Strategic Plan
2014-2016
Our Path to Providing Excellence in Health Care
Dear Community Members,

As your publicly elected commissioners of Clallam County Public Hospital District No. 2, we are dedicated to and responsible for maintaining Olympic Medical Center as a viable and effective organization that provides our constituents with the highest levels of quality, safe and satisfying care.

Olympic Medical Center is operating in a rapidly changing environment. The Affordable Care Act has provided the health care system in our country with new marching orders. As we manage the tremendous changes offered by it, we are also challenged by significantly inadequate reimbursement from Medicare and Medicaid. OMC’s payer mix is more than 75% government insurance, none of which pays the full cost of the services provided. OMC also experienced more than $10 million in uncompensated care in 2013. For additional perspective, the tax levy for our public hospital district covers approximately half of the cost of uncompensated care.

To allow us to negotiate the changing health care system, Olympic Medical Center became the charter affiliate of the Swedish Health Network in October 2011. This affiliation has enabled us to expand our services and bring needed specialists to our community, purchase supplies at lower cost, provide more continuing medical education opportunities to our doctors, and invest in the state-of-the-art electronic health record system, Epic. These benefits have come to us without merging into a larger system, as many hospitals continue to do. We remain a locally owned and independent hospital.

Our commitment to you involves the development of a thoughtful and actionable Strategic Plan. We update the three-year Strategic Plan annually in an effort to allow Olympic Medical Center to be flexible and nimble during these uncertain times in health care. The plan is generated by medical center leadership, and publicly approved by the commissioners. We involve many in this process, including our residents, medical staff, employees, and representatives from our community partners. Everyone’s input is important as we plan for the future. We refer to the strategies and goals reflected in the plan frequently, also reviewing them formally on a quarterly basis to assess our performance.

Starting with our 2014-2016 Strategic Plan, we have added a new goal that more deeply involves the commissioners in safety, quality and satisfaction efforts. We are ultimately responsible for meeting the needs of our community; as such we will begin engaging in safety rounds of our inpatients at Olympic Memorial Hospital in Port Angeles. It makes sense for us to engage with patients to help ensure their health care needs are being met, if not exceeded.

Thank you for your interest in Olympic Medical Center and the 2014-2016 Strategic Plan. As you review at your convenience, please contact OMC Administrator Eric Lewis with any questions or suggestions at (360) 417-7705 or management@olympicmedical.org.

2013 Board of Commissioners

John Beitzel, President
Jean Hordyk

Jim Leskinovitch, Secretary
John Miles, MD
Tom Oblak

Jim Cammack, RPh
John Nutter

OMC Values:

Quality | Compassion | Teamwork | Respect | Stewardship | Integrity
The Triple Aim

The “Triple Aim” is the guiding principle behind the 2014-2016 Olympic Medical Center (OMC) Strategic Plan. All of OMC’s efforts are aimed at:

- Improving the patient experience of care (including quality and satisfaction);
- Improving the health of populations; and
- Reducing the per capita cost of health care.

The Triple Aim, a framework developed by the Institute for Healthcare Improvement, is an ambitious improvement effort that requires a systematic approach. Here at OMC, this endeavor is outlined by our strategies and goals in this Strategic Plan. OMC’s mission statement – “Working together to provide excellence in health care” – further guides us in doing this work in partnership with others inside and outside the health care continuum, and in collaboration with our patients who are certainly partners in their health care.

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 that is locally owned and operated. 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 designated sole community hospital and rural referral center by Medicare. It provides inpatient services at its 80-bed acute-care hospital 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, sleep center, home health, primary care, a walk-in clinic, specialty physician services, and comprehensive regional cancer care at locations in Port Angeles and Sequim. OMC is affiliated with Swedish Medical Center and became the first member of the Swedish Health Network in 2011. A charter network member since 2002, OMC is partnered with the Seattle Cancer Care Alliance – which includes Fred Hutchinson Cancer Research Center, UW Medicine and Seattle Children’s – optimizing cancer care options in the community.

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About OMC (cont.)

With more than 1,100 employees in 2013, Olympic Medical Center is a major economic force in our region as the county’s largest employer:

- Approximately 150 physicians and allied health providers living in the community who are on medical staff
  - 66 are employed by Olympic Medical Physicians
- 901 Olympic Medical Center employees (Port Angeles and Sequim)
- 130 Olympic Medical Physician employees (Port Angeles and Sequim)
- 47 Olympic Medical Home Health employees (covering all of Clallam County and west Jefferson County)

Olympic Medical Center’s patient mix includes:

- 76% Government-paid insurance (56% Medicare / 12% Medicaid / 8% other government)
- 20% Commercially paid insurance
- 4% Uninsured

Our Community Partners

- Assured Hospice
- City of Port Angeles
- City of Sequim
- Clallam County Department of Health and Human Services
- Clallam County Economic Development Council
- Clallam County Family YMCA
- Crescent School District
- Dungeness Valley Health & Wellness Clinic
- Forks Community Hospital
- Jamestown S’Klallam Tribe
- Jefferson Healthcare
- Lower Elwha Klallam Tribe
- Northwest Kidney Center
- Olympic Medical Center Auxiliary
- Olympic Medical Center Foundation
- Peninsula College
- Peninsula Behavioral Health
- 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 Three Main Priorities

1. Quality, Patient Safety & Satisfaction .................. 6
2. OMC & Community Relationships
   • Community Relations ...................................... 7
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   • Medical Staff Relations .................................. 9
3. Organizational Performance
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Our Eight Strategies for Financial Viability

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

Corresponding Priority Area Sections

OMC & Community Relationships
Quality, Patient Safety & Satisfaction
Facilities, Technology and Services
Medical Staff Relations
OMC & Community Relationships
Financial Stewardship
Facilities, Technology and Services
Financial Stewardship

Four significant external factors are greatly affecting OMC and all other hospitals across the United States: continued Medicare reimbursement cuts, the Affordable Care Act passed in 2010, electronic health record requirements and a sluggish economy. Together, these represent a “game changer” for the health care industry and OMC. Budget decisions by elected officials are 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 will lead to significant regulatory and operating changes for OMC. The cost and complexity of electronic health records for an industry that is paper-based is significant. The strategies and goals in this Strategic Plan will work to address these challenging issues.
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.

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

1. Implement and maintain OMC leadership rounding plan including Board of Commissioners to support culture of quality, patient safety and satisfaction, with a focus on safety in 2014.
2. Medicare and Medicaid (CMS) Core Measures will be embedded in the daily care that we provide our patients with the goal to exceed the state and national averages for each measure. OMC will continue to strive to be in the top 10% of all hospitals nationally.
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.
4. Successfully complete accreditation by a CMS-approved third-party accrediting body. Maintain in good standing the current OMC program quality certifications and special designations.

OMC Values:
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OMC & Community Relationships – 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 cardiology, cancer care, neurology services, orthopaedic surgery, primary care and preventive services, Sequim Walk-in Clinic and other surgery services.

Strategy B. Promote health and wellness through appropriate lifestyle choices and 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

1. Meet at least four times 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.

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, rheumatology and endocrinology, and implement telemedicine services.

3. Explore options and advantages of forming an Accountable Care Organization with OMC’s Medical Staff in Clallam County by 2015 to accept Medicare Advantage.

4. In 2014, work with our community partners to develop a community wellness scorecard 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.

OMC Values:

- Quality
- Compassion
- Teamwork
- Respect
- Stewardship
- Integrity
OMC & Community Relationships – Employee Relations

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

Strategy A. Establish open communication between the various levels of the organization, and encourage the transfer of creative ideas from line staff to management.

Strategy B. Promote teamwork between employees, management and physicians by maintaining constructive, productive, equitable, respectful and culturally competent 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 Lean Process Improvement, employee engagement and empowerment, equity, involvement and accountability.

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

Measurable Goals

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

2. Each department will work to improve employee engagement/satisfaction in 2014 and 2015 based on employee input, and in early 2015 OMC will conduct an employee engagement survey.

3. Measurably improve employee communication, recognition and engagement based on the 2015 employee survey compared to the 2012 employee survey.

OMC Values:

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OMC & Community Relationships – 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. 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 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 work for effectively integrated clinical care.

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

Measurable Goals

1. Implement the EHR Assistance Program for the medical staff in order to offer Epic to the entire medical staff in 2014 and 2015.

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

3. Improve new patient access to primary care services in the community by implementing the Recruitment and Retention Plan. In 2014, 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 cardiology, psychiatry, rheumatology, neurology and gastroenterology.

4. Begin work with Swedish and area family medicine providers to institute a Rural Family Medicine Residency Program at OMC, with first set of residents coming to OMC in 2017.
Organizational Performance – 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.

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

1. Implement the Port Angeles and Sequim Campus Development Plan with a focus on Sequim surgery, endoscopy and physician space, Port Angeles physician clinic space and emergency department expansion.
2. 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 $3 million annually in medical equipment.
3. Open a primary care walk-in clinic in Port Angeles in 2015, an outpatient surgery center in Sequim in 2015 and a hyperbaric / wound care center at the hospital in 2015.
4. Utilize the benefits of our affiliations with Swedish and the Seattle Cancer Care Alliance to improve and / or grow services in the following programs: cancer care, cardiology, neurology, orthopaedics and women’s services in order to achieve budgeted patient volumes. Evaluate processes and models of care to improve access and program development in the areas of OMP Primary Care, imaging services and emergency department in order to achieve budgeted patient access.

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Organizational Performance – 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. 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

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.

2. Increase productivity by 1% in 2014 and 2015 by improving processes, growing volumes to meet community needs, managing expenses and reducing waste. Achieve employee compensation as a percentage of net revenue of 59.5% or less in order to maintain financial viability. In 2014, continue to utilize Swedish’s buying group for best pricing and utilization in materials, supplies and equipment.

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.

4. OMC will continue to focus on regulatory compliance with the Security, Privacy and Compliance Committee; completing an annual risk analysis, annual work plan with audits, and reporting to the Board of Commissioners on a quarterly basis, and to the Board’s Audit, Budget and Compliance Committee on a monthly basis.
HomeCare Elite Top 500
Olympic Medical Home Health has once again been named to HomeCare Elite’s Top 500. We are one of only 10 agencies in the U.S. to have been named to the Top 500 or better since 2006. Winners are ranked by an analysis of quality outcomes, best practice implementation, patient experience, quality improvement and consistency, and financial performance.

Community Value Five Star®
Cleverley + Associates

Five-Star Hospital
For the ninth time in 10 years, Cleverley + Associates recognized Olympic Medical Center as a Community Value Five-Star Hospital. Olympic Medical finished in the top 20% among 2,655 hospitals across the country. The study evaluates a hospital’s performance in four areas: financial strength and reinvestment, cost of care, pricing and quality.

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