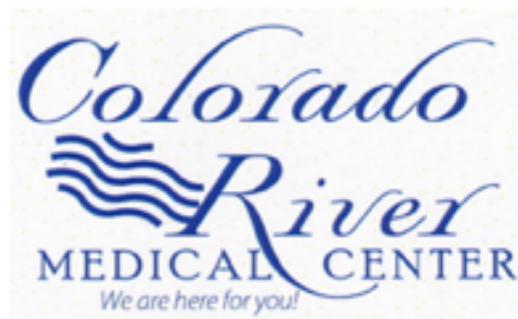


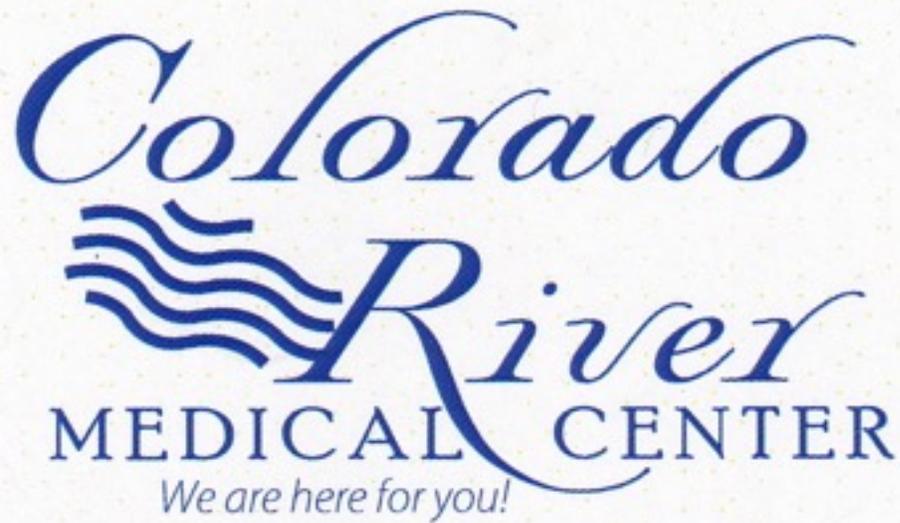
Colorado River Medical Center

2018

Community Health Needs Assessment



COMPILED BY FOCUS&EXECUTE



Our Mission

The staff of Colorado River Medical Center is dedicated to providing the people of Needles and the surrounding tri-state service area with cost-effective, quality health care and medical services. These services will be provided to all citizens without regard to race, religion or or ability to pay.

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WE ARE HERE FOR YOU!

Background

The Affordable Care Act (ACA), enacted March 23, 2010 added new requirements hospital organizations must satisfy in order to be described in section 501(c)(3) as well as new reporting and excise taxes.

These new requirements for charitable 501(c)(3) hospitals are articulated in section 501(r). The ACA imposes the following new requirements on organizations that operate one or more hospital facilities (Hospital Organizations). Each 501(c)(3) hospital organization is required to meet four general requirements on a facility-by-facility basis:

- ◆ establish written financial assistance and emergency medical care policies
- ◆ limit amounts charged for emergency or other medically necessary care to individuals eligible for assistance under the hospital's financial assistance policy
- ◆ make reasonable efforts to determine whether an individual is eligible for assistance under the hospital's financial policy before engaging in extraordinary collection actions against the individual, and
- ◆ **conduct a community health needs assessment (CHNA) and adopt an implementation strategy at least once every three years.**

These CHNA requirements are effective for tax years beginning after March 23, 2012

IRS ruling 69-545 established the community benefit standard as the basis for a tax exemption. Community benefit is determined if the hospital promotes the health of a broad class of individuals in the community, based on factors that include:

- ◆ emergency room care is open to all, regardless of ability to pay
- ◆ surplus funds are used to improve patient care, expand facilities, train staff, etc.

- ◆ the hospital is controlled by independent civic leaders, and
- ◆ all available qualified physicians are privileged

The healthcare reform law, the Patient Protection and Affordable Care Act, added a new provision to the IRS code for not for profit hospitals. Under this provision, not for profit hospitals must conduct a Community Health Needs Assessment (CHNA) every three years. The health needs identified in the CHNA must be addressed in an action or implementation plan. Other requirements of the new IRS provision include:

- ◆ the CHNA must take into account the broad interests of the community
- ◆ the assessment must involve individuals with expertise in public health
- ◆ the findings must be made widely available to the public

IRS requirements also specify that the deadline for completion of the CHNA is the end of the hospital's tax year starting after March 2012...for Colorado River Medical Center the deadline is December 31, 2018. **Failure to complete a CHNA could result in a \$50,000 fine and possible loss of tax-exempt status.**

Colorado River Medical Center (CRMC) engaged Focus & Execute to:

- ◆ complete a Community Health Needs Assessment (CHNA) report
- ◆ provide Colorado River Medical Center with information needed to complete the IRS form 990 Schedule
- ◆ provide information needed for the hospital to issue an assessment of community health need and to document how it intends to respond to the identified needs

"I WHOLEHEARTEDLY WOULD RECOMMEND CRMC AND I AM APPRECIATIVE THAT THEY GO 'BEYOND THE CALL OF DUTY' WHEN ASSESSING NEEDS, HEALTH EDUCATION, PASSIONATELY CARING ABOUT CHILDREN TO TAKE PREVENTIVE MEASURES TOWARDS WHOLENESS OF BODY AND MIND."

—SURVEY RESPONDENT—



Determining the Community Served

For purposes of this CHNA, we defined the Colorado River Medical Center Service Area as an area which covers a small portion of Eastern San Bernardino County California and extends to cover a small portion of Arizona comprising Golden Shores AZ and the surrounding area. The area starts on I-40 near the town of Ludlow and extends eastward to the city of Needles. From Needles it continues on to cross the border to include the city of Golden Scores, AZ. The area then turns south following the Colorado river to the city of Havasu Lake California.



Processes and Methodologies:

Completion of the Colorado River Medical Center Community Health Needs Assessment (CHNA) followed an outline designed by the Center for Rural Health at the University of North Dakota for the North Dakota Critical Access Hospitals. The sections of this CHNA follow their suggested methodology and serve as a checklist to ensure all requirements are met.

Two meetings were held to complete the CHNA. A survey was conducted in between meetings to gather the appropriate data to make final decisions on which health needs were appropriate to address in this fiscal year. The first meeting was a general review of health information on a county level. After that meeting, Colorado River Medical Center reviewed and refined an electronic survey that would be distributed throughout the service area and in local businesses. The survey was further revised in conjunction with Focus and Execute and Colorado River Medical Center to ensure the questions asked would help the committee decide on the best course of action for the Hospital.

A second meeting was held to review the information from the survey and prioritize the most important health issues that could and should be addressed given the resources of Colorado River Medical Center.

The CHNA for Colorado River Medical Center Utilized Data From:

County Health Rankings. Since it began in 2010, County Health Rankings ranks the health of nearly every county in the nation and is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The program awards grants to local coalitions and partnerships working to improve the health of people in their communities. The information received from this website appears to be from 2016.

Current Census Data. The United States Government conducts a census every few years to gather data on certain demographics in the country. The last census data for San Bernardino County, CA was conducted in 2015.

Survey Conducted Through the Hospital and Community. A survey was designed in conjunction with Focus & Execute and Colorado River Medical Center to gather information from the community on the immediate needs of the population.

Broad Interests of the Community Were Considered:

Special care was used to find individuals in the community who could help define the health care needs of the communities representing the youth, the elderly, and varied cultures.

The individuals involved in the two meetings were asked to take the survey to give their input on the needs of the hospital. Additional efforts were made to reach out to the community in general to give input through the survey. A link to the survey was sent out to the major employers in the community. Employers and community members were contacted personally and some surveys were distributed by hand and manually input to ensure we heard from those without computers or internet access.

Service Area:

The Service Area for Colorado River Medical Center pulls from the residents of the following communities. However, because of the remoteness of Needles, CA and the issues with insurances crossing state borders, very few residents from the zip codes below are actually using the services of CRMC.

Community	Zip Code	Population-2015
Needles, CA	92363	5,321
Mohave Valley, CA	86440	6,906
Topock, AZ	86436	2,104
Laughlin, NV	89029	7,546
Bull Head City, AZ	86429	7,162
Bull Head City, AZ	86442	33,382
Golden Valley, AZ	86413	12,103
Henderson, NV	89074	47,095
Fort Mohave, AZ	86426	13,863
Lake Havasu City, AZ	86406	23,763
Lake Havasu City, AZ	86404	16,234
Estimated Potential Service Area Population		175,479

Source: 2015 US Census

The population of San Bernardino County is 2.12 million. Very few San Bernardino County residents live in Colorado River Medical Center's primary service area. Data describing health status rankings at the zip code level was difficult if not impossible to find. Therefore,

data from San Bernardino County was used to represent the service area. Special note was taken when the focus group took exception with the data provided about the county in general.

Demographics:

The population of The city of Needles, CA is estimated for 2015 has remained fairly steady at just under 5,000 people.

- ◆ 28% of people are under age 19
- ◆ 25% are 60 or older
- ◆ 54% of the population are female
- ◆ 62% are white and 10% are Native American, while 21% regard themselves as Hispanic

82.1% of Needles residents have graduated from high school compared to the California average of 82%. 38% of Needles Residents have some college compared to the national and state averages of 72% and 63% respectively. 28% of the population of San Bernardino County reported having a severe housing problem compared to 9% for top cities in the US and 28% for the State of California.

The median household income the city of Needles is \$30,443 with a per capita income of \$18,013. 27.7% of the population live in poverty, while 25% of the population of San Bernardino County live without health insurance.

Existing Health Care Facilities:

There are a few healthcare facilities in the area that compete with Colorado River Medical Center. However, all of them are over the border into Arizona and Nevada.

Acute care facilities:

- ◆ Valley View Medical Center: Fort Mojave, AZ
- ◆ Western Arizona Regional Medical Center: Bullhead City, AZ
- ◆ Kingman Regional Medical Center: Golden Valley, AZ
- ◆ Bolder City Hospital: Bolder, NV
- ◆ Dignity Health: Henderson, NV
- ◆ Henderson Hospital: Henderson, NV
- ◆ Several other larger hospitals in Las Vegas, NV

Specialty Facilities:

- ◆ Bullhead ENT: Bullhead, AZ

Processes used to identify CRMC priorities:

The process used to identify health need priorities involved carefully reviewing:

- ◆ data gathered from county health records prior to the meeting
- ◆ comments made during the survey which were passed on by the community
- ◆ first-hand knowledge from the broad group of people assembled for the CHNA meetings
- ◆ information gathered through a survey taken by community members

Where the data pointed to a potential serious health problem or issue (e.g. mental health/suicide), we examined data describing how Needles California and San Bernardino County compared to the rest of California and the US Top County Rankings. Specifically, these data sources included:

- ◆ County Health Rankings and Road Maps (Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute). see Attachment I.
- ◆ Needles California Census Data: <https://censusreporter.org>

We specifically looked at what would be the most advantageous to the hospital as well as the health of the community. Careful attention was given to the feedback from the survey as well as from the focus group to identify the most important health issues that needed to be addressed.

In establishing priorities among identified health needs, consideration was given about the ability of CRMC, along with organizations and agencies from San Bernardino County, to have an impact on the problem. Consideration was also given to areas that could and should be provided through the use of more modern technologies like telemedicine.

Actions Plan to Address Identified Prioritized Health Needs:

An awareness and proactive approach was taken when defining the goals and actions CRMC would and should take to improve the health of the community. CRMC was able to develop a relevant approach to improving the health of our service area by utilizing information obtained through the focus group and the community survey along with hospital data and county health statistics. That approach was then put into the Focus and Execute web tool to drive the execution of the goals and actions plans, making sure that the healthcare needs of the community are being met. The following is directly from the Focus & Execute web tool.

Priority One: Bring in a Physical Therapist

This priority was one of the items that CRMC already had in the works, however, it became apparent that as we were looking at the additional specialist we needed to bring include Physical Therapy. The community has a need for this type of specialist. Between sports injuries and recoveries and the elderly recovering from joint work, CRMC realized there was an unfulfilled need to have PT that was close to home.

Actions to be taken:

1. The decision has already approved of the position
2. Hospital is currently looking for the right person
3. CRMC needs to Find a place to house a PT practice
4. CRMC needs to hire the right person who will fit in the community

The screenshot displays a structured action plan within a web tool. At the top, a blue square icon with the number '1.1' is followed by the main goal: 'Bring in Physical therapist by the end of 2018'. Below this, four sub-tasks are listed, each with a corresponding number:

- 1.1.1 Make a go or no go decision on the PT position.
- 1.1.2 Research and recruit the right person
- 1.1.3 Create a location for PT in the hospital
- 1.1.4 Hire the Physical Therapist

Priority Two: Mental Health Program

Although CRMC currently has a mental health program, it is currently only a tele-health program which costs more to implement than they are able to charge for the services. However, CRMC may be able to partner with the school district and other entities to build a stronger program and reduce the cost to the hospital. San Bernardino county is below the national or state ratios even though California is above the national average. When it comes to Needles and the service area of the hospital the ratios become exponentially worse.

Ratio of Mental Healthcare Providers		
San Bernardino County	US	California
550:1	360:1	350:1

Table 1 Source: County Health Rankings

1.6 Research a mental health option for the hospital

1.6.1 Explore substance abuse program

1.6.2 Explore adolescent care programs

1.6.3 Explore suicide prevention and grief counseling programs

1.6.4 Explore Partnership with college on Mental Health issues

Actions to be taken:

1. Explore substance abuse program
2. Explore adolescent care programs
3. Explore suicide prevention and grief counseling programs
4. Explore Partnership with college on Mental Health issues

Priority Three: Reduce Substance abuse in the area.

Our country is facing an epidemic when it comes to drugs use and abuse. Rural communities are not immune. It is not just the hard drugs like Heroine that are the problem. Many people are getting hooked on pain medicine or opioids and then they are graduating to harder drugs. In many states like California Legalized use of Marijuana is also becoming an issue. Needles, CA has Grow Houses within the region. As a result of the challenges mind altering substances can have on the health of individuals as well as those around them, CRMC has decided to assist in bringng some relief to the already overwhelmed local resource for substance abuse.

Actions to be taken:

1. Collaborate with Centers of Change with their Substance Abuse program
2. Work with the School District to help children overcome their dependencies and also to help any parents who are in need of help in their personal lives.

1.2 Assist in reducing the substance abuse problem.

1.2.1 Collaborate with Centers of change in their substance abuse program

1.2.2 Work with the School District to help the children they are unable to help and also help parents in need

Additional Priorities:

In addition to the areas mentioned above CRMC is looking to bring in added services that make sense. One of the services they are researching at this time is pediatric services. CRMC like many other rural hospitals has not been able to afford or justify Labor and Delivery services on the campus. However, surrounding hospitals that do deliver babies are compelled to refer the children to one of their own pediatricians rather than suggesting they find one closer to home. This has been a drain on the livelihood of rural hospitals. CRMC is exploring the ability to bring pediatric services to improve the service to the community, and save families from having to travel long distances for their healthcare. This will also increase the profitability of the hospital for the future.

CRMC also realizes there are areas of improvement they can work on internally that will help the patients they serve. They are looking to develop and implement a discharge planning program for inpatient services. Ultimately every patient that is treated by the hospital will go through the same thorough process to make sure they understand their bill, their medicines, and any follow-up visits necessary to make sure they stay in optimum health after leaving the hospital.

Important Note: San Bernardino County Differs Dramatically from the city of Needles, CA. Many of the health factors were not specific enough for our use. In addition, CRMC is an acute care facility that is designed to stabilize and transmit most of the patients to other better equipped hospitals. As a result many of the specialist and others did have not been a priority until recently.



Attachment I: County Health Factor Comparisons

Areas of Excellence
 Areas of Concern

	San Bernardino County	Trend	Error Margin	Top U.S. Performers	California	Rank (of 57)
Health Outcomes						46
Length of Life						32
Premature death	6,500		6,400-6,600	5,200	5,200	
Quality of Life						52
Poor or fair health	22%		22-23%	12%	18%	
Poor physical health days	4.4		4.3-4.6	3.0	3.6	
Poor mental health days	4.0		3.9-4.1	3.0	3.6	
Low birthweight	7%		7-7%	6%	7%	
Additional Health Outcomes (not included in overall ranking) +						
Health Factors						45
Health Behaviors						39
Adult smoking	14%		14-15%	14%	12%	
Adult obesity	28%		25-31%	26%	23%	
Food environment index	7.6			8.4	7.8	
Physical inactivity	19%		17-21%	19%	17%	
Access to exercise opportunities	90%			91%	94%	
Excessive drinking	16%		16-17%	12%	18%	
Alcohol-impaired driving deaths	28%		27-30%	13%	29%	
Sexually transmitted infections	514.9			145.5	459.9	
Teen births	38		37-38	17	29	

Clinical Care

50

Uninsured	15%		14-15%	8%	14%
Primary care physicians	1,740:1			1,040:1	1,280:1
Dentists	1,500:1			1,320:1	1,250:1
Mental health providers	550:1			360:1	350:1
Preventable hospital stays	45		43-46	36	36
Diabetes monitoring	76%		74-78%	91%	82%
Mammography screening	52%		50-54%	71%	60%

Additional Clinical Care (not included in overall ranking) +

Social & Economic Factors

34

High school graduation	81%			95%	82%
Some college	54%			72%	63%
Unemployment	6.5%			3.3%	6.2%
Children in poverty	27%		26-29%	12%	21%
Income inequality	4.7		4.6-4.8	3.7	5.2
Children in single-parent households	36%		35-38%	21%	32%
Social associations	4.3			22.1	5.8
Violent crime	409			62	407
Injury deaths	42		41-43	53	47

Additional Social & Economic Factors (not included in overall ranking) +

Physical Environment

55

Air pollution - particulate matter	 14.2			6.7	8.0
Drinking water violations	Yes				
Severe housing problems	28%		28-29%	9%	28%
Driving alone to work	78%		77-78%	72%	73%
Long commute - driving alone	40%		39-41%	15%	39%

Note: Blank values reflect unreliable or missing data

AREAS OF GREATEST CONCERN

ADDITIONAL SERVICES NEEDED

- ◆ **Cardiology**
- ◆ **Pediatrics**
- ◆ **Substance Abuse**
- ◆ **Mental Health**
- ◆ **Diabetes**
- ◆ **Urology**
- ◆ **Mammography**

AREAS OF GREATEST CONCERN

POPULATION GROUPS IN NEED OF SERVICES

- ◆ **Children**
- ◆ **People with minimal insurance**
- ◆ **Seniors**
- ◆ **People with no insurance**
- ◆ **Adults**
- ◆ **Low income**

AREAS OF GREATEST CONCERN

WHAT YOU FIND MOST IMPORTANT FOR HEALTHCARE

- ◆ **Access to healthy food**
- ◆ **Alzheimer's and Dementia**
- ◆ **Convenient pharmacy**
- ◆ **Proximity to home**
- ◆ **Adult day care**

AREAS OF GREATEST CONCERN

SERVICES AND RESOURCES

- ◆ **Counseling and life coaching**
- ◆ **Transportation**
- ◆ **Health Education**
- ◆ **Help understanding recommended medical care**
- ◆ **Community Access**

AREAS OF GREATEST CONCERN

AREAS YOU WOULD LIKE TO SEE MORE EDUCATION

- ◆ **Substance Abuse**
- ◆ **Addiction Recovery**
- ◆ **Depression or Anxiety**
- ◆ **Diet/Nutrition**
- ◆ **Health Education**
- ◆ **Smoking**
- ◆ **Sexually Transmitted Disease**
- ◆ **Exercise**



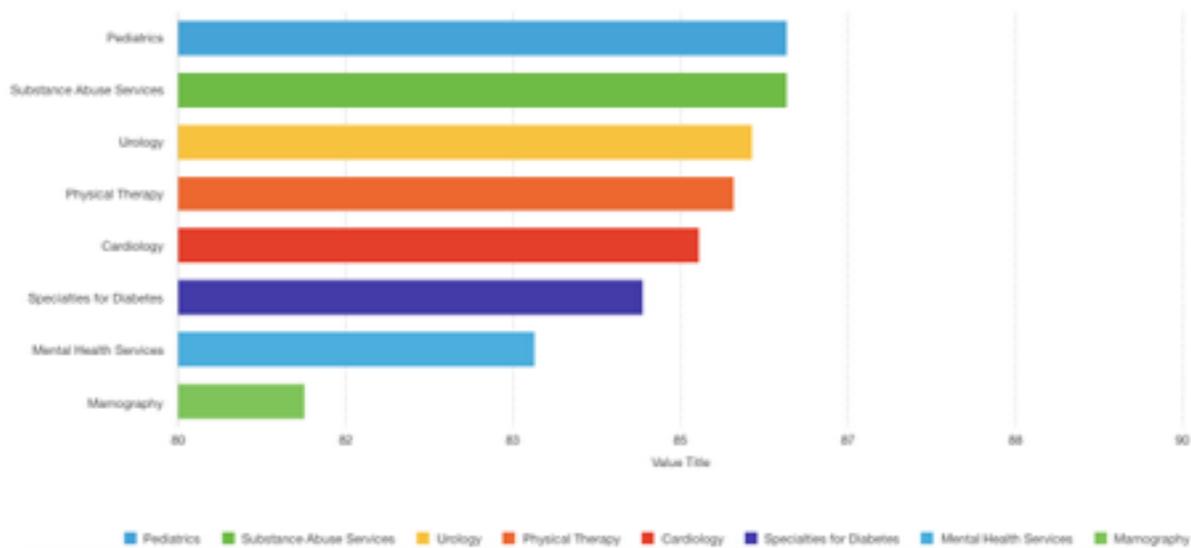
Colorado River Medical Center takes good care of the people in the community. They continue strive to make sure people could help the people they are in need of.

We are staffed by a team of highly skilled and compassionate professionals, who help make each patient's experience as comfortable as possible.

Although our staff is small we are able to do a great job of servicing the patients we have through our doors. We love our jobs and that translates into excellent patient care.

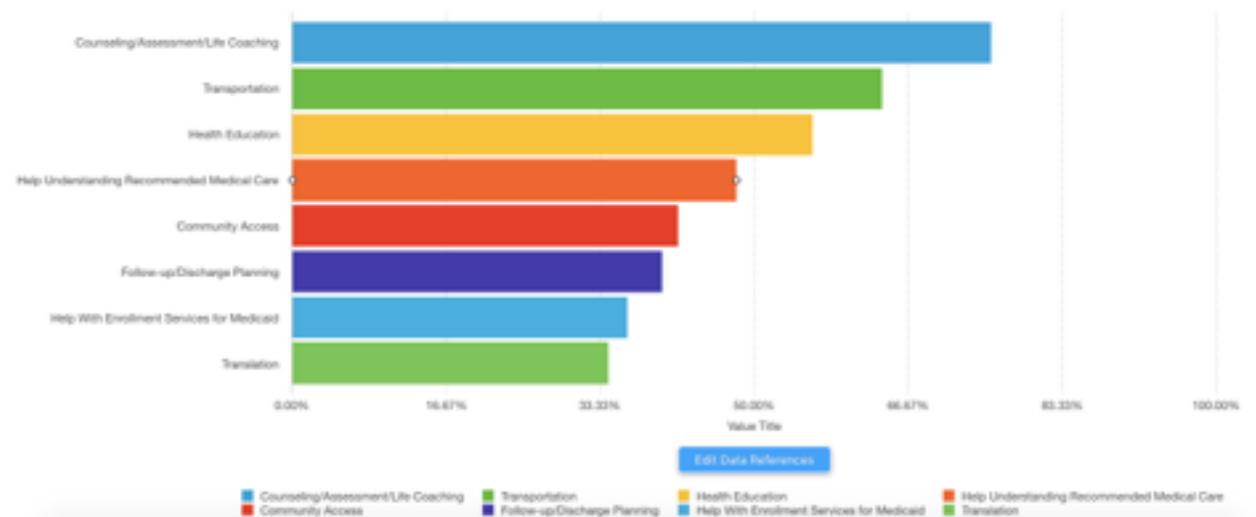
Please rate the following services based on your view of the need for additional capacity, i.e., more doctors, nurses, health, mental health, or dental health related practitioners or clinics.

SERVICE	NUMBER
Pediatrics	86
Substance Abuse Services	86
Urology	86
Physical Therapy	86
Cardiology	85
Specialties for Diabetes	85
Mental Health Services	84
Mamography	81



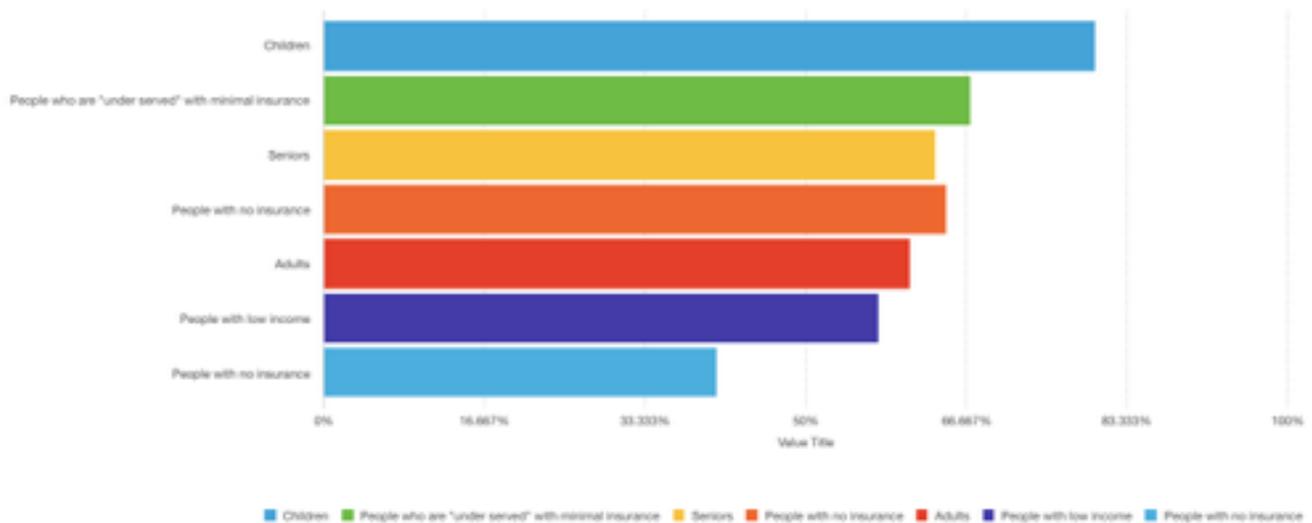
How do you feel about each of the following supportive services?

SERVICE	PERCENT
Counseling/Assessment/Life Coaching	75.64%
Transportation	63.86%
Health Education	56.25%
Help Understanding Recommended Medical Care	48.10%
Community Access	41.77%
Follow-up/Discharge Planning	40.00%
Help With Enrollment Services for Medicaid	36.25%
Translation	34.21%



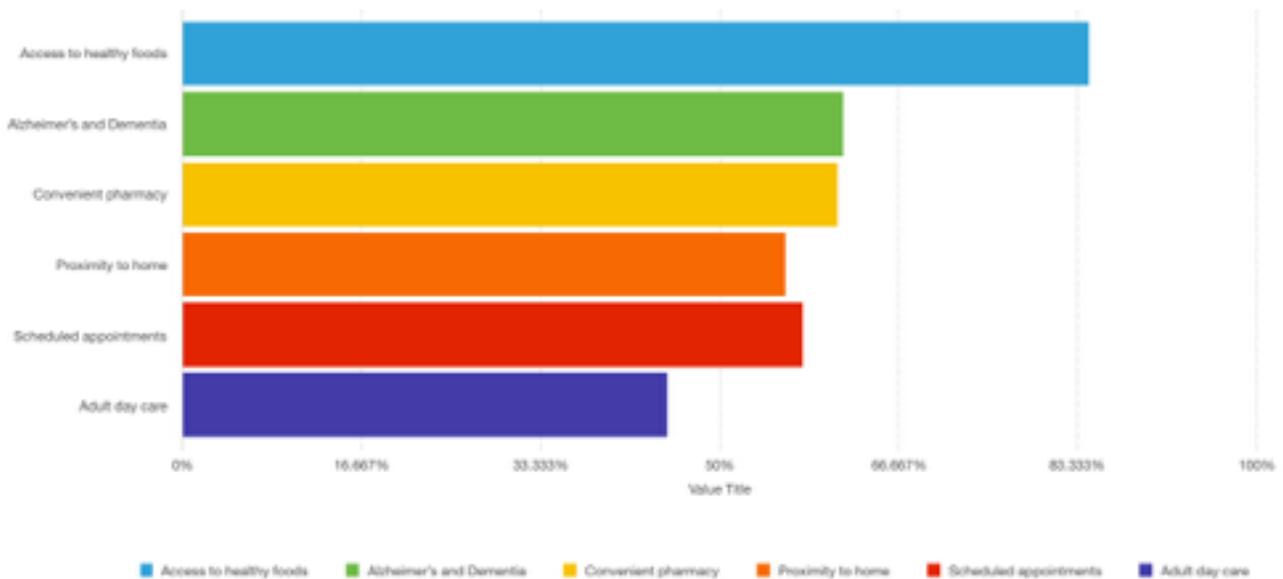
Please indicate which population groups may be in need of additional health care services

SERVICE	PERCENT
Children	80%
People who are "under served" with minimal insurance	67.07%
Seniors	63.41%
People with no insurance	64.56%
Adults	60.76%
People with low income	57.5%
People with no insurance	40.74%



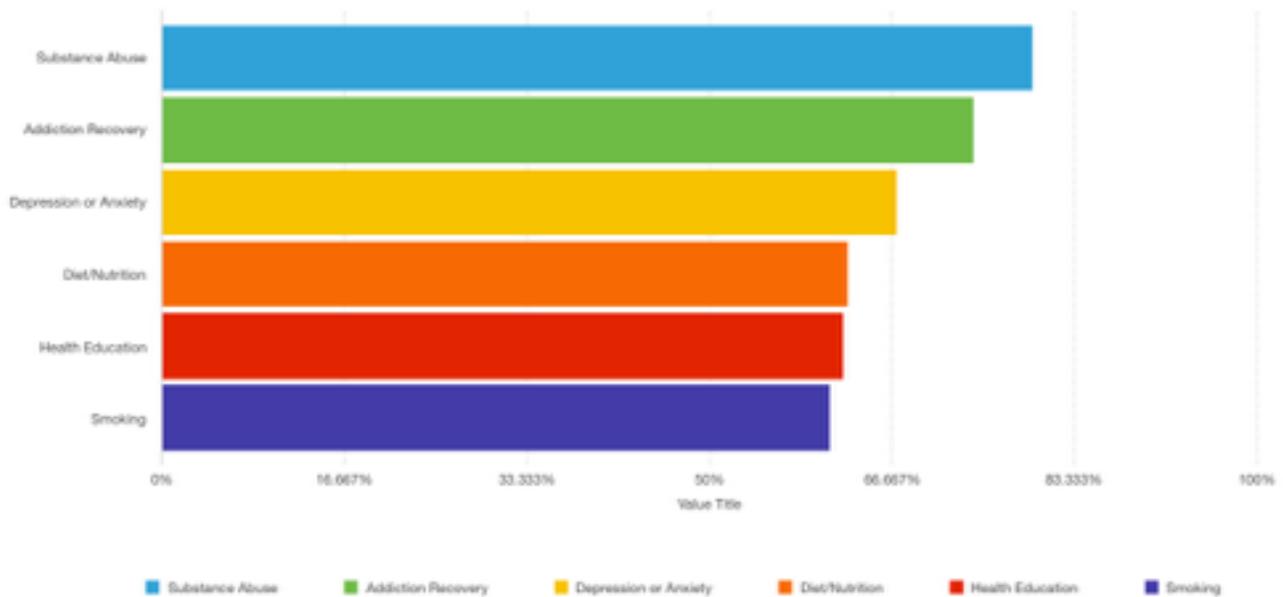
Please rate the importance to you of the following aspects of health care services:

SERVICE	PERCENT
Access to healthy foods	84.34%
Alzheimer's and Dementia	61.45%
Convenient pharmacy	60.98%
Proximity to home	56.1%
Scheduled appointments	57.74%
Adult day care	45.12%



In which areas would like to see more education?

SERVICE	PERCENT
Substance Abuse	79.52%
Addiction Recovery	74.07%
Depression or Anxiety	67.07%
Diet/Nutrition	62.65%
Health Education	62.2%
Smoking	60.98%
Sexually Transmitted Disease	57.32%
Exercise	54.88%



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River
MEDICAL CENTER
We are here for you!



Consistent delivery of health care
Reliable service for all our patients
Multi-faceted techniques and technology
Continuing commitment to this community

Attachment III: Focus group and public meeting participants

Members of the Focus Group attended two separate meetings to complete this CHNA. Both meetings took place at Colorado River Medical Center. The first held on January 19, 2018 from 10:00 a.m. to 12:00 p.m. And the second held on March 8, 2018 beginning at 9:00 a.m. Both of these meetings were facilitated by David Sandberg of Focus & Execute. The following is a list of people who attended one or both of those meetings.

Name	Company	Representing
Lynn Parker	Needles Chamber of Commerce	Local Businesses
Bing Lum	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Knaya Tabora	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Joy Papa	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Steve Lopez	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Susan Fairman	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Mary Gonzalez	Colorado River Medical Center	General Healthcare as well as the needs of Hospital
Linda Kidd	City Planning Commission	Residents and the City of Needles
Dr. Mary McNeil	Needles School District	Youth and Children
Rick Daniels	Needles, CA City Manager	Government Entities

Attachment IV: Contracted party

Identify third parties with which hospital contracted to assist in conducting CHNA, along with qualifications of such parties:

Colorado River Medical Center contracted with Focus & Execute to conduct this CHNA. Focus & Execute has been in business for over 15 years helping health care organizations find the needs of their stakeholders and ensuring strategic plans are aligned to meeting those needs.

Focus & Execute is uniquely qualified to assist in the CHNA process due to their expertise in teaching organizations to execute their strategies. Their tools and methodologies are used by hundreds of health care organizations across the country.

Attachment V: Collaborators

List of organizations with which the hospital collaborated in conducting the CHNA:

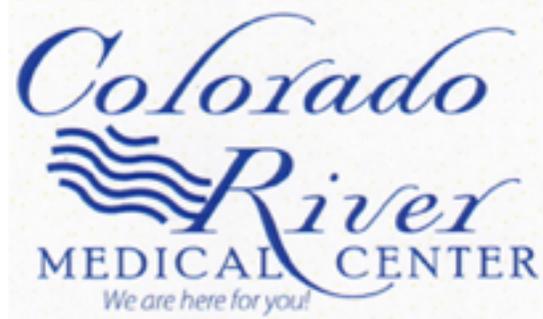
- City of Needles
- Needles Unified School District
- Needles Chamber of Commerce

As well as local citizens representing:

- Health Care
- General Population
- Hispanic Community
- Youth



COLORADO
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ENTRANCE



2018

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