

**Intermountain Health | Saint Joseph Hospital**

# 2025 Implementation Strategy



**Intermountain  
Health**

# Table of Contents

|                                                             |               |
|-------------------------------------------------------------|---------------|
| <b>Executive Summary.....</b>                               | <b>3</b>      |
| Intermountain Health .....                                  | 4             |
| Saint Joseph Hospital .....                                 | 6             |
| <br><b>Community Profile .....</b>                          | <br><b>6</b>  |
| Demographics .....                                          | 7             |
| Area of Deprivation Index.....                              | 7             |
| <br><b>CHNA Process .....</b>                               | <br><b>8</b>  |
| Health Needs Being Addressed.....                           | 9             |
| Health Needs Not Being Addressed.....                       | 9             |
| <br><b>Evaluation .....</b>                                 | <br><b>10</b> |
| <br><b>Community Health Implementation Strategies .....</b> | <br><b>11</b> |
| Improve Behavioral Health .....                             | 11            |
| Achieve Greater Economic Stability.....                     | 12            |
| Increase Access to Care.....                                | 13            |
| Improve Child and Family Well-Being .....                   | 14            |
| <br><b>Appendices.....</b>                                  | <br><b>15</b> |
| Intermountain Glossary .....                                | 15            |
| Community Organizations Addressing Health Needs .....       | 16            |

# Executive Summary

In accordance with the Patient Protection and Affordable Care Act (ACA), Saint Joseph 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 . 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®

### Mission for Catholic Entities:

We reveal and foster God's healing love by improving the health of the people and communities we serve, especially those who are poor and vulnerable.

### Our Values

We are  
leaders in  
clinical  
excellence

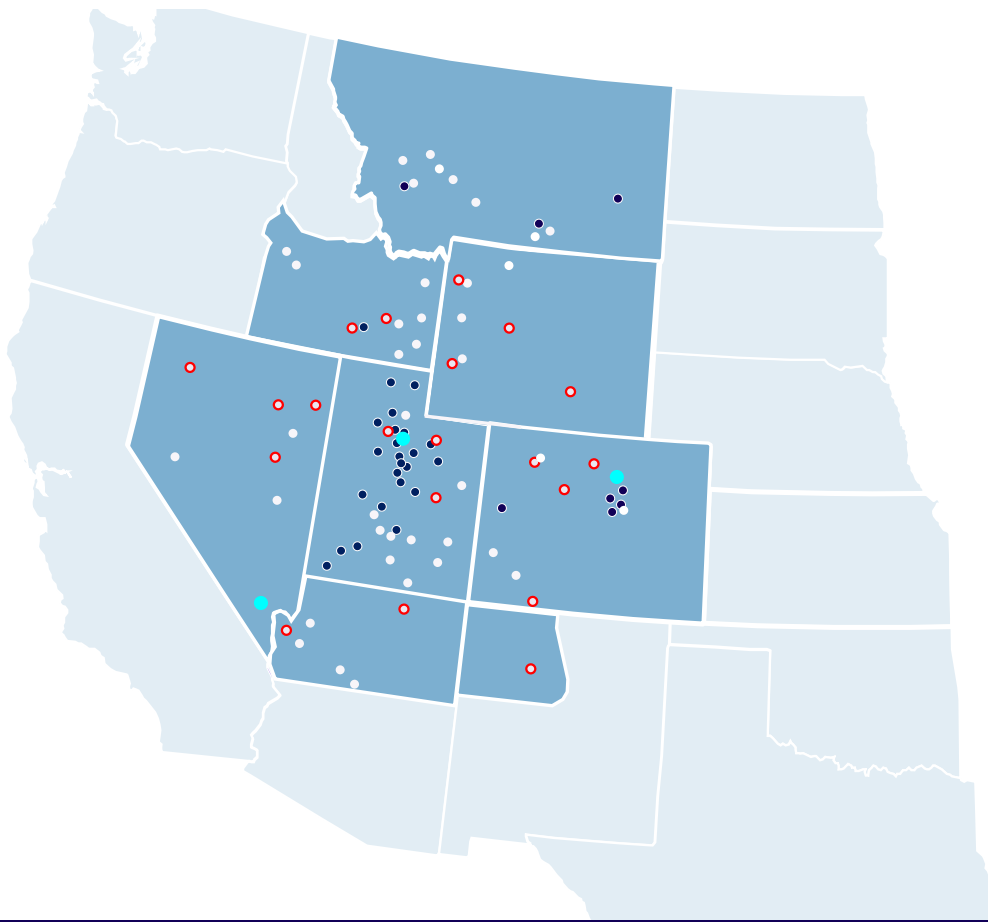
We believe  
in what  
we do

We serve  
with  
empathy

We are  
partners  
in health

We do  
the right  
thing

We are  
better  
together



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



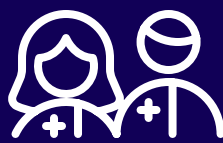
**4,800**  
Licensed Beds



**1.1 Million**  
Select Health  
Members



**400**  
Clinics



**68,000+**  
Caregivers



**\$16.06 billion<sup>1</sup>**  
Total Revenue



**4,600+**  
Employed Physicians  
& APPs

# Saint Joseph Hospital

Saint Joseph Hospital in Denver, Colorado, is recognized as one of the top hospitals in the nation and is the oldest private teaching hospital in the city. The hospital was founded by the Sisters of Charity of Leavenworth more than 150 years ago, and their commitment to innovative health care continues today as part of Intermountain Health. Saint Joe's offers signature clinical programs, including advanced heart and respiratory care, and nationally recognized women's and infant's services. The hospital provides quality patient-centric inpatient and outpatient care.

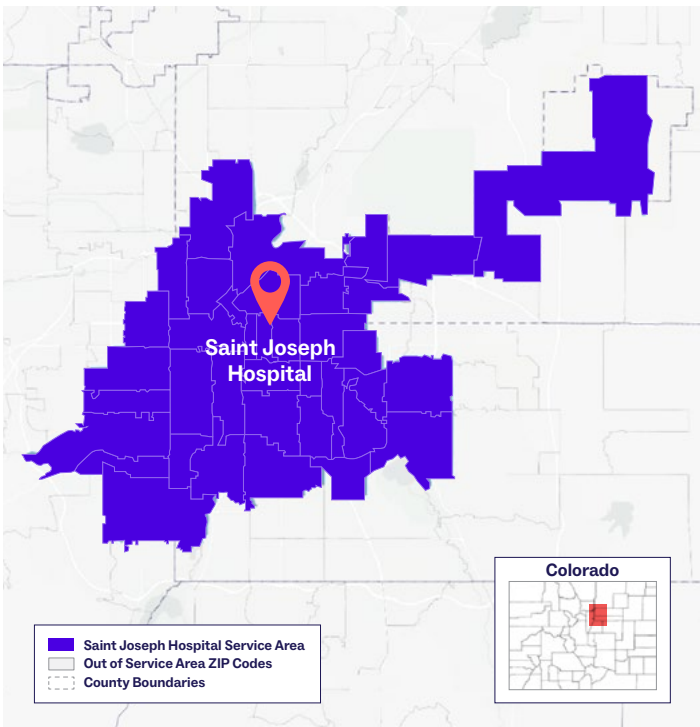


## Community Profile

Saint Joseph Hospital's primary service area is communities within 37 ZIP codes in the city and county of Denver, where most patient admissions originate. The hospital service area includes underrepresented, underserved, low-income, and minority community members.

### Hospital Service Area

| ZIP Codes |       |       |       | City   |
|-----------|-------|-------|-------|--------|
| 80012     | 80209 | 80221 | 80235 | Denver |
| 80014     | 80210 | 80222 | 80236 |        |
| 80110     | 80211 | 80223 | 80237 |        |
| 80123     | 80212 | 80224 | 80238 |        |
| 80202     | 80214 | 80226 | 80239 |        |
| 80203     | 80216 | 80227 | 80246 |        |
| 80204     | 80218 | 80230 | 80247 |        |
| 80205     | 80219 | 80231 | 80249 |        |
| 80206     | 80220 | 80232 | 80290 |        |
| 80207     |       |       |       |        |
|           |       |       |       |        |
|           |       |       |       |        |
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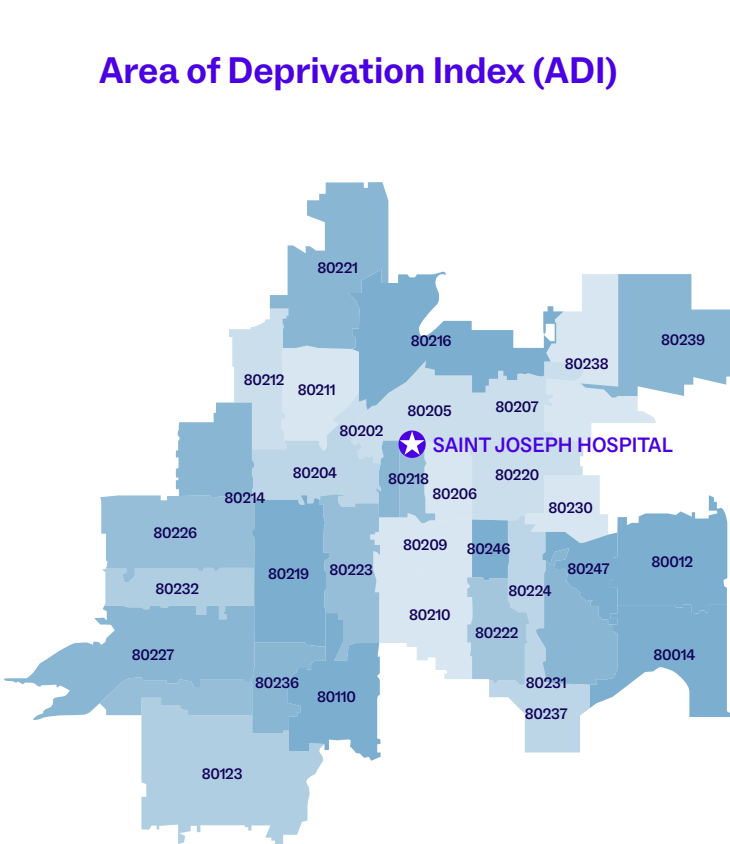


# Community Demographics

| Demographic Factors                             | Hospital Service Area    | Colorado  | United States |
|-------------------------------------------------|--------------------------|-----------|---------------|
| Population                                      | 1,041,462                | 5,770,790 | 331,097,593   |
| Persons Under 18 years                          | 18.8%                    | 21.5%     | 22.1%         |
| Persons 65 years and over                       | 13.1%                    | 14.8%     | 16.5%         |
| Female Persons                                  | 49.6%                    | 49.3%     | 50.4%         |
| High school graduate or higher (age 25 years+)  | 90.0%                    | 92.5%     | 89.1%         |
| Persons in poverty (100% Federal Poverty Level) | 11.1%                    | 9.6%      | 12.5%         |
| Median Household Income (2022 dollars)          | \$85,853 (Denver County) | \$87,598  | \$75,149      |
| Persons without health insurance (under age 65) | 9.5%                     | 7.7%      | 8.9%          |
| White, not Hispanic or Latino                   | 54.5%                    | 66.2%     | 58.9%         |
| People living with HIV diagnosis (per 100,000)  | 871.2                    | 271.9     | 380.3         |
| Hispanic or Latino                              | 28.7%                    | 22.1%     | 18.7%         |
| Black or African American                       | 8.3%                     | 3.8%      | 12.1%         |
| Asian                                           | 3.7%                     | 3.1%      | 5.7%          |
| American Indian and Alaska Native               | 0.4%                     | 0.4%      | 0.6%          |
| Native Hawaiian and Other Pacific Islander      | 0.1%                     | 0.1%      | 0.2%          |
| Speak Language other than English at Home       | 24.3%                    | 16.2%     | 21.7%         |

(Source: American Community Survey, 2018-2022; Human immunodeficiency virus (HIV) data compiled from CDC NCHHSTP AtlasPlus)

## 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 Saint Joseph service area, ADI ranged between 8.75 to 41.00. Colorado ranks at 28.55 compared to other states. The communities in Denver (80247, 80219, 80216), Aurora (80012, 80014), and Englewood (80110) had the highest ADI values between 32 to 41.

2022 Saint Joseph Hospital: 26.90% Average



Metopio | Ties © Mapbox, Data source: University of Wisconsin-School of Medicine and Public Health: Neighborhood Atlas

# 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 healthcare

Emergency department utilization is higher than the state rate.

13% of residents did not get needed doctor's care and 16% did not get specialty care due to cost in the past 12 months.

### Affordable housing & food insecurity

One in ten residents worried about having stable housing in the next two months.

16% of residents reported eating less food due to lack of money.

### Economic stability

12% of residents are below 100% of the federal poverty level.

16% of residents had trouble paying their rent or mortgage in the past year.

### Child safety

Injuries are the leading cause of death and disability in children (ages 0 to 18 years).

### Mental health and substance use

One in five adults were diagnosed with a depressive disorder.

The service area has higher rates of hospitalization and death due to opioid use and overdose than the state.

### Sexually Transmitted Infections

The rate of people living with HIV is over three times higher than the state rate, and rates of chlamydia, gonorrhea, and syphilis are two times higher.

### Transportation

More than one in three residents experience barriers with transportation due to the cost of gas and roads being in poor shape.

### 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



**Improve Behavioral Health**



**Achieve Greater Economic Stability**



**Increase Access to Care**



**Sustaining Health Needs: Improve Child and Family Well-Being**

## Health Needs Being Addressed

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

|                                                |                                                                                |
|------------------------------------------------|--------------------------------------------------------------------------------|
| <b>Access to care</b>                          | Prioritized as a significant health need                                       |
| <b>Affordable housing</b>                      | Prioritized as a significant health need as part of economic stability         |
| <b>Child safety &amp; unintentional injury</b> | Prioritized as a sustaining health need as part of child and family well-being |
| <b>Economic stability</b>                      | Prioritized as a significant health need                                       |
| <b>Firearm safety</b>                          | Prioritized as a significant health need as part of behavioral health          |
| <b>Food insecurity</b>                         | Prioritized as a significant health need as part of economic stability         |
| <b>Mental health</b>                           | Prioritized as a significant health need as part of behavioral health          |
| <b>Substance use</b>                           | Prioritized as a significant health need as part of behavioral health          |
| <b>Transportation</b>                          | 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.

|                                        |                                                                                                                                                                                                                                                                                 |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cancer</b>                          | Saint Joseph 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.                                      |
| <b>Dental Care</b>                     | Saint Joseph Hospital provides funding and support to local Community Health Centers that provide a range of dental care services for youth and adults.                                                                                                                         |
| <b>Diabetes</b>                        | Saint Joseph Hospital offers comprehensive clinical services for diabetes and endocrinology, including nutritional education, preventive care, and treatment. Additionally, YMCA of Metro Denver provides community-based intervention through its Diabetes Prevention Program. |
| <b>Heart disease and stroke</b>        | Saint Joseph Hospital is accredited by the Joint Commission as a Chest Pain Center and achieved certification as a Primary Stroke Center, distinguishing it as leader in treatment of heart disease and stroke.                                                                 |
| <b>Lung disease</b>                    | Saint Joseph Hospital has a formal partnership with National Jewish Health, a nationally recognized respiratory hospital in Denver dedicated to treating lung disease, including educational resources and support groups.                                                      |
| <b>Overweight and obesity</b>          | Multiple community-based organizations have programs working to reduce overweight and obesity including our local health departments, Community Health Centers, and organizations serving youth.                                                                                |
| <b>Sexually transmitted infections</b> | Denver County Public Health provides comprehensive screening and treatment for HIV and sexually transmitted infections (STI) for a minimal fee or at no cost through the Up Close Sexual Health program. Services are not dependent on insurance coverage.                      |

# 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](mailto:IH_CommunityHealth@imail.org)

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

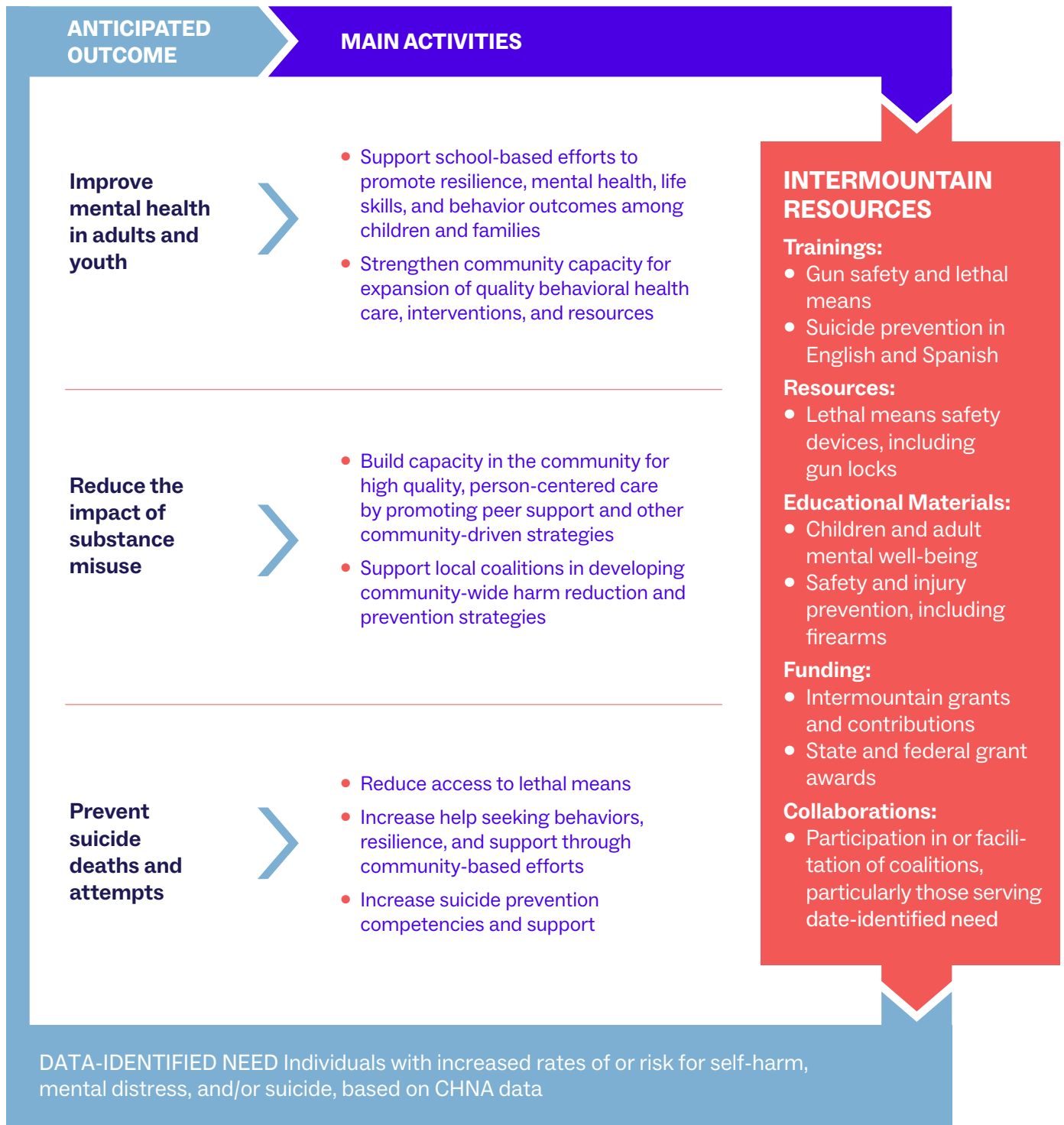
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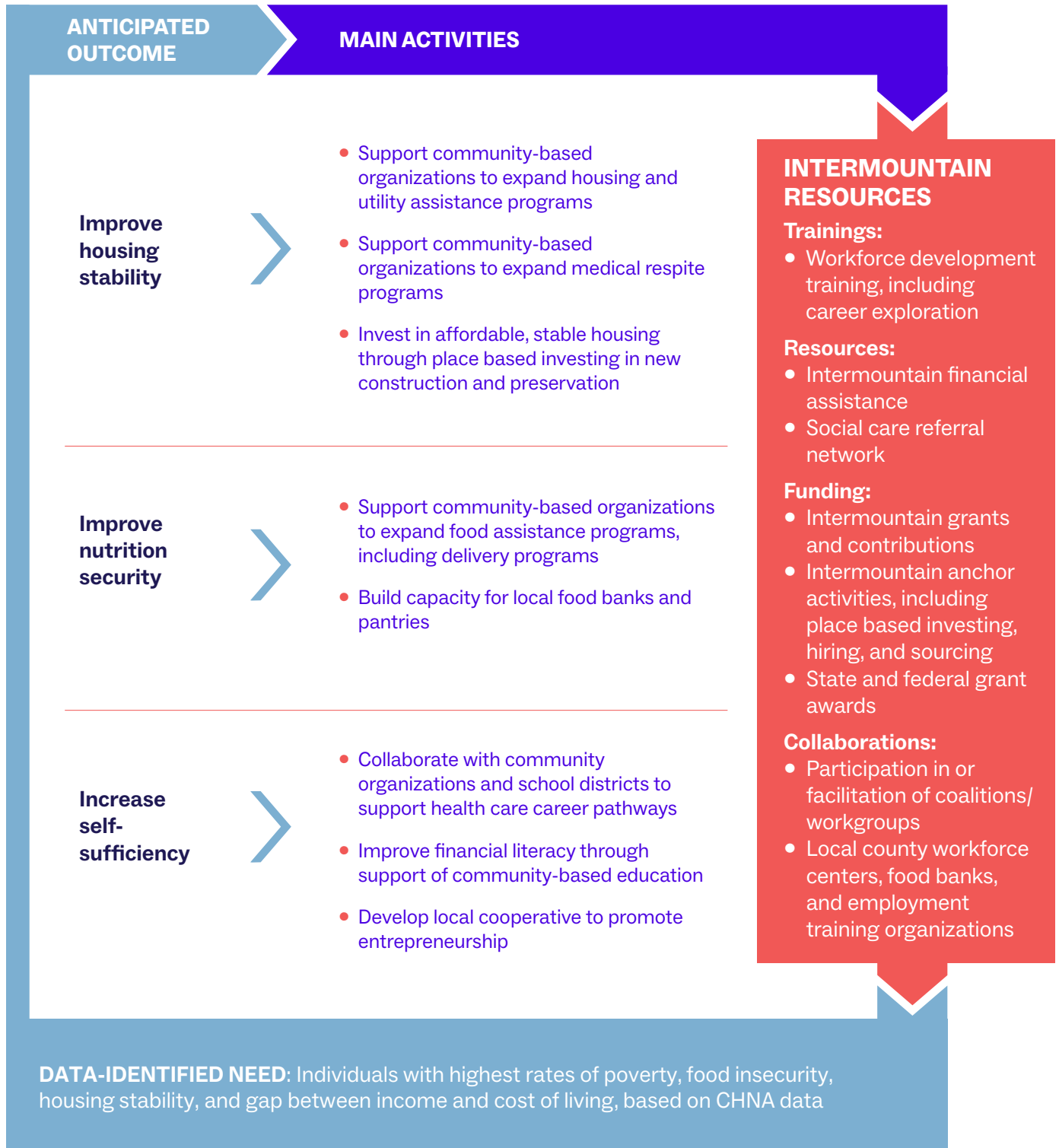
## Implementation Strategy: Improve Behavioral Health

**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.



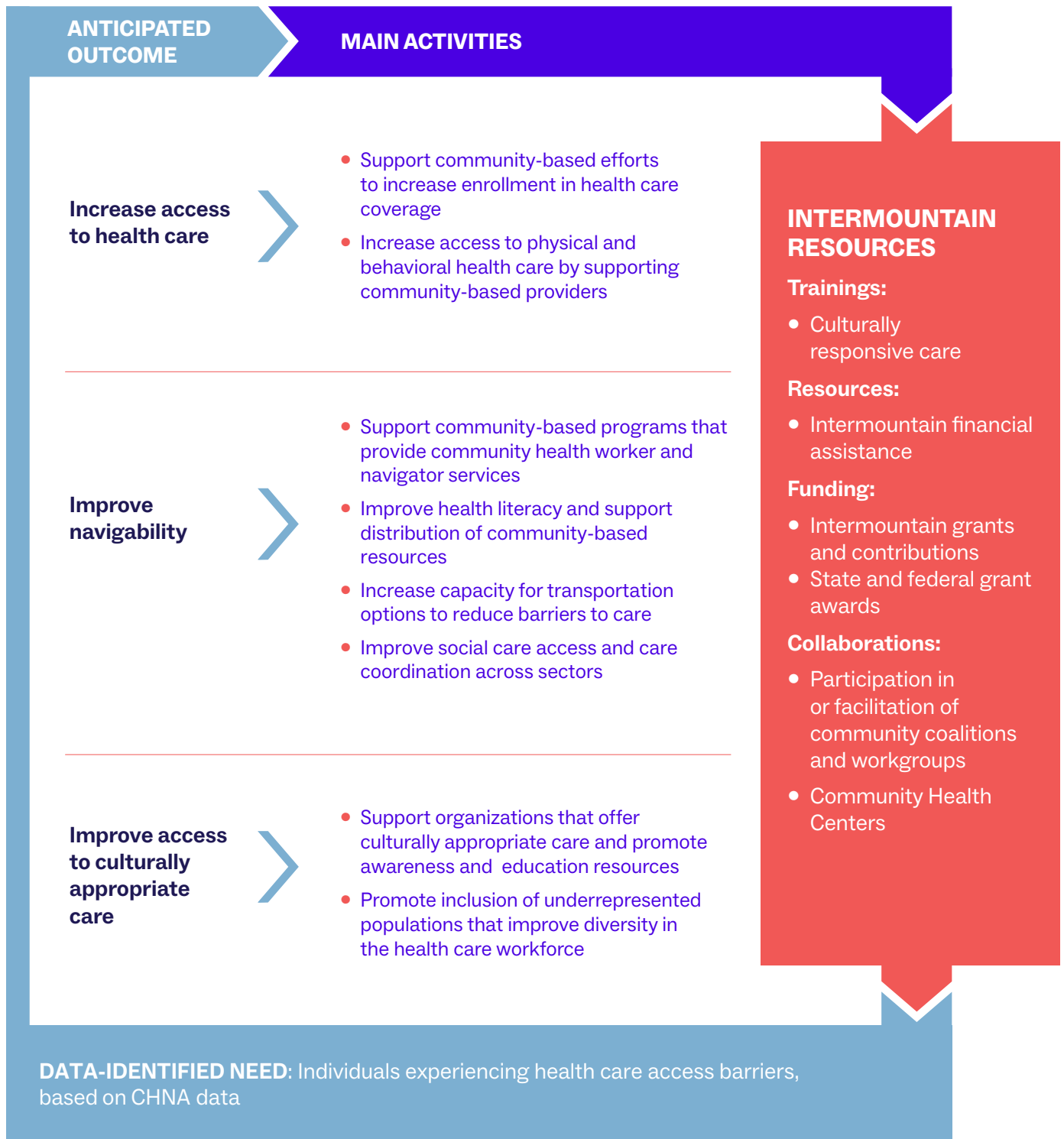
## Implementation Strategy: Achieve Greater Economic Stability

**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.



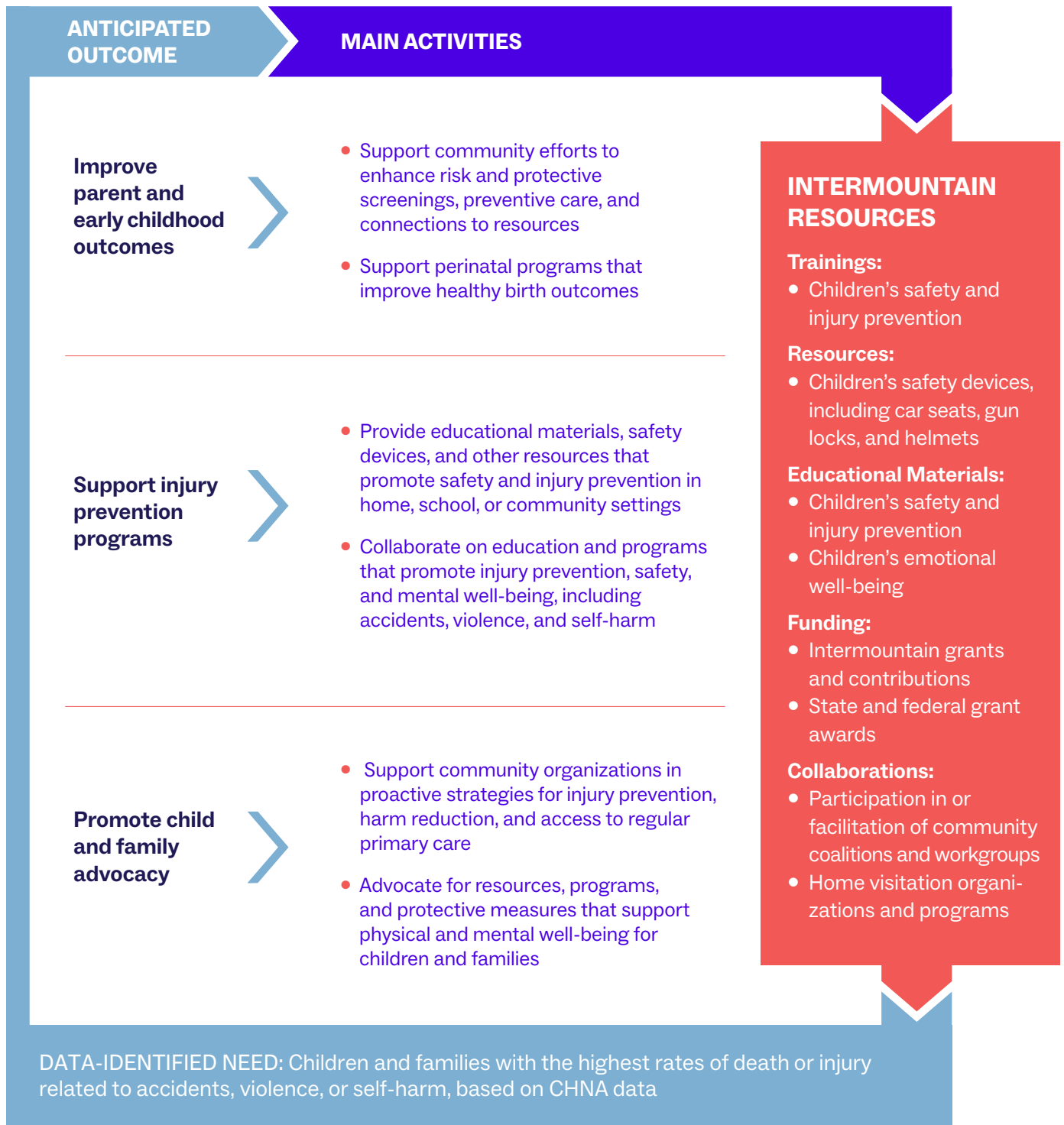
## Implementation Strategy: Increase Access to Care

**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                                                                                                                                                                                                                                        |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Activity or Program</b>                      | Evidence-based actions to address each significant health need.                                                                                                                                                                                   |
| <b>Child and Family Advocacy</b>                | 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.                                                      |
| <b>Community Health Needs Assessment (CHNA)</b> | 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.         |
| <b>Evaluation</b>                               | Assessment of results from actions taken to address significant health needs.                                                                                                                                                                     |
| <b>External Stakeholder</b>                     | 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.                                                  |
| <b>Health Disparity</b>                         | Data-identified and preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health experienced by communities.                                                                                    |
| <b>Health Equity</b>                            | 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. |
| <b>Health Needs</b>                             | Unmet community health needs identified during the CHNA.                                                                                                                                                                                          |
| <b>Health Indicators</b>                        | Specific health discrepancies identified by data within the health needs (i.e., frequent mental distress as an indicator within behavioral health).                                                                                               |
| <b>Health Outcome</b>                           | Anticipated impact of strategies on significant health needs.                                                                                                                                                                                     |
| <b>Implementation Strategy (IS)</b>             | 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.                                                                  |
| <b>Internal Stakeholder</b>                     | Departments, teams, and other functions of Intermountain Health that will be influential in the success of or impacted by CHNA and Implementation Strategy.                                                                                       |
| <b>Primary Data</b>                             | Information gathered directly from sources including stakeholder and resident surveys, interviews, and community and stakeholder meetings.                                                                                                        |
| <b>Secondary Data</b>                           | Information gathered by third parties, typically public health agencies, government agencies, or large studies.                                                                                                                                   |
| <b>Significant Health Needs</b>                 | Community health needs prioritized during the CHNA that are addressed in the Implementation Strategy.                                                                                                                                             |
| <b>Sustaining Health Needs</b>                  | 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                                                                                                                                                                                                                         |
|--------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Behavioral Health</b>             | 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.                                                                                                                                                      |
| <b>Economic Stability</b>            | 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.                                                         |
| <b>Access to Care</b>                | 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.                                                                                                                               |
| <b>Child &amp; Family Well-Being</b> | 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.   |

