

# Mohave County Department of Public Health and Kingman Regional Medical Center

## Lake Havasu Region

### Community Health Improvement Plan

2018-2020



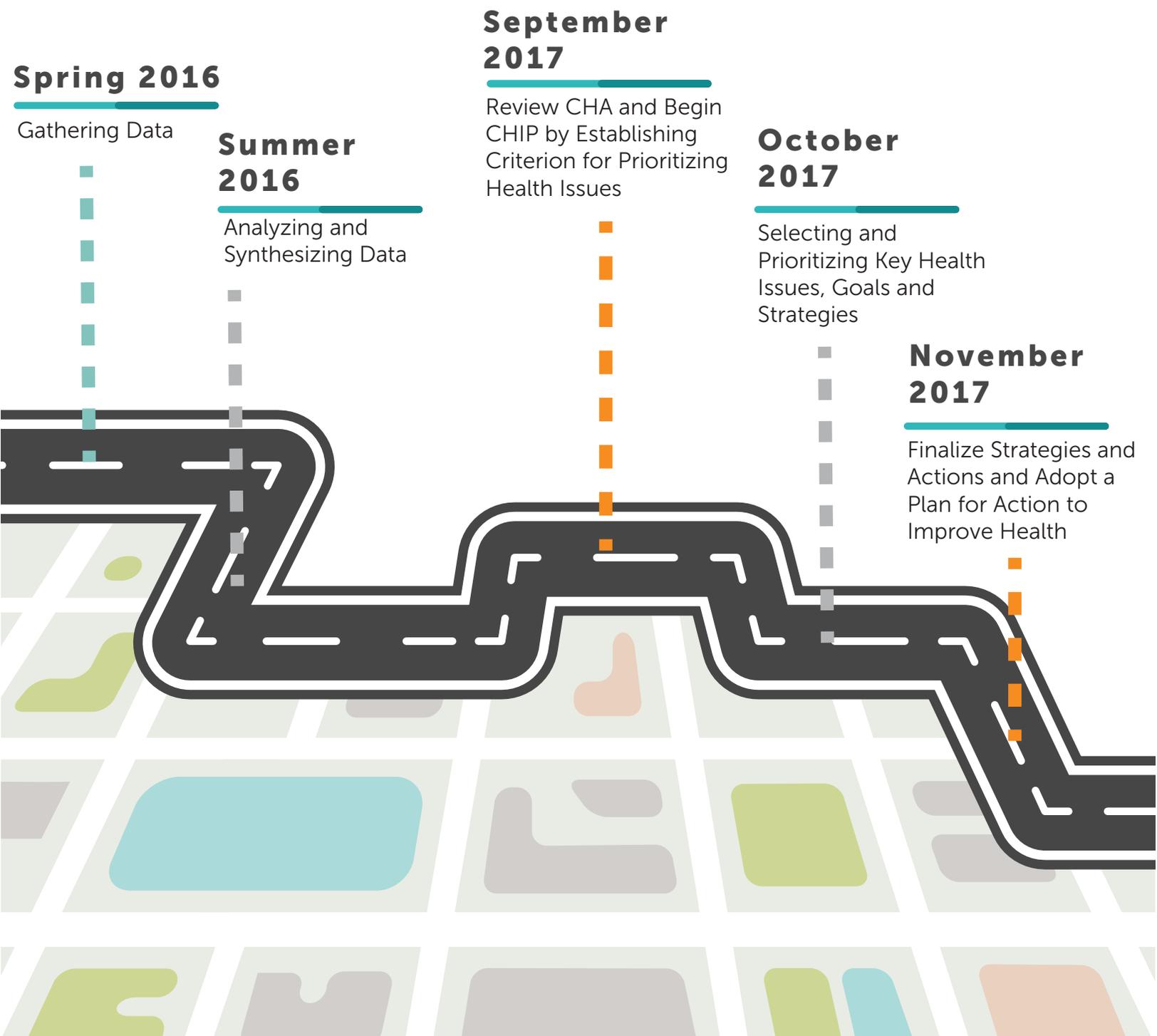
# ACKNOWLEDGEMENTS

The Mohave County Department of Public Health (MCDPH) would like to thank the Advisory Committee members who helped guide and support the CHIP process for the Lake Havasu City region

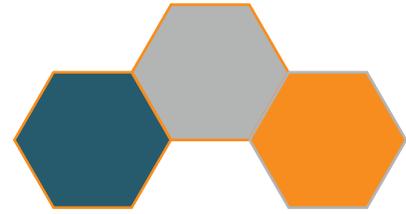
- Buster Johnson, Mohave County Supervisor
- Sarah Hall, Assistant to Mohave County Supervisor Buster Johnson
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- Julie Sasseen, Havasu Regional Medical Center
- Michael Eigenbrodt, Interagency Council
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- Claudia Gonzalez, Regional Center for Border Health, Inc.
- Linda Seaver, Havasu Community Health Foundation
- Cheryl Clark, Young Adult Development Association of Havasu
- Zen Mocariski, Arizona Youth Partnership
- Lyn Demaret, River Cities United Way
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- Jeff Sayre, Mohave County Department of Public Health

The Mohave County CHIP process and report were facilitated and prepared by Pinnacle Prevention.

# Our Journey to Our Desired CHIP Result



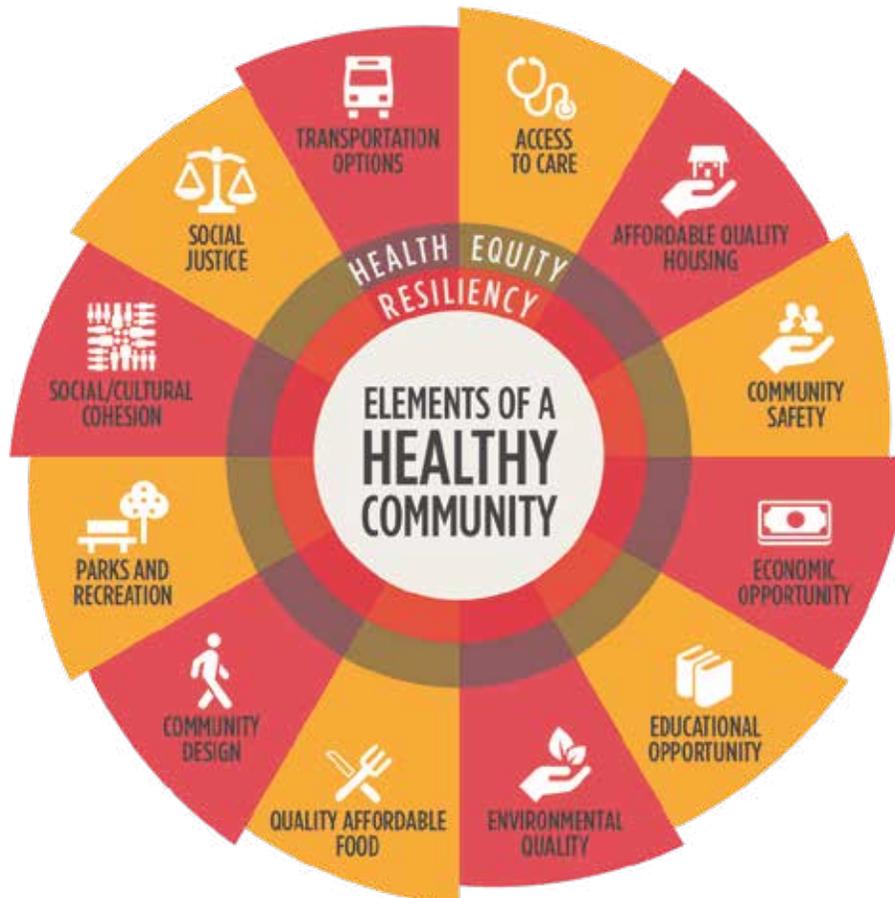
# INTRODUCTION



In alignment with the Live Well Arizona initiative, Mohave County recognizes that “a healthy community is one where people have the opportunity to make healthy choices, in environments that are safe, free from violence, and designed to promote health. Factors that influence health range from early childhood education to quality housing and jobs, and they include many other areas of community development such as financial inclusion, access to health clinics and healthy food, sustainable energy, and transportation.” Where we live, work, play, pray, and learn determines our health and wellbeing, as outlined in Figure 1: Elements of a Healthy Community. In light of this, public focus has shifted from treating disease and sickness toward prevention and collaboration to improve the quality of life for all citizens. Social, economic, political, environmental, and individual factors all play a role in health problems and, most importantly, in the solutions.

Conducting a Community Health Needs Assessment (CHA) and CHIP are the most important first steps in transforming health and wellness. In the spring of 2016, stakeholders across Mohave County and the Kingman Regional Medical Center (KRMC) engaged in a community-driven process to identify the most pressing health issues residents face. Led by the Mohave County Department of Public Health (MCDPH) and KRMC, community members and organizations came together to provide valuable insights on experiences of health and sickness and realistic ways to affect change. To meet the unique needs of communities within Mohave County, separate CHIP processes were carried out in the Kingman region, Lake Havasu City region, and Bullhead City region. This document outlines those processes and the plan of action to improve health for all residents across the Lake Havasu City region.

Figure 1. Elements of a Healthy Community



1 Live Well Arizona. Vitalyst Health Foundation. [www.livewellaz.org](http://www.livewellaz.org)

# WHAT IS A COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)?

The CHIP is a guide used by public health, nonprofit hospitals<sup>2</sup>, and cross-sector community partners to collaborate and respond to key factors that may be limiting the community’s ability to lead full, happy, and healthy lives. The CHIP is informed by the CHA, which is an assessment of the health status of residents across Mohave County. The CHA and CHIP are continuous processes and important components of public health accreditation<sup>3</sup> and the Ten Essential Public Health Services, as outlined in Figure 2: The Ten Essential Public Health Services.

Figure 2: The 10 Essential Public Health Services



## THE PLANNING PROCESS

The effort to uniquely address the health needs of Mohave County in the Lake Havasu City region was led by the Mohave County Department of Public Health in cooperation with multiple community organizations that made up the CHIP Advisory Committee. Members in the Lake Havasu City CHIP Advisory Committee expressed their commitment to “create partnerships and share resources”, “focus efforts on prevention,” and “improve the quality of life within the community.” They also agreed that they wanted a CHIP that would

“help build partnership capacity” and “facilitate communication between agencies” so that efforts were uplifted and not duplicated. The committee met once a month for 3 months and utilized the Mobilizing Action for Planning and Partnerships<sup>4</sup> framework to review the results from the CHA, pinpoint the key criteria used to prioritize community health needs, and develop detailed goals, objectives, and strategies to guide them in taking action to create change over the next three (3) years.

<sup>2</sup> IRS. Requirements of 501(c)(3) Hospitals Under the Affordable Care Act. <https://www.irs.gov/charities-non-profits/charitable-organizations/new-requirements-for-501c3-hospitals-under-the-affordable-care-act>.  
<sup>3</sup> Public Health Accreditation Board. <http://www.phaboard.org/>.  
<sup>4</sup> <http://archived.naccho.org/topics/infrastructure/MAPP/index.cfm>

# A VISION FOR COMMUNITY HEALTH IMPROVEMENT

The CHIP Committee agreed to align the CHIP vision with the collective vision of the county health department as follows:

**“ Healthy people in healthy communities for all Mohave County residents.”**

## IDENTIFYING HEALTH PRIORITIES

Before the committee selected which health needs from the CHA they wanted to work on, the committee brainstormed and agreed upon a set of criteria to ensure that key factors were taken into consideration when reviewing the CHA. The criteria included:

- **Size:** Many people are affected by this health issue across multiple groups and cultures.
- **Seriousness:** This health issue significantly affects people’s quality of life, such as through a high number of deaths, hospitalizations, and disabilities and costs to the health care system.
- **Resources:** This health issue builds upon existing work and resources within the community that are affected by the issue.
- **Values:** The community and community leaders recognize this issue as a problem and priority to address.

Using these criteria and a structured process designed to ensure input was collected from all participants, the Advisory Committee identified six health issues from the CHA to be considered for prioritization. After thoughtful dialogue around these six health issues, the committee came to consensus on three health priorities to focus on for the next CHIP for the Lake Havasu City region:

**1** Mental health

**2** Substance abuse

**3** Access to health care and social services

## DEFINING GOALS, OBJECTIVES, AND STRATEGIES FOR ACTION

The Lake Havasu City CHIP Advisory Committee started by identifying goals and broad statements of desired changes that could be achieved over the three-year CHIP period for each health priority area. Using information from the CHA, the committee then identified outcomes and indicators related to each health priority area to create specific, measurable, achievable, realistic, and time-specific objectives. Next, the committee brainstormed a collection of approaches for achieving each objective. With the help of facilitators and subject-matter experts, key evidence-based strategies were highlighted within the list of ideas. Finally, committee members listed actions, tactics, and specific steps that could be taken to mobilize these strategies and identified groups and organizations within the community that could implement and operationalize the given strategies.

# PRIORITY 1: MENTAL HEALTH



PRIORITY 1: MENTAL HEALTH



## PRIORITY 1: MENTAL HEALTH

The decision to include mental health as a key health priority was largely made due to emerging CHA indicators, including suicide deaths and access to mental health providers. The suicide rate in Mohave County is 29.5 deaths per 100,000 residents, which is worse when compared to the state of Arizona. While the percentage of adults in Mohave County experiencing depression is moderate when compared to peer counties<sup>5</sup>, the ratio of mental health care providers to residents in Mohave County is 1,420 to 1, which is worse when compared to the Arizona state ratio. During key informant interviews, informants identified drug use and mental health as the most pressing health concerns in the community, emphasizing a need for more treatment facilities and services. Mental health was also listed as a top three health challenge perceived by respondents participating in the CHA community survey. Additionally, almost 16% of Mohave County residents who

participated in the survey stated that they did not have access to mental health care providers in their community. Another 7% stated that they do not feel comfortable using mental health services available in their communities and almost 10% believed the quality of mental health services in their communities were not sufficient.

The CHIP Advisory Committee discussed the need for reducing the stigma associated with mental health as well as the need for improving access to resources within the community. Currently there are two committees working on substance abuse and mental health from previous CHIP efforts and the decision was made to coordinate objectives and strategies that align with the existing efforts within the community. The goals and strategies selected aim to build upon these existing strategies and resources that are being offered in the region.

### Mental Health Evidence-based Resources:

**Healthy People 2020:**

<https://www.healthypeople.gov/2020/topics-objectives/topic/mental-health-and-mental-disorders>

**US Preventive Services Task Force:** <https://www.uspreventiveservicestaskforce.org/>

**Substance Abuse and Mental Health Services Administration:**

<https://store.samhsa.gov/product/PEP14-LEADCHANGE2>

**Surgeon General National Strategy for Suicide Prevention:**

[https://www.surgeongeneral.gov/library/reports/national-strategy-suicide-prevention/full\\_report-rev.pdf](https://www.surgeongeneral.gov/library/reports/national-strategy-suicide-prevention/full_report-rev.pdf)

**County Health Rankings. What Works? Strategies to Improve Rural Health:**

<http://www.countyhealthrankings.org/what-works-strategies-improve-rural-health>

**Substance Abuse and Mental Health Services Administration. Screening tools:**

<https://www.integration.samhsa.gov/clinical-practice/screening-tools>

**Mohave Mental Health Clinic:** <https://www.mmhc-inc.org>

**Southwest Behavioral Health Clinic:** <http://www.sbhservices.org/>

<sup>5</sup> County Health Rankings & Roadmaps and CDC's Community Health Status Indicators (CHSI), Peer Counties Tool. <http://www.countyhealthrankings.org/peer-counties-tool>

## Goal: Increase access to mental health services in the Lake Havasu City region.

**Objective 1:** By 2020, increase recruitment and retention of mental health professionals serving the Lake Havasu City region by 5 percent. Data source: Health Resources and Services Administration (HRSA)

### Strategy 1

Conduct mental health provider assessment for the region.

#### Actions

- Survey hospitals, in-patient and out-patient clinics, and insurance databases to assess the current number of mental health providers and service offerings
- Assess free and reduced-cost mental health care access points in the region
- Develop and disseminate mental health network map for the region
- Identify opportunities for collaboration with Arizona Health Care Cost Containment System (AHCCCS) Regional Behavioral Health Authority (RBHA) and Health Choice Integrated Care

### Strategy 2

Increase access to and utilization of loan repayment programs and grant opportunities for mental health care providers serving the region.

#### Actions

- Collaborate with Havasu Regional Medical Center to develop mental health care provider recruitment plan that aligns with loan repayment programs
- Identify potential funding opportunities to support recruitment efforts
- Assess telemedicine and satellite service options for providers
- Conduct feasibility assessment for a loan repayment program

**Lead Organization(s):** Mohave County Department of Public Health

**Collaborating Organizations:** Havasu Regional Medical Center, Mohave Mental Health Clinic, Southwest Behavioral Health Clinic, North Country Healthcare

**Objective 2:** By 2020, increase the number of social service agencies and providers dealing with residents in crisis trained in critical incident stress management by 10 percent. Data source: Local participation tracking

### Strategy 1

Integrate critical incident training requirements into city government policies and procedures.

#### Actions

- Determine current critical incident training requirements among agencies in the Lake Havasu City region
- Establish training tracking and reporting system
- Pilot critical incident training with Lake Havasu City police and fire departments
- Conduct training evaluation to assess knowledge, understanding, and confidence in implementing training guidelines
- Collaborate with Lake Havasu City to integrate critical incident training requirements into policies and procedures
- Develop and disseminate critical incident training toolkit for all agencies in the region

**Lead Organization(s):** MCDPH

**Collaborating Organizations:** Lake Havasu City Police and Fire Departments, Lake Havasu City Human Resources

# **PRIORITY 2: SUBSTANCE ABUSE**

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## PRIORITY 2: SUBSTANCE ABUSE

Including substance abuse as a health priority is supported through the CHA indicators, the community survey, and key informant interviews. Drug addiction was highlighted in the community survey as one of the top three health challenges in Mohave County. Key informants identified drug use and mental health as the most pressing health concerns in the community. A lack of access to meaningful activities and jobs for young people was identified among focus group participants as a major cause for the increase in substance use and abuse in recent years. Participants also identified that a lack of compassionate and comprehensive mental health and substance abuse services made it difficult for those seeking treatment to get the care they need. The CHA also found that in all the substance abuse indicators (with the exception of teens who use marijuana), Mohave County was either moderate (adult binge drinking) or worse (adults smoking tobacco, teens who have smoked and who currently smoke tobacco, teens who have used methamphetamines, and teens who use

alcohol) compared to peer counties and the state of Arizona.

The Lake Havasu City CHIP Advisory Committee discussed a need for efforts to focus on preventing substance abuse, particularly among youth. There was consensus that the current judicial system focused on punishment of first-time offenders and the opportunity to shift focus from the offenders to those supplying illegal substances. Committee members discussed assessing the existing laws regarding how substance abusers are prosecuted. A diverse cross-sector group of potential partners within the Lake Havasu City region was also discussed because of the need to involve multiple sectors in this health priority. The following goals, objectives, and strategies are the result of these discussions. These goals and objectives also align with the Arizona State Health Improvement Plan and the Arizona Drug Misuse and Abuse Initiative<sup>6</sup>.

### Substance Abuse Evidence-based Resources:

**Healthy People 2020 – Substance Abuse:**

<http://www.healthypeople.gov/2020/topics-objectives/topic/substance-abuse/objectives>

**Arizona Drug Misuse and Abuse Initiative:** <http://substanceabuse.az.gov/substance-abuse/training>

**National Institute on Drug Abuse:**

<https://www.drugabuse.gov/publications/principles-drug-addiction-treatment-research-based-guide-third-edition/acknowledgments>

**Substance Abuse and Mental Health Services Administration (SAMHSA) National Registry of Evidence-Based Programs and Practices (NREPP):** <https://nrepp.samhsa.gov/landing.aspx>

**County Health Rankings. What Works? Strategies to Improve Rural Health:**

<http://www.countyhealthrankings.org/what-works-strategies-improve-rural-health>

**Arizona Rx Drug Misuse and Abuse Initiative Toolkit:**

<http://substanceabuse.az.gov/substance-abuse/training>

<sup>6</sup> Office of the Arizona Governor. Arizona Drug Misuse and Abuse Initiative. <http://substanceabuse.az.gov/>

## Priority Area 2: Substance Abuse

**Goal:** Reduce substance abuse in the Lake Havasu City region.

**Objective 1:** By 2020, decrease reported substance abuse among youth by 20 percent.  
Data source: Arizona Youth Survey

### Strategy 1

Increase direct education regarding drug use and abuse to students in school settings.

#### Actions

- Determine current use and impact of expulsion as a disciplinary action for substance abuse in Lake Havasu City region schools
- Research best practices for alternative behavior change models
- Research the impact of Lake Havasu City's current drug prevention programs, such as N.O.V.A. ([www.lhcaz.gov/police/community-programs](http://www.lhcaz.gov/police/community-programs))
- Work with school administrators to revise current substance abuse expulsion policies and procedures
- Conduct trainings with teachers and staff on alternative behavior models for substance abuse disciplinary actions used in school settings
- Monitor practices and outcomes

**Objective 2:** By 2020, increase access to and utilization of substance abuse treatment services for first-time offenders by 10 percent. Data source: Local tracking

### Strategy 1

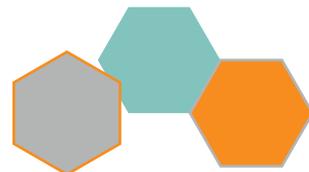
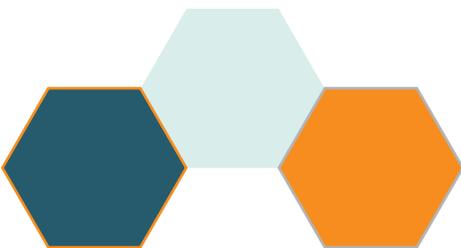
Implement coordinated surveillance, referral, and treatment pathways for first-time offenders.

#### Actions

- Establish local tracking and surveillance system with local law enforcement and behavioral health system
- Collaborate with city and county justice system to explore opportunities for reduced charges through admission to substance abuse treatment programs
- Increase psychosocial risk factor screening and referral pathways for first-time offenders with local law enforcement
- Coordinate referrals to support group services for first-time offenders
- Design and implement coordinated referral system in the region for first-time offenders for relapse prevention

**Lead Organization(s):** KRMC

**Collaborating Organizations:** Lake Havasu City region schools (public, private, and charter), Arizona Youth Partnership, parents, coaches, City Police Department, parks and recreation, and the local justice system





**PRIORITY 3: ACCESS TO HEALTH CARE AND SOCIAL SERVICES**

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## PRIORITY 3: ACCESS TO HEALTH CARE AND SOCIAL SERVICES

The data used to support the decision to include access to health care and social services as a health priority included the incidence of preventable hospitalizations in older adults (which is worse in Mohave County than in peer counties), the percentage of adults in Mohave County who do not see a doctor due to cost (moderate compared to peer counties), the rate of access to primary care providers in Mohave County (moderate compared to peer counties), the ratio of Mohave County residents to dental providers (worse than the Arizona State ratio), and the ratio of Mohave County residents to mental health care providers (worse than the state of Arizona ratio). Focus group participants also identified a need for improved access to quality primary care, specialty care, and comprehensive services. Participants discussed

long wait times to see general practitioners in the county, and they described the need to drive to larger cities outside the region, such as Las Vegas or Phoenix, to access services.

The Lake Havasu City CHIP Advisory Committee discussed its concerns for improving access to care, specifically for those who are underinsured within the community. There are a number of low- or no-cost services available to city residents; however, the committee agreed that these services are rarely promoted, and most residents are unaware of such resources and services. The goal, objectives, and strategies for this health priority aim to promote access to health care and services for all residents in the Lake Havasu City region.

### Access to Care and Social Service Evidence-Based Resources:

**National Prevention Strategy:**

[http://www.surgeongeneral.gov/initiatives/prevention/resources/npc\\_factsheet\\_healthcare\\_508.pdf](http://www.surgeongeneral.gov/initiatives/prevention/resources/npc_factsheet_healthcare_508.pdf)

**Guide to Community Preventative Services—Health Communication:**

<http://www.thecommunityguide.org/healthcommunication/index.html>

**County Health Rankings. What Works? Strategies to Improve Rural Health:**

<http://www.countyhealthrankings.org/what-works-strategies-improve-rural-health>

**HRSA:** <https://www.hrsa.gov/about/strategic-plan/goal-1.html>

**Agency for Healthcare Research and Quality:** <https://www.ahrq.gov/>

**Centers for Medicare and Medicaid Services:** <https://www.cms.gov/>

**Lake Havasu Regional Medical Center:** <https://northcountryhealthcare.org>

**North Country Healthcare:** <https://northcountryhealthcare.org/>

**Arizona 2-1-1:** <http://www.211arizona.org/mohave/>

**Goal:** Improve health care options and social service opportunities in the Lake Havasu City region

**Objective 1:** By 2020, increase awareness of community-based health care and social services by 10 percent.  
Data source: Community survey

### Strategy 1

Conduct asset mapping and assessment of available health care and social services in the Lake Havasu City region.

#### Actions

- Conduct asset mapping and assessment
- Design survey based on available resources to measure awareness
- Establish shared platform for communicating available resources
- Administer awareness survey annually to monitor changes over time
- Collaborate with the city to identify opportunities to leverage awareness of social service offerings

### Strategy 2

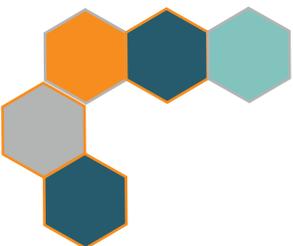
Establish and implement awareness campaign for the general public that highlights existing health care resources and services for the general public.

#### Actions

- Investigate emergent technology options available, such as the Arizona 2-1-1 website and mobile application
- Update Arizona 2-1-1 with current organizations and resources
- Highlight cash-only providers and providers who offer a sliding scale payment option
- Elicit buy-in from community organization providers
- Determine best community channels for promoting campaign with target and underserved population
- Develop campaign evaluation

**Lead Organization(s):** MCDPH

**Collaborating Organizations:** Lake Havasu City, First Things First, Havasu Regional Medical Center, and North Country Healthcare



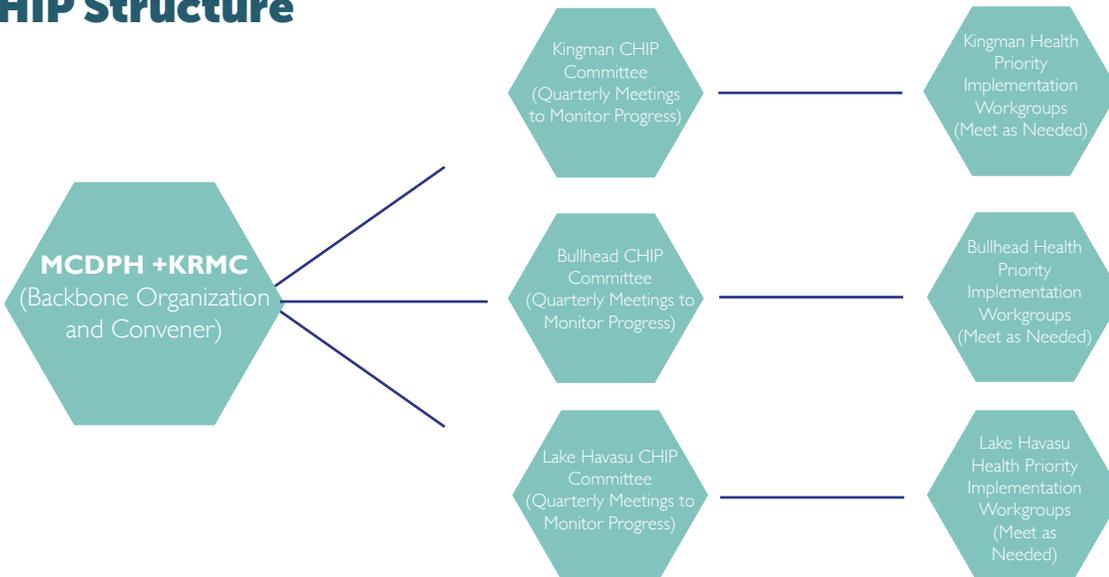


# STRATEGIES FOR IMPLEMENTING AND TRACKING PROGRESS OF THIS PLAN

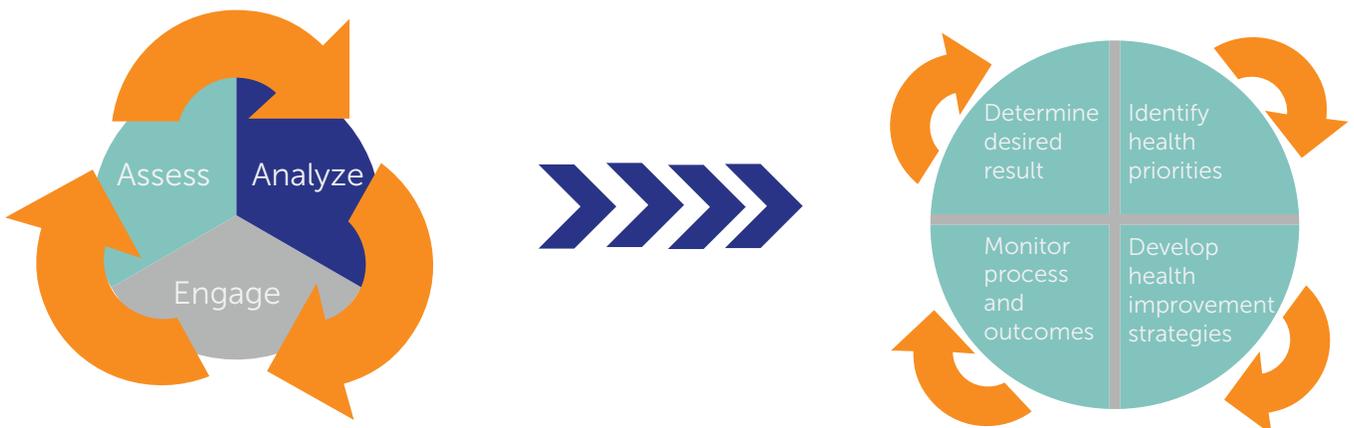
MCDPH will be responsible for maintaining ongoing community engagement in the implementation of the Lake Havasu City region CHIP. Mohave County will convene quarterly CHIP meetings for the region to evaluate progress made in implementing strategies and propose changes when greater impact can be achieved by modifying approaches. When needed, and as recommended by the CHIP Committee, workgroups focusing on particular objectives will be established to ensure successful implementation.

While participating in the development of the CHIP, partners demonstrated enthusiasm for ensuring that the plan is utilized to improve the health of Mohave County and the Lake Havasu City region. This enthusiasm relates not only to the important priorities outlined in the CHIP but also in the spirit of partnership required to work together across organizations to improve the health of residents of Lake Havasu City. Health improvement cannot be achieved by any single organization alone. The collective impact of all partners and organizations participating in the CHIP will help the region achieve the desired goals outlined in this plan.

## CHIP Structure



## Community Health Assessment and Community Health Improvement Plan Process



# LAKE HAVASU CITY REGION CHIP PLAN 2018–2020 SUMMARY

## Priority Area 1: Mental Health

**Objective 1:** By 2020, increase recruitment and retention of mental health professionals serving the Lake Havasu City region by 5 percent.

**Objective 2:** By 2020, increase the number of social service agencies and providers dealing with residents in crisis and trained in critical incident stress management by 10 percent.

## Priority Area 2: Substance Abuse

**Objective 1:** By 2020, decrease reported substance abuse among youth by 20 percent.

**Objective 2:** By 2020, increase access to and utilization of substance abuse treatment services for first-time offenders by 10 percent.

## Priority Area 3: Access to Health Care and Social Services

**Objective 1:** By 2020, increase awareness of community-based health care and social services by 10 percent.



To review the Community Health Assessment and Community Health Improvement Plan and stay updated on the CHIP implementation activities visit:  
<https://www.mohavecounty.us> or <http://www.azkrmc.com>



**KINGMAN REGIONAL MEDICAL CENTER**  
*Serving Our Community with Compassion and Commitment*