

2025 Community Health Implementation Strategy and Plan

Adopted November 2025



Dignity Health

East Valley Rehabilitation Hospital - Chandler

East Valley Rehabilitation Hospital - Gilbert

Arizona Spine & Joint Hospital

Arizona Specialty Hospital





A member of CommonSpirit



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At-a-Glance Summary

Community Served 	<p>Dignity Health Arizona's Joint Venture Hospitals (JVHs) have locations throughout the valley (Mesa, Phoenix, Gilbert, and Chandler). Due to their large geographic footprint, the JVHs define their community as Maricopa County. Since some of the primary service area (PSA) extends beyond the county, Arizona-specific data will be presented as appropriate.</p> <p>serve the geographic area of Maricopa County which encompasses 9,202 square miles, includes 27 cities and towns, as well as the whole or part of five sovereign American Indian reservations. With an estimated population of 4 million and growing, Maricopa County is home to well over half of Arizona's residents. The community served is ethnically and culturally diverse.</p>
Significant Community Health Needs Being Addressed 	<p>The significant community health needs the hospitals are helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA).</p> <p>Needs the hospitals intends to address with strategies and programs are:</p> <ul style="list-style-type: none">• Access to Care
Strategies and Programs to Address Needs 	<p>The hospital intends to take action and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none">• Access to Care – Patient Financial Assistance

Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the “Strategies and Program Activities by Health Need” section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted to the St. Joseph's Hospital and Medical Center Community Health Office at 350 W. Thomas Road, Phoenix, AZ 85013 or by e-mail to communityhealth-sjhmc@commonspirit.org.

Our Hospital and the Community Served

About the Hospitals

The Dignity Health Arizona's Joint Venture Hospitals (JVHs) are a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

Dignity Health East Valley Rehabilitation Hospital - Chandler

Dignity Health East Valley Rehabilitation Hospital is a state-of-the-art, 50-bed inpatient acute rehabilitation hospital dedicated to the treatment and recovery of individuals who have experienced the debilitating effects of a severe injury or illness. Their rehabilitation programs provide ongoing care and specialized treatment to patients throughout their recovery journey. They offer customized, individualized rehabilitation tailored to the specific needs of those recovering from a stroke, brain injury, neurological conditions, trauma, spinal cord injury, amputation, and orthopedic injury. Dignity Health East Valley Rehabilitation Hospital strives to maximize the health, function, and quality of life of those they serve through comprehensive physical medicine and rehabilitation programs. They are CARF-Accredited for our Comprehensive Integrated Inpatient Rehabilitation Program.

Dignity Health East Valley Rehabilitation Hospital - Gilbert

Dignity Health East Valley Rehabilitation Hospital – Gilbert is a state-of-the-art, 40-bed inpatient acute rehabilitation hospital dedicated to the treatment and recovery of individuals who have experienced the debilitating effects of a severe injury or illness. Their rehabilitation programs provide ongoing care and specialized treatment to patients throughout their recovery journey. We offer customized, individualized rehabilitation tailored to the specific needs of those recovering from a stroke, brain injury, neurological conditions, trauma, spinal cord injury, amputation, and orthopedic injury. Dignity Health East Valley Rehabilitation Hospital – Gilbert strives to maximize the health, function, and quality of life of those we serve through comprehensive physical medicine and rehabilitation programs.

Arizona Specialty Hospital

Arizona Specialty Hospital is a hospital that offers a variety of orthopedic services. The orthopedic surgeons at Arizona Specialty Hospital provide comprehensive care and use some of the latest treatments to help patients affected by orthopedic injuries, degenerative diseases, and other orthopedic conditions. They also treat sports injuries and can often use robotic-assisted surgery to help improve recovery times. Arizona Specialty Hospital focuses on offering a high quality, service oriented environment for your surgical procedure. They have 10 operating rooms, 64 patients beds, and their technology allows surgeons to perform procedures in the specialty areas of: Foot and Ankle, Orthopedic Surgery, Robotic Surgery, Shoulder Replacement, Spine Surgery, Sports Medicine, Total Hip Replacement, and Total Knee Arthroplasty.

Arizona Spine & Joint Hospital

Arizona Spine & Joint Hospital is an award-winning orthopedic specialty hospital that focuses on offering a high quality, service oriented environment for your surgical procedure. The facility is accredited by the Joint Commission. Arizona Spine and Joint Hospital is a facility in which physicians have an ownership or investment interest. The list of physician owners or investors is available to you upon request. They have 4 operating rooms, 2 treatment rooms,

and their technology allows surgeons to perform procedures in the specialty areas of: General Surgery, Orthopedic Surgery, Pain Management, Podiatry, Spine, and Plastic Surgery.

Our Mission

The hospitals' dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay.

This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

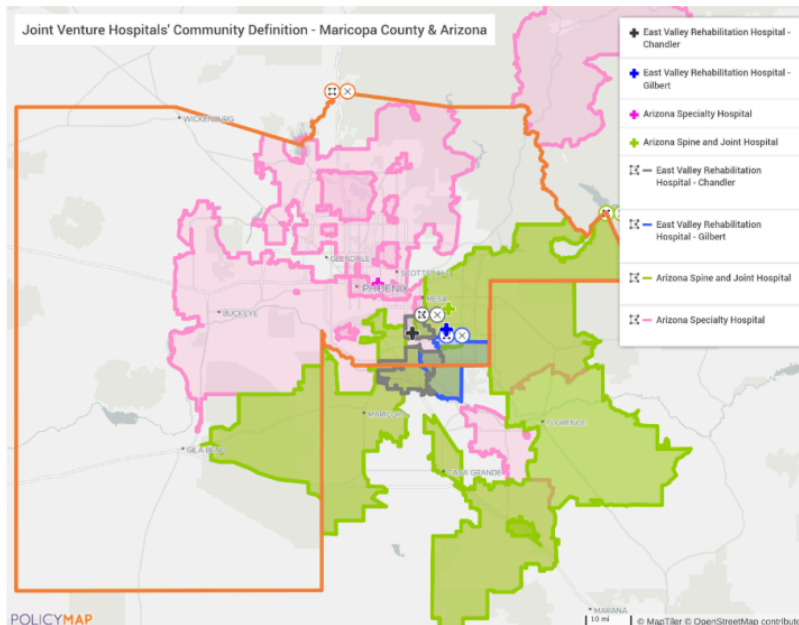


Description of the Community Served

The hospitals serve Maricopa County and Arizona. A summary description of the community is below, and additional details can be found in the CHNA report online.

The hospitals are located in Maricopa County, the fourth most populous county in the U.S., with a population of over 4.4 million people. Covering 9,202 square miles, Maricopa County is comprised of nearly five percent of Indigenous land from tribes such as the Fort McDowell Yavapai Nation, Gila River Indian Community, Salt River Pima-Maricopa Indian Community, and Tohono O'odham Nation.

The hospitals' community is defined as Maricopa County (outlined in orange below) and Arizona due to the broad expanse of their primary service areas (PSAs). The PSAs are defined by the top 80% of the hospitals' inpatient and outpatient discharges and are outlined in pink by zip codes that encompass all populations, including low-income and underserved groups. The map below displays the hospitals' defined community.



The Dignity Health Arizona Joint Venture Hospitals (JVHs) serve patients across Maricopa County and Arizona; hence, the community definition extends beyond their physical locations. The table below describes the demographic and socioeconomic profile of residents in Maricopa County and Arizona, for comparison.

	Maricopa County	Arizona
Total Population Size	4,430,871	7,172,282
Population by Race / Ethnicity		
American Indian/Alaska Native (non-Hispanic)	1%	4%
Asian and Native Hawaiian/Pacific Islander (non-Hispanic)	4%	3%
Black/African American (non-Hispanic)	5%	4%
White (non-Hispanic)	53%	53%
Hispanic / Latino	32%	32%
Population by Sex		
Male	50%	50%
Female	50%	50%
Population by Age Group		
0-14 years	19%	18%
15-24 years	14%	14%
25-44 years	28%	26%
45-64 years	24%	24%
65+ years	16%	18%
Languages, among those 5 year and older		

	Maricopa County	Arizona
Non-English Languages Spoken at Home	26%	26%
Population by Educational Attainment (Less than a high school diploma), among those 25 years and over		
Less than 9th grade	5%	5%
9th – 12th grade, no diploma	6%	6%
Employment Status		
Unemployed	5%	5%
Median Household Income		
Income	\$80,675	\$72,581
Poverty		
Below poverty level all ages	12%	13%
Below poverty level all ages under 18 years	16%	18%
Health Insurance Coverage		
Uninsured	11%	11%
Health Insurance Type		
Medicaid	18%	21%
Health Professional Shortage Area	Yes	Yes
Medically Underserved Area	Yes	Yes
Medically Underserved, Low Income, Minority Populations	Medically Underserved, Low Income	

Maricopa County and Arizona Demographic and Socioeconomic Profile - 2022 ACS Census, HRSA MUA Finder, PolicyMap

Community Assessment and Significant Needs

The health issues that form the basis of the hospitals' community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in June, 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;
- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospitals' website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to Care	Access to Care is defined as the timely use of health services to achieve the best possible health outcomes. Many people face barriers that prevent or limit access to needed healthcare services. Access to care includes availability, accessibility, affordability, acceptability, and appropriateness.	<input checked="" type="checkbox"/>
Cancer	Cancer is a large group of diseases that can start in almost any organ or tissue of the body when abnormal cells grow beyond their usual boundaries to invade adjoining parts of the body and/or spread to other organs.	<input type="checkbox"/>
Chronic Health Conditions <ul style="list-style-type: none">• Diabetes• Cardiovascular Disease (CVD)• Chronic Kidney Disease	Chronic Health Conditions are health conditions or diseases that are persistent or otherwise long-lasting in their effects. <ul style="list-style-type: none">• Diabetes is a chronic, metabolic disease in which the body's ability to produce or respond to the hormone insulin is impaired, resulting in abnormal metabolism of carbohydrates and elevated levels of glucose in the blood and urine.	<input type="checkbox"/>

Significant Health Need	Description	Intend to Address?
	<ul style="list-style-type: none"> • Cardiovascular Diseases (CVDs) is defined as the primary diagnosis of acute rheumatic fever and the following diseases: chronic rheumatic heart, hypertensive, ischemic heart, pulmonary heart, pulmonary circulation, cerebrovascular, arteries, arterioles, capillaries, and other forms of heart disease. • Chronic Kidney Disease (CKD) is a condition in which the kidneys gradually lose their ability to filter waste products and excess fluid from the blood. This can lead to kidney damage, buildup of harmful substances in the body, and other health problems. 	
Maternal and Child Health <ul style="list-style-type: none"> • Preterm Births 	Maternal and Child Health focuses on the well-being of pregnant women, mothers, and children from birth through adolescence. It involves a comprehensive approach to care, including prenatal, childbirth, and postnatal services. <ul style="list-style-type: none"> • Preterm birth, defined as a live birth before 37 completed weeks of gestation, is a critical component of maternal and child health. Preterm birth can lead to long-term health conditions 	<input type="checkbox"/>
Mental Health	Mental Health encompasses emotional, psychological, and social well-being. It influences thoughts, feelings, actions and plays a key role in coping with stress, interacting with others, and making decisions. Mental health is a vital component of overall well-being	<input type="checkbox"/>
Social Determinants of Health <ul style="list-style-type: none"> • Housing & Homelessness • Heat 	Social Determinants of Health are the conditions where people are born, live, work, play, worship, and age that impact their health quality-of-life. <ul style="list-style-type: none"> • Housing & Homelessness are often identified as important social determinants of health due to the range of ways in which a lack of housing, or poor quality housing, can negatively affect health and wellbeing. • Heat stress, the leading cause of weather-related deaths, can exacerbate underlying illnesses such as cardiovascular disease, diabetes, mental 	<input type="checkbox"/>

Significant Health Need	Description	Intend to Address?
	health disorders, and asthma. Prolonged exposure to extreme temperatures can lead to serious health risks.	
Substance Use	Substance Use is a broad term that refers to the consumption of any psychoactive substance that can alter mood, consciousness, or behavior. It includes the use of alcohol, nicotine, illicit drugs, as well as the use of prescription medications for non-medical purposes.	<input type="checkbox"/>
Violence and Injury Prevention <ul style="list-style-type: none"> Fall-related Injuries Assault-related Injuries 	Violence and Unintentional Injuries are a significant cause of death and burden of disease, and some people are more vulnerable than others depending on the conditions in which they are born, grow, work, live and age. <ul style="list-style-type: none"> Fall-related injury is preventable and includes any physical harm that occurs as a direct result of a fall, ranging from minor issues like bruises or strains to severe injuries such as fractures, head trauma, or even death. Assault-related Injury is physical harm or bodily damage caused by an act of assault, which is an intentional act or threat by one person that causes another to reasonably fear imminent harmful or offensive contact 	<input type="checkbox"/>

Significant Needs the Hospital Does Not Intend to Address

The hospital has chosen not to address the following significant health needs due to limited capacity of hospital staff, limited capacity of available hospital services, and limited resources. While the hospital will not *directly* address the needs listed below, it may indirectly support work being done in the community to address these needs through strategic grant making and investments. The hospital may also secure and maintain key partnerships with community-based organizations that are addressing the needs listed below.

- Cancer
- Chronic Health Conditions
- Maternal and Child Health
- Mental Health
- Social Determinants of Health
- Substance Use
- Violence and Injury Prevention

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospitals intend to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospitals' mission and capabilities. The hospitals may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospitals are dedicated to improving community health and delivering community benefit with the engagement of its staff, clinicians and board, and in collaboration with community partners.



The overall approach to creating the 2025 Community Health Implementation Plan (CHIP) was collaborative and data-driven. The process began following the adoption of the 2025 Community Health Needs Assessment (CHNA). The primary objective was to clearly define how the hospitals would address the identified health needs in our community over the next three years.

The process involved analyzing the needs from the CHNA, selecting a focus area, and evaluating the hospitals' capacity to meet the need (including available resources, existing hospital services, and staff capabilities). Hospital and health system participants included the CommonSpirit Health System Office, the St. Joseph's Community Health & Benefit Team, Executive Leadership Team, Care Coordination Department, and leaders from the following areas: inpatient units, the emergency department, finance, human resources, mission services, philanthropy, and hospital support services. These various hospital departments participated in selecting the focus area for the CHIP.

Community input and contributions to this implementation strategy included the following.

- **Community Benefit and Health Equity Committee:** Engagement with this hospital committee, composed of both hospital staff and external community stakeholders, provided essential guidance and validated strategic directions.

- **Community Partner Survey:** A survey was disseminated to community partners, soliciting their perspectives on which priority areas the hospital should focus on over the next three years, directly informing our strategic focus.
- **Health Improvement Partnership of Maricopa County (HIPMC):** Active participation in HIPMC, an existing collaborative effort between the Maricopa County Department of Public Health (MCDPH) and other public and private entities, significantly informed our process. Through HIPMC, we participated in the creation of a county-wide CHIP, which is Maricopa County's community-driven action plan to address public health priorities. Recognizing HIPMC's extensive reach and the county-wide community input they gathered, we adopted aspects of their activities to help inform and validate our own selection of health priorities. The health priorities identified in HIPMC's CHIP include access to health care, which aligns with this plan.

The program and strategy identified to address the significant need is achievable through the hospitals' capacity to meet the need, available resources, existing hospital services, and collaborative partnerships.

Community Health Core Strategies

The hospitals believe that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- **Core Strategy 1:** Extend the care continuum by aligning and integrating clinical and community-based interventions.
- **Core Strategy 2:** Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3:** Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio¹ to help plan and communicate about strategies and programs.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

One way to think about any approach is that it may strengthen “vital conditions” or provide “urgent services,” both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?

These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.

What are Urgent Services?

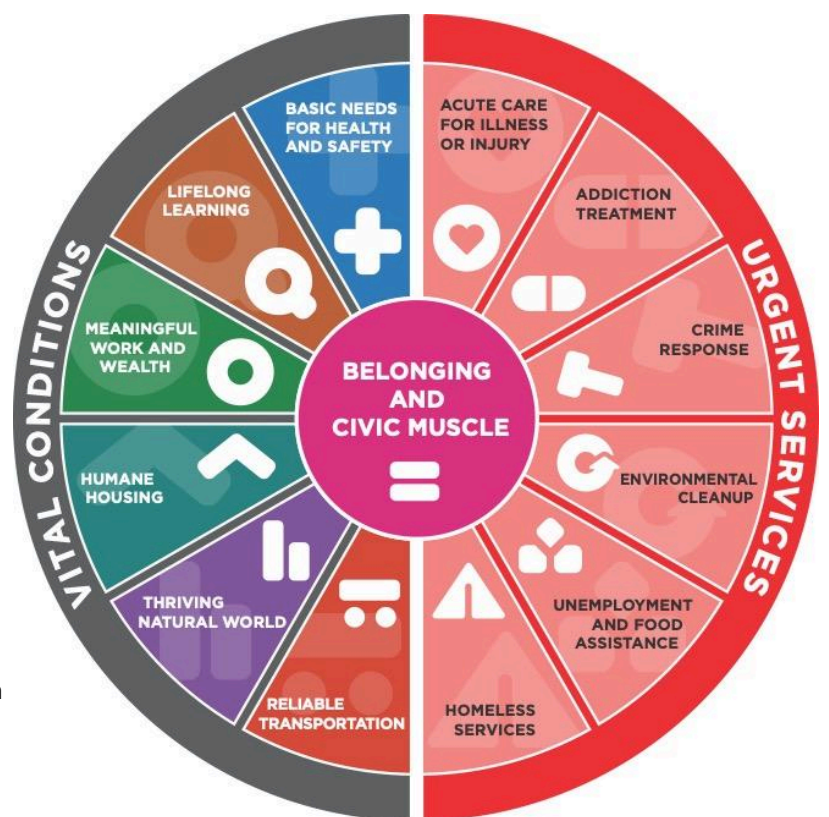
These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?

This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital’s planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.



¹ The Vital Conditions Framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit <https://rippel.org/vital-conditions/> to learn more.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.

Strategies and Program Activities by Health Need

Health Need:	Access to Care				
Population(s) of Focus:	Under-served groups including but not limited to those who are poverty-stricken, uninsured, underinsured, have multiple chronic conditions, have unmet health-related social needs, experience homelessness, have serious mental illness, have substance use disorder, and/or are justice-involved.				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Patient Financial Assistance	Financial Assistance Program for uninsured and underinsured patients (free or reduced-cost care).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Basic needs for health and safety (VC) Acute care for illness or injury (US)
Planned Resources:	The hospitals will provide support for patient financial assistance.				
Planned Collaborators:	The hospitals will partner with local community based organizations to deliver this access to care strategy				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Patients will have access to quality health care services, regardless of insurance status or ability to pay for care	Total patients utilizing patient financial assistance program and connected to primary care	Patient financial assistance report

