



Northern Arizona Healthcare **Health and Wellness Village**

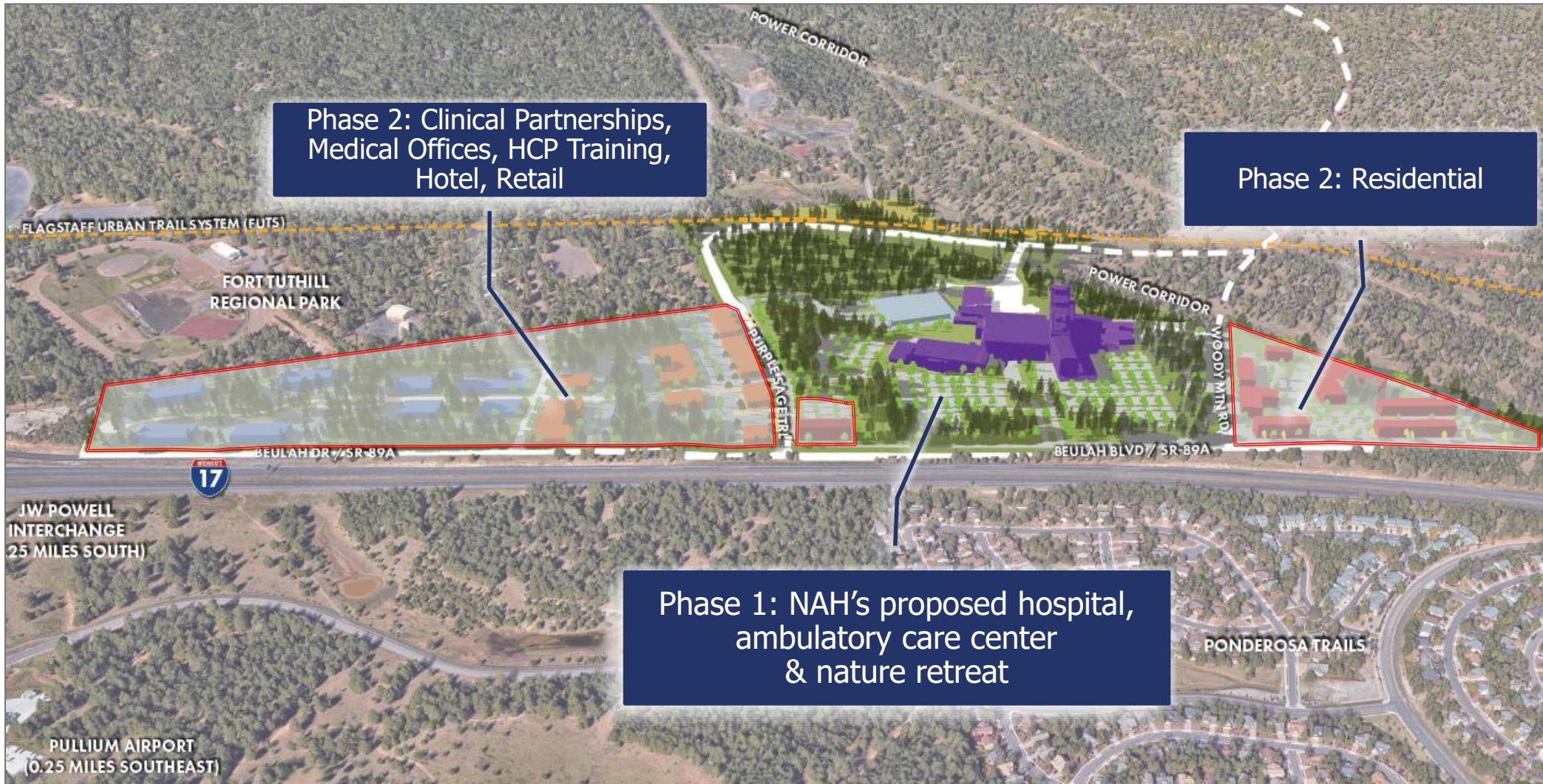
Planning and Zoning Commission

April 12, 2023



HEALTH AND WELLNESS VILLAGE

Proposed campus will be developed in two phases





HEALTH AND WELLNESS VILLAGE

Aligned with Social Determinants of Health

Lifestyle and behavior along with economic, environmental, and social gradient form the Social Determinants of Health

Social Determinants of Health account for 80% of health outcomes, medical factors determine 10%





HEALTH AND WELLNESS VILLAGE

Our goals for the proposed Health and Wellness Village

Build a state-of-the-art medical facility with advanced technologies to **meet the growing patient needs of northern Arizona**

Create an environment that improves **recruitment and retention of industry-leading health care professionals** to address anticipated future workforce challenges

Improve access to specialized, tertiary care – reducing travel to Phoenix for northern Arizona patients

Break down barriers that are limiting operational excellence in Flagstaff



HEALTH AND WELLNESS VILLAGE

Who we are





HEALTH AND WELLNESS VILLAGE

Making health care available to all

25% of patients are considered **financially disadvantaged**

Sole community provider health system in northern Arizona

Apache and Navajo counties are two of the **most impoverished counties** in the country; disproportionately and historically underserved communities

1/3 of our patients at Flagstaff Medical Center are **enrolled members of Native American tribes**

NAH provided **more than \$125 million in care for patients** who would not have been able to afford those services otherwise in FY2021

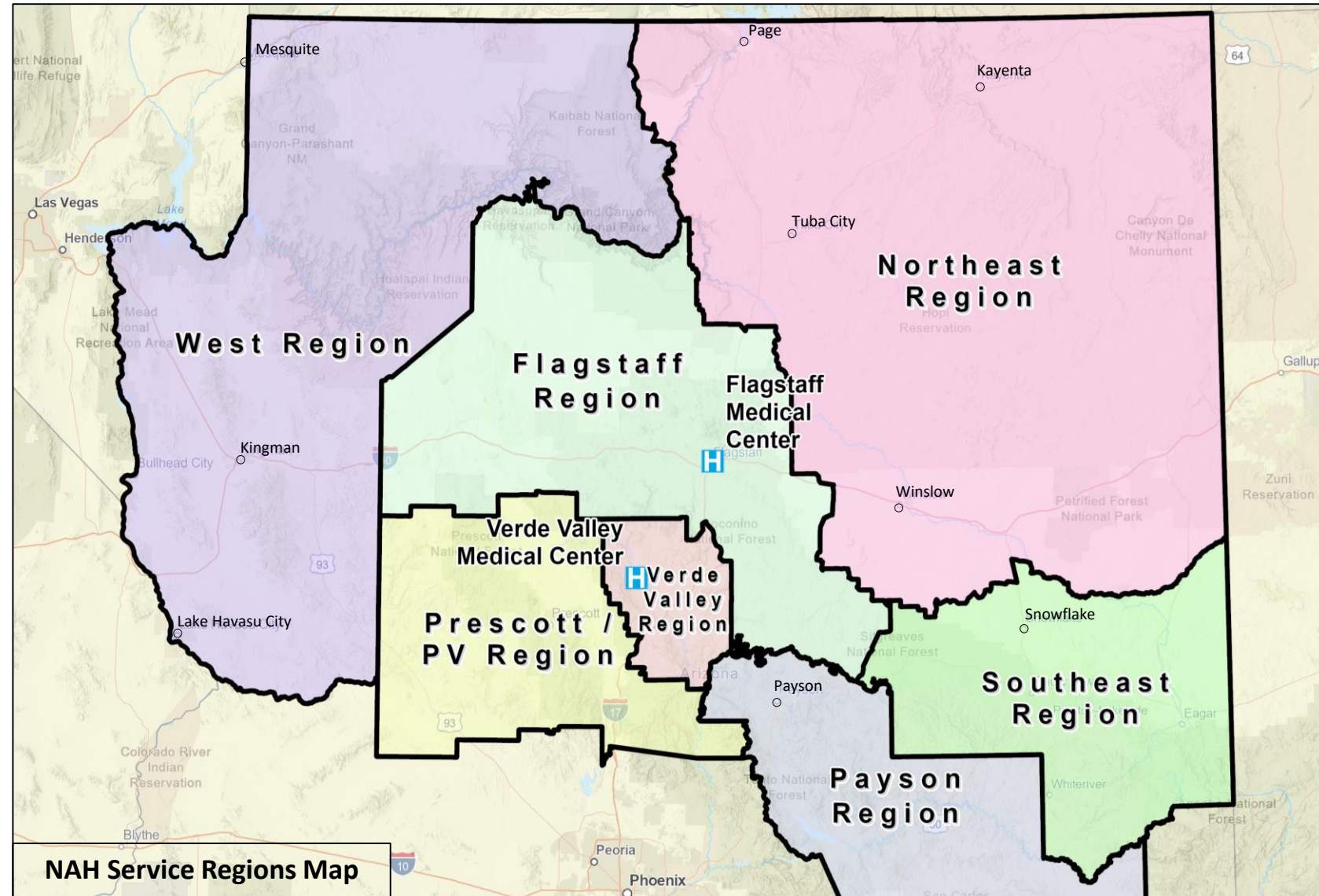


HEALTH AND WELLNESS VILLAGE

Serving Flagstaff and northern Arizona communities

50,000 square miles that's home to more than 1 million people

- Providing secondary and tertiary care to large, medically underserved areas, and tribal nations and sovereign lands
- The only Level 1 Trauma facility north of Phoenix, providing critical, life-saving care to residents and visitors





HEALTH AND WELLNESS VILLAGE

Growing with our community since the beginning

From Dr. Secrist's original location in the 1930s to today, our health care services have evolved to meet the needs of Flagstaff and northern Arizona

Flagstaff Hospital built in 1971 – A community hospital providing limited services

Expansion to the East Campus in 1987 – Serving more acute health care needs and a growing population

Level 1 Trauma Center Designation in 2005 – Providing the highest level of trauma care for critically ill or injured patients





HEALTH AND WELLNESS VILLAGE

Planning for the future of health care

We've conducted multiple, thorough analyses of how best to meet region's need for the next generations

- Over the past 20 years, NAH has developed recommendations for 5 plans for growth at the current location
- Earlier plans were not viable options
- Each would have led to an unacceptable disruption of care for patients or were insufficient in addressing the region's long-term needs and growth

The reality is that Flagstaff Medical Center cannot be expanded or remodeled to meet patient needs

- Renovations or expansions would require closing or limiting available services during and after remodeling or new construction

Considerations for our proposal focus on the importance of planning for the next 50+ years, not just the next 5 to 10 years

- We assessed multiple locations for a new campus, including greenfield and in-fill options
- The proposed location and design address current and future needs
- We also have learned from the challenges of the current campus, and planned the flexibility required for future needs of the community



HEALTH AND WELLNESS VILLAGE

Improving health, healing people

Designed for efficient, effective patient care – from exam and patient rooms to the operating room and recovery

- Optimal nurse-to-patient ratios in all areas of the hospital
- Universal exam and treatment rooms to maximize clinical and operational excellence
- Emergency department will address current limitations → Patients can be seen quickly so they can be treated and discharged or admitted for additional care



NAHOSC Outpatient Surgery Operating Room



HEALTH AND WELLNESS VILLAGE

What the new campus will provide

We are committed to delivering on our vision of always better care for our patients and community

- Designed to grow with the community and to accommodate future growth of the campus
- Incorporating the lessons learned from the COVID-19 and its impact on patient care
- All patient rooms will be single occupancy, providing privacy and improved infection control
- Bringing new state-of-the-art health care services to Flagstaff and reducing travel to Phoenix for health care needs



Example of a current FMC ICU Room



HEALTH AND WELLNESS VILLAGE

Improving the Emergency Department experience

Optimal layout and design of an ED, based on the needs of patients

Linear Design

- Provides more direct observation of patients and access for care givers, without compromising the ability for the care team to collaborate
- Allows for flexing up/down of the overall department, as patient volumes and acuity change throughout the day
- Ideal for future growth/expansion, as the line can simply extend to the North

Patient Segmentation

- More isolated exam rooms for intoxicated patients, reducing the risk of cross-patient incidents
- Introduction of quick-look bays, close to the entrance, to speed the triage and treatment of low-acuity visits





HEALTH AND WELLNESS VILLAGE

Flagstaff is the regional hub of northern Arizona

Education

Northern Arizona University
Coconino Community College

Transportation

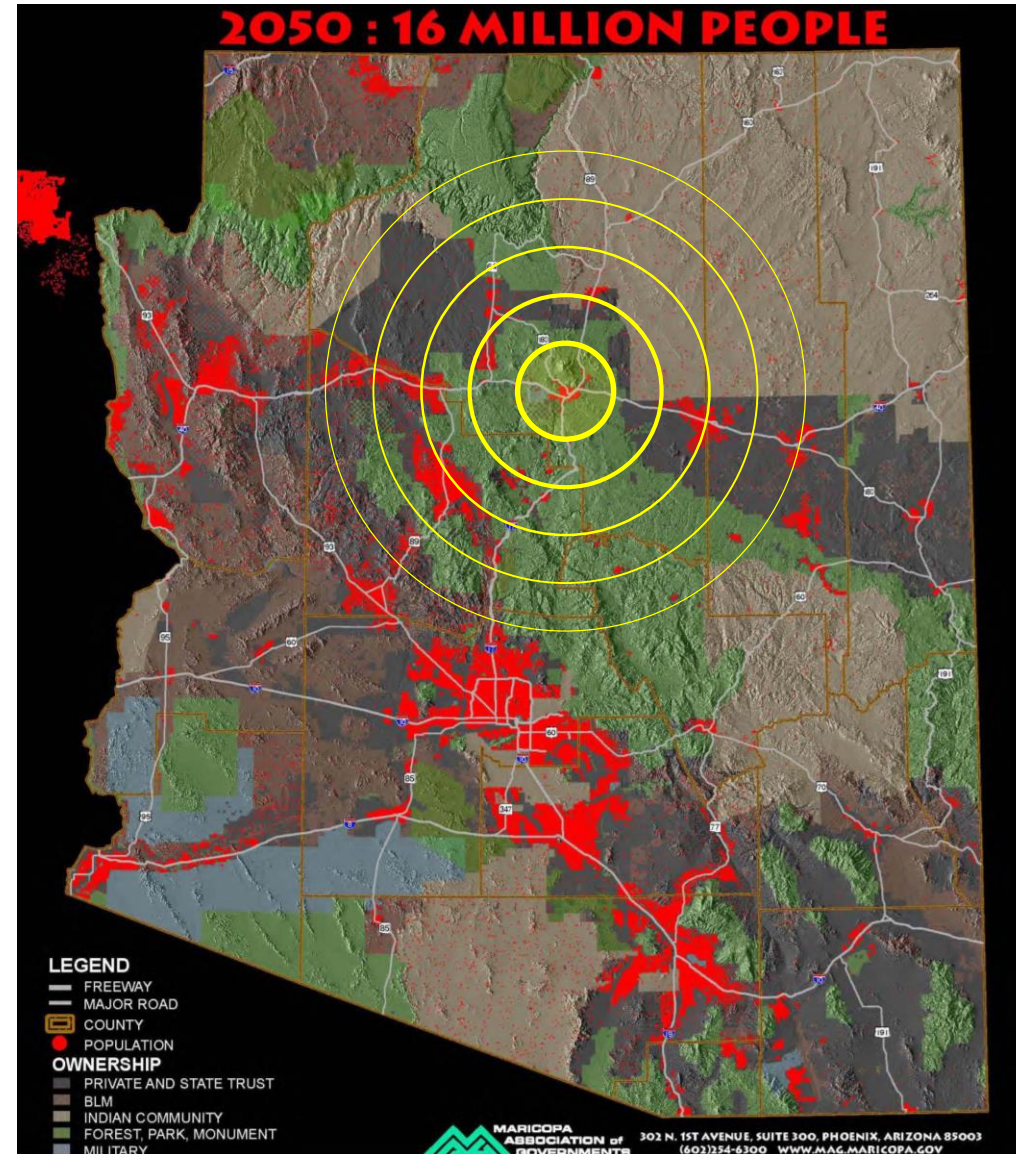
Regional Airport (with direct flights out of state)
I-17 / I-40 Interchange

Tourism

Grand Canyon National Park
Arizona Snowbowl
Ft. Tuthill County Park

Health Care

Flagstaff Medical Center (only Level 1 Trauma Center in the region)
North Country HealthCare (largest Federally Qualified Health Center in the area)



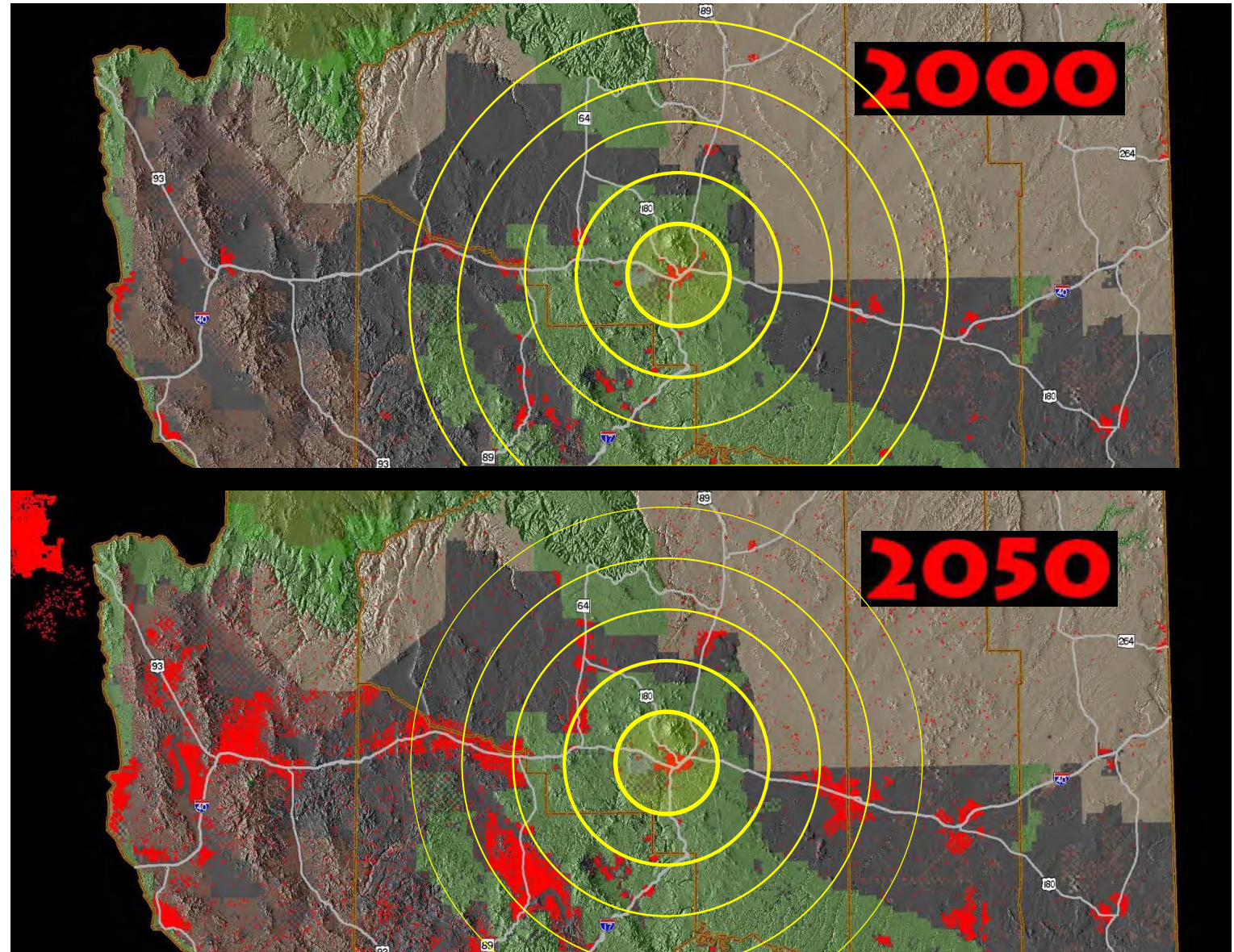


HEALTH AND WELLNESS VILLAGE

We are preparing for the region's future health care needs

Projected population growth will increase demand for:

- In-patient hospital beds
- Emergency Department visits
- Trauma services
- In-patient and out-patient surgical treatment
- Diagnostic imaging services
- Chronic disease treatment and management
- Cancer care and support services
- Timely and integrated care





HEALTH AND WELLNESS VILLAGE

Hyperbaric and Wound Healing Center

Medically Underserved Populations

Our region has more than 1 million people in communities across northern Arizona, including large, medically underserved areas.

Chronic Wounds

Medically underserved communities have higher average numbers of patients suffering from chronic wounds that often require amputation.

NAH's Plan

We have received federal funding to build a new wound and hyperbaric care center. This specialized care will expand treatment options and reduce the number of patients requiring amputations.





HEALTH AND WELLNESS VILLAGE

Other health village concepts

“A place where you can live, work and play, it’s all based on health and wellness.”

– Craig Johnson, Union Village

Union Village, Henderson, Nevada

Acute Care Hospital; Ambulatory Surgical Center; Retail; Entertainment; Residential Apartments; Senior Living

Minnesota Health Village, Maple Grove

Maple Grove Hospital; Retail; Green Spaces; Public Trails; Multifamily Housing; Senior Living; Research and Education Uses



Minnesota Health Village in Maple Grove



HEALTH AND WELLNESS VILLAGE

A Health and Wellness Village fit for northern Arizona

**Honoring our commitment to providing always better care
with a focus on holistic wellbeing**

- Keeping high-quality health care closer to home for the patients and community we're honored to serve
- Strengthening regional development and job creation
- Partnering for HCP training and education opportunities
- Helping address the local housing crisis
- Increasing access to outdoor activities and the city's vibrant parks and trails





ADDRESSING RECENT PUBLIC COMMENTS & QUESTIONS



HEALTH AND WELLNESS VILLAGE

Promoting or achieving nearly 100 goals and policies set forth in Flagstaff's Regional Plan

- **Providing high-quality emergency response and public safety services including medical and ambulance transport service. (Goal PF.3)**
- Increasing the variety of housing options and expanding opportunities for employment and neighborhood shopping within a suburban neighborhood. (Goals NH.3 & LU.13)
- Promoting varied modes of mobility, especially pedestrian and bicycle access. (Goal T.2 & T.6)
- **Investing in the development of a new, planned activity center, which promotes the continued physical and economic viability of the region's commercial districts. (Goals ED.8, LU.15., LU.18)**
- Completing significant portions of the planned Road Network. (Goal T.1)
- **Accomplishing new development, on the periphery, which will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing civic space, and a variety of housing types; all while protecting sensitive natural features. (Policy NH.1.6)**
- Achieving the grouping of medical and professional offices, research, and skill training with other necessary workforce services and transportation options. (Policy LU.15.1)
- Promoting and improving the region's healthy system of convenient and accessible trails. (Goal REC.1)



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Emergency response services: Fire and EMS

Residential development near J.W. Powell is already driving increased need for more robust emergency response services

NAH's Guardian Transport

- New location will lessen emergency vehicle traffic through downtown
- Residential development along I-17 will require that NAH expand Guardian Transport operations
- Emergency response times will be similar

Flagstaff Fire Department

- NAH will cover half the capital costs to relocate and enhance Flagstaff Fire Department Station 6 on Lake Mary Road to a new location





HEALTH AND WELLNESS VILLAGE

Ease of access for Flagstaff and northern Arizona

With a regional service area of 50,000 square miles, more than 60% of NAH patients live outside of Flagstaff

- Downtown traffic makes it difficult for many patients to get to FMC today
- Most NAH employees will have a more convenient commute from their existing addresses
- The maturity of downtown development will make it increasingly difficult to add capacity to the traffic network
- Flagstaff residents will continue to have access to a hospital providing tertiary and Level 1 Trauma care close to home vs. traveling to Phoenix

Neighborhood	Time to FMC	Time to New Hosp.	Gain (Red.) in Commute
Cheshire	8 min	24 min	16 min
Coconino Estates	4 min	20 min	16 min
Southside	6 min	12 min	6 min
Sunnyside	7 min	14 min	7 min
Doney Park	20 min	20 min	0 min
Country Club Estates	13 min	13 min	0 min
Pine Canyon	13 min	9 min	(4 min)
Ponderosa Trails	16 min	6 min	(10 min)
University Heights	17 min	5 min	(12 min)
Railroad Springs	13 min	9 min	(4 min)
Flagstaff Ranch	18 min	11 min	(7 min)
Kachina Village	22 min	10 min	(12 min)



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Noise and traffic impact

Helicopter traffic

- Guardian Air provides lifesaving, critical transport for patients who need to receive immediate care
- Guardian Air's Flagstaff base is located at Pulliam Airport and will remain there
- Impact for neighbors and Ft. Tuthill will be comparable to current experience





HEALTH AND WELLNESS VILLAGE

Ease of access: Transit and road design

Mountain Line

- We are and will support Mountain Line's efforts to secure funding for future expansions of the public transit system
- NAH will provide shuttle service between the nearest current bus stop and the future campus at no cost to any rider

NAH's Patient Transportation

- We have partnered with Mountain Line to locate and design bus shelters on the campus
- All roads being improved will support bus transit, bikes and pedestrian traffic, with enhanced safety features
- We will continue to provide Lyft and Uber rides for patients who do not live on a bus line (~1,600 trips/yr)
- Patients covered by Arizona Health Care Cost Containment System (AHCCCS) are provided rides to and from healthcare services at no cost

Road Design

- We have partnered with the City of Flagstaff and MetroPlan, to submit for a \$45 million USDOT grant (to assist with the improvements to Beulah Boulevard)
- Beulah improvements will include a re-aligned Mountain Dell Rd intersection, improving safety with a 90-degree intersection and protected refuge lanes

J.W. Powell & I-17 Interchange

- We are working with ADOT to accommodate for the widening of the J.W. Powell and I-17 bridge, as part of their planned in-kind replacement
- The City of Flagstaff has agreed to be the lead applicant for a Bridge Improvement Program grant that could bring upwards of \$36 million in federal funds to Flagstaff



HEALTH AND WELLNESS VILLAGE

Ft. Tuthill and event traffic

Accessing the Ft. Tuthill events

- Widening J.W. Powell Bridge and Beulah will provide additional capacity and improve safety for during events

Special events

- As is required now, special event organizers must plan and implement traffic mitigation plans for events held at Ft. Tuthill
- Improvements to Beulah and the J.W. Powell/I-17 bridge will provide additional options for special event traffic

Current campus vs. proposed location

- NAH patients currently must navigate traffic congestion from events hosted downtown
- Seasonal tourism contributes to downtown traffic that impedes patient access to FMC
- Proposed campus will be more easily accessible via I-17 and I-40 for patients and ambulances – even during special events





HEALTH AND WELLNESS VILLAGE

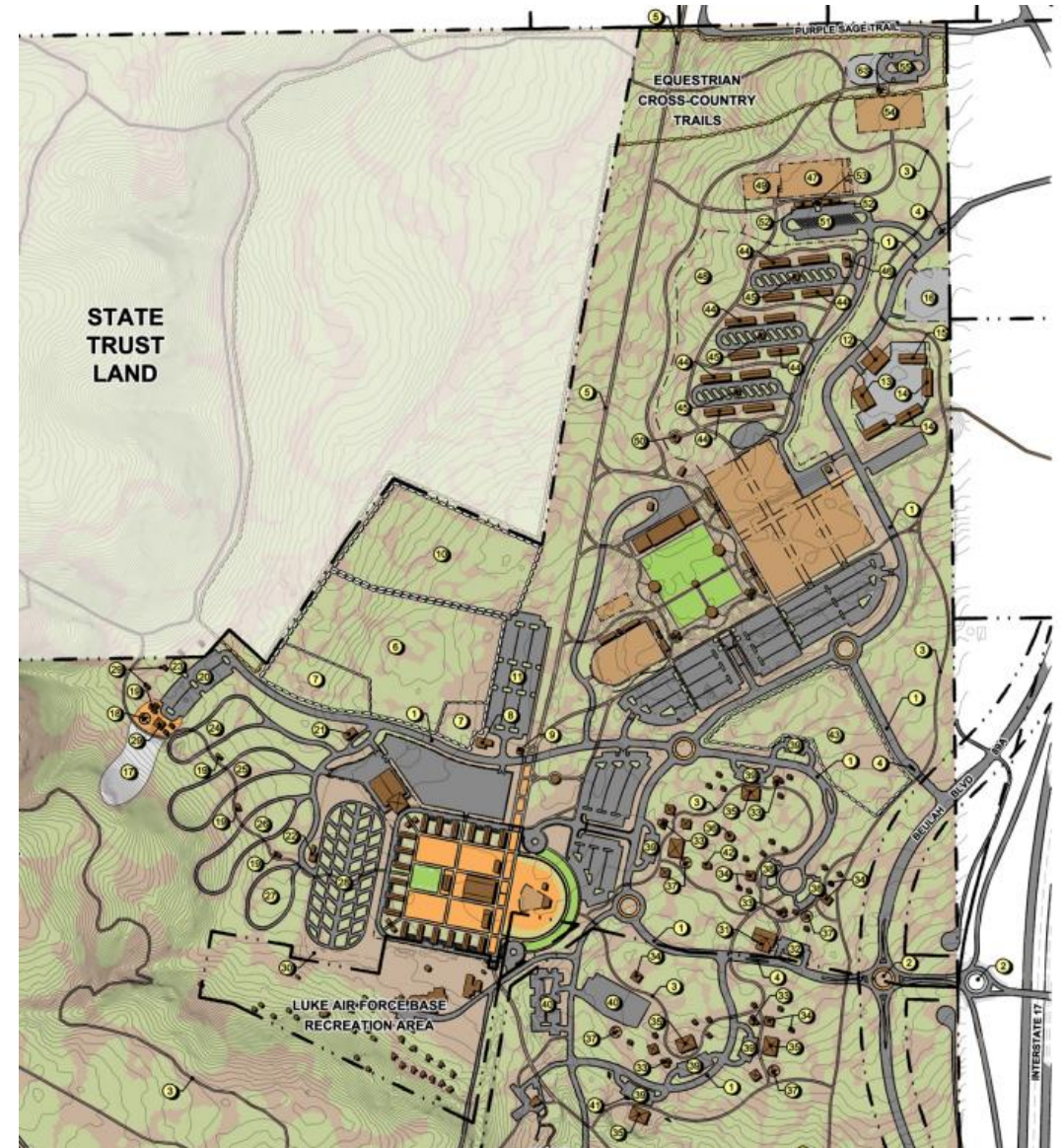
Partnering with Coconino County

Protecting the park's boundaries, while maintaining and improving access

- The Health and Wellness Village was re-envisioned, with the more intense/dense development occurring to the north
- Our plan aligns with the County's master plan as we incorporate connectivity with roads and trails

Preservation of existing trail network

- Re-alignment of Purple Sage Rd north of the existing road, providing additional buffer between Soldiers Trail and the road
- The shift of Purple Sage Rd will give back 14 feet of current roadway easement to the County
- Throughout the 172-acre Health and Wellness Village, there are multiple integrations with the existing park and FUTS trails





HEALTH AND WELLNESS VILLAGE

Guiding principles for the campus design

Create a campus and facility that is connected to its community, site, nature, and the future development

- Create an authentic building design that is respectful and responsive to its natural environment
- Respect the natural resources of the development and model good stewardship of the environment

Creating environment and operations that provide for innovation

- Operational excellence for continuity of care
- Staff retention
- Patient and family experience

Sustainability and resiliency

- Natural environment influence on the built environment
- Resiliency that's measurable and has a lasting impact

All risk ready and flexible

- Flexibility and infrastructure to meet emerging care and response models
- Living laboratory



Exterior Facade Design from Elevated Perspective



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Sustainability and resiliency

Hospital operations focus: Use reduction and resiliency

Reduce Energy

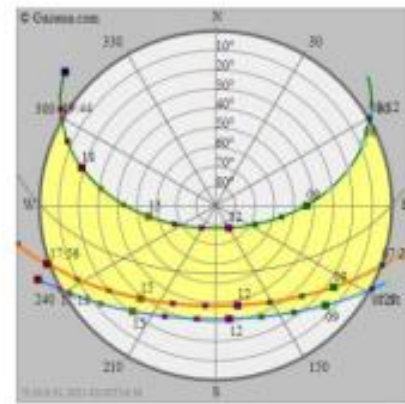
- 15% below Energy Star 75 Target
- 45% reduction, compared to existing peak demand use
- Energy recovery and required life cycle

Reduce Water Demand

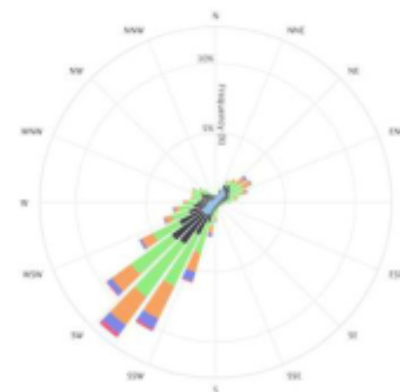
- 10 million gallon reduction, annually
 - Heat recovery chiller technology
 - Vacuum sanitary system

Focus on supply chain and reuse

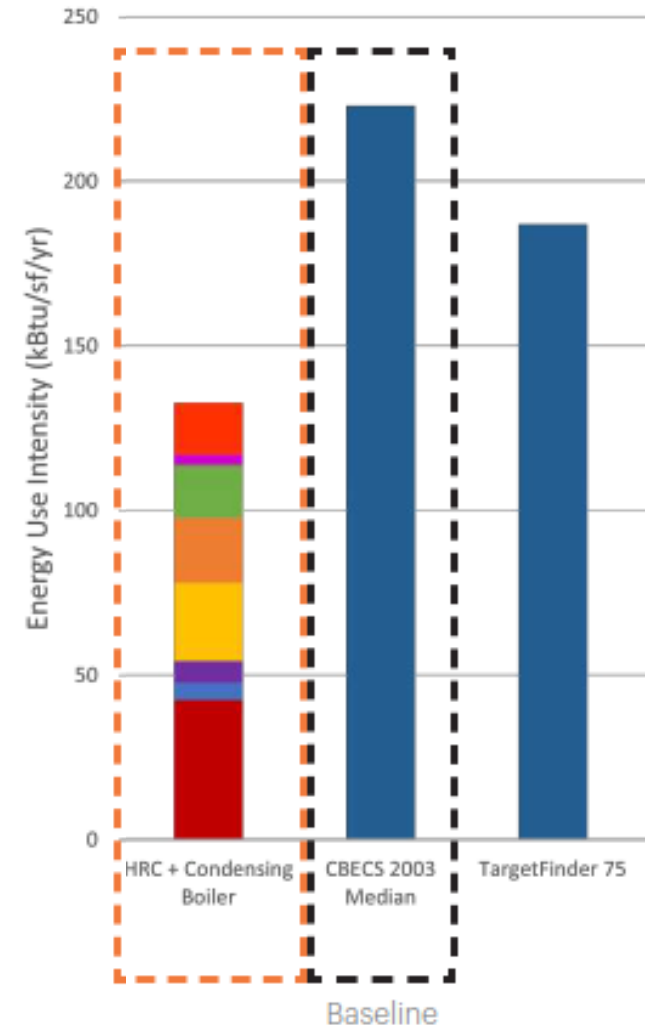
- Reuse materials
- Efficient scheduling and on-demand services
- Design for changing trends in climate and care



SOLAR



WINDROSE

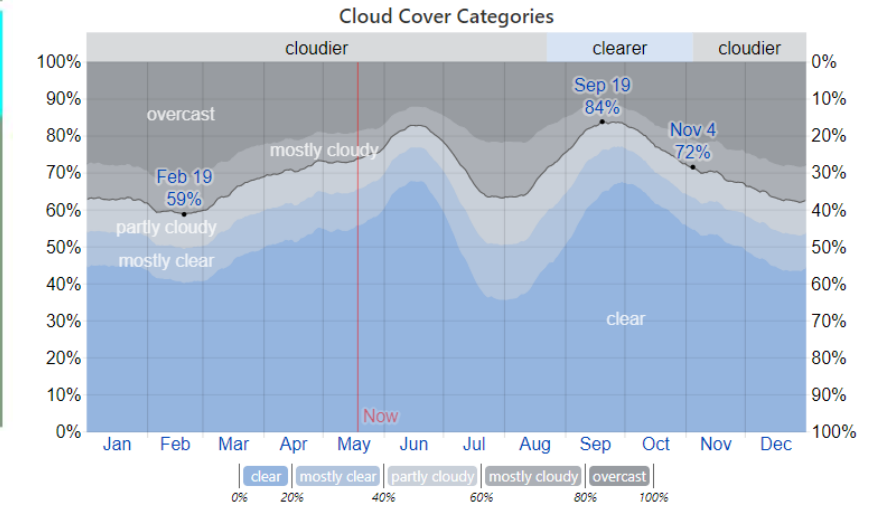
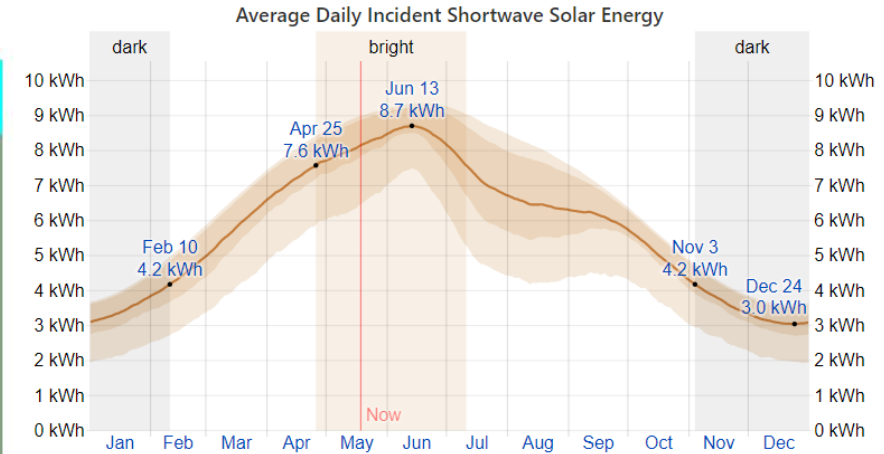
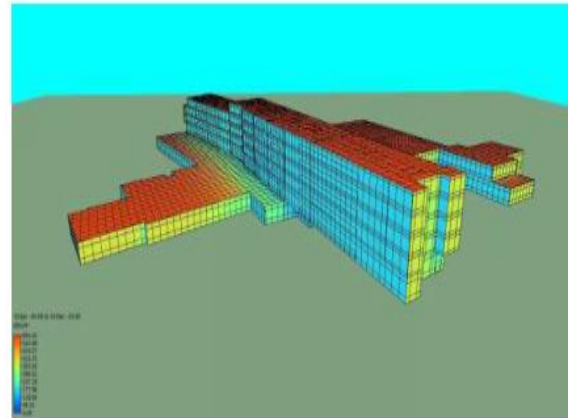
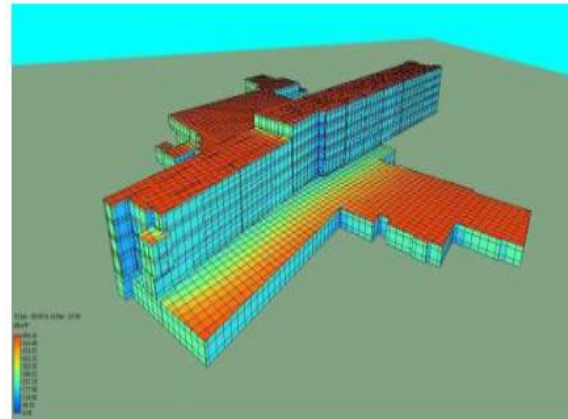




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Carbon reduction strategy

- Baseline heating provided by electricity in place of natural gas
- Select medical and kitchen equipment evaluated for electric requirements in place of natural gas
- Vendor partners in alignment with NAH Sustainability & Carbon strategies
- Embodied carbon considered in design
- Long-term solar strategy
 - Hospital and ACC in Phase I are structured for solar
 - Phase II development to meet precedent and goals





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Redeveloping FMC

Committed to seeing the current campus enhance the surrounding neighborhoods and the downtown district

- This will be a transparent, collaborative process through a community redevelopment advisory council
- We are engaging P.U.M.A., who partnered with the Downtown Business Alliance and the City of Flagstaff on a downtown vision plan
- P.U.M.A. has already spent days meeting with City representatives, downtown business leaders, residents around the FMC campus, and other community organizations
- We are meeting with City Planning and Development leadership to align the FMC visioning exercise with the regional plan update



Flagstaff Downtown Vision Planning (P.U.M.A.)



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Impact on private practice and medical office buildings





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Advocates for improved health care

**Approximately 300+ individuals
and community leaders**

**Arizona Health Care Cost
Containment System**

**Arizona Medical
Association**

**Northern Arizona
Association of Realtors**

**Arizona Nurses
Association**

**Arizona Osteopathic
Medical Association**

**Arizona
Commerce
Authority**

**Arizona Public Health
Association**

**Dr. Richard Carmona
Former U.S. Surgeon General**

**Flagstaff Unified
School District**

**Sen. Kyrsten Sinema
(I-Ariz.)**



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Continued community engagement

ADOT & City Traffic

Sen. Mark Kelly

Verde Valley Mayors,
Managers, Supervisors, Tribe
and Nation Bi-Weekly Meeting

Coconino County
Representatives

Sen. Kyrsten Sinema

City of Cottonwood

Flagstaff City Manager

Rep. Tom O'Halleran

Coconino Community College

ECONA

Forest Highlands HOA

Northern Arizona Leadership
Alliance

Flagstaff Chamber of Commerce

Vision Communities

City of Flagstaff Sustainability
Planning

Airport Commission

University Heights

Mountain Line/NAIPTA

Northern Arizona Association of
Realtors

Northern Arizona Building
Association

Navajo Nation

Downtown Business Alliance

City of Flagstaff Development

Northern Arizona University

Sterling Real Estate

Arizona Department of Health
Services

Townsite Homes

Assistance League of Flagstaff

Public Meetings per City
Guidelines on 01/04, 01/18,
10/10

Flagstaff City Support Divisions

Friends of Flagstaff

Sustainability Commission

Mountain Dell Ridge HOA

Neighboring Landowners

Continuum of Care Flagstaff

Recent meetings include:

- Coconino County Leadership (2/15)
- Mountain Line (3/7)
- ADOT (3/31)
- Coconino County Parks & Public Works (4/4)
- Arizona Commerce Authority (4/4)
- Congressman Eli Crane (4/6)



HEALTH AND WELLNESS VILLAGE

Responding to public comment

We request the opportunity to respond to public comments and questions during today's meeting

Our formal ask of the P&Z Commission

Forward this request to the Flagstaff City Council with a recommendation approving the adoption of the NAH Health Village Specific Plan and amendment to the Zoning Map



Exterior Facade Design



HEALTH AND WELLNESS VILLAGE

Mission

Improving health, healing people.

Vision

Always better care.

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

Values

