OLYMPIC
MEDICAL CENTER
Strategic Plan
2017-2019
Olympic Medical Center is once again a Community Value Five-Star Provider based on a study of financial strength and reinvestment, cost of care, pricing and quality.

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

Olympic Medical Home Health is once again a Top Agency of the HomeCare Elite, a recognition of the top-performing home health agencies in the United States.
Dear Community Members,

“Working together to provide excellence in health care.”

This mission statement, established nearly two decades ago, continues to be fulfilled by our employees and medical staff. This mission is still a relevant reflection of Olympic Medical Center’s ongoing dedication for staff to work collaboratively with each other, and with local, regional and national partners to provide quality health care to not only Clallam County residents, but anyone who needs or desires to seek care in our community.

Our steadfast commitment to serve Clallam County is seen in our efforts to ensure that whenever possible, health care remains local. Decisions that affect health care in a community – particularly in a rural area such as Clallam County – should be made locally and publicly by elected Clallam County residents. What you find in this Strategic Plan is our path to remaining locally owned and operated. Our investments in people, technology and facilities ensure the economic health and vitality of our public hospital district, allowing us to best provide our neighbors, friends and families with safe, quality health care services they deserve, right here at home.

We have also expanded our Core Values to include Safety. Safety is more than an obligation or a measure of quality, it is a way of doing things. By adding this value, we give you our commitment to promote a culture of safety for our patients, visitors and employees.

As your publicly elected board of commissioners, our commitment is to ensure you have access to the safe, quality health care you deserve. Always feel free to reach out to any of us if you have questions about the governance of Olympic Medical Center. If you have comments about our Strategic Plan, please email Eric Lewis, CEO and strategic planning committee member, at elewis@olympicmedical.org or (360) 417-7705.

2016 Board of Commissioners

John Nutter,* President
Jean Hordyk, Secretary
John Beitzel*
Jim Cammack, RPh

Jim Leskinovitch
John Miles, MD
Tom Oblak*

*Strategic Planning Committee
Our Mission

Working together to provide excellence in health care.

Our Core Values

Quality – Provide care that is safe, effective, patient-centered, timely, efficient and equitable.

Safety – Promote a culture of safety for our patients, visitors and employees.

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.
Olympic Medical Center is the largest economic player in our region with more than 1,300 employees in 2016. In addition, OMC has grown to approximately 190 active medical staff.

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, cancer care, cardiology, gastroenterology, general surgery, neurology, OB/GYN care, 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.
Strategic Overview

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.

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 rapidly changing health care delivery models, payment reforms, Affordable Care Act requirements, and other potential policy and regulatory changes.

We take great pride in our inclusive approach to developing this plan and the initiatives contained within. Collaboration and affirmation by the board, leadership, medical staff, caregivers, employees and the community is paramount in setting, reaching and often exceeding our goals to provide safe, quality health care.
This plan will help us maintain our focus on three key areas.

Quality, Patient Safety & Experience

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 1,300 people we employ to offer you excellent medical care.
OMC leads as a health care provider by adopting, meeting and exceeding national standards for superior quality care, patient safety and experience. 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 experience of patients and staff.

**Goal 2** Focus on specific quality goals to prevent unnecessary readmissions, improve emergency department wait times, standardize operational planning for patient services, further refine the home health experience for patients, and meet or exceed the national average for nationally recognized care measures across the continuum.

**Goal 3** Further cultivate the culture of safety throughout the organization, and concentrate efforts to reduce hospital-acquired and post-hospital infections, and reduce patient falls.

**Goal 4** Continue work to enhance the patient experience, with steps to remove language and communication barriers for patients, strengthen employee-to-patient communication and courtesy skills, and the development of a Patient and Family Advisory Council to identify and address future improvement areas in the patient experience continuum.

**Goal 5** 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 6** Achieve and sustain DNV Infection Prevention and Control Certification by the end of 2017.
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 Medicine Residency Program in Port Angeles, specialty consultation for services, including but not limited to: cardiology, neurology, endocrinology, rheumatology and additional telemedicine services.

**Goal 3** 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.

**Goal 4** Target appropriate grant funding opportunities as available, and maintain positive relationships with funding partners and donors, including individual donors, the OMC Foundation, the OMC Auxiliary and the Sequim-Dungeness Hospital Guild.
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 medical staff by maintaining productive and respectful working relationships.

**Strategy C** Invest in employee development and education to improve quality, patient safety and experience, 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 experience and engagement.

**Goal 2** Based on the 2015 employee survey and compared to a follow-up employee survey to be completed in 2018, measurably improve employee engagement through enhanced and purposeful communication efforts and recognition.

**Goal 3** Invest and embark on an intentional culture initiative in 2017 to align employees with Mission and Values, and help the organization move nimbly in the face of an unpredictable health care environment.

**Goal 4** Enhance talent acquisition and the strength of the workforce by leveraging technology and streamlining processes to effectively attract and hire top performing candidates in key jobs.

**Goal 5** Develop and implement a Workforce Development Plan in 2017 and 2018 to train, retain and create career pathways for skilled healthcare workers.
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 2017 and 2018.

**Goal 2**  Continue, pursue and implement appropriate affiliation options, including telemedicine, with a focus on specialty services, including cardiology, neurology, cancer, endocrinology, and behavioral health.

**Goal 3**  Improve new patient access to primary care services in the community by implementing the Recruitment and Retention Plan. In 2017, recruitment efforts will include primary care (family practice and general internal medicine) with a focus on adult medicine, and specialty care in the areas of hospitalists, psychiatry, pulmonology, cardiology, neurology and other approved specialties as needed.

**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.
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** Complete Sequim campus space and construction planning in 2017 with Phase 1 construction completion in 2018 and Phase 2 construction completion in 2019. Complete an inpatient bed redesign and campus improvement plan for our Port Angeles campus in 2017 and complete the construction work by the end of 2019.

**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** Implement a wound care program and pain management program in 2017, and open an outpatient surgery center in Sequim in 2019 dependent on hospital-based payment reimbursement.
**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 5** Achieve Medicare Meaningful Use criteria with Providence Community Connect in 2017 and 2018.

**Goal 6** Continue to develop an integrative medicine program at Olympic Medical Cancer Center during 2017 and explore options to add integrative medicine to other services.

**Goal 7** Continue “Honoring Choices Pacific Northwest” (an advanced care planning program) and implement an inpatient palliative care program with hospice beds by the end of 2017.

**Goal 8** Implement chronic disease management programs in the Primary Care settings to leverage existing OMP provider and electronic health record resources with partner organization specialty providers to create population-focused primary care management of conditions in behavioral health, endocrinology, rheumatology, and other needed specialties.
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 3% 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 2017 and 2018 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. Continue to utilize Swedish’s buying group for best pricing and utilization in materials, supplies and equipment.

**Goal 3**  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.
Notice of Non-Discrimination

Pursuant to section 1557 of the Affordable Care Act

Olympic Medical Center complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Olympic Medical Center does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

OMC provides free aids and services to people with disabilities to communicate effectively with us, such as:

- Qualified sign language interpreters
- Written information in other formats (large print, audio, accessible electronic formats, other formats)

OMC provides free language services to people whose primary language is not English, such as:

- Qualified interpreters
- Information written in other languages

If you need help filing a grievance, the Patient Experience Manager is available to help you.

Patient Experience Manager
Olympic Medical Center
939 Caroline Street, Port Angeles WA 98362
Phone: (360) 417-7256
TTY: (360) 417-8686
Fax: (360) 417-7333
Email: pgreen@olympicmedical.org

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at https://ocrportal.hhs.gov/ocr/portal/lobby.jsf, or by mail or phone at:

U.S. Department of Health and Human Services
200 Independence Avenue, SW
Room 509F, HHH Building, Washington, D.C. 20201
Phone: 1-800-368-1019
TDD: 1-800-537-7697


American Sign Language

Español (Spanish) – Olympic Medical Center cumple con las leyes federales de derechos civiles aplicables y no discrimina por motivos de raza, color, nacionalidad, edad, discapacidad o sexo.

Tiếng Việt (Vietnamese) – Olympic Medical Center tuân thủ luật định quyền hiến hành của Liên bang và không phân biệt đối xử dựa trên chủng tộc, màu da, nguồn gốc quốc gia, độ tuổi, khuyết tật, hoặc giới tính.

가 (Korean) – Olympic Medical Center 은(는) 관련 연방 공민 권법을 준수하여 인종, 피부색, 출신 국가, 연령, 장애 또는 성별을 이유로 차별하지 않습니다. 주의: 한국어를 사용하시는 경우, 연어 지원 서비스를 무료로

Русский (Russian) – Olympic Medical Center соблюдает применимое федеральное законодательство в области гражданских прав и не допускает дискриминации по признакам расы, цвета кожи, национальной принадлежности, возраста, инвалидности или пола.

Tagalog (Tagalog – Filipino) – Sumusunod ang Olympic Medical Center sa mga naaangkop na Federal na na batay sa karapatan sibol at hindi nandikriminal batay sa lahi, kulay, bansang pinagmulan, edad, kapansanan o kasarian.

Ukraynská (Ukrainian) – Olympic Medical Center дотримується чинних федеральних законів про цивільні права і не допускає дискримінації за ознакою раси, кольору шкіри, національного походження, віку, інвалідності чи статі.

Cambodian (Mon-Khmer) – Olympic Medical Center អនុវត្តតាមច្បាប់សិទ្ធិពលរដ្ឋនៃសហព័ន្ធដែលសមរម្យនិងមិនមានការរើសអើសលើមូលដ្ឋាន នៃពូជសាសន៍ ពណ៌សម្បុរ សញ្ជាតិដើម អាយុ ពិការភាព ឬភេទ។

日本語 (Japanese) – Olympic Medical Center は適用される連邦公民権を遵守し、人種、肌の色、出身国、年齢、障害または性別に基づく差別をいたしません。

อาหรับ (Arabic) – Olympic Medical Center ينضبط بجميع القوانين الفيدرالية لحقوق الإنسان، ولا تفرق بين الأشخاص بناءً على الجنسية أو الوراثة، أو اللغة، أو اللون، أو الإعاقة، أو الجنس.

Deutsch (German) – Olympic Medical Center erfüllt geltenden bundesstaatlichen Menschenrechts-gesetze und lehnt jegliche Diskriminierung aufgrund von Rasse, Hautfarbe, Herkunft, Alter, Behinderung oder Geschlecht ab.

Lao (Lao) – Olympic Medical Center អនុវត្តការណ៍មហារដ្ឋជាតិ ដែលមានលទ្ធផលមូលដ្ឋាននៃពូជសាសន៍ ពណ៌សម្បុរ សញ្ជាតិដើម អាយុ ពិការភាព ឬភេទ ។
Working together to provide excellence in health care.