



CHI Franciscan  
Highline Medical Center

# 2019 Community Health Implementation Strategy

Adopted October 2019

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**At-a-Glance Summary**

<p><b>Community Served</b></p> 	<p>Highline Medical Center is located in Burien, WA, a city of close to 50,000 residents in King County, WA. The main service area for Highline Medical Center is South King County, an area of 741,000 residents.</p>
<p><b>Significant Community Health Needs Being Addressed</b></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"> <li>• Access to Care</li> <li>• Behavioral Health</li> <li>• Obesity, Nutrition &amp; Physical Activity</li> <li>• Violence &amp; Injury Prevention</li> <li>• Maternal Health</li> </ul>
<p><b>Strategies and Programs to Address Needs</b></p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p><b>Access to Care:</b> Support programs that help those who are homeless, uninsured, or under-insured obtain quality, affordable care. Participate in regional collaborations that help increase access to more community members.</p> <p><b>Obesity, Nutrition &amp; Physical Activity:</b> Continue exploring ways the hospital can encourage healthy eating, both in our facility and in the community. Explore ways to break down barriers to increased physical activity in the community.</p> <p><b>Behavioral Health:</b> Find ways to better integrate behavioral health screening and intervention into all levels of care. Support programs that break down barriers to receiving quality mental health treatment.</p> <p><b>Violence &amp; Injury Prevention:</b> CHI Franciscan will continue our youth violence prevention initiative activities in Des Moines. This includes facilitating the Reach Out Des Moines Coalition and increasing the number of available youth programs. Highline Medical Center will work to address human trafficking this CHNA cycle.</p> <p><b>Maternal Health:</b> Support programs that help pregnant women and new mothers get quality, regular care and nutrition.</p>
<p><b>Anticipated Impact</b></p> 	<p><b>Access to Care:</b> We intend to measure how many community members have health insurance and fewer report unmet medical needs due to cost in the next CHNA. Internally, we will measure how much charity care is provided to community members and the utilization of community health programs supported by CHI Franciscan.</p> <p><b>Obesity, Nutrition &amp; Physical Activity:</b> CHI Franciscan will track progress towards helping hospital guests make healthier choices in hospital cafes. We will also track how many community groups receive education around nutrition and physical activity.</p> <p style="text-align: right;"><i>Continued next page...</i></p>

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	<p><b>Behavioral Health:</b> CHI Franciscan will track the number of patients served through increased behavioral health programs, such as Wellfound Behavioral Health Hospital and programs rolling out through Franciscan Medical Group.</p> <p><b>Violence &amp; Injury Prevention:</b> Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: lower juvenile arrests in Des Moines.</p> <p><b>Maternal Health:</b> CHI Franciscan will measure the number of community members served by maternal support programs.</p>
<p>Planned Collaboration</p> 	<p><b>Access to Care:</b> Highline Medical Center plans to collaborate with Project Access NW, Conifer, transportation providers, wrap-around service providers, and long term care facilities to achieve our access to care goals.</p> <p><b>Obesity, Nutrition &amp; Physical Activity:</b> Highline Medical Center plans to collaborate with local faith communities, community members, local media outlets, and nutrition educators to achieve these goals.</p> <p><b>Behavioral Health:</b> CHI Franciscan will work with Wellfound Behavioral Health Hospital, various behavioral health agencies and community partners to achieve our goals.</p> <p><b>Violence &amp; Injury Prevention:</b> Highline Medical Center plans to collaborate with the City of Des Moines, Highline Public Schools, and various community partners to achieve these goals.</p> <p><b>Maternal Health:</b> CHI Franciscan will partner with Westside Baby, the State of Washington, and other community organizations on maternal health.</p>

This document is publicly available online at <https://www.chifranciscan.org/about-us/community-health-needs-assessment.html>

Written comments on this report can be submitted to the CHI Franciscan Community Integration Office at 34515 9th Ave South/MS21-59/Federal Way, WA 98003 or by e-mail to [DouglasBaxter@chifranciscan.org](mailto:DouglasBaxter@chifranciscan.org).

## Our Hospital and the Community Served

### About CHI Franciscan and Highline Medical Center

CHI Franciscan is a nonprofit health system based in Tacoma, Washington, with \$2.45 billion in total revenue and a team of more than 12,000 doctors, nurses and staff that provide expert, compassionate medical care at eight acute care hospitals and over 200 primary and specialty care clinics in Pierce, King and Kitsap counties. Started in 1891 by the Sisters of St. Francis of Philadelphia, today CHI Franciscan is one of the largest health systems in Washington state. The system is comprised of more than 1,200 hospital beds and over 4,000 credentialed providers offering cardiovascular care, cancer care, orthopedics and sports medicine, neurosciences, women's care and other health care services.

Highline Medical Center is a 133 bed hospital in Burien, WA and the primary service region is all of South King County. Highline employs over 800 employees and, in Fiscal Year 2018, generated over 31,000 inpatient days and over 51,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$22 million in 2018.

### Our Mission

The mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

### Financial Assistance for Medically Necessary Care

Highline 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 CHI Franciscan web site at <https://www.chifranciscan.org/billing-insurance-and-finances/financial-assistance-discounts-for-patients.html>.



## Description of the Community Served

Highline Medical Center is located in and serves King County, the 13th most populous county in the United States. A summary description of the community is below. Additional details can be found in the CHNA report online.

Highline resides in Burien, WA, a city of close to 50,000 people in the South part of King County. With an estimated 741,000 residents, South King County is home to over a third of the county residents. Despite high rankings on measures of socioeconomic status and health, county residents continue to experience stark differences in social and health outcomes by place, race, and income. South King County has the highest rates of poverty in King County.

The population of King County continues to experience dramatic growth and increasing diversity. For the first time, more than half of King County children are children of color. As housing costs skyrocketed, poverty has become more concentrated in the South Region, where Highline Medical Center is located. South King County has a disproportionate representation of people of color and immigrants (half of whom settle in the South Region), and significant linguistic diversity. One in four South Region adults has a bachelor's degree, compared to more than half of adults in each of the county's other regions.

## Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited to, conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

### Community Health Needs Assessment

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, 2019. 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.chifranciscan.org/about-us/community-health-needs-assessment.html> or upon request at the hospital's Administration office.

### Significant Health Needs

The community health needs assessment identified the following significant community health needs:

1. Mental health & substance use disorders
2. Access to care and transportation
3. Physical health with a focus on obesity, cancer & diabetes
4. Housing & homelessness

#### *Significant Needs the Hospital Does Not Intend to Address*

Highline Medical Center will address almost all identified priority health areas for King County. Highline Medical Center will not directly address cancer and housing in this implementation plan. This is due to a lack of resources and existing partnerships already addressing these issues. Highline Medical Center will address homelessness in our access to care section and adding stand-alone priorities for maternal health and violence prevention.

## 2019 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It summarizes planned activities with statements on anticipated impacts and planned collaboration. Program Digests provide additional detail on select programs.

This report specifies planned activities consistent with the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital’s limited resources to best serve the community.

The anticipated impacts of the hospital’s activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.

## Creating the Implementation Strategy

Highline 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.


CHI Franciscan took the health data out to community groups served by Highline Medical Center as well as the Highline Medical Center Leadership Team. These community groups include the Reach Out Des Moines Coalition, Highline Social Determinants Work Group, North Highline Unincorporated Area Council, and the City of Burien Human Services Commission. Health indicators identified as being challenging for South King County by Public Health – Seattle & King County were presented. Attendees were able to help Highline Medical Center prioritize health needs and comment on ways the hospital can address concerns.





Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report. They are organized by health need and include statements of the strategies’ anticipated impact and any planned collaboration with other organizations in our community.

 Health Need: Access to Care	
Strategy or Program Name	Summary Description
Project Access Northwest	<ul style="list-style-type: none"> <li>• CHI Franciscan physicians will provide donated care.</li> <li>• Provide financial support for care coordination and premium assistance program.</li> <li>• Provide time for CHI Franciscan leader to serve on Board of Directors.</li> </ul>
Insurance Enrollment	<ul style="list-style-type: none"> <li>• Enroll qualified patients into Medicaid and other support programs.</li> </ul>
Clothing Closet	<ul style="list-style-type: none"> <li>• Ensure patients, especially those experiencing homelessness, have clean clothes when they leave the hospital.</li> </ul>
Bridge Programs	<ul style="list-style-type: none"> <li>• Provide financial assistance for undocumented residents to access appropriate and safe residential care service while waiting for long term support.</li> <li>• Support patients in receiving long term care in their home or an assisted living facility.</li> </ul>
Financial Assistance	<ul style="list-style-type: none"> <li>• Continue to make access to charity care easy and accessible for all who qualify.</li> </ul>
Health Connections	<ul style="list-style-type: none"> <li>• Address the needs of those patients most at risk of readmissions with case management and connections to community supports.</li> </ul>
Respite Care	<ul style="list-style-type: none"> <li>• Support utilization of Nativity House, a program of Catholic Community Services, for patients without a safe place to recuperate.</li> </ul>
Mission Control	<ul style="list-style-type: none"> <li>• Improve access inside all CHI Franciscan hospitals through balancing capacity in the system.</li> <li>• Reduce wait times for emergency and inpatient services through the use of technology.</li> <li>• Use evidence-based practices to improve quality and safety for patients.</li> </ul>
Burien Wellness Fair	<ul style="list-style-type: none"> <li>• Support the Burien Wellness Fair with financial support and through staff members providing health education.</li> </ul>
Healthier Here	<ul style="list-style-type: none"> <li>• Collaborate on projects with Healthier Here, the Accountable Community of Health, on expediting the transfer of patients to Skilled Nursing Facilities.</li> <li>• Provide time for CHI Franciscan leader to serve on Board of Directors.</li> </ul>
Virtual Visits	<ul style="list-style-type: none"> <li>• Continue to encourage the use of Franciscan Virtual Urgent Care for patients with minor illnesses, especially for those who experience transportation as a barrier to care.</li> </ul>

**Anticipated Impact:** Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: gains in insurance coverage, lower rates of residents not seeking care due to cost, and increased knowledge in how to navigate the health care system.

**Planned Collaboration:** Highline Medical Center plans to collaborate with Project Access NW, Conifer, transportation providers, wrap-around service providers, and long term care facilities to achieve our access to care goals.

 Health Need: Obesity, Nutrition and Physical Activity

Strategy or Program Name	Summary Description
Faith Health Ministers	<ul style="list-style-type: none"> <li>Promote and educate health ministry programs about diabetes prevention and referral to the CDC sponsored Diabetes Prevention Program offered at local YMCAs.</li> </ul>
Healthy Living Courses	<ul style="list-style-type: none"> <li>Provide healthy living classes, such as 6 Weeks to a Healthier You, at a subsidized rate.</li> </ul>
Physical Activity Promotion and Education	<ul style="list-style-type: none"> <li>Explore ways to promote physical activity in the community and educate residents on how to safely get moving.</li> </ul>
Healthier Hospital Cafes	<ul style="list-style-type: none"> <li>Continue to reduce the amount of antibiotics, hormones, additives, and preservatives in meals at all CHI Franciscan hospitals.</li> <li>Pilot several programs that will reduce the consumption of sugar-sweetened beverages.</li> </ul>
Nutrition Education	<ul style="list-style-type: none"> <li>Provide nutrition education through television and radio segments on local media outlets.</li> </ul>
Seattle Sounders FC Rave Green	<ul style="list-style-type: none"> <li>Provide financial support to the Rave Foundation, which uses soccer as a vehicle to empower and inspire, remove barriers to participation, and support underserved communities.</li> </ul>

**Anticipated Impact:** Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: higher rates of healthy eating in hospital cafes, and increased community education and programs around healthy living.

**Planned Collaboration:** Highline Medical Center plans to collaborate with local media outlets and community organizations to achieve these goals.

 Health Need: Behavioral Health

Strategy or Program Name	Summary Description
Health Connections	<ul style="list-style-type: none"> <li>• Address the behavioral health needs of high utilizers of emergency services through the Health Connections program.</li> <li>• Expand Health Connections to the clinic setting.</li> </ul>
Behavioral Health Integration	<ul style="list-style-type: none"> <li>• Integrate behavioral health services into select Franciscan Medical Group clinics.</li> <li>• Screen patients for depression at annual wellness visits.</li> <li>• Continue to embed care managers into Franciscan Medical Group clinics.</li> </ul>
Substance Use Screening and Intervention	<ul style="list-style-type: none"> <li>• A Chemical Dependency Counselor at Highline Medical Center uses the evidence-based SBIRT model (Screening, Brief Intervention, and Referral to Treatment) to connect those with substance use disorders to treatment.</li> <li>• Highline Emergency Department is able to start Medically Assisted Treatment and make connections to low-barrier clinics that provide outpatient treatment.</li> </ul>
Tele-Medicine	<ul style="list-style-type: none"> <li>• Reduce barriers to psychiatric consultations through virtual medicine.</li> </ul>
System Alignment and Coordination	<ul style="list-style-type: none"> <li>• Provide staff time to support the King County Psychiatric Task Force.</li> <li>• Provide staff time to support the King County CORE Provider Task Force.</li> <li>• Provide staff time to support a collaborative led by SCORE jail to engage and create plans for high risk community members.</li> <li>• Provide staff time on the HealthierHere Opioid Use Task Force.</li> </ul>
Suicide Screening	<ul style="list-style-type: none"> <li>• Implement the Columbia Suicide Prevention Protocol, an evidence-supported tool, for high risk patients at the Highline Emergency Room.</li> </ul>
Naloxone Kits	<ul style="list-style-type: none"> <li>• Provide free naloxone rescue kits.</li> </ul>
Tacoma Residential Re-entry Program	<ul style="list-style-type: none"> <li>• Collaborate with partners to open a secure respite facility for community members overcoming substance use disorders.</li> </ul>

**Anticipated Impact:** Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: anticipate increased capacity and utilization of behavioral health services and screenings.

**Planned Collaboration:** Highline Medical Center plans to collaborate Wellfound Behavioral Health Hospital, various behavioral health agencies, and community partners to achieve these goals.



Health Need: Violence & Injury Prevention

Strategy or Program Name	Summary Description
Reach Out Des Moines Coalition	<ul style="list-style-type: none"> <li>• Continue facilitating the Reach Out Des Moines coalition, which brings together community members and organizations around violence prevention.</li> </ul>
Resource Building for Community Organizations	<ul style="list-style-type: none"> <li>• Support community organizations whose goals are to reduce youth violence with financial support, staff time, and resource development.</li> </ul>
Human Trafficking	<ul style="list-style-type: none"> <li>• Continue financial and staff time support for Seattle Against Slavery.</li> <li>• Provide support to hospital staff to better identify and support survivors of human trafficking.</li> </ul>

**Anticipated Impact:** Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: lower juvenile arrests in Des Moines, and increased awareness of human trafficking in the community.

**Planned Collaboration:** Highline Medical Center plans to collaborate with the City of Des Moines, Seattle Against Slavery and various community partners to achieve these goals.





Health Need: Maternal Health


Strategy or Program Name	Summary Description
CHI Franciscan WIC Clinics	<ul style="list-style-type: none"> <li>• Continue providing supplemental nutrition support for low-income pregnant women and families in the Tukwila, Lakewood, Parkland, and Belfair WIC clinics.</li> <li>• Expand behavioral health services at WIC clinics, including depression screenings and appropriate referrals.</li> <li>• Provide prenatal breastfeeding support services.</li> </ul>
Vaccinations	<ul style="list-style-type: none"> <li>• Provide subsidized vaccinations for children in the Highline Medical Center region.</li> </ul>
Centering Pregnancy Program	<ul style="list-style-type: none"> <li>• Provide financial support and referrals to the Centering Pregnancy Program, which provides group prenatal care for vulnerable populations.</li> </ul>
Public Health Seattle & King County	<ul style="list-style-type: none"> <li>• Continue partnership with Public Health that allows on-site evaluations and direct referrals to programs for new families.</li> </ul>
Support for Low-Income Families	<ul style="list-style-type: none"> <li>• Provide childbirth education, prenatal breastfeeding, and prenatal preparation education programs for Medicaid population.</li> <li>• Collaborate with Westside Baby on support programs for low-income families.</li> </ul>

**Anticipated Impact:** Through the actions of Highline Medical Center and CHI Franciscan, we anticipate: higher rates of early and adequate prenatal care in the next CHNA, and more pregnant women seeking support services through CHI Franciscan supported programs.

**Planned Collaboration:** Highline Medical Center plans to collaborate with the State of Washington and various community organizations to achieve these goals.

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 <b>Highline Health Connections</b>	
<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Access to Care <input type="checkbox"/> Behavioral Health
<b>Program Description</b>	Highline Health Connections provides comprehensive care to targeted patients with chronic health conditions who need help navigating the healthcare system.
<b>Community Benefit Category</b>	Community Health Improvement Services
Planned Actions for 2019 - 2021	
<b>Program Goal / Anticipated Impact</b>	Health Connections will bridge the gaps in systems and connect patients to services and resources for better health.
<b>Measurable Objective(s) with Indicator(s)</b>	<ul style="list-style-type: none"> <li>• Ability to self-manage chronic disease</li> <li>• Healthcare utilization rates</li> <li>• Patient satisfaction surveys</li> </ul>
<b>Intervention Actions for Achieving Goal</b>	<ul style="list-style-type: none"> <li>• Make Highline Health Connections self-sustaining and no longer reliant on grants.</li> <li>• Expand Health Connections into clinic settings and to other CHI Franciscan hospitals.</li> </ul>
<b>Planned Collaboration</b>	<ul style="list-style-type: none"> <li>• Community health workers</li> <li>• Community organizations focused on addressing social determinants of health</li> </ul>



CHI Franciscan Youth Violence Prevention Initiative

<b>Significant Health Needs Addressed</b>	<ul style="list-style-type: none"> <li>❑ Violence &amp; Injury Prevention</li> </ul>
<b>Program Description</b>	<p>The CHI Franciscan Youth Violence Prevention Initiative treats violence as a public health issue. By working in coalitions of community partners, residents, and stakeholders, the initiative creates enriching after school programs, builds social/emotional skills for students, and creates new programs that reduce violence in the community.</p>
<b>Community Benefit Category</b>	Community Health Improvement Services
<b>Planned Actions for 2019 - 2021</b>	
<b>Program Goal / Anticipated Impact</b>	Reduce youth violence and increase protective factors in Federal Way, Des Moines and the Key Peninsula.
<b>Measurable Objective(s) with Indicator(s)</b>	<ul style="list-style-type: none"> <li>• Reduce juvenile arrests in the City of Des Moines</li> </ul>
<b>Intervention Actions for Achieving Goal</b>	<ul style="list-style-type: none"> <li>• Facilitate the Reach Out Des Moines coalition, which works to expand access to services in area neighborhoods.</li> <li>• Work with Highline Public Schools to build community engagement and partner with programs that reduce chronic absenteeism.</li> <li>• Support community organizations that support our shared goals of reducing violence in Des Moines through financial support, building connections, and finding outside resources to bring needed programs to our community.</li> <li>• Partner to bring community education around human trafficking through partnerships with community organizations.</li> </ul>
<b>Planned Collaboration</b>	<ul style="list-style-type: none"> <li>• City of Des Moines</li> <li>• Highline Public Schools</li> <li>• Various community organizations</li> </ul>



**Behavioral and Physical Health Integration**

<b>Significant Health Needs Addressed</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Access to Care</li> <li><input type="checkbox"/> Behavioral Health</li> </ul>
<b>Program Description</b>	CHI Franciscan is integrating behavioral health services in some of our primary care clinics. This includes consultations, screenings, and liaison psychiatry services. Two of the clinics will include the Franciscan Medical Clinics in Burien and West Seattle.
<b>Community Benefit Category</b>	Community Health Improvement Services
<b>Planned Actions for 2019 - 2021</b>	
<b>Program Goal / Anticipated Impact</b>	Enhance and improve behavioral health services across the full continuum of care.
<b>Measurable Objective(s) with Indicator(s)</b>	<ul style="list-style-type: none"> <li>• Increase the number of behavioral health and suicide risk screenings performed in CHI Franciscan primary care clinics.</li> </ul>
<b>Intervention Actions for Achieving Goal</b>	<ul style="list-style-type: none"> <li>• Franciscan Medical Group primary care providers will begin to use the PHQ-2 depression screening questionnaire for each patient.</li> <li>• A protocol for appropriate follow up screenings and appointments will be created, tested and refined.</li> <li>• Use virtual technology to support the consultation liaison services and confidential sharing of clinical information.</li> <li>• Expand clinically integrated behavioral health services into at least 9 more clinics across Franciscan Medical Group.</li> </ul>
<b>Planned Collaboration</b>	<ul style="list-style-type: none"> <li>• Valley Cities Counseling &amp; Consultation</li> <li>• SeaMar</li> <li>• Comprehensive Life Resources</li> <li>• Community Health Care</li> </ul>



## CHI Franciscan Board of Directors

### CHI Franciscan Board of Directors

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