



# Community Health Needs Assessment 2026-2028 Implementation Plan

Mayo Clinic in Arizona



# Introduction

## Mayo Clinic

Guided by our integrated Practice, Research and Education mission, Mayo Clinic is committed to innovating treatments and cures and providing compassionate care, expertise and answers to patients around the world.

We are focused on transforming healthcare, ensuring the best possible care is available to those in need and enabling more people to heal at home. Our researchers relentlessly pursue breakthroughs that yield earlier diagnoses and new cures, and we are educating the next generation of healthcare professionals, including allied health and the physician workforce.

In 2025, Mayo Clinic cared for patients from every U.S. state and 140 countries, reflecting a model of care that combines deep community roots with global expertise. Across the communities it serves, Mayo Clinic invests in prevention and education, while providing highly specialized care for serious, complex and rare conditions. Mayo Clinic encompasses three destination medical center campuses, as well as other clinics and hospitals, with locations in Arizona, Florida, Minnesota and Wisconsin. Further extending our reach, Mayo Clinic provided over a million digital outpatient appointments in 2025.

## Mayo Clinic in Arizona

Mayo Clinic in Arizona is a tertiary care referral center specializing in the management of serious or complex conditions, with a core focus on oncology, cardiovascular services, neurosciences and transplant medicine. The hospital, which opened in 1998, was designed to deliver high-quality care with a team-based, patient-centered approach. The hospital campus includes a seven-story patient tower with 368 licensed beds, 36 operating rooms and an emergency department. Other specialized services include proton beam therapy for advanced cancer care, a 7Tesla MRI to support the best in neurological care, and one of the nation's largest adult, solid-organ transplant centers.

Mayo Clinic serves patients in Maricopa County and the state of Arizona, as well as from all 50 states, five U.S. territories and more than 70 countries. Mayo Clinic in Arizona has been ranked the #1 hospital in Arizona for 13 consecutive years.

Mayo is a trusted collaborator and positive force across the communities it serves and is dedicated to inspiring hope and advancing health by providing the highest standard of patient care through integrated clinical practice, education and research. The organization is a strategic resource and clinical partner to referring hospitals and physician practices across the state and across the globe.

### **Community Health Needs Assessment (CHNA) Implementation Plan & Community Collaborations**

This Community Health Needs Assessment (CHNA) implementation plan is a response to the coordinated assessment conducted by the Maricopa County Department of Public Health (MCDPH). The original assessment was developed in collaboration with Phoenix area healthcare providers, including Adelante Healthcare, Banner Health, Dignity Health, Native Health, Phoenix Children’s Hospital, St. Vincent de Paul Medical Clinic, and other healthcare organizations serving Maricopa County. Mayo Clinic selected three priority areas that tie back to the broader goals being served by all these healthcare organizations.

The Mayo Clinic CHNA employed a mixed-methods approach, integrating secondary (quantitative) data from established sources with primary insights gathered through focus groups, surveys, and stakeholder engagement. The assessment was conducted in coordination with the previously identified healthcare providers, leveraging data and resources provided by the Maricopa County Department of Public Health and its primary data sources.

Mayo Clinic conducted a comprehensive review of priority areas identified by CHNA partner hospitals, community clinics, the State of Arizona, and Maricopa County to inform its own priorities for the 2026–2028 CHNA cycle. Following this review, existing priority areas were endorsed through a formal governance process, including the Maricopa County Department of Public Health, the Mayo Clinic Community Relations Committee and the Mayo Clinic in Arizona Executive Operations Team.

Mayo Clinic in Arizona maintains longstanding, strategic relationships with organizations that advance community health, including key collaborators such as:

**Adelante Healthcare** is a community-based health system in the Phoenix area that provides primary care and preventive services to underserved populations. Their integrated model includes medical, dental, behavioral health, and support services, with a focus on improving access and health outcomes. Through community-focused programs and culturally responsive care, they work to reduce health disparities.

**Circle the City** is a Phoenix-based nonprofit that provides healthcare services to individuals experiencing homelessness. Their programs include medical respite care, mobile/street health outreach, and integrated primary care designed to address both acute and chronic conditions. By combining clinical services with case management and support resources, they help patients stabilize their health and transition toward longer-term care and housing solutions.

**Coalition of Blacks Against Cancer** in Phoenix is a nonprofit organization focused on providing education, support, and resources to Black individuals impacted by cancer. They work to increase awareness of cancer prevention, screening, and treatment while addressing disparities in outcomes within the Black community. Through outreach programs, support groups, and educational initiatives, they aim to improve access to information and strengthen support for patients and families.

**Mountain Park Health** is a non-profit community health center that works with the communities it serves to sustain and improve health by providing affordable primary care. The organization has been providing whole-patient care for more than 40 years, including sites in Goodyear, Glendale, Tempe, and Phoenix.

**Neighborhood Christian Clinic** is a non-profit medical and dental clinic located in central Phoenix. The clinic opened for patient care in 1999, providing medical, dental and behavioral healthcare services to the uninsured, underserved community.

**Palomino Primary School and Palomino Intermediate School** are Title I schools located in north Phoenix. These schools have a high percentage of children from low-income families. They emphasize whole-child support, offering not just academic instruction but also access to services like health clinics, food assistance and family support programs through community resources on campus.

**Phoenix Indian Medical Center** is operated by the Indian Health Service. The hospital provides direct healthcare services to 156,815 patients annually. The top five Tribes represented by the PIMC patient population are the Navajo Nation of Arizona, the Salt River Pima-Maricopa Indian Tribe, the Pascua Yaqui Tribe, the Gila River Pima Maricopa Tribe and the Tohono O’odham Nation.

**St. Vincent De Paul** is a nonprofit organization dedicated to serving individuals and families experiencing poverty and homelessness through a wide range of support services. They operate programs that provide emergency shelter, affordable housing, daily meal services, and free medical and dental care. Through these efforts, they aim to meet immediate needs while also helping people achieve long-term stability and self-sufficiency.

**Valleywise Health** is a large public healthcare system based in Phoenix that plays a central role in Arizona’s safety-net care. It is Maricopa County’s public teaching health system.



# Prioritized Health Needs

Following a comprehensive analysis of the Community Health Needs Assessment data, and in alignment with its clinical expertise and organizational commitments, Mayo Clinic in Arizona identified three priority health areas for focused strategic action.

These top three health priorities are:

- 1. Access to care**
- 2. Cancer care**
- 3. Social drivers of health**

# Community Health Implementation Plan Overview

## Priority 1 Summary: Access to Care

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Mayo Clinic Hospital's objective in this priority is to expand access to expert specialty services for non-Mayo Clinic patients who have historically faced limited or no opportunity to receive appropriate treatment. This priority emphasizes strengthening referral pathways, enhancing care coordination, and leveraging clinical expertise to ensure timely, equitable access to high-quality, complex care.

### CURRENT SITUATION AND DATA

Access to healthcare was identified as a health need, with health insurance coverage and poverty being the top two contributing factors.

According to the CHNA in 2025, underserved populations face significant barriers to healthcare access, leading to delayed care and poor health outcomes. In 2022, about 11% of the population in Maricopa County was uninsured and living below the poverty level. The 2023 CHNA survey found that almost two in five (35.8%) indicated that in the past 12 months, they were "Sometimes" or "Never" able to get medical care when needed.

**GOAL: Improve access to comprehensive coordinated specialty care in community settings and at Mayo Clinic.**



### STRATEGY

Address barriers to care through medical volunteerism and patient navigation that expand access to care for underserved populations.

### INITIATIVE

**Expand access to specialty care for uninsured populations via community partnerships and Mayo physician outreach.**

- **Neighborhood Christian Clinic:** Continue a community-based care model in partnership with the Neighborhood Christian Clinic, which delivers essential healthcare services to uninsured people across Phoenix. Annually providing nearly 10,000 patient visits, the clinic serves a fully uninsured population, addressing critical gaps in access to primary and specialty care.

- This initiative includes Mayo Clinic engagement in gynecology and neurology care. This relationship, including the engagement of Mayo Clinic medical students and faculty, has existed over the last five years. Care delivery is further strengthened through a network of donated pathology services, discounted laboratory testing, and accessible imaging resources. For patients requiring surgical interventions, established referral pathways with regional hospital partners, including Mayo Clinic, exist.
- **Phoenix Indian Medical Center:** Continue to provide cancer support to patients via this community partner, a relationship that has existed for more than 15 years. Rotating Hematology/Oncology physicians from Mayo see PIMC patients on their medical campus weekly.
- Patients seen at Phoenix Indian Medical Center, who would benefit from complex care services, are referred for care at Mayo Clinic. Pathways have been created to ensure barriers to care can be managed.

### MEASUREMENT

- Physician hours spent in the community caring for patients at alternative sites.
- Patients referred to Mayo Clinic.

### INITIATIVE

**Expand access to specialty care through Mayo Clinic navigators focused on outreach and creating a bridge to complex care for Indigenous and Spanish-speaking patients within Arizona.**

- Mayo Clinic employs patient navigators in transplantation and cancer care to support outreach and improve access for underserved populations. The program began as an innovation grant proposed by staff and is now fully operationalized. These efforts create a stronger bridge to specialty care for patients who need it most and include outreach components.

- Navigators serve as a direct connection to Indigenous communities across Arizona, helping address patient needs related to health literacy, language, culture and spirituality. They guide patients through complex care and help reduce barriers to advanced treatment. Navigators exist in transplantation and cancer care.
- A Spanish-speaking patient navigator also exists within the Mayo Clinic Cancer Center, extending support to Spanish-speaking patients who may face health literacy, language and other barriers to specialty care. This reach extends beyond traditional interpreting services.

### MEASUREMENT

- Number of Indigenous and Spanish-speaking patients served by patient navigators.
- Number of outreach activities to expand connections with these communities.

### INITIATIVE

#### Community-based health education and outreach across practice areas.

- Community outreach and engagement model: Advance access to care through targeted community health education initiatives delivered in collaboration with faith-based organizations and community-based partners.
- This initiative enables Mayo Clinic staff to extend their expertise beyond traditional care settings, improving access to education for populations that have historically faced barriers in healthcare.
- Efforts are delivered through a multidisciplinary model, engaging physicians, medical students, nurses, and allied health professionals across departments and programs, including the Mayo Clinic Alix School of Medicine, the Center for Health Equity and Community Engaged Research, the Office of Belonging, Mayo Employee Resource Groups, the Department of Nursing and more.
- Programming is intentionally focused on underserved communities with elevated socioeconomic and healthcare disparities and is implemented in partnership with trusted local organizations.
- Mayo Clinic malpractice coverage extends to staff participating in these activities, ensuring appropriate support for care delivery in community-based settings.

### MEASUREMENT

- Community outreach events.
- Number of Mayo Clinic employees engaged in volunteer efforts.

### GOAL

**Strengthen access to care for underserved populations by supporting the development of community-based clinic sites that also serve as training environments for future physicians.**

### STRATEGY



Invest in community-based clinical infrastructure and collaboration to expand access while advancing medical education.

### INITIATIVE

#### St. Vincent de Paul clinic capital and education collaboration.

- Sustain the long-term collaboration with **St. Vincent de Paul** (SVdP) through continued faculty/student rotations and a financial commitment of \$100,000 annually over five years, with a 4% annual increase, to support the development of a new clinic serving underserved populations.
- This initiative is designed to expand access to care by advancing the interests of St. Vincent de Paul patients and by engaging Mayo Clinic's up-and-coming physicians in a commitment to meeting the community's needs. Mayo's expert faculty physicians see patients alongside medical students, reinforcing learning and supporting the best patient care.

### MEASUREMENT

- Financial support for clinic expansion.
- Number of Mayo Clinic faculty and medical students participating in clinical rotations at SVdP.

## Priority 2 Summary: Cancer Care

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Cancer is the second leading cause of death in Maricopa County, with lung, breast and prostate cancers driving the highest mortality rates and was identified as a significant community health concern by 13.4% of CHNA respondents (CHNA 2025).

### CURRENT SITUATION AND DATA

According to the CHNA in 2025, Cancer remains a leading cause of mortality in Maricopa County, ranking second overall based on 2022 age-adjusted death rates. The highest mortality burden is observed in lung cancer across the overall population, breast cancer among women, and prostate cancer among men. Reflecting its significant community impact, the 2023 (CHNA) identified cancer as a top health concern, with 13.4% of respondents reporting that it affects them or people in their care.

### GOAL

**Expand access to coordinated cancer care for patients referred by community clinics.**

### STRATEGY



Expand access to coordinated cancer care by supporting patients through their primary care providers and facilitating referrals to Mayo Clinic for advanced diagnosis and treatment when clinically appropriate.

### INITIATIVE

**Strategic partnership to expand specialty access through charity care.**

- **Adelante Healthcare:** Continue an existing partnership with Adelante Healthcare, a federally qualified health center, to offer services for underserved patients with complex care needs beyond the scope of their clinic. (30-40 patients, including breast biopsy/diagnosis, colon cancer biopsy/diagnosis, cervical cancer biopsy/diagnosis).
- **Mountain Park Health Center:** Continue an existing partnership with Mountain Park, a federally qualified health center, to offer services for underserved patients with complex care needs beyond the scope of their clinic. (10 patients, including breast biopsy/diagnosis).
- **Valleywise Health:** Continue an existing partnership with Valleywise, a safety net hospital serving Maricopa County, to offer services for underserved patients with complex care needs. (12 echocardiograms per year, 12 bone marrow biopsies per year).

- Through the Mayo Clinic Hospital Patient Access Review Panel, this initiative provides charity care support for patients identified by federally qualified health clinics and centers annually, ensuring access to needed services when a path to care is not clear.
- **St. Vincent de Paul:** explore a new offering related to sleep studies for patients with related health concerns.
- The cost of these services is expected to exceed \$1 million and represents one part of a broader commitment to charity care.

### MEASUREMENT

- Number of patients referred for follow-up.
- Cost of charity care offered to referred patients.

### GOAL

**Reduce cancer burden and disparities through education by the Mayo Clinic Comprehensive Cancer Center.**

### STRATEGY



Advance community-based cancer prevention and education through community-based, evidence-informed education and outreach that promotes risk reduction and early adoption of preventive behaviors, with a focus on underserved and high-risk populations.

### INITIATIVE

**Community-based cancer education and outreach implementation.**

- Implement targeted, evidence-based cancer prevention education programs in collaboration with **Mayo Clinic Comprehensive Cancer Center's Community Outreach and Engagement (COE) Program** and **community stakeholders**.
- This initiative focuses on interventions addressing tobacco cessation, nutrition and physical activity, and sun safety to reduce cancer risk, particularly for breast, colorectal, prostate, skin, uterine and lung cancers. Leveraging trained cancer advocates and community health workers, the initiative delivers culturally responsive programming designed to increase awareness, improve health literacy, and drive sustainable behavior change, with a focus on underserved and disproportionately impacted populations.

- Continue support for the Coalition of Blacks Against Cancer (CBAC), a community-based organization co-founded by two Mayo Clinic emeritus leaders, to address disparities in breast and prostate cancer outcomes among high-risk populations. CBAC engages survivors, caregivers, and families through monthly support forums and delivers culturally responsive education and outreach through faith-based and community organizations, including churches, mosques, and other local partners, to improve awareness, early detection, and outcomes within disproportionately impacted communities.

## MEASUREMENT

- Number of education sessions/events conducted.
- Total individuals reached through programming.

## GOAL

**Improve early detection and health literacy related to GI cancers.**

## STRATEGY



Expand community-based cancer education and patient-centered pathways to care with a focus on GI cancers with community partners.

## INITIATIVE

**Community-integrated GI cancer screening and care model.**

- Implement a comprehensive, community-integrated approach to gastrointestinal cancer screening and care in partnership with **Adelante Healthcare**, a federally qualified health center. Mayo Clinic faculty, residents, and fellows provide ongoing on-site GI clinic services, including routine screening for colorectal and other GI cancers, supplemented by monthly screening efforts led by GI fellows.
- In collaboration with the Mayo Clinic Comprehensive Cancer Center's Community Outreach and Engagement (COE) Program, this initiative also engages trusted partners, including the **Coalition of Blacks Against Cancer (CBAC) and local faith-based organizations**, to design and deliver community-centered screening events that increase awareness and participation.
- Patients with positive screening results are referred to Mayo Clinic for diagnostic colonoscopy at no cost. People diagnosed with cancer who meet financial eligibility criteria receive comprehensive treatment at Mayo Clinic at no cost to the patient or referring partner. This model strengthens early detection, ensures continuity of care, and reduces disparities in cancer outcomes across underserved communities.

## MEASUREMENT

- Number of GI clinic visits conducted at Adelante Healthcare.
- Number of community screening events held with partners (e.g., CBAC, faith-based organizations).

## GOAL

**Improve access to breast and cervical cancer care.**

## STRATEGY



Expand access to comprehensive women's cancer treatment through community collaborations with Adelante Healthcare and Mountain Park Health.



Advance access to breast and cervical cancer services by strengthening partnerships with these federally qualified health centers and ensuring coordinated pathways for diagnosis and treatment in underserved patients.

## INITIATIVE

**Breast and cervical cancer charity care collaboration program.**

- Patients are referred through established clinical pathways, ensuring timely access to high-quality, coordinated care. This initiative prioritizes people who meet financial eligibility criteria and face significant barriers to care, with the goal of improving early detection, reducing delays in treatment, and addressing disparities in women's cancer outcomes.

## MEASUREMENT

- Types and volume of services provided (diagnostics, treatment).
- Total value of charity care provided.

## GOAL

**Improve cancer awareness and health literacy among Spanish-speaking populations.**

## STRATEGY



Expand culturally and linguistically appropriate cancer education through community partnerships.



Enhance cancer prevention and early detection by delivering culturally responsive, language-accessible education tailored to the needs of Spanish-speaking and underserved populations, in collaboration with community health partners.

## INITIATIVE

### Spanish-language cancer education and outreach program.

- Develop and disseminate culturally and linguistically tailored cancer education materials through the Mayo Clinic Comprehensive Cancer Center in partnership with **Adelante Healthcare**. These resources focus on breast, lung, colorectal, and uterine cancers, with an emphasis on prevention, early detection, and timely engagement in care.

- Materials are integrated into clinical and community-based settings to support patient education, improve health literacy, and facilitate informed decision-making. This initiative prioritizes accessibility and cultural relevance to better engage Spanish-speaking populations and reduce disparities in cancer awareness, screening, and outcomes.

## MEASUREMENT

- Number of materials developed and disseminated.
- Number of partner sites utilizing materials (e.g., Adelante clinics).

## Priority 3 Summary: Social Drivers of Health

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Mayo Clinic Hospital’s 2026–2028 CHNA implementation plan for social drivers of health focuses on addressing key needs, including access to food; housing and homelessness; heat relief; and transportation, alongside financial insecurity through strategic collaborations, clinical support, education, leadership engagement, and financial investment to strengthen community-based organizations, enhance care delivery, and promote stability and self-sufficiency for vulnerable populations in Maricopa County.

### CURRENT SITUATION AND DATA

Social drivers of health continue to affect health outcomes in Maricopa County. For example:

- In 2022, more than 530,000 residents (12%) experienced food insecurity, while housing affordability remained a significant concern, with 71.9% of CHNA respondents rating it as “Fair” or “Poor.”
- Housing instability has intensified, reflected in a steady increase in the unsheltered population from 2018 to 2022.
- Extreme heat further exacerbates these challenges, with 608 confirmed heat-related deaths in 2024 and 47.9% of respondents reporting limited access to cooling resources.

Additional barriers include inadequate transportation access (cited by 30.4% of respondents) and experiences of discrimination (reported by 35.3% within the past year).

### GOAL

**Improve health outcomes for those experiencing instability in housing, food and employment.**

### STRATEGY



Strengthen and sustain community-based partnerships to expand access to care by leveraging Mayo Clinic’s integrated expertise, medical student/faculty engagement, and resource alignment in support of underserved populations.

### INITIATIVE

**Sustain and expand strategic collaborations with community collaborators, including Circle the City and St. Vincent de Paul, to deliver care and services to underserved populations.**

- Mayo Clinic medical students, alongside faculty, volunteer to provide medical care to underserved and unhoused populations.
- Efforts also include Mayo Clinic leadership engagement (e.g., board participation), financial contributions and staff engagement.
- Services are delivered across multiple community sites, including respite facilities and care clinics, with a focus on stabilizing health conditions, improving continuity of care, and expanding access to a full spectrum of services for uninsured and underserved individuals.

### MEASUREMENT

- Number of Mayo Clinic medical students, faculty and staff engaged.
- Number of patients served across community collaborator sites.



# Summary of health needs not addressed

Maricopa County has identified the following five priority health needs:

- Mental health
- Access to care
- Access to healthy food
- Substance use
- Housing and homelessness

Mayo Clinic in Arizona has aligned its efforts by incorporating **access to healthy food** and **housing and homelessness** within the broader social drivers of health framework.

After evaluating these Maricopa County priorities, Mayo Clinic determined that a focused approach would yield the greatest impact. Areas of concentration where it can provide the highest value and expertise include: **access to care, cancer care and social drivers of health**. Given resource considerations, this targeted strategy is designed to maximize community benefit.

While Mayo Clinic supports mental health and well-being through internal programs and related to select clinical services, it does not maintain a broad-based community mental health practice. Similarly, Mayo Clinic in Arizona does not operate a dedicated substance use program.



# Additional Mayo Clinic resources that benefit community health

## **BUILDING A HEALTHIER WORLD**

At Mayo Clinic, we think big and act boldly to improve the health of communities and accelerate equality and diversity in healthcare. We share our knowledge globally, impact policy and partner with others to create lasting — and much-needed — change for a healthier world.

## **IMPROVING HEALTH EQUITY**

We partner with community organizations to [end health disparities](#) through educational programs, personalized healthcare and community-engaged research. We're accelerating recruitment of diverse investigators and clinical

trial participants to eliminate bias in medicine and science and ensure more cures for all. We're strengthening our pipelines for healthcare professionals and leadership development. We're also using our [Mayo Clinic Platform](#) to make innovative care accessible for all.

Through our extensive research and education efforts, Mayo Clinic brings the breadth and depth of its expertise in all specialties of medical practice to all communities we serve. Since much of our research takes place in and around our locations, our local communities oftentimes are the first to benefit from practice improvements developed from new discoveries.

**OVERARCHING MAYO CLINIC RESOURCES THAT BENEFIT LOCAL HEALTH NEEDS INCLUDE:**

**Biomedical Research at Mayo Clinic**

[Mayo Clinic research programs](#) encompass thousands of active and new studies to improve the prevention and treatment of disease. Research teams at Mayo Clinic comprise experts from multiple disciplines and Mayo Clinic sites. Mayo Clinic brings our unique expertise and integrated, multidisciplinary approach to medicine to benefit community health. For more information, visit [Research at Mayo Clinic](#).

**Mayo Clinic Robert D. and Patricia E. Kern Center for the Science of Health Care Delivery**

The Kern Center for the Science of Health Care Delivery analyzes and coordinates resources to improve care delivery models and increase value for patients. Advanced care models are applied to our local communities first.

For more information, visit the [Kern Center for the Science of Health Care Delivery](#).

**Center for Clinical and Translational Science (CCaTS)**

Mayo Clinic's CCaTS works to speed up the translation of research results into therapies, tools and patient care practices that improve community health. CCaTS makes connections, finds best practices, bridges gaps, and engages the community in medical research and education expertise. For more information visit: <http://www.mayo.edu/ctsa/> and <http://www.mayo.edu/ctsa/community>.

[Explore more about our community engagement.](#)

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