

# IMPLEMENTATION PLAN


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St. Vincent Health recognizes that they are not likely to affect overall wages or larger issues affecting housing in Lake County. As a healthcare system, they don't have expertise or competencies to effectively address these needs. Therefore, the priorities addressed by St. Vincent Health over the next 3 years will focus on increasing access to medical services.

St. Vincent Health is still committed to these issues internally. St. Vincent Health participates in annual salary surveys with the Colorado Hospital Association (CHA). Numerous hospitals in Colorado contribute data to this survey. Industry-wide, healthcare jobs typically pay a livable wage or above. Utilizing CHA's annual wage survey, St. Vincent Health identifies position pay ranges. The section in the Health and Happiness report related to Living Wage was included for data transparency.

Regarding housing, in October 2023 the St. Vincent General Hospital District entered into a real estate contract with Lake County Government. St. Vincent General Hospital District agreed to sell vacant lots 25-32, Block 39, Stevens and Leiter Subdivision to the county as repayment for a loan received from the county in January 2023. The price for these lots was below market value. The County's intention is to use the site to build at least four units of affordable workforce housing. St. Vincent General Hospital District will receive a right-of-first-refusal for purchase of a deed restricted housing unit, which would be utilized in recruitment of hospital staff to Lake County.

Using the data reported here, St. Vincent Health has led the development of an implementation plan. From the identified need, increase access to medical services, has stemmed the other two needs the hospital plans to focus on: open a dual track Emergency Department, and emphasize financial services that are available to patients. The following plan will focus on improving these needs and will outline the appropriate next steps.



**Increase access to medical services.**

PLAN OF ACTION	ANTICIPATED OUTCOMES
<p><b>St. Vincent Health plans to hire two full-time physicians in the Family Health Center.</b></p>	<p>This will help provide more primary care provider options for patients to choose from.</p> <p>This will also increase appointment availability as there will be double the current offering of primary care providers.</p>
<p><b>St. Vincent Family Health Center plans to expand their hours to be open on Saturdays again.</b></p>	<p>St. Vincent Family Health Center is currently open Monday-Friday. The addition of Saturday hours will increase appointment availability and provides another day to receive care for people who have limited availability during the week.</p> <p>It will also increase the volume of available appointments, as there will be another day per week that patients can come into the St. Vincent Family Health Center.</p>
<p><b>St. Vincent Health will continue the work of partnering with regional and Front Range specialty clinics to bring more medical specialties to St. Vincent Health.</b></p>	<p>This will expand the number of specialty services that patients can receive in town, therefore it will decrease the number of people that travel out of town to receive specialty care.</p>
<p><b>St. Vincent Health plans to provide education to staff on how to help patients with insurance applications.</b></p>	<p>This should increase patients' access to insurance coverage, and therefore should help eliminate financial barriers to receiving care. Concluding in increasing access to medical services.</p>

**Open a dual-track Emergency Department (ED).**

PLAN OF ACTION	ANTICIPATED OUTCOMES
<p>St. Vincent Health will continue work on planning and implementing lower acuity of care through triage.</p> <p>As this is a goal St. Vincent Health has declared for the Hospital Transformation Program (HTP), St. Vincent Health plans to comply with what is needed for HTP in this area as well.</p>	<p>With an additional urgent patient care option available that is of lower acuity than the emergency room, this will increase available care options in town for people. Therefore, this will decrease the number of people that travel out of town to receive urgent care, when they do not want an emergency room visit.</p>
<p>St. Vincent Health will allocate staff for all needed departments when it's the appropriate time.</p> <p>St. Vincent Health will train and educate staff for when the dual track ED is offered as an option for patients.</p>	
<p>St. Vincent Health will market to the community when the dual track ED is ready and will be opened to patients.</p>	
<p>St. Vincent Health will collaborate with the other health care organizations in town for care coordination.</p> <p>St. Vincent Health plans to collaborate with organizations such as Rocky Mountain Family Practice, Solvista, Public Health, and the Summit Community Care Clinic.</p>	<p>This will provide people with the appropriate care they need.</p> <p>By communicating with these other organizations, people can receive safe, appropriate, and effective care.</p>
<p>St. Vincent Health will review our Charge Master and prepare our Electronic Medical Record for appropriate charting.</p>	<p>This will increase patient satisfaction in relation to billing.</p>

**Emphasize financial services that are available to patients.**

PLAN OF ACTION	ANTICIPATED OUTCOMES
<p>St. Vincent Health will continue offering financial services already offered, such as the Hospital Discounted Care Program and the sliding fee scale</p>	<p>This will inform patients of the available financial services St. Vincent Health offers, and</p>

offering with our Financial Assistance Application.	therefore will encourage more patients to sign up for the financial service offerings.
St. Vincent Health will continue streamlining the processes and educating staff on financial services available to patients.	This will increase patient satisfaction for patients that could've been limited to patient care due to financial barriers.
St. Vincent Health will keep the Cost Estimator and Charge Master up to date.	It will also increase accessibility to care because of less financial barriers.
St. Vincent Health will educate the community more about these programs through marketing and outreach.	

## NEXT STEPS

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St. Vincent Health plans to provide a broad array of resources for addressing these identified needs in the next 3 years. St. Vincent Health will have many internal departments involved in the plans addressed above. The comprehensive approach will include hiring physicians, expanding St. Vincent Family Health Center hours, implementing a lower acuity of care through the emergency department, working to make our financial services more streamline, allocating and training staff in the appropriate areas, and more. St. Vincent Health strives to make accessing medical care more attainable for the patient and the above plan includes steps in which St. Vincent Health will address the need of increasing access to medical services.