About OMC

Olympic Medical Center (Clallam County Public Hospital District No. 2) is a comprehensive, award-winning health care provider for more than 70,000 residents of Clallam County. It has served the community since its establishment on Nov. 1, 1951, and is governed by a seven-member, publicly elected board. OMC is a sole community hospital and rural referral center. It provides inpatient services at its 80-bed acute-care facility in Port Angeles, including a level-three trauma designated emergency department, surgical services, and labor and delivery. OMC’s outpatient services include cardiac, imaging, physical therapy and rehabilitation, laboratory, surgical services, home health, physician clinics, and comprehensive regional cancer care at locations in Port Angeles and Sequim.

With more than 1,000 employees in 2010, Olympic Medical Center is a major economic force in our region as the County’s largest employer:

- 140 physicians, midlevel professionals, and allied health providers living in the community who are on medical staff
- 850 Olympic Medical Center employees (Port Angeles and Sequim)
- 155 Olympic Medical Physician employees (Port Angeles and Sequim)
- 57 Olympic Medical Home Health employees (covering all of Clallam County and western Jefferson County)

OMC’s patient mix includes:

- 72% Government-paid insurance (55% Medicare / 13% Medicaid / 2% other)
- 22% Commercially paid insurance
- 6% Uninsured

Our Community Partners

- Clallam County Department of Health & Human Services
- Clallam County Economic Development Council
- Crescent School District
- Dungeness Valley Health & Wellness Clinic
- Forks Community Hospital
- Jamestown S’Klallam Tribe
- Jefferson Healthcare
- Lower Elwha Klallam Tribe
- Olympic Medical Center Auxiliary
- Olympic Medical Center Foundation
- Peninsula College
- Peninsula Community Mental Health Center
- Port Angeles Regional Chamber of Commerce
- Port Angeles School District
- Sequim-Dungeness Hospital Guild
- Sequim-Dungeness Valley Chamber of Commerce
- Sequim School District
- United Way of Clallam County
- VA Clinic
- Volunteer Hospice
- Volunteers in Medicine of the Olympics
Our Mission Statement
*Working together to provide excellence in health care.*

Our Vision
• Olympic Medical Center will be the community’s first choice for quality, compassionate health care.

• Olympic Medical Center is committed to achieving excellence and providing value in everything we do.

• Olympic Medical Center will be guided in our daily activities by the highest professional and ethical standards, and organizational values.

Our Organizational Values
Quality | Compassion | Integrity | Respect | Stewardship | Teamwork

Our Path to Providing Excellence in Health Care
Olympic Medical Center (OMC) is a high-quality, community-owned, fiscally responsible and accountable health care organization focused on serving its patients and community. Building on the inherent strengths of our rural community, we are responsive to its unique needs by working closely with physicians, health and human service providers, and community leaders. To achieve this we continue to formalize structured relationships with the medical community, and are investing in integrated technologies to help ensure our rural residents have seamless and efficient access to health care. We also maintain a culture of service excellence in our organization to provide satisfying experiences for our patients and families, community members, medical providers, and staff members.

OMC provides safe, quality, efficient and timely medical services right here at home. We follow evidenced-based protocols and Joint Commission’s National Patient Safety Goals to drive planning of care and health care decisions, and to hold our organization accountable. We have been highly successful in our efforts to recruit and retain qualified physicians and other providers to offer local access to many specialty and primary care services, as well as to provide medical staff and clinical staff with professional development opportunities.

OMC actively promotes a healthy community, recognizing the need for effective public health. We will continue to invest resources that encourage fit lifestyles and promote healthy activities, leading to disease prevention. In addition, we will support chronic disease management and education. We advocate at the local, state and federal levels for policies and legislation that support strong, sustainable and publicly accountable rural health care systems. We have been pleased with our access to representatives at all levels of government.
Our Three Main Priorities

1. Quality, Patient Safety & Satisfaction............................................5

2. OMC & Community Relationships
   • Community Relations..........................................................6
   • Employee Relations............................................................7
   • Medical Staff Relations.......................................................8

3. Organizational Performance
   • Information Management and Technology..........................9
   • Facilities and Services.......................................................10
   • Financial Stewardship......................................................11

Our Eight Strategies for Financial Viability

1. Health Care Delivery System Improvements
2. Continued Focus on Quality / Patient Safety
3. Electronic Medical Record / Community Connectivity
4. Physician Recruitment / Retention Focus
5. Advocacy for Adequate Medicare / Medicaid Funding
6. Cost Management / Improved Efficiency
7. Volume and Revenue Growth
8. Grants / Donations

Corresponding Priority Area Sections

Community Relationships
Quality, Patient Safety & Satisfaction
Information Management and Technology
Medical Staff Relations
Community Relationships
Financial Stewardship
Financial Stewardship
Financial Stewardship

Three significant external factors are greatly affecting OMC and all other hospitals across the United States: a poor economy, the Healthcare Reform bill passed in 2010 and electronic medical record (EMR) requirements. Together, these represent a “game changer” for the health care industry and OMC. The economy is reducing government reimbursement for Medicare and Medicaid patients and reducing businesses and individuals’ ability to pay for health care costs. The Healthcare Reform bill will lead to significant regulatory and operating changes for OMC. The cost and complexity of electronic medical records for an industry that is paper-based should not be underestimated.

OMC plans to address these issues in multiple ways, including the following strategies:
1. Leverage our affiliation with Swedish Health Services to expand local services and have a high quality, seamless place to refer patients for services we do not perform locally.
2. Pursue the purchase and installation of Epic electronic medical record system.
3. Focus on Lean Process Improvement in a continued effort to increase quality and reduce waste.
4. Live within our means (control costs based on reimbursement and patient volumes).
5. Work to make OMC capable of becoming a Medicare Accountable Care Organization by 2014.

The strategies and goals in this Strategic Plan will help address the significant “game changers” OMC is facing.
**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.


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.

Strategy D. Our Board of Commissioners will be involved in oversight of all of OMC quality and patient safety efforts.

**Measurable Goals**

1. Achieve and sustain top national hospital, home health and physician clinic performance on all Medicare and Medicaid (CMS) Core Measures, Joint Commission’s National Patient Safety Goals, Executive Quality Committee (EQC) Safety and Quality Subcommittee indicators, and other national safety and quality initiatives as appropriate, on an annual basis with quarterly reporting to the Board of Commissioners.

2. Maintain active involvement in the Washington State Hospital Association state-wide goal of the elimination of hospital acquired infections and preventing unnecessary readmissions.


4. Successfully complete all organizational quality inspections, designations, certifications and accreditations, including: Joint Commission, Medicare conditions of participation, Department of Health, Commission on Cancer, College of American Pathologists, state hospital trauma designation, diabetes education, cardiac services and diagnostic imaging.

5. Achieve and sustain above state and national averages in CMS (Center for Medicare and Medicaid Services)/ Hospital and Home Health Consumer Assessment of Healthcare Providers and Systems patient satisfaction measurements.

6. Access to select services in the community will be measured against established benchmarks and reported to the Board of Commissioners annually. Processes and models of care will be evaluated to improve access to the OMC Primary Care Clinic, orthopaedics and imaging services.
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.

Strategy A. Actively promote and inform the community about available OMC services, with specific focus on cancer care, orthopaedic surgery and diagnostic imaging.

Strategy B. Promote health and wellness through appropriate lifestyle choices and provide education in chronic disease management.

Strategy C. Work with all elements of our community to help support community development through promoting health care access, disaster preparation, advocacy, and by being responsible and responsive.

Measurable Goals
1. Work with our respective community partners to coordinate and improve the local health care system. Continue Community Roundtables in 2012. Work with Forks Community Hospital and Jefferson Healthcare on regional health care planning as it relates to the affiliation with Swedish Health Services and distance learning in 2012, and continue annually thereafter in order to improve the effectiveness of all three hospitals and enhance regional health care education and delivery.

2. Meet at least twice annually with elected Federal and State officials 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.

3. Prepare annual goals and operating plans for the Swedish affiliation with specific focus on group purchasing, Epic electronic medical records, development of transfer protocol, specialty consultation for services including but not limited to cardiology, neurology, rheumatology and endocrinology, and finally begin to identify opportunities for telemedicine.
Employee Relations
OMC supports a culture that recognizes individual goals and contributions toward quality of care, patient safety and service.

Strategy A. Establish mechanisms to generate communication flow and creative ideas from front line staff to management / administration, and reward individuals for their contributions.

Strategy B. Promote teamwork between employees, management and physicians by maintaining constructive, productive, equitable, respectful and culturally competent working relationships.

Strategy C. Invest in management and staff development to improve quality, patient safety, patient satisfaction and financial stewardship.

Strategy D. Foster a culture of Lean Process Improvement, employee empowerment, equity, involvement and accountability.

Strategy E. Continue to work closely with the OMC Foundation, Peninsula College, Olympic Workforce Development Council, etc., in providing applicable continuing education opportunities for OMC employees.

Strategy F. Increase employee awareness of the value of OMC total compensation packages.

Measurable Goals
1. Reduce open positions by 10%, improve retention by reducing turnover by 5%, provide employees and volunteers with training / education and recognition opportunities, and identify measurable improvement opportunities in employee satisfaction. Continue and strengthen programs and policies to provide a safe working environment for our employees.

2. Implement an Employee Wellness Plan to measurably improve the overall health status of our employees in 2012 and beyond.
Medical Staff Relations
OMC will be recognized by its medical staff as a leading center for providing excellent medical care, safe and efficient integrated services, and effective support for recruitment and retention within this medical community. As a public hospital district, we will collaborate with local physicians and clinics to ensure the highest quality of health care delivery for our mutual patients.

Strategy A. OMC will be responsive to the service needs of all local medical physicians and practices; and will support medical staff in patient safety efforts and in the development of enhanced communication between community providers and institutions.

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

Strategy C. Promote and support medical leadership, and work for effectively integrated clinical care.

Strategy D. Focus resources for recruitment and retention efforts on primary care as part of “Making Primary Care Viable in Clallam County”, recruit specialists as needed, and use the medical staff development plan updated in 2010 as a prioritization tool.

Strategy E. Develop implementation programs to assist physicians and practices with electronic medical records.

Measurable Goals
1. Assure continuity of care and communication across health care settings.

2. Articulate a timeline in 2012, with six month variance, for implementation of stable EPIC EMR, including OMC, OMP clinics and independent providers / clinics, involve key stakeholders prior to implementation.

3. Pursue the available options through the Swedish affiliation for inpatient and outpatient telemedicine programs.

4. Improve new patient access to primary care services in the community by implementing the Recruitment and Retention Plan. In 2012, recruitment efforts will include primary care (family practice, general internal medicine) with a focus on adult medicine and specialty care in the areas of cardiology, neurology and gastroenterology, as well as exploring local access to specialty care through OMC’s affiliation with Swedish Health Network.
Information Management and Technology
Continue to advance information management and technology to support OMC’s clinical and business functions.

Strategy A. Use clinical expertise to guide information technology, including software and biomedical equipment, toward more patient-centered, provider-focused services.

Strategy B. Continue to utilize clinical informatics functions as OMC moves forward with electronic medical records and advanced clinical applications, with a focus to improve the productivity of our employees and provide value to our patients.

Strategy C. Ensure continued IT technical infrastructure – including advanced applications that integrate with and enhance patient data – to support health information exchange goals and maintain stability for OMC technology. Achieve timely meaningful use to obtain federal electronic medical record funding.

Strategy D. Continue to optimize and develop business applications supporting the organization’s financial administration and technology needs.

Strategy E. Ensure IT infrastructure remains current to support quality, back-up storage, safety and regulations.

Measurable Goals
1. Plan and schedule hardware and software installation in preparation for Epic.
2. Plan implementation schedule with Swedish for Epic install at OMC, enterprise-wide.
3. Prepare for Meaningful Use requirements for hospital and clinics to be ready to go-live in 2013.
Facilities and Services
Olympic Medical Center 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.

Strategy A. Invest in facilities and services in order to reduce overcrowding, and grow to meet expanding 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.

Measurable Goals
1. On an annual basis, update the five-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 $12 million in medical equipment during the three-year period from 2010 to 2012. During 2011, finalize a long-term campus development plan for both Port Angeles and Sequim.

2. Enhance readiness capabilities for external and internal disasters with annual risk assessment and improvement efforts.

3. In 2012, begin development of Urgent Care in Sequim.

4. Work to reduce emergency room overcrowding by expanding primary care availability. Expand the emergency room to meet current and future patient volumes, starting the expansion in 2012, with target completion in 2013.
**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.

- **Strategy A.** Develop and annually update three-year financial projections that balance revenue growth and expense management.

- **Strategy B.** Maintain competitive patient charges. Continue to focus on revenue cycle improvements, including medical necessity testing, point of care collections, coding timeliness, and other actions.

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

- **Strategy D.** Identify and implement operational improvements within departments.

- **Strategy E.** Support the OMC Foundation and other OMC fundraising efforts.

- **Strategy F.** Ensure financial stewardship policies and practices by conducting periodic reviews in select areas to ensure OMC identifies and implements financial improvement opportunities.

- **Strategy G.** Continue to prioritize the importance of OMC’s compliance program.

**Measurable Goals**
1. Achieve net income of 3% or more annually over the long-term with 90 days of cash and 50 days in accounts receivable.

2. Maintain the low long-term debt position of OMC by maintaining a debt to capitalization ratio of 20% or less, which is 33% lower than AA rated hospitals.

3. Increase productivity by 2% in 2012 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% or less in order to maintain financial viability. In 2012, move to and utilize Swedish’s buying group for best pricing in materials, supplies, and equipment.

4. Achieve granting and federal appropriation funding of at least $250,000 annually and acknowledge donations from individuals, the OMC Foundation, the OMC Auxiliary and the Sequim-Dungeness Hospital Guild.

5. Report annually on achieving our fiduciary responsibilities by maintaining and improving OMC’s compliance program, with quarterly reports to the Board of Commissioners.

6. Report OMC’s comprehensive environmental stewardship program to the Board of Commissioners annually.