

# Arizona General Hospital Laveen

## 2019 Community Health Implementation Strategy




**Adopted October 2019**





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## At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>Arizona General Hospital Laveen is located in Maricopa County, the fourth most populous county in the United States. With an estimated population of 4 million and growing, Maricopa County is home to well over half of Arizona’s residents. Maricopa County encompasses 9,224 square miles, includes 27 cities and towns, as well as the whole or part of five sovereign American Indian reservations. Maricopa County is ethnically and culturally diverse, home to more than 1.2 million Hispanics (30% of all residents), 216,000 African Americans, 157,000 Asian Americans, and 77,000 American Indians.</p> <p>Arizona General Hospital Laveen is located in Laveen, Arizona. Laveen is located near the Salt and Gila Rivers, and southwest of downtown Phoenix. The area of Laveen contains approximately 48 square miles of largely undeveloped, agricultural property, as well as several groups of residential housing developments. The primary service area for Arizona General Hospital Laveen includes both moderate and high-risk areas with significant socio-economic barriers. Zip code areas with the highest risks include 85009, 85041 and 85043. Uninsured rates in the Laveen primary service area are higher than Maricopa County. Arizona General serves as the only access to hospital and emergency care in Laveen, Arizona.</p>		
<p><b>Significant Community Health Needs Being Addressed</b></p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <table border="1" data-bbox="410 1157 1429 1402"> <tr> <td data-bbox="410 1157 906 1402"> <ul style="list-style-type: none"> <li>• Access to Care</li> <li>• Mental Health/Behavioral Health/ Substance Abuse</li> <li>• Overweight/Obesity – Diet Related Illnesses</li> </ul> </td> <td data-bbox="906 1157 1429 1402"> <ul style="list-style-type: none"> <li>• Trauma/Injury Prevention</li> <li>• Social Determinants of Health</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>• Access to Care</li> <li>• Mental Health/Behavioral Health/ Substance Abuse</li> <li>• Overweight/Obesity – Diet Related Illnesses</li> </ul>	<ul style="list-style-type: none"> <li>• Trauma/Injury Prevention</li> <li>• Social Determinants of Health</li> </ul>
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<p><b>Strategies and Programs to Address Needs</b></p> 	<p>The hospital intends to take several actions and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none"> <li>• Increase access to care for 24/7 emergency care and inpatient and outpatient surgical services</li> <li>• Patient Financial Assistance</li> <li>• ACTIVATE navigation program</li> <li>• Community of Care Grants programs</li> <li>• Collaboration with St. Joseph’s Hospital and Medical Center, Community partners, and providers</li> </ul>		

<p><b>Anticipated Impact</b></p> 	<p>Overall, the hospital anticipates that actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health.</p>
<p><b>Planned Collaboration</b></p> 	<p>Arizona General Hospital Laveen is comprised of hospital experts, board members, and engaged community stakeholders. AGHL will collaborate with St. Joseph’s Hospital and Medical Center’s Community Health Integration Network, Community Grants Committee, grant funded agencies, and other relevant community stakeholders.</p>

This document is publicly available online at

<https://www.dignityhealth.org/arizona/locations/arizonageneral/about-us/community-benefit>

This information is shared broadly with the community through e-mail distribution program. The information is shared on Facebook, Twitter, Linked In, e-mail list serves, community meetings and presentation.

Written comments on this report can be submitted to the Arizona General Hospital in Laveen, Arizona to the Administrative Office at 7171 S. 51st Avenue Laveen, AZ 85339 or for telephone assistance, please call 623.584.5100.

## Our Hospital and the Community Served

### About Arizona General Hospital Laveen

Arizona General Hospital Laveen is a member of Dignity Health, which is a part of CommonSpirit Health.

Arizona General Hospital Laveen (AGHL) is located in Laveen Village situated eight miles southwest of downtown Phoenix between South Mountain and the Gila and Salt rivers. AGHL has 16 inpatient beds, 10 emergency room beds, two advanced operating suites, a laboratory, and a full radiology suite. The hospital is capable of inpatient and outpatient surgical procedures as well as, provide 24/7 access to emergency medical care.

### Our Mission

We are committed to furthering the healing ministry of Jesus. We dedicate our resources to:

- Delivering compassionate, high-quality, affordable health services;
- Serving and advocating for our sisters and brothers who are poor and disenfranchised; and
- Partnering with others in the community to improve the quality of life.

### Financial Assistance for Medically Necessary Care

Arizona General Hospital Laveen delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and a plain language summary and other materials are on the hospital's web site.

## Description of the Community Served

Arizona General Hospital Laveen serves the community of Laveen, Arizona, in Maricopa County and located near the Salt and Gila Rivers, southwest of downtown Phoenix. A summary description of the community is below. Additional details can be found in the CHNA report online.

Maricopa County is the fourth most populous county in the United States. With an estimated population of four million and home to well over half of Arizona’s residents. Maricopa County encompasses 9,224 square miles, includes 27 cities and towns, as well as the whole or part of five sovereign American Indian reservations. Maricopa County is ethnically and culturally diverse, home to more than 1.2 million Hispanics (30% of all residents), 216,000 African Americans, 157,000 Asian Americans, and 77,000 American Indians.



Laveen is located within Maricopa County and contains approximately 48 square miles of largely undeveloped, agricultural property, as well as several groups of residential housing developments. After several annexations from the mid-1990s to the present, a large portion of the community lies within the city limits of Phoenix and is designated by the city as Laveen Village.

Dignity Health defines the community served by a hospital as those individuals residing within its primary and secondary service areas. The Primary Service Area includes all residents in a defined geographic area surrounding the hospital and does not exclude low-income or underserved populations.

Laveen Village is split between District 7 and District 8, both notable as minority-majority districts for the city. Although Laveen has been home to cotton and dairy farms since the 1880s, housing and commercial developments have been increasingly urbanizing the area. More than half of the population of Arizona General Hospital Laveen’s primary service area is adults between 20-64 years of age. Nearly 27.1% of residents do not have a high school diploma, and approximately 20.7% are without health insurance. These data show that the population as a whole is majority Hispanic, and with a median income below Maricopa County and the state of Arizona. According to the Arizona Department of Health Services (ADHS), the Laveen Village PCA has been federally designated as a Medically Underserved Area.

Table 1 provides the specific age, sex, and race/ethnicity distribution and data on key socio-economic drivers of health status of the population in AGHL primary service area compared to Maricopa County and the state of Arizona.

**Table 1. Demographic Information for Arizona General Hospital Laveen Primary Service Area**

	LAVEEN PSA	Maricopa County	Arizona
Population: estimated 2015	271,767	4,088,549	6,728,577
Gender			
• Male	50.5%	49.5%	49.7%

• Female	49.5%	50.5%	50.3%
<b>Age</b>			
• 0 to 9 years	18.0%	13.8%	13.3%
• 10 to 19 years	16.4%	13.8%	13.6%
• 20 to 34 years	23.3%	21.2%	20.5%
• 35 to 64 years	34.8%	37.3%	36.7%
• 65 to 84 years	6.6%	8.0%	9.2%
• 85 years and over	0.9%	5.9%	6.7%
<b>Race</b>			
• White	22.2%	56.9%	77.8%
• Asian/Pacific Islander	2.6%	4.0%	3.2%
• Black or African American	10.8%	5.0%	4.3%
• American Indian/Alaska Native	2.9%	1.5%	4.4%
• Other	2.0%	2.3%	7.0%
<b>Ethnicity</b>			
• Hispanic	59.5%	30.3%	30.5%
Median Income	\$45,286	\$53,694	\$51,340
Uninsured	20.7%	13.9%	13.6%
Unemployment	5.3%	4.4%	5.4%
No HS Diploma	27.1%	14.0%	13.8%
*% of Population 5+ non-English speaking	17.5%	9.3%	9.1%
*Renters	42.5%	39.6%	37.5%
CNI Median Score	4.2	39.6%	37.5%
Medically Underserved Area	Yes	-	-

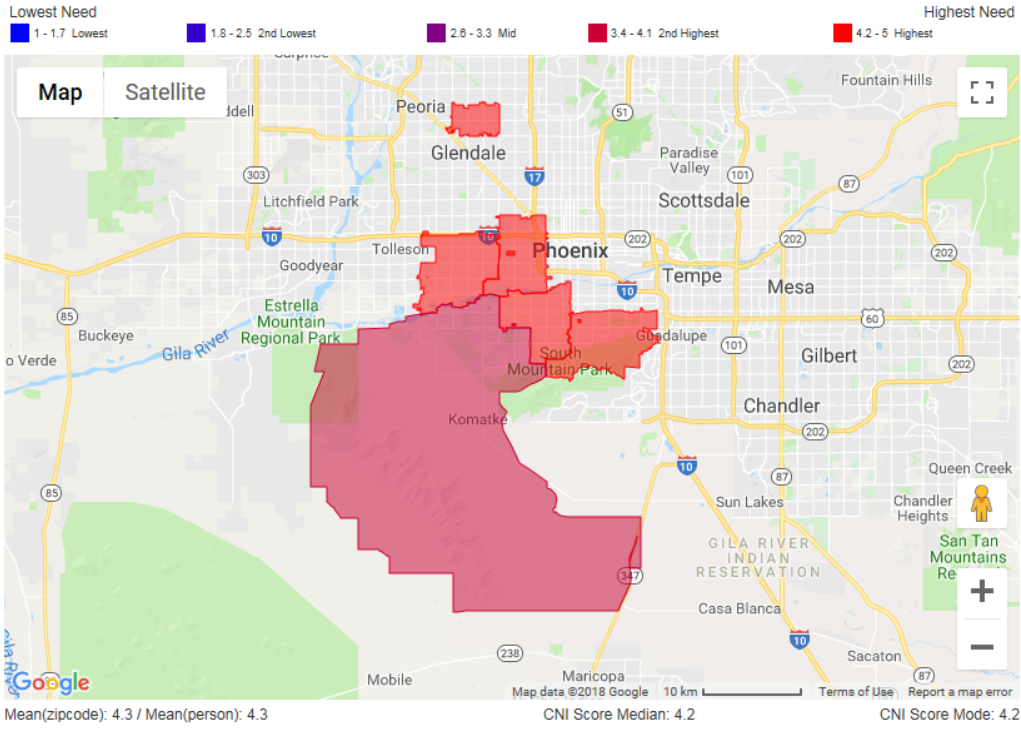
\*Source: U.S. Census American Community Survey, 5 year estimates 2013-2017

## Community Need Index

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and IBM Watson Health. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage.

Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores. According to the CNI illustrated below, the primary service area has a mean CNI score of 4.2 and includes both moderate and high-risk areas with significant socio-economic barriers. Zip code areas with the highest risks include 85009, 85041, 85042, 85043, and 85302.

Figure 1. Arizona General Hospital Laveen: Primary Service Area Community Needs Index Score Map



### Primary Service Area CNI Scores

Zip Code	CNI Score	Population	City	County	State
85009	5	56314	Phoenix	Maricopa	Arizona
85041	4.2	65874	Phoenix	Maricopa	Arizona
85042	4.2	46098	Phoenix	Maricopa	Arizona
85043	4.6	42051	Phoenix	Maricopa	Arizona
85302	4.2	38875	Glendale	Maricopa	Arizona
85339	3.6	46318	Laveen	Maricopa	Arizona



## Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited to, conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

### Community Health Needs Assessment

The health issues that form the basis of the hospital's community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in October, 2019. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at or upon request at <https://www.dignityhealth.org/arizona/locations/arizonageneral/about-us/community-benefit> or upon request at the hospital's Community Health office.

### Significant Health Needs

The community health needs assessment identified the following significant community health needs:

#### **Access to Care**

Overall, the percentage of people without health care insurance in Maricopa County has declined noticeably in the years since the implementation of the Affordable Care Act. However, many adults may still face difficulty accessing care. Results from our 2016 community survey indicated that 45.9% of respondents stated that sometimes they did not have enough money to pay for health care expenses on a monthly basis. In the Arizona General Hospital Laveen primary service area, uninsured rates are higher than Maricopa County. Arizona General is the only access to hospital and emergency care in Laveen, Arizona.

#### **Mental Health-Behavioral Health-Substance Abuse**

Mental health was ranked as the most important health problem impacting the community by key informants. This was echoed by participants in the focus groups who felt it was among their top concerns. Emergency department visits related to mental and behavioral health have increased over the last 5 years in Maricopa County and in the AGHL primary service area. Specific mental health and behavioral health concerns include suicide, drug addiction, and Alzheimer's disease.

## **Overweight/obesity**

According to the most recent CHNA, Arizona has the 30<sup>th</sup> highest adult obesity rate in the nation, and the 32<sup>rd</sup> highest obesity rate for youth ages 10-17. In Maricopa County, males have higher rates of being overweight, and Hispanics have higher rates of obesity when compared to non-Hispanic whites. Key informants felt that being overweight, poor eating habits and lack of exercise were among the top five risky health behaviors community members were engaging in. Being overweight or obese often leads to other chronic conditions further compromising health status, including heart disease and diabetes.

## **Cancer**

Cancer remains the leading cause of death in Maricopa County and the AGHL's primary service area and was identified as one of the top five areas of concerns from key informants. Colorectal cancer death rates in Maricopa County and AGHL primary service area has fluctuated over the last five year. AGHL primary service area, colorectal rates are just below Maricopa County rate.

## **Trauma/Injury Prevention**

In 2016 unintentional injuries was the fifth leading cause of deaths in Maricopa County and AGHL's primary service area and falls were ninth leading cause of death. Nationally, nearly one-third of these deaths are due to car crashes and nearly another one-third is due to accidental poisonings. Males are more likely to suffer from an unintentional injury with the exception of falls which are more prevalent among females. In addition to car crashes, accidental poisoning and falls, pedestrian injuries, and trauma from violence continue to be major concerns.

## **Social Determinants of Health**

Arizona General Hospital Laveen is dedicated to making a positive impact on the social determinants of health, particularly on the health of those economically-disadvantaged communities. Resources that enhance quality of life can have a significant influence on population health outcomes. AGHL will focus on addressing social determinants of health including homelessness, food insecurity, transportation, and problems related to psychosocial circumstance.

## **Significant Needs the Hospital Does Not Intend to Address**

Arizona General Hospital Laveen will not be addressing the health priority of cancer. Although Arizona General does not have the specialty services required to provide cancer services, other hospitals within the primary and secondary service area provide cancer inpatient and outpatient services. St. Joseph's Hospital and Medical Center and Banner University Medical Center – Phoenix.

## 2019 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It summarizes planned activities with statements on anticipated impacts and planned collaboration.



This report specifies planned activities consistent with the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital’s limited resources to best serve the community.

The anticipated impacts of the hospital’s activities on significant health needs are summarized below. Overall, the hospital anticipates that actions taken to address

significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.

### Creating the Implementation Strategy

Arizona General Hospital Laveen is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

The process for prioritization included engagement with both internal Dignity Health stakeholders and community partners from Dignity Health’s Community Health Integration Network (CHIN) and the Arizona Community of Care Network (ACCN). The first step of the process was a comprehensive presentation by Maricopa County Department of Public Health (MCDPH) that included an overview of the CHNA findings and key emerging health needs. Stakeholders in attendance of the March 2019 ACCN meeting participated in a “needs strategy activity” where they were able to identify strategies and opportunities for integration with the hospital. The ACCN identified areas and programs that they can collaborate with the hospital and community to create healthier and sustainable communities. CHIN members in attendance of the April 2019 meeting also participated in a strategy activity, where they reviewed community outcomes, discussed major inequities, and determined the best strategies for each outcome.

The needs were categorized to reflect the “Dignity Health Community Health Strategy Blueprint 2019-2023 to increase the care continuum, promote innovation and transformational approaches to improve Health outcomes and to address the social determinants of health (SDOH) within our community. Existing programs with evidence of success and impact were identified within the key strategy areas.

Once strategies are confirmed, key programs are continuously monitored for performance and quality with ongoing improvements to facilitate their success.

Additionally, Dignity Health participates in Maricopa County Department of Public Health’s Synapse Advisory Council that includes Community Health leaders from major health systems. The Synapse Advisory Council has a shared responsibility for the MCDPH CHNA’s and to address shared health




priorities. Dignity Health is also a participant in MCDPH’s larger collaboration is Health Improvement Partnership of Maricopa County (HIPMC) comprised of multiple community-based organizations to share evidence-based approaches and share available resources.

Arizona General Hospital Laveen works in collaboration with St. Josephs’ Hospital and Medical Center, Chandler Regional Medical Center, and Mercy Gilbert Medical Center throughout the CHNA and Implementation Strategy processes.

## Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report.

They are organized by health need and include statements of the strategies’ anticipated impact and any planned collaboration with other organizations in our community.

 <b>Health Need: Access to Care</b>	
<b>Strategy or Program Name</b>	<b>Summary Description</b>
Patient financial assistance	<ul style="list-style-type: none"> <li>• Patient Financial Assistance Policy</li> </ul>
Access to healthcare	<ul style="list-style-type: none"> <li>• 24/7 access at Arizona General Hospital Laveen</li> <li>• Inpatient and Outpatient services</li> <li>• Surgical services</li> <li>• Satellite Emergency Care Centers</li> </ul>
Ancillary services	Planned for FY19: Medical office building with


	<ul style="list-style-type: none"> <li>• Simon Med – Radiology</li> <li>• Primary Care Physicians</li> <li>• Pediatrician services</li> <li>• Physical Therapy</li> </ul>
Insurance enrollment	<ul style="list-style-type: none"> <li>• Patient financial Services staff</li> <li>• ACTIVATE</li> </ul>
ACTIVATE	<ul style="list-style-type: none"> <li>• Inpatient and post discharge navigation for high risk patients including veterans, uninsured, and patients with co-morbidities</li> </ul>
Mission of Mercy	<ul style="list-style-type: none"> <li>• Primary care/medical home for uninsured</li> </ul>
Collaboration with St. Joseph’s Hospital and Medical Center’s Transition of Care Clinic (TOCC)	<ul style="list-style-type: none"> <li>• Referrals to the TOCC to increase access to needed medical and social services.</li> </ul>

**Anticipated Impact:**

- Improved access to emergency, inpatient, and outpatient services
- Reduction in uninsured
- Reduction in readmission for high risk patients

**Planned Collaboration:**

- Foundation for Senior Living
- Simon-Med
- Various providers
- Mission of Mercy

 **Health Need: Mental Health/Behavioral Health/Substance Abuse**

Strategy or Program Name	Summary Description
Hospital staff, providers, And Care Coordination	<ul style="list-style-type: none"> <li>• Emergency care services for immediate stabilization</li> <li>• Referral to available treatment</li> </ul>
Crisis, Preparation and Recovery (CPR)	<ul style="list-style-type: none"> <li>• Partnership to refer patient to needed services</li> </ul>

**Anticipated Impact:**

- Access to emergency services and stabilization
- Improved access to available resources

**Planned Collaboration:**

- Crisis, Preparation and Recovery



## Health Need: Overweight/Obesity – Diet Related Diseases (Diabetes, heart disease, kidney disease)

Strategy or Program Name	Summary Description
In collaboration with St. Joseph’s Hospital and Medical Center for Healthier Living Program	<ul style="list-style-type: none"> <li>Planned Collaboration in FY20</li> <li>- Diabetes Education and Empowerment Program</li> <li>- Chronic Disease Self-Management</li> </ul>
Food and Nutrition Services	<ul style="list-style-type: none"> <li>Patient nutrition counseling</li> </ul>
Improved care for kidney disease	<ul style="list-style-type: none"> <li>Planned for FY19</li> </ul> Collaboration with US Renal for renal dialysis services
H2O –Heart Health Organization	<ul style="list-style-type: none"> <li>In partnership with Chandler Regional Medical Center, Interventional and non-interventional cardiology services</li> <li>Coronary Computed Tomography Angiogram (CTA)</li> </ul>
Community of Care Grant recipients	<ul style="list-style-type: none"> <li>Improving the Health of Uninsured Patients with Diabetes</li> </ul>

### Anticipated Impact:

- Improved health through access to programs and services focusing on healthier behaviors
- Improved care to patients with kidney disease

### Planned Collaboration:

- Agencies funded through the Community of Care Grants Program
- US Renal
- H2O
- St. Joseph’s Hospital and Medical Center



## Health Need: Trauma/Injury Prevention

Strategy or Program Name	Summary Description
Injury Prevention education in collaboration with St. Joseph’s Hospital and Medical Center	<ul style="list-style-type: none"> <li>Planned collaboration</li> <li>- Bleeding control classes held in community settings</li> <li>- Equips organizations with bleeding control kits</li> </ul>
Falls prevention	<ul style="list-style-type: none"> <li>ACTIVATE – Home safety evaluation</li> </ul>
Community of Care grant recipients	<ul style="list-style-type: none"> <li>Youth Violence Intervention and Prevention Project</li> </ul>

**Anticipated Impact:**

- Improve ability of community members to respond to bleeding injury
- Reduction in injuries
- Reduction in falls among high risk population
- Reduction in violence related injuries

**Planned Collaboration:**

- Agencies funded through the Community of Care Grants Program
- St. Joseph’s Hospital and Medical Center

**Health Need: Social Determinants of Health**

Strategy or Program Name	Summary Description
Project Cure	<ul style="list-style-type: none"> <li>• Medical supply donations to third world countries</li> </ul>
NaviHealth	<ul style="list-style-type: none"> <li>• Planned for FY20</li> </ul> Referral system to refer patients to needed services before discharge
Nonprofit Organization donations	<ul style="list-style-type: none"> <li>• Streetlight USA – Homeless</li> <li>• Mission of Mercy – Primary healthcare for uninsured</li> </ul>
Collaboration with St. Joseph’s Hospital and Medical Center’s Transition of Care Clinic (TOCC)	<ul style="list-style-type: none"> <li>• Referrals to the TOCC to increase access to needed medical and social services</li> </ul>
Collaboration with St. Joseph’s Hospital and Medical Center’s Healthier Living Program	<ul style="list-style-type: none"> <li>• Planned Collaboration in FY20 to reduce readmission for uninsured population with uncontrolled diabetes</li> <li>- Diabetes Education and Empowerment Program</li> <li>- Chronic Disease Self-Management</li> </ul>
Health Professions Internships	<ul style="list-style-type: none"> <li>• Planned for review of opportunities in FY20</li> </ul> Pharmacy, nursing, case management, osteopathic, dieticians, and other health professions
Community of Care Grant recipients	<ul style="list-style-type: none"> <li>• Improving the Health of Uninsured Patients with Diabetes, including access to healthcare services</li> </ul>

**Anticipated Impact:**

- Improved access to healthcare and needed services by addressing social determinants of health and underlying causes of health

**Planned Collaboration:**

- St. Joseph’s Hospital and Medical Center
- Agencies funded through the Community of Care Grants Program

## Community Grants Program

### Description

One way in which Arizona General Hospital Laveen addresses health priorities is through the Dignity Health Community Grants program. Community Grants program is sponsored by each Dignity Health hospital through contribution of 0.5% of previous fiscal year expenses. The program provides grants to nonprofit organizations whose proposals respond to identified priorities in the hospital's Community Health Needs Assessment (CHNA). Additionally, it is required that a minimum of three organizations work together in a Community of Care to address one or more of the hospital's identified health priorities. Granted initiatives are monitored through site visits and reporting.

### Program Goal

Community of Care grantees address the hospital's identified health priorities identified in the Community Health Needs Assessment with specific focus on populations with unmet health needs through primary prevention, continuum of care, capacity building and collaboration. Through innovative partnerships, community-based initiatives and hospital integrated programs, barriers associated with social determinants of health are reduced, improving access to education, intervention, disease management, treatment, and resources.

### Planned Collaborations

#### Improving the Health of Uninsured Patients with Diabetes

Collaborating partners: Mission of Mercy, Arizona Diabetes Foundation, Diana Gregory Outreach Services Foundation

Comprehensive diabetes care and education at Maryvale Church of the Nazarene during Mission of Mercy mobile clinic days. In addition to receiving services by Mission of Mercy that include health exams and medications, the project will provide one on one and group education on diabetes and nutrition, access to fresh produce, and monitoring of health progress.

#### Youth Violence Intervention and Prevention Project

Collaborating partners: BLOOM365, Arizona State University Morrison Institute of Public Health, one.n.ten

Y-VIPP addresses the individual, relationship, community, and societal risk factors associated with youth interpersonal violence perpetration. Increase safety and reduce interpersonal violence through prevention education, outreach activities, and school and community-based coordination of behavioral health, case management and intervention services. Specifically to teach healthy relationship skills, improve help seeking behaviors, create protective and nurturing school environments and enhance hospital and community responses.



# Hospital Board

## COMMUNITY BOARD - 2019 Arizona General Hospitals

<b>HUNT, Linda</b> President/CEO, Dignity Health, Arizona Region
<b>WATSON, Doug</b> Chief Financial Officer, Dignity Health, Arizona Region
<b>SANBORN, Peggy</b> Vice President, Dignity Health Partnerships Integration, Arizona Region

