

ANNUAL REPORT 2023

The logo features a stylized sun or starburst icon with eight points, positioned between the words 'COLORADO' and 'RURAL HEALTH CENTER'.

**COLORADO
RURAL HEALTH
CENTER**

The State Office of Rural Health



Welcome

Thank you for making 2023 a year of growth!

Members and Partners,

On behalf of the staff and board of the Colorado Rural Health Center (CRHC), I want to thank you all for your continued support of the Colorado Rural Health Center, the State Office of Rural Health and Rural Health Association. And for your unweaving support for rural health across Colorado.

As the State Office of Rural Health and Rural Health Association, CRHC's mission is "to enhance healthcare services by providing information, education, linkages, tools and energy towards addressing rural healthcare issues" and our vision is "to improve healthcare services available in rural communities to ensure that all rural Coloradoans have access to comprehensive, affordable, high quality healthcare."

In 2023, CRHC was able to invest \$5.1 million in grant funding for our members and \$.89 of every dollar is spent on CRHC programs! With workforce being one of the largest issues faced by our rural communities, CRHC worked through our Colorado Provider Recruitment and Retention (CPR) Program and had 12,886 direct referrals to active jobs (an increase of 36% from 2022).

In addition to CRHC's CPR Program, the Community Apgar Questionnaire was distributed across rural Colorado to 34 participants from 17 individual rural health clinics. This program aimed to understand patterns impacting family medicine provider supply, identify and organize individual community strengths, identify opportunities for improvement related to recruiting and retaining family medicine providers and facilitating a strategic and sustainable provider recruitment and retention plan.

Additionally, CRHC hosted the Forum and Annual Conferences this past year bringing education and networking opportunities. The Snapshot of Rural Health continues to expand and bring more data and information to our rural communities, rural stakeholders, and policy makers.

As the Chief Executive Officer for CRHC, it is my honor and privilege to serve rural Colorado. With your ongoing support, CRHC will continue to be a voice and resource. Thank you!

Michelle Mills, CEO
Colorado Rural Health Center

Thank you for your continued support of the Colorado Rural Health Center!

**COLORADO
RURAL HEALTH
CENTER**

The State Office of Rural Health



About Us

\$.89

of every dollar is
spent on CRHC
programs!

**\$5.1
Million**

CRHC invests this much grant funding into our members. CRHC receives grant funding each year with one mission: to pass the benefits on to rural facilities and to make their work more successful.



147
2023 Members

“In a small non-profit hospital, every dollar is appreciated. Thank you, for your dedication to small hospitals and your work.”

- Steve Sanchez, Southeast Colorado Hospital District and Long Term Care Center

“Thank you... for your leadership and hard work year in and year out. It is so important that our rural voices continue to be heard.”

-Tammy Dunker, LMT, Rangely Family Medicine

Thank you to all of our members, partners,
sponsors, board members, and staff.

2023 Board of Directors

- Doug Miller, FNP-BC, MSN – CRHC Board Chair, Rocky Ford Family Health Center
- Jennifer Riley, CRHC Board Chair Elect, Memorial Regional Health
- Dr. Michael Vargas – Past Board Chair, Grand River Hospital District
- Kay Whitley, Spanish Peaks Regional Health Center
- Tammy Dunker - CRHC PLC Chair, Rangely Family Medicine
- John Leavitt, The Colorado Network

Our Organization

The Colorado Rural Health Center (CRHC) was established in 1991 as Colorado’s State Office of Rural Health. As a 501(c)(3) nonprofit organization, CRHC serves dual roles as the State Office of Rural Health and as the State Rural Health Association.

Mission & Vision

Our mission is to enhance healthcare services in the state by providing information, education, linkages, tools, and energy toward addressing rural health issues. Our vision is to improve healthcare services available in rural communities to ensure that all rural Coloradans have access to comprehensive, affordable, high quality healthcare.



Workforce



Colorado Provider Recruitment and Retention

Colorado Rural Health Center's workforce program, Colorado Provider Recruitment and Retention, supports members with direct recruitment of hard to fill positions and by providing resources to hire and keep employees.



12,886

Direct
Referrals to
Active Jobs

Up from 9,451 in 2022 (36% increase)



393

New Health
Professionals
Interested in
Colorado



133

Total Number
of Active Job
Listings

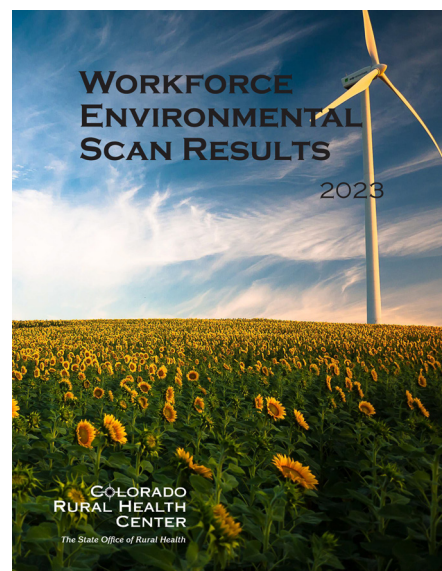
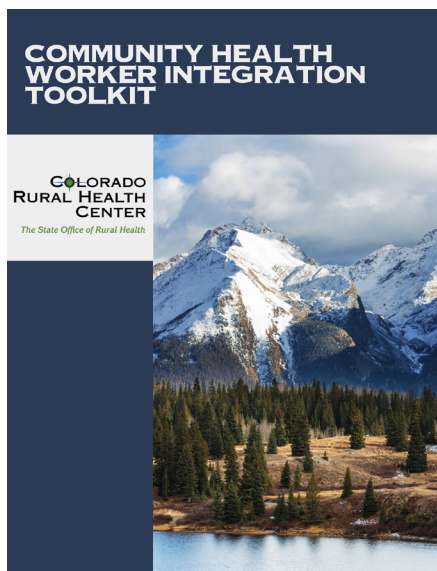
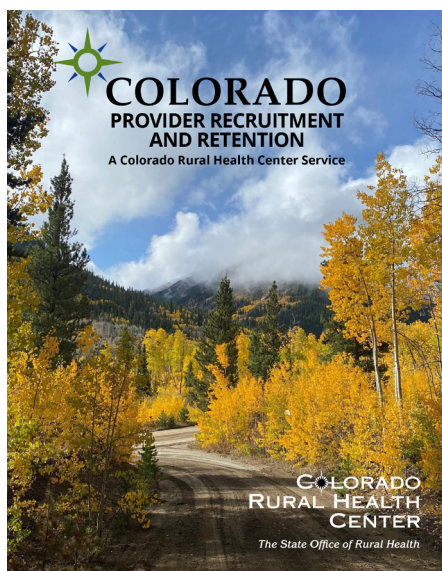


19,615

Job Listing
Views

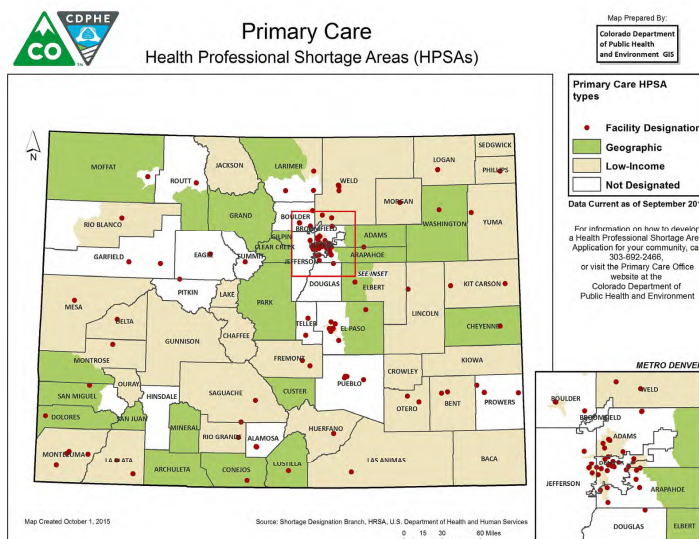
New Recruitment and Retention Resources

CRHC staff worked to publish a series of documents aimed at helping members recruit and retain staff. Publications included the Recruitment and Retention Manual, the Community Health Worker Integration Toolkit, and the Workforce Environmental Scan Results.



Colorado Health Service Corps (CHSC) Awardees

The Colorado Department of Health and Environment partners with the Colorado Rural Health Center to evaluate and award loan repayment to primary care providers working in designated health professional shortage areas. CRHC also has a seat on the governor appointed CHSC advisory council.



Community APGAR

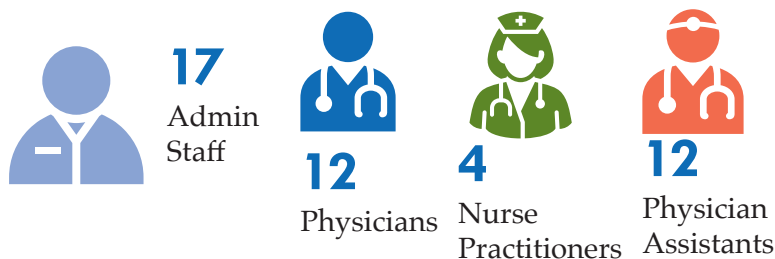
The Community Apgar Questionnaire (CAQ) which was distributed across Colorado to 34 participants from 17 individual rural health clinics, aimed to:

1. Understand patterns impacting family medicine provider supply
2. Identify and organize individual community strengths
3. Identify opportunities for improvement related to recruiting and retaining family medicine providers
4. Facilitate a strategic and sustainable provider recruitment and retention plan.

17 Total clinics surveyed across Colorado



34 Participants



BEST PRACTICES FOR FACILITIES

CRHC's APGAR Team identified areas that affect recruitment and retention and gave examples of best practices

Flexibility

Scheduling options for scope of practice

Billing

Offering a discount during tax season for payments paid on outstanding balances

Grants

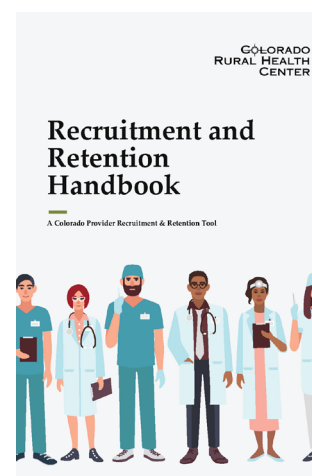
Utilizing grant funding to supplement mental health clinician salaries or expansion of services

Onboarding

Recruitment and retention is a team effort

Welcome Packages

Meet with realtor during interview with a tour of community, state-level data





SHIP



Small Rural Hospital Improvement Grant Program

The Small Rural Hospital Improvement Program (SHIP) is a federal grant program which provides funding to assist small rural hospitals with 49 beds or less. All facilities participate in Billing and Coding Training, Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) reimbursement, and a Quality Improvement (QI) project of their choice.

Chargemaster Participants



15 hospitals

QI/Efficiency Project Participants



8 hospitals

EMR Workflow Participants



8 hospitals

FY23-24 Consortium



\$442,624

Total Dollars Awarded to 33 hospitals (\$13,412 each)

Billing and Coding Bootcamp



152

Staff trained over two 2023 bootcamp sessions

SHIP American Rescue Plan (ARP)

Funding expanded to assist hospitals during the pandemic under the SHIP American Rescue Plan (ARP) COVID-19 Grant. The first round of funding assisted 39 eligible hospitals with \$3.29 million in federal funding in 2020-21. The second round of funding was awarded to 33 eligible hospitals totaling \$8.27 million between 2021-23.

The funds are used to assist CAHs and small rural PPS hospitals with expenditures related to COVID-19 activities. This included purchasing PPE (gloves, gowns, masks, etc.), ventilators, negative air rooms, partitions of plexi-glass for safety and social distancing, testing supplies, and minor renovations to facilitate safety and social distancing, etc.



\$6,640,396

Total Dollars spent by participating hospitals during the project period

\$4,237,846

Total Dollars spent on COVID Mitigation

Most Common Expenses

- Staff time towards testing and mitigation activities
- Personal Protective Equipment and testing equipment
- Renovation projects that allowed facilities to upgrade their space to be more COVID/infection control friendly

2023 Legislative Report

The 2023 session was marked by the growing pains of dozens of new legislators and party leaders, combined with the constraints of reduced state budget. CRHC met this challenge head-on by hosting a training event for new and returning rural legislators to provide a presentation on the state of rural health in Colorado. We also continued to champion legislation aligned with our policy priorities and shared in several big wins, including legislation to increase the Community Health Worker and Physician Assistant workforce, increase rural hospital collaboration, and improve the Medicaid audit process for healthcare providers.

AS A RESULT OF CRHC'S HARD WORK, WE ARE EXCITED TO SHARE LEGISLATIVE WINS AND CRITICAL RURAL HEALTH UPDATES WITH OUR MEMBERS!

DURING THE 2023 LEGISLATIVE SESSION

617

Bills
Introduced

483

Bills
Passed

105

Bills
Tracked
by CRHC

CRHC TOOK POSITIONS ON 24 BILLS

15

15 bills **supported**
by CRHC (63% of
the positions taken)

7

7 bills **monitored**
by CRHC (29% of the
positions taken)

2

2 bill with an
Oppose position
taken by CRHC
(1% of positions
taken)

100% of the
bills CRHC
supported
passed!



All bills with a
CRHC position
correlated to
a 2023 policy
priority



- ✓ Reimbursement
- ✓ Workforce
- ✓ Regulatory Burdens
- ✓ Consumer Healthcare Costs & Coverage Access to Care
- ✓ Primary Care



WORKING FOR OUR MEMBERS

- CRHC **testified 7 times** in committee and coordinated numerous **member testimonies**.
- CRHC **Led and passed** bipartisan legislation for rural concerns and issues including extending the preceptor tax credit for an additional 10 years.
- Hosted **11 member-driven** Policy & Legislative Committee (PLC) meetings.



Events



THE FORUM 2023

April 12-14, 2023 | Aurora, CO | In-Person

The Forum 2023



51

Member Attendees



29

Speakers



32

Exhibitors and
Sponsors



24

Facilities Represented

Sessions Included:

- Office Manager Training
- Equity in the Exam Room
- Workforce Development that Works
- Office of eHealth Innovation, CRHC, and the CCMCN Rural Connectivity Program

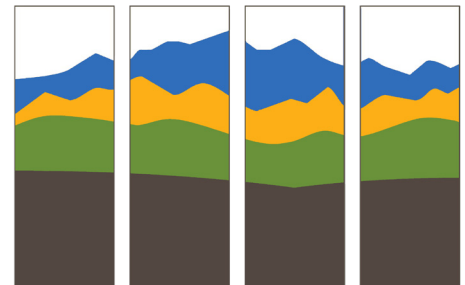
“CRHC is an advocate for all Rural Health, they have the most relevant information for Colorado and Rural Health Clinics and Hospitals” -Attendee, Forum Evaluation

Conference Sponsors



Annual Rural Health Conference 2023

The 2023 Annual Rural Health Conference (ARHC) was held in Aurora, CO from October 5-6, 2023. The event was a celebration of the work done by rural Critical Access Hospitals and clinics across the state and an opportunity to network, learn, and collaborate.



Colorado Rural Health Center
ANNUAL RURAL HEALTH CONFERENCE



38

Member Attendees



20

Facilities Represented



44

Exhibitors and
Sponsors



35

Speakers

100% *Of survey respondents say the Conference fulfilled their reason for attending*

Conference Sponsors

CONSTELLATION IS NOW CURI
MMIC® | UMIA® | ARKANSAS MUTUAL | MPIE



Curi®



ArchProCoding
RURAL & COMMUNITY HEALTH



HEALTHTRACK[®]



Colorado Computer Support



DINGUS | ZARECOR & ASSOCIATES PLLC
Certified Public Accountants



COLORADOCENTER
for Nursing Excellence





Health Information Technology

Health information technology (HIT) is the use of applications to record, store, protect, retrieve and transfer information electronically. Through Technology for Healthcare Excellence (THE) Consortium, CRHC assists rural facilities to advance their HIT solutions.



1 facility assisted with direct IT support



8 hours provided



0 direct IT services we currently offer to hospitals and clinics

EXAMPLES OF SERVICES PROVIDED

Outreach Training Demo **Baseline Goal Assessment Quarterly Snapshot Filed Notes**



3,479

hours provided for 1302BHI/RCP/JSI/Kaiser data vault, outreach and support

RURAL CONNECTIVITY PROGRAM

The Colorado Rural Health Center (CRHC) has partnered with state and local partner organizations to continue the Rural Connectivity Program to support Critical Access Hospitals and Rural Health Clinics to make data-driven improvements to patient care by leveraging technologies: analytics and health information exchange.



151
total # of eligible facilities



84

facilities connected to HIE



85

facilities connected to the data vault (CAH w/RHC – RHC – Independents)



8

facilities who completed workflow activities with a focus on EMR Efficiency/Accuracy and Data Accuracy



56

facilities with data in the system



371,331

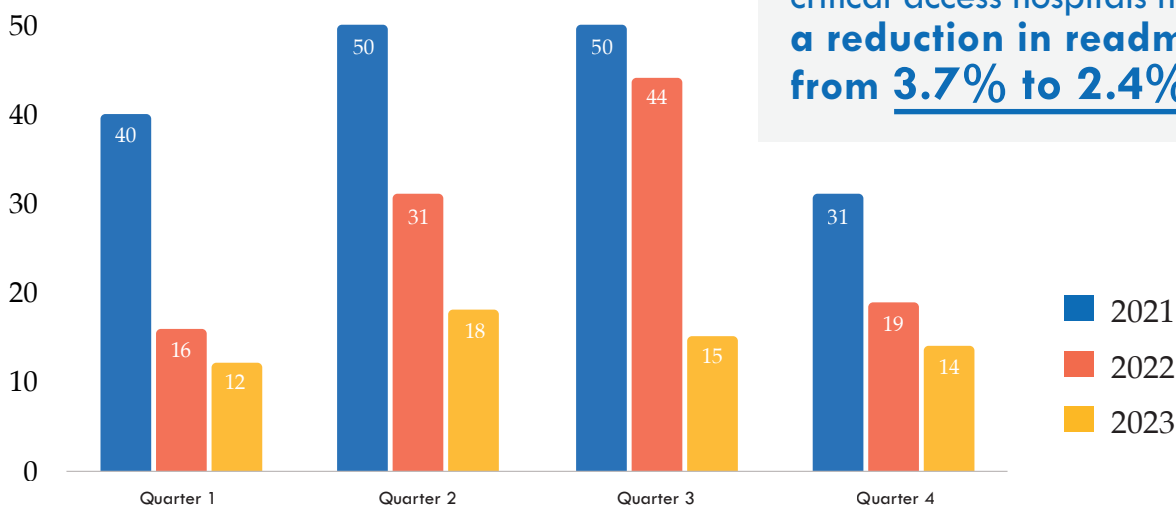
total # cases in the data vault



Chronic Care Management

CCM is a Centers for Medicare and Medicaid Services (CMS) program that allows primary care providers to support their patients with multiple chronic diseases through monthly touchpoints and other support services and be reimbursed for their time doing so. CCM aims to improve the lives of individuals living with chronic conditions while also saving the healthcare system from extra spending. CRHC's yearlong CCM Program, which is part of CRHC's Colorado Rural Sustainability (CORS) Network, helps rural clinics establish their CCM programs by providing technical assistance to build the care team and the necessary components and processes. During the first two years of the CCM Program, readmission rates have decreased leading to cost savings for participating rural clinics.

NUMBER OF READMISSIONS



COST SAVINGS THROUGH REDUCING READADMISSION RATES WITH CCM

Based on the high cost of readmission, and evidence based reduction of CCM, CRHC framed a strategic plan goal to reduce all cause readmissions of Colorado CAHs and maintain a low readmission rate of 3.7%. In 2023, the rate of readmissions of Colorado CAHs was reduced to 2.4%. Through this goal CRHC estimated the cost savings from reducing the rate of all cause readmissions over time to be an average of \$212k quarterly.



\$849,600

total savings for 2023

ESTIMATED COST SAVINGS

\$360,000	\$187,200	\$230,400	\$72,000
Q1	Q2	Q3	Q4

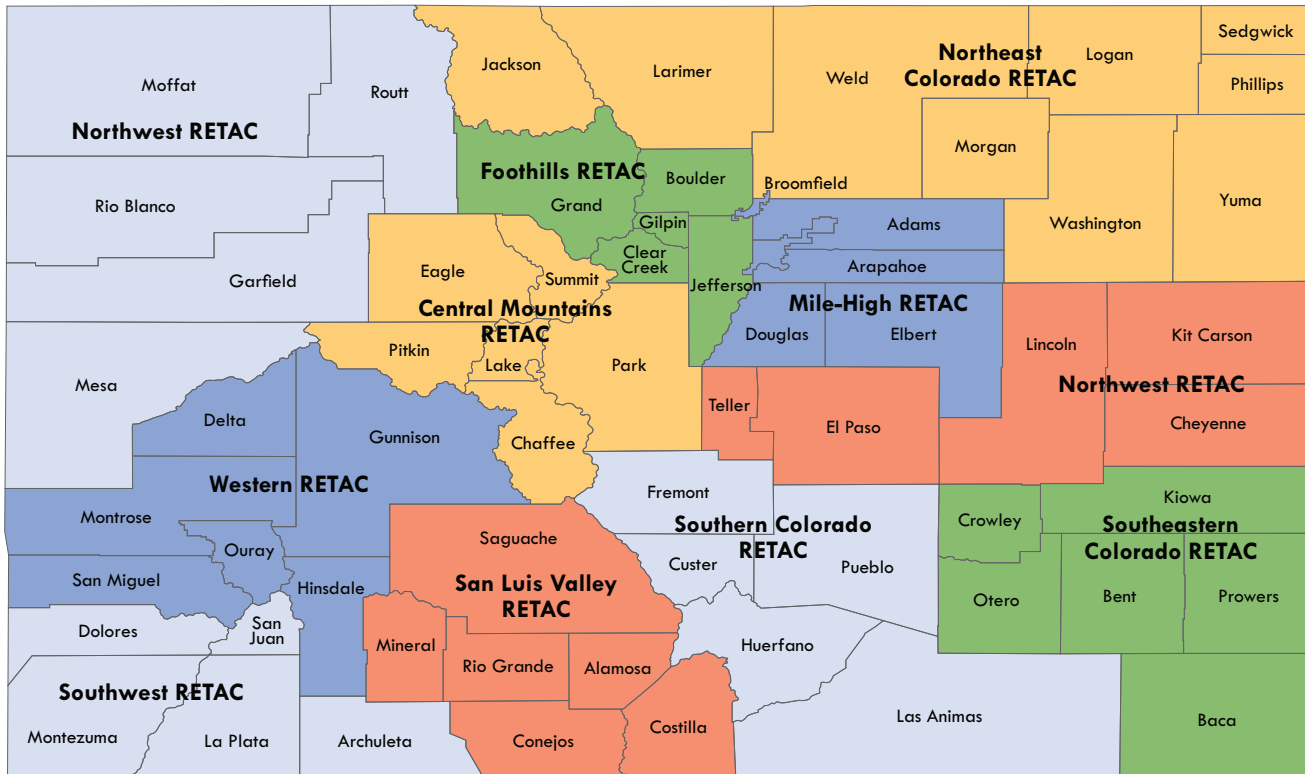


This reduction in readmission equals an average estimated \$212,000 in savings quarterly

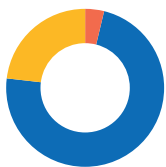


Emergency & Trauma Education

The Colorado Resource for Emergency and Trauma Education (CREATE) provides education and training for emergency medical and trauma service providers working in Colorado.



6 DIFFERENT AGENCY TYPES AWARDED



- 1 Fire with non EMS Transport
- 19 EMS Transport
- 6 Fire with EMS transport

AWARDEE BY COUNTY MAP

- | | |
|--------------|--------------|
| 1 Hinsdale | 1 Lincoln |
| 1 San Miguel | 1 Rio Grande |
| 1 Pueblo | 3 Teller |
| 1 Fremont | 1 Las Animas |
| 3 Jefferson | 1 Baca |
| 2 Adams | 1 Arapahoe |

NUMBER & NAME OF COURSES FUNDED

- | | |
|---------------------------|----------------------------------|
| 1 Difficult Airways | 1 SafeTech Leadership |
| 2 EMS Educators Symposium | 1 Neonatal Resuscitation Program |
| 1 AEMT | |
| 10 EMSAC 2023 | |



155 students

were funded to complete a course



\$120,307.29

awarded in grant funding for education

Colorado Quality Innovation (QI) Lab Project

Through Flex, CAHs are supported through quality improvement initiatives, educational webinars and workshops, financial education, Health Information Technology (HIT) support, regional workshops, and peer learning opportunities. CAH Quality Network brings together Quality Directors and other relevant staff from Colorado's CAHs and provides a venue for education and peer learning during monthly webinars. The purpose of the Flex QI Lab Project initiative is to provide a structured framework to work with critical access hospitals (CAHs) in improving quality of care for patients; and the support for implementation of evidence-based improvement initiatives with CAHs. CRHC Flex staff engaged CAHs in a yearlong quality improvement project focusing on improving Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) – Overall Score.

Presentation Topics, 2023

- Understanding & analyzing data 3-Part Series
- Sources of problems in processes
- Applying the System of Profound Knowledge
- The Conclusion Trap
- Applying Swiss Cheese Model
- Common ways to look at data



CRHC's Flex Program Quality Innovation Lab project focused on improving HCAHPS

Care Transitions composite score with thirteen CAHs in 2023



8/13 of participating CAHs improved their HCAHPS

Care Transitions Composite Score and planned to continue to work on improving this measure in the coming year

CRHC UTILIZED THE FOLLOWING IMPROVEMENT SCIENCE THROUGHOUT THE QUALITY INNOVATION LAB

1

Improve, but not check the box or copy / paste

2

Learn, explore, practice different methods and various tools

3

Coaching / discussion sessions 1:1

4

Webinars: Share how things have gone, what happened when you tried something—the good, the bad, the ugly

5

How you can use these approaches when you coach others

6

Cycles of learning for all of us as we go along attending monthly webinars focused on topics such as the Model for Improvement framework, questions to ask their patients to gain an understanding of where the hospital is doing well and where improvements can be made, participants shared their progress during webinars, and completed and presented a final project poster.

2023 Funders



COLORADO
Department of Public
Health & Environment



The Denver
Foundation



COLORADO
Department of Health Care
Policy & Financing



The Colorado Health Foundation™



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

2023 Organizational Sponsors



Thank you for your
continued support of
the Colorado Rural
Health Center!



The State Office of Rural Health



2023 Members

- Akron Clinic
- Alamosa Dental Clinic
- Alamosa Family Medical Center
- Alamosa Physical Therapy
- Alamosa South Health Center
- Alamosa Women Infants Children (WIC)
- Antonito Medical Clinic
- Antonito Physical Therapy
- Arkansas Valley Regional Medical Center
- Arkansas Valley Regional Medical Center (Long Term Care)
- Aspen Valley Hospital
- Basin Clinic, Inc.
- Buena Vista Health Center
- Button Family Practice, PC
- Castle Valley Children's Clinic Inc.
- Center Dental Clinic
- Cesar E. Chavez Family Medical Center
- Christian Healing Network
- Colorow Family Medical Center - Olathe
- Convenient Care Community Clinic
- Cortez Family Care Clinic
- Creede Family Practice of Rio Grande Hospital
- Custer County Health Center
- DCMH Family Medicine - Delta & Hotchkiss
- DCMH Urgent Care
- Delta County Memorial Hospital
- Delta Health Adult Primary Care
- Delta Health Family Medicine
- Delta Health Pediatrics
- Delta Health West Elk Hotchkiss Clinic
- Eastern Plains Medical Clinic
- Eastern Rio Blanco County Health Service District
- Easterseals of Colorado; Colorado Respite Coalition (CRC)
- Edward M. Kennedy Dental Clinic
- Edward M. Kennedy Health Clinic
- Ernesto Pacheco Dental Clinic
- Family Health West Hospital
- Family Practice of Holyoke
- Flagler Clinic
- Florence Medical Center
- Four Corners Surgical
- Fremont Family Medical Center
- Grand River Health Clinic West
- Grand River Hospital District
- Grand River Primary Care
- Guadalupe Health Center
- Gunnison Valley Health Family Practice
- Gunnison Valley Hospital
- Haxtun Family Medical Center
- Haxtun Health Fleming Clinic
- Haxtun Hospital District
- Heart of the Rockies Regional Medical Center (HRRMC)
- Huerfano County Hospital District
- Juno Health
- Keefe Memorial Health Service District
- Kit Carson Clinic
- Kit Carson County Health Service District
- Kremmling Memorial Hospital District
- La Jara Dental Clinic
- La Junta Clinic
- Lake City Area Medical Center
- Las Animas Clinic
- Las Animas Dental Clinic
- Limon Family Practice
- Lincoln Community Hospital
- Lincoln Health Gordon Clinic
- Meeker Family Health Center
- Melissa Memorial Hospital
- Memorial Regional Health Craig Specialty Clinic
- Memorial Regional Health Medical Clinic-OB/GYN
- Memorial Regional Health Rapid Care Clinic
- Middle Park Medical Center - Granby
- Middle Park Medical Center - Grand Lake
- Middle Park Medical Center - Kremmling
- Middle Park Medical Center - Walden
- Middle Park Medical Center - Winter Park
- MidValley Family Practice PC
- Moffat Family Health Center
- Monte Vista Clinic of Rio Grande Hospital
- Monte Vista Community Clinic
- Monte Vista Physical Therapy
- Mt. San Rafael Hospital
- Mt. San Rafael Hospital Clinic
- Pagosa Springs Primary Care

- Parke Health Center
- Pediatrics Associates Professionals, LLC
- Pioneers Medical Center Home Health
- Prairie View Clinic
- Prowers County Hospital
- Prowers Medical Center
- Radiant Healthcare LLC
- Rangely District Hospital
- Rangely Family Medicine
- Red Rock Podiatry
- Regional Medical Center (RMC) Clinic
- Rio Grande Hospital
- Rio Grande Hospital Clinic
- Rio Grande Hospital Clinic at South Fork
- Rocky Ford Clinic
- Rocky Ford Dental Clinic
- Saguache Health Center
- Salida Health Center
- Salud Family Health Centers
- San Luis Health Center
- San Luis Physical Therapy
- San Luis Valley Health-Alamosa
- San Luis Valley Health-Conejos County Hospital
- Sedgwick County Health Center
- Sierra Blanca Medical Center
- Silverton Clinic
- SLVH La Jara Clinic
- Snowmass Clinic
- South Routt Medical Center Health Service District
- Southwest Health System, Inc.
- Southwest Medical Group Mancos Valley Clinic
- Southwest Medical Group Specialty Care
- Southwest Memorial Physicians
- Southwest Memorial Primary Care
- Southwest Walk-In Care
- Spanish Peaks Family Clinic
- Spanish Peaks La Veta Medical Clinic
- Spanish Peaks Outreach & Women's Clinic
- St. Vincent Family Health Center
- St. Vincent General Hospital District
- Stratton Medical Clinic
- Stuart Avenue Clinic
- Telluride Hospital District
- Telluride Medical Clinic
- The Courage Clinic
- The Memorial Hospital at Craig
- The Wray Clinic

- University of Colorado Anschutz Medical Campus
- University of Colorado Denver College of Nursing
- Upper San Juan Health Service District
- Valley Citizens Foundation
- Valley Medical Clinic
- Valley-Wide Cañon City
- Valley-Wide Health Systems
- Valley-Wide Health Systems of Buena Vista
- Valley-Wide Heart and Eagle Mobile Clinic
- Valley-Wide Pharmacy
- Walbridge Nursing Home
- Walsh Hospital District Healthcare Center
- Whitcomb Terrace Assisted Living
- Wray Community District Hospital
- Yuma Clinic
- Yuma District Hospital and Clinics



The State Office of Rural Health



Budget

FY 2023-24 Total Budget

Sublease rental + Interest

\$88,344

Fee for Service

\$65,682

Membership & Donations

\$110,389

Conference & Workshops

\$187,155

Private

\$463,596

State

\$1,204,427

Federal

\$1,466,364

Total

\$3,340,915