Carondelet Health Network
Community Health Implementation Strategy

2019

Carondelet St. Mary’s Hospital
1601 W. St. Mary’s Road
Tucson, AZ 85745

Carondelet St. Joseph’s Hospital
350 N. Wilmot Road
Tucson, AZ 85711

www.carondelet.org
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## At-a-Glance Summary

<table>
<thead>
<tr>
<th>Our Hospitals and the Community Served</th>
<th>Carondelet St. Mary’s and St. Joseph’s Hospitals are located in Tucson, Arizona providing tertiary care for individuals across Southern Arizona. As the longest, continually operating healthcare system in Arizona, the Carondelet Health Network provides a variety of highly specialized services including neurology and neurosurgery, cardiovascular care, emergency services, obstetrical care and trauma. Carondelet is jointly owned by Tenet Health Care Corporation, Dignity Health and Ascension. Carondelet is operated by Tenet, a leading diversified health care services company. Carondelet St. Mary’s and St. Joseph’s Hospitals serve the population in Pima County with a population of 1,003,338 with 27.8% aged 0-17, 60.8% aged 18-64 and 17.8% are 65 years and older. More than 77% of the population in this service area identify as being White, while 36% are Hispanic and 13% in other races.</th>
</tr>
</thead>
</table>
| Significant Community Health Needs Being Addressed | The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Those needs are:  
- Behavioral Health  
- Obesity and Related Chronic Diseases  
- Access to Services |
| Planned Actions for 2018 - 2020 | The Carondelet Health Network is and will continue to meet existing community needs through: provision of charity care; Medicaid/AHCCCS navigation programs; support groups; nutrition counseling; collaboration with community partners; outreach and community education; participation in key partnerships and collaboration; expanded clinical services and specialist coverage; and significant support of local community groups and organizations that promote the health of the community. Planned actions relevant to the significant community needs will continue to be addressed in this implementation plan. |

The Implementation Strategy was adopted by the St. Mary’s and St. Joseph’s Board of Directors on December 5, 2019.

This document is publicly available at [https://www.carondelet.org/about/community-outreach](https://www.carondelet.org/about/community-outreach)

Written comments on this report can be submitted to Carondelet Health Network, 350 N. Wilmot Road, Tucson, AZ 85711 or by e-mail to comments@carondelet.org.
MISSION, PURPOSE AND VISION

Our Mission
We are a faith based organization. Our mission is to embrace the whole person, in mind, body and spirit: and to serve all people with dignity.

Our Purpose
We are a vibrant, healing ministry that provides access to excellent care for the people in our community.

Our Vision
We are committed to Christ’s healing ministry, we want our hospital to be a great place to receive care.

While working in partnership with our physicians, associates and the community, we are united in our Call to Action:

- Healthcare That Works
- Healthcare That is Safe
- Healthcare That Leaves No One Behind
OUR HOSPITALS AND THE COMMUNITY SERVED

About The Carondelet Health Network

Carondelet St. Joseph’s Hospital

Established in 1961, St. Joseph’s Hospital is a medical campus serving Tucson and the Southwest. St. Joseph’s is home to the Carondelet Neurological Institute, Carondelet Joint Replacement Center, labor and delivery, cardiology, oncology, stroke, emergency medicine and rehabilitation. In November 2019, St. Joseph’s hospital added trauma services.

This 486-bed hospital is part of the Carondelet Health Network. St. Joseph’s Hospital currently employs approximately 1,367 persons and has 411 medical staff members.

St. Joseph’s Hospital provides care throughout the life spectrum, from prenatal to emergency services and rehabilitation. In 2018 St. Joseph’s Hospital saw 41,942 patients in the Emergency Room, of which 9.2% were uninsured.

Carondelet St. Mary’s Hospital

St. Mary’s Hospital serves the west side of Tucson, Arizona, Pima County and higher acuity cases from Santa Cruz County. St. Mary’s is recognized as a destination hospital for the most modern and minimally-invasive heart and vascular surgery, advanced stroke care, cancer treatment, a bariatric program, orthopedics, wound center and emergency care.

This 400-bed facility, first established in 1880, currently employs approximately 1,200 persons and has 349 medical staff members.

In 2018 St. Mary’s Hospital saw 49,494 patients in the Emergency Room, of which 8.9% were uninsured.

Description of the Community Served

Carondelet St. Mary’s and St. Joseph’s hospitals are located in Pima County, Arizona. A summary description and additional details can be found in the CHNA report online.

The Carondelet Hospitals track ZIP codes of origin for all patient admissions and includes all who received care without regard to insurance coverage or eligibility for financial assistance. The service area was determined from the ZIP codes that reflect a majority of patient admissions.

Pima County is located in southern Arizona and covers an area of approximately 9,200 square miles. The majority of the population lives in the eastern half of the county, which contains all of the five incorporated jurisdictions, two Native American tribal reservation areas and a large, urbanized unincorporated area. Approximately 85 percent of the county’s land is federal, state or Native American owned.
Demographic indicators:
- Total Population: 1,003,338
- Hispanic or Latino: 36.1%
- Race: White 77.3%, Black/African American 3.5%, Asian 2.7%, American Indian or Alaskan Native 3.2%, and All Other 8.9%
- Median Income: $31,782
- Uninsured: 14.7%
- Unemployment: 4.5%
- No HS Diploma: 12.3%
- Other Area Hospitals: 5
- Medically Underserved Areas or Populations: Yes

For the purpose of evaluating the Access to Health Services indicators, data from the 2017 Primary Care Area Statistical Profiles that include the primary care score, ratio of population to primary care providers, and a transportation score were used. Data for these indicators were derived from ADHS’s Bureau of Women’s and Children’s Health.

**Primary Care Score:** Represents the level of medical underservice in that area. The higher the score, the greater the medical underservice. The Median Primary Care Score in Pima County is 34.

**Primary Care Population to Provider Ratio:** This is the number of primary care providers per total population. Arizona’s ratio of population to provider is 424 to every provider; Pima County’s ratio is 373:1.

**Transportation Score:** Adequacy of transportation is determined by the transportation score. The higher the score, the less adequate or greater the need for transportation. Arizona statewide transportation score is 110: the overall Pima County score is 109.
The table below lists all Pima County's Primary Care Areas and their respective Access to Care indicator scores.

<table>
<thead>
<tr>
<th>Primary Care Area</th>
<th>Primary Care Score</th>
<th>Population to Provider Ratio</th>
<th>Transportation Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ajo</td>
<td>65</td>
<td>3629:1</td>
<td>*</td>
</tr>
<tr>
<td>Casas Adobes</td>
<td>20</td>
<td>210:1</td>
<td>92</td>
</tr>
<tr>
<td>Catalina Foothills</td>
<td>14</td>
<td>307:1</td>
<td>84</td>
</tr>
<tr>
<td>Drexel Heights</td>
<td>38</td>
<td>2258:1</td>
<td>99</td>
</tr>
<tr>
<td>Flowing Wells</td>
<td>66</td>
<td>3584:1</td>
<td>140</td>
</tr>
<tr>
<td>Green Valley</td>
<td>38</td>
<td>880:1</td>
<td>142</td>
</tr>
<tr>
<td>Marana</td>
<td>16</td>
<td>532:1</td>
<td>76</td>
</tr>
<tr>
<td>Oro Valley</td>
<td>12</td>
<td>298:1</td>
<td>91</td>
</tr>
<tr>
<td>Pascua Yaqui Tribe</td>
<td>64</td>
<td>718:1</td>
<td>185</td>
</tr>
<tr>
<td>Picture Rocks</td>
<td>30</td>
<td>1544:1</td>
<td>105</td>
</tr>
<tr>
<td>Sahuarita</td>
<td>20</td>
<td>693:1</td>
<td>84</td>
</tr>
<tr>
<td>San Xavier</td>
<td>68</td>
<td>162:1</td>
<td>147</td>
</tr>
<tr>
<td>Tanque Verde</td>
<td>18</td>
<td>365:1</td>
<td>76</td>
</tr>
<tr>
<td>Tohono O’odham Nation</td>
<td>76</td>
<td>629:1</td>
<td>190</td>
</tr>
<tr>
<td>Tucson Central</td>
<td>44</td>
<td>230:1</td>
<td>132</td>
</tr>
<tr>
<td>Tucson East</td>
<td>28</td>
<td>581:1</td>
<td>114</td>
</tr>
<tr>
<td>Tucson Estates</td>
<td>34</td>
<td>1362:1</td>
<td>98</td>
</tr>
<tr>
<td>Tucson Foothills</td>
<td>40</td>
<td>188:1</td>
<td>131</td>
</tr>
<tr>
<td>Tucson South</td>
<td>46</td>
<td>879:1</td>
<td>129</td>
</tr>
<tr>
<td>Tucson South East</td>
<td>16</td>
<td>424:1</td>
<td>69</td>
</tr>
<tr>
<td>Tucson West</td>
<td>34</td>
<td>273:1</td>
<td>112</td>
</tr>
<tr>
<td>Vail</td>
<td>12</td>
<td>662</td>
<td>67</td>
</tr>
<tr>
<td>Valencia West</td>
<td>32</td>
<td>1907:1</td>
<td>95</td>
</tr>
<tr>
<td><strong>Pima County</strong></td>
<td><strong>N/A</strong></td>
<td><strong>373:1</strong></td>
<td><strong>109</strong></td>
</tr>
<tr>
<td><strong>Arizona</strong></td>
<td><strong>N/A</strong></td>
<td><strong>424:1</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
Implementation Strategy Development Process

The hospital engages in multiple activities to conduct its community benefit and community health improvement planning process. These include, but are not limited to: conducting a Community Health Needs Assessment with community input at least every three years; measuring and tracking program indicators and impact; and engaging stakeholders in the development of an annual community benefit plan and triennial Implementation Strategy.

Community Health Needs Assessment

The significant needs that form the basis of the hospital’s community health programs were identified in the most recent Community Health Needs Assessment (CHNA), which was adopted in March 2019.

The hospital conducts a CHNA at least every three years to inform its community health strategy and program planning. The CHNA report contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods, including: the data used; how the hospital solicited and took into account input from a public health department, members or representatives of medically underserved, low-income and minority populations; and the process and criteria used in identifying significant health needs and prioritizing them;
- Presentation of data, information and assessment findings, including a prioritized list of identified significant community health needs;
- Community resources (e.g., organizations, facilities and programs) potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

CHNA Significant Health Needs

The 2018 community health needs assessment identified the following prioritized significant health and health-related needs:

- Behavioral Health: including mental illness and substance abuse/misuse
- Obesity & Related Chronic Diseases: especially diabetes and childhood obesity; and
- Access to services: including how services are provided, location and overall availability

Additional detail about the needs assessment process and findings can be found in the 2018 CHNA report, which is publicly available at https://www.carondelet.org/about/community-outreach or upon request at the hospital’s Community Health office.

Creating the Implementation Strategy

The Carondelet Health Network is dedicated to improving community health and delivering community benefit with the engagement of its leadership and staff, board of directors and medical staff members. The board is composed of community members who provide stewardship and direction for the hospital as a community resource (see Appendix A). These
parties review community benefit plans and program updates prepared by the hospital leadership hospital’s community health director and other staff.

The hospital took into account the CHNA’s significant health needs, its own resources and programs, and those of its collaborating organizations in the community to create the implementation strategy.

**2018-2020 Implementation Strategy**

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It summarizes planned activities with statements on anticipated impacts, planned collaboration, and patient financial assistance for medically necessary care.

This report specifies planned activities consistent with the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital’s limited resources to best serve the community.

**Strategy and Program Summary**

<table>
<thead>
<tr>
<th>Health Need: Behavioral Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy or Activity</strong></td>
</tr>
<tr>
<td>Behavioral Health Treatment</td>
</tr>
<tr>
<td>Partnership and Collaboration</td>
</tr>
<tr>
<td>Screening and Assessment</td>
</tr>
<tr>
<td>Risk Reduction</td>
</tr>
<tr>
<td>Support Services</td>
</tr>
<tr>
<td>Community Outreach and Support</td>
</tr>
</tbody>
</table>
Anticipated Impact

Through the continued development and expansion strategies related to behavioral health, the community will become more aware of resources available to manage mental health disorders and reduce the stigma associated with behavioral health care. Additionally, community health care providers will receive education and support needed.

Planned Collaboration

The Carondelet Health Network coordinates services across the community for patients with a variety of behavioral health need to include step-down services, outpatient follow up and long-term treatment options. Additional collaboration with the local Fire Departments and TC3 program to will continue to ensure that patients frequently utilizing the EMS and hospital systems have access to community based resources. Carondelet partners with a number of agencies as well including the Alzheimer’s Association, NAMI, Hope Incorporated and the Behavioral Health Coalition.

<table>
<thead>
<tr>
<th>Health Need: Obesity and Related Chronic Disease</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy or Activity</strong></td>
</tr>
<tr>
<td>Access to weight loss programs</td>
</tr>
<tr>
<td>Education and Support</td>
</tr>
<tr>
<td>Expand Cardiovascular Services</td>
</tr>
<tr>
<td>Screening and Community Outreach</td>
</tr>
</tbody>
</table>

Anticipated Impact

The Network’s efforts will support the community to enable access to critically needed education and support to reduce risk for disease and manage chronic conditions. Additionally, the community will have access to resources and services to improve overall health.

Planned Collaboration

The Carondelet Health Network actively participates in the American Heart / American Stroke Association Get With The Guidelines program to enhance and advance cardiovascular and stroke care, earning the highest awards for many years in advanced stroke care. Carondelet regularly plans and sponsors activities including patient seminars and health screenings and dissemination of information with collaborating groups.
<table>
<thead>
<tr>
<th><strong>Health Need:</strong> Access to Services</th>
<th><strong>Summary Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy or Activity</strong></td>
<td><strong>Support and Community Benefit</strong></td>
</tr>
<tr>
<td><strong>Health Insurance Navigation</strong></td>
<td>Services are available for patients of the network to learn about and apply for insurance resources.</td>
</tr>
<tr>
<td><strong>Patient Navigation and Coordination</strong></td>
<td>Patients of the Network receiving treatment for surgical weight loss, breast cancer, orthopedic surgery and spine surgery have access to patient navigation to support them through their recovery. These positions ensure that patients are provided with education, support and access to resources before and after their surgery.</td>
</tr>
<tr>
<td><strong>Expanding Access Points</strong></td>
<td>The Carondelet Health Network is expanding the footprint across Pima County to ensure patients in growing areas, with limited healthcare resources, have access to preventative and emergent care. New primary care offices planned for 2019 and development of two neighborhood hospitals are planned for 2020. Additionally, Carondelet is exploring opportunities to expand access to specialists through telehealth services.</td>
</tr>
<tr>
<td><strong>Physician Recruitment</strong></td>
<td>Carondelet continues to recruit specialists and internal medicine providers to meet the community need as a result of significant shortage of providers across Southern Arizona.</td>
</tr>
<tr>
<td><strong>Engaging Policy Leaders</strong></td>
<td>Engaging and addressing critical health needs with local, state and federal legislative leaders to address issues affecting our community.</td>
</tr>
</tbody>
</table>

**Anticipated Impact**

The hospital’s initiatives to address access to care are anticipated to result in: identification and treatment of health issues; gains in public or private health care coverage; increased knowledge about how to access and navigate the health care system; and increased primary care among those reached by navigators.

**Planned Collaboration**

Carondelet continues to be a key partner with Mobile Meals of Tucson, providing nutritious meals to home-bound individuals and seniors as well as invaluable daily social visits by volunteers. The Network also continues to work with rural health systems to ensure they have access to the services and specialists across the Carondelet facilities, as many of these services are not available.
Financial Assistance for Medically Necessary Care

The Carondelet Health Network delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services.

The hospital notifies and informs patients and members of the community about the Financial Assistance Policy in ways reasonably calculated to reach people who are most likely to require patient financial assistance. These include:

- providing a paper copy of the plain language summary of the Policy to patients as part of the intake or discharge process;
- providing patients a conspicuous written notice about the Policy at the time of billing;
- posting notices and providing brochures about the financial assistance program in hospital locations visible to the public, including the emergency department and urgent care areas, admissions office and patient financial services office;
- making the Financial Assistance Policy, Financial Assistance Application, and plain language summary of the Policy widely available on the hospital’s web site;
- making paper copies of these documents available upon request and without charge, both by mail and in public locations of the hospital; and
- providing these written and online materials in appropriate languages.
APPENDIX A: BOARD OF DIRECTORS

St. Mary's Hospital

Lea Marquez-Peterson Chairman of the Board
Commissioner, Arizona Corporation Commission

Michael Duperret, MD Vice Chairman
Physician

Manuel Valenzuela
Superintendent, Sahuarita Unified School District

Marcel Dabdoub
Dabdoub Enterprises

Thomas Plantz
Diocese of Tucson

Frank Molinaro
Arizona Group CEO

Nathaniel Rial, MD Chief of Staff
Physician

Andrea Herbert, MD Chief of Staff Elect
Physician

St. Joseph's Hospital

Lea Marquez-Peterson Interim Chairman
Commissioner, Arizona Corporation Commission

George Bradbury III, MD
Physician

Patrick DeConcini
Managing Partner, 4-D Properties, LLP

Paulo Goes
Dean, University of Arizona Eller College

Thomas Plantz
Diocese of Tucson

Frank Molinaro
Arizona Group CEO

Joseph Chambers, MD Chief of Staff
Physician

Nicholas Bastiampillai, DO Chief of Staff Elect
Physician