

Kingman Regional Medical Center
Community Health Needs
Implementation Strategies
2019-2022





Introduction

Kingman Healthcare Inc. d.b.a., Kingman Regional Medical Center (KRMHC) 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, our center includes more than 1,900 employees, 270 physicians/allied health professionals, and 150 volunteers who care for the health needs of our community.

The region served by Kingman Regional Medical Center (called the *Kingman Hospital District Number One*) includes much of Mohave County's land area, except for the "strip" area north of the Grand Canyon and the school district boundaries in Bullhead City and Lake Havasu City (see figure below).

KRMHC offers a full range of medical services to meet the health and wellness needs of our vibrant growing community. From essential primary and preventive care services —to sophisticated medical imaging and diagnostic capabilities—to intricate surgical technologies and techniques—to advanced treatments in cardiac care, wound care, and cancer care— to progressive rehabilitation and pain management therapies.

KRMHC is unique among rural hospitals in providing a full range of highly technical and specialized healthcare services. It has the distinction of being Arizona's first rural teaching hospital, offering doctors residency training in family medicine and emergency medicine. It is also a member of the Mayo Clinic Care Network. With this membership, KRMHC has direct access to Mayo Clinic medical expertise, research, and clinical practices

Purpose

The purpose of this document is to describe Kingman Regional Medical Center strategies for addressing:

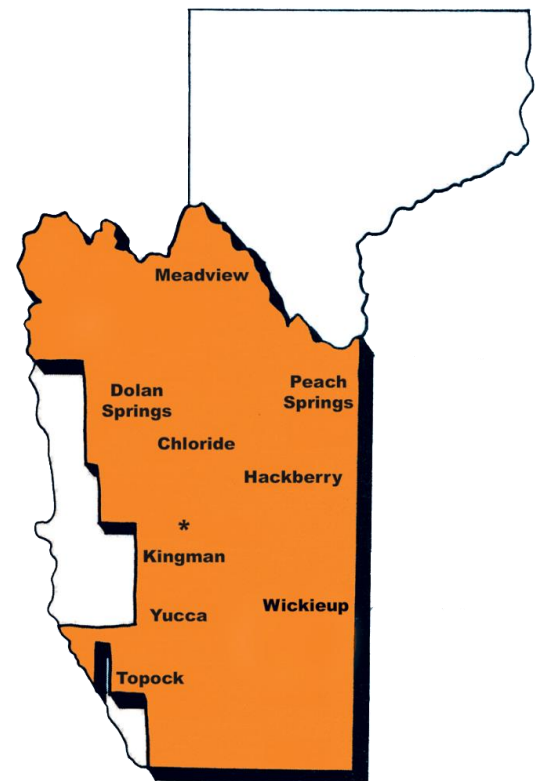
- Health needs identified in the [2019 Community Health Needs Assessment](#).
- Health needs identified and prioritized by individuals representing broad interests of the community through an ongoing community-driven health improvement initiative called "Live Well Mohave," which is led by Kingman Regional Medical Center in partnership with the Mohave County Department of Public Health.



Definition of Community Served

The [Mohave County Community Health Needs Assessment 2019](#) describes the health of residents within the geographic boundaries of Mohave County, Arizona. The assessment includes all of Mohave County for the following reasons:

- Kingman Hospital District Number One is a 10,000 square mile area that encompasses most of Mohave County's geographic area, except for the sparsely populated area north of the Grand Canyon and the school district boundaries of Bullhead City and Lake Havasu City, which are served by other hospitals.
- Rather than duplicate health assessment efforts, KRMC partnered with the Mohave County Department of Public Health (MCDPH) to conduct a mutual Community Health Needs Assessment. MCDPH's service area includes the entire County.
- Many important population health statistics are collected at a County level. It is not possible to extrapolate this data to just assess population health within the hospital district.
- As the largest healthcare provider in Northwest Arizona, KRMC serves many Mohave County residents who live outside our hospital district.



Kingman Hospital District Number One (orange area) within the boundaries of Mohave County, Arizona.

Mohave County is home to 204,691 Arizonans, an increase from 202,482 in past 3 years. The county is the fifth-most populous in Arizona. Mohave County is located in the northwestern corner of Arizona, covering 13,311.08 square miles (8.6 million acres) and sharing a border with California, Nevada, and Utah.

The county is predominantly rural and includes the cities and towns of Kingman*, Bullhead City, Lake Havasu City, and Colorado City as well as the unincorporated communities of Beaver Dam, Chloride*, Dolan Springs*, Fort Mohave, Golden Shores, Golden Valley*, Grasshopper Junction*, Hackberry*, Littlefield, Meadview*, Mohave Valley, Oatman*, Peach Springs*, Shipley*, Temple Bar*, Topock*, Truxton*, Valentine*, White Hills*, Wikieup*, Willow Beach*, and Yucca*. Additionally, the region is home to the Fort Mojave Indian Community, Hualapai Nation*, and the Kaibab-Paiute Indian Community.

*Communities within Kingman Hospital District Number One



Most of the land in Mohave County (6 million acres) is federally owned by the Bureau of Land Management and Federal Parks and Recreation. The majority of Mohave County residents reside in the communities of Kingman, Lake Havasu City, and Bullhead City.

Approximately 17.5% of the county's population is children and youth under the age of 18. Mohave County continues to experience growth among the elderly and aging population, with 29.7% of the population consisting of adults 65 years of age and older (12% greater than the state average for elderly adults).

With respect to ethnicity, 77.4% of the population is white, 16.4% is Hispanic or Latino, 3% is American Indian, 1.1 % is Black or African American, 1.2% is Asian, and 1.6% identifies as two or more races/ethnicities. The population is 49.6% female and 50.4% male.

Mohave County is a federally designated medically underserved area (MUA) and identified as a health professional shortage area (HPSA).

The 'Live Well Mohave' Initiative

In partnership with the Mohave County Department of Public Health (MCDPH), Kingman Regional Medical Center co-leads the *Live Well Mohave* initiative, 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.

Based on the CHNA and CHIP, the Live Well Mohave initiative also establishes community workgroups (called "CHIP" work groups) involving pertinent 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).

History

In 2012, KRMC and MCDH partnered to share project management responsibilities in conducting community health assessments and community health improvement planning efforts. We published our first Community Health Needs Assessment in 2013.

This partnership was prompted by separate agency requirements. As a non-profit hospital, Kingman Regional Medical Center (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.



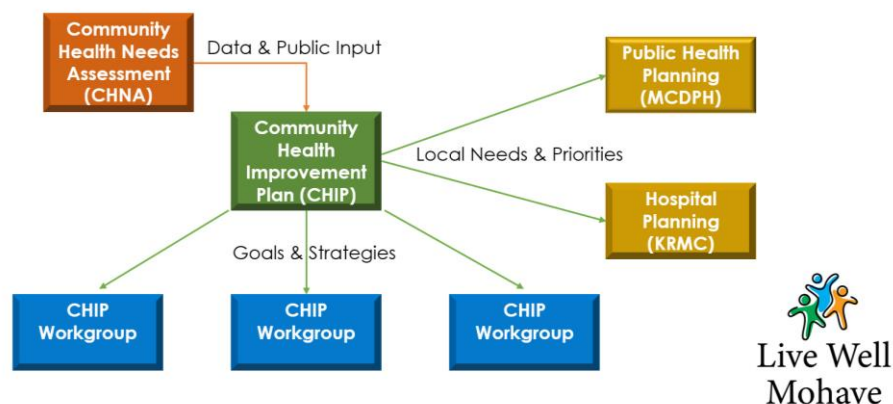
Since both KRMC and MCDPH are required to assess health in our community, the two entities used the opportunity to conduct wide-ranging health assessment and planning— with the mutual goal of ultimately improving health and quality of life in Mohave County. We subsequently named the initiative “Live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

Process

The Live Well Mohave initiative involves the following process conducted on a three-year cycle:

1. Researchers collect facts and statistics regarding health and quality-of-life in Mohave County. This process includes engaging Mohave County residents and key stakeholders to obtain their insights. The information is then published in a Community Health Needs Assessment (CHNA).
2. Based on the information in the CHNA, KRMC and MCDPH conduct meetings throughout Mohave County and engage individuals and groups representing broad interests of the community to identify and prioritize local health issues. Those groups develop a plan to address the chosen priorities called a Community Health Improvement Plan (CHIP) for their individual community.
3. Community health needs and priorities identified in the CHNA and CHIP inform KRMC strategic planning as documented in a report called *Community Health Needs Implementation Strategies*. (The CHNA and CHIP also inform MCDPH public health planning).
4. Guided by the priorities and strategies outlined in the CHIP, community stakeholders (including KRMC and MCDPH) continue to collaborate in established CHIP workgroups to implement strategies defined in the health improvement plan.

A community-driven effort to address local health needs



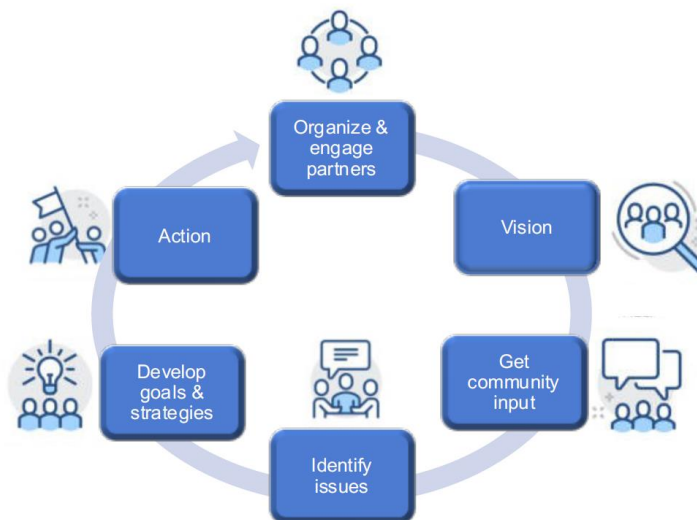


To ensure a comprehensive approach to our community health improvement efforts, KRMC and MCDPH use the Mobilizing for Action through Planning and Partnerships (MAPP) methodology, which is a community-driven approach to engage stakeholders and the public in continuous improvement.

The MAPP process includes the following steps on a continual cycle:

- 1) Organizing and engaging community partners
- 2) Visioning
- 3) Collecting and analyzing data
- 4) Identifying and prioritizing strategic issues
- 5) Developing goals, strategies, and an action plan
- 6) Taking and sustaining action

Mobilizing Action through Planning and Partnerships




Live Well
Mohave

Over the years, the above process has greatly empowered our community to work together to improve public health. Our efforts have resulted in powerful community partnerships that continue to act on local health issues. The approach has reduced “silo” efforts, maximized resources, and minimized duplication of effort among stakeholders and groups to enable effective community-based improvement efforts.

‘Live Well Mohave’ delay in 2020

KRMC and MCDPH published Community Health Needs Assessments and Community Health Improvement Plans in 2013 and 2016. In 2019, KHI & MCDPH initiated work for a third Community Health Assessment, which was published in late 2019.



In January 2020, work began on developing a Community Health Improvement Plan based on the 2019 CHA— with a goal of publishing it by April 30, 2020. However, with the emerging outbreak of COVID-19 by early February, most KHI and MCDH resources needed for the project were diverted to pandemic response efforts and the project was delayed until Spring 2021.

In the meantime, KRMC continues to address significant needs identified in the 2019 CHNA as described in subsequent sections in this plan.

Community Partners

No single agency or organization can make measurable improvements in population health or public health alone; therefore, to achieve a greater impact in improving the health of residents, Kingman Regional Medical Center continues to partner with the Mohave County Department of Public Health (MCDPH) and various community organizations to share resources and expertise.

Since 2012, our combined effort to address the unique health needs of Mohave County has grown to include additional community organizations and stakeholders representing broad interest of the community. Most sectors of our community have been involved in our efforts, including City and County government, Tribal organizations, the Mohave County Board of Health, healthcare providers, mental health providers, businesses, local charitable organizations, faith organizations, law enforcement, courts, schools, colleges, and multiple community service organizations.

This shared ownership is vital for improving community health. The end result is a comprehensive community effort to improve health in Mohave County. By linking together and effectively using limited resources, we can better address unmet community health needs.

Findings of the 2019 Community Health Needs Assessment

According to the Community Health Needs Assessment 2019, our region has a number of strengths that contribute to a healthy lifestyle—clean air and water, abundant outdoor recreational opportunities, and a host of community services dedicated to the health and wellbeing of our residents.

Importantly, our strongest asset is the community spirit of many Mohave County citizens. This was demonstrated throughout our health assessment process as hundreds of people, representing a broad spectrum of community interests, continue to come together in a joint effort to make a comprehensive health assessment possible. It was also demonstrated in the passionate responses from residents participating in our key informant interviews and public health survey. In short, there are countless individuals and organizations with a deep commitment to our community who are willing to work



toward improvement. Their energy, dedication, and cooperation are powerful factors in addressing health and quality of life issues in Mohave County.

Our combined effort is very much needed. The 2019 CHNA finds that far too many of our residents suffer from poor mental and physical health. When compared to state and national statistics, Mohave County ranks poorly in most health indicators.

Significant community health needs identified in the 2019 CHNA are as follows.

1. Mental Health

The 2019 CHNA indicates that many in our community struggle with mental health issues.

- Of the 10 leading causes of death in Mohave County, death from self-harm and interpersonal violence have increased in recent years— the age adjusted death in Mohave County is 42.9 as compared to the peer county rate of 30.2 and the Arizona rate of 25.9.
- Also, of the 10 leading causes of death in Mohave County, the death rate from mental and substance use disorders is increasing— the age adjusted death rate in Mohave County is 24.7 per 100,000 as compared to the peer county rate of 14.0 and the Arizona rate of 17.2 per 100,000.
- Mohave County ranks 11th out of 15 Arizona counties for reported “poor mental health days,” with an average 4.5 days. Additionally, 13% of the population in Mohave County reports they experience “frequent mental distress.”
- In one year alone (2018), 1,099 emergency department visits in Mohave County were related to mental health problems.
- 32.7% of CHNA survey respondents said mental health care is one of the three most important services to have available in their community.
- The ratio of population to mental health providers in Mohave County is 1,440 to 1 as compared to the state of Arizona, which is 790 to 1.
- There are no pediatric mental health providers in Mohave County.

When CHNA survey respondents were asked to reflect on aspects of mental health and community connectedness, almost one third (27.4%) of respondents reported feeling worried



tense or anxious at least 11 days out of the previous 30, and 14.5% felt worried, tense, or anxious between 6–10 days out of the previous 30 days. Over 10% of respondents reported feeling isolated from others either every day or most of the time, with only just over one third of respondents (36.9%) never feeling isolated from others.

During key informant interviews, informants mentioned mental health as one of 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 CHNA community survey.

When asked what worries community members the most regarding their health, the lack of mental-healthcare providers was mentioned as a critical need across Mohave County. In fact, the lack of mental health providers and facilities was cited as the greatest challenge and most important priority to be addressed. It was felt that mental health needs extend to all segments of the population, from children to older adults.

2. Substance Abuse

CHNA indicators, community surveys, and key informant interviews indicate that substance abuse continues to be a major health challenge in Mohave County.

- As mentioned above, mental and substance use disorders are among the ten leading causes of death in Mohave County. The age-adjusted death rate in Mohave County is 24.7 as compared to the peer county rate of 14.0 and the Arizona rate of 17.2.
- The age-adjusted death rate from drug overdose in Mohave County is 28 per 100,000 as compared to the peer county rate of 23 and the Arizona rate of 20 per 100,000 people.
- From June 15, 2017, to June 15, 2019, 230 people experienced an opioid overdose in Mohave County.
- In one year alone (2018), 1615 emergency department visits in Mohave County were related to opioid use.
- Rates of smoking, binge drinking, and heavy drinking are all higher in Mohave County than in other peer counties.
- Mortality rates from esophageal, liver, and lung cancers are increasing in Mohave County.



During key informant interviews, informants identified drug abuse as one of the most pressing health concerns in the community. Substance abuse was also listed as a one of the top three health challenges perceived by respondents participating in the CHNA community survey. The identified need is to not only provide treatment services and facilities throughout the region but also to focus on efforts that prevent substance abuse.

3. Access to Healthcare

The 2019 Community Health Needs Assessment indicates that many Mohave County residents lack access to the health services they need, which contributes to Mohave County's higher than average mortality and morbidity statistics reported in the CHNA.

- CHNA survey respondents indicated the primary reason for not being able to see a primary care provider was that appointment times did not meet their needs or schedule.
- CHNA survey respondents indicated the primary reason for not being able to see specialist provider was due to services not being available in the respondent's community.
- The two most common reasons survey respondents noted for leaving their community to access any of these services were that the service was not available in their community and that the respondent did not feel the quality of services available in their community would be good enough.
- When asked about the ease of getting to and from places that support well-being in the community, CHNA survey respondents identified health-care specialists as one of the most difficult to access.
- CHNA participants pointed to the lack of appointment availability and long wait times to be seen by a provider as major factors influencing their health and care.
- Participants who are new to the community were identified as experiencing long wait times to be seen as new patients.
- Participants mentioned that they most frequently go to urgent care or the emergency room when they are sick because primary care physicians do not have any availability to get people in for appointments within a reasonable time frame.
- As a result of long wait times, participants described seeking out health care in other states, but they worried about those services being covered under their health insurance plan.



- Key informants often mentioned the increased needs related to the high proportion of the aging population (65+ years) residing in Mohave County in comparison to other parts of the state. This results in increased demands on the healthcare system.
- Key informants discussed the challenges in not being able to keep pace with the demand for healthcare.

4. Provider Shortages

The 2019 Community Health Needs Assessment indicates that many Mohave County residents are unable to access care due to a shortage of primary and specialty healthcare providers in the area.

- The Health Resources Services Administration (HRSA) has classified Mohave County as “medically underserved,” or in other words, there are not enough medical facilities and providers to adequately serve the community. HRSA has also classified all of Mohave County as “primary care health professional shortage area.”
- Provider shortages are impacting access to care as indicated in section three above. In all focus group discussions, participants pointed to the lack of appointment availability and long wait times to be seen by a provider as major factors influencing their health and care.
- CHNA community input identified provider shortages as one of two top priorities with the greatest opportunity for collective action.
- From community input, the top three health care specialty services needed in Mohave County are cardiology (50.8%), mental health (32.7%), and pediatrics (32%).
- When CHA survey respondents were asked what worries them the most regarding their health, mental-healthcare providers, pediatricians, and neurologists were overwhelmingly mentioned as a critical need across Mohave County.
- Overall, CHNA participants felt that there is a large turnover in specialty providers across the Mohave County.

5. Healthcare Costs

The 2019 Community Health Needs Assessment indicates that high healthcare costs are impacting many Mohave County residents.



- CHNA indicators show that 12% of the population in Mohave County under age 65 is without health insurance, with 14% of the adult population and 7% of the child population without insurance coverage.
- Some CHNA focus group participants noted that health insurance options were provided through their employer, but they opted not to accept the employer-provided health insurance coverage because the premium cost deducted from their paycheck was perceived to be too high.
- Other focus group participants with private or employer-covered health insurance cited that high copay amounts to see a specialist prevented them from seeing specialty providers.
- The most common reason CHNA survey respondents reported not being able to visit an urgent care or emergency department was because they could not afford it.
- Many CHNA participants stated that they often faced the choice of having to decide whether to go to a doctor's appointment and pay the office visit copay or save that money to feed themselves or pay the utility bills that month.
- When asked what level of copay would be considered reasonably affordable, most focus group participants agreed on an average amount of no more than \$10. Many stated that their average copay amount to see a specialist was around \$50 per visit.
- Ambulance and medical emergency transportation costs were frequently mentioned as worrisome and cost prohibitive. Focus group participants mentioned that they would avoid ambulance costs by relying on taxis or online ride-sharing services, such as Uber, to transport them for medical emergencies.
- Overall, CHNA community input identified healthcare costs as one of two top priorities with the greatest opportunity for collective action.

6. Food insecurity

The 2019 Community Health Needs Assessment indicates that many Mohave County residents are "food insecure," meaning their access to adequate food is limited by a lack of money and other resources.

- The rate of food insecurity in Mohave County is 18% as compared to 15% in peer counties and 15% in Arizona.



- Some CHNA survey respondents (4.8%) indicated they sometimes do not have enough to eat and 0.7% said they often did not have enough to eat.
- When asked about shopping habits, 10% of CHNA survey respondents said there is no option to buy fresh fruits and vegetables near their home.
- Focus group participants from smaller Mohave County communities, such as Dolan Springs, mentioned few grocery options, which limits access to healthy fresh foods.

7. Transportation

The 2019 Community Health Needs Assessment indicates that many Mohave County residents lack adequate means of transportation for accessing community services.

- When asked to reflect on the biggest health problems facing their communities, CHNA survey respondents identified lack of bussing or public transit options as the top issue.
- CHNA key informants reported pressing needs when it comes to transportation to access basic healthcare needs and social services.
- The overwhelming majority of focus group participants identified lack of transportation as one of the greatest impediments to their health.
- CHNA focus group participants indicated that existing public transit routes and hours were limited and posed a challenge in getting to healthcare appointments and accessing services.
- CHNA key informants expressed concern about the fact that many residents living in Tribal communities, and small outlying communities throughout the County, must travel an hour or more to get to the closest hospital, grocery store, or pharmacy.

8. Housing

The 2019 Community Health Needs Assessment indicates that housing-related issues are impacting many Mohave County residents. Housing is a major social determinate of health. Research indicates that inadequate housing and housing disparities can contribute to a variety of health problems.

- The CHNA found that one fifth of Mohave County residents are experiencing excessive housing costs, with 22.56% of residents spending more than 30% of their income on rent or mortgages.



- The CHNA found that a disproportionate number of County residents live in substandard housing, with 4.18% of residents living in overcrowded housing. Also, 3.61% of Mohave County households are without complete kitchen facilities and 3.13% of households are without complete plumbing.
- The CHNA found that Mohave County communities have high residential segregation. According to the residential segregation index score, which ranges from 0 (complete integration) to 100 (complete segregation), Mohave County's index score is 62 for black/white residential segregation and 30 for nonwhite/white residential segregation.

KRMC Strategies for Addressing Community Health Needs

Kingman Regional Medical Center (KRMCM) continues to actively engage with community stakeholders to address priority health issues identified in the 2019 Mohave County Community Health Needs Assessment. KRMCM's implementation strategies for the identified priority health issues are described below.

1. Mental Health

KRMC strategies to address mental health needs in our community include the following.

A. Expand KRMCM's Integrated Behavioral Health Program

With the identified lack of mental health providers in Mohave County, KRMCM has initiated an integrated behavioral health program to support patients with mental, emotional, or substance abuse disorders. The KRMCM behavioral health team includes nurses who specialize in mental health and substance abuse, a psychiatrist, and mental health counselors. We are actively recruiting to further expand the team.

A key component of KRMCM's Integrated Behavioral Health Program is implementing an evidence-based screening tool for use by local medical providers to identify patients who may be at risk for suicide or suffer from other mental health issues or a substance abuse disorder. If a risk is identified, providers can refer the patient to KRMCM Integrated Behavioral Health for the following services:

- Psycho-social assessment and evaluation
- Short-term psychotherapy for depression, anxiety, and substance use disorders
- Psychotherapy for managing chronic pain
- Referral services to drug/alcohol detox and medication-assisted treatment
- Resource referral to community programs and support agencies
- "Whole person" health education to improve physical and mental health



B. Provide inpatient psychiatric services

Patients admitted to KRMC for inpatient care for a health condition are screened for suicide risk, substance abuse disorder, or other mental/emotional concerns. KRMC employs a full-time inpatient psychiatrist to evaluate and treat hospitalized patients who need psychiatric care.

C. Collaborate with community stakeholders and experts in mental health

KRMC co-leads the Mental Health Resource Team (MHRT), which is a CHIP work group established in 2013 to address community needs for mental health resources. Since then, MHRT has grown steadily from about 15 members to over 40 county-wide agency representatives and community members.

MHRT meets monthly on the third Thursday of the month. Members continue to focus on a variety of initiatives to meet mental health resource needs throughout Mohave County. Some past accomplishments include:

- Developing a community resource guide
- 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.

MHRT efforts have also resulted in the formation of the following community subgroups:

- **Loved Ones Stolen by Suicide (L.O.S.S.)** Two MHRT members created LOSS, a peer run weekly grief support group for individuals and families who have experienced a loss to suicide. The group meets weekly to provide a supportive environment where survivors of suicide can share experiences, emotions, questions, and coping mechanisms. The group gives survivors the opportunity to create connections within the community where they can move through the different stages of grief together.
- **“Futures Without Fear”** — Mohave County Human Trafficking/Domestic Violence Coalition Several county-wide public and agency members created the Domestic Violence/Human Trafficking Coalition ‘Futures without Fear.’ The mission of the coalition is to “Create a community environment of safety against human trafficking and domestic violence with collaborative services for survivors.” Its vision is to: “Engage, educate and empower communities to change social conditions that enable domestic violence, sexual violence assault, and human trafficking by raising community awareness, educating citizens, coordinating comprehensive victim’s services and empowering survivors.”



2. Substance Abuse

KRMC strategies to address substance abuse in our community include the following.

A. Implement evidence-based assistance for substance abuse disorders

As described above, through our Integrated Behavioral Health Program, KRMC is actively working to identify and assist patients with substance abuse disorders. Our evidence-based program is used in the KRMC Emergency Department, acute care areas, and outpatient clinics for identifying patients who have addiction risks or current addiction issues. We are now screening most patients for these risk factors. Once identified, behavioral health specialists are available to ensure patients have resources, education, support, and treatment.

B. Provide treatment for opioid addiction.

A number of KRMC medical providers now provide evidence-based medication assisted treatment (MAT) for opioid addiction.

C. Increase community awareness of the risks associated with prescription opioids

KRMC has developed an extensive campaign to educate our community about prescription opioids. Called "Painkillers and You," the campaign includes posters, newspaper articles, printed factsheets, and a website page at: www.azkrmc.com/opioid.

D. Collaborate with community stakeholders to address substance abuse in our community

KRMC collaborates with an established CHIP work group called the Mohave Substance Treatment Education & Prevention Partnership (MSTEPP). Currently the group is co-chaired by a KRMC pain management physician and a member of the Kingman Healthcare Inc. Board of Directors.

MSTEPP was established in 2007 to unite citizens throughout Mohave County in finding solutions to the substance abuse epidemic pervasive throughout our communities. In 2013, MSTEPP began collaborating with the Live Well Mohave Initiative to address substance abuse issues identified in the 2013 Community Health Assessment. Since then, MSTEPP has served as an affiliated CHIP work group.

With the mission to decrease substance abuse and ensure adequate and accessible substance abuse 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.



Current MSTEPP objectives are: 1) Enhance assessment and referral to treatment, 2) Promote responsible prescribing and dispensing policies and practices, 3) Enhance prescription drug practice and policies in law enforcement, and 4) Increase public awareness and patient education about prescription drug misuse.

Through MSTEPP's efforts, recent accomplishments include:

- Mohave County dropped from the #1 overdose death rate in Arizona to #3.
- All local substance abuse organizations have joined under MSTEPP.
- Achieved 100% participation in the Prescription Drug Monitoring Program (PDMP)
- Implemented county-wide drug drop boxes in all law enforcement agencies in the county and have destroyed thousands of pounds of unused or expired medications.
- Kingman Police Department was the first law enforcement agency to train and equip officers with Naloxone.
- Entered an Inter-Governmental Agreement with Arizona Youth Partnership to serve as the Kingman Naloxone distribution center.
- Kingman was the first rural community in Arizona to implement a harm reduction program.
- Kingman was the first community in Arizona to pilot the ODMAP (Overdose Mapping Application Program) – now expanding county wide by end of 2021.
- Developed the Mohave County Overdose Fatality Review Team.
- Developed an early intervention program in partnership with the Kingman Justice Court to address first time or low-level offenders in the Quality-of-Life Court.
- Placed a caseworker in the Mohave County Jail to help identify substance use and opioid use disorders among inmates for referral for treatment.
- Host the Annual Walk Away from Drugs every October, which is listed as the largest and longest lasting drug prevention event in Arizona.

E. Provide financial support for community initiatives that address substance abuse in our community.

Through our Community Benefit Program, KRMC provides funding and other resources to support *Walk Away from Drugs*, which is an annual event held every October in Kingman where thousands of local children and their parents gather to take a stand against drug abuse and its effects on the community.

KRMC also provides financial support to many other community agencies and groups whose efforts address substance abuse and the resulting impacts on our community and citizens.



3. Access to Healthcare

KRMC continues to implement strategies to meet the health and wellness needs of our community. Overall, our aim is to provide our community timely access to healthcare providers and a full range of high-quality medical services. Our success is measured by the number of residents who can avoid travel to other areas and receive the medical services they need, at the time they need them, and close to home. To this aim, KRMC is implementing the following strategies:

A. Expand KRMC's core service lines

In response to our community's healthcare needs, a key objective 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—including, cardiology, oncology, neurology, pulmonology, orthopedics, urology, gastroenterology, and many other medical specialties.

B. Provide innovative solutions to care delivery

KRMC continually works to adopt innovations that will result in greater efficiency in care delivery. For example, we have implemented new operational processes in our primary care clinics that increase patient throughput and reduce wait times for appointments. Other solutions include implementing advanced electronic medical record technologies and other software solutions to streamline quality patient care across service lines.

C. Provide virtual healthcare options

To increase access to healthcare in our community, KRMC provides options for patients to visit a healthcare provider remotely from their home using video conferencing capabilities. All KRMC medical providers have the option to conduct virtual visits with patients for certain evaluations and procedures. For example, sick visits, medication refills, lab result communication, and other consultations.

KRMC is also utilizing virtual technology to provide access to medical specialists at other healthcare institutions. For example, our stroke telemedicine program involves a two-way audiovisual link between KRMC and an offsite neurological center. With the system, neurologists are available 24-hours-a-day to immediately evaluate potential stroke victims who arrive at KRMC's emergency room.

Additionally, KRMC offers an online telemedicine service called "Care Anywhere" for diagnosing and treating common medical conditions. With a Care Anywhere visit, individuals answer questions about their symptoms online. A KRMC healthcare provider evaluates the answers and provides a treatment plan within 24 hours, which may include orders for



diagnostic tests and prescriptions. The cost of a Care Anywhere visit is \$15, and no health insurance is required.

D. Provide clinical trials for cancer patients

KRMC's WL Nugent Cancer Center is the only cancer treatment center in Mohave County to offer clinical trials, which provide local cancer patients access to the newest and most advanced cancer treatments in medical science. Our facility is 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.

E. Collaborate with Mayo Clinic

KRMC is a member of the *Mayo Clinic Care Network*. With this membership, KRMC healthcare providers have direct access to Mayo Clinic medical expertise and research. The relationship enables KRMC to address more types of medical conditions at a local level, which provides community members further options for receiving quality care close to home.

4. Provider Shortages

Attracting adequate numbers of healthcare providers is one of KRMC's biggest challenges— both now and for the foreseeable future. Like the rest of the country, we need more many more providers to meet our community's healthcare needs. As the nationwide shortage of doctors, nurses, and other healthcare workers continues to intensify, KRMC's strategies for addressing the challenge are listed below.

A. Intensify recruiting efforts on a national level

KRMC is working to strengthen and enhance our recruiting program by:

- Offering highly competitive salaries, benefits, and relocation packages
- Partnering with local economic development agencies and other community organizations to enhance Kingman's amenities and quality-of-life
- Developing a professional recruiting video
- Positing positions on popular national job boards
- Creating multi-platform recruiting campaigns that reach a national audience
- Offering financial incentives to KRMC employees who refer job candidates
- Partnering with Mohave Community College and state universities to hire graduating healthcare workers
- Refining our hiring and onboarding processes

B. Maintain a positive work culture to retain our workforce

To retain our workforce, KRMC focuses on promoting a positive work culture through programs that focus on maintaining a healthy work/life balance and through effective employee



engagement activities and events. We also offer our employees generous compensation and benefits, on-site daycare, and incentives to participate in exercise and health programs. Additionally, we provide tuition reimbursement to current employees seeking to advance their careers.

C. Utilize mid-level healthcare providers

With national physician shortages, KRMC is employing more nurse practitioners and physician assistants to provide general medical care.

D. Continue building and strengthening KRMC's medical residency program.

In 2000, KRMC became the first rural teaching hospital in Arizona. Since then, scores of degreed doctors in emergency and family medicine have advanced their medical education by receiving in-depth experiential training through our graduate medical education (GME) residency program. While training at KRMC, these doctors serve local patients under the supervision of licensed doctors, which helps meet our community's need for emergency and primary care providers. Additionally, many of these doctors choose to establish their practices in our region after graduating our program.

Due to the growth of our residency program, many doctors apply to train here. In selecting candidates, our priority is choosing those who would consider staying in Kingman after completing their training.

5. Healthcare Costs

As healthcare costs continue to rise at alarming rates throughout the country, Kingman Regional Medical Center (KRMC) has implemented the following strategies to help residents reduce their healthcare costs.

A. Promote healthy lifestyle choices

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

Additionally, KRMC collaborates with various community stakeholders and an established CHIP work group called "Healthy Living Mohave," to support sports and outdoor recreation, community gardening, and other healthy community activities. The Mohave Healthy Living workgroup was originally started in 2016 to address obesity in the community as part of Kingman's Community Health Improvement Plan (CHIP).



B. Provide price transparency

KRMC publishes our pricing for various medical services and procedures on our website so that individuals can make informed decisions about their healthcare costs. Additionally, our website includes a price estimator tool that calculates patients' approximate out-of-pocket cost for a specific medical procedure or service at KRMC based on their insurance company and type of coverage.

C. Provide charity care and financial assistance

As the only non-profit medical center in Mohave County, KRMC provides charity healthcare services to low-income patients with no health insurance. We also provide financial assistance to underinsured residents of Mohave County who require emergency care, hospitalization, or other medically necessary tests or treatments. Eligibility for charity care/financial assistance is based on household size and income.

Additionally, through a separate program, KRMC provides a significant discount of 65% from billed charges for all uninsured patients (self-pay with no third-party coverage), regardless of their ability to pay.

D. Provide low-cost telemedicine services for minor health conditions.

As mentioned in section 3 above, KRMC offers an online telemedicine service called "Care Anywhere" for diagnosing and treating common medical conditions. With a Care Anywhere visit, individuals answer questions about their symptoms online. A KRMC healthcare provider evaluates the answers and provides a treatment plan within 24 hours, which may include orders for diagnostic tests and prescriptions. The cost of a Care Anywhere visit is \$15, and no health insurance is required.

E. Provide free or reduced-cost women's health services.

KRMC works in collaboration with the federal- and state-funded Well Woman HealthCheck Program to provide free mammograms, clinical breast exams, pelvic exams, and Pap tests to uninsured/underinsured women who qualify. Additionally, KRMC is working to save lives from breast cancer by reducing financial barriers to timely breast cancer screening, diagnosis, and treatment that affect women in Mohave County. Through our "Catch It Early" program, we offer free (no out-of-pocket cost) screening mammograms to all Mohave County women. We 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.

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

KRMC conducts four health fairs per year focused on different demographic groups— Women's Health Fair, Senior's Health Fair, Kid's Day Health and Safety Fair, and Men's Health Fair. Scores of local organizations participate in these events, offering information to enhance



health, safety, and wellbeing. Additionally, KRMC offers free health screenings (e.g., bone density testing, hearing testing, cholesterol screening, etc.) as appropriate for the demographic at the fair. We also provide free seasonal flu shots at certain health fairs and free childhood immunizations at Kid's Day.

We also conduct outreach and health education at scores of community events, for example: the Mohave County Fair, the Andy Devine Days Rodeo, and the Kingman Home and Garden Business Expo. During these events, we sign women for free mammograms and offer some health screenings and flu shots as appropriate for the venue.

G. Provide low-income patients access to exercise and fitness programs.

KRMC provides scholarships for memberships to our Del. E. Webb Wellness Center to qualified low-income patients who need to improve a health condition with exercise and are unable to afford a membership.

Health Needs Not Addressed

KRMC's strategies do not specifically address the following issues identified in the 2019 CHNA:

1. Food insecurity

KRMC lacks the relative expertise and resources to effectively address food insecurity in Mohave County. However, KRMC donates 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
- Nana's Pantry
- Salvation Army

2. Transportation

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

3. 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.

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.