

The Community Health Needs Assessment (CHNA) is a valuable tool that has enabled us to home in on the most impactful areas of focus during the next three years. We are committed to this multi-year action plan and will work with our community partners to address these needs regarding improved communication and accessibility, access to healthcare – in particular for older adults - and equitable care for our diverse community, as well as continuing Vail Health's focus on behavioral health and whole person health.

Community input was integral to the 2025 CHNA, and we are grateful for the tremendous contributions of everyone involved in the creation of it. This is also an opportunity to reflect on how we performed during our 2019 CHNA. It has taken partnership within the community to move the needle on the eight implementation tactics from 2019, and we are proud of the progress we've been able to achieve.

Being a nonprofit, community provider with a volunteer board of directors, Vail Health can keep its dollars local and reinvest into the communities we serve, helping save lives and transform health. The CHNA reaffirms Vail Health's commitment to elevating health across our mountain communities, and we believe it will serve as an important roadmap for the future of healthcare in our valley.

Thank you,



Will Cook
Vail Health President and CEO

Executive Summary

Purpose of the CHNA Report

The purpose of this CHNA Report is to identify and prioritize significant health needs of the community served by Vail Health. The priorities identified will help to support Vail Health's ongoing commitment to elevating health by guiding future initiatives and community benefit activities. In addition, the 2025 CHNA was used to develop a 2025 Implementation Strategy, which is a written plan describing Vail Health's areas of priority and approaches for addressing the needs of the community identified.

Regulatory Requirements

Under Internal Revenue Service section 501(r)(3)(A), all nonprofit hospital organizations must complete a Community Health Needs Assessment (CHNA) once every three years and adopt an implementation strategy to meet the community health needs identified through the CHNA. The CHNA must take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health, and be made widely available to the public.

This report is available to the public at: VailHealth.org/About/Community-Health-Needs.

A paper copy of this report can be made available upon request by emailing Amy Lavigne, Vail Health's Vice President of Quality, Lavigne@VailHealth.org.



MISSION

Elevating health across our mountain communities.

VISION

The leading mountain healthcare system attracting the best talent to advance quality health for everyone in our communities.

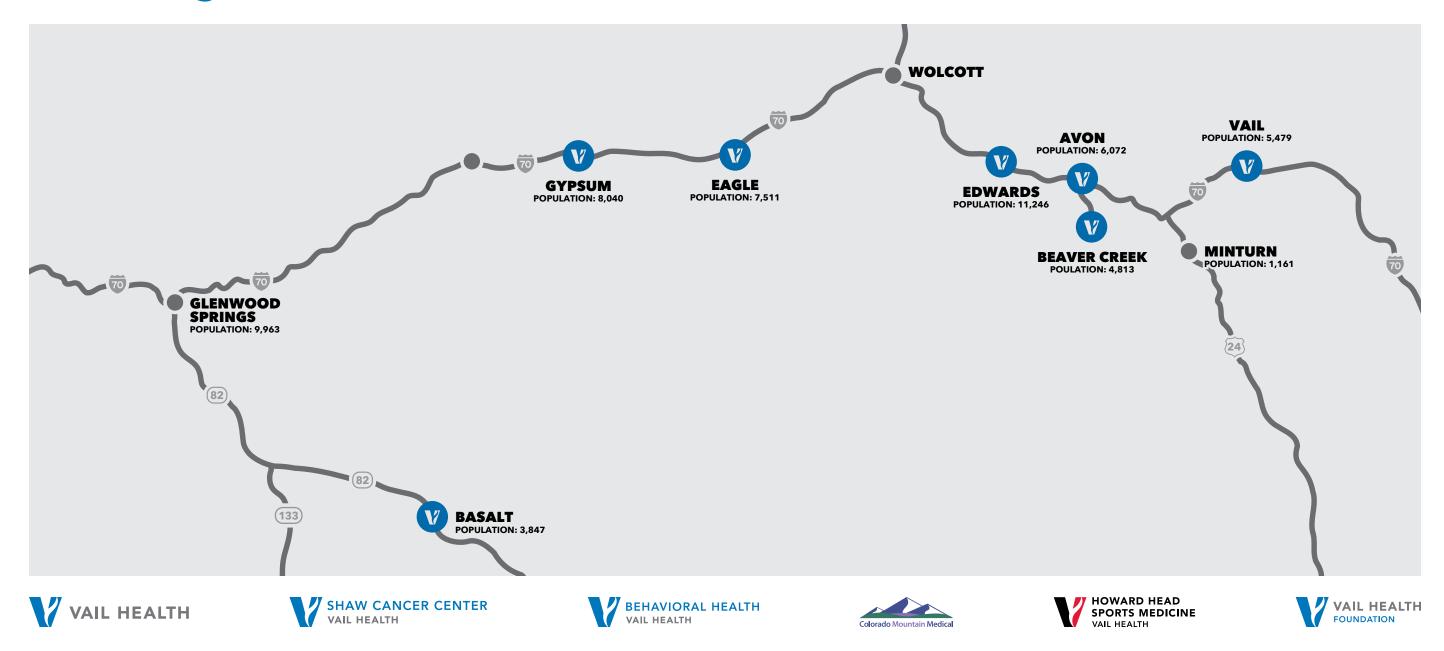


Vail Health

The most modern mountain healthcare system

- Vail Health is a nonprofit, independent, community healthcare system serving patients and guests from around the world, with a priority of serving our community, the residents of Eagle County, Colorado.
- The Vail Health system is made up of Vail Health Hospital (56-bed hospital), Howard Head Sports Medicine (HHSM), Shaw Cancer Center. Additionally, Vail Health System includes affiliations with Colorado Mountain Medical, Eagle Valley Behavioral Health, and Vail Health Foundation.
 - Howard Head Sports Medicine offers physical therapy services at 10 locations and works closely with our internationally renowned orthopaedic partners at The Steadman Clinic and Vail-Summit Orthopaedics and Neurosurgery.
 - Vail Health's Shaw Cancer Center and Sonnenalp Breast Center are the region's only fully accredited cancer treatment center and comprehensive breast center.
 - The Precourt Healing Center, a 28-bed in-patient behavioral health facility, opened in May 2025 and is the only inpatient behavioral health facility between Denver and Salt Lake City.

Elevating Health Across Our Mountain Communities



2022 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

A LOOK BACK AT OUR PROGRESS



Impact of Previous CHNA Implementation Strategy (2022)

In 2022, Vail Health completed a CHNA and developed a supporting, three-year Implementation Strategy to guide community benefit activities across Eagle County. Vail Health committed to devote resources and expertise to address the identified health needs, focusing on eight key priority areas.

The following is a three-year evaluation of the programs, services, initiatives, tactics, and partnerships sponsored by Vail Health to address the health priorities identified in the 2022 CHNA.

2022-2024 CHNA Implementation Tactics

Engage, Enroll, and Connect
People to Services that Improve \$5,900,000
Whole Person Health

Address Healthcare Staffing Shortages with a Focus on Increased Diversity

\$914,000

Bring Care to the People

\$9,700,000

Increase Early Childhood and Family Supports

\$630,000

Focus Prevention and Early Intervention on Our Greatest Health Opportunities

\$340,200

Im an

Improve System Interoperability and Integration \$1,600,000

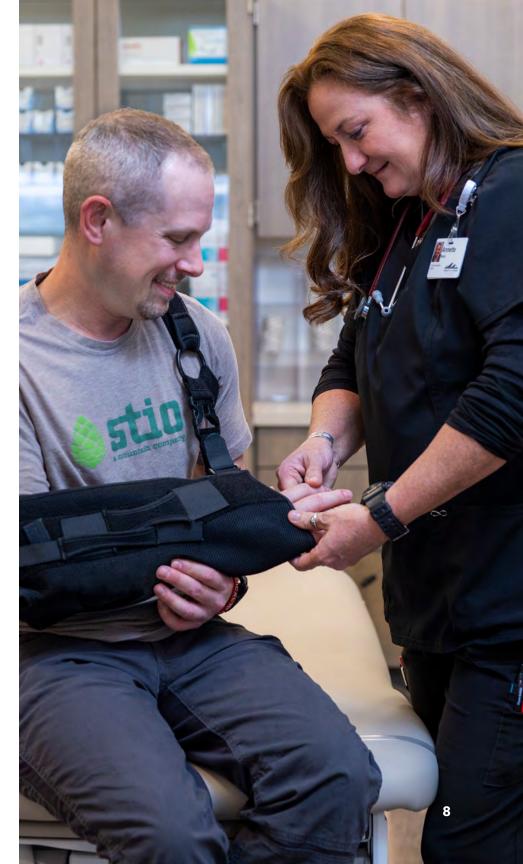
Increase Utilization of Healthy Foods

\$375,000

Advance Internal and External Policy and Incentives to Improve Population Health

\$670,000

Source for \$: 2023 990 Schedule H and other, additional relevant inputs





Engage, Enroll, and Connect People to Whole-Person Health

2022

- Launched a community-based Medicaid enrollment program and public assistance programs (i.e. Medicaid, CHP+, etc.) +400 enrollments.
- Expand Vail Health's Behavioral Health Service Line:
- 23 licensed providers
- All providers accept commercial insurance and governmental programs.
- Support and fund the Family and Intercultural Resource Center.
- Continue funding community efforts with >\$3M in grants across~ 12 local behavior health organizations.
- Supported Mountain Family Health Center, providing 2 new locations -Avon and Gypsum.
- Shaw Cancer Center Survivorship Program (ongoing) includes counseling, nutrition and support groups.

2023

- Enhance comprehensive care coordination and closed-loop referral system for social determinants of health.
- Implement "Find Help" system for social determinant of health service navigation and connection.
- Work with Eagle County Government to streamline and improve the Medicaid enrollment process.
- Expand community health worker programs, including billable services.
- Continue to fund community engagement, prevention and education efforts across community organizations.
- Howard Head Sports Medicine offers community fitness programs (run club, mountain bike club, MIRA: Mobile Intercultural Resource Alliance and My Future Pathways).

- Improve care coordination and transitions out of the Emergency Department through additional patient navigation/community health services.
- Continued to support The Community Market, Your Hope Center, and My Future Pathways on our Edwards Community Health Campus to better connect community members to services at one location.
- Added whole-person care within the outpatient behavioral health team with the addition of a functional medicine provider.
- Continued both the fiscal and in-kind support of Mountain Family Health Centers, providing the space for both their Avon and Gypsum clinics.
- Continue to support research that helps improve health outcomes in the areas of orthopaedics, oncology and behavioral health.



Bring Care to the People

2022

- Launched high acuity outpatient behavioral health services at Wiegers Mental Health Clinic.
- Built out 12 additional outpatient offices for clinic engagement and case management.
- Began construction on the new Precourt Healing Center (28-bed regional behavioral health inpatient facility).
- Further expanded Community Health Program on MIRA.
- Continue to expand mental health, substance use, and physical health services in the community.
- Integrated behavioral health within primary care at Colorado Mountain Medical and Mountain Family Health Center.
- Expand telemedicine services in English and Spanish at Colorado Mountain Medical, Mountain Family Health Center, and support for private providers.
- Olivia's Fund Scholarship Program:
- Served >3,750 sessions in 12 months.
- Added 3 bilingual case managers.

2023

- Continue to have two athletic trainers in the two public high schools to care for high school athletes.
- Ensure funding and sustainability of Community Health Programs on MIRA.
- Explore options to expand mobile at-home health services with Eagle County Community Paramedics:
 - Create a pro forma and explore legal structure.
- Engage with employers in programs to expand reach into the workplace.
- Provide access to specialty care, i.e. cardiology, breast care, plastics and pulmonology.

- Supporting Eagle County Home Health Collaborative and support Eagle County Paramedics in the development of a Home Health Care agency.
- Ongoing support of MIRA.
- Ongoing support of Community Paramedics.
- Significant support to Your Hope Center.
 - Behavioral health clinician in every school in the Eagle River Valley.
 - 24/7, 365 mobile crisis response, and a community support team
- Continued and finalizing Precourt Healing Center construction.
 Scheduled to open in Spring of 2025.



Focus Prevention and Early Intervention

2022

- Colorado Mountain Medical expanded endocrinology, internal medicine services, ENT and GI.
- CMM expanded pediatrics in both Eagle and Summit counties.
- CMM management of Urgent Care (UC).
- CMM increased access with online scheduling.
- CMM added remote Triage Nurse program.
- Funded multiple partners, including, Speak Up Reach Out, Eagle County Paramedics, Vail Valley Mountain Trails Association, Cycle Effect etc.
- Offer community screenings through MIRA, high school sports physicals, Sun Bus and business health fairs.

2023

- Expand metabolic screening, education, testing, and access.
- Increase maternal health screening through Family Connects program.
- Develop easily accessible lactation supports in multiple languages.
- Expand gender-specific preventative health programs.
- Implement family-focused screening and treatment for Adverse Childhood Experiences, Mental Health and Substance Use Disorders.
- CMM added bilingual RN to remote Triage Program.
- CMM added PHQ2 depression screening to all appointments.
- Ongoing community health screenings.

- Hosting free women and men's specific wellness educational events.
- Improve accessibility/utilization of behavioral health services by the LGBTQ+ population.
- Expand care coordination and interoperability efforts related to health screeners.
- Improve performance in CMM quality metrics related to health promotion (i.e. blood pressure management breast/colon cancer screening, depression screening).
- Fall prevention education and exercise classes for aging population.
- E-bike safety program with Shift Bikes and Eagle Police department, including helmet distribution.
- Free Stop the Bleed courses.
- Life jacket stations at Sylvan Lake and Eagle River Park.



Increase Utilization of Healthy Foods

2022

- Nutritional education and free meals on MIRA.
- Expanded SafeFit program for certain employer groups.
- Continue to work with The Community Market to improve food bank space at Edwards Community Health Campus.

2023

- Increase The Community Market's ability to source and provide nutritious foods.
- Maximize utilization and quality of federal nutrition programs.
- Ensure successful implementation of Proposition FF to provide free school meals for all public school students.

- Support The Community Market and Salvation Army in sourcing and providing nutritious foods.
- Vail Health composts food from each of the cafés.



Address Healthcare Staffing Shortage with Focus on Diversity

2022

- Community Paramedics Partnership:
 - Social Determinant of Health (SDoH) screener;
 - Behavioral health assessments and bilingual behavioral health community navigator referrals.
- Executed contract to build 87 new staffing units in Edwards.
- Enrich employee benefits based on staff feedback:
- \$1,000 wellness credit;
- Provide four weeks of paid parental leave for healthcare staff;
- Increased minimum wage to \$20 for all positions;
- Implemented a housing subsidy.
- Created Patient Care Tech and Clinical Assistant 12-month training program for local workforce.
- Expanded Mountain Strong
 Employee Assistance Program
 to 13 businesses, and added
 50 providers.

2023

- Recruit to optimize the mix of providers and staff across qualifications.
- Retain and grow healthcare providers and workforce.
- Accelerate growth of diverse healthcare leaders as a part of broader Diversity, Equity and Inclusion efforts:
 - Implement system-wide approach at Vail Health.
- Implement bilingual pay policies to attract and grow language acquisition for healthcare workforce.
- Continue work on multiple housing projects to expand housing options for healthcare staff.
- Expansion of Patient Care Tech and Clinical Assistant training program.
- Adding more employers and providers to Mountain Strong EAP.

- Focus on DEI education and awareness to employees.
- Incorporate DEI questions into annual employee engagement survey for the second consecutive year.
- Promote DEI holidays in monthly employee newsletter.
- Create DEIB Committee.
- Translate HIPAA and Just Culture Training in Spanish.
- Consult with Gartner DEI Advisors.
- Dallas College Apprenticeships to further education in SPD, MA and Coders positions.
- Hosted 25 students in clinical rotations and 41 in observations.
- Continue job shadow partnerships with My Future Pathways, CareerWise and Eagle County Schools.
- Continue Howard Head Sports Medicine fellowships, residencies and internships.



Increase Early Childhood and Family Supports

2022

- Expand home visitation through implementation of Family Connects program.
- Eagle Valley Behavioral Health (EVBH) funding for Early Childhood Partners.
- Launch of family/child peer support groups.
- Teen Driving and Safety Fair programs to help with seatbelt and car seat usage.

2023

- Addition of 2 new child / adolescent psychiatrists.
- Addition of 2 more family therapists.
- Send new parents home with a free meal for their first night or two at home.
- Family Connect program and Vail Health staff scheduled 218 home visits for new parents.

- Open Mothers Milk Bank at Family Birth Center to increase the number of breastmilk fed infants throughout our community and provide a convenient donation location for local mothers.
- Child Passenger Safety Education at Vail Health Hospital and throughout Eagle County.
- Further expand Family Connects program and partner with Valley View and Aspen Valley.



Improve System Interoperability and Integration

2022

- Aligning population health work across Vail Health system, Mountain Family, Eagle County Paramedics and community partner organizations.
- Development of Vail Health
 Outpatient Behavioral Health Cerner
 Electronic Medical Record (EMR).
- Shaw Cancer Center added to Cerner.
- Sharing data with Medicaid care coordinators to improve care transition and health outcomes.

2023

- Improve alignment of back-office operations across healthcare organizations in the community.
- Launch outpatient behavioral health electronic medical record system.
- Develop EMR for inpatient facility.
- Invest in health record interoperability, releases of information, etc., to enable seamless case management across various systems of care and human service organizations.
- Develop an evaluation system and rhythm to measure the system's performance and drive continuous improvement.

- Expand utilization of "Find Help"
 Social HIE (Health Information
 Exchange) for community wide
 service navigation and referrals and
 partner with the state of Colorado on
 statewide social HIE efforts.
- Transitioned Your Hope Center to the Vail Health EMR, moving 24 clinicians onto VH system, coordinating care, streamlining compliance and increasing fiscal sustainability.
- Expand utilization of and engagement with Healthcare Information Exchange (HIE), especially as this shifts to a statewide HIE (i.e. health screeners and advance care plan documents).



Advance Policy to Improve Community Health

2022

- Increased Vail Health's Financial Aid policy eligibility to 550% Federal Poverty Level (FPL).
- Aligned Vail Health Financial Assistance Policy with Olivia's Fund.
- Case Managers crossed trained to support clients to apply for the Vail Health Financial Assistance Program.

2023

- Explore availability of primary care for all residents at an affordable price.
- Implement common front door access for patient care at Vail Health and Colorado Mountain Medical.
- Ensure financial sustainability via appropriate contracted reimbursement rates for outpatient behavioral health.

- Significant advocacy work in collaboration with the American Hospital Association and the Colorado Hospital Association to help ensure health access, equity and quality are maintained and enhanced in a sustainable manner.
- Funded the research and planning for Eagle County Paramedics community health program.

Community Feedback from Implementation Plan

The below are direct quotes from community members regarding the 2022 CHNA Implementation Plan:

"Accessibility – MIRA Bus as an example of accessibility – it's a team effort."

"Need ONE Electronic
Health Record to share
between all providers,
facilities, etc."

"Early childhood where we are starting to make some good grounds. Cost of living is challenging, so connections to resources so you can feel supported when you bring that child home."

"Grew up in the valley, friend was pregnant and didn't want to have her baby at VVMC and went to Glenwood. But now customer service is better, walk in the door and the way people make you feel. A dramatic change since I was younger." "Made big strides in all areas of Behavioral Health. Access is better than it was 3-5 years ago. Good representation of an ideal partnership."

"All the community outreach is so much more extensive than anywhere else. Education programs are awesome."

"Your Hope Center launched a community stabilization program in 2021. No services for people transitioning from crisis to seeing a provider. Vail Health funded and now helping staff the program. With Vail Health, we doubled our staff."

"One of the biggest changes seen at Vail Health is TRUST at a direct level as a patient or from a community perspective. Even if there's an issue, they care about the issues rather than be defensive."

Impact Report Summary

In 2023, Vail Health invested a total of **\$34,000,000** into five main focuses within our mountain communities:



Access to Care

Community Partners



Whole-Person



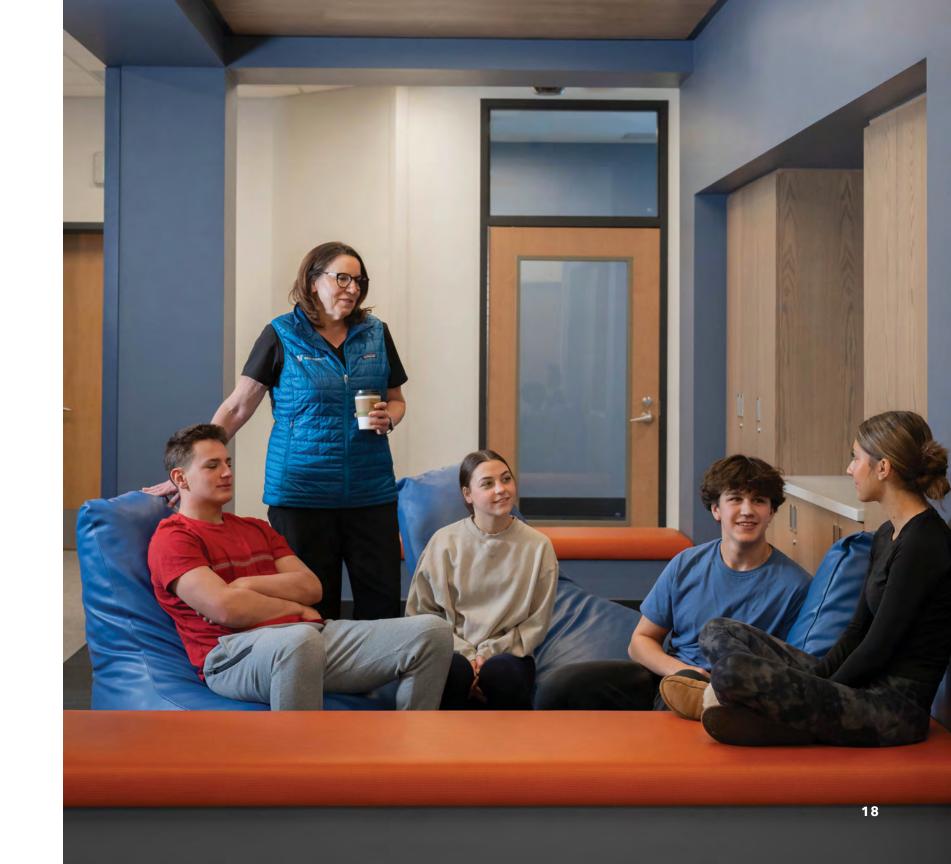
Financial Assistance and Medicaid



Health

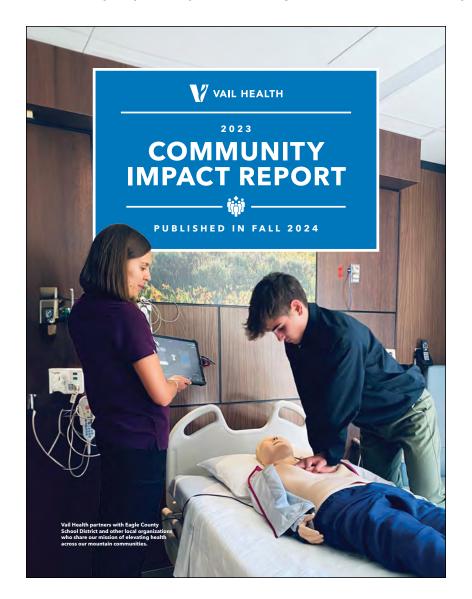
Clinical Education and Research

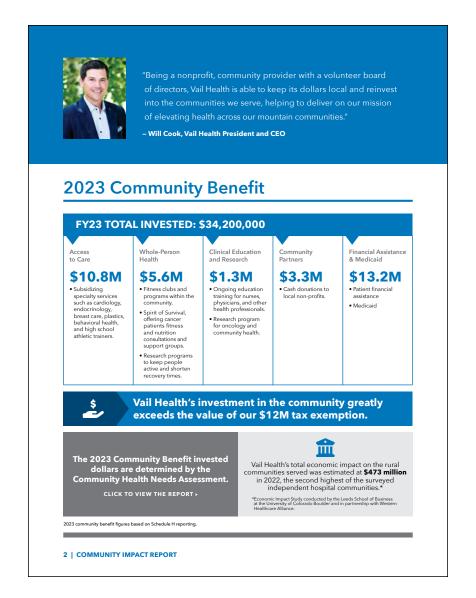
The invested dollars are determined by the Community Health Needs Assessment. Vail Health's total economic impact on the rural mountain communities we serve was estimated at \$473 million in 2022, the second highest of the surveyed independent hospital communities.

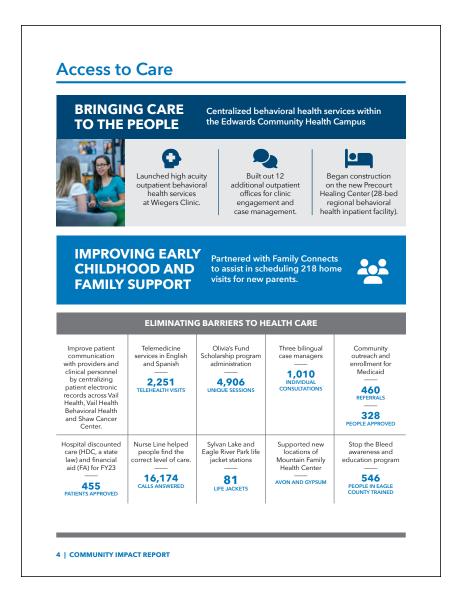


Community Impact Report

Community Impact Report, detailing Vail Health's community giveback efforts. Available at VailHealth.org.







2025 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

A LOOK AHEAD



Summary for 2025 CHNA

CHNA METHODOLOGY

In 2025, Vail Health conducted multiple in-person focus groups with a total of 160 Eagle County local residents from a variety of demographics that accurately represent the demographic make-up of the community it serves.



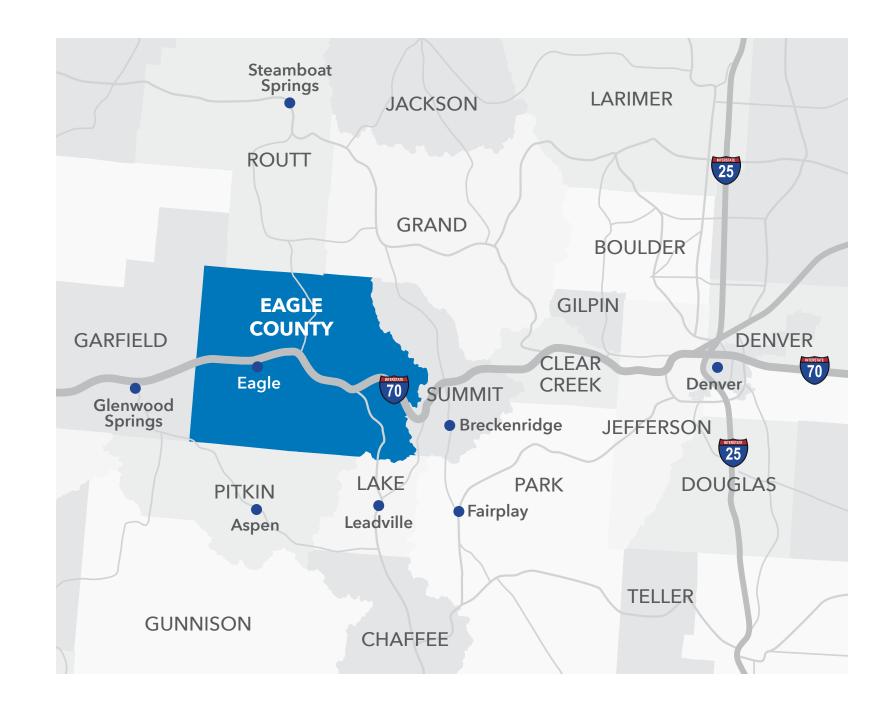
Community partner organizations and local government officials were also invited to participate, with representation from Eagle County Government, Eagle County Paramedic Services, Eagle County School District, Mountain Pride, Vail Valley Partnership (local chamber), Castle Peak Senior Center, Caregiver Connections, Mountain Family Health Center, Vail Valley Charitable Fund and Gypsum Government. Focus groups were held in both English and Spanish and community input was solicited to assess the community's health needs.

Additionally, several data sources were reviewed and information compiled as part of the assessment. This quantitative data was used in addition to the community feedback data to ensure and accurate and holistic approach to Vail Health's Community Health Needs Assessment.

Who We Serve: Eagle County, CO

- Eagle County's population decreased by 3% to 54,330 in 2023. Despite this recent drop, the population is still 6% higher than 2010.
- The county ranks highly in health metrics:
- 2nd in life expectancy (91.4 years)
- 3rd in health outcomes
- 4th in quality of life
- Diabetes rates match the state average at 7%.
- Per the Colorado Hospital Association, 16% of the Eagle County population is uninsured
- Despite high health rankings, **Eagle County ranks 45th of 64 counties** in physical environment due to housing affordability, availability, and quality, as well as transportation access

View links to data resources »



Who We Serve: Demographic Data









Who We Serve: Demographic Data

Senior Population (60+)



RAPID GROWTH

125% growth between 2010-2020, compared to 7% overall population growth



EXPENSES

61% of aging adults struggle to meet daily expenses



EMPLOYMENT

32% work full time, and 40% of this group cannot meet daily expenses

Hispanic/Latin Population



EXPENSES

39% of adults struggle to meet daily expenses



YOUTH DIVERSITY

61% of middle school and 49% of high school students have diverse racial/ethnic identities, majority being Hispanic/LatinX

24



LANGUAGE DIVERSITY

26.7% speak a non-English language at home

Who We Serve: Socioeconomic Factors

\$103,175

Median Income
Up from \$85,877 in 2022

\$118,088

Self-Sufficiency

Amount needed to meet basic needs (426% of Federal Poverty Guidelines)

6.6%

Poverty Rate

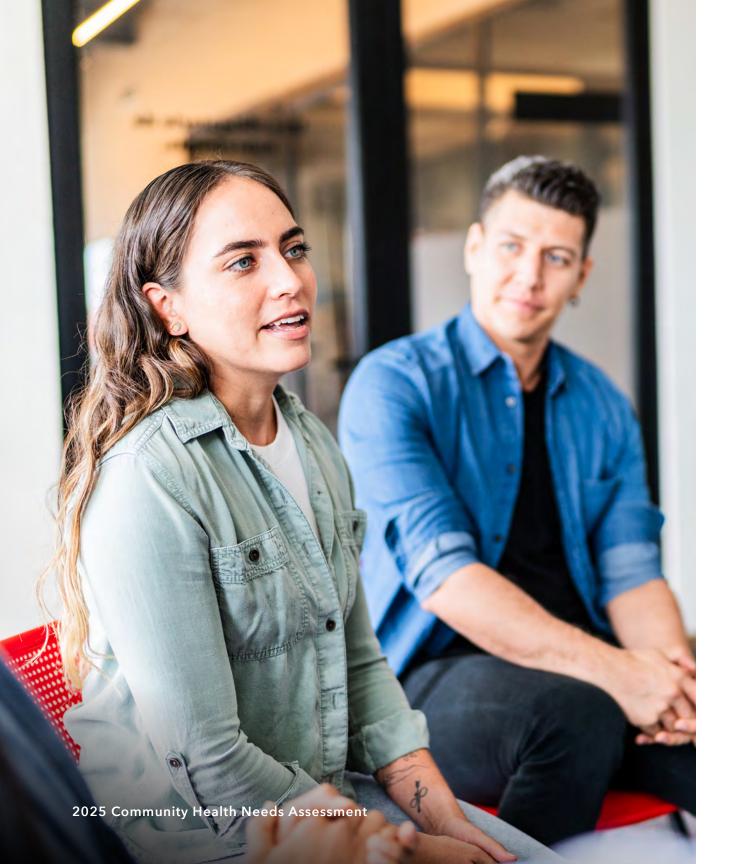
25.6% Hispanic/LatinX youth living in poverty

44%

Vacant Housing

(vs 10% statewide) 87% for seasonal recreational use





Focus Groups

To develop the 2025 CHNA, Vail Health engaged a diverse range of locals into focus groups to gather meaningful community input. We held sessions with Spanish-speaking locals (three total), one LGBTQ+ group, two 65+ groups, and one general public group. Each group was asked the same set of questions to ensure consistency in data collection. Participants provided valuable feedback on their health needs, concerns, and priorities, which directly informed the organization's assessment and helped shape a more inclusive and responsive community health strategy.

Findings from the 2025 CHNA support a focus on four key priorities during the next three years:



Improved Communication and Accessibility





Equitable Care and Whole Person Health



Focus Group Findings



Improved Communication and Accessibility

- Communication Gaps
- Coordinated Care
- Outreach and Community Engagement and Awareness



Access to Healthcare

- Aging Adult Care
- Specialized Care



Equitable Care and Whole Person Health

- Insurance, Uninsured and Financial Issues
- Reducing Barriers to Care
- Specialist Access
- Improved Transparency
- Cultural Competency
- LGBTQ+ Care
- Health Literacy
- Behavioral Health Needs





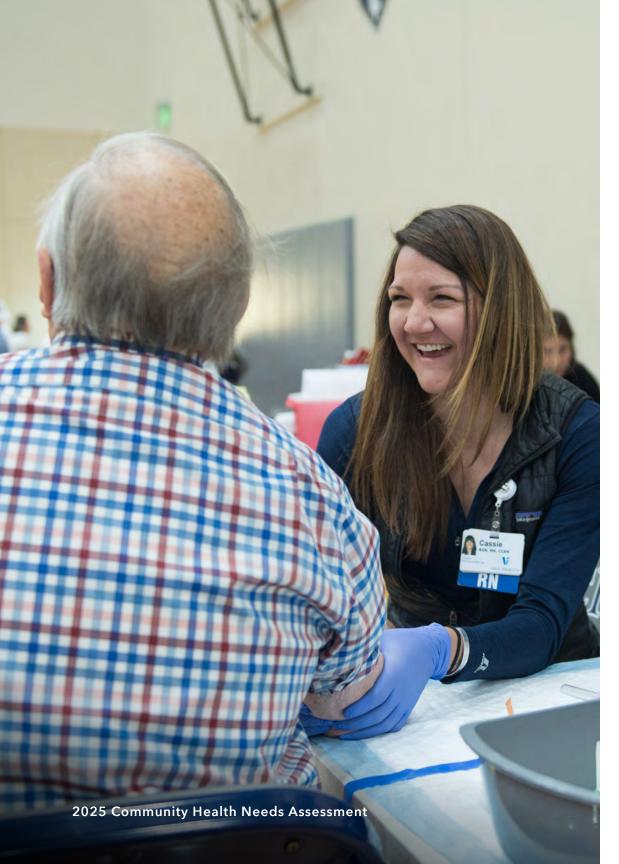
Implementation Strategy 2025-2027 Improved Communication and Accessibility

FEEDBACK

- Interoperability and Care Navigation/Coordination Minimizing communication gaps, creating easier access to technology and increasing coordinated care across Vail Health service lines were all mentioned as areas of opportunity.
- Community Outreach Improving upon inclusivity of all demographics and socioeconomics in Vail Health's engagement and education outreach efforts and adding topics around health literacy was voiced as an ongoing area of opportunity.

ACTION PLAN

- Vail Health will address this feedback and identified need through the adoption and integration of an enterprise-wide electronic medical records (EMR). Additionally, ongoing support and process improvement efforts related to the case management and care coordination teams across the system will continue to drive people and process in addition to technology.
- Vail Health will continue to build on the success of its newsletter and free community education and health-related events with an increased focus on ensuring equitable access through bi-lingual communication and inclusive topics. In 2025, the Elevating Health newsletter content has had a 37% open rate with at least two health education articles included in each issue. In 2024, Vail Health offered 7 free educational events with 1,050 attendees, as well as free community blood drives and other health-related offerings.



Implementation Strategy 2025-2027 Access to Healthcare (in particular for older adults)

FEEDBACK

• Gaps in Care – Opportunities related to meeting the needs of the older adult population across the care continuum to include skilled nursing, long-term care, end-of-life/palliative care, home health care, and aging-in-place strategies was included in the feedback.

ACTION PLAN

- Vail Health will adopt and implement tactics from the Age-Friendly Health System strategies to improve upon the quality of care provided to the older adult population and ensure it is effective, patient-centric, and drives equitable outcomes.
- Vail Health will continue its partnership and funding of programs with organizations that have a focus on older adult care, including Caregiver Connections, Castle Peak Senior Life and Rehabilitation, as well as Eagle County Community Paramedic and Home Health Program.
- Vail Health will collaborate with Eagle County Healthy Aging to offer educational programs (i.e. balance classes, educational seminars, Aging Well Expo event) and will engage as a key stakeholder in Eagle County's Aging Well Roadmap, including serving on their Advisory Council.



Implementation Strategy 2025 - 2027 Equitable Care/Whole Person Health

FEEDBACK

- Competence in providing equitable care to the diverse community A reoccurring theme throughout all groups was a perceived lack of focus and competency in caring for the diverse population within Vail Health's community. This included an identified need and opportunities related to equitable access, clinical competency, and patient-centered education.
- Behavioral Health Consistent feedback was provided regarding continuing Vail Health's focus on behavioral health and whole person health. While feedback was positive as to previous growth and initiatives, the community voiced a need for continuous improvement and ongoing support in this area.

ACTION PLAN

- Although Vail Health provides standardized cultural competence-related education, this will be expanded to drive additional and more effective education. Vail Health will offer professional development support for staff and physicians that will improve equitable care and promote optimal patient outcomes for minority groups (i.e. Hispanic, LGBTQ+, older adults).
- While Vail Health provided hospital discounted care (HDC) and financial aid (FA) for 528 patients in 2024, including 381 HDC patients and 147 FA approved patients, based on the feedback, Vail Health will work to evaluate its financial aid policy to ensure its effectiveness in meeting the needs of the community's lower socioeconomic population.
- Vail Health will continue its prioritization and support of its behavioral health service line, including inpatient, outpatient, and integrated. The utilization of quality data to drive decision making will be a key strategy in these efforts.

Links to Data Resource

US Census Quick Facts



Self-Sufficiency Standard



Mira Community
Needs Assessment



CHA Hospital Community Data Dashboard

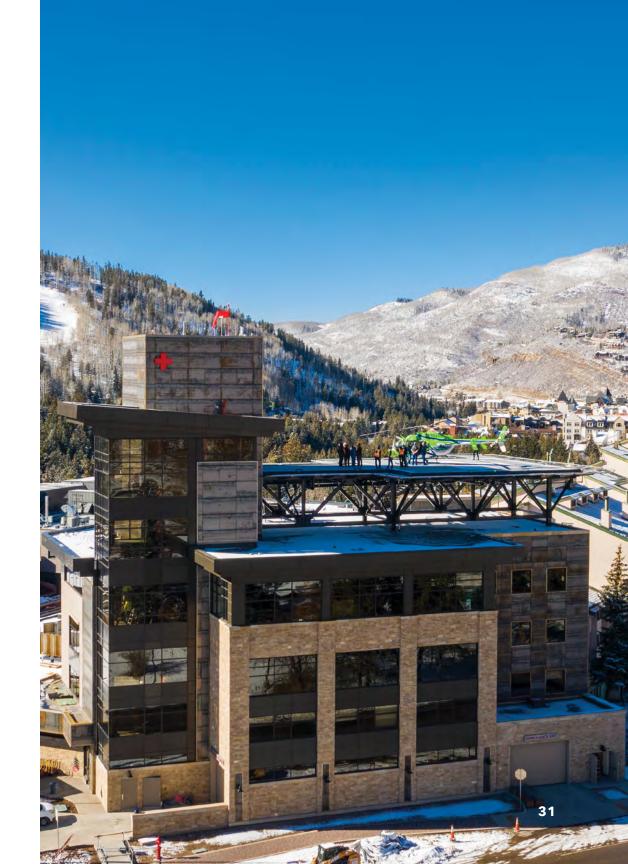


2021 Eagle County Aging Well Plan



2024 Eagle County Community Needs Assessment







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AVON | BEAVER CREEK | BRECKENRIDGE | DILLON | EAGLE | EDWARDS | FRISCO | GYPSUM | VAIL