



# 2019

## Carondelet Health Network Community Health Implementation Strategy

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## At-a-Glance Summary

<p><b>Our Hospitals and the Community Served</b></p>	<p>Carondelet St. Mary’s and St. Joseph’s Hospitals are located in Tucson, Arizona providing tertiary care for individuals across Southern Arizona. As the longest, continually operating healthcare system in Arizona, the Carondelet Health Network provides a variety of highly specialized services including neurology and neurosurgery, cardiovascular care, emergency services, obstetrical care and trauma.</p> <p>Carondelet is jointly owned by Tenet Health Care Corporation, Dignity Health and Ascension. Carondelet is operated by Tenet, a leading diversified health care services company.</p> <p>Carondelet St. Mary’s and St. Joseph’s Hospitals serve the population in Pima County with a population of 1,003,338 with 27.8% aged 0-17, 60.8% aged 18-64 and 17.8% are 65 years and older. More than 77% of the population in this service area identify as being White, while 36% are Hispanic and 13% in other races.</p>
<p><b>Significant Community Health Needs Being Addressed</b></p>	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA).</p> <p>Those needs are:</p> <ul style="list-style-type: none"> <li>• Behavioral Health</li> <li>• Obesity and Related Chronic Diseases</li> <li>• Access to Services</li> </ul>
<p><b>Planned Actions for 2018 - 2020</b></p>	<p>The Carondelet Health Network is and will continue to meet existing community needs through: provision of charity care; Medicaid/AHCCCS navigation programs; support groups; nutrition counseling; collaboration with community partners; outreach and community education; participation in key partnerships and collaboration; expanded clinical services and specialist coverage; and significant support of local community groups and organizations that promote the health of the community. Planned actions relevant to the significant community needs will continue to be addressed in this implementation plan.</p>

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

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

Written comments on this report can be submitted to Carondelet Health Network, 350 N. Wilmot Road, Tucson, AZ 85711 or by e-mail to [comments@carondelet.org](mailto:comments@carondelet.org).

# MISSION, PURPOSE AND VISION

## **Our Mission**

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

## **Our Purpose**

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

## **Our Vision**

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

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

- Healthcare That Works
- Healthcare That is Safe
- Healthcare That Leaves No One Behind

## **OUR HOSPITALS AND THE COMMUNITY SERVED**

### **About The Carondelet Health Network**

#### Carondelet St. Joseph's Hospital

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

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

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

#### Carondelet St. Mary's Hospital

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

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

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

### **Description of the Community Served**

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

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

Pima County is located in southern Arizona and covers an area of approximately 9,200 square miles. The majority of the population lives in the eastern half of the county, which contains all of the five incorporated jurisdictions, two Native American tribal reservation areas and a large, urbanized unincorporated area. Approximately 85 percent of the county's land is federal, state or Native American owned.

## Map of Pima County, Arizona



- Demographic indicators:
  - Total Population: 1,003,338
  - Hispanic or Latino: 36.1%
  - Race: White 77.3%, Black/African American 3.5%, Asian 2.7%, American Indian or Alaskan Native 3.2%, and All Other 8.9%
  - Median Income: \$31,782
  - Uninsured: 14.7%
  - Unemployment: 4.5%
  - No HS Diploma: 12.3%
  - Other Area Hospitals: 5
  - Medically Underserved Areas or Populations: Yes

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

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

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

**Transportation Score:** Adequacy of transportation is determined by the transportation score. The higher the score, the less adequate or greater the need for transportation. Arizona statewide transportation score is 110: the overall Pima County score is 109

The table below lists all Pima County's Primary Care Areas and their respective Access to Care indicator scores.

<b>Access to Health Services</b> <i>ADHS Bureau of Women's and Children's Health Primary Care Area Statistical Profiles (2017)</i>			
<b>Primary Care Area</b>	<b>Primary Care Score</b>	<b>Population to Provider Ratio</b>	<b>Transportation Score</b>
Ajo	65	3629:1	*
Casas Adobes	20	210:1	92
Catalina Foothills	14	307:1	84
Drexel Heights	38	2258:1	99
Flowing Wells	66	3584:1	140
Green Valley	38	880:1	142
Marana	16	532:1	76
Oro Valley	12	298:1	91
Pascua Yaqui Tribe	64	718:1	185
Picture Rocks	30	1544:1	105
Sahuarita	20	693:1	84
San Xavier	68	162:1	147
Tanque Verde	18	365:1	76
Tohono O'odham Nation	76	629:1	190
Tucson Central	44	230:1	132
Tucson East	28	581:1	114
Tucson Estates	34	1362:1	98
Tucson Foothills	40	188:1	131
Tucson South	46	879:1	129
Tucson South East	16	424:1	69
Tucson West	34	273:1	112
Vail	12	662	67
Valencia West	32	1907:1	95
<b>Pima County</b>	<b>N/A</b>	<b>373:1</b>	<b>109</b>
<b>Arizona</b>	<b>N/A</b>	<b>424:1</b>	<b>110</b>

# Implementation Strategy Development Process

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

## Community Health Needs Assessment

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

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

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

## CHNA Significant Health Needs

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

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

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

## Creating the Implementation Strategy

The Carondelet Health Network is dedicated to improving community health and delivering community benefit with the engagement of its leadership and staff, board of directors and medical staff members. The board is composed of community members who provide stewardship and direction for the hospital as a community resource (see Appendix A). These



parties review community benefit plans and program updates prepared by the hospital leadership hospital's community health director and other staff.

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

## 2018-2020 Implementation Strategy

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

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

### Strategy and Program Summary

<b>Health Need:</b> Behavioral Health	
<b>Strategy or</b>	<b>Summary Description</b>
Behavioral Health Treatment	Inpatient psychiatric services are provided at both St. Mary's and St. Joseph's Hospitals. St. Mary's program serves the senior population with a focus on aging, depression and dementia. St. Joseph's program serves the adult population with a focus on substance abuse and severe mental illnesses.
Partnership and Collaboration	The Carondelet Health Network partners with a number of public and community resources to expand access to services to meet the mental health needs of the population.
Screening and Assessment	Patients admitted to the Carondelet hospitals are screened for suicide and domestic violence and information provided to patients in the outpatient setting to ensure access to appropriate services.
Risk Reduction	Implementation of strategic measures across the system to mitigate and manage opioid dependency. Expanded services for parents and neonatal intensive care patients struggling with addictions.
Support Services	Support programs for staff and first responders implemented to support those at risk for workplace violence, compassion fatigue and PTSD in caring for others. Support from the hospital based Spiritual Care Program is available at any time.
Community Outreach and Support	Investment in community outreach to educate the medical community and public on relevant issues related to behavioral health and services available. Sponsor events and actively engage with essential community based resources to support community need for expanded services.

<b>Anticipated Impact</b>
Through the continued development and expansion strategies related to behavioral health, the community will become more aware of resources available to manage mental health disorders and reduce the stigma associated with behavioral health care. Additionally community health care providers will receive education and support needed.
<b>Planned Collaboration</b>
The Carondelet Health Network coordinates services across the community for patients with a variety of behavioral health need to include step-down services, outpatient follow up and long-term treatment options. Additional collaboration with the local Fire Departments and TC3 program to will continue to ensure that patients frequently utilizing the EMS and hospital systems have access to community based resources. Carondelet partners with a number of agencies as well including the Alzheimer’s Association, NAMI, Hope Incorporated and the Behavioral Health Coalition.

<b>Health Need: Obesity and Related Chronic Disease</b>	
<b>Strategy or</b>	<b>Summary Description</b>
Access to weight loss programs	Carondelet St. Mary’s Hospital offers comprehensive weight loss programs including surgical and supervised weight loss interventions, which are accredited through the American Society of Metabolic and Bariatric Surgery. Plans to expand the service across the network are being implemented.
Education and Support	Support groups are provided on a monthly basis to ensure individuals seeking assistance in weight loss efforts have access to the information and resources needed to achieve goals. Additionally, diabetes education is provided to patients of the network to advise on disease management prior to discharge.
Expand Cardiovascular Services	As accredited Chest Pain Centers, St. Mary’s and St. Joseph’s Hospitals ensure the community has access to comprehensive cardiovascular services including the latest in minimally invasive procedures, open heart surgery and cardiac rehabilitation programs. Plans to expand the programs and services available will continue.
Screening and Community Outreach	Through community seminars, health screenings and partnerships with community organizations such as the American Heart Association, we ensure the community has access to services and education to reduce the risk for obesity and cardiovascular disease.
<b>Anticipated Impact</b>	
The Network’s efforts will support the community to enable access to critically needed education and support to reduce risk for disease and manage chronic conditions. Additionally, the community will have access to resources and services to improve overall health.	
<b>Planned Collaboration</b>	
The Carondelet Health Network actively participates in the American Heart / American Stroke Association Get With The Guidelines program to enhance and advance cardiovascular and stroke care, earning the highest awards for many years in advanced stroke care. Carondelet regularly plans and sponsors activities including patient seminars and health screenings and dissemination of information with collaborating groups.	

<b>Health Need: Access to Services</b>	
<b>Strategy or</b>	<b>Summary Description</b>
Support and Community Benefit	The Carondelet Health Network is the community's only Catholic Health Care system committed to the care of all. Each year the hospitals provide millions in community benefit, including uncompensated care to those that cannot afford to pay.
Health Insurance Navigation	Services are available for patients of the network to in learn about and apply for insurance resources.
Patient Navigation and Coordination	Patients of the Network receiving treatment for surgical weight loss, breast cancer, orthopedic surgery and spine surgery have access to patient navigation to support them through their recovery. These positions ensure that patients are provided with education, support and access to resources before and after their surgery.
Expanding Access Points	The Carondelet Health Network is expanding the footprint across Pima County to ensure patients in growing areas, with limited healthcare resources, have access to preventative and emergent care. New primary care offices planned for 2019 and development of two neighborhood hospitals are planned for 2020. Additionally, Carondelet is exploring opportunities to expand access to specialists through telehealth services.
Physician Recruitment	Carondelet continues to recruit specialists and internal medicine providers to meet the community need as a result of significant shortage of providers across Southern Arizona.
Engaging Policy Leaders	Engaging and addressing critical health needs with local, state and federal legislative leaders to address issues affecting our community.
<b>Anticipated Impact</b>	
The hospital's initiatives to address access to care are anticipated to result in: identification and treatment of health issues; gains in public or private health care coverage; increased knowledge about how to access and navigate the health care system; and increased primary care among those reached by navigators.	
<b>Planned Collaboration</b>	
Carondelet continues to be a key partner with Mobile Meals of Tucson, providing nutritious meals to home-bound individuals and seniors as well as invaluable daily social visits by volunteers. The Network also continues to work with rural health systems to ensure they have access to the services and specialists across the Carondelet facilities, as many of these services are not available.	

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

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

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

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

## **APPENDIX A: BOARD OF DIRECTORS**

### **St. Mary's Hospital**

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

**Michael Duperret, MD** Vice Chairman  
*Physician*

**Manuel Valenzuela**  
*Superintendent, Sahuarita Unified School District*

**Marcel Dabdoub**  
*Dabdoub Enterprises*

**Thomas Plantz**  
*Diocese of Tucson*

**Frank Molinaro**  
*Arizona Group CEO*

**Nathaniel Rial, MD** Chief of Staff  
*Physician*

**Andrea Herbert, MD** Chief of Staff Elect  
*Physician*

### **St. Joseph's Hospital**

**Lea Marquez-Peterson** Interim Chairman  
*Commissioner, Arizona Corporation Commission*

**George Bradbury III, MD**  
*Physician*

**Patrick DeConcini**  
*Managing Partner, 4-D Properties, LLP*

**Paulo Goes**  
*Dean, University of Arizona Eller College*

**Thomas Plantz**  
*Diocese of Tucson*

**Frank Molinaro**  
*Arizona Group CEO*

**Joseph Chambers, MD** Chief of Staff  
*Physician*

**Nicholas Bastiampillai, DO** Chief of Staff Elect  
*Physician*