



John C. Lincoln

North Mountain Hospital

Community Health Needs Assessment

2012 - 2014

September 2012

Contents

	Page
Executive Summary	3
Community Description	4
Assessment Process	8
Community Health Priorities	10
Implementation Strategy for Addressing Community Health Needs	19
Appendix A: Interview List	24
Appendix B: Senior Leadership Community Involvement	27



EXECUTIVE SUMMARY

Community service is the cornerstone of the John C. Lincoln Health Network, the owner and operator of John C. Lincoln North Mountain Hospital (North Mountain Hospital). The network began in 1927 as Desert Mission. Its goal was to address the health and social needs of struggling families in North Phoenix. With the vision and philanthropy of John Cromwell Lincoln, the network has expanded to a vertically integrated health care system dedicated to building healthy communities. Its core values include: **high-quality health care services focused on community benefit**. John C. Lincoln Health Network is known for anticipating community needs and finding new ways to meet them. Today, it provides local community access through its two hospitals and physician network, and it is actively involved with the vulnerable population and community renewal through its Desert Mission programs.

North Mountain Hospital is situated in north-central Phoenix in the Sunnyslope district. It is a 266-bed facility that offers Level I Trauma Services, an accredited Chest Pain Center, a Primary Stroke Center and dedicated patient units in orthopedics, oncology, critical care and surgery. North Mountain Hospital is committed to quality – it was the first in the Phoenix area to be granted Magnet recognition by the American Nurses Association and is a three-time Beacon Award recipient for critical care excellence.

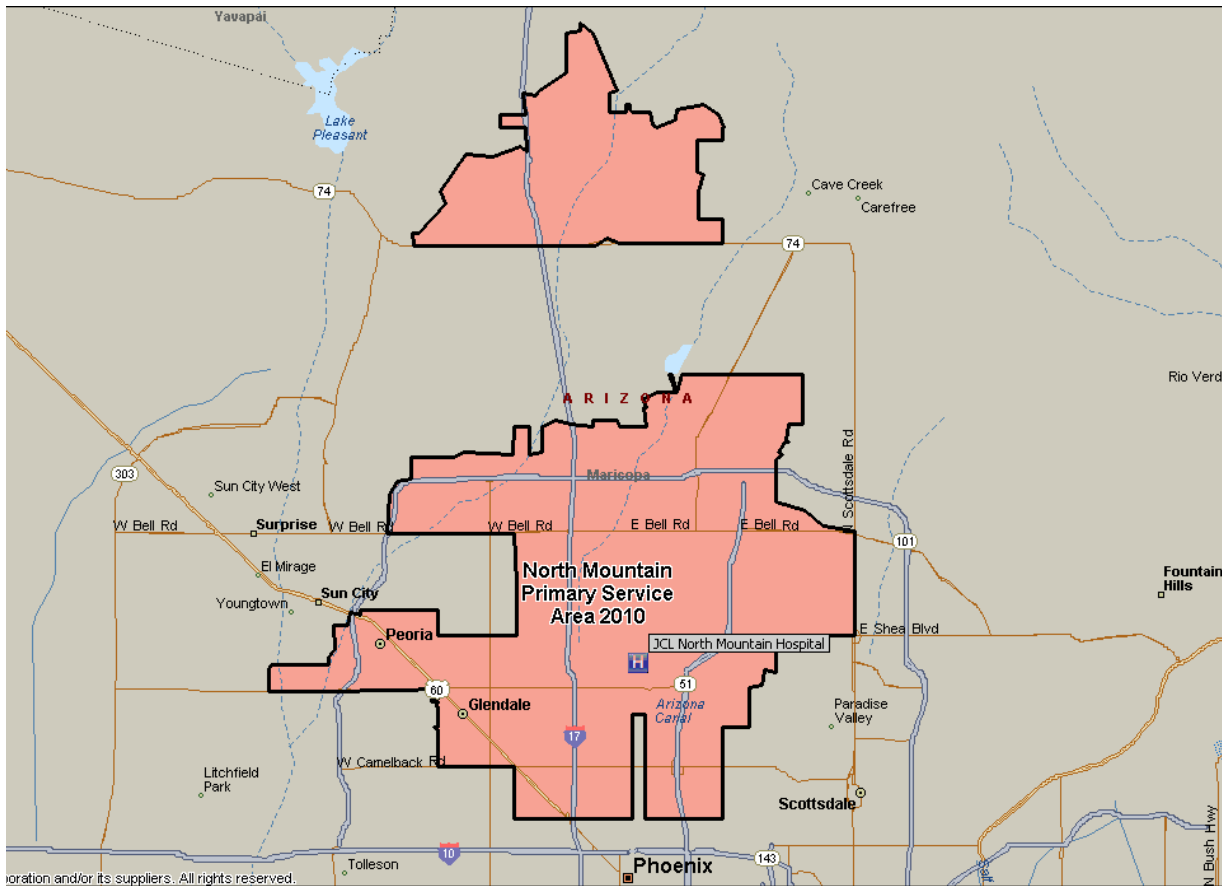
The local area surrounding North Mountain Hospital has a population of almost 914,000. It is a predominantly White/Caucasian urban community in north-central Phoenix, eight miles from downtown. During the last 10 years, the area has grown only 1.1 percent.

The area surrounding North Mountain Hospital has income extremes, with household incomes ranging between \$16,000 and \$123,000. From 30 to 45 percent of the population in the Sunnyslope district is at or below 200 percent of the federal poverty level. Perhaps the greatest health care risk facing this population is **stable affordable housing**. Research has shown that the lack of affordable housing makes medical care a challenge because not enough household dollars are available to support expenses beyond the basics of daily living, such as paying the rent and buying food. John C. Lincoln Health Network and its affiliate Desert Mission have a long history of supporting community development and neighborhood renewal. Most recently, Desert Mission has built homes and condominiums for low-income families and is actively working to revitalize the area adjacent to North Mountain Hospital. These efforts are at the core of John C. Lincoln's mission and values and will continue to be a high priority in the future.

The other community health needs affecting the North Mountain market are: access to affordable health care, health care coverage, primary care, prevention, chronic disease management, behavioral health, dental health, personal care, family caregiver education and tools for supporting personal health responsibility. North Mountain Hospital is, and will remain, actively involved in addressing these health needs of the communities it serves.

COMMUNITY DESCRIPTION

John C. Lincoln North Mountain Hospital has been serving north-central Phoenix in Maricopa County, Ariz., for 60 years. It began under Desert Mission’s umbrella in 1952 as a convalescent hospital, which grew from the Osborn Cottage Clinic started in 1929. Two years later (1954), the Desert Mission Board voted to rename and incorporate the hospital as a separate independent entity. Today, North Mountain Hospital is a multistory, 266-bed facility with Level I Trauma services. It is owned and operated by John C. Lincoln Health Network and is located on east Dunlap Avenue between Second and Third streets. The hospital’s primary service area includes 24 ZIP codes in north-central Phoenix, Glendale, Paradise Valley and Peoria, Ariz., as shown in orange on the map below. The service area also extends to the north along Interstate-17 and includes the communities of New River and Black Canyon City.

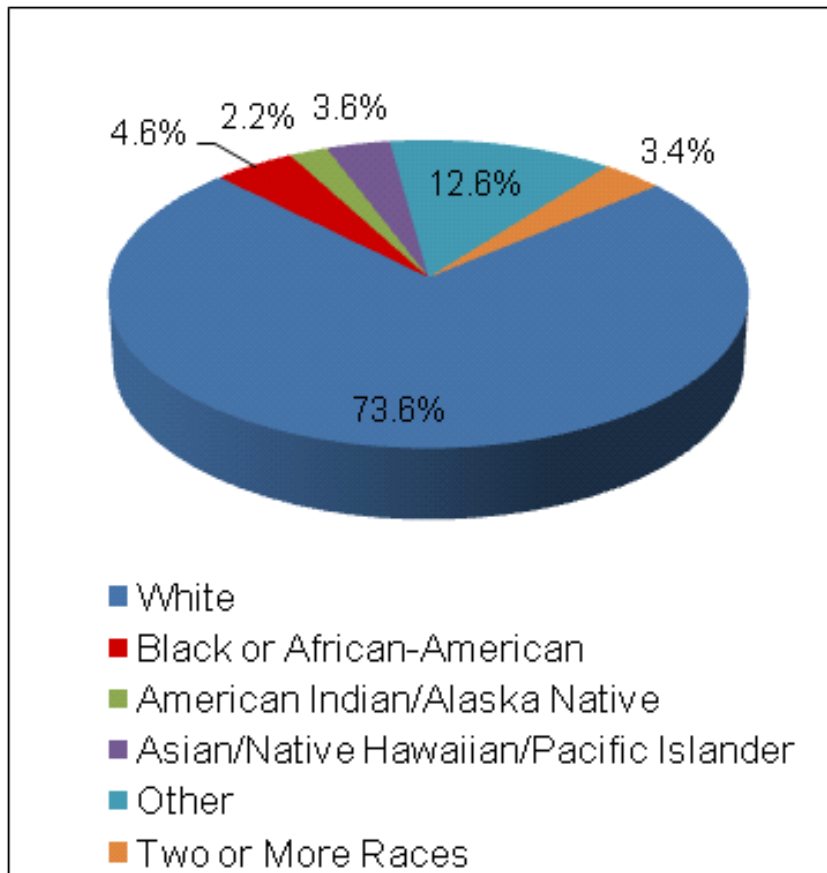


ZIP codes Included in John C. Lincoln North Mountain Hospital Primary Service Area					
85013	85014	85015	85016	85017	85019
85010	85021	85022	85023	85024	85027
85028	85029	85032	85050	85051	85053
85086	85254	85301	85302	85308	85345

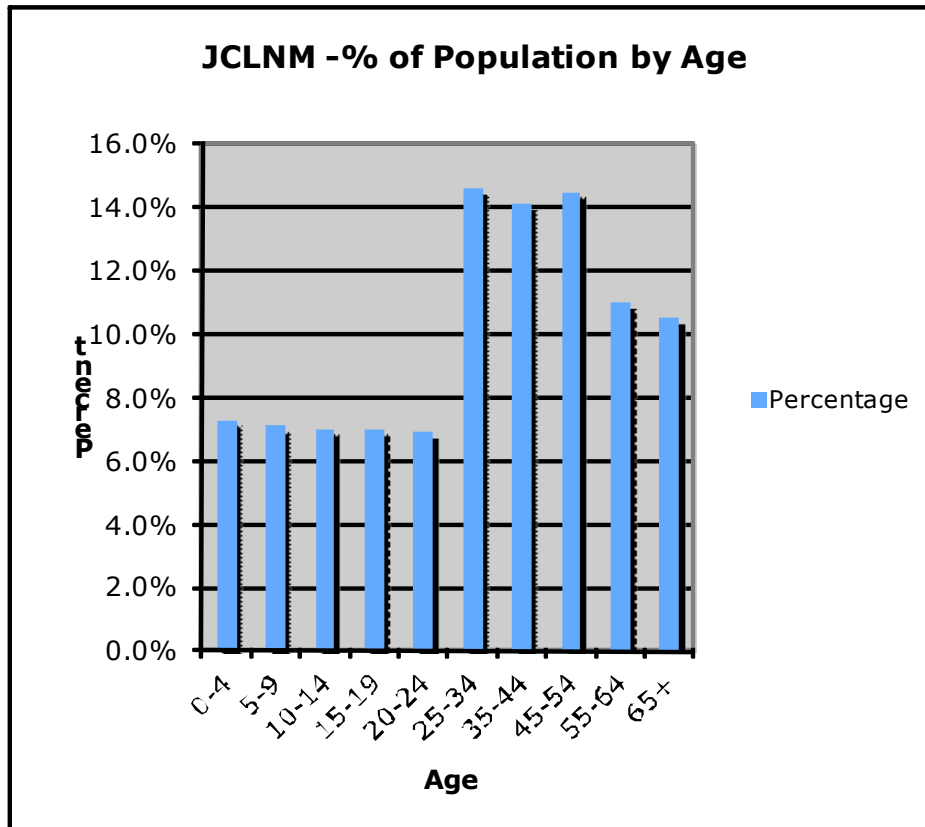
The primary service area represents 75 percent of the hospital’s inpatient volume. Black Canyon City is the northern-most community in the service area and is approximately a 30-minute drive to the hospital.

John C. Lincoln North Mountain Hospital is only eight miles from downtown Phoenix. It serves the well-established, stable population in north-central Phoenix as well as the high-growth areas along the I-17 corridor. During the last 10 years, the population has grown only 1.1 percent. While Phoenix was one of the areas most affected by the 2008 recession, experts believe it will rebound in 2015. Northern Maricopa County is an attractive area for young families and is likely to see accelerated growth before the neighborhoods surrounding North Mountain Hospital.

Almost 914,000 people live in the North Mountain Hospital service area. It is dominated by Whites (74 percent) with all other races (African-American, American Indian/Native American, Asian Pacific, etc.) representing only 26 percent of the population (see the pie chart below). Hispanics cross all races and are 29 percent of the population served by the hospital. North Mountain Hospital’s service area closely mirrors the demographics of Maricopa County.



The age distribution in the North Mountain Hospital vicinity is fairly similar to that found in Maricopa County and the state at large. The average age of residents in the service area is 31.3 years. Approximately 28 percent of the population is children and teens, and 22 percent is adults older than 55.



The median household income for North Mountain Hospital’s service area is \$42,000 and ranges between \$16,000 and \$123,000. Approximately 22 percent of the population earns less than \$25,000 per year. The lowest household income is in the Sunnyslope district, which is bounded by north Cave Creek Road, east Peoria Avenue, 15th Street and east Cheryl Drive. From 30 to 45 percent of the population near North Mountain Hospital is at or below 200 percent of the federal poverty level according to the UDS Mapper, the Uniform Data System provided by the Health Resources and Services Administration (HRSA) on federally funded health centers.

Manufacturing and tourism drive the local Phoenix economy. John C. Lincoln Health Network is the largest employer in the Sunnyslope district of its primary service area. This area has gone through significant urban renewal with the help of John C. Lincoln and Desert Mission. It is marketed as “old” Phoenix to attract those who are interested in historic properties, mountain views and the Arizona Canal. This area is known for educational services and health care.



The major growth area adjacent to the I-17 from Dunlap Avenue to Happy Valley Road in North Mountain Hospital's service area is home to several large employers including: American Express, Discover Card, Honeywell Aerospace and PetSmart. Many of the cities in the I-17 corridor are actively pursuing growth industries such as biotech and solar energy, which have the potential to improve the median household income in the northern-most sections of the service area.

ASSESSMENT PROCESS

The John C. Lincoln Health Network (JCLHN) Board of Directors and John C. Lincoln senior management have overseen the Community Health Needs Assessment process and development for John C. Lincoln North Mountain Hospital. The Network Planning Council, consisting of senior executives, has reviewed local data, health-status indicators and interview findings about community health priorities and potential solutions. These data were analyzed based on the health care needs identified in the assessment and the health care entities in the Phoenix market. The board also has reviewed the health care needs and implementation strategy in relation to JCLHN mission, strategies and policies.

North Mountain Hospital used a variety of different sources to understand the market and community needs, including national, state and local benchmarks. It was a multipronged approach based on objective and subjective data that gathered information about:

- Population growth and demographics – race, age, gender, income, educational attainment, primary language, public assistance and disability status.
- Health care facilities and resources – licensed medical facilities, number of primary care physicians and registered nurses.
- Hospital utilization statistics – emergency services, hospital inpatients.
- Health insurance coverage.
- Injuries by major category (falls, for example).
- Death statistics by disease.
- Primary and chronic disease statistics.
- Behavioral health use.
- Adult health risk factors.
- Birth rates.

The data for North Mountain Hospital’s service area were provided by the Center for Health Information Research (CHIR) at Arizona State University (ASU) in February 2012. Some of the data sources used were:

- Arizona Department of Health Services, Bureau of Public Health Statistics, 2011.
- Arizona Medical Board, 2011.
- Arizona Board of Osteopathic Examiners, 2011.
- Arizona Board of Nursing, 2011.
- Arizona Cancer Registry, 2011.
- Arizona Health Status and Vital Statistics, 2010.
- Behavioral Risk Factor Surveillance System, 2011.
- Centers for Disease Control and Prevention, 2009 and 2010.
- Youth Risk Behavior Surveillance System, 2011.



- U.S. Census Bureau, 2010 American Community Survey.
- U.S. Census, 2010.

NGH Consulting LLC, a health care consulting firm based in Phoenix, analyzed the data provided by CHIR/ASU in conjunction with John C. Lincoln Health Network’s planning team.

Local interviews and surveys with organizations and individuals involved in the following areas were used to gain additional information and insight:

▪ Public Health	▪ First Responder Groups: Police and Fire
▪ Primary Care	▪ Community Health Centers
▪ Behavioral Health	▪ Subacute Care
▪ School Systems	▪ Higher Education
▪ Religious Organizations	▪ Local Charities
▪ Advocacy Groups	▪ Local Government
▪ Employers	▪ John C. Lincoln Health Network Leadership Team

(See Appendix A for a list of organizations.)

The goal of the quantitative data analysis and qualitative interviews was to understand and quantify, where possible, the community health needs in North Mountain Hospital’s primary service area. The needs were prioritized based on discussions with public health representatives and others serving the community (see table above), and were tested and modified based on a thorough review of population demographics, Federally Qualified Health Centers (FQHC) data and health care utilization.

Following this analysis, the Network Planning Council met to discuss and prioritize the community health needs in the primary service area in light of other health resources, John C. Lincoln’s mission and its current role in meeting community health needs. The end result was an implementation strategy that defines North Mountain Hospital’s role in community health and specific action steps for the next three years. The following table shows the steps used in the development of the Community Health Needs Assessment (CHNA) for John C. Lincoln North Mountain Hospital, including key dates.

Key Task	Time Frame
CHNA process review by senior management and board of directors	December 2011
Data query and report from Arizona State University Center for Health Information & Research HealthQuery repository	January - March 2012
Interviews with community health resources	January - March 2012
Implementation strategy development	March - August 2012
Review and approval by board	Fall 2012
Provide for public access on hospital website	Fall 2012

COMMUNITY HEALTH PRIORITIES

The data and qualitative interviews have revealed a number of health care priorities for the community surrounding John C. Lincoln North Mountain Hospital. The following narrative lists the priorities for this service area in descending order.

1. Stable Housing

Affordable and safe housing is important to the well-being and health of families. Without it, families have trouble managing their daily lives, and their health suffers. According to the Johns Hopkins Bloomberg School of Public Health, people who are homeless or moving frequently have no place to properly store medications. It is difficult to maintain a healthy diet and consistently visit the doctor when so much energy is devoted to finding a place to sleep. Inadequate housing also causes stress, promoting infectious disease and exacerbating chronic conditions such as high blood pressure and heart disease. Stable and affordable housing provides the foundation for improving health care outcomes.

Almost every interviewee mentioned ***stable housing as the greatest health care risk*** for North Mountain Hospital's primary service area. Statistics confirm this fact because 30 to 45 percent of the population is at or below 200 percent of the federal poverty level. Several governmental and private organizations are dedicated to stable housing assistance. A brief description of these organizations is provided below, including a discussion of John C. Lincoln's involvement through Desert Mission.

- The city of Phoenix Housing Department provides homes to more than 25,000 Phoenix residents. The city owns approximately 3,500 housing units and manages more than 5,200 housing-choice vouchers. The city also supports affordable housing development by financing various for-profit and not-for-profit partners.
- The Housing Authority of Maricopa County is an independent agency that has been developing and supporting affordable housing programs through delegated powers pursuant to A.R.S. 36-1404. The Housing Authority actively partners with county, local, state, and federal agencies and programs as well as the private sector in meeting a wide range of housing needs, including the housing-choice vouchers (Section 8 housing) and public housing options.
- The Central Arizona Shelter Services (CASS) is the largest shelter and supportive services provider to homeless individuals in Arizona. In the Phoenix metropolitan area, CASS houses almost 10,000 homeless people per year. The agency offers single-adult shelters, an emergency family shelter, street outreach and a men's outreach shelter. CASS also provides basic necessities such as case management,

veteran's services, employment services, child development programs, basic health care and dental services. It is a 501(c)(3) not-for-profit charitable organization.

- HOM Inc. specializes in the management of permanent supportive housing programs on behalf of the Arizona Behavioral Health Corp. for individuals and families affected by mental illness and who are exiting homelessness. These programs are operated in units scattered across Phoenix. HOM Inc. provides tenant-based rental assistance funded by HUD homeless assistance grants, the Shelter Plus Care Program and the Supportive Housing Program.
- Arizona Housing Inc. is a not-for-profit corporation that is the housing affiliate of Central Arizona Shelter Services. It owns and operates three permanent affordable housing complexes. Its most recent one opened with 72 units in May 2012.
- The Arizona Coalition to End Homelessness provides leadership in statewide efforts to end homelessness through advocacy, education, and coordination with local communities and initiatives. Project H3 (Home, Health, Hope) is a collaborative effort led by the coalition to find and house 100,000 of the most vulnerable individuals in Maricopa County.
- Desert Mission Neighborhood Renewal (DMNR) is an affiliate of John C. Lincoln Health Network. It is a community development corporation that facilitates the development of housing, neighborhoods and businesses in the geographical areas near North Mountain Hospital. The core programs offered by Desert Mission Neighborhood Renewal corporation are: housing counseling, owner-occupied home rehabilitation, infill affordable housing, and commercial development and redevelopment. To date, Desert Mission has:
 - Built 48 homes and completed sales in a 12-unit condominium affordable housing complex.
 - Designed a green-energy project with 42 units.
 - Developed a revitalization plan with the Sunnyslope Business Coalition to improve the image and safety of Hatcher Road for local residents near North Mountain Hospital.
 - Between 2009 and June 2012, Desert Mission Neighborhood Renewal has provided housing counseling to 854 people, which has created 187 new home buyers and leveraged approximately \$20 million in home purchases.
 - Since its inception, DMNR has completed 125 home rehabilitations for low-income people who own their homes and has invested approximately \$1.2 million in various rehabilitation programs (minor repair, emergency repair, major repair).

John C. Lincoln and Desert Mission are dedicated to continuing the mission of meeting the basic needs of the most vulnerable population to help these individuals reach their full potential. Safe neighborhoods and affordable housing are critical so that people can focus on managing their day-to-day lives, including health and wellness.

2. Affordable/Accessible Health Care

The Arizona Hospital and Healthcare Association has estimated that AHCCCS pays approximately 67 percent of the actual cost associated with AHCCCS patients. The lack of adequate health insurance coverage significantly strains the existing health care providers, especially smaller organizations. Locally, some health care providers are beginning to discuss the viability of a foundation dedicated to funding uncompensated care. Currently, Keogh Health Connection and John C. Lincoln Desert Mission help underserved individuals and their families enroll in and access health care and nutrition programs in North Mountain's service area.

John C. Lincoln Health Network, through Desert Mission, is in the process of evaluating the benefits of obtaining a Federally Qualified Health Centers (FQHC) designation for its Community Health Center in north-central Phoenix. The center offers **affordable health care services** to children and their parents/caregivers who have no place else to go for health care services. The Community Health Center provides immunizations, screenings, chronic disease management, referral coordination and enrollment in public health coverage programs such as AHCCCS. The dominant FQHCs in the local market are Mountain Park Health Center and Sunnyslope Family Health Center.

In 2010, the FQHCs served less than 20 percent of the low-income population per UDS (Uniform Data System) Mapper, a resource provided by the Health Resources and Services Administration (HRSA). Approximately 80,000 low-income people in North Mountain Hospital's local community are not managed by a FQHC. John C. Lincoln Health Network is evaluating the best alternatives to reach those in need through its Community Health Center and other Desert Mission programs, including the following:

- Lincoln Learning Center – a preschool and child care program accredited by the National Association for the Education of Young Children offering extended hours for children 6 weeks through 12 years.
- Children's Dental Clinic – a low-cost dental care clinic for uninsured children.
- Marley House Behavioral Health Clinic – an organization dedicated to stabilizing families in crisis and assisting them in becoming self-sufficient.
- Desert Mission Food Bank, which provides food for individuals and families.
- Desert Mission Neighborhood Renewal, which revitalizes North Phoenix communities by developing housing, businesses and home ownership.

3. Health Insurance Coverage

According to benchmarks provided by Healthy People 2020, an initiative of the Department of Health and Human Services, **access to health insurance coverage** is a significant issue for Maricopa County. The percentage of adults and children with health insurance in the county is below the 50th percentile when compared to national averages. Children have the greatest need because they are well below the 25 percentile. Arizona was significantly affected by the 2008 recession, which caused many people to lose their employer-based health insurance. In addition, changes to the state's Medicaid program, the Arizona Health Care Cost Containment System (AHCCCS), displaced many individuals, especially childless adults. According to the Arizona Hospital and Healthcare Association, 83,577 fewer individuals qualified for AHCCCS in June 2011 than the prior year.

As fewer adults possess health insurance coverage or fail to qualify for AHCCCS, hospitals will experience a dramatic increase in uncompensated care. John C. Lincoln North Mountain Hospital offers financial assistance to self-pay patients along with an array of payment plans. The Desert Mission Community Health Center, owned by John C. Lincoln Health Network on Fifth Street between Dunlap Avenue and east Hatcher Road, is another resource for North Mountain Hospital's community. It provides primary health care to low-income families who have no health insurance.

4. Primary Care Services

A total of 75 licensed medical facilities are in North Mountain Hospital's primary service area, as documented in the Arizona State University data used for this assessment, including:

- Three ambulatory care facilities.
- One behavioral health facility.
- 10 dialysis centers.
- Four Federally Qualified Health Centers.
- One home health facility.
- 21 hospice facilities.
- 12 hospitals.
- 10 nursing homes.
- Seven rehabilitation centers.

The area surrounding North Mountain Hospital has a greater supply of primary care physicians than the average for Maricopa County – 137 per 100,000 versus 113 per 100,000, respectively. This is probably because of the fact that North Mountain Hospital has been in the market for 60 years and is a Level I Trauma Center. It is important to note, however, that the state average for Arizona is 15 percent below the average for the United States. Given this fact, **primary care physician coverage** is still a concern for North Mountain Hospital because access is critical to

the prevention and management of chronic diseases. The lack of resources in north-central Phoenix may result in:

- Overutilization of emergency services.
- Episodic care.
- Minimal support/management across the care continuum, especially in the area of prevention and management of chronic diseases.

According to local paramedics and other first responders, the vast majority of their calls are related to diseases and conditions that could have been prevented. Statistics for the North Mountain Hospital Emergency Department show that 45 percent of the visits are related to ill-defined conditions, injuries and poisonings.

Approximately 28 percent of all nonfatal injuries treated at North Mountain Hospital are caused by falls. North Mountain Hospital receives a much higher percentage of older adults with nonfatal injuries than other service-area hospitals – 30 percent versus 19 percent. It is believed that the Level I Trauma designation draws this volume. North Mountain Hospital is one of the eight Level I Trauma centers in Arizona. More than 3,000 trauma center visits were made to North Mountain Hospital last year.

John C. Lincoln North Mountain Hospital is working on strategies to move primary care out of the emergency department. Hospital leaders are developing immediate care centers and are rapidly recruiting primary care physicians into practice as part of an employed physician strategy. To date, John C. Lincoln has more than 20 primary care sites throughout northern Phoenix. The health network also is implementing accredited medical homes, a Medicare accountable care organization (ACO) and on-site nursing home primary care.

Other primary care resources available to the community include private practitioners and the Federally Qualified Health Centers (FQHC) and health center look-alikes serving the area. Mountain Park Health Center is the main FQHC near North Mountain Hospital. Others in the area include two facilities owned by Maricopa Integrated Health Services (Glendale Family Care Center and Sunnyslope Family Care Center), Native Health West and John C. Lincoln's Desert Mission Community Health Center. These organizations focus on the low-income population and offer services on a sliding-fee schedule.

5. Prevention

Chronic diseases affect the low-income population and the elderly disproportionately. Primary care focused on **prevention** and medical fitness will be key to changing this trend. In this regard, John C. Lincoln is incorporating proactive care management into routine primary care. The goal is to prevent chronic disease for as long as possible.



Breast cancer has been a major focus for John C. Lincoln. Its Breast Health and Research Center has received funding from the Centers for Disease Control and Prevention to develop and support educational awareness for young breast cancer survivors. This program educates young women throughout Arizona about the risks of breast cancer, the importance of breast self-exams, resources for treatment, genetic factors and support groups. Free mammograms, funded through grants, are available to the low-income population. A community initiative involving the media, Fry's Foods, Susan G. Komen for the Cure and John C. Lincoln Health Network reminds women to perform their monthly self-exams.

Regarding obesity, John C. Lincoln's Desert Mission is working with children to research its root causes. Nutrition is a major component of this study. Desert Mission's Food Bank provides snack packs to low-income children in school, and its chef teaches families how to make nutritious low-cost meals.

6. Chronic Disease Management

Approximately 52 percent of the deaths in John C. Lincoln North Mountain Hospital's service area are related to different cancers and heart disease. In fact, the Healthy People 2020 benchmark initiative shows heart disease as one of the major areas of concern for Maricopa County, with deaths per 100,000 outpacing the average for the state of Arizona.

The percentage of people categorized as obese in our society is at an all-time high. According to the Centers for Disease Control and Prevention, approximately 24 percent of Arizona's adults are obese. Because it is the largest population center in the state, Maricopa County significantly impacts the obesity rate in Arizona. Obesity is perhaps the greatest risk factor for chronic diseases because it can lead to diabetes, heart disease, orthopedic issues and some cancers.

Another health priority for North Mountain Hospital's community is ***chronic disease management***. Although disease management has been incorporated into some health plans and FQHCs, historically, most of it has been left to the individual and his/her family practitioner. The aging of the population and America's culture of poor nutrition and lack of exercise are creating a chronic disease epidemic. Every person interviewed for this assessment cited chronic disease management as a critical health issue for North Mountain Hospital's service area.

A major strategy for John C. Lincoln Health Network is primary care practices designed along the medical home concept. The organization is dedicated to managing the entire patient to integrate and coordinate care across the continuum. John C. Lincoln's goal is to have all primary care practices certified as medical home providers by mid-2013. In addition, the organization has been awarded a contract by CMS (Centers for Medicare and Medicaid Services) for an accountable care organization (ACO). Its purpose is to improve the health care quality and reduce the costs of caring for Medicare recipients in its service area.

7. Integrate Behavioral Health with Primary Care

Mental health and substance abuse are concerns as well. Today, mental health services are disjointed from routine health care. Based on discussions with local mental health providers and Title I schools, it is important to ***integrate mental health with primary care*** because physical health often impacts an individual's behavior and mental health status.

Locally, TERROS, a community-based behavioral health organization, has been awarded funding from Magellan Health Services of Arizona to develop an innovative service model that integrates behavioral health, primary care and wellness services. The project's goal is to improve the availability of integrated care, effective treatment, and the health condition of individuals and families. TERROS staff is in the initial stages of contacting traditional health care providers for partnership opportunities. John C. Lincoln is working with the TERROS telehealth program in the emergency room to provide effective treatment and referrals for patients with mental health concerns.

Behavioral health services also are available to North Mountain's residents through Marley House Behavioral Health Clinic. Marley House is owned and operated by Desert Mission, an affiliate of John C. Lincoln Health Network. It provides behavioral health and related services, including school-based prevention programs to stabilize families and individuals in crisis. As a contracted provider with Magellan Health Services, Marley House offers general mental health services along with enrollment assistance in public health coverage, cash assistance and food stamp programs. The clinic has been recognized by Magellan Health Services as the model for integrated care.

8. Dental Health

Another concern is dental health. In fact, every interview ***cited access to affordable dental care as a local health care gap***. AHCCCS only covers dental screenings and treatment for children younger than 21; dental care for adults is provided only if it is related to the treatment of a medical condition such as acute pain, infection or fracture. Thus, many people often neglect dental health. Poor oral hygiene can lead to gum disease, which can cause coronary artery disease, gastrointestinal disease and some cancers.

According to the Arizona Department of Health Services, Arizonans have a higher rate of oral disease than the national average. Both children and seniors are part of the growing number of underserved. More than 30 percent of Arizona children have never had a dental checkup, and 42 percent of seniors suffer from bleeding gums. From 40 to 65 percent of children between the ages of 6 and 13 have untreated tooth decay; the national average is 31 percent.

Only a handful of dental programs serve the low-income population in North Mountain Hospital's service area: Adelante HealthCare, Midwestern University's Dental Institute and the

Children’s Dental Clinic managed by John C. Lincoln Desert Mission. The Children’s Dental Clinic provides access to comprehensive dental care for patients with limited financial resources between the ages of 4 and 20, and is staffed by highly trained volunteer and paid dentists. Because of the severe need, John C. Lincoln will continue to focus on children’s dentistry.

9. Personal Care and Transitional Support following Hospital Stay

With a growing aging population, Phoenix is one of the areas where ***personal care or transitional care is necessary following hospitalization***. Good nutrition, continued rehabilitation and medication management are critical for many elderly patients to maintain and improve their health status after discharge. Without it, many of these patients would need to be readmitted to the hospital. These services are rarely covered by insurance, however, making it difficult for those with limited means to secure them.

John C. Lincoln Health Network is one of a few organizations to offer low-cost support for the elderly through its Adult Day Health Care program. It is a safe environment where seniors can be managed while family caregivers are at work or away from the home. Adult Day Health Care offers activities, door-to-door transportation, social services, counseling and personal care as needed.

In addition, John C. Lincoln has partnered with the Area Agency on Aging, Region One, in a federal Community Care Transitions Program (CCTP) authorized by the Affordable Care Act to save taxpayer dollars by reducing avoidable readmissions because of nonmedical issues. A patient transition coach from the Area Agency on Aging will work closely with case managers from John C. Lincoln North Mountain Hospital to identify Medicare fee-for-service inpatients who have been treated for heart failure, acute myocardial infarctions, pneumonia or other conditions that put them at risk for readmission. The transition coach meets with the patient at home within 48 hours of discharge to check medications, facilitate follow-up physician appointments, help the patient develop a unified personal health record, and develop or review responses to “red flags” related to the patient’s disease that could trigger readmissions. A second visit by the coach will occur within seven days of the patient’s discharge to evaluate the patient following the first visit, assess social service needs, conduct a home safety check and screen the patient for depression. The coach also will follow up weekly by phone 30 days after discharge.

10. Family Caregiver Education

Family caregiver education also is important for loved ones who can’t live alone because of debilitating medical conditions or disabilities. Subacute care providers cited this concern as a health care gap that often causes unnecessary emergency room visits or hospitalizations. Only a few caregiver training resources are available to the public in Phoenix, including the Foundation



for Senior Living and the Family Caregiver Support Program at the Arizona Department of Economic Security.

11. Tools to Support Personal Responsibility

Lastly and perhaps most importantly, are ***tools for improving personal health responsibility***. Maintaining personal health doesn't always require physician involvement or the emergency room. Given the limited number of physicians and other clinical staff, information technology is becoming an attractive option. Although the Internet is a great tool, it often can be difficult and misleading when used to research health-related symptoms. Patients are seeking trusted medical information. To that end, John C. Lincoln will implement JCL Connect - My Chart over the next two years, which will allow all John C. Lincoln patients to access their own health care information online.

Navigator health coaches also will be available through the Medicare ACO plan. The goal is to support wellness by helping patients adopt healthier behaviors in an effort to manage chronic disease. Health coaches work with patients in person and over the phone to set and achieve health-related goals through community-based programs and medical services as necessary. In effect, the health coach teaches the individual how and when to use the health care system.

IMPLEMENTATION STRATEGY FOR ADDRESSING COMMUNITY HEALTH NEEDS 2012 - 2014

Identified Community Health Need in John C. Lincoln North Mountain (JCLNM) Primary Service Area	JCL Current Activities	Perceived Gap (per Interviews and Data)	JCLNM's Action Plans to Meet the Identified Health Need 2012 - 2014
1. Stable Housing	<ul style="list-style-type: none"> ▪ Desert Mission Neighborhood Renewal Program fosters housing and business development 	<ul style="list-style-type: none"> ▪ According to local shelters, stable housing is still an issue in Phoenix; without it, basic health care is almost impossible 	<ul style="list-style-type: none"> ▪ Continue to support Desert Mission's Neighborhood Renewal programs
2. Affordable and Accessible Health Care	<ul style="list-style-type: none"> ▪ Desert Mission's programs ▪ Community Health Center is evaluating FQHC feasibility ▪ Adult Day Health Care ▪ JCL Financial Assistance 	<ul style="list-style-type: none"> ▪ FQHCs serve less than 20 percent of the low-income population in Central Phoenix – 80,000 low-income people in JCLNM's service area are not served by existing FQHCs 	<ul style="list-style-type: none"> ▪ Continue to support Desert Mission's initiatives ▪ Continue to encourage and expand the 2012 level of involvement of JCLHN leadership and staff in a variety of local organizations striving to address the health needs of the community

Identified Community Health Need in John C. Lincoln North Mountain (JCLNM) Primary Service Area	JCL Current Activities	Perceived Gap (per Interviews and Data)	JCLNM's Action Plans to Meet the Identified Health Need 2012 - 2014
3. Health Care Coverage	<ul style="list-style-type: none"> ▪ Financial assistance options ▪ Cash discounts ▪ AHCCCS eligibility assistance 	<ul style="list-style-type: none"> ▪ Adults and children with health insurance in Maricopa County is below national averages ▪ AHCCCS dropped 83,577 members because of eligibility changes ▪ One in three Arizonans is uninsured ▪ JCLNM has 20 percent of the uninsured inpatient market 	<ul style="list-style-type: none"> ▪ Complete assessment for transitioning the Community Health Center to an FQHC and implement if indicated ▪ Implement accountable care organization ▪ Continue health-screening events, such as stroke and cardiac ▪ Absorb AHCCCS shortfall and unreimbursed costs and continue financial assistance policies, including providing charity care to qualifying patients and self-pay discounts

Identified Community Health Need in John C. Lincoln North Mountain (JCLNM) Primary Service Area	JCL Current Activities	Perceived Gap (per Interviews and Data)	JCLNM's Action Plans to Meet the Identified Health Need 2012 - 2014
4. Access to Primary Care Services	<ul style="list-style-type: none"> ▪ Desert Mission Community Health Center ▪ Medical home development ▪ Medicare ACO ▪ Primary care in nursing homes ▪ Epic IT tools 	<ul style="list-style-type: none"> ▪ 45 percent of JCLNM's emergency room visits are related to ill-defined conditions, injuries and poisonings ▪ 20 percent of JCLNM's inpatients are admitted for injuries ▪ Home care and subacute care providers believe primary care providers provide episodic care management 	<ul style="list-style-type: none"> ▪ Continue medical home development ▪ Integrate medical home principles into routine care ▪ Continue nursing home primary care coverage
5. Prevention	<ul style="list-style-type: none"> ▪ Desert Mission programs ▪ Medical home development ▪ Primary care expansion ▪ JCL Breast Health and Research Center initiatives - free mammography provided by grant ▪ HealthBeat newsletter ▪ Educational services ▪ Support groups ▪ Epic IT tools 	<ul style="list-style-type: none"> ▪ Prevention is not covered by AHCCCS ▪ Half of ED visits are preventable 	<ul style="list-style-type: none"> ▪ Incorporate prevention into routine primary care ▪ Implement medical home and Medicare ACO ▪ Continue primary care physician recruitment ▪ Implement primary care navigator health coaches

Identified Community Health Need in John C. Lincoln North Mountain (JCLNM) Primary Service Area	JCL Current Activities	Perceived Gap (per Interviews and Data)	JCLNM's Action Plans to Meet the Identified Health Need 2012 - 2014
6. Chronic Disease Management	<ul style="list-style-type: none"> ▪ Breast Health and Research Center clinical trials and support groups and Young Survivors programs ▪ Medical home development ▪ Medicare ACO ▪ Primary care in nursing homes 	<ul style="list-style-type: none"> ▪ 52 percent of PSA deaths are related to cancer and heart disease ▪ Number of heart disease deaths per 100,000 in Maricopa County is higher than the state average ▪ All interviewees cited chronic disease management as a major community health need 	<ul style="list-style-type: none"> ▪ Implement medical home concept and Medicare ACO ▪ Continue Breast Health and Research Center initiatives
7. Integrate Behavioral Health with Primary Care	<ul style="list-style-type: none"> ▪ Desert Mission offers the Marley House Behavioral Health Clinic 	<ul style="list-style-type: none"> ▪ Substance abuse and mental health is cited as a gap by all interviewees 	<ul style="list-style-type: none"> ▪ Explore further opportunities to partner with TERROS ▪ Maintain Marley House Behavioral Health Clinic
8. Dental Health	<ul style="list-style-type: none"> ▪ Desert Mission Children's Dental Clinic 	<ul style="list-style-type: none"> ▪ Cited by every interviewee as a major community health need 	<ul style="list-style-type: none"> ▪ Maintain the Children's Dental Clinic

Identified Community Health Need in John C. Lincoln North Mountain (JCLNM) Primary Service Area	JCL Current Activities	Perceived Gap (per Interviews and Data)	JCLNM's Action Plans to Meet the Identified Health Need 2012 - 2014
9. Personal Care and Transitional Support following Hospital Stay	<ul style="list-style-type: none"> ▪ John C. Lincoln Health Network Adult Day Health Care program ▪ Case management in conjunction with Area Agency on Aging ▪ Breast Health and Research Center (BHRC) support groups ▪ Discharge planning 	<ul style="list-style-type: none"> ▪ Subacute providers cited transitional support as a need for seniors following hospitalization 	<ul style="list-style-type: none"> ▪ Continue Adult Day Health Care program ▪ Continue case management program ▪ Continue BHRC support groups ▪ Expand partnerships with local nursing homes
10. Family Caregiver Education	<ul style="list-style-type: none"> ▪ Medical home development ▪ Discharge planning 	<ul style="list-style-type: none"> ▪ Cited by subacute providers as a community health need to support seniors at home 	<ul style="list-style-type: none"> ▪ Develop medical home model, including family involvement component
11. Tools to Support Personal Responsibility	<ul style="list-style-type: none"> ▪ Epic electronic medical record (JCL Connect) personal health module, My Chart ▪ HealthBeat newsletter ▪ Website: JCL.com 	<ul style="list-style-type: none"> ▪ Lack of personal responsibility for health is viewed as a significant community health need by most interviewees 	<ul style="list-style-type: none"> ▪ Implement JCL Connect electronic health record and My Chart personal health record

Approved by John C. Lincoln Health Network Board of Directors

September 6, 2012

APPENDIX A
Interview List

John C. Lincoln North Mountain Hospital gratefully acknowledges the time and input of the following individuals in the development of the hospital's Community Health Needs Assessment. Their feedback was used along with quantitative data to develop the health needs prioritization for the hospital's service area. The Internal Revenue Service requires that the name, title and expertise of each person be listed in the final report. The prioritization of the needs and the implementation strategy for the hospital listed in this report are the sole responsibilities of the hospital.

Organization	Name and Title	Area of Expertise
Anthem Community Council	Dixon Richardson, human resources coordinator	Civic organizations and community services in northern Phoenix
Arizona Association of Community Health Centers	John McDonald, CEO	Federally Qualified Health Centers and public health
Arizona Department of Health Services	Zipaty Mendoza, office chief for Arizona Health Disparities Center	Community partnerships to minimize health disparities
Arizona Health Care Cost Containment Center (AHCCCS)	Kari Price, assistant director of health care management	Medicaid population and medical management
Arizona Home Care	Vickie Erickson, RN, president of AZ Association of Home Care Board	Home care services and organizations
Calvary Community Church	Mark Martin, senior pastor	Community development
Children's Action Alliance	Dana Wolfe Naimark, president	Children's health and welfare needs
City of Glendale Fire Department	Patty Frey, deputy fire chief	First responder – emergency medicine
Communities in Schools	Lloyd Hopkins, regional director greater Phoenix	Social services and academic resources needed to support educational progression
Deer Valley Family Practice	Wendall Phillips, DO	Family medicine and disease management
Desert Mission	Cindy Hallman, executive director	Community service programs focused on families
First Things First	Tracey Craig, senior director Phoenix and Yavapai region	Early childhood development and health care needs



John C. Lincoln

North Mountain Hospital

Organization	Name and Title	Area of Expertise
HealthSouth Valley of the Sun Rehab Hospital	Beth Bacher, CEO	Rehabilitation and skilled nursing
HOM Inc.	Michael Shore, president	Public housing and behavioral health
International Rescue Committee	Susan Dwyer, vice president of programs	Lifesaving care to refugees
John C. Lincoln Gavilan Peak Family Practice	John Deuel, DO	Family medicine and disease management
John C. Lincoln Health Network, Emergency and Trauma Services	Julie Cobos, RN, emergency/trauma clinical director	Emergency medicine nursing and trauma services
John C. Lincoln Health Network, Employee Health	Pam Forman, PhD, RN, network director	Occupational health and nursing
John C. Lincoln Health Network, Human Resources	Frank Cummins, vice president of human resources	Human resources in the health care industry
John C. Lincoln Health Network, Medical Staff	Jack Poles, MD	Internal medicine, geriatrics, hospice and palliative care
John C. Lincoln Health Network, Network Benefits	Julie Garrett, director of network benefits and HRIS	Employee benefits and health insurance
John C. Lincoln Health Network, Operations Council	Senior leadership	Health care industry, hospital management, clinic operations, nursing, physician services
Keogh Health Connection	Claudia Maldonado, program director	Connecting low-income families to health care resources
Maricopa County Community Colleges	Sylvia Hantla, associate vice chancellor for student affairs	Higher education and student life services
Maricopa County Public Health Department	Eileen Eisen-Cohen, performance improvement manager	Community health needs and public health
Maricopa County Regional School District	Ernest Rose, superintendent	Special education
Maricopa Integrated Health System	Bill Vanaskie, COO	Federally Qualified Health Centers and public health
Mollen Foundation	Paige Mollen, vice president	Childhood obesity and education
Phoenix Fire Department	Mark Angle, assistant chief	Community development/first responder

Organization	Name and Title	Area of Expertise
Phoenix Police Department	Tracy Montgomery, assistant chief of police	Law enforcement and public safety
Phoenix Rescue Mission	Marlena Padron, director of community and volunteer outreach	Homeless shelter, food bank and substance abuse rehabilitation
Specialty Select Hospital	Sharon Anthony, CEO	Rehabilitation and skilled nursing services
St. Luke's Health Initiatives	Jane Pearson, director of programs	Health care policy
St. Vincent de Paul	Steve Zabilski, executive director	Homeless services – shelter, health care, rehabilitation
TERROS	Penny Free, vice president, operations	Behavioral health and Federally Qualified Health Centers
Valle del Sol	Kurt Sheppard, CEO	Behavioral health and social services focused on Hispanics
Valley of the Sun United Way	Brian Spicker, senior vice president of community impact	Health and human services



APPENDIX B

John C. Lincoln Health Network Senior Leadership Community Involvement

American Cancer Society
Arizona Academy of Family Physicians
Arizona Hospital and Healthcare Association
Arizona Town Hall
Arizona Women's Forum
Association of Fundraising Professionals
Association of Healthcare Philanthropy
Board of Jewish Community Association
Central Phoenix Women
Charter 100
Christ's Church of the Valley
Drowning Prevention Coalition for Central Arizona
Expect More Arizona
First Things First
Greater Phoenix Leadership
Human Rights Campaign
Honor Flight America
New Life Center for Women
North Phoenix Chamber of Commerce
Paradise Valley Christian Preparatory School
Scottsdale YMCA Board
Sonoran Sky School
Sunnyslope Kiwanis
Tumbleweed for Youth Development
United Blood Services
United Cerebral Palsy Association
Valley Life Board of Directors
Welcome to America Project