

**SOUTHWEST HEALTH SYSTEM, INC.
CORTEZ, COLORADO**

CHNA IMPLEMENTATION PLAN

**SUPPLEMENT AND REPLACEMENT TO ACCOMPANY THE
2013 COMMUNITY HEALTH NEEDS ASSESSMENT**



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EXECUTIVE SUMMARY

Overview of Implementation Plan

Effective on tax years beginning after March 23, 2012, each 501(c)(3) hospital facility is required to conduct a Community Health Need Assessment (CHNA) at least once every three taxable years and adopt an implementation strategy to meet the community needs identified through such assessment;

On April 5, 2013 the IRS/Treasury Department published Draft Federal Regulations specifying content and process governing an acceptable CHNA and its accompanying implementation plan. While the Draft Regulations do not become final until November 5, 2013 and may change, Southwest Health System, Inc. has elected to modify the Implementation Plan developed in response to the CHNA report developed for the 2013 fiscal year. This Implementation Plan expands upon and replaces earlier efforts.

In subsequent years, with the annual 990 filing required of 501(c)(3) organizations, Southwest Health System will report on its implementation efforts developed in accord with this plan. Southwest Health System may also, subsequent to this plan, elect to otherwise report progress on its implementation plan.

CHNA IDENTIFIED HEALTH NEEDS

Significant Health Needs

In its CHNA Southwest Health System identified the health needs of our immediate area. In the process used, the hospital organized the priority ranked list of needs into four groups:

- High Priority Needs for which the hospital has assumed high responsibility for implementation
- High Priority Needs for which the hospital has assumed low responsibility for implementation
- Low Priority Needs for which the hospital has assumed high responsibility for implementation
- Low Priority Needs for which the hospital has assumed low responsibility for implementation

The April 5, 2013 Draft Regulations established a definition of the content of the CHNA Implementation Plan.

- As indicated in section 3.a.ii of this preamble, these proposed regulations limit the health needs that a hospital facility must identify through its CHNA to significant health needs and the health needs covered in the implementation strategy are limited to those significant health needs identified through the CHNA. In addition, these proposed regulations do not require a hospital facility to develop a strategy or plan to address each identified significant health need. Rather, consistent with section 6033(b)(15)(A) of the Code, these proposed regulations follow the approach set forth in Notice 2011-52 and clarify that a hospital facility's implementation strategy must, with respect to each significant health need identified through the CHNA, either: (1) describe how the hospital facility plans to address the health need; or (2) identify the health need as one the hospital facility does not intend to address and explain why the hospital facility does not intend to address the health need. Accordingly, an implementation strategy may describe how the hospital facility plans to address only a few of the significant health needs identified through a CHNA, as long as it explains why it does not intend to address the other identified significant health needs for which no plan is provided.

Since this specificity and guidance was not available at the time Southwest Health System developed its CHNA, this document augments the CHNA so the implementation plan documentation addresses the regulatory guidance. This implementation plan augments and replaces the implementation plan developed during the CHNA development process earlier in 2013.

By definition, the needs identified in the CHNA as “High Priority Needs for which the hospital has assumed high responsibility for implementation” become the “significant health needs and the health needs covered in the implementation strategy”.

The April 5, 2013 Draft Regulations do not preclude Southwest Health System from addressing other identified needs in its Implementation Plan.

- Although an implementation strategy must address the significant health needs identified through a hospital facility's CHNA, these proposed regulations do not limit an implementation strategy to addressing only those health needs, and it may describe activities to address health needs that the hospital facility identifies in other ways.

By definition, the needs identified in the CHNA as “Low Priority Needs for which the hospital has assumed high responsibility for implementation” become the health needs for which it may describe activities to address.

- The Hospital may respond to a Significant Need by not developing an Implementation Plan. These proposed regulations clarify that a brief explanation of why a hospital facility does not intend to address the significant health need is sufficient. Some possible examples of reasons a hospital facility might offer for not addressing a health need, include, but are not limited to, resource constraints, relative lack of expertise or competency to effectively address the need, a relatively low priority assigned to the need, a lack of identified effective interventions to address the need, and/or the fact that the need is being addressed by other facilities or organizations in the community. This list of possible reasons is not intended to be exhaustive, and a hospital facility may provide whatever reasons reflect its particular facts and circumstances.

By definition, the needs identified in the CHNA as “High Priority Needs for which the hospital has assumed low responsibility for implementation” and the “Low Priority Needs for which the hospital has assumed low responsibility for implementation” are needs the hospital elects to not develop an implementation plan.

Additional Implementation Plan Definitions

In the CHNA, we used the priority ranking of area health needs by the local expert advisors to organize the search for locally available resources as well as the response to the needs by the Hospital. The information in this implementation plan includes:

- Identifies the rank order of each identified Significant Need;
- Presents the factors considered in developing the ranking;
- Establishes a Problem Statement to specify the problem indicated by use of the Significant Need term;
- Identifies hospital current efforts responding to the need;
- Establishes the implementation plan programs and resources the hospital will devote to attempt to achieve improvements;

- Documents the Leading Indicators the hospital will use to measure progress;
- Presents the Lagging Indicators the hospital believes the Leading Indicators will influence in a positive fashion, and;
- Presents the locally available resources noted during the development of this report as believed to be currently available to respond to this need.

All data items analyzed to determine significant needs are “Lagging Indicators”, measures presenting results after a period of time, characterizing historical performance. Lagging Indicators tell you nothing about how the outcomes were achieved. In contrast the hospital implementation plan utilizes “Leading Indicators”. Leading Indicators anticipate change in the Lagging Indicator. Leading Indicators focus on short-term performance, and if accurately selected, anticipate the broader achievement of desired change in the Lagging Indicator. In our application, Leading Indicators also must be within the ability of the hospital to influence and measure.

Significant Needs for Which Hospital Develops an Implementation Plan

1. **HEALTHCARE COSTS** – Data indicates that changes impacting lifestyle are rated as above average for Montezuma County; uninsured in Montezuma County is above the Colorado average; “Not having health insurance” is listed as major concern by 82% of the Local Experts; availability/use of employer health savings accounts is below average..

Problem Statement: Efforts need to be devoted to achieve enhanced availability of affordable medical and wellness services

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS Financial Assistance Program available to everyone. Qualification depends on income level. Program is robust.
- Two financial counselors available to assist in enrolling with financial assistance, or other federal/state programs
- SHS takes a proactive approach to pricing in an effort to cover costs, but remain one of the lowest cost providers in Colorado and the lowest in the immediately area.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:¹

- Develop/implement better programs to provide full cost estimates to patients prior to services being provided.
- Make hospital charges more accessible to public.
- Expand communication and outreach related to availability of financial assistance.
- Become an enrollment site for the Colorado Health Insurance Exchange.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Better understanding of hospital charges.
- Improved understanding of financial assistance and other programs to help offset out of pocket expenses.
- Decreased financial hardship on patients caused by medical bills/healthcare.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Volume of patients enrolled in financial assistance program.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of Uninsured in Montezuma County.

¹ This section in each need for which the hospital plans an implementation strategy responds to Schedule H (form 990) Part V Section B 6. a. and 6. b.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
Montezuma Co. Social Services	109 W. Main, Rm. 203, Cortez 81321	970-565-3769

2. MATERNAL AND CHILD HEALTH – A survey indicates that teen births listed as major concern and above the Colorado average for Montezuma County; births to unmarried women and no care in the first trimester are above national and peer averages; births to women under age 18 are above the national average; white, non-hispanic infant mortality is also above the national average; births to women age 40-54 is above peer averages. Montezuma County performs better than average related to infant mortality measures related to low birth weight, very low birth weight, and premature births.

Problem Statement: Most Maternal and Child measures are viewed as satisfactory. Premature births and age of mother are the areas for improvement.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- Family Birthing Center with four Family Medicine/Obstetric physicians affiliated with it.
- Prenatal care provided to community through physicians at five different clinic sites in the community.
- Board certified Pediatrician on staff and seeing patients at Southwest Memorial Primary Care.
- Provide numerous community education courses related to childbirth, parenting, breastfeeding, etc.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- SHS will look at developing programs to encourage prenatal obstetrical care to improve infant health.
- SHS will coordinate with the RE-1 school district to develop and offer additional education classes as an effort to reduce teen pregnancy.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- SHS anticipates decreases in teen pregnancy and improved infant mortality.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Teen Birth Rate

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Infant Mortality Rates

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Planned Parenthood	20 W. North St., Cortez 81321	970-565-7011
Cortez RE1 School District	121 E. First St., Cortez 81321	970-565-7282
Dolores RE4 School District	100 N. 6th St., Dolores 81323	970-882-7255
Mancos RE6 School District	395 Grand Ave., Mancos 81328	970-533-7748
Southwest Open School	401 Dolores Rd., Cortez 81321	970-565-1150
Montezuma Co. Social Services	109 W. Main, Rm. 203, Cortez 81321	970-565-3769
Heart to Heart	213 W. North St., Cortez 81321	970-565-0979
Ute Mountain Social Services	400 Sunset Blvd., Towaoc 81334	970-565-3751

3. DIABETES – Diabetes is the seventh leading cause of death in Montezuma County; Montezuma County the seventh highest rated county in Colorado and the occurrence of diabetes is higher than expected. The University of Washington Institute for Health Metrics and Evaluation indicates that the multiyear trend is lower than expected but slightly higher for men. 56% of residents list this as a major concern

Problem Statement: Diabetic education and treatment resources should be expanded to enhance education and continue to reduce the impact of this disease.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS has dedicated Diabetic Educators and well as Dieticians to provide education and other assistance for diabetics and their families.
- SHS provides outreach education to try and reduce the prevalence of diabetes in Montezuma County.
- When necessary, SHS has the medical capabilities, inpatient, outpatient, and through the emergency room to treat individuals with complications from diabetes, to in the management of a diabetic condition.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Expand outreach and education to reach more people.
- Collaborate with other community agencies dedicated to battling diabetes.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Better control of diabetes for those already diagnosed with the disease.
- Reduced identification of new diabetic cases.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Diabetes occurrence/prevalence rate

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of individuals provided diabetic education

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Cortez Orthopedics	208 W. North St., Cortez 81321	970-565-2600
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Guardian Angel Home Health	925 S. Broadway, Cortez 81321	970-565-7134
Pasco Home Health	45 S. Washington, Cortez 81321	970-565-6833
Alpine Home Health	555 S. Camino Del Rio, Ste. A-1, Durango 81303	970-565-9118

5. CANCER AND TESTING – Cancer is the number one cause of death in Montezuma County, but at an expected rate. Presence of breast cancer in females, colon cancer and lung cancer are above national averages.

Problem Statement: The incident rate for cancer should be lowered and utilization of diagnostic screening services should increase.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS provides an array of services to assist in the diagnostic testing for cancer. Services such as laboratory testing, clinical pathology, mammography, colonoscopy, etc.
- SHS has physicians capable of surgical intervention, if necessary.
- SHS does not provide any direct oncology services. The overall demand for such specialists in Montezuma County does not justify the employment of a full-time physician. Southwest Oncology in Durango is fully capable of meeting the community’s needs.
- SHS does have an infusion service, capable of providing outpatient infusion and chemotherapy so that patients do not have to travel to Durango for recurring treatments.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Continue promoting and advocating the need/use of preventive services available in the community.
- Promote the need/desire for early identification and intervention.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Improved identification of those with cancer.
- Earlier intervention in newly diagnosed cases of cancer.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Cancer occurrence/prevalence rate

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of individuals undergoing mammography and colonoscopy

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441

Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
Southwest Oncology	1 Mercado St., Ste 100, Durango 81301	970-385-7977
Cedar Diagnostics	1011 N. Mildred Rd., Cortez 81321	970-565-8482

6. HEALTHCARE AVAILABILITY – 81% of those surveyed listed the availability of healthcare providers in Montezuma County as a major problem.

Problem Statement: Access to preventative services and provision of service to the elderly and other underserved populations needs to be enhanced.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS has over 50 privileged providers on the medical staff.
- Four additional primary care providers have been added to the community since October 2011, all who accept Medicare, Medicaid, and the Colorado Indigent Care Program.
- SHS expanded its Financial Assistance Program to provide greater flexibility to the community in order to receive care and minimize financial pressures.
- SHS added a gynecological surgeon to staff to promote/expand women’s health services.
- SHS expanded availability at our Walk-In Clinic to offer same-day access to care.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Continue to recruit for additional primary care physicians, physician assistants, or nurse practitioners into the community.
- Offer low cost vaccination program to supplement services offered by the county health department.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Improved community perception and knowledge of available providers in Montezuma County.
- Reduction in wait time before being seen by a provider.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Community assessment of availability of healthcare providers/services

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of days patients must wait before they can see a provider.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Cortez Orthopedics	208 W. North St., Cortez 81321	970-565-2600
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
Southwest Oncology	1 Mercado St., Ste. 100, Durango 81301	970-385-7977
Cedar Diagnostics	1011 N. Mildred Rd., Cortez 81321	970-565-8482
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Planned Parenthood	20 W. North St., Cortez 81321	970-565-7011

Significant Needs for Which Hospital Elects to Not Develop an Implementation Plan

4. **YOUTH ALCOHOL USE AND ALL AGE SUBSTANCE ABUSE** – During the community survey, 60% noted that alcohol use among youths was a concern. 71% noted that youth drug use was a major concern, with 72% noting that methamphetamine use was a problem.

Problem Statement: Alcohol and substance abuse resources need to increase.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS has medical capabilities to treat those with acute problems related to alcohol and substance abuse. No facilities/capabilities exist for recovery or rehabilitation services.

HOSPITAL DOES NOT INTEND TO DEVELOP AN IMPLEMENTATION PLAN FOR THIS NEED FOR THE FOLLOWING REASON(S):

- Lack of expertise or competency among existing credentialed staff.
- A lack of identified effective interventions that SHS could use to address the need.
- This need is addressed by several other facilities and organizations.

ANTICIPATED RESULTS FROM IMPLEMENTATION PLAN OF OTHERS

- The assumption is other local resources will take action through their stated missions to address this community concern.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- None as Southwest Health System will not actively engage in implementation efforts but will monitor and support the efforts taken by others, including the organizations shown below as resources.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
The Recovery Center	35 N. Ash St., Cortez 81321	970-565-4109
Cortez RE1 School District	121 E. First St., Cortez 81321	970-565-7282
Dolores RE4 School District	100 N. 6th St., Dolores 81323	970-882-7255
Mancos RE6 School District	395 Grand Ave., Mancos 81328	970-533-7748
Southwest Open School	401 Dolores Rd., Cortez 81321	970-565-1150
Montezuma Co. Sheriff	730 E. Driscoll, Cortez 81321	970-565-8452
Cortez Police Department	608 N. Park, Cortez 81321	970-565-8441

Towaoc Police (BIA)	PO Box 449, Towaoc 81334	970-565-3706
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
The Pinion Project	300 N. Elm St., Cortez 81321	970-564-1195

7. CHILDREN IN POVERTY – The number of children in poverty in Montezuma County is above the State average.

Problem Statement: Enhanced efforts are needed to target educational achievement assistance and a focused effort to moderate impacts of domestic violence, accidental injury, depression and poor health behaviors of children living in poverty.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS provides assistance in enrolling children and families in Medicaid, CHP, and other government healthcare programs.
- SHS provides a financial assistance program to alleviate financial pressures on families.

HOSPITAL DOES NOT INTEND TO DEVELOP AN IMPLEMENTATION PLAN FOR THIS NEED FOR THE FOLLOWING REASON(S):

- A lack of identified effective interventions that SHS could use to address the need.
- This need is addressed by several other facilities and organizations.

ANTICIPATED RESULTS FROM IMPLEMENTATION PLAN OF OTHERS

- The assumption is other local resources will take action through their stated missions to address this community concern.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- None as Southwest Health System will not actively engage in implementation efforts but will monitor and support the efforts taken by others, including the organizations shown below as resources.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Montezuma Co. Social Services	109 W. Main, Rm. 203, Cortez 81321	970-565-3769
The Pinion Project	300 N. Elm St., Cortez 81321	970-564-1195
Cortez RE1 School District	121 E. First St., Cortez 81321	970-565-7282
Dolores RE4 School District	100 N. 6th St., Dolores 81323	970-882-7255

Mancos RE6 School District	395 Grand Ave., Mancos 81328	970-533-7748
Southwest Open School	401 Dolores Rd., Cortez 81321	970-565-1150

Other Needs for Which Hospital Elects to Develop an Implementation Plan

9. **OBESITY AND EXERCISE** – Rated above average; people making unhealthy food choices/obesity listed by 57% as a major concern; presence of fast food restaurants below Colorado average; adult obesity is below Colorado avg. and better than national goal. Exercise: Regular and vigorously exercise below Colorado average; access to recreational facilities below Colorado avg.

Problem Statement: Additional obesity reduction efforts, including an emphasis on healthy eating, are needed; identify efforts resulting in increased exercise.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS provides nutritionists and diabetic educators to assist with obesity and health lifestyle education.
- SHS provides a healthy menu to staff, patients, and public using locally grown ingredients.
- SHS coordinates and supports Livewell Montezuma in their efforts to promote healthier lifestyles
- SHS conducts community education forums
- SHS provides a wellness program for its own staff.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Continue current activities.
- Expand education and outreach in collaboration with community programs to emphasize healthy eating and frequent exercise.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Reduction in obesity and increase in exercise
- The assumption is other local resources will take action through their stated missions to address this community concern also.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- None as Southwest Health System will not actively engage in implementation efforts but will monitor and support the efforts taken by others, including the organizations shown below as resources.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
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Cortez Orthopedics	208 W. North St., Cortez 81321	970-565-2600
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Cortez RE1 School District	121 E. First St., Cortez 81321	970-565-7282
Dolores RE4 School District	100 N. 6th St., Dolores 81323	970-882-7255
Mancos RE6 School District	395 Grand Ave., Mancos 81328	970-533-7748
Southwest Open School	401 Dolores Rd., Cortez 81321	970-565-1150
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

11. HEART DISEASE – The #2 cause of death in Montezuma County, but lower than expected rate; Center for Disease Control and Prevention has multiyear trend in second highest national category; chronic heart disease is above average.

Problem Statement: The number of heart related deaths needs to decline.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS provides cardiac rehabilitation and other cardiac testing services.
- SHS coordinates with cardiologists in Durango and Farmington on patient care protocols and transfer protocols.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Continue current activities and improve protocols to reduce adverse cardiac events..

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Reduction in adverse cardiac events.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- None as Southwest Health System will not actively engage in implementation efforts but will monitor and support the efforts taken by others, including the organizations shown below as resources.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

12. PREVENTION – Individuals seeking routine cardiac stress test screening in last two years is below average; patients who sought clinical quality information or accessed health information is below average; preventable hospital stays are below the Colorado and national average.

Problem Statement: Awareness and use of preventative service needs to increase.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS provides all preventive services normally recognized by Medicare, Medicaid, and private insurance companies.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Work with local residents and employers to make people aware of what preventive services are provided by SHS, and available at no cost from any insurance coverage.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Increased use of preventive services
- Decreased healthcare expenses.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- None as Southwest Health System will not actively engage in implementation efforts but will monitor and support the efforts taken by others, including the organizations shown below as resources.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

14. PRIMARY CARE PHYSICIAN USE – Utilization of primary care physicians by residents is above average; the primary care physician to population ratio is above the Colorado average.

Problem Statement: Evaluate appropriate actions to enhance local resident ability to access physician services.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- SHS has over 50 privileged providers on the medical staff.

- Four additional primary care providers have been added to the community since October 2011, all who accept Medicare, Medicaid, and the Colorado Indigent Care Program.
- SHS expanded its Financial Assistance Program to provide greater flexibility to the community in order to receive care and minimize financial pressures.
- SHS added a gynecological surgeon to staff to promote/expand women’s health services.
- SHS expanded availability at our Walk-In Clinic to offer same-day access to care.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Continue to recruit for additional primary care physicians, physician assistants, or nurse practitioners into the community.
- Offer low cost vaccination program to supplement services offered by the county health department.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Improved community perception and knowledge of available providers in Montezuma County.
- Reduction in wait time before being seen by a provider.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Community assessment of availability of healthcare providers/services

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of days patients must wait before they can see a provider.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086

Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Colorado Rural Health Center	3033 S. Parker Rd., Ste. 606, Aurora 80014	303-832-7493

18. OB/GYN – Visits are below average.

Problem Statement: Evaluate appropriate actions to enhance local resident ability to access services of an OB/GYN.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- Montezuma County has four physicians that provide obstetrical services, and increase of two from 2011.
- SHS has an additional three physicians that provide women’s health services.
- SHS added a gynecological surgeon to staff to promote/expand women’s health services.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Publicize and communicate the availability of these physicians to provide services to residents.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Improved community perception and knowledge of available providers in Montezuma County.
- Reduction in wait time before being seen by a provider.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Community assessment of availability of OB/GYN providers/services

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of days patients must wait before they can see a provider.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441

Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946

19. PEDIATRICS – Availability of care is considered below average.

Problem Statement: Evaluate appropriate actions to enhance local resident ability to access services of a Pediatrician.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- Montezuma County has five physicians that provide pediatric services, and increase of three from 2011.
- SHS added a pediatrician in late 2011 to develop/expand pediatric services.

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Publicize and communicate the availability of these physicians to provide services to residents.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Improved community perception and knowledge of available providers in Montezuma County.
- Reduction in wait time before being seen by a provider.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Community assessment of availability of pediatric providers/services

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- Number of days patients must wait before they can see a provider.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125

Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946

20i. **PALLIATIVE CARE** – No palliative care programs exists in Montezuma County; two Hospice programs exist.

Problem Statement: Palliative care services should expand.

HOSPITAL SERVICES AVAILABLE TO RESPOND TO THIS NEED INCLUDE:

- None

HOSPITAL IMPLEMENTATION PLAN PROGRAMMATIC INITIATIVES:

- Develop a palliative care program.

ANTICIPATED RESULTS FROM HOSPITAL IMPLEMENTATION PLAN

- Implementation and ongoing support for a palliative care program.

LEADING INDICATOR HOSPITAL WILL USE TO MEASURE PROGRESS:

- Implementation of a palliative care program.

LAGGING INDICATOR HOSPITAL WILL USE TO IDENTIFY IMPROVEMENT

- None.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Valley Inn Nursing Home	211 3rd Ave, Mancos 81328	970-533-9031
Vista Grande Nursing Home	680 E. Hospital Drive, Cortez 81321	970-564-1122
Vista Mesa Assisted Living	1206 N. Mildred, Cortez 81321	970-564-1888
Madison House Assisted Living	120 S. Madison, Cortez 81321	970-565-2047
Hospice of Montezuma	1345 S. Broadway, Cortez 81321	970-565-4400
Alpine Hospice	691 CR 233, Ste. #A4, Durango 81301	970-247-0430

Aspen Gardens Assisted Living	1200 N. Dolores Rd., Cortez 81321	970-564-8600
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

Other Needs for Which Hospital Elects to Not Develop an Implementation Plan

8. **SMOKING** – Tobacco use, 57% note as major issue among youth; Cigarette use above avg.; Adult Smoking above Colorado avg.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

The Pinion Project	300 N. Elm St., Cortez 81321	970-564-1195
Cortez RE1 School District	121 E. First St., Cortez 81321	970-565-7282
Dolores RE4 School District	100 N. 6th St., Dolores 81323	970-882-7255
Mancos RE6 School District	395 Grand Ave., Mancos 81328	970-533-7748
Southwest Open School	401 Dolores Rd., Cortez 81321	970-565-1150
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056

10. **MENTAL HEALTH** – Issues, 60% note as major concern

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056

13. ACCIDENTS – #4 cause of death, higher than expected rate, 8th highest county; Motor Vehicle Injury worse than national and peer avg.; Unintentional Injury worse than national and peer avg.; Motor vehicle crash deaths above Colorado avg.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Montezuma Co. Sheriff	730 E. Driscoll, Cortez 81321	970-565-8452
Cortez Police Department	608 N. Park, Cortez 81321	970-565-8441
Colorado State Patrol	33009 Highway 160, Mancos 81328	970-564-9556
Cortez Fire Protection District	23 N Washington St., Cortez 81321	970-565-3157
Dolores Fire Protection District	85 Central Ave., Dolores 81323	970-882-4096
Mancos Fire Protection District	41595 Highway 160, Mancos 81328	970-533-7400
Ute Mountain Ute Fire Dept.	101 N Beardance Rd., Towaoc 81334	970-564-5441
Lewis-Arriola Fire Protection District	PO Box 10, Lewis 81327	970-882-7718

15. HYPERTENSION - Lower than expected death rate; Center for Disease Control and Prevention has multiyear trend in highest national category; Demographics indicate above avg. incidence

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

16. CHRONIC ASTHMA - Above average

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441

Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

17. CHRONIC HIGH CHOLESTEROL - Above average.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20a. CHRONIC LOWER BACK PAIN - Below average.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20b. CHRONIC OSTEOPOROSIS - Above average.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086

Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20c. HOMICIDE - #1 ranked CO County, higher than expected; Worse than national and peer averages.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Montezuma Co. Sheriff	730 E. Driscoll, Cortez 81321	970-565-8452
Cortez Police Department	608 N. Park, Cortez 81321	970-565-8441
Colorado State Patrol	33009 Highway 160, Mancos 81328	970-564-9556

20d. INFLUENZA - #10 cause of death, lower than expected

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

20e. KIDNEY DISEASE - #9 cause of death, #4 highest county, higher than expected

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221

Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20f. LIFE EXPECTANCY - For Men and Women, values are in the best national quintile; Premature Death rate third worse in CO

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Valley Inn Nursing Home	211 3rd Ave, Mancos 81328	970-533-9031
Vista Grande Nursing Home	680 E. Hospital Drive, Cortez 81321	970-564-1122
Vista Mesa Assisted Living	1206 N. Mildred, Cortez 81321	970-564-1888
Madison House Assisted Living	120 S. Madison, Cortez 81321	970-565-2047
Hospice of Montezuma	1345 S. Broadway, Cortez 81321	970-565-4400
Alpine Hospice	691 CR 233, Ste. #A4, Durango 81301	970-247-0430
Aspen Gardens Assisted Living	1200 N. Dolores Rd., Cortez 81321	970-564-8600
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056

AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

20g. LIVER DISEASE - Higher than expected death rate

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20h. LUNG DISEASE - #3 cause of death, higher than expected rate

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037

Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20j. ALZHEIMER'S - #6 cause of death, #3 cause of death in CO women, #7 highest county, higher than expected.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:

Valley Inn Nursing Home	211 3rd Ave, Mancos 81328	970-533-9031
Vista Grande Nursing Home	680 E. Hospital Drive, Cortez 81321	970-564-1122
Vista Mesa Assisted Living	1206 N. Mildred, Cortez 81321	970-564-1888
Madison House Assisted Living	120 S. Madison, Cortez 81321	970-565-2047
Hospice of Montezuma	1345 S. Broadway, Cortez 81321	970-565-4400
Alpine Hospice	691 CR 233, Ste #A4, Durango 81301	970-247-0430
Aspen Gardens Assisted Living	1200 N. Dolores Rd., Cortez 81321	970-564-8600
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441

Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

20k. SEXUALLY TRANSMITTED INFECTIONS - Above Colorado average

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20L. SPORTS INJURY - Below average

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Cortez Orthopedics	208 W. North St., Cortez 81321	970-565-2600
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556

Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946

20m. STROKE - #5 cause of death, lower than expected rate; above national average.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730
Cortez Recreation Center	425 Roger Smith Ave., Cortez 81321	970-564-4080

20n. SUICIDE - #8 cause of death, #4 cause of death in CO men, #12 highest county, higher than expected; Worse than national and peer average.

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086
Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056

20o. BLOOD POISONING - Lower than expected death rate

Other Local Resources identified during the CHNA process which are believed available to respond to this need include the following:		
Southwest Health System, Inc.	1311 N. Mildred Rd., Cortez 81321	970-565-6666
Southwest Memorial Primary Care	33 N. Elm, Cortez 81321	970-565-8556
Southwest Memorial Physicians	20 S Market, Cortez 81321	970-565-4291
Cortez Primary Care	118 N. Chestnut, Cortez 81321	970-564-9777
Southwest Walk-in Care	2095 N. Dolores Rd., Cortez 81321	970-564-1037
Mancos Valley Health Center	111 E Railroad Dr., Mancos 81328	970-533-9125
Towaoc Medical Clinic	PO Box 49, Towaoc 81334	970-565-4441
Family Practice Associates	1413 N. Mildred Rd, Cortez 81321	970-565-4436
Dolores Medical Center	507 Central Ave., Dolores 81323	970-882-7221
Dr. Hope Barkhurst	2095 N. Dolores Rd, Cortez 81321	970-564-8086

Montezuma Co. Health Dept.	106 W. North St., Cortez 81321	970-565-3056
AXIS Health Care	691 E. Empire, Cortez 81321	970-565-7946
Southwest Internal Medicine	111 N. Park, Cortez 81321	970-564-8730

Overall Community Health Need Assessment Implementation Plan Decisions

Significant Needs Where Hospital Has Implementation Responsibility²

1. Healthcare cost
2. Maternal and Child Health
3. Diabetes
5. Cancer and testing
6. Healthcare availability

Significant Needs Where Hospital Did Not Develop Implementation Plan

4. Youth Alcohol use and All Age Substance Abuse
7. Children in poverty

Other Needs Where Hospital Developed Implementation Plan

9. Obesity and Exercise
11. Heart Disease
12. Prevention
14. Primary care physician use
18. OB/GYN
19. Pediatric
- 20i. Palliative Care

Other Identified Needs Where Hospital Did Not Develop Implementation Plan

8. Smoking
10. Mental health
13. Accidents
15. Hypertension
16. Chronic asthma
17. Chronic high cholesterol
- 20a. Chronic lower back pain

² The hospital in this summary listing indicates it has addressed each need identified in the CHNA and elects to develop an Implementation Strategy for selected Significant Needs. Reference Schedule H (Form 990) Part V Section B 7.

- 20b. Chronic osteoporosis
- 20c. Homicide
- 20d. Influenza
- 20e. Kidney
- 20f. Life expectancy
- 20g. Liver Disease
- 20h. Lung Disease
- 20j. Alzheimer's
- 20k. Sexually transmitted infections
- 20l. Sports injury
- 20m. Stroke
- 20n. Suicide
- 20o. Blood Poisoning