Northern Arizona Healthcare

2019 Implementation Strategy

This summary outlines Northern Arizona Healthcare's plan (Implementation Strategy) to address the Flagstaff Medical Center (FMC) and Verde Valley Medical Center (VVMC) community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing programs and initiatives to address identified health needs; and 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Northern Arizona Healthcare's Community Benefit Planning

Priority Health Issues To Be Addressed

In consideration of the top health priorities identified through the CHNA process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that Northern Arizona Healthcare would focus on developing and/or supporting strategies and initiatives to improve:

- **Access to Health Services**
- **Mental Health & Mental Disorders**
- **Chronic Disease**

Integration with Operational/Strategic Planning

The issues of Access to Care, Mental Health and Chronic Disease all fall directly into NAH's Mission to Improve health, healing people. Further, each is represented in our Pillars of Provide NOW Access, Provide better care, Be people centric and provide value and be sustainably affordable.

Health Needs of the Community

Areas of Opportunity for Community Health Improvement

The following "health priorities" represent recommended areas of intervention, based on the information gathered through this Community Health Needs Assessment and the guidelines set forth in *Healthy People 2020*. From these data, opportunities for health improvement exist in the region with regard to the following health areas (see also the summary tables presented in the following section). These areas of concern are subject to the discretion of area providers, the steering committee, or other local organizations and community leaders as to actionability and priority.

Areas of Opportunity Identified Through This Assessment	
Access to Health Services	• Adult overall health status • Cost as a Barrier to Physician Visits • Cost as a Barrier to Physician Visits • Difficulty Accessing Healthcare • Difficulty Accessing Healthcare • Insurance Instability for Adults and Children • Lack of access to affordable health insurance • Lack of local specialists (endocrinologist, neurologist, pediatric) • Providers (physician/ staff) seen as uncaring, long wait for appointments • Routine Checkups (Adults) • Routine Checkups (Adults) • Transportation
	• Suicides • Violent Deaths (Including Firearm-Related Deaths, Homicide & Suicide) Lack of access to Behavioral Health care
Chronic Disease	• Cancer • Cardiovascular Disease • Cirrhosis/Liver Disease • Diabetes • Obesity • Osteoporosis/Arthritis • Respiratory Health

Prioritization Process

After reviewing the Community Health Needs Assessment findings and process of understanding key local data findings (Areas of Opportunity), NAH ranked identified health issues against the following established, uniform criteria:

- **Magnitude**. The number of persons affected, also taking into account variance from benchmark data and Healthy People targets.
- **Impact/Seriousness**. The degree to which the issue affects or exacerbates other quality of life and health-related issues.
- **Feasibility**. The ability to reasonably impact the issue, given available resources.
- **Consequences of Inaction**. The risk of not addressing the problem at the earliest opportunity.

Prioritization Results

From this exercise, the Areas of Opportunity were prioritized as follows:

- Access to Healthcare Services
- Mental Health & Mental Disorders
- Chronic Disease

Community-Wide Community Benefit Planning

As individual organizations begin to parse out the information from the 2019 Community Health Needs Assessment, it is Northern Arizona Healthcare's hope and intention that this will foster greater desire to embark on a community-wide community health improvement planning process. Northern Arizona Healthcare has expressed this intention to partnering organizations and is committed to being a productive member in this process as it evolves.

Implementation Strategies & Action Plans

The following displays outline Northern Arizona Healthcare's plans to address those priority health issues chosen for action in the 2019 - 2022 period.

ACCESS TO HEALTH SERVICES	
Community Partners	• Indian Health Organizations • Local Primary Care Providers • NAH employed Primary Care Providers • Local Healthcare organizations • PathfinderHealth ACO partners
Goal	• Improve access to primary and urgent care
Outcome Measures	• Number of non-emergent ED visits by NAH employees/dependents • Number of new patients in NAH employed Primary Care clinics
Timeframe	FY2020 – FY2022
Scope	High priority patients Local communities in NAH's primary service region Rural and Tribal communities NAH Employees and Dependents

Strategies & Objectives	• NAH is developing a comprehensive Ambulatory Strategy Plan which will prioritize efforts at FMC and VVMC for access to care. Resources are to be determined for the following programs based off of this plan.
	• Identified patient populations will be enrolled in community care management at FMC and VVMC
	• Build the capacity of employed primary care clinics to provide primary and preventive healthcare services.
	  ○ Immediate care will be created in Cottonwood by VVMC
	  ○ Urgent care will be created in Flagstaff by FMC
	  ○ Primary Care services will be expanded with the use of Telehealth at FMC and VVMC
	  ○ Same day appointments are offered by FMC and VVMC primary care offices
	  ○ FMC and VVMC primary care offices offer extended hours to improve access
	  ○ Primary Care providers are being recruited by VVMC
	  ○ NAH is in partnership with PathfinderHealth ACO to support independent providers to increase access to their practices in the FMC and VVMC markets
	  ○ NAH is maturing an Access Center for patients to call into the FMC or VVMC clinics with ease
	• Insurance/Payor registration support for FMC and VVMC patients
	• FMC and VVMC provide medical direction for Community Integrated Paramedicine
	• FMC and VVMC provide remote patient monitoring for patients

Anticipated Outcomes	• Patients will receive on coordinated care post discharge • Community members will have more access to primary care • NAH employees and dependents will use tele primary/urgent care rather than ED for non-emergent care

Chronic Disease	
Community Partners	• Flagstaff Unified School District • County health departments • Community Paramedicine Program • North Country Health Care • Native Americans for Community Action • Diabetes Together Collaboration • Northern Arizona University • Cancer Support Community • Sacred Peaks Health Center
Goal	• Reduce the burden of chronic disease in the Northern Arizona Healthcare primary service area. • Provide health promotion and disease prevention education to community
Outcome Measures	• Morbidity rates in northern AZ
Timeframe	FY2019-FY2022
Scope	Community members

Programs NAH participates in/promotes/ supports to reduce the burden of chronic disease	• Food is Medicine for Diabetes community education classes at FMC and VVMC
	• Healthy Basics Eating class at FMC and VVMC
	• Chef Cooking demo's at FMC
	• FMC refers patients to the Cancer Support Community programs
	• Freedom from Smoking program- offered at VVMC- open to the community
	• Support groups for chronic disease at VVMC and FMC
	• Comprehensive Care Management at VVMC and FMC
	• PathfinderHealth ACO Care Process Models at VVMC and FMC
	• Community screenings for CVD and Diabetes in the VVMC and FMC communities
	• FMC and VVMC offer Diabetes Education and support
	• VVMC offers Cardiac Rehab and Pulmonary Wellness
	• FMC will begin in this time frame to offer Cardiac Rehab
	• FMC is starting a comprehensive Cardiovascular service line
	• FMC is starting an Orthopedic Service Line (Resources are to be determined for the following programs based off of this plan.)
	  ○ Goal is for patients to receive seamless care with reduced waste and increased access
	  ○ Patients will be able to access care in Flagstaff
	  ○ Partnerships with local employers so their employees can stay home and access care
	• FMC and VVMC are expanding access to ambulatory services
	• FMC and VVMC are integrating care between facilities to reduce costs for patients
	• FMC and VVMC are developing plans for sustainable growth to expand chronic care service lines to the community

	• FMC and VVMC are creating an Oncology Strategy Resources are to be determined for the following programs based off of this plan.) to:
	  ○ Expand care to Cottonwood, AZ
	  ○ Build out partnerships for comprehensive care
	  ○ Partnering with Indian Health to support cancer care on reservations
	  ○ Define pathway for cancers we don't treat at FMC or VVMC for patients to receive care elsewhere

Anticipated Outcomes	• Long term reduction in morbidity from chronic disease

Mental Health and Mental Disorders	
Community Partners	• Spectrum Healthcare • The Guidance Center • Coconino Justice Coalition • Flagstaff Police Department • Drug/DUI courts • Coconino Coalition for Children and Youth
Goal	To reduce the burden of Mental health issues in the NAH Service Area
Outcome Measures	• Partnering with local agencies and organizations to reduce suicides • The percentage of residents able to receive mental health care.
Timeframe	FY2019-FY2022
Scope	Community members coping with mental health issues.

Community Prevention Projects NAH is involved with for Mental Health and Suicide	• NAH is developing a Behavioral Health Strategy to address community needs at FMC and VVMC. Resources are to be determined for the following programs based off of this plan.
	  ○ Increase access to resources
	  ○ Increase telehealth options for behavioral health
	  ○ Increase access to support groups
	• VVMC partners with Spectrum Health for a community focused approach to patients arriving in the ED with mental health needs
	• FMC and VVMC are integrating Behavioral Health into Primary Care
	• Mental Health Matters collaboration in Flagstaff (FMC)
	• Pediatric Behavioral Health Collaboration (FMC)
	• Coconino Justice Coalition (CJCC): legal issues with mentally ill (FMC)
	• Crisis calls from community: intake / referrals (FMC/VVMC)
	• For Flagstaff Police Department (FMC)
	  ○ De-escalation skill training
	  ○ CIT: crisis intervention training
	• NACA: Suicide Prevention Grant collaboration (FMC)
	• Health fairs (FMC and VVMC)
	• Screenings (FMC and VVMC primary care clinics)
	  ○ Depression
	  ○ Substance abuse
	• Internal / External to NAH debriefing crisis intervention (FMC/VVMC)
	• DUI/Drug Court treatment programs (FMC)
	• Mental Health / Veteran Court hearings (FMC)
	• Title 36 (ED intake) – short term crisis (FMC/VVMC)
	• Trauma START: screenings and brief intervention / assessment (FMC)
	  ○ Referrals at discharge for patients with alcohol and drug use issues
	• Talks and presentations for community groups (FMC)
	• RN and SW students rotate through department (FMC)

	• CPI training (de-escalation) for sitters and ED staff (FMC/VVMC) • Mental health and substance abuse information for new grads (FMC/VVMC) • Provide meeting site for monthly National Association of Substance Abuse Counselors (NASAC) meetings (FMC) • NAH supports uncompensated care through it's Foundation • FMC/VVMC offer Mental Health First Aid training to employees and community members • FMC sends employees to Flagstaff Leadership Program. The 2020 class has chosen Mental Health as their community leadership project. • The NAH Foundation is fundraising for Mental Health First Aid training • FMC is partnering with Northern Arizona University to survey employees of their understanding of Behavioral and Mental Health • FMC is a supporting member of "Stronger as One" collaboration – which is an outcome of the 2017 CHNA.
Anticipated Outcomes	• Reduction in the number of suicides in northern Arizona

Community recommended solutions to address the prioritized needs

I. Collaboration with organizations across the region to compliment services and provide interdisciplinary support for community members.
II. Social Determinants of Health need to play a key role in healthcare and patient care plans going forward.
III. Increase quantity and quality of health services
IV. Increase capacity through training and collaboration
V. Integrate health services: primary care, mental health, etc whenever possible
VI. Increase awareness of existing health and social resources

Adoption of Implementation Strategy

In March 2020, the Board of Northern Arizona Healthcare, which includes representatives from throughout the Northern Arizona Healthcare service region, met to discuss this plan for addressing the community health priorities identified through our Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related resources to undertake these measures to meet the health needs of the community.