

2024

Children's Hospital Colorado

Annual Community Benefit Report



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Children's Hospital
Colorado

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Executive Summary

When it was founded in 1908 in Denver, Children's Hospital Colorado (Children's Colorado) set out to be a leader in providing the best healthcare outcomes for children. That calling has consistently made us one of the top ten children's hospitals in the nation. Our modern-day mission is to improve the health of children through the provision of high-quality coordinated programs of patient care, education, research, and advocacy. In addition to providing the best possible care for kids who need it, we also work hard to keep kids out of the hospital. Through medical research and advocacy efforts, we are working towards a world where kids are safer and healthier and will one day have less need for a hospital.

As a not-for-profit hospital, Children's Colorado is proud to provide investments that respond to community needs and serve our community. Children's Colorado provides more healthcare services to children covered by Colorado Medicaid than any other provider. In 2024, the health insurance coverage-mix among our patient population in the Denver Metro area included 46.8% of patients covered by Medicaid, 43.3% commercial insurance, 3.5% TRICARE, 3.7% CHP+, and 2.8% all other (including Medicare, cash-pay, uninsured, indigent care, etc.).

In 2024, the Children's Colorado system of care had 19,448 inpatient admissions, 697,194 outpatient visits and 196,987 emergency and urgent care visits. Children's Colorado's operating margin in 2024 was 3.0%, in 2023 was 0.3%; in 2022 it was 4.81%; in 2021 it was 6.1%; and in 2020 it was 2.8% (inclusive of federal provider relief funds recognized in 2020, 2021, and 2022 as a result of the COVID-19 public health emergency).

Children's Colorado submits its Schedule H 990 as a hospital system inclusive of all facilities¹. Children's Colorado strives to apply a uniform, consistent approach to our high-quality approach to care across the whole system of care. Accordingly, there are many leaders, staff, and other resources serving the entire system, rather than allocated to location-specific resources. This integrated system of care allows Children's Colorado to leverage system resources to ensure consistent approaches and cost efficiencies to support the delivery of patient-centered and equitable healthcare to over 300,000 children each year. Consequently, this means that not all costs or investments can be disaggregated down to the level of brick-and-mortar location.

In 2023, Children's Colorado provided Community Benefit of \$459,733,289.

- **\$388,281,344** supported the Denver Metro communities and our metro region hospitals and system of care sites, and
- **\$71,451,945** supported the Southern Colorado community and our Colorado Springs hospital and system of care sites.

In 2023, Children's Colorado provided Community Building of \$1,178,438.

- **\$1,174,511** supported Denver Metro communities and our metro region hospitals and system of care sites, and
- **\$3,927** supported the Southern Colorado community and our Colorado Springs hospital and system of care sites.

¹ Pursuant to state requirements, we also prepare a *pro forma* Schedule H 990 covering Children's Hospital Colorado, Colorado Springs.

As a result of the timing associated with Children's Colorado's annual tax filings and in compliance with reporting timelines required by House Bill 19-1320, Children's Colorado respectfully submits this report using community benefit financial investments for 2023 and a summary of community benefit activities for 2024.

Major community benefit investments in calendar year 2024 included:

- Expanding capacity to treat children and youth with mental health needs, an area of extreme and persistent need in Colorado, including programs to support primary care providers in managing low- to moderate-acuity mental health patients within their practice, programs to train school-based providers and staff, enhancing support for transitions of care, offering workshops to parents on mental health and creating a Youth Council for Mental Health where youth inform, advise, and shape our mental health priorities and system of care.
- Providing free and discounted healthcare services.
- Provision of [school nurse consultation](#) to more than 350 schools and childcares across the state, updating the [online resource hub](#) with condition-specific guidance and care plans accessible to school nurses across Colorado, and traveling to rural Colorado communities to train school nurses on common and chronic pediatric conditions.
- Addressing [social determinants of health](#) through community health navigation, Resource Connect, and Healthy Roots Food Clinic.
- Advocating for expansion of health navigators in healthcare systems across the state.
- Funding extensive [injury prevention](#) work including [car seats](#) and [safe sleep](#).
- Providing oral health care to uninsured children through the [school-based dental center](#).
- Offering [health professional education](#) for community-based healthcare providers and students. This includes graduate education for medical residents and fellows as well as for nursing students. This also includes continuing professional education for other health professionals such as community pediatricians and community emergency medical providers.
- Funding ongoing [pediatric medical research](#) to facilitate cures to childhood diseases and equip the next generation of healthcare providers with the skills needed to expand pediatric access to care.

More details on these community investments can be found throughout the report that follows.

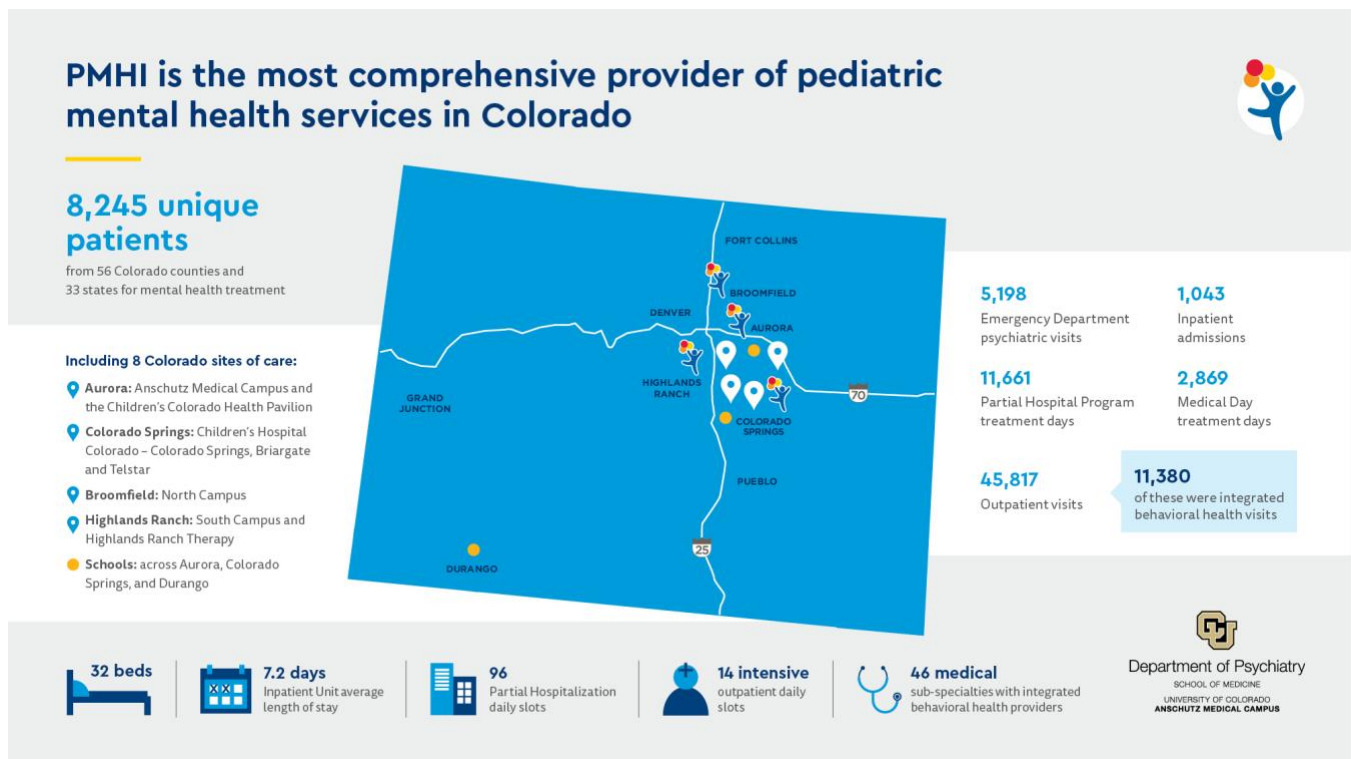
Investments in Mental Health

Mental health has been a community prioritized health need in all of our Community Health Needs Assessments (CHNA) since 2012, when we published our first CHNA. In our 2021 CHNA, mental health was the sole health priority, and the programs and activities named the 2022-2025 Community Health Implementation Strategy (CHIS) were all in service to mental health.

Since we declared a Mental Health State of Emergency for children and youth in 2021, we have transformed our entire system of care for patients seeking mental health services.

Investments in our clinical services related to behavioral health include:

1. Expanded access points through the building of physical spaces to deliver more clinical care: North Campus in Broomfield, South Campus in Highlands Ranch and in Colorado Springs. We have also done that with partnerships that allow us to provide mental health services in schools and in primary care offices.
2. We also consult with pediatricians far and wide through e-consults and our Colorado Pediatric Psychiatry Consultation & Access Program (COPCAPP) platform so that advice and services are readily available.
3. Expanded capacity in our ambulatory and integrated programs, including our Partial Hospitalization Program (PHP).
4. Expanded capacity in our Crisis and Intensive Services, including extended stay patients, inpatient care, crisis services and suicide prevention.
 - o Supported ongoing research and advocacy.



Paramount to our Community Benefit investments for mental health are our community partnerships and prevention programs, including:

1. Supporting primary care providers in managing low- to moderate-acuity mental health patients within their practice. We do this by providing education and support through the Pathways to Suicide Prevention training program, hosting the annual “Behavioral Health in Pediatric Primary Care: Approaches for Supporting and Treating Children and Families” two day conference, and creating and maintaining content on our webpage “[Primary Care Mental Health Resources](#).”
2. Programs to support school-based providers and staff, including resources and guides on behaviors, diagnoses and treatments, providing acute consultations with school staff, and in some schools we are embedding licensed clinicians in schools to provide real-time consultative support and direct services (i.e., Colorado Springs and Durango).
3. Enhancing support for transitions of care. Our Care Transitions Team was stood up in late 2024 and centralizes the functions and supports that families need to effectively and successfully transition back to community. We created a team-based approach to navigation, coordination, educational consulting and our own version of family peer supports.
4. Offering parenting workshops and a robust [online resource hub for parents and caregivers](#) on mental health topics.
5. Supporting a Youth Council for Mental Health where youth inform, advise, and shape our mental health priorities and system of care.

Community Partnerships & Prevention

Impact Statement

Children's Hospital Colorado is dedicated to transforming children's mental health by investing in and partnering across various settings to provide essential services for prevention and early treatment before crisis intervention is required. Once care is sought, the team aims to improve access and utilization of behavioral health services by facilitating successful transitions to community-based care. With additional investments, we aim to expand these vital programs and services, ensuring comprehensive support for even more children and families



2024 Accomplishments

1. Launched **Care Transitions Team** introducing a new **Family Peer Support Specialist** role and developed a team space
2. Restructure of Healthy Kids and aligned to **Colorado Springs School Based Services**
3. Hosted inaugural **Behavioral Health PCN Summit**
4. Awarded grant to launch the first of its-kind Center for **Behavioral Health Integration in Perinatal and Pediatric Populations**

2025 Initiatives

- **Primary Care**
 - Launch PCN IBH pilots
 - BH Summit Education
- **Schools**
 - Finalize strategy and expand reach
- **Care Transitions**
 - Finalize spread to all of PMHI
 - Digital strategy to expand available resources

2024 Results

1. Held first Behavioral Health in Pediatric Primary Care Summit with 43 providers from 18 PCN practices attending
2. 796 school visits since launch of Colorado Springs school-based service in August 2024



Investment Activity	Description of 2024 Activities
	<p data-bbox="667 310 954 346">Financial Assistance</p> <p data-bbox="155 352 1468 447">The Children’s Colorado Charity Care program provides financial assistance for patients who are uninsured or underinsured and demonstrate financial need. Financial assistance also covers unreimbursed costs for patients enrolled in Medicaid, Child Health Plan Plus (CHP+) and other government programs.</p>
	<p data-bbox="578 472 1044 508">Community Health Improvement</p> <p data-bbox="155 514 1365 573">Includes activities addressing CHNA priorities, parent education, community health screening, health navigation, and advocacy for improving child health.</p>
<p data-bbox="155 611 331 699">Partners for Children’s Mental Health</p>	<p data-bbox="383 611 1468 825">Partners for Children’s Mental Health (PCMH), a cross-system resource, training, and implementation hub designed to increase capacity, access, and quality of youth mental health services in Colorado. PCMH focuses on the startling increase in suicide rates among young people 10-24 years of age in Colorado and across the country. We aim to collaborate with hospitals, primary care practices (PCPs) and schools to raise awareness about the early signs of suicide risk, evaluate that risk and provide the best ways to intervene when necessary and provide appropriate resources.</p> <p data-bbox="383 852 1406 913">Our Primary Care program is designed to increase access for Medicaid members to evidence-based suicide risk assessment and intervention.</p> <ol data-bbox="480 919 1468 1472" style="list-style-type: none"> 1. Over the past calendar year, we have made a deliberate effort to recruit primary care practices with high Medicaid panels from rural and frontier counties. We trained 3 rural clinics serving close to 50% Medicaid insured lives in 2024 and estimate that during implementation of the pathway in the coming year we will likely screen at least 1,900 youth at risk for suicide. 2. DBT Skills attendees represented fourteen school districts, six of which were in rural counties and two of which were frontier counties. 3. Fifty-six individuals attended the 6-part ECHO series, Pediatric Suicide Prevention: A Practical Care Pathway for Primary Care, which was presented twice from over the last 6 months. Over half (64%) served Medicaid covered patients and 21% were from rural or frontier counties. Fifty individuals attended the new 3-part ECHO series, <i>Navigating Complexities in Youth Experiencing Suicidality</i>, which was presented for the first time this fall. Over half (62%) served Medicaid covered patients and 43% were from rural or frontier counties. 4. Pathway to Suicide Prevention YouTube videos were added to the PCMH website. These videos outline the pathway to suicide prevention program steps, and in total received 1,285 views in this reporting period. <p data-bbox="383 1499 1336 1560">Our Schools Program is designed to increase access for Medicaid members to evidence-based suicide risk assessment and intervention.</p> <ol data-bbox="480 1587 1468 1896" style="list-style-type: none"> 1. Continued offering schools districts access to training and resources in Dialectical Behavior Therapy (DBT) to reduce risk factors for suicide and enhance wellness. DBT is an evidence-based form of cognitive behavioral therapy, which focuses on helping individuals understand and manage intense emotions and who are struggling with suicide ideation. <ol data-bbox="529 1749 1468 1896" style="list-style-type: none"> a. Our short DBT videos have been used in school presentations for both youth and school professionals during this reporting period. At these presentations, flyers have also been distributed with a QR code to access the DBT video library on our website. The presentations included information about how these videos could be incorporated in the

	<p>participants practice settings. 16,814 people have accessed these videos during 2024. Our most watched video was Ride the Wave, this video focuses on accepting and riding out intense emotions rather than trying to suppress or avoid them.</p> <ul style="list-style-type: none"> b. “Utilizing DBT Skills in Schools”, our six-week training for school professionals, was offered through open enrollment during this reporting period. Since we developed this program, several years ago, almost 400 school personnel across the state were provided with the training. In winter and spring 2024, 58 participants attended the training. o We collaborated with school nurses on an Mental Health Action Plan for Anxiety that is being piloted in schools. This included a monthly meeting and including this action plan in the presentation to school nurses. This plan is available on our website for any school nurse to use in our state and beyond. 2. Activities during 2024 included a strong focus on targeted activities in the local community. Our team hosted and attended over 50 meetings with local school, government entities, and community mental health centers. In addition, we actively participated through attendance, facilitation, and/or financial support to three monthly school meetings that address mental health, including suicide prevention, in schools. This included Colorado Schools Community of Practice, Colorado Alliance for School Health, and the School Climate Coalition. Approaches to mental health and suicide prevention in the school setting have been rapidly evolving with the rise of identified mental health issues and youth suicide risk. We became an active part of the conversation’s with schools and other organizations that serve in the school setting, to identify needs and gaps that we can target with our future trainings. We extended this research to interviews with eight other children’s hospitals on their best practices in the school settings, national school agencies, SAMHSA , NAMI, and the review of 85 plus research articles related to suicide prevention and mental health in the school setting. From this work, we created a fact-base of information to inform our future work in Schools.
Disease & Condition Specific Community Health Education	<p>Children’s Colorado plays an important role in creating pediatric specific content on various health topics accessible to the general public. The Children’s Colorado digital content team developed and/or promoted health education for parents and the community-at-large via www.childrenscolorado.org and on our social media channels throughout 2024.</p> <p>Just Ask Children’s is a collection of free programs and tools that improve access to health care services and educate parents on the fundamentals of keeping children safe and well. This is offered through an email newsletter, web content, social media and paid media offering parenting tips and advice on key health topics.</p> <p>See <i>Appendix A</i> for a comprehensive list of topics published in 2024 with links.</p> <p>In 2023, there were more than 14.4 million people reached through this medium.</p>
Bug Watch Publication	<p>The Bug Watch 2.0 publication, led by the Department of Epidemiology, provides vital information to community providers to visualize and assess what organisms are prevalent in the community and to help make better clinical decisions when treating patients. Data within the Bug Watch 2.0 dashboard is updated weekly during the respiratory season (usually October-April) and every two weeks during the non-respiratory months. In 2024, there were 859 community providers who received the weekly or biweekly distribution.</p>
Burn Unit Community Education,	<p>Burn Camp is a medical specialty rehabilitative camp program for burn survivors 8-18 and their families. Supported by a licensed medical and psychosocial staff, campers reprocess the traumatic pathways caused by a burn injury in an outdoor setting. The program</p>

Outreach & National Camp	<p>addresses social skill development, body image, challenging negative/limiting beliefs, appropriate risk-taking, and overcoming challenges in a supportive community. Campers are encouraged to translate these experiences into life-long formative skills and build bridges to future successes.</p> <p>In 2024, we served 193 campers across three camp programs; Winter Burn Camp, Family Burn Camp, and Summer Burn Camp. The Children's Hospital Colorado Burn Camps Program is an American Camp Association accredited suite of programs structured to meet the rehabilitative and psychosocial needs of children who have sustained a burn injury. Our Burn Camps Program is made available free of charge to any child who sustains a burn injury. Summer Burn Camp is offered to all children who received their care at Children's Colorado, as well as one of four referring burn units.</p>
In-home and community Asthma Education & Outreach	<p>The community-based asthma programs in the Breathing Institute within Children's Colorado focus on reducing emergency department visits and inpatient admissions among asthma patients by improving families' ability to appropriately manage their children's asthma at home. Research shows that the incidence of asthma and outcomes for children with asthma are related to the environments in which they live, their social determinants of health, and their ability to make healthy choices. To assist with all of these, Just Keep Breathing and AsthmaCOMP work with families in the home and school settings, respectively.</p> <p>AsthmaCOMP</p> <p>This program has demonstrated significant improvement in clinical asthma outcomes including improved school attendance rates, reduced frequency of asthma symptoms and decreased ER/Urgent Care visits for asthma. The program has also helped train school nurses to become certified asthma educators. In 2024, this team served 197 students from 40 participating schools completed 298 visits with students. Of these students, 87% are insured by Medicaid or other public health insurance program. The team also communicated with the families and health care providers supporting our circle of support, training 297 school nurses and health assistants.</p> <p>Just Keep Breathing</p> <p>This program utilizes four community health navigators who provide asthma management education in the home setting. The program focuses on improving care for pediatric patients with high-risk asthma in Metro Denver. This year, they were able to serve families in rural communities using telehealth. The navigators conduct multiple home visits with each family, focusing on tailored health education, care coordination, barrier identification and navigation, and environmental assessment and remediation. They have conducted home visits with hundreds of children and have demonstrated improved asthma control, improved medication device technique, and reduced emergency department and inpatient utilization for asthma. In 2024, 305 eligible patients were <i>approached</i>, 101 patients <i>were active</i> in the program, and the team completed 143 home visits either virtually or in-person.</p>
Pediatric Mental Health Institute: Community Education & Outreach	<p>Children's Colorado is a trusted community resource to help fill the gaps in Colorado's public systems. Our experts present at lunch-and-learns for community providers, school districts, schools, community-based organizations and community events. We also provide interviews for media outlets, magazines, newspapers, radio, and social media.</p>
Family Health Library	<p>The Family Health Library's purpose is to provide consumer information in the broad areas of parenting, child development and medical illness in children. The library serves the families of in-patients, out-patients, and library patrons across the country through Inter-</p>

	<p>Library Loans. Subjects emphasized by the Family Health Library are: medical illnesses and conditions; genetic conditions; parenting; child development; disabilities and how medical conditions affect the child’s learning and education. During 2024, the library served 5,912 hospital patrons and 49 patrons through Inter-Library Loan.</p>
<p>Community Health: Community Health Navigation, Resource Connect, Healthy Roots Food Clinic, Injury Prevention, Medical-Legal Partnership Focused Health Initiative, School-Based Dental Screenings</p>	<p>Community Health Navigation The Community Health Navigation team plays a critical role in addressing social drivers of health for patients and families in a variety of primary care settings, addressing needs such as housing, food, benefits, transportation, etc. The community health navigation team provided resource support to more than 6,250 unique patients in 2024.</p> <p>Resource Connect Resource Connect is a physical suite of offices in the Children’s Colorado Health Pavilion where we host a dozen community-based organizations who help us respond to the social needs of our patient families and provide wraparound care and support. Resource Connect comprehensively addresses social needs, including food security, energy assistance, and eligibility for public benefits, legal services, community resource navigation and more. The services provided through Resource Connect promote equitable access to the resources that all families, including families of color and families with low incomes, need to improve their comprehensive picture of health and well-being. In 2024, received 2,021 referrals serving 1,400 unique patients with the % of successful referrals at 65.96%</p> <p>Of those referrals, 676 referrals were for the Healthy Roots Food Clinic; 2 referrals were for assistance with public benefits; 310 referrals for legal services; 126 for Women, Infants and Children (WIC) program; 241 for housing assistance; and 137 for energy assistance.</p> <p>Healthy Roots Food Clinic In 2024, the Healthy Roots Food Clinic received 676 referrals from primary care clinics in our Health Pavilion and served 3,574 people (1,757 children and 1,817 adults). Most of these referrals came from social needs screening within our Health Pavilion’s primary care clinics which provides comprehensive, team-based, family-centered primary care in a medical home model to more than 12,000 children annually from birth to 18 years, regardless of their ability to pay. Additionally, our Healthy Roots Garden produced over 580 pounds of fresh produce that was distributed in our food clinic.</p> <p>Injury Prevention In 2024, Injury Prevention provided education to over 5,770 community members through over 70 community events and classes. Additionally, in 2024, the program has provided 570 reduced cost car seats and booster seats, 85 portable bassinets for safe infant sleep, and over 1,200 prevention and safety items including helmets, gun locks, medication lock boxes, and other home safety supplies.</p> <p>We provided training which certified Child Passenger Safety Technicians (CPST) from Children’s Hospital Colorado and surrounding community partners (trained 27 external partners in 2024) including law enforcement, healthcare, fire rescue, DHS workers, and more.</p> <p>Medical Legal Partnership The Colorado Medical-Legal Partnership (CMLP) is housed in the Resource Connect offices on the 4th floor of the Children’s Colorado Health Pavilion. Staffed by two part-time attorneys, the CMLP helps patients and families seen in any of the clinics in the Health Pavilion, along with the Special Care Clinic and Adult Special Care Clinic at CHCO’s Anschutz campus. CMLP provides both in-house and referral services to patients and their</p>

families to address their health-harming, civil legal needs. CMLP attorneys also provide trainings to providers, staff, medical and PA students, residents and fellows on various topics that illustrate how medical providers can collaborate with attorneys to resolve legal issues related to the social determinants of health.

The CMLP attorneys offer assistance, advocacy and direct representation for such legal matters as adult guardianship, advance directives, housing habitability and pre-eviction negotiation, and Social Security Disability appeals. CMLP attorneys can also direct patients and families to legal resources in the community for employment, immigration, estate planning, tax and family law issues. In addition, CMLP contracts with an education advocate to help families with issues relating to their child's IEP and 504 plans in public schools.

In 2024, the CMLP served 311 patient families.

Focused Health Initiative

As part of our Focused Health Initiative (FHI), the Kindred Mamas Program aims to help mothers navigate the healthcare system and reduce infant mortality rates in several zip codes surrounding our hospital on Anschutz Medical Campus in Aurora. In 2024, we supported 6 new mentees.

Borne out of the crucial need to have community members' experiences inform how healthcare providers address issues of healthy equity in healthcare settings, FHI partnered with the Center for Advancing Professional Excellence (CAPE) within the University of Colorado School of Medicine to develop provider trainings that immerse providers in simulated scenarios developed by community members. These trainings are an effort to shine a light on the challenges that many women - from communities who have historically experienced disparate health outcomes - face in clinical settings and bridge the gaps that can result in negative patient experiences and poor patient outcomes. By engaging providers in practice-based simulated visits, providers are immersed in situations that increase their appreciation for the needs of their patients, while building their skills around how to meaningfully address their patients' needs in a more welcoming and supportive manner. In 2024, we trained 68 providers (MD's, PhD's, PA's, APN's, MSW's, and medical residents), and community advocates.

School-Based Dental Screening

The Oral Health Program promotes health access by providing education, direct preventive dental health services and resources to children in the medical setting, at schools, and in the community. In 2024, over 2,000 children received preventive dental services (Cavity Free at Three) at their medical visit at three primary care clinics. Forty medical staff received oral health training and education to provide these services, bringing the total to over 100 certified personnel. This training has become a requirement for all staff in these clinics and will be included in the onboarding process for new employees effective in 2025.

We partner with Aurora Public Schools to help identify and address unmet oral health needs in their students. In the school setting, 1,000 students received oral health education and screening services. The school-based dental clinics had 700 encounters and provided preventive hygiene services to over 500 students, of which >75% were uninsured. The school-based dental program also provides dental services to students enrolled at KidStreet, a multidisciplinary early intervention program for medically-complex young children who are dependent on medical technology. Over 2,500 hygiene and resource information were distributed at events and with partners in the community.

Colorado Alliance for School Health

	<p>Children’s Colorado leads the Colorado Alliance for School Health. The Alliance is comprised of 20 education and healthcare partners working together to create sustainable systems that result in health equity among all Colorado public school students². Members include the Behavioral Health Administration, Colorado Association of School Boards, Colorado Association of School Executives, Colorado Behavioral Healthcare Council, Colorado Chapter - American Academy of Pediatrics, Colorado Children’s Campaign, Colorado Dental Association, Colorado Department of Education, Colorado Department of Public Health and Environment, Colorado Education Association, Colorado Rural Schools Alliance, Colorado School Counselor Association, Colorado School Medicaid Consortium, Colorado Society of School Psychologists, Delta Dental of Colorado Foundation, Every Child Pediatrics, Kaiser Permanente, Partners for Children’s Mental Health, and the Youth Healthcare Alliance. The Alliance meets monthly.</p>
School Health Program	<p>In 2024, Children’s Colorado’s team of 29 School Nurse Consultants (SNCs) served over 55 different school organizations (including public, private, charter, and childcares) touching 62,000 children’s lives in the Denver Metro area. This program has been highly successful over the past 30 years offering the community the most robust, knowledgeable, and experienced pediatric nursing care available within the state. This team is unique in which our own clinical experts are in-house and available as needed for consultation and collaboration with other school nurse colleagues and families with students who have acute and chronic medical conditions.</p> <p>The top four most prevalent chronic health conditions in which any SHC cares for in the school setting are asthma, allergies, seizures, and type 1 diabetes. 289/1000 students are chronically absent per month due to a chronic health condition. National data demonstrates 53/1000 students are diagnosed with asthma, 3/1000 are diagnosed with Type 1 Diabetes, 22/1000 are diagnosed with life-threatening allergies, and 7/1000 are diagnosed with a seizure disorder. CHCO SHC team manages and cared for approximately 7,500 chronic health conditions in 2024, in which asthma, allergies, diabetes, and seizures are included. CHCO SHN team collaborates with multi-disciplinary school team members to train and delegate several unlicensed personnel at schools to assist in caring for these students.</p> <p>In addition to caring and managing student chronic illnesses at school, CHCO SHN also is an active member of students’ Individualized Education Plans (IEP) and health related 504 plans. SHCs manage emergency response teams in schools and lead their staff in mock AED and cardiac related drills. They educate school staff and students about communicable diseases and collaborate with local public health departments for resources and guidance. They engage in family meetings and work with students’ medical providers to ensure the best, safest, and most transparent care is happening at school by overseeing and communicating Individualized Health Plans.</p> <p>Children’s Colorado is now expanding statewide, with a focus on rural areas, to support equitable, safe care and strengthen public health systems for medically complex students.</p> <p>The number of medically complex students in Colorado schools is rising, increasing the need for intensive school nursing—especially in rural areas with limited healthcare access. With 80% of Colorado districts classified as rural and 18% of students having chronic health needs, Children’s Hospital Colorado’s School Health Team secured HRSA funding to train nurses in Congressional Districts 3, 4, and 5 for the 2024-25 school year, reaching school nurses who collectively serve about 336,000 students. The team created a 7-hour, in-person training with nine skill-focused stations. In 2024, the team held trainings in Grand</p>

	Junction and Centennial and trained 165 school nurses in Colorado and plans to double that number in 2025.
Health Navigation	<p>Health Navigation The health navigation team plays a critical role in addressing social determinants of health for patients and families in a variety of inpatient and outpatient settings, addressing needs such as housing, food, benefits, transportation, etc. The family navigation team provided resource support to more than 8,918 unique patients in 2024.</p> <p>Family Aid Family Aid serves to reduce barriers to health care utilization by addressing social determinants of health. Examples of areas of support are food/groceries, gas cards, bus passes, hotel, etc.</p> <p>Transportation Transportation assistance is provided to families following a financial needs assessment that determines they are not eligible for transportation assistance through any other program, like Medicaid-funded transportation or insurance reimbursement. Access to transportation accommodates access to care, removes barriers to discharge and helps ensure the safety of the child. In 2024, we provided support for 1,833 rides.</p>
Social Care Network	<p>Find Help We subscribe to Find Help, a web-based resource hub that connects people to community programs that offer free or reduced-cost social services. This service is integrated in our electronic medical record and it is also accessible to the general public on our website.</p> <p>Social Needs Screening: Program Development and Improvement This occurrence represents the implementation of a social needs screening for our inpatient population. The FTE hours represented are all hours that are directly spent working with the multidisciplinary team to design and implement the screening process and to develop the analytics to make sure the screening is being completed as expected. Activities include designing and iterating on the workflow and measurement system, determining a plan for piloting and full implementation, meeting with all the impacted leaders in all areas, developing and implementing communication plans and tip sheets to educate bedside staff, rounding on the inpatient floors, doing data validation and analytics, consulting with IT and analytics experts, etc. This initiative was support by a social needs leadership team met twice a month for an hour from Jan-July and then once a month for an hour from Aug- Nov. Of the more than 10,000 screens administered in 2024, more than 1,400 families (upwards of 5,000+ individuals) indicated an unmet social health need.</p> <p>EpicCareLink Children's Colorado EpicCare Link is a secure portal that provides community providers, school nurses, emergency medical services, home health agencies and other external users with read-only access to a Children's Hospital Colorado patient's electronic health record (EHR). In 2024, there were 4,287 user groups with at least one active user.</p>
After Hours Telephone Care Program & ParentSmart Health Line	<p>The Pediatric Call Center (PCC) The PCC has the goal of getting the right patient to the right place at the right time. Recent literature has demonstrated that Medicaid patients that have access to nursing triage will have a 50% reduction in emergency department visits. Nursing education provides increased comfort with caring for their children at home. The PCC is staffed by non-clinical team members, expert pediatric nurses, a physician leader, and a nursing leadership team.</p>

	<p>The After Hours Telephone Care Program</p> <p>This program was developed in 1988 based on pediatrician’s identified need to provide health care information and care advice when the office is closed as well as supporting the physician to promote a better work/life balance. As has been reported by several pediatricians, this program has been a huge help in extending their work years as a pediatrician. As occurs for some large clinics, this program also allows the families to access health care when their physician is not available by phone or in the office. Families in the community receive significant benefits from this program through access to timely, helpful advice concerning their child’s illness or injury. In addition, this program helps to encourage parents to seek the appropriate care at the appropriate time.</p> <p>ParentSmart Health Line</p> <p>This program is operated through the PCC. This is a free service to the community. Patients, parents, and caregivers can call and speak to a triage RN to discuss questions and concerns regarding their child. Triage nurses provide information and recommendations concerning their child’s symptoms. Additionally, we provide physician referral information for families who do not have a primary care doctor.</p> <p>In 2024, the Pediatric Call Center answered 117,557 calls from patient families.</p>
Milk Depot- Donation & Outreach Center	<p>We are a milk donation and outreach center in collaboration with the Mothers’ Milk Bank, a program of Rocky Mountain Children’s Health Foundation. The donation and outreach center collects donated human milk as a community service, provide human milk to babies whose own mothers cannot supply the milk to meet their baby’s needs. In 2024, there were 54 donations serving 39 mothers/infants.</p>
Health Access & Safety Net	<p>The Health Access and Safety Net Program works to expand the number of underinsured (and uninsured) children and families who can be served by Children’s Hospital Colorado and other pediatric providers in Colorado, while also improving the benefits they have access to, improving equity of coverage between private and public insurance. The Program also works to improve equity, quality, and access in the child and youth behavioral health care system, and assesses and escalates major eligibility, coverage, and access-to-care challenges encountered by families. The Program engages at the levels of: systems, coalitions of community and patient advocacy organizations, and individual patient-family access. The Program also provides technical and other assistance to independent community pediatric primary care practices on issues of Medicaid system comprehension, benefits navigation, and general access to care. The Program functions as a bridge between the State and Children’s Colorado on State-specific efforts/initiatives, particularly those undertaken in the Medicaid, Children’s Health Insurance Program, the Colorado Hospital Discounted Care Program, the Colorado Indigent Care Program (CICP), and overarching Colorado behavioral health delivery system reforms.</p>
Population Health: Improve Access to Healthcare Services	<p>Leaders within the division of Community Health & Advocacy are responsible for the creation and operation of a community based, partner-driven network of care. This network both expands access to traditional pediatric healthcare and expands access to non-traditional care that addresses a child’s total picture of health, the social determinants of health. Operating a community based, partner-driven network of care requires identifying partners that will engage in a transformative system of care, one that allows a pediatric specialty hospital to work with community based partners to generate improved health for all kids in a targeted region, despite never being patients or having limited interactions with that hospital. The network must support improvements in the delivery of traditional healthcare services, like the number of immunizations, well-child visits, oral health screenings and behavioral health interventions. And the network must also support improvements in social conditions impacting health such as increased attendance at school, increased access to nutritional food and sustained access to stable</p>

	housing. Work is done to ensure the network supports the many components of a child's health by recruiting and supporting a robust array of community-based partners that may range from schools to childcare centers to churches and food pantries. The division is responsible for directing hospital resources to support the creation and operation of the community-based network.
Child Health Improvement: Social & Environ. Determinants of Health	<p>The Government Affairs department serves as the primary contact with officials on all public policy issues on behalf of child health. This includes, but is not limited to, written communication, public testimony, or any other form of endorsement or opposition. As a not-for-profit entity, Children's Hospital Colorado does not engage in partisan activities. At the state level in 2024, Children's Hospital Colorado coordinated testimony from 30 experts on pending legislation at committee hearings, and actively monitored 173 bills. We activated our grassroots network on multiple child health policy topics, generating hundreds of messages to state and federal lawmakers on youth mental health. We trained more than 200 people about how to advocate for children's health including youth mental health priorities.</p> <p><u>Priority work in 2024</u> included: 1. Defending Access to Care, 2. Elevating Children's Mental Health Solutions, and 3. Improving the Conditions Where Children Live, Learn and Play.</p>
Population Health: Social Drivers of Health and Community-Based Care	Leaders and team members within the Division of Community Health & Advocacy who provide oversight and/or administrative support to the Pediatric Call Center, School Health, Child Health Advocacy Institute (CHAI), and system-wide implementation and improvements related to social determinants screening across the system of care. This work includes oversight of CHAI, which houses injury prevention, Community Health Needs Assessment (CHNA) and Community Health Implementation Strategy (CHIS) work, community health navigation based on social needs, our Resource Connect program that includes our Healthy Roots Food Clinic and Garden. The work also encompasses a connection to Medicaid alternative payment models that focus on holistic care of children across our state, our school health nursing consultative program that also serves to educate, train, and support school nurses across our state to care for children with medical complexity and technology dependence, and our School-based Dental program. The Pediatric Call Center serves to provide access to phone triage nurses to prevent unnecessary ED utilization and provide expert homecare advice to any patient/family in Colorado.
Community Benefit Operations (Dedicated Staff)	This represents our team who manages our community benefit operations, including data gathering, data entry, HCBA reporting, IRS Form 990 Schedule H reporting, the triennial Community Health Needs Assessment (CHNA), the triennial Community Health Implementation Strategy (CHIS), annual CHIS reports/updates, plans and facilitates annual community engagement meetings, oversees evaluation plans for community health programs, etc.
Community Benefit Operations (Evaluation)	<p>We published our most recent CHNA's in December 2024 and CHIS's in May 2025.</p> <p><u>https://www.childrenscolorado.org/community/community-health/community-health-needs-assessment/</u></p>

Health Professions Education

Includes graduate education for medical residents and fellows, nursing students and continuing professional education for other health professionals such as community pediatricians and community emergency medical providers.

Part of our mission is to improve the health of children, and as an academic medical center Children's Colorado offers a broad spectrum of training, education and certification programs aimed at developing,

	strengthening, and sustaining knowledge and expertise in the pediatric medical field. We offer a wide variety of advanced training and learning opportunities for future healthcare professionals and today's clinicians. Health profession education addresses regional and national workforce needs, serves to increase access to healthcare and improve health outcomes.
Graduate Medical Education (GME)	<p>Annually, approximately 14,000 pediatric residents are trained in Children's Hospitals Graduate Medical Education (CHGME) across the United States, accounting for 50% of the total number of pediatric residents trained.</p> <ul style="list-style-type: none"> Children's Hospital Colorado is currently home to more than 286 pediatric medical residents and 16 pediatric dental residents. Federal CHGME funding falls far below our institutional financial support and we backfill the needs at triple the amount currently funded by the federal government. From 2016-2024, 64% of our pediatric medical residents continued practicing in Colorado after program completion. Upon completion of training, many of these providers care for children throughout the broader Rocky Mountain region as well, where there are no other pediatric training programs.
Allied Health Professions	<p>In 2024, we provide internships and clinical experiences for students learning in the following health professions: Pharmacy Technicians (14 students), Surgical Technicians (8 students), Radiology Technicians (51 students), Diagnostic Imaging Technicians (4 students), Cardia and US Sonographer Technician (4 students), Respiratory Therapists (48 students), Physical Therapy (31 students), Child Life Specialists (11 students), Clinical Nutrition (2 students, Audiology, Human Factors Engineering (1 student, Social Work (4 students), and others.</p> <p>Some health colleges and universities we partnered with in 2023 includes Pickens Technical College, Pima Medical Institute, Pueblo Community College, Concorde Career College, Regis University, University of Colorado, Metropolitan State College of Denver, American Public University, Erikson, Mills College, Rocky Mountain University, Washington University, University of Utah, Creighton University, Edgewood and College of Charleston, and St Louis University.</p>
Nursing Students and Learners	We provided clinical experiences and internships for 866 nursing students (programs that lead to a registered nurse license) in 2024. We also provided clinical experiences and internships for 112 advanced practice providers, including graduate nursing students, physician assistant and anesthesia students.
Certified Nursing Assistants	In 2024, we hosted 51 Certified Nursing Assistant (CNA) students for clinical rotations. We also hosted 10 Medical Assistances (MA).
Interprofessional Preceptor Training	The Interprofessional Preceptor training program provides professional development for clinical team members who serve as preceptors for student across multiple disciplines The instructional program is a blended format of Cornerstone computer training modules and in-person training. The content focuses on effective clinical teaching strategies and the roles and responsibilities of effective preceptors. In 2024, 657 people were trained.
Emergency Medical Services (EMS) Community Education	As a Level One Trauma Center, we also have an emphasis on education and outreach. The Children's Colorado Emergency Medical Services (EMS) Outreach Education team provides education to first responders, hospital providers, and other medical facilities across a seven-state region. Across the region many of the first responders they train live in rural communities. The team uses evidence-based research and guidelines from the hospital, oftentimes changing the way EMS teams respond to situations to achieve improved

	<p>pediatric outcomes. In 2024, the team conducted 53 educational events covering all four quadrants of the state and reached 4,127 EMS providers.</p>
<p>Clinical Outreach & Education - Community Healthcare Providers</p>	<p>The outreach education team leads professional development for community partners by providing innovative, strategic, high-quality, and coordinated clinical education to enhance the knowledge, skills, and abilities of healthcare professionals in the hospital's seven-state catchment region. In 2024 there was a 38% increase in outreach education events. Programs include-</p> <p><u>Conferences Lectures:</u> Conferences/Lectures held in outreach communities or virtually for the interdisciplinary healthcare team caring for pediatric patients.</p> <p><u>Education Series:</u> Regularly scheduled lecture series for the interdisciplinary healthcare team includes a review of current literature and clinical pathways followed by Children's Hospital Colorado for the evaluation, treatment, and management of pediatric patients. Offerings include Virtual Education Series and Pediatric Emergency Education Lecture Series.</p> <p>In 2024 we reached 7,965 learners who participated in 329 education events (conferences, lectures, educational series).</p> <p><u>On Demand Education:</u> Just in time/on demand training courses available for the interdisciplinary health care team providing a review of the clinical pathways and treatment considerations for pediatric patients. In 2024, we reached 8,785 learners from all 50 states and 141 countries with on-demand courses.</p> <p><u>Pediatric Fundamental Critical Care Support Courses:</u> Pediatric Fundamental Critical Care Support (PFCCS) trains non-intensivists to recognize critical illness and initiate care for the critically ill pediatric patient.</p> <p><u>Partner New Program Support Program Consultation:</u> The outreach team provides programmatic consultations and education support as partners work to enhance pediatric care in their community. In 2024, we consulted on 179 community partner programs.</p>
<p>Professional Development-Community Healthcare Providers</p>	<p>Professional Development (CME) refers to learning activities that enable health care providers to maintain, develop, and enhance the knowledge, skills, professional performance, and interpersonal relationships they use to deliver care to patients, serve the public, and advance the medical profession.</p> <p>We provided 6,322 community-based medical professionals with more than 7,700 hours of training during 211 classes/events</p>
<p>Medical Lectures & Other Educational Activities</p>	<p>Pediatric Download</p> <p>The Pediatric Download is a bimonthly virtual presentation and discussion of trending child health topics with expert pediatric specialists from Children's Hospital Colorado and other leading pediatric care providers. These timely, regular conversations are an opportunity for primary care providers in Colorado and across the region to hear the latest from specialists focused on issues impacting pediatric patients and connect with other experts in their field. In 2024, Pediatric Download reached 1,250 listeners.</p> <p>Charting Pediatrics Podcast</p> <p>This is a weekly podcast for pediatric healthcare providers. In this series, multidisciplinary specialists from Children's Hospital Colorado examine the latest treatments and innovations for the delivery of pediatric medicine. In 2024, Charting Pediatrics reached 168,239 listeners.</p> <p>Pediatrics en Línea Podcast</p> <p>Con un nuevo episodio semanalmente, Pediatras en Línea es el primer podcast en español del Children's Hospital Colorado, donde profesionales de la salud presentan temas</p>

	diversos, haciendo de la ciencia un vehículo accesible mediante una conversación amena e interesante. En 2024, <i>Pediatrics en Línea</i> alcanzó a 6,145 oyentes.
Medical Library	The on-site clinical and research library maintains selective and authoritative print and electronic collections supporting the mission and programs of CHCO. It provides access to resources at both its physical location and electronically and maintains complete records of holdings in accessible formats. In 2024, they served 557 people.
Subsidized Health Services	
Covers unreimbursed costs for operating pediatric specialties that meet community need, such as behavioral health.	
Research	
2024 marked another year of impressive growth and accomplishments for child health research teams with more than 1,200 active research studies.	
Cash and In-Kind Contributions	
Includes cash and in-kind donations to community non-profit organizations, donations of meeting space and donations of health and safety educational materials, donations of used medical equipment and new/unopened supplies (e.g., Project C.U.R.E.), and service on community boards and coalitions addressing community health.	
See <i>Appendix B</i> for a list of community-based organizations that Children’s Hospital Colorado leaders serve in-kind.	
Community-Building Activities	
Economic Development	Participation in county- and city-level governmental organizations and educational institutions addressing economic growth for under-resourced communities.
Community Support	Community support involves consultation and/or involvement with residents or non-profit organizations to address community concerns/initiatives. These initiatives may include neighborhood support groups, violence prevention efforts, accessible childcare programs, and public health initiatives such as disease prevention, health education, and emergency preparedness.
Environmental Improvements	Children’s sustainability programs include waste management, recycling, conservation (energy and water), alternative transportation, green purchasing, reducing greenhouse gas emission and decarbonization efforts. Landfill diversion activities focus on recycling materials that otherwise would end up in a landfill. Examples include scrap metal, pallets, kitchen grease, and cardboard.
Coalition Building	In-kind participation in coalitions addressing SDoH. In 2024, we led the Children and Youth Mental Health Coalition, led ad hoc coalitions supporting car seat safety and cell phone use in schools, and led Family Advocacy Day in Washington DC with federal lawmakers and the Colorado State Capital with state lawmakers, where we brought families with medically complex children to advocate for the unique health care needs of their children.
Workforce Development	Project SEARCH Project SEARCH is a school-to transition work program for students with significant disabilities. The program provides employment and education opportunities which span a full academic year. Students complete 4-day work weeks for 15 weeks, and rotate worksites throughout the hospital. The goal of Project Search is that the participants

leave the program employment ready and gain successful employment at the host site's business or elsewhere in the community. In 2024, we supported 40 students and graduates.

Medical Career Collaborative

The [Medical Career Collaborative](#) (MC2) program propels high school students towards careers in healthcare through hands on experiences and professional development opportunities. Applicants are selected in the spring of their sophomore high school year by a committee with great emphasis placed on selecting a diverse group of students from a range of backgrounds and high schools in the Denver metro area. Increasing diversity and providing opportunity to underrepresented populations in the health professions has become identified as paramount to the nation's need to eliminate inequities in the quality and availability of health care for underserved populations.

In the 2023-2024 academic year, MC2 served 130 high school students (68 juniors and 62 seniors) from 49 high schools. 94% of graduates plan to attend a 2- or 4-year college and 91% of graduates declared a health or pre-health major. Ninety-seven percent of MC2 participants are students of color; 42% Hispanic/Latino, 23% Black/African American, 15% Asian/Pacific Islander, 14% multi-racial, 3% Middle Eastern, 3% White/Caucasian, and 0% American Indian/Alaskan Native.

Appendix A

Disease & Condition Specific Community Health Education

Community Health Education and Resources – new or revised in 2024 - by Category:

- [School Nurse Resources](#) updates
- Pediatric conditions education
 - [Oligohydramnios](#) condition page
 - [Microcephaly](#) condition page
 - [Ambiguous/Atypical genitalia](#) condition page
 - [Ventriculomegaly](#) condition page
 - [Polyhydramnios](#) condition page
 - [Multiple pregnancy](#) condition page
 - [Agenesis of the corpus callosum](#) condition page
- Specialty-specific resources
 - [Cleft resources for families](#) page
 - [Pediatric Ventricular Assist Device](#) webpage update
 - [Cardiac Tests and Procedures](#) webpage update
- Health literacy and medical animation video review and publishing
 - Car Seat Injury Prevention - [Booster](#) English & [Spanish](#)
 - Car Seat Injury Prevention - [Convertible](#) English & [Spanish](#)
 - Car Seat Injury Prevention - [Forward-Facing](#) with Harness English & [Spanish](#)
 - Car Seat Injury Prevention - [Rear-Facing Only](#) English & [Spanish](#)
 - CFCC Part 1 - Congenital Heart Disease Delivery and Hospital Stay - [What to Expect for Your Stay in Labor & Delivery at the Colorado Fetal Care Center](#) (CFCC) English and Spanish
 - CFCC Part 2 - Congenital Heart Disease Delivery and Hospital Stay - Transitioning to the CICU English & Spanish
 - CFCC Part 3 - Congenital Heart Disease Delivery and Hospital Stay - Day to Day Life in the CICU English & Spanish
 - [Cleft Lip](#) - English & [Spanish](#)
 - [Trach and Stoma Care](#) - English & [Spanish](#)
 - [Trach Care Closed Suction](#) - English & [Spanish](#)
 - [Trach Care Open Suction](#) - English & [Spanish](#)
 - [Aerodigestive](#) - English & [Spanish](#)
 - [Post-op pain](#) - English & [Spanish](#)
- Sports Medicine Partner Articles
 - January - [Sleep and teen athletes](#)
 - February - Everyone Skis Except Me. What Should I Do?
 - March - [Healthy Weight Training for Young Athletes](#)
 - April - [Weather Safety for Outdoor Sports](#)
 - May - [First Aid Kit 101](#)
 - June - [Hydration tips for preventing heat illness](#)
 - August - [What Every Parent Needs to Know About Back-to-School Sports Physicals](#)
 - November - [What to eat when you're on the road](#)

Community health stories in the media:

- <https://kffhealthnews.org/news/article/colorado-student-concussion-protocol-reap-guidelines/>
- <https://www.scarymommy.com/parenting/what-not-to-say-to-teens-tough-topics>
- https://www.gmtoday.com/health/ask-the-pediatrician-how-to-start-the-school-year-strong-and-prevent-illness-in-children/article_e0e5511e-4e1c-11ef-b452-0704f8420cf0.html
- <https://www.chicagotribune.com/2024/01/12/ask-the-pediatrician-what-are-some-ways-to-prevent-suicide/>
- <https://kdvr.com/business/press-releases/cision/20240212LA34924/childrens-hospital-colorado-calls-for-updated-child-passenger-safety-laws-in-new-legislation/>
- <https://kdvr.com/news/local/childrens-hospital-colorado-among-the-best-in-the-nation/>
- <https://www.denverpost.com/2024/06/14/colorado-youth-mental-health-survey/>
- https://denvergazette.com/premium/colorado-bill-targets-social-media-platforms-used-by-kids-teens/article_94209ae4-9c77-587f-b79a-c399cfebb30b.html
- <https://www.denverpost.com/2024/12/26/colorado-childrens-hospital-military-tricare-triwest-contract/>
- <https://www.kktv.com/2024/10/26/experts-give-tips-keep-your-family-safe-while-trick-or-treating-this-halloween/>
- <https://www.9news.com/article/news/health/legislation-eating-disorder-survivor-bill-care-treatment/73-1a4d75bd-11c2-4656-9156-241d3cd80f7b>
- https://denvergazette.com/opinion/editorials/editorial-minding-the-mental-health-of-colorado-s-kids/article_6aa28e05-58f0-5beb-af66-56ce69d8e90d.html
- <https://kdvr.com/news/health/experts-offer-helpful-tips-on-getting-your-infant-to-sleep/>
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Appendix B

In-Kind Contributions

Community-based organizations that Children’s Hospital Colorado leaders provided in-kind service in 2023:

A Precious Child	National Child Passenger Safety Board (National Safety Council)
Adams County Health Department	Papua New Guinea Tribal Foundation
Adams State University	Pediatric Experience Collaborative
Anchor Center for Blind Children	Public Health in the Rockies Conference
Arapahoe Community College - HIT Program	Reach Out and Read Colorado
Aurora @ Home	Resident Leadership Council
Aurora Chamber of Commerce	Rocky Mountain Public Media
Aurora Health Alliance	Ronald McDonald House
Aurora Public Schools	Safe Passage
BCIVIC	Swim Across America - Denver
Boettcher Foundation	University of Colorado Clinical Education Advisory Committee
Boys and Girls Club of Metro Denver	Vital Hearts
Brent’s Place	Youth for Child Mental Health
Broomfield County Health Department	Youth Healthcare Alliance
Broomfield FISH	
Center for Health Progress	
Children’s Hospital Association	
City and County of Denver Racial Equity Council	
Colorado Access	
Colorado Business Committee for the Arts	
Colorado Department of Public Health & Environment	
Colorado Health Information Management Association	
Colorado Nurses Association	
Colorado Nursing Leaders Association	
Colorado School Medicaid Consortium	
Colorado Springs Chamber of Commerce	
Colorado Springs Fire Foundation	
Colorado State Patrol	
Colorado State University	
Colorado Womens Chamber of Commerce	
Denver Art Museum	
Denver Metro EDC Board of Governors	
Denver Public Schools	
Donor Alliance	
Emergency Medical Services Assoc. of Colorado	
Executives Partnering to Invest in Children	
Food Bank of the Rockies	
Jefferson County Public Health Department	
Latino Community Foundation of Colorado	
Mapleton School District, School-Based Health Center Community Advisory Council	
Metro Caring	
National Board for Respiratory Care	