

# Arizona General Hospital Mesa

## 2019 Community Health Implementation Strategy





**Adopted October, 2019**



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## At-a-Glance Summary

<b>Community Served</b> 	<p>Arizona General Hospital Mesa 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 Mesa is located in Mesa, Arizona. Mesa is the third largest city in Arizona with a population now over a half million. The city of Mesa is located in Maricopa County, about 20 miles from Phoenix, Arizona. Mesa is the central city of the East Valley section of the Phoenix Metropolitan Area. It is bordered by Tempe, Arizona on the west, the Salt River Pima-Maricopa Indian Community on the north, Chandler and Gilbert, Arizona on the south along Queen Creek, and Apache Junction on the east. Primary Service Area zip code areas with the highest risk include 85209 and 85212.</p>		
<b>Significant Community Health Needs Being Addressed</b> 	<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"> <tbody> <tr> <td data-bbox="410 1102 881 1297"> <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="889 1102 1427 1297"> <ul style="list-style-type: none"> <li>• Trauma/Injury Prevention</li> <li>• Social Determinants of Health</li> </ul> </td></tr> </tbody> </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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<b>Strategies and Programs to Address Needs</b> 	<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 Chandler Regional and Mercy Gilbert Medical Centers, Community partners, and providers</li> </ul>		
<b>Anticipated Impact</b> 	<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>		

## Planned Collaboration



### Planned Collaboration

Arizona General Hospital Mesa is comprised of hospital experts, board members, and engaged community stakeholders. AGHL will collaborate with Chandler Regional and Mercy Gilbert Medical Center's Community Benefit Committee, Community Grants Committee, grant funded agencies, and other relevant community stakeholders.

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 Arizona General Hospital in Mesa, Arizona to the Administrative Office at 9130 E Elliot Rd, Mesa, AZ 85212 or for telephone assistance, please call 480.410.4500.

# Our Hospital and the Community Served

## About Arizona General Hospital Mesa

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

Arizona General Hospital in Mesa, located at the northwest corner of South Ellsworth and East Elliot roads, near the Santan Freeway. The hospital has 50 private inpatient rooms, a 24/7 emergency department, intensive care unit, four advanced operating suites, and a variety of general and specialized surgery services.

## 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 Mesa 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 Mesa serves the community of Mesa, Arizona, in Maricopa County. Mesa is the third largest city in Arizona with a population now over a half million. The city of Mesa is located in Maricopa County, about 20 miles from Phoenix, Arizona. Mesa is the central city of the East Valley section of the Phoenix Metropolitan Area. It is bordered by Tempe, Arizona on the west, the Salt River Pima-Maricopa Indian Community on the north, Chandler and Gilbert, Arizona on the south along Queen Creek, and Apache Junction on the east. Primary Service Area zip code areas include 85209 and 85212. 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 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

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.

Mesa is home to several major industrial firms that include Boeing Company, Mesa Community College and Niagara Bottling. Despite strong economic growth, there continue to be many factors and social determinants of health in the suburban Mesa community that needs to be addressed in order to improve the health and wellbeing for the broader community, and the underserved. Challenges for this community include high rates of poverty, violence-associated injuries, a large non-English speaking population, and low education attainment, all of which create barriers to access. Downtown Mesa has a significant population of uninsured and underinsured non-English speaking persons of all age groups. A large majority of this population is also indigent with their primary source of income through day labor and seasonal work.

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 AGHM primary service area compared to Maricopa County and the state of Arizona.

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

	<i>Arizona General Hospital Mesa PSA</i>	Maricopa County	Arizona
Population: estimated 2016	70,438	4,088,549	6,728,577
Gender			
• Male	47.8%	49.5%	49.7%
• Female	52.2%	50.5%	50.3%
Age			
• 0 to 9 years	16%	13.8%	13.3%
• 10 to 19 years	14%	13.8%	13.6%
• 20 to 34 years	18%	21.2%	20.5%
• 35 to 64 years	35%	37.3%	36.7%
• 65 to 74 years	11%	8.0%	9.2%
• 85 years and over	9%	5.9%	6.7%
Race			
• White	75.0%	56.9%	77.8%
• Asian/Pacific Islander	3.1%	4.0%	3.2%
• Black or African American	2.3%	5.0%	4.3%
• American Indian/Alaska Native	0.9%	1.5%	4.4%
• Other	2.3%	2.3%	7.0%
Ethnicity			
• Hispanic	16.4%	30.3%	30.5%
Median Income	\$57,736	\$53,694	\$51,340
Uninsured	7.9%	13.9%	13.6%
Unemployment	5.0%	4.4%	5.4%
No HS Diploma	3.4%*	14.0%	13.8%



Limited English Proficiency	3.9%*	9.3%	9.1%
Renters	23.9%*	39.6%	37.5%
CNI Score	2.7	3.4	-
Medically Underserved Area	Yes	-	-

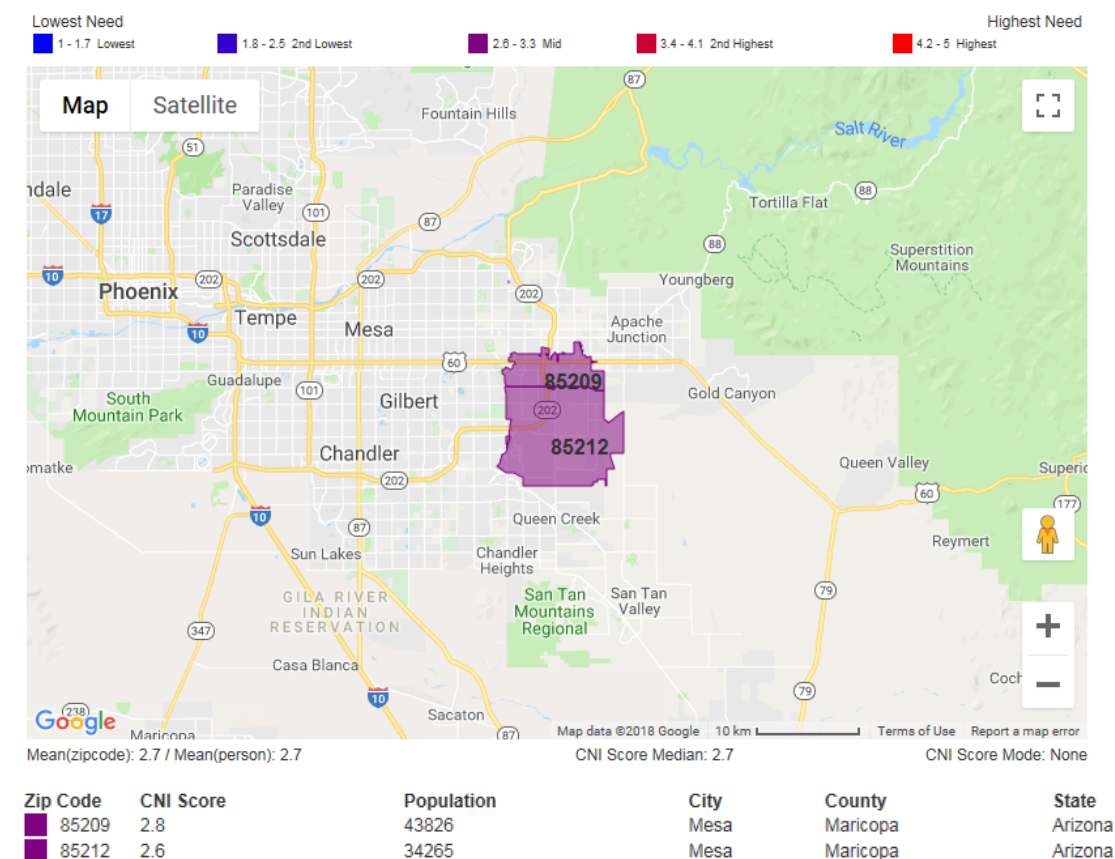
\*Source: U.S. Census American Community Survey, 5 year estimates 2013-2017

## 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.

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



## 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

<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

Community members and key informants overwhelmingly felt that access to care is an important issue for the community. When AGHM 2015 community survey respondents were asked, what was the most important "Health Problem" impacting their community, access to care was number one top concern. Within AGHM's Primary Service Area, the unemployment rate is 5.0%, which is slightly higher than Maricopa County, and the sources of pay with the highest percentages of insurance are private insurance and Medicare payer. Additionally, there are disparities experienced across members of certain racial/ethnic backgrounds in Maricopa County, with Hispanics and American Indians being least likely to have insurance.

#### Mental/Behavioral Health

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 believe mental health is one of top health issues impacting community residents. Of particular concern is the high rate of teen suicide within the Arizona General Hospital Mesa primary and secondary service areas.

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 AGHM primary service area. Specific mental health and behavioral health concerns include suicide, drug addiction, and Alzheimer's disease.

### **Overweight-Obesity-Diet Related Illnesses**

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**

While advancements continue to be made in the fight against cancer, it remains the leading cause of death in Maricopa County and the AGHM'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 AGHM Primary Service Area have fluctuated over the last five years and breast cancer mortality rates are highest in the AGHM Primary Service Area.

### **Trauma/Injury Prevention**

In the United States, deaths from unintentional injuries are the seventh leading cause of death among older adults, and falls account for the largest percentage of those deaths. In 2016 unintentional injury was the fifth leading cause of death in Maricopa County. Unintentional injuries are preventable and largely due to lifestyle choices. Nationally, nearly one-third of these deaths are due to car crashes and nearly another one-third is due to accidental poisonings. In the AGHM Primary Service Area, emergency department hospitalizations per 100,000 for motor vehicle accidents were significantly. 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 Mesa 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. AGHM will focus on addressing social determinants of health including homelessness, food insecurity, and transportation.

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

Arizona General Hospital Mesa will not be addressing the health priority of cancer. Although Arizona General Hospital Mesa 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. Specifically Chandler Regional Medical Center, Ironwood Cancer and Research Center and Banner MD Anderson Cancer Center.

## 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 Mesa 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. The first step of the process was a comprehensive presentation that included an overview of the CHNA findings and key emerging health needs. Stakeholders in attendance met and participated in a “needs strategy activity” where they were able to identify strategies and opportunities for integration with the hospital. They identified areas and programs that they can collaborate with the hospital and community to create healthier and sustainable communities. Community Benefit members participated in a strategy activity, where they reviewed community outcomes, discussed major inequities, and determined the best strategies for each outcome, including availability of resources. Existing programs with evidence of success and impact were identified within these key strategy areas to meet the community needs identified in the CHNA.

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 Mesa 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 Mesa</li> <li>• Inpatient and Outpatient services</li> <li>• Surgical Services</li> <li>• Satellite Emergency Care Centers</li> </ul>
Insurance enrollment	<ul style="list-style-type: none"> <li>• Patient Financial Services staff</li> </ul>

	<ul style="list-style-type: none"> <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 Chandler Regional and Mercy Gilbert'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
- Chandler Regional and Mercy Gilbert Medical Centers



### 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 services</li> </ul>
Crisis, Preparation and Recovery (CPR)	<ul style="list-style-type: none"> <li>• Partnership to refer patient to needed services</li> </ul>
In Collaboration with Mercy Gilbert Medical Center: Referrals to postpartum depression and perinatal mood disorder therapy sessions	<ul style="list-style-type: none"> <li>• Postpartum depression support group</li> <li>• Perinatal Mood disorder therapy sessions</li> </ul>
Teen Suicide	<ul style="list-style-type: none"> <li>• Planned for FY20</li> </ul> <p>Collaboration with Arizona General Mesa, Mesa Chamber of Commerce and community agencies to address teen suicide with intent to improve education, resources, and reduce rates of suicide</p>

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**Anticipated Impact:**

- Access to emergency services and stabilization
- Improved access to available resources through Care Coordination and referral

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**Planned Collaboration:**

- Crisis, Preparation and Recovery
  - Mercy Gilbert Medical Center
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**Health Need: Overweight/Obesity – Diet Related Diseases (Diabetes, heart disease, kidney disease)**

Strategy or Program Name	Summary Description
In collaboration with Mercy Gilbert Medical Center: Referrals to Center for Diabetes Management at Mercy Gilbert Medical Center	<ul style="list-style-type: none"><li>• Type I, Type II, and Gestational Diabetes</li><li>• Insulin management</li><li>• Insulin pump initiation/management</li><li>• Support group</li></ul>
In collaboration Chandler Regional and Mercy Gilbert Medical Center's for Healthier Living Program	<ul style="list-style-type: none"><li>• Planned Collaboration in FY20 Diabetes Education and Empowerment Program</li><li>• Chronic Disease Self-Management</li></ul>
Improved care for kidney disease	<ul style="list-style-type: none"><li>• Planned for FY19 Collaboration with US Renal for renal dialysis services</li></ul>
Food and Nutrition Services	<ul style="list-style-type: none"><li>• Patient nutrition counseling</li></ul>
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>
In collaboration with Chandler Regional Medical Center: Transition of Care Clinic	<ul style="list-style-type: none"><li>• Referrals to Transition of Care Clinic (TOCC) for high risk patients with co-morbidities</li><li>• Access to resources, services, and referrals</li></ul>

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**Anticipated Impact:**

- Improved health through access to programs and services
- Improved care to patients with kidney disease
- Improved behavioral change through nutrition counseling

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**Planned Collaboration:**

- US Renal
  - H2O
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- Mercy Gilbert and Chandler Regional Medical Center



### Health Need: Trauma/Injury Prevention

Strategy or Program Name	Summary Description
Injury Prevention Education to community in collaboration with Chandler Regional Medical Center	<ul style="list-style-type: none"> <li>• Bleeding control classes held in community settings</li> <li>• Equips organizations with bleeding control kits</li> <li>• Community Education on injury prevention</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>• Safe at Home – Home safety inspection and installation, and fall prevention education</li> </ul>

#### Anticipated Impact:

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

#### Planned Collaboration:

- Agencies funded through the Community of Care Grants Program
- Foundation for Senior Living
- Chandler Regional 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
Collaboration Chandler Regional and Mercy Gilbert'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>



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
Nonprofit Organization donations	<ul style="list-style-type: none"> <li>Paz De Cristo – Homeless</li> <li>About Care – transportation to medical appointments</li> <li>House of Refuge – Temporary and permanent housing</li> </ul>
Community of Care Grant recipients	<ul style="list-style-type: none"> <li>Freedom House – Housing, case management, and transitional support for at risk families</li> <li>I-Help – shelter, permanent housing, case management, and support for homeless</li> </ul>

#### **Anticipated Impact:**

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

#### **Planned Collaboration:**

- Transition of Care Clinic at Chandler Regional and Mercy Gilbert Medical Center
- Agencies funded through the Community of Care Grants Program

## **Community Grants Program**

### **Description**

One way in which Arizona General Hospital Mesa 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**

Safe at Home: Collaborating partners: East Valley Adult Resources, AT Still University, Rebuilding Together, Arizona

The Safe at Home Community of Care is a collaborative effort to reduce fall risks in older adults by addressing common underlying causes: poor balance, limited chronic disease management, inadequate nutrition, low levels of physical activity, and home safety hazards. Services include: Matter of Balance, Chronic Disease Self-Management Program, Home Safety Modifications, households, resource navigation.

I-Help: Collaborating partners: AZCEND, Lutheran Social Services, Tempe Community Action Agency

I-HELP is a low barrier, cost effective shelter model operating in Tempe, Mesa, and Chandler. I-HELP provides for the basic needs of individuals experiencing homelessness (safe shelter, nutritious meals, and hygiene items). In addition, through case management, participants identify the barriers to overcoming homelessness and create plans to move from crisis to stability. Case Managers provide assistance and connection to critical resources including employment, housing, and benefit application assistance, and connection to healthcare resources.

Hope for Addiction: Freedom House: Collaborating partners: Hope for Addiction Freedom House, Jesus Cares Ministries, Biblical Counseling of Arizona

Freedom House provides shelter and transition support for at-risk families teaching them to be self-sufficient, productive members of their community, with less reliance on state services. Families live in the home for 6 to 18 months. Individual care plans are created based on the needs of the family. Program provides: career counseling, addiction/trauma informed counseling, and teaches financial responsibility, nutrition and healthy living, effective parenting, personal responsibility, time management and after care support.

## Hospital Board

### COMMUNITY BOARD - 2019 Arizona General Mesa 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

