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Introduction

At CHI Franciscan Health, our mission is to create healthier communities. Since our inception in 1891, we have cared for all those in need through practicing our core values to heal the whole person—in mind, body and spirit. At CHI Franciscan we are much more than a health system, we are partners in our communities’ health and wellness and we take great responsibility in the care we provide our neighbors and families throughout the Puget Sound.

Every three years, we conduct a community health needs assessment of our region to ensure we are meeting the current and future needs of our communities. We are fortunate to have such a wide array of local partners who share our common values and commitment to improving the health of our region. Based on our assessment, these findings will guide our direction to provide quality, affordable healthcare to all members of our community today and for many years to come.

Sincerely,

Laurie Brown
Chief Experience Officer
CHI Franciscan Health
About CHI Franciscan Health Harrison Medical Center

CHI Franciscan Health 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. This includes St. Anthony Hospital, Gig Harbor; St. Clare Hospital, Lakewood; St. Elizabeth Hospital, Enumclaw; St. Francis Hospital, Federal Way; St. Joseph Medical Center, Tacoma; Harrison Medical Center, Bremerton and Silverdale; Highline Medical Center, Burien; and Regional Hospital, Burien. Started in 1891 by the Sisters of St. Francis of Philadelphia, today CHI Franciscan Health 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. CHI Franciscan’s mission focuses on creating healthier communities, including caring for the poor and underserved. The organization provided $188 million in community benefit, including $20 million in charity care in its 2017 fiscal year.

Community Health Needs Assessment

CHI Franciscan Health Harrison Medical Center, in conjunction with Kitsap Public Health District, conducted a Community Health Needs Assessment (CHNA) in 2017. The purpose of a CHNA is to provide a comprehensive description of the health of a community. The Harrison Medical Center CHNA provides a description of the community, an analysis of health indicators, and community input from a cross-section of stakeholders and residents.

The majority of patients who visit Harrison Medical Center come from Kitsap County. The entire county was included in the CHNA, which measured approximately 60 health indicators.

Community Health Needs Assessments and Implementation Plan Strategies for Harrison Medical Center and all CHI Franciscan facilities can be found at www.chifranciscan.org/about-us/community-health-needs-assessment.html

Priority Health Needs

The selection of priority health needs followed a process of reviewing both the qualitative and quantitative data elements from the CHNA. Three criteria were used to determine priorities:

- Was a health concern or indicator significantly worse in the hospital service area than in the state?
- Were relatively large numbers of people impacted by a health concern or indicator?
- Was a health concern repeatedly voiced during the community engagement portion of the assessment?

The health concerns or indicators that met the most criteria became the priority health needs. The priority health need areas identified were:

- Barriers to access to care
- Obesity
- Maternal & Child Health
- Mental Health
- Substance Abuse

Significant Health Needs to be Addressed

CHI Franciscan Health Harrison Medical address all 5 identified need areas. The action plan below outlines how Harrison Medical Center plans on addressing the health needs.
Priority Area: Barriers to Access to Care

Vision: Community members have access to healthcare with as few barriers as possible.

Current Strategies and Partnerships:

- Harrison Medical Center and Franciscan Medical Group (FMG) collaborate with and provide financial support for Project Access Northwest on their Care Coordination and Premium Assistance programs.
- Information on charity care is easily accessible for all.
- Ongoing recruitment of Primary Care Physicians to serve the community.
- Partner with Kitsap Connect and Kitsap County Cross Continuum Care Transitions Project.

Goals:

Increase capacity for primary and specialty care in Kitsap County

- Start the Family Residency Program that will train new physicians in Kitsap County.
- Increase coordination between Harrison patients who lack a primary care provider with resources and information.
- Continue to recruit new providers to meet the medical needs of Kitsap County residents.
- Provide targeted outreach and outreach services regarding the importance of having a personal doctor to under-served communities.
- Continue use of Open Access principles to reduce wait times for clinic appointments. Explore more ways to decrease wait times for appointments in FMG clinics.
- Build a new primary care clinic in Bremerton.
- Partner with Kitsap Pride Foundation and Harborview Medical Center to increase access to care for the LGBTQ community.
- FMG clinics will hold appointment space for patients discharged from Harrison Medical Center.

Anticipated Measurable Outcomes:

- Community metric
  - Increase the number of residents who have a personal doctor. In 2016, 27.3% of residents in Kitsap County reported not having a personal doctor.

- CHI Franciscan Metric
  - Measure the number of appointments offered by Family Residency Program trainees.
  - Increase total clinic appointment volume.
  - Increase the number of new patients in FMG clinics.
  - Measure the 3rd next available appointment metric in FMG clinics.
  - Increase the number of hospital discharge appointments for follow-up care that are held.

Support programs and partnerships that decrease financial, logistical, social, and cultural barriers to care

- Continue partnership with Project Access NW to assist patients with care coordination and premium assistance.
- Provide financial support to the medical respite program at Benedict House.
- Explore mobile clinics as a way to better service communities that can’t easily access care.
- Continue partnership with Kitsap Connect to serve high utilizers of clinical and social services.
- Explore ways to reduce transportation as a barrier to care.
• Continue to make access to charity care easy and accessible for all who qualify.
• Partner with Olympic Community of Health through providing office space in the Emergency Department to assist patients, and participation in planning meetings to better support patients who qualify for Medicaid.
• Support the Beds to Meds program.
• Provide targeted outreach to address care needs for vulnerable and/or under-served population.
• Provide support for patients who cannot access a pharmacy with receiving required medication.
• Partner with emergency medical services to provide better system coordination.

Anticipated Measurable Outcomes:
– Community metric
  ▪ 10.2% of Kitsap County adult residents have unmet health care needs because of costs. 12.7% of non-white residents have unmet health care needs because of costs.
  ▪ 38.9% of Kitsap County adults have unmet healthcare needs for reasons other than cost.
– CHI Franciscan Metric
  ▪ Measure the amount of charity care provided.
  ▪ Measure the funding that goes towards patient transportation.
  ▪ Measure the funding and number of appointments donated to Project Access NW.

Priority Area: Obesity

Vision: Our community supports knowledge, tools and environments that encourage healthy behaviors.

Current Strategies and Partnerships:
• “6 Weeks to a Healthier You” workshop series has been offered to the community at Harrison Medical Center.
• Healthy eating presentation was developed for use in local faith communities.

Goals:

Promote healthy eating and physical activity throughout community education
• Family Residency Program participants will receive training from registered dieticians and provide services at the Kitsap Food Bank.
• Increase awareness of the weight loss clinic that provides counseling, nutrition, physical activity and physician access.
• Provide diabetes and nutrition education and expand dietician access that is embedded in primary care clinics. Expand diabetes and nutrition education to underserved communities.
• Explore more ways to follow up with patients around weight loss through tele-medicine or other means.
• Support community education projects around healthy eating and physical activity, such as the 5210 initiative and “6 Weeks to a Healthier You” course.
• Explore further ways to educate school-age youth about the importance of healthy eating and physical activity.
• Explore the creation of a weight management center in Kitsap County.
Anticipated Measurable Outcomes:

- **Community metric**
  - 61% of Kitsap County adults are overweight or obese
  - 27.4% of Kitsap County 10th graders are overweight or obese
  - 3 out of 4 adults in Kitsap County did not meet both the aerobic and muscle strengthening recommendations for physical activity each week.
  - 51.1% of Kitsap County 10th graders reported not meeting the recommendation for at least 60 minutes of physical activity on at least 5 days every week.

- **CHI Franciscan Metric**
  - Decrease the Body Mass Index of patients in the Diabetes and Nutrition Center.
  - Increase the number of referrals to the Diabetes and Nutrition Center.
  - Increase the number of FMG patients who have a physical activity goal.

Priority Area: Maternal & Child Health

**Vision:** Our community’s next generation is born healthy and ready to thrive through strong family health.

Current Strategies and Partnerships:

- Harrison Medical Center is a member of the perinatal task force of Kitsap County and Kitsap Strong.

Goals:

*Expand opportunities for prenatal care with a focus on under-served communities and first-time mothers*

- Recruit new providers for perinatal care in Kitsap County.
- Explore partnerships to better support perinatal care in underserved populations.
- Explore better processes for identifying and connecting pregnant women in the Harrison Emergency Department, urgent care centers, and community providers to perinatal care.
- Explore ways to reduce transportation as a barrier to receiving perinatal care.
- Explore ways to better support military families with perinatal care.
- Include an Obstetrics focus in the Family Residency Program.

Anticipated Measurable Outcomes:

- **Community metric**
  - 57.7% of Kitsap County expectant mothers receive early and adequate prenatal care.

- **CHI Franciscan Metric**
  - Measure the number of pregnant patients identified in the Harrison Medical Center Emergency Department and affiliated urgent care centers.
  - Decrease the number of missed Obstetric appointments.

*Improve the support to mothers and babies during birth and through the first year of life.*

- Strive towards becoming a certified Baby-Friendly Hospital.
- Strive towards becoming a gold level Washington State Breastfeeding Friendly Hospital.
- Continue to support and use the Evidence-Based Period of Purple Crying education program.
- Strive towards becoming Cribs for Kids Safe Sleep certification.
• Explore ways to improve post discharge follow up for at-risk patients.
• Explore expanded access to lactation support.
• Continue support for the Nurse Family Partnership program and other Kitsap County Public Health programs that support women and families.
• Enhance services to premature babies at 34 weeks of gestation or above.
• Explore ways to better support mothers experiencing post-partum depression.
• Explore ways to provide physical therapy for pregnant women and new mothers.

Anticipated Measurable Outcomes:

– **Community metric**
  ▪ The infant mortality rate in Kitsap County is 5.8 deaths per 1,000 live births.
  ▪ 92.6% of women giving birth in Kitsap County initially breastfed their infants.

– **CHI Franciscan Metric**
  ▪ Reduce the number of readmissions in the Harrison Medical Center Family Birth Unit.
  ▪ Increase the percentage of mothers who breastfeed exclusively.
  ▪ Increase the number of outpatient lactation follow up visits.

**Priority Area: Behavioral Health**

**Vision:** Community members have access to behavioral healthcare along with the support and tools to avoid mental health crisis.

**Current Strategies and Partnerships:**

• Franciscan Medical Group and Kitsap Mental Health collaborate to provide on-site behavioral health specialists in primary care clinics.
• The Harrison Foundation provides scholarships to those seeking to be Mental Health ARNPs.

**Goals:**

*Expand access to behavioral health services across Kitsap County.*

• Aggressively recruit new Behavioral Health providers and programs to serve the mental health needs of the community. Support community partners who are expanding access to services.
• Implement the AIMS model, an evidence-based program that will increase capacity for integrated physical and behavioral health services. Hire Behavioral Health Care Managers in FMG clinics who will partner with Kitsap Mental Health on services.
• Expand partnerships with Kitsap Mental Health and Kitsap Recovery Center through collaboration with the Family Residency Program.
• Support behavioral health education to staff, providers, and patients in FMG primary care clinics, FMG specialty care clinics and non-Franciscan clinics across Kitsap County.
• Provide education to versant nurses around behavioral health.
• Hold community mental health court in the Harrison Medical Center Emergency Department when needed.

**Anticipated Measurable Outcomes:**

– **Community metric**
  ▪ 11.4% of adults in Kitsap County have experienced frequent mental distress
– **CHI Franciscan Metric**
  - Decrease the number of patients who present at the Harrison Emergency Department with behavioral health needs.
  - Decrease the number of missed appointments for addressing behavioral health needs.
  - Increase the percentage of screenings for depression that also include anxiety screening.

**Promote behavioral health crisis prevention and reduce mental health stigma through community education.**

- Explore support groups for those at high risk for experiencing behavioral health crisis.
- Explore ways to provide community education around mental health support services and how to access existing services, particularly to under-served populations.
- Support community education to help community members support each other through a mental health crisis, such as Mental Health First Aid and SafeTalk Suicide prevention workshops.
- Continue support of Kitsap Strong to promote resilience and reduce trauma across Kitsap County. Explore ways to expand this partnership.

**Anticipated Measurable Outcomes:**

– **Community metric**
  - 24.9% of adults in Kitsap County reported being told they had a depressive disorder.
  - 37.2% of Kitsap County 10th graders felt so sad or hopefully for two weeks or more that they stopped doing their usual activities.
  - From 2013-2015, there were 358 hospitalizations related to drugs for every 100,000 residents (not including alcohol and tobacco). Approximately 46% of the drug-related hospitalizations are due to opioids.

– **CHI Franciscan Metric**
  - Measure the number of community members who attend CHI-Franciscan sponsored workshops in Kitsap County.
  - Measure the number of patients who receive mental health evaluations in the emergency department.
  - Measure the results of distress screening in oncology patients.

**Significant Health Needs Not Addressed**

Harrison Medical Center is addressing each priority health need area. Substance use was combined with mental health into a behavioral health priority area to recognize how linked these two health needs are. Many of the same strategies are used to address both priority health need areas.

**Authorization**

The implementation plan was adopted by the CHI Franciscan Health Board of Directors on June 28, 2018.