



NWCCOG Economic Summit

Healthcare Industry Panelist
Will Cook

Will Cook, President & CEO of Vail Health

- Been in role since January 2019
- Previously was CEO of the University of Colorado Hospital, CEO of UPMC Mercy Hospital of Pittsburgh, Sr. VP and COO of Hospital and Provider Division at UPMC and prior to that worked for Johns Hopkins in a variety of roles, including a stint in Singapore for their international division
- Enjoy spending time in the mountains with wife, Sarah, and two daughters, Sadie and Sofia



Vail Health – Mission, Vision & Values

Elevating health across our mountain communities.

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



Safety



Stewardship



Excellence



Integrity



Teamwork



Compassion

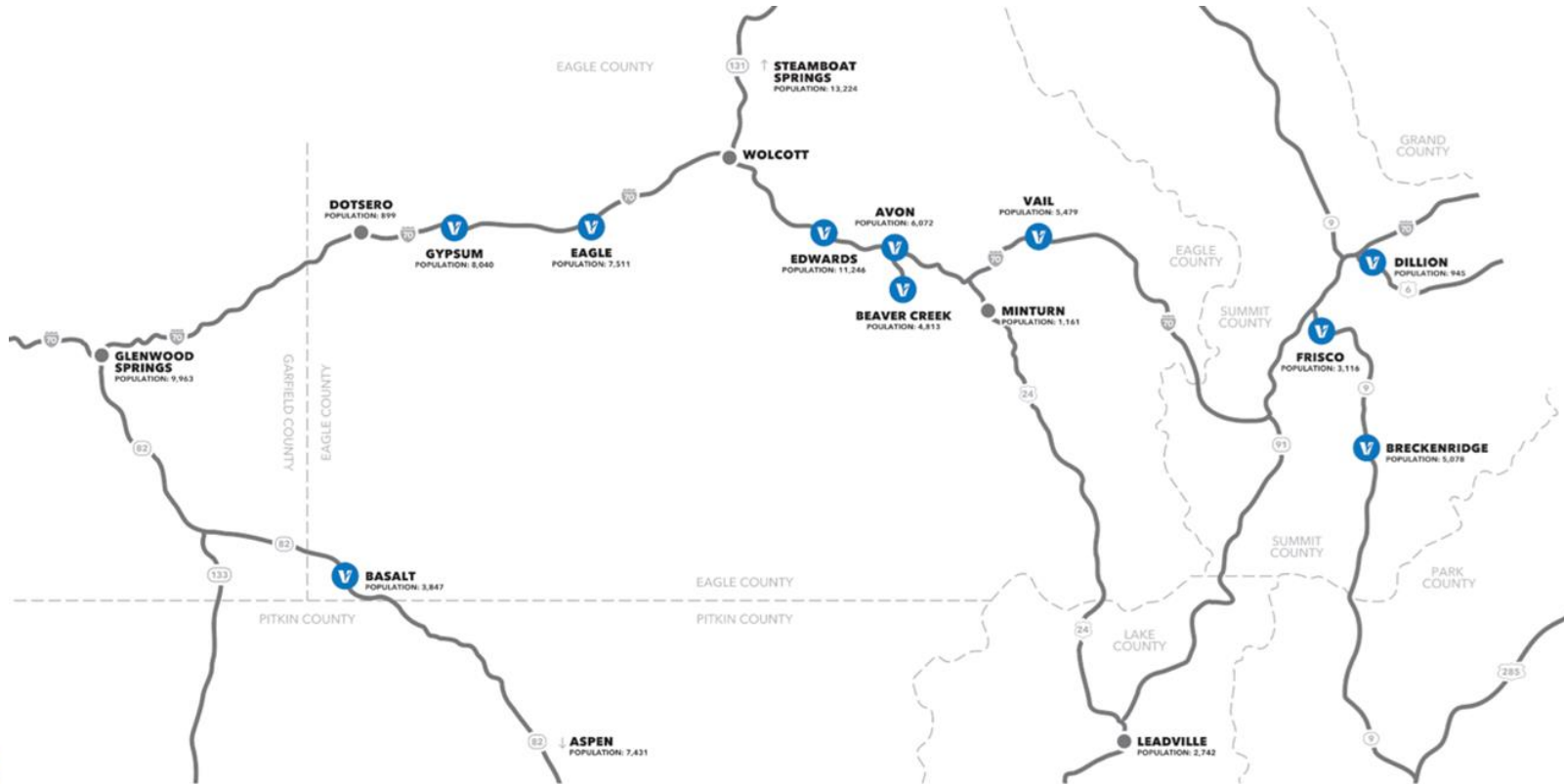
Vail Health

A premier mountain healthcare system

- Independent non-profit healthcare system
- A+ Bond rating
- \$700M+ in annual gross revenue
- Leap Frog "A" grade for quality and safety
- 1 of 429 hospitals in the nation to earn the CMS 5-star rating
- Press Ganey Guardian of Excellence Award winner
- Community Mental Health Center (CMHC) designation
- American Nurses Credentialing Center (ANCC)'s Pathway to Excellence®
- Institutional Review Board (IRB) fully accredited by the Association for the Accreditation for Human Research Protection Programs (AAHRP)
- Multiple Ambulatory Surgery Centers through powerful joint ventures with The Steadman Clinic & Vail-Summit Orthopaedics & Neurosurgery and Aspen Valley Hospital
 - ~15,000 surgeries a year
 - ~3,600 pain treatments a year



Our Clinical Footprint



Strategic Plan: Framework

FOUNDATIONAL

DIRECTIONAL

EXECUTION

Purpose

What the entity wants to be now and in the future.

Pillars

Core focus areas that support our purpose.

Strategic Enablers

Foundational investments that are critical to implementation.

FY23 Priorities

Focus areas to support organizational goals.

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.

Values:

Compassion, Integrity, Stewardship, Teamwork, Safety & Excellence

Affordability

Accessibility

Population Health

Sustainability

People & Culture

Quality & Process

Innovation & Technology

Corporate & Governance Structure

Capital Assets & Cash Liquidity

Strategic Relationships

Stabilize Workforce

Financial Performance

Orthopaedic Growth

Corporate, Governance & Mgmt Structure Evolution

Navigation of External Headwinds

IP & OP Behavioral Health Development

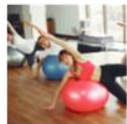
Strategic Pillar: Affordability

- Free COVID-19 testing, care and vaccination (before gov't guarantees)
- 35% reduction in health insurance premiums since 2019 due to partnerships w/ local insurance plans and Reinsurance contributions
- Anthem insurance premium reductions when Kaiser left the market
- Increased financial assistance to 550% of poverty level for the uninsured
- Hired 3 bilingual enrollment specialists to help people who are eligible, but not enrolled in Medicare and Medicaid get enrolled (~200+ new Medicaid clients over the past six months)
- Creation of Olivia's Fund to provide free access to behavioral health care
- Reduced prices in certain preventative and diagnostic areas, such as MRIs
- Launched free preventative screenings on the MIRA bus
- Working with large, local, self-funded employers on rate reductions and a tiered benefit plan design that helps reduce employer/patient costs while ensuring quality of care
- Partnering with the Vail Valley Partnership and Mountain Healthcare Coalition to develop a more affordable health insurance option for locals

Strategic Pillar: Accessibility

- **Created Eagle Valley Behavioral Health, a wholly-owned subsidiary of Vail Health**
 - **Committed \$60M in cash and in-kind services over a 10-year period to fund it**
 - **Committed to raising \$100M (currently at \$78M of goal) to further support it**
 - **Hired 50+ BH providers to our valley, including 3 psychiatrists and 2 psychologists**
 - **Stood up crisis-response center to assist EMS and law enforcement partners**
 - **Integrated BH providers in primary care, specialty care and all public and private schools in our valley**
 - **Created employee assistance program resource called, “Mountain Strong”, which provides 6 free BH visits to over 8K employees in our valley and beyond**
 - **Applied for and received Community Mental Health Center status**
 - **Broke ground on 28-bed inpatient BH facility for adults and adolescents**

Strategic Pillar: Population Health



ENGAGE, ENROLL, & CONNECT PEOPLE TO SERVICES THAT IMPROVE WHOLE-PERSON HEALTH

Enhance comprehensive care coordination

Implement FindHelp platform to support navigation & closed-loop referrals for SDOH

Implement support services to enable in-person visits (i.e. transportation, childcare, respite)

Launch a campaign to improve community's health literacy

Expand community health worker programs & navigation supports

Support community with CO public health programs (i.e. Medicaid, CHP+)



BRING CARE TO THE PEOPLE

Integrate MH, SUD, & physical health services across the community

Ensure funding & sustainability of community health programs on MIRA

Expand mobile at-home health services (i.e. community paramedicine, home health, hospice, Shaw-at-home, etc.)

Bolster access & choice through expanded use of tele-supports

Engage with employers in programs to expand reach into the workplace

Offer extended hours to ensure that available appointments accommodate Valley resident schedules



FOCUS PREVENTION & EARLY INTERVENTION ON GREATEST HEALTH OPPORTUNITIES

Expand metabolic screening, education, testing, & access to supports

Increase maternal health screening

Develop easily accessible lactation supports in multiple languages

Improve maternal mental health

Expand gender-inclusive preventive health programs

Implement family-focused screening & treatment for ACES, MH, & SUD



INCREASE THE UTILIZATION OF HEALTHY FOODS

Increase the Community Market's ability to source & provide nutritious foods

Maximize utilization & quality of federal nutrition programs

Revamp school meals for all, regardless of income



ADDRESS HEALTHCARE STAFFING SHORTAGES WITH A FOCUS ON INCREASED DIVERSITY

Recruit to optimize the mix of providers & staff across qualifications

Retain & grow healthcare providers & workforce

Accelerate growth of healthcare leaders who are more representative of the community we serve as a part of broader DEI efforts

Implement bilingual pay policies to attract & grow language acquisition for Valley workforce



INCREASE EARLY CHILDHOOD & FAMILY SUPPORTS

Expand home visitation

Expand parent / family training & peer supports

Expand the use of whole-child therapeutic teams

Implement Family Connects model



IMPROVE SYSTEM INTEROPERABILITY & INTEGRATION

Align population health work across Vail Health system

Explore possibilities between Vail Health & MFHC

Invest in health record interoperability, releases of information, etc. to enable seamless case management

Develop a data & evaluation system and rhythm to measure the system's performance & drive continuous improvement



ADVANCE INTERNAL & EXTERNAL POLICY AND INCENTIVES TO IMPROVE POPULATION HEALTH

Explore availability of primary care for all residents at an affordable price

Implement common front door access for patient care at VH/CMM

Expand & align VH/CMM financial assistance policies

Ensure financial sustainability via appropriate contracted reimbursement rates

State Recognition

Health Care Policy and Finance and Colorado Department of Public Health and Environment shared that Vail Health's Community Health Needs Assessment (CHNA) report was the most comprehensive in the state.

Full Report can be found here:

<https://www.vailhealth.org/about/community-health-needs>

Strategic Pillar: Sustainability

- Resiliency for individuals, our organization and the communities we serve
- Environmental
- Financial: no margin, no mission

Thank you