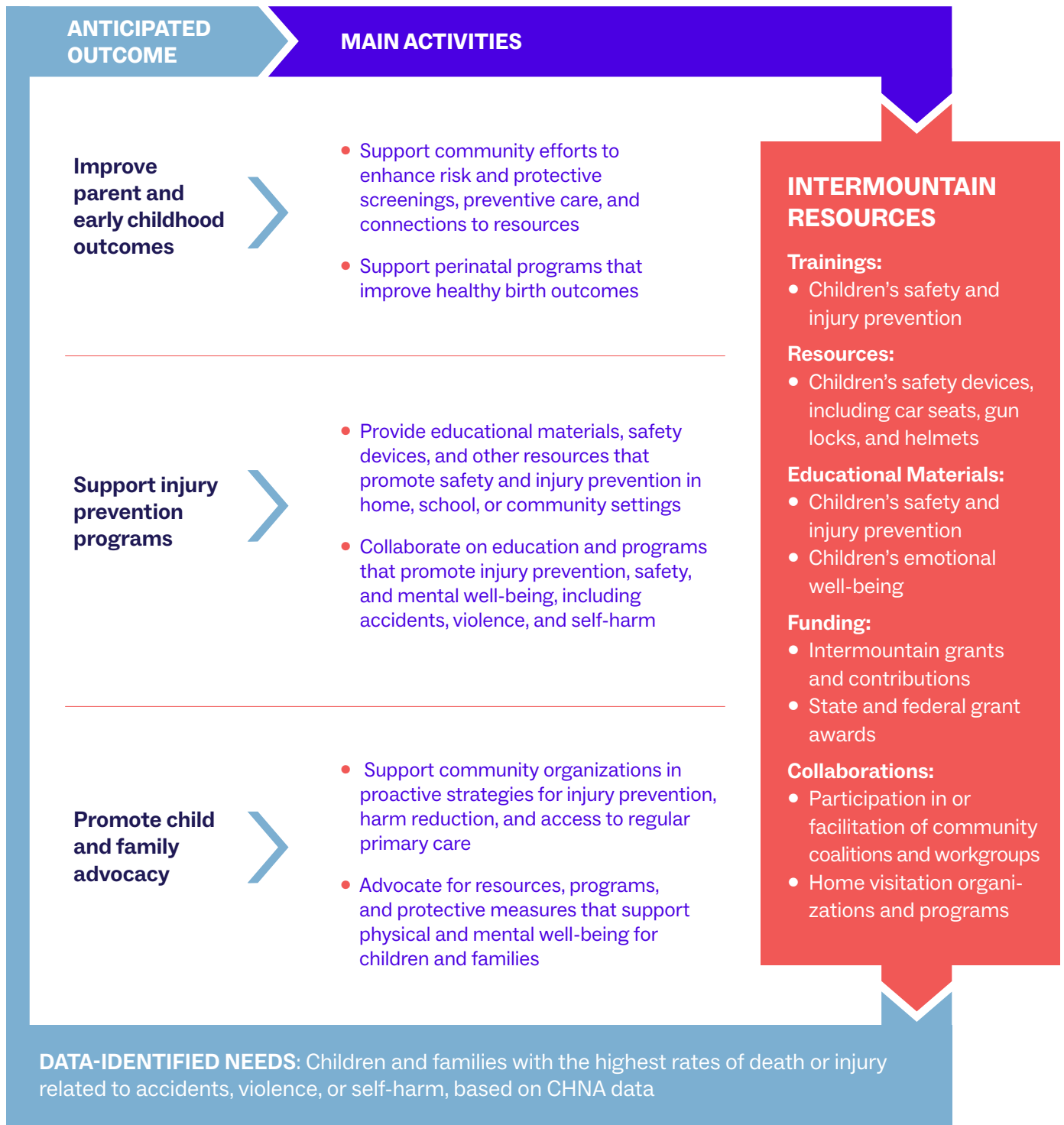
Implementation Strategy: Increase Access to Care

AIM STATEMENT: Increase access to care in children and adults by impacting accessibility, navigability, and cultural sensitivity with measurable outcomes in enrolling and utilizing health insurance and public benefit programs and increasing navigation support.



Implementation Strategy: Improve Child and Family Well-Being

AIM STATEMENT: Improve child and family well-being by impacting early childhood, injury prevention, and advocacy with measurable outcomes in expanding resources, improving access to safety devices, and increasing awareness of prevention strategies.



Appendices

Intermountain Health

CHNA Glossary

Term	Definition
Activity or Program	Evidence-based actions to address each significant health need.
Child and Family Advocacy	Working with systems, government leaders, researchers, community advocates, parents, and caregivers at the local, state, and national level to improve well-being for children and families.
Community Health Needs Assessment (CHNA)	Tri-annual review and analysis of unmet or significant health needs in the communities served by Intermountain Health; it informs the development of the Implementation Strategy and all of Intermountain Health's Community Health work.
Evaluation	Assessment of results from actions taken to address significant health needs.
External Stakeholder	Organizations, government agencies, individuals, and other entities outside Intermountain Health that will be influential in the success of or impacted by the CHNA and Implementation Strategy.
Health Disparity	Data-identified and preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health experienced by communities.
Health Equity	Foundational and embedded across Intermountain Health's approach to community health improvement is the principle of pursuing the highest possible standard of health by focusing on improving the well-being of our most vulnerable communities.
Health Needs	Unmet community health needs identified during the CHNA.
Health Indicators	Specific health discrepancies identified by data within the health needs (i.e., frequent mental distress as an indicator within behavioral health).
Health Outcome	Anticipated impact of strategies on significant health needs.
Implementation Strategy (IS)	A written plan to address health needs prioritized in the CHNA; it includes activities, collaborations, resources, funding, and the anticipated impact on data-identified needs.
Internal Stakeholder	Departments, teams, and other functions of Intermountain Health that will be influential in the success of or impacted by CHNA and Implementation Strategy.
Primary Data	Information gathered directly from sources including stakeholder and resident surveys, interviews, and community and stakeholder meetings.
Secondary Data	Information gathered by third parties, typically public health agencies, government agencies, or large studies.
Significant Health Needs	Community health needs prioritized during the CHNA that are addressed in the Implementation Strategy.
Sustaining Health Needs	Health needs prioritized for children and family that are identified through child-specific morbidity and mortality data as long-standing and may not be specifically identified in the adult population.

Community Resources

Community Organizations Addressing Health Needs

Health Need	Organization	Summary of Resources
Behavioral Health	Community Mental Health Centers	Mental health therapy, case management, group therapy, and trainings. Individual and group services on a sliding fee scale that support access for low-income individuals.
	Substance Disorder Treatment Centers	Organizations that provide Medication Assisted Treatment (MAT) programs for individuals with substance use disorder.
	County Public Health Departments	Provide behavioral health programming, deliver harm reduction, and prevention programs.
Economic Stability	Nonprofit Housing Organizations	Housing and utility assistance, emergency and respite shelter, case management, and workforce development.
	Housing Authorities	Emergency funds for crisis and temporary housing, social needs, health care resources for low-income individuals, and provider of low-income housing.
	County Government Agencies	Provide local workforce centers, government programs like Women, Infants and Children (WIC), and collaborate on economic stability strategies.
	Nonprofit Food Organizations	Community-based organizations that provide food assistance programs, local food banks, and pantries.
	Nonprofit Employment and Economic Stability Organizations	Community-based organizations that provide training programs leading to employment pathways, financial literacy education, and wrap-around supports for people experiencing poverty.
Access to Care	Community Health Centers	Community-based organizations that provide comprehensive primary medical, dental, and behavioral health care regardless of ability to pay and insurance status.
	Nonprofit Community Organization	Navigation and application assistance for public programs, including government and other health insurance.
	Nonprofit Transportation Organization	Transportation services that improve access to care.
	County Government Agencies	Enrollment assistance for numerous types of public benefits related to access, income, and insurance coverage.
Child & Family Well-Being	Early Childhood Councils	Parent and family education and connection to food, housing, childcare, counseling, financial support, and public assistance programs.
	Education Organizations and Schools	Youth mental health resources, promotion of injury prevention and emotional well-being, and career pathways leading to economic stability.
	Nonprofit Community-Based Organizations	Assistance in connecting children and families experiencing poverty, abuse, neglect, or crisis to social services and other community resources. Supervision and programs for children focused on safety, health, learning, and development.
	Child Behavioral Health Organization	Specialized pediatric care, including Intermountain Health's child behavioral health program with outpatient and in-home treatment, day treatment, therapeutic education, and therapeutic foster care for children recovering from trauma.

