

Discussion
Planning for 3-year Strategic Planning
September 2022

Background and Purpose

The HCHN Governance Council (GC) is responsible for long-term strategic planning, which includes regular updates of the health center's mission, goals, and plans as appropriate*.

The strategic priorities are used to:

1. Approve applications related to the health center project.
2. Approve the annual health center budget and audit.
3. Evaluate the health center's progress in meeting its goals.
4. Select services beyond those required in law to be provided by the health center, as well as the location and mode of delivery of those services.
5. Determine the hours during which services are provided at health center sites that are appropriate and responsive to the community's needs.

**HRSA Reference: Policy Information Notice 2014-01*

Alignment with HRSA Health Center Program Fundamentals

As a 330h grantee, our strategic plan assures that we continually:

1. Provide services regardless of patients ability to pay and charge for services on a sliding fee scale.
2. Develop systems of patient-centered and integrated care that respond to the unique needs of diverse medically underserved areas and populations.
3. Deliver high quality, culturally competent, comprehensive primary care, as well as supportive services such as health education, translation, and transportation that promote access to health care.
4. Meet HRSA requirements regarding administrative, clinical, and financial operations.
5. Overcome geographic, cultural, linguistic, and other barriers to care.
6. Reduce health disparities by emphasizing care management of patients with multiple health care needs and the use of key quality improvement practices, including health information technology.

Uses of Strategic Planning Document

Updated Strategic
Planning Document,
along with the
Community Needs
Assessment

- **Informs our next grant 330h app.
Service Area Competition (SAC)**
*What & where we propose**
- **Informs our selection of contractors
Selection of 330h Partners (RFP/Q)**
*Who we partner with**
- **Informs Resource Development
Other Grants & Partnerships**
- **Informs Advocacy Efforts
Governance Council Actions**

* Selection of services, methods, locations and hours that are responsive to community need.
All activities align with achievement of the HRSA fundamentals outlined on the previous slide.

Who We Serve

- Adults
- Youth/Young Adults (age 12-26)
- Family shelter residents
- Seniors (age 55+)



Where We Serve: Map of HCHN Sites

Are our HCHN sites and teams accessible, equitable, and convenient?

Percent of sites
within 1 mile of
another community
health center

76.4%

Percent of sites
within 1 mile of a
food bank

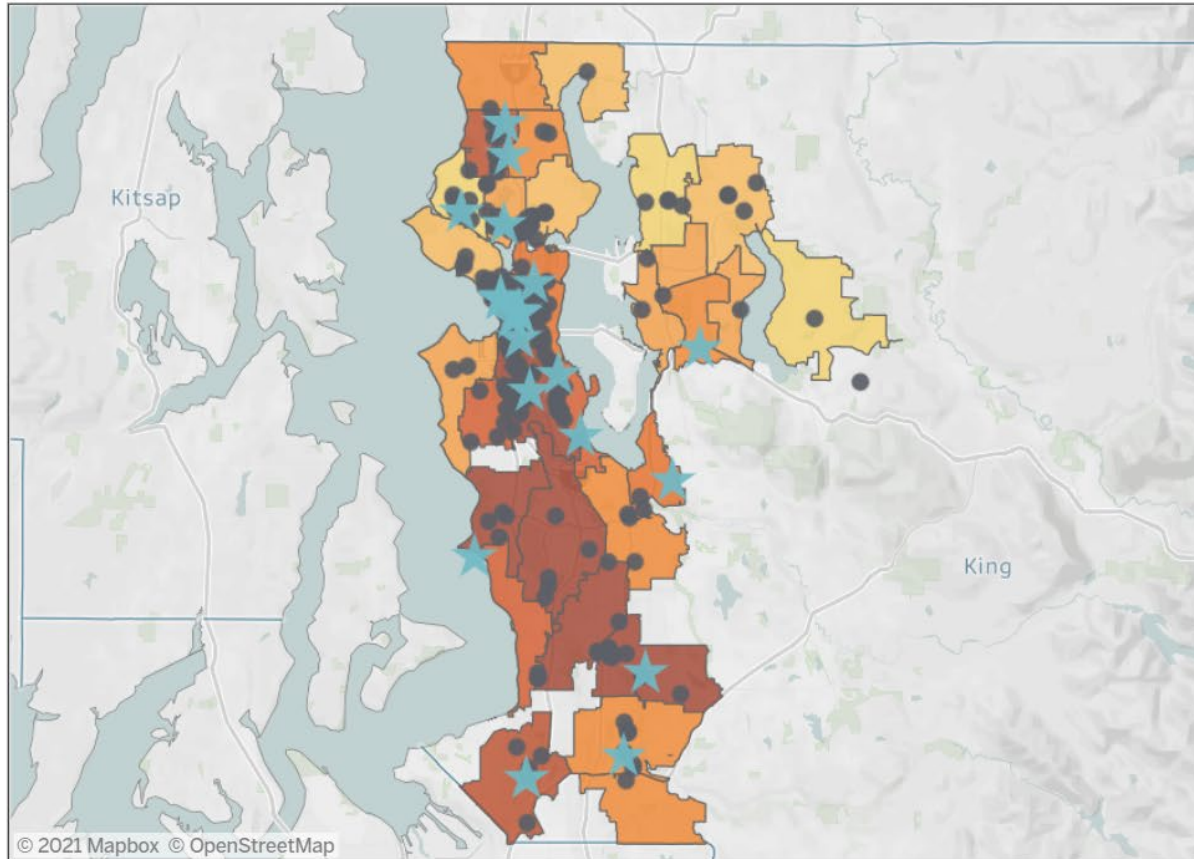
86.9%

Percent of sites
within 0.1 miles of a
free COVID-19 test
site

4.2%

330h sites with on-
site COVID-19
testing or access
assistance

100.0%



Visits not mapped

21,176 (11.82%) visits between 1/2/2020 and 3/31/2021 were telehealth visits or visits at another site not specified.

Legend

Health Reporting Area Score from Equity Impact Table

0 7

330h Site

Yes No

Filters

Site Name

330h Site

(All)

Is there another community health center within 1 m...

(All)

Is there a food bank within 1 mile?

(All)

Is there a free COVID-19 testing site w/in 0.1 miles?

(All)

King County COVID-19 Testing Locations:

<https://kingcounty.gov/depts/health/covid-19/testing.aspx>

How We Serve

- Fixed-site primary care
- Outreach-based behavioral health
- Enabling services
- Field-based medical care
- Mental health
- Mobile medical program services
- Palliative care
- Housing Health Outreach Team (HHOT)
- Medical Respite

- ❖ *Services provided through a mix of Public Health and contracted partners*
- ❖ *HCHN funds support specific staff/services but may not be the sole funding source for the broader program/agency*

HCHN Partnerships Overview

2022 CONTRACTED PARTNER AGENCIES

Catholic Community Services

Country Doctor Community Health Centers

Downtown Emergency Service Center

Evergreen Treatment Services

Federal Way Black Collective

Friends of Youth

Harborview Medical Center

HealthPoint Community Health Centers

Immanuel Community Services*

Lifelong Health*

Neighborcare Health

Peer Washington*

POCAAN

Ryther*

Sacred Community Connections*

Wellspring Family Services*

YMCA*

YWCA-Seattle/King/Snohomish

**new contractor in 2022*

PUBLIC HEALTH HOMELESS SERVICE STRATEGIES

Mobile Medical Program

Kids Plus – Families with Special Health Needs

Benefits Outreach and Enrollment

Public Health Centers

- Primary Medical Care
- Mental Health Care
- Dental and Oral Health Care
- Medication Assisted Treatment
- Family Planning and Reproductive Health
- Parent and Child Health Support Services
- HIV, STD, and TB Clinics
- Needle Exchange

HOUSING, SHELTER, AND HOMELESS SERVICES AGENCY PARTNERS:

Catholic Housing Services, Compass Housing Alliance, Downtown Emergency Service Center, Friends of Youth, Hopelink, Hospitality House, Jubilee House, Low Income Housing Institute, Mary's Place, Navos, New Horizons Youth Ministries, Pioneer Human Services, Plymouth Housing Group, The Sophia Way, Solid Ground, Valley Cities, Union Gospel Mission, YWCA

What are the required GC evaluation and assessment activities for 2022?

Topic	Lead-Up	Month to Present to GC
1. Review patient satisfaction data		July
2. Review clinical measurement data	July	August – rescheduled to October
3. Review location & hours of HRSA sites	July	September/October – rescheduled to November
4. Review visit and service utilization data	July	November
5. Confirm we have updated our needs assessment*		November

*CAG is invited to be part of the **September GC meeting** to discuss what other data/info is needed to inform planning from “on the ground”

Small Group Discussion – breakout rooms

- 1. Besides quantitative data (number of patients, visits & demographics), who else would you like to hear from?**
 - Ex. providers, HCHN clients, other community groups, partners, and stakeholders (i.e. refugees/immigrants)
- 2. What other HRSA funded programs or strategies would you like to learn more about?**
 - Ex. population served, service type, locations

**APPENDIX:
HCHN GC Strategic Plan 2019-2021 - Visual
Images of Priorities p. 12-21**

CURRENT PRIORITY ISSUES FROM HCHN GOVERNANCE COUNCIL AND COMMUNITY ADVISORY GROUP MEMBERS - 2021

1. Create More Comprehensive Hygiene Centers and Safe Places to Meet Basic Needs with Dignity

Here's what the Seattle area has – and hasn't – done to protect its homeless population from coronavirus

April 11, 2020 at 6:00 am | Updated April 11, 2020 at 4:55 pm



To stem the spread of coronavirus among the homeless population, Seattle has installed "comfort stations" in a number of neighborhoods. This one is in... (Dean Rutz / The Seattle Times) [More](#) ▾

2. Expand Medical Respite across the County and provide more spaces to rest, recover, and receive end of life care



Lovett Harris (left), mental health specialist, and Jonathan Kilian, clinical social worker, stand near the portrait of Edward Thomas.

EQUITY

As homeless Washingtonians near the end of life, hospice workers offer comfort wherever needed

Social workers, doctors, and nurses meet patients in untraditional settings, including tents, vans and shelters.

by Emily McCarty / October 29, 2019
Photos by Dorothy Edwards



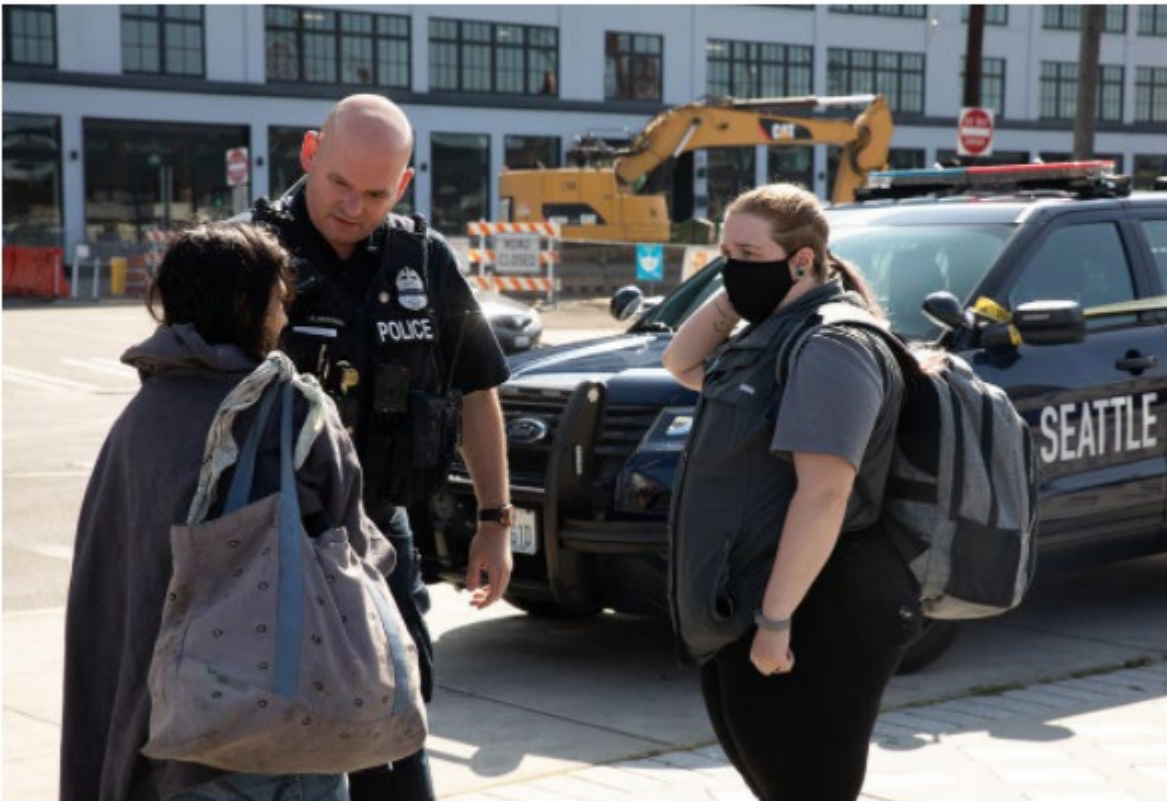
Chuck King lies in bed in his apartment, a part of Plymouth supportive housing, in Seattle on Oct. 8, 2019. King was put into hospice care after he was given six months to live. He has been incarcerated or homeless most of his life. "Sometimes it's really really hard to accept where I am in my life right now," King says. (Dorothy Edwards/Crosscut)

3. Provide Compassionate & Low Barrier Behavioral Health Care

For people in mental health crisis, what comes after police response?

Cops are only one part of a larger system that more often treats the symptoms than the cause.

by David Kroman / December 4, 2020



Mariah Andrignis, right, a social worker from Downtown Emergency Service Center who contracts with the Seattle Police Department to help with crisis response, works with Officer Sandlin Grayson while speaking with a witness at the scene of a fatal stabbing in front of Seattle Fire Department's Station 5 along Alaskan Way in downtown Seattle, Aug. 6, 2020. (Matt M. McKnight/Crosscut)

4. Strengthen Partnerships with Housing and Shelter Providers to take care of people, especially older adults and youth

EQUITY

'Heartbreaking': Seattle's homeless are getting sicker and shelters are struggling to keep up

As baby boomers age, many are finding themselves in a system not set up for late-life care, without anywhere else to go.

by David Kroman / June 27, 2019

Photos by Dorothy Edwards

Video by Jen Dev



Seattle, King County kick off effort to end youth homelessness

The End Youth Homelessness Now campaign has a goal of ensuring every "young person" in the county has "safe and stable housing."



**5. Prioritize racial equity and show how we are making progress.
Train and support providers and emphasize trauma informed care.**

[Health](#) | [Life](#) | [Local News](#)

'Racism is the biggest public health crisis of our time': Health care workers of color fight twin pandemics

June 9, 2020 at 6:00 am | Updated June 10, 2020 at 11:22 am



Visitors, staff, and administration are screened at Enumclaw's St. Elizabeth Hospital entrances for any signs of COVID-19. Photo by Ray Miller-Still/Sound Publishing

Report shows racial disparities in COVID-19 cases and deaths in King County

Higher rates in south Seattle and South King County.

6. Raise Awareness on how sweeps impact people's health and well-being and makes it harder for outreach workers to find people.



Seattle Police officers and other workers look on as a man packs up his belongings from a homeless encampment being cleared Monday, May 4, 2020, at Ballard Commons Park in Seattle. (AP Photo/Ted S. Warren)

Seattle Navigation Team's homeless strategy shifts amid COVID-19 as encampments grow

by Matt Markovich, KOMO News reporter | Thursday, April 16th 2020

AA



7. Educate people about stigma and stereotypes

'Seattle is Dying' follow-up draws harsh criticism from local homeless advocates

BY NICK BOWMAN
DECEMBER 22, 2020 AT 9:38 AM

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Advocates for affordable housing in Seattle. (KIRO Radio)

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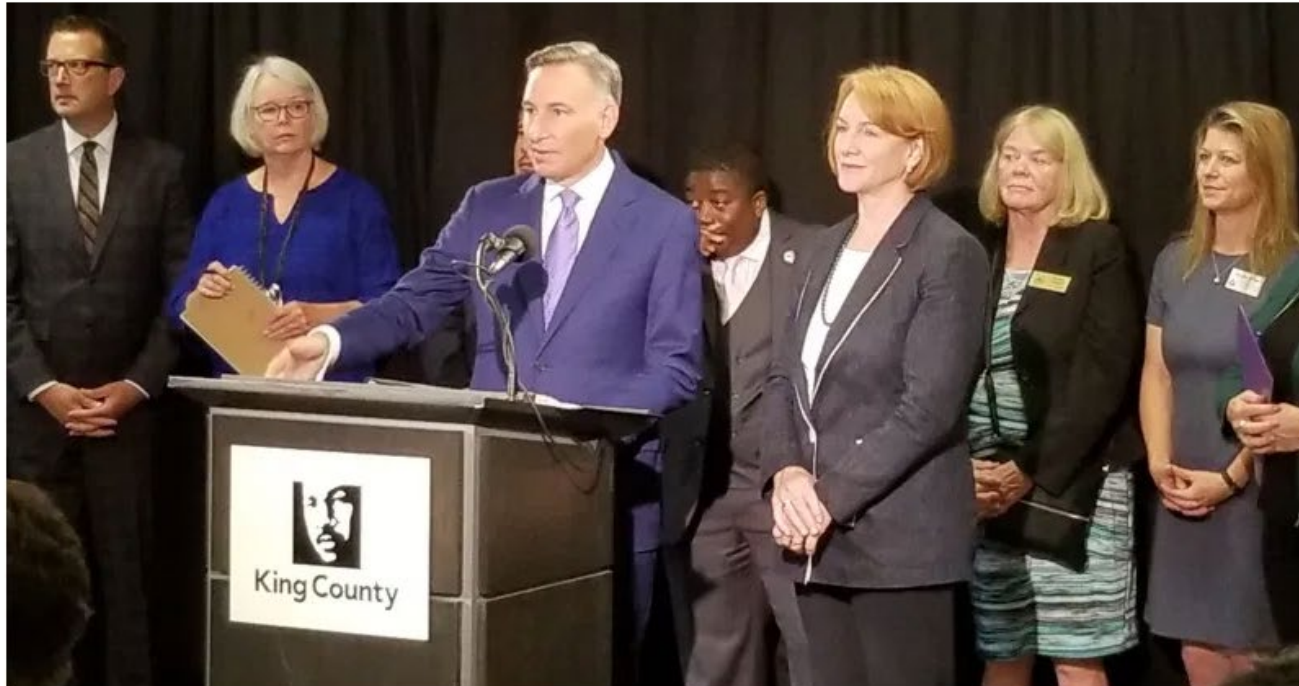
8. Sustain efforts to respond to communicable disease and long-term impacts of COVID, including shelter deintensification efforts.

In Seattle, Early Help for Homeless Residents During the Coronavirus Outbreak



People gather on the sidewalk in front of the Union Gospel Mission, which aids people experiencing homelessness, in downtown Seattle, Friday, March 20, 2020. (AP Photo/Ted S. Warren)

9. Create more opportunities for people with lived experience to be at decision making tables.



Regional Homelessness Authority Legislation Transmittal

Bringing the region together to fight homelessness: Seattle and King County unveil new authority to unify response systems and services

September 4, 2019

