



# Northern Arizona Healthcare Update

Sedona City Council

June 14, 2022

**Presenters:**

Flo Spyrow, Chief Executive Officer

Josh Tinkle, Chief Operating Officer

Jim Elco, VP of Strategy and Financial Planning



# State of the Healthcare Industry

## Industry-wide Challenges

- Staffing / workforce:
  - “Great Resignation”
  - Nursing shortage
  - Utilization of costly contract labor
  - In some disciplines, there are more leaving the profession than coming out of training
- Use of “physician extenders” (NPs / PAs)
- Inflation / escalation in costs of supplies and purchased services
- Cost of health insurance
- Shift from Inpatient to Outpatient

## Region-Specific Challenges

- Staffing / workforce:
  - High cost of living is impacting recruiting
  - Lower population and patient base impacts recruitment / retention of new physicians early in career
- Transportation
- Access to care
- Reliable telecommunications / Internet for TeleHealth
- Privacy / social stigma of receiving care in small communities



## “Verde Valley” Defined

- Cottonwood
- Sedona / Oak Creek
- Camp Verde
- Clarkdale / Jerome
- Cornville
- Lake Montezuma



# Strategic Planning for the Verde Valley

## NAH Regional Goals for the Verde Valley:

- “Community Hospital” services based out of Cottonwood
- Provide services close to home for high volume, frequent use services. Examples include:
  - Primary Care
  - Outpatient Imaging
  - Laboratory
  - Emergency / Urgent Care
- Local specialty services growth based upon market analysis

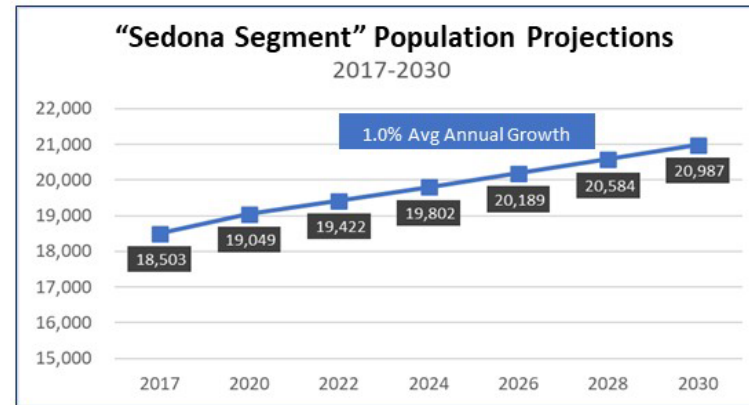
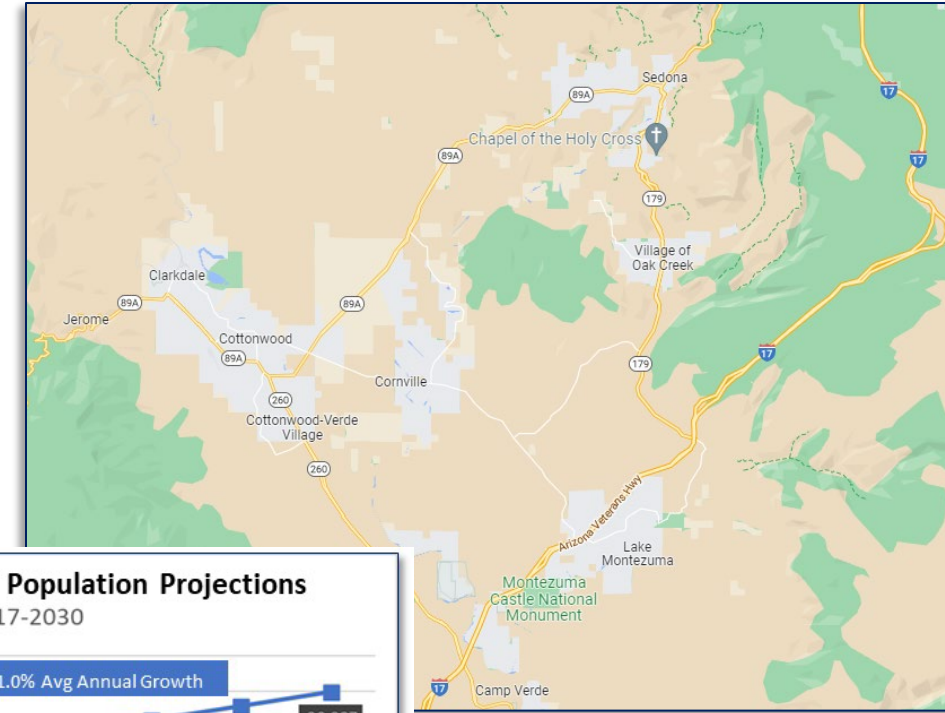
## Process for Ongoing Evaluation:





# Verde Valley Demographics

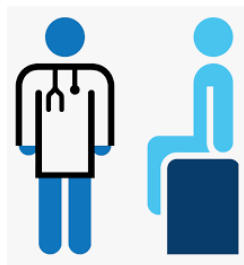
	2010	2020	Population Change	% Change
United States	308,745,538	331,449,281	22,703,743	7.35%
Arizona	6,392,017	7,151,502	759,485	11.88%
Coconino County	134,421	145,101	10,680	7.95%
Yavapai County	211,033	236,209	25,176	11.93%
<b>Incorporated Cities and Towns</b>				
Camp Verde, town	10,873	12,147	1,274	11.72%
Clarkdale, town	4,097	4,271	174	4.25%
Cottonwood, city	11,265	12,029	764	6.78%
Jerome, town	444	474	30	6.76%
Sedona, city	10,031	9,684	-347	-3.46%
<b>Total</b>	<b>36,710</b>	<b>38,605</b>	<b>1,895</b>	<b>5.16%</b>
<b>Unincorporated Census Designated Places</b>				
Verde Villages	11,605	12,019	414	3.57%
Village of Oak Creek	6,147	6,128	-19	-0.31%
Comville	3,280	3,351	71	2.16%
Lake Montezuma	4,706	4,329	-377	-8.01%
<b>Total</b>	<b>25,738</b>	<b>25,827</b>	<b>89</b>	<b>0.35%</b>
<b>Unincorporated Census County Divisions</b>				
Oak Creek Canyon, Red Rock Loop Road area, FR 525	1,289	1,911	622	48.25%
Big Park beyond VOC	202	424	222	109.90%
Page Springs & Verde Sante Fe	1,055	1,283	228	21.61%
Camp Verde environs	607	911	304	50.08%
Cottonwood environs	474	432	-42	-8.86%
<b>Total</b>	<b>3,627</b>	<b>4,961</b>	<b>1,334</b>	<b>36.78%</b>
<b>Verde Valley</b>	<b>66,075</b>	<b>69,393</b>	<b>3,318</b>	<b>5.02%</b>



**\*Note:** Within NAH population data, Sedona Segment includes Sedona, Oak Creek, and postal service rolling up to Sedona from Munds Park.



## Current Services – Sedona



Primary Care



Laboratory



Physical Therapy



Specialty Physicians



Imaging

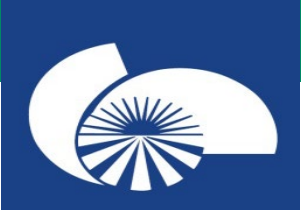


Emergency Care

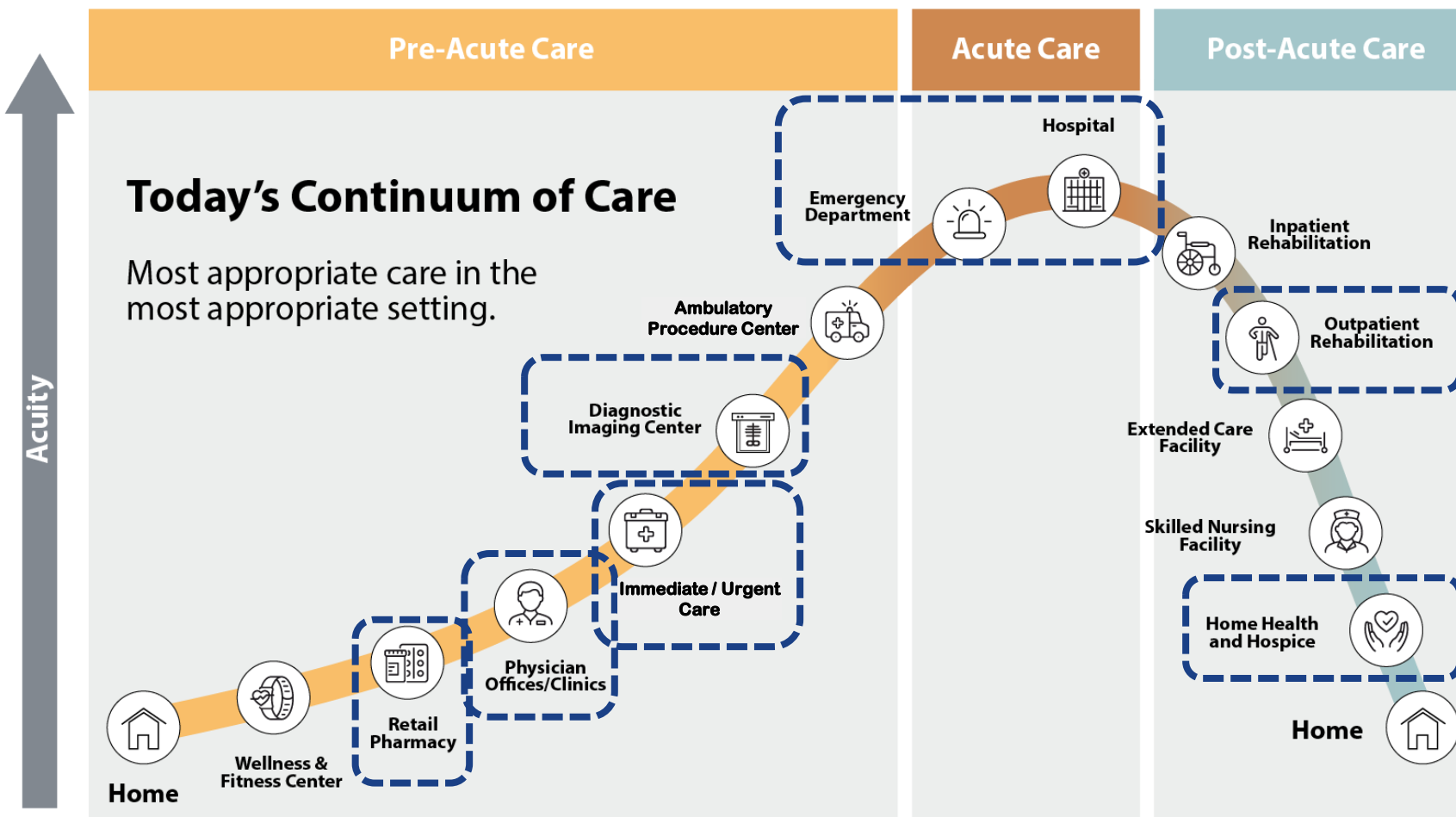
Significant focus for NAH across all markets we serve, ensuring access to quality PCPs

Regular presence from Orthopedic specialists (every weekday). Visiting specialists in Cardiology and Medical Oncology

In process of bringing additional imaging capability to breast clinic in Sedona



# Verde Valley Care Continuum





# Sedona Strategic Plan Highlights

**Goal 1: Refine business retention and attraction efforts to reflect the framework of the targeted industry findings.**

## Strategies and Actions

1. Facilitate the retention and growth of existing business.
  - a. Establish a formal business visitation and survey program to identify the needs of existing business.
  - b. Help build the capacity of local business and their employees with programs that could include leadership development, skills training, consultations, and networking.
  - c. Promote the awareness of current workforce training resources, workshops, and programs.
  - d. Collaborate with SBDC, NACET, Local First, and others to leverage their resources and expertise.
  - e. Utilize the findings of the REDC supply chain analysis (Table 8) and focus on import substitution within Sedona's targeted industries to foster new business startup and expansion.
  - f. Assist businesses with succession planning. Encourage retiring business owners to create an employee buy-out program that will sustain the business operation into the future.
    - i. Conduct research on employee buyout best practices and create a working guide that local businesses could use.
  - g. Assist NAH and other healthcare service providers with the attraction and expansion of newly licensed physicians to Sedona.

How can the City partner with NAH to attract healthcare providers?

**Goal 2: Facilitate economic diversity by taking steps to realize transformative projects.**

## Strategies and Actions

5. Build upon health and wellness. Leverage Sedona's "spiritual healing" image by creating the Sedona Center for East-West Medicine.
  - a. Research other integrative medicine centers in the U.S. for ideas and support (exp. Andrew Weil Center for Integrative Medicine in Tucson operated by Banner).
  - b. Seek philanthropic support for the center.
  - c. Work with Yavapai College to introduce an introductory course on integrative East-West medicine that will familiarize students with integrative healthcare and forms of complementary and alternative medicine.
  - d. Become a destination for workshops, forums, summits, seminars and conferences on topics associated with integrative East-West medicine, such as herbal and botanical medicine, acupuncture and pain management, nutrition, etc.
  - e. Create a working group that includes NAH, Verde Valley Medical Center and other service providers to gain their support and further explore the concept.

NAH looks forward to your thoughts regarding partnering on this effort





## Questions for the City...

- What are we missing?
- What specific areas would you have us look at as we progress with our Strategic Planning efforts?
- What would you add to our Strategic Planning process?



**Mission:**

Improving health, healing people.

**Vision:**

**Always** better care.

**Every** person, every time...**together.**

**Values:**

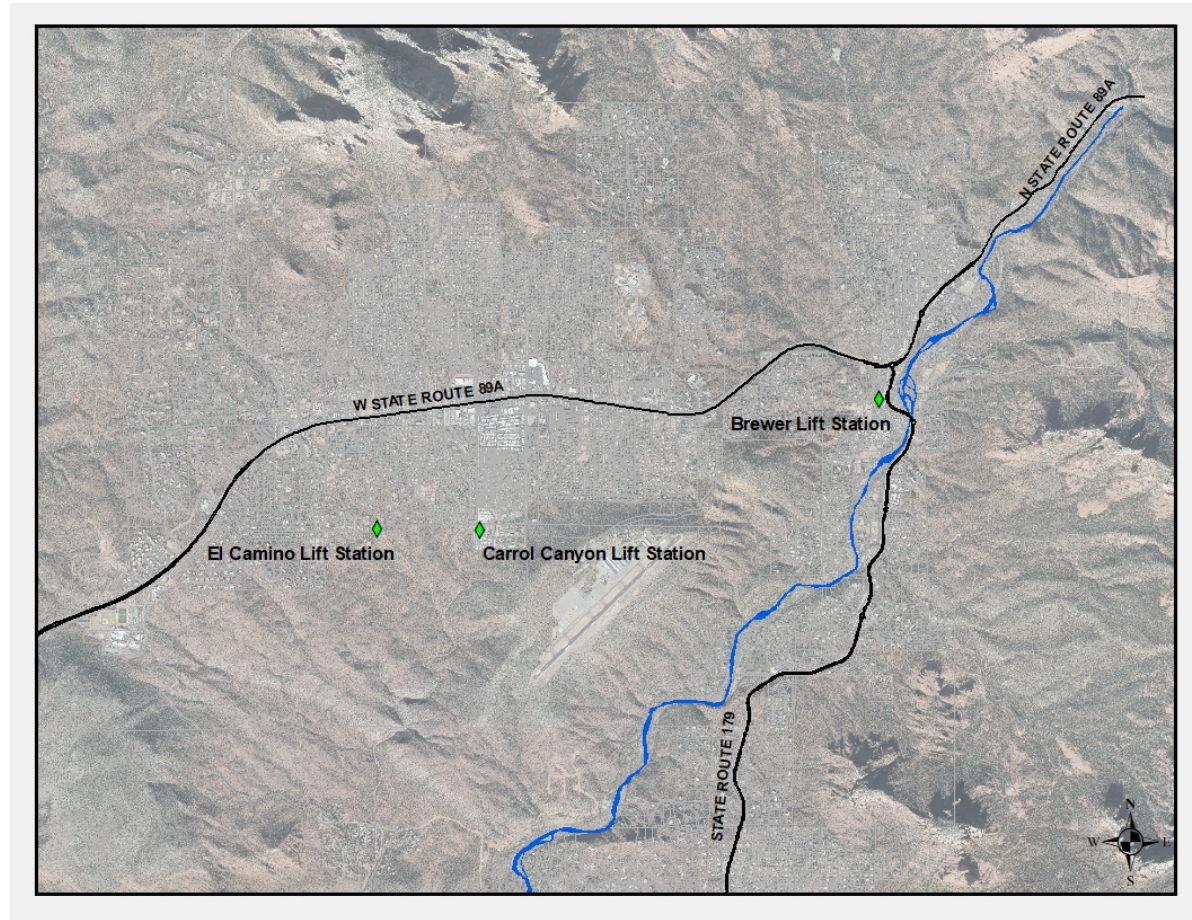


# Major Lift Station Upgrades

GMP 1 – Pump Procurement



# Three Major Lift Stations



# 12 Pumps in Total

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## Brewer Lift Station:

- 200 HP
- 2 Primary, 2 Bypass

## Carrol Canyon Lift Station:

- 200 HP
- 2 Primary, 2 Bypass

## El Camino Lift Station:

- 160 HP
- 2 Primary, 2 Bypass



# Construction Manager at Risk

## DESIGN

- Carollo Engineers
- March 2021
- Design is 100% complete

## CMAR

### Design Phase Services

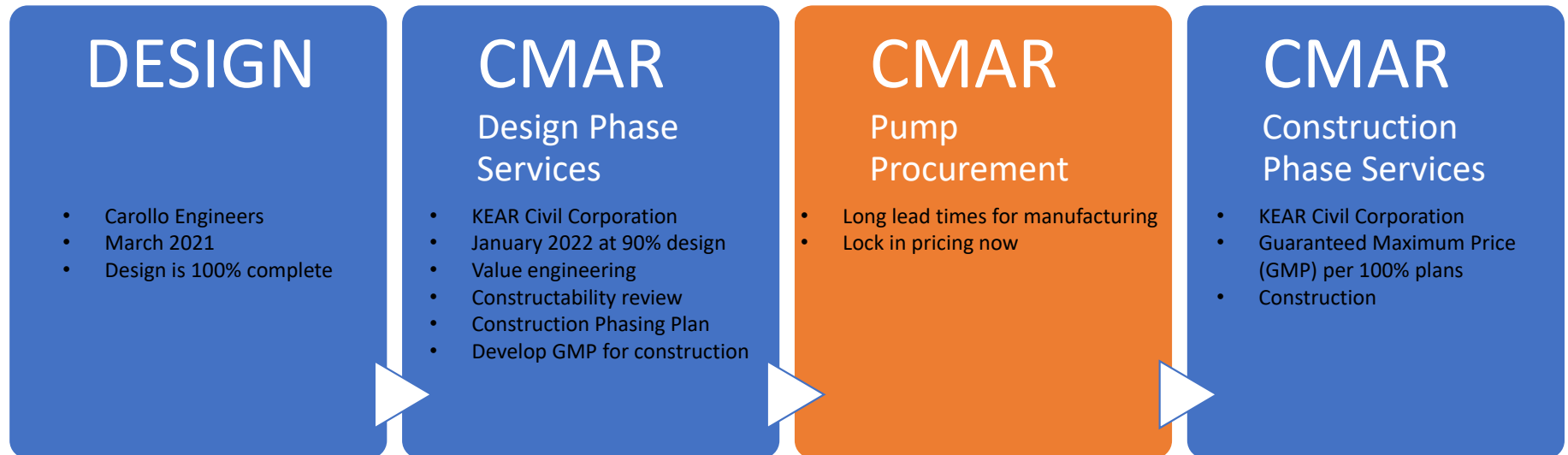
- KEAR Civil Corporation
- January 2022 at 90% design
- Value engineering
- Constructability review
- Construction Phasing Plan
- Develop GMP for construction

## CMAR

### Construction Phase Services

- KEAR Civil Corporation
- Guaranteed Maximum Price (GMP) per 100% plans
- Construction

# Construction Manager at Risk



# Value Engineering



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- Hard-iron impellers
- Closed-loop cooling system using glycol
- Less Maintenance – 1/year top off
- Modular design for easy part replacements

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Flygt Pumps	\$1,059,888	\$573,888
Fairbanks Morse Pumps	\$1,280,765	\$642,328

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# Evacuation Planning Pilot Project Update

June 13, 2022



# Emergency Planning Update

## Emergency Operations Plan

- Plan completed April 2022

## Community Emergency Preparedness Guide

- Completed March 2022

## Threat and Hazard Identification Risk Assessment (THIRA)

- In Process

## Guided Exercise with Yavapai County

- March 2022

## Distribution of Door Hangers

- In Process

## Evacuation Planning Project



# Evacuation Planning

- Council provided direction in January 2022 to work with Coconino County on evacuation modeling (community evacuation and reentry plan) for Uptown and Brewer Road
  - Coconino County selected EM Partners
  - EM Partners consulted with Greenlight Engineering for traffic modeling
- Contract signed April 2022 to move forward with project
  - Estimate is \$93,734 for Uptown and Brewer Road pilot program (currently included in FY 23 budget)
  - Initial Kick-Off Meeting - May 2, 2022







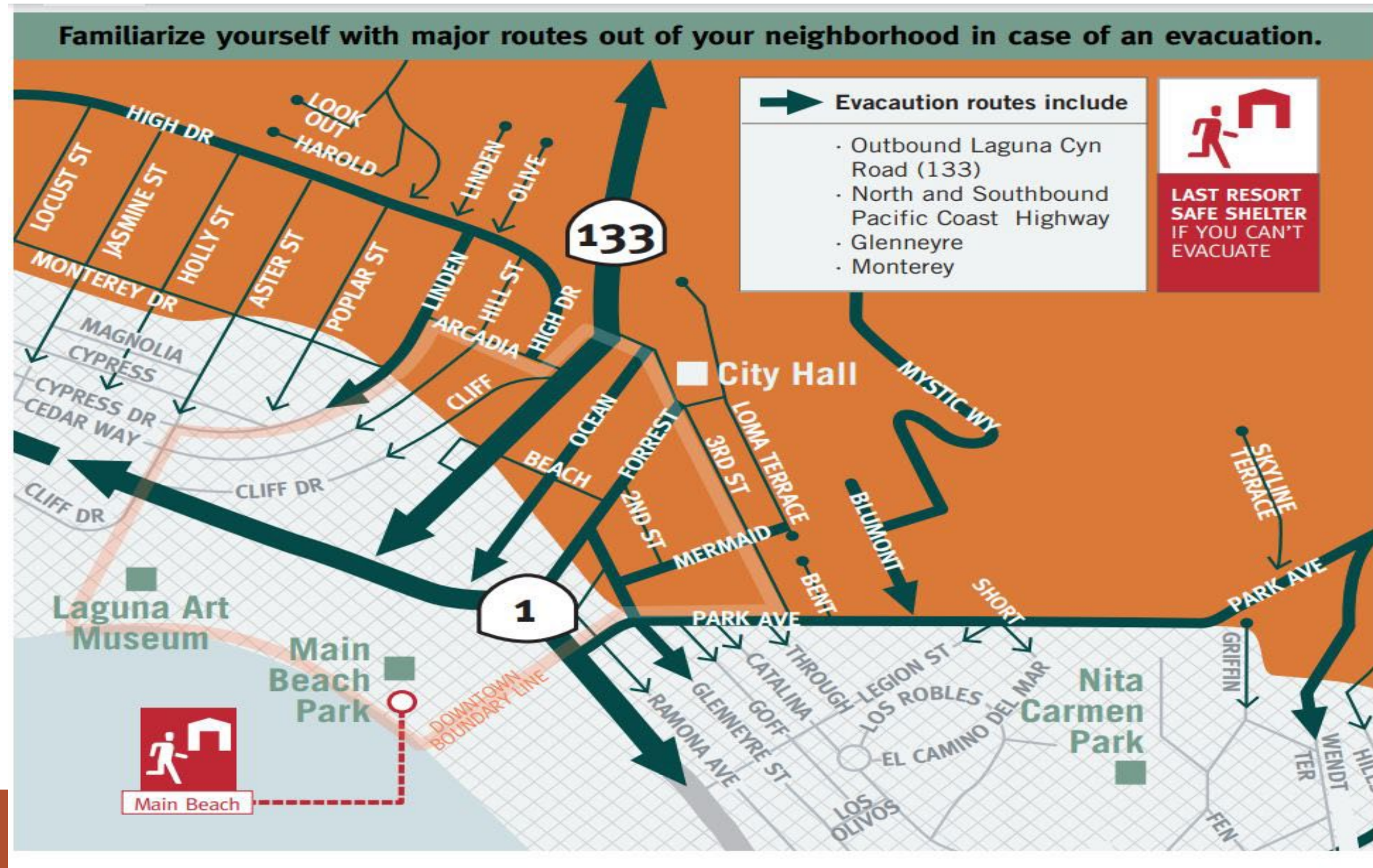
# Evacuation/Re-Entry Plan Overview

- Timeline: Estimated 6-8 months
  - Traffic study – 2 months
  - Planning process – 4-6 months
- Will include an all-hazards plan
- Informed by traffic study data collected by Greenlight Engineering
- Develop community evacuation maps for the Uptown and Brewer Road areas
- Include general public messaging guidance
- Will align with FEMA planning guidance



# Evacuation Maps

- Traffic Study will guide development of evacuation maps for Uptown and Brewer Road



# Project Scope

- Initial project direction from Council included Interactive Modeling
  - Current project will provide ground-truth data compared to speculative data created by modeling software
  - Traffic studies, evacuation/re-entry plan and evacuation maps will be used in real-world application
  - Project will provide data that could be used for future modeling project
  - Once pilot is complete, could assess additional city areas, study details, time estimates, etc.



# Interactive Modeling

Current project scope similar to Laguna Beach project, but not city-wide and does not include interactive modeling

City-wide project would provide data to better inform evacuation and re-entry plan and community-wide evacuation maps

Table 7-1. Time to Clear the Indicated Area of 90 Percent of the Affected Population

Scenario:	Summer		Summer	Fall		Fall	
	Midweek	Weekend	Midweek Weekend	Midweek		Weekend	Midweek Weekend
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Region	Midday		Evening	Midday		Midday	Evening
	Normal	Normal	Normal	Normal	Reduced Roadway Capacity <sup>1</sup>	Normal	Normal
R01 - Arch Beach Heights	1:35	1:25	1:25	1:35	1:35	1:25	1:25
R02 - Balboa/Nyes	1:35	1:30	1:30	1:35	1:40	1:30	1:30
R03 - Big Bend	1:10	1:10	1:10	1:15	1:15	1:10	1:10
R04 - Bluebird Canyon	1:35	1:25	1:25	1:35	1:35	1:25	1:25
R05 - Boat Canyon	1:50	2:00	1:30	1:30	1:40	1:20	1:10
R06 - Canyon Acres	1:00	0:55	1:00	1:05	1:05	1:05	1:05
R07 - Ceanothus	1:25	1:20	1:20	1:30	1:30	1:25	1:25
R08 - Club Laguna	1:50	1:45	1:45	1:50	1:50	1:45	1:45
R09 - North Coast	1:50	1:45	1:35	1:55	2:00	1:55	1:40
R10 - Central Coast	1:45	1:40	1:30	1:45	1:55	1:45	1:35
R11 - South Coast	1:45	1:45	1:35	1:45	1:50	1:45	1:35
R12 - Downtown	1:40	1:40	1:35	1:45	1:50	1:45	1:40
R13 - El Toro	1:50	1:50	1:55	1:50	2:00	1:50	1:55
R14 - Emerald Bay	1:50	1:45	1:25	1:45	1:45	1:40	1:25
R15 - Irvine Cove	1:35	1:25	1:25	1:30	1:30	1:25	1:30
R16 - Mar Vista	1:30	1:25	1:25	1:30	1:30	1:25	1:25

# Recommendation

- Continue to move forward with current plan with EM Partners and Greenlight
  - Continue to expedite the evacuation planning and mapping work in the Uptown and Brewer neighborhoods
  - Expand the current project with EM Partners and Greenlight to City-wide
    - Cost will be approximately \$100,000
- After completing the pilot and city-wide project, assess whether interactive modeling software will assist the City with emergency preparedness



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# Questions?