

Ganado, Arizona Community Profile

Sage Memorial Hospital is located in the community of Ganado, in rural Apache County, in the northeastern corner of Arizona.

The first archeological evidence of Navajo settlement in the Ganado area dates to the mid-1700s, although Navajos may have first settled in the vicinity of Ganado as early as 1400. Today, Native Americans still constitute the great majority of the community.

Ganado's population is 1,600 and the population density is 178.7 residents per square mile of land. The racial makeup is comprised of 87.3 percent Native Americans, 10.8 percent Whites, and 0.1 percent each Blacks and Asian/Pacific Islanders, compared to a statewide makeup of 75.7 percent Whites and 4.8 percent American Indians. Hispanics comprise 2.4 percent of Ganado's population versus 25.4 percent of the statewide proportion.



The age distribution of Ganado is 42.2 percent below twenty years of age, 32.9 percent from 20-24, 19.2 percent from 45-64 and 5.7 percent above 64 years of age. For every 100 females there are 94.6 males for a female:male ratio of 1.06:1.

Ganado's median household income is \$33,164, which is 25 percent less than Arizona's statewide median income of \$44,261. Residents living below the federal poverty level comprise 23.3 percent of the Ganado population, compared to 13.9 percent of statewide residents. Tables with detailed demographic, economic and healthcare coverage indicators at the community, county and state-wide levels are included.

Sage Memorial Hospital

Sage Memorial Hospital has been a Critical Access Hospital since December 1, 2002. The community of Ganado, where Sage is located, is in an Arizona Medically Underserved Area as well as a primary care Health Professional Shortage Area.

The Navajo Health Foundation/Sage Memorial Hospital is a 25-bed, not-for-profit hospital. It is unique among Arizona's Critical Access Hospitals for two reasons. First, on February 4, 1920, President Woodrow Wilson signed an Interior Department Order that permanently assigned 104 acres of Arizona land to the Women's Board of Home Mission of the Presbyterian Church. The church built Sage Memorial Hospital upon that acreage, and it has remained there since. Second, after seven decades of oversight, the Presbyterian Church mission turned over hospital operation and management to the Navajo Health Foundation in July 1974, making Sage the nation's first Native-managed comprehensive health care system.

The Navajo Nation surrounds the 104-acre medical campus. The Navajo Nation is the largest Native American community in both land (27,000 square miles) and population (300,000 tribal members). The hospital's Board of Trustees is elected to serve through tribal Chapter Houses located in the hospital's service area. Since 1974, this predominantly Navajo Board of Directors and staff have worked with great dedication to overcome health problems unrivaled anywhere in the nation.

Since becoming a Critical Access Hospital in 2002, there has been a high turnover of executive managers at Sage, including five chief executives and several chief financial officers. Today, the hospital is managed under contract by Morgan Associates. With Flex assistance, Morgan Associates has adopted performance improvement initiatives.

Hospital management is actively involved in Flex Program activities. Three years ago, with Arizona Flex Program funding, Stroudwater Associates completed a comprehensive performance improvement assessment. Flex Program funding also provided specialist consulting to hospital accounting personnel in billing and coding procedures, as well as a readiness assessment for implementing an electronic health record system. During the 2007-2008 grant cycle, the hospital joined the Flex Program's "Harvesting Quality" seven-state performance improvement initiative. Bainbridge & Associates visited the campus twice to assist the hospital to prepare for JCAHO site inspections and to train hospital staff in how to use some Bainbridge performance improvement tools.



Sage Memorial Hospital

The hospital is JCAHO-accredited. One of the goals of the current management group is to design services suitable for swing bed opportunities for the communities. The hospital ceased providing obstetrical services two years ago.

Morgan Associates is planning for the construction of a new facility on the church-owned campus. Architectural plans have been drawn and the land has been selected by church and hospital officials. Because the existing hospital structure was built so many years ago, it would be more costly to remodel the structure to meet present-day codes and regulations than to build new facility.

A tribal ambulance service is located on the medical campus. Ambulance service leadership changes have had an affect on ongoing collaborative initiatives, although some EMS personnel have participated in Flex Program's EMS trainings.

Hospital services include an emergency department, physician services, nursing services, surgery and anesthesiology, radiology and teleradiology, telemedicine, obstetrics and gynecology, pharmacy, physical rehabilitation, outpatient clinics, a diabetes clinic, laboratory, dental clinic, surgery and anesthesiology, obstetrics and gynecology, social services, and a behavioral health clinic.

The Navajo Health Foundation/Sage Memorial Hospital delivers quality healthcare services mostly to Navajo members in its catchment area, defined in agreement with the Indian Health Services as the eight local chapters that add up to about 18,000 people on 1,500 square miles. The local chapters include Ganado, Kinlichee, Klagetoh, Wide Ruins, Greasewood, Cornfields, Nazlini and Steamboat. Additionally, dental services are provided to Navajos from three more chapters, including Houck, Lupton and Sanders.

To facilitate non-urgent care to people more than 15 miles from Ganado, Sage Memorial Hospital operates three field clinics, in Greasewood, Wide Ruins and Sanders. Arrangements can also be made to transport patients who have trouble getting a ride to and from the hospital.

Sources:

Navajo Health Foundation/Sage Memorial Hospital website
Arizona Department of Health Services, Office of Health Systems Development

**Sage Memorial Hospital, Ganado, Arizona
Ganado, Navajo Nation, Apache County and Arizona
Demographic, Economic Indicator, and Healthcare Coverage Profile 2006**

| | GANADO | NAVAJO NATION PCA | APACHE COUNTY | ARIZONA |
|---------------------------------|------------------|----------------------|------------------|-------------------|
| <u>POPULATION</u> | | | | |
| 2006 Population | 1,600 | 114,656 | 74,515 | 6,305,210 |
| Population density ¹ | 178.7 | 7.2 | 6.7 | 55.5 |
| Female % / Male % | 51.4% / 48.6% | 50.8% / 49.2% | 50.4% / 49.6% | 50.1% / 49.9% |
| <u>AGE GROUP DISTRIBUTION</u> | | | | |
| Age | | | | |
| 0-19 | 675 (42.2%) | 51,499 (44.9%) | 31,179 (41.8%) | 1,871,275 (29.7%) |
| 20-44 | 527 (32.9%) | 36,563 (31.9%) | 23,222 (31.2%) | 2,295,094 (36.4%) |
| 45-64 | 307 (19.2%) | 18,377 (16.0%) | 13,937 (18.7%) | 1,318,234 (20.9%) |
| 65+ | 91 (5.7%) | 8,218 (7.2%) | 6,176 (8.3%) | 820,607 (13.0%) |
| <u>RACE AND ETHNICITY</u> | | | | |
| Race and Ethnicity | | | | |
| White | 10.8% | 2.7% | 20.1% | 75.7% |
| American Indian | 87.3% | 96.0% | 76.2% | 4.8% |
| Black | 0.1% | 0.1% | 0.3% | 3.1% |
| Asian/Pacific | 0.1% | 0.1% | 0.2% | 1.9% |
| Islander | | | | |
| Other | 1.7% | 1.1% | 3.2% | 14.5% |
| Hispanic | 2.4% | 1.2% | 4.6% | 25.4% |
| <u>ECONOMIC INDICATORS</u> | | | | |
| Economic Indicators | | | | |
| Below 100% FPL | 23.3% | 41.9% | 37.8% | 13.9% |
| Below 200% FPL | 56.3% | 66.9% | 65.1% | 33.5% |
| Unemployed | 4.2% | 15.5% | 11.5% | 4.2% |
| Median household income | \$33,164 | \$22,148 | \$24,096 | \$44,261 |
| <u>HEALTH COVERAGE</u> | | | | |
| Health Coverage | | | | |
| Medicare beneficiaries | 8.5% | 9.2% | 8.4% | 11.1% |
| AHCCCS enrollees | 42.1% | 34.8% | 41.7% | 17.4% |

Source: Arizona Department of Health Services, Office of Health Systems Development, Primary Care Area and Places Special Area Statistical Profiles. Adapted February 2008.

¹Residents per square mile of land