

2024 ANNUAL REPORT/ PROGRAM REVIEW DATA UPDATES & HEALTH DISTRICT STRATEGIC PATH FORWARD

THE BIG PICTURE

The Health District is at a pivotal moment in our evolution as a community health organization. While we have a proud 30-year history, multiple multi-faceted internal and third-party operational assessments have revealed significant opportunities to overhaul our operations and enhance our impact. This includes a substantial opportunity for systemic data collection improvements.

WHY IT MATTERS

Every unused appointment, every missing outcome measure, every security vulnerability represents a failure of our mission. Our Board-adopted strategic plan provides clear direction to address these challenges and more.

- Health equity goals can't be achieved without modern, evidence-informed practices
- Data-driven decision making is essential for meaningful community impact
- Taxpayer funds are significantly underutilized; our community deserves excellent stewardship of public resources
- Many programs lack basic accountability measures, outcome tracking, or quality controls
- Current programs operations range from 10% to two-thirds of expected capacity across similar community health programs, serving only a fraction of possible beneficiaries
- Every unused appointment slot represents a community member without care
- Critical infrastructure (IT, HR, Finance) operates well below known standards
 - Manual accounting and payroll systems generate risks
 - Critical IT security vulnerabilities
 - Finance systems lacking basic controls
 - Non-standardized HR processes

THE CHALLENGE – 2024 Annual Report Program Review

We cannot provide a complete or accurate 2024 Annual Report Program Review due to systemic data collection deficiencies present in previous reports. Key findings from our recent internal and third-party data systems assessments include:

1. Data Infrastructure Gaps
 - Lack of standardized definitions for core services
 - Inconsistent data collection protocols
 - Missing demographic information for equity analysis
 - Absence of outcome measurements across programs
2. Documentation Limitations
 - Limited historical program documentation
 - No standardized clinical protocols for behavioral health
 - Unclear service definitions

- Missing performance benchmarks
- 3. Operational Inefficiencies
 - Manual processes requiring duplicate data entry
 - Outdated systems limiting data access and analysis
 - Lack of quality assurance protocols
 - Resource utilization well below industry standards

THE PATH FORWARD – Data Improvement Strategy

We are currently implementing a comprehensive data improvement strategy, including but not limited to:

Immediate Actions

- Implement standardized service definitions
- Establish data collection protocols
- Develop quality assurance processes
- Install modern data management systems

Medium-Term Goals

- Create outcome-measurement frameworks
- Implement evidence-based practices
- Establish performance benchmarks
- Install modern data management systems
- Build comprehensive demographic data collection

Long-Term Vision

- Achieve data-driven decision making
- Demonstrate measurable community impact
- Foster equitable service delivery
- Meet or exceed health industry standards

RESOURCE NEEDS – Data Improvement Strategy and Beyond

To execute our data improvement strategy plan within our larger strategic vision of excellence, impact, equity, and partnerships:

1. Board Support
 - Commitment to strategic vision
 - Support for evidence-based change management
 - Protection of transformation timeline
 - Clear communication about improvement priorities
2. Operational Resources
 - Technology infrastructure investments
 - Staff training and development
 - Quality assurance and improvement expertise
 - Change management support

BOTTOM LINE

While we cannot provide complete program metrics for 2024, we are building the foundation for meaningful impact measurement and improved community outcomes. This transition period, while challenging, is essential for achieving our mission.

Having shared information thoroughly revealing historical deficits, we must move forward in doing the substantive work dictated by the Board-approved strategic plan.

The Health District exists to serve the community. Continued commitment to the strategic priorities of excellence, impact, equity, and partnerships requires courage and accountability.

- The community deserves full value from their investment
- Our constituents elected Board members to ensure professional standards
- Current performance metrics are indefensible
- Resistance to change is expected but cannot drive decisions
- Every delay means more community members go without care

WHY IT MATTERS – BY THE NUMBERS

1: average number of therapy contacts per day per FTE across 3 licensed behavioral health staff

1000+: general ledger accounts

0: score for performance management mechanisms to establish standards and define goals and competencies

\$2.2M: cost of needed facilities repairs and to ensure ADA compliance

6: psychiatric patients seen per week per 1.2 provider FTE

2-3: clients seen per day per FTE in multiple programs, which is far below industry standards

50%: client records missing race and ethnicity data; **72%** missing income data; **100%** missing need for interpreter, gender identity, sexual orientation, or disability status

0: number of reports received since 2014 from partner organizations who share District staff

TIMELINE OF BOARD ACTIONS TO ADOPT STRATEGIC PLAN AND 2025 BUDGET

April 2024

Board strategic plan development began:

- Reviewed and assessed existing Health District by-laws, policies
- Individual one-hour interviews with Board of Directors members
- Six one-hour interviews with community leaders (e.g. Health District stakeholders identified by Board members)

- Reviewed and summarized data from Health District’s Community Health Survey and Youth Behavioral Assessment, plus additional secondary source data from other local level assessments and reports
- Individual interviews with Health District Executive Leadership Team

May 2024

- Internal workshops for Health District Executive Leadership and Program Managers
 - Government 101 - governance, fiduciary, transparency and communication
 - Strategic planning and budgeting
 - Change management
- 2-day Facilitated Retreat with Board of Directors and Executive Leadership Team

June 2024

- Regular Board of Directors meeting: strategic plan consultant presented synthesis of April’s and May’s inputs, and sought direction for final draft of strategic plan

July 2024

- Draft strategic plan circulated to Board of Directors for review
- One-on-one Board of Directors follow-up calls re: draft strategic plan, when requested
- Regular Board of Directors meetings: Board unanimously adopted strategic plan

August 2024

- Board of Directors Strategic Work Session to provide direction on implementing adopted strategic plan

September 2024

- Staff overhauled internal budgeting process for accuracy and transparency, and to allow Executive Leadership Team and Managers the tools and information to participate
- Regular Board of Directors meeting: 2025 Budget Planning Timeline and Update

October 2024

- Board of Directors Strategic Work Session to review draft Proposed 2025 Budget; submitted a proposed budget to the Board of Directors on October 15 for alignment with the strategic direction provided in August
- Regular Board of Directors meeting: 2025 Budget Planning Timeline and Update

November 2024

- Public Hearing on Proposed 2025 Budget to receive information and testimony from interested taxpayers

December 2024

- Regular Board of Directors meeting: Board unanimously adopted the 2025 Health District of Northern Larimer County Budget

All Board of Directors regular meetings, special meetings, work sessions, and other Board-attended events, such as retreats, are publicly noticed as required by law.