



CHI Franciscan  
St. Elizabeth Hospital

# 2019 Community Health Implementation Strategy

Adopted October 2019

Table of Contents

**At-a-Glance Summary**..... 3

**Our Hospital and the Community Served** ..... 5

- About St. Elizabeth Hospital
- Our Mission
- Financial Assistance for Medically Necessary Care
- Description of the Community Served

**Community Assessment and Significant Needs** ..... 7

- Community Health Needs Assessment
- Significant Health Needs




**2019 Implementation Strategy** ..... 8

- Creating the Implementation Strategy
- Strategy by Health Need
- Program Digests

**Hospital Board**..... 14



### At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>St. Elizabeth Hospital is located in Enumclaw, WA, a city of close to 12,000 residents in King County, WA. The main service area for St. Elizabeth Hospital 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>• Obesity, Nutrition &amp; Physical Activity</li> <li>• Behavioral 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>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><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>

*Continued, next page...*

...Continued from previous page

### Planned Collaboration



**Access to Care:** St. Elizabeth Hospital 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.

**Obesity, Nutrition & Physical Activity:** St. Elizabeth Hospital plans to collaborate with local faith communities, community members, local media outlets, and nutrition educators to achieve these goals.

**Behavioral Health:** CHI Franciscan will work with Wellfound Behavioral Health Hospital, various behavioral health agencies and community partners to achieve our goals.

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 St. Elizabeth Hospital

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 physicians, providers, nurses, and staff that provide expert, compassionate medical care at 11 acute care hospitals and over 200 primary and specialty care clinics throughout the Puget Sound region. 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.

St. Elizabeth Hospital is a 25-bed critical access hospital in Enumclaw, WA. St. Elizabeth employs over 200 employees and, in Fiscal Year 2018, generated over 5,000 inpatient days and over 15,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$500,000 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

St. Elizabeth Hospital 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

St. Elizabeth Hospital is located in and serves King County, the 13<sup>th</sup> 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.

St. Elizabeth resides in Enumclaw, WA, a city of close to 12,000 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 St. Elizabeth Hospital 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

St. Elizabeth 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*

St. Elizabeth Hospital will address almost all identified priority health areas for King County. St. Elizabeth Hospital 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. St. Elizabeth Hospital will address homelessness in our access to care section.

### 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.

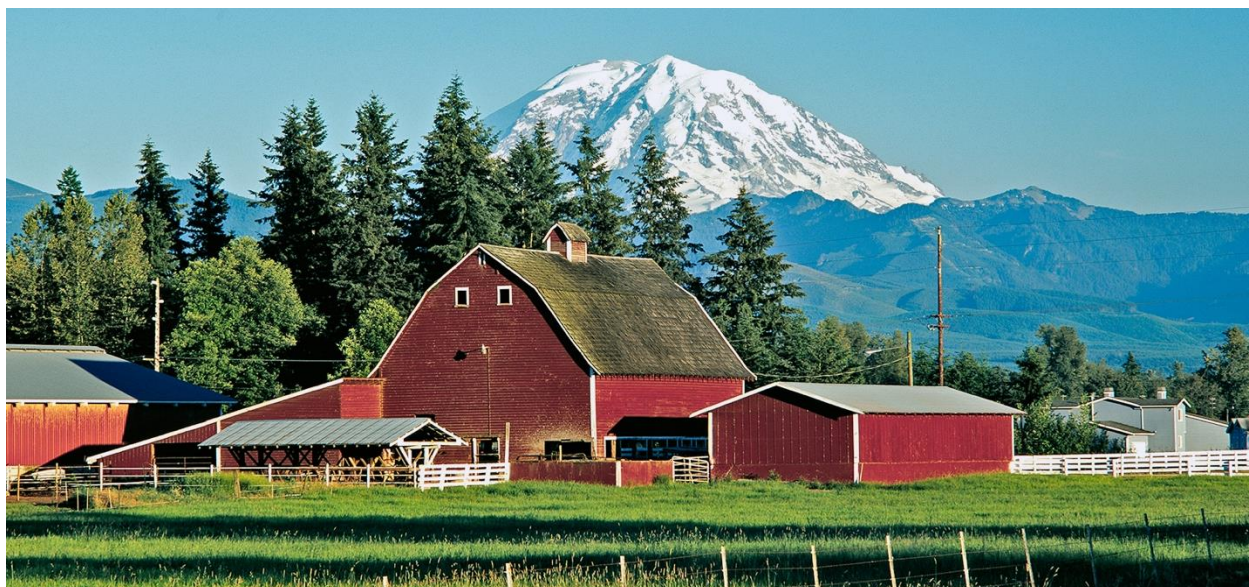
This report specifies planned activities consistent with the hospital’s mission and capabilities. St. Elizabeth Hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing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

St. Elizabeth Hospital 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 St. Elizabeth Hospital as well as the St. Elizabeth Hospital Management Team. These community groups include the Rainier Foothills Wellness Foundation Steering Committee, White River Partnership Advisory Team, and the Enumclaw Rotary Club. Health indicators identified as being challenging for South King County by Public Health – Seattle & King County were presented. Attendees were able to help St. Elizabeth Hospital 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.

 <b>Health Need: Access to Care</b>	
<b>Strategy or Program Name</b>	<b>Summary Description</b>
Project Access Northwest and Pierce County Project Access	<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 programs.</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>
Care Van	<ul style="list-style-type: none"> <li>• Support the Care Van, operated by Rainier Foothills Wellness Foundation, which breaks down transportation barriers to receiving care on the Plateau.</li> </ul>
Virtual Care	<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> <li>• Explore virtual hospice and palliative care as ways to expand access to these services in rural communities</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>
St. Elizabeth Hospitalists	<ul style="list-style-type: none"> <li>• The same care team supports patients discharged to Enumclaw Health and Rehabilitation, which reduces gaps in the continuum of care for vulnerable patients.</li> </ul>
HealthierHere and Elevate Health	<ul style="list-style-type: none"> <li>• Collaborate on projects with HealthierHere and Elevate Health, the Accountable Communities of Health serving King and Pierce Counties, 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>
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>

**Anticipated Impact:** Through the actions of St. Elizabeth Hospital and CHI Franciscan, we anticipate: higher health insurance rates, lower numbers of community members who report unmet medical needs due to cost, the amount of charity care provided, and the utilization of community health program supported by CHI Franciscan.

**Planned Collaboration:** St. Elizabeth Hospital plans to collaborate with Pierce County Project Access, Project Access NW, Catholic Community Services, and numerous community partners to achieve our access to care goals.



### Health Need: Obesity, Nutrition and Physical Activity

Strategy or Program Name	Summary Description
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> <li>Explore ways St. Elizabeth providers can provide community education.</li> <li>Explore having St. Elizabeth staff provide community education at health fairs or community events.</li> </ul>
Partnership with Food Banks	<ul style="list-style-type: none"> <li>Explore a partnership with Emergency Food Network and local food banks. The goal would be to help patients improve their toolkit to make better food choices with the selections available at food banks.</li> </ul>
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>

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

**Planned Collaboration:** St. Elizabeth Hospital plans to collaborate with local media outlets and community organizations to achieve these goals.



### Health Need: Behavioral Health


Strategy or Program Name	Summary Description
Tele-Medicine	<ul style="list-style-type: none"> <li>• Reduce barriers to psychiatric consultations through virtual medicine.</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>
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 St. Elizabeth Emergency Room.</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>
National Alliance for Mental Illness (NAMI)	<ul style="list-style-type: none"> <li>• Promote NAMI support programs through education to faith community nurses and health ministers.</li> </ul>
Naloxone Kits	<ul style="list-style-type: none"> <li>• Provide free naloxone rescue kits.</li> </ul>

**Anticipated Impact:** Through the actions of St. Elizabeth Hospital and CHI Franciscan, we anticipate: anticipate increased capacity and utilization of behavioral health services and screenings.

**Planned Collaboration:** St. Elizabeth Hospital plans to collaborate with Wellfound Behavioral Health Hospital, various behavioral health agencies, and community partners 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>Behavioral and Physical Health Integration</b>	
<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Access to Care <input type="checkbox"/> Behavioral Health
<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 Enumclaw and Bonney Lake.
<b>Community Benefit Category</b>	Community Health Improvement Services
Planned Actions for 2019 - 2021	
<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>



### Rainier Foothills Wellness Foundation

<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Access to Care <input type="checkbox"/> Behavioral Health
<b>Program Description</b>	Rainier Foothills Wellness Foundation fills gaps around basic needs to the most vulnerable population groups across the Plateau. RFWF oversees four initiatives, which address hunger, access to care, mental health, and student success.
<b>Community Benefit Category</b>	Community Health Improvement Services
<b>Planned Actions for 2019 - 2021</b>	
<b>Program Goal / Anticipated Impact</b>	Partner with the Rainier Foothills Wellness Foundation on their work to increase access to care through the Care Van program and their various task forces devoted to increasing awareness and treatment of mental health.
<b>Measurable Objective(s) with Indicator(s)</b>	<ul style="list-style-type: none"> <li>• Number of patients transported to medical appointments on the care van.</li> <li>• Number of community members reached through the Mental Health and Integrated Student Supports task forces.</li> </ul>
<b>Intervention Actions for Achieving Goal</b>	<ul style="list-style-type: none"> <li>• Continue financial support for Integrated Student Support task force planning grant.</li> <li>• Explore ways to partner on new initiatives to serve health needs in the Enumclaw Plateau.</li> <li>• Continue involvement in the Rainier Foothills Wellness Foundation Steering Committee</li> </ul>
<b>Planned Collaboration</b>	<ul style="list-style-type: none"> <li>• Rainier Foothills Wellness Foundation</li> <li>• Enumclaw School District</li> <li>• White River School District</li> <li>• Various community partners</li> </ul>

## Hospital Board and Committee Rosters

**Larry D. Bjork**

*President of Bjork Consulting Services*

**Linda D. Burkhardt, MD**

*Pathologist, CellNetix Pathology*

**Uli H. Chi, PhD - Chairman**

*Chairman and CEO, Computer Human Interaction, LLC*

**James (Jim) T. Civilla**

*Former owner of Westbay Auto Parts, Inc., current Kitsap PUD Commissioner*

**Jude M. Connelly, OSF**

*Sisters of St. Francis of Philadelphia*

**Michael (Mike) A. Hoffman**

*Retired Executive*

**Dennis (Denny) J. Hunthausen**

*Agency Director/Vice President, Catholic Community Services of Western WA*

**Anne L. McNamara, OSF**

*Retired Director, Sponsored Ministries, Sisters of St. Francis of Philadelphia*

**Diann E. Puls**

*Director, Pension & Risk, Weyerhaeuser Company*

**James (Jim) L. Smalley**

*Senior Vice President, Morgan Stanley Smith Barney, LLC*

**Ketul J. Patel**

*Chief Executive Officer – CHI Franciscan*

**Michael (Mike) Fitzgerald**

*Chief Financial Officer – CHI Franciscan*

**Theresa (Terri) J. Rambosek**

*Vice President of Legal Services, Regional General Counsel – Catholic Health Initiatives*