



2025-2027 IMPLEMENTATION PLAN

HonorHealth Osborn Medical Center and
Greenbaum Specialty Surgical Hospital

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IDENTIFYING SIGNIFICANT HEALTH NEEDS

ABOUT HONORHEALTH

You want healthcare focused on you – your unique needs, your schedule, your goals. You want a network of experts connected to each other, with everyone focused on your well-being. HonorHealth provides that focus. The HonorHealth health system:

- Provides care for individuals and families with a variety of medical needs.
- Encompasses more than 2,800 expert physicians, 12,800 dedicated employees, and 3,100 caring volunteers working in partnership.
- Is committed to wellness management.
- Has nearly 150 years of combined experience serving communities in greater Phoenix area.

HonorHealth is both a name and call to action. It emphasizes trustworthiness and integrity while demonstrating respect and dedication to delivering the highest quality care in a personal and easy manner.

The brand promise of making healthy personal reflects HonorHealth's mission — to improve the health and well-being of our community.

About HonorHealth Osborn Medical Center

HonorHealth Osborn Medical Center is a 325-bed, full-service hospital that's a leader in the fields of trauma, orthopedics, neurosurgery, cardiovascular services, and critical care.

The campus is also home to a family birthing center and neonatal unit; a family medicine residency program, and a trauma/medical training center for the U.S. military. The hospital is a certified Chest Pain Center and offers an American College of Surgeons-verified Level I Trauma Center. It is certified as a Primary Stroke Center Plus, the only Arizona hospital to achieve this designation

Other services at HonorHealth Osborn Medical Center include those offered at Greenbaum Surgical Specialty Hospital, which focuses on such general surgeries as ear, nose, and throat; urology and gynecology.

The facility has earned Magnet designation, the highest national designation for excellence in nursing care. HonorHealth Osborn Medical Center also was named a Top 100 Hospital by Truven in 2015.

HonorHealth Osborn Medical Center completed its last Community Health Needs Assessment in 2021.

HonorHealth Greenbaum Surgical Specialty Hospital specializes in surgical procedures. Services offered include general surgery, reconstructive surgery, breast, gender and cosmetic, ear, nose and throat procedures, gynecological surgery, maxillofacial surgery, ophthalmic surgery, such as cataracts and retinal procedures, orthopedic surgery, sports medicine, neuro spine surgery, urologic surgery, and deep brain stimulation.

HonorHealth Greenbaum Surgical Specialty Hospital completed its last Community Health Needs Assessment in 2021.



OUR COMMUNITY HEALTH NEEDS ASSESSMENT

In 2024, HonorHealth Osborn Medical Center embarked on a comprehensive Community Health Needs Assessment (CHNA) process to identify and address the key health issues for our community.

Definition of the Community Served

HonorHealth Osborn Medical Center and HonorHealth Greenbaum Specialty Surgical Hospital community, as defined for the purposes of the Community Health Needs Assessment and Implementation Plan, include each of these residential zip codes: 85251, 85257, 85281, 85201, 85008, 85018, 85256, 85250, 85253, 85258. These zip codes are the top ten zip codes where patients encountered in the HonorHealth Osborn Medical Center emergency room and inpatient setting reside and HonorHealth Greenbaum Specialty Surgical Hospital patients reside.

How CHNA Data Were Obtained

The CHNA incorporated data about the community from multiple sources, including both primary and secondary data:

- A population-based survey among a representative sample of community residents (the PRC Community Health Survey)
- An online survey of Key Informants including public health representatives, health providers, and a variety of other community service providers and stakeholders (the PRC Online Key Informant Survey)
- A review of existing vital statistics, public health, census, and other data

The CHNA allowed for extensive comparison to benchmark data at the state and national levels.

The HonorHealth Osborn Medical Center's and HonorHealth Greenbaum Specialty Surgical Hospital's CHNAs were conducted by PRC, a nationally recognized health care consulting firm with extensive experience conducting CHNAs in hundreds of communities across the United States since 1994.

Identifying & Prioritizing Health Needs

Areas of Opportunity

Significant Health Needs (or "Areas of Opportunity") were determined in the CHNA after consideration of various criteria, including: standing in comparison with benchmark data; identified trends; the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue. The CHNA data, analysis and key informant input identified these areas of opportunity, shown here in alphabetical order:



1. Access to Healthcare Services
2. Cancer
3. Diabetes
4. Disabling Conditions
5. Heart Disease & Stroke
6. Injury & Violence
7. Mental Health
8. Nutrition, Physical Activity & Weight
9. Oral Health
10. Respiratory Diseases
11. Sexual Health
12. Substance Abuse
13. Tobacco Use

Prioritized List of Health Needs

After reviewing the CHNA findings, the CHNA Steering Committee prioritized the top health needs for our community. The CHNA Steering Committee were asked to evaluate each health issue along two criteria: 1) scope and severity of the health issue; and 2) the hospital's and the community's ability to impact that issue. Individual ratings for each criterion were averaged for each tested health issue, and then these composite criteria scores were averaged to produce an overall score. This process yielded the following prioritized list of health needs for our community:

Behavioral Health

Access to Care

Nutrition, Physical Activity and Weight

In identifying these community health priorities, the CHNA Steering Committee also considered:

- Existing infrastructure – the programs and systems and staff in place to address the health issue
- Established relationships – the relationships with community-based organizations that already exist and the opportunities to develop new partnerships
- Ongoing investments – the resources already committed to address the health issue – notably Desert Mission Food Bank, the Social Determinants of Health Steering Committee and initiatives to address health disparities
- Focus – the alignment with HonorHealth's strategy



ADDRESSING THE SIGNIFICANT HEALTH NEEDS



HOSPITAL-LEVEL COMMUNITY BENEFIT PLANNING

This summary outlines Osborn Medical Center and Greenbaum Surgical Specialty Hospital's Implementation Plan to address our community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs and initiatives to address identified health needs; and/or 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Priority Health Issues to Be Addressed

Behavioral Health

Behavioral Health is an umbrella term for mental health and wellbeing of the body, mind and spirit; including behaviors affecting health such as substance use (alcohol and drugs), sleeping habits, social interactions, food and nutrition, and exercise. 1

Mental health is an important part of overall health and well-being. Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make healthy choices. 2

1 NowPsych.com

2 Centers for Disease Control and Prevention

Access to Care

Access to Care means an individual has timely use of personal health services. 3

Access to health care consists of four components

- Coverage: facilitates entry into the health care system. Uninsured people are less likely to receive medical care and more likely to have poor health status.
- Services: Having a usual source of care is associated with adults receiving recommended screening and prevention services.
- Timeliness: ability to provide health care when the need is recognized.
- Workforce: capable, qualified, culturally competent providers. 4

3 (IOM, 1993) Institute of Medicine now the National Academies of Science Engineering and Medicine

4 (Healthy People 2020) US Department of Health and Human Services

Nutrition, Physical Activity and Weight

Nutrition, Physical Activity and Weight means an individual has access to nutritious food, participates in physical activity and maintains a healthy weight.

Access to nutritious food allows an individual to acquire appropriate foods for a healthy balanced diet. Performing physical activity prevents and manages chronic disease, strengthens bones and muscles for performing daily activities and helps lose and maintain a healthy weight. 5



Issues That Will Not Be Addressed & Why

In acknowledging the Significant Health Needs (or “Areas of Opportunity”) identified in the CHNA process, HonorHealth Osborn Medical Center and HonorHealth Greenbaum Specialty Surgical Hospital determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and/or most within its ability to influence.

1. Access to Care

The CHNA Steering Committee decided this community health need is a priority health issued to be addressed. [See Action Plans below.](#)

2. Cancer

The CHNA Steering Committee decided efforts outlined herein to improve access to care, behavioral health and nutrition, physical activity and weight will have a positive impact on prevention, early detection, and management of cancer, and that a separate set of cancer-specific initiatives was not necessary.

3. Diabetes

The CHNA Steering Committee decided that efforts outlined herein to improve access to care, behavioral health and nutrition, physical activity and weight will have a positive impact on prevention and management of diabetes, and that a separate set of diabetes initiatives was not necessary.

4. Disabling Conditions

The CHNA Steering Committee decided that efforts outlined herein to improve access to care, behavioral health and nutrition, physical activity and weight will have a positive impact on prevention and management of disabling conditions, and that a separate set of diabetes initiatives was not necessary.

5. Heart Disease & Stroke

The CHNA Steering Committee decided that efforts outlined herein to improve access to care and behavioral health and nutrition, physical activity and weight will have a positive impact on prevention, early detection and management of heart disease and stroke, and that a separate set of heart disease and stroke initiatives was not necessary.

6. Injury & Violence

The CHNA Steering Committee decided that existing investments in Injury & Prevention and limited additional resources for additional investment excluded this as an area chosen for action.

7. Mental Health

The CHNA Steering Committee decided this community health need is a priority health issued to be addressed as Behavioral Health. [See Action Plans below.](#)

8. Nutrition, Physical Activity & Weight

The CHNA Steering Committee decided this community health need is a priority health issued to be addressed as Nutrition, Physical Activity and Weight. [See Action Plans below.](#)

9. Oral Health

The CHNA Steering Committee decided that this priority area falls more within the purview of the county health department and other community based organizations. Limited resources and lower priority excluded this as an area chosen for action.



10. Respiratory Diseases

The CHNA Steering Committee that efforts outlined herein to improve access to care, behavioral health and nutrition, physical activity and weight will have a positive impact on prevention and early detection of respiratory diseases, and that a separate set of respiratory disease-specific initiatives was not necessary.

11. Sexual Health

The CHNA Steering Committee decided that this priority area falls more within the purview of the county health department and other community based organizations. Limited resources and lower priority excluded this as an area chosen for action.

12. Substance Abuse

The CHNA Steering Committee decided that action plans for Behavioral Health are aligned with addressing Substance Abuse so this community health need will be included together with Behavioral Health Action Plans. See Action Plans below.

13. Tobacco Use

The CHNA Steering Committee decided that other community organizations have infrastructure and programs in place to better meet this need and limited resources excluded this as an area chosen for action.



2025-2027 IMPLEMENTATION PLAN

Action Plans

HonorHealth Osborn Medical Center's and HonorHealth Greenbaum Specialty Surgical Hospital's action plans to address priority health issues in the 2025-2027 period:

Priority Area #1: Behavioral Health

Community Health Need: Behavioral Health

Anticipated Impact: Increased access to behavioral health services.

Goal: Partner with community behavioral health services to increase access to services

- Strategy 1 Build on behavioral health hospital services and affiliated outpatient services and programs
- Strategy 2 Optimize behavioral health care across the continuum
- Strategy 3 Develop and implement crisis stabilization services
- Strategy 4 Build on HonorHealth Medical Group Primary Care depression and anxiety screenings and referrals
- Strategy 5 Increase utilization of integrated behavioral health providers into all Honor Health Medical Group Primary Care practices
- Strategy 6 Expand outpatient and residential mental health and substance abuse services through partnerships

Goal: Offer support services

- Strategy 1 Continue and expand support groups in Service Lines
- Strategy 2 Hire Program Manager for Addiction Medicine to provide referrals and transitions from the hospital
- Strategy 3 Continue trauma informed employee training and care-giver well-being programs
- Strategy 4 Enable direct transport to behavioral health points of care through partnerships
- Strategy 5 Support Substance Use Disorder overdose interventions

Goal: Development partnerships

- Strategy 1 Broaden connection between behavioral health and chronic disease
- Strategy 2 Support Blue Zones Scottsdale Project and earn Blue Zones Worksite designation

Priority Area #2: Access to Care

Community Health Need: Access to Care

Anticipated Impact: Increased access to health care services and increased prevention, early detection, and management of chronic disease.

Goal: Facilitate Access for Vulnerable Populations

- Strategy 1 Continue "Hospital to NOAH" referral and navigation program
- Strategy 2 Continue Transition Care Team
- Strategy 3 Build "Bridge Hospital to Home" services
- Strategy 4 Explore Hospital at Home program opportunities
- Strategy 5 Continue Patient Assistance Program to provide durable medical equipment and other needs for vulnerable populations
- Strategy 6 Expand Use of transportation services provided by Community Based Organization Elaine



- Strategy 7 Expand hospital based and Desert Mission medical insurance eligibility support and enrollment
- Strategy 8 Improve the rate of referral through the closed-loop referral system to provide access to supportive services

Goal: Provide more points of access

- Strategy 1 Increase utilization of integrated behavioral health providers into HonorHealth Medical Group Primary Care practices
- Strategy 2 Add physical points-of-care
- Strategy 3 Expand telemedicine(clinical visits), telehealth (wellness check) and utilization of digital tools such as MyChart

Goal: Expand Community Capacity

- Strategy 1 Continue workforce development, clinical rotations and residency and fellowship programs
- Strategy 2 Build nursing and medical Explorers Clubs to expose students to healthcare professionals and the industry

Priority Area #3: Nutrition, Physical Activity and Weight

Community Health Need: Nutrition, Physical Activity and Weight

Anticipated Impact: Increased support for access to nutritious foods, physical activity and weight for increased prevention, early detection, and management of chronic disease.

Goal: Expand Food Insecurity Screenings and Referrals

- Strategy 1 Expand food insecurity screenings in the hospitals and HonorHealth Medical Group
- Strategy 2 Improve rate of food resource referrals through the closed-loop referral system
- Strategy 3 Implement pilot 'produce prescription' program

Goal: Prepare Meals

- Strategy 1 Expand Culinary Services meal preparation for Community Based Organizations to implemental home delivered meals, congregate meals and Meals on Wheels programs for vulnerable populations

Goal: Support Food Distribution

- Strategy 1 Formulize partnerships with Community Based Organizations to expand food distribution locations
- Strategy 2 Continue Desert Mission Food Bank operations for vulnerable populations
- Strategy 3 Support Community Garden programs
- Strategy 4 Expand Mobile Farm Stand to additional locations
- Strategy 5 Expand Supplemental Nutrition Assistance Program (SNAP) enrollment assistance
- Strategy 6 Pilot emergency food box distribution in clinical settings

Goal: Develop Partnerships

- Strategy 1 Support Blue Zones Scottsdale Project and earn Blue Zones Worksite designation
- Strategy 2 Partner with local and national organizations to promote physical activity
- Strategy 3 Pursue research opportunity titled "Intensive Lifestyle Treatment for Weight Loss in the Primary Care setting"
- Strategy 4 Offer pre-season sport physical exams to 500 community members

