



CHI Franciscan Rehabilitation Hospital

2019 Community Health Implementation Strategy

Adopted October 2019

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At-a-Glance Summary

<p>Community Served</p> 	<p>The service area for St. Joseph Medical Center was used as the basis for the CHI Franciscan Rehabilitation Hospital service area. This community includes over 1 million residents and includes most of Pierce County and parts of King, Kitsap, Thurston and Lewis Counties. The service area is mostly White, Hispanic and Asian, with an increasing number of adults age 55-74 years old. The poverty rate in this service area is 13.1%, similar to the state of Washington.</p>
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> • Access to Care • Stroke hospitalizations • Brain injury hospitalizations • Hospitalizations due to neurologic disorders
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p>Access to Care: Support programs that help those who are homeless, uninsured, or under-insured obtain quality, affordable care.</p> <p>Brain injury hospitalizations: Increase access to brain injury treatment through the opening of a dedicated brain injury unit. Support community education efforts around brain injury prevention.</p> <p>Stroke hospitalizations: Support community education around recognizing the signs of stroke and explore ways to increase education at stroke support groups in the region.</p> <p>Hospitalizations due to neurologic disorders: Explore hosting support groups for neurologic disorders and providing staff to provide education at existing support groups in the region.</p>

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<p>Anticipated Impact</p> 	<p>Access to Care: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: more community members being served with high quality acute care services, and lower financial barriers to receiving care.</p> <p>Brain injury hospitalizations: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: more community members receiving high quality acute care treatment for brain injuries, and increased community education around brain injuries.</p> <p>Stroke hospitalizations: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: increased knowledge of the signs of a stroke, increased utilization of 911 for strokes, and increased support for stroke survivors.</p> <p>Hospitalizations due to neurologic disorders: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: an increase in community education and support for those with neurologic disorders.</p>
<p>Planned Collaboration</p> 	<p>Access to Care: CHI Franciscan Rehabilitation Hospital plans to collaborate with Pierce County Project Access, and other community partners to achieve our access to care goals.</p> <p>Brain injury hospitalizations: CHI Franciscan Rehabilitation Hospital plans to collaborate with the St. Joseph Trauma Team and other community partners to achieve these goals.</p> <p>Stroke hospitalizations: CHI Franciscan Rehabilitation Hospital plans to collaborate with the CHI Franciscan stroke team, American Heart and Stroke Association, and other community partners to achieve these goals.</p> <p>Hospitalizations due to neurologic disorders: CHI Franciscan Rehabilitation Hospital plans to collaborate with community organizations devoted to providing support for neurologic disorders to achieve these goals.</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.

Our Hospital and the Community Served

About CHI Franciscan and CHI Franciscan Rehabilitation 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.

The CHI Franciscan Rehabilitation Hospital was built in partnership with Kindred Healthcare and is an important component of the developing health care system of the community. The hospital is a state-of-the-art, 60-bed inpatient acute rehabilitation facility dedicated to the treatment and recovery of individuals with debilitating effects of a severe injury or illness.

Our Mission

The mission of CHI Franciscan Rehabilitation Hospital is to improve the health, function & quality of life of the people in the communities we serve.

Financial Assistance for Medically Necessary Care

The CHI Franciscan Rehabilitation 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

The CHI Franciscan Rehabilitation Hospital is located in Tacoma, WA and opened in 2018. Since the hospital hadn't officially opened when the CHNA was being developed, the St. Joseph Medical Center service area was used as a proxy for the Rehabilitation Hospital. A summary description of the community is below. Additional details can be found in the CHNA report online.

The community served by the CHI Franciscan Rehabilitation Hospital includes over 1 million residents across Pierce, King, Kitsap, Thurston and Lewis Counties. This community is mostly White, Hispanic 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 (13.1%) was the same 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 CHI Franciscan Rehabilitation 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 3.3%.

Community Assessment and Significant Needs

The CHI Franciscan Rehabilitation 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. Hospitalizations due to falls and fractures
2. Brain injury hospitalizations
3. Hospitalizations due to neurologic disorders
4. Stroke hospitalizations

Significant Needs the Hospital Does Not Intend to Address

CHI Franciscan Rehabilitation Hospital will not address hospitalizations due to falls and fractures. This is due to the the limited resources available, and the small number of patients who are in the facility due to falls and fractures. This hospital added access to care to address the need for high quality rehabilitation services in the community.

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


CHI Franciscan Rehabilitation 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.


Leaders from the Rehabilitation Hospital reviewed the CHNA findings. With support from the Community Integration Department at CHI Franciscan, they prioritized health needs and developed the specific strategies that are included in this document.



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
Increasing Capacity	<ul style="list-style-type: none"> Continue to build capacity within the hospital and open all wings.
Financial Assistance	<ul style="list-style-type: none"> Continue to make access to charity care easy and accessible for all who qualify.
Pierce County Project Access	<ul style="list-style-type: none"> CHI Franciscan physicians will provide donated care. Provide financial assistance to premium assistance program. Provide leadership on the Board of Directors.
Post-Discharge Support	<ul style="list-style-type: none"> Provide home visits to patients before they are discharged to ensure the home is ready for the patient’s continued recovery. Arrange for post-acute services upon discharge.
<p>Anticipated Impact: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: more community members being served with high quality acute care services, and lower financial barriers to receiving care.</p>	
<p>Planned Collaboration: CHI Franciscan Rehabilitation Hospital plans to collaborate with Pierce County Project Access, and other community partners to achieve our access to care goals.</p>	

 Health Need: Brain Injury Hospitalizations	
Strategy or Program Name	Summary Description
Dedicated brain injury unit	<ul style="list-style-type: none"> Open a 12-bed unit dedicated to treating patients with brain injuries. Provide specialized training for physicians and staff to provide the highest quality care to patients in this unit.
Community Education	<ul style="list-style-type: none"> Support community education around brain injury prevention and treatment.
<p>Anticipated Impact: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: more community members receiving high quality acute care treatment for brain injuries, and increased community education around brain injuries.</p>	
<p>Planned Collaboration: CHI Franciscan Rehabilitation Hospital plans to collaborate with the St. Joseph Trauma Team and other community partners to achieve these goals.</p>	



Health Need: Hospitalizations due to neurologic disorders

Strategy or Program Name	Summary Description
Support Groups	<ul style="list-style-type: none"> Explore hosting support groups for neurologic disorders and providing staff to provide education at existing support groups in the region.
<p>Anticipated Impact: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: an increase in community education and support for those with neurologic disorders.</p>	
<p>Planned Collaboration: CHI Franciscan Rehabilitation Hospital plans to collaborate with community organizations devoted to providing support for neurologic disorders to achieve these goals.</p>	




Health Need: Stroke Hospitalizations

Strategy or Program Name	Summary Description
BE FAST Community Education	<ul style="list-style-type: none"> Provide community education using the BE FAST model for recognizing the signs of a stroke and when to call 911. Provide staff support and purchase education materials to distribute at community events and seminars.
Stroke Support Groups	<ul style="list-style-type: none"> Explore hosting support groups for stroke survivors and providing staff to provide education at existing support groups in the region.
<p>Anticipated Impact: Through the actions of CHI Franciscan Rehabilitation Hospital and CHI Franciscan, we anticipate: increased knowledge of the signs of a stroke, increased utilization of 911 for strokes, and increased support for stroke survivors.</p>	
<p>Planned Collaboration: CHI Franciscan Rehabilitation Hospital plans to collaborate with the CHI Franciscan stroke team, American Heart and Stroke Association, and other community partners to achieve these goals.</p>	

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.

 CHI Franciscan Stroke Prevention	
Significant Health Needs Addressed	☐ Stroke Hospitalizations
Program Description	Use the BE FAST stroke recognition tool, an evidence-based model, to educate the community on recognizing a stroke and encouraging community members to call 911. CHI Franciscan will use staff time and purchase materials to bring this to community groups and events. BE FAST stands for Balance, eyes, face, arms, speech and time.
Community Benefit Category	Community Health Improvement Services
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Increase community education around recognizing the signs of a stroke and increase the utilization of 911 for strokes.
Measurable Objective(s) with Indicator(s)	<ul style="list-style-type: none"> • The number of community events where education takes place
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> • Create and order BE FAST education materials • Coordinate outside education opportunities
Planned Collaboration	<ul style="list-style-type: none"> • American Heart and Stroke Association • Various community organizations

CHI Franciscan Rehabilitation Hospital Board of Managers

Russ Bailey – Board Chair

Kindred Health

Anne McBride – Vice-Chair

CHI Franciscan

David Lundgren – Board Secretary

CHI Franciscan

Mike Fitzgerald

CHI Franciscan

Sharon Smeltzer

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Kindred Health

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CEO – CHI Franciscan Rehabilitation Hospital