



COMMUNITY HEALTH NEEDS ASESMENT

IMPLEMENTATION STRATEGY

2014

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Implementation Strategy

Introduction

Overlake Hospital Medical Center (Overlake) is a nonprofit regional medical center located in Bellevue, Washington that provides a full range of advanced medical services to the East King County region. In 2014, Overlake conducted a Community Health Needs Assessment (CHNA) to comply with federal regulations guiding tax-exempt hospitals. The Community Health Needs Assessment incorporated demographic and health data for the communities served by the hospital. Targeted interviews were used to gather information and opinions from persons who represented the broad interests of the community served by the hospital. Interview participants included leaders and representatives of medically underserved, low-income, and minority populations, as well as the local health department that has “current data or information relevant to the health needs of the community served by the hospital facility,” per IRS requirements. The interviews took into account input from a broad range of persons located in, or serving the community including, health care consumers, nonprofit and community-based organizations, academic experts, local government officials, local school districts, health care providers and community health centers.

Significant health needs were identified from issues supported by primary and secondary data sources gathered for the Community Health Needs Assessment. 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); on 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.

As a result of this process, the following significant health needs were identified:

- Access to health care (includes barriers to access such as transportation and cost of medications)
- Cancer
- Cardiovascular disease
- Dental health
- Mental health

- Overweight/obesity
- Preventive health care

Priority Health Needs

These health needs were prioritized through a structured process using defined criteria. Overlake Hospital convened a meeting of the Leadership Council to review and prioritize the identified health needs. The group reviewed the health needs identified from the Community Health Needs Assessment primary and secondary data. The following criteria were used to prioritize the health needs:

- Size of the problem – the relative portion of population afflicted by the problem.
- Existing infrastructure – hospital has programs, systems, staff and support resources in place to address the issue.
- Ongoing investment - existing resources committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus area – hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

Application of the criteria resulted in the following prioritization of the significant health needs:

1. Access to care
2. Preventive care
3. Overweight and obesity
4. Cancer
5. Cardiovascular disease
6. Mental health
7. Dental health

Planned Collaboration

Community Connectivity Strategy

As a leader and convener for health care on the Eastside, Overlake Hospital Medical Center will initiate a Community Connectivity Strategy to foster collaboration to address unmet health needs among at risk populations. We will explore partnerships with community clinics (Sea Mar, ICHS, Eastgate Public Health) and community agencies who focus their efforts on: domestic violence, transportation, teen pregnancy, mental health, dental health, homelessness, childhood obesity, and other identified issues.

Other Health Needs

Overlake Hospital Medical Center has chosen not to actively address the remaining health need of dental care as identified in the CHNA. Taking existing hospital and community

resources into consideration, Overlake will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Therefore, the hospital’s charitable resources will be placed on the selected priority health needs.

Evaluation of Impact

Overlake will monitor and evaluate the programs and activities outlined above. We will track the implementation of the activities and document the anticipated impact. Our reporting process will include 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 will be analyzed and findings reported to the Overlake Leadership Council and Board of Directors. Changes in programs will be recommended based on data results.

Addressing the Health Needs

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

- Access to care and preventive health care
- Overweight and obesity
- Cancer
- Cardiovascular disease
- Mental health

Goals have been established that indicate the expected changes in the health needs as a result of programs and activities. Strategies to address the priority health needs are identified and impact measures will be tracked.

Access to Care/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.

Priority Health Need: Access to Care and Preventive Health Care		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Increase access to health care for the medically underserved and improve community health through preventive	Provide education to assist residents with accessing primary care through Healthy Outlook articles, community screenings and community lectures.	The anticipated impact of these actions will be to: <ul style="list-style-type: none"> ➤ Increase availability and access to needed primary care and preventive care services. ➤ Reduce the percentage of residents who delay obtaining
	Offer screenings and lectures in Community and Cultural Centers in native languages of community residents in partnership with other community organizations.	

Priority Health Need: Access to Care and Preventive Health Care		
Goal	Programs/Strategies to Address Health Need	Impact Measure
practices.	Offer classes on accessing health care in partnership with the International Community Health Services and Sea Mar Community Health Centers.	<p>needed medical care.</p> <p>➤ Increase individuals' compliance with preventive care recommendations.</p>
	Offer free screenings, health education and physician consultations at the Active Senior Fair and the Eastside Vitality Health Fair.	
	<p>Increase access to recommended vaccines and immunizations.</p> <ul style="list-style-type: none"> ○ Provide stand-alone flu clinics in community centers, bus stations, high schools, Crossroads Mall, etc. (Dependent upon vaccine availability.) ○ Offer stand-alone pneumonia clinic in the Senior Health Clinic and senior centers. ○ Explore feasibility of TB Screening for minority populations in partnership with the Overlake pulmonology clinic. 	
	Expand community partnerships with organizations like YMCA, Boys & Girls Club etc. to increase community health education and preventive screenings.	
	Implement free online Health Risk Assessment (HRA) with appropriate referral to a primary care physician based upon results.	
	<p>Support efforts to decrease smoking.</p> <ul style="list-style-type: none"> ○ Identify smoking cessation resources and offer cessation classes. ○ Explore implementing a policy to make Overlake a smoke free campus. 	
	Explore the addition of weekend hours to increase access to Overlake primary care practices.	

Overweight and Obesity

Priority Health Need: Overweight and Obesity		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Reduce overweight and obesity through healthy eating and physical activity.	Offer community education and support groups that focus on a healthy weight and healthy eating.	<p>The anticipated impact of these actions will be to:</p> <ul style="list-style-type: none"> ➤ Increase knowledge about healthy food choices. ➤ Improve healthy eating behaviors. ➤ Reduce incidence of overweight and obesity.
	Offer diabetes education through community resources (i.e. community centers, YMCA etc.).	
	Offer free weight loss surgery support group.	
	Explore outreach to local schools to focus on healthy eating and physical activity.	
	Explore expanded partnerships with YMCA and Boys & Girls Club to offer family healthy lifestyle education.	
	Develop a partnership with the Eating Recovery Center on the Overlake campus to further support program participants.	
	Increase community education regarding healthy eating and exercise through the Overlake website and implement strategies to drive the public to our website for information and tips.	

Cancer

Priority Health Need: Cancer		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Reduce impact of cancer on health and increase focus on prevention, treatment and support.	Offer free skin cancer screenings.	<p>The anticipated impact of these actions will be to:</p> <ul style="list-style-type: none"> ➤ Increase the identification and treatment of cancer. ➤ Increase public awareness of cancer prevention. ➤ Increase individuals' compliance with preventive cancer care recommendations.
	Offer free support groups in partnership with Gilda's Club of Seattle, including: <ul style="list-style-type: none"> ○ Breast Cancer Support ○ Grief and Loss Support ○ Caregiver Support ○ General Cancer Support 	
	Offer other free support programs through partnering with the American Cancer Society, including: <ul style="list-style-type: none"> ○ Reach to Recovery ○ Look Good...Feel Better ○ Road to Recovery 	

Priority Health Need: Cancer		
Goal	Programs/Strategies to Address Health Need	Impact Measure
	<ul style="list-style-type: none"> ○ Patient lodging 	
	Sponsor and support ACS Making Strides Against Breast Cancer.	
	Offer and expand promotion of Mammography Parties as a tool to encourage women to receive their annual mammograms.	
	Continue development of High Risk Breast Cancer Assessment. Incorporate utilization into the Eastside Vitality Health Fair and other community screening events.	
	Expand promotion of new lung cancer screening program.	
	Provide community education seminars regarding cancer prevention and screening.	
	Utilize physician liaisons to promote colorectal and lung cancer screening to primary care providers.	

Cardiovascular Disease

Priority Health Need: Cardiovascular Disease		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Reduce impact of cardiovascular disease on health and increase focus on prevention, treatment and awareness education.	Offer a variety of community education lectures and screenings on the topic of cardiovascular disease.	<p>The anticipated impact of these actions will be to:</p> <ul style="list-style-type: none"> ➤ 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.
	Offer free cardiac screening, health education and physician consultation through Women and Heart cardiac screening event.	
	Cosponsor Bellevue Heart Week with Bellevue Fire Department.	
	Sponsor the American Heart Association Heart and Stroke Walk.	
	Expand cardiovascular screenings into community and cultural centers.	

Priority Health Need: Cardiovascular Disease		
Goal	Programs/Strategies to Address Health Need	Impact Measure
	Explore opportunities for a cardiac rehabilitation program with the Bellevue Club.	

Mental Health

Priority Health Need: Mental Health		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Increase access to mental health care resources and services.	Operate the Overlake Specialty School ⁱ	<p>The anticipated impact of these actions will be to:</p> <ul style="list-style-type: none"> ➤ Improve positive behaviors in a learning environment for students who are behaviorally and emotionally challenged. ➤ Increase awareness and treatment of mental health issues.
	Offer community education lectures and explore options for webinars on topics such as: <ul style="list-style-type: none"> ○ Seasonal Affective Disorder (SAD) ○ Depression ○ Stress prevention and management ○ Work life balance 	
	Publish a Healthy Outlook article focusing on available resources for mental health.	
	Offer free support groups to include: <ul style="list-style-type: none"> ○ Balance After Baby: Mood Disorder Support Group ○ P.S. Support Group – Support for miscarriage, still birth or infant loss ○ After Baby Comes – new mom support ○ Alzheimer’s Family Support Group 	
	Explore partnership with Bellevue School District and Lake Washington School District for psychiatric placements within the high schools.	
	Develop a strategic plan for Behavioral Health, including the potential of offering psychiatry services in the Overlake primary care practices.	

Other Initiative

Overlake Hospital will also support an initiative focused on homelessness.

Homelessness

Priority Health Need: Homelessness		
Goal	Programs/Strategies to Address Health Need	Impact Measure
Reduce the incidence of homelessness in the community.	Overlake will address the issues associated with homelessness by working with cities, counties, school districts, advocates and community based organizations on the Eastside Human Services Forum. Overlake Hospital participates in the Eastside Human Services Forum as a member of the Board and as a community partner. The Eastside Human Services Forum is a collaborative effort that focuses on issues of homelessness, shelters and rapid re-housing.	The anticipated impact of these actions will be to: <ul style="list-style-type: none"> ➤ Increase awareness of the issue of homelessness and address the causes. ➤ Support an advocacy agenda that addresses issues of homelessness (i.e. affordable housing).

The Board of Directors of Overlake Hospital Medical Center reviewed and approved this Implementation Strategy.

Attested to by:
John Hayhurst

Signature _____
Board of Directors

Date _____

ⁱ The Overlake Specialty School is an academic, year-round school serving the special needs of students in elementary through high school. The mission of Overlake Specialty 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. The Specialty School is a unique program coordinated with school districts, community service providers, families and others to meet the special needs of students in grades one through 12. The school has seven classrooms designed to support students with specialized needs.

The school is a Non-Public Agency approved through the Office of the Superintendent of Public Instruction. This credential allows our program to contract directly with public schools to provide services necessary 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 when they have exhausted their resources for students who are behaviorally and emotionally challenged.