



GREENLEE COUNTY HEALTH DEPARTMENT



Community Health Assessment (CHA)

June 2017

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I. INTRODUCTION

In December 2012, Greenlee County Health Department released the first version of the Community Health Assessment. The mission of the Greenlee County Health Department is to promote the health of the people and the quality of the environment in the county through leadership, service and community participation. To best serve the public, it was important for GCHD to gain information and insight through public surveys, primary and secondary health data, and stakeholder input. Developing a Community Health Assessment is also one of the first steps towards achieving accreditation through the voluntary Public Health Accreditation Board. Through the National Association of County and City Health Officials (NACCHO), The Public Health Accreditation Board (PHAB) launched its voluntary national accreditation program for public health departments in September 2011. This program requires local health departments (LHDs) to submit three prerequisites, developed within five years prior, as part of the application process: 1) a community health assessment (CHA), 2) a community health improvement plan (CHIP), and 3) an agency strategic plan.ⁱ

As a partner of the Arizona Department of Public Health (ADHS), GCHD is participating in the statewide initiative to accredit all local health departments. An important component of the planning process is participating in partnerships across the state, collaborating with peer County Health Departments, and sharing information gathered from Community Health Assessments (CHA) and Community Health Improvement Plans (CHIP). This collaborative effort has provided incredible insight into the varied health initiatives, issues, and programs locally in the State of Arizona, and has been an excellent forum for sharing best practices and lessons learned.

Based on the recommendations of the PHAB, Greenlee County Health Department set out to revise the CHA to be current every five years. For this 2017 revision, GCHD conducted another series of surveys for the general public and for the Local Public Health System, and updated primary and secondary data. A public forum was held at the Morenci Community Center to share findings and hear from the citizens of Greenlee County on community strengths, pressing health issues, and ideas for mobilizing the community.

Some major findings in the comparison of data from 2012 and 2017 are as follows:

- Rate of uninsured population went down from 15% to 11% based on County Health Rankings; at the same time, the number of primary care physicians, dentists, and mental health providers working in the county also decreased. There is limited



access to and availability of medical care in Greenlee County, which affects the overall health of the community.

- Adult obesity has stayed consistent and is ranked as the #1 “most important health problem in our community.” Contributing factors also ranked significant, such as lack of exercise and access to healthy, nutritious food options.
- Mental health did not previously rank in top responses from the community or in data sets of the 2012 Community Health Assessment and Community Health Improvement Plan. The community overwhelmingly expressed concern for mental health as a top community health issue/problem. There are no mental health providers in the community and few trainings or resources available to community partners working towards addressing mental health issues.
- Alcohol and drug abuse was ranked as the #1 “most important health-related issue for our entire community.” Alcohol abuse and drug abuse were also ranked as #1 and #2 most important risk behaviors in the community. 18% of the county’s adult population reported binge or heavy drinking in the past 30 days. 36% of teens in the county were reported alcohol users.

These issues and others will be further evaluated with primary and secondary data, and both qualitative and quantitative data to assess the overall health of Greenlee County.



II. GREENLEE COUNTY

HISTORY

In 1872, a group of soldiers from Silver City, New Mexico, led by Captain Chase, were seeking renegade Apaches. In this group were Jim and Bob Metcalf. While passing through the canyon, the Metcalfs noticed rich copper deposits in the walls close to the present day town of Clifton and Morenci. The troops never found the Apaches and returned to Silver City. The Metcalf brother later returned to prospect and staked a claim where they located rich copper deposits. The remoteness of the area and the ever present threat of Indian attacks meant that developing these resources would require large sums of money. Henry Lesinsky, a successful Jewish merchant of Las Cruces and Silver City, New Mexico, decided to invest as a partner of Robert Metcalf, one of the original prospectors of the Longfellow claim. Lesinsky recruited miners from Mexico to do the smelting of copper ore in this new enterprise. Thus was born the Longfellow Copper Mining Company. After several rather unsuccessful attempts, a crude but workable smelter (three mud and rock furnaces fired by mesquite charcoal and hand bellows) was built between the confluence of Chase Creek and the San Francisco River. A small settlement of miners developed near the city (a state census record for 1874 shows a population of 132). From that day to the present, the vast majority of people from Clifton, Morenci and Duncan have depended on the mining industry for their livelihood.

GEOGRAPHY

Greenlee County is located in eastern Arizona on the state line with New Mexico. According to the Greenlee County Comprehensive Planⁱⁱ, the County was created by an Act of the 25th Territorial Assembly in 1909, by a division of Graham County. The County is currently comprised of 1,838 square miles, with the Town of Clifton serving as the County seat since inception. The location of Greenlee County, relative to other counties within the State of Arizona is depicted in Figure 2-1.

The County limits generally extend from longitude 109.05 to 109.50 degrees west and latitude 32.42 to 33.80 degrees north. Major roadway transportation routes through the County include U.S. Highways 70 and 191, and State Routes 75 and 78. Railways through the County include the Southern Pacific Railway and the Phelps Dodge Industrial Railroad, which services the Phelps Dodge Morenci Copper Mine. Figure 2-2 shows all the major roadway and railway transportation routes and the airports within Greenlee County.

The Gila River, San Francisco River, Blue River, Black River and Eagle Creek are the primary perennial watercourses located within the County. The Black River also forms a



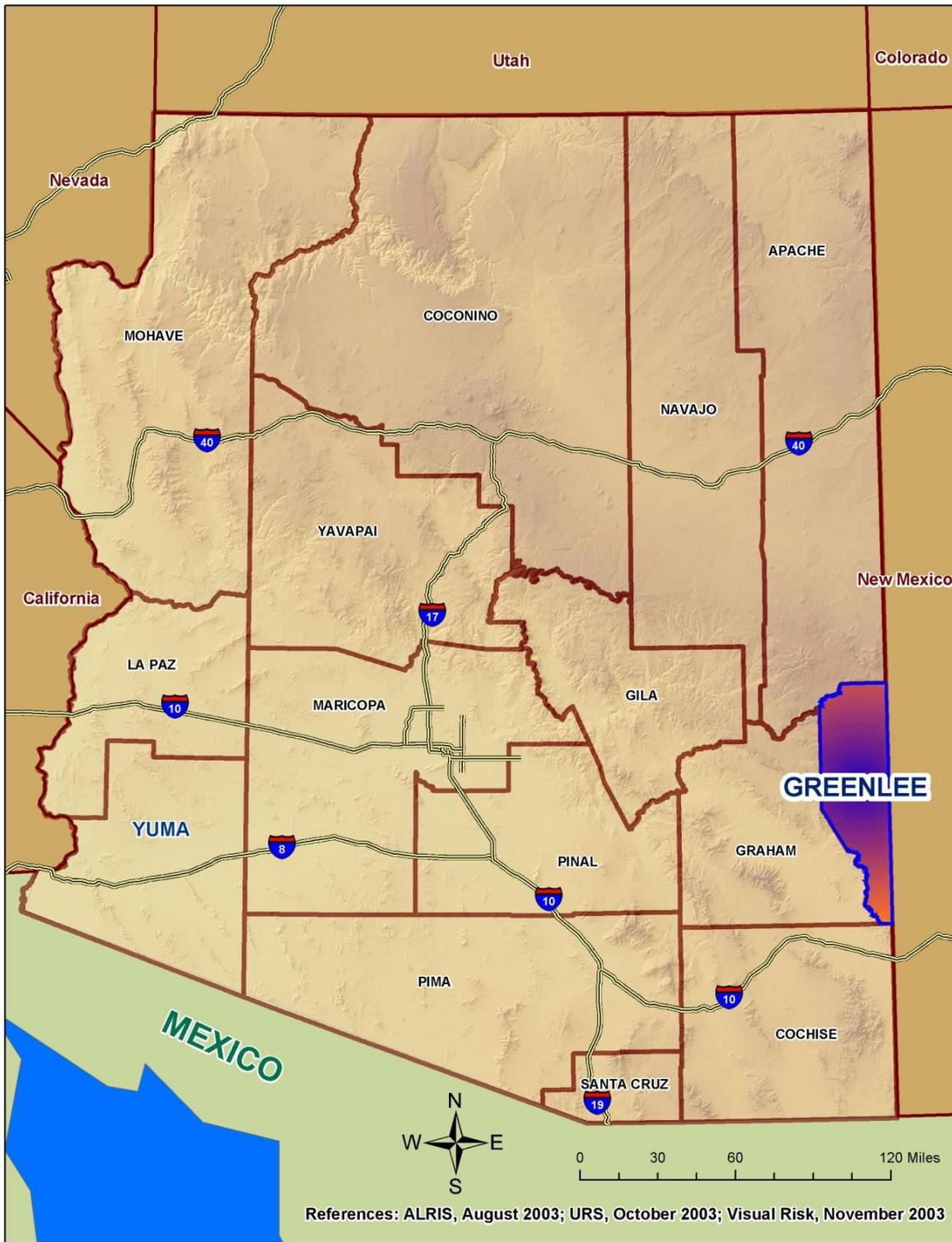
portion of the northwest boundary of the County. The remaining watercourses are primarily ephemeral washes.

The geographical characteristics of Greenlee County have been mapped into three terrestrial eco-regions, which are depicted in Figure 2-3 and described below:

- **Arizona Mountain Forests** – this eco-region contains a mountainous landscape, with moderate to steep slopes. Elevations in this zone range from approximately 4,000 to 13,000 feet, resulting in comparatively cool summers and cold winters. Vegetation in these areas are largely high altitude grasses, shrubs, brush, and conifer forests.
- **Chihuahuan Desert** – this eco-region is typical of the high altitude deserts and foothills and is found in much of the southeastern portion of Arizona. Elevations in this zone vary between 3,000 to 4,500 feet. The average temperatures for the Chihuahuan Desert tend to be cooler than the Sonoran Desert (see below) due to the elevation differences. However, like its lower elevation cousin, the summers are hot and dry with mild to cool winters.
- **Sierra Madre Occidental Pine-Oak Forest** – this eco-region is predominant to mountainous regions in southeast Arizona with elevations generally above 5,000 feet. The average temperatures tend to be cool during the summer and cold in winter.



**Greenlee County Health Department
Community Health Assessment (CHA)**



**Figure 2-1
Vicinity Map**

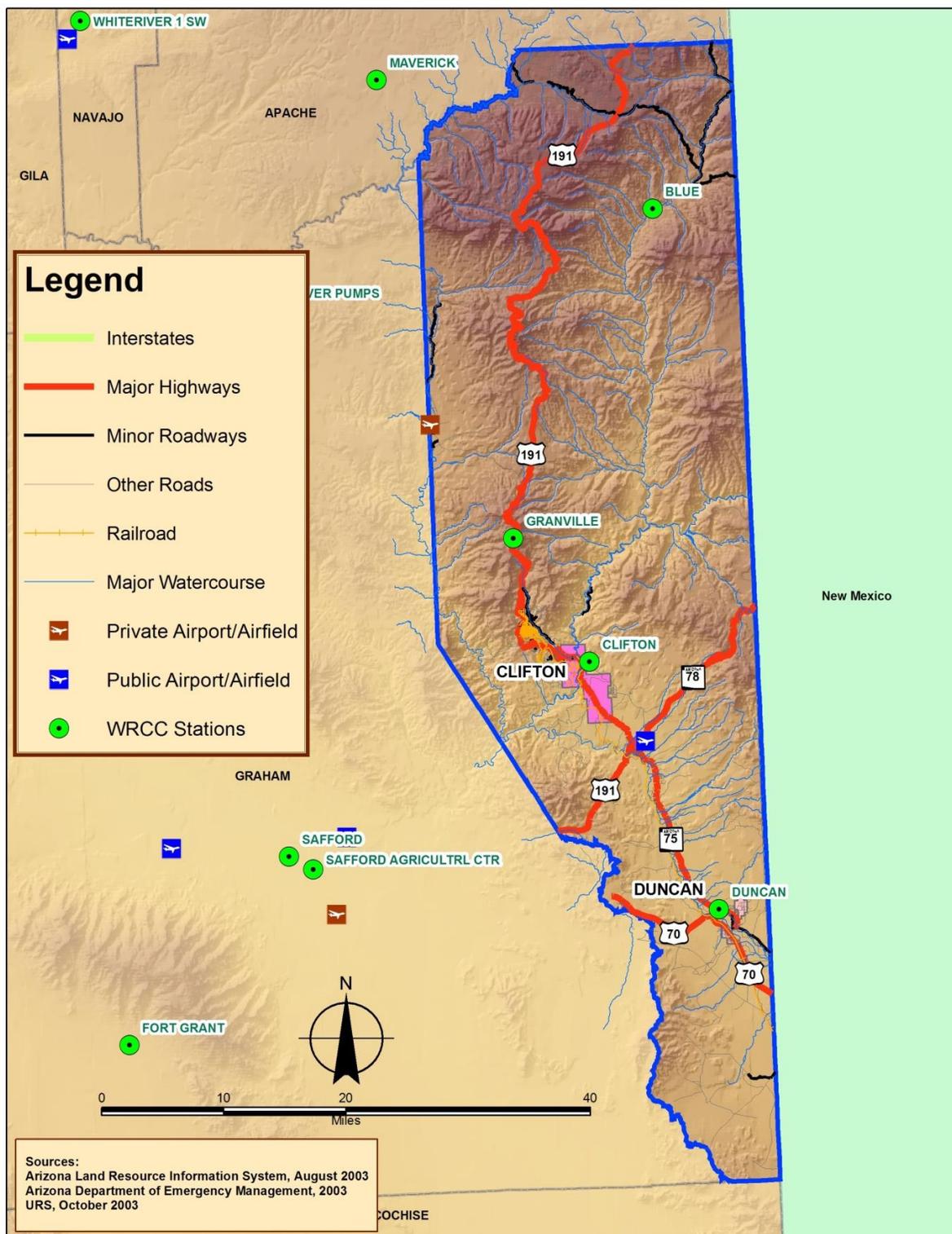


Figure 2-2
Transportation Routes Map

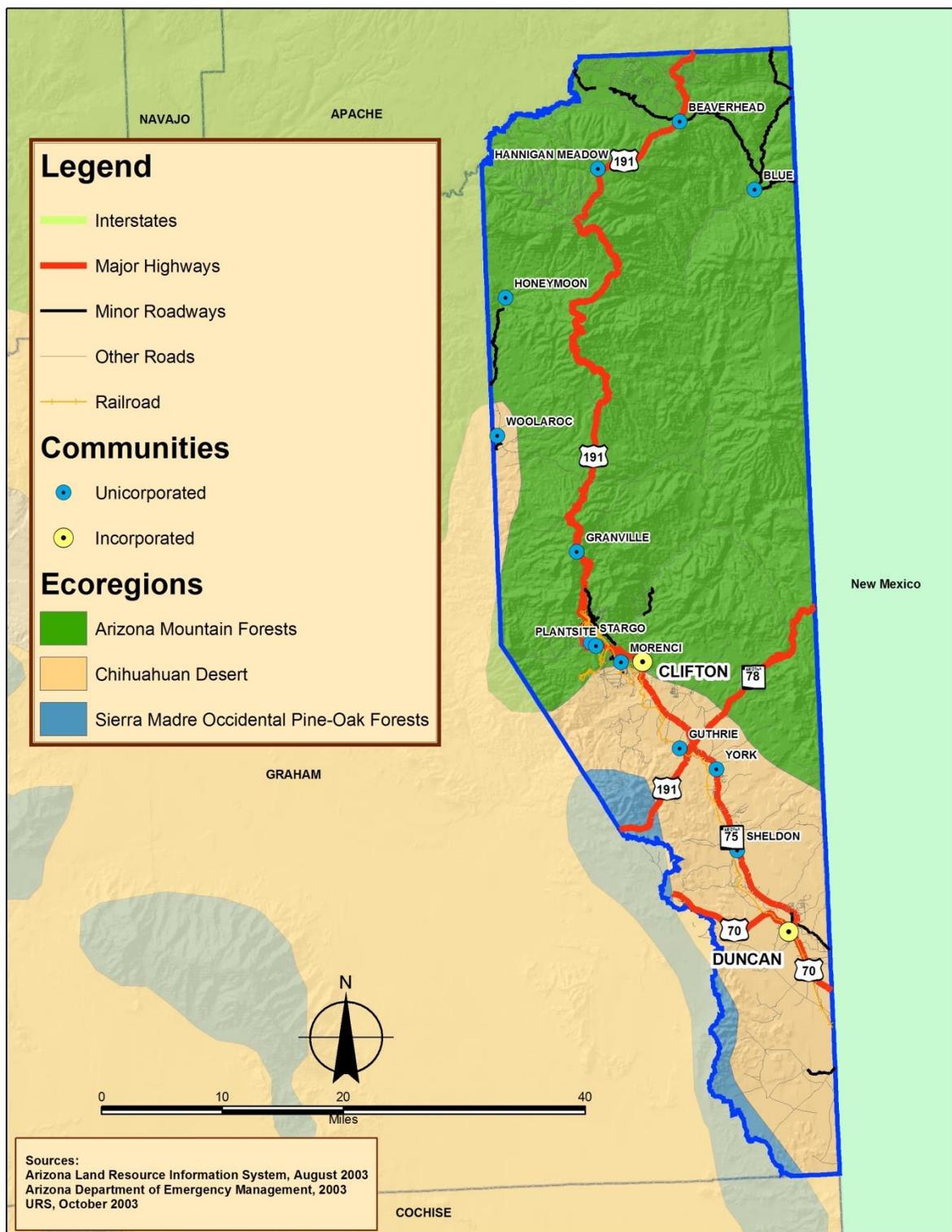


Figure 2-3
Terrestrial Ecoregions Map



CLIMATE

Greenlee County, when compared to other regions in the State of Arizona, has a relatively moderate climate. Climatic statistics for weather stations within Greenlee County are produced by the Western Region Climate Centerⁱⁱⁱ and span records dating back to the early 1900's. Locations of reporting stations within or near Greenlee County are shown on Figure 2-2.

Average temperatures within Greenlee County range from below freezing during the winter months to over 100 degrees Fahrenheit during the hot summer months. The severity of temperatures in either extreme is highly dependent upon the location, and more importantly the altitude, within the County. Below are figures taken from three climate stations found in geographically different areas of Greenlee County. Figures 2-4, 2-5, and 2-6 present graphical depictions of temperature variability and extremes throughout the year for the Blue, Clifton, and Duncan Stations respectively. The Blue Station would be representative of typical Arizona Mountain Forest ecoregions. The Clifton Station would represent the transitional zone from Arizona Mountain Forest to Chihuahuan Desert. The Duncan Station represents values typical of the Chihuahuan Desert ecoregion. In general, there is an approximate ten degree reduction in temperature between the lower Chihuahuan Desert and upper Arizona Mountain Forest elevation stations.

Precipitation throughout Greenlee County is governed to a great extent by elevation and season of the year. From November through March, storm systems from the Pacific Ocean cross the state as broad winter storms producing mild precipitation events and snowstorms at the higher elevations. Summer rainfall begins early in July and usually lasts until mid-September. Moisture-bearing winds move into Arizona at the surface from the southwest (Gulf of California) and aloft from the southeast (Gulf of Mexico). The shift in wind direction, termed the North American Monsoon, produces summer rains in the form of thunderstorms that result largely from excessive heating of the land surface and the subsequent lifting of moisture-laden air, especially along the primary mountain ranges. Thus, the strongest thunderstorms are usually found in the mountainous regions of the central southeastern portions of Arizona. These thunderstorms are often accompanied by strong winds, blowing dust, and infrequent hail storms^{iv}.

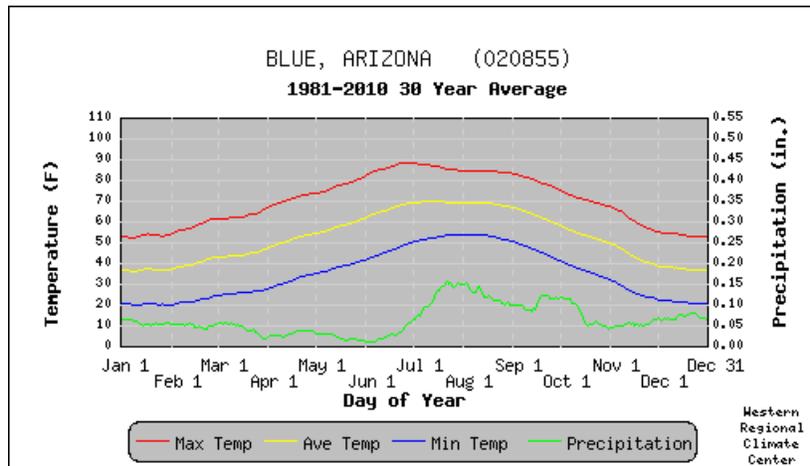


Figure 2-4
Daily Temperatures and Extremes for Blue Station, Arizona

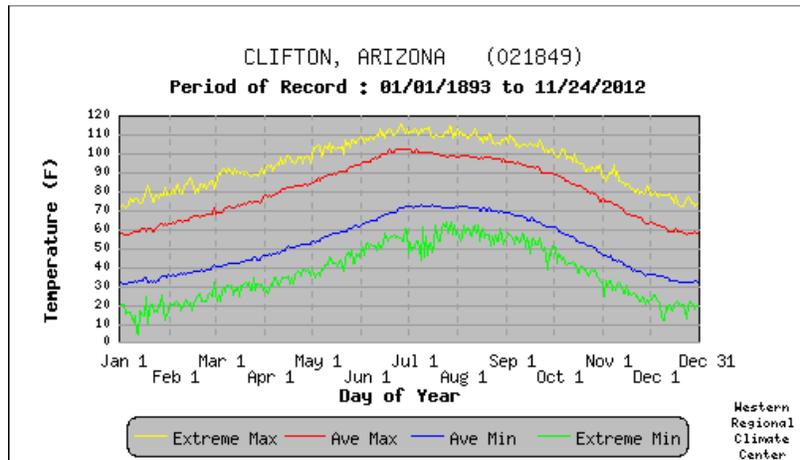


Figure 2-5
Daily Temperatures and Extremes for Clifton Station, Arizona

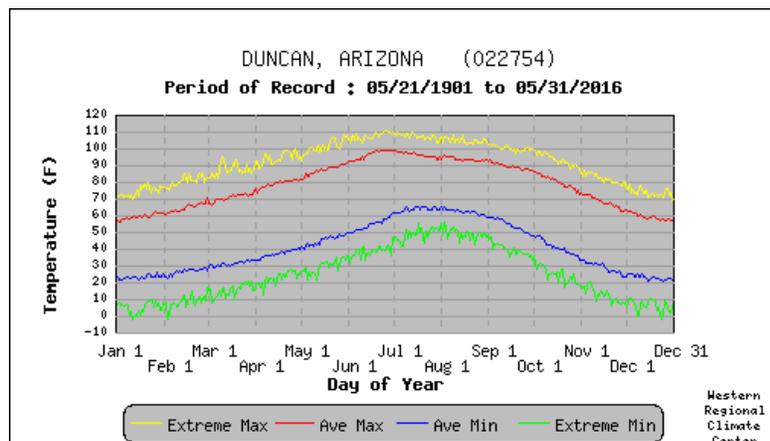


Figure 2-6
Daily Temperatures and Extremes for Duncan Station, Arizona



POPULATION

Greenlee County is home to 9,613 residents, with the majority of the population living in the two incorporated communities of Clifton and Duncan. Additional census designated places include Franklin, Morenci, and York. Morenci is a company town, owned by Freeport-McMoran and home to the Morenci Mine. Other unincorporated communities include Blue, Blue Vista, Hannagan Meadow, Loma Linda, Sheldon, Three Way, and Verde Lee. Table 2-1 summarizes jurisdictional population statistics for Greenlee County incorporated communities and the County as a whole.

Jurisdiction	1990	2000	2010	2015	2020
Greenlee County (total)	8,000	9,325	8,440	9529	9614
Towns					
Clifton	2,840	3,030	3,312	3685	3686
Duncan	660	805	696	799	780
Unincorporated	n/a	n/a	4,432	4,923	4,924
Note: <ul style="list-style-type: none"> • Figures for 1990 and 2000 (1980 – 2008 Historical Estimates): http://www.azcommerce.com/econinfo/demographics/Population+Estimates.html • Figures for 2010 from AZ Dept of Commerce's Arizona Workforce Informer, as accessed at: http://www.workforce.az.gov/?PAGEID=67&SUBID=255 • Figures for 2015 and 2020 AZ Dept of Commerce's Arizona Workforce Informer, as accessed at: http://www.workforce.az.gov/?PAGEID=67&SUBID=257 					

ECONOMY

Greenlee County, Arizona's 14th county, was created from the eastern part of Graham County by an act of the 25th territorial assembly on March 10, 1909. There was great resistance to the formation of this new county because Graham County would lose considerable copper mining revenue. However, the citizens in the Morenci mining district of eastern Graham County wanted a more localized governing area. As a compromise, Greenlee County assumed \$146,000 of Graham County's debt and Greenlee County was made smaller than originally proposed. The County was named after Mason Greenlee, an early day mining man.

In 1921, Phelps Dodge became sole owner of the entire mining district through its purchase of the Arizona Copper Company which had been the largest copper operation in the Clifton-Morenci District since 1882. Most of the ore mined by the underground



methods after 1921 was sulfide copper ore from the Humboldt Mine and assayed 2% to 4% copper. By 1928 and after 56 years of operation, the Morenci district had produced almost two billion pounds of copper. Between 1928 and 1930, Phelps Dodge drilled many test holes in the "clay" deposits. Although huge tonnages of ore were indicated, the grade of the ore was too low to be mined profitably by underground methods. In 1932, all underground mining ended in Morenci because the depression had dropped copper prices to less than six cents per pound. In 1937, mining was again started in Morenci, but not by underground methods. This era of mining saw the introduction of open pit methods. Stripping of waste from the top of the ore body lasted until 1942 when the first ore was delivered to the new Morenci concentrator and a new era of mining in the Morenci district began^v.

Duncan was originally established as a shipping point for cattle. Around Duncan, substantial agriculture has developed in the rich soils of the well watered Gila River Valley. Farming and ranching continue to be the primary industries for the small community.

As indicated by Table 2-1, growth in Greenlee County has been very slow and is closely tied to the copper mining industry. During the period of 2010 to 2016, census data housing unit counts indicate an average annual growth rate of less than 0.9 percent. Greenlee County covers 1,837 square miles. The vast majority of land is government-owned. The U.S. Forest Service controls 63.5 percent; the U.S. Bureau of Land Management, 13.6 percent; and individual or corporate ownership, only 8.1 percent. Figure 2-10 provides a visual depiction of the land ownership and town or community locations within the County.

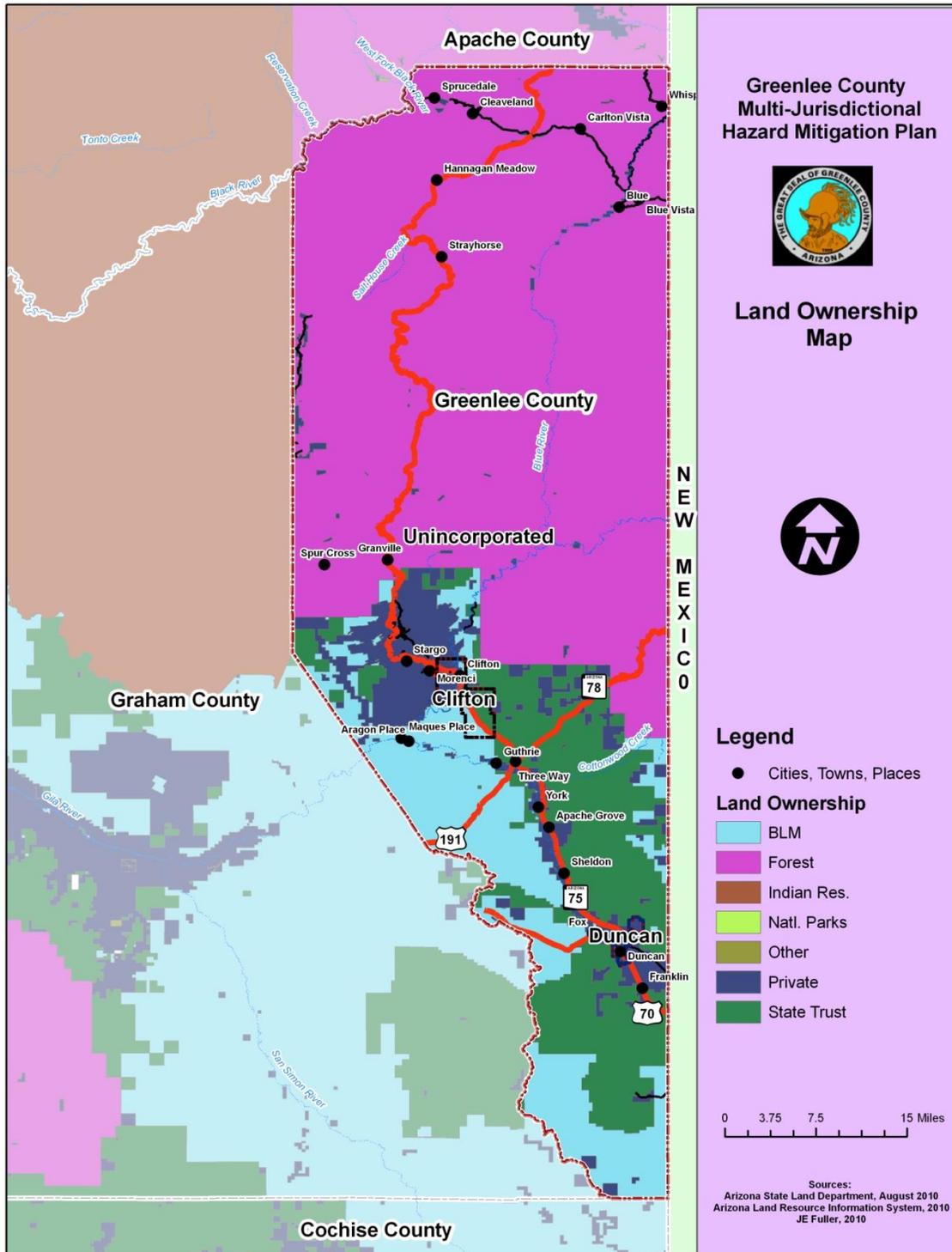


Figure 2-7
Land Ownership and Community Location Map for Greenlee County



DEMOGRAPHICS

The following Greenlee County Population Demographics are taken from the 2016 U.S. Census Data and aim to assist in the interpretation of the Community Health Assessment analysis. These demographics help to describe the population served by the Greenlee County Health Department and factors contributing to the overall health of the community.

Population by Gender/Ethnicity

2016 Population	9,613
% under 5 years of age	7%
% under 18 years of age	28.3%
% 65 years and older	11.8%
% Female	48.2%
% American Indian and Alaskan Native	3.6%
% Asian	.8%
% Black	1.9%
% Hispanic or Latino	46.7%
% Native Hawaiian/Other Pacific Islander	.1%
% Not Hispanic, White	47.2%
% Two or more races	2.5%
% White	91%

Education

5 years+, percent speaking language other than English at home, 2011-2015	22.3%
Percent High School Graduate or Higher, 2011-2015	85.7%
Percent Bachelor's Degree or Higher, 2011-2015	10.8%
% Illiterate, 2009 (from County Health Rankings)	14.4%

Income

Per Capita Income, 2011-2015	\$21,994
Median Household Income, 2015	\$51,628
% of all ages in poverty, 2015	10.1%

Housing

Households, 2011-2015	3219
Persons per Household, 2011-2015	2.78
Housing Unit Estimate 2015	4420
% Owner-Occupied Housing, percent of housing 2011-2015	46.4
Median Value of Owner-Occupied Houses, 2011-2015	\$82,700



Economy Data

Total Employment in all industries, 2017	3624
Total Unemployment, 2017	219
Total Civilian Labor Force, 2017	3843
Percentage of private wage/salary	23%
Employment in Government, 2017	525
Percentage of Government Employment	7%
Percentage of Self-Employed	70%



INCORPORATED JURISDICTIONAL OVERVIEWS

Clifton

The Town of Clifton is located in the central portion of Greenlee County in southeastern Arizona. Clifton is one of two incorporated communities in Greenlee County and serves as the County seat. The Town is enclosed by steep canyon walls with the San Francisco River and Chase Creek running through the middle. The Town is sometimes referred to as the “Gateway to the Coronado Trail,” which follows U.S. Highway 191 from Clifton north to the town of Springerville, Arizona and is noted as one of the most scenic drives in Arizona. The present incorporated Town limits occupy 14.86 square miles, with approximately half encompassing the main portion of Town and the other half extending south the main Town. The location of Clifton, relative to Greenlee County is depicted in Figure 2-11.

The centroid of the Town is generally located at longitude 109.29 degrees west and latitude 33.02 degrees north and the average elevation is 3,464 feet. The major roadway through the Town is U.S. Highway 191 or otherwise known as the Coronado Trail. State Routes 75 and 78 are junction with U.S. Highway 191 south the Town boundaries. The Southern Pacific Railway passes through Clifton and is primarily used to service the Phelps Dodge Corporation’s Morenci Mining District. Greenlee County operates an airport south of Town off of State Route 78. Figure 2-2 shows all the major roadway and railway transportation routes within the vicinity of Clifton.

The San Francisco River is the primary perennial watercourse located within the Town. Other major watercourses include Chase Creek, Wards Canyon Wash, and Owl Canyon Wash. The remaining watercourses are primarily small ephemeral washes. As shown on Figure 2-3, the Town of Clifton is located at the transitional zone from Chihuahuan Desert to Arizona Mountain Forests. The corridor along the San Francisco River upstream and downstream of Clifton provides an example of a desert riparian community where scattered cottonwood, willow, sycamore, box elder, ash, and walnut trees grow along the riverbank.

Clifton is one of two (2) incorporated communities within Greenlee County. There are an additional thirteen (13) unincorporated communities scattered across the County, with Morenci and Guthrie being the closest to Clifton. Approximately half of the land is privately owned with the other half divided between Bureau of Land Management holdings and State Land. Figure 2-11 provides a visual depiction of the land ownership within the Town.



The 2010 census population for Clifton was 3,311. Table 2-1 summarizes population estimates for Clifton and other Greenlee County communities in 10-year cycles beginning in 1990 and projecting through 2020.

According to the community profile for Clifton^{vi}, the average labor force in 2008, was 1,331 with an unemployment rate of 6.8 percent. The major industries significant to the economy of Clifton include: Copper Mining and Processing, Retail Trade and Services, and Tourism.

No longer directly involved in the physical mining processes, the Town, with characteristic enterprise, has evolved into a trading center for the ranching and farming regions lying southward, and as a tourism stop along the famous Coronado Trail.

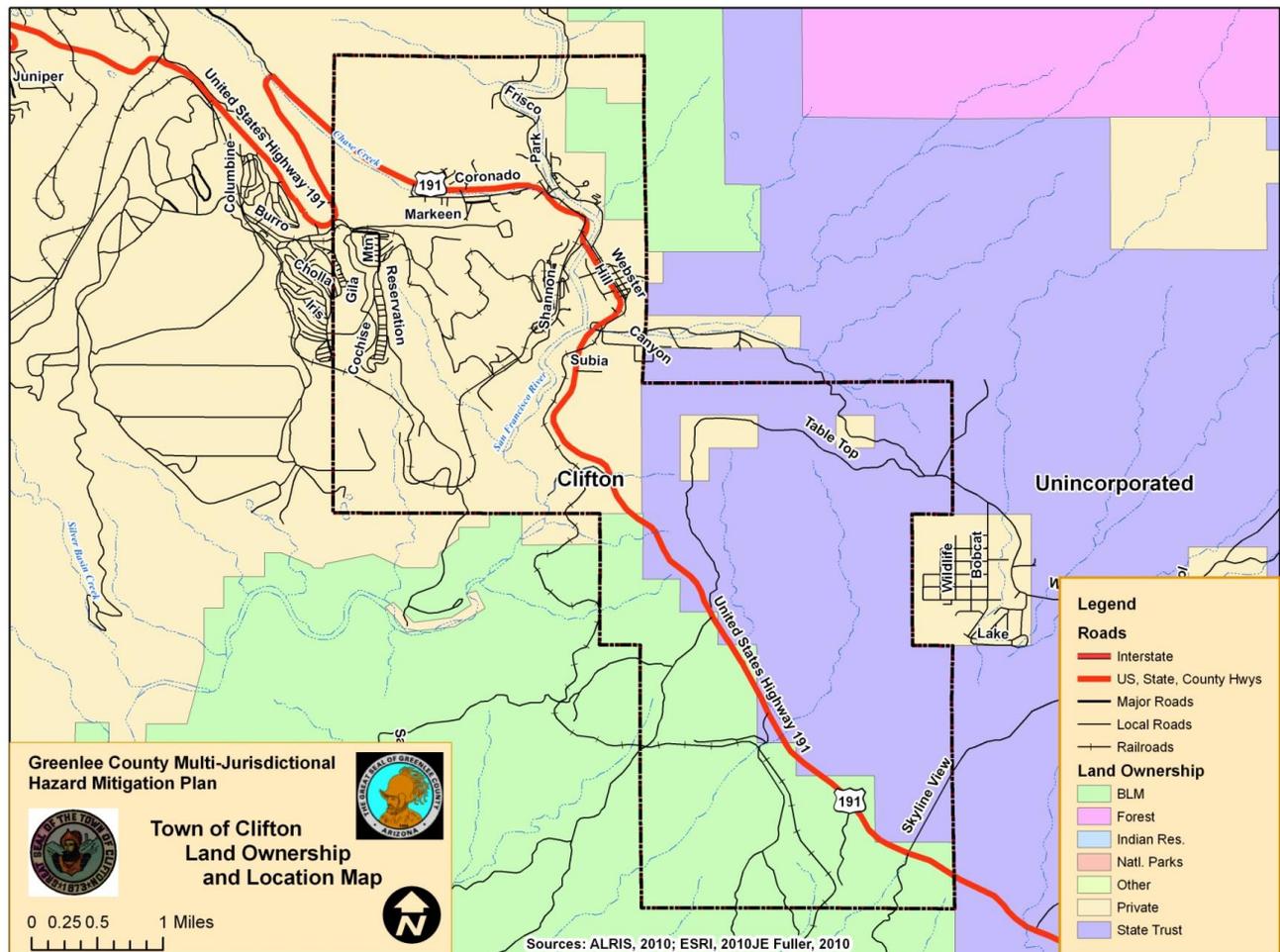


Figure 2-11

Town of Clifton map



Duncan

The Town of Duncan is located in southeastern Arizona and is within six miles of the Arizona/New Mexico state border. Duncan is one of two incorporated communities in Greenlee County, and is situated along the Gila River in the southern portion of the county. The Town lies in the central portion of a long, narrow valley extending from east of Virden, New Mexico to the Gila River confluence with the San Francisco River. The present incorporated Town limits occupy 2.38 square miles, with approximately half situated north of the Gila River (locally referred to as Hunter Flat) and the other half on the south (Main Town). The location of Duncan, relative to Greenlee County is depicted in Figure 2-1.

The centroid of the Town is generally located at longitude 109.10 degrees west and latitude 32.74 degrees north and the average elevation is 3,535 feet. Major roadway transportation routes through the Town include U.S. Highway 70 and State Route 75. The Southern Pacific Railway passes through Duncan and is primarily used to service the Freeport McMoRan Corporation's Morenci Mining District. Figure 2-12 shows all the major roadway and railway transportation routes within the vicinity of Duncan.

The Gila River is the primary, and only perennial, watercourse located within the Town. The remaining watercourses are primarily ephemeral washes, with Blackfield Canyon Wash and Packer Wash being the largest.

As shown on Figure 2-3, the Town of Duncan lies entirely within the Chihuahuan Desert. The corridor along the Gila River provides an excellent example of a healthy desert riparian community where scattered cottonwood, willow, sycamore, and mesquite trees grow in dense thickets of water hyacinth and arrow weed.

Duncan is one of two (2) incorporated communities within Greenlee County. There are an additional thirteen (13) unincorporated communities scattered across the County, with Franklin and Sheldon being the closest to Duncan. The majority of land within Duncan is privately held with the rest being State Land. Figure 2-12 provides a visual depiction of the land ownership within the Town.

The 2010 census population for Duncan was 696. Table 2-1 summarizes population estimates for Duncan and other Greenlee County communities in 10-year cycles beginning in 1990 and projecting through 2020.

Agriculture: Irrigation and farming were well established when the Duncan Post Office was created in 1883. Approximately, 10,000 acres is under irrigation which produces around 5,000 bales of cotton annually. Some of the other crops include: alfalfa, grains,



potatoes, melons and chilies. The Duncan Valley became the heart of the cattle and farming area and exported meat and milk products, vegetables and wheat throughout the copper mining area of southeastern Arizona.

Mining/Manufacturing: According to the community profile for Duncan^{vii}, the average labor force in 2008 was 353 with an unemployment rate of 6.2 percent. The major industries significant to the economy of Duncan include: Crop and Ranching Agriculture, Copper Mining, Retail Trade and Services, and Public Administration.

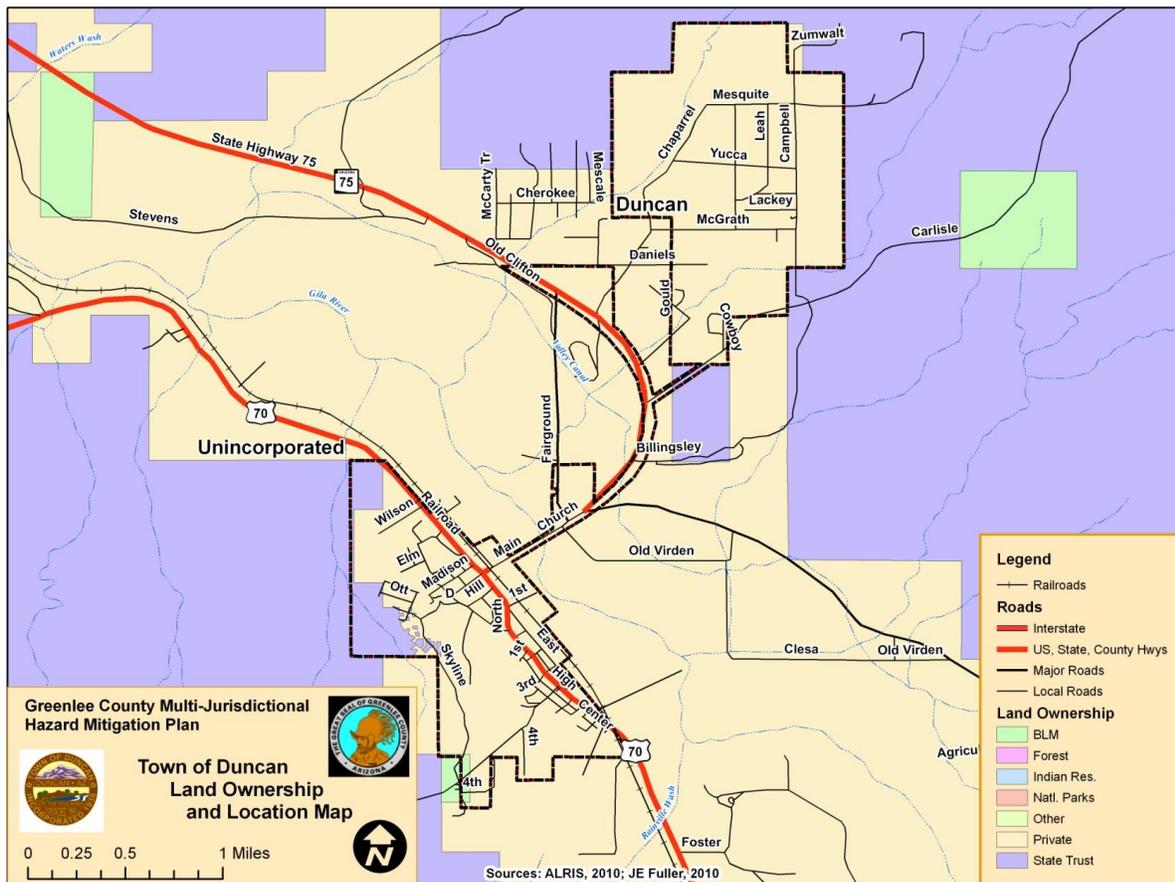


Figure 2-12
Town of Duncan



III. COMMUNITY HEALTH REPORT

DEFINITION

According to the Public Health Accreditation Board, the purpose of a community health assessment (CHA) is to learn about the health status of a population. A CHA identifies areas for health improvement, determines factors that contribute to health issues, and identifies assets and resources that can be mobilized to address population health improvement. CHAs can be developed by all levels of government^{viii}.

A CHA entails the collaborative collection and analysis of health data and information for a given population or community. Generally those involved include the local health department and other community health organizations. The types of data collected range from demographics and socioeconomic characteristics to morbidity, mortality, and other determinants of health status^{ix}.

The health information collected is most often used to develop health priorities for the community, culminating in the development of a community health improvement plan (CHIP). Greenlee County Health Department will follow this path and develop a CHIP based on the results of the CHA

THE PROCESS

Greenlee County modeled its CHA after the Mobilizing for Action through Planning and Partnership (MAPP) process developed by the National Association of County & City Health Officials (NACCHO). MAPP is a community-driven strategic planning process for improving community health that is generally facilitated by public health leaders. This framework is designed to help communities collect local health data and information, apply strategic thinking to prioritize local public health issues, and identify resources to address these priorities. The MAPP framework involves six steps: organizing, visioning, assessments, strategic issues, goals/strategies, and action cycle. MAPP as an interactive, community-based process can improve the efficiency, effectiveness, and ultimately the performance of local public health systems.

Greenlee County followed each of the MAPP framework steps when developing the 2012 CHA, and continued to use this framework in this 2017 CHA update. Beginning with organizing, Greenlee County Health Department organized resources, the framework, and the team to participate in the process. The “CHA Steering Committee” consisted primarily of Greenlee County Health Department program managers and leadership. The CHA process also engaged members from the Local Public Health System and the general public.



The CHA Steering Committee then conducting the visioning, creating an overarching goal for the community and a statement of what the ideal future looks like. By creating this shared community vision and common values, Greenlee County set the stage for planning and providing a common framework throughout subsequent phases.

A Shared Vision for a Safe and Healthy Community

We will improve the quality of living by instilling a healthier way of life, one person at a time. We will nourish our community by increasing knowledge and access to health information and services. We have an obligation to strive for better conditions and standards for our community.

A healthier future for Greenlee County, starting now!

Shared Values:

- ▶ Safe, happy and healthy environment for our community
- ▶ Collaborative working climate
- ▶ Knowledgeable and Engaged Community
- ▶ Access to Health Information and Services
- ▶ Economic Viability

The next step for Greenlee County was to conduct the assessments. The MAPP process identifies four different assessments:

- Community Themes and Strengths Assessment
- Local Public Health System Assessment
- Community Health Status Assessment
- Forces of Change Assessment

To complete these assessments, the CHA Steering Committee took a multi-tiered approach. There were two online surveys created, one for the general public which captured Community Themes and Strengths and self-reported Community Health Status information. The survey was widely advertised and also provided in paper format. The second online survey was provided to the identified Local Public Health System (LPHS) partners, and gathered data for the Local Public Health System Assessment and LPHS



Asset Inventory. Next, the CHA Steering committee met in person to discuss survey results, local health strengths and areas for improvement, finalize the community vision and common values, and to review and update the Forces of Change Assessment and Community Asset Inventory.

The next steps in the progress are to identify strategic issues and goals/strategies, and to implement an action cycle. These findings will be documented in the Community Health Improvement Plan (CHIP).

THE METHODOLOGY

GCHD used a mixed-methods approach to collecting data for the CHA. A combination of primary and secondary data, surveys, and group discussions were used. These various methods are described in more detail below.

Secondary Data Analysis

GCHD conducted a secondary data analysis using local, state, and national data sets to assess health status and health care access in Greenlee County. Arizona Department of Health Services provided a wealth of local and state level data. The County Health Rankings website (www.countyhealthrankings.org), sponsored by the Robert Wood Johnson Foundation, also provided excellent current local-level data on relevant health indicators.

CHA Steering Committee Discussions

The purpose of these group discussions was to solicit feedback from regarding issues positively and negatively impacting the health of Greenlee County residents. In advance of the meeting, discussion questions and brainstorming worksheets were sent out. During the session, community visioning was conducting, followed by open discussions about pressing health issues and concerns affecting the community. The Local Public Health System and GCHD stakeholders were identified, and their respective roles in community health were discussed. During this time, the Asset Inventory and Forces of Change were reviewed and updated.

Primary Data Analysis

GCHD utilized local surveys (general public and LPHS) and focus groups to collect primary data for the CHA, which helped the Health Department to better understand contributing factors or elements of the secondary data sets.

GCHD conducted two surveys between March 2017 to June 2017. The first survey targeted community members, while the second survey targeted stakeholders from the



Local Public Health System. The surveys utilized the online Survey Monkey program and were also available in paper format.

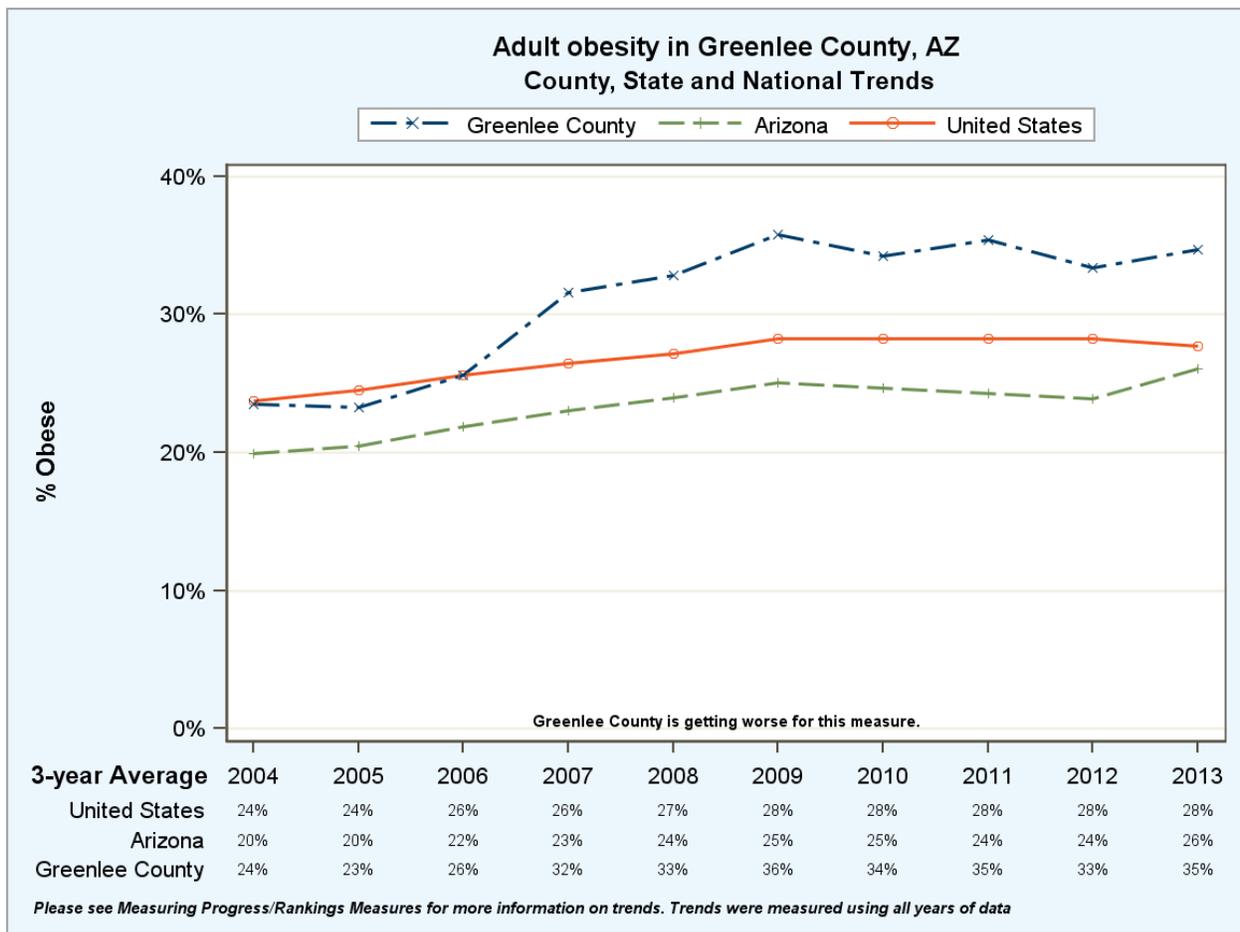
The GCHD Community Health Assessment Survey was widely advertised through multiple formats and mechanisms, including the County websites and social media pages, flyers and paper copies of the surveys in the GCHD Offices, and flyers at the Morenci Community Center and at public health department events. The first section identified Community Themes and Strengths, asking about the greatest strengths of the community, most important health-related issues, and suggestions to improve the quality of life. The second section had series of five-point Likert scale questions about quality of life and community health. Finally, the third section of the survey asked about community resources and assets. Ultimately, there were 63 completed surveys, accounting for roughly 0.66% of the population.

The GCHD Local Public Health System Assessment asked for information about organization mission, target population, stakeholders, assets, and major health related activities. The survey then discussed the Public Health Essential Services, and identified which organizations within Greenlee County are contributing to which Essential Services, and in what ways. Responses were received from Greenlee County Health Department, Town of Clifton, and Gila Health Resources. Refer to Appendix III for results. GCHD will continue to explore ways to engage and include Local Public Health System partners in activities and initiatives.

THE FINDINGS

This section presents information collected from the secondary data analysis, community surveys, and stakeholder group discussions.

Significant findings include the high incidence of overweight and obesity, which was also identified as a health issue/health priority through both the community and LPHSA surveys. In 2017, the County Health Rankings rate of obesity in Greenlee County was 35%. Adult Obesity ratings are based on responses to the Behavioral Risk Factor Surveillance Survey (BRFSS) and is the percentage of the adult population (age 20 and older) that reports a body mass index (BMI) greater than or equal to 30 kg/m². Participants are asked to self-report their height and weight. From these reported values, BMI's for the participants are calculated. This rate is higher in Greenlee County than in Arizona (26%).



Obesity was also ranked by the community as the “most important health problem in our community” and was supported by responses on risky community behaviors including lack of exercise and poor eating habits. The rural setting of the county provides limited options for nutritious options at restaurants and access to affordable, healthy food choices.

The health issues of the population appear to be driven by the rural setting of Greenlee County. Although most of the community (89%) is insured, there is limited access to health care providers, particularly with regard to medical specialists. Mental health has emerged as a leading issue, ranked #2 by community as “most important health-related issue for our entire community” and ranked #2 “most important health problem in our community.” According to the Community Health Rankings, there is only 1 mental health provider for every 9,530 citizens, compared to 1 for every 850 in Arizona.

The built environment revolves around the mining industry, which is conducive to long shifts, which generally affects mental and physical health. The mining economy is a unique aspect of the community that affects almost all parts of life. When the mining



industry is doing well, the Greenlee community thrives, and when the industry is doing poorly, the affects are felt by all.

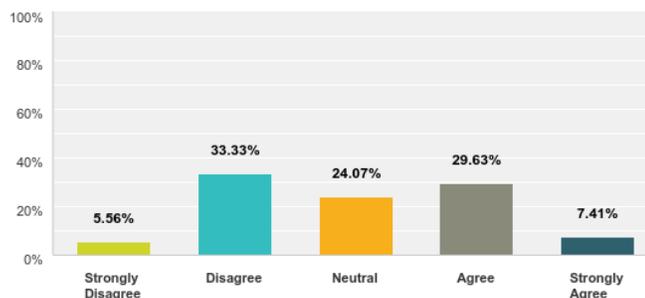
Additional heath issues revolve around tobacco, drug, and alcohol use and abuse. There are high rates of use and there are few interventions available to treat abuse.

In addition to the health issues identified, there were significant barriers identified in accessing care.

Affordability: Affordability is related to a patient’s ability and willingness to pay for services, and can be measured by health insurance coverage. A 2016 County Coverage Profile compiled by the University of Arizona Center for Rural Health¹ found changes in health insurance coverage due to the Affordable Care Act (including Medicaid Expansion and Marketplace enrollments) and the state level Medicaid restoration and KidsCare reauthorization led to a reduction in uninsured rates from 21% in 2013 to 10% in 2016. Even with a nearly 90% insured rate, over 37% of community survey respondents reported having difficulty covering the costs of medical care.

Q20 d) Sometimes it is a problem for me to cover my share of the cost for a medical care visit.

Answered: 54 Skipped: 9



Availability: Availability is related to whether a health care provider has the resources to meet patient need, such as personnel, space, or technology. Workforce supply, as a measure of access to health care, can be calculated using the ratio of physicians to patients. 2017 County Health Rankings reported the following statistics on availability:

	Greenlee County	Arizona	Top U.S. Performers
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¹ http://crh.arizona.edu/sites/default/files/u428/County%20Coverage%20Profile_Greenlee.pdf

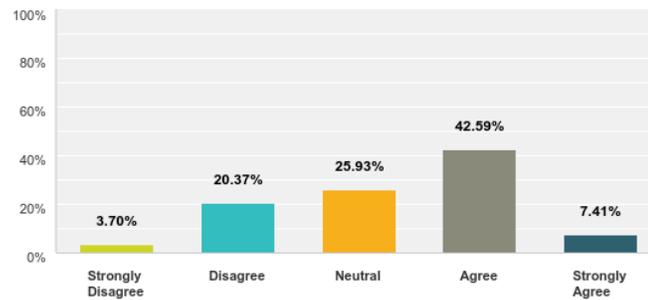


Primary Care Physicians	2340:1	1520:1	1040:1
Dentists	4760:1	1700:1	1320:1
Mental Health Providers	9530:1	850:1	360:1

The largest identified physician shortages have been among medical specialists in Arizona. This poor availability of medical providers negatively affects the overall health and well being of the community.

Q21 e) I am able to get medical care whenever I need it.

Answered: 54 Skipped: 9

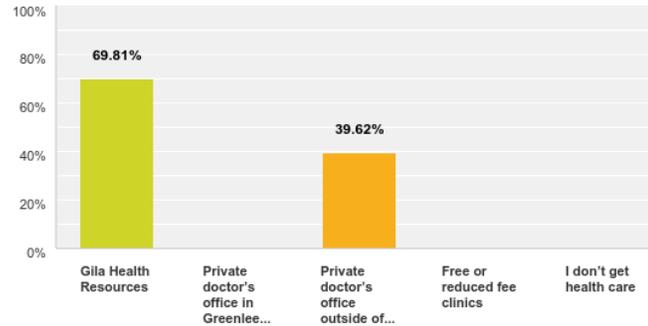


Accessibility: Accessibility is focused on geography and the ease with which an individual can locate a health care provider in close proximity. To determine if an area is medically underserved (MUA), ADHS examines the availability of services based on a ratio of the population to primary care providers, the area’s geographic accessibility to health care services, as well as a variety of other socioeconomic and health status indicators. Based on ADHS data, 100% of Greenlee County lives in MUAs. This indicates that residents lack adequate access to care and are unlikely to have their health care needs met.



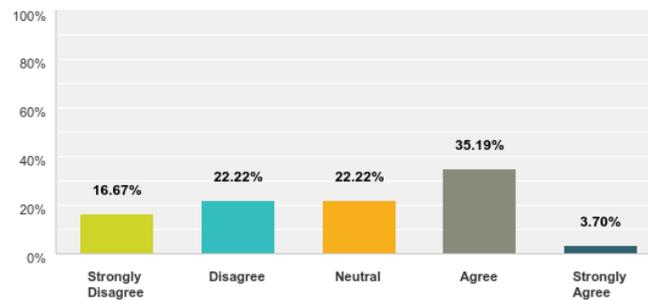
Q62 10. Where do you usually go for health care? (Select all that apply)

Answered: 53 Skipped: 10



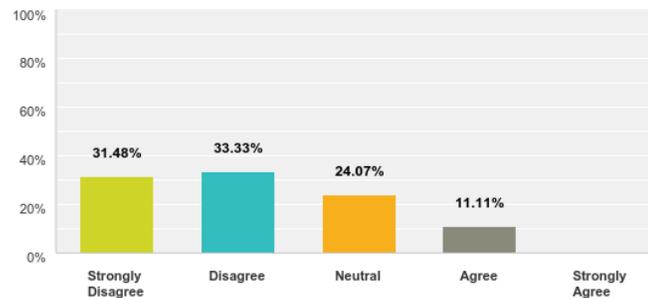
Q17 a) I have easy access to the primary care providers that I need.

Answered: 54 Skipped: 9



Q18 b) I have easy access to the medical specialists that I need.

Answered: 54 Skipped: 9





CONCLUSION AND NEXT STEPS

The Community Health Assessment identified and compiled quantitative secondary data on the health of Greenlee County, and collected qualitative feedback on perceived health and community strengths and areas for improvement from the community and from the Local Public Health System. The next step in this process is to develop and implement a Community Health Improvement Plan (CHIP) for Greenlee County. The Steering Committee will meet, discuss the findings of the Community Health Assessment, and determine health priorities based on the CHA findings and community and Local Public Health System partner input.

Community Health Improvement Plan (CHIP) Framework

The CHIP implementation plan/work plan will be created by first developing goals and measurable objectives for each identified health priority. The Steering Committee will choose strategies, create a timeline, develop performance measures, and determine the organizations and/or persons responsible to address each identified health priority.

It will be important to monitor progress on the work plan implementation and the meeting of goals and objectives. Greenlee County will involve the community and Local Public Health System in the development and implementation of the Community Health Improvement Plan.



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APPENDIX I: COMMUNITY THEMES AND STRENGTHS

Based on results of the online Community Survey, these were the top responses to the following questions.

What are the greatest strengths of our entire Community?

1. Access to parks and recreation
2. Local 24-hour police, fire and rescue services
3. Access to affordable housing for everyone
4. Living in a friendly community
5. Low crime

Note: "Access to parks and recreation" and "Access to affordable housing for everyone" was not in top 5 of 2012; this marks an improvement

What makes you most proud of our Community?

- Friendly people, family-oriented, community support and service, and willingness to help one another
- Natural beauty, mountains and river, parks and outdoor activities (fishing, hiking)
- Morenci Community Center
- School system

Support^{History} Family Affordable Parks Nice
Community^{Hardships} Clean^{Recreation}
School

Some specific examples of people or groups working together to improve the health and quality of life in our community?

- Health Department, Health Fairs, Nutrition Classes
- Morenci Community Center
- Health Fairs
- Gila Health Resources
- Farmers Market
- Volunteers at schools
- Community Garden
- Public Cleanup, Friends of Frisco river clean up
- Elderly Support
- STAND
- First responders (law enforcement, fire)
- Neighborhood watch
- American Legion



Most Important Issues that must be addressed to improve the health and quality of life in our community:

- Alcohol and drug use/abuse
- Crime
- Housing
- Obesity
- Roads and sidewalks
- Health care access
- Senior Services
- Nutrition, access to affordable/healthy food
- Physical activity
- Awareness and assistance for mental health
- Sexual education and pregnancy prevention
- Chronic Disease
- Connecting people with resources

What do you believe is keeping our community from doing what needs to be done to improve health and quality of life?

- Lack of funding and resources
- Education and awareness on issues
- Motivation or desire to change status quo

Education Parents Problem Enforcement
Community Housing Money Care
Funding TOWN Drugs Ignorance Kids

What actions, policy, or funding priorities would you support to build a healthier community?

- More activities to get people engaged in the community
- Support for employment and housing opportunities
- Support and services for elderly
- More places for fitness and entertainment/activities, especially for youth
- Additional grocery and retail options, incentives for small businesses
- Policies that would address aging infrastructure
- Substance abuse treatment options

What would most improve the quality of life for our entire community? Please select the five (5) areas where the community should focus its resources and attention



Answer Options	Response Percent	Response Count
Access to affordable, healthy food in everyone's community (fresh fruits, vegetables)	43.5%	27
Access to affordable housing for everyone	40.3%	25
More jobs and a healthier economy	35.5%	22
Less crime	32.3%	20
Services and support for everyone needing help during times of stress and crisis	32.3%	20
More programs, activities and support for youth and teens during non-school hours	30.6%	19
A more walkable, bike-able community	25.8%	16
Access to medical screenings for everyone	25.8%	16
More programs, activities and support for the senior community	25.8%	16
Access to health care for everyone	24.2%	15
Less violence (domestic, elder, child)	24.2%	15
Living in a cleaner and healthier environment	22.6%	14
Safer neighborhoods	21.0%	13
Improved local 24hour police, fire and rescue services	17.7%	11
Living in a friendlier community	17.7%	11
Access to health education for everyone	12.9%	8
Greater access to arts and cultural events	11.3%	7
Meet basic needs of everyone (food, shelter, clothing)	11.3%	7
Better prepared for emergencies	9.7%	6
Internet access for all	8.1%	5
Increased access to parks and recreation	6.5%	4
A safer food supply (that won't make you sick)	4.8%	3
An end to homelessness	4.8%	3
Social and cultural diversity is appreciated by community members	3.2%	2



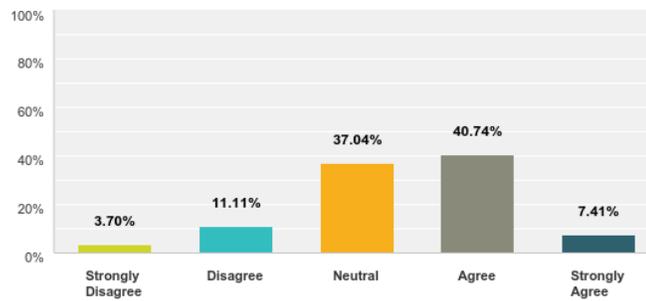
Other (please specify)	3.2%	2
I don't know	1.6%	1
<i>answered question</i>		62
<i>skipped question</i>		1

What would excite you to become involved (or more involved) in improving our community?

- More public awareness about events, opportunities, use of social media
- Witnessing change; seeing things happen that work and make a difference
- Incentives and appreciation: giveaways, raffles, food

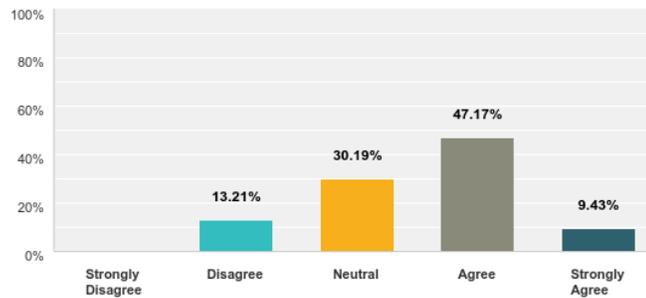
Q12 2. I am satisfied with the quality of life in our community (considering my sense of safety and well-being).

Answered: 54 Skipped: 9



Q13 a) The community has adequate health and wellness activities.

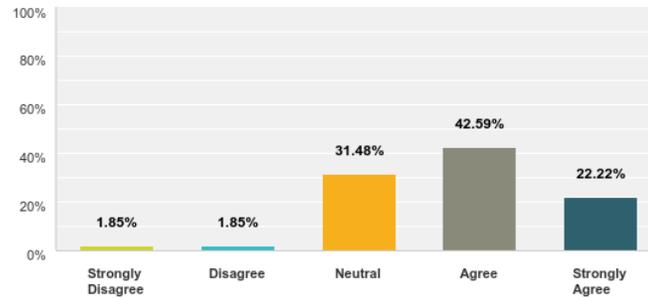
Answered: 53 Skipped: 10





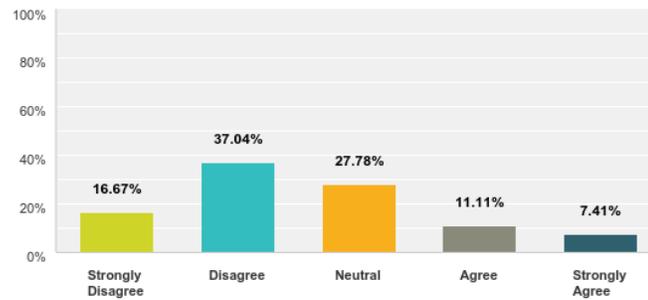
Q22 4. This community is a good place to raise children.

Answered: 54 Skipped: 9



Q33 5. This community is a good place to grow old (considering elder-friendly housing, transportation to medical services, shopping, elder day care, social support for the elderly living alone, meals on wheels, etc.).

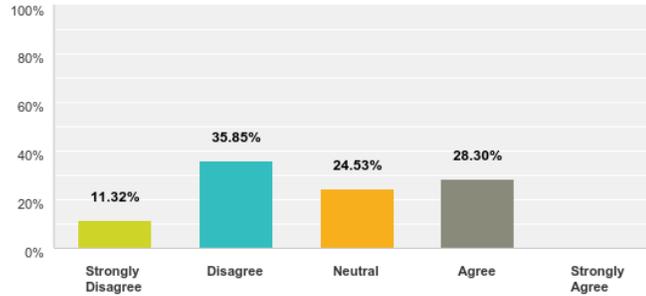
Answered: 54 Skipped: 9





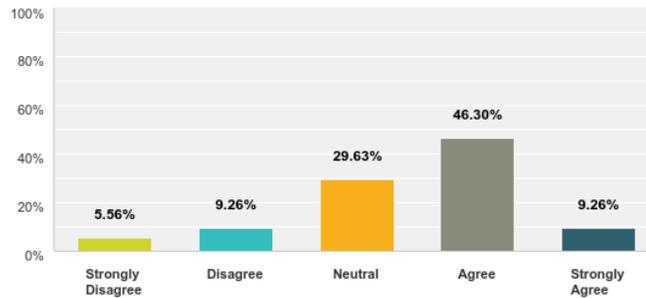
Q38 6. There are jobs available in the community (considering locally owned and operated businesses, jobs with career growth, affordable housing, reasonable commute, etc.).

Answered: 53 Skipped: 10



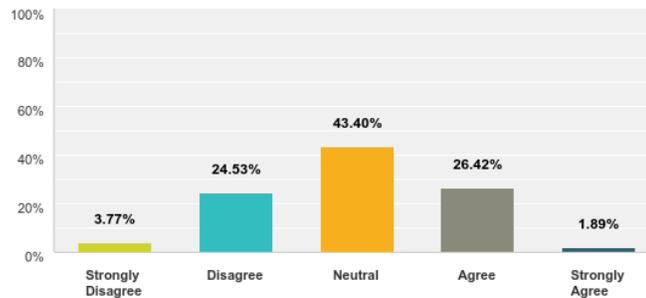
Q40 7. The community is a safe place to live (considering residents' perception of safety in the home, the workplace, schools, playgrounds, parks, shopping areas).

Answered: 54 Skipped: 9



Q43 9. All residents believe that they, individually and collectively, can make the community a better place to live.

Answered: 53 Skipped: 10





APPENDIX II.A: COMMUNITY HEALTH STATUS ASSESSMENT, ONLINE COMMUNITY SURVEY RESULTS

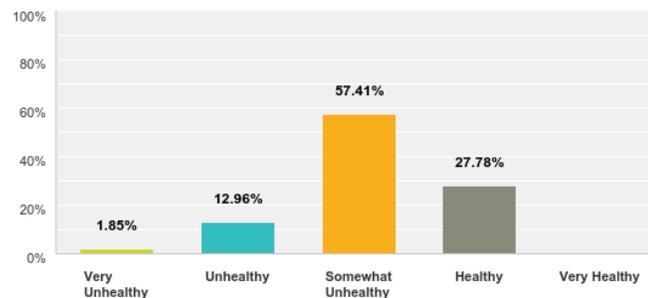
Based on results of the online Community Survey, these were the top responses to the following questions.

Most important characteristics of a healthy community

- Nutrition, access to healthy food choices
- Exercise, outdoor activities, fitness opportunities, walking and bike paths
- Low crime, safe community
- Education
- Strong family
- After school activities for children
- Basic needs of all to be met food and housing
- Cleanliness, clean air and water
- Strong economy, jobs
- Community support
- Culture of wellness
- Schools
- Affordable housing
- Health care access, including primary care, medical specialists, dental, mental health, and drug and alcohol counseling
- Communication, kindness, respect, care for the community
- Care for elders
- Resources

Q11 1. How would you rate your community as a “Healthy Community?”

Answered: 54 Skipped: 9





What are the most important health-related issues for our entire Community? Please select five (5) areas where the community should focus its resources and attention.

Answer Options	Response Percent	Response Count
Alcohol and drug abuse	83.9%	52
Mental health (depression, anxiety, stress)	53.2%	33
Obesity	48.4%	30
Nutrition (healthy food and eating habits, food allergies)	35.5%	22
Clean & healthy environment (all the things around you)	35.5%	22
Tobacco use (cigarette smoking, snuff, chewing tobacco)	38.7%	24
Disabilities (physical, intellectual, sensory, developmental)	27.4%	17
Disease that is chronic (doesn't go away, such as heart disease or diabetes)	24.2%	15
Healthy babies and mothers	24.2%	15
Sexually transmitted disease (diseases spread by sex)	21.0%	13
Infectious disease (illness that can spread around, such as flu or tuberculosis)	17.7%	11
Dental health (healthy teeth)	17.7%	11
Accidental injuries	14.5%	9
Aging	14.5%	9
Immunizations (getting a vaccine or a shot to prevent certain types of illness)	12.9%	8
Other (please specify)	3.2%	1
I don't know	1.6%	0
	<i>answered question</i>	62
	<i>skipped question</i>	1

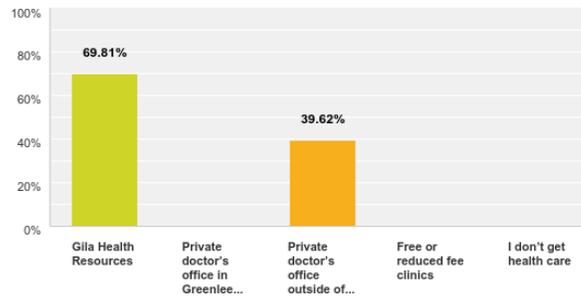


What are the most important “health problems” in our community? These are problems that have the greatest impact on overall community health		
Answer Options	Response Percent	Response Count
Obesity	40.7%	22
Mental health problems	29.6%	16
Domestic Violence	25.9%	14
Access to healthcare	24.1%	13
Housing that is adequate, safe and affordable	22.2%	12
Heart disease and stroke	20.4%	11
High blood pressure	20.4%	11
Teenage Pregnancy	20.4%	11
Aging problems (e.g., arthritis, hearing/vision loss)	16.7%	9
Diabetes	16.7%	9
Cancers	14.8%	8
Child abuse/neglect	14.8%	8
Motor vehicle crash injuries	11.1%	6
Other (please specify)	11.1%	6
Sexually transmitted diseases (STDs)	9.3%	5
Respiratory/lung disease	5.6%	3
Dental Problems	3.7%	2
Industrial safety	3.7%	2
Infectious disease (e.g. hepatitis, TB)	1.9%	1
<i>answered question</i>		54
<i>skipped question</i>		9



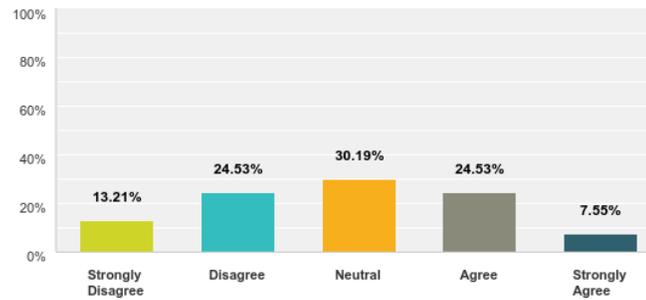
Q62 10. Where do you usually go for health care? (Select all that apply)

Answered: 53 Skipped: 10



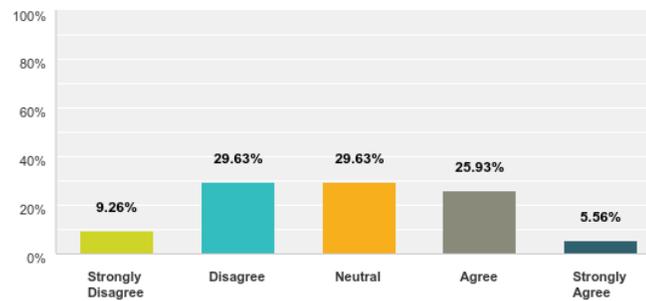
Q19 c) I am satisfied with the medical care I receive.

Answered: 53 Skipped: 10



Q16 3. I am satisfied with the health care system in our community.

Answered: 54 Skipped: 9





In the following list, what do you think are the most important "risky behaviors" in our community? (Those behaviors that have the greatest impact on overall community health)		
Answer Options	Response Percent	Response Count
Alcohol abuse	74.1%	40
Drug abuse	70.4%	38
Being overweight	50.0%	27
Poor eating habits	31.5%	17
Tobacco use	27.8%	15
Lack of exercise	25.9%	14
Not using seat belts and/or child safety seats	24.1%	13
Unsafe sex	20.4%	11
Not using birth control	14.8%	8
Dropping out of school	11.1%	6
Tobacco use during pregnancy	7.4%	4
Other (please specify)	7.4%	4
Not getting "shots" to prevent disease	5.6%	3
Racism	5.6%	3
<i>answered question</i>		54
<i>skipped question</i>		9



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APPENDIX II.B: COMMUNITY HEALTH STATUS ASSESSMENT, SECONDARY DATA

County Health Rankings & Roadmaps Building a Culture of Health, County by County

Greenlee (GE)

	Greenlee County	Error Margin	Top U.S. Performers [^]	Arizona	Rank (of 15)
Health Outcomes					
Length of Life					5
Premature death	6,800	5,400-8,500	5,200	6,800	
Quality of Life					
Poor or fair health **	19%	19-20%	12%	19%	1
Poor physical health days **	3.9	3.7-4.1	3.0	3.8	
Poor mental health days **	3.9	3.7-4.0	3.0	3.9	
Low birthweight	6%	5-8%	6%	7%	
Additional Health Outcomes (not included in overall ranking)					
Premature age-adjusted mortality	340	270-410	270	320	
Child mortality			40	50	
Infant mortality			5	6	
Frequent physical distress	12%	12-12%	9%	12%	
Frequent mental distress	11%	11-12%	9%	11%	
Diabetes prevalence	11%	8-14%	8%	10%	
HIV prevalence	70		42	243	
Health Factors					
Health Behaviors					
Adult smoking **	16%	15-16%	14%	14%	12
Adult obesity	35%	29-41%	26%	26%	
Food environment index	5.3		8.4	6.9	
Physical inactivity	22%	18-27%	19%	19%	
Access to exercise opportunities	43%		91%	86%	
Excessive drinking **	18%	17-18%	12%	16%	
Alcohol-impaired driving deaths	29%	14-44%	13%	28%	
Sexually transmitted infections	541.5		145.5	488.9	
Teen births	61	50-71	17	41	
Additional Health Behaviors (not included in overall ranking)					
Food insecurity	14%		10%	17%	
Limited access to healthy foods	26%		2%	7%	
Drug overdose deaths			9	18	
Motor vehicle crash deaths	32	20-50	8	12	
Insufficient sleep	34%	34-35%	28%	33%	
Clinical Care					
Uninsured	11%	9-13%	8%	16%	7
Primary care physicians	2,340:1		1,040:1	1,520:1	
Dentists	4,760:1		1,320:1	1,700:1	
Mental health providers	9,530:1		360:1	850:1	
Preventable hospital stays	37	23-50	36	37	
Diabetes monitoring	73%	58-88%	91%	80%	
Mammography screening	34%	19-49%	71%	64%	
Additional Clinical Care (not included in overall ranking)					
Uninsured adults	12%	10-14%	10%	19%	
Uninsured children	9%	6-11%	4%	11%	
Health care costs	\$6,524			\$8,977	
Other primary care providers	1,906:1		853:1	1,339:1	
Social & Economic Factors					
High school graduation	92%		95%	78%	1
Some college	54%	46-61%	72%	63%	
Unemployment	7.9%		3.3%	6.1%	
Children in poverty	11%	8-14%	12%	25%	
Income inequality	3.8	3.1-4.4	3.7	4.7	
Children in single-parent households	36%	26-45%	21%	36%	
Social associations	8.6		22.1	5.6	
Violent crime	616		62	415	
Injury deaths	77	54-107	53	76	
Additional Social & Economic Factors (not included in overall ranking)					
Disconnected youth			9%	17%	
Median household income	\$58,900	\$51,800-65,900	\$63,300	\$51,500	
Children eligible for free or reduced price lunch	41%		33%	43%	
Residential segregation - black/white	31		22	46	
Residential segregation - non-white/white	3		14	37	
Homicides			2	6	



Greenlee County Health Department Community Health Assessment (CHA)

	Greenlee County	Error Margin	Top U.S. Performers [^]	Arizona	Rank (of 15)
Firearm fatalities			7	14	
Physical Environment					10
Air pollution - particulate matter **	5.8		6.7	6.0	
Drinking water violations	Yes				
Severe housing problems	16%	12-20%	9%	20%	
Driving alone to work	80%	76-84%	72%	77%	
Long commute - driving alone	20%	15-25%	15%	35%	

Areas to Explore Areas of Strength

[^] 10th/90th percentile, i.e., only 10% are better.
 Note: Blank values reflect unreliable or missing data
 ** Data should not be compared with prior years

2017



APPENDIX III: LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT

Respondents from: Gila Health Resources, Greenlee County Health Department, and Town of Clifton. Southeastern Behavioral Health Services, Inc (SEABHS) began the survey but did not complete.

Invited but did not respond: Freeport-McMoRan, Town of Duncan, and Canyonlands Healthcare

I. Gila Health Resources

Mission: Gila Health Resources will make full use of the strong variety of skills, certifications and experiences represented by our staff and our strategic partners, for the purpose of providing effective, high-quality, cost-efficient healthcare services, in a professional and confidential setting, according to the technical and ethical standards set forth by the regulatory agencies that oversee, and the professional organizations that provide guidance, in the delivery of professional healthcare services.

Target population: Greenlee County

Number of staff: 91

Staff skills/expertise: Medical Assistants, Registered and Licensed Practical Nurses, Medical Doctors, Physical Therapist, Physician Assistant. EMTs, and Paramedics

Important Stakeholders to your organization: Freeport, Community Organizations and Non profits, Town of Clifton, faith based community

Facilities owned by/available to your organization: The Morenci location, Safford (occmcd), Miami/Claypool (occmcd)

The organization's major health related activities/programs in the community: The Greenlee County Community Partnership Panel The E.A. College Greenlee Advisory Board The Greenlee Chamber of Commerce United Way of Graham/Greenlee Counties SEACUS, Eastern Arizona Health Education Centers, and The Domestic Violence Task Force GHR supports, and GHR staff donate their free time helping to plan, organize, and staff many community service activities and events such as: The Annual FMI Health & Safety Fair The Monthly Diabetes Education and Support Group The Community Health Assistance Fund Student Sun Safety and Faculty Health & Wellness Fairs Backpacks for Kids The Holiday Giving Project The Festival of Lights Parade The 4th of July Parade Santa's Workshop Tour and Easter Egg Hunt for Special Needs Students Friends of the Frisco River Cleanup Project, and many others.

Local groups the organization works most closely with: Safe House, Greenlee Chamber, SEACUS, EAHEC, Morenci Fitness Center, Morenci Schools, Festival of Lights Committee

How does your organization work with other organizations in Greenlee County?

Allow and support our employees to become involved members and board members with other organizations such as Safe House, SEACUS, Chamber, UW, EAHECH



What are the top three ways your organization is contributing to the health of Greenlee County?

Providing Health Care and Emergency Services 24/7 Screening for things such as Lead, Influenza, etc. support groups/education groups such as the Diabetes support groups and weight loss group.

II. Greenlee County Health Department

Mission: Promote Public Health and well being.

Target population: 10,000+

Number of staff: 25

Staff skills/expertise: Health, Home Health, Medical Assistant, Registered Nurse, Epi.

Important Stakeholders to your organization: Gila Health Resources, FMI, Schools in County

Facilities owned by/available to your organization: County Government

The organization's major health related activities/programs in the community: Immunization, Healthy People Health Community. Home Health.

Local groups the organization works most closely with: Gila Health Resources

How does your organization work with other organizations in Greenlee County?

Develop a working relationship.

What are the top three ways your organization is contributing to the health of Greenlee County?

Immunization, Education, and Outreach.

III. Town of Clifton

Mission: Provide town services to residents.

Target population: 4,510 residents

Number of staff: 37

Staff skills/expertise: Varied skills including customer service, administration, manual labor any more.

Important Stakeholders to your organization: Residents, Greenlee County, Freeport, Greenlee County Chamber, local businesses.

Facilities owned by/available to your organization: Town Hall (includes court, police and fire stations), Public Works facility, Train Depot, Elks Building, Food Bank, 234 and 236 Chase Creek St., and Clifton Library

The organization's major health related activities/programs in the community: Splash Pad, Soccer Field, Baseball fields, Walking paths, Birding Trails, Community Garden, and Farmers' Market



Local groups the organization works most closely with: Chamber, Freeport, County officials

How does your organization work with other organizations in Greenlee County?

We try to foster a collaborative approach to working with other county organizations.

What are the top three ways your organization is contributing to the health of Greenlee County?

1. Outdoor recreation opportunities 2. Police protection / public safety 3. Enforcement of building and related codes

IV. Southeastern Arizona Behavioral Health Services, Inc. (SEABHS)

Mission:

Target population:

Number of staff:

Staff skills/expertise:

Important Stakeholders to your organization:

Facilities owned by/available to your organization:

The organization's major health related activities/programs in the community:

Local groups the organization works most closely with:

How does your organization work with other organizations in Greenlee County?

What are the top three ways your organization is contributing to the health of Greenlee County?



Public Health Essential Service 1: Monitor health status to identify community health problems			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Diabetes Support Group, Weight Loss Program, Welcome to Medicare, Chronic Care Management	Yes	No	
Public Health Essential Service 2: Diagnose and investigate health problems and health hazards in the community			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Lead screening, Diabetes/A1C screening, All lab testing	Yes	No	
Public Health Essential Service 3: Inform, educate, and empower people about health issues			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Sponsor Annual Health Fair, Diabetes Support Group, Chronic Care Management,	Yes	No	
Public Health Essential Service 4: Mobilize community partnerships to identify and solve health problems			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Safe House, SEACUS, Greenlee Chamber	Yes	No	
Public Health Essential Service 5: Develop policies and plans that support individual and community health efforts			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Disaster Planning and mock drills	Yes	Yes	
Public Health Essential Service 6: Enforce laws and regulations that protect health and ensure safety.			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Through employees of Gila Health that serve on Town Council, provides laws such as hand free phones in the Town of Clifton town limits.	Yes	Yes	
Public Health Essential Service 7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable.			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS



N/A	No	No	
Public Health Essential Service 8: Assure a competent public health and personal health care workforce.			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Licensed, professional staff. Have occupational health that serves not only Freeport but all businesses including local schools	Yes	No	
Public Health Essential Service 9: Evaluate effectiveness, accessibility, and quality of personal and population-based health services.			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
N/A	No	No	
Public Health Essential Service 10: Research for new insights and innovative solutions to health problems.			
Gila Health Resources	Greenlee County Health Department	Town of Clifton	SEABHS
Attend seminars such as Vitalists sponsored by Town of Clifton to assess our needs.	Yes	No	



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APPENDIX IV: FORCES OF CHANGE

Conducted as part of the MAPP Framework, the Forces of Change Assessment focuses on identifying forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate. This answers the questions: "What is occurring or might occur that affects the health of our community or the local public health system?" and "What specific threats or opportunities are generated by these occurrences?"

The Greenlee CHA Steering Committee completed the Forces of Change Assessment through in-person discussions with NACCHO tools including a Forces of Change brainstorming worksheet and facilitated conversations. The decision was made to include the previously identified forces from the 2012 CHA, and add new rows for newly identified forces.

Forces (Trend, Events, Factors)	Threats Posed	Opportunities Created
Mine (factor)	Environmental harm; sulfuric acid leak, water contamination, chemical spill, air quality, water quality, soil contamination, contamination of San Francisco	Agriculture, Morenci Townsite Parks and Recreation, Morenci Schools
	Economic threats: layoffs, financial stability of citizens, housing market, price of copper	Health insurance, job opportunity, job growth, housing, cost of living
H1N1 Influenza (event)	Death, fear	Increased health awareness, increased vaccinations; work for public health and health care providers
Tax Legislation (event); corporate taxes generated by mine go to Maricopa County, property tax goes to Greenlee County	Housing market can be volatile based on price of copper, mine's viability	Increased funding for County budget
Federal Grant Funding (911, Homeland Security Funding – event, trend) 80% of GCHD is funded by grants	Potential program, job loss if grant funding is reduced/eliminated; would affect ability to provide services to the public	Technology for first responders, new infrastructure, public health staff and program growth



Greenlee County Health Department
Community Health Assessment (CHA)

Forces (Trend, Events, Factors)	Threats Posed	Opportunities Created
Rural setting (factor/trend)	Lack of public transportation, fewer resources, access	Lower stress, slower atmosphere; family-focused, close-knit community, close with neighbors, help/watch out for one another
Flooding (trend)	Structural/property damage, economic loss, agricultural damage/loss	Job growth, rebuild old infrastructure, federal funding
Wallow Fires (2011, event)	Severe damage to land and property; affect tourism; fish die off	Jobs; Logging industry coming in to thin forests; funding influx; renewal of land, regrowth and rebuild
Large Hispanic population (trend)	Increased need for bilingual health care providers, written materials, signage; increasing need for cultural competency	Bilingual citizens, wealth of culture and diversity; food diversity; blended cultures
High prevalence of obesity (trend)	Increased risk for heart disease, stroke, diabetes, comorbidities, etc.	Resources and efforts are focused on assisting residents in losing weight, improving diet, becoming more active; more local efforts to change behavior
Poor nutrition and sedentary lifestyles (trend)	Increased obesity, poor health	More effort to develop nutritious food options, access to nutritious food and fitness areas; Morenci Townsite
Mine Strike (1983, event)	Health/Safety, broke the union, tore families and friends apart, fear	More employment opportunities, progress
Flood (1983, event)	Property loss and infrastructure damage	Brought community back together after strike; built floodgates; grant funding; flood warning system developed; changed housing developments



Greenlee County Health Department
Community Health Assessment (CHA)

Forces (Trend, Events, Factors)	Threats Posed	Opportunities Created
Hospital Closure (1985, event)	No longer a hospital in the community; loss of jobs; no hospital beds/inpatient care; no pre-natal care or hospital births	24/7 Urgent Care opened
<i>Updated 2012-2017 Forces</i>		
Mine Expansion	Bringing in new population; increased crime, drug and alcohol abuse	Economic viability, hiring/new jobs, salary increases and bonuses Increase in funding for trails, parks, sidewalks, streets, playgrounds, community center, splash pad (all funded by FMI)
Affordable Care Act	Additional regulatory requirements for hospitals and public health system	Increased insurance
Grant funded activities	Proposed cuts to WIC, STD	Additional opportunities for Health Department and stakeholders



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APPENDIX V: ASSET INVENTORY, COMMUNITY

<i>Asset Inventory Greenlee County, Arizona</i>		
Citizen Assets		
Citizen Associations (Grassroots)		
Friends of the Frisco	Greenlee County Community Garden	
American Legion	Library Seed Bank	
Gila Watershed Partnership of Arizona		
Neighborhood Associations		
Neighborhood Watch	Facebook Groups (Morenci Uncensored, Morenci Moms)	
Morenci Pals	Morenci Metcalf Volunteer Committee	
Morenci Parks and Recreation		
Faith-based Organizations		
Catholic Church	First Assembly of God	
Latter Day Saints	Ladies of Guadalupe	
Baptist Church		
Institutional Assets		
Health Care Services		
Greenlee County Health Department		
Gila Health Resources	Alcoholics Anonymous (Morenci, Duncan)	
Canyonlands Healthcare	Southeastern Arizona Behavioral Health Services, Inc. (SEABHS)	
Dentists & Dental Clinics	Southeastern Arizona Governments Organization (SEAGO)	
Alternative Medicine Providers	Southeastern Arizona Community Action Program (SEACAP)	
Skilled Nursing Facility	Alzheimer's Support Groups (Clifton, Duncan)	
Cenpatico "Nursewise"	Arizona Counseling and Treatment Services (ACTS)	
EMT/Ambulance Providers	Walton Drug Store	
Mt. Graham Safehouse		
Cultural Assets		
Greenlee County Historical Society	Community Events and Festivals (Salsa Festival, 4 th of July, Cinco de Mayo)	
Greenlee County Chamber of Commerce	Public Spaces	
Duncan Pride Society	Colors of Copper Art show	
Clifton Visitor Center	Country Chic Visitor Center	
Recreational Assets		
School-based athletics	Community Parks	Bowling Alley
Community Centers	San Francisco River	Hunting
4H	Campgrounds	Morenci Townsite Parks and Recreation Center
County Fair	Libraries	Designated trails
Golf Course	Movie Theater	Girl Scouts/Boy Scouts



Asset Inventory *Greenlee County, Arizona*

Food System Assets			
Grocery Stores	Clifton Food Bank	American Legion	WIC
Farmers Market	Morenci Food Bank	Meals on Wheels	Senior Center
Corner Stores	Gleaning Program	School Lunch Program	Restaurants
Public Safety Assets			
Police Departments	Search and Rescue	School Resource Officer	Crisis Intervention
Fire Departments	Probation Officers	CERT	
Local Public Health Departments	Neighborhood Watch	National Guard	
Emergency Medical Services	Citizen Corps	Victim Witness Program	
Arizona Rangers	Jails	FMI ERT, HazMat Teams	
Employment Assets			
FMI	One Stop Shop Unemployment/Job Placement		
Schools	Farmers and Rural Employers		
Greenlee County	Western Industrial		
Local Government	Greenlee County Chamber of Commerce		
Forest Service	Easter Seals/Blake Foundation		
Lions Club	Community Provider for Enrichment Services		
Basha's	Jay's Construction, Sollers Construction		
Transportation Assets			
Senior Citizen Van	Arizona Department of Transportation (ADOT)		
Gentle Ride	Taxi		
Public Works	Airport		
Housing Assets			
Assisted Living Facility	Foster Care		
Employee Housing (FMI)	SEACAP		
Private Homes			
Rental Housing			
Educational Assets			
Public Schools K-12	Public Libraries		
EAC	HeadStart		
NAU	U of A Extension Program		
Online Learning	Senior Center		
GIFT Program	Wild Kitten Den (Daycare/Pre-School)		
Morenci Learning Center			
Organizational Assets			
Future Farmers of America			
Future Business Leaders of America			



Asset Inventory *Greenlee County, Arizona*

Environmental Assets

Lower Eagle Creek	Parks
San Francisco River	Campgrounds (Granville, Juan Miller)
Morenci Mine Lookout	Fairgrounds
Black Hills Back Country Byway	Birding trails
Hiking, walking, biking trails	Loma Linda Park and Track
Splash Pad	Coronado Trail, Mule Creek Drive, Hannagan Meadow Lodge
Community Garden	

Additional Community Resources and Assets may be found here:

- Greenlee County Points of Interest
<https://www.co.greenlee.az.us/pointsofinterest.aspx>
- Morenci Town website, refer to current Activity Guide
<http://www.morencitown.com/>
- Graham & Greenlee Counties Resource Guide
<http://www.graham.az.gov/explore-graham/community-resources/>



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NEXT STEPS: COMMUNITY HEALTH IMPROVEMENT PLAN

The Community Health Assessment gathered secondary data from the U.S. Census, the Robert Wood Johnson Foundation, the University of Arizona Center for Rural Health, and other sources to quantify the health of Greenlee County. Primary data from the general public, the Local Public Health System, and the CHA Steering Committee provided qualitative information on the health of the community, as well as community strengths, areas for improvement, assets, and other resources.

Using this compiled information to gain a better understanding of the health of Greenlee County, the next step in the process is to review and prioritize the findings. These health priorities will be captured in a Community Health Improvement Plan (CHIP) for Greenlee County. The Steering Committee will meet, discuss the findings of the Community Health Assessment, and determine health priorities based on the CHA findings and community and Local Public Health System partner input.

Community Health Improvement Plan (CHIP) Framework

The CHIP implementation plan/work plan will be created by first developing goals and measurable objectives for each identified health priority. The Steering Committee will choose strategies, create a timeline, develop performance measures, and determine the organizations and/or persons responsible to address each identified health priority.

It will be important to monitor progress on the work plan implementation and the meeting of goals and objectives. Greenlee County will involve the community and Local Public Health System in the development and implementation of the Community Health Improvement Plan.



THANKS AND ACKNOWLEDGEMENT

This Community Health Assessment was created with the assistance of many parties.

The Greenlee County Health Department greatly appreciates the time, energy, and effort put forth by the staff and community stakeholders that comprised the CHA Steering Committee and the Local Public Health System. The Greenlee County Health Department has a highly dedicated team of staff that truly cares about and contributes to the health and well-being of this community.

The Arizona Department of Public Health was also instrumental in coordinating the statewide effort to conduct Community Health Assessments in each county, and in the provision of secondary data.

The Greenlee County Health Department would also like to acknowledge the time and effort put forth by citizens that completed the Community survey, and hopes to continue to engage and empower the community to be involved in the health and well being of the entire community.



ENDNOTES

- ⁱ <http://www.naccho.org/topics/infrastructure/chachip/index.cfm>
- ⁱⁱ Greenlee County, 2003, *2003 Greenlee County Comprehensive Plan*, adopted March 4, 2003
- ⁱⁱⁱ Most of the data provided and summarized in this plan are taken from the WRCC website beginning at the following URL: <http://www.wrcc.dri.edu/CLIMATEDATA.html>
- ^{iv} Office of the State Climatologist for Arizona, 2004. Partially taken from the following weblink: <http://geography.asu.edu/azclimate/narrative.htm>
- ^v Excerpts taken from the Greenlee County website at the following URLs:
<http://www.co.greenlee.az.us/History/MorenciMining.aspx> and
<http://www.co.greenlee.az.us/History/HistoryHomePage.aspx>
- ^{vi} Arizona Department of Commerce, 2009, *Community Profile for Duncan, Arizona*
- ^{vii} Arizona Department of Commerce, 2009, *Community Profile for Duncan, Arizona*
- ^{viii} Public Health Accreditation Board. (2011). *Standards and Measures, Version 1.0*. Retrieved October 28, 2012 from <http://www.phaboard.org/accreditation-process/public-healthdepartment-standards-and-measures/>
- ^{ix} Mrela, C.K. & Torres, C. (2009). *Arizona Health Status and Vital Statistics*. Arizona Department of Health Services.



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