

# ARIZONA ORTHOPEDIC SURGICAL HOSPITAL

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## **2012 Community Health Needs Assessment Summary 2013-2016 Community Health Implementation Plan**

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## 2012 Arizona Orthopedic Surgical Hospital Community Health Needs Assessment Summary

Arizona Orthopedic Surgical Hospital (AOSH) is an LLC owned by USPI, Inc., Dignity Health and numerous physician partners. AOSH is a 24 bed for-profit acute care facility licensed as a Surgical Hospital. With 110 employees and over 200 physicians, AOSH provides quality care to patients requiring outpatient and inpatient surgical procedures (that include orthopedic, podiatric and pain management procedures), radiological procedures and physical therapy. The patient population served by the hospital consists of the pediatric (not less than three (3) years old), adolescent, adult and geriatric patient requiring or seeking surgical intervention, radiological testing, physical therapy or diagnostic testing to diagnose, maintain or restore optimum level of wellness.

AOSH community services extend beyond the hospital's specialty of quality orthopedic care to the City of Chandler and surrounding area including a free Orthopedic Sports Injury Evaluation (OSIE) which provides quick free injury assessments to area junior and senior high athletes.

The Community Health Needs Assessment (CHNA) for Arizona Orthopedic Surgical Hospital was done in coordination with Chandler Regional Medical Center (CRMC), utilizing the recently completed Maricopa County Health Assessment conducted by the Maricopa County Department of Public Health and the Arizona Department of Health Services. Through a systematic research and data collection process, the team identified five issues as health priorities to be addressed in a five-year Community Health Improvement Plan (CHIP) for Maricopa County. They are; Obesity, Diabetes, Lung Cancer, Cardiovascular Disease, and Access to Health Care. The Maricopa County Health Status Report Indicators are included in Appendix A.

## Description of the Hospital

USPI was founded in February 1998 by our Chairman, Don Steen, and our current major stockholder, Welsh, Carson, Anderson and Stowe. The company went public in 2001 and was taken private again in April 2007. We have grown through a combination of acquisitions and de novo developments, and have been very fortunate to attract an experienced Board and a proven management team, and to partner with prominent physicians and health care systems.

USPI's mission is to provide first-class surgical services for the local community in a safe, comfortable and welcoming environment; one in which we would be happy to treat our own families. We accomplish this by:

- Placing the highest priority on quality service and patient safety.
- Being the best and preferred provider of surgical services in the communities we serve.
- Being attuned to the needs of our customers.
- Growing our business in an increasingly competitive market.
- Recognizing the importance of our employees through ongoing training and career development.
- Maintaining a close, productive relationship with our surgeons, their staffs and the local community.
- Conducting all our affairs in an honest and ethical manner, and
- Continuously learning and sharing improvements in processes so that every day we give excellence in caring for our patients.

USPI's **EDGE™**, which stands for Every Day Giving Excellence, is one of the cornerstones of our business. It is our strategic performance improvement program that enables us to exceed customers' expectations in the clinical, service, financial, and leadership areas of our business. By Every Day Giving Excellence, we will meet and exceed our customers' expectations.

The hospital has 24 beds, six operating rooms and a treatment room and is accredited by The Joint Commission. State-of-the-art equipment allows surgeons to perform procedures in the specialty areas of: Orthopedic, Spine, Podiatry, Pain Management. The facility accepts most major commercial insurance, HMO/PPO plans, Medicare, Workers Compensation, and other government sponsored health coverage.

The relationship between USPI (the managing partner of AOSH) and Dignity Healthcare is one of a joint venture. USPI and Dignity Healthcare bring specialty surgical hospitals and ambulatory surgery centers to the market focused on, efficient, lower cost surgical alternatives for patients that provide superior quality.

## Community Health Needs Assessment

In June 2012, the Maricopa County Department of Public Health and the Arizona Department of Health Services completed the first Comprehensive Health Assessment (CHA) for Maricopa County. This collaborative effort was the culmination of an 18-month engagement process that involved a wide variety of local public health system partners, education and social service agencies, community members, and other stakeholders. Assessments were conducted using a variety of methods from health data analysis to surveys and focus groups with several objectives in mind:

- Ensuring racial and ethnic minority communities' needs and input was included
- Ensuring broad representation of underserved populations
- Including disease surveillance subject matter experts in analysis of health data

Through this systematic research and data collection process, the team identified five issues as health priorities to be addressed in the five-year Community Health Improvement Plan (CHIP) for Maricopa County. They are: Obesity, Diabetes, Lung Cancer, Cardiovascular Disease, and Access to Health Care.

Arizona Orthopedic Surgical Hospital will utilize the information gathered from this community-wide assessment to inform the implementation strategy for the hospital. We share in the vision of our Departments of Public Health and the Arizona Department of Health Services, namely that ***“Empowered communities working together to reach optimal health and quality of life for all.”***

Task forces representing four different sectors of the community—*Where We Live (Community), Where We Learn (Education), Where We Work (Worksites), and Where We Receive Care (Healthcare)*—have been formed to develop plans with emphasis on utilizing evidence based-strategies and policy, systems, and environmental approaches to impact health priorities. The CHIP will become the strategic blueprint for how public health and community partners will work collectively in making Maricopa County a healthier place to live and work. Data will be reviewed continually over



the five-year cycle of the CHIP, both to monitor progress toward identified goals, and to establish new goals and priorities as necessary.

The CHNA documents can be accessed at <http://www.maricopa.gov/publichealth/Programs/OPI/resources.aspx>.

## **Community Health Implementation Plan**

Taking into consideration the unmet health needs of the community and the specialty focus of Arizona Orthopedic Surgical Hospital, efforts to improve Access to Care, Orthopedic Injury Education (Bi-Monthly IP/OP Joint Classes), and Free High School Athletes Orthopedic Sports Injury Evaluations (OSIE) will be undertaken by the hospital to improve the health status of the community.

### **Description of Community Served by the Hospital**

The Arizona Orthopedic Surgical Hospital community, while largely diverse and educated, also includes areas with high rates of poverty, a large non-English speaking population, and migrant/seasonal workers, many of whom experience barriers to access. A large majority of this population is indigent with their primary source of income through day labor and seasonal work. Dignity Health utilizes a Community Need Index to identify specific areas within the service area (by zip code) with social economic barriers. Each zip code within the service area is given a score based on five socioeconomic indicators that include income, language, education, insurance, and housing. According to the Community Needs Index, Maricopa County has both moderate and high-risk areas with a mean score in the moderate range of 3.2. Within the service area there are zip codes with significant socio-economic barriers, some of which are designated as a Federal Medically Underserved Areas (FMUA) and Medically Underserved Populations (MUP).

According to research findings, individuals lacking health insurance, whether chronically uninsured or experiencing gaps in insurance, avoid seeking care for conditions until the condition worsens to an unmanageable state. For chronic conditions such as diabetes, asthma, or mental health, adults often skip medications or avoid filling prescriptions and subsequently visit the ED or are admitted to the hospital. Uninsured individuals are less likely to receive preventive care and more likely to receive duplicate tests. Strategies need to continue with a proactive focus on chronic disease management, increased access to education and services, and continuum of care components that will improve quality of life and decrease the need for extensive healthcare utilization.

### **Demographics**

According to the U.S. Census Bureau, the estimated population of the county in 2012 was 3,942,169.

Of that number, 26% represent persons 18 years of age and younger, 13% represent persons age 65 and over. Approximately 58% of the population is white, 6% African American or Black,

3% American Indian and Alaska Native, 4% Asian, 30% Hispanic or Latino. The median household income was \$55,099 and nearly 15% of the community's residents live below the poverty level.

### **Who Was Involved in the Assessment**

In 2011, a Community Advisory Board and Community Team guided staff from the Arizona Department of Health Services and Maricopa County Department of Public Health to conduct a community health assessment and determine health priorities for Maricopa County. The 18 month process included more than 1,000 residents, health professionals and community partners.

### **How the Assessment Was Conducted**

Utilizing the Mobilizing for Action through Planning and Partnership (MAPP) framework, four comprehensive assessments were conducted to gather both quantitative and qualitative data. Input was collected from residents through community surveys, focus groups, stakeholder clusters reviewing the comprehensiveness of the local public health system and an assessment of forces likely to impact the health of the public in the near future.

429 Surveys were conducted in four ethnic/racial minority communities, including African American, Asian/Pacific Islander, Hispanic/Latino, American Indian, 241 Community Partners/Health Professionals were surveyed. In addition, 303 surveys were conducted among MCDPH Staff.

### **Analysis and Health Needs Identified from the CHNA**

Through this systematic research and data collection process, the team identified five issues as health priorities. They are: Obesity, Diabetes, Lung Cancer, Cardiovascular Disease, and Access to Health Care.

Contributing risk factors and social determinants of health related to these health priorities include the ability to access care and also include nutrition, physical activity, and tobacco use.

### **Community Assets Identified**

Within the service area, government and community based clinics exist that offer free or low cost medical care, some of which include Mission of Mercy, Hope Community, Chandler Care Center, and Chandler Christian Community Center. Organizations such as About Care and Neighbors who Care provide transportation and home visits to the elderly. Four Food banks are dispersed throughout the service area, and refuge housing exists for the homeless. In addition, other hospital systems within our Service Area include Casa Grande Medical Center, Tempe St. Luke's, Chandler Regional Medical Center, Mercy Gilbert Medical Center, Banner Desert, Banner Gateway, Banner Baywood, Banner Heart, Banner Ironwood, Mountain Vista Medical

Center, Casa Grande Medical Center, Gilbert Hospital, Florence at Anthem Hospital, and Tempe St. Luke's.

Refer to Appendix C for a comprehensive listing of other area hospitals and clinics within the service area.

### **Health Priorities**

Taking into consideration the health priorities of the community and the specialty care services Arizona Orthopedic Surgical Hospital provides, in addition to helping address Access to Care issues, efforts considered for FY2013-FY2016 include providing physical examinations for high school-aged athletes, education about reducing injuries and promoting healthy active living.

### **Arizona Orthopedic Surgical Hospital Implementation Strategy 2013-2016**

#### *Developing the Hospital's Implementation Strategy*

- The community benefit planning process begins with the review of the community needs assessment. Feedback, recommendations, and concerns were obtained from members of the hospital's planning committee. Refer to Appendix D for a list of committee members.
- In addition to the key hospital stakeholders, needs as identified by community constituencies and community partner organizations, the following criteria were used to prioritize the many community needs that were identified:
  - The top three most important issues identified by the community.
  - Conditions that were responsible for the highest number of years of potential life lost (YPLL); number of inpatient hospital days and emergency room visits.
  - Prevalence and trends over a 10 year period from 2001 through 2010.
  - Existence of health disparities by racial/ethnic subgroups.

### **Target Areas and Population**

AOSH is affiliated with the Dignity Healthcare System and being located close to Chandler Regional Medical Center, provides specialty care in a non general acute care setting for patients from all walks of life, from the same Chandler area and Maricopa and Pinal Counties. Our corporate mission is to provide first class surgical services for the local community in a safe, comfortable and welcoming environment; one in which we would be happy to treat our own families.

## Community Need Index

The accurate measurement of community need is a crucial first step in public health planning. Most community-need assessments rely on highly specific, non-standardized data, the relevance of which is limited to the individual community. These specialized assessments will continue to be important for community planning. For large-scale public health programming, however, a comprehensive and standardized assessment of community need is a prerequisite to the allocation of resources by hospitals, health care organizations, private foundations, and public health systems.

In developing the Community Need Index, Dignity Health applied the same level of scientific rigor we insist on in the practice of medicine. We partnered with Thomson Reuters to develop the data sets<sup>1</sup> and statistical models, which measure various socio-economic barriers to health care access. These barriers – income, cultural/language, education, insurance, and housing – were carefully chosen and tested individually by both Dignity Health and Thomson Reuters.<sup>2</sup>

Dignity Health utilizes the data from the Community Need Index in the development of the community health needs assessment. The Community Need Index map with individual zip code scores, based on the risks associated with socio-economic barriers, is included in Appendix B.

## Description of What Arizona Orthopedic Surgical Hospital Will Do to Address Community Needs and Identified Priorities

### Community Orthopedic Education for Improved Hospital Experience

- Bi Monthly Joint Education Classes for both IP and OP surgery
- Fall OSIE (Orthopedic Sports Injury Assessment) held weekly during High School Football season

### Financial Assistance

- SurgiCARES is AOSH's commitment to work with our patients by providing several payment options to meet the patient responsibility of the surgery bill. We provide a Patient Financial Advocate to help our patients understand the facilities different payment options:
  - Major Credit Cards
  - CareCredit
  - MedDraft
  - Seasonal Draft
  - Promissory Note
  - Financial Assistance discounts based on income
- AOSH maintains Policy's & Procedures to ensure individuals receive standard information and access to all available assistance and a copy of all the hospital charges is available upon request.

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<sup>1</sup> Data Sources: 2009 Demographic Data, Claritas, Inc. and 2009 Insurance Coverage Estimates, Thomson Reuters

<sup>2</sup> More information about the barriers and why they were selected can be found at [www.chwHEALTH.org/cni](http://www.chwHEALTH.org/cni)

- This section will be completed when staff at Arizona Orthopedic Surgical Hospital determine what they can do within their area of specialized orthopedic and spine focus, e.g., health education sessions on care of the joints and spine, sponsor a healthy active living event, in partnership with Dignity Health hospitals consider co-sponsorship of an activity, etc.

### **Next Steps**

- Implement suggested programs and activities from the Community Health Planning Team

### **Priority Needs Not Being Addressed and the Reason**

As with any healthcare organization, it is not possible to have the resources to meet every need identified in the CHNA. Within the scope of Arizona Orthopedic Surgical Hospital's specialty orthopedic and spine surgery services, the priority needs not being addressed include Obesity, Diabetes, Lung Cancer, and Cardiovascular Disease. These health issues are being addressed in various ways by several other health providers in the Community.

### **Approval**

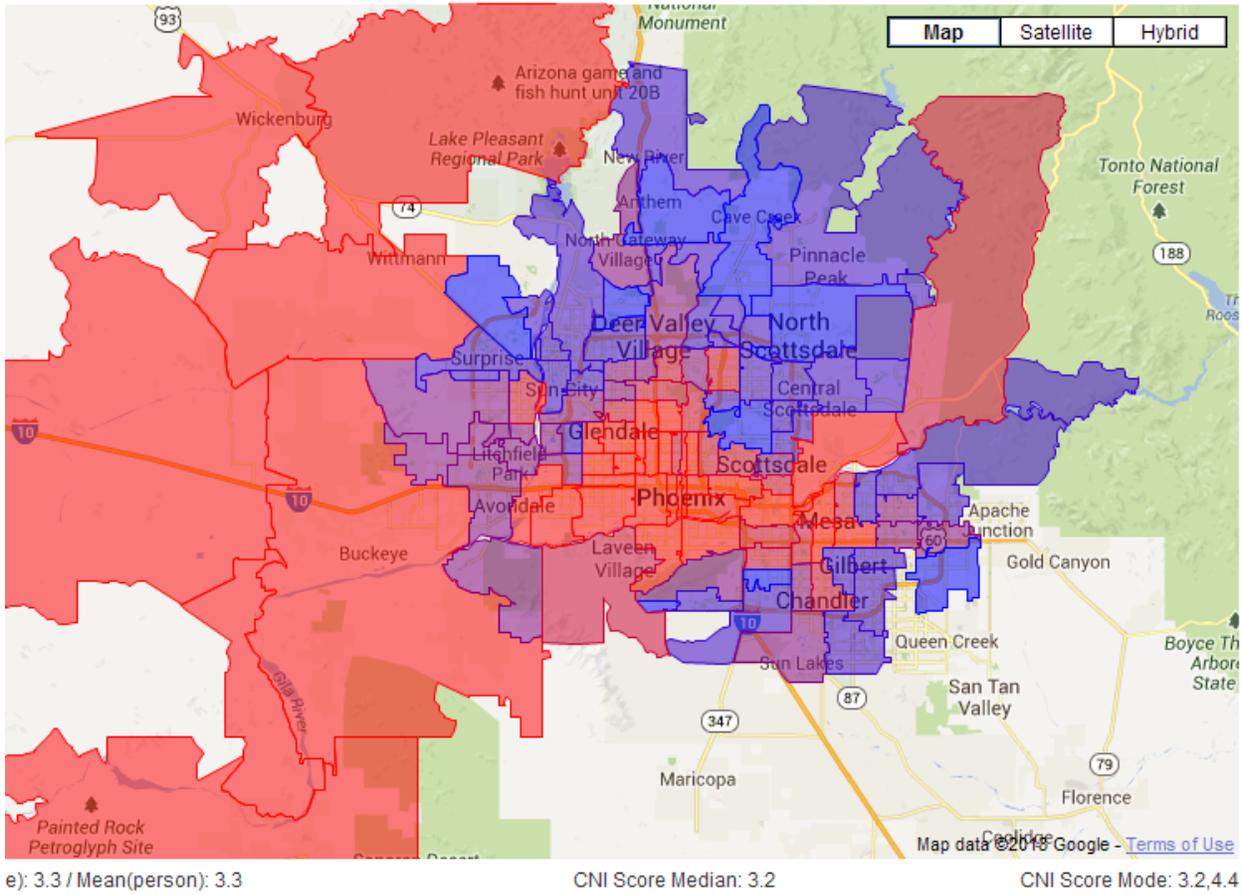
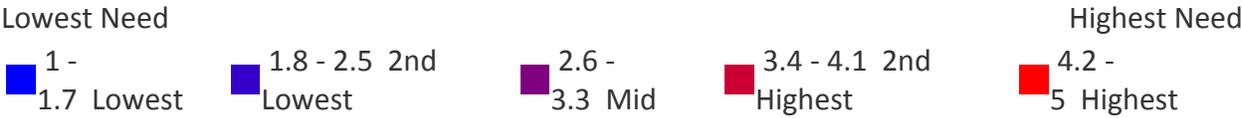
This report was approved through the November Proxy Ballot of the Governing Board.

**Appendix A**

## Maricopa County Health Status Report Indicators 2012

<p><b>Demographics</b>          Population Size          Income Distribution          Race and Ethnicity          Sex          Age          Home Ownership          Disability &amp; Mobility</p>	<p><b>Access to Health Care</b>          No Health Insurance Coverage          No Usual Place of Care          No Prenatal Care          Delayed Care or Prescriptions due to Cost</p>	<p><b>Chronic Conditions</b>          Coronary Heart Disease mortality and hospital discharge review          Stroke mortality and hospital discharge review          Cancer mortality and hospital discharge review          Diabetes mortality and hospital discharge review          Asthma mortality and hospital discharge review</p>
<p><b>Environmental Health</b>          Food safety- recalls          Food safety- outbreaks          Air Quality          Neighborhood Support Index          Perceived Neighborhood Safety          Distance between one's Home &amp; Parks or Open Space          Quality of Life Index</p>	<p><b>Health Behaviors</b>          Tobacco Use          Tobacco Use during Pregnancy          Physical Inactivity          Binge Drinking          Substance Abuse          Unprotected Sex</p>	<p><b>Infectious &amp; Sexually Transmitted Diseases</b>          HIV/AIDS incidence &amp; prevalence rates per 100,000 population          STDs incidence &amp; prevalence rates per 100,000 population          TB incidence &amp; prevalence rates per 100,000 population          Hepatitis B</p>
<p><b>Mortality</b>          Cancer          Disease of Heart          Stroke          Diabetes          Unintentional Injury          Chronic Lower Respiratory Disease          Chronic Liver Disease and Cirrhosis          Alzheimer's Disease          Occupational Death          Heat Mortality          Total Mortality from All Causes</p>	<p><b>Maternal &amp; Children's Health</b>          Infant Mortality per 1,000 Births          Low Birth Weight          Preterm Birth          Gestational Diabetes          Mother-to-child HIV transmission          Teen Pregnancy          Breastfeeding          Oral Health          Lead Poisoned Children          Housing with Increased lead risk          Postpartum Depression</p>	<p><b>Mental Health</b>          Diagnosis of Anxiety, Bipolar, or Major/Clinical Depression          Intended Suicide          Completed Suicide</p>
<p><b>Injury</b>          Unintentional Injury incidence &amp; prevalence rates per 100,000 population          Motor Vehicle Crash incidence &amp; mortality          Accidental Poisoning</p>	<p><b>Nutrition</b>          Fruit &amp; vegetable affordability          Free &amp; Reduced Lunch rates (schools and students)          # of people receiving SNAP          Folic acid awareness/supplementation          Less than 5 fruit/vegetables a day</p>	<p><b>Quality of Care</b>          Annual Well-Women's Check          Well Child Visit          Immunization Adult          Immunization – Child</p>
<p><b>Violence</b>          Domestic Violence          Homicide          Child Abuse</p>	<p><b>Overall Health Status</b>          Self-Reported Poor Physical Health          Self-Reported Poor Mental Health          Obesity</p>	<p><i>These health indicators were analyzed and ranked according to top causes of death, 10-year trends, racial &amp; ethnic disparities, &amp; compared to national/state rates &amp; Healthy People 2010.</i></p>

**Appendix B**  
**Community Need Index**  
**Maricopa County, Arizona**





## Appendix C

### Other Area Hospitals within Service Areas

Casa Grande Medical Center  
Tempe St Luke's  
Chandler Regional Medical Center  
Mercy Gilbert Medical Center  
Banner Desert  
Banner Gateway  
Banner Baywood  
Banner Heart  
Banner Ironwood  
Mountain Vista Medical Center  
Gilbert Hospital  
Florence at Anthem

Within the service area, government and community based clinics exist that offer free or low cost medical care, some of which include Mission of Mercy, Hope Community, Chandler Care Center, and Chandler Christian Community Center. Organizations such as About Care and Neighbors who Care provide transportation and home visits to the elderly. Four Food banks are dispersed throughout the service area, and refuge housing exists for the homeless. In addition, other hospital systems that include Banner Health, John C. Lincoln, Scottsdale Healthcare, and IASIS Healthcare.

### Community Clinics within Service Areas

Chandler Family Health Center  
Hope Community Health Center  
Clinica Adelante  
ASU Breaking the Cycle  
Tempe Community Action Agency  
Centro de Amistad  
Mission of Mercy  
Mountain Park Health Center  
Florence Community Health Center  
Coolidge Community Health Center  
Eloy Community Health Center  
Sun Life Family Health Center  
Maricopa Clinic  
Apache Junction Clinic  
Casa Grande Clinic  
Coolidge Clinic  
Eloy ClinicSan Tan Valley Clinic

## Appendix D

### Arizona Orthopedic Surgical Hospital **Community Health Planning Team**

Duane Scholer, Chief Executive Officer  
Susan Dolezal, Chief Nursing Officer  
Amanda Reidhead, Chief Financial Officer  
Craig Fleury, Partnership Vice President  
Jeneal Wiskerchen, Physician Liaison  
Sheree Yazzie, Medical Staff Credentialing Manager