



# 2024 CHNA Implementation Plan

FY 2025 – FY 2027

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# Implementation Strategy

## Introduction

Overlake Medical Center is a nonprofit health system located in Bellevue, Washington that provides a full range of primary care and advanced medical services to the Puget Sound Region. Our mission is to provide compassionate care for every life we touch. Since opening in 1960, Overlake has grown to a 349-bed medical center distinguished for its compassionate and patient-centered care. Overlake Medical Center (Overlake) conducted a Community Health Needs Assessment (CHNA) to comply with regulations guiding tax-exempt hospitals.

On Oct. 1, 2024, Overlake finalized an affiliation agreement with MultiCare Health Services to expand services into King and Snohomish counties. With this affiliation, Overlake becomes the flagship of MultiCare's new North Puget Sound region.

The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide the hospital's community benefit activities. This Implementation Strategy explains how Overlake plans to address the selected priority health needs identified by the CHNA.

The Implementation Strategy was adopted by the Overlake Medical Center Board of Trustees on November 13, 2024. This report is widely available to the public on the hospital's web site at: <https://www.overlakehospital.org/CommunityBenefit>. Written comments on this report can be submitted to Joy Campbell at [joy.campbell@overlakehospital.org](mailto:joy.campbell@overlakehospital.org).

## FY24 Community Health Needs Assessment

Secondary and primary data were collected to complete the CHNA. Secondary data were collected from a variety of local, county and state sources to present community demographics, social determinants of health, health care access, birth characteristics, leading causes of death, chronic disease, health behaviors, mental health, substance use and preventive practices. The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection.

Primary data were obtained through interviews with community stakeholders to obtain input on health needs, barriers to care and resources available to address the identified health needs. Thirteen (13) interviews were completed in December 2023 and January 2024. The primary data collection process was designed to validate secondary data findings, identify additional

community issues, solicit information on disparities among subpopulations, ascertain community assets potentially available to address needs and prioritize health needs.

**Service Area**

Overlake Medical Center is located at 1035 116th Ave NE, Bellevue, Washington, 98004. Overlake tracks ZIP Codes of origin for all patient admissions and includes all who received care without regard to insurance coverage or eligibility for financial assistance. The service area was determined based on the ZIP Codes that reflect a majority of patient admissions.

The service area for Overlake is divided into two markets - local and outlying - with the local market divided into five service areas (Bellevue, East, Issaquah/Sammamish, Redmond/Kirkland, and SW) and the outlying market divided into two service areas (North and South). The seven service areas and their associated 44 ZIP Codes and cities follow:

**Overlake Medical Center Service Area**

| Service Area Subdivision   |  | City            | ZIP Code                            |
|--|--|-----------------|-------------------------------------|
| Local Service Area   | Bellevue<br>(ZIP Codes 98009 and 98015 of Bellevue city are not available.)              | Bellevue        | 98004 98005<br>98006 98007<br>98008 |
|  |  | Medina          | 98039                               |
|  | East<br>(ZIP Code 98025 of Hobart is not available.)                                     | Carnation       | 98014                               |
|  |  | Fall City       | 98024                               |
|  |  | North Bend      | 98045                               |
|  |  | Preston         | 98050                               |
|  |  | Snoqualmie      | 98065                               |
|  |  | Snoqualmie Pass | 98068                               |
|  | Issaquah/Sammamish   | Issaquah        | 98027 98029                         |
|  |  | Sammamish       | 98074 98075                         |
| Redmond/Kirkland (ZIP Codes 98083 of Kirkland and 98073 of Redmond are not available.) | Kirkland   | 98033           |                                     |
|  | Redmond  | 98052 98053     |                                     |
| Southwest  | Mercer Island  | 98040           |                                     |
|  | Newcastle  | 98056           |                                     |
|  | Renton   | 98059           |                                     |
| Outlying Service Area  | North<br>(ZIP Codes 98041 of Bothell and 98082 of Mill Creek/Bothell are not available.) | Bothell         | 98011 98021                         |
|  |  | Duvall          | 98019                               |
|  |  | Kenmore         | 98028                               |
|  |  | Kirkland        | 98034                               |
|  |  | Mill Creek      | 98012                               |
|  |  | Snohomish       | 98296                               |
|  |  | Woodinville     | 98072 98077                         |
|  | South  | Black Diamond   | 98010                               |
|  |  | Maple Valley    | 98038                               |
|  |  | Ravensdale      | 98051                               |
|  | Renton   | 98055 98057     |                                     |

| Service Area Subdivision | City | ZIP Code |
|--------------------------|------|----------|
|                          |      | 98058    |

Source: U.S. Bureau of the Census, American Community Survey

The population of the Overlake service area is 977,461. Children and youth, ages 0-19, make up 25.2% of the population, 62.0% are adults, ages 20-64, and 12.8% of the population are seniors, ages 65 and over. Most of the population in the service area identifies as White or Caucasian residents (59.7%). 23.6% of the population are Asian residents, 7.7% of the population is Hispanic or Latino residents, 5.6% of individuals identify as multiracial (two-or-more races) and 2.6% of the population are Black or African American residents. Native Hawaiian or Pacific Islander residents are 0.3% of the population, American Indian or Alaskan Native residents are 0.2% of the population, and those who are of a race/ethnicity not listed represent 0.2% of the population. In the service area, 69.3% of the population, ages 5 years and older, speak only English in the home. 14.7% speak an Asian or Pacific Islander language, 5.1% speak Spanish, and 9.4% speak an Indo-European language in the home.

Among the residents in the service area, 5.5% are at or below 100% of the federal poverty level (FPL) and 11.7% are at 200% of FPL or below. The unemployment rate in the Overlake service area, averaged over 5 years, was 3.9%. This is lower than King County (4.6%) and the state (5.1%) unemployment rates. Educational attainment is a key driver of health. In the hospital service area, 4.1% of adults, 25 and over, lack a high school diploma, which is lower than county and state rates. 67.6% of area adults have a college degree, which is higher than county and state rates.

Health insurance coverage is considered a key component to ensure access to health care. 95.9% of the population in the Overlake service area has health insurance. 98.1% of children, ages 18 and younger, have health insurance coverage.

## Significant Health Needs

The FY24 CHNA identified significant health needs from a review of the primary and secondary data. These needs included:

- Access to care
- Chronic disease
- Healthy eating and active living
- Housing and Homelessness
- Mental health
- Preventive practices (health education, screenings, vaccines)
- Sexually transmitted infections
- Substance use

## Addressing the Health Needs

From the prioritized health needs, Overlake chose health needs that considered the hospital's capacity to address community needs, the strength of community partnerships, and those needs that correspond with the hospital's organizational priorities. As a result, Overlake Medical Center & Clinics will address the following health needs through a commitment of community benefit programs and charitable resources.

- Access to health care and health inequities
- Chronic disease (including Cancer)
- Housing and homelessness
- Mental health and substance use
- Preventive practices

Goals have been established that indicate the anticipated impact on these health needs as a result of the resources the hospital will commit to meeting the health needs. Strategies to address the priority health needs are identified and impact measures will be tracked.

## Access to Health Care and Health Inequities

### Goal

Increase access to health care for the medically underserved with a focus on the culturally diverse population of the Eastside.

### Strategies

Overlake will commit the following resources to address this health need:

- Support outreach activities with South Asian and Southeast Asian populations in partnership with community organizations.

- Provide financial assistance by offering free and discounted care for health care services, consistent with Overlake’s financial assistance policy.
- Optimize outreach activities for healthy living.
- Coordinate volunteer provider services at free health clinics.
- Provide flu shot and/or biometric screening vouchers to medically underserved.

### **Impact**

The anticipated impact of these actions will be to:

- Increase availability and access to needed medical care services.
- Provide financial assistance to qualified patients.
- Reduce the percentage of residents who delay obtaining needed medical care.

### **Chronic Disease (including Cancer)**

#### **Goal**

Reduce the impact of chronic disease on health and increase the focus on early detection, prevention, and treatment education.

#### **Strategies**

Overlake will commit the following resources to address this health need:

- Offer health education and outreach programs focused on preventive actions to minimize chronic disease.
- Increase awareness of cancer survivorship.
- Increase identification and treatment of chronic disease.
- Provide support and resources for persons battling chronic diseases, their families, and caregivers.

### **Impact**

The anticipated impact of these actions will be to:

- Increase the identification and treatment of chronic disease.
- Improve preventive practices by increasing public awareness of early detection recommendations.
- Increase the availability of supportive resources for individuals with chronic diseases and their families.

## **Housing and Homelessness**

### **Goal**

Increase awareness to access affordable housing, and provide support to community partners to reduce the incidence of homelessness.

### **Strategies**

Overlake will commit the following resources to address this health need:

- Connect people experiencing homelessness to community-based programs and services.
- Engage in collaborative strategies with community partners to improve the health of individuals experiencing homelessness.
- Provide financial support to local organizations.
- Provide education to the public to raise awareness and promote advocacy.

### **Impact**

The anticipated impact of these actions will be to:

- Increase resources for persons at risk of homelessness and persons who are experiencing homelessness.

## **Mental Health and Substance Use**

The National Institute of Mental Health states that people with a substance use disorder may also have other mental health disorders, and people with mental health disorders may also struggle with substance use.

### **Goal**

Increase access to mental health and substance use resources and services.

### **Strategies**

- Implement a suicide prevention curriculum in conjunction with local schools and community mental health services.
- Offer community education
- Expand access to early intervention and screening for substance use and mental health services through community partnerships and monetary support.
- Offer caregiver support programs through collaboration with community partners.
- Support community organizations that provide mental health and substance use services.
- Raise awareness and provide education about substance use prevention and treatment.
- Increase awareness of the Overlake Partial Day Hospitalization Program and the Behavioral Health Unit and their availability to the public.



## **Impact**

The anticipated impact of these actions will be to:

- Reduce the incidence of adolescent suicide on the Eastside.
- Improve positive behaviors in a learning environment for students who are behaviorally and emotionally challenged.
- Increase awareness and treatment of mental health and substance use issues.

## **Preventive Health Care**

### **Goal**

Increase access to clinical preventive services to reduce death, disability, and disease.

### **Strategies**

Overlake will commit the following resources to address this health need:

- Provide free flu vaccines and biometric screenings to the medically underserved.
- Offer senior health and wellness education and programs.
- Provide disease prevention and awareness programs through partnerships with community organizations.
- Offer community health classes and health awareness presentations.
- Participate in health and wellness events to promote preventative practices.

## **Impact**

The anticipated impact of these actions will be to:

- Increase the identification and treatment of disability and disease.
- Increase public awareness of disease and disability prevention.
- Increase individuals' compliance with preventive care recommendations.

## **Planned Collaboration**

Overlake is committed to fostering partnerships with community-based organizations. To address the selected health needs, the hospital plans to collaborate with:

- Alzheimer's Association of Western Washington
- Asian Counseling Referral Service
- Attain Housing
- Bellevue LifeSpring
- Boys & Girls Club
- Cancer Lifeline
- Chinese Information Service Center

- City of Bellevue
- Essentials First
- HopeLink
- Indian American Community Services (IACS)
- International Community Health Services (ICHS)
- King County Library System
- Lifewire
- Mary's Place
- Muslim Community Service Center
- National Alliance on Mental Illness (NAMI) – Eastside
- New Bethlehem
- Porchlight
- Plymouth Housing
- School districts
- Sea Mar Community Health Centers
- Seattle Pride
- The Garage – A Teen Cafe
- The Sophia Way
- Together Center
- Youth Eastside Services
- YMCA of Greater Seattle
- YWCA
- ZERO Prostate Cancer

### **Evaluation of Impact**

Overlake will monitor and evaluate the programs and activities outlined above. The hospital anticipates the actions taken to address significant health needs will improve health knowledge, behaviors and status, increase access to care, and help support good health. The hospital is committed to monitoring key initiatives to assess impact. Our reporting process includes the collection and documentation of tracking measures, such as the number of people reached or served and collaborative efforts to address health needs. A review of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

### **Needs the Hospital Will Not Address**

Taking existing organizational and community-based resources into consideration, Overlake is choosing to address the priority needs identified in the CHNA. Overlake cannot address all the

health needs in the community and must focus on areas where we have the greatest potential for impact and that also align with our mission and prevent duplication of effort. Our focus will be on the local community where we can have the largest impact. Engaging in community partnerships may support other initiatives that the hospital cannot independently address.