

Virginia Mason Franciscan Health
Virginia Mason Medical Center

2022 Community Health Implementation Strategy

Adopted November 2022



2022 Community Health Implementation Strategy

Virginia Mason Medical Center

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At-a-Glance Summary

<p>Community Served</p> 	<p>The Virginia Mason Medical Center Community Health Needs Assessment (CHNA) identified King County as the primary service area of the hospital. King County has over 2.1 million residents and covers over 2,300 square miles. The community is increasing its racial and ethnic diversity. The population of children under 18 is now 53% people of color. One in four King County residents live in a household where a language other than English is spoken.</p>	
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> • Access to Care • Behavioral Health • Chronic Disease (includes food security) • Violence Prevention • 	
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p>Access to Care: Support programs that help those who are unhoused, uninsured, or under-insured obtain quality, affordable care. Increase community education and access to maternal child health programs.</p> <p>Behavioral Health: Support programs that break down barriers to receiving quality mental health treatment, such as virtual behavioral health care. Expand behavioral health programs that focus on vulnerable populations, such as those who are unhoused or HIV+.</p> <p>Chronic Disease: Support programs that prevent and manage chronic disease, with a focus on heart disease and diabetes. Work with partners to reach underserved and low-income populations with culturally-relevant interventions and clinical research trials.</p> <p>Violence Prevention: Expand the VMFH Violence Prevention Initiative across South King County. Support efforts to prevent human trafficking and sexual assault through community groups and hospital task forces.</p>	
<p>Anticipated Impact</p> 	<p>Access to Care: VMFH intends to increase the number of community members enrolled in insurance, especially Medicaid. VMFH intends to continue supporting those affected by homelessness and HIV.</p> <p>Behavioral Health: VMFH intends to increase capacity for both inpatient and outpatient behavioral health care. VMFH intends to build better linkages to receiving behavioral health care in the wider community.</p> <p>Chronic Disease: VMFH intends to increase access to healthy food for vulnerable community members with chronic diseases. VMFH will expand health education programs in the community.</p> <p>Violence Prevention: VMFH will expand the capacity of community-based organizations that focus on youth violence, human trafficking, and sexual assault.</p>	

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Planned Collaboration



Access to Care: VMFH and VMMC intend to work with Bailey-Boushay House, Seattle Housing Authority, Project Access NW, and numerous other community organizations.

Behavioral Health: VMFH and VMMC will work with Bailey-Boushay House, Concert Health, various behavioral health agencies and community partners to achieve our goals.

Chronic Disease: VMFH will collaborate with Benaroya Research Institute, Seattle Housing Authority, United Healthcare, and other community organizations.

Violence Prevention: VMFH will work with the University of WA, the WA State Department of Commerce, Office of Violence Prevention and Firearm Safety, and other community based organizations to expand violence prevention programs in South King County.

This document is publicly available online at <https://www.vmfh.org/about-vmfh/why-choose-vmfh/reports-to-the-community/community-health-needs-assessment.html>.

Written comments on this report can be submitted to the VMFH Community Integration Office at 34515 9th Ave South/MS21-59/Federal Way, WA 98003 or by email to VMFHCommunityHealth@vmfh.org.

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Our Hospital and the Community Served

About VMFH and Virginia Mason Medical Center

Virginia Mason Franciscan Health is a nonprofit health system with over 300 sites of care, 11 top-tier hospitals, 18,000 team members, and over 5,600 physicians and advanced practice providers throughout the Puget Sound region.

Virginia Mason Medical Center is a 336-bed hospital in Seattle, WA. In Fiscal Year 2022, Virginia Mason Medical Center generated over 75,000 inpatient days and over 21,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$47 million in 2022.

Our Mission

Virginia Mason Medical Center's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

Virginia Mason Medical Center delivers compassionate, high quality, affordable health care and advocates for members of our community who might have difficulty accessing and paying for necessary medical care. In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and a plain language summary of the policy are on the VMFH website at <https://www.vmfh.org/billing-insurance/financial-assistance---discounts>.

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Description of the Community Served

Virginia Mason Medical Center is located in Seattle, WA. A summary description of the community is below. Additional details can be found in the CHNA report online.

King County has over 2.1 million residents and covers over 2,300 square miles. The community is increasing its racial and ethnic diversity. The population of children under 18 is now 53% people of color. One in four King County residents live in a household where a language other than English is spoken.

Although poverty rates are declining in Seattle, King County, and Washington state, disparities persist by race, place, and disability. One in five King County residents live in poverty or near poverty. More than 38% of young adults (ages 18-24) and nearly half of Black and Indigenous/Alaska Native residents live below 200% of the federal poverty level. Over 35% of King County youth are eligible for free or reduced price lunch.



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Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in May 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at <https://www.vmfh.org/about-vmfh/why-choose-vmfh/reports-to-the-community/community-health-needs-assessment.html> or upon request at the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Behavioral Health	The CHNA calls out residents dying from unintentional injuries related to poisoning (by both legal and illegal substances).	Yes
Chronic Disease	The CHNA points to concerns around obesity, cancer, diabetes, and hypertension.	Yes
Access to Care	Communities of color continue to be disproportionately uninsured.	Yes
Food Security	There was a large jump in food insecurity among Black residents before the onset of the pandemic.	Yes

Significant Needs the Hospital Does Not Intend to Address

Virginia Mason Medical Center intends to address all priority health areas from the CHNA. Food security will be addressed in both the access to care and chronic disease areas. In addition, VMHC will address violence prevention in this implementation strategy.

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This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

Virginia Mason Medical Center is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

This implementation strategy was created with input from multiple VMFH leaders and staff. Some of the departments involved included Mission, Community Health, Community Relations, Administration, Care Management, and the Board of Directors.

Community input and contributions to this implementation strategy included discussions with external community groups, public health departments, community-based organizations, and other health systems.

The programs and initiatives described here were selected based on their alignment with identified community health priorities, resources available to address these challenges, and availability of partnerships to reach underserved populations.



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Community Health Strategic Objectives

Virginia Mason Medical Center believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.



Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.




Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.



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Strategies and Program Activities by Health Need

 Health Need: Access to Care					
Anticipated Impact (Goal)	VMFH intends to increase the number of community members enrolled in insurance, especially Medicaid. VMFH intends to continue supporting those affected by homelessness and HIV.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Bailey-Boushay House Skilled Nursing	<ul style="list-style-type: none"> Continue to provide inpatient care through a 35 bed skilled nursing facility for those living with HIV and other end of life complex diseases. 	•	•	•	•
Bailey-Boushay House Outpatient Program	<ul style="list-style-type: none"> Continue to operate an outpatient program for those living with HIV, which includes medication support and access to basic needs. 	•	•	•	•
Bailey-Boushay House Shelter Program	<ul style="list-style-type: none"> Continue the overnight shelter for the homeless population, which can accommodate up to 50 residents per night. 	•	•	•	•
Project Access	<ul style="list-style-type: none"> VMFH provides financial support and donated care to Project Access programs across our service area. Project Access provides insurance premium support, donated care, and care coordination to vulnerable community members. 	•	•	•	•
Medical Respite	<ul style="list-style-type: none"> Provide dedicated space for homeless patients to recuperate after a hospital stay. 	•	•	•	•
Specialty Pharmacy Services	<ul style="list-style-type: none"> Increase access to vital specialty medicines for patients with rare or complex conditions in areas that are typically underserved. 	•		•	•
Outreach from Graduate Medical Residents	<ul style="list-style-type: none"> Virginia Mason Medical Center Graduate Medical Education residents will continue to provide care to patients at the Eastgate Public Health Center. 		•	•	
LGBTQ+ Health Care Services	<ul style="list-style-type: none"> Expand primary care services to be more welcoming and inclusive of LGBTQ+ patients. 	•	•	•	


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 Health Need: Access to Care					
More in Common Alliance	<ul style="list-style-type: none"> Medical students from Morehouse School of Medicine will spend time in VMFH hospitals. Explore making the Morehouse School of Medicine Community Health Worker training program available in communities served by VMFH. 	•	•	•	•
Pathways Community HUB	<ul style="list-style-type: none"> Support a sustainable network of Community Health Workers who can meet the cultural and social needs of those with chronic diseases. 	•	•	•	•
Food Recovery	<ul style="list-style-type: none"> VMFH plans to pilot food recovery programs where we connect hospital food waste to local hunger relief organizations. 	•	•	•	•
Patient Support	<ul style="list-style-type: none"> Support patients with transportation, housing, medical equipment, clothing and other needs. 	•	•	•	
Insurance Enrollment	<ul style="list-style-type: none"> Continue enrolling qualified patients into Medicaid and other support programs. 	•	•	•	•
Planned Resources	VMFH and Virginia Mason Medical Center will use as a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and Virginia Mason Medical Center will partner with Bailey-Boushay House, Project Access NW, Morehouse School of Medicine, and numerous other community-based organizations on these initiatives.				


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 Health Need: Behavioral Health					
Anticipated Impact (Goal)	VMFH intends to increase capacity for both inpatient and outpatient behavioral health care. VMFH intends to build better linkages to receiving behavioral health care in the wider community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Bailey-Boushay House Chemical Dependency Program	<ul style="list-style-type: none"> Continue to provide chemical dependency support and outreach to those living with HIV. 	•	•	•	•
Virtual Behavioral Health Care	<ul style="list-style-type: none"> Expand partnership with Concert Health to provide virtual consultations and care to vulnerable patients. Continue referral partnership with Quartet Health, which provides virtual psychiatry to Medicaid patients who do not have a primary care provider or access to other behavioral health services. 	•			•
Support for Asylum Seekers	<ul style="list-style-type: none"> Provide in-kind psycho-social exams for those seeking asylum. 	•	•		
Planned Resources	VMFH and Virginia Mason Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and Virginia Mason Medical Center will partner with Bailey-Boushay House, Concert Health, Catholic Community Services, and numerous other community-based organizations on these initiatives.				


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 Health Need: Chronic Disease					
Anticipated Impact (Goal)	VMFH intends to increase access to healthy food for vulnerable community members with chronic diseases. VMFH will expand health education programs in the community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Clinical Research at BRI	<ul style="list-style-type: none"> VMFH will support the work of Benaroya Research Institute, which helps find new treatments for type 1 diabetes and other autoimmune conditions. 		•		•
Community Catalyst Project	<ul style="list-style-type: none"> Partner with United Healthcare, local housing authorities, and other partners to address diabetes and depression at housing authority properties. 	•	•	•	•
Congregational Health Ministries	<ul style="list-style-type: none"> Continue supporting faith communities as they create and sustain health ministries. Continue supporting FaithHealth in Action, which helps faith communities of color create health ministries. 		•	•	
Postpartum Wellness and Recovery (PWR) Program	<ul style="list-style-type: none"> Provide education to providers across the region about better supporting postpartum wellness, especially the intersection of heart disease, gestational diabetes, and depression. 	•	•		•
Planned Resources	VMFH and Virginia Mason Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and Virginia Mason Medical Center will partner with Benaroya Research Institute, the Seattle Housing Authority, United Healthcare, and numerous other community-based organizations on these initiatives.				

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 Health Need: Violence Prevention					
Anticipated Impact (Goal)	VMFH will expand capacity of community-based organizations that focus on youth violence, domestic violence, sexual assault, and human trafficking.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
South King County Youth Violence Prevention Initiative	<ul style="list-style-type: none"> Expand the VMFH Youth Violence Prevention Initiative to communities across South King County. 			•	•
Planned Resources	VMFH and Virginia Mason Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and Virginia Mason Medical Center will partner with the University of Washington, the WA State Department of Commerce, and numerous other community-based organizations on this initiative.				