



LEWIS COUNTY HOSPITAL DISTRICT NO. 1
MORTON, WASHINGTON

RESOLUTION ADOPTING COMMUNITY
HEALTH NEEDS ASSESSMENT (CHNA)
IMPLEMENTATION PLAN

RESOLUTION NO. 23-09

WHEREAS, the Lewis County Hospital District No. 1 owns and operates Arbor Health, a 25-bed Critical Access Hospital located in Morton, Washington, and;

WHEREAS, the Lewis County Hospital District No. 1 feel that this is worthy,

NOW, THEREFORE, BE IT RESOLVED by the Commissioners of Lewis County Hospital
District No. 1 as follows:

To adopt the 2023-2025 CHNA Implementation Plan.

ADOPTED and APPROVED by the Commissioners of Lewis County Hospital District No. 1 in
an open public meeting thereof held in compliance with the requirements of the Open Public
Meetings Act this 26th day of April 2023, the following commissioners being present and voting
in favor of this resolution.

Tom Herrin

Tom Herrin (May 2, 2023 09:19 PDT)

Tom Herrin, Board Chair

Wes McMahan

Wes McMahan (May 2, 2023 13:06 PDT)

Wes McMahan, Commissioner

P Frady

P Frady (May 2, 2023 12:55 PDT)

Patricia Frady, Commissioner

Kim Olive

Kim Olive (May 2, 2023 09:36 PDT)

Kim Olive, Secretary

Craig Coppock

Craig Coppock (May 2, 2023 11:51 PDT)

Craig Coppock, Commissioner

Arbor Health 2023-2025 CHNA Implementation Plan

Per federal requirements, Arbor's Implementation Plan should:

- Describe the actions we intend to take to address the health need and the anticipated impact of these actions;
- Identify the resources we plan to commit to address the health need; and
- Describe any planned collaborations to implement the actions.

The priorities identified by the Board in its adopted 2023-2025 CHNA include:

- Recruitment and retention of a quality healthcare workforce;
- Better access to primary care;
- More behavioral health access points, services, and supports;
- More access to exercise and wellness programs and increased opportunities to support physical and mental health and prevent and manage chronic conditions; and
- Partnering to address the social determinants of health (including housing, employment, and educational attainment).

To assist with implementation planning, further drill-down on the identified priorities occurred in February 2023, when Arbor hosted five community listening sessions throughout the District. The listening sessions were held in the towns of Mineral, Morton, Mossyrock, Randle, and Packwood.

The sessions were advertised on social media and in local newspapers, including the *Journal* and the *Chronicle*. Posters were sent to various community organizations, and they were asked to post these announcements as well as send invitations to their listserv.

Approximately twenty-five people attended the sessions. Three questions were discussed at each listening session:

1. What services do you value that are currently offered by the District?
2. What services are currently not available that you would like to see offered locally?
3. What are the greatest unmet healthcare needs in the community?

Throughout the sessions, attendees consistently noted that imaging, lab services, and the Hospital's primary and rapid care clinics are accessible and are current strengths. The greatest unmet need, referenced first in every session, was behavioral and mental health services, especially for young adults and children. Opioid management was also a frequent concern.

Other services that community residents identified as needs included more same-day clinic availability, patient navigators, increased specialists, and programs for specific populations (pediatrics, OB, veterans, and the transient community). In our most remote community (Packwood), better pharmacy access was frequently mentioned.

Staff listening sessions were also held; a total of thirty-seven staff attended. Unmet needs referenced by staff mimicked the community, but included a much more detailed listing of specialty services, including diabetes education, dialysis, infusion/chemotherapy, post-acute care (home health, LTC, specialty services), and improved access to specialists including oncology, orthopedics, urology, and OB/Gyn. Staff also identified the need for more affordable housing options and childcare generally within the community, but also as integral to supporting staff and provider recruitment and retention.

Based on the CHNA data, community convening findings, and the post-CHNA listening sessions, and after consideration of our mission and vision, resources, staffing, and expertise, Arbor Health's final 2023-2025 CHNA Implementation Action Plan is:

Priority #1: Improve access to primary care and prevention services.

Partners: Providers, Chamber of Commerce/Economic Development, School Districts, Foundation

Anticipated Outcomes:

- Reduction in wait time for new patients
- Reduction in wait time to Third Next Available
- Increase in percentage of patients compliant with Annual Wellness visits and Well Child checks.
- Reduction in unnecessary ED visits and hospitalizations
- Improvement in rate of select preventive care measures, including flu vaccine and screening for breast cancer
- Earlier identification of residents at risk for chronic health conditions and increased enrollment in wellness programs and outreach efforts
- Increase in residents with chronic conditions being managed by a chronic care manager, participating in telehealth visits with specialists and using remote patient monitoring

Action Items:

1. Partner with provider staffing agencies to provide additional clinic coverage.
2. Enhance and better target outreach to the community regarding providers and their availability.
3. Assure wages and benefits are competitive with those in the region.
4. Pay sign-on retention bonuses, relocation, and/or loan repayment for select hard-to-fill positions.
5. Advertise the outdoor nature of the community, the eligibility for both federal and state loan repayment for positions that qualify, and the Arbor lifestyle to differentiate ourselves to candidates interested in rural practice.
6. Expand our own workforce growth efforts with outreach to local high schools to talk about career opportunities and internships within our healthcare system.
7. Support eligible employees in applying for scholarship grants through our Hospital Foundation.
8. Create more same-day access, both virtually and in-person.
9. Expand the hours of operation for our recently opened Rapid Care Clinic to allow for more walk-in appointment slots.
10. Open the Packwood primary care clinic (scheduled for April 2023), allowing for both scheduled and walk-in appointments.
11. Continue recruiting additional advanced practice providers for the Morton, Mossy Rock, and Randle clinics.
12. Develop and expand programming within primary care to prevent chronic conditions and manage complex and special patient populations.
 - a. Maximize electronic health records (EHR) capabilities and consistently use assessment tools to identify persons at risk of developing chronic conditions. Provide support and education to change the disease trajectory.
 - b. Expand our Chronic Care Management (CCM) services and dedicate a staff coordinator and tracking software to support this role.
 - c. Expand telehealth relationships with key specialty providers.
 - d. Evaluate role of and need for remote physiologic monitoring.
 - e. Focus marketing and community engagement efforts on outreach and making services more accessible to veterans, non-English speaking, and other traditionally underserved groups.

Priority #2: Improve access to behavioral health services, including mental health and substance use disorder.

Partners: School Districts, Police, Cascade Community Health

Anticipated Outcomes:

- Decrease time between PCP referral and intervention/contact with behavior health provider.
- Reduction in District residents self-reporting in BRFSS that mental health was "not good" 14 or more days in the past 30 days
- Reduction in students reporting that they feel sad or hopeless in the past year and/or had considered suicide in the past year
- Decrease in fentanyl overdoses and deaths in District.
- Increase in opioid use disorder (OUD) diagnosis and initiation of treatment

Action Items:

1. Recruit a full-time psychiatrist and LISCW to support both medication and behavioral care in Arbor Health's multiple locations.
2. Embed behavioral healthcare staff within the primary care clinics.
3. Ensure consistent use in both the clinics and ED of best practice assessment tools in primary care, including the Columbia Suicide Screening, PHQ-9 Depression Screening, and Screening, Brief Interventional and Referral to Treatment (SBIRT) for substance use.
4. Provide consistent access to medication-assisted treatment (MAT) for people with OUD.
5. Provide community education and outreach regarding fentanyl and assist in community distribution of Naloxone beyond our clinics and ED.
6. Work in partnership with the schools to support the behavioral and mental health needs of students.

Priority #3: Realize a healthier and more equitable East Lewis County.

Partners: Public Health Department, Civic Organizations, School Districts, Housing Advocates, Childcare Providers

Anticipated Outcomes:

- Reduction in the percentage of population reporting physical inactivity
- Increase in the percentage of population reporting access to exercise
- Improvement in childcare burden metric
- Reduction in the percentage of District residents paying more than 30% of income on rent
- Improved retention of providers and staff

Action Items:

1. Facilitate local access to exercise and wellness programs/opportunities to support physical and mental health.
2. Support and advocate for housing availability/affordability and childcare.











RES-23-09-Adopting CHNA Implementation Plan

Final Audit Report

2023-05-02

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-  Document created by Shana Garcia (Sgarcia@mortongeneral.org)
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-  Document emailed to commissionerherrin@myarborhealth.org for signature
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-  Signer commissionerherrin@myarborhealth.org entered name at signing as Tom Herrin
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 Agreement completed.

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