

Yavapai Regional Medical Center Community Benefit 2021 Report and 2022 Plan

Adopted December 6, 2021



A message from John Amos, President and CEO

John Amos, President and CEO of Dignity Health, Yavapai Regional Medical Center (YRMC), and Mike Beatty, Chair of the Dignity Health, Yavapai Regional Medical Center Board of Trustees.

Dignity Health's approach to community health improvement aims to address significant health needs identified in the Community Health Needs Assessments that we conduct with community input, including from the local public health department. Our initiatives to deliver community benefit include financial assistance for those unable to afford medically necessary care, a range of prevention and health improvement programs conducted by the hospital and with community partners and investing in efforts that address social determinants of health.

YRMC shares a commitment with others to improve the health of our community and delivers programs and services to help achieve that goal. The Community Benefit 2021 Report and 2022 Plan describes much of this work. This report meets requirements in California state law (Senate Bill 697) that not-for-profit hospitals produce an annual community benefit report and plan. Dignity Health hospitals in Arizona and Nevada voluntarily produce these reports and plans, as well. We are proud of the outstanding programs, services and other community benefits our hospital delivers, and are pleased to report to our community.

In fiscal year 2021 (FY21) which ran from January 1 to June 30, 2021¹, YRMC provided \$20,233,644 in patient financial assistance, unreimbursed costs of Medicaid, community health improvement services and other community benefits. The hospital also incurred \$17,960,914 in unreimbursed costs of caring for patients covered by Medicare.

The hospital's Board of Trustees reviewed, approved and adopted the Community Benefit 2021 Report and 2022 Plan at its December 6, 2021 meeting.

Thank you for taking the time to review our report and plan. We welcome any questions or ideas for collaboration you may have by reaching to out to communityoutreach@yrmc.org.

Signatures



John Amos
President/CEO








Mike Beatty
Chair, YRMC Board of Trustees

¹: YRMC observed a January 1 - December 31 fiscal year prior to joining Dignity Health in November 2020, after which it converted to a July 1 - June 30 fiscal year used by other Dignity Health hospitals. This report covers January 1 - June 30, 2021 to match the new fiscal year end date. Subsequent years' reports will cover July 1 - June 30.

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At-a-Glance Summary

<p>Community Served</p> 	<p>Western Yavapai County, Arizona geographic area encompassing 5,500 square miles including the communities of Prescott, Prescott Valley, Chino Valley, Dewey-Humboldt, Mayer, Paulden, Bagdad, Yarnell, Kirkland, Skull Valley, and Crown King. U.S. Census figures indicate our population aged 65 and over is 27.9%, versus the statewide Arizona percentage of 18.0%.</p>			
<p>Economic Value of Community Benefit</p> 	<p>\$20,233,644 in patient financial assistance, unreimbursed costs of Medicaid, community health improvement services, community grants and other community benefits</p> <p>\$17,960,914 in unreimbursed costs of caring for patients covered by Medicare</p>			
<p>Significant Community Health Needs Being Addressed</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> <table border="1" data-bbox="415 961 1429 1178"> <tr> <td data-bbox="415 961 857 1178"> <ul style="list-style-type: none"> • Healthy Behaviors/Lifestyle Changes • Lack of Primary Care Physicians </td> <td data-bbox="857 961 1429 1178"> <ul style="list-style-type: none"> • Lack of Health Knowledge • Physical Inactivity • Lack of Mental Health Providers </td> </tr> </table>		<ul style="list-style-type: none"> • Healthy Behaviors/Lifestyle Changes • Lack of Primary Care Physicians 	<ul style="list-style-type: none"> • Lack of Health Knowledge • Physical Inactivity • Lack of Mental Health Providers
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<p>FY21 Programs and Services</p> 	<p>The hospital delivered several programs and services to help address identified significant community health needs including social media expansion, a library of searchable health literacy archives, increased articles on YRMC HealthConnect health blog site, expanded Pendleton Center fitness programs to address limited mobility, collaboration with County and school districts to promote fitness and healthy behaviors, expansion of YRMC Speakers Bureau to offer Subject Matter Expert (SME) presentations, hiring of a physician recruiter, increased use of Advanced Practice Providers, extension of the Partners for Healthy Students service period, collaborations with local mental health and substance abuse providers, launch of the YRMC Alzheimer's and Dementia Program, launch of YRMC Cognitive Assessment and Support Clinic and increased use of telemedicine options.</p>			
<p>FY22 Planned Programs and Services</p> 	<p>1. Healthy Behaviors/Lifestyle Changes: Planned activities for FY 2022 include coaching local faith-based groups to foster healthy choices within peer networks; collaborating with local schools through Partners for Healthy Students program to educate nurses and parents on healthy habits for school-aged children; increase breadth of YRMC Speakers Bureau topics and allow opportunity for viewers to view on-demand and contact SME's for further information; work with local</p>			

housing developments and neighborhoods to provide health information through peer resident groups; addressing civic subgroups to cultivate discussion of healthy behaviors; and providing education to local facilities regarding alternative forms of social contact through technology. The latter is increasingly important as the COVID-19 pandemic has increased boundaries for contact among residents, inhibiting social connection and increasing risk of isolation and poor health behaviors.

2. Lack of Primary Care Physicians: Planned activities for FY 2022 include the opening of newly constructed Outpatient Services Building to relieve overcrowding at main Prescott campus; finalization of updated Master Facilities Plan to strategize space needs; exploration of options such as walk-in clinics, satellite offices, and extended hours for Dignity Health Medical Group clinics; expanded telemedicine options to increase familiarity and ease of use among providers, and continued planned recruitment to add primary care physicians to our Medical Group.

3. Lack of Health Knowledge: Planned activities for FY 2022 include continued use of social media and other electronic methods to expand subjects of health education; utilization of YRMC Speakers Bureau presentations to offer greater feasibility to present more in-depth topics and offer direct interaction with Subject Matter Experts; investigate other nationwide health literacy programs and packaged materials and adapt if appropriate to YRMC market area.

4. Physical Inactivity: Projected activities for FY 2022 include exploring YRMC-sponsored hikes/walks; promoting opportunities on YRMC HealthConnect for local hiking programs; promoting low-cost opportunities to engage in home-based physical activity such as gardening and aerobic activities; encouraging testimonials from Pendleton Center program users and sharing through social media and other outlets.

5. Lack of Mental Health Providers: FY 2022 planned activities include continued collaboration with West Yavapai Guidance Clinic (WYGC) and other providers to create new mental health topic programs; onboarding of a new pediatric psychiatric physician; evaluation of additional partnership opportunities with county health services and other mental health providers and facilities as they join the community; expanded promotion of free external mental health resources (e.g. Seize the Awkward PSA) through YRMC Foundation; exploration of collaboration with local group of psychologists offering free mental health services for YRMC staff for issues stemming from COVID-19 and economic crises; investigation of possible law enforcement alternatives to YRMC EDs as a “holding” resource.

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

Written comments on this report can be submitted to communityoutreach@yrmc.org.

Our Hospital and the Community Served

About Yavapai Regional Medical Center

Yavapai Regional Medical Center is a member of Dignity Health, which is a part of CommonSpirit Health. Incorporated in 1942, Yavapai Regional Medical Center (YRMC) is a 501(c)(3) community healthcare system providing medical care and wellness resources throughout western Yavapai County. YRMC began as a basic community hospital which has since grown into a state-of-the-art primary healthcare system including two hospitals in the adjacent towns of Prescott and Prescott Valley (12 miles apart), a network of primary and specialty care clinics, outpatient health and wellness centers, cardiac diagnostic centers, and outpatient medical imaging centers.

In addition to the inpatient care facilities, YRMC also has more than 25 Dignity Health Medical Group (DHMG) clinics that provide primary and specialty care located in Prescott, Prescott Valley and Chino Valley. Clinics are expanding on an ongoing basis and will continue to do so. YRMC also has outpatient imaging services located in Prescott and Prescott Valley.

- Locations
 - East Campus: 7700 E. Florentine Road, Prescott Valley, AZ 86314
 - West Campus: 1003 Willow Creek Road, Prescott, AZ 86301
 - Dignity Health Medical Group: <https://www.yrmc.org/physiciancare/specialties-and-providers>

- Beds
 - West Campus - 134 beds
 - East Campus - 72 beds

- Programs and service lines
 - Advanced Wound Care
 - Alzheimer's and Dementia Care
 - Breast Care Center
 - Breast Surgery Services
 - Cardiac Catheterization Laboratory and Angiography Services
 - Cardiopulmonary Laboratory
 - Cognitive Assessment and Support Clinic
 - Emergency Services
 - Endoscopy Services
 - Family Birthing Center
 - Geriatric Services
 - Health Information Management
 - The James Family Heart Center
 - Neurodiagnostic Laboratory
 - Neurosurgical Medicine and Physiatry
 - Nutrition Counseling
 - Obstetrics
 - Orthopedic Surgical Services
 - Palliative Medicine Services
 - Partners for Healthy Students
 - Patient Blood Management
 - Pharmacy
 - Pharmacy Residency Program
 - Physical Rehabilitation Services
 - Preventive Medicine and Wellness
 - Respiratory Therapy
 - Spine Center
 - Vein Center

Our 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.

Our Vision

A healthier future for all – inspired by faith, driven by innovation, and powered by our humanity.

Financial Assistance for Medically Necessary Care

Yavapai Regional Medical Center is dedicated to creating healthier communities by providing financial assistance to persons who have health care needs and are uninsured, underinsured, ineligible for a government program, or otherwise unable to pay. Advocating for the poor and vulnerable is both our mission and our passion. The hospital has financial assistance available to help pay for medically necessary services provided to those patients who meet certain income requirements. The financial assistance policy, a plain language summary of the policy, and a financial assistance application can be found at <https://www.yrmc.org/patient-financial-services/financial-assistance>.

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 and Dewey-Humboldt which comprise the majority of population, in addition to Mayer, Paulden, Bagdad, Yarnell, Kirkland, Skull Valley, and Crown King. Additional details can be found in the CHNA report [online](#).
- The population of YRMC’s service area within Yavapai County is 148,698, with a median household income of \$53,816.
- One in eight residents in YRMC’s service area is without health care coverage or relies on Medicaid benefits through the Arizona Health Care Cost Containment System (AHCCCS).
- More than one in six Yavapai County residents lives with a disability, versus one in eight in Arizona statewide.
- One in 11 (9.2%) residents in YRMC’s service area does not have a high school diploma.
- In YRMC’s service area, 81% of residents identify as White, with 14.3% identifying as Hispanic or Latino and 1.2% identifying as Asian.
- YRMC’s service area demographics include a predominant retirement community. The median age is 54.7 (versus 38.3 Arizona statewide) and almost one in three of Prescott residents is over the age of 65. The surrounding areas are also filled with retirees but with a greater mix of younger families. The

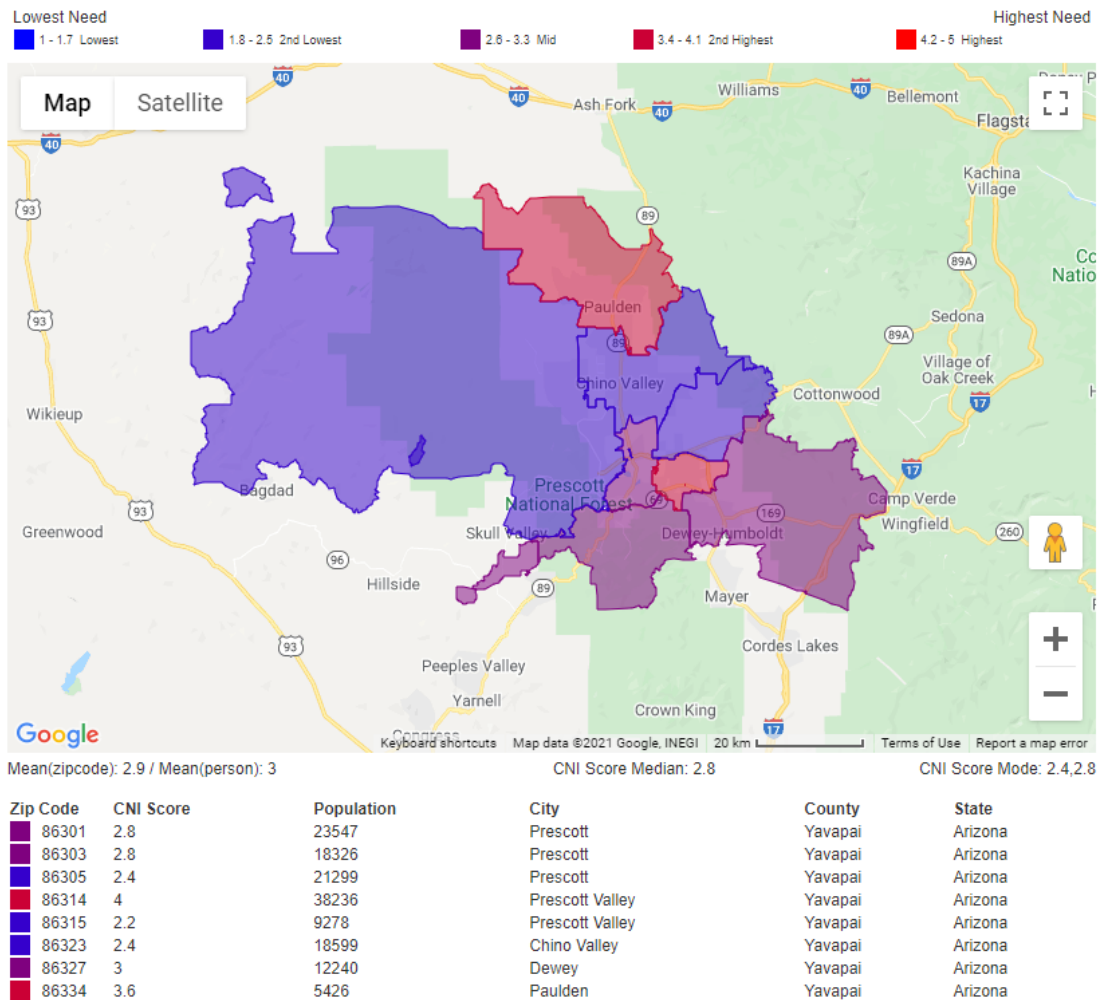


local economy is heavily dependent on the service industry: tourism, retail, food service and hotels, etc. The local service-based economy also means there is a predominance of minimum wage earners in non-benefited work which contributes to an underserved population due to financial limitations. YRMC provides patient financial assistance to assist financially vulnerable patients.

Community Need Index

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and IBM Watson Health. 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. Note: CNI mapping excludes 86313 Prescott and 86330 Prescott/Iron Springs. Data not available for these two zip codes.



Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its 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, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

Community Health Needs Assessment

The health issues that form the basis of the hospital's community benefit plan and programs were identified in the most recent CHNA report, which was adopted in November 2019.

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; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at www.yrmc.org/support-and-community/community-health or upon request by emailing communityoutreach@yrmc.org.

Significant Health Needs

The most recent community health needs assessment identified the following significant community health needs:

1. Healthy Behaviors/Lifestyle Changes
2. Lack of Primary Care Physicians
3. Lack of Health Knowledge
4. Physical Inactivity
5. Lack of Mental Health Providers

Yavapai Regional Medical Center intends to take actions to address all prioritized significant health needs in the CHNA report, both through its own programs and services and with community partners. Lists and descriptions of those planned actions are included in this report.

2021 Report and 2022 Plan

This section presents strategies and program activities the hospital is delivering, funding or on which it is collaborating with others to address significant community health needs. It summarizes actions taken in FY 2021 and planned activities for FY 2022, with statements on anticipated impacts, planned collaboration, and patient financial assistance for medically necessary care. Program Digests provide detail on select programs' goals, measurable objectives, expenses and other information.

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.



The anticipated impacts of the hospital's activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. 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 works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.

Creating the Community Benefit Plan

Yavapai Regional Medical Center 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.

To develop the Community Health Needs Assessment, electronic surveys were distributed to stakeholders representing Yavapai County. Stakeholders were determined based on a) their specialized knowledge or expertise in public health, b) their involvement with underserved and minority populations or c) their affiliation with local government, schools and industry. Additionally, face-to-face interviews were conducted with two key stakeholders.

A total of 61 stakeholders provided input on the following issues:

- Health and quality of life for residents of the primary community
- Barriers to improving health and quality of life for residents of the primary community
- Underserved populations and communities of need
- Opinions regarding the important health issues that affect community residents and the types of services that are important for addressing these issues

Key stakeholders who were asked to provide input worked for the following types of organizations and agencies:

- Yavapai Regional Medical Center
- Social service agencies
- Local school systems and universities
- Other medical providers
- Local elected officials and governmental agencies
- Local businesses
- Public health agencies
- Yavapai-Prescott Indian Tribe



Impact of the Coronavirus Pandemic

After attending task force meetings with various community health services including Yavapai County to formulate a plan for COVID-19 community vaccination, YRMC took a leading role by establishing a primary Vaccination Center Point of Distribution (POD) at a large vacated space in the local Gateway Mall from January to May 2021. The Center was staffed by 556 active medical and community volunteers who dedicated over 10,000 hours of time.

As the pandemic escalated in Yavapai County during late 2021, YRMC established an outpatient COVID Remote Patient Monitoring program for COVID-positive patients who are relatively stable with minimal O₂ requirements who may be able to leave the ED or at the end of a hospital course, freeing up space for more seriously ill patients. The program will continue through the pandemic and can be applied and adapted to future scenarios as needed.

COVID-19 has dramatically increased use of telemedicine options, resulting in greater familiarity and ease of use among providers. These techniques will be used to expand access to patients with mobility issues or limited availability.


The economic impact of COVID-19 has been particularly devastating due to temporary layoffs resulting in more children without insurance coverage and in need of care. As of May 2020, an estimated 17% (one in six) working adults are receiving unemployment benefits. To address this issue, YRMC approved the extension of PHS services beyond the traditional school year and through the summer of 2020.

According to health departments in the state of Arizona, the COVID-19 pandemic has resulted in an increased incidence of suicides and domestic violence incidents. These findings necessitate the continued development of structured programs to address mental health needs in the community in FY 2022 and beyond, particularly for seniors and adolescents.

Report and Plan by Health Need

The tables below present strategies and program activities the hospital has delivered or intends to deliver to help address significant health needs identified in the community health needs assessment.

They are organized by health need and include statements of strategy and program impact, and any collaboration with other organizations in our community.

 **Health Need #1: Healthy Behaviors/Lifestyle Changes**

Strategy or Program Name	Summary Description	Active FY21	Planned FY22
Social Media	<ul style="list-style-type: none"> Social media will continue to expand to help meet information needs surrounding good health choices. 	☒	☒
Pendleton Center	<ul style="list-style-type: none"> Continue Pendleton Center’s programs on the West Campus and the East Campus that adapt exercise suitable for the age and physical condition of individual participants, e.g., chair exercises for those with limited physical capacity. 	☒	☒

Impact: YRMC has successfully provided wellness and health promotion programs for decades. These popular programs will provide the foundation for community outreach in the area of healthy behaviors and lifestyles. We anticipate an increase in the number of community members who actively make healthier choices.

Collaboration: Exploration of partnerships with Yavapai County Community Health Services, local schools, local faith-based groups, housing developments and neighborhood programs, local Chambers of Commerce, philanthropic educational organizations, civic groups, retirement centers and assisted living facilities to provide health information, promote healthy behaviors, cultivate social contact and educate on the importance of maintaining health. Collaboration with subject matter experts to continue production of the widely popular YRMC Speakers Bureau to include healthy behavior topics.

 **Health Need #2: Lack of Primary Care Physicians**

Strategy or Program Name	Summary Description	Active FY20	Planned FY21
Physician Recruitment	<ul style="list-style-type: none"> YRMC hired a physician recruiter and one priority will be to seek and recruit primary care providers. YRMC will use Advanced Practice Providers (Nurse Practitioners and Physician Assistants) to augment the need for primary care. Needs for suitable office space to accommodate additional physicians will be met based primarily on YRMC’s Master Facilities Plan and taking advantage 	☒	☒

	of space in our communities that may become available.		
Healthcare Availability	<ul style="list-style-type: none"> Explore feasibility of options such as walk-in clinics, satellite offices, and extended hours for YRMC PC clinics, etc. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Healthcare for the Underserved	<ul style="list-style-type: none"> In collaboration with local schools, YRMC will continue to provide free primary care to uninsured and underinsured school children and their younger siblings through the Partners for Healthy Students program, staffed by Nurse Practitioners and led by a Medical Director. YRMC will continue to collaborate with the Arizona Sonshine organization that provides free healthcare in our region for several days annually to help meet the needs of the underserved. YRMC will continue to offer financial assistance to financially vulnerable patients. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: The 2019 CHNA plans identified a need for specialists as well as primary care. Since that time, extraordinary efforts have been successful in recruiting physicians and now we have filled many specialties for our community. We still see a need for primary care and plan to address this need accordingly. It is anticipated that more primary care providers will be available for our community.

Collaboration: YRMC Partners for Healthy Students program will continue to collaborate through local school districts to provide free healthcare to uninsured schoolchildren. YRMC Community Outreach will continue to collaborate with Arizona Sonshine to provide free healthcare for several days annually to the underserved of all ages.



Health Need #3: Lack of Health Knowledge

Strategy or Program Name	Summary Description	Active FY21	Planned FY22
Community Education	<ul style="list-style-type: none"> Continue to use social media and other electronic methods of reaching out to the community and educating people about health and healthcare. Adapt language in health education materials to include more relatable language and less formal medical terminology to ensure comprehension by the community. Explore utilizing the YRMC Speakers Bureau for providing health information for the community. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Health Literacy Programs	<ul style="list-style-type: none"> Explore other health literacy programs nationwide and, if feasible, adapt one or more of these programs to the YRMC market. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>

- Explore the potential for off-the-shelf materials that could be purchased to assist with improving health literacy.

Impact: Health literacy is defined as a person’s ability to read, understand, evaluate and act upon health information. Low health literacy is linked to poorer health status and more emergency room visits and hospitalizations. An estimated 75 million English-speaking adults in the United States have limited health literacy, making it difficult for them to understand and use basic health information. (Source: Agency for Healthcare Research and Quality). YRMC’s efforts are expected to improve health literacy in our community.

Collaboration: As YRMC is the largest publisher of health information in Yavapai County, we work with school districts, faith-based programs and other community groups to expand the dissemination of information and build health knowledge.



Health Need #4: Physical Inactivity

Strategy or Program Name	Summary Description	Active FY20	Planned FY21
Employees/Staff	<ul style="list-style-type: none"> • Collaborate with Yavapai County Community Health Services and YRMC’s own Employee Health Program, if appropriate, to create more education about the importance of physical activity. • Explore YRMC sponsored hikes/walks for the community and promote them accordingly. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Children	<ul style="list-style-type: none"> • Collaborate with local schools (many of whom no longer offer free physical education classes or sports opportunities) to include program ideas for brief physical activity within the classroom throughout the day as breaks for children (e.g. GoNoodle). 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Community/Seniors	<ul style="list-style-type: none"> • Educate the community about the health benefits of domestic activities such as gardening, etc. • Explore further collaboration with groups such as Silver Sneakers for the Pendleton Centers for Health and Wellness and promote such programs and their benefits. • Explore the value of participants from the Pendleton programs to provide testimonials on social media and other outlets regarding how staying physically active has improved their lives. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: Cardiovascular disease is the leading cause of death in the U.S. (Source: American Family Physician, 2016). Thirty-five percent of cardiovascular disease is due to physical inactivity. Approximately 60% of Americans 18 years and older report physical inactivity. The American Heart Association recommends 30-60 minutes of aerobic exercise three to four times a week. As mentioned

in the introductory portion of this implementation plan and strategy, our local demographics and economic realities pose some interesting challenges in helping our community recognize the issue and, most importantly, make efforts to improve their activity levels. However, we anticipate an improvement in levels of physical activity as a result of this Implementation Plan.

Collaboration: Work with Yavapai County Community Health Services and YRMC’s own Employee Health Program (Virgin Pulse) to create physical activity education. Explore further collaboration with Silver Sneakers and other senior-friendly activity programs and promote through Pendleton Centers.



Health Need #5: Lack of Mental Health Providers


Strategy or Program Name	Summary Description	Active FY20	Planned FY21
Community Education	<ul style="list-style-type: none"> Continue collaborating with local behavioral health providers in community presentations to help educate the public about mental health and the fact that it does not deserve to be stigmatized. Continue collaboration with West Yavapai Guidance Clinic and other mental health providers in creation of new programs for mental health topics. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Synergy/Partnerships	<ul style="list-style-type: none"> Evaluate additional partnership opportunities with mental health providers as they become available. Explore with local law enforcement and mental health providers some possible alternatives to YRMC’s EDs as a “holding” resource when no medical need is apparent. Explore with Yavapai County Community Health Services regarding mental health service potential from their areas of expertise. Explore opportunities to collaborate with YRMC’s Palliative Medicine department and memory care services in the area, especially given our community need for such care and information about these services. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Philanthropy	<ul style="list-style-type: none"> Further promote philanthropically supported programs to enhance behavioral health services. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: YRMC works closely with local mental health providers. Several local mental health providers regularly come to assess patients in YRMC’s Emergency Departments to determine mental health status. Because of the proliferation of mental health and substance abuse problems in our community, YRMC also collaborates closely with local law enforcement agencies. Many patients are brought into the Emergency Departments by law enforcement, especially those exhibiting combative, violent behavior and/or those who are homeless or otherwise without family support.

Collaboration: Collaboration with local behavioral health organizations, memory care providers and Yavapai County Community Health Services to develop mental health education topics, evaluate additional partnership opportunities, and explore law enforcement partnership options for non-medical emergency patients. Continue to expand Partners for Healthy Students partnerships with additional providers.

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 Partners for Healthy Students	
Significant Health Needs Addressed	<ul style="list-style-type: none"> • Lack of Primary Care Providers • Lack of Mental Health Providers
Program Description	The Partners for Healthy Students program provides free healthcare services to uninsured and underinsured schoolchildren and their siblings. Primary, preventive, vision, behavioral health, and other healthcare services are provided by a team consisting of a program director, two certified pediatric nurse practitioners, two program coordinators, and a pediatrician who serves as consulting medical director. The program operates in collaboration with the Chino Valley, Humboldt, Prescott, and Mayer Unified School Districts, the Kirkland School, as well as local charter schools.
Community Benefit Category	A2. Community-based clinical services
FY 2021 Report	
Program Goal / Anticipated Impact	Goals in FY 2021 were to provide 700 vaccines to 400 children aged 2 months through 18 years of age to increase vaccine coverage rates in our schools, and to provide continuing education courses on relevant school-based topics for 30 school district RNs, health aides, and nurse practitioners.
Measurable Objective(s) with Indicator(s)	Provide vaccinations to children aged 2 months through 18 years of age to increase vaccine coverage rates in local schools, provide continuing education to school district RN's, health aides and nurse practitioners.
Intervention Actions for Achieving Goal	During FY 2021, 509 vaccinations were provided to 225 children during 228 visits. Continuing education courses on relevant school-based topics were provided for 30 school district health personnel.

Collaboration	Worked with Northern Arizona Area Health Education Center (NAHEC) to offer continuing education units free of charge to nurses and nurse practitioners.
Performance / Impact	Collaboration with school nurses to develop topics to be offered; worked with NAHEC to offer continuing education units free of charge to nurses and nurse practitioners.
Hospital's Contribution / Program Expense	Anonymous evaluations from the CE presentations to date reveal that topics are relevant to the school nurses/health aides and knowledge gained was used subsequently in their daily work. Topics included Humboldt Unified School District three-part series on eye problems/lesions; Prescott USD two-part series on headaches/head injuries; Chino Valley USD two-part series on headaches/head injuries.

FY 2022 Plan

Program Goal / Anticipated Impact	Continue to identify and refer more children in need of mental/behavioral health care who otherwise cannot afford care. FY 2022 to date, six children are receiving ongoing services.
Measurable Objective(s) with Indicator(s)	Cessation of treatment plus positive life changes for the patient involved depending on initial issues experienced.
Intervention Actions for Achieving Goal	Referrals for family counseling, individual counseling, group counseling, and psychiatric evaluation and treatment including medication services.
Planned Collaboration	Collaboration between Partners staff, patients and their families referred for behavioral/mental health treatment and the following treating agencies: Southwest Behavioral Health, Polara Health, and Spectrum HealthCare.



Healthy Conversations/Speakers Bureau

Significant Health Needs Addressed	<ul style="list-style-type: none"> • Healthy Behaviors/Lifestyle Changes • Lack of Health Knowledge • Physical Inactivity • Lack of Mental Health Providers
Program Description	Presented by members of YRMC's panel of health and wellness experts, Healthy Conversations events are live, virtual and interactive presentations streamed on YRMC's HealthConnect community education network. Episodes are available for viewing at any time on the HealthConnect site at www.yrmchealthconnect.org and on YouTube. Topics have included Carb Counting for Diabetes, Getting Toned at Home, Self-Compassion, and Plant Based Eating for Healthy Living.
Community Benefit Category	A1. Community Health Education

FY 2021 Report

Program Goal / Anticipated Impact	Due to COVID restrictions, we were unable to hold in-person health education presentations. By video recording our presentations, we were able to offer them to a broader audience and create a growing library of health presentations.
Measurable Objective(s) with Indicator(s)	Ability to monitor the number of views per episode. Our first presentation had 751 viewers which had it been an in-person presentation, would have likely been in range of 25 viewers.
Intervention Actions for Achieving Goal	Sixteen (16) Healthy Conversations presentations were produced during FY 2021.
Collaboration	Subject matter experts, both internal YRMC and external.
Performance / Impact	YRMC is Yavapai County's leading provider of health information. During this period of the COVID pandemic and associated restrictions, Healthy Conversations has been an opportune vehicle for YRMC to provide the community with much-needed health information.
Hospital's Contribution / Program Expense	Each episode requires a contracted videographer and writer, a producer (staff) and the presenter(s). The producer and writer meet 2-3 weeks prior to the presentation with the presenter(s) for a pre-production meeting. The writer helps create the presentation with an accompanying article. Each presentation lasts from 20-60 minutes depending on subject matter and are recorded onsite at YRMC. A reusable backdrop and props were purchased. The approximate production cost per episode is \$1,275.

FY 2022 Plan

Program Goal / Anticipated Impact	Presentations continue to be produced and recorded approximately every 3-4 weeks depending on the availability of speakers. The goal is to sustain this schedule or ideally increase frequency to every 2-3 weeks.
Measurable Objective(s) with Indicator(s)	Monitor the number of views to determine most popular topics to pursue further.
Intervention Actions for Achieving Goal	Survey physicians for topics of interest and their availability to present.
Planned Collaboration	If COVID-related are eased within FY 2022, in-person presentations could resume with continued recording for our reference library. This could include presentations by local organizations including the Alzheimer's Association.



GoNoodle Physical Education Program

Significant Health Needs Addressed	<ul style="list-style-type: none"> • Healthy Behaviors/Lifestyle Changes • Physical Inactivity
Program Description	YRMC sponsors the GoNoodle program, a web-based suite of hundreds of movement games and videos that get kids dancing, running, jumping, stretching, deep breathing, and more. The program is designed to boost energy, improve concentration and enhance on-task behavior throughout the day, and is provided to area educators and parents free-of-charge for both in-school and at-home use.
Community Benefit Category	A1. Community Health Education
FY 2021 Report	
Program Goal / Anticipated Impact	Because of 2021 school closures and the resulting at-home learning due to the COVID-19 pandemic, our focus was to increase home usage of GoNoodle. We reached out to families in our community to remind them that GoNoodle’s movement and mindfulness activities have always been a great resource for them, but now more than ever as they navigate their new roles as full-time educators at home.
Measurable Objective(s) with Indicator(s)	During the 2020-2021 school year, home usage of GoNoodle increased, with active family users up 43% and family activity minutes up 5% compared to the 2019-2020 school year. School usage increased as well. There were 405 active teachers (up 43%) and 9,565 active students (up 44%). Students spent more than 1.55M minutes GoNoodling, an 18% increase. (Source: GoNoodle.)
Intervention Actions for Achieving Goal	We continued to inform the community about the benefits of GoNoodle for teachers, students and families through a series of articles posted on HealthConnect and social media throughout the year. In-person events and activities were limited due to COVID.
Collaboration	Prescott Unified School District, Humboldt Unified School District, Chino Valley Unified School District and other educators in western Yavapai County, Arizona.
Performance / Impact	Our data shows that parents found GoNoodle to be a useful tool as they became full-time educators of their children at home. We see that teacher usage was up as well, indicating that our professional educators were able to incorporate GoNoodle into their daily remote instruction.
Hospital’s Contribution / Program Expense	FY 2021 Expenses: Annual Subscription: \$21,775.00 Program Coordination: \$ 487.50

FY 2022 Plan

Program Goal / Anticipated Impact	YRMC will continue to be listed as the sponsor on the GoNoodle platform in all schools in Yavapai County, as well as youth and family facilities such as daycare centers, Boys and Girls Clubs, homeschool teachers, etc. Our goal is to maintain or increase usage, both in schools and at home.
Measurable Objective(s) with Indicator(s)	We will use data provided by GoNoodle as we continue to track usage trends.
Intervention Actions for Achieving Goal	We will continue to encourage home usage. In addition, we will continue to offer information and support to educators, youth and family facilities, daycare centers, Boys and Girls Clubs, homeschool teachers, etc. As allowed, we will resume holding contests and other incentives among the local schools to increase teacher/school/district awareness and usage.
Planned Collaboration	Prescott Unified School District, Humboldt Unified School District, Chino Valley Unified School District and other educators in western Yavapai County.



Diabetes Education

Significant Health Needs Addressed	<ul style="list-style-type: none"> • Healthy Behaviors/Lifestyle Changes • Lack of Primary Care Physicians • Lack of Health Knowledge
Program Description	YRMC's Diabetes Education program, recognized by the American Diabetes Association for Quality Self-Management Education, features Medical Nutrition Therapy, Diabetes Pump Training, Continuous Glucose Monitor Initiation, Diabetes Self-Management education courses, and Diabetes Management consultations with Certified Diabetes Educators. The program is designed to help address long-term and acute complications related to diabetes.
Community Benefit Category	A1. Community Health Education

FY 2021 Report

Program Goal / Anticipated Impact	Continue to offer Diabetes Self-Management Education (DSME) training classes and consults despite changes that affected our organization due to the COVID pandemic. Changes included loss of staff, limits on gatherings, and patient concerns about attending classes and consults. Diabetes negatively impacted the COVID experience (increased morbidity and mortality, more frequent COVID cases) in the population for patients with diabetes. Diabetes self-management education/training empowers patients, teaches them strategies to improve outcomes (clinical
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	and patient-reported outcomes) leading to improved quality of life and decreasing risk of COVID impacts.
Measurable Objective(s) with Indicator(s)	Patient satisfaction is measured in class, through National Research Corporation (NRC) data and now Press Ganey data. Hemoglobin A1C lab results are self-reported by patients with diabetes on their six-month follow-up calls.
Intervention Actions for Achieving Goal	Program activities included group classes (137 class sessions, 28 class series, 3 prediabetes class sessions), three staff attended diabetes prevention Lifestyle Coach training, individual consults for Medical Nutrition Therapy and Diabetes Device training.
Collaboration	YRMC Endocrinology, Yavapai Regional Medical Group (YRMG) Quality Coordinator, YRMG Clinical coordinators.
Performance / Impact	Diabetes Self-Management Education program participants = 455 A1c target=100% in range, Actual = 41.7%
Hospital's Contribution / Program Expense	1.4 FTE (RN @ 0.8, Registered Dietician @ 0.4) Expense Budget: Salaries and supplies = \$122,805.00/year
FY 2022 Plan	
Program Goal / Anticipated Impact	Continue to offer DSME program, start a Diabetes Prevention Program (DPP), restart Living Well with Diabetes support group. Add virtual device training, increase program referral, add patient reported outcome measurement tool as another quality indicator, healthy cooking and meal prep classes.
Measurable Objective(s) with Indicator(s)	Institute measurement of patient referral numbers.
Intervention Actions for Achieving Goal	Group classes, individual consults, device trainings, DPP program support group, meal and cooking classes, improved coordination of care with physician practices.
Planned Collaboration	YRMC Endocrinology, Yavapai Regional Medical Group (YRMG) Quality Coordinator, YRMG Clinical coordinators.

Other Programs and Non-Quantifiable Benefits

Yavapai Regional Medical Center delivers community programs, services and non-quantifiable benefits 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.

- Community Support: Program include collaborations with Meals on Wheels, senior centers, Prescott YMCA, Arizona Sonshine and Boys and Girls Clubs.

- **Community Health Improvement Plan (CHIP):** Community-driven process to identify and address the most pressing health issues facing Yavapai County residents. Led by Yavapai County Community Health Services (YCCHS), organizations, community leaders, and community members meet to provide valuable insights on health experiences, as well as realistic ways to affect change.
- **Community Grants Program:** During 2022, the hospital will begin planning and preparation to participate in the Dignity Health Community Grants Program. This will be one important opportunity for the hospital to give back to the community and help address community health needs identified in its needs assessment, by awarding financial grants to and partnering with non-profit organizations working together to improve health status and quality of life. Beginning in fiscal year 2023, grant funds will be used to deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations.
- **Community Meetings:** YRMC Chief Administrative Officer, Frank Almendarez, regularly participates in community meetings within the Quad Cities area (Prescott, Prescott Valley, Chino Valley and Dewey-Humboldt), including civic governmental meetings and Chamber of Commerce events that address community issues.
- **YRMC Clothing Closet program:** Funded in part through donations to the YRMC Foundation, the Clothing Closet program provides clothing and other necessary essentials to ensure patients transitioned from YRMC are discharged with dignity.
- **Yavapai Food Neighbors:** Yavapai County has a food insecurity rate of 17%, which is higher than the national average. YRMC employees participate in the Yavapai Food Neighbors Project, a highly successful community program that provides regular food donations to local food banks year-round.
- **Prescott Area Shelter Services (PASS):** YRMC provides ongoing donations of food to residents of PASS shelters. Women, families and veterans are provided temporary shelter and resources.

Economic Value of Community Benefit

Yavapai Regional Medical Center
 Complete Summary - Classified Including Non Community Benefit (Medicare)
 For period from 1/1/2021 through 6/30/2021

	Persons	Total Expense (\$)	Offsetting Revenue (\$)	Net Benefit	% of Expenses
<u>Benefits for Living in Poverty</u>					
Financial Assistance	1,516	1,375,669	0	1,375,669	0.5
Medicaid	4,061	28,792,852	23,191,286	5,601,566	2.0
Community Services					
A - Community Health Improvement Services	381	226,902	17,445	209,457	0.1
Totals for Community Services	381	226,902	17,445	209,457	0.1
Totals for Living in Poverty	5,958	30,395,423	23,208,731	7,186,692	2.6
<u>Benefits for Broader Community</u>					
Community Services					
A - Community Health Improvement Services	29,943	211,609	3,723	207,886	0.1
C - Subsidized Health Services	97,663	27,914,469	15,158,657	12,755,812	4.6
E - Cash and In-Kind Contributions	3,543	53,917	0	53,917	0.0
F - Community Building Activities	87	2,610	0	2,610	0.0
G - Community Benefit Operations	0	26,727	0	26,727	0.0
Totals for Community Services	131,236	28,209,332	15,162,380	13,046,952	4.7
Totals for Broader Community	131,236	28,209,332	15,162,380	13,046,952	4.7
Totals - Community Benefit	137,194	58,604,755	38,371,111	20,233,644	7.3
Medicare	12,262	66,593,184	48,632,270	17,960,914	6.5
Totals with Medicare	149,456	125,197,939	87,003,381	38,194,558	13.8

Note: YRMC observed a January 1 - December 31 fiscal year prior to joining Dignity Health in November 2020, after which it converted to a July 1 - June 30 fiscal year used by other Dignity Health hospitals. This report covers January 1 - June 30, 2021 to match the new fiscal year end date. Subsequent years' reports will cover July 1 - June 30.

The economic value of all community benefit is reported at cost. The economic value of community benefit for patient financial assistance (charity care), Medicaid and other means-tested programs is calculated using a cost-to-charge ratio to determine costs, minus revenue received for providing that care. Other net community benefit expenses are calculated using a cost accounting methodology. Restricted offsetting revenue for a given activity, where applicable, is subtracted from total expenses to determine net benefit in dollars.

Hospital Board Roster

Yavapai Regional Medical Center Board of Trustees

1003 Willow Creek Road
Prescott, Arizona 86301

Mike Beatty – Chair, 2013-2023
Owner/President of Prescott Investor Services, Inc.

Tony Ferrulli – Vice Chair, 2017-2022
Business management, real estate, and asset management professional

Daniel Storvick, D. Min. – Secretary, 2014-2024
Pastor Emeritus, American Lutheran Church

Keith Piatt, MD – Treasurer, 2018-2023
Acting Medical Center Director (Ret.), Northern Arizona VA Health Care

Jane Bristol, 2011-2024
Economic Development Director (Ret.), City of Prescott

Steve Sischka, 2014-2024
Owner/Vice President of Olsen's Grain, Inc., Prescott City Council

James Howard, PhD, 2015-2025
Superintendent of Schools (Ret.), Agua Fria School District, Arizona

Charles Bomberger, 2017-2025
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President and CEO, Prescott Valley Chamber of Commerce

Linda Hunt, 2020-2023
Senior Vice President of Operations & CEO, Dignity Health

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Chief Medical Officer, CommonSpirit Health

John Amos, 2020-2024
President and CEO, Dignity Health Yavapai Regional Medical Center