

Banner Health 2022 CHNA

Banner University Medical Center – Tucson

Banner University Medical Center – South



Making health care easier, so life can be better.

Pima County Health Department worked with health partners throughout Pima County, including Banner Health, to develop this Community Health Needs Assessment. This CHNA report covers the health concerns in Pima County, including those that arose due to the COVID-19 pandemic.

The attached CHNA Report for Pima County is different than that of other Banner Health CHNA Reports due to the collaborative nature in which the report was developed. While traditional Banner Health CHNA Reports look at the Primary Service Area of the facility, as well as the county, and state level data with a Banner specific focus– the following report looks at the health on a collaborative county level. The following section is regarding Banner Health and specifics to our Healthcare System and Tucson facilities.

The CHNA Report was adopted by the Banner Health Board of Directors on December 9th, 2022

About Banner Health

Headquartered in Phoenix, Arizona, Banner Health is one of the nation’s largest nonprofit health care systems and is guided by our nonprofit mission: “Making health care easier, so life can be better.” This mission serves as the cornerstone of operations at our 30 acute care facilities located in small and large, rural and urban communities, spanning 6 western states. Collectively, these facilities serve an incredibly diverse patient population. In these communities, Banner Health provides more than \$650M annually in charity care – treatment without expectation of being paid. As a nonprofit organization, Banner reinvests revenues to add new hospital beds, enhance patient care and support services, expand treatment technologies, and maintain equipment and facilities. Furthermore, Banner subsidizes medical education costs for hundreds of physicians in our residency training programs in Phoenix and Tucson, Arizona and Greeley, Colorado.

With organizational oversight from a 14-member board of directors and guidance from both clinical and non-clinical system and facility leaders, more than 52,000 employees work tirelessly to provide excellent care to patients in Banner Health acute care hospitals, rehabilitation hospitals, urgent cares, clinics, surgery centers, home care, hospice facilities, telehealth, and other care settings.

While Banner has the experience and expertise to provide primary care, hospital care, outpatient services, imaging services, rehabilitation services, long-term acute care, and home care to patients facing virtually any health conditions, an array of core services and specialized services are also provided. Some of the core services include: cancer care, emergency care, heart care, maternity services, neurosciences, orthopedics, pediatrics and surgical care. Specialized services include behavioral health, burn care, high-risk obstetrics, Level 1 Trauma care, organ and bone marrow transplantation and medical toxicology. We also participate in a multitude of local, national, and global research initiatives, including those spearheaded by researchers at our three Banner- University Medical Centers, Banner Alzheimer’s Institute, and Banner Sun Health Research Institute.

Ultimately, Banner’s unwavering commitment to the health and well-being of its communities has earned accolades from an array of industry organizations, Banner Health’s Supply Chain was recognized as second in the nation in 2021, and one of the nation’s Top 10 Integrated Health Systems according to SDI and Modern Healthcare Magazine. Banner Alzheimer’s Institute has also garnered international recognition for its groundbreaking Alzheimer’s Prevention Initiative, brain imaging research and patient care programs. Further, Banner Health, which is the second largest private employer in both Arizona and Northern Colorado, continues to be recognized as one of the “Best Places to Work” by Becker’s Hospital Review.

Banner Academic Division

Banner Health and the University of Arizona Health Network come together to form Banner – University Medicine, a non-profit health system anchored in Phoenix and Tucson that makes the highest level of care accessible to Arizona residents. The establishment of a 30-year academic affiliation agreement between the University of Arizona and Banner Health allows for aligned leadership and working toward a single goal of creating nationally ranked academic medical centers. The division supports the growing needs of the UA Colleges of Medicine in Tucson and Phoenix. At the heart of this merger is academic medicine - research, teaching and patient care - across three medical centers.

Banner-University Medicine Tucson, the partnership between Banner Health and the University of Arizona, is the only academic health system and only integrated health system in Southern Arizona. With over 650 doctors, 2 hospitals, a comprehensive cancer center, and more than 350,000 square feet of 23 clinics spanning 3 counties, Banner-University Medicine Tucson provides the broadest range of clinical care in the region. From primary care and prevention to the most advanced care for high complexity clinical conditions, we do it all. As Southern Arizona's busiest level I trauma center, our teams are standing by in the most difficult of times along with our experts in advanced gastrointestinal and cardiovascular disease, comprehensive stroke care, and advanced lung disease. We bring a long-standing commitment to our community, the operational excellence of Banner Health, and the innovative minds of the University of Arizona to provide Southern Arizona world class health care that is close to home.

Our vision at Banner University Medicine Tucson is to deliver on the promise of not only providing world class health care, but also assuring a highly coordinated and family friendly care experience. We believe that developing a broad network of primary care providers close to home who work carefully with our multidisciplinary teams of specialty clinicians in our integrated clinical programs provides better care experience and better outcomes. Our cohesive clinical programs bring multi-disciplinary teams of clinical experts to our patients to assure all options are considered and delivering the optimal treatment plan for what each person may need. We will do so in clinical spaces designed as healing places to bring everything to the patient from the teams of clinical experts, advanced diagnostics and therapeutics, as well as the support services the patient and their family may need. As we develop these integrated clinical programs, we will become a national model in how to provide the best care today and even better care tomorrow, so every patient gets the right care in the right place at the right time.

Banner – University Medical Group is one of the largest multispecialty provider groups in Arizona. We deliver high quality patient care at Banner – University Medicine facilities in both Tucson and Phoenix. Partnering with outstanding community physicians, Banner – University Medical Group meets patients' healthcare needs ranging from primary care through advanced procedures.

- 652 Faculty Providers, 150 Advanced Practice Providers
- 1,045 Residents and Fellows
- 1,070 Clinic Staff

Banner Health’s COVID-19 Impact Statement

In December of 2019 SARS-CoV-2, also known as COVID-19, was discovered in Wuhan, China. The first case treated at a Banner facility was on March 7th, 2020. In March 2020, Banner implemented the following in response to the pandemic:

- Convened EOC Command Center to plan, monitor, and execute a response plan.
- Developed a digital dashboard to monitor all activity.
- Expanded Telemedicine services for Banner Urgent Care and all Banner Medical Groups.
- Leveraged Banner Innovation Group to address real time problems, defined by EOC, such as PPE supply.
- Banner paused elective surgeries, enacted a no visitor policy, and where possible, moved employees to work from home status.

Throughout the COVID-19 Pandemic, Banner was a leader in the communities they were located in, by treating patients with COVID-19 and providing consistent and ongoing communication to the public. Since March 2020, Banner has faced multiple COVID-19 surges, PPE shortages, staffing difficulty (involving shortages, staff safety, and employee health), however, Banner continues to be committed to *“Making health care easier, so life can be better.”*

Banner Health leveraged technology to provide care and up to date information to community members throughout the pandemic. Through the BannerHealth.com website and Banner apps, Banner provided a trusted source of communication to our communities.

- Banner Website Page Views: From March 2020 to December 2022, there were over 8,310,000 total pageviews to COVID-related pages on Banner’s website.
- Buoy App
 - Banner provided a symptom checking platform to its communities, patients went through a series of questions to determine if their symptoms were COVID influenced.
 - From March 2020 to December 2021, 138,659 patients were triaged through the symptom checker with COVID-19 results.
- Emails were used to both inform patients of COVID related information as well encourage the adoption of telehealth services
 - Over 6 million COVID related emails were opened
 - 340,000 telehealth related emails were opened by patients in the first year of the pandemic.

Within Banner Health acute care hospitals, Banner followed state and national guidelines to expand bed capacity, to serve both COVID and non-COVID patients in our facilities. In our Arizona facilities, we expanded bed capacity so that in total we had an over 50% increase of beds in preparation for the surge of COVID-19 patients, for our Western Region facilities we had a 28% increase in beds (bed increase includes ICU and Medical Surgical beds). Since the start of the pandemic, Banner has provided care to over

43,000 patients with COVID at Urgent Care facilities, more than 38,000 with COVID in our clinics, and nearly 94,000 with COVID as patients in our hospitals. In all Banner has served 47% of all hospitalized COVID-19 patients in the state of Arizona throughout the pandemic.

From 2020 to 2022 Banner Health infused over 25,000 monoclonal antibody doses. While the acuity of patient who received a dose of monoclonal antibodies has varied throughout the COVID-19 pandemic, those with the highest acuity were triaged to receive priority scheduling in receiving a dose.

When vaccinations became available to the public, Banner Health partnered with county and state health agencies in administering vaccines. In Banner Health's larger markets, Maricopa and Pima County Arizona, Banner worked with county partners to set up vaccination pods, where Banner employees, county employees, and volunteers worked daily for over two months to provide initial and second dose vaccines to county residents. The two vaccine pods Banner supported in Maricopa County (Arizona Fairgrounds & Sun City) administered over 190,000 vaccines, including both initial and second dose. In Pima County, Banner also supported two vaccine pods, which administered over 160,00 initial and second vaccinations. In Banner Health's Western Division Market, a different approach was used, providing vaccinations on a smaller scale through hubs and clinic visits, with nearly 48,000 vaccinations, initial and second doses, administered. Hubs were set-up to provide efficient and physically distant vaccinations in the community on a smaller scale than the Arizona locations. Internally, Banner Health mandated employees were vaccinated for COVID-19 to protect our patients and staff.

As COVID-19 moves into the *Control Phase*, Banner Health continues to provide COVID-19 focused care in our communities. Banner maintains consistent communication with county and state partners, monitoring COVID-19 in the communities. A long COVID treatment plan was developed, to provide ongoing care to COVID-19 survivors suffering from long COVID symptoms. Physicians and providers from specialties ranging from pulmonology, neurology, sleep medicine, behavioral health, and more have partnered to provide the highest quality patient care and experience to support those with long COVID symptoms.

About Banner - University Medical Center Tucson

Banner – University Medical Center Tucson is a Trauma One non-profit hospital with 649 licensed beds, providing a wide range of inpatient and outpatient services. Established in 1971, Banner - University Medical Center Tucson employs more than 3,000 health care professionals and support staff, and a medical staff of more than 1,300 physicians who serve Tucson and surrounding areas. B-UMCT is ranked as a top five hospital in Arizona, the best hospital in the Tucson metro area, and is ranked among the best hospitals in the nation in geriatrics and nephrology – all by U.S. News.¹

Banner – University Medical Center Tucson provides a full spectrum of medical services that include:

- Major Services: Burn/Wound Care, Cardiovascular, Comprehensive Stroke Center, Dialysis, Emergency Care, Gastroenterology, Geriatrics, Neurosciences, Oncology, Orthopedics, Pediatrics, Pulmonology, Radiation Oncology, Surgery, Transplant, Level 1 Trauma, Women’s Health
- Support Services: Child Life Services, Interventional Radiology, Medical Imaging, Nutrition Services, Pathology, Pharmacy, PT/OT/Speech Therapy, Respiratory Therapy, Sleep, Spiritual Care, Volunteer Service
- Ambulatory Clinic Services: Family/Internal Medicine, Pulmonary/PFT Lab, Pediatric BMT, Pediatric Hematology and Oncology, General Pediatrics, General Surgery, Trauma/Burn, Neurosurgery, Bariatric Surgery, Plastic Surgery, Podiatry, Vascular Surgery, Otolaryngology, Allergy, Transplant, Geriatric, Gen/Interventional Cardiology, Electrophysiology, Sleep Clinic/Lab, Nephrology, Orthopedic Surgery, Infectious Disease, Neurology, Gastroenterology, Endocrine, Integrative Medicine, Hepatology, Obstetrics and Gynecology, Gynecologic Surgery, Urology, Cardiac Catheterization Lab/Diagnostic Cardiology, EMG Services, Pediatric Cardiac Fetal Monitoring, Radiation Oncology Clinic/treatment, Endoscopy, Radiology/Diagnostic Imaging and Interventional Radiology, North Campus Oncology Center, Orange Grove Oncology Center

On an annual basis, Banner – University Medical Center Tucson health professionals render care to over 100,000 outpatients, nearly 25,000 inpatients, and 65,000 patients in the ED. The staff also welcomes an average of 2,470 newborns into the world each year.

Banner – University Medical Center South leverages the latest medical technologies to ensure safer, better care for patients. Physicians and clinical personnel document patient data in an electronic medical record rated at the highest level of implementation and adaptation by HIMSS Analytics, a wholly-owned nonprofit subsidiary of the Healthcare Information and Management Systems Society. This facility is also part of the Banner iCare™ Intensive Care Program where specially trained physicians and nurses back up the bedside ICU team and monitor ICU patient information 24 hours a day, seven days a week.

¹ University of Arizona College of Medicine Tucson: News. Banner – UMC Tucson Ranked Among Nation’s ‘Best Hospitals’. Published: August 2016. Link: <https://medicine.arizona.edu/news/2016/banner-umc-tucson-ranked-among-nations-best-hospitals>

To help meet the needs of the uninsured and underinsured community members, Banner – University Medical Center Tucson follows the Banner Health process for financial assistance, including financial assistance and payment arrangements. Giving back to the people we serve through financial assistance is just one example of our commitment of the community. In 2021, Banner – University Medical Center Tucson reported \$43M in Charity Care for the community, while \$7M was written off as a bed debt or uncollectable dues owed to the facility.

About Banner - University Medical Center South

Banner – University Medical Center South (BUMC-S) is a non-profit hospital with 245 licensed beds, providing a wide range of inpatient and outpatient services. Banner – University Medical Center South employs more than 700 health care professionals and support staff, and a medical staff of more than 500 physicians who serve Tucson and surrounding areas. B-UMCS is an accredited Cardiac Receiving Center by Arizona Department of Health Services, Non-Invasive Lab by the IAC, a Certified Diabetes Self-Management Education Program by the American Diabetes Association, an Infectious Disease Treatment Center of Excellence by the ADHS, and a Senior Friendly Hospital by the Nurses Improving Care for Health system Elders (NICHE) program. Additionally, B-UMCT is recognized as an IBM Watson health 100 Top Hospital in the United States and an Everest Award winner for its rate of improvement in quality care over five years.²

Banner – University Medical Center Tucson provides a full spectrum of medical services that include:

- Major Services: Behavioral Health, Cardiovascular, Critical Care, Dialysis, Emergency Care, Gastroenterology, General Medicine, Gynecology, Level 4 Trauma, Orthopedics, Neurology, Surgery, Urology
- Support Services: Case Management/Social Work, Lab, Medical Imaging, Nutrition Services, Pharmacy, PT/OT/Speech Therapy, Respiratory Therapy, Spiritual Care, Wound Care, Volunteer Services
- Ambulatory Clinic Services: Family/Internal Medicine, General Surgery, Neurosurgery, Plastic Surgery, Podiatry, Vascular Surgery, Otolaryngology, Allergy, , Geriatric, Gen/Interventional Cardiology, Electrophysiology, Orthopedic Surgery, Neurology, Gastroenterology, Endocrine, Obstetrics and Gynecology, Gynecologic Surgery, Urology

On an annual basis, Banner – University Medical Center South health professionals render care to over 20,000 outpatients, 40,000 inpatients, and nearly 7,000 patients in the ED.

Banner – University Medical Center South leverages the latest medical technologies to ensure safer, better care for patients. Physicians and clinical personnel document patient data in an electronic medical record rated at the highest level of implementation and adaptation by HIMSS Analytics, a wholly-owned nonprofit subsidiary of the Healthcare Information and Management Systems Society. This facility is also part of the Banner iCare™ Intensive Care Program where specially trained physicians and nurses back up the bedside ICU team and monitor ICU patient information 24 hours a day, seven days a week.

To help meet the needs of the uninsured and underinsured community members, BUMC-S follows the Banner Health process for financial assistance, including financial assistance and payment arrangements. Giving back to the people we serve through financial assistance is just one example of our commitment

² College of Medicine Tucson: Department of Medicine. Banner – University Medical Center South. Accessed: February 2022. Link: <https://deptmedicine.arizona.edu/about/banner-university-medical-center-south>

of the community. In 2021, Banner – University Medical Center South reported \$17M in Charity Care for the community, while \$2.6M was written off as a bed debt or uncollectable dues owed to the facility.

Summary of Prioritization Process

As part of the process for evaluating community need, a Banner Health CHNA Steering Committee was formed. Banner Health’s CHNA Steering Committee is comprised of leaders from throughout Banner Health’s system. These leaders represent our Arizona Community Delivery, Western Division and Rural Facilities, as well as our Academic Medical Centers. In collaboration with McKee Medical Center’s leadership team and Banner Health’s Strategy Planning department, the Steering Committee is instrumental in both the development of the CHNA process and the continuation of Banner Health’s commitment to providing services that meet community health needs.

Table 1. Banner Health Steering Committee

Steering Committee Member	Title
Todd Werner	Senior Vice President, Acute Care Delivery
Sarah Frost	CEO, Banner University Medical Center – Tucson & South
Margo Karsten	Division President, Western Division
Daniel Post	CEO, Banner University Medical Center – Phoenix
Lamont Yoder	Division President, Arizona Community Delivery

In the spirit of the organization’s continued commitment to providing excellent patient care, Banner Health established systemwide guidelines for each of its hospital and healthcare facilities with the following goals at the heart of the endeavor:

- Effectively define the current community programs and services provided by the facility.
- Assess the total impact of existing programs and services on the community.
- Identify the current health needs of the surrounding population.
- Determine any health needs that are not being met by those programs and services, and/or ways to increase access to needed services.
- Provide a plan for future programs and services that will meet and/or continue to meet the community’s needs.

Summary of Prioritized Needs

Banner Health has a strong history of dedication to its community and of providing care to the underserved populations. The CHNA process continues to help identify additional opportunities to better care for populations within the community who have special and/or unmet needs; this has only strengthened our commitment to improving the health of the communities we serve. The following statements summarize each of the areas of priority for Banner – University Medical Center Tucson and Banner – University Medical Center South, they are based on data and information gathered through the CHNA.

1. Access to Care

- 17 of the 23 Primary Care Areas in Pima County are designated Health Professional Shortage Areas by the Federal Government
- Over 1 in 10 (10.3%) of Pima County residents does not have health insurance
- Access to Care was a top health concern in community forums, focus groups, and by key informants

2. Chronic Disease Management

- Chronic Disease and influencing factors (nutrition, exercise, and health literacy) were all top health concerns in community forums, focus groups, and by key informants
- Pima County has a higher rate of adults with obesity when compared to state and national averages
- 7.7% (97.8 per 100,000n age adjusted) of adults in Pima County have been told by a health care provider that they had coronary heart disease, above the Healthy People 2030 target

3. Behavioral Health

- In 2020 there were 225 suicide deaths among Pima County residents
- In 2020, the mental health provider rate was 192 providers per 100,000 in Pima County
- In 2020 there was a 32% increase in overdose deaths in Pima County

2019 CHNA Follow-Up and Review

The link to the 2019 report and implementation strategies was posted on the Bannerhealth.com website and made widely available to the public. Over the past three years, Banner Health has monitored its Community Feedback email account and responded to emails in a timely manner. Comments can be sent to CHNA.CommunityFeedback@bannerhealth.com.

Table 2 has a summary of topics of emails received since 2019, all emails were responded to in a timely manner with answers or directions on where to receive an answer.

Submission Year	Message Topics
2019	<i>Topics covered getting access to communication regarding community wellness events, community outreach and assistance programs, senior center programs and food delivery programs, as well as guidance on smoking cessation, and how to become a volunteer at a Banner Health facility.</i>
2020	<i>Topics covered guidance on scheduling an appointment, support in identifying substance abuse treatment centers, schools reaching out to support hospitals during the pandemic, guidance on COVID protocol once diagnosed, community event participation, direction on how to be a volunteer at Banner Health, smoking cessation, and communication on health mobile events.</i>
2021	<i>Topics covered information on how to get a mentally unstable person the health support they need, how to navigate COVID hospital and clinic protocols, where to donate blood, navigation of insurance, and how to schedule a COVID-19 vaccine appointment.</i>
2022	<i>Topics covered smoking cessation, scheduling a doctor’s appointment, what hospital protocol was pertaining to partners being with the mother during delivery, as well as a positive review on the quality of food during recovery.</i>

Table 3 indicates what actions have been taken by Banner – University Medical Center Tucson & South since the cycle 3 CHNA Implementation Strategies were approved by the Banner Board December 2019. COVID-19 has had an ongoing impact on the Banner – University Medical Center Tucson & South’s Strategies and Tactics due to the impact it had on overall system health priorities and focus. Data collection and monitoring had gaps in the data collected for certain tactics, and in some cases, data was no longer collected or focused on by Banner Health.

<i>Table 3. Pima County Implementation Strategies - Outcomes</i>	
Strategies	Outcomes
Significant Health Need: Access to Care	
<i>Strategy #1: Increase access points for primary care services</i>	<ul style="list-style-type: none"> • Employed additional Primary Care Providers and Advanced Practice Providers to increase access to care. • Created access for additional patients to be seen at Primary Care locations
<i>Strategy #2: Increase access to ambulatory care settings.</i>	<ul style="list-style-type: none"> • Grew access to ambulatory services for our community through Urgent Care, Ambulatory Surgical Centers, and Physical Therapy. • Provided more Ambulatory Surgical Center locations to the community, increasing access to care points.
<i>Strategy #3: Deploy care models and tools that improve affordability of care for Banner Health Network members.</i>	<ul style="list-style-type: none"> • Promoted access to Banner Medical Group, to reduce utilization of the Emergency Room • Identified 22 core measures for annual wellness visits to set quality measures – including chronic disease management, cancer screenings, and immunizations.
Significant Health Need: Chronic Disease Management (Diabetes/Heart Disease/Cancer)	
<i>Strategy #1: Continue to improve the coordination of care for patients with chronic disease diagnosis</i>	<ul style="list-style-type: none"> • Offer cancer screenings through clinics. • Provided education and assistance with medication adherence, including cost of medication.
<i>Strategy #2: Growth of preventative care and wellness programs in the communities we serve.</i>	<ul style="list-style-type: none"> • Provided Medicare Advantage Wellness visits through deploying MDs, NPs, and PAs. • Offered same day mammography access in ambulatory settings (health centers and Imaging locations).
<i>Strategy #3: Continued enhancement of measurement /oversight of clinical quality measures for chronic disease patients.</i>	<ul style="list-style-type: none"> • Decreased hypertension through an increase in clinical measures for BP control. • Decreased HbA1cs through an increase in clinical measures for diabetic patients.
Significant Health Need: Behavioral Health	
<i>Strategy #1: Provide services to increase awareness and access to address general psychiatric health needs.</i>	<ul style="list-style-type: none"> • Continue to partner with community outpatient behavioral health providers to provide coordinated care. • Encouraged patients to get initial behavioral screenings in the Emergency Department.
<i>Strategy #2: Utilize internal and external resources to address opioid addiction in Banner Health communities.</i>	<ul style="list-style-type: none"> • Implemented a system wide primary care strategy to identify opioid use disorder.
<i>Strategy #3: Utilize internal and external resources to improve clinical quality for suicide, depression patients in Banner Health communities.</i>	<ul style="list-style-type: none"> • Working to be a “Zero Suicide” health system, where all non-clinical hospital employees are trained to Question, Persuade, and Respond when interacting with a person having a suicidal crisis. • Provided depression screenings during Clinic Appointments.