The National Rural Health Association announced Olympic Medical Center as one of the Top 20 Rural Community Hospitals in the country.

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

Olympic Medical Center is a Community Value Five-Star Provider based on a study of financial strength and reinvestment, cost of care, pricing and quality.

Medical Office Building photos on front cover and page 12 are courtesy of Rice Fergus Miller VizLab.
Dear Community Members,

Thank you for taking time to review Olympic Medical Center’s 2018-2020 Strategic Plan. As OMC’s publicly elected Board of Commissioners, our responsibility is to safeguard the health and viability of Olympic Medical Center, and ensure our community has access to safe, quality health care.

As this plan outlines our vision for moving forward; we feel we should frame this with perspective about our past. More than 10 years ago, we sharpened our focus on growing to meet the unique health care needs of Clallam County – from birth through end-of-life. At the same time, hospitals – particularly Olympic Medical Center – experienced significant changes and faced an increasingly unpredictable environment in which to operate. Federal and state regulations and legislation, many that led to cuts in government reimbursement, are making it difficult for us to accomplish what we need to in order to provide you – our constituent – with quality access to health care, right here in your own community.

Regardless, we do our best to invest in local health care and plan for the future despite the uncertainty:

**We will continue to invest in increasing access to primary care.** We will do this through reshaping the primary care experience, integrating behavioral health, recruiting and retaining additional physicians and advanced practice clinicians, and creating robust health care teams.

**We will develop our workforce.** Partnerships with our local community college, investments in our employees and improvements in employee engagement are critical to retaining our valued health care workers.

**We will continue to work together with community partners** – from health care agencies and wellness coalitions to education and local industries – to ensure that the people who call the North Olympic Peninsula home live in a healthy community.

**We will support you – our patients – in your choices.** Through the Honoring Choices Pacific Northwest program, you have an opportunity to establish your preferences, so your family, loved ones and caregivers will know how you wish to be cared for if you are unable to communicate those wishes yourself. With this program comes our commitment to establishing end-of-life care options in addition to our life-saving capabilities.

**We will continue to advocate at the federal and state levels** for adequate reimbursement for local health care services, appropriate coverage for Clallam County residents, and regulations and policy that make sense, while also doing our part to control health care costs.

As your elected representatives of the Olympic Medical Center Board of Commissioners, we are accessible to you. Please reach out to any of us with questions, comments or concerns about the strategies and goals listed in this plan. Find our contact information at www.OlympicMedical.org > About Us > Board Information. You may also write to Eric Lewis, OMC’s Chief Executive Officer, at elewis@olympicmedical.org.

Sincerely, Olympic Medical Center’s Board of Commissioners

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**2017 Board of Commissioners**

Jim Leskinovitch, President
Jean Hordyk,* Secretary
John Beitzel*
Jim Cammack, RPh
John Miles, MD
John Nutter
Tom Oblak*
*Strategic Planning Committee
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 workforce shortages 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. The national shortage of physicians, registered nurses, physical therapists, medical assistants and many other health care professionals are significantly impacting OMC’s wait times and costs of operating.

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, legislative 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
• OMC & Community Relationships
• Organizational Performance

**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 1,400 people we employ to offer you excellent medical care.
Olympic Medical Center is the largest economic player in our region with more than 1,400 employees in 2017. In addition, the medical staff has grown to approximately 190 active physicians and allied health providers.

**Olympic Medical Center’s payer mix includes** (as of October 31, 2017):
- 83% Government-paid insurance
  - (58.3% Medicare / 17% Medicaid / 7.8% other government)
- 15.9% Commercially paid insurance
- 1.1% 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 hospital, including a Level 3 Trauma Center and emergency department, and a birth center;
- Specialty care, including walk-in clinics, cancer care, cardiology, gastroenterology, general surgery, neurology, OB/GYN care, orthopaedics, 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.

Olympic Medical Center participates in a federal Health Resources and Services Administration (HRSA) program called the 340B Drug Pricing Program. The 340B Program enables entities such as Olympic Medical Center to stretch scarce federal resources and purchase specified pharmaceuticals at a lower cost in outpatient centers — such as chemotherapy drugs at Olympic Medical Cancer Center. Patients who receive these specified pharmaceuticals benefit from the lower cost, and savings retained by Olympic Medical Center are then reinvested into offsetting charity care costs, as well as investment into desperately needed patient programs such as the Birth Center and Level 3 Trauma Center.
Description of Terms

Sole Community Hospitals are designated by the Centers for Medicare and Medicaid Services, and are therefore eligible for a small add-on payment from the federal government. Olympic Medical Center qualifies as a rural Sole Community Hospital specifically because it is rural, and because of distance, posted speed limits, unpredictable weather conditions, and the travel time between the main hospital and the nearest like hospital is at least 45 minutes. The State of Washington also recognizes Olympic Medical Center as a rural Sole Community Hospital, which allows for a higher Medicaid reimbursement for outpatient services.

A Rural Referral Center is a classification given to rural hospitals that meet specific criteria. Essentially, Olympic Medical Center is a referral center for patients outside of its primary service area (Forks, the West End and East Jefferson County, specifically).

As a state-designated Level 3 Trauma Center, Olympic Medical Center provides 24-hour trauma emergency, operative and critical care services for the community. This includes prompt assessment, resuscitation, emergency surgery and stabilization of trauma victims. Olympic Medical Center is the only hospital on the North Olympic Peninsula with this level of trauma service.

A safety net hospital is a term used for hospitals that deliver a significant level of health care services and support to the uninsured, under-insured, Medicaid and other vulnerable populations. As a public hospital, Olympic Medical Center provides care to anyone, regardless of their ability to pay, and also offers a financial assistance program and charity care to those who qualify.
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, implement the OB Safe Deliveries Roadmap, 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, antimicrobial stewardship, 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 maintain compliance with ISO (International Organization for Standardization) 9001: 2015 standards, 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 2018.
OMC & COMMUNITY RELATIONSHIPS

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 aides 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 cardiology and neurology service lines, and Epic electronic health records optimization and reporting.

Goal 3  Participate with the Olympic Community of Health (OCH) and our community partners with a goal of improving community health over time through participation in agreed-upon OCH programs and alignment with OCH-identified Medicaid measures with a focus on primary care access.

Goal 4  Continue development of wellness initiatives, including the CDC’s diabetes prevention program, YMCA partnerships and the implementation of 5-2-1-0 programing, to provide wellness and chronic disease prevention opportunities to the community with the ultimate goal of preventing or effectively managing chronic diseases.

Goal 5  Maintain positive relationships with funding partners and donors, including individual donors, the OMC Foundation, the OMC Auxiliary and the Sequim-Dungeness Hospital Guild.
OMC will support employee development, recognize individual goals and contributions and provide the pathways needed for the employees throughout the organization to positively impact quality of care, patient safety and patient engagement.

**Strategies**

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

*Strategy B* Promote teamwork between employees, management, physicians and commissioners 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 that reflects OMC Mission, Vision and Values.

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

**Measurable Goals**

*Goal 1* Implement “OMC Operational Excellence” across all divisions, prioritizing process improvements that result in improved operational efficiency, patient access, wait times, patient experience, and 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 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 performance management by implementing technology and streamlining processes to effectively attract, hire and retain top performing employees.

*Goal 5* Implement a Workforce Development Plan in 2018 that includes onsite training, Peninsula College and other accredited-program partnerships to train, retain and create career pathways for registered nurses, medical assistants, surgery technicians, physical therapy assistants and other critical and difficult-to-fill skilled health care worker positions, as identified.
OMC & MEDICAL STAFF RELATIONSHIPS

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 2018 and 2019.

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

**Goal 3**  Continue to ensure patient access to high-quality specialist care through the Provider Recruitment and Retention Plan. In 2018, recruitment efforts will include hospitalists, pulmonology, cardiology, neurology, oncology and other approved specialties as needed.

**Goal 4**  Continue to work with North Olympic Healthcare Network and Swedish for a successful start to the Rural Family Medicine Residency Program at OMC, with the first set of residents coming to OMC in 2018.

**Goal 5**  Work collaboratively with providers throughout the OMC service area to secure primary care access for community members without a current medical home in Clallam County.
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** Update Sequim campus master plan with incremental growth strategy, beginning with completion of Olympic Medical Cancer Center expansion in 2019, and following with outpatient surgery center and medical office space. For the Port Angeles campus, begin inpatient bed redesign, campus improvement plan, and surgical services expansion and remodeling; 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 $5 million annually in medical equipment.

**Goal 3** Complete and implement a strategic plan at Olympic Medical Cancer Center – focusing on best-standard, evidence-based care – to ensure continuing high-quality oncology treatment in Clallam County.

**Goal 4** Continue “Honoring Choices Pacific Northwest” (an advance care planning program) and implement an inpatient palliative care program with hospice beds by the end of 2018.

**Goal 5** Improve chronic disease management, integrate primary and behavioral health care and increase new patient access to primary care services in the community by implementing a Collaborative Care Model in primary care and pediatric clinics, and recruit the needed workforce for this to be achieved.
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 2% in 2018 and 2019 by improving processes, growing volumes to meet community needs, managing expenses and reducing waste. Achieve employee compensation as a percentage of net revenue of 60% or less in order to maintain financial viability. Continue to utilize buying groups 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.

**Goal 4** Establish and formalize a plan to increase operational efficiency in 2018 through the institution of a corporate calendar; investments in digital resources to eliminate burdensome paper-based administrative processes, and management training in standardized organizational processes.
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.
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 these services, please tell the person helping you.

If you believe that Olympic Medical Center has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with the Patient Experience Manager. You can file a grievance in person or by mail, fax, or email. 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: phaught@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, Office for Civil Rights, 200 Independence Avenue, SW Room S09F, HHH Building, Washington, D.C. 20201
Phone: 1-800-368-1019
TTY: 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 pháp liên quan hiện 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.

Korea (Korean) – Olympic Medical Center 은 (는) 관련 연방 공인 법률을 준수하여 인종, 피부색, 출신 국가, 연령, 장애 또는 성별을 이유로 차별하지 않습니다. 주의: 한국어를 사용하시는 경우, 언어 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 pahayag na hindi naidiskrimina batay sa lahi, kulay, edad, o pangyayari. Wala namang pagkakakulay o pagkakapalit ng mga pantawad batay sa kultura, sangkap, o sanhi ng pananood. Ang kompletong listahan ng mga layunin ng Pahayag na hilingan (Ako) ay dadaan sa Patient Experience Manager.

Japanese (Japanese) – Olympic Medical Center は適用される連邦民権法を遵守し、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。

Amharic (Amharic) – Olympic Medical Center ሰላም ያቀረበው ከእንግ日正式 የሚያከብር ሰዎችን በዘር፡ በቆዳ ቀለም፣ በዘር ሃረግ፣ በእድሜ፣ በอำካል ጉዳት የቦቋ እውላች ሲያካታውን ሰው እንዳው ይታወክር ይገኛል።

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

Punjabi (Punjabi) – Olympic Medical Center ਸੂਚ ਵਾਅ ਕਰਦੀ ਹਨ ਇਕ ਅਕਸ਼ਾਂਤ ਨਿਰਧਾਰਤਾ ਨਾਲ ਕੋਈ ਵੇਲਾਂ ਵਰਤੀ ਜਾਂ ਵੇਲਾਂ ਨਾਲ ਕੋਈ ਵਰਤੀ ਜਾਂ.
QUALITY
SAFETY
TEAMWORK
COMPASSION
RESPECT
INTEGRITY
STEWARDSHIP

Working together to provide excellence in health care.