Today is a good day, everybody wins."

– Tom Oblak, 2015 Board President, at the September 22, 2015 groundbreaking for OMC’s Port Angeles medical office building.

By demonstrating compliance with national standards for health care quality and safety, Olympic Medical Center has earned DNV Healthcare accreditation.
Dear Community Members,

Thank you for your interest in Olympic Medical Center, and for taking time to review our 2016-2018 Strategic Plan. We’d like to offer some perspective, and share Olympic Medical Center’s vision and values with you. These provide the compass from which we navigate the ever-changing field of health care. As your publicly elected board it is critical for us to hold true to these core values as we make decisions affecting health care in Clallam County.

We, the Board of Commissioners, take great pride in the health care provided everyday by the medical staff and employees. This plan provides opportunities for continual improvement, while allowing us to be nimble in meeting the demands of the ever-changing health care environment.

2015 Board of Commissioners
Tom Oblak, President
John Nutter, Secretary
Jim Leskinovitch
Jim Cammack, RPh
John Beitzel
Jean Hordyk
John Miles, MD

We welcome your feedback!
Please contact Bobby Beeman, communications and public affairs manager, with any questions or suggestions at (360) 417-7122 or bbeeman@olympicmedical.org,

Quality • Teamwork • Compassion • Respect • Integrity • Stewardship

Our Core Values

Quality – Provide care that is safe, effective, patient-centered, timely, efficient and equitable.
Teamwork – With individual skills, knowledge and positive attitudes, effectively work collaboratively in providing excellence in health care for our patients.
Compassion – Engage patients as individuals in a mindful, empathetic and meaningful way. Take the time to communicate and listen to our patients.
Respect – Value our patients and regard them and their loved ones with acceptance, courtesy and dignity; provide the same value to those with whom we work.
Integrity – Adhere to moral principles that include honesty, sincerity, fairness and decency, and reflect these principles in the care and service we provide.
Stewardship – Carefully and responsibly protect and manage the resources entrusted to the hospital district.

Our Vision

• Olympic Medical Center will achieve excellence, and provide quality, value and safety in everything we do.
• Medical staff, clinicians and employees will exhibit Olympic Medical Center’s core values and perform daily activities with the highest professional and ethical standards.
• The community will benefit from Olympic Medical Center’s local focus as it addresses the health care needs of our citizens through focusing on the Triple Aim of improving individual patient experiences, improving our community’s health, while maintaining financial stewardship.
• Olympic Medical Center will remain a viable community-owned and operated medical provider, and earn its place as our community’s first choice for quality, compassionate and convenient health care.

Every strategy in this plan ties into our core values, and each successfully completed goal brings us closer to achieving our vision.
Established in 1951, Olympic Medical Center (Clallam County Public Hospital District No. 2) has always been a beacon of hope and economic vitality for the Clallam County community. OMC is operated locally with the oversight of a seven-member, publicly-elected board of commissioners. As such, we remain committed to the vision of delivering world-class care right here at home. We take pride in the investments we’ve made to allow us to offer our community the health care services it needs and deserves. We’ve grown so much and we’ve come so far, but health care is rapidly changing and we can never stop thinking about our future.

Continued Medicare reimbursement cuts, the 2010 Affordable Care Act, electronic health record requirements and a sluggish economy have significantly impacted hospitals – specifically non-profit, public hospitals like OMC. Budget decisions by elected officials have been continually reducing government reimbursement for Medicare and Medicaid patients, and economic forces are reducing businesses’ and individuals’ ability to pay for health care costs. The Affordable Care Act has led to significant regulatory and operating changes for OMC, and we continue to face possible Medicare cuts. The cost and complexity of electronic health records for the health care industry continue to be significant.

Rapid changes to models of health care delivery, payment reform, Affordable Care Act requirements and other potential policies and regulations create a constantly moving target, yet we are up to the challenge. Our Strategic Plan is our guide to ensure we continue to provide quality health care in this challenging environment. It is a living document that is modified as appropriate to meet the needs of a rapidly changing health care delivery models, payment reforms, Affordable Care Act requirements, and other potential policy and regulatory changes.

This plan will help us maintain our focus on three key areas:

**Quality, Patient Safety and Satisfaction.** We will provide the safest, highest quality health care with compassion. We will continue to standardize our care processes and strengthen our systems to increase patient safety and quality, and hone our ability to deliver a satisfying experience.

**OMC & Community Relationships.** We will continue to work closely with you – our community partners and representatives – after all, you are whom we serve. Additionally, we will continue to recruit and retain the best doctors, advanced practice clinicians, clinical staff and employees to accomplish excellence in health care.

**Organizational Performance.** It is exceedingly important for the physical and economic health of our community that we maintain financial solvency. Achieving a positive net income is what allows our organization to invest in capital infrastructure and state-of-the-art equipment, offer needed medical services and programs, and retain the more than 1,200 people we employ to offer you excellent medical care.
Olympic Medical Center is the largest economic player in our region with more than 1,200 employees in 2015. In addition, the medical staff has grown to approximately 190 active physicians and allied health providers.

### Olympic Medical Center’s payer mix includes:

- 83% Government-paid insurance  
  (59% Medicare / 17% Medicaid / 7% other government)
- 16% Commercially paid insurance
- 1% Uninsured

Olympic Medical Center offers a multitude of services designed to meet the needs of rural Clallam County. As our payer mix illustrates, OMC serves a large number of seniors over age 65 and a significant low-income population. We serve all, regardless of ability to pay. We provide value to our community by offering quality services right here at home, helping limit the need to travel to urban centers to receive care. These vital services include:

- A 67-bed, rural, acute-care facility, including a Level 3 Trauma Center and birth center;
- Specialty care, including emergency medicine, urgent care, cancer care, cardiology, endocrinology, gastroenterology, general surgery, neurology, orthopedics, primary care, pulmonary medicine, sleep medicine, and urology;
- Outpatient services including laboratory, diagnostic imaging, cardiac rehab and diagnostics, physical therapy and rehabilitation, nutrition and diabetes education, and home health.

Olympic Medical Center is a Sole Community Hospital, Rural Referral Center and safety net hospital. These designations acknowledge OMC as a large, rural hospital and health care center of the North Olympic Peninsula community.
Quality, Patient Safety & Satisfaction

OMC leads as a health care provider by adopting, meeting and exceeding national standards for superior quality care, patient safety and satisfaction. Our Board of Commissioners is responsible for the oversight of all OMC quality and patient safety efforts.

Strategies

**Strategy A**  Ensure evidence-based best practices through national quality initiatives.

**Strategy B**  Be a leader in adopting national patient safety initiatives.

**Strategy C**  Promote a culture of service that consistently acknowledges the expectations and fulfills the needs of our patients, their families and our community in all services we offer.

Measurable Goals

**Goal 1**  Maintain OMC Board of Commissioners and leadership rounding to support a culture of quality, patient safety and satisfaction of patients and staff.

**Goal 2**  Embed clinical quality measures in the daily care that we provide our patients with the goal to exceed the state and national averages for each measure. Be a top performer in clinical best practices.

**Goal 3**  Maintain active involvement in the Washington State Hospital Association’s “Partnership for Patients” program, which includes state-wide goals for the elimination of hospital-acquired infections and preventing unnecessary readmissions.

**Goal 4**  OMC’s Quality Management System will successfully become ISO (International Organization for Standardization) 9001 certified in 2017, and maintain in good standing the current OMC program for quality certifications and special designations, including but not limited to, DNV (Det Norske Veritas) accreditation and Trauma Level 3 status.

**Goal 5**  Achieve and sustain DNV Infection Prevention and Control Certification by the end of 2017.

**Goal 6**  Achieve and sustain above group benchmarks in hospital, home health and clinics assessments of patient experience measurements utilizing nationally recognized survey vendors.
Community Relations

Our positive public and community relations will encourage community support, loyalty and ownership in OMC based on its quality, safety and service efforts.

Strategies

Strategy A  Actively promote and inform the community about available OMC services, with specific focus on cardiology, cancer care, neurology services, orthopedic surgery, primary care and preventive services, walk-in clinics and other surgery services.

Strategy B  Advocate for public health, and promote health and wellness through appropriate lifestyle choices, help address social factors negatively impacting our community’s health and provide education in chronic disease management.

Strategy C  Work with community partners to help support community development through promoting health care access, advocacy and disaster preparation.

Measurable Goals

Goal 1  Continue to meet as necessary with elected federal and state officials and their healthcare aids to advocate for the needs of our local health care system in order to improve access, financial viability and patient service. Expand communication to the public on the effects of actual and proposed federal and state legislation on the local health care delivery system.

Goal 2  Prepare annual goals and operating plans for the Swedish affiliation with specific focus on Epic electronic health records optimization, development of a Family Practice Residency Program in Port Angeles, specialty consultation for services, including but not limited to: cardiology, neurology, and rheumatology and additional telemedicine services.

Goal 3  Explore options and advantages of forming an Accountable Care Organization with OMC’s medical staff to accept Medicare Advantage.

Goal 4  Participate with the Olympic Community of Health and our community partners with a goal of improving community health over time through the establishment of measurable goals in the Community Health Needs Assessment and resulting implementation plan.
Employee Relations

OMC supports a culture that recognizes individual goals and contributions toward quality of care, patient safety and service.

Strategies

**Strategy A** Establish open communication within the organization and encourage the transfer of creative ideas.

**Strategy B** Promote teamwork between employees, management and physicians by maintaining productive and respectful working relationships.

**Strategy C** Invest in employee development and education to improve quality, patient safety and satisfaction, and financial stewardship.

**Strategy D** Foster a culture of process improvement, employee engagement and empowerment, equity, involvement and accountability.

**Strategy E** Demonstrate value and recognition of employees’ positive performance and input.

Measurable Goals

**Goal 1** Implement “OMC Operational Excellence” across all departments, prioritizing process improvements that result in improved patient access, reduced wait times, improved patient experience, and improved employee satisfaction and engagement.

**Goal 2** Each department will work to improve employee engagement and satisfaction in 2016 based on employee input from the 2015 employee engagement survey.

**Goal 3** Measurably improve employee communication, recognition and engagement based on the 2015 employee survey compared to a follow-up employee survey to be completed in 2018.
OMC & Medical Staff Relationships

Medical Staff Relations
OMC will be recognized by its medical staff as a leading organization for providing excellent medical care, safe and efficient integrated services, and effective support for recruitment and retention within this medical community. We will collaborate with local physicians and clinics to ensure the highest quality of health care delivery for our mutual patients.

Strategies

Strategy A  OMC will be responsive to the service needs of all local physicians and medical practices; and will support medical staff in patient safety efforts, implement programs to assist physicians with electronic health record implementation and support in the development of enhanced communication between community providers and institutions.

Strategy B  OMC will maintain its commitment to provider-based clinics, and provide access to primary and specialty care for our community.

Strategy C  Promote and support medical leadership, and aid efforts for continuity of care.

Strategy D  Provide resources for recruitment and retention of medical practitioners of various areas of specialization, based on current needs assessments.

Measurable Goals

Goal 1  Implement the EHR Assistance Program for the medical staff in order to offer Epic to the entire medical staff in 2016 and 2017.

Goal 2  Pursue and implement the available options through the Swedish affiliation for inpatient and outpatient telemedicine programs, with a focus on specialty services.

Goal 3  Improve new patient access to primary care services in the community by implementing the Recruitment and Retention Plan. In 2016, recruitment efforts will include primary care (family practice and general internal medicine) with a focus on adult medicine and Walk-in Clinic providers, and specialty care in the areas of psychiatry, rheumatology, OB/GYN, pulmonology, orthopedic surgery, cardiology, oncology and gastroenterology.

Goal 4  Continue to work with North Olympic Healthcare Network, Swedish, and Olympic Medical Physicians to institute a Rural Family Medicine Residency Program at OMC, with first set of residents coming to OMC in 2018.
Facilities, Technology and Services

OMC will meet the health care needs of the community by providing patient-centered facilities and advanced medical equipment. New services will be developed based on community needs and OMC’s capabilities.

Strategies

**Strategy A** Invest in facilities and services in order to appropriately meet community need.

**Strategy B** Ensure integration of services that focus on patient flow throughout our system for treatment and efficiencies.

**Strategy C** Ensure a safe environment and protect existing infrastructure.

**Strategy D** Continue to optimize Epic and Lawson to meet the needs of OMC, our patients and regulatory requirements.

Measurable Goals

**Goal 1** Successfully complete the Port Angeles Medical Office Building in 2016. Complete Sequim campus space and construction planning in 2016 with Phase 1 construction starting in 2017.

**Goal 2** On an annual basis, update the three-year capital plan with a focus on maintaining quality of patient care, addressing patient flow issues, modernizing facilities and meeting volume growth. Invest at least $3 million annually in medical equipment.

**Goal 3** Open a primary care walk-in clinic in Port Angeles in 2016, expand the wound care program and implement a pain management program in 2017, and open an outpatient surgery center in Sequim in 2018.

**Goal 4** Utilize the benefits of our affiliations with Swedish, Seattle Cancer Care Alliance, and other current and potential affiliations to improve and / or grow services in the following programs: cancer care, cardiology, neurology, orthopedics, women’s services, and other needed local services in order to meet patient needs and support budgeted levels of service.


**Goal 6** Continue to develop a comprehensive, integrative medicine program at Olympic Medical Cancer Center during 2016 and explore options to add integrative medicine to other services.

**Goal 7** Determine if transforming into a 49-inpatient bed Sole Community Hospital with Rural Health Clinics could be the best direction for our community.

**Goal 8** Implement “Honoring Choices Pacific Northwest” (an advanced care planning program) in 2016 and implement an inpatient palliative care program with hospice beds by the end of 2017.
Financial Stewardship

Maintain a financially strong, locally owned and controlled public hospital that meets the community’s health care needs now and in the future.

Strategies

**Strategy A** Balance revenue growth and expense management.

**Strategy B** Maintain competitive patient charges. Continue to focus on revenue cycle improvements.

**Strategy C** Grow volume of services provided locally and mitigate threats to market share.

**Strategy D** Continue to ensure that OMC identifies and implements financial improvement opportunities.

**Strategy E** Continue to make OMC’s compliance program a priority as we allocate resources.

Measurable Goals

**Goal 1** Achieve net income of 2% or more annually over the long term, with 90 days or more of cash and 50 days or less in accounts receivable.

**Goal 2** Increase productivity by 1% in 2016 and 2017 by improving processes, growing volumes to meet community needs, managing expenses and reducing waste. Achieve employee compensation as a percentage of net revenue of 59.9% or less in order to maintain financial viability. In 2016, continue to utilize Swedish’s buying group for best pricing and utilization in materials, supplies and equipment.

**Goal 3** Achieve grant and donation funding of at least $500,000 annually and acknowledge donations from individuals, the OMC Foundation, the OMC Auxiliary and the Sequim-Dungeness Hospital Guild.

**Goal 4** Continue to focus on regulatory compliance with the Security, Privacy and Compliance Committee; complete an annual risk analysis and an annual work plan with audits; report to the Board of Commissioners on a quarterly basis, and to the Board’s Audit, Budget and Compliance Committee on a monthly basis.
• REFER TO CIVIL, LANDSCAPE, MECHANICAL, PLUMBING AND ELECTRICAL PLANS FOR SCOPE OF WORK FOR THESE DISCIPLINES.
• WHERE DEMOLITION OR NEW CONSTRUCTION DAMAGES EXISTING CONDITIONS TO REMAIN, CONTRACTOR TO ADVISE THE OWNER OF THE EXTENT OF IMPACT PRIOR TO BID.
• CONTRACTOR WILL BE RESPONSIBLE FOR UTILITY TRENCHING AS REQUIRED BY CIVIL, MECHANICAL, PLUMBING AND ELECTRICAL PLANS.
• REFER TO LANDSCAPE DRAWINGS FOR EXTENT OF LANDSCAPING AND IRRIGATION.
• PROVIDE LIGHT BROOM FINISH AT CONCRETE SIDEWALK, U.N.O.
• PARKING LOT LIGHTING SHALL NOT ALLOW GLARE TO EXTEND OVER ADJACENT PROPERTIES.
• ANY EXTERIOR EQUIPMENT SHALL MEET THE NOISE REQUIREMENT FOR THE STATE OF WASHINGTON WITHIN THE ZONES ALLOWED.
• ALL LANDSCAPE ITEMS SHALL BE REQUIRED TO BE INSPECTED AND APPROVED BY THE PLANNING DEPARTMENT.

Above: Artist's rendering of the redesigned Port Angeles campus, which will feature more parking, safer walkways and improved wayfinding.