



St. Clare Hospital

CHI Franciscan  
St. Clare Hospital

# 2019 Community Health Implementation Strategy

Adopted October 2019

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At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>The St. Clare Hospital community includes over 400,000 residents and includes the communities of Lakewood, Tacoma, Dupont, Parkland, and Spanaway. The service area is mostly White, Hispanic, Black and Asian, with an increasing number of adults age 55-74 years old. The poverty rate in this service area is 17%, higher than the Pierce County and the state of Washington averages.</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 Prevention</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>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>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>Violence Prevention:</b> Expand the CHI Franciscan Youth Violence Prevention Initiative in Pierce County. Explore ways to better recognize and serve victims of human trafficking.</p>

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### Anticipated Impact



**Access to Care:** 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.

**Behavioral Health:** 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.

**Obesity, Nutrition & Physical Activity:** 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.

**Violence Prevention:** If successful in our next grant request, we will track juvenile arrests in a specified community. We will also track progress towards better serving human trafficking victims.

### Planned Collaboration



**Access to Care:** CHI Franciscan and St. Clare Hospital intend to work with Pierce County Project Access, Catholic Community Services, Tacoma Pierce County Health Department, and numerous other community organizations.

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

**Obesity, Nutrition & Physical Activity:** We will collaborate with local media outlets and community organizations to help increase nutrition and physical activity education.

**Violence Prevention:** CHI Franciscan will work with Tacoma Pierce County Health Department, Safe Streets, and numerous neighborhood groups to reduce youth violence. We will work with Rebuilding Hope and various community organizations to reduce human trafficking.

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. Clare 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. Clare Hospital is a 106-bed hospital in Lakewood, WA. St. Clare employs over 670 employees and, in Fiscal Year 2018, generated over 30,000 inpatient days and over 44,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$13 million in 2019.

#### 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. Clare 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. Clare Hospital is located in Lakewood, WA. A summary description of the community is below. Additional details can be found in the CHNA report online.

The community served by the St. Clare Hospital includes over 400,000 residents across West Pierce County and a small part of Thurston County. The primary communities served by St. Clare are Lakewood, Tacoma, Dupont, Parkland, and Spanaway. This community is mostly White, Hispanic, Black and Asian with an increasing number of adults age 55-74 years old. Immigrants in the area originated from Asia, Latin America (Mexico, Central America and South America) and Europe predominantly.

The poverty rate (17%) was higher as the state (12.7%). Poverty was most common among residents who are American Indian/Alaska Native, Hispanic and those who identify as “other” race. These groups had poverty twice as likely as White residents to experience poverty. Almost half of students last year were eligible for free or reduced-price lunch. This was higher than Pierce County (43.3%) and the state (42.3%)

The community served by the St. Clare Hospital has changed since 2005. Since 2005, the White population in this community has decreased by 6.6% and the Hispanic population has increased by 3.6%.

### Community Assessment and Significant Needs

St. Clare 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. Access to Care
2. Behavioral Health
3. Obesity, Nutrition & Physical Activity
4. Birth Outcomes

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

St. Clare will address 3 of the priority health areas listed above. Due to limited resources and the lack of a family birth center, St. Clare will not directly address birth outcomes in this implementation strategy. The St. Joseph Medical Center implementation strategy does directly address maternal health and all of St. Clare's service area overlaps with the St. Joseph service area. Additionally, St. Clare will address violence prevention in this implementation strategy.

### 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.

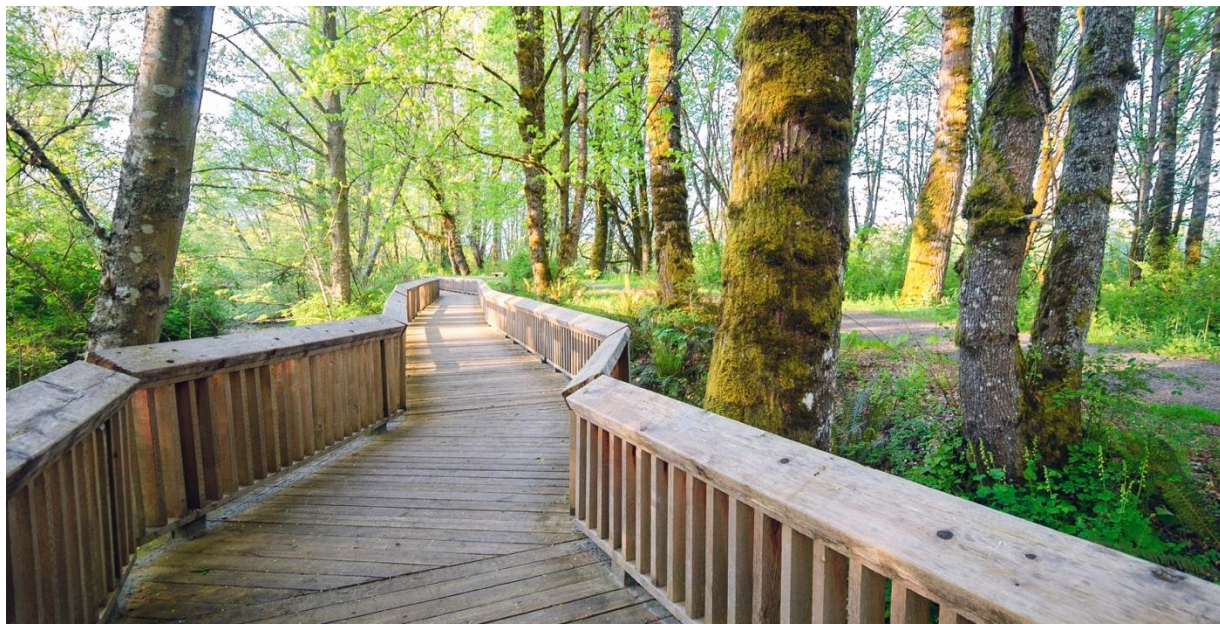
This report specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the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

St. Clare 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. Clare Hospital as well as the St. Clare Management Team. These community groups include Springbrook Connections, Lakewood Community Collaborative, and Parkland Fed Up. Health indicators identified as being challenging for the St. Clare service area were presented. Attendees were able to help St. Clare 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>
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 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>
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>
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>
Clare’s Closet	<ul style="list-style-type: none"> <li>• Ensure patients, especially those experiencing homelessness, have clean clothes when they leave the hospital.</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>
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>
Community Collaboration	<ul style="list-style-type: none"> <li>• Provide staff time to participate in a group of healthcare providers, systems, and program in Pierce County to improve the quality of the coordination system across all medical and behavioral health delivery.</li> </ul>
Elevate Health	<ul style="list-style-type: none"> <li>• Expand partnerships with the Accountable Community of Health to increase access and improve the health of low-income residents.</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. Clare 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. Clare Hospital plans to collaborate with Pierce County Project Access, Catholic Community Services, and numerous community partners to achieve our access to care goals.



### Health Need: Behavioral Health

Strategy or Program Name	Summary Description
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> <li>• Close collaboration between providers and refer to immediate treatment.</li> </ul>
Wellfound Behavioral Health Hospital	<ul style="list-style-type: none"> <li>• Continue collaborating with Wellfound Behavioral Health Hospital and support their goal of opening all planned hospital beds and services.</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>
Pierce County Community Mental Health Collaborative	<ul style="list-style-type: none"> <li>• Provide staff and provider time to meet and collaborate with mental health systems across Pierce County.</li> </ul>
Tele-Medicine	<ul style="list-style-type: none"> <li>• Reduce barriers to psychiatric consultations through virtual medicine.</li> </ul>
Naloxone Kits	<ul style="list-style-type: none"> <li>• Provide free naloxone rescue kits.</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. Clare Emergency Room.</li> </ul>

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

**Planned Collaboration:** St. Clare Hospital plans to collaborate with Wellfound Behavioral Health Hospital, various behavioral health agencies, and community partners to achieve these goals.



### Health Need: Obesity, Nutrition & 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> <li>Partner with Tacoma Pierce County Health Department and others on the Reducing Cardiovascular Inequities project, which uses community health workers to reach underserved communities.</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> <li>Provide the Heart Healthy Living classes that focus on lifestyle and nutrition changes focused on those living with heart conditions. These classes are free and open to the public.</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>
Communities of Focus	<ul style="list-style-type: none"> <li>Partner with Tacoma Pierce County Health Department on their communities of focus. Springbrook and Parkland were identified as communities with lower than average life expectancies. St. Clare will find opportunities to partner with the health department and community partners in this CHNA cycle.</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>Provide education and cooking demonstrations at the Lakewood Farmers Market.</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>

**Anticipated Impact:** Through the actions of St. Clare 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. Clare Hospital plans to collaborate with local media outlets and community organizations to achieve these goals.



Health Need: Violence Prevention

Strategy or Program Name	Summary Description
CHI Franciscan Youth Violence Prevention Initiative	<ul style="list-style-type: none"> <li>• Explore the expansion of the CHI Franciscan Youth Violence Prevention Initiative to a community in the St. Clare service area.</li> </ul>
Human Trafficking	<ul style="list-style-type: none"> <li>• Continue involvement in the Pierce County Coalition Against Trafficking.</li> <li>• Explore ways to provide additional support to hospital staff to better identify and support survivors of human trafficking.</li> </ul>


**Anticipated Impact:** Through the actions of St. Clare Hospital and CHI Franciscan, we anticipate: lower rates of juvenile arrests, and increased awareness of human trafficking in the community and throughout CHI Franciscan.

**Planned Collaboration:** St. Clare Hospital plans to collaborate with the Tacoma Pierce County Health Department, Safe Streets, Rebuilding Hope, and several community organizations that help prevent human trafficking 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>Pierce County Project Access</b>	
<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Access to Care
<b>Program Description</b>	Pierce County Project Access helps improve the health of individuals, families, and the community by ensuring pathways to health services for residents in need. They do this through a network of healthcare providers, including CHI Franciscan, who donate medical care and services. PCPA also has a premium assistance program that reduces financial barriers for low to moderate income families.
<b>Community Benefit Category</b>	Community Health Improvement Services
Planned Actions for 2019 - 2021	
<b>Program Goal / Anticipated Impact</b>	The goal of the collaboration between CHI Franciscan and Pierce County Project Access is to reduce the financial barriers that keep community members from seeking care. In the 2019 CHNA, 16.7% of adults in the St. Joseph service area had unmet medical needs due to cost.
<b>Measurable Objective(s)</b>	CHI Franciscan will measure the amount of donated care provided to PCPA clients and the number of CHI Franciscan providers and services that offer donated care.
<b>Intervention Actions for Achieving Goal</b>	CHI Franciscan will maintain involvement on the Pierce County Project Access Board of Directors. CHI Franciscan will continue financial contributions to the Premium Assistance Program and provide donated care.
<b>Planned Collaboration</b>	CHI Franciscan will work with a number of departments, both within the hospital and within Franciscan Medical Group, to collaborate with Pierce County Project Access and the community members that use their services.



### Behavioral and Physical Health Integration

<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Access to Care <input type="checkbox"/> Behavioral Health
<b>Program Description</b>	<p>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 Lakewood and on Canyon Road.</p>
<b>Community Benefit Category</b>	<p>Community Health Improvement Services</p>
<b>Planned Actions for 2019 - 2021</b>	
<b>Program Goal / Anticipated Impact</b>	<p>Enhance and improve behavioral health services across the full continuum of care.</p>
<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

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