



CHI Franciscan
Harrison Medical Center

2020 Community Health Implementation Strategy




Adopted May 2020

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At-a-Glance Summary

<p>Community Served</p> 	<p>Harrison Medical Center has two campuses, one in Bremerton, WA and one in Silverdale, WA. The primary service area for Harrison Medical Center is Kitsap County, an area of 270,100 residents. The population of this community has increased about 1% per year for the last 20 years. On average, Kitsap residents are slightly older than Washington State residents. 76% of Kitsap County residents are non-Hispanic White, with all minority race populations increasing since the year 2000. Kitsap County is home to two American Indian Tribes and several Navy installations.</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="407 945 1430 1188"> <tr> <td data-bbox="407 945 857 1188"> <ul style="list-style-type: none"> • Access to Care • Obesity, Nutrition & Physical Activity </td> <td data-bbox="857 945 1430 1188"> <ul style="list-style-type: none"> • Behavioral Health • Violence Prevention </td> </tr> </table>		<ul style="list-style-type: none"> • Access to Care • Obesity, Nutrition & Physical Activity 	<ul style="list-style-type: none"> • Behavioral Health • Violence Prevention
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<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. Participate in regional collaborations that help increase access to more community members.</p> <p>Obesity, Nutrition & Physical Activity: Continue exploring ways the hospital can encourage healthy eating, both in our facility and in the community. Explore ways to break down barriers to increased physical activity in the community.</p> <p>Behavioral Health: Find ways to better integrate behavioral health screening and intervention into all levels of care. Support programs that break down barriers to receiving quality mental health treatment.</p> <p>Violence Prevention: Create a task force to prevent and respond to human trafficking in our hospital and in the community. Continue making Sexual Assault Nurse Examiners accessible to the community.</p>			

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<p>Anticipated Impact</p> 	<p>Access to Care: We intend to measure how many community members have health insurance and fewer report unmet medical needs due to cost in the next CHNA. Internally, we will measure how much charity care is provided to community members and the utilization of community health programs supported by CHI Franciscan.</p> <p>Obesity, Nutrition & Physical Activity: CHI Franciscan will track progress towards helping hospital guests make healthier choices in hospital cafes. We will also track how many community groups receive education around nutrition and physical activity.</p> <p>Behavioral Health: CHI Franciscan will track the number of patients served through increased behavioral health programs, such as Wellfound Behavioral Health Hospital and programs rolling out through Franciscan Medical Group.</p> <p>Violence Prevention: CHI Franciscan will measure the number of Harrison Medical Center staff and community members trained in recognizing the signs of human trafficking. CHI Franciscan will also track the number of SANE exams provided.</p>
<p>Planned Collaboration</p> 	<p>Access to Care: Harrison Medical Center plans to collaborate with Project Access NW, Conifer, transportation providers, wrap-around service providers, and long term care facilities to achieve our access to care goals.</p> <p>Obesity, Nutrition & Physical Activity: Harrison Medical Center plans to collaborate with local faith communities, community members, local media outlets, and nutrition educators to achieve these goals.</p> <p>Behavioral Health: CHI Franciscan will work with Wellfound Behavioral Health Hospital, various behavioral health agencies and community partners to achieve our goals.</p> <p>Violence Prevention: CHI Franciscan will collaborate with community partners who build awareness and support survivors of human trafficking and sexual assault.</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 Harrison Medical Center

CHI Franciscan is a Catholic nonprofit health system based in Tacoma, Washington. One of the largest health systems in Washington state, CHI Franciscan is comprised of more than 12,500 physicians, advanced practice clinicians, nurses, and staff that provide expert, compassionate medical care at 10 acute care hospitals and more than 220 primary and specialty care clinics throughout the greater Puget Sound. As part of CommonSpirit Health, and as a member of every community we serve, we bring together medicine, kindness, respect, and compassion to help people truly begin to heal. We honor our values and legacy by investing in our communities. In 2019 we provided \$197 million in community benefits, including free, subsidized, and reduced cost health care and programs. We are also the only Washington State hospital system that accepts an unlimited number of Medicaid patients.

Harrison Medical Centers in Bremerton and Silverdale have a combined total of 326 hospital beds and the primary service region is all of Kitsap County. Harrison employs over 1,900 employees and, in Fiscal Year 2019, generated over 61,000 inpatient days and over 79,000 emergency room visits. Community benefit, the cost of charity care, uncompensated care, and community programs, totaled over \$31 million in FY2019.

Expanded Silverdale Campus

In late 2020, Harrison Medical Center will transition operations from the Bremerton facility to an expanded facility in Silverdale. The new state-of-the-art hospital will provide expanded critical and acute care services including heart and stroke care. Features of the new medical center will include a 500,000 square foot hospital addition, a 56-bay emergency department, 144 new acute care beds and 13 new procedural rooms. The expanded Silverdale hospital will be a source of pride for the community and help CHI Franciscan maintain its commitment to quality, safety and innovation.

Our 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

Harrison 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 CHI Franciscan web site at <https://www.chifranciscan.org/billing-insurance-and-finances/financial-assistance-discounts-for-patients.html>.



Description of the Community Served

Harrison Medical Center is located in and serves Kitsap County, an area that includes around 270,100 residents. A summary description of the community is below. Additional details can be found in the CHNA report online.

Harrison Medical Center has two campuses, one resides in Bremerton, WA, a city of 41,000 people. The other Harrison campus is in Silverdale, WA, a community of over 20,000 people.

Population – Approximately 270,100 people live in the Harrison Medical Center primary service area: an increase of 16% since the year 2000.

Age – Kitsap County’s population has been slowly shifting from the majority being age 35-49 in 2000 to the majority being over 55 to 69 in 2018. Although in general the child population has been decreasing, 2018 saw a slight increase in those ages 0-4 compared to 2000.

Race and Ethnicity – The majority of the population in Kitsap County is non-Hispanic White (76%), but all minority race populations have been increasing as proportions of the population from 2005 to 2018, except for non-Hispanic American Indian and Alaska Native populations. Bremerton and Central Kitsap are the most diverse areas of the county, and younger age groups are more diverse than older age groups.

Poverty - In 2017, approximately 8% of Kitsap's population lived below the poverty level, unchanged since 2005 and lower than the state's rate of 11%. Bremerton has a much higher percentage than other areas, followed by South Kitsap. Non-Hispanic Black residents and non-Hispanic American Indian/Alaska Native residents have much higher percentages than other races and ethnicities. Those age 0 to 4 years, those with lower education and females all have higher percentages living in poverty than their counterparts.

Community Assessment and Significant Needs

The 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, 2020. 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. Well-Being
2. Substance use
3. Access to care
4. Obesity, Nutrition & Physical Activity
5. Affordable Housing

Significant Needs the Hospital Does Not Intend to Address

Harrison Medical Center will address most significant health needs from the CHNA. The hospital intends to combine well-being and substance use into a behavioral health category. While Harrison will address the health needs of those experiencing homelessness, the hospital will not address affordable housing directly due to a lack of resources and expertise.

2020 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

Harrison 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.


CHI Franciscan and Harrison Medical Center leadership actively participated on the Kitsap Community Health Priorities (KCHP) Steering Committee. KCHP members helped plan and lead prioritization sessions with community members to create the significant health needs and specific implementation steps. Harrison leadership determined which significant health needs the hospital would address.



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
Project Access Northwest	<ul style="list-style-type: none"> • CHI Franciscan physicians will provide donated care. • Provide financial support for care coordination and premium assistance program. • Provide time for CHI Franciscan leader to serve on Board of Directors.
Insurance Enrollment	<ul style="list-style-type: none"> • Enroll qualified patients into Medicaid and other support programs.
Family Medicine Residency Program	<ul style="list-style-type: none"> • Continue growing the Family Residency Program, which will train new physicians in the community. Reach full capacity of 24 residents and 10 faculty members. • Open a new clinic in Bremerton that will house the Family Medical Residency Program and expand primary care capacity. • Explore a partnership with the Marvin Williams Center to provide care for community members who cannot access clinic services. • Family Medicine Residents will provide education and mentoring to clients of Coffee Oasis in Bremerton and Port Orchard. • Family Medicine Residents will provide community health education to community members and community organizations.
Clothing Closet	<ul style="list-style-type: none"> • Provide patients in need, especially those experiencing homelessness, with appropriate clothing when they leave the hospital.
Bridge Programs	<ul style="list-style-type: none"> • Provide financial assistance for undocumented residents to access appropriate and safe residential care service while waiting for long term support. • Support patients in receiving long term care in their home or an assisted living facility.


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Financial Assistance	<ul style="list-style-type: none"> • Continue to make access to charity care easy and accessible for all who qualify.
Respite Care	<ul style="list-style-type: none"> • Support Utilization of Benedict House, a program of Catholic Community Services, for patients without a safe place to recuperate after discharge.
Community Education	<ul style="list-style-type: none"> • Explore community education on how to navigate the health care system at community groups and/or independent living facilities.
Olympic Community of Health	<ul style="list-style-type: none"> • Collaborate on projects with Olympic Community of Health. • Provide time for CHI Franciscan leaders to serve on Board of Directors. • Family Medicine Residency Clinic will participate with OCH in a pilot program to address Opiate Prescribing.
Care Navigation	<ul style="list-style-type: none"> • Partner with Peninsula Community Health Services on a Care Navigation program in the Harrison Emergency Department. • Continue partnership with Kitsap Connect to serve high utilizers of clinical and social services.
COVID-19	<ul style="list-style-type: none"> • Continue to make healthcare safe and accessible during COVID-19 outbreaks. • Explore programs that help prevent the spread of COVID-19 in the community.
Virtual Visits	<ul style="list-style-type: none"> • Continue to encourage the use of Franciscan Virtual Urgent Care for patients with minor illnesses, especially for those who experience transportation as a barrier to care.
Mission Control	<ul style="list-style-type: none"> • Improve access inside all CHI Franciscan hospitals through balancing capacity in the system. • Reduce wait times for emergency and inpatient services through the use of technology. • Use evidence-based practices to improve quality and safety for patients.

Anticipated Impact: Through the actions of Harrison Medical Center and CHI Franciscan, we anticipate: gains in insurance coverage, lower rates of residents not seeking care due to cost, and increased knowledge in how to navigate the health care system.

Planned Collaboration: Harrison Medical Center plans to collaborate with Project Access NW, Conifer, transportation providers, wrap-around service providers, and long term care facilities to achieve our access to care goals.

 Health Need: Obesity, Nutrition and Physical Activity	
Strategy or Program Name	Summary Description
Faith Health Ministers	<ul style="list-style-type: none"> • Create healthy eating presentations for use in faith communities by faith community nurses and health ministers. • Promote and educate health ministry programs about diabetes prevention and referral to the CDC sponsored Diabetes Prevention Program offered at local YMCAs.
Healthy Living Courses	<ul style="list-style-type: none"> • Provide healthy living classes, such as 6 Weeks to a Healthier You, at a subsidized rate.
Physical Activity Promotion and Education	<ul style="list-style-type: none"> • Explore ways to promote physical activity in the community and educate residents on how to safely get moving.
Healthier Hospital Cafes	<ul style="list-style-type: none"> • Continue to reduce the amount of antibiotics, hormones, additives, and preservatives in meals at all CHI Franciscan hospitals. • Pilot several programs that will reduce the consumption of sugar-sweetened beverages.
Nutrition Education	<ul style="list-style-type: none"> • Provide nutrition education and cooking demonstrations at the Marvin Williams Center in Bremerton. • Provide nutrition education through television and radio segments on local media outlets.
Franciscan Weight Management Program	<ul style="list-style-type: none"> • Grow the new expansion of the Franciscan Bariatric Center of Excellence program at Harrison.
Family Residency Program	<ul style="list-style-type: none"> • Residents will continue to receive training from registered dieticians and provide services at the Kitsap Food Bank.
<p>Anticipated Impact: Through the actions of Harrison Medical Center and CHI Franciscan, we anticipate: higher rates of healthy eating in hospital cafes, and increased community education and programs around healthy living.</p>	
<p>Planned Collaboration: Harrison Medical Center plans to collaborate with local media outlets and community organizations to achieve these goals.</p>	

 Health Need: Behavioral Health	
Strategy or Program Name	Summary Description
Behavioral Health Integration	<ul style="list-style-type: none"> • Integrate behavioral health services into select primary care clinics. • Screen patients for depression at annual wellness visits. • Continue to embed care managers into primary care clinics.
Opioid and Other Substance Abuse Prevention and Treatment	<ul style="list-style-type: none"> • A Chemical Dependency Counselor at Harrison Medical Center uses the evidence-based SBIRT model (Screening, Brief Intervention, and Referral to Treatment) to connect those with substance use disorders to treatment. • Harrison Emergency Department is able to start Medically Assisted Treatment and make connections to low-barrier clinics that provide outpatient treatment. • Family Residency Program participants are able to prescribe Medically Assisted Treatment.
Tele-Medicine	<ul style="list-style-type: none"> • Reduce barriers to psychiatric consultations through virtual medicine.
Wellfound Behavioral Health Hospital	<ul style="list-style-type: none"> • Continue collaborating with Wellfound Behavioral Health Hospital and support their goal of opening all planned hospital beds and services.
National Alliance for Mental Illness (NAMI)	<ul style="list-style-type: none"> • Promote NAMI support programs through education to faith community nurses and health ministers.
Suicide Screening	<ul style="list-style-type: none"> • Utilize the Columbia Suicide Prevention Protocol, an evidence-supported tool, for high risk patients at the Harrison Emergency Room.
Kitsap Mental Health	<ul style="list-style-type: none"> • Provide funding and support for the triage program being spearheaded by Kitsap Mental Health in Bremerton. • Continue partnering with Kitsap Mental Health on mental health coordination in the Harrison Emergency Department.
<p>Anticipated Impact: Through the actions of Harrison Medical Center and CHI Franciscan, we anticipate: anticipate increased capacity and utilization of behavioral health services and screenings.</p>	
<p>Planned Collaboration: Harrison Medical Center plans to collaborate various behavioral health agencies, and community partners to achieve these goals.</p>	



Health Need: Violence & Injury Prevention

Strategy or Program Name	Summary Description
Human Trafficking	<ul style="list-style-type: none"> • Continue financial and staff time support for Scarlet Road. • Implement the CommonSpirit Human Trafficking Prevention and Response Program at Harrison. This includes staff training and a task force that identifies ways Harrison can identify and appropriately respond to trafficking in the hospital and in the community. • Provide staff time to the Kitsap Human Trafficking Task Force.
Sexual Assault Nurse Examiner (SANE) Program	<ul style="list-style-type: none"> • Continue the SANE Program at Harrison, which provides trauma-informed exams, support, and referrals for survivors of sexual assault.
Suicide Prevention	<ul style="list-style-type: none"> • Explore support for programs and organizations that prevent suicide in Kitsap County, especially among youth.


Anticipated Impact: Through the actions of Harrison Medical Center and CHI Franciscan, we anticipate: increased awareness of human trafficking and sexual assault in the community.

Planned Collaboration: Harrison Medical Center plans to collaborate with various community partners to achieve these goals.



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.

 NW Family Residency	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ❑ Access to Care ❑ Behavioral Health ❑ Obesity, Nutrition, and Physical Activity
Program Description	The Northwest Family Residency is a community-based residency serving, and training to serve, the primary care needs of Northwest Washington. Based in Bremerton, the program takes on 8 new residents a year to build primary care capacity and address community health needs in Kitsap County.
Community Benefit Category	Community Health Improvement Services
Planned Actions for 2020 - 2022	
Program Goal / Anticipated Impact	Build the capacity for primary care medicine in Kitsap County.
Measurable Objective(s) with Indicator(s)	<ul style="list-style-type: none"> ● Increase the number of primary care providers in Kitsap County by graduating 8 residents per year.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ● Measure the number of patients seen at the Family Residency Clinic in Bremerton.
Planned Collaboration	<ul style="list-style-type: none"> ● Peninsula Community Health Services ● Kitsap Public Health Department ● Kitsap Mental Health Services ● Other community providers

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