

Virginia Mason Franciscan Health
St. Joseph Medical Center

2022 Community Health Implementation Strategy

Adopted November 2022



2022 Community Health Implementation Strategy

St. Joseph Medical Center

Table of Contents





- At-a-Glance Summary** 3
- Our Hospital and the Community Served** 5
 - About St. Joseph Medical Center
 - Our Mission
 - Financial Assistance for Medically Necessary Care
 - Description of the Community Served
- Community Assessment and Significant Needs** 7
 - Significant Health Needs
- 2022 Implementation Strategy** 8
 - Creating the Implementation Strategy
 - Community Health Strategic Objectives
 - Strategies and Program Activities by Health Need



2022 Community Health Implementation Strategy

St. Joseph Medical Center

At-a-Glance Summary

<p>Community Served</p> 	<p>The St. Joseph Medical Center Community Health Needs Assessment (CHNA) identified Pierce County as the primary service area of the hospital. Pierce County has over 900,000 residents. The county is primarily comprised of non-Hispanic white residents, with the Hispanic population representing 11% of the population. The proportion of adults 55 years and higher continues to increase. 43.8% of Pierce County students were eligible for free or reduced-price lunch.</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> <table border="1" data-bbox="381 697 1437 913"> <tr> <td data-bbox="381 697 847 913"> <ul style="list-style-type: none"> • Access to Care (includes Maternal Child Health) • Chronic Disease </td> <td data-bbox="847 697 1437 913"> <ul style="list-style-type: none"> • Behavioral Health • Violence Prevention </td> </tr> </table>		<ul style="list-style-type: none"> • Access to Care (includes Maternal Child Health) • Chronic Disease 	<ul style="list-style-type: none"> • Behavioral Health • Violence Prevention
<ul style="list-style-type: none"> • Access to Care (includes Maternal Child Health) • Chronic Disease 	<ul style="list-style-type: none"> • Behavioral Health • Violence Prevention 			
<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 unhoused, uninsured, or under-insured obtain quality, affordable care. Increase community education and access to maternal child health programs.</p> <p>Behavioral Health: Support programs that break down barriers to receiving quality mental health treatment, such as virtual behavioral health care. Expand outpatient behavioral health programs in Pierce County.</p> <p>Chronic Disease: Support programs that prevent and manage chronic disease, with a focus on heart disease and diabetes. Work with faith communities to build health ministry teams within congregations.</p> <p>Violence Prevention: Expand the VMFH Youth Violence Prevention Initiative in Pierce County. Support efforts to prevent human trafficking and sexual assault through community groups and hospital task forces.</p>			
<p>Anticipated Impact</p> 	<p>Access to Care: VMFH intends to increase the number of community members enrolled in insurance, especially Medicaid. VMFH intends to increase the quality and capacity of medical respite care in Pierce County.</p> <p>Behavioral Health: VMFH intends to increase capacity for both inpatient and outpatient behavioral health care. VMFH intends to build better linkages to receiving behavioral health care in the wider community.</p> <p>Chronic Disease: VMFH intends to increase access to healthy food for vulnerable community members with chronic diseases. VMFH will expand health education programs in the community.</p> <p>Violence Prevention: VMFH will expand capacity of community-based organizations that focus on youth violence and human trafficking.</p>			

Continued, next page...

2022 Community Health Implementation Strategy

St. Joseph Medical Center

...Continued from previous page

Planned Collaboration



Access to Care: VMFH and St. Joseph Medical Center intend to work with Pierce County Project Access, Catholic Community Services, Tacoma Pierce County Health Department, and numerous other community organizations.

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

Chronic Disease: VMFH will collaborate with Emergency Food Network, Blue Zones Project, faith communities, and other community organizations.

Violence Prevention: VMFH 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.vmfh.org/about-vmfh/why-choose-vmfh/reports-to-the-community/community-health-needs-assessment.html>.

Written comments on this report can be submitted to the VMFH Community Integration Office at 34515 9th Ave South/MS21-59/Federal Way, WA 98003 or by email to VMFHCommunityHealth@vmfh.org.

2022 Community Health Implementation Strategy

St. Joseph Medical Center

Our Hospital and the Community Served

About Virginia Mason Franciscan Health and St. Joseph Medical Center

Virginia Mason Franciscan Health is a nonprofit health system with over 300 sites of care, 11 top-tier hospitals, 18,000 team members, and over 5,600 physicians and advanced practice providers throughout the Puget Sound region.

St. Joseph Medical Center is a 374-bed hospital in Tacoma, WA. St. Joseph employs over 3,100 employees and, in Fiscal Year 2021, generated over 116,000 inpatient days and over 41,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$69 million in 2022.

Our Mission

St. Joseph Medical Center's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

St. Joseph 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 VMFH website at <https://www.vmfh.org/billing-insurance/financial-assistance---discounts>.

2022 Community Health Implementation Strategy

St. Joseph Medical Center

Description of the Community Served

St. Joseph Medical Center is located in Tacoma, WA. A summary description of the community is below. Additional details can be found in the CHNA report online.

The Community Health Needs Assessment St. Joseph Medical Center included information for all of Pierce County, WA. This community has 900,000 residents. Pierce County is mostly White, Hispanic and Black with an increasing number of adults age 55-74 years old. Pierce County has a lower proportion of residents who report they spoke English 'less than very well' compared to the state. The proportion who spoke English "less than very well" was highest among those who primarily spoke an Asian or Other Pacific Islander language.

43.8% of students in Pierce County are eligible for free or reduced-price lunch, which is slightly higher than the state average. The four-year average percentage of adults aged 25 years or older who earned at least a bachelor's degree was lower in Pierce County compared to the state average.

Life expectancy within Pierce County was significantly lower compared to the state. Within the County women tended to live significantly longer compared to men. Individuals identifying with more than one race had the longest life expectancy, while Native Hawaiian or Other Pacific Islanders had the shortest life expectancy.



2022 Community Health Implementation Strategy

St. Joseph Medical Center

Community Assessment and Significant Needs

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 2022. 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.vmfh.org/about-vmfh/why-choose-vmfh/reports-to-the-community/community-health-needs-assessment.html> or upon request at the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Behavioral Health	The CHNA specifically calls out drug-related deaths, youth anxiety and depression, and youth marijuana use	Yes
Chronic Disease	The CHNA points to concerns around hypertension and obesity.	Yes
Access to Care	The CHNA specifically calls attention to insurance coverage and routine youth dental check-ups	Yes
Maternal Child Health	The CHNA calls out low birth weight as a concern.	Yes
Violence	The CHNA points to child abuse and neglect, youth exposure to violence, and intentional injury hospitalization as areas of concern.	Yes

Significant Needs the Hospital Does Not Intend to Address

St. Joseph Medical Center intends to address all priority health areas from the CHNA. Maternal Child Health will be addressed in both the access to care and chronic disease areas instead of as a standalone section.

2022 Community Health Implementation Strategy

St. Joseph Medical Center

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

St. Joseph 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.

This implementation strategy was created with input from multiple VMFH leaders and staff. Some of the departments involved included Mission, Community Health, Community Relations, Administration, Care Management, and the Board of Directors.

Community input and contributions to this implementation strategy included discussions with external community groups, public health departments, community-based organizations, and other health systems.

The programs and initiatives described here were selected based on their alignment with identified community health priorities, resources available to address these challenges, and availability of partnerships to reach underserved populations.



2022 Community Health Implementation Strategy

St. Joseph Medical Center

Community Health Strategic Objectives

St. Joseph Medical Center believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



Advance Community Health Alignment and Integration
Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Expand Clinical - Community Partnerships and Linkages
Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.




Build Capacity for More Equitable Communities
Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



Inspire, Innovate and Scale High Impact Initiatives
Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

 Health Need: Access to Care					
Anticipated Impact (Goal)	VMFH intends to increase the number of community members enrolled in insurance, especially Medicaid. VMFH intends to increase the quality and capacity of medical respite care in Pierce County.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Ambulatory Care Coordination	<ul style="list-style-type: none"> Connect vulnerable patients to programs that address social needs. 	•	•	•	•
Project Access	<ul style="list-style-type: none"> VMFH provides financial support and donated care to Project Access programs across our service area. Project Access provides insurance premium support, donated care, and care coordination to vulnerable community members. 	•	•	•	•
Medical Respite	<ul style="list-style-type: none"> Provide dedicated space for homeless patients to recuperate after a hospital stay. 	•	•	•	•


2022 Community Health Implementation Strategy


St. Joseph Medical Center

 Health Need: Access to Care					
Specialty Pharmacy Services	<ul style="list-style-type: none"> Increase access to vital specialty medicines for patients with rare or complex conditions in areas that are typically underserved. 	•			•
Internal Medicine Residency	<ul style="list-style-type: none"> Start in July 2023. Address chronic disease and behavioral health. 		•	•	
Total Health Roadmap	<ul style="list-style-type: none"> Address the social needs of medical clinic patients through universal screening and connections through embedded Community Health Workers. 	•	•	•	•
LGBTQ+ Health Care Services	<ul style="list-style-type: none"> Expand primary care services to be more welcoming and inclusive of LGBTQ+ patients. 	•	•	•	
More in Common Alliance	<ul style="list-style-type: none"> Medical students from Morehouse School of Medicine will spend time in VMFH hospitals. Explore making the Morehouse School of Medicine Community Health Worker training program available in communities served by VMFH. 	•		•	•
Support of community clinics	<ul style="list-style-type: none"> St. Joseph Medical Center provides free lab work for the Neighborhood Clinic in the Hilltop neighborhood of Tacoma. 	•	•		
Pathways Community HUB	<ul style="list-style-type: none"> Support a sustainable network of Community Health Workers who can meet the cultural and social needs of those with chronic diseases. 	•	•	•	•
Food Recovery	<ul style="list-style-type: none"> VMFH plans to pilot food recovery programs where we connect hospital food waste to local hunger relief organizations. 	•	•	•	•
Communities of Focus	<ul style="list-style-type: none"> Continue partnership with the Tacoma Pierce County Health Department Communities of Focus initiative. Communities of Focus partners with residents and stakeholders in communities with high rates of health inequality. 	•		•	
Patient Support	<ul style="list-style-type: none"> Support patients with transportation, housing, medical equipment, clothing and other needs. 	•			

2022 Community Health Implementation Strategy


St. Joseph Medical Center


 Health Need: Access to Care					
WIC Clinics	<ul style="list-style-type: none"> Continue providing supplemental nutrition support for low-income pregnant women and families at VMFH WIC Clinics. 		•	•	
Family Connects	<ul style="list-style-type: none"> Continue partnership with Family Connects, which provides wrap-around services for new families in identified zip codes. 	•	•	•	•
Insurance Enrollment	<ul style="list-style-type: none"> Continue enrolling qualified patients into Medicaid and other support programs. 	•	•	•	•
Planned Resources	VMFH and St. Joseph Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and St. Joseph Medical Center will partner with Tacoma Pierce County Health Department, Pierce County Project Access, Catholic Community Services, and numerous other community-based organizations on these initiatives.				

 Health Need: Behavioral Health					
Anticipated Impact (Goal)	VMFH intends to increase capacity for both inpatient and outpatient behavioral health care. VMFH intends to build better linkages to receiving behavioral health care in the wider community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Center for Behavioral Health	<ul style="list-style-type: none"> Create an outpatient Center for Behavioral Health on the St. Joseph campus. The center could initiate medically-assisted treatment, provide counseling, and provide other supportive therapies for substance use disorder. 	•			•
Virtual Behavioral Health Care	<ul style="list-style-type: none"> Expand partnership with Concert Health to provide virtual consultations and care to vulnerable patients. Continue referral partnership with Quartet Health, which provides virtual psychiatry to Medicaid patients who do not have a primary care provider or access to other behavioral health services. 	•			•

2022 Community Health Implementation Strategy


St. Joseph Medical Center

 Health Need: Behavioral Health					
SHOUT Program	<ul style="list-style-type: none"> St. Joseph Medical Center will continue the Support for Hospital Opioid Use Treatment program, a multi-disciplinary approach to treating patients with opioid disorders. 	•	•	•	
Wellfound Behavioral Health Hospital	<ul style="list-style-type: none"> VMFH will continue to support Wellfound Behavioral Health Hospital and expand access to behavioral health care. 	•			
Psychosocial Assessments	<ul style="list-style-type: none"> Provide in-kind psycho-social exams for those seeking asylum. 	•	•		
Integrated Behavioral and Primary Health	<ul style="list-style-type: none"> VMFH will continue to integrate behavioral health into primary care practices. 	•			
Planned Resources	VMFH and St. Joseph Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and St. Joseph Medical Center will partner with Wellfound Behavioral Health Hospital, Catholic Community Services, Concert Health, and numerous other community-based organizations on these initiatives.				

 Health Need: Chronic Disease					
Anticipated Impact (Goal)	VMFH intends to increase access to healthy food for vulnerable community members with chronic diseases. VMFH will expand health education programs in the community.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Blue Zones	<ul style="list-style-type: none"> Bring the Blue Zones Project to the communities of Parkland and Spanaway. Blue Zones will support upstream approaches to help residents live healthy, productive lives. 		•	•	•
Congregational Health Ministries	<ul style="list-style-type: none"> Continue supporting faith communities as they create and sustain health ministries. Continue supporting FaithHealth in Action, which helps faith communities of color create health ministries. 		•	•	


2022 Community Health Implementation Strategy

St. Joseph Medical Center

 Health Need: Chronic Disease					
Medically-Tailored Food Boxes	<ul style="list-style-type: none"> Create a partnership with Emergency Food Network to pilot a medically-tailored food box program. Patients with a diabetes or heart disease diagnosis can be enrolled in the EFN home delivery program to receive a food box that meets their dietary needs. 	•	•	•	•
Potentially Preventable Hospitalizations	<ul style="list-style-type: none"> Continue partnership with Tacoma Pierce County Health Department and others to reduce heart failure in high risk zip codes. 		•	•	•
Heart Failure Program	<ul style="list-style-type: none"> Expand access for heart failure program 	•			
Diabetes Management	<ul style="list-style-type: none"> Expand access to diabetes programs for newly diagnosed patients. 	•			
Postpartum Wellness and Recovery (PWR) Program	<ul style="list-style-type: none"> Provide education to providers across the region about better supporting postpartum wellness, especially the intersection of heart disease, gestational diabetes, and depression. 	•	•		•
Blood Pressure Screenings	<ul style="list-style-type: none"> The VMFH Stroke Team will conduct blood pressure screenings at events throughout the region. 		•		
Planned Resources	VMFH and St. Joseph Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and St. Joseph Medical Center will partner with the Blue Zones Project, MultiCare Health System, Pierce County, Emergency Food Network, Tacoma Pierce County Health Department, and numerous other community-based organizations on these initiatives.				

2022 Community Health Implementation Strategy

St. Joseph Medical Center

 Health Need: Violence Prevention					
Anticipated Impact (Goal)	VMFH will expand capacity of community-based organizations that focus on youth violence, domestic violence, sexual assault, and human trafficking.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Human Trafficking Task Force at St Joseph	<ul style="list-style-type: none"> Create a Human Trafficking Task Force at St Joseph Medical Center to provide support to trafficking survivors in the hospital and the wider community. 	•	•	•	•
Youth Violence Prevention in Parkland	<ul style="list-style-type: none"> Support community efforts that prevent youth violence in the Parkland community. 	•			•
Planned Resources	VMFH and St. Joseph Medical Center will use a combination of financial contributions, staff time, and other in-kind resources to support these initiatives.				
Planned Collaborators	VMFH and St. Joseph Medical Center will partner with Rebuilding Hope, Crystal Judson Family Justice Center, and numerous other community-based organizations on these initiatives.				

