



Reimagining how we care



MultiCare Health System
2023 Annual Report



MultiCare Health System is a not-for-profit health care organization that’s been caring for communities in Washington state since the founding of Tacoma’s first hospital in 1882.

With more than 22,000 team members, including employees, providers and volunteers, we’ve grown from a Tacoma-centric, hospital-based organization into the largest community-based, locally governed health system in the state of Washington.

Our comprehensive system of health serves patients across the Pacific Northwest and comprises numerous inpatient care, primary care, virtual care, urgent care, pediatric care and specialty services, including MultiCare Behavioral Health Network; MultiCare Indigo Urgent Care; MultiCare Mary Bridge Children’s Hospital & Health Network; Pulse Heart Institute; MultiCare Connected Care, our accountable care organization; and MultiCare Rockwood Clinic, the largest multispecialty clinic in the Inland Northwest region.

In 2023, our inpatient network included 12 hospitals:

- | | |
|---|--|
| MultiCare Mary Bridge Children’s Hospital | MultiCare Tacoma General Hospital |
| MultiCare Allenmore Hospital | MultiCare Valley Hospital |
| MultiCare Auburn Medical Center | MultiCare Yakima Memorial Hospital |
| MultiCare Capital Medical Center | Navos Behavioral Health Hospital |
| MultiCare Covington Medical Center | Wellfound Behavioral Health Hospital* |
| MultiCare Deaconess Hospital | *An independently operated joint venture of MultiCare and Virginia Mason Franciscan Health |
| MultiCare Good Samaritan Hospital | |

MultiCare Medical Partners, affiliated physicians and a wide range of community outreach programs across the state complete our organization.

Guided by our mission — partnering for healing and a healthy future — our vision and our values, MultiCare is on a continuous journey to deliver the services our communities need and ensure access to those services now and in the future.

CEO perspective

Former president John F. Kennedy once said, “Change is the law of life. And those who look only to the past or present are certain to miss the future.” Kennedy spoke these words during one of his public addresses in 1963 — a tumultuous time in history — but they are no less apt today. Change is not only the law of life, as Kennedy so eloquently put it; it is also the defining nature of health care.

In many ways, 2023 was a year defined by perseverance, not altogether unlike 2022. While COVID-19 no longer drove record-setting surges in patient volumes, as it had in recent years, we continued to navigate a challenging post-pandemic health care landscape. Inflation, workforce shortages, drug shortages and stagnant reimbursement rates, among other factors, compounded to threaten our financial sustainability.

Yet if our organization’s history, stretching back more than 140 years, has taught us anything, it’s that we do not succumb to challenges, no matter how entrenched or unyielding they may seem. Instead, we use them as a catalyst for transformation. In 2023, teams across MultiCare, from our frontline staff to leadership at every level, came together to reimagine how we deliver care, not only to overcome present-day hardships but to ensure that we are able to fulfill our mission of partnering for healing and a healthy future for many generations to come.

In this report, you’ll find milestones MultiCare achieved across our system in 2023 as part of our ongoing efforts to proactively change health care for the better. I’m proud to share examples of how we:

Grew access to care across the state of Washington by expanding services and making progress on new facilities	Improved equity and quality of care through award-winning programs	Shaped the future of our industry by addressing workforce gaps and embracing innovative technology solutions	Elevated the health and well-being of our communities through partnership
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While it’s true that health care is constantly evolving, what never changes at MultiCare is how we consistently embrace our values in both good times and bad, bringing them to life with our words and actions. Respect, integrity, stewardship, excellence, collaboration, kindness — as well as our recently added value of joy — guide every decision we make and served as the foundation for each accomplishment you’ll read about in this report.

I am honored to be a part of our dedicated MultiCare team, and I am inspired by each team member’s unwavering commitment to meeting the needs of our patients, families and the communities we serve. Our journey continues, and I look forward to sharing our 2024 achievements and innovations with you in a year’s time.



Bill Robertson
Bill Robertson
 CEO of MultiCare

MultiCare *by the numbers*



12 hospitals*
2,577 beds*



300+
primary care,
urgent care
& specialty
care clinics



2,000+ employed providers



92 research investigators
2,579 patients enrolled in research studies



22,000+
employees



11,841
births



100,589
hospital
admissions



644,651
emergency
department visits



600,000+
prescriptions filled at retail pharmacies



As of Dec. 31, 2023

*Wellfound Behavioral Health Hospital, our joint venture with Virginia Mason Franciscan Health, as well as its 120 licensed beds, are included in these counts, plus beds under development.

A year of milestones: *Looking back at 2023*

... and on to 2024

JAN 17

Yakima Valley Memorial Hospital and numerous Yakima clinics join MultiCare Health System.



MARCH 23

MultiCare Mary Bridge Children's Hospital receives a \$15,000 grant from the Children's Hospital Association and The Toy Foundation to distribute comfort kits, which include personal care products, pajamas, fidget toys and other items, to patients in need.



MARCH 30

MultiCare establishes a new five-week paid training program at MultiCare Tacoma General Hospital for certified nursing assistants, a position in high demand at facilities across the regions we serve.



JULY 15

The MultiCare Academy for Students in Healthcare (M.A.S.H.) Camp celebrates its 20th year of offering hands-on summer enrichment for high schoolers in the Puget Sound region.



JULY 26

MultiCare expands access to women's health care in Thurston County by opening a new integrated women's primary care clinic in Olympia, a facility that also provides access to specialty care services such as urogynecology.



JULY 31

Nominated by peers, more than 50 MultiCare doctors in the Puget Sound region are named to Seattle magazine's 23rd annual Top Doctors list.



JAN 26

Moxi robot assistants begin supporting clinical teams at MultiCare Deaconess Hospital by assisting with non-patient-facing tasks, such as delivering supplies; in the coming months, three additional MultiCare hospitals welcome Moxi robots.



MARCH 28

Mary Bridge Children's relocates several pediatric clinics in Puyallup to a new medical pavilion, centralizing services — from urgent to primary and specialty care — for patients in East Pierce County.



JUNE 12

MultiCare Indigo Urgent Care expands to Idaho by opening a new clinic in partnership with Kootenai Health; the Coeur d'Alene clinic is one of five new Indigo locations to open in 2023.



JULY 24

The MultiCare Institute for Research & Innovation receives \$1.4 million from the Andy Hill Cancer Research Endowment (CARE) Fund to increase participation and diversity in cancer clinical trials.



AUG 5

Over 4,000 participants attend Fiesta de Salud — a free community health fair hosted by MultiCare Yakima Memorial Hospital — after a three-year hiatus due to the COVID-19 pandemic.



DEC 20

MultiCare launches the Community Partnership Fund in the Yakima region, awarding \$100,000 to 12 local nonprofits.



DEC 14

MultiCare expands access to emergency care by opening a new 10,000-square-foot neighborhood emergency department in Lacey.



NOV 22

MultiCare awards \$700,000 to 89 organizations across the Puget Sound and Inland Northwest through its Community Partnership Fund.



NOV 6

Deaconess Hospital is one of a handful of hospitals nationwide to earn an "A" rating in The Leapfrog Group's 2023 Hospital Safety Grades, a rating system based on hospital prevention of medical errors, infections and injuries.



OCT 6

MultiCare opens a new behavioral health clinic in the Hillyard neighborhood of Spokane — one of two new outpatient behavioral health clinics to open its doors in 2023.



AUG 8

Pacific Northwest University announces the unveiling of the MultiCare Learning Center, a 53,000-square-foot building designed to bring together and educate health care professionals from a variety of disciplines.



DEC 18

Pulse Heart Institute expands electrophysiology services at select hospitals in the Puget Sound and opens an Interventional Cardiovascular Admit Recovery unit at MultiCare Auburn Medical Center.



DEC 5

Mary Bridge Children's earns a 2023 Top Children's Hospital award from The Leapfrog Group, the fifth time MultiCare has received this award since 2018.



NOV 6

The neonatal intensive care unit (NICU) and intermediate care nursery at Tacoma General Hospital officially become part of Mary Bridge Children's Hospital, allowing our youngest patients to have a centralized, multidisciplinary pediatric care experience from birth.



OCT 16

MultiCare is one of 72 health systems nationwide to receive the Joy in Medicine Award from the American Medical Association; this award honors health systems that demonstrate commitment to combating the drivers of work-related burnout for clinical staff.



AUG 22

Construction crews working on the expansion of the Mary Bridge Children's Hospital campus complete the initial phase of demolition.



Growing access to care

While 2023 brought with it an official end to the COVID-19 public health emergency, it was not a year without challenges. MultiCare, like many health systems, was buffeted by ongoing events largely outside of our control, including workforce shortages, record-high inflation and lagging reimbursement rates.

Yet these challenges did not define us, nor did they dampen our commitment to ensuring communities have access to the care they need. From expanding our footprint into Central Washington to increasing access to behavioral health services, MultiCare worked toward achieving our vision of becoming the Pacific Northwest's highest value system of health.

MultiCare welcomes Yakima

On Jan. 17, 2023, MultiCare welcomed nearly 3,000 new employees into the organization as Yakima Valley Memorial Hospital, numerous Yakima clinics and other health services became part of the MultiCare family.

Yakima Valley Memorial Hospital — now MultiCare Yakima Memorial Hospital — has a rich legacy of innovation and commitment to community health spanning more than 70 years.

MultiCare came to the Yakima region to build upon this legacy, in part by restoring and expanding access to care, bolstering clinical teams and fostering a thriving workplace culture.

Throughout 2023, Yakima facilities achieved a number of milestones in service of these goals, including:

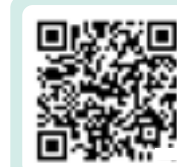
- Growing primary care access by 12.4 percent
- Increasing access to colonoscopy services
- Increasing staffed inpatient beds from 100 to 158
- Completing an affiliation with Orthopedics Northwest, PLLC — Yakima's only orthopedics practice
- Relaunching palliative care services in the inpatient setting
- Recruiting 600 new staff members — including 100 registered nurses and 18 physicians and advanced practice providers (physician assistants and advanced registered nurse practitioners)
- Graduating 43 nursing assistants from a Yakima Memorial training program

Growing and maintaining access to care also requires investment in facility improvements. In 2023, MultiCare updated internet connections for all Yakima region clinics, increasing speed and reliability, and overhauled the phone system for the region — replacing 2,000 phones and consolidating four different phone systems into one.

While infrastructure upgrades are critical to sustaining a robust network of care, we can't truly meet the needs of the community by working in isolation. MultiCare forged new partnerships by launching the Community Partnership Fund in the Yakima region. The fund awarded \$100,000 to 12 local nonprofits leading the way in improving access to care, building health equity and supporting behavioral health needs.

"When I first heard MultiCare was coming to Yakima, I was filled with hope for a brighter future," says Kimberly Bersing, RN, chief nurse executive at Yakima Memorial. "I feel confident that we're going to be stronger together than we have been apart."

"I feel confident that we're going to be stronger together than we have been apart."



Learn more: Watch a short video about what joining MultiCare means to team members in the Yakima region.





Mary Bridge Children's makes progress on new campus

The expansion of the MultiCare Mary Bridge Children's Hospital campus reached an important milestone in 2023 — crews completed the initial phase of demolition. This phase included the razing of historic Jackson Hall, which once housed the Tacoma General Hospital School of Nursing.

On Aug. 22, leaders and employees from MultiCare and Mary Bridge Children's gathered next to the former site of Jackson Hall to celebrate this momentous occasion.

Staff who gathered for the event posed in matching purple Mary Bridge Children's construction hats. They took bricks from Jackson Hall and memento jars of purple sand as a reminder of the humble origins of Mary Bridge Children's Hospital, as well as its improved capabilities to come.

The new pediatric campus will include an inpatient hospital tower and an ambulatory building offering specialty care, urgent care and behavioral health crisis management services. The new inpatient hospital tower will be detached from the hospital's existing outpatient center, allowing opportunities for future growth.

Estimated for completion in 2026, the expansion will be a major step forward in improving access to care for children and youth in the Pacific Northwest.



\$63 million in donor contributions

as of Dec. 31, 2023

Increasing access to behavioral health care across Washington

In the wake of the COVID-19 pandemic, demand for behavioral health care has soared, yet many people are unable to access services due to provider shortages and gaps along the continuum of care. Among Washington adults reporting symptoms of anxiety and depression, 34.4 percent indicated an unmet need for counseling or therapy, according to the Kaiser Family Foundation.

In 2023, the MultiCare Behavioral Health Network opened two outpatient clinics and developed a new adolescent program to help address this burgeoning need.

One of those outpatient clinics is in Kitsap County, where the number of behavioral health providers is disproportionately low compared to other Washington counties. Launched in partnership with Molina Healthcare, the Port Orchard clinic offers in-person and virtual behavioral health services to adults, children and families.

MultiCare opened another outpatient behavioral health clinic in the Hillyard neighborhood of Spokane, a historically underserved area. Housed in a newly renovated building adjacent to the Northeast Community Center and across the street from Shaw Middle School, the clinic is in a prime location to serve students, families and other local residents.

To improve access to youth behavioral health care, MultiCare launched a new intensive adolescent day program. The MultiCare Behavioral Health Network Partial Hospitalization Program (PHP) provides evidence-based therapy for youth 13 to 17 who struggle with depression, emotion regulation, chronic suicidality or self-harm behaviors.

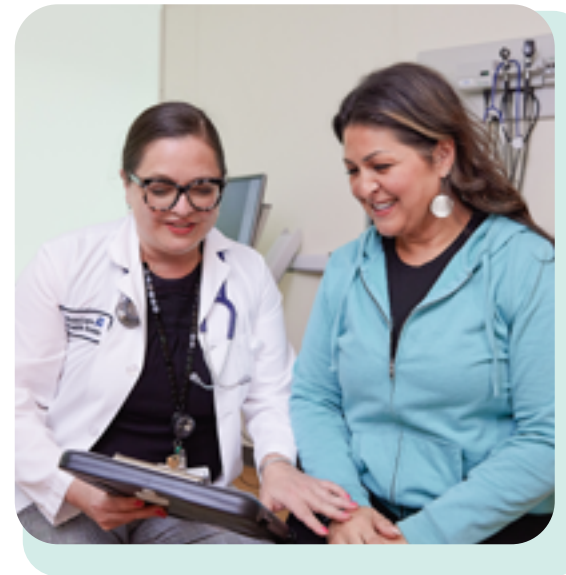


Located at the Navos Health and Wellness Center in Burien, this six-week program is designed to serve adolescents returning to the community following inpatient psychiatric treatment, as well as those who are receiving outpatient care and need more focused support.

Expanding emergency services and women’s care in Thurston County

Thurston County is growing, with the population now topping 300,000, according to the Washington State Office of Financial Management. With that growth comes increases in

the need for health care, particularly access to around-the-clock emergency care.



To improve access to emergency services, MultiCare opened a new off-campus emergency department (ED) in Lacey. The neighborhood ED, known as MultiCare Emergency Lacey, features 10 exam rooms, on-site radiology services and an in-house lab. Staffed by board-certified emergency physicians, the facility is MultiCare’s fifth neighborhood emergency department in the Puget Sound region.

“Expanding access to care in the Olympia area was part of the promise MultiCare made when we purchased Capital Medical Center,”

says Will Callicoat, president of MultiCare Capital Medical Center and market leader for Thurston County. “It’s wonderful to be able to watch that promise come to fruition with projects like this one.”

MultiCare is also making good on another promise we made when we acquired the hospital — expanding access to women’s health care services in the Thurston County region.

“Expanding access to care in the Olympia area was part of the promise MultiCare made when we purchased Capital Medical Center.”

Following the launch of the Women’s Community Advisory Council — an opportunity to gather input from local residents and medical specialists — MultiCare Capital Women’s Integrated Primary Care opened its doors. The new clinic offers primary care to women of all ages, with access to a variety of specialty and support services, such as urogynecology, metabolic medicine, breast and pelvic floor surgery, and more.

Improving equity and quality of care

MultiCare is on an intentional journey to promote health equity, provide culturally informed care, address health disparities and work with communities to enhance their health and well-being.

We embrace this journey knowing that it's not static, and that to make progress we must think in ways large and small — from how we approach the individual patient experience to how we conduct clinical trials and deliver programs that meet the needs of specific populations.

Ensuring equitable access to care for veterans

The MultiCare Yakima Memorial Veteran Advocacy Program helps ensure that the community's nearly 11,000 veterans have equitable access to services and benefits.

The goals of the program are to identify specific needs of the veteran population and help them overcome barriers to accessing care.

"Sometimes veterans don't know that they're eligible for benefits through the VA," says Matthew McCay, manager of the program. "Some veterans, particularly those who are older, may not use the internet or email, or they may struggle with the sheer complexity and bureaucracy of the systems they must navigate to get what they need."



The Veteran Advocacy Program contacts every veteran admitted to Yakima Memorial and connects them with internal and external resources. The program also identifies veterans at patient registration and notes their veteran status in electronic medical records and displays at nurses stations.

Maintaining the visibility of veterans helps ensure they receive appropriate care and referrals, which is especially important as they navigate different types and locations of care, including the hospital, primary and specialty care clinics, or Veterans Affairs (VA) clinics.

Another important aim of the program is education — McCay, a veteran himself, arranges trainings for staff about caring for veterans and keeps team members up to date about veteran-related legislation or changes in VA protocols.

The Veteran Advocacy Program was a winner of a 2023 MultiCare CEO & President's Award. This annual award series honors excellence and achievement at MultiCare.



650+ veterans supported

through Yakima Memorial Hospital in 2023



PNW PACE Partners provides innovative care for seniors

Older adults are the fastest-growing population segment in the United States, and many in this age group have complex medical and social needs that may not be well met by traditional health care models.

Pacific Northwest (PNW) PACE Partners, part of MultiCare, provides an alternative model of care that aims to support the health, safety and independence of vulnerable seniors while reducing the burden for family caregivers who may struggle to support them.

Winner of a 2023 MultiCare CEO & President's Award, PNW PACE Partners extends multidisciplinary, all-inclusive and highly coordinated care to adults 55 and older.

Participants meet Washington state's requirement for long-term care services yet wish to remain at home — or in another community setting — and can do so safely (other criteria apply).

“Many of our patients come from marginalized backgrounds, have multiple chronic conditions and face socioeconomic barriers that jeopardize their health and independence,” says Kara Jovag, outreach coordinator for PNW PACE Partners. “PACE helps bring health equity to this group, and we do that by looking holistically at each patient.”



Following an initial assessment of each patient's personal and medical needs, the PACE team — which includes nurses, nurse practitioners, social workers, therapists and physicians — develops a customized care plan and coordinates service out of the PNW PACE Partners Center in Tacoma.

The PACE Center offers an ambulatory clinic, adult day center, therapy gym, administrative space for social work, registered dietitian services and home care coordination. PACE services take place at the Center and the participant's home.

The PACE model, which follows the Institute for Healthcare Improvement's age-friendly

framework, can reduce unnecessary visits to the emergency department (ED), decrease hospitalizations and eliminate or delay nursing home placements, empowering seniors to live in the comfort of their own home or community as long as possible.

Launched in 2022, PNW PACE Partners enrolled 62 members in its inaugural year, making it the fastest-growing new PACE program across the country. In 2023, PNW PACE Partners enrolled 79 new members and served 126 individual patients.

MultiCare nurses help launch systemwide mobility program

Nurses across MultiCare championed a new program in 2023 that gets patients up and moving more quickly. The #everyBODYmoves program, which originated at The Johns Hopkins Hospital in Baltimore, uses research to improve our reliability in mobilizing patients.

“What makes this program especially exciting is that it began with our nurses,” says June Altaras, executive vice president and chief quality, safety and nursing officer. “They saw a need and brought their concerns to our shared nursing leadership council.”



Immobility and bed rest are common during hospitalizations. But immobility can lead to a host of problems that may require post-acute care, delay recovery, decrease a patient's quality of life and lengthen hospital stays.

The benefits of increased patient mobility have been well documented, but the challenge is making the practice of mobility consistent across an entire system. What makes #everyBODYmoves unique is that it uses mobility advocates — primarily floor nurses — to champion the program among their peers.

About 70 MultiCare nurses completed training to become mobility advocates. The goal is to have at least one advocate in every unit and on every shift who can reinforce the importance of patient mobility and be a resource for clinicians.

While nurses are leading the initiative, getting a patient up and moving requires collaboration among the entire staff, including physicians, physical therapists, nurse practitioners and even front desk workers who cheer patients as they walk by.

“What makes this program especially exciting is that it began with our nurses.”

Katie Stochosky, RN, nurse and mobility advocate, sees #everyBODYmoves as a win for everyone.

“Patients win because they're able to leave the hospital with less long-lasting health effects,” she says. “Nurses win because they are less relied upon to do activities of daily care for patients, and the hospital system wins because of shorter length of stay.”

MultiCare Research Institute receives \$1.4 million to increase diversity in cancer trials

Clinical trials drive improvements in care and treatment for all kinds of cancers, yet many groups, from communities of color to LGBTQ+ individuals, have historically been underrepresented in oncology research.

In 2023, the Andy Hill Cancer Research Endowment (CARE) Fund awarded two grants totaling more than \$1.4 million to the MultiCare Institute for Research & Innovation for projects aimed at increasing participation and diversity in cancer clinical trials.

The largest award, worth nearly \$950,000, funds work designed to increase cancer research participation among communities of color. The research team, led by Deana Williams, PhD, MPH, and Chaya Pflugeisen, MSc, MEd, established an advisory group of cancer survivors and caregivers of color, as well as professionals serving cancer patients of color, to guide decision making and priority setting for the project.

The research team will also hold focus groups with survivors and caregivers of color to understand and explore clinical trial barriers and needs. Insights from the focus groups and advisory committee will inform the development of an anti-racist, culturally conscious intervention and patient navigation program, which will be piloted and tested in 2024.

“In the long term, this study has the potential to provide more representative clinical trial data that may lead to improvements in cancer screenings, treatments and mortality disparities among communities of color,” Williams says.

The second award of almost \$475,000 funds a project intended to increase cervical cancer screening among queer women (women who are bisexual, gay, lesbian, pansexual, queer or who otherwise don’t identify as heterosexual). Community engagement and collaboration are a central focus of this project as well; input from interviews with queer women and queer community members will inform the development and testing of a culturally conscious intervention next year.

“More than 90% of cervical cancers are preventable, but cervical cancer is still a major public health issue.”

“More than 90 percent of cervical cancers are preventable, but cervical cancer is still a major public health issue in the U.S.,” says Williams, who is also leading this study. “Current cervical cancer screening initiatives are not meeting the needs of queer women, and this study aims to change that.”

Work on these research projects will extend through July 2025.



\$1.4 million

for projects aimed at increasing participation and diversity in cancer clinical trials

Healthy Behavior and Function Clinic removes barriers to opioid treatment

Six years after MultiCare Rockwood Clinic established the Healthy Behavior and Function Clinic, its impact on care in the Spokane region has only grown.

As part of the Washington State Health Care Authority's Hub and Spoke program, the clinic has delivered low-barrier and compassionate medication treatment for opioid use disorder to more than 1,700 patients over the past two years. In addition to medical care, the clinic also helps connect patients to services that address social determinants of health, such as access to housing, food and transportation.

"There's a lot of psycho-social complexity — patients who are couch surfing, recently incarcerated, or don't have access to phones or internet," explains Lora Jasman, MD, FACP, internal medicine physician at the Healthy Behavior and Function Clinic. "There's also a lot of medical complexity, including the various diseases they may encounter from their usage itself. And about half have a mental health disorder."

As part of their commitment to low-barrier care, the Healthy Behavior and Function Clinic welcomes all patients, including those persisting in substance use. Patients are never discharged from care for missing appointments, and a waitlist is available to provide as much access as possible.

"I often tell my medical students that it's their number-one job to make the patient experience one they want to come back to."

"I often tell my medical students that it's their number-one job to make the patient experience one they want to come back to," Dr. Jasman says. "Most of our patients have had some kind of trauma and have fear of going into a medical facility, so if we can get them to trust us and come back, that's a huge part of keeping them alive."

The Healthy Behavior & Function Clinic was a winner of a 2023 MultiCare CEO & President's Award.



Forging the future of health care today

What does the future of health care look like? That's a question we must ask ourselves not only to inform how we tackle today's challenges, but also to proactively improve health care experiences and outcomes.

At MultiCare, we know we must train more health care professionals to meet the present-day needs of our communities — and the needs of generations to come. We also know we must maximize the skills and passions of our clinical team members while realistically addressing workforce gaps.

In 2023, we made strides toward a better future, from launching new training programs to embracing new technology to reimagining how we deliver care.

MultiCare Learning Center opens at PNWU

Many people in Washington live in medically underserved communities — areas with an insufficient number of health care professionals for the population. People in these communities may be forced to travel long distances to receive care and often have health needs that go unmet.

In 2021, MultiCare pledged \$8 million to Pacific Northwest University (PNWU) to support education programs and facilities designed to foster the next generation of health care workers.

Those funds helped support the building of MultiCare Learning Center, which opened its doors in August 2023. The 53,000-square-foot building includes cutting-edge medical simulation labs, an occupational therapy performance lab, a pediatric sensory gym, individual and group study areas, social gathering spaces, and access to innovative medical education equipment.

The learning center's design aims to bring together students from a wide array of health science programs, including PNWU's College of Osteopathic Medicine, School of Physical Therapy, School of Occupational Therapy, School of Dental Medicine, and Washington State University's College of Pharmacy and College of Nursing.

"Lots of universities have OT, PT, DO and all these different things, but to design a building that essentially ensures that they all come together is quite rare," explains Heather Fritz, PhD, founding program director of PNWU's School of Occupational Therapy. "When you get all these highly trained people together — that is doing it right."

The opening of the learning center continues a long-standing partnership between MultiCare and PNWU centered on growing medical education opportunities and improving the delivery of health care across the Pacific Northwest.

New training program helps fill shortage of CNAs

Certified nursing assistants (CNAs) are a key part of the health care team — they assist patients with activities of daily living, check vital signs, help with mobility and work closely with registered nurses to support positive patient experiences and outcomes.

Hiring more CNAs is an important part of MultiCare’s plan to transform nursing care at our organization. To help fill up to 200 CNA positions at facilities across our regions, MultiCare launched a new CNA training program at MultiCare Tacoma General Hospital in 2023.

Participants in this five-week program are hired as full-time employees while they attend training. This reduces financial barriers for those who would like to enter the profession but can’t afford the required training or are unable to take time off work to attend school. In addition to creating new career opportunities for our community members, this program also benefits current MultiCare employees interested in a career change.

Upon completing their education, graduates of this program are eligible to take Washington state’s nursing assistant certification test. Graduates who successfully complete the evaluation are placed in jobs at hospitals across MultiCare.

The inaugural CNA training class consisted of six students; however, our goal is to increase the class size to 30 students.

“When we have additional nursing assistants at our hospitals, it allows our registered nurses to spend more time connecting with patients and working at the top of their license,” says Heather Coleman, vice president of clinical practice and professional development at MultiCare. “We believe this new program will supplement the other excellent CNA training programs in the region.”



MultiCare also partners with several organizations to help address the nursing assistant workforce gap, including Tacoma Community College, Bates Technical College in Tacoma and Sparrow Healthcare Education in Spokane.



new training program aimed at hiring

200 CNAs



Capital Medical Center Career Day gives students glimpse into health care

Early on a Saturday morning in 2023, the halls of MultiCare Capital Medical Center buzzed with chatter, laughter and excitement. Twenty-three local high school students spent the day learning about careers in health care during Big Brothers Big Sisters Health Care Career Day.

Hosted by Capital Medical Center in partnership with Big Brothers Big Sisters of Southwest Washington, the career day brought together youth from Thurston, Mason and Grays Harbor counties who expressed an interest in working in health care.

Events like this introduce local youth — many of whom come from single-parent homes or households that qualify for free and reduced lunch programs — to career options in a variety of fields.

Participants listened to local leaders, participated in hands-on demonstrations for radiology, surgical services, infection prevention and more — and tried their hand at the da Vinci surgical robot. More than 28 MultiCare staff members participated in the event by hosting interactive stations, sharing their career stories and leading hospital tours.

“Partnering for healing and a healthy future means more than serving our community’s medical needs. It means connecting with our neighbors like Big Brothers Big Sisters to build a stronger community,” says Will Callicoat, president of Capital Medical Center and market leader for Thurston County. “My hope is that we helped solidify these kids’ interest in health care, and maybe even inspired a few to come back and work at Capital Medical Center.”

“Partnering for healing and a healthy future means more than serving our community’s medical needs.”

New initiatives seek to transform nursing experience

Nursing shortages are affecting every state in the U.S., and it's a problem the pandemic has exacerbated. For a variety of reasons — from an aging population with increased health care needs to a shortage of nursing educators to increased burnout — the supply of registered nurses (RNs) cannot keep pace with demand.

At MultiCare, nurses at all levels — from executive to bedside — have been working together to find ways to mitigate this shortage while also improving the experience and culture of nursing at our organization.

As part of this initiative, Moxi robots began supporting nurses and clinical teams at select MultiCare hospitals in January 2023. These autonomous mobile robots perform routine non-patient-facing tasks that normally take nurses away from the bedside.

“Nurses and other clinicians spend significant time during their shifts gathering and delivering supplies, including personal protective equipment (PPE), patient medications, lab specimens and other items,” says Jennifer Graham, MN, RN, CNEP, chief nursing officer at MultiCare Deaconess Hospital. “With Moxi in place, it will ease that burden, allowing our team to do what they do best — take care of our community.”

In 2023, Moxi made 41,543 deliveries at Deaconess, MultiCare Mary Bridge Children's, MultiCare Tacoma General and MultiCare Good Samaritan hospitals, saving staff millions of steps and freeing up their time for more direct patient care.

In addition to Moxi, MultiCare is introducing a model of care that changes the makeup of the nursing team. Bedside nurses will have more support staff, including licensed practical nurses (LPNs), certified nursing assistants (CNAs) and in some cases virtual nurses. Virtual RNs are experienced nurses who can provide behind-the-scenes support such as managing the discharge process, providing patient education and assisting with documentation.

Registered nurses will never be replaced at the bedside — the goal of these initiatives is to remove barriers that prevent nurses from leveraging their depth of knowledge as clinical professionals and create more time for them to do what they love: care for patients.



Elevating health through *partnership*

Partnership is the cornerstone of MultiCare’s mission. To provide the comprehensive care and services our communities need, we must work in tandem with other like-minded organizations.

This year we sought new relationships, continued long-standing collaborations and worked alongside our partners to hold events that uplift community health and well-being.

Greater Lakes in-school therapy empowers students to take charge of mental health

Behavioral health therapist Lauren Mitchell begins many of her sessions helping her adolescent patients understand what they’re feeling.

Mitchell spends two days a week with Pierce County elementary school students and families as part of a school counseling program through Greater Lakes Mental Healthcare, part of the MultiCare Behavioral Health Network.

In-school counseling is a way to provide mental health services to some of the community’s hardest-to-reach populations. Greater Lakes, along with the Behavioral Health Network, serve more than 50 elementary, middle and high schools across nine Pierce County school districts.

Services focus on students, but family and group sessions are available as needed, as well as medication management.

Clinicians like Mitchell use creative approaches to meet students where they are, such as playing games with those struggling to stay on task or listen actively. For students dealing with anxiety, she uses charades or other nontraditional ways to talk about coping skills.

One of the highlights of the program is its comprehensive approach to care. Clinicians guide families in offering positive reinforcement at home and school staff provide feedback on what they see in the classroom, too.

“The ‘on-site-ness’ of it gives them the ability to see a child in a much more holistic view,” says Abby Sloan, principal of Jennie Reed Elementary School, where a therapist is on campus two-and-a-half days a week. “When you work on a parent-suggested area of need, that’s the only view you have, whereas our therapists also understand the specific things going on at our school and how that impacts the student in different ways.”

In the 2022-2023 school year, Greater Lakes served approximately 600 students through its in-school counseling program.



A cross-state partnership fills gap in pediatric care

At her first trip to Shriners Children’s Spokane, 16-year-old Taylor Williams met with a team of providers from multiple hospitals. This collaborative appointment stems from a partnership between MultiCare Mary Bridge Children’s Hospital and Shriners Children’s Spokane aimed at filling a gap in regional pediatric care.

Taylor has cerebral palsy and scoliosis, experiences regular seizures, and has used a power wheelchair her entire life. Prior to this partnership, her family traveled from Yakima to Tacoma to see John “Forrest” Bennett, ARNP, a physical medicine and rehabilitation provider at Mary Bridge Children’s.

The trip was costly, stressful and required her parents to take multiple days off work, yet it was their only option due to the limited availability of this type of care in Yakima and the Inland Northwest.

Now, thanks to the partnership between Mary Bridge Children’s and Shriners, the Williams family can travel to Spokane to seek this specialized care. In Spokane, they can simultaneously meet with Bryan Tompkins, MD, a pediatric orthopedic surgeon at Shriners.

“Now it’s all in one place,” says Sarah Williams, Taylor’s mother. “Having them collaborate together is so nice.”

Through this partnership, Bennett and Robert Cooper, MD — a fellow Mary Bridge Children’s physical medicine and rehabilitation provider — visit the Spokane Shriners clinic multiple times each month to meet with patients. The children they care for are living with spinal or brain injuries, cerebral palsy and other conditions that may limit their physical ability. Bennett and Dr. Cooper collaborate with Shriners providers like Dr. Tompkins during appointments to help patients live a comfortable life and reach their full potential.

“Each month, these important Spokane clinics fill up,” says Peter Brewer, administrator for Shriners Children’s Spokane. “And we’re still working with a waitlist of children.”

Beloved community health fair returns to Yakima

August 2023 marked the successful return of Fiesta de Salud after a three-year hiatus due to the COVID-19 pandemic.

MultiCare Yakima Memorial and Memorial Foundation pioneered this community health fair in 2007 as a way to provide valuable health screenings to those in the Yakima area who experience challenges accessing health care, such as lack of insurance or language barriers. Over the years, Fiesta de Salud has grown into Central Washington's largest health fair.

More than 4,000 people attended this year's event at the downtown Yakima Rotary marketplace, with most participants coming from Latino, Native American and Black communities, as well as other communities of color.

In addition to live music and family-oriented activities, participants received free preventive services and educational resources.

Highlights from the event:

- More than 1,300 free health screenings given — including screenings for diabetes, cholesterol and blood pressure
- More than 500 backpacks full of school supplies distributed to students in need
- Nearly 40 free haircuts provided to kids

More than just a gathering, Fiesta de Salud has been a catalyst for positive change. Many participants who received screenings shared that they had not visited a doctor since before the pandemic. Fifty-two percent of health screening participants reported not having medical coverage at all, and 43 percent did not have a primary care provider.

Following the screenings, participants had the opportunity to meet with clinicians to discuss their results and next steps to support their health.

While Yakima Memorial and Memorial Foundation were the primary organizers of this event, it is a true community effort. More than 65 local organizations and businesses sponsored booths.

Efforts are underway to bring Fiesta de Salud to four other counties in the Central Washington region.

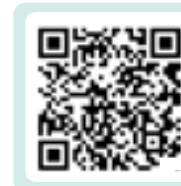
Advancing health and well-being through the Community Partnership Fund

For more than 140 years, MultiCare has been a dedicated community partner, helping identify and address local needs while striving to improve quality of life for all.

We have provided — and continue to provide — financial support, volunteers and resources to numerous local and national organizations, such as Medical Teams International, Sunrise Outreach Center of Yakima, Sumner Community Food Bank, the Prescription Drug Assistance Foundation, YWCA Spokane, Big Table and many more.

In 2015, MultiCare took that support one step further and established the MultiCare Community Partnership Fund, which supports organizations that contribute to the health and vitality of our community.

The fund awarded \$800,000 in grants to more than 100 local nonprofits across the Puget Sound, Yakima and Inland Northwest regions in 2023. These organizations are focused on addressing housing and homelessness, behavioral health, children's health, food insecurity and many other issues.



Learn more about our Community Partnership Fund



MultiCare Foundations

As a not-for-profit organization, MultiCare relies on our donors and volunteers to provide vital care and resources for our communities. But that's not all — their support also serves as a testament to what can be achieved when individuals come together to create positive change.

In 2023, donors helped us make progress on the new MultiCare Mary Bridge Children's Hospital and raise funds for our neonatal intensive care units (NICUs), behavioral health, cancer care and so much more.

Micro-preemies Lorenzo and Layla spent their first five months of life at MultiCare Deaconess Hospital's NICU, growing strong and healthy. Mom Sam is forever grateful to the staff who saved her babies.



2023 GIVING BY THE NUMBERS

\$37 million

contributed by **thousands of donors**

127,252

hours of time donated by **857 volunteers**

\$1.57 million

donated by **MultiCare employees and volunteers**

2,949

people gave to MultiCare for the **first time**



Helping Hands Donations go directly to patients and families in need. Assistance for meals, transportation or housing — costs that insurance doesn't cover — removes barriers to healing.



\$637,795

in donor funds were used to support patients across MultiCare

1,000+

patients received support for various needs, including prescriptions and medical equipment

Children and families Donor support helps ensure that babies, children and their families have access to the care they need to heal and thrive.



1,193

babies admitted to NICUs at Deaconess Hospital and MultiCare Tacoma General Hospital (now part of Mary Bridge Children's)

13,764

patients made more than 73,000 visits to Mary Bridge Children's Therapy Services, receiving physical, occupational and speech therapy, and more

10,207

patients and their families received support from Child Life Services, including diagnosis education, procedural support, therapeutic play and more

532 pairs of shoes given to children with orthotic needs, free of charge (a cost of more than \$40,000)



Behavioral health Investment in behavioral health supports treatment and care that leads to recovery.



43,033

clients and patients served by MultiCare Behavioral Health Network

1,735

pediatric patients experiencing a behavioral health crisis visited MultiCare & Mary Bridge Children's emergency departments

200

pregnant patients assisted by MultiCare Good Samaritan's Substance Treatment and Recovery Training unit

88

families received assistance through Navos' Infant and Early Childhood Mental Health program

Cancer care Donor generosity helps more patients receive timely, individually tailored treatment, while ensuring they and their loved ones are cared for every step of the way.



27,022

patients received care at MultiCare cancer care locations

6,211

new patient consultations provided by oncology clinicians

1,308

pediatric hematology and oncology patients received care at Mary Bridge Children's

357

patients received wigs at MultiCare Good Samaritan Cancer Resource Center

108 patients received compassionate care through cancer support groups



INTRODUCING MEMORIAL FOUNDATION

MultiCare Foundations' partner in philanthropy, Memorial Foundation, connects the Central Washington region with MultiCare Yakima Memorial Hospital's programs and services. For more than 35 years, Memorial Foundation donors have supported the health of the Yakima Valley.



\$7.6 million

raised by Memorial Foundation donors



\$3.5 million

allocated to four health initiatives: Cancer Care, Children's Health, Compass Care (supports patients facing end of life) and Healthy Yakima (provides education opportunities and access to disease prevention and management programs)

Investing in our communities

Each year, MultiCare commits financial resources to multiple community programs and services; invests in capital projects to improve our facilities for our patients; and helps ensure low-income or uninsured patients get the care they need, regardless of their ability to pay. Here is a summary of the support we provided in 2023.

Community services

These are programs or activities that go beyond patient care, are available to the general public and are primarily subsidized by MultiCare. These services are grouped into four categories.



Low-income patient care services

These are the unreimbursed costs of providing care to low-income and special needs populations, including:



Total community investment
\$653,199,000

In addition, MultiCare provided \$62,986,000 in discounts to uninsured patients in 2023.

These figures do not include Yakima data, which was not yet available at press time.

Capital improvements

In 2023, we invested over \$294 million in capital replacements and improvements in our facilities and the communities we serve:

- Made significant investments in facilities, equipment and an electronic health record and technology infrastructure at MultiCare Yakima Memorial Hospital and in our Yakima region clinics
- Implemented a modern enterprise resource planning system to allow us to continue to scale our services and expand access to care
- Continued construction on the new MultiCare Mary Bridge Children’s Hospital
- Opened an off-campus emergency department in Lacey
- Expanded access to care in communities across the Pacific Northwest by opening five new Indigo Urgent Care clinics, including our first clinic in Coeur d’Alene, Idaho



MultiCare *executive* leadership 2023

Bill Robertson

CEO

Florence Chang

President

June Altaras, RN

Executive Vice President &
Chief Quality, Safety & Nursing Officer

James Lee

Executive Vice President,
Population Based Care & CFO

David O'Brien, MD

Executive Vice President &
Chief Physician Officer

Bradd Busick

Sr. Vice President &
Chief Information Officer

Mark Gary

Sr. Vice President & General Counsel

Tim Holmes

Sr. Vice President & Chief Executive,
East Pierce, South King and Capital
Pacific Regions & President, MultiCare
Behavioral Health Network

Alex Jackson

Sr. Vice President & Chief Executive,
Inland Northwest and Yakima Regions

Tim Lynch

Sr. Vice President &
Chief Administrative Officer

Lisa Powell

Sr. Vice President &
Chief Human Potential Officer

Jim Beatty

President, MultiCare Good Samaritan Hospital

Eddie Bratko

President, MultiCare Tacoma General &
MultiCare Allenmore Hospitals and West Pierce
& Kitsap Market Leader

Tammy Buyok

President, MultiCare Yakima Memorial Hospital
& Yakima Market Leader

Will Callicoa

President, MultiCare Capital Medical Center
& Thurston County Market Leader

Ryan Fix

President, Retail Health

Wade Hunt

President, Pulse Heart Institute Operations

Jonathan Maner

President, MultiCare Medical Partners

Jeff Poltawsky

President & Market Leader,
MultiCare Mary Bridge Children's
Hospital & Health Network

Keli Ramsey

President, MultiCare Rockwood Clinic
& COO, MultiCare Medical Partners

Gregory Repetti

President, MultiCare Inland Northwest Hospitals
& Regional Strategic Implementation

Mark Smith

President, MultiCare Auburn Medical Center
& MultiCare Covington Medical Center
& South King County Market Leader

MultiCare *board* leadership 2023

In addition to the organization's executive leadership, MultiCare is privileged to have the oversight of a number of all-volunteer boards. These boards help steer our organization and ensure we are staying true to our mission. We thank them for their leadership and dedication.

System board

OFFICERS

John Wiborg
Chair

Deedra Smith Walkey
Vice Chair

Sally Leighton
Secretary

Frank Tombari
Treasurer

BOARD MEMBERS

John P. Folsom (retired June 2023)

Tara Lisa Perry

Dale Sowell

Janine Terrano

Robin Thomashauer

Robert A. Yost

EX-OFFICIO MEMBERS

Bill Robertson
CEO, MultiCare

Tariq Salam, MD

Regional and foundation boards

REGIONAL

Capital Pacific Regional

East Pierce Regional

Inland Northwest Integrated Regional

South King Regional

West Pierce & Kitsap Regional

Yakima Valley Regional

FOUNDATION

Mary Bridge Children's Foundation

Memorial Foundation (Yakima)

MultiCare Behavioral Health Foundation

MultiCare Good Samaritan Foundation

MultiCare Health Foundation

MultiCare Inland Northwest Foundation

Network boards

MultiCare Mary Bridge Children's Hospital & Health Network

MultiCare Behavioral Health Network

MultiCare Connected Care

Pulse Heart Institute

*Board and executive rosters include those serving as of Dec. 31, 2023. Many thanks to all who served in 2023.

