

Mohave County Department of Public Health and  
Kingman Regional Medical Center

Kingman Region

Community Health Improvement Plan

2018-2020





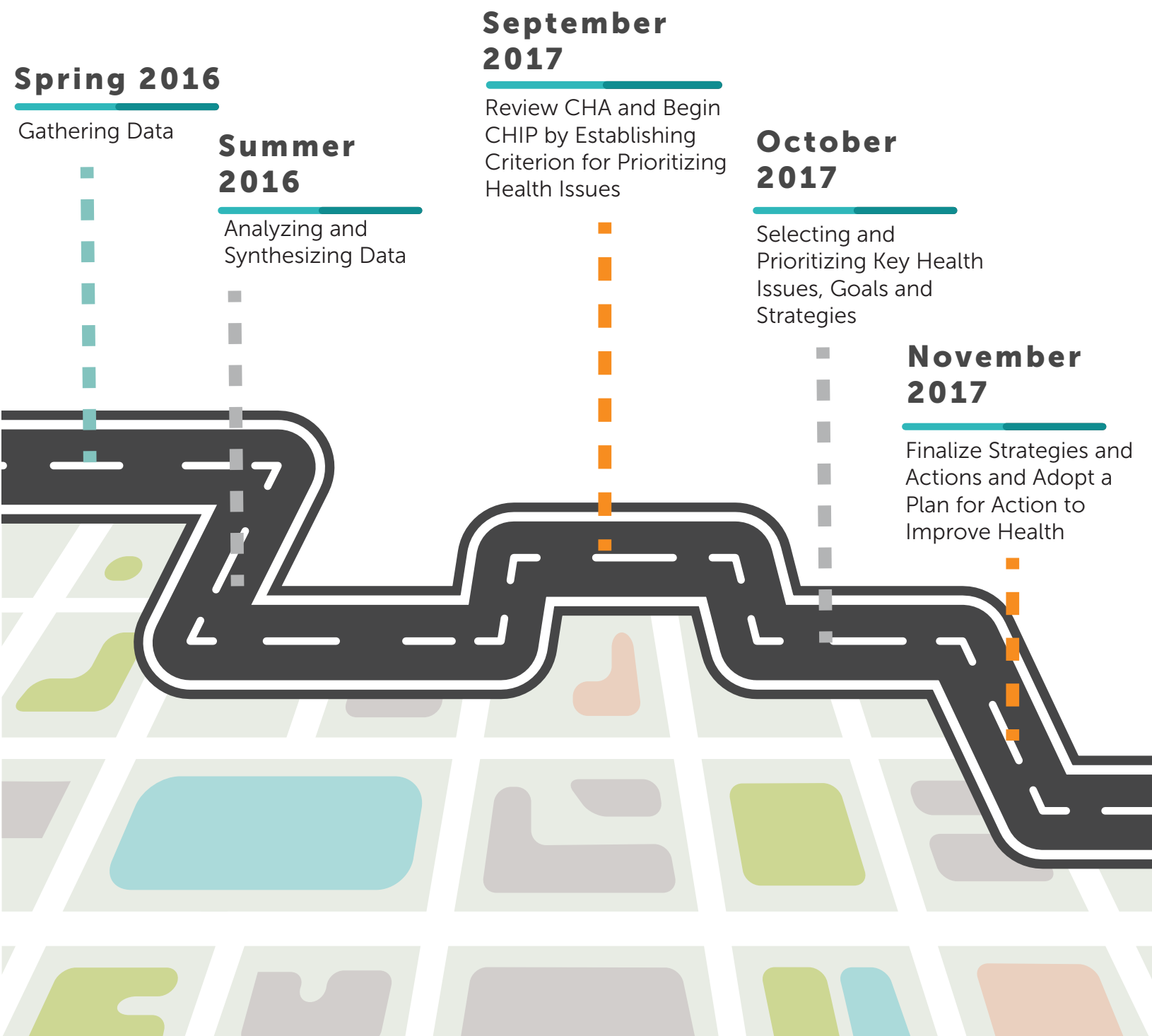
## ACKNOWLEDGEMENTS

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- Marianne Salem, Assistant to Mohave County Board of Supervisor Jean Bishop
- Stuart Yocum, Kingman City Council Member
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# Our Journey to Our Desired CHIP Result



# INTRODUCTION



In alignment with the Live Well Arizona initiative it is recognized 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 include many other areas of community development such as financial inclusion, access to health clinics and healthy food, sustainable energy, and transportation<sup>1</sup>.” Where we live, work, play, pray and learn determines our health and wellbeing as outlined in Figure 1: Elements of a Healthy Community. This shifts the public focus from treating disease and sickness towards prevention and collaboration in order to improve the quality of life for all citizens. Social, economic, political, environmental and individual factors all have a role to play in our health problems, and most importantly, in the solutions. Conducting a Community Health Needs

Assessment (CHA) and Community Health Improvement Plan (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 facing residents. Lead 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, as well as realistic ways to affect change. In order 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 that process and the plan of action to improve health for all residents across the Kingman region.

Figure 1. Elements of a Healthy Community



<sup>1</sup> 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 that public health, nonprofit hospitals<sup>2</sup>, and cross-sector community partners use to collaborate and respond to key factors that may be limiting the ability of community members to lead full, happy, and healthy lives. The Community Health Assessment (CHA), which is an assessment of the health status of residents across Mohave County, informs the CHIP. The CHA and the CHIP are a continuous process that are an important component of public health accreditation<sup>3</sup> and the 10 Essential Public Health Services as outlined in Figure 2: The 10 Essential Public Health Services.

Figure 2: The 10 Essential Public Health Services



## THE PLANNING PROCESS

The effort to address the unique health needs of Mohave County in the Kingman region was a joint endeavor that the MCDPH and the KRMCC led in cooperation with multiple community organizations that made up the CHIP Advisory Committee. Members of the Kingman CHIP Advisory Committee expressed their commitment to “tap into existing resources,” “communicate available resources to the community,” and “help the community come together for social, physical, and spiritual well-being.” They also agreed that they wanted

to “incorporate the plan into organizational policies and procedures” and make the strategies from the CHIP “priorities for local funding efforts.” The committee met once a month for three 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 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 Advisory Committee agreed to align the community health improvement plan vision with the collective vision of the Mohave 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 the following:

- **Size:** There are a large number of people affected by this health issue and/or the issue cuts across multiple groups and cultures.
- **Seriousness:** This health issue causes severe impacts to people's quality of life, such as resulting in a high number of deaths, hospitalizations, and/or disabilities, and costs to the health-care system.
- **Trends:** The trend for this health issue is getting worse or increasing or decreasing at a significant rate.
- **Resources:** This health issue build upon existing work or resources within the community that is affected.
- **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 from all participants, the CHIP Advisory Committee identified five health issues from the CHA to be considered for prioritization. After thoughtful dialogue around these five health issues, the committee came to consensus on the following three health priorities to focus on for the next CHIP for the Kingman region:

**1** Mental health

**2** Substance abuse

**3** Obesity

## DEFINING GOALS, OBJECTIVES, AND STRATEGIES FOR ACTION

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



## **PRIORITY 1: MENTAL HEATH**

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## 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 than the rate for the state of Arizona. Although 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 than 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 one of the top three health challenges perceived by respondents participating in the CHA community survey.

Additionally, almost 16 percent of Mohave County residents who participated in the survey stated that they did not have access to mental health professionals in their community. Another 7 percent stated that they did not feel comfortable using mental health services available in their communities, and almost 10 percent believed the quality of mental health services in their communities was 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 CHIP Advisory Committee decided to coordinate objectives and strategies that align with the existing efforts within the community. The goals and strategies selected aim to build upon the 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:** Improve mental health support through prevention and access to meet the mental health needs of the Kingman region.

**Objective 1:** By 2020, reduce mental health stigma among community residents by 10 percent.  
Data Source: Behavioral Risk Factor Surveillance System (BRFSS) and Community Survey

### Strategy 1

Develop a training toolkit for delivering mental health stigma reduction presentations based on setting and age group.

#### Actions

- Develop the stigma reduction presentation for each age group
- Develop training evaluation
- Recruit volunteers/presenters to provide presentations
- Deliver train the trainer sessions for all presenters
- Collect and analyze training evaluations
- Revise training as needed as informed by evaluations

### Strategy 2

Partner with Mohave Community College (MCC) IT classes for developing mental health stigma reduction web-based resources and social media communications.

#### Actions

- Establish memorandum of understanding with MCC for IT support.
- Develop online learning modules
- Develop web sharing platform that is publicly accessible for all community members
- Develop social media communications plan and messaging for mental health stigma reduction
- Complete analytics to measure reach, click-through rates, and online utilization of resources

**Lead Organization(s):** Mohave County Department of Public Health and Kingman Regional Medical Center

**Collaborating Organizations:** Mohave Mental Health Clinic, Southwest Behavioral Health Clinic, faith-based groups, MCC, private practice counselors, schools (including charter and private), physicians, and senior programs

**Objective 2:** By 2020, decrease the number of suicide-related deaths in Mohave County from 29.5 per 100,000 residents to 25 per 100,000 residents. Data Source: CDC CHSI and Vital Records

### Strategy 1

Increase the use of evidence-based mental health screening tools in all primary care settings.

#### Actions

- Determine the number of providers in the Kingman region currently screening for mental health or suicide risk-factors
- Assess which screening tools are currently being used by providers
- Research evidence-based mental health screening tools
- Work with CHIP partners to identify and agree upon common screening tools
- Share screening tools with primary care provider network across the Kingman region
- Develop evaluation process of utilization of screening tools

**Lead Organization(s):** Mohave County Department of Public Health and Kingman Regional Medical Center

**Collaborating Organizations:** MCDPH, Mohave Mental Health Clinic, Southwest Behavioral Health Clinic, primary care providers

## **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 perceived 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 what is perceived to be a major cause for the increase in substance use and abuse in recent years. Participants also identified that a lack of 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, teens who currently smoke tobacco, teens who have used methamphetamines, teens who use alcohol) than peer counties or the state of Arizona.

The Kingman CHIP Advisory Committee discussed the need to not only provide treatment services and facilities throughout the region but also focus on efforts that prevent substance abuse. Currently, there are two core groups working on substance abuse and mental health from previous CHIP efforts, and the Advisory Committee decided 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. The goals and strategies 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 to improve quality of life in the Kingman region.

**Objective 1:** By 2020, decrease reported substance abuse among youth by 15 percent.  
Data Source: Arizona Youth Survey

### Strategy 1

**Decrease use of expulsion as a disciplinary action for youth substance abuse in school settings.**

#### Actions

- Determine current use and impact of expulsion as a disciplinary action for substance abuse in the Kingman region schools
- Research best practices for alternative behavior change models
- Work with school administrators to revise current substance abuse expulsion policies and procedures
- Conduct trainings with school teachers and staff on alternative behavior models for substance abuse disciplinary actions used in school settings
- Monitor practices and outcomes

### Strategy 2

**Increase 'Caring Adult' training to teachers, educators and parents on youth substance abuse prevention.**

#### Actions

- Research evidence-based 'caring adult' prevention programs
- Select evidence-based program for implementation
- Develop training plan
- Develop evaluation tool
- Monitor use and intervention outcomes

**Lead Organization(s):** MCDPH; KRMC

**Collaborating Organizations:** Coalitions, Mohave Mental Health Clinic, Southwest Behavioral Health Clinic, Local schools, Parenting groups

**Objective 2:** By 2020, reduce opioid-related overdose deaths by 15 percent.  
Data Source: Governor's Office Drug Misuse and Abuse Initiative and ADHS

### Strategy 1

**Decrease access to expired and non-prescription access to opioids.**

#### Actions

- Develop and implement campaign for prescription take-back sites
- Develop and implement campaign to increase awareness of the proper and safe disposal of medication
- Coordinate take-back events
- Monitor local integration with Prescription Drug Monitoring Program data systems

### Strategy 2

**Increase access to community treatment options.**

#### Actions

- Identify possible funding sources to increase availability of Naloxone to local police and emergency provider teams
- Assess options to initiate buprenorphine treatment in emergency departments to improve treatment engagement and reduce illicit opioid use
- Assess current treatment and recovery access points in the region and identify gaps in service
- Identify possible funding sources to increase treatment access points

**Lead Organization(s):** Mohave County Department of Public Health and Kingman Regional Medical Center

**Collaborating Organizations:** MCDPH, Mohave Mental Health Clinic, Southwest Behavioral Health Clinic, police departments, fire departments, pharmacies Kingman Unified School District, youth probation



## PRIORITY 3: OBESITY

## PRIORITY 3: OBESITY





## PRIORITY 3: OBESITY

The decision to include obesity as a health priority was based on numerous findings in the CHA, including an adult obesity rate of 34.0 percent that is considered worse than that of peer counties. The number of adults who report no leisure-time physical activity in Mohave County is 27.3 percent, which is worse compared to peer counties and is also a risk factor for obesity. Various chronic disease indicators are also worse in Mohave County when compared to those in peer counties or the state of Arizona, including death due to coronary heart disease, diabetes, and cancer. The CHA also found that Mohave County has a higher percentage of adults and children who are food insecure compared to other US counties, and a higher percentage of individuals who are low-income with limited access to healthy food compared to peer counties. The percentages of low-income individuals and children who do not live close to a grocery store are worse when compared to other US counties. Obesity was also highlighted as a major

concern in the CHA community survey. It was identified as one of the top three perceived personal health challenges faced by respondents participating in the CHA community survey, and it was also one of the top three perceived health challenges for the community as a whole. During the planning process, the Kingman CHIP Advisory Committee discussed many existing assets that help to address obesity. The strategies selected address root causes of obesity and target increasing physical activity among residents in the Kingman region and improving access to healthy food and nutrition assistance programs. These goals align with the Arizona State Health Improvement Plan. Strategies to achieve these goals are comprehensive in that they include evidence-based policy, system, environmental, and behavior change interventions.

### Obesity Evidence-based Resources:

#### Healthy People 2020:

<https://www.healthypeople.gov/2020/topics-objectives/topic/nutrition-and-weight-status>

**2015-2020 Dietary Guidelines for Americans:** <http://health.gov/dietaryguidelines/2015/default.asp>

#### National Prevention Strategy – Healthy Eating:

<http://www.surgeongeneral.gov/priorities/prevention/strategy/healthy-eating.pdf>

#### U.S. Preventive Services Task Force – Obesity Management:

<http://www.uspreventiveservicestaskforce.org/>

#### U.S. Department of Health and Human Services. Step It Up! The Surgeon General's Call to Action to Promote Walking and Walkable Communities:

<https://www.surgeongeneral.gov/library/calls/walking-and-walkable-communities/call-to-action-walking-and-walkable-communities.pdf>

**SNAP and Farmers Markets:** <https://www.fns.usda.gov/ebt/snap-and-farmers-markets>

**Goal:** Promote health and reduce the risk of chronic disease by reducing the obesity rate in the Kingman region.

**Objective 1:** By 2020, reduce the rate of adult obesity in the Kingman region by 3 percent.  
Data Source: Behavioral Risk Factor Surveillance System, CDC

### Strategy 1

**Implement a nutrition education campaign.**

#### Actions

- Create a baseline survey to assess knowledge, attitudes, and beliefs
- Identify target populations
- Develop targeted communication messaging for each target population subgroup
- Share and disseminate common messaging and materials with all organizations in the Kingman CHIP network.

### Strategy 2

**Increase participation in free and low-cost physical activities in the Kingman region.**

#### Actions

- Assess and map the existing free activities in the Kingman region
- Share and disseminate the City of Kingman activities brochure
- Work with the City of Kingman Parks and Recreation to promote area parks, trails, and pools

### Strategy 3

**Enhance access to places for walking and biking.**

#### Actions

- Collaborate with the City of Kingman to increase utilization of trails among older adults
- Assess opportunities to implement walking groups or buddy systems to support social connection and physical activity
- Develop outreach campaign that shares walking and biking opportunities for all ages and skill levels
- Collaborate with the City of Kingman planning department to identify opportunities to increase walkability.

**Lead Organization(s):** MCDPH

**Collaborating Organizations:** City of Kingman Parks and Recreation and Planning, Kingman Farmers Market, University of Arizona Cooperative Extension



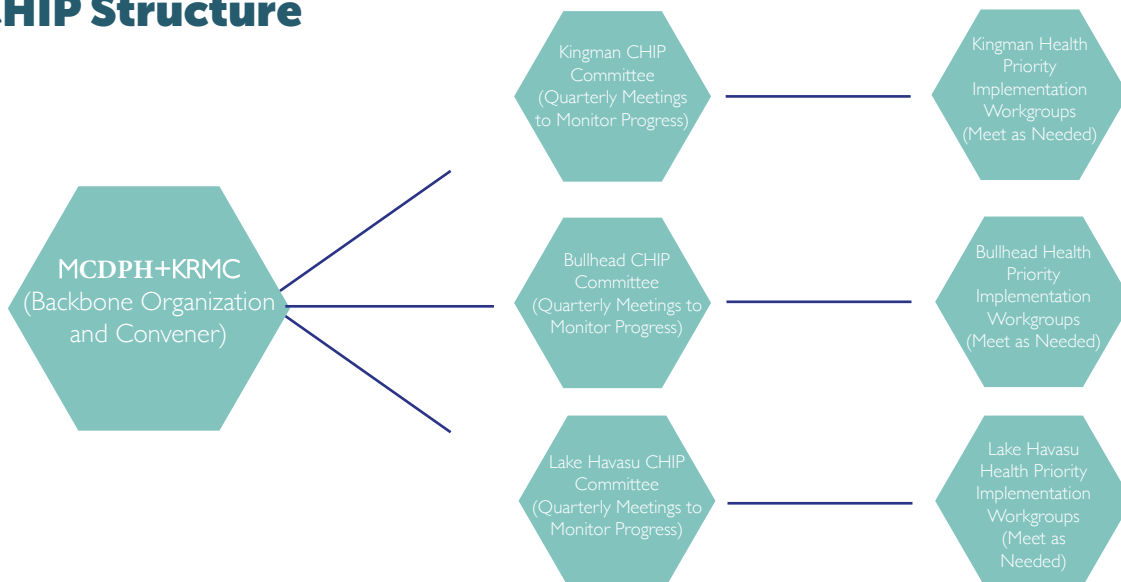


## STRATEGIES FOR IMPLEMENTING AND TRACKING PROGRESS OF THIS PLAN

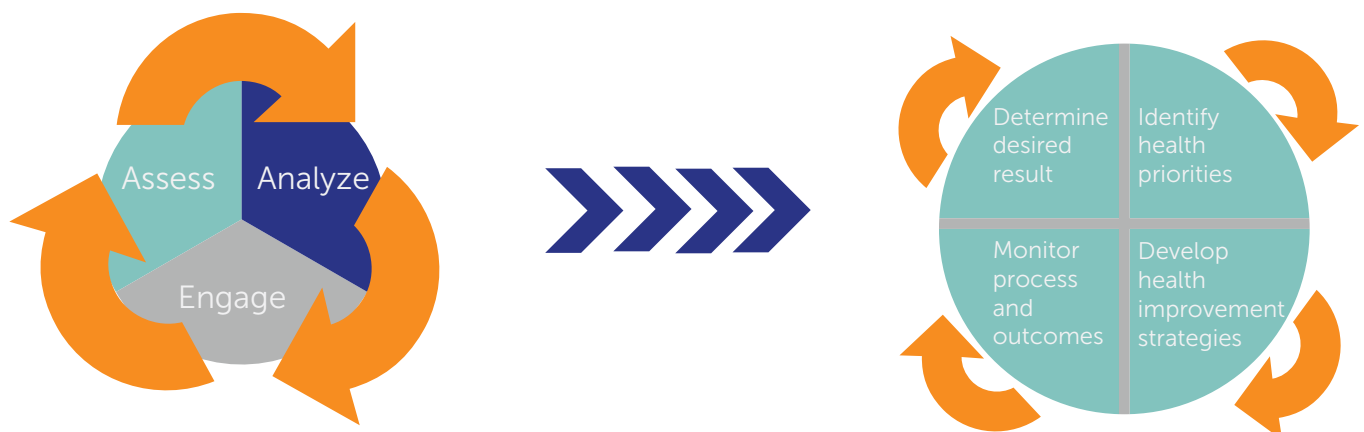
The MCDPH, in collaboration with the KRMC, will be responsible for maintaining ongoing community engagement in implementing the Kingman region CHIP. Mohave County will convene quarterly CHIP meetings for the Kingman region to evaluate progress made in implementing strategies and propose changes when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

While participating in the development of the CHIP, partners demonstrated enthusiasm for ensuring that the CHIP Committee utilizes the plan to improve the health of Mohave County and the KRMC service region. This enthusiasm relates not only to the important priorities outlined in the CHIP but also to the spirit of partnership that is required to work together across organizations to improve the health of residents in the Kingman region. Health improvement cannot be achieved alone, and the collective impact of all partners and organizations participating in the CHIP is what will help the region achieve the desired goals outlined in this plan.

### CHIP Structure



### Community Health Assessment and Community Health Improvement Plan Process





# KINGMAN REGION COMMUNITY HEALTH IMPROVEMENT PLAN 2018-2020 SUMMARY

## 1

### Mental Health

**Objective 1:** By 2020, reduce mental health stigma among community residents by 10 percent.

**Objective 2:** By 2020, decrease the number of suicide-related deaths in Mohave County from 29.5 per 100,000 residents to 25 per 100,000 residents.

## 2

### Substance Abuse

**Objective 1:** By 2020, decrease reported substance abuse among youth by 15 percent.

**Objective 2:** By 2020, reduce opioid-related overdose deaths by 15 percent.

## 3

### Obesity

**Objective 1:** By 2020, reduce the rate of adult obesity in the Kingman region by 3 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*