Strategic Plan
2015-2017
Our Path to Providing Excellence in Health Care

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Dear Community Members,

As publicly elected commissioners of Olympic Medical Center, we work closely with the leadership team to ensure that the work we do here at OMC benefits the community.

The advantage of a publicly elected board is that we have been chosen by you, the voters of Clallam County, to make decisions in regard to the hospital district. We boil down the demands of national and state health policy regulations, current best-practice methods and technologies, along with an understanding of our local medical demands and economic needs, and use this information to make appropriate health care decisions for our community.

Throughout Olympic Medical Center’s 2015-2017 Strategic Plan you will hopefully see the value in having a locally operated hospital. Health care decisions that affect you are made in public, right here in our own hospital – not in Seattle, not in another state.

We take the work of satisfying the needs of the community seriously. We fully understand the responsibilities and challenges in doing so. We know each decision we make reaches beyond meeting the basic medical needs of our constituents. Each choice made by our hospital leadership and every vote our board takes has an impact on the services we can provide and on the people we serve. But further, our decisions impact our role in the economy. OMC has nearly 1,200 employees. These employees buy houses and cars, shop at the local stores and volunteer for local non-profit agencies. We never want to minimize our role as an economic pillar to our community.

This Strategic Plan helps us shape a vision of continuing as a locally owned and operated medical center, and directs our efforts to maintain a health care system that serves our unique community needs by:

- Being market competitive in quality and outcomes;
- Ensuring we are market competitive on service;
- Maintaining financial viability.

We desire to secure health care for each person in our community – regardless of his or her level of ability to pay – while nimbly navigating the rapidly changing health care environment in an effort to fulfill that desire. In reading the plan, you can see in detail what we are trying to accomplish and how we hope to get there. We look forward to you joining us on this path.

Thank you for your interest in Olympic Medical Center and the 2015-2017 Strategic Plan. As you review at your convenience, please contact OMC Strategic Planning Committee Member Bobby Beeman with any questions or suggestions at (360) 417-7122 or bbeeman@olympicmedical.org.

2014 Board of Commissioners
Jim Leskinovitch, President, Jim Cammack, RPh, Secretary, John Beitzel, Jean Hordyk, John Miles, MD, John Nutter, Tom Oblak

OMC Values:
Quality | Compassion | Teamwork | Respect | Stewardship | Integrity
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 its 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 stare down the barrel of additional Medicare cuts in the future. The cost and complexity of electronic health records for the health care industry continues to be significant.

Years ago hospitals such as ours could develop 10-year strategic plans. Those days are gone. 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 provides a pathway to help us navigate a challenging health care environment.

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

- **Quality, Patient Safety and Satisfaction.** We want to 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 help us accomplish excellence in health care.

- **Organizational Performance.** It is exceedingly important for the physical and economic health of our community that we maintain economic stability and retain 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 nearly 1,200 people we employ to offer you excellent medical care.
Who We Are and Where We Are Going

With nearly 1,200 employees in 2014, Olympic Medical Center is the largest economic player in our region:
- Approximately 160 physicians and allied health providers living in the community who are on medical staff
  - 75 are employed by Olympic Medical Physicians
- 914 Olympic Medical Center employees (Port Angeles and Sequim)
- 219 Olympic Medical Physicians employees (Port Angeles and Sequim)
- 44 Olympic Medical Home Health employees (covering all of Clallam County and west Jefferson County)

Olympic Medical Center’s payer mix includes:
- 80.9% Government-paid insurance (58.2% Medicare / 15.7% Medicaid / 7% other government)
- 17.6% Commercially paid insurance
- 1.5% 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 delicate population including 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 relatively affordable services right here at home, helping limit the need to travel to urban centers to receive care. These vitally important services include:

- A 78-bed rural acute-care facility, including a Level 3 Trauma Center and labor and delivery;
- Specialty care, including cancer care, cardiology, emergency medicine, endocrinology, gastroenterology, general surgery, neurology, orthopaedics, primary care, pulmonary medicine, sleep medicine, urgent care, 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. We stay in close contact with policy makers to maintain these important designations, as these designations support Olympic Medical Center in many ways. This includes legislative appropriation of funding, and relief from regulations and policies that may adversely affect our rural community.

The development of a thoughtful strategic plan allows us to maintain what we have and prepares us for the future. In the next few years we aim to:

- Provide the safest and highest quality care possible;
- Give patients the care they need when and where they need it, including retaining specialists and bringing on new ones as our community needs demand;
- Maintain a low cost structure;
- Continue our development of partnerships to help us serve our patients in an efficient, cost-effective and quality manner;
- Partner with federal and state legislators to secure adequate government reimbursement.

OMC Values:
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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
- Peninsular 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

Community Call to Action: How Can You Help Your Local Health Care System?

Advocate. Federal legislators continue to look at ways to cut back on Medicare reimbursements. The impact of further cuts to Medicare is alarming, and could have disastrous effects on rural health care providers specifically. OMC has been complying with the significant regulatory and operating changes demanded by the Affordable Care Act, as we see the value in making changes to the health care delivery system. However, continual reduction of Medicare reimbursement is unacceptable for our community. Our payer mix alone (more than 80% of our reimbursement comes from government payers – 60% is Medicare!) demonstrates we simply cannot continue to meet the demands of an aging population without appropriate reimbursement from Medicare. Federal legislators cannot continue to make wholesale, across-the-board cuts to hospitals. Hospitals serve the needs of their constituents, and our rural community is unique with its health care needs and demands.

Please reach out to our federal legislators about stopping any further Medicare cuts. For up-to-date information on issues and potential Medicare policy and legislation, please go to www.OlympicMedical.org and click on “Legislative Advocacy”. You will find tools to help you reach out to our publicly elected officials. Our public policy efforts outlined in our Strategic Plan will only succeed if the community participates. Thank you in advance for assisting with our cause.

Use Local Health Care. Our strategic plan outlines our efforts to maintain and expand quality health care services for our community. Our objective is that we will only offer services to the community where we can be competitive in quality and outcomes. Please consider staying local before looking at urban counterparts. The convenience of seeking health care in our community and the quality outcomes offered locally cannot be overstated. Please talk with your primary care providers about local options; you can also find out more by going to www.OlympicMedical.org.
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. Maintain OMC Board of Commissioners and leadership rounding to support a culture of quality, patient safety and satisfaction of patients and staff.
2. Clinical quality 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 to be a top performer in clinical best practices.
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 (Center for Medicare and Medicaid Services) 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, 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. Continue to meet as necessary with elected federal and state officials and their health care 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.

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 implement telemedicine services.

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

4. Continue to 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 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. Continue “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 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 & 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 2015 and 2016.
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 2015, 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 psychiatry, rheumatology, OB/GYN and gastroenterology.
4. Continue to 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 2018.
**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 and update the Port Angeles and Sequim Campus Development Plan with a focus on a 37,000-square-foot medical office building with parking and emergency department expansion in Port Angeles, and Cancer Center expansion, surgery, endoscopy and physician space in Sequim.

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.


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.

5. Achieve Medicare Meaningful Use criteria with Providence Community Connect in 2015 and 2016. Successfully implement ICD-10 coding on October 1, 2015 as measured by accurate billing.

6. Implement a comprehensive integrative medicine program at Olympic Medical Cancer Center during 2015 and explore options to add integrative medicine to other services.
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 2015 and 2016 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 2015, 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.
In 2014, HomeCare Elite ranked Olympic Medical Home Health in the top 25% of nearly 10,000 agencies nationwide. Olympic Medical Home Health has been recognized by HomeCare Elite each year since 2006. Winners are ranked by an analysis of quality outcomes, best practice implementation, patient experience, quality improvement and consistency, and financial performance.