

Health Priority	Action (Steps written in implementation)	Progress (Where are we now?)	for work for next three years, T	Rationale for revision	Leading Indicator Measure	Lagging Indicator Measure
Mental Health/Substance Abuse/Suicide					Number of patients that get transferred to the Center for Mental Health Crisis Stabilization Unit	Suicide death rate=20.1 per 100,000 population
					Colorado Hospital Transformation Project (HTP) Measure - Using Alternatives to Opioids (ALTO's) in Hospital Emergency Departments	
	\$200K grant for planning around opioid prevention, treatment and recovery	\$200K grant for planning around opioid prevention, treatment, recovery. Naloxone distribution to MMH, public and partners, Comprehensive Strategic Plan and Implementation Plan that the Uncompahgre Recovery Connections are planning to use as base for work for next three years, Trainings for Emergency Department personnel and other partners on SBIRT, Distributed lock boxes to members of community for them to store opioids in.	Completed			
	Working with CHA ALTO project to reduce opioid use in the ED	In the ED the ED MDs use CHA ALTO pathways as part of their prescribing practices in treating pain at its source. We are also fortunate to have PT on staff to serve patients in a variety of ways. PTs utilize alternative modalities to decrease the need for medication management. We are committed to our community to treat each individual person to a healthier version of themselves using updated practices.	Continues			
	Provide education to patients regarding alternatives to opioids	We have pamphlets that we provide to patients as well as ALTOS is part of our culture in the ED. Staff can speak to its importance and the reasons we choose to be an ALTOS ED and what that means for the patient and the success in their treatment.	Continues			
	Surgeons are limiting the number of opioids prescribed post-surgery	Through education and CME, there is no doubt that we are limiting the frequency and amount of opioids that are being prescribed by surgeons in our community. We have also discussed as an agenda item at Surgery Committee, increasing awareness. To obtain actual statistics about number and type and strength of opioids prescribed, I think it would be reasonable to query the surgeons about their practices vs 2 years ago. We also may be able to access PDMP data with individual surgeon's permission. To improve on this item, hard data and ability to identify outlier prescribers would be beneficial to facilitate 1 on 1 conversations and education.	Continues			

Medical staff receives continuing education on opioids and safe dosing of opioids and benzodiazepines for end-stage COPD patients	On Friday, January 14, 2022, MRH hosted a presentation by Ryan Jackman, MD, Addictions Specialist: Inpatient Management of Patients on Medication Assisted Treatment that included a discussion and brief overview of Federal Regulations and administration and dispensing of buprenorphine or methadone, the approach to acute pain in persons who are opioid dependent, and treatment for inpatient management of patients on medication assisted therapy. There were 38 providers in attendance. On Friday, February 18, 2022, MRH hosted a presentation by Jennifer Daniels, BS, MSWc, District 51 Suicide Prevention Specialist, on the topic of Suicide Prevention and Awareness: Question, Persuade, Refer (QPR). Learning objectives included ways identify the warning signs of suicide, identify methods to prevent suicide and to get help for patients. There were 37 providers in attendance.	The CME Committee at Montrose Memorial Hospital continues to provide regular updates to providers on the appropriate use of controlled substances and suicide prevention strategies.			
Through collaboration with The Center for Mental Health, MMH will refer patients who enter into the emergency department presenting with severe behavioral health symptoms to the Center for Mental Health's Crisis Walk-in Center	The Crisis Stabilization Unit opened in 2020 and MMH works closely with the Center for Mental Health to transfer appropriate patients. The Center for Mental Health has merged with Axis Health System and we will continue to collaborate with them for our patients needs.	Continues			
MMH meets monthly with Center for Mental Health, local law enforcement, and jail administrators to discuss community status and goals	MMH continues to meet as needed with CMH and other community law enforcement to discuss and collaborate. The Center for Mental Health has merged with Axis Health System and we will continue to collaborate with them for our patients needs.	Continues			
Behavioral Health Regional Collaborative Group meets regularly	Group continues to meet on an ad hoc basis. The Center for Mental Health has merged with Axis Health System and we will continue to collaborate with them for our patient needs.	Continues			
MMH hired certified nursing assistant to become mental health patient sitters	CNAs were hired to do be sitters for mental health patients as well as other patients who need a sitter. All of them went through sitter training as well as Mental Health First Aide training to equip them with the skills to sit with these patients. When they are not needed to be sitters, they work as CNAs in various departments of the hospital.	Continues			
Center for Mental Health Group mental health providers ride with police when responding to a mental health crisis	MMH meets regularly with CMH and other community law enforcement as needed to discuss and collaborate. CMH and the ED meet on an ad hoc basis to discuss case review and process improve to allow for greater services to the needs of the community and the two health entities.	Continues			

Offer tele psych services if a provider isn't available in the emergency department	We have telepsychiatry services offered through Healthone where we are able to consult a licensed psychiatrist for medication management not only in the ED but also on our inpatient units. This service also provides pediatric trained psychiatrists to help maintain our pediatric population. The tele psych service has recently expanded to also allow us to have additional services for mental health services and placement throughout the state.	Continues			
MMH financially supported expansion of Mind Springs inpatient hospital in Grand Junction in 2018		Completed			
Continue relationship with Peer Kindness, a non-profit organization that works to reduce bullying and to foster a PEER stance	Peek Kindness is very active in Montrose and Delta counties. MMH participates as needed and/or requested.	Continues			
MMH employs three case managers and a social worker who assist patients in obtaining the services they need for recovery	In addition to the case managers, MMH sends a data feed to the Regional Accountable Entity (RAE) and the Center for Mental Health to ensure continuity of care. RAE care coordinators are responsible for follow-up within a defined timeframe.	Continues			
Partner with Center for Mental Health to provide clinical oversight to their psychiatrists; Center for Mental Health staff members come to MMH to perform psychiatric evaluations	Psychiatry is on our physician recruitment plan. We continue to work on this. CMH changed their process, and currently, most of their evaluations are done via tele-health. Occasionally they come to MMH, but primarily they use tele-health to provide mental health evaluations on our patients.	Continues			
Offer mental health first aid training to the emergency department staff to teach them skills to respond to the signs of mental illness and substance abuse		Deferred at this time			
Work with local government and law enforcement to meet the needs of mental health patients, provide tools and training, and improve interactions and treatment	Meetings are held as needed.	Continues			

<p>MMH participates in a Pain Management and Opioid Prescribing Committee that discusses alternatives for opioids, pain management/reassessment policies, patient education materials, continuing medical education, grand opportunities, and medication administration policies</p>	<p>We have implemented multiple effective strategies as a community and facility at MMH to increase awareness among prescribing physicians and decrease narcotic use postoperatively. We have changed our outpt order sets to include standard non-narcotics like Tylenol and NSAIDS as well as lesser medications like Tramadol. Making these available and standard on order sets increases use of non-narcotic medication strategies. IV Tylenol is significantly less expensive and email notifications have been widely distributed to surgeons to include this once prohibitively expensive medication as part of a multimodal pain strategy for surgical patients. We created a patient information handout on postoperative pain expectations and strategies for pain management that include many alternatives to taking narcotics alone. It would be helpful to have hard numbers about prescribing practices for opioids, especially for inpatients as they transition to discharging home as to how we plan for their pain control. One example is the educational component for nursing and physicians that if no narcotics have been used in the 24hrs prior to discharge as an inpatient, that there is no need to send the patient home with a narcotic rx 'just in case.'</p>	<p>Continues</p>			
<p>Participate in Montrose Suicide Prevention Coalition</p>	<p>MMH works to have a representative from MMH participate on the Coalition.</p>	<p>MRH currently participates in the Zero Suicide Colorado monthly learning calls which is put on by the office of suicide prevention from CDPHE</p>			
<p>Look into employing a mental health evaluator or psychiatrist</p>	<p>MRH has a clinical psychologist in the Emergency Department who does mental health evaluations. MRH currently employs one LCSW who works remotely and assists with mental health evaluations. We are recruiting for an additional LCSW. Recruitment of a psychiatrist is on the hospital's Medical Staff recruitment plan.</p>	<p>Continues</p>			
<p>Partner with Colorado Perinatal Care Quality Collaborative (CPCQC) on a quality improvement initiative called the Colorado Hospital Substance Exposed Newborns (Chosen) Collaborative in an effort to increase consistency in implementation of best practice approaches in the identification of and response to newborns prenatally exposed to substances at the time of birth across Colorado</p>	<p>We are partnering with River Valley Federally Qualified Health Center and the MOM grant they were awarded to improve maternal outcomes by screening for substance use and getting them in treatment. River Valley providers will be attending Alpine's High Risk OB meetings monthly in order to improve patient care. This will lead to improved neonatal outcomes and hopefully a decreased length in stay.</p>	<p>Continues</p>			

	MMH is actively recruiting a physical therapist to work in emergency department to assist with alternative pain treatments	Full time Physical Therapies in the Emergency Department has been in place since March 2020. We are currently gathering data to evaluate the impact of this position on stats relevant to readmissions, opioid use, ED wait times and through put. Utilization by physicians of our ED PT has steadily increased since March.	If the data supports this projects, we anticipate expanding this service to provide seven day a week coverage as soon as possible.			
<b>Affordability</b>					Number of patients who are submitted for assistance quarterly = approx. 175 patients assisted each quarter, with about 30 of them receiving some type of financial aid	Decrease number of patients with self-pay account
					Amount of charity care percent	Uninsured rate = 12% in Montrose County
	Through grant dollars, the Hospital offers navigation services for women to access breast cancer and cervical screening for patents with limited or no health insurance	In 2021, 101 women were screened for cancers through this program. Each year Community Health Navigator participates in more than 10 community events to educate women about importance of screenings.	Continues			
	Work with Bosom Buddies to provide financial assistance for mammograms and other breast cancer related medical expenses to underserved women and men in southwestern Colorado	Each year Community Health Navigator connects at least women with services offered by Bosom Buddies. Specifically in 2021 there were 12 vouchers given. Relationships continue to be strengthened.	Continues			
	Offer a sliding scale fee	Montrose Memorial offers discounted care to patients who qualify for one of the sliding fee scale programs we offer. We have continued to accept discounted rates from the River Valley Sliding Scale as well as our in-house sliding scale, Montrose Indigent Sliding Scale. Throughout 2020, we also continued to offer assistance with applying and qualifying for these sliding scale programs.	Continues			
	Daily evaluation of self-pay patients and offer assistance to get set up with Connect for Colorado or financial assistance before leaving the hospital	In 2020, our financial counselor and Customer Service team continued to evaluate self-pay patients on a daily basis. Our financial counselor was diligent in reaching out to these patients while they were under our care to offer our financial assistance options as well as provide details on the application process	Continues			
	MMH employs a financial assistance coordinator who is certified to assist patients with financial aid enrollment	MMH has a certified financial counselor who works with patients to move through the financial aid application process	Continues			
	MMH employee is bilingual and able to assist the Spanish speaking community members	MMH is very lucky to have a bilingual employee on our Customer Service team to assist our Spanish speaking community members.	Continues			
	Strong partnership with FQHC, River Valley	MMH continues to foster a strong partnership with River Valley Family Health. Our mutual patients appreciate this partnership when it comes to their care and the financial aid available to them.	Continues			

MMH offers a loan program through the Bank of Colorado	In 2020, MMH continued to offer the My Loan program through Bank of Colorado. We had several patients utilize this program throughout the year.	Continues			
MMH works to negotiate with insurance plans that aren't contracted with MMH	MMH continues to negotiate as necessary and requested.	Continues			
MMH offers a zero-interest payment plan and a 25% cash discount	MMH has continued to offer no-interest payment plans to our patients. We also have continued to offer a 25% cash discount to patients who are self-pay.	Continues			
MMH offers the Colorado Indigent Care Program (CICP), which provides discounted health care services to low-income people and families	CICP has continued to be one of the primary financial assistance programs we offer at MMH. In 2020, with the help of this program, we saw health care services provided to low-income families in our community at an affordable rate.	Continues			
MMH offers a cash payment option for MRI at a heavily discounted rate	The discounted cash payment option we offer for MRI's here at MMH has continued to be a practical option for many of our patients in 2020.	Continues			
MMH provides a cash price list on website for most common procedures	MMH prides itself on providing a cash price list on our website, <a href="http://www.montrosehospital.com">www.montrosehospital.com</a> , for the most common procedures. Having access to this information has helped our patients make informed decisions about their care.	Continues			
MMH is expanding the Cancer Center and added two providers, a Nurse Practitioner, a Genetic Specialist, and a nurse navigator	Medical Oncology added a 3rd Provider on 9/1/20, however, another provider gave notice of retirement for 4/7/21. The team has initiated active recruitment to replace the provider and will identify a locums if needed in the interim. We no longer utilize an NP. We are also recruiting for genetic counselor and are evaluating companies that could potentially provide this service.	Continues			
Cariology and Pulmonary have outreach clinics in Gunnison and will be opening one in Delta	Pulmonology & Cardiology clinics in Gunnison continue. Delta Hospital is currently working with St. Mary's cardiology team.	Continue Cardiology and Pulmonology clinics in Gunnison. Delta Hospital working with St. Mary's Hospital for Cardiology care and possibly MRH in the near future.			
MMH's Alpine Women's Centre offers comprehensive obstetrics and gynecology services to anyone in the Montrose community and surrounding counties	To dramatically improve patient efficiency and decrease both appointment and phone wait times, we've installed a brand new phone system, added a central triage nurse and a central scheduler, added automated text reminders, removed patient bottle neck and installed vitals machines in each exam room so that patients go straight back to the rooms. We launched a Telehealth platform for non-emergent visits to serve patients from the comfort of their home. Patient experience is up, wait times are improving and access to care is 2-3 weeks.	Continues			
MMH has information online and on billing statements about MMH's financial assistance policy	<a href="http://www.MontroseHealth.com">www.MontroseHealth.com</a>	Continues			

Looking to expand telemedicine services	MMH implement Doxy.me for telehealth in 2020. The solution has been fully adopted by our clinics and has been invaluable this past year. In addition, MMH received two grants to help provide the equipment for telehealth. Purchasing of this equipment is in process.	Completed			
Launching clinical trials at the Cancer Center which will be free for patients who participate	We continue to work toward the goal of having Clinical Trials. It will be important to have the 3rd Provider hired and onboarded. Clinical trial programs allow for the opportunity to study the drug and possibly study required testing being supplied by the sponsor but is all dependent upon the protocol and contract details.	Continues			
Working with marketing to ensure that MMH offerings/services are transparent on the website/social media	Marketing works closely with Patient Financial Services to make sure the website is current and the information is easy to find and follow.	Continues			

## Comments

