

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

Timothy V. Corrigan
District I

Douglas B. Monger
District II

M. Elizabeth Melton
District III

Work Session

February 24, 2020

LIVE AUDIO WILL BE AVAILABLE FOR MONDAY AND TUESDAY MEETINGS BY
CALLING (970) 870 - 5499
EXCLUDES WORK SESSIONS

1. **10:30 A.M. COUNTY MANAGER UPDATE**
Tom Sullivan, County Manager

2. **11:15 A.M. LEGAL**
Erick Knaus, County Attorney

3. **12:00 P.M. LUNCH BREAK**

4. **1:00 P.M. COMMISSIONERS' UPDATES**

5. **COMMISSIONERS' WORK SESSION**

The following items will be discussed, and the Commissioners may provide staff direction or take action regarding these items.

A. 1:30 P.M. CAC UPDATE

Discussion regarding the 14th Judicial District's efforts to establishing a Child Advocacy Center (CAC) in our region.

Presenter: Human Services Department

Documents:

[BCC FORM CAC.PDF](#)
[ATTACHMENT.PDF](#)

B. 2:00 P.M. FACILITIES PROJECT CALENDAR

Discussion regarding 2020 Facilities Management Projects

Presenters: Public Works Department

Documents:

[BCC AGENDA FORM_FACILITIES PROJECTS_2020.PDF](#)
[CALENDAR.PDF](#)
[NOTES 2.PDF](#)

C. 3:00 P.M. CSU EXTENSION ANNUAL UPDATE

CSU Extension Annual Update

Presenter: Routt County Extension's Office

Documents:

[BCC AGENDA COMMUNICATIONS FORM- EX. UPDATE.PDF](#)
[2020 ROUTT UPDATE.PDF](#)

D. 3:30 P.M. CONSIDERATION OF FINAL DRAFT PUBLIC HEALTH IMPROVEMENT PLAN 2019-2023

Discussion of the Final Draft of the Routt and Moffat County Public Health Improvement Plan for consideration of final approval on Tuesday, February 25th by the Board of Health/County Commissioners.

Presenter: Public Health Department

Documents:

[BCC AGENDA COMMUNICATION FORM- PUBLIC HEALTH IMPROVEMENT PLAN DISCUSSION.PDF](#)
[PUBLIC HEALTH IMPROVEMENT PLAN FINAL DRAFT.PDF](#)

E. 3:55 P.M. PUBLIC HEALTH NURSE PROVIDING IMMUNIZATIONS CONTRACT SERVICES

Discussion on the Public Health Nurse providing the Immunizations Contract services to the Public.

Presenter: Public Health Department

Documents:

[BCC AGENDA COMMUNICATION FORM- IMMUNIZATIONS DISCUSSION.PDF](#)

F. 4:15 P.M. SLATE COMMUNICATIONS UPDATE

Documents:

[BCC AGENDA COMMUNICATIONS FORM_ SLATE UPDATE.PDF](#)

6. 5:00 P.M. MEETING ADJOURNED

LIVE AUDIO WILL BE AVAILABLE FOR MONDAY AND TUESDAY MEETINGS BY CALLING (970) 870-5499

EXCLUDES WORK SESSIONS

All meetings will be held in the Routt County Historic Courthouse
522 Lincoln Avenue, Hearing Room, Steamboat Springs - or otherwise noted.

All programs, services and activities of Routt County are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call the Commissioners Office at (970) 879-0108 to assure that we can meet your needs. Please notify us of your request as soon as possible prior to the scheduled event. Routt County uses the Relay Colorado service. Dial 711 or TDD (970) 870-5444.



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: 2/24/2020	ITEM TIME: 1:30 PM

FROM:	Kelly Keith, DHS
TODAY'S DATE:	2/18/2020
AGENDA TITLE:	Child Advocacy Center Update

CHECK ONE THAT APPLIES TO YOUR ITEM:	
<input type="checkbox"/> ACTION ITEM	
<input type="checkbox"/> DIRECTION	
<input checked="" type="checkbox"/> INFORMATION	

I. DESCRIBE THE REQUEST OR ISSUE:
Provide information regarding the 14th Judicial District's efforts to establish a child advocacy center.

II. RECOMMENDED ACTION (*motion*):
For the Commissioners to have current information on the efforts being made within our community and region.

III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):
PROPOSED REVENUE (*if applicable*): \$
CURRENT BUDGETED AMOUNT: \$
PROPOSED EXPENDITURE: \$
FUNDING SOURCE: State Allocation
SUPPLEMENTAL BUDGET NEEDED: YES NO
Explanation: The implementation efforts are in the infancy stages. There is no current budget.

IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):
The child advocacy model ensures children and families have access to all the services they need promptly with all professionals working together. Routt County can serve children within our community. Establishing a CAC will enhance the services provided to children and their families in our community.



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

V. BACKGROUND INFORMATION:

The 14th Judicial has been working with the Colorado Children's Alliance to begin the steps of implementation and establishment of a CAC in our district. There are only two judicial districts across Colorado without an operating CAC. The function of a CAC is to ensure all abused children have all the services they need, all in one place, to help children move forward and thrive.

The team of professionals must include 5 key players from Grand, Moffat, and Routt which includes Human Services, Law Enforcement, Medical, and Mental Health, as well as the District Attorney's office. Also involved in the efforts are Advocates of Routt County and other community supports. At this time, there are various ideas of how a CAC should operate, what services will be offered, and to what scale. Subcommittees are working to educate the community, raise funds, as well as develop policies, procedures, and memorandums of understanding.

VI. LEGAL ISSUES:

None

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

No conflicts

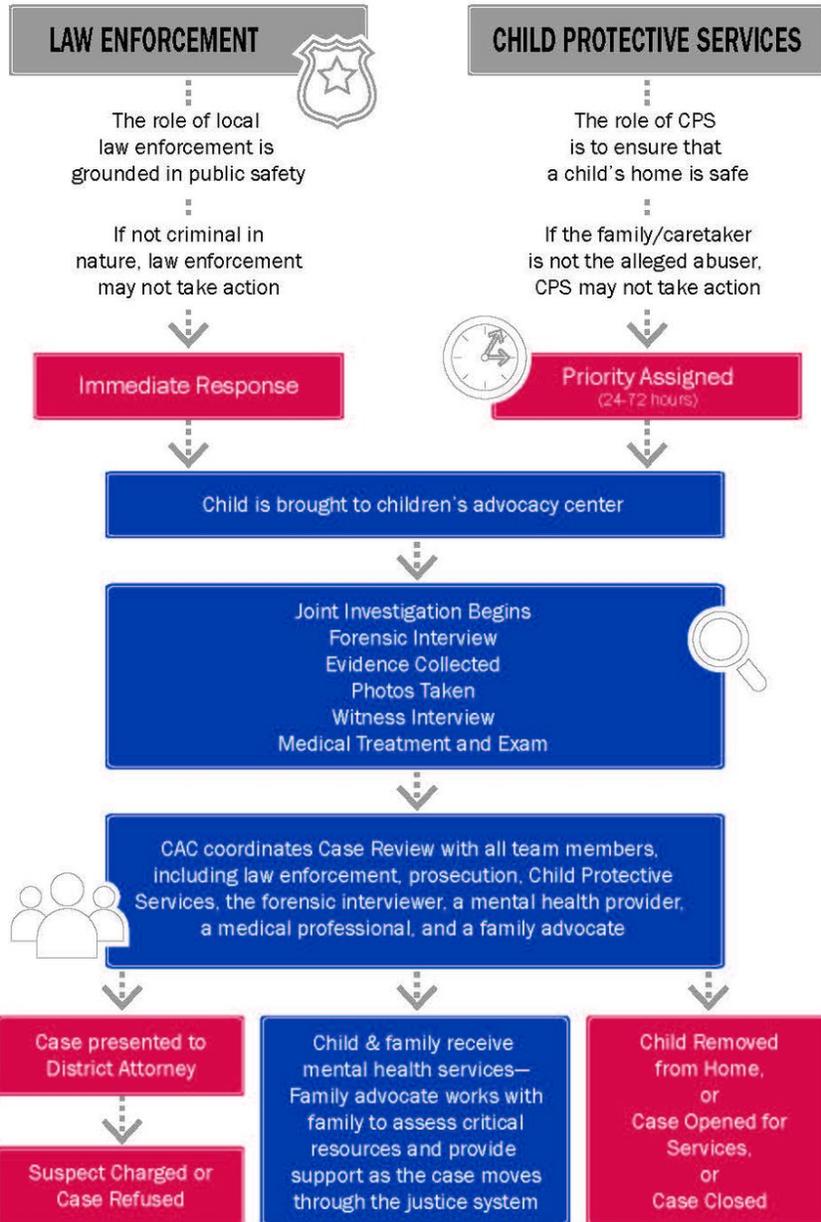
VIII. SUMMARY AND OTHER OPTIONS:

Ultimately a CAC will enhance the services provided to children and their families who have been victims of abuse and/or neglect within our community.

HOW DOES THE CHILDREN'S ADVOCACY CENTER MODEL WORK?

 Core Function of CAC

 Function Provided by a Team Member





ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: February 24, 2020	ITEM TIME:

FROM:	Steve Faulkner
TODAY'S DATE:	February 10, 2020
AGENDA TITLE:	2020 Facilities Project Calendar

CHECK ONE THAT APPLIES TO YOUR ITEM:
<input type="checkbox"/> ACTION ITEM
<input type="checkbox"/> DIRECTION
<input checked="" type="checkbox"/> X INFORMATION

I. DESCRIBE THE REQUEST OR ISSUE:

Discussion regarding 2020 Facilities Management Projects

II. RECOMMENDED ACTION (*motion*):

None

III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):

PROPOSED REVENUE (*if applicable*):

CURRENT BUDGETED AMOUNT:

PROPOSED EXPENDITURE:

FUNDING SOURCE: Building & Plant Capital Pool

SUPPLEMENTAL BUDGET NEEDED: YES NO X

IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):

None



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS
AGENDA COMMUNICATION FORM

V. BACKGROUND INFORMATION:

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VI. LEGAL ISSUES:

None

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

None

VIII. SUMMARY AND OTHER OPTIONS:

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IX. LIST OF ATTACHMENTS:

2020 Projects Calendar 02_10_2020.xls

Project Notes

1. **DHS Lobby Security Remodel (Nov/Dec 2019)**
 - Secure reception with ballistic partition & impact resistant transaction window.
2. **Solar Inverter/Optimizers (Nov/Dec 2019)**
 - Replace/Upgrade failing & outdated inverters.
3. **Detention Center Remodel**
 - Administrative offices for Coroner and OEM.
 - Permanent EOC.
 - Video advisement renovation.
 - Create jail administrative offices.
4. **HVAC Preventative Maintenance Program**
 - Professional Service Agreement with Tolin Mechanical.
 - Spring & Fall equipment maintenance & service.
5. **Annex Elevator Modernization**
 - Procurement through Government Purchasing Cooperative contract.
6. **Probation Security Upgrades**
 - Provide secure locks at probation officer doors to protect against client threats.
 - Provide privacy blinds on interior office glass.
7. **Courthouse Fire Alarm System Replacement**
 - Existing panel and devices are no longer supported by the manufacturer.
 - RFP for design to be issued vs. design build to ensure consistent bid response.
8. **IT Server Room HVAC Replacement**
 - Existing design to be value-engineered.
9. **Downtown Campus Security Additions**
 - True North Consulting will provide design and lead with RFP development.
 - Defined scope vs. design build to ensure consistent bid response.
10. **Justice Center Roof Replacement**
 - Specification to 60 mil EPDM at a minimum.
 - A minimum 20 year warranty to be specified.
 - Existing membrane to be removed and water damaged insulation replaced as needed.
11. **Detention Ctr. Remodel Restroom Workout Rm.**
 - Concept design complete.
 - Work to be concurrent with Old Communication Center remodel.
12. **Courthouse Chiller Replacement**
 - Specified as a like for like replacement.
13. **Emerg. Mgmt. Storage Bldg. Improvements**
 - Includes cattle fencing, access stairs at mezzanine and additional storage shelving.
14. **Courthouse & Annex Boiler Flues**
 - To be replaced per manufacturer's specifications.



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: 2/24/2020	ITEM TIME: 3:00 p.m.

FROM:	Todd Hagenbuch
TODAY'S DATE:	2/18/2020
AGENDA TITLE:	Extension Advisory Committee annual update to BCC on 2019 Activities
CHECK ONE THAT APPLIES TO YOUR ITEM:	
ACTION ITEM	
DIRECTION	
<input checked="" type="checkbox"/> INFORMATION	
I. DESCRIBE THE REQUEST OR ISSUE:	
Update	
II. RECOMMENDED ACTION (<i>motion</i>):	
III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):	
PROPOSED REVENUE (<i>if applicable</i>):	
CURRENT BUDGETED AMOUNT: \$0.00	
PROPOSED EXPENDITURE:	
FUNDING SOURCE:	
SUPPLEMENTAL BUDGET NEEDED: YES NO	
.	
IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):	



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS
AGENDA COMMUNICATION FORM

V. BACKGROUND INFORMATION:

VI. LEGAL ISSUES:

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

VIII. SUMMARY AND OTHER OPTIONS:

IX. LIST OF ATTACHMENTS: Supplemental Budget Request

2019 Update

ROUTT COUNTY



ROUTT COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

COUNTY OVERVIEW

We all know Routt County is unique and we are lucky to live in this community. CSU Extension is proud in what we have to offer: youth development, community engagement, and education for homeowners, farmers and ranchers, restaurant workers, new businesses, landowners, and so much more. With a focus on healthy lifestyles, environments, and community, we believe that Extension plays a vital role in this county we all love. CSU Extension in Routt County will continue to provide trusted, practical education and support to help you solve problems, develop skills and build a better future.

4-H YOUTH DEVELOPMENT

2019 Highlights:

- Enrolled 304 local youth in the club 4-H program, and 94 adult volunteer leaders
- Awarded \$32,000 in scholarships to 20 4-H youth through our Routt County 4-H Scholarship Foundation
- Coordinated the 4-H Shootings Sports program for 70 youth in 105 shooting sports projects. Thirty members successfully competed at the Colorado 4-H Shoot, with our skeet team taking first. Two members qualified and competed at the National 4-H competition
- Hosted NW Colorado 4-H Expo for 123 youth from across NW Colorado
- 4-H Livestock Judging Team (35 members) competed at events throughout the state and the country, placing first overall in Colorado and fifth at the 2019 National 4-H Livestock Judging Contest
- Started the Taste of 4-H winter series, with workshops in Hayden and Oak Creek

2020 Work Plan:

- Recruit and train/direct old and new 4-H leaders in new project areas
- Continue to grow and strengthen our Routt County 4-H Program
- Strengthen our member/families resources, training and educational material for new and existing families and specific project areas

WHAT TO LOOK FOR IN 2020

- Host CSU's Western Regional Extension meeting
- Coordinate 2020 Master Gardner Program
- Expand Taste of 4-H workshops
- Continue partnership with CSU Forest Service on the CSU Extension wildfire mitigation internship
- Partner with City of Steamboat Springs on management and research plan for Legacy Ranch
- Organize Hay Day with Moffat County Conservation District

GET IN TOUCH:

136 6th Street, Suite 101
Steamboat Springs, CO
routt.extension.colostate.edu
rcextension@co.routt.co.us
(970) 879 - 0825



1,932

Program Participants
and One-on-One
Contacts in 2019

304

4-H Youth Enrolled in
2019

8,716

Volunteer Hours
in the past year

HORTICULTURE & AGRICULTURE & NATURAL RESOURCES

2019 Highlights:

- Offered Land Stewardship 202 series with the Community Agricultural Alliance
- Helped to coordinate the Routt County Wildfire Conference in May and November
- Hosted CSU Meat School series
- Expanded farm/ranch family transition planning support
- Conducted site visits to large and small acreages and urban landscapes to provide advice on lawns, ponds, trees, irrigation systems and small acreage management
- Worked with the Yampa River Leafy Spurge project

2020 Work Plan:

- Coordinate 2020 Master Gardner Program
- Organize Hay Day with Moffat County Conservation District
- Develop management/research plan for Legacy Ranch



FAMILY & CONSUMER SCIENCE

2019 Highlights:

- Held 12 independent living cooking classes, seven food preservation workshops, three cottage food safety workshops, and two cooking classes for 140 participants
- Contributed material to the CSU Extension healthy living blog and newsletter
- Wrote and recorded educational radio spots for KRAI
- Hosted and managed CSU Extension intern on wildfire mitigation
- Reviewed USDA Local Food Promotion Program and SBIR grants
- Served as a board member for numerous groups in the community
- Published three academic articles in peer-reviewed journals
- Assessed economic impact of Steamboat Farmers' Market

2020 Work Plan:

- Continue to expand food preservation and food safety workshop offerings, including a wild game food safety course
- Help to coordinate food insecurity symposium April 17
- Develop youth cooking course with Oak Creek after school program

VISION & MISSION

CSU Extension is highly valued for inclusive, impactful community engagement in support of our land grant university mission. We strive to empower Coloradans to address important and emerging community issues using dynamic, science-based educational resources. CSU Extension in Routt County expects to continue being a vital thread in the fabric of where we call home.



ROUTT COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

COMMUNITY PARTNERS

- CSU Forest Service
- NRCS
- Yampa Valley Sustainability Coalition
- Routt County FFA
- Community Agriculture Alliance
- NW Colorado Food Coalition
- Communities that Care
- NW Colorado Center for Independence
- Yampa Valley Community Foundation
- Horizons
- LiftUp
- Routt County United Way
- Yampa River Botanic Park
- Totally Kids
- City of Oak Creek
- Steamboat Chamber of Commerce
- Main Street Steamboat Springs
- Partners in Routt County
- ...and many more!



Libby Christensen

Family & Consumer Science



Tami Eggers

4-H Youth Development



Todd Hagenbuch

Director, Agriculture and Hort



Jessica Quigley

Admin Assistant

ROUTT COUNTY



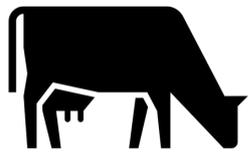
ROUTT COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

Steamboat Springs, Hayden, Oak Creek, Yampa, Phippsburg, Clark, Toponas, Milner, Hahns Peak



304

4-H youth members participating in



583

projects



COLORADO
MASTER
GARDENER

4-H provides youth with opportunities to:

- Gain life skills
- Experience leadership
- Engage with the community
- Make lifelong friends



Largest youth leadership development program in Routt County



Extension gets the word out:

606 facebook followers
5,692 website users
16,917 pageviews

We work for OUR community members

554 One-on-one
385 Youth participants
993 Adult participants



Over **8,700** Extension volunteer hours with an estimated value of **\$215,250**

1,932

Program participants and one-on-one contacts

CONTACT

CALL: 970-879-0825

ONLINE: routt.extension.colostate.edu

VISIT: 136 6th Street Steamboat Springs, CO

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: 2/24/20	ITEM TIME:
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FROM:	KARI LADROW, PUBLIC HEALTH DIRECTOR
TODAY'S DATE:	2/13/20
AGENDA TITLE:	DISCUSSION REGARDING THE PUBLIC HEALTH IMPROVEMENT PLAN- ROUTT AND MOFFAT COUNTIES 2019-2023

CHECK ONE THAT APPLIES TO YOUR ITEM:
<input checked="" type="checkbox"/> ACTION ITEM
<input type="checkbox"/> DIRECTION
<input type="checkbox"/> INFORMATION

I. DESCRIBE THE REQUEST OR ISSUE:
Discussion on the Public Health Improvement Plan. Public Health Improvement Plan development is one of the Core Public Health Services.

II. RECOMMENDED ACTION:

III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):
PROPOSED REVENUE:
PROPOSED EXPENDITURE:
FUNDING SOURCE:
Funding from CDPHE was received and the PHIP was sub-contracted. This payment has already been dispersed to the sub-contractor. No further fiscal impacts noted.

IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):
The Public Health Improvement Plan is submitted on behalf of both Routt and Moffat County Public Health. It is being presented also to the Moffat County Board of Health.

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS
AGENDA COMMUNICATION FORM

V. BACKGROUND INFORMATION:

The 2019-2023 Public Health Improvement Plan is a cross-jurisdictional activity between Moffat County Public Health Agency and Routt County Public Health Agency to meet the needs of the shared communities they serve and the requirements of the Colorado Public Health Act.

VI. LEGAL ISSUES:

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

None

VIII. SUMMARY AND OTHER OPTIONS:



2019-2023

PUBLIC HEALTH IMPROVEMENT PLAN

FOR MOFFAT AND ROUTT COUNTIES

This is a cross-jurisdictional activity between Moffat County Public Health Agency and Routt County Public Health Agency to meet the needs of the shared communities they serve and the requirements of the Colorado Public Health Act.



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ACKNOWLEDGMENTS

Moffat and Routt County Public Health Agencies embarked on a cross-jurisdictional effort in 2019 to provide quality public health services to both counties. The Public Health Improvement Plan is a joint activity that will set the foundation for both counties to build capacity and readiness to carry out high quality community health assessments and public/community/regional health improvement plans.

The CHAPS Strategy Team, made up of representatives from Northwest Colorado Health, Memorial Regional Health and The Health Partnership (Northwest Colorado Community Health Partnership), are thanked for their time and expertise in completing the base community health needs assessments, community engagement and prioritization that has informed this plan.

Moffat and Routt County local Boards of Health are also thanked for their time reviewing and approving this process and the final Public Health Improvement Plan.

Prepared by: Haley Stewart, The Health Partnership serving Northwest Colorado
December 2019 / Revised January 2020



PURPOSE,
BACKGROUND
AND PROCESS



PURPOSE, BACKGROUND AND PROCESS

PURPOSE

The 2019-2023 Public Health Improvement Plan for Moffat and Routt Counties (PHIP) is a guide for public health and its partners to improve the health and wellbeing in the Yampa Valley. This plan is a strategic, cross-jurisdictional partnership to coordinate partners and resources to effectively address public health and environmental health issues and to efficiently carry out core public health services and capabilities.

The PHIP fulfills a keystone requirement of the [Colorado Public Health Act of 2008 \(Section 25-1-501, CRS et. seq.\)](#) for both counties. The Act requires local public health agencies to include the following components in a public health improvement plan and process:

- Examine data about health status and risk factors in the local community;
- Assess the capacity and performance of the county or district public health system;
- Identify goals and strategies for improving the health of the local community;
- Describe how representatives of the local community develop and implement the local plan;
- Address how county or district public health agencies coordinate with the state department and others within the public health system to accomplish goals and priorities identified in the comprehensive, statewide public health improvement plan;
- Identify financial resources available to meet identified public health needs and to meet requirements for the provision of core public health services; and
- Be consistent with the statewide public health improvement plan.

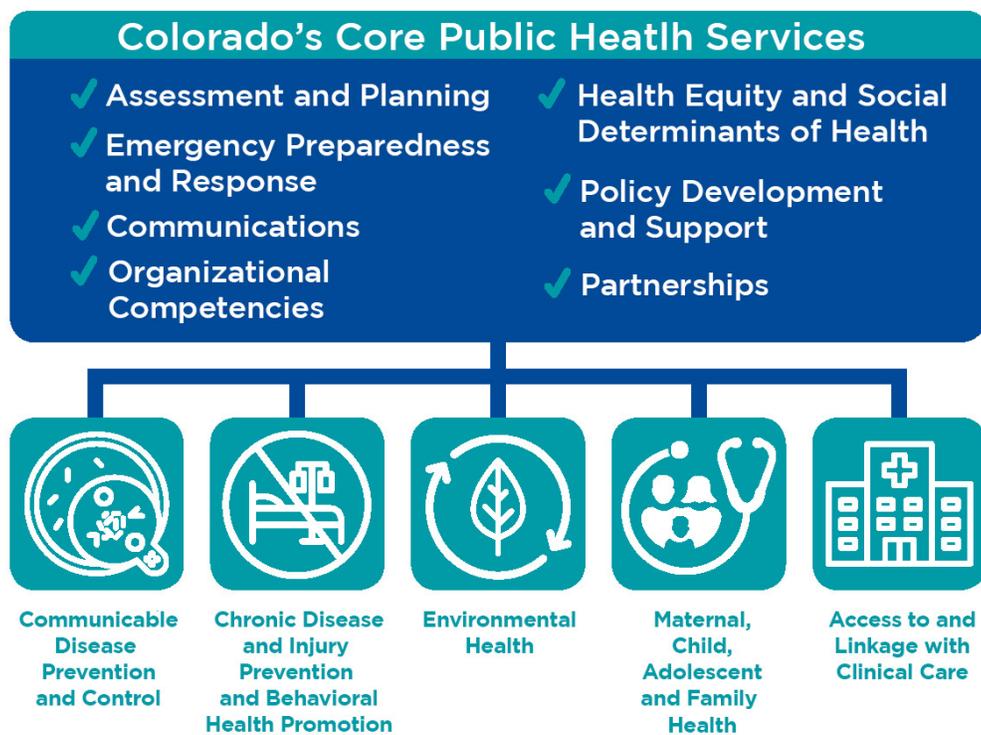
The focus of the 2019-2023 PHIP includes strategies to address prioritized health issues. Health status and risk factors can be found in the community health needs assessments conducted by partnering hospitals. Moffat and Routt County Public Health Agency capacity was addressed in the governmental 2019 Core Public Health Services Needs Assessment. Community partners and representatives will be engaged to develop an evaluation plan, support implementation of the plan, and to seek funding to meet public health needs. The priority health issues and planning process are consistent with the statewide assessment and planning and process occurring at the same time.

The PHIP includes strategy action plans based on prioritized health issues from key leader input and the [2019 Community Health Needs Assessment](#) prepared by UCHHealth for Yampa Valley Medical Center. The action plans outline how Moffat and Routt County Public Health agencies and community partners will address and evaluate priority health issues. Implementation is set to begin in early 2020.

BACKGROUND

Public health improvement planning is a commonly used, public health best practice. In Colorado, all local and state public health agencies are required by the [Colorado Public Health Act of 2008](#) to do community health assessment and public health improvement planning every five years. This cyclical process empowers public health to identify emerging and chronic issues, utilize assets and partners to implement locally informed and evidence-based solutions to address them. As a result, this requirement has contributed to the modernization of the state's governmental public health system, ensuring that state and local public health agencies use best practices, sound methods and data-driven initiatives.

In 2019, Colorado's core public health services and capabilities were updated through the [Colorado Public Health System Transformation](#) effort by state and local level public health leaders, including the Public Health Director for both Moffat and Routt, and the Environmental Health Director for Routt and county staff, to evolve and seek funding for essential public health capabilities and capacity areas.



Source: Colorado Association of Public Health Officials, Public Health Transformation, Colorado Core Public Health Services and Capabilities Model.

In 2019, all 54 local governmental public health agencies and the Colorado Department of Public Health and Environment underwent a rigorous Core Public Health Services Needs Assessment to identify current degree of implementation and funding for core public health services and to estimate the cost to fully implement core public health services.

PROCESS

The PHIP follows the [Colorado Health Assessment and Planning System](#) (CHAPS). CHAPS was developed by the Office of Planning, Partnerships and Improvement with state and local stakeholders to provide guidance and technical assistance to carry out a community-based process and plan that engages stakeholders and prioritizes health equity. This eight phase process is as follows:

1. Planning the process;
2. Equity and community engagement;
3. Community health assessment;
4. Capacity assessment;
5. Prioritize issues;
6. Public health improvement plan;
7. Implement, promote and monitor; and,
8. Participate in statewide public health improvement opportunities.

Public Health Community Health Assessments and Public Health Improvement Plans are typically developed by local public health agency staff, consultants and interns. Local Boards of Health are the final reviewers and approvers of the plan, with varying degrees of engagement throughout the process. This combination of contributions maintains local control of health-related decisions. All PHIPs are submitted to the Office of Planning, Partnership and Improvement (unit of the CO Department of Public Health and Environment) for review and submission to the State Board of Health for presentation and review. The latter half of this process ensures statewide coordination and communication about local priorities and strategies for the purpose of finding synergies in effort and priorities.

The assessment and planning process is scalable. For Routt and Moffat counties, the PHIP has been adapted to the health priorities, local strategies and readiness of northwestern Colorado public health, healthcare, human services and community service organizations to collectively address pressing health and environmental health issues facing our communities. This flexibility means the PHIP can be a living, working document that is inclusive and adaptable.

The process is also cyclical and represents the evolution of public health in rural and frontier northwest Colorado. As Moffat and Routt County Public Health agencies, infrastructure and capacity matures, this is an ideal process to focus on the assessment and planning core public health capability, build capacity and develop essential partnerships within and outside of the traditional set of health-related partners.

Building upon lessons learned in the past, Moffat and Routt Public Health staff are leveraging this required improvement planning process to engage with partners and to define the new roles that public health can play in reaching our communities' shared visions of valued, thriving and healthy communities.



PUBLIC HEALTH IMPROVEMENT PLANNING DRIVERS



PUBLIC HEALTH IMPROVEMENT PLANNING DRIVERS

At this point in time, there are multiple local, state and national drivers that influence the local public health improvement process, strategies and partner engagement. It is an exciting time for the health field in the region!

LOCAL

- ▶ Renewal of Routt and Moffat county public health focus and capacity building.
- ▶ Community organization, agency and leadership readiness for coordination and collaboration to address shared public health and environmental health issues.
- ▶ Development of the Yampa Valley Wellbeing Consortium.
- ▶ Local hospitals participating in the Colorado Hospital Transformation Program.
- ▶ Local hospital community health needs assessments (CHNAs) and Implementation Plans.

STATE

- ▶ Public Health Improvement Assessment and Planning cycle requirements and public health best practice.
- ▶ Statewide Hospital Transformation Project and community engagement.
- ▶ Statewide Hospital Community Benefit efforts.
- ▶ Colorado statewide public health transformation and modernization efforts calling for essential cross-sector collaboration and quality core public health services.

NATIONAL

- ▶ “Chief Health Strategist” role defined in Public Health 3.0.
- ▶ Increased capacity of public health to address health equity and social determinants of health.
- ▶ Voluntary Public Health Accreditation (PHAB).



PUBLIC HEALTH CAPACITY



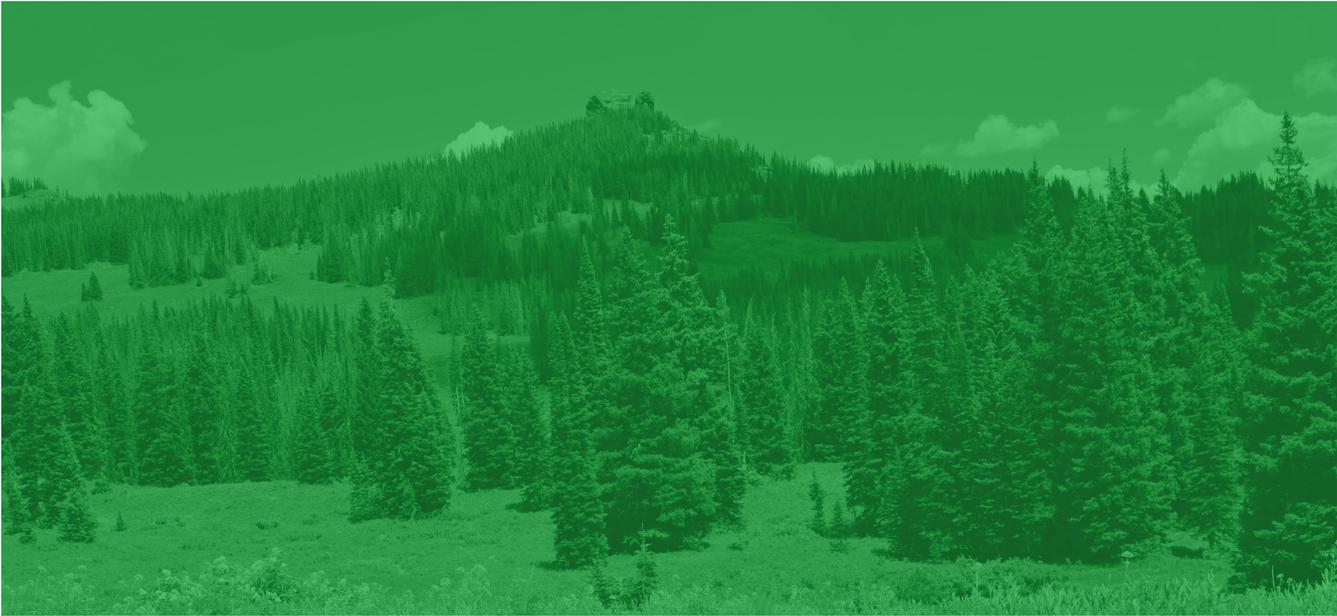
PUBLIC HEALTH CAPACITY

Moffat and Routt Public Health agencies participated in a statewide Core Public Health Services Needs Assessment facilitated by Habile Consulting, LLC in partnership with the Colorado Department of Public Health and Environment to identify current capacity to implement core public health services and to identify agency and system-level needs. Full results will be available in a forthcoming report in 2020. For the purpose of the PHIP, the following self-reported implementation scores for core public health services and capabilities have been used to inform strategy areas and action plan development. The scale of 1 to 10 refers to degrees of implementation across the range of minimal, limited, basic and significant.

CORE PUBLIC HEALTH FOUNDATIONAL CAPABILITY: DEGREE OF CURRENT IMPLEMENTATION (1-10)

	 Moffat County Public Health Agency	 Routt County Public Health Agency	Composite score of all 54 local public health agencies of the CO Department of Public Health and Environment	
Assessment and Planning Colorado's governmental public health system will apply the principles and skilled practice of epidemiology, laboratory investigation, surveillance, and program evaluation to support planning, policy and decision making in Colorado. The public health system will monitor, diagnose, and investigate health problems and hazards in communities including public health emergencies, outbreaks, and epidemics, and collect and analyze data. (6 CCR 1014-7, 3.1 A1)	A.1 Assessment and planning	5.5	4.5	7.6
	A.1.a. Data collection and distribution	3.3	3.3	6.4
	A.1.b. Data access, analysis and interpretation	3.2	3.2	6.2
	A.1.c. Health assessment development, implementation and evaluation	7.0	7.0	7.6
	A.1.d. Vital records	6.0	6.0	8.2
Communication Colorado's governmental public health system will be a trusted source of clear, consistent, accurate, and timely health and environmental information. The system will consistently use equitable, multi-directional communication strategies, interventions, and tools to support public health goals. (6 CCR 1014-7, 3.1 A2)	A.2 Communications	5.8	5.9	7.0
	A.2.a. Media communications	4.0	4.0	7.0
	A.2.b. Public communications	6.6	6.6	7.0
	A.2.c Internal and partner communications	7.0	7.0	7.6
Partnerships Colorado's governmental public health system will create, convene, and support strategic partnerships, engage community members and cross-sectoral partners, agencies and organizations to achieve public health goals. (6 CCR 1014-7, 3.1 A4)	A.4 Partnerships	8	8	7.5
	A.4.a. Partner and community relationships	8	8	7.5

Source: Habile Consulting, LLC, 2019.



PRIORITY
HEALTH ISSUES
IN NORTHWEST
COLORADO



PRIORITY HEALTH ISSUES IN NORTHWEST COLORADO

Public health assessment and improvement planning has been a shared effort between public health and healthcare entities in the northwest. Using similar required state and federal processes, the efforts continue to point to pressing health issues in Routt and Moffat counties as well as shared visions of valued, thriving and healthy communities.

The 2019-2023 Moffat and Routt Counties' Public Health Improvement Plan is based on the 2019 UHealth Yampa Valley Medical Center [Community Health Needs Assessment](#) (CHNA) and CHAPS stakeholder process. The CHNA examined data across the following categories:

- Demographics and socioeconomic status;
- Health care access and services;
- Health behaviors (includes unintentional injury);
- Nutrition, physical activity and body mass index;
- Maternal and child health;
- Mental health (includes suicide hospitalizations and mortality);
- Substance use disorders;
- Specific health conditions—hospitalization, morbidity and mortality rates.

Surveys were used to incorporate community and medical provider input. Results further emphasized known issues of access to affordable health care, mental health/suicide, substance abuse, living wages, quality education and affordable housing.

A prioritization process with the following criteria was used to determine the top issues to be addressed by public health and UHealth: Scope and severity of issue; hospital's ability to impact; availability of evidence-based strategies to impact; and alignment with UHealth, local, state or national goals.

The resulting prioritized public health issues are:

- Mental health;
- Physical safety.

Based on scope and capacity of UHealth Yampa Valley Medical Center, the hospital improvement plan is focused on the following:

- Access to health care services;
- Mental and behavioral health;
- Substance use disorders;
- Specialty care services including cardiovascular health, cancer and obesity.

Priority issues for both public health and UHealth are consistent with past assessments and improvement plans in Moffat and Routt counties, but also demonstrate an evolution of the understanding of the root causes of health issues. Healthcare access and affordability along with social determinants of health are becoming understood to be more impactful priority areas to improve health and wellbeing.

For reference, the following are past priority areas and recommendations:

2012-2016 Community Health Improvement Plan for Routt & Moffat Counties

MOFFAT

- Unintended pregnancy prevention
- **Injury prevention**
- **Mental health**

ROUTT

- Unintended pregnancy prevention
- **Injury prevention**
- **Mental health**
- Environmental health

2016-2019 Yampa Valley Medical Center Community Health Improvement Plan

- Continue collaboration between Northwest Colorado Health, The Memorial Hospital and Yampa Valley Medical Center
- **Expand and Strengthen Mental Health and Substance Abuse Systems**
- **Bolster Primary and Behavioral Health Integrations Efforts**
- **Health is More Important than Health Care**
- Engage Healthcare Consumers

MENTAL HEALTH AND PHYSICAL SAFETY

Mental health continues to be a pervasive health issue in the Northwest and across the state. Almost all 64 counties across the state have identified behavioral health and/or mental health as their top health issues ([Local Priorities Grid](#)). The [2020-2024 Colorado State Public Health Improvement Planning process](#) has also identified behavioral and mental health as a top priority issue, defined as: “Increase equitable access to behavioral and mental health services and support related prevention efforts, particularly related to suicide prevention. Physical safety is a combination of unintended injury and child abuse and domestic violence prevention.



COMPLEMENTARY LOCAL PRIORITIES AND STRATEGIES



COMPLEMENTARY LOCAL PRIORITIES AND STRATEGIES

The following Moffat and Routt county initiatives, priorities and strategies were taken into consideration when developing the PHIP strategy areas. This list represents a collection, not an exhaustive list, of current health-related data collection, prioritization and planning processes. Scanning concurrent efforts highlights other shared priorities: access to affordable healthcare, positive and safe community spaces and events for youth, social needs (living wages, housing, and education).

Northwest Colorado/Regional Community Health Needs Assessment survey (2019)

- Access to affordable health care;
- Substance abuse treatment;
- Access to affordable mental health services.

[Communities That Care strategy areas for Moffat and Routt counties respectively \(2019\)](#)

MOFFAT

- Build public support of district-wide implementation of evidence-based depression/anxiety prevention curriculum.
- Build public support for district wide implementation of evidence-based school substance abuse prevention curriculum.
- Build public support for creating community spaces for youth.

ROUTT

- Leverage statewide mass media campaign to change social norms around substance use.
- Promote positive youth development and opportunities for pro-social involvement.

Routt and Moffat Counties Public Health results from the governmental 2019 Core Public Health Services Needs Assessment, in particular, Assessment and Planning, Communication and Partnerships

Routt County Climate Action Plan (TBD 2020)

Social Determinants of Health screening (Accountable Health Care Model) in Moffat, Routt, Jackson, Grand and Rio Blanco counties

- Top social needs identified in patient screening has been food insecurity and social isolation.

One Voice project facilitated by The Health Partnership serving Northwest Colorado (2019)

Primary issues identified by residents and providers:

- Livable wages;
- Affordable health care;
- Quality education;
- Affordable housing.

Recommendations:

- Maintain and nurture existing partnerships and collaborative work, and identify and develop new and strategic partnerships;
- Strengthen efforts to support healthy communities;
- Expand Access Findings from the survey;
- Expand Social Cohesiveness and Supports;
- Engage in greater depth with people not accessing traditional health care.

Routt County Health and Human Services Mission areas (2018-2021)

- Basic Needs (housing, food, transportation, access to healthcare, self-sufficiency)
- Early Childhood
- Youth Services
- Community Safety
- Healthcare and Behavioral Health Services

To date, these assessment and planning efforts are not consistently coordinated. The PHIP is an opportunity for agency/organization-level coordination to seek synergistic efforts, avoid duplication, avoid partner burn-out and address systems level strategies. Ideally, this coordination and collaboration can have a greater impact on the health and wellbeing of Moffat and Routt County residents.

The goal areas, strategies, baseline data and partners engaged were considered in the development of the Moffat and Routt PHIP strategy action plans and will be further engaged during implementation.



MULTI-SECTOR APPROACH



MULTI-SECTOR APPROACH

Prioritized health issues in northwest Colorado will take a coordinated and collaborative effort across health, social, economic, political and educational sectors to solve. Taking a multi-sector approach within each county and across jurisdictions is a long-term strategy to engage diverse partners and community members that reflect Moffat and Routt county residents.

A multi-sector approach is a natural route for rural public health as partners work to find creative solutions in an ever-restricted resource environment. You can find “siloes” efforts at the local, state and federal levels, but there is an increasing culture shift in the field of public health to work across sectors. There is more recognition that many partners share roles and responsibilities when it comes to addressing public health issues and the root causes that maintain the systems that prevent us from truly making an impact. New ways of communicating the intersection of public health, human services, healthcare with community services such as housing, education, employment, food assistance, etc. define how together these different sectors support the wellbeing of our communities and is a way to address our pressing health issues. The Frameworks Institute has worked with public health and human service staff in Colorado to begin using the metaphor of “construction” to better tell the story of how community health is “built”:

“Just as building a strong house requires certain materials, building well-being requires community resources, social relationships, and opportunities to thrive. When these materials are not available, people and communities may have difficulty weathering life’s storms.”
(Frameworks Institute, 2015)

Public health is a key building material. The public health assessment and improvement planning process is a way to communicate how all of these “community materials” fit together, illustrating current areas where they fit well and gaps where additional connections need to be made.

YAMPA VALLEY WELLBEING CONSORTIUM

Implementation of the PHIP will happen in collaboration with the newly formed Yampa Valley Wellbeing Consortium (YVWC). The Consortium is co-chaired by Moffat and Routt County Public Health and The Health Partnership. The YVWC is a special convening of key leaders, community organizations and residents in both counties who are ready to take on systems level challenges to support wellbeing for all Yampa Valley community members. There is a natural alignment between the purpose and goals of the public health PHIP process and the purpose of the YVWC. Combining efforts has the potential for five initial successes:

- Reduce duplication of strategies, initiatives, meetings and groups;
- Recognize and celebrate shared priorities, strategies and local assets;
- Combine local and external funding assets to prioritize and carry out quality community engagement;
- Create a new platform to engage a more diverse group of community partners across different sectors; and
- Prioritize local capacity to carry out quality public health improvement planning efforts.

Utilizing the YVWC to implement the plan increases capacity to address the systems level, root causes of priority health issues for greater impact, engage the community members most affected by the issues to drive community driven solutions and to engage multiple sectors across the region to contribute to the effort.



STRATEGIES AND PRIORITY AREAS



STRATEGIES AND PRIORITY AREAS

The Public Health Improvement Plan process for Moffat and Routt counties is responsive to unique opportunities for public health, human services and healthcare to work more closely together to act on health issues in the Yampa Valley. This drove the creation of one overarching strategy to achieve systems level coordination and collaboration amongst health-related partners in addition to the original set of strategies determined by the CHAPS strategy team.

Key health leaders have determined that addressing specific health areas will not be effective until a stronger, foundational level and capacity for partner coordination and collaboration is established. Therefore, the following set of strategies has been chosen:



STRATEGY AREA #1:

OVERARCHING: Improve coordination and collaboration of health-related organizations in the Yampa Valley



STRATEGY AREA #2:

Improve organizational communication and referral processes



STRATEGY AREA #3:

Develop a central, accessible public health data site



STRATEGY AREA #4:

Improve community connectedness

The format for the following strategy areas is as follows. *It is important to note that the following strategy action plans will be further developed to meet S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Timely) standards by dedicated workgroups based on the capacity of participating partners.*

<p>Strategy, goal and objectives</p>	<p>Provides description and strategy impact. Objectives are specific to Year 1, 2020. Year 2 and 3 will be developed with future partners.</p>
<p>Proposed Action Steps and Milestones</p>	<p>Due to the unique circumstances of the newly formed Moffat and Routt County Public Health agencies and newly assumed leadership of the PHIP, initial action steps are assessment in nature in order to provide additional information and community engagement. Action steps will be updated by work groups with local and content expertise, with potential for more individualized efforts and partners in the two different counties.</p>
<p>Responsible and potential partnering organizations</p>	<p>This is an initial list that will be further expanded in the implementation phase.</p>
<p>Community engagement</p>	<p>Proposed opportunities for engaging individuals and/or priority populations to inform objectives, action steps and evaluation to ensure those who will be ultimately impacted are included in the process and part of the solutions.</p>
<p>Evaluation measurements</p>	<p>These are potential evaluation measures that will be updated based on implementation work group contributions.</p>



STRATEGY AREA #1:
**OVERARCHING: Improve coordination and collaboration
of health-related organizations in the Yampa Valley**

Original priority health areas were determined based on the 2019 Community Health Needs Assessment results and partner engagement. However, when examined with key partners in concert with other priorities, strategies and initiatives across Moffat and Routt counties, it was clear that in order for impact to truly be made, the region needs to increase its level of coordination and collaboration amongst health (public, behavioral, mental, environmental, etc.) and human services providers and with community service providers. Public health, human services and healthcare organizations are increasingly incorporating social determinants of health into their work. The region has many high quality, individual efforts occurring in addition to this process and key leaders know it is time to coalesce around a systems level strategy that will enable us all to better respond to the priority issues and initiatives.

As indicated in the 2019 Core Public Health Services Needs Assessment, governmental public health in Moffat and Routt has a high degree of partnership capability implementation. This speaks to the key role in leading organizational and systems level coordination and collaboration efforts in the region.

The choice to elevate a systems-level strategy takes advantage of local political will to increase coordination and collaboration. This is in line with a shared long-term goal of increasing readiness and capacity to carry out high quality community health assessments, local data collection, inclusive prioritization and multi-sector partnerships to address health equity and social determinants of health in northwestern Colorado. Again, this work needs to be done first before we can fully invest in organization-level identified priorities and strategies. Lastly, the additional three strategies to improve communication, data and community connectedness are mutually-reinforcing; they all feed into this overarching strategy.

OVERARCHING STRATEGY #1: Improve coordination and collaboration of health-related organizations in the Yampa Valley

<p>2020-2023 Goals</p>	<ul style="list-style-type: none"> • Increase health agencies (public health, human services, healthcare, behavioral health, etc.) capacity to coordinate, collaborate and align accordingly on shared priority health issues. • Increase capacity of health agencies to partner with other sectors to address the social, economic, education and political root causes of health issues in the Yampa Valley. 	
<p>Intermediary objectives for 2020</p>	<ul style="list-style-type: none"> • By October 2020, develop a known entity that can be used to access health-related agencies for the purpose of coordination and collaboration on services, resources, priorities and data. • By October 2020, engage non-health partners in priority health issues activities to increase their capacity to address health in their respective policies and programs. 	<p>Milestones:</p> <p>Resource is created to access health-related entities in Moffat and Routt.</p> <p>Non-health related partners are participating in implementation activities.</p>

<p>Proposed Action Steps for 2020</p>	<ol style="list-style-type: none"> 1. Optimize Yampa Valley Wellbeing Consortium (YVWC) efforts to activate health agencies coordination and collaboration to improve health outcomes and reduce inequities, to support valued, healthy and thriving communities in the Yampa Valley. <ol style="list-style-type: none"> a. Create a YVWC action team to identify baseline information to determine current and future state of coordination and collaboration by: <ol style="list-style-type: none"> i. conduct a service and resource scan to identify overlap, current coordination and gaps; ii. scan partner organization priorities to identify areas of alignment, overlap and gaps; iii. engage individuals and families with lived experience to inform the process; iv. identify and act on solutions to address gaps and improve strengths. 2. Work with partners to develop and maintain local data dashboard to house local and state indicators for all partners to have access to (Strategy #2). 3. Conduct outreach and engagement with non-health partners to increase awareness and capacity to utilize priority health issue information. 4. By December 2020, establish a workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	<p>Milestones:</p> <p>YVWC Workgroup is formed to implement the plan and includes individuals with lived experience.</p> <p>Health data site is developed and used.</p> <p>Year 2 and 3 objectives and action steps are determined.</p>
<p>Responsible organizations and potential partners</p>	<p>Routt and Moffat County Public Health Agencies; YVWC workgroup(s) and steering committee; The Health Partnership</p> <p>Potential partners: Current organizations who are charged with holding a similar responsibility in the community, such as United Way, Human Resource Coalitions, Navigation Networks and the faith community. Others such as service organizations, Chamber of Commerce, extension agencies, and local businesses and current taskforces and coalitions with similar needs. Additional focus on partners related to the health issues areas of mental health and physical safety.</p>	
<p>Community engagement</p>	<p>Identify and engage individuals and organizations with lived experience to inform and guide equitable action steps, such as families who utilize a variety of different services from many different service agencies and case manager or care coordinators who represent the workforce who helps individuals navigate the variety of services offered within the two counties.</p>	
<p>Evaluation measures</p>	<ul style="list-style-type: none"> • Completion of current state baseline activities. • YVWC workgroup participation rates. • Partner engagement and outreach efforts and impact. 	



STRATEGY AREA #2:

Improve organizational communication and referral processes

This is a two-part strategy that is aimed at the general communication channels and methods and the referral practices between agencies. While the UCHealth Community Health Needs Assessment noted a number of issues and services needed in the community, the CHAPS Strategy Team recognized gaps in service areas but noted capacity and funding as issues to make immediate changes. The initial recommendation from the group is to focus on improving communication and referrals within the community and between agencies. Furthermore, a gap in governmental public health media communications to the public (e.g. communication to residents of imminent and preventative public health work) has been identified in the 2019 Core Public Health Services Needs Assessment with opportunities for improvement in communicating to support public health goals.

Currently, numerous health-related agency and organization groups meet to discuss updates, programs, and changes. Many of these meetings occur with the same “players” in the community, but within silos, with much of the information not passing outside of those walls to other groups, program directories, and community. In a region with over 100 nonprofits, this can lead to duplication of services, lack of knowledge of existing programs, and how individuals can access those programs.

The strategy employed to reduce this confusion and duplication is to develop a system to improve the communication and referrals between organizations, as well as a way to communicate with the media and the public the existing services and how to access those services.

STRATEGY #2: Improve organizational communication and referrals processes

2020-2023 Goal

Improve the knowledge, access, and referral pathways between existing programs and organizations from frontline staff to executive directors.

Intermediary objectives for 2020

- By June 2020, areas of improvement are addressed based on a scan of inter-agency communication methods.
- By October 2020, new communication and referral processes have been tested and vetted by partners.

<p>Proposed Action Steps for 2020</p>	<ol style="list-style-type: none"> 1. By June 2020, contribute current public health resources to increase the county Public Information Officer role for public health. 2. Engage key partners currently involved in inter-agency communication and referrals to learn about best practices and challenges. 3. Scan current communication system to identify strengths and areas of improvement. 4. Identify structures and/or systems to improve communication. Test new system and employ quality improvement activities to further improve. 5. Scan current referral system to identify gaps and assets. 6. Engage individuals with lived experience of the referral processes in Yampa Valley to inform strengths, weaknesses and solutions. (Individual experiences are to be de-identified and aggregated to maintain HIPAA compliance.) 7. Identify structures and/or systems to improve referral practices. Test new system and employ quality improvement activities to further improve. 8. Develop and implement a communication plan in partnership with key stakeholders and local media. 9. By December 2020, workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	<p>Milestones:</p> <p>Public Information Officer role expands to include public health.</p> <p>Community members are engaged to gain insight into the referral experience.</p> <p>County level referral system is understood and improved.</p> <p>Workgroup determines Year 2 and 3 objectives and action steps.</p>
<p>Responsible organizations and potential partners</p>	<p>YVWC work group; Routt and Moffat County Public Health Agencies; The Health Partnership</p> <p>Potential partners: Identify partners in the “web” of the referral system e.g. Department of Human Services, United Way, food banks, faith community, hospitals, Human Resource Coalitions and Navigation Networks, care coordinators and case managers at aforementioned agencies. Additional focus on partners related to the health issues areas of mental health and physical safety.</p>	
<p>Community engagement</p>	<p>In addition to identifying other frontline partner staff to inform action steps, include efforts to engage with current or past clients who experienced the referral process to provide insights and local solutions. (Individual experiences are to be de-identified and aggregated to maintain HIPAA compliance.)</p>	
<p>Evaluation measures</p>	<ul style="list-style-type: none"> • Organization satisfaction with referral process. • Client satisfaction with referral process. • Community satisfaction with health-related organization communication regarding purpose, priorities and current activities. 	



STRATEGY AREA #3:

Develop a central, accessible public health data site

Reliable, timely, accurate, and representative population health data is essential to health planning and decision making for those responsible for a population's overall health and wellbeing. Public Health, Human Services and hospitals, in addition to other sectors such as education, agriculture, and local government, rely on this data to monitor, track and understand health status, emerging issues and overall wellbeing to design responsive programming, secure funding and to make strategic decisions.

However, accessing this data can be a challenge, especially in rural and frontier communities. Moffat and Routt county data sources can at times be out of date, suppressed, or in some cases non-existent for many issues hindering health agencies from assessing and supporting improved health outcomes. For example, health outcome data such as, but not limited to, unintended pregnancy, eligible but not enrolled, substance use issues, patient wait-times, and many health outcomes when looked at by age, race, or census tract. This need is elevated when aiming for increased coordination and collaboration between health agencies. Using the same reliable and relevant data points is a key practice.

As indicated in the 2019 Core Public Health Services Needs Assessment, governmental public health in Moffat and Routt lowest implementation results in their respective counties are specific to data: collection, distribution, access, analysis and interpretation.

This strategy is primarily intended to identify methods of data collection, access and storage that will be used to plan programs/initiatives, track outcomes, evaluate efforts, seek funding and to make decisions. Such data sources include the American Community Survey, Behavioral Risk Factor Surveillance Survey (BRFSS) data, Health Kids Colorado Survey, state-level data, local data from organizations and local survey data from sources such as local community health assessments, community health needs assessments and improvement plans.

STRATEGY #3: Develop a central, accessible public health data site

2020-2023 Goal	A reliable, accessible and trusted data system and resource is maintained and regularly updated to support organization and program planning and evaluation efforts in northwest Colorado.	
Intermediary objectives for 2020	<ul style="list-style-type: none"> • By the end of Q2 of 2020, develop a data site/dashboard for northwest Colorado. • By the end of Q3 of 2020, develop and implement a process to update, maintain, communicate and evaluate. • By May 2020, identify public health resources to fund data expertise in the region. 	Milestones: Data dashboard is built out and utilized by key partners.
Proposed Action Steps for 2020	<ol style="list-style-type: none"> 1. By June 2020, pursue public health resources to hire a data specialist/epidemiologist for Moffat and Routt County Public Health to bring subject matter expertise to public health. 2. Develop a county-specific public health plan to address data capability gaps cited in the Needs Assessment. 3. Re-engage partners involved in the Thriving Northwest Colorado Dashboard to build off of previous work. 4. Revive previous work groups of regional stakeholders to identify data needs, purpose, and data uses. 5. Research Colorado rural health data dashboards to glean lessons learned. 6. Develop a sustainable system of data dashboard maintenance. 7. Identify and test a framework for economic evaluation and program impact (e.g. return-on-investment). 8. Seek funding and/or develop a reliable funding source for the continued maintenance and use. 9. Develop and implement a communication plan to engage partners to contribute local data and to demonstrate the value of using data in local decision-making. 10. By December 2020, establish a workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	Milestones: Develop, maintain and communicate out trusted data resource for the region. Workgroup determines Year 2 and 3 objectives and action steps.

<p>Responsible organizations and potential partners</p>	<p>Routt and Moffat County Public Health Agencies; The Health Partnership Serving Northwest Colorado; YVWC</p> <p>Potential partners: Partners who can supply local data including non-health related partners such as the judicial system, education, transportation, local government, environmental health, Chamber of Commerce, local funders, service organizations (e.g. Rotary, Lions). Additional focus on partners related to the health issues areas of mental health and physical safety.</p>
<p>Evaluation measures</p>	<ul style="list-style-type: none"> • Identification of data expert responsible for dashboard content. • Implementation of a plan to maintain and update the dashboard. • Track dashboard utilization. • Track partner engagement to support coordination and collaboration. • Track alignment of partner priorities and resources.



STRATEGY AREA #4: Improve community connectedness

Both Moffat and Routt communities are noted for their strong sense of community and is a main reason many value living in these northwestern communities. However, social isolation is an emerging issue that health leaders in the region are seeking to better understand. Nationally, social isolation is considered a risk factor, especially for our elder populations and those experiencing health, sexual orientation, socio-economic or geographic circumstances that keep them from participating in active, healthy lives. To address social isolation, we can look to community connectedness, which refers to how community members connect and interact with each other and access formal and informal support services. According to the literature, the creation of a sense of belonging through social support can improve mental health and reduce violence because of a person's empowerment, greater self-esteem, and the higher likelihood of seeking support when experiencing problems. People participating in social networks are more likely to adopt healthy behaviors and seek community support when in a time of distress (Kawachi and Berkman, 2001).

Like known health issues in the region, social isolation and community connectedness can also be viewed from any point along the life course and expanded to better understand the mental health and behavioral health issues in northwest Colorado. Although prioritized through a different community process, you can also find an emphasis on social connectedness in the Communities That Care youth substance abuse prevention work. Both county coalitions are focusing on the protective factors of pro-social events and safe community spaces for youth. More recently, the Accountable Community Health Model social needs screening tool was developed to include a question on social isolation. To date, it is the second most common social need cited by screened patients. Similarly, key health leaders recognize the potential positive social connectedness impact residents may experience due to improved clinical, agency and community linkages supporting their overall needs.

Therefore, this strategy is a foray into a new and emerging public health issue with many facets. Like the other strategies, this will depend on a diverse group of partners to investigate and address to increase social connectedness, especially for those more vulnerable to being socially isolated.

A strategy action plan has not yet been developed out of respect for the complexity of this issue and the need for more sound data to understand the needs and potential solutions. A plan also needs to be developed with a diverse group of community representatives, subject matter experts and partners who are already working in this area, such as the CTC coalitions, faith community, service organizations, and Area Council on Aging, Northwest Colorado Center for Independence, etc. The YVWC is well poised to take on this strategy area. This is also an opportune time to engage partners specific to mental health and physical safety, to further focus on the relation between this strategy area and health impacts. As with the other plans, future work groups are encouraged to identify and engage individuals and organizations with lived experience to inform and guide equitable action steps to accurately and respectfully address the barriers to social connectedness and minimize the factors that increase social isolation.

STRATEGY SUMMARY

It is important to pursue this work with the additional initiatives and priorities in mind to always ask if an effort is a duplication, is not coordinated or is missing key partners. Moving forward, those implementing the plan are encouraged to undergo a logic model-type activity to illustrate how the strategy areas are consistently mutually-reinforcing and are inclusive of other county or regional priorities. Coordination and collaboration efforts are naturally imperfect; however, the public health improvement planning process can set partners up for success in finding synergy and reducing duplication.

2019-2023 PUBLIC HEALTH IMPROVEMENT PLAN FOR MOFFAT AND ROUTT COUNTIES

OVERARCHING PHIP Strategy Area	PHIP Strategy Areas	Moffat and Routt priority health issues (2019) UHealth Yampa Valley Medical Center	Multiple initiatives, priorities and the Public Health Improvement Plan across Moffat and Routt counties feed into the PHIP strategies or are areas for expanded coordination and collaboration. This list represents a collection, not an exhaustive list, of current health-related data collection, prioritization and planning processes.
 <p>Achieve organization and agency coordination and collaboration readiness</p>	 <p>Improve organizational communication and referrals processes</p>	<p>Mental Health</p>	<p>Community Health Needs Assessment and Implementation Plan – UHealth Yampa Valley Medical Center (2019)</p> <ul style="list-style-type: none"> • Access to health care services • Mental and behavioral health • Substance use disorders • Specialty care services including cardiovascular health, cancer and obesity
	 <p>Develop a central, accessible public health data site</p>	<p>Physical Safety</p>	<p>Northwest Colorado/Regional Community Health Needs Assessment survey (2019)</p> <ul style="list-style-type: none"> • Access to affordable health care • Substance abuse treatment • Access to affordable mental health services <p>Communities That Care, Moffat and Routt respectively (2019)</p> <ul style="list-style-type: none"> • Build public support of district-wide implementation of evidence-based depression/ anxiety prevention curriculum (M) • Build public support for district wide implementation of evidence-based school substance abuse prevention curriculum (M) • Build public support for creating community spaces for Youth (M) • Leverage statewide mass media campaign to change social norms around substance use (R) • Promote positive youth development and opportunities for pro-social involvement (R)
	 <p>Improve community connectedness</p>		<ul style="list-style-type: none"> • 2019 Core Public Health Services Needs Assessment • Routt County Climate Action Plan (TBD 2020) • Social Determinants of Health screening data <p>One Voice Project (2019) Findings:</p> <ul style="list-style-type: none"> • Liveable wages • Affordable health care • Quality education • Affordable housing <p>Recommendations:</p> <ul style="list-style-type: none"> • Maintain and nurture existing partnerships and collaborative work, and identify and develop new and strategic partnerships • Strengthen efforts to support healthy communities • Expand Access Findings from the survey • Expand Social Cohesiveness and Supports • Engage in greater depth with people not accessing traditional health care <p>Routt County Health and Human Services Mission areas (2018-2021)</p> <ul style="list-style-type: none"> ▶ Basic Needs (housing food, transportation, access to healthcare, self-sufficiency) ▶ Early Childhood ▶ Youth Services ▶ Community Safety ▶ Healthcare and Behavioral Health Services

(M) = Moffat County, (R) = Routt County

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APPENDIX



APPENDIX A: STRATEGY ACTION PLANS

OVERARCHING STRATEGY #1: Improve coordination and collaboration of health-related organizations in the Yampa Valley

<p>2020-2023 Goals</p>	<ul style="list-style-type: none"> • Increase health agencies (public health, human services, healthcare, behavioral health, etc.) capacity to coordinate, collaborate and align accordingly on shared priority health issues. • Increase capacity of health agencies to partner with other sectors to address the social, economic, education and political root causes of health issues in the Yampa Valley. 	
<p>Intermediary objectives for 2020</p>	<ul style="list-style-type: none"> • By October 2020, develop a known entity that can be used to access health-related agencies for the purpose of coordination and collaboration on services, resources, priorities and data. • By October 2020, engage non-health partners in priority health issues activities to increase their capacity to address health in their respective policies and programs. 	<p>Milestones:</p> <p>Resource is created to access health-related entities in Moffat and Routt.</p> <p>Non-health related partners are participating in implementation activities.</p>

<p>Proposed Action Steps for 2020</p>	<ol style="list-style-type: none"> 1. Optimize Yampa Valley Wellbeing Consortium (YVWC) efforts to activate health agencies coordination and collaboration to improve health outcomes and reduce inequities, to support valued, healthy and thriving communities in the Yampa Valley. <ol style="list-style-type: none"> a. Create a YVWC action team to identify baseline information to determine current and future state of coordination and collaboration by: <ol style="list-style-type: none"> i. Conduct a service and resource scan to identify overlap, current coordination and gaps; ii. Scan partner organization priorities to identify areas of alignment, overlap and gaps; iii. Engage individuals and families with lived experience to inform the process; iv. Identify and act on solutions to address gaps and improve strengths. 2. Work with partners to develop and maintain local data dashboard to house local and state indicators for all partners to have access to (Strategy #2). 3. Conduct outreach and engagement with non-health partners to increase awareness and capacity to utilize priority health issue information. 4. By December 2020, establish a workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	<p>Milestones:</p> <p>YVWC Workgroup is formed to implement the plan and includes individuals with lived experience.</p> <p>Health data site is developed and used.</p> <p>Year 2 and 3 objectives and action steps are determined.</p>
<p>Responsible organizations and potential partners</p>	<p>Routt and Moffat County Public Health Agencies; YVWC workgroup(s) and steering committee; The Health Partnership</p> <p>Potential partners: Current organizations who are charged with holding a similar responsibility in the community such as United Way, Human Resource Coalitions, Navigation Networks and the faith community. Others such as service organizations, Chamber of Commerce, extension agencies, and local businesses and current task forces and coalitions with similar needs. Additional focus on partners related to the health issues areas of mental health and physical safety.</p>	
<p>Community engagement</p>	<p>Identify and engage individuals and organizations with lived experience to inform and guide equitable action steps, such as families who utilize a variety of different services from many different service agencies and case manager or care coordinators who represent the workforce who helps individuals navigate the variety of services offered within the two counties.</p>	
<p>Evaluation measures</p>	<ul style="list-style-type: none"> • Completion of current state baseline activities. • YVWC workgroup participation rates. • Partner engagement and outreach efforts and impact. 	

STRATEGY #2: Improve organizational communication and referrals processes

2020-2023 Goal	Improve the knowledge, access, and referral pathways between existing programs and organizations from frontline staff to executive directors.	
Intermediary objectives for 2020	<ul style="list-style-type: none"> • By June 2020, areas of improvement are addressed based on a scan of inter-agency communication methods. • By October 2020, new communication and referral processes have been tested and vetted by partners. 	
Proposed Action Steps for 2020	<ol style="list-style-type: none"> 1. By June 2020, contribute current public health resources to increase the county Public Information Officer role for public health. 2. Engage key partners currently involved in inter-agency communication and referrals to learn about best practices and challenges. 3. Scan current communication system to identify strengths and areas of improvement. 4. Identify structures and/or systems to improve communication. Test new system and employ quality improvement activities to further improve. 5. Scan current referral system to identify gaps and assets. 6. Engage individuals with lived experience of the referral processes in Yampa Valley to inform strengths, weaknesses and solutions. (Individual experiences are to be de-identified and aggregated to maintain HIPAA compliance.) 7. Identify structures and/or systems to improve referral practices. Test new system and employ quality improvement activities to further improve. 8. Develop and implement a communication plan in partnership with key stakeholders and local media. 9. By December 2020, establish a workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	Milestones: <p>Public Information Officer role expands to include public health.</p> <p>Community members are engaged to gain insight into the referral experience.</p> <p>County level referral system is understood and improved.</p> <p>Workgroup determines Year 2 and 3 objectives and action steps.</p>

Responsible organizations and potential partners	<p>YVWC workgroup; Routt and Moffat County Public Health Agencies; The Health Partnership</p> <p>Potential partners: Identify partners in the “web” of the referral system e.g. Department of Human Services, United Way, foodbanks, faith community, hospitals, Human Resource Coalitions and Navigation Networks, care coordinators and case managers at aforementioned agencies. Additional focus on partners related to the health issues areas of mental health and physical safety.</p>
Community engagement	<p>In addition to identifying other frontline partner staff to inform action steps, include efforts to engage with current or past clients who experienced the referral process to provide insights and local solutions. (Individual experiences are to be de-identified and aggregated to maintain HIPAA compliance.)</p>
Evaluation measures	<ul style="list-style-type: none"> • Organization satisfaction with referral process. • Client satisfaction with referral process. • Community satisfaction with health-related organization communication regarding purpose, priorities and current activities.

STRATEGY #3: Develop a central, accessible public health data site

2020-2023 Goal	<p>A reliable, accessible and trusted data system and resource is maintained and regularly updated to support organization and program planning and evaluation efforts in northwest Colorado.</p>	
Intermediary objectives for 2020	<ul style="list-style-type: none"> • By the end of Q2 of 2020, develop a data site/dashboard for northwest Colorado. • By the end of Q3 of 2020, develop and implement a process to update, maintain, communicate and evaluate. • By May 2020, identify public health resources to fund data expertise in the region. 	Milestones: <p>Data dashboard is built out and utilized by key partners.</p>
Proposed Action Steps for 2020	<ol style="list-style-type: none"> 1. By June 2020, pursue public health resources to hire a data specialist/epidemiologist for Moffat and Routt County Public Health to bring subject matter expertise to public health. 2. Develop a county-specific public health plan to address data capability gaps cited in the Needs Assessment. 3. Re-engage partners involved in the Thriving Northwest Colorado Dashboard to build off of previous work. 4. Revive previous work groups of regional stakeholders to identify data needs, purpose, and data uses. 5. Research Colorado rural health data dashboards to glean lessons learned. 6. Develop a sustainable system of data dashboard maintenance. 7. Identify and test a framework for economic evaluation and program impact (e.g. return-on-investment). 8. Seek funding and/or develop a reliable funding source for the continued maintenance and use. 9. Develop and implement a communication plan to engage partners to contribute local data and to demonstrate the value of using data in local decision-making. 10. By December 2020, workgroup to determine Year 2 and 3 objectives, action steps and evaluation measures. 	Milestones: <p>Develop, maintain and communicate out trusted data resource for the region.</p> <p>Workgroup determines Year 2 and 3 objectives and action steps.</p>

<p>Responsible organizations and potential partners</p>	<p>Routt and Moffat County Public Health Agencies; The Health Partnership Serving Northwest Colorado; YVWC</p> <p>Potential partners: Partners who can supply local data including non-health related partners such as the judicial system, education, transportation, local government, environmental health, Chamber of Commerce, local funders, service organizations (e.g. Rotary, Lions). Additional focus on partners related to the health issues areas of mental health and physical safety.</p>
<p>Evaluation measures</p>	<ul style="list-style-type: none"> • Identification of data expert responsible for dashboard content. • Implementation of a plan to maintain and update the dashboard. • Track dashboard utilization. • Track partner engagement to support coordination and collaboration. • Track alignment of partner priorities and resources.

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: 2/24/20	ITEM TIME:
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FROM:	KARI LADROW, PUBLIC HEALTH DIRECTOR
TODAY'S DATE:	2/20/20
AGENDA TITLE:	DISCUSSION REGARDING THE PUBLIC HEALTH NURSE PROVIDING THE IMMUNIZATIONS CONTRACT SERVICES

CHECK ONE THAT APPLIES TO YOUR ITEM:
<input checked="" type="checkbox"/> ACTION ITEM
<input type="checkbox"/> DIRECTION
<input type="checkbox"/> INFORMATION

I. DESCRIBE THE REQUEST OR ISSUE:
Discussion on the Public Health Nurse providing the Immunizations Contract services to the Public.

II. RECOMMENDED ACTION:
<p>It is recommended that the Public Health Nurse give Immunizations for the following reasons:</p> <ul style="list-style-type: none"> -The "Know To Go To" model PH Director would like to implement is dependent upon the Public Health Nurse being able to administer vaccinations. "Know" the data of the outlying areas and where vaccinations are most needed but access to healthcare is an issue "Go To" those areas as a Public Health Department to reach vulnerable populations -For Emergency Response, it is necessary for the Health Department to be able to receive shipments of vaccinations. Since July we have had two outbreaks where shipments had to be sent to Rio Blanco Public Health in order to be able to provide response. -Dependency on other facilities or health clinics substantially impacts the response time to events from Public Health because it is reliant on non-County personnel and systems. -The Public Health goal for Governor Polis is to increase the immunization rates of Kindergarteners in the state of Colorado for MMR. Public Health can impact immunization rates by being able to offer to the community. -Every other health department in the state other than Pitkin County has a Public Health Nurse or more than one providing Immunizations to residents. -Moffat County and Routt County Partnership opportunity for the nurses to coordinate outreach events together and support the region and hard to reach areas.

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III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):
PROPOSED REVENUE:
PROPOSED EXPENDITURE:
FUNDING SOURCE:
Funding is provided by CDPHE for the Immunizations Contracts. Current award from CDPHE is \$33,451 plus an additional \$4162 for Hepatitis A response.
IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):
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V. BACKGROUND INFORMATION:
Public Health Department is new to Routt County as of July 2019 and services and supports are being set up.
VI. LEGAL ISSUES:
Comment will be provided by Erick Knaus, Routt County Attorney.
VII. CONFLICTS OR ENVIRONMENTAL ISSUES:
None

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VIII. SUMMARY AND OTHER OPTIONS:

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ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: 2/24/2020	ITEM TIME: 4:15 pm

FROM:	Slate Communications
TODAY'S DATE:	2/18/2020
AGENDA TITLE:	Slate Communications Update

CHECK ONE THAT APPLIES TO YOUR ITEM:	
<input type="checkbox"/> ACTION ITEM	
<input type="checkbox"/> DIRECTION	
<input checked="" type="checkbox"/> INFORMATION	

I. DESCRIBE THE REQUEST OR ISSUE:
Update on marketing work for the County provided by Slate Communications.

II. RECOMMENDED ACTION (<i>motion</i>):

III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):
PROPOSED REVENUE (<i>if applicable</i>):
CURRENT BUDGETED AMOUNT: \$0.00
PROPOSED EXPENDITURE:
FUNDING SOURCE:
SUPPLEMENTAL BUDGET NEEDED: YES NO
.

IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):



ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS
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V. BACKGROUND INFORMATION:

VI. LEGAL ISSUES:

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

VIII. SUMMARY AND OTHER OPTIONS:

IX. LIST OF ATTACHMENTS: Supplemental Budget Request