

# 2022 Community Health Needs Assessment Implementation Strategy



**MultiCare**   
**Deaconess Hospital**

# Executive Summary



MultiCare  
Deaconess Hospital  
Community Health  
Needs Assessment  
Implementation Strategies  
2022

**MultiCare is a not-for-profit healthcare system with roots that go back well over 100 years. With over 20,000 team members including employees, providers and volunteers, MultiCare Health System is the largest community based, locally governed health system in the state of Washington. MultiCare's integrated community-based system of health includes primary, specialty and urgent care services, in addition to a wide range of community outreach programs.**

## PRIORITY HEALTH NEEDS

In 2021, MultiCare and Providence Health system contracted with the Spokane Regional Health District to conduct a comprehensive Community Health Needs Assessment (CHNA) for the MultiCare Deaconess Hospital. The Empire Health Foundation also participated and advised towards the development of the assessment. This is the second CHNA completed by Deaconess Hospital, which includes extensive community stakeholder input. In addition, the health district analyzed approximately 60 health indicators and implemented three community focus groups to further identify and prioritize this hospital service area's needs. The resulting report features a wide-ranging set of quantitative and qualitative findings.

Based on the results of the assessment, the Spokane Regional Health District identified the following priority health needs:

- Behavioral Health
- Domestic Violence
- Housing and Homelessness

## THREE-YEAR FOCUS

MultiCare convened meetings with Inland Northwest leaders and stakeholders to review the assessment. Based on CHNA data, available resources and existing programs, Deaconess Hospital selected the following health priorities as the focus of the next three-year implementation period:

- Behavioral Health: Emphasis in Increasing Access to Addiction Recovery and Suicide Prevention Services
- Domestic Violence
- Housing and Homelessness

# Executive Summary

Continued

This CHNA implementation strategy describes how the hospital will address the identified health care needs by:

- Continuing and strengthening existing programs and services which support the community
- Exploring the implementation of new strategies, programs, or services based on feedback from leaders of patient-facing and community-facing teams
- Collaborating with community organizations to implement evidence-based strategies across the service area

MultiCare's implementation strategies will contribute to long-term, sustainable improvements in community health. Through coordinated efforts with community partners, MultiCare will use these strategies as a road map toward achieving better health outcomes. This includes opportunities which lie in the collaboration between hospitals and primary care clinics, to formulate methods of early detection and prevention.

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# About MultiCare



MultiCare Health System has a comprehensive network which features numerous primary care, urgent care and specialty services — including Immediate Clinic, MultiCare Indigo Urgent Care, Pulse Heart Institute and MultiCare Rockwood Clinic, the largest multispecialty clinic in the Inland Northwest. Specialty services include a Level II adult and pediatric trauma center, a Level IV Neonatal Intensive Care Unit, the region's only Level I Trauma Rehabilitation Center and an internationally renowned therapy unit for children with special needs. Through our affiliation with Navos and Greater Lakes Mental Health, we are the largest behavioral health provider in Washington state.

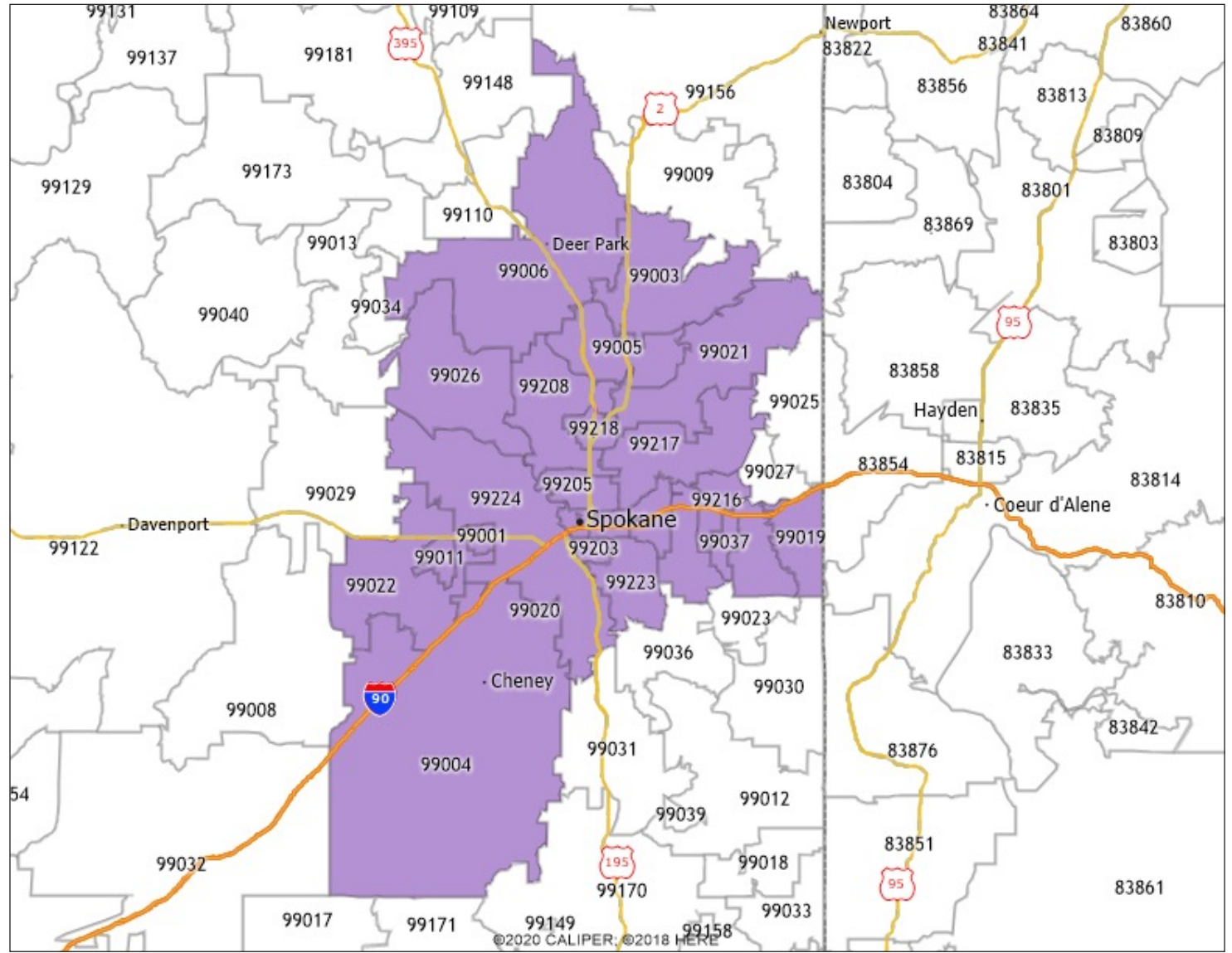
Serving individuals of all ages, MultiCare's network includes 11 hospitals:

- **MultiCare Allenmore Hospital, Tacoma**
- **MultiCare Auburn Medical Center, Auburn**
- **MultiCare Capital Medical Center, Olympia**
- **MultiCare Covington Medical Center, Covington**
- **MultiCare Deaconess Hospital, Spokane**
- **MultiCare Good Samaritan Hospital, Puyallup**
- **Mary Bridge Children's Hospital, Tacoma**
- **MultiCare Tacoma General Hospital, Tacoma**
- **MultiCare Valley Hospital, Spokane Valley**
- **Navos, Seattle\***
- **Wellfound Behavioral Health Hospital, Tacoma\***

# Meeting Community Needs



## MultiCare Deaconess Hospital Service Area



Deaconess Hospital is a 388-bed hospital located in Spokane, Washington. Its primary service area (representing 75 percent of inpatients served) is shown in the figure above.

# CHNA Methodology



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## BACKGROUND AND PROCESS

MultiCare Health System worked with the Spokane Regional Health District to complete a comprehensive Community Health Needs Assessment (CHNA). The process included quantitative analysis and qualitative interviews with community leaders and residents of Spokane County representing many sectors and population groups, including low-income residents and others affected by health disparities.

## CRITERIA FOR PRIORITIZING HEALTH NEEDS

Based on data from this CHNA, priority health needs among Spokane County residents were identified. These priorities resulted from applying a prioritization process and criteria to the health indicator data and community engagement themes. The prioritization criteria included trends, comparison to Washington state, number of disparities, percentage of the population impacted, and the amount of concern expressed in community conversations. To ensure that community voice was represented in the prioritization, a list of top-scoring indicators, along with frequently mentioned themes from the community not

represented by indicator data was sent to interview and focus group participants. Participants were asked to vote for the top 3 priorities that most impact their communities.

## PRIORITY HEALTH NEEDS IDENTIFIED BY THE SPOKANE REGIONAL HEALTH DISTRICT

The Spokane Regional Health District identified the following priority health needs for residents within the Deaconess Hospital service area:

- Behavioral Health
- Domestic Violence
- Housing and Homelessness

# CHNA Methodology

Continued

## MULTICARE'S PROCESS FOR SELECTING HEALTH CARE PRIORITIES

MultiCare convened internal stakeholder meetings to review the assessment and consider community health care needs and select priorities. The Deaconess Hospital internal stakeholder group included executive, physician, nurse, clinic, and outpatient leaders. The group chose to focus on the following priority health needs over the next three-year period:

- Behavioral Health: Emphasis in Increasing Access to Addiction Recovery and Suicide Prevention Services
- Domestic Violence
- Housing and Homelessness

Internal stakeholders representing Deaconess Hospital developed this implementation strategy, which outlines internal and external resources to meet the three community needs listed above.

## MULTICARE DEACONESS HOSPITAL IMPLEMENTATION STRATEGY

Deaconess Hospital implementation strategy, outlined on the following pages, describes how the hospital will address the identified health care needs by:

- Continuing and strengthening existing programs and services
- Exploring the implementation of new strategies, programs, or services
- Collaborating with community organizations to implement evidence-based strategies across the service area



# Priorities, Strategies and Activities

## GOALS

### 1. Behavioral Health



### 2. Domestic Violence



### 3. Housing and Homelessness



## STRATEGIES

- Increase access to Behavioral Health services through a partnership with Quartet Health and Valera Health to expand capacity.
- Work in partnership to open and operate a high-acuity Out-patient Behavioral Health service in Northeast Spokane, an area of high need within Spokane County..
- Continue State Opioid Response Program to help address the opioid crisis in Spokane County and make Narcan more readily available to those in need, with implementation of training and protocols in Primary Care Clinics.
- Expand access to medication for Opiate Use Disorder Program within the region, as aligned with Rockwood and Primary Care clinics.

- Implement DV screening tools for MultiCare patients of all ages in the region.
- Screen every new mother after delivery and prior to discharge for safety at home.
- Continue to partner with community-based organizations such as Mujeres in Action and the Spokane Regional Domestic Violence Coalition to increase staff training and awareness for domestic violence.
- Expand the scope of forensic nurses to include training in domestic violence, intimate partner violence, and non-fatal strangulation.
- Send all domestic violence referrals to the intended internal and external partners, on the patient's behalf.
- Expand domestic violence signage into inpatient and outpatient facilities, including bathroom stalls in all MultiCare facilities in the Inland Northwest to increase staff and visitor awareness.
- Expand DV training specific to teens, for early prevention.

- Continue partnership with House of Charity for transitional program, which provides access to beds, medical follow up and wound care.
- Partner with Catholic Charities/House of Charity to develop metrics which determine effectiveness, service to unique patients served, demographics, disability status, language.
- Continue to partner with CHAS in efforts to expand access to primary care for the homeless patient population, improve care, and reduce unnecessary ER visits.
- Expand partnership with Family Promise to increase respite care for women and children.
- Maintain partnership with Avalon skilled nursing to provide respite beds.
- Collaborate with local government and business coalitions to participate in comprehensive initiatives addressing the issue of homelessness in our community.
- Identify and apply to grant opportunities that address housing and homelessness.

# Focus 1: Behavioral Health



## Our goal is to improve behavioral health outcomes.

The ability to live a full and productive life and to be in good health both depend on behavioral health factors. Untreated mental health illnesses put people of all ages, including kids and teenagers, at a higher risk for a wide range of harmful and risky behaviors as well as co-occurring disorders, such as drug and alcohol dependence. The percentage of adults experiencing poor mental health in Spokane County is trending upwards. In 2019, 16.5% of adult Spokane County residents had co-occurring disorders, including alcohol or drug abuse. Information and resources that better integrate behavioral health services into the overall healthcare system can lower the risk of poor health outcomes.

Our goal is to improve behavioral health outcomes through the following strategies and activities:

- Increase access to Behavioral Health services through a partnership with Quartet Health and Valera Health to expand capacity.
- Work in partnership to open and operate a high-acuity Out-patient Behavioral Health service in Northeast Spokane, an area of high need within Spokane County.
- Continue State Opioid Response Program to help address the opioid crisis in Spokane County and make Narcan more readily available to those in need, with implementation of training and protocols in Primary Care Clinics.
- Expand access to medication for Opiate Use Disorder Program within the region, as aligned with Rockwood and Primary Care Clinics.

# Focus 1: Behavioral Health

Continued

## ANTICIPATED OUTCOMES

- Shared resources and reporting capabilities
- Alignment and efficiency in reporting and more expedient completion of referrals
- Contractual relationships
- Expanded access to service in the most challenged zip codes in Spokane County
- An increase in the number of people with opioid use disorders (OUD) who receive treatment
- A reduced number of opiate overdoses
- Improved transition to ongoing care for opioid use disorders
- State Opioid Response supplements: Hub & Spoke
- Expanded access to OUD care through Primary Care

## INTERNAL RESOURCES

As a not-for-profit health care system, MultiCare offers programs that increase access to behavioral health care. Examples of these programs and services include the following:

**MultiCare Rockwood Behavioral Health Center** offers mental health treatment for children, adolescents, adults and families. The conditions and problems addressed include depressive disorders, developmental delays, grief, and loss, learning disabilities, mood and thought disorders, parenting issues, and post-traumatic stress disorder. Services include assistance coping with physical and mental illness and developmental disorders, academic and career counseling, diagnostic assessment, and pharmacological management of stress and anxiety during life transitions.

# Focus 1: Behavioral Health

Continued

## COMMUNITY RESOURCES

In addition to the MultiCare programs and services, we also partner with community organizations to improve behavioral health outcomes. Examples include the following:

**Excelsior Wellness Center** features a specialty medical clinic with integrated behavioral health providers, care coordinators, peer support specialists, family response specialists and a variety of direct support specialists. Services include hospital diversion programs, co-occurring enhanced outpatient and residential services, an on-site fully accredited middle school and high school, nutrition services, and therapeutic recreation.

**Inland Northwest Behavioral Health** provides comprehensive assessment, diagnosis and treatment for individuals struggling with emotional or behavioral health issues, such as mood disorders, anxiety disorders or trauma. Offerings include individual, group and recreational therapies. Frontier Behavioral Health is a trauma-informed organization providing clinically and culturally appropriate behavioral health care to individuals of all ages and families. The organization focuses on caring for high-risk or high-need populations as well as those receiving public funds.

**Frontier Behavioral Health** believes evidenced-based practice, recovery, reintegration, support, open access and community education are all vital elements of responsive, comprehensive mental health care.

**Pioneer Human Services** helps individuals who have been incarcerated or who are in recovery from substance use access treatment, housing, job training and employment.

# Focus 2: Domestic Violence



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## Our goal is to help decrease domestic violence for those living in the Deaconess Hospital service area.

Domestic violence includes physical assault or battery, sexual assault or other abusive behavior that results in physical injury, psychological trauma or death. The rate under-represents the real level of domestic violence in the community because not all incidents are reported to law enforcement. Data from the CHNA shows that domestic violence increased from 2019 to 2022.

Our goal is to help decrease domestic violence through the following activities and strategies:

- Implement existing DV screening tools for MultiCare patients of all ages in the region.
- Screen every new mother after delivery and prior to discharge for safety at home,
- Continue to partner with community-based organizations such as Mujeres in Action and the Spokane Regional Domestic Violence Coalition to increase domestic violence awareness and increase staff training for domestic violence.

- Expand the scope of forensic nurses to include training in domestic violence, intimate partner violence, and non-fatal strangulation.
- Send all domestic violence related referrals to the intended internal and external partners, on the patient's behalf.
- Expand domestic violence signage into inpatient and outpatient facilities, including bathroom stalls in all MultiCare facilities in the Inland Northwest to increase staff and visitor awareness.

# Focus 2: Domestic Violence

Continued

## ANTICIPATED OUTCOMES

- An increase in safety screenings for new mothers
- Expanded training and utilization of the existing screening tool across multiple organizations
- Increased numbers of staff who are trained to identify domestic violence signs, symptoms, and types
- Expanded utilization and awareness of the domestic violence signage across multiple organizations

## INTERNAL RESOURCES

MultiCare offers injury prevention and trauma services that assist individuals and families. Programs include the following:

**MultiCare Rockwood Behavioral Health Center** offers mental health treatment for children, adolescents, adults, and families. The conditions and problems addressed include depressive disorders, developmental delays, grief and loss, learning disabilities, mood and thought disorders, parenting issues, and post-traumatic stress disorder. Services include assistance coping with physical and mental illness and developmental disorders, academic and career counseling, diagnostic assessment, and pharmacological management of stress and anxiety during life transitions.

**Sexual Assault Services** offers care to patients following a sexual assault by examining injuries, collecting evidence, and connecting victims to support services, among other types of assistance. Nurse examiners are registered nurses who have completed specialized clinical training in forensic care.

# Focus 2: Domestic Violence

Continued

## COMMUNITY RESOURCES

In addition to the MultiCare programs and services, we also partner with community organizations to reduce the rate of violence. Examples include the following:

**YWCA Spokane** offers an anonymous, 24-hour domestic violence hotline at 509-326-2255. Offerings for domestic violence survivors include safety planning, counseling, housing, and legal services. The YWCA also provides economic advancement through skill building, financial education, job readiness, employment support and clothing resources. Children's services include early education, outreach and trauma support.

**Partners with Families & Children** prevents, interrupts and repairs cycles of abuse and neglect within families. The organization provides a social safety net for abused and neglected children by offering holistic support, evaluation, and treatment services to families across the Inland Northwest.

**Lutheran Community Services Northwest** supports families beset by trauma and poverty. This organization assists refugees, finds foster homes for neglected children, works with families to keep at-risk teens from being removed from their homes, helps seniors and people with disabilities remain independent, and stands up for crime victims.

**Mujeres in Action** advocates for survivors of domestic violence and/or sexual assault, helping them reach their full potential and educating our community from a Latinx perspective to end family violence.

**End the Violence** is a Spokane County initiative which prevents domestic violence and supports survivors. Domestic violence can include dating violence, sexual assault, child abuse and stalking.

**Prevent Suicide Coalition** is engaged in a strategic initiative to address suicide rates in Spokane County. The coalition intends to expand inclusion and reach, enhancing community competence around prevention and strengthening the safety nets available to reduce the upward trend of suicide attempts and deaths.

**Vanessa Behan Crisis Nursery** provides help for parents who may be experiencing substance abuse, domestic violence, homelessness, or burnout from the demands of parenting by offering 24-hour childcare for infants and children under the age of seven. This organization also offers parent education, crisis counseling and assistance with referrals to community agencies.

# Focus 3: Housing and Homelessness



## Our goal is to help decrease housing and homelessness for individuals living in Spokane County.

A fundamental human necessity is housing. When this need is a concern, a person cannot focus on other aspects of their life, such as education, employment, and family growth. The availability and caliber of housing have a direct impact on health. Poor housing is linked to a number of detrimental health consequences, such as chronic illness, accidents, and poor mental health. Families with low incomes and members of racial and ethnic minorities may have a higher likelihood of living in subpar conditions, which could have a negative impact. Continue partnership with House of Charity for transitional program, which provides access to beds, medical follow up and wound care.

- Partner with Catholic Charities/House of Charity to develop metrics to determine effectiveness, service to unique patients served, demographics, disability status, language.
- Maintain partnership with Avalon skilled nursing to provide respite beds.
- Continue to partner with CHAS in efforts to expand access to primary care for the homeless patient population, improve care, and reduce unnecessary ER visits.
- Expand partnership with Family Promise to increase respite care to homeless women and children.
- Collaborate with local government and business coalitions to participate in comprehensive initiatives addressing the issue of homelessness in our community.
- Identify and apply for grant opportunities that address housing and homelessness.



# Focus 3: Housing and Homelessness

Continued

## ANTICIPATED OUTCOMES

- An increase in the number of homeless individuals who receive care
- Metrics: Unique patients served, demographics, disability status, language.
- Partner with Family Promise to expand respite care programs for women and children
- Expanded awareness and unity amongst community partners, surrounding homeless issues and related resources
- Reduced length-of-stay measurement, and serve a greater number of unique individuals through improved utilization of community benefit
- Integration of homeless screenings into services
- Discovery of grant opportunities

## INTERNAL RESOURCES

MultiCare Respite Beds helps patients after discharge so patients can continue their recovery process and gain access to case managers at House of Charities, who assist with access and support with housing, homelessness, and transition.

## COMMUNITY RESOURCES

House of Charity serves the most vulnerable members of the community in Spokane, such as those who have dealt with childhood trauma or those who are homeless. House of Charity provides services like breakfast, lunch, and dinner, showers, and attorney services.

Family Promise of Spokane helps local communities coordinate their compassion to address the root causes of family homelessness. They tap existing local resources to empower families towards economic stability. Families come to them in crisis; they help them rebuild their lives with new skills and ongoing support.

Hope House was founded in response to the serial murders of women on the streets of Spokane to offer women protection from violence on the street. Currently, Hope House provides emergency shelter and refuge to women who identify as being homeless.

# Conclusion



As a leading regional health care system, MultiCare is committed to improving the health of the people and communities we serve. The process of conducting a Community Health Needs Assessment and developing implementation strategies helps us better understand the health care needs of our communities and the significant role we play in addressing those needs. In addition, this process has fostered greater collaboration among the many organizations that share our goal of improving the health of all people in our communities.

The MultiCare leaders and staff involved in developing the implementation strategies for MultiCare Deaconess Hospital include:

**Alex Jackson**

Senior Vice President,  
Chief Executive Officer  
Inland Northwest Region

**Gregory Repetti**

President,  
Inland Northwest Hospitals  
and Strategic Implementation

**Keli Ramsey**

President,  
Rockwood Clinic

**Jennifer Graham**

Chief Nurse Executive,  
Inland Northwest Hospitals

**Samantha Clark**

Assistant Vice President of Strategy  
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Physician-Internal Medicine,  
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# Appendix:

## Community Impact Evaluation 2019-2022



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# Community Impact Evaluation



From 2019 through 2022, the Deaconess Hospital CHNA implementation strategies focused on the following priority health needs:

- Oral health (poverty)
- Intentional Injuries (suicide and violence)
- Behavioral Health (access)

Metrics were established for each priority area, and data was tracked on a quarterly basis over the three-year implementation period. While MultiCare's community benefit strategies play a part in addressing community health needs, it is important to acknowledge that many factors, including other initiatives, organizations, and policies, impact overall community health outcomes.

# Focus 1: Oral Health (Poverty)

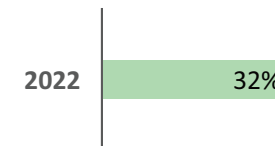


To achieve a healthy life for everyone, access to comprehensive, high-quality health care services is crucial. People are less able to achieve their maximum level of health and well-being when they have limited access to healthcare. Most adults should visit a dentist twice a year for a basic dental examination, which frequently includes teeth cleaning, a gum health examination, and occasionally X-rays. This procedure gives a dentist knowledge about tooth decay and other medical issues. From 2019 to 2022, Deaconess Hospital implemented strategies on improving oral health in the community. Although the Covid-19 pandemic had an impact on this work, Deaconess focused on improving fluoride varnishing rates in Spokane County.

## Dental Checkups (Adults) % Spokane County



## No Dental Checkup in the Past Year % Spokane County



Source: Behavioral Risk Factor Surveillance System

# Focus 2: Intentional Injuries



Injuries and violence can affect anyone, regardless of age, sex, race, or socioeconomic background. Injuries and violence are the leading cause of death and disability for people one to 44 years old in both the state and nationwide. While injuries and violence can have a dramatic impact on a person's ability to lead an active, fulfilling life, they are largely preventable. Those who survive unintentional and violence related injuries may face life-long mental and physical problems. From 2019 to 2022, Deaconess hospital implemented many solutions to address intentional injuries such as:

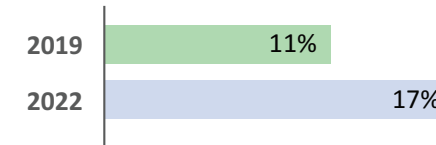
- Implementing domestic violence training for internal staff
- Utilizing tools and resources to screen for domestic violence
- Implementing environmental changes in Deaconess Hospital that better consider intentional injuries and patient safety
- Partnering with community partners such as the YWCA to provide domestic violence trainings.
- Applying for grants to better address suicide in the community

# Focus 3: Behavioral Health

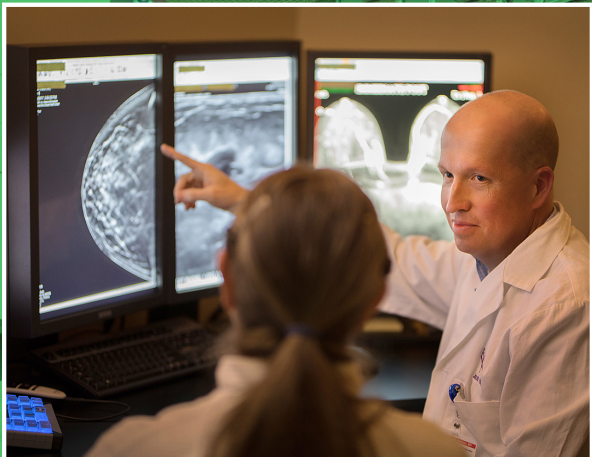


Behavioral health is directly tied to overall well-being and the ability to live a full, productive life. According to the 2019 Deaconess Hospital CHNA health indicator data and stakeholder input, substance use and poor mental health are top concerns in the Deaconess community. In 2022 Behavioral Health rose as a top health issue in the community again. Although the rate of suicide decreased from 2019 to 2022, other behavioral health measures rose in Spokane County. For example, the percentage of adults who report having frequent mental distress rose by five percent during this period of time. Also, during this time period, in order to address behavioral health, Deaconess Hospital implemented Quartet Health, a tool that helps connects patients to behavioral health providers and resources.

## Frequent Mental Distress (Adults) % Spokane County



Source: Behavioral Risk Factor Surveillance System



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