

# Yavapai Regional Medical Center

## 2023 Community Health Implementation Strategy




Adopted October 2023




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## At-a-Glance Summary

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|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Community Served</b></p>                                    | <p>The Yavapai Regional Medical Center service area comprises 5,500 square miles in western Yavapai County, Arizona. It includes the communities of Prescott, Prescott Valley, Chino Valley, Dewey, Humboldt, Mayer, Paulden, Bagdad, Yarnell, Kirkland, Skull Valley, and Crown King. The population of Yavapai County is 233,789. A large portion of the population are senior adults (32%).</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). Needs being addressed by strategies and programs are:</p> <p><i>Access to Health Care</i></p> <ul style="list-style-type: none"> <li>○ Shortage of Primary Care Physicians</li> <li>○ High cost of health care</li> </ul> <p><i>Health Knowledge and Behaviors</i></p> <ul style="list-style-type: none"> <li>○ Lack of health knowledge and education</li> <li>○ Poor health behaviors and lifestyles</li> </ul>                                                                                                                                                                                                                                                      |
| <p><b>Strategies and Programs to Address Needs</b></p>          | <p>The hospital intends to take several actions and dedicate resources to these needs, including:</p> <p><i>Access to Health Care</i></p> <ul style="list-style-type: none"> <li>Financial assistance</li> <li>Health insurance enrollment assistance</li> <li>Discounted or free prescription medications</li> <li>Transportation</li> <li>Recruitment of primary care providers</li> <li>Partners for Healthy Students (PHS) school-based pediatric clinics</li> <li>Community Health Improvement Grants program</li> </ul> <p><i>Health Knowledge and Behaviors</i></p> <ul style="list-style-type: none"> <li>Wellness and health promotion education and programs</li> <li>Diabetes support</li> <li>Family Resource Center</li> <li>Support groups</li> <li>Vaccines</li> <li>Host for Prescott Farmers Market</li> <li>Community Health Improvement Grants program</li> </ul> |

|                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Anticipated Impact</b></p>     | <p>The anticipated impact of these strategies and programs include:</p> <ul style="list-style-type: none"> <li>• Increased access to health care and reduced barriers to care.</li> <li>• Improved health behaviors and health knowledge.</li> <li>• Increased access to community resources.</li> </ul>                                                                                                                                                                                                   |
| <p><b>Planned Collaboration</b></p>  | <p>Key community partners include (partial listing):</p> <ul style="list-style-type: none"> <li>• Alzheimer’s Association</li> <li>• Civic groups</li> <li>• Community health clinics</li> <li>• County agencies, including public health</li> <li>• Faith based groups</li> <li>• Food banks and food pantries</li> <li>• Media outlets</li> <li>• Prescott Farmers Market</li> <li>• Schools and school districts</li> <li>• Senior services</li> <li>• Yavapai Regional Medical Group (YRMG)</li> </ul> |

This document is publicly available online at <https://www.yrmc.org/support-and-community/community-health>.

Written comments on the report can be submitted to:

Yavapai Regional Medical Center  
 Attn: Administration  
 1003 Willow Creek Road  
 Prescott, Arizona 86301

## Our Hospital and the Community Served

### About the Hospital

Yavapai Regional Medical Center (YRMC) is a member of Dignity Health, which is a part of CommonSpirit Health. Incorporated in 1942, YRMC is a tax-exempt community health care system providing medical care and wellness resources throughout western Yavapai County. YRMC began as a community hospital, which has since grown into a state-of-the-art primary health care system including two hospitals in the adjacent towns of Prescott and Prescott Valley, a network of primary and specialty care clinics, outpatient health and wellness centers, cardiac diagnostic centers, and outpatient medical imaging centers. In addition, YRMC has more than 25 Dignity Health Medical Group (DHMG) clinics that provide primary and specialty care located in Prescott, Prescott Valley and Chino Valley. YRMC also has outpatient imaging services located in Prescott and Prescott Valley.

### Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

### Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



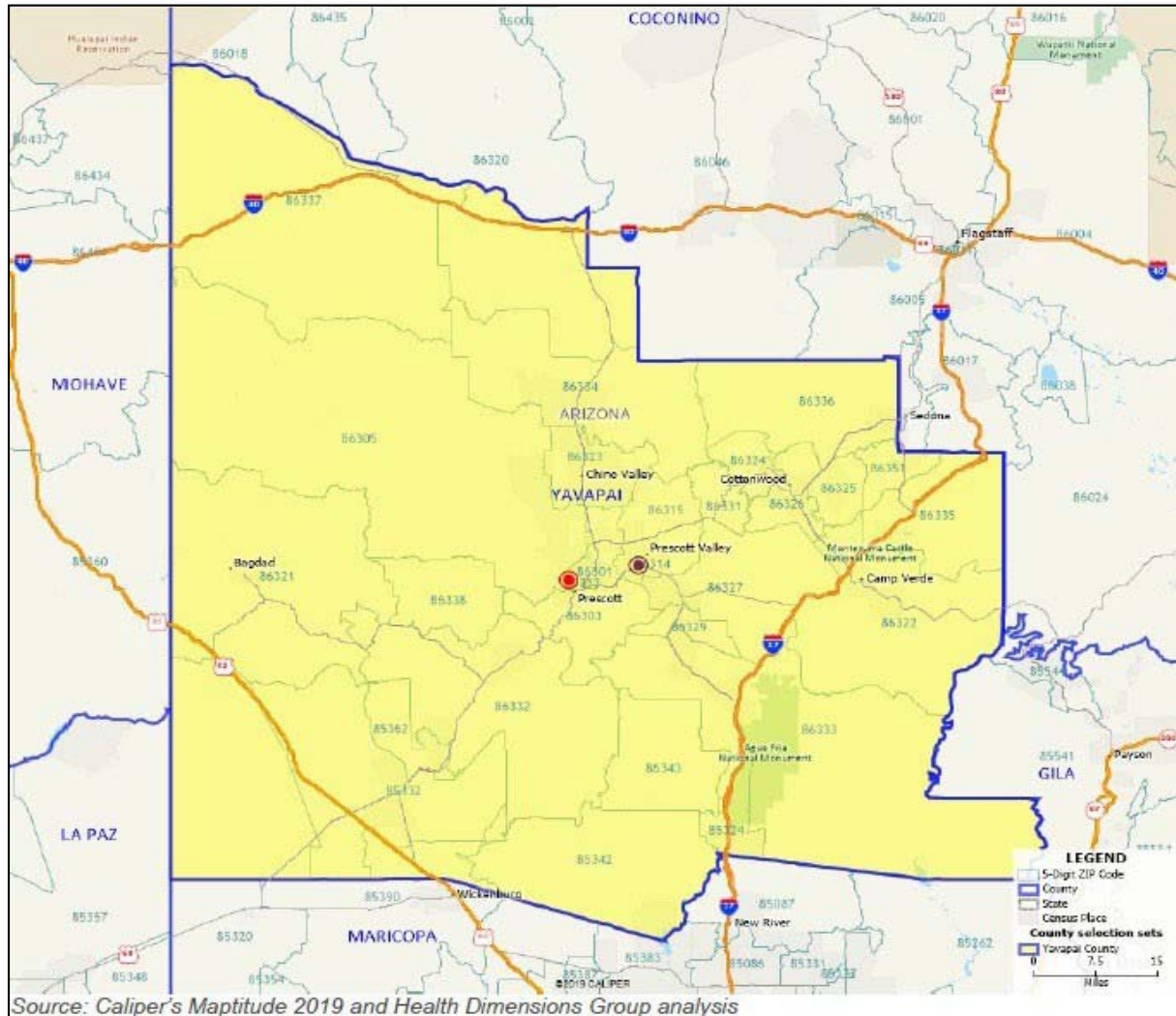
### Description of the Community Served

Yavapai Regional Medical Center serves Western Yavapai County, Arizona, a geographic area encompassing 5,500 square miles. YRMC's primary service area includes the communities of Prescott, Prescott Valley, Chino Valley, Dewey-Humboldt, Mayer, Paulden, Bagdad, Yarnell, Kirkland, Skull Valley, and Crown King.



YRMC hospital facilities are centrally located in Yavapai County. YRMC-East is represented with a maroon circular symbol and Dignity Health YRMC-West is represented with a red circular symbol. A summary description of the community is provided below, and additional details can be found in the CHNA report online.

### Map of the YRMC Service Area



The population of Yavapai County is 233,789. Children and youth, ages 0-17, make up 16.2% of the population, 51.9% are adults, ages 18-64, and 31.9% of the population are seniors, ages 65 and older. In the county, 86.8% of the population are non-Hispanic White residents, 6% of the population are multiracial (two-or-more races) residents, 1.3% are Native American or Alaska Native residents, 1.1% are Asian residents, <1% are Black or African American residents, and 4.1% are other races. Two of the three primary groups of the Yavapai Native American tribe live within Yavapai County.

Among the residents in Yavapai County, 12.5% are at or below 100% of the federal poverty level (FPL) and 10.6% of the population lack health insurance. The local economy is heavily dependent on the service industry: tourism, retail, food service and hotels, etc. The local service-based economy has a predominance of minimum wage earners in non-benefited work, which contributes to an underserved population due to financial limitations.

Educational attainment is a key driver of health. In the hospital service area, 8.3% of adults, ages 25 and older, lack a high school diploma, which is lower than the state rate (11.7%). 27.8% of area adults have a bachelor’s or higher degree.

Yavapai County has five areas designated as Health Professional Shortage Areas (HPSAs) within the hospital service area: Williamson, Chino Valley, Black Canyon City, Cottonwood/Sedona, and Prescott Valley. Cancer, heart disease and lung disease are the top three causes of death in Yavapai County.

## Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health Implementation Strategy and programs were identified in the most recent CHNA report, which was adopted in June 2023. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital
- Description of assessment processes and methods
- Presentation of data, information and findings, including significant community health needs
- Community resources potentially available to help address identified needs
- Discussion of impacts of actions taken by the hospital since the preceding CHNA

Additional details about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary (page 4).

## Significant Health Needs

The CHNA identified the significant community needs, which are briefly described in the table below. The table also indicates which needs the hospital intends to address in its Implementation Strategy. Identified needs may include specific health conditions, behaviors and health care services, and health-related social needs that have an impact on health and well-being.

| Significant Health Need | Description                                                                                                                                                                                                 | Intend to Address? |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Access to health care   | Access to health care refers to the availability of primary care and specialty care services. Health insurance coverage is considered a key component to ensure access to health care. Barriers to care can | Yes                |

| Significant Health Need                       | Description                                                                                                                                                                                                                                                                                                                   | Intend to Address? |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|                                               | include the high cost of health care, lack of transportation, language and cultural issues.                                                                                                                                                                                                                                   |                    |
| Poverty/inadequate financial resources        | Poverty is correlated with poor health outcomes. Persons with low incomes are more likely to have difficulty accessing health care, have poor-quality health care, and seek health care less often.                                                                                                                           |                    |
| Lack of mental health providers and resources | Mental health includes emotional, psychological, and social well-being. It affects how we think, feel, and act. The lack of mental health providers and resources add barriers to accessing care and increase the wait times for mental health care services.                                                                 |                    |
| Poor health behaviors/lifestyle               | Healthy behaviors and lifestyles refer to health maintenance activities that help to prevent disease. For example, vaccines, routine health screenings, chronic disease management, physical activity and injury prevention are health-related behaviors. Health knowledge and education support improved healthy lifestyles. | Yes                |
| Substance use                                 | Substance use is the use of tobacco products, illegal drugs, prescription or over-the-counter drugs or alcohol. Excessive use of these substances or use for purposes other than those for which they are meant to be used, can lead to physical, social or emotional harm.                                                   |                    |

**Significant Needs the Hospital Does Not Intend to Address**

Taking existing hospital and community resources into consideration, YRMC will not directly address lack of mental health providers and resources, substance use, and poverty and inadequate financial resources (except as it relates to accessing care).

Knowing that there are not sufficient resources to address all the community health needs, YRMC chose to concentrate on the health needs that can most effectively be addressed given the organization’s areas of focus and expertise. The hospital has insufficient resources to effectively address all the identified needs and, in some cases, the needs are currently addressed by others in the community.



## 2023 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, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

### Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.



The following criteria were used by the hospital to determine the significant health needs YRMC will address in the Implementation Strategy:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

YRMC engaged executive leadership and program leaders (including in population health, preventive medicine and wellness, family resource center, and philanthropy) to examine the identified health needs according to these criteria. The CHNA served as the resource document for the review of health needs as it provided statistical data on the severity of issues and included community input on the health needs. As well, the community prioritization of the needs was taken into consideration.

As a result of the review of needs and application of the above criteria, YRMC chose to focus on: access to health care (including the shortage of primary care physicians and the high cost of health care) and health knowledge and behaviors (including the lack of health knowledge and education and poor health behaviors and lifestyles).

For each health need the hospital plans to address, the Implementation Strategy describes actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations. In most cases, the strategies identified to address the selected needs are based on existing programs that have evidence of success.

## Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities address strategic aims while meeting locally identified needs.



Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.




Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

## Strategies and Program Activities by Health Need

|  <b>Health Need: Access to Health Care</b><br>(including the shortage of primary care physicians and the high cost of health care) |                                                                                                                                                                    |                                                                                                                                                                     |                               |                                    |                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------|---------------------|
| <b>Anticipated Impact (Goal)</b>                                                                                                                                                                                    |                                                                                                                                                                    | The hospital's initiatives to address access to care are anticipated to result in increased health care for the medically underserved and reduced barriers to care. |                               |                                    |                     |
| <b>Strategy or Program</b>                                                                                                                                                                                          | <b>Summary Description</b>                                                                                                                                         | <b>Strategic Objectives</b>                                                                                                                                         |                               |                                    |                     |
|                                                                                                                                                                                                                     |                                                                                                                                                                    | Alignment & Integration                                                                                                                                             | Clinical - Community Linkages | Capacity for Equitable Communities | Innovation & Impact |
| Financial assistance for the uninsured or underinsured                                                                                                                                                              | Provides financial assistance to those who have health care needs and are uninsured, underinsured, ineligible for a government program or otherwise unable to pay. | X                                                                                                                                                                   |                               |                                    |                     |
| Health insurance enrollment assistance                                                                                                                                                                              | Assists with enrollment in low cost or no cost health insurance programs.                                                                                          | X                                                                                                                                                                   |                               |                                    |                     |
| Discounted or free prescriptions                                                                                                                                                                                    | Provides discounted or free prescription drugs to persons who cannot afford to pay.                                                                                | X                                                                                                                                                                   |                               |                                    |                     |
| Transportation                                                                                                                                                                                                      | Provides taxi vouchers for people to access health care. Attention is given to persons living in rural areas who have limited transportation options.              | X                                                                                                                                                                   | X                             |                                    |                     |
| Recruitment of primary care providers                                                                                                                                                                               | Implements strategies for recruiting primary care physicians to underserved areas.                                                                                 |                                                                                                                                                                     | X                             | X                                  |                     |
| Partners for Healthy Students (PHS)                                                                                                                                                                                 | Supports health and learning with PHS school-based and mobile pediatric clinics. Provides primary, preventive, vision and other                                    |                                                                                                                                                                     | X                             | X                                  | X                   |



**Health Need: Access to Health Care**  
 (including the shortage of primary care physicians and the high cost of health care)

|                                             |                                                                                                                                                                                                                                                                                                                                                                                       |   |   |   |  |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|--|
|                                             | health care services to students and their siblings from qualifying families in the Chino Valley, Humboldt and Prescott Unified School Districts, as well as charter schools. Using a Mobile Health Clinic, PHS reaches students and their siblings from schools in Kirkland, Hillside, Mayer, Paulden, Yarnell and Wilhoit. PHS coordinates care with school nurses or health aides. |   |   |   |  |
| Community Health Improvement Grants program | The hospital provides restricted financial grants annually to collaborating nonprofit organizations to help address significant needs in the community health needs assessment. The grant program helps to improve community health and health equity, and enhance local service systems.                                                                                             | X | X | X |  |
| <b>Planned Resources</b>                    | The hospital will provide health care providers, financial assistance and enrollment counselors, mobile clinic, pediatric nurse practitioner, medical assistant, cash grants and in-kind donations, outreach communications, and program management support for these initiatives.                                                                                                    |   |   |   |  |
| <b>Planned Collaborators</b>                | Key partners include Yavapai County Community Health Services, school and school districts, health care clinics and community-based organizations, Polara Health behavioral health care provider, Yavapai Regional Medical Group (YRMG).                                                                                                                                              |   |   |   |  |



**Health Need: Health Knowledge and Behaviors**  
 (including the lack of health knowledge and education and poor health behaviors and lifestyles)

| <b>Anticipated Impact (Goal)</b>                      | The hospital’s initiatives to address health knowledge and behaviors are anticipated to result in increased access to community resources, and improved healthy lifestyles and health maintenance activities.                                                                                                             |                             |                               |                                    |                     |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------|------------------------------------|---------------------|
| <b>Strategy or Program</b>                            | <b>Summary Description</b>                                                                                                                                                                                                                                                                                                | <b>Strategic Objectives</b> |                               |                                    |                     |
|                                                       |                                                                                                                                                                                                                                                                                                                           | Alignment & Integration     | Clinical - Community Linkages | Capacity for Equitable Communities | Innovation & Impact |
| Community health education, activities, and resources | Addresses a variety of health care topics and provides local resources. Programs, presentations and workshops address healthy eating, hygiene, physical activity, disease prevention and lifestyle wellness. Uses social media to provide health messages to the community.                                               |                             | X                             | X                                  |                     |
| Diabetes support                                      | Provides pre-diabetes education and diabetes self-management classes in Prescott and Prescott Valley. Offers consultations with Certified Diabetes Care and Education Specialists.                                                                                                                                        | X                           | X                             |                                    |                     |
| Family Resource Center                                | Promotes healthy physical, mental and emotional child development and strengthens families through education and social support. Connects families to community programs and health care providers at no cost. Includes the Healthy Families Home Visitation Program, First Steps, Child Passenger Safety and Counseling. | X                           | X                             | X                                  | X                   |
| Support groups                                        | Provides support and education for persons with breast cancer and their caregivers.                                                                                                                                                                                                                                       | X                           |                               |                                    |                     |
| Vaccines                                              | Provides vaccines to adults and children to reduce communicable diseases.                                                                                                                                                                                                                                                 | X                           |                               |                                    |                     |

**Health Need: Health Knowledge and Behaviors**

(including the lack of health knowledge and education and poor health behaviors and lifestyles)

|                                             |                                                                                                                                                                                                                                                                                                                       |   |   |   |  |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|--|
| Host site for the Prescott Farmers Market   | Yavapai Regional Medical Centers hosts the Prescott Farmers Market on its property with high visibility and accessibility. The farmers market benefits small farms in the community and thousands of people who have access to fresh produce.                                                                         | X |   | X |  |
| Community Health Improvement Grants program | The hospital provides restricted financial grants annually to collaborating nonprofit organizations to help address significant needs in the community health needs assessment. The grant program helps to improve community health and health equity, and enhance local service systems.                             | X | X | X |  |
| <b>Planned Resources</b>                    | The hospital will provide health care providers, health educators, Partners for Healthy Students, care coordinators, cash grants and in-kind donations, outreach communications, and program management support for these initiatives.                                                                                |   |   |   |  |
| <b>Planned Collaborators</b>                | Key partners include schools and school districts, faith-based groups, Yavapai County Community Health Services, senior services, civic groups, community clinics, shelters, pediatricians, mental health providers, OB/GYNs, Prescott Farmers Market, community-based organizations, Yavapai Regional Medical Group. |   |   |   |  |