

Lake Chelan Health

2026-2028 Community Health Needs Assessment (CHNA) Implementation Plan

Lake Chelan Health's (LCH) 2026-2028 CHNA, coupled with the specific strategies identified within this Implementation Plan, are integral to our commitment to partner with the community we serve to build a healthy and more equitable Lake Chelan Valley. The CHNA, adopted on December 31, 2025, contains a detailed evaluation of factors impacting the quality of life of Lake Chelan Valley residents.

The CHNA process was designed to assure that residents of the Lake Chelan Valley had the ability to voice input into the identification of defined priorities. Specific community engagement processes taken are described in the Data Collection section of the CHNA report. The LCH Board has high interest in achieving an equitable environment for patients, workforce, and community, and as such, is committed to supporting implementation of strategies and resources available to help improve community identified needs.

Selected Priorities

LCH engaged Wipfli, an independent audit, tax, and advisory firm to facilitate the development of the CHNA. After thoughtful consideration of acquired data, community input, and community voiced needs, LCH identified the following four priority areas of focus, in no particular order, for the period of 2026-2028.

- **Access to Care with focus on Primary Care, Specialty Care and Behavioral Health**
- **Continuity of Care, Recruitment, and Retention of a Quality Workforce**
- **Culturally Competent Care**
- **Cost of Care**

These four priorities will help guide LCH's Strategic Plan and are the focus of this Implementation Plan. We believe the strategies identified will make meaningful progress in each area and allow LCH to show measurable improvement over time.

As noted in our Community Health Needs Assessment (CHNA), our community is diverse, and some neighbors experience health inequities. LCH will intentionally include health equity in each priority and strategy by investing in leadership and staff training, increasing awareness, and partnering with community organizations to help reduce these inequities.

Implementation Strategies

A. Priority: Access to Care with focus on Primary Care, Specialty Care and Behavioral Health.

The goal is to provide equitable access to primary and preventive care in order to prevent or delay disease, to detect health problems early, and to provide education in support of good health-related behaviors and decisions. Strategies are detailed in the table below.

Strategy	Anticipated Impacts	Resources/ Community Partners
Expand health resources to meet community needs.	<ul style="list-style-type: none"> ▪ Reduced out migration of care for essential services offered locally. 	<ul style="list-style-type: none"> ▪ LCH Primary Care, Pediatric Care and Express Care Walk-in Clinic Providers and Staff ▪ LCH Community Health Workers (CHWs) ▪ LCH Community Paramedicine Program ▪ Columbia Valley Community Health Center (CVCH) ▪ Chelan & Manson School Districts ▪ Regional hospitals, clinics and specialists
Partner with local & regional organizations.	<ul style="list-style-type: none"> ▪ Improved access to resources for patients served. 	
Increase resources and/or staff to transportation insecurities.	<ul style="list-style-type: none"> ▪ Improved transportation insecurity increases access to health services. 	
Monitor social determinants of health information given to patients.	<ul style="list-style-type: none"> ▪ Assured patients are offered the needed resources to meet needs 	
Close care gaps through provision of annual reminders for preventive annual screenings/vaccinations and of community-based screening/ vaccination programs, with a special focus on reducing inequities.	<ul style="list-style-type: none"> ▪ Increase in compliance with annual screening recommendations. ▪ Increase the percentage of all residents, especially those from traditionally underserved groups, receiving preventive screening and recommended vaccinations. 	
Partner with the community to provide education on healthy lifestyle choices to reduce both the risk of injury and disease progression.	<ul style="list-style-type: none"> ▪ Increase in resident participation in community and school events focused on health and wellness. ▪ Increase in residents reporting regular exercise and healthy food choices. 	
Partner with Lake Chelan Valley school districts to provide health education, including childhood injury prevention, drug and alcohol prevention, and CPR/First Aid training.	<ul style="list-style-type: none"> ▪ Increase in percentage of children, youth, and families participating in health education. ▪ Increase in number of participants in CPR/First Aid training. ▪ Reduction in childhood injuries treated in the Emergency Department (ED), walk-in clinic, and primary care. 	

B. Priority: Continuity of Care, Recruitment, and Retention of a Quality Workforce.

To assure access to the range of health prevention, diagnosis, and treatment services needed in our hospital district, the Lake Chelan Valley needs to grow, recruit, and retain a quality workforce, including physicians, advanced practice providers, nurses, Community Health Workers (CHWs), paramedics, Emergency Medical Technicians (EMTs), and ancillary and technical staff.

Strategies	Anticipated Impacts	Resources/Community Partners	
Evaluate specific workforce needs and recruit new providers and staff that reflect the demographics of the community. Strengthen safe and equitable organizational culture.	<ul style="list-style-type: none"> ▪ Increase in number of provider/staff position openings developed/posted. ▪ Increase in number of providers and staff recruited/hired, with a special focus on bilingual providers/staff. ▪ Additional retention opportunities identified/implemented. ▪ Increase in collaboration with community housing agencies and private foundations. ▪ Reduce turnover of providers and staff. ▪ Increase in access to local care. 	<ul style="list-style-type: none"> ▪ Lake Chelan Health Paratransit Dept. ▪ LCH Community Paramedicine and EMS ▪ Link Transit ▪ Chelan Valley Hope ▪ School Districts ▪ Chamber of Commerce ▪ Wenatchee Valley College ▪ Local Running Start Program ▪ Chelan Valley Housing Trust ▪ Habitat for Humanity ▪ Lake Chelan Health and Wellness Foundation ▪ LCH Staff 	
Work with community partners to implement programs to retain existing providers, including advocating for affordable housing locally and at policy level, more family-wage jobs, and better transportation and childcare options.			
Partner with local school districts and community partners to raise awareness and provide training opportunities to engage youth in potential healthcare careers after graduation.			
Partner with higher level education organizations to provide high school students EMT training through the Running Start program or healthcare field internships (enrolled in a medical program).	<ul style="list-style-type: none"> ▪ Ensure adequate number of EMTs in the Lake Chelan Valley, with a specific focus on increasing the proportion of bilingual EMTs. 		
Better understand/promote retention strategies. Implement improvements identified in regular Employee Satisfaction Surveys	<ul style="list-style-type: none"> ▪ Increased awareness of benefits to working at LCH will retain/recruit staff. 		
Share staff stories “why did you choose healthcare and why do you stay?”	<ul style="list-style-type: none"> ▪ Increased staff connection/retention. 		

C. Priority: Culturally Competent Care.

Diverse populations within the service area may experience barriers related to language, culture, and trust in healthcare systems. LCH is committed to supporting culturally competent care by ensuring every patient feels understood, respected, and valued. We recognize and respond to differences in language, beliefs, and health practices to strengthen communication, build trust, reduce health disparities, and improve overall health outcomes in our community.

LCH will deliver care that is respectful, responsive, and inclusive of cultural health beliefs and practices.

Strategy	Anticipated Impacts	Resources/Community Partners
Strengthening staff/providers' cultural competency by providing regular cultural and health equity training opportunities.	<ul style="list-style-type: none"> ▪ Improved patient/provider relationship. ▪ Increased trust in organization and staff. 	<ul style="list-style-type: none"> ▪ Relias and other learning opportunities ▪ LCH language services provider ▪ Website host/developer. ▪ LCH Community Health Workers (CHWs) ▪ LCH staff/departments ▪ Local school districts ▪ Community Resource partners (i.e. Thrive, Chelan Valley Hope)
Expand language services access, and equipment as needed, ADA LCH Website analysis and compliance, forms. Conduct retention analysis.	<ul style="list-style-type: none"> ▪ Patients receive healthcare information in a language they understand (verbal, visual, written). ▪ Increased use of certified language services. 	
Enhance community engagement by partnering with trusted community organizations.	<ul style="list-style-type: none"> ▪ Increased trust in organization and staff. ▪ Increased promotion of local services available. 	

D. Priority: Cost of Care.

LCH intends to support cost of care transparency, available financial resources and staff assistance.

Strategy	Anticipated Impacts	Resources/Community Partners
Improve price transparency by providing cost resource tools to patients ahead of visits (if appropriate).	<ul style="list-style-type: none"> ▪ No surprise billing. ▪ Reduced billing complaints. ▪ Patients informed of financial assistance resources. 	<ul style="list-style-type: none"> ▪ LCH billing department ▪ Patient Access/Scheduling staff ▪ Leadership ▪ LCH Community Health Workers (CHWs) ▪ North Central Community Care Hub (CCH) ▪ EMS programs (paramedicine, paratransit, etc.) ▪ Hospital Healthcare Advocates i.e. state representatives, Rural Health Collaborative (RHC), Washington State Hospital Association (WSHA), etc.
Enhance patient and staff awareness of new billing platform and financial counselors. Improve staff response time and assistance to patient inquiries.	<ul style="list-style-type: none"> ▪ Improved patient satisfaction related to billing. ▪ Reduced outstanding accounts or collections. 	
Promote preventative care education, Emergency Department vs clinic, and other opportunities.	<ul style="list-style-type: none"> ▪ Improved health outcomes to reduce unnecessary health visits. 	
Advocate for policy improvement (state/federal level) i.e. Charity Care laws.	<ul style="list-style-type: none"> ▪ Reduced financial impact on hospitals, especially rural hospitals. 	