2022 COMMUNITY HEALTH NEEDS ASSESSMENT: FINAL IMPLEMENTATION STRATEGIES

The Patient Protection and Affordable Care Act (ACA) outlined requirements which nonprofit hospital organizations must satisfy to maintain their tax-exempt status under section 501(c)(3) of the Internal Revenue Service Code. One such requirement added by the ACA, Section 501(r) of the Code, requires nonprofit hospitals to conduct a Community Health Needs Assessment (CHNA) and adopt implementation strategies to address identified needs of the community at least once a year. As part of the CHNA, each hospital is required to collect input from individuals in the community including public health experts, as well as residents, representatives, and leaders of low-income, minority, and medically underserved populations.

Banner Health's first submission, cycle 1, under this requirement was completed for the period ending December 2013. The 2022 filing will be Banner Health's fourth.

In accordance with IRS regulations, Banner Health has completed the fourth submission of the CHNA for the 30 hospital facilities due for the three-year period ending December 2022. For Banner Ocotillo Medical Center, Banner Rehab East, Banner Rehab West, and Banner Rehab Phoenix this is the first cycle of the CHNA reports for those respective facilities. Additionally, with the acquisition of Wyoming Medical Center, Banner has incorporated the facility's CHNA timeline with our own and have completed the CHNA report for that facility as well. The three remaining hospitals: Banner Goldfield Medical Center, Banner Casa Grande Medical Center, and Banner Ironwood Medical Center are on different cycles and will be completed for year-end 2023. Because all Banner and non-Banner health facilities in Pima County worked together in 2021 to conduct a needs assessment, the CHNAs for Banner – University Medical Center Tucson and Banner – University Medical Center South were completed as a joint effort with Pima County; however, Banner will be submitting a cover report to accompany the Pima County report to provide detail about Banner facilities in Tucson.

Listed below are the facilities whose reports have been submitted for the Fourth CHNA Cycle:

Banner Baywood Medical Center	Banner Behavioral Health Hospital	Banner Desert Medical Center	Banner Gateway Medical Center	Banner Heart Hospital	Banner Boswell Medical Center	Banner Del E. Webb Medical Center
Banner Estrella Medical Center	Banner Thunderbird Medical Center	Banner – UMC Phoenix	Banner Ocotillo Medical Center	Banner Rehab - Phoenix	Banner Rehab – West	Banner Rehab - East
Banner – UMC Tucson	Banner – UMC South	Page Hospital	Banner Payson Medical Center	Banner Lassen Medical Center	Banner Churchill Medical Center	Ogallala Community Hospital
McKee Medical Center	Northern Colorado Medical Center	Banner Ft. Collins Medical Center	Sterling Regional MedCenter	East Morgan County Hospital	Wyoming Medical Center	Washakie Community Hospital
		Community Hospital – Torrington	Platte County Hospital			

IRS regulations require that the CHNA should identify significant health needs within the community (particularly for the underserved populations), identify resources that exist within the community, and assess gaps that exist in meeting the health needs. The regulations also require that for each of the significant health needs identified, the facility must prepare implementation strategies to address needs or articulate why the need is not being addressed. As part of the implementation strategies, the regulations also require that hospitals include in the Implementation Plan the anticipated outcomes and how hospitals plan to measure the impact of the strategies. There is no standard for measurement or criteria for determining impact, nor is it imperative for the hospitals to solve for all of the identified needs or gaps in care. Regardless, many of the identified needs align with Banner initiatives and Banner works with various community organizations to address needs where possible.

The CHNA Reports and Implementation Strategies must be:

- Approved by an authorized governing body;
- Published on the facility's website upon approval by the Board; and
- Be readily available to the community by the end of the taxable year in which the CHNA analysis was to be completed.

While this is a facility level requirement, it was organized and overseen at the system level similar to the 2019 (and previous cycles) approach, to ensure a consistent, standardized approach that leverages resources related to both the process and implementation strategies. CEO-designated, facility-level champions have reviewed and approved the reports. Banner Health identified three health needs in 2022, which are consistent with findings in 2019 (and 2013): Access to Care (*now: Improving the health of the communities we serve)*, Chronic Disease Management, and Behavioral Health. This cycle language was updated for *Access to* Care, to further align with Banner Health, the health need is now recognized as "Improving the health of the communities we serve". It is important to note that the areas identified align with our organizational strategies and our mission of "making health care easier, so life can be better." Banner Health concentrated our efforts in 2022 in order to have a bigger impact on these three areas and to leverage efforts already underway.

Through the steering committee, facility champions, Banner Health Senior Management and corporate planners' efforts, Banner Health's three significant health needs and their priorities are listed below:

Improving the health of the communities we serve	Chronic Disease Management	Behavioral Health
•Access to and navigatnig healthcare services •Access to supportive care after hospital discharge •Access to care post-COVID •Employee wellness •Integrating Social Determinants of health with Banner	•Health literacy •Health management •Diabetes and heart disease management •Diagnosing and managing dementia •Ongoing care for those with long-COVID •Preventative cancer education •Cancer screenings	•Access to mental health resources •Mental health care for those affected by COVID related experiences (including PTSD and other behavioral health problems) •Substance and alcohol abuse and misuse prevention

BANNER HEALTH IMPLEMENTATION STRATEGIES

To address the significant health needs identified during the CHNA process, Banner Health developed systemwide Implementation Strategies to address the significant health needs. The strategies, tactics, and anticipated outcomes of those strategies are provided on the following pages.

Significant Health Need: Improving the health of the communities we serve
Strategy: Increased utilization of Banner Health's care continuum through our clinics, hospitals, ambulatory settings, and post-acute settings of care.
Anticipated Outcome: Improve our communities ease and access to the care continuum for all their health care needs.
Tactic 1: *Increase access to ambulatory services.*   **Tactic 2:** *Increase utilization of online scheduling for ease of appointment.*   **Tactic 3:** *Increase community care communication with Banner Health to support the patient in accessing the care they need, navigate the care continuum, and inform their PCP of their ongoing healthcare status.*   **COVID Tactic:** *Continue to provide long-COVID care.*   **Rehab Tactic:** *Continue to promote access to Banner Physical Therapy and Banner Home Care following discharge from Banner Rehabilitation Hospital.*
Strategy: Supporting our team members through internal wellness programs and employee benefits.
Anticipated Outcome: Inspire a healthy and productive work force.
Tactic 1: *Offer and promote employee wellness programs to reduce burnout and turnover.*   **Tactic 2:** *Promote employee satisfaction and employment experience.*   **Tactic 3:** *Expand utilization of MyWell-Being to encourage daily wellness at Banner Health.*   **COVID Tactic:** *Continue to provide communication with Banner Health employees on COVID.*
Strategy: Align Banner Health's strategies and processes with Social Determinants of Health practices.
Anticipated Outcome: Educate Banner Health team members and partners on incorporating Social Determinants of Health into our health care strategies.
Tactic 1: *Identify and support community-based organizations to further align Banner Health's SDOH agenda.*   **Tactic 2:** *Promote in-school clinics and mobile health clinics for low-income pediatric patients.*   **Tactic 3:** *Provide non-clinical support to address Social Determinants of Health for seniors to improve their health and well-being through the care continuum.*

Significant Health Need: Chronic Disease Management
Strategy: Increase access to Primary Care.
Anticipated Outcome: Improve ease of primary care utilization.
Tactic 1: *Improve ease of scheduling Primary Care visits by increasing access to providers and online scheduling.* **Tactic 2:** *Create a process to better leverage telehealth in the management of chronic care conditions.* **Tactic 3:** *Provide additional resources to help our communities manage their health.* **COVID Tactic:** *Support patients with Chronic Diseases recovering from COVID-19.*
Strategy: Support Banner Health communities in managing chronic diseases.
Anticipated Outcome: Improve chronic disease management through clinical support and patient education.
Tactic 1: *Support patients with or at risk for hypertension with managing their blood pressure control.* **Tactic 2:** *Support patients with or at risk for diabetes with managing their HbA1c levels.* **Tactic 3:** *Provide education or dementia capability to professionals and families in the communities we serve (Dementia ECHO and Community Education Programs)* **Rehab Tactic:** *Provide education and support in managing long term chronic disease care.*
Strategy: Increase awareness of and access to cancer screenings.
Anticipated Outcome: Increase preventative cancer care.
Tactic 1: *Provide educational resources to the community for cancer awareness and prevention.* **Tactic 2:** *Increase patient compliance on routine colon screenings.* **Tactic 3:** *Increase patient compliance on routine breast cancer screenings.*

Significant Health Need: Behavioral Health
Strategy: Provide awareness and access to mental health resources.
Anticipated Outcome: Reduce volume of acute mental health episodes through early interventions of education and access to preventative care.
Tactic 1: *Continue to provide virtual education with Banner and their partners for mental health awareness.*
Tactic 2: *Improve provider access to mental health resources to leverage with behavioral patients utilizing Tele-Behavioral.*
Tactic 3: *Encourage clinician utilization of Banner Health provided mental health resources.*
Strategy: Support communities in accessing substance prevention and intervention services.
Anticipated Outcome: Improve utilization of prevention and intervention services for substance use.
Tactic 1: *Promote clinician and pharmacists' prevention and intervention work for substance abuse and misuse.*
Tactic 2: Continue to offer multi-interventional tobacco cessation support at Banner Health facilities.
Tactic 3: *Continue to provide inpatient detox and intensive outpatient services at all acute behavioral health sites.*