

Kingman Healthcare Inc.

# Community Health Needs Implementation Strategies 2022-2025





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## Introduction

Kingman Healthcare Inc. doing business as *Kingman Regional Medical Center* (KRMC) is the largest healthcare provider in northwest Arizona and the only remaining non-profit hospital in Mohave County, Arizona. As a 235-bed multi-campus healthcare system, KRMC has over 1,900 employees, 270 physicians/allied health professionals, and 150 volunteers who care for the health needs of our community.

As mandated by the Patient Protection and Affordable Care Act (ACA), all nonprofit hospitals must conduct a Community Health Needs Assessment (CHNA) every three years and adopt an implementation plan strategy to address the community health needs identified through the CHNA.

Therefore, the purpose of the *Community Health Needs Implementation Strategies 2022-2025* is to describe Kingman Regional Medical Center strategies for addressing:

- Health needs identified in the [Mohave County Community Health Needs Assessment 2022](#)
- Health needs identified and prioritized by individuals representing broad interests of the community documented in the [Mohave County Community Health Improvement Plan 2022-2025](#)

### Community Partners and the *Live Well Mohave* Initiative

Since 2012, Kingman Regional Medical Center has partnered with the Mohave County Department of Public Health (MCDPH) to lead a broad community health initiative called “Live Well Mohave,” which is an ongoing process for improving health and quality of life in Mohave County. The process involves performing a community health needs assessment (CHNA) and developing a community health improvement plan (CHIP) every three years.

This partnership was prompted by separate agency requirements. As a non-profit hospital, KRMC is required to perform a community health assessment in compliance with Internal Revenue Service (IRS) requirements of charitable hospitals as part of the Patient Protection and Affordable Care Act. Additionally, the Mohave County Department of Public Health (MCDPH) is required to perform a community health assessment and complete a community health improvement plan every five years for health department accreditation through the Public Health Accreditation Board.

Since both KRMC and MCDPH are required to assess health in our community, the two entities used the opportunity to conduct wide-ranging health assessment and planning— with the mutual goal of ultimately improving health and quality of life in Mohave County. We subsequently named the initiative “Live Well Mohave.”

Since no single agency or organization can make measurable improvements in population health or public health alone, the *Live Well Mohave* initiative involves additional partnerships with people and organizations representing most sectors of our community, including city and county government, Tribal organizations,

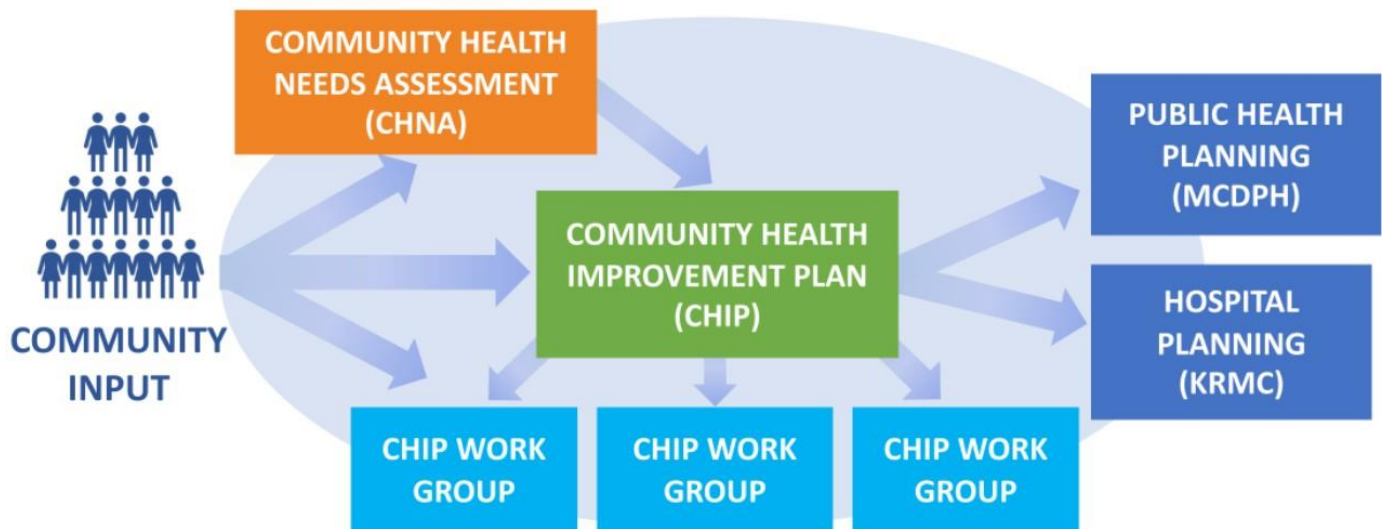


healthcare providers, mental health providers, businesses, local charitable organizations, faith organizations, law enforcement, courts, schools, colleges, and multiple community service organizations.

Based on the CHNA and CHIP, the Live Well Mohave initiative also establishes community workgroups (called “CHIP” work groups) involving community stakeholders (including KRMC and MCDPH) to actively address priority health issues on an ongoing basis. These groups work to implement initiatives for meeting goals and objectives established in the community health improvement plan (CHIP).

This shared ownership is vital for improving community health. The end result is a comprehensive community effort to improve health in Mohave County. Through collaboration across all sectors of our community, we can more effectively use limited resources for addressing unmet community health needs.

## Live Well Mohave: A Community-Driven Effort



Existing CHIP work groups in Mohave County include the *Mental Health Resource Team (MHRT)*, the *Mohave Substance Treatment Education & Prevention Partnership (MSTEPP)*, and *Healthy Living Mohave*.

## Findings of the 2022 Community Health Needs Assessment

The [Mohave County Community Health Assessment 2022](#) includes findings from data analyses on disease and health issues, such as causes of hospitalizations and death in Mohave County. The report also includes findings from a survey done among 337 residents of Mohave County in 2021 and from key informant interviews conducted with 13 community stakeholders in early 2022.





Several themes emerged from analyses of the community health survey, key informant interviews, and quantitative health data. As shown in the body of the report, each of the following areas emerged as concerns for residents and/or leading causes of deaths or hospitalizations in the county.

**Mental health issues and the need for mental health providers**

**Substance use disorders**

**Need for medical specialists and need for more access to medical care in general**

**Obesity, diabetes, and heart disease**

**Cancer/lung cancer**

**Vehicle accidents**

## **Findings of the Community Health Improvement Planning Process**

During 2021, *Live Well Mohave* community meetings were conducted in each of the following Mohave County locations to engage individuals and groups representing broad interests of the community in identifying and prioritizing local health issues.

- Colorado City – July 22, 2021
- Bullhead City – July 29, 2021
- Golden Shores (including Topock residents) – July 29, 2021
- Kingman – August 5, 2021
- Dolan Springs (including Meadview and Chloride residents) – August 5, 2021
- Lake Havasu City – August 6, 2021

As documented in the [Mohave County Community Health Improvement Plan 2022-2025](#), each community group was briefed on initial findings of the Mohave County Community Health Assessment 2022. The groups then identified and prioritized which health issues were of vital concern in their local community.

The priority health issues identified by each community group are summarized in the table below. The number shows a ranked priority, and the “X” shows the health need was mentioned but not prioritized by the group.



**Figure 1.0: Mohave County Health Priorities** (Source: 2022-2025 Mohave County Health Improvement Plan)

	Kingman	Bullhead City	Lake Havasu City	Dolan Springs/Chloride	Colorado City	Golden Shores/Topock
Mental health	1		1	3		
Substance use disorders	2	1	2			
Healthy Living*	3	2		X		
Teen pregnancy prevention		3				
Access to health care and social services			3	1		X
Save/strengthen Fire Dept.				2		X
Transportation				2		
Food access, food insecurity	X	X		2	X	
Exercise opportunities		X		3		
Cooling center for emergencies				3		X
Health impacts of population increase				3		
Mobile healthcare van				X		X
Housing			X	X	X	
Services for seniors	X	X	X	X	X	X
Services for veterans	X	X	X	X	X	X

\*The “Healthy Living” priority is about health behaviors that can lead to obesity, diabetes, and heart disease.



## KRMC Strategies for Addressing Community Health Needs

In late 2021, Kingman Regional Medical Center (KRMC) completed a comprehensive strategic plan to address our community's health needs and make a positive difference in the lives of the people we serve.

This effort was informed by data, statistics, and public feedback that have since been published in the [2022 Mohave County Community Health Needs Assessment](#) (CHNA) and by health needs identified and prioritized by individuals representing broad interests of the community identified in the [2022-2025 Mohave County Community Health Improvement Plan](#) (CHIP).

As part of its strategic planning process, KRMC updated its mission to: *"Inspire and partner with our community to achieve optimal health—mind, body and spirit,"* with the vision: *"To be among the kindest, highest quality health systems in the country."*

Additionally, KRMC's strategic plan includes the following strategic "pillars" to define the framework for carrying out our mission and achieving our vision.

- **Advance a Culture of Safe Care**  
Focus on high reliability. Emphasize quality and safety in every encounter. Keep the patient at the center of all we do.
- **Strengthen the Core to Care Delivery**  
Strengthen our workforce to expand our core service lines and improve access. Meet community needs and provide innovative solutions to care delivery.
- **Grow Our Service Excellence Reputation**  
Invest in resources so every team member can take personal responsibility for the patient experience.
- **Achieve Operational Excellence**  
Develop systems and structures that constantly pursue operational excellence and continuous improvement.
- **Enhance Community Engagement**  
Engage with the communities we serve through volunteerism, proactive outreach, targeted brand campaigns, donations, and marketing efforts.
- **Realize Regional Development**  
Leverage partnerships to help drive economic development and increase livability in Kingman and surrounding areas. Responsibly grow the organization to enhance health offerings in the lives of Mohave County residents.



Within the framework of the above strategic pillars, KRMC’s strategies for addressing priority health issues identified in the 2022 CHNA and the 2022-2025 CHIP are described below.

## **1. Mental Health**

In response to our community’s mental health needs, KRMC has expanded its mission to focus on whole-person health— “mind, body, and spirit.” With that, our strategies to address mental health needs in our community include the following.

### **A. Expand KRMC’s behavioral health services**

KRMC has adopted an evidenced-based collaborative care model to support patients with mental, emotional, or substance use disorders. The model has been used in healthcare systems throughout the country and shown to be effective in identifying and treating patients with mental health and substance use disorders. Our goal is to integrate the model in all KRMC primary care practices and in select specialty provider practices.

### **B. Provide screening for mental health risks**

KRMC medical providers will continue to use an evidence-based screening tool to identify patients who may be at risk for depression. If a risk is identified, providers can refer the patient to KRMC Behavioral Health.

### **C. Implement behavioral health “trauma-informed care” protocols**

KRMC medical providers will be trained in trauma-informed care principles, which are recognized nationally as an important component of evidenced-based behavioral healthcare models. This training will include adverse childhood experiences (ACEs) and trauma focused screening.

### **D. Provide psychiatric consultation services for hospitalized patients**

KRMC will provide daily psychiatric consultation services to assist with assessment, screening, and coordination of care for patients with identified risks.

### **E. Collaborate with community stakeholders and experts in mental health**

KRMC will continue to participate in the Mental Health Resource Team (MHRT), which is a CHIP workgroup established in 2013 to address community needs for mental health resources. The group continues to work on community initiatives to meet mental health resource needs throughout Mohave County. For example:

- Offering Mental Health First Aid training to community stakeholders
- Providing education and community outreach to reduce mental health stigma
- Aligning community mental health efforts toward common goals to eliminate “silos” and reduce duplication of effort among pertinent organizations providing types of mental health services.





## 2. Substance Use Disorders

KRMC strategies to address substance use disorders in our community include the following:

### A. Provide evidence-based assistance for substance use disorders

KRMC will actively work to identify and assist patients with substance use disorders. Our evidence-based program will be used in outpatient, primary, and specialty care clinics for identifying patients who are at risk of substance use disorders. KRMC behavioral health staff will assist identified at-risk patients by connecting them with community resources for education, support, and treatment.

### B. Increase staff awareness of Narcan.

KRMC will produce targeted campaigns to educate its staff on the use of Narcan.

### C. Collaborate with community stakeholders to address substance use disorders in our community

KRMC will continue to collaborate with an established CHIP workgroup called the Mohave Substance Treatment Education & Prevention Partnership (MSTEPP), which was established to unite citizens throughout Mohave County in finding solutions to the substance use epidemic pervasive throughout our communities.

With a mission to decrease substance use and ensure adequate and accessible substance use treatment services in Mohave County, MSTEPP involves a large coalition of community stakeholders representing the courts, law enforcement, schools, the faith community, healthcare services, and many other community agencies. Its general purpose is to work with organizations and individuals throughout Mohave County who endeavor to decrease substance abuse in our communities and improve treatment options and outcomes for our citizens.

### D. Provide financial support for community initiatives that address substance use disorders

Through KRMC's Community Benefit Program, we will provide financial support to community agencies and groups whose efforts address substance use and the resulting impacts on our community and citizens.

## 3. Access to Healthcare

KRMC's strategies to address community needs for medical specialists and access to healthcare in general include:

### A. Expand KRMC's core service lines

In response to our community's healthcare needs, a key pillar in KRMC's overall strategic plan is to: "Strengthen our workforce to expand our core service lines and improve access to meet community needs." This strategic effort involves multiple initiatives to expand service offerings and availability in primary care, acute care, and specialty care.



**B. Provide virtual healthcare options**

KRMC will focus efforts on expanding telemedicine options for patients to visit KRMC healthcare providers remotely from their home using video conferencing capabilities and telemedicine technologies.

**C. Provide charity care and financial assistance**

To provide access to healthcare among the uninsured and underinsured, KRMC will continue to provide charity healthcare services to low-income patients with no health insurance.

**D. Recruit more healthcare providers to the area**

With the nationwide shortage of medical providers, KRMC will work to improve local access to primary and specialty care providers by continuing rigorous recruiting efforts on a national level to bring healthcare providers to our area and by utilizing advanced practice providers (nurse practitioners and physician assistants).

**4. Chronic Disease (obesity, diabetes, and heart disease)**

KRMC's strategies for improving local morbidity and mortality rates from chronic disease are focused on education and prevention, as described below:

**A. Promote healthy lifestyle choices**

Chief among our strategies is to educate our community on how to reduce their risk of chronic disease through healthy lifestyle choices (proper diet, exercise, etc.). KRMC will promote healthy lifestyle messaging on social media and in various KRMC publications, advertising, health fairs, health lectures, and other public communications.

**B. Conduct health fairs that offer free screenings, immunizations, and health information**

KRMC will conduct health fairs focused on different demographic groups. The fairs will include local organizations who offer services and information to enhance health, safety, and wellbeing. Additionally, KRMC will offer free health screenings as appropriate for the demographic at the fair.

**C. Collaborate with community stakeholders to promote healthy behaviors**

KRMC will continue to collaborate with various community stakeholders and an established CHIP workgroup called "Healthy Living Mohave," to support sports and outdoor recreation, community gardening, and other healthy community activities.

*Note: The above strategies address the top ranked health priority called "Healthy Living" indicated in the 2022-2025 Mohave County Community Health Improvement Plan (see chart on page 5 of this report).*

**5. Cancer/lung cancer**

KRMC's strategies for addressing cancer in our community are focused on early detection and increasing local access to quality cancer care services as described below:



**A. Promote cancer screening**

KRMC will continue to educate our community on the benefits of early cancer detection with targeted campaigns promoting colonoscopies, lung CT scans, mammograms, PSA tests, etc. using social media and through various KRMC publications, advertising, health fairs, health lectures, and other public communications.

**B. Enhance capabilities for lung cancer screening**

KRMC will continue to build and promote its low dose CT screening programs for lung cancer.

**C. Provide free screening mammograms to Mohave County Women**

Through KRMC's "Catch It Early" program, KRMC will continue offering free (no out-of-pocket cost) screening mammograms to all Mohave County women. We will also provide other free or reduced-cost breast health services to help local women obtain the care they need, regardless of their ability to pay.

**D. Increase access to clinical trials for local cancer patients**

KRMC's WL Nugent Cancer Center has partnered with the National Cancer Institute's Community Oncology Research Program (NCORP), a national network dedicated to bringing cancer clinical trials to people in their own communities. Through this partnership, KRMC will continue to bring more clinical trials to our area, which provide local patients access to new cancer treatments.

**6. Job opportunities, income, and poverty**

As the largest private employer in Mohave County, KRMC will address local economic issues as follows.

**A. Promote regional development**

A key pillar in KRMC's overall strategic plan is to "Realize Regional Development" by leveraging partnerships to help drive economic development and increase livability in Kingman and surrounding areas. As part of this strategy, we will responsibly grow KRMC to enhance health offerings in the lives of Mohave County residents.

**B. Partner with local educational institutions**

KRMC will continue to partner with local high schools, Mohave Community College, and Arizona universities to prepare students for employment at KRMC upon their graduation.

**C. Provide financial support to community groups that serve people in poverty**

Through KRMC's Community Benefit Program, we will provide financial support to community agencies and groups who provide food, shelter, and services to impoverished or homeless community members.



## Health Needs Not Addressed

KRMC's strategies do not specifically address the following issues identified in the 2022 CHNA and the 2022-2025 CHIP:

### 1. Vehicle accidents

KRMC lacks the relative expertise and resources to prevent injuries from vehicle accidents in Mohave County. However, as a Level IV trauma center, KRMC's emergency department will continue to provide evaluations, stabilization, and diagnostic capabilities for injured patients, including advanced trauma life support. KRMC will also continue to provide urgent care services for minor injuries.

### 2. Social services

Beyond providing healthcare and case management services for our patients, KRMC lacks the relative expertise and resources for meeting other community needs for various social services. However, through our Community Benefit Program, KRMC will continue to provide financial support to numerous social service organizations in our community.

### 3. Senior and veterans' services

Beyond providing healthcare services to seniors and veterans, KRMC lacks the relative expertise and resources for providing needed community services for these demographic groups. However, through our Community Benefit Program, KRMC will continue to provide financial support to senior and veterans organizations in our community, such as the Jerry Ambrose Veteran's Council and the Katherine Heidenreich Senior Center.

### 4. Food insecurity

KRMC lacks the relative expertise and resources to effectively address food insecurity in Mohave County. However, through KRMC's Community Benefit Program we will continue to donate to the following community organizations who provide services to alleviate the problem:

- CLUB for YOUth
- Cornerstone Mission
- Dig-It Community Garden
- Dolan Springs Food Bank
- Golden Valley Food Bank
- Jerry Ambrose Veteran's Council
- Katherine Heidenreich Senior Center
- Kingman Food Bank
- Meals on Wheels
- Nana's Pantry
- Salvation Army
- Yucca Community Food Pantry

### 5. Transportation

KRMC lacks the relative expertise and resources to effectively address public transportation issues in Mohave County. However, KRMC operates a van to provide transportation for patients who have no other means to access medical appointments at KRMC.



## **6. Housing**

KRMC lacks the relative expertise and resources to effectively address inadequate housing and housing disparities in Mohave County. However, one objective in KRMC's overall strategic plan is to "leverage our partnerships to help drive economic development and increase livability in Kingman and surrounding areas." Our actions taken under this objective could directly or indirectly help to improve this social determinate of health.

## **7. Teen pregnancy**

Beyond the patient/provider relationship between teens and their doctors, KRMC lacks the relative expertise and resources to address teen pregnancy in Mohave County.

## **8. Fire department needs**

KRMC lacks the relative expertise and resources to address the need to save or strengthen fire departments in rural Mohave County communities.

## **9. Cooling centers**

KRMC lacks the relative expertise and resources to address the need for cooling centers in rural Mohave County communities.

## **10. Exercise opportunities in Dolan Springs**

KRMC lacks the resources to address the need for exercise opportunities in Dolan Springs..

## **11. Health impacts of population growth in rural communities**

KRMC lacks the relative expertise and resources to address population growth impacts (dumping, sewage treatment, water quality, etc.) in rural Mohave County communities.

## **12. Mobile healthcare van**

KRMC will not be addressing this need because the Mohave County Department of Public Health (MCDPH) received funding from the American Rescue Plan Act of 2021 (ARPA) to purchase and operate a mobile health unit to serve residents in rural communities. The mobile health unit has been purchased by MCDPH and delivery is anticipated by late 2022, with services beginning shortly after delivery.

KRMC is a committed community partner and active leader in the Live Well Mohave health improvement initiative. With this commitment, we will continue addressing health needs and issues in our service area. If any health issue not covered in this plan becomes a larger concern in our community, we will address it in future planning efforts, or if the opportunity arises, integrate it into this plan as a sub-objective activity.