Implementation Strategy

Introduction
Northwest Hospital & Medical Center is a component of the UW Medicine Health System. The system includes:

- Two major tertiary/quaternary medical centers: UW Medical Center and Harborview Medical Center;
- Two community hospitals: Valley Medical Center and Northwest Hospital & Medical Center;
- Ten neighborhood primary care clinics located throughout the Seattle/King County area: UW Neighborhood Clinics;
- A regional air ambulance service: Airlift Northwest; and
- The UW School of Medicine and its faculty practice plan: UW Physicians.

As a component part of the UW Medicine Health System, Northwest Hospital’s high-level priorities are encompassed in the UW Medicine strategic plan to ensure that the eight entities comprising UW Medicine function in a coordinated manner to meet the needs of the populations served. The following paragraphs provide an overview of the key goals, objectives, and priorities in the UW Medicine strategic plan.

UW Medicine’s mission is to improve the health of the public. The UW Medicine strategic plan supports the three major activities that advance this mission: providing outstanding patient care and health promotion programs, advancing medical knowledge through research; and training the next generation of healthcare professionals and scientists. The patient care, teaching and research activities must be integrated effectively to support better care for individual patients, better health for the population and reduced per capita costs for patients.

STRATEGIC GOALS AND OBJECTIVES:

- Review and strengthen centers of excellence and other core clinical programs;
- Deliver consistent, excellent service and improve patient access;
- Improve UW Medicine’s strategic outreach to patients and healthcare professionals throughout the WWAMI region;
- Identify or develop additional primary and secondary care services in strategically placed locations in the local market that align with UW Medicine’s tertiary and quaternary care activities;
- Enhance the quality, cost-effectiveness and integration of UW Medicine’s educational programs to address the region’s healthcare workforce needs and to maximize the focus of future healthcare professionals on quality, safety, efficiency and reduction of per capita cost;
• Enhance the integration of UW Medicine’s research programs to promote rapid and effective translation of research from laboratory to clinical settings; and

• Incorporate strategic financial modeling with sophisticated analyses and long range plans as a component of all major initiatives.

FIVE FOCUS AREAS:

To pursue the seven strategic goals and objectives outlined above, UW Medicine has developed a strategic plan that focuses on five major areas of activity.

• **Build key clinical programs.** Improve existing patient care programs that are central to UW Medicine’s ongoing success in improving health and develop new programs suited to UW Medicine’s preeminence in specialized tertiary and quaternary care.

• **Build networks and affiliations.** Develop strategic affiliations and alliances locally and throughout the region that support our ability to improve health; broaden clinical programs in primary and secondary care to support the needs of our patients, sustain our referral base, and secure our ability to serve as an Accountable Care Organization with a strong focus on reducing per capita cost.

• **Deliver excellent service.** Enhance UW Medicine’s ability to deliver excellent care by ensuring that all care and service provided are outstanding, compassionate, timely, coordinated and complete.

• **Deliver high-quality, safe and effective patient care.** Implement initiatives to maintain the highest quality care and safety standards that support UW Medicine’s mission of improving health.

• **Enhance the integration of research, teaching and patient care.** Increase the efficiency and effectiveness of services that support UW Medicine’s core activities of research, teaching and patient care on behalf of improving health through workforce development, human resources, facilities growth and renovation, and information technology advances.

The strategic plan was developed as a living document and is updated continuously under the aegis of the leadership of UW Medicine. Most recently, the plan has been revised to take into account the key elements of the Affordable Care Act.

Northwest Hospital has identified a series of priorities that meet the primary criteria of fitting with the broader UW Medicine strategic plan.

• Continued expansion of our primary care network in the primary service area;
• Growth of the specialty care offerings at the Northwest campus including:
  o A new component of the UW Regional Heart Center in Northwest’s main tower, providing comprehensive cardiac diagnosis and treatment;
The expansion of cancer treatment services (medical and radiation oncology) in collaboration with the Seattle Cancer Care Alliance;
- The growth of the new UW Medicine Multiple Sclerosis clinic at Northwest;
- New surgical specialty programs in hand and hernia; and
- An expansion of the joint program.

- Participation in UW Medicine wide initiatives to expand access to care through:
  - Contracting with all Medicaid Managed Care plans to ensure that we are able to provide care to all existing and newly eligible beneficiaries as the State of Washington implements the Medicaid expansion provisions of the Affordable Care Act.
  - Creation of an Accountable Care Organization (ACO) to provide comprehensive care to payers, large employers and others.

- Creation of a palliative care program at Northwest to ensure that patients have access to the most appropriate level of care during their hospitalization.

- Maintaining our Level 1 Stroke accreditation to ensure that patients in the north end of Seattle have access to comprehensive stroke care.

Health Need Priorities
As a result of the Community Health Needs Assessment prioritization process, the priority health needs that Northwest Hospital will address as part of the Implementation Strategy are access to care, with a focus on access to care through increased access to health insurance, primary care and specialty care, cancer, and cardiovascular disease. These priorities were approved by the senior leadership and the Board of Trustees of Northwest Hospital.

Implementation Plan
Northwest Hospital is a core hospital in the UW Medicine health care system and is integrated into UW Medicine’s mission to improve the health of the public by advancing medical knowledge, providing outstanding primary and specialty care to the people of the region, and preparing tomorrow’s physicians, scientists and other health professionals. The Implementation Strategy for Northwest Hospital builds on UW Medicine’s system-wide efforts to improve the health of the communities we serve. UW Medicine provides community education, partnerships and volunteer service that are aimed at addressing community health needs.

Access to Care
Teaching and research are integral to UW Medicine and provide substantial benefits to the community. UW Medicine hospitals and clinics provide training sites for health professionals so that they can better understand the health needs of the community.

UW Neighborhood Clinics offer primary care and special services such as travel medicine, obstetrics and nutrition. The clinics employ a “medical home” model that gives patients greater access to the health care professionals who know them, their medical conditions and their health goals. In partnership with Western Washington Medical Group and UW Medicine Neighborhood Clinics (UWNC), Northwest Hospital will establish primary care and/or urgent care in the north King and south
Snohomish counties, the Ballard community of Seattle, as well as urgent care at the UWNC Shoreline clinic.

UW Medicine’s Advancing Integrated Health Solutions (AIMS) Center works with more than 600 primary care and/or behavioral health practices to extend mental health resources to patients in community medical settings. These include the Mental Health Integration Program (MHIP), in which UW Medicine physicians partner with Washington state, the Community Health Plan of Washington and Seattle-King County Public Health to provide mental health care for safety-net populations not served by or able to afford medical care, through 100-plus community health centers.

UW Medicine is forming an Accountable Care Organization that will establish an integrated system of care. We have committed to ensure full access to the newly eligible and existing Medicaid population and work with insurers, PPOs, and employers to increase access to care.

Cancer Care
In 2001, Fred Hutchinson Cancer Research Center, UW Medicine, and Seattle Children's consolidated their adult and pediatric medical oncology/hematology clinical care programs into the separate, jointly governed Seattle Cancer Care Alliance (SCCA). Each of the three SCCA partners has equal ownership in SCCA. Oncology programs located at the UW Medicine Northwest Hospital site support research, training, and patient care activities. The Seattle Cancer Care Alliance provides health education and information available to the community on cancer prevention and screening. Northwest Hospital offers support groups in partnership with Cancer Lifeline. Cancer Lifeline provides a unique array of services — from support groups and classes to activities and presentations — aimed at optimizing the quality of life for cancer patients, survivors, families, and friends. Programs are free, open to the public. As part of our plan to address this priority health need, outreach at health fairs and free screenings will also be offered.

Cardiovascular Care
The UW Medicine Regional Heart Center (RHC) provides comprehensive care for all types of cardiac conditions and diseases. To support our efforts to address cardiovascular disease as a priority health need in the community, UW Medicine offers a Heart Care support group that is open to the community. Health education on healthy eating is provided through the nutrition services division. The Health Information Resource Center provides information on health conditions and wellness strategies, and education is also offered at community health fairs.

In addition to more traditional educational offerings, Northwest Hospital is home to the Community Health Education & Simulation Center (CHESC). The Center provides a centralized, hands-on venue for health education and training, and offers customized classes to health care professionals, students and community members. The CHESC use high-tech simulation mannequins and other state-of-the-art technology for the benefit of the community, to help health care providers, emergency personnel, community health care workers and others to advance their ability to perform complex medical procedures and life-saving techniques.
In addition to these priority initiatives, NWH does provide ongoing care that addresses some of the other needs identified in the Community Health Needs Assessment, including asthma, diabetes, lung disease, mental health care, oral health, obesity, and care for people suffering from the effects of smoking. We have elected not to provide STD/HIV services as these services are offered elsewhere in the UW Medicine system. Within UW Medicine, Harborview Medical Center provides care and social services to patients with AIDS/STDs, often coordinating this care among many different providers. Patient care is provided at Harborview’s Madison Clinic, the single largest provider of AIDS/HIV care in King County. Harborview also operates the Northwest AIDS Education and Training Center and facilitates discovery through the AIDS Clinical Trials Unit.

Approval
This Implementation Strategy was reviewed and approved at the May 21, 2013 meeting of the Board of Trustees.