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2015

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# Overlake Medical Center

## Implementation Strategy



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# Implementation Strategy

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## Introduction

Overlake Medical Center is a nonprofit regional medical center located in Bellevue, Washington that provides a full range of advanced medical services to the Puget Sound Region. In 2015, Overlake Medical Center (Overlake) conducted a Community Health Needs Assessment (CHNA) to comply with federal regulations guiding tax-exempt hospitals. The CHNA and Implementation Strategy are posted on the hospital website and can be accessed at <http://www.overlakehospital.org/about-us/>. Public comment on the CHNA and Implementation Strategy are encouraged and comments are used to inform and influence future work.

Overlake Medical Center participated in a collaborative process for the Community Health Needs Assessment as part of the King County Hospitals for a Healthier Community (HHC). HHC is a collaborative of all 12 hospitals and health systems in King County and Public Health-Seattle & King County. The HHC members joined together to identify important health needs and assets in the communities they serve. This shared approach avoids duplication and focuses available resources on a community's most important health needs.

The Community Health Needs Assessment incorporated demographic and health data for the communities served by the hospital. Targeted interviews were conducted with stakeholder coalitions. Coalitions were identified that have expertise on identified health needs, have diverse membership, and have a regional or sub-regional focus. Stakeholders included those who represented the broad interests of the community, representatives of medically underserved, low-income and minority populations, and populations with chronic disease needs, as well as representatives from the local health department. Stakeholder groups included human service providers, community health centers, behavioral health providers, state, county, and local government staff, fire departments, law enforcement, advocacy organizations, hospital staff, groups focused on health disparities in communities of color, faith communities, labor, and managed care organizations. An online survey was made available for those who were unable to attend the coalition meeting and wished to provide input in writing. Recent reports on health needs were also reviewed for themes and relevant assets and resources. Public comment was also solicited on the previous Community Health Needs Assessment.

Significant health needs were identified from issues supported by primary and secondary data sources gathered for the Community Health Needs Assessment. The needs were indicated by secondary data sources, stakeholder interviews and surveys. Each health need was confirmed by more than one indicator or data source (i.e., the

health need was suggested by more than one source of secondary or primary data). In addition, the health needs were based on the size of the problem (relative portion of population afflicted by the problem); or the seriousness of the problem (impact at individual, family, and community levels). To determine size or seriousness of a problem, the health needs identified in the secondary data were measured against benchmark data, specifically county or state rates or Healthy People 2020 objectives. Indicators related to the health needs that performed poorly against these benchmarks were considered to have met the size or seriousness criteria. Additionally, primary data sources were asked to identify community and health issues based on the perceived size or seriousness of a problem.

Overlake Medical Center also participated on a committee of representatives from Hospitals for a Healthier Community (HHC), facilitated by Public Health-Seattle & King County (PHSKC) staff. This committee used a community health framework and population-based approach to identify significant health needs and develop criteria for indicators used to measure health needs. The group finalized the selection of indicators with feedback from public health and hospital staff. HHC and other representatives were subject matter experts who helped identify population-level health needs.

Combining the health needs from the HCC collaborative assessment and the Overlake Medical Center data collection, the following significant health needs were determined:

- Access to care
- Behavioral health and mental health
- Cancer
- Cardiovascular disease
- Dental care
- Maternal and child health
- Overweight and obesity (healthy eating and physical activity)
- Preventive health services
- Violence and injury prevention

### **Priority Health Needs**

The identified significant health needs were prioritized with input from the community. A survey was used to gather public input on the identified health needs. The survey link was posted on Overlake Medical Center's Facebook page and sent electronically.

The following criteria were used to prioritize the health needs:

- Severity – the perceived impact of the health need on the community.
- Change over time – determination if the health need has improved, stayed the same or worsened.

- Resources – availability of resources in the community to address the health need.

The calculations of the community survey resulted in the following prioritization of the significant health needs:

1. Access to care
2. Cancer
3. Preventive care
4. Heart disease
5. Behavioral health and mental health
6. Maternal and child health
7. Dental care
8. Physical activity
9. Diabetes
10. Nutrition/healthy eating
11. Injuries
12. Overweight and obesity
13. Suicide
14. Tobacco use
15. Asthma

### **Addressing the Health Needs**

Overlake Medical Center will address the following health needs through a commitment of community benefit programs and charitable resources.

- Access to care and preventive health care
- Cancer (to include smoking)
- Cardiovascular disease (to include smoking)
- Maternal and child health
- Mental Health (to include suicide)
- Overweight and obesity (to include healthy eating, physical activity and obesity-related diseases)

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 Care and Preventive Health Care**

With a vision to provide exceptional quality and compassionate care to every life we touch, Overlake Medical Center is committed to improving health care access.

### **Goal**

Increase access to health care for the medically underserved and improve community health through preventive practices.

### **Strategies**

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

- Provide free health screenings at community events targeted at the uninsured.
- Provide free flu vaccines to the medically underserved.
- Communicate to service area residents how to access primary care services through established communication methods and social media.
- Provide financial assistance through both free and discounted care for health care services, consistent with Overlake's financial assistance policy.
- Explore the feasibility of establishing a primary care clinic in the underserved Eastside market.
- Reduce injuries and falls among seniors through exercise and balance classes.
- Explore the feasibility and impact of providing funding to area Federally Qualified Health Centers (FQHC) to expand primary care services for the uninsured.
- Partner with community groups and FQHCs to provide free health screenings at shelters and community centers.

### **Impact**

The anticipated impact of these actions will be to:

- Increase availability and access to primary care and preventive care services.
- Provide financial assistance to qualified hospital patients.
- Reduce the percentage of residents who delay obtaining needed medical care.
- Increase individuals' compliance with preventive care recommendations.

### **Collaboration**

To address access to health care and preventive health care practices, Overlake Medical Center plans to collaborate with:

- Boys & Girls Club of Bellevue
- Eastgate Public Health Center
- HopeLink
- International Community Health Services (ICHS)
- Sea Mar Community Health Centers
- YWCA

## **Cancer**

### **Goal**

Reduce impact of cancer on health and increase focus on prevention, treatment and support.

### **Strategies**

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

- Offer free skin cancer screenings.
- Provide funding support to community organizations to support cancer prevention and treatment.
- Provide education on cancer prevention and screening.
- In partnership with the American Cancer Society, provide free smoking “Quit Kits” in primary care, pulmonology, cardiology and oncology clinics to help individuals quit smoking.
- Provide support groups: Look Good, Feel Better; Breast Cancer; General Cancer; Caregiver Support; Bereavement Support.

### **Impact**

The anticipated impact of these actions will be to:

- Increase the identification and treatment of cancer.
- Increase public awareness of cancer prevention.
- Increase individuals’ compliance with preventive cancer care recommendations.

### **Collaboration**

To address cancer prevention and treatment, Overlake Medical Center plans to collaborate with:

- American Cancer Society
- Gilda’s Club of Seattle
- Team Survivor NW

## **Cardiovascular Disease**

### **Goal**

Reduce impact of cardiovascular disease on health and increase focus on prevention and treatment education.

### **Strategies**

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

- Offer a variety of community education lectures and screenings on the topic of cardiovascular disease.
- Provide free cardiac and stroke risk assessments.
- Provide funding to community organizations to support cardiovascular disease prevention and treatment.
- Offer stroke support group.

### **Impact**

The anticipated impact of these actions will be to:

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

### **Collaboration**

To address cardiovascular disease, Overlake Medical Center plans to collaborate with:

- American Heart Association
- Bellevue Fire Department
- Hope Heart Institute



## **Maternal and Child Health**

### **Goal**

Improve maternal and child health by increasing access to appropriate health care and supportive resources.

### **Strategies**

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

- Offer in-kind support to Eastside Pathways to increase their capacity to provide programs and services for children from cradle to career.
- Serve as the area Mother's Milk Donor Milk Depot, a controlled collection point where healthy, lactating women can donate surplus breast milk for premature babies in NICUs.
- Offer free community health education on childbirth and parenting topics in English and Spanish.
- Offer support groups for new mothers.
- Provide free car seat checks and safety classes.

### **Impact**

The anticipated impact of these actions will be to:

- Increase availability and access to needed maternal and child health care services.
- Increase knowledge of appropriate care during pregnancy and in the post-partum period.
- Increase knowledge of appropriate parenting.

### **Collaboration**

To address maternal and child health, Overlake Medical Center plans to collaborate with:

- Eastside Pathways
- Human Milk Banking Association for North America
- March of Dimes
- Mother's Milk Bank of Colorado

## **Mental Health**

### **Goal**

Increase access to mental health and behavioral health care resources and services.

### **Strategies**

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

- Operate the Overlake Specialty School an academic, year-round school serving the special needs of students in in grades one through 12. The mission of the school is to provide a caring educational community where students develop healthy relationships and intrinsic values. Overlake Specialty School utilizes a holistic, strength-based approach for positive behavior change that facilitates student reintegration to their home communities. This is a unique program coordinated with school districts, community service providers, families and others to meet the special needs of students. The school has seven classrooms:
  - Elementary School classroom serving students aged 8-12.
  - Middle School classroom serving students aged 11-14.
  - Junior High classroom serving students aged 13-16.
  - High School classrooms serving students aged 15-21. Two classrooms provide services for high school students with emotional and behavioral support needs, and one provides services for students who additionally benefit from a focus on functional life skills.
  - Autism classroom designed to meet the needs of students aged 8-13 with moderate autism.

The school is a Non-Public Agency approved through the Office of the Superintendent of Public Instruction. This credential allows us to contract directly with public schools to provide services to meet the individual needs of each student. Overlake Specialty School is committed to active partnerships with school districts, serving as an optional placement for districts for students who are behaviorally and emotionally challenged.

- Convene and lead community mental health leaders to identify and close the gaps related to mental health care and services.
- Host the mental health stakeholders' forum, convene quarterly meetings. Expand group to include specialty area representatives.
- Provide funding to community organizations to support mental health outreach and treatment.
- Publish and host an electronic resource database for mental health professionals.
- Provide community health education on mental health topics.
- Explore developing partnerships with community organizations to move toward a collective impact model.

- Provide funding and Board representation for LifeWire, a domestic violence prevention organization.

### **Impact**

The anticipated impact of these actions will be to:

- Improve positive behaviors in a learning environment for students who are behaviorally and emotionally challenged.
- Increase awareness and treatment of mental health issues.

### **Collaboration**

To address mental health and behavioral health, Overlake Medical Center plans to collaborate with:

- Bellevue College
- Cascade Behavioral Health
- Children’s Crisis Outreach Response System (CCORS)
- Consejo Counseling
- Eastgate Public Health Center
- Eastside Pathways
- Eating Recovery Center
- EvergreenHealth
- Fairfax Behavioral Health
- Group Health
- HERO House
- HopeLink
- International Community Health Services (ICHS)
- King County Mobile Health Program
- Lakeside Milam
- LifeWire
- NAMI
- Residence XII
- Sea Mar Community Health Centers
- Seattle Children’s Hospital
- Sound Mental Health
- UW Medicine – Valley Medical Center
- YMCA
- Youth Eastside Services

## **Overweight and Obesity**

The focus on overweight and obesity includes activities and programs that address healthy eating, physical activity and prevention of obesity-related chronic diseases.

### **Goal**

Reduce the impact of overweight and obesity on health and increase focus on healthy eating and physical activity, and chronic disease prevention, treatment and awareness education.

### **Strategies**

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

- Offer community education and support groups that focus on a healthy weight.
- Provide free BMI screening with provider counseling.
- Provide free glucose testing with provider counseling.
- Provide nutrition counseling at food banks to encourage healthy options.
- Offer free education classes throughout the community to include: Walk for Life, Yoga for Balance, Matter of Balance, and Diabetes Education Series.
- Communicate information to service area residents on healthy eating and physical activity through established communication methods and social media.
- Explore weight loss classes at community centers or other targeted locations for the underserved.
- Partner with Bellevue Life Spring's "Break Time Mealtime" program to increase healthy food options for students who are part of the free or reduced price lunch program. Overlake Medical Center's executive chef will work with LifeSpring staff to design health options menus. LifeSpring will access Overlake's bulk rate pricing for food purchases.

### **Impact**

The anticipated impact of these actions will be to:

- Increase knowledge about healthy food choices, which will contribute to improved health.
- Improve healthy eating behaviors and increase physical activity.
- Increase access to preventive health screenings.

### **Collaboration**

To address overweight and obesity, Overlake Medical Center plans to collaborate with:

- American Diabetes Association
- Bellevue Collection
- Bellevue LifeSpring
- Boys & Girls Club of Bellevue

- HopeLink
- Redmond Senior Center
- YMCA

## **Evaluation of Impact**

Overlake will monitor and evaluate the programs and activities outlined above. Overlake Medical Center has implemented a system that tracks the implementation of the activities and documents the anticipated impact. Our reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served, changes in health behaviors, and collaborative efforts to address health needs. The data are analyzed and findings reported to the Overlake Leadership Council and Board of Directors. Changes in programs are recommended based on data results.

An evaluation of the impact of the hospital's actions to address these significant health needs will be presented in the next scheduled Community Health Needs Assessment.

## **Other Health Needs**

Taking existing hospital and community resources into consideration, Overlake will not dedicate charitable resources to the remaining health needs identified in the CHNA including: asthma and dental care. Overlake will concentrate on those health needs that we can most effectively address given our area of focus and expertise. Therefore, the hospital's charitable resources will be dedicated to the selected priority health needs.

The Board of Directors of Overlake Medical Center reviewed and approved this Implementation Strategy on November 11, 2015.