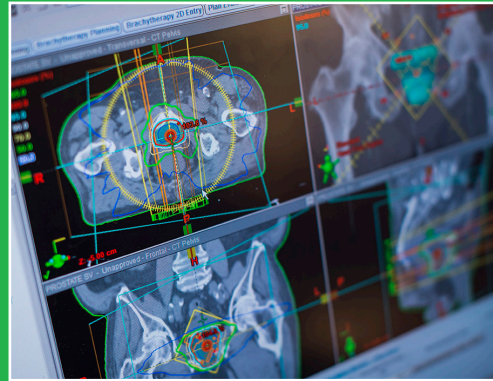


# 2022 Community Health Needs Assessment Implementation Strategy



MultiCare 

Tacoma General Hospital

# Executive Summary



MultiCare  
Tacoma General 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. MultiCare is the largest community based, locally governed health system in the state of Washington.**

## PRIORITY HEALTH NEEDS

A thorough Community Health Needs Assessment (CHNA) for Pierce County, Washington, was carried out in 2021 and conducted in partnership between MultiCare Health System and the Tacoma Pierce County Health Department. Residents of the region were surveyed, held workshops, and interviewed as part of the assessment process. The final report presents a thorough combination of quantitative and qualitative findings.

Based on the results of the assessment, the collaborative jointly identified the following priority health needs:

- Access to Care
- Behavioral Health
- Chronic Disease
- Maternal and Child Health

## THREE-YEAR FOCUS

MultiCare’s Center for Health Equity & Wellness convened meetings with system leaders and stakeholders to review the assessment. Based on the data, available resources, existing programs and other needs, Tacoma General Hospital selected the following health priorities as the focus of the next three-year implementation period:

- Access to Care
- Behavioral Health
- Chronic Disease
- Maternal and Child Health

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

MultiCare's benefit 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.

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# About MultiCare



MultiCare Health System offers a comprehensive network of health services which features numerous primary care, urgent care and specialty services — including MultiCare Indigo Urgent Care, Pulse Heart Institute and MultiCare Rockwood Clinic, the largest multispecialty clinic in the Inland Northwest. MultiCare's 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, MultiCare is the largest behavioral health provider in Washington state.

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

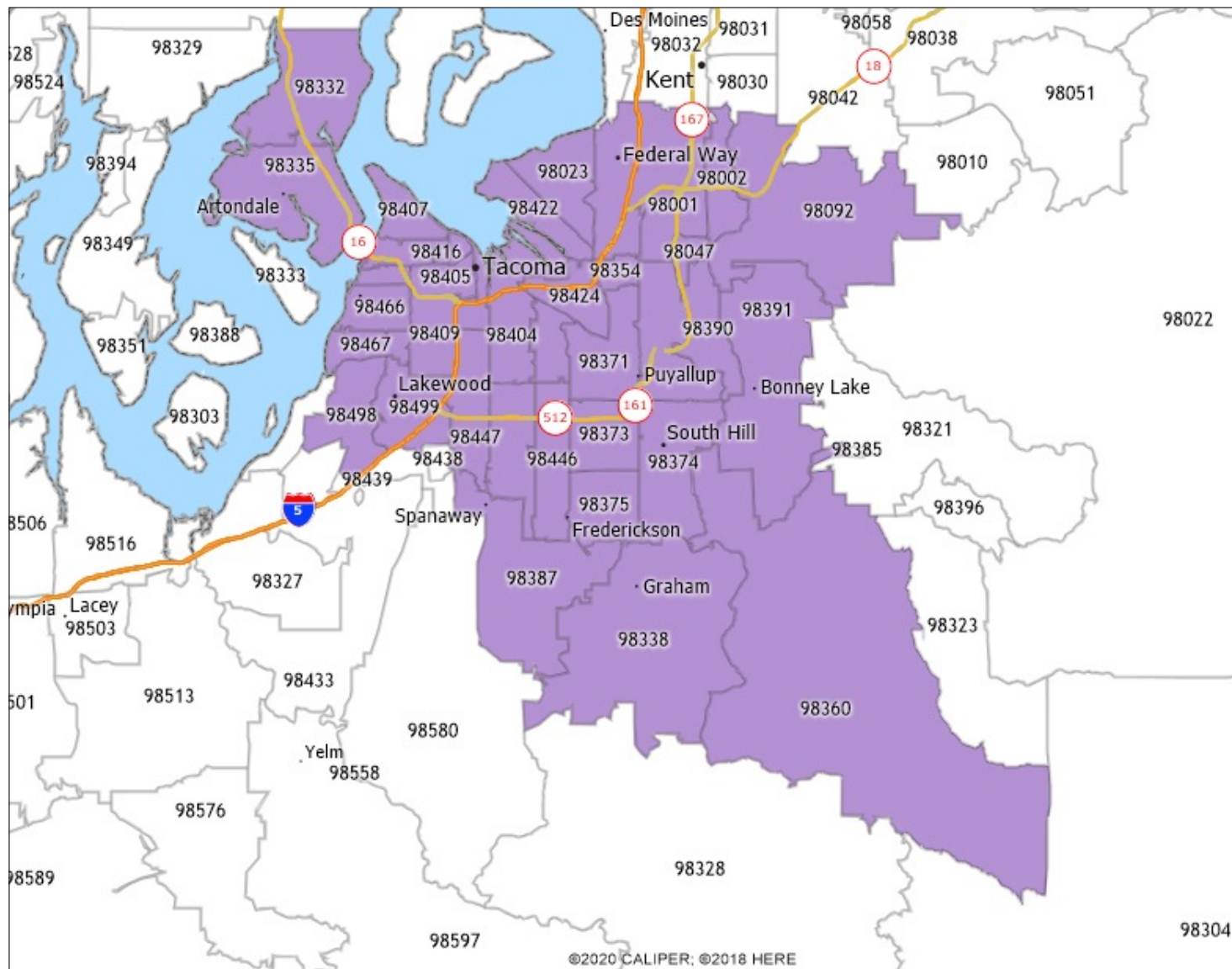
- **MultiCare Allenmore Hospital, Tacoma**
- **MultiCare Auburn Medical Center, Auburn**
- **MultiCare Capital Medical Center, Olympia**
- **MultiCare Covington Medical Center, Covington**
- **MultiCare Deaconess Hospital, Spokane**
- **MultiCare Good Samaritan Hospital, Puyallup**
- **Mary Bridge Children's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

*\*Independently operated affiliate*

# Meeting Community Needs



## MultiCare Tacoma General Hospital Service Area



MultiCare Tacoma General Hospital is a 451-bed hospital located in Tacoma, 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

In 2020, MultiCare Health System and Virginia Mason Franciscan Health contracted with the Tacoma-Pierce County Health Department and began conducting a comprehensive Community Health Needs Assessment (CHNA). The process included quantitative analysis and qualitative interviews with community leaders and residents of Pierce County representing many sectors and population groups, including low-income residents and others affected by health disparities.

## CRITERIA FOR PRIORITIZING HEALTH NEEDS

MultiCare worked alongside Virginia Mason Franciscan Health and the Tacoma-Pierce County Health department to develop the list of priority health needs by using four criteria:

- Was a health concern or indicator significantly worse in the hospital service area than in the state?
- Was a health concern trending worse over time?
- Was a health concern repeatedly voiced during the community engagement portion of the assessment (e.g., survey, workshops or interviews)?
- Does a health concern have health inequities associated with race, ethnicity or gender?

## PRIORITY HEALTH NEEDS IDENTIFIED BY THE HEALTH DEPARTMENT

The Tacoma-Pierce County Health Department identified the following priority health needs for residents within the MultiCare Tacoma General Hospital service area:

- Access to Care
- Behavioral Health
- Chronic Disease
- Maternal and Child Health

### **MULTICARE'S PROCESS FOR SELECTING HEALTH CARE PRIORITIES**

MultiCare convened internal stakeholder meetings to review the assessment, consider community health care needs and select priorities. The Tacoma General 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:

- Access to Care
- Behavioral Health
- Chronic Disease
- Maternal and Child Health

Internal stakeholders representing MultiCare Tacoma General Hospital developed this implementation strategy, which outlines internal and external resources to meet the four community needs listed above.

### **MULTICARE TACOMA GENERAL HOSPITAL IMPLEMENTATION STRATEGY**

Tacoma General's 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. Access to Care



### 2. Behavioral Health



### 3. Chronic Disease



### 4. Maternal and Child Health



## STRATEGIES

- Continue to establish partnerships with school districts to target underserved communities.
- Support Medical Teams International's Mobile Dental Program in Pierce County.
- Continue to increase access to childhood immunizations in underserved communities.
- Partner with Dispatch Health to provide in-home care services.
- Promote MultiCare virtual care services for community members.
- Partner with agencies to provide health insurance application navigation and assistance.

- Increase timely access to behavioral health services.
- Promote integration of physical and behavioral health care.
- Continue to integrate substance use treatment into the medical care setting.
- Expand capacity to provide co-occurring mental health and substance use disorder treatment.

- Continue outreach, promotion, and training related to hypertension and heart disease.
- Continue diabetes education, promotion, and risk assessments in underserved, BIPOC, and disparate communities.
- Participate in coalitions related to food security and chronic disease in Pierce County.
- Partner with Pierce County YMCA to offer the YMCA01 EPIC referral to all MultiCare Health system providers.

- Expand maternal and child access to target more families where transportation and resources are a challenge.
- Identify resources in the community for mothers facing domestic violence.
- Maintain breastfeeding peer counseling program through WIC.
- Continue to apply for SNAP-ED grant and apply for SNAP- ED based programing to support women birth equity initiatives.
- Offer child safety education, including safe sleep guidelines, car seat safety, and prevention of falls from windows.
- Provide support services to mothers with a history of SUD to promote healthy neurodevelopment in newborns.
- Increase opportunities for virtual connection with specialists for mothers who have transportation challenges.
- Identify community resources to support pregnant women who face food insecurity.

# Focus 1: Access to Care

## Our goal is to increase access to health care services in our community.

Our community's health depends on making access to affordable, high-quality care possible. Unmet health needs, delays in accessing the proper care, a lack of preventive services, and avoidable hospitalizations are all caused by barriers to health care.

According to the Tacoma General Hospital CHNA, the percentage of adults who did not see a doctor due to cost was not significantly different between Pierce County and the state. Within the county, women were significantly more likely to not see a doctor due to cost compared to men. Hispanics were significantly more likely to not see a doctor due to the cost compared to white and Asian residents. Individuals 65+ years of age were significantly less likely to have an unmet healthcare need due to cost compared to the other age groups.

The percentage of individuals who did not see a doctor due to the cost increased with decreasing income.

Our goal is to increase access to health care services in the community through the following strategies and activities:

- Continue to establish partnerships with school districts to target underserved communities.
- Continue to support Medical Teams International's Mobile Dental Program through on-site clinics, referrals and shared marketing efforts.
  - Continue to provide monthly free and low-cost emergency dental services at MultiCare hospital campuses.
  - Increase the capacity to provide services through recruitment of volunteer providers.
- Continue to increase access to childhood immunizations in underserved communities.
- Partner with Dispatch Health to provide in-home care services.
- Promote MultiCare virtual care services for community members.
- Partner with agencies to provide health insurance application navigation and assistance.

# Focus 1: Access to Care

Continued

## ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- An increased number of partnerships with school districts in underserved communities.
- An increased number of patients who receive care through Medical Teams International's Mobile Dental Program.
- An increase in virtual services in the community.
- An increase in the number of MultiCare virtual care visits provided.
- Higher rates of in-home visits provided by MultiCare's Dispatch Health.

## INTERNAL RESOURCES

As a not-for-profit health care system, MultiCare offers programs that increase access to care; improve care coordination; and provide financial assistance for uninsured, underinsured and low-income populations. Examples of these programs and services include the following:

**Personal Health Partners (PHPs)** help patients overcome barriers to care by coordinating services and ensuring open communication between providers,

patients and families. Some examples of services offered include medication management, participation in primary care visits and home assessments.

**Charity Care**, as a not-for-profit health care system, MultiCare offers programs that increase access to care; improve care coordination; and provide financial assistance for uninsured, underinsured and low-income populations. Examples of these programs and services include the following: Charity care, or free medical care, exists for children in families with incomes at or below 300 percent of the federal poverty level (FPL), which is \$70,650 for a family of four. For persons between 300 percent and 400 percent of the FPL, there are sliding scale fees available to help offset the cost of care. In addition to charity care, MultiCare provides no-interest payment plans, flexible payment schedules, discounted services and assistance with qualifying for state-sponsored health plans.

**Indigo Urgent Care** clinics provide quick care for lower-acuity conditions. Open seven days a week, Indigo Urgent Cares will be serving neighborhoods throughout Pierce, King, Thurston, and Snohomish counties.

**Primary Care and Urgent Care** clinics provide same- and next-day appointments, a 24-hour nurse line, and have extended hours on weekday evenings and weekends.

# Focus 1: Access to Care

Continued

## COMMUNITY RESOURCES

In addition to MultiCare programs and services, we also partner with community organizations to increase health care access. Examples include the following:

**Pierce County Project Access (PCPA)** collaborates with providers to deliver medical and dental care for uninsured and low-income individuals. PCPA also offers insurance premium assistance for individuals on the Washington Health Benefit Exchange.

**Community Health Care (CHC)** is a private, nonprofit organization that operates clinics throughout Pierce County. CHC offers primary medical and dental care services to uninsured and low-income individuals.

**Medical Teams International** offers free or low-cost urgent dental care services through its Mobile Dental Program.

**Sea Mar Community Health Centers** specialize in primary care medicine, providing preventive health exams, urgent care, minor procedures, health education, follow-up care after hospitalization and referrals for other medical services. Sea Mar also provides dental and behavioral health services for the entire family.

**Neighborhood Clinic** provides free urgent medical services and dental care to those who cannot afford it.

**Puyallup Tribal Health Authority** provides health care to Puyallup tribe members and Pierce County residents who are enrolled members of other tribes.

**Statewide Health Insurance Benefits Advisors (SHIBA)** help clients understand health care coverage options and rights, find affordable health care coverage, and evaluate and compare health insurance plans. SHIBA provides free, unbiased and confidential assistance with Medicare and health care choices.

**Tacoma-Pierce County Health Department** Family Support Centers assist families in finding resources and applying for Washington State Department of Social and Health Services benefits, including the Supplemental Nutrition Assistance Program (formerly known as food stamps) and medical and dental benefits. In addition, Family Support Centers connect families to low-cost or free resources in the community, such as pregnancy, parenting and maternity support; infant case management; services for children with special needs; and behavioral health care services.

# Focus 2: Behavioral Health



## Our goal is to improve behavioral health outcomes for adults and youth.

Mental health and substance use disorders affect an individual's ability to live a full, productive life. According to the Tacoma General CHNA, adults, children and youth with untreated behavioral health issues have poorer health, educational and socioeconomic outcomes. Affected individuals are at higher risk of intentional injury and suicide. In addition, people with chronic behavioral health conditions are less likely than the general population to seek medical care.

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

- Increase timely access to behavioral health services.
  - Offer an open-access model of care option for clients with mental health and substance use disorder problems through walk-in clinics. Clients can arrive for mental health and substance use disorder assessments at their convenience and leave with the following information about their next treatment appointment: time, date and their provider's name. Our goal is to reduce the amount of time between assessment and appointment to a maximum of 14 days.

- Promote integration of physical and behavioral health care.
  - Offer a regularly scheduled mobile health clinic at community behavioral health sites in Pierce County to provide much-needed medical care for mentally ill adults who would not otherwise access primary care.
    - Include this service in the client's behavioral health service plan.
    - Offer case management and peer support to reduce barriers to accessing primary medical care services.
  - Continue to expand the integration of behavioral health providers in medical care settings for youth and adults. Currently, behavioral health services are available in 12 primary care clinics in Pierce and King Counties, several Mary Bridge specialty clinics and the Children's Advocacy Center of Pierce County.
  - Coordinate the assessment and treatment of depression in adolescents ages 12–17 through the use of a common depression screening tool (PHQ- 9) in primary care, pediatric, and behavioral health care settings.

# Focus 2: Behavioral Health

## Continued

- Continue to integrate substance use treatment into the medical care setting.
  - Coordinate medical treatment and behavioral health treatment for individuals with opiate addictions.
- Expand capacity to provide co-occurring mental health and substance use disorder treatment.
  - Continue to grow the availability of outpatient co-occurring treatment options at MultiCare Behavioral Health.

## ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- A decrease in the number of days from mental health/substance use disorder assessment to first appointment
- An increase in the number of people served each year by the mobile health clinic at community behavioral health sites
- Continued expansion of behavioral health and medical care integration for youth and adults
- Complete adoption of the PHQ-9 depression screening tool in primary care, pediatric and behavioral health care settings
- An increase in the number of providers offering medical and behavioral health treatment for opioid addiction
- Increased availability of outpatient co-occurring treatment options

# Focus 2: Behavioral Health

Continued

## INTERNAL RESOURCES

MultiCare offers comprehensive, effective behavioral health services that restore hope and help individuals and families get back on the path toward achieving their life goals. Programs include the following:

**Asian Counseling Services** is a mental health clinic primarily serving Asian and Pacific Islander refugee and immigrant communities.

**BRIDGES Center for Grieving Children** supports families with children ages 4–18 who have experienced the serious illness or death of a family member or friend.

**Greater Lakes Mental Healthcare**, an affiliate of MultiCare, offers a range of mental health services and substance use disorder treatment at locations throughout Pierce County.

**Mobile Health Care Clinic** provides primary care services to adults with severe and long-term mental illness and coordinates their mental and behavioral health needs. Services are available through a mobile RV that offers regularly scheduled services at four community mental health centers in Pierce County.

**Mobile Outreach Crisis Team (MOCT)** provides emergency consultation and intervention services, including a mental health crisis line that can be reached 24 hours a day, 365 days a year.

**Navos**, an affiliate of MultiCare, offers a full spectrum of community mental health services to thousands of low-income youth and adults every year, from crisis intervention to inpatient psychiatric care to highly specialized outpatient services.

**Primary Care and Behavioral Health Integration** is a holistic approach to delivering coordinated care for physical and mental health concerns within many of MultiCare’s primary care settings.

**Program of Assertive Community Treatment (PACT)** is an evidence-based service-delivery model that provides comprehensive, local treatment to people with serious and persistent mental illnesses who have not been able to benefit from traditional clinic-based services.

**Substance Treatment and Recovery Training Inpatient Unit (START)** is dedicated to the comprehensive care of pregnant women seeking recovery from addiction.

# Focus 2: Behavioral Health

Continued

## COMMUNITY RESOURCES

In addition to MultiCare programs and services, community organizations and partnerships play an integral role in our strategy to improve behavioral health outcomes.

Some examples include the following:

**Catholic Community Services** features 12 family centers across Western Washington that provide a variety of services, including counseling, case management and family support to youth, adults and families.

**Comprehensive Life Resources** provides behavioral health services to adults, children, families and homeless individuals. They also offer housing services, foster care and residential/inpatient services for youth and adults.

**Crystal Judson Family Justice Center** serves domestic violence victims and their children by providing comprehensive services in one central, safe location in downtown Tacoma.

**Pierce County Crisis Line** is a free service available 24 hours a day, seven days a week that provides immediate help to individuals in crisis, or families and friends of those in crisis, throughout Pierce County.

**Sea Mar Community Health Centers** form the largest network of community health centers in Washington state with over 90 medical, dental and behavioral health clinics and a wide variety of nutritional, social and educational services. Sea Mar proudly serves all persons without regard to race, ethnicity, immigration status, gender, sexual orientation or ability to pay for services.

**Tacoma Area Coalition of Individuals with Disabilities (TACID)** supports adults experiencing a wide spectrum of disabilities by assessing their needs, including behavioral health needs, and connecting them with appropriate services.



# Focus 3: Chronic Disease



## Our goal is to improve chronic health conditions in our community

A general definition of a chronic disease is a condition that lasts for a year or longer, necessitates continuous medical care, restricts daily activities, or both. Pierce County has historically had higher rates of heart disease and diabetes compared to the rest of the state. Poor diet, inactivity, and other risky behaviors—described in other sections of this report—increase the chance of acquiring chronic illnesses and are crucial targets for targeted prevention and health promotion measures.

According to the CHNA, heart disease was the leading cause of death for Black, American Indian and Alaskan Native, Native Hawaiian and Pacific Islander, and Multiracial residents. 34.5% of residents in Pierce County had hypertension, which is 4.6% higher than Washington State.

Additionally, approximately 10.8% residents in Pierce County have Diabetes. Diabetes was one of the top ten leading causes of hospitalizations in Pierce County.

Our goal is to improve chronic health in the community through the following strategies and activities:

- Partner with YMCA to offer the YMCA01 EPIC referral to all MultiCare Health system providers.
  - Implement YMCA01 e-referral to make it easier for providers to refer patients to the YMCA for chronic disease management and prevention programming, such as the Diabetes Prevention Program (DPP), Actively Changing Together (ACT!) program, Enhance Fitness, Livestrong, Blood Pressure Self-Monitoring Program (BPSMP) and more.
- Continue programming, outreach, promotion, and training related to hypertension and heart disease.
  - Partner with Pulse Heart Institute to promote access to prevention resources.
  - Provide hypertension awareness and provide education and resources at community events and other outreach methods.
  - Increase individuals/volunteers trained to provide blood pressure screenings in the community.
  - Continue Tobacco/Nicotine Cessation Program

# Focus 3: Chronic Disease

## Continued

- Continue diabetes education, promotion, and risk assessments in underserved, BIPOC, and disparate communities.
  - Increase health promotion and prevention programs that are culturally tailored for lifestyle counseling on maintaining healthy BP, through eating tips that provide healthy alternatives to common cultural foods.
  - Partner with Diabetes Services on diabetes prevention program access and education.
- Participate in coalitions related to food security and chronic disease in Pierce County.

## ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- Increased collaboration with community stakeholders to improve population health
- Increased trainings related to blood pressure screenings.
- Increased participation in community programs and events including the YMCA's Empowering Pregnancy and Motherhood program and Healthy Kids Day
- Increased marketing and education for hypertension and diabetes prevention.
- Increased referrals through YMCA01 e-referral.
- Participation in coalitions related to chronic disease and food insecurity.

# Focus 3: Chronic Disease

Continued

## INTERNAL RESOURCES

MultiCare offers services for children, adults and families related to nutrition and physical activity programming, weight management, nutrition counseling and healthy lifestyles. Examples of these services include the following:

**MultiCare Center for Diabetes Education** features a team of registered nurses, registered dietitians and pharmacists who specialize in teaching people with diabetes how to effectively manage their disease.

**Center for Health Equity & Wellness** offers health, wellness and outreach programs. Clinicians with expertise in nutrition, and weight management provide services such as health assessments, screenings, menu planning, goal setting, and one-on-one and group counseling to help clients make healthy changes.

**Center for Weight Loss & Wellness** offers evidence-based weight loss and wellness programs and procedures, including surgical and nonsurgical interventions and personalized weight management plans. These services are often covered by medical insurance and delivered by a multidisciplinary team of surgeons, bariatricians (providers who are board certified in obesity medicine), registered dietitians and behavioral health specialists.

## COMMUNITY RESOURCES

In addition to MultiCare programs and services, other community organizations and partnerships striving to improve physical health outcomes include the following:

**WithinReach** assists people in every county in Washington State by providing connections to the Family Health Hotline, WIC, SNAP and health insurance.

**YMCA of Pierce and Kitsap County** committed to strengthening the community by connecting all people to their potential, purpose, and each other. Working locally, we focus on empowering young people, improving health and well-being, and inspiring action in and across communities. By bringing together people from different backgrounds, perspectives and generations, we ensure that we all have access to the opportunities, relationships and resources necessary to learn, grow, and thrive.

# Focus 4: Maternal and Child Health



## Our goal is to increase maternal and child health outcomes.

Although the majority of pregnancies are healthy, many women and newborns struggle to reach ideal health. Building healthy families depends on enhancing the health of mothers, newborns, and children. Maximizing the potential of our community requires protecting and promoting the health of our future generations through positive behaviors, such as early and adequate prenatal care and breastfeeding. According to the Pierce County CHNA, 30.4% pregnant women received inadequate prenatal care in Pierce County. Additionally, African American mothers had a significantly higher percentage of births with a low birthweight compared to mothers from other races. White and Hispanic mothers had the lowest percentage of births with a low birthweight.

Our goal is to increase maternal and child health outcomes in the community through the following strategies and activities:

- Expand maternal and child access to target more families where transportation and resources are a challenge.
- Identify resources in the community for mothers facing domestic violence.
- Continue breastfeeding peer counseling program through WIC.
- Continue to apply for SNAP-ED grant and apply for SNAP- ED based programing to support women birth equity initiatives.
- Offer child safety education, including safe sleep guidelines, car seat safety, and prevention of falls from windows.
- Identify community resources to support pregnant women who face food insecurity.

# Focus 4: Maternal and Child Health

Continued

## ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- Increased breastfeeding rates.
- Increased number of parents receiving child safety education.
- Obtain resources for mothers experiencing domestic violence.
- Increased resources for pregnant mothers and infants facing food insecurity.

## INTERNAL RESOURCES

MultiCare offers services for children, adults and families related to nutrition and physical activity programming, weight management, nutrition counseling and healthy lifestyles. Examples of these services include the following:

**MultiCare Center for Diabetes Education** features a team of registered nurses, registered dietitians and pharmacists who specialize in teaching people with diabetes how to effectively manage their disease.

**Center for Health Equity & Wellness** offers health, wellness and outreach programs. Clinicians with expertise in nutrition, and weight management provide services such as health assessments, screenings, menu planning, goal setting, and one-on-one and group counseling to help clients make healthy changes.

**Center for Childhood Safety's** mission is to reduce serious and fatal injuries by educating community and staff through evidence-based practice interventions. Two primary focus areas include safe sleep practices and car seat safety.

**Personal Health Partners (PHPs)** help patients overcome barriers to care by coordinating services and ensuring open communication between providers, patients and families. Some examples of services offered include medication management, participation in primary care visits and home assessments.

**OB Access Clinic at Tacoma Family Medicine** supports women and families during pregnancy and childbirth. The clinic focuses on providing care to women who have high-risk pregnancies due to a variety of factors such as diabetes or high blood pressure.

**Women, Infant and Children (WIC) Nutrition Services** helps pregnant women, new mothers and young children eat well, learn about nutrition and stay healthy.

# Focus 4: Maternal and Child Health

Continued

## COMMUNITY RESOURCES

In addition to MultiCare programs and services, other community organizations and partnerships striving to improve physical health outcomes include the following:

**Black Infant Health** is a partnership between communities and agencies to help improve the health of moms and babies. It utilizes a health ministry model, which includes a network of churches, pastors, health ministers, community groups and public health nurses.

**Community Health Care (CHC)** is a private, nonprofit organization that operates clinics throughout Pierce County. CHC offers primary medical and dental care services to uninsured and low-income individuals.

**Sea Mar Community Health Centers** specialize in primary care medicine, providing preventive health exams, urgent care, follow-up care after hospitalization and referrals for other medical services. Sea Mar also provides dental and behavioral health services for the entire family.

**Tacoma-Pierce County Health Department Family Support Centers** assist families in finding resources and applying for Washington State Department of Social and Health Services benefits, including the Supplemental Nutrition Assistance Program (formerly known as food stamps) and medical and dental benefits. In addition, Family Support Centers connect people to low-cost or free resources in the community, such as pregnancy, parenting and maternity support; infant case management; services for children with special needs; and behavioral health services.

**Step By Step** aims to transform the lives of at-risk pregnant women through programs focused on healthy pregnancy, parenting and life skills.

# 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 Tacoma General Hospital include:

**Lois Bernstein**

Chief Community Executive

**Mark Robinson**

President,  
Allenmore Hospital and  
Tacoma General Hospital

**Linda Alderson**

Chief Nurse Executive,  
Tacoma General Hospital

**Alden Bishop**

Chief Operating Officer,  
Allenmore Hospital

**Mary Fabrizio**

Assistant Vice President,  
Center for Health Equity and Wellness

**Nicolette Slaughter**

Community Engagement Manager

**Tim Holmes**

President of Behavioral Health

**Chelsey Lindahl**

Manager Health Promotions  
and Wellness,  
Center for Health Equity and Wellness

**Sheri Mitchell**

Community Outreach  
Program Manager,  
Center for Health Equity and Wellness

**Samantha Clark**

Assistant Vice President of  
Strategy and Business Development,  
Behavioral Health

**Stefan Agyemang**

Community Benefit Specialist,  
Center for Health Equity and Wellness

**Chad Gabelein**

Telehealth Program Director

# Appendix:

## Community Impact Evaluation 2019-2022



MultiCare 

Tacoma General Hospital



# Community Impact Evaluation



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

- Access to Care
- Behavioral Health
- Injuries
- Obesity
- Cancer

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: Access to Care - Oral Health

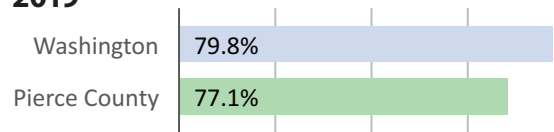


According to the CHNA, Pierce County residents received less access to routine dental checkups in 2022 than in 2019. Due to the COVID-19 outbreak during this time, residents unfortunately had less access to dental services. One way that Tacoma General Hospital addressed access to care in Pierce County was by partnering with Medical Teams International to provide free dental care to vulnerable populations in Pierce County. In addition to providing free dental services during this time, Medical Teams international also utilized its mobile dental vans to help with COVID-19 response.

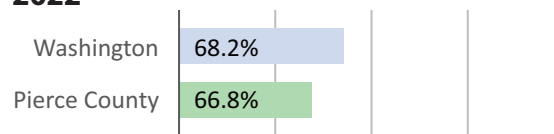
## Routine Dental Checkups %

### Pierce County

#### 2019

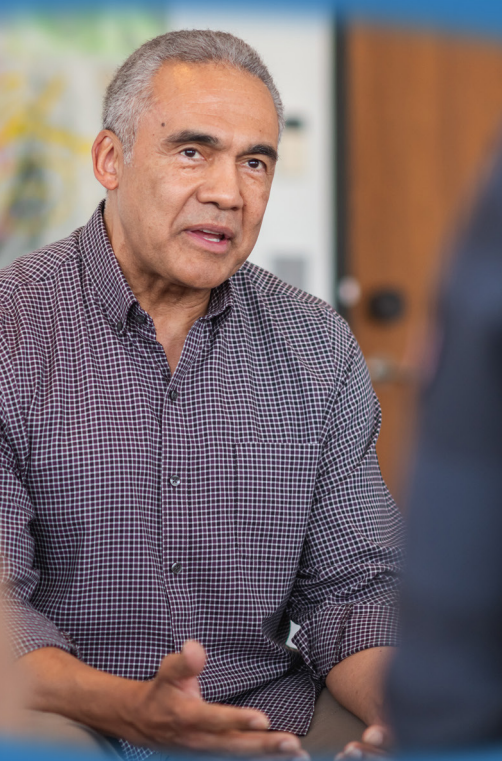


#### 2022



Source: Behavioral Risk Factor Surveillance System

# Focus 2: Behavioral Health



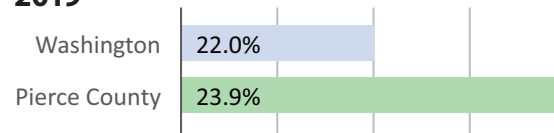
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According to the CHNA, adult depression did not increase significantly from 2019 to 2022 in Pierce County, but in both 2019 and 2022 adult depression rates were much worse in Pierce County when compared to the State of Washington. In 2022 the percentage of adults who reported being depressed in Pierce County was 23.9%. In addition to implementing other behavioral health strategies, from 2019 to 2022, MultiCare Coordinated the assessment and treatment of depression in adolescents ages 12–17 through the use of a common depression screening tool (PHQ-9) in behavioral health settings as well as implemented other strategies in order to tackle behavioral health.

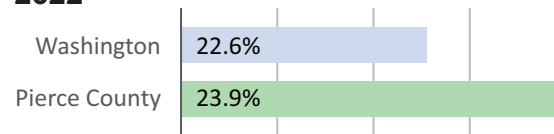
## Adult Depression %

### Pierce County

#### 2019



#### 2022



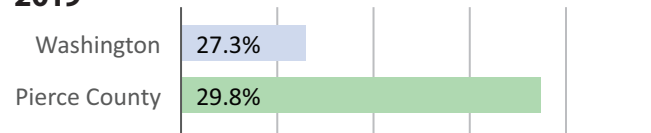
Source: Behavioral Risk Factor Surveillance System

# Focus 3: Obesity

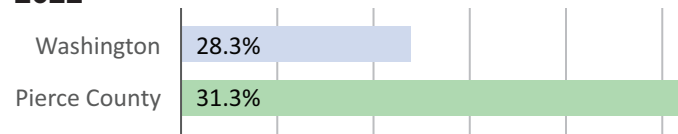
Although the rate of adult obesity increased between 2019 and 2022, MultiCare was able to secure the SNAP-ED Nutrition Assistance grant and implement nutrition-based programs through this grant. Additionally, MultiCare continued programs like Empower Pregnancy and Motherhood. The adult Obesity rate in Pierce County is currently 31.3%.

## Adult Obesity % Pierce County

### 2019



### 2022



Source: Behavioral Risk Factor Surveillance System

# Focus 3: Injuries

From 2019 to 2022, Tacoma General Hospital addressed injuries by providing injury prevention outreach and education in Pierce County. Injury prevention training was also provided to internal staff. Tacoma General Hospital participated in injury prevention coalitions and supported the Stop the Bleed campaign.



MultiCare  
Tacoma General Hospital  
Community Health  
Needs Assessment  
Implementation Strategies  
2022

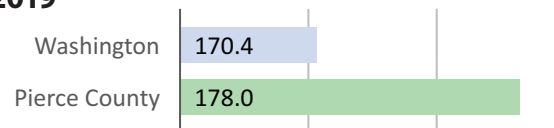
# Focus 4: Cancer



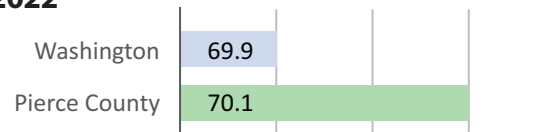
Breast cancer incidence has decreased significantly from 2019 to 2022. During this period of time, the rate of lung cancer also improved in Pierce County. MultiCare Tobacco Cessation program is a free, self-guided program to help with tobacco/nicotine cessation. This program represents one of the many strategies implemented by Tacoma General Hospital to tackle Cancer in Pierce County.

## Breast Cancer Incidence Pierce County

### 2019



### 2022



Source: Behavioral Risk Factor Surveillance System

