



# 2018

## Holy Cross Hospital Community Health Implementation Strategy



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1171 W. Target Range Road  
Nogales, Arizona 85621

[www.carondelet.org/our-locations/holy-cross](http://www.carondelet.org/our-locations/holy-cross)

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# TABLE OF CONTENTS

<b>At-a-Glance Summary</b>	Page 2
<b>Mission, Vision and Values</b>	Page 4
<b>Our Hospital and the Community Served</b>	Page 5
<b>Implementation Strategy Development Process</b>	
Community Health Needs Assessment	Page 8
CHNA Significant Health Needs	Page 8
Creating the Implementation Strategy	Page 9
<b>2018-2020 Implementation Strategy</b>	
Strategy and Program Summary	Page 10
Anticipated Impact	Page 11
Planned Collaboration	Page 11
Financial Assistance for Medically Necessary Care	Page 12
<b>Appendices</b>	
Appendix A: Board of Directors	Page 13
Appendix B: Other Programs and Activities	Page 14

## At-a-Glance Summary

<p><b>Our Hospital and the Community Served</b></p>	<p>Holy Cross Hospital is a cornerstone of the Nogales, Arizona, community, providing emergency care, general surgery, labor and delivery services and important health and wellness education for residents throughout Santa Cruz County. This 25-bed critical access hospital, first established in 1960, is part of the Carondelet Health Network. 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.</p> <p>Holy Cross Hospital serves the population in Santa Cruz County of 46,437 with 29.3% of the population aged 0-17, 9.9% ages 18-24, 23.8% ages 45-64 and 14.8% are seniors, 65 years and older. More than 85% of the population in this service area identify as being Hispanic/Latinos, while 13.3% are White/Caucasian and 1.4% in other races.</p> <p>This hospital continues to be funded as a Disproportionate Share Hospitals (DSH), supporting a large number of un- and under- insured residents in the primary service area. Holy Cross Hospital currently employs more than 230 persons and has 54 medical staff members.</p> <p>Holy Cross Hospital provides care throughout the life spectrum, from prenatal to emergency services and rehabilitation. In 2017 Holy Cross Hospital saw 16,808 patients in the Emergency Room, of which 6.4% were uninsured.</p>
<p><b>Significant Community Health Needs Being Addressed</b></p>	<p>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).</p> <p>Those needs are:</p> <ul style="list-style-type: none"> <li>• Overweight and Obesity</li> <li>• Diabetes</li> <li>• Access to Health Care</li> </ul>
<p><b>Planned Actions for 2018 - 2020</b></p>	<p>Carondelet Holy Cross Hospital is and will continue to meet existing community needs through: provision of charity care; Medicaid/AHCCCS navigation programs; diabetes support groups; nutrition counseling; collaborating on promotora outreach and community education; participation in community health groups such as the Vivir Mejor Coalition; expanded clinical services and specialist coverage by our Critical Access Hospital; 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, with an emphasis on access to health care, diabetes and obesity.</p>

The Implementation Strategy was adopted by the Holy Cross Hospital board of directors on November 6, 2018.

This document is publicly available at <https://www.carondelet.org/about-us/community-outreach>.

Written comments on this report can be submitted to Carondelet Holy Cross Hospital, 1171 W. Target Range Road, Nogales, AZ 85621 or by e-mail to [comments@carondelet.org](mailto:comments@carondelet.org).

# MISSION AND VALUES

## Our Mission

At Carondelet, our mission is to help people live happier, healthier lives.

## Our Core Values

- **Quality** – is at the core of our business and guides our actions and decisions.
- **Integrity** – we manage our business and provide care and services with integrity and the highest ethical standards.
- **Service** – we foster a culture of service that values teamwork and focuses on the needs of others.
- **Innovation** – we support a culture of innovation that enables us to create strategies to address the challenges and opportunities that arise in healthcare.
- **Transparency** – we operate with transparency by measuring our results and sharing our outcomes.

# OUR HOSPITAL AND THE COMMUNITY SERVED

## About Holy Cross Hospital

Holy Cross Hospital is a cornerstone of the Nogales, Arizona, community, providing emergency care, general surgery, labor and delivery services and important health and wellness education for residents throughout Santa Cruz County. This 25-bed critical access hospital, first established in 1960, has been a part of the Carondelet Health Network since the Sisters of St. Joseph of Carondelet began managing the hospital in the early 1980s. Holy Cross Hospital has a staff of more than 270 and 54 local physicians. Major programs and services include emergency care, obstetrics, diagnostic imaging and general surgery.

Carondelet Holy Cross Hospital is part of the Carondelet Health Network, a joint venture entity comprised of Dignity Health, Ascension and Tenet Healthcare. The Carondelet Health Network is operated by majority shareholder Tenet Healthcare, a diversified healthcare services company with more than 115,000 employees and locations across 47 states.

## Description of the Community Served

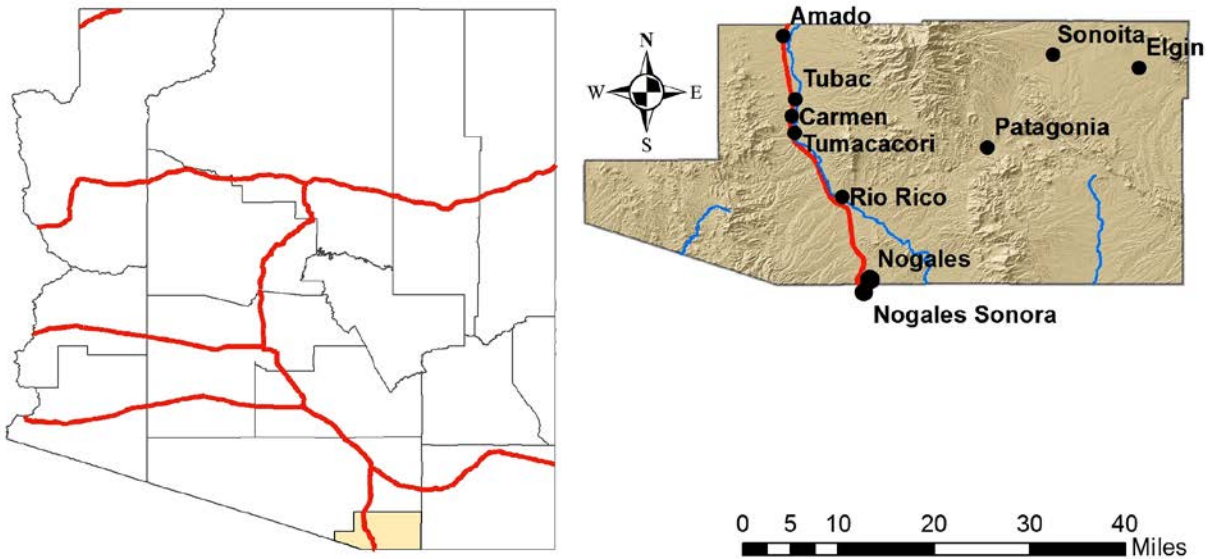
Holy Cross Hospital serves Santa Cruz County, Arizona. A summary description of the community is below and additional details can be found in the CHNA report online. is located at 1171 W. Target Range Road, Nogales, Arizona, 85621, in the County of Santa Cruz. The primary service area for Holy Cross Hospital is divided into primary and secondary areas encompassing the following places:

- Primary
  - Nogales: 85621
  - Rio Rico: 85648
  
- Secondary
  - Elgin: 85611
  - Sonoita: 85637
  - Patagonia: 85624

Holy Cross Hospital tracks 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.

Santa Cruz County is located the southernmost central part of Arizona, bordering Mexico and serving as the gateway to one of North America's most important ports of entry, Nogales, Sonora, Mexico. The county has a total land area of 1,245 square miles, making it the smallest county in Arizona.

## Map of Santa Cruz County, Arizona

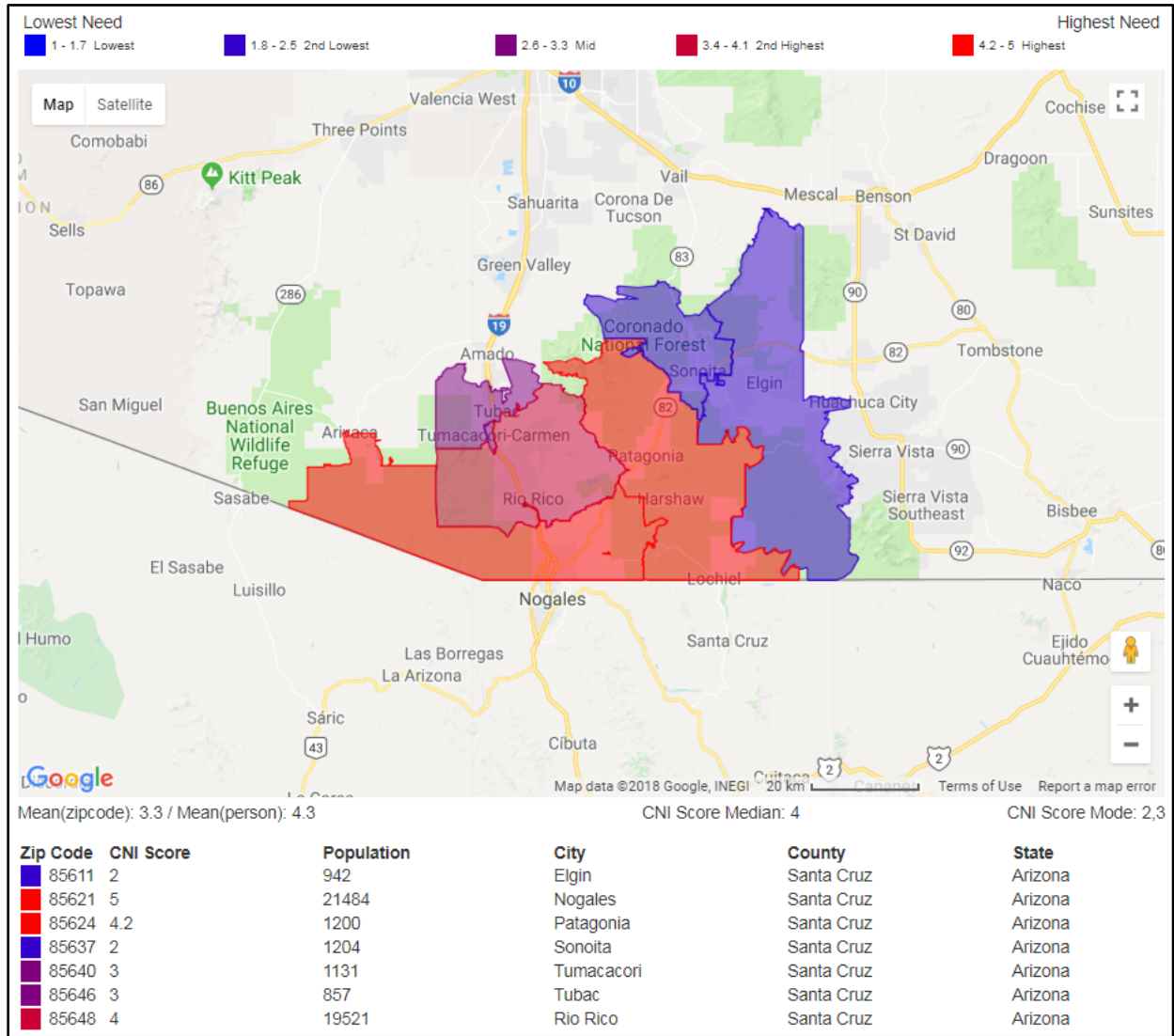


- Demographic indicators:
  - Total Population: 40,561
  - Hispanic or Latino: 89.7%
  - Race: White 8.5%, Black/African American 0.5%, Asian 0.6%, All Other 0.7%
  - Median Income: \$40,249
  - Uninsured: 13%
  - Unemployment: 6.8%
  - No HS Diploma: 29.7%
  - Medicaid Population: 34%
  - Other Area Hospitals: 0
  - Medically Underserved Areas or Populations: Yes

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and Truven Health Analytics. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage.

Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores.

In the CNI map below, the cities of Nogales (CNI = 5.0), Patagonia (4.2) and Rio Rico (4.0) are the highest need areas within the community. Nogales and Rio Rico together compose 92 percent of the hospital service area's population.





# 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 June 2018.

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

- Mental Health
- Economic Insecurity
- Overweight and Obesity
- Access to Health Care
- Diabetes
- Birth Indicators
- Dental Care
- Substance Abuse

Holy Cross Hospital has programs, services and partnerships in place to help the community address overweight and obesity, access to health care, and diabetes. As a small Critical Access Hospital, the facility does not have the resources or personnel to take the lead in addressing mental health, economic insecurity, birth indicators, dental care or substance

abuse. The hospital will partner with and support others in the community addressing these needs, as appropriate.

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

### **Creating the Implementation Strategy**

Carondelet Holy Cross Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board of directors and Vivir Mejor, a collaborative committee comprised of several entities in Santa Cruz County. The board and partners are composed of community members who provide stewardship and direction for the hospital as a community resource (see Appendices A and B). 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.

Many community partners participated in the development of the current CHNA, including Mariposa Community Health Center, local school districts, city and county officials, non-profit entities along with the hospital. Information was gathered through data sharing and community forums, all invested in making a difference in the local community. Mariposa Community Health Center, Santa Cruz County's Federally Qualified Health Center (FQHC), has many outreach programs and community health workers who are vital to the community's overall health strategy. Through this process, we were able to identify specific needs while setting goals that address prevention and health. Mariposa Community Health Center and Holy Cross Hospital have a strong, longstanding relationship that addresses care in Santa Cruz County across the care continuum.

## 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

<b>Health Need: Diabetes, Overweight and Obesity</b>			
Diabetes Support Group	Support group meets on Thursdays at Holy Cross Hospital	☒	☒
Nutrition counseling	Nutrition counseling offered by the Diabetes Educator and Certified Diabetes Nurse	☒	☒
Vivir Mejor Coalition	This coalition meets every other month which has members from different health organizations, promotoras and local key leaders to discuss outreach activities	☒	☒
Nutrition education	Through Vivir Mejor, nutrition education is being provided to the community through Mariposa Community Health Center, Holy Cross Hospital and other key entities	☒	☒
<b>Anticipated Impact:</b> These activities have assisted the community become more educated on the resources available to them, and have been offered outreach and education on various topics throughout the year. The community coalition has had a strong presence which will have one of the largest impacts.			

<b>Health Need: Access to Health Care</b>			
Promotora outreach	Outreach done with promotoras who are part of Mariposa Community Health Center, the local FQHC	☒	☒
Great Expectation Program	The is a program for future mothers who lack medical insurance and are requesting a self-pay plan	☒	☒
Enhanced surgical services	Hired a full time general surgeon to address the community need	☒	☒
Cardiology services	A cardiologist holds clinic several days a month to address the cardiac health issues of our community	☒	☒
Enhance OB/GYN	Partner with Mariposa Community Health Center to	☒	☒

services	provide OB/GYN coverage and services to meet the community need		
Health Insurance Navigation	Staff provide financial resources for all patients needing assistance	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Anticipated Impact:</b> The hospital's initiatives to address access to care are anticipated to result in: early identification and treatment of schoolchildren's 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 "medical homes" among those reached by navigators and promotoras.			

In addition to programs, services and activities addressing the significant health needs above, Holy Cross Hospital also engages in clinical and community-based activities to address breast cancer among our population.

<b>Health Need: Breast Cancer Outreach</b>			
3D mammography equipment secured	Holy Cross Hospital has purchased a 3D mammography so provide more robust services in the community to address early detection and intervention	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Women's Wellness	Holy Cross will be providing a wellness activities in the community focused on breast cancer awareness, stress and time management together with Mariposa Community Health Center	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Financial assistance for cancer patients	Holy Cross Hospital has leadership representation on the local Big Chuy Cancer Foundation board who assists patients in the community with much needed financial support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Promotora outreach	Mariposa Community Health Center provides outreach through their promotora program for cancer patients in the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Anticipated Impact:</b> Providing 3D mammography alone has been extremely beneficial to the community as they no longer need to travel to Tucson for this service.			

### Anticipated Impact

The anticipated impacts of the hospital's activities on significant health needs are summarized above. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital is committed to measuring and evaluating key initiatives. The hospital tracks numbers of persons served and works to assess impact of program activities.

### Planned Collaboration

Holy Cross Hospital collaborates with many partners in the community to provide services and outreach to members of the community. Mariposa Community Health Center, the local federally qualified health center, is a prominent partner as we have many programs offered to

Santa Cruz County jointly as well as coalitions in which we both participate. Diabetes education and outreach is the area in which Holy Cross and Mariposa have collaborated. There are efforts with obesity, nutrition and cancer awareness which also are overseen by both entities.

Vivir Mejor is a community coalition that addresses many health and behavioral issues. There are several organizations which participate in the monthly meetings, including local city and state entities. Health care providers and outreach professionals are also part of the coalition. In addition, Holy Cross Hospital has instituted a Patient Advisory Council that includes members of the community who provide feedback from a patient perspective on important health issues and topics.

### **Financial Assistance for Medically Necessary Care**

Carondelet Holy Cross Hospital 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**

**Mark Valenzuela**, Chair  
Retired

**William C. Stout**, Vice Chair  
Retired

**James B. Manson**  
United States Customs

**Alfredo Guevara, MD**  
Physician

## **APPENDIX B: OTHER PROGRAMS AND ACTIVITIES**

The hospital delivers a number of community programs and activities to benefit the community, in addition to those described elsewhere in this report. Like those programs and initiatives, the ones below are a reflection of the hospital's mission and its commitment to improving community health and well-being.

- Participate in various community events throughout the year:
  - City Wellness Day
  - Back to School Fairs
  - Career Days
  - Student Tours
  - Student Mentoring and Job Shadowing
  - CREO mentoring program
  - Vision screenings for the local schools
  - Participate in various health related walks
- HUD Housing for the elderly and disabled
- Support of Mariposa Community Health Center's many health initiatives.

The hospital also plays an active leadership role in many community agencies and coalitions:

**Vivir Mejor Coalition** – Board membership

Coalition created to address health issues and needed outreach in the community

**Rebuilding Together** – Board membership

Board addresses home improvement and assistance for elderly and disabled members of the community.

**Big Chuy Cancer Foundation** – Board membership

Board assists with financial resources for members of the community who are battling cancer

**United Way of Southern Arizona** – Board membership

Board provides funding to many organization and programs needing financial assistance to improve services or address particular community issues.

**Santa Cruz Children's Museum** – Board membership

Board was created to develop and build the first museum for children in Santa Cruz County.

**Dependable Health Services** – Board membership

Board advises organization on health-related needs of Santa Cruz County.

**Arizona at Work** – Board membership

Board addresses many job related issues in the community. They are a resource for hiring and for promoting literacy in the community.