

# Community Health Needs Assessment & Implementation Strategy



**Clallam County, Wash. | 2016**

Olympic Medical Center

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*\* Updated October 2017 with Clallam County Community Health Assessment*

*\*\* Formally approved by the Olympic Medical Center Board of Commissioners on November 15, 2017*

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## Introduction

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 67-bed acute-care hospital in Port Angeles, including a level-three trauma designated emergency department.

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.

### About Olympic Medical Center

**Our Mission** (reaffirmed in 2016): *Working together to provide excellence in health care.*

**Our Vision** (updated in 2015):

- 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.

**Our Core Values** (updated in 2016):

Quality | Safety | Compassion | Teamwork | Respect | Stewardship | Integrity

In recent years, Olympic Medical Center has received a number of accolades related to excellence in health care:

- **DNV Accreditation**

By demonstrating compliance with national standards for health care quality and safety, Olympic Medical Center has earned DNV Healthcare's Certificate of Accreditation. The DNV accreditation program, approved by the US Centers for Medicare and Medicaid Services, utilizes an internationally recognized Quality Management System known as ISO 9001 to promote ongoing improvement and innovation. Olympic Medical is eligible to be ISO 9001 certified in early 2017.

- **Community Value Index® (CVI) Five-Star Hospital**

Cleverley + Associates named Olympic Medical Center as a Community Value Index® (CVI) Five-Star hospital. Cleverley + Associates, a leading health care financial consulting firm specializing in operational benchmarking and performance enhancement strategies, released the findings as part of its new publication: *State of the Hospital Industry - 2016 Edition*.

- **HomeCare Elite Top Agency**

ABILITY® Network and DecisionHealth recognized Olympic Medical Home Health as a HomeCare Elite Top Agency in 2016. In addition, Olympic Medical Home Health has been named to the top 25% of home health agencies every year since the inception of the HomeCare Elite in 2006, four of those years in the Top 100. HomeCare Elite agencies are ranked by an analysis of performance measures in quality outcomes, process measure implementation, patient experience, quality improvement and financial performance.

- **Commission on Cancer**

Olympic Medical Cancer Center (OMCC) continues to exceed standards in cancer care, and is accredited by the American College of Surgeons Commission on Cancer.

- **American College of Radiology – Diagnostic Imaging**

Olympic Medical Imaging Centers are accredited by the American College of Radiology (ACR). The ACR gold seal represents the highest level of image quality and patient safety. Olympic Medical Center is accredited in CT, MRI, mammography, ultrasound, nuclear medicine and positron emission tomography (PET-CT) (accreditation is for "advanced" imaging modalities. X-ray testing and general / interventional radiology do not get accredited).

As the largest provider of health care and the largest employer in Clallam County, we feel our role as a health care provider and economic steward is critical. Olympic Medical Center is a strong economic force for Clallam County. It employs more than 1,300 employees, utilizes local vendors and contractors whenever possible, pays utility bills and purchases ads in local newspapers.

As Olympic Medical Center continues to bring more health care services to the community by opening new clinics, hiring specialists or helping recruit physicians, it starts a chain reaction by bringing new jobs to the community, helping save patients the cost and difficulty of out-of-area travel and creating opportunities for local businesses. It also infuses the local economy with state and federal dollars (via Medicaid and Medicare) for health care services through government payments, and helps to keep medical insurance premiums local.

As an organization, Olympic Medical Center is active in the community, promoting health and wellness, and giving back to the community we serve through support of the area's free health clinics and other important organizations. Our employees are also tremendously active, volunteering and participating in civic and social organizations, and youth sports, among many other activities.

### **Olympic Medical Center Services**

In addition to providing health care as a large rural hospital, Olympic Medical Center also offers the following services in Port Angeles and Sequim:

- Level-3 trauma center
- Emergency services
- 24-hour hospitalist services
- Surgical services
- Birth Center
- Cancer Care
- Cardiology
- Primary care services, including a Walk-In Clinic
- Orthopaedics
- Sleep Medicine
- Neurology
- Gastroenterology
- General surgery
- Obstetrics, gynecology and midwifery
- Pulmonology

- Urology
- Diagnostic imaging
- Physical, occupational and rehabilitative therapy
- Laboratory
- Nutrition
- Diabetes education
- Home Health

In addition, we are continuously adding new providers and needed services to our Port Angeles and Sequim locations to meet the needs of our community.

### **About Olympic Community of Health**

Olympic Community health is a three-county collaborative (Clallam County, Jefferson County and Kitsap County) and Accountable Community of Health (ACH) with the mission of “building healthier communities through a collaborative regional approach focusing on social determinants of health, clinical-community linkages and whole person care.” Areas of focus include access, aging, behavioral health, chronic disease and early childhood.

Olympic Community of Health is one of nine ACH’s in Washington State, designed to be able to address the major health priorities in our region, focusing on health equity and social determinants of health. The main objectives: improving the health of the population while also improving the patient experience of care and reducing health care costs.

### **Community Health Needs Assessment Requirement**

Olympic Medical Center is pleased to submit this Community Health Needs Assessment. We do so as a matter of compliance with Section 501(r)(3) of the Internal Revenue Code. As an organization, we have taken as an opportunity to evaluate our community and determine strategies to improve the health of our friends and neighbors and continuously focus on prevention and wellness.

Consistent with the requirements of Section 501(r)(3), Olympic Medical Center Community Health Needs Assessment is organized as follows:

- **Community** (page 7)
- **Community Health Needs Assessment Methodology** (page 9)
- **Prioritized Community Health Needs** (page 16)
- **Implementation Strategy** (page 18)

## Our Community

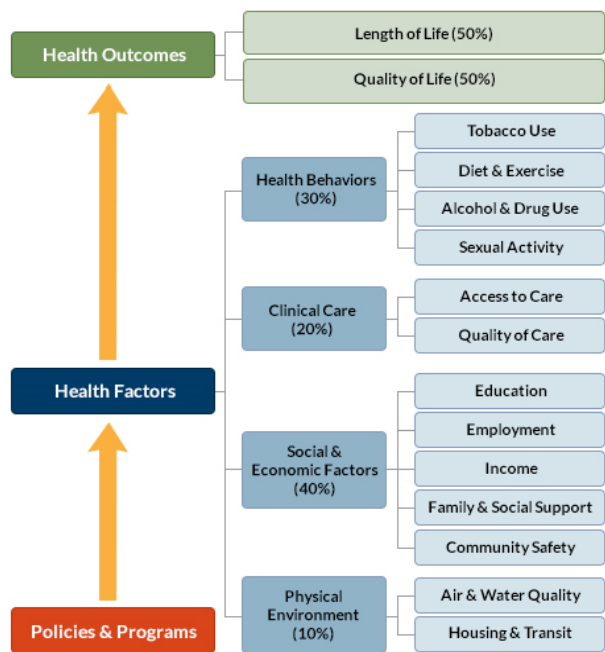
Although Olympic Medical Center’s flagship hospital, Olympic Memorial Hospital, is located in Port Angeles, Wash., as a public hospital district our “community” is a much broader area, including most of Clallam County – and in the case of our Home Health division – parts of west Jefferson County. Throughout this document, any reference to “community” is meant to indicate this broad service area unless otherwise indicated.

Clallam County, with a population of approximately 71,000, occupies the northern portion of the Olympic Peninsula in northwestern Washington State, extending nearly 100 miles along the Strait of Juan de Fuca on its north and more than 35 miles along the Pacific Coast on its west. The county as a whole has a land area of roughly 1,740 square miles and roughly half of that – including most of the Pacific shoreline – is designated as part of the nearly million-acre wilderness interior of the Peninsula, the Olympic National Park or Olympic National Forest. The county is composed of the traditional lands of the Klallam (for whom it is named), Makah and Quileute peoples, who continue to play significant roles in county history. Port Angeles has been the county seat since 1890, the year it incorporated. Clallam County is bordered on the south and east by Jefferson County. The two counties together make up much of the Olympic Peninsula and incorporate more than 3,500 square miles of land.

The high mountains, rugged coastlines, deep forests, miles of unspoiled rivers, clean air and water, and mild marine climate of Clallam County offers a most unusual combination of environmental attractions. When the cultural, educational and social amenities available in the cities and towns are considered, along with the range of living styles from small town, to rural, to backwoods, the Olympic Peninsula becomes a uniquely desirable place to live, work and visit.

This report focuses on Clallam County in its entirety due to the nature of census and data sources. Please see **Appendix A** for a full Health Indicators Report.

In partnership with the Robert Wood Foundation, the University of Wisconsin Population Health Institute publishes annual health data for every county in the United States (**Appendix B**). The data is aggregated into *health outcomes* and *health factors*. The Population Health Institute separates health outcomes into mortality (length of life) and morbidity (quality of life). Health factors are separated into four factors that largely influence the health outcomes: physical environment, society and economics, clinical care and health behaviors. According to the Population Health Institute, health outcomes represent how healthy a county is, while health factors represent what influences the health of the county.



In 2016, Clallam County’s health factors dropped to 22<sup>nd</sup> out of 39 counties in the state, but improved to 21<sup>st</sup> for health outcomes.



## Community Health Needs Assessment Methodology

We utilized health data by the American Community Survey as the foundation of our assessment (Appendix A). Data from *Healthier Washington*, Olympic Community of Health, and the Robert Wood Foundation were also assessed. Olympic Medical Center used these sources to develop the community health needs assessment, which resulted in:

- The identification of our community
- The identification of health and social services knowledge leaders
- The understanding and prioritizing of identified community health needs
- The development of the Community Health Needs Assessment Report and Implementation Strategy

As previously indicated, the Clallam County health study of community needs provided quantitative data for the assessment, while regional community convening meetings, strategic plan and regional health improvement plan qualitative data about the health needs of our community.

*\* In July 2017, Clallam County posted its Community Health Assessment, an assessment performed in partnership with Olympic Medical Center and other local health care entities and individuals. Please see **Appendix C** for to review this assessment. Olympic Medical Center is working with Clallam County to complete its Community Health Improvement Plan in 2017, and will update this Community Health Needs Assessment in this time frame as well with this new information.*

Community Health Needs Assessment  
2016

We collected quantitative data from the following external resources:

<b>Resource</b>	<b>Maintaining Organization</b>	<b>Website</b>	<b>Dates Accessed</b>
Community Health Assessment	Clallam County Health & Human Services	<a href="http://www.clallam.net/HHS/documents/ClallamCountyCHA2017final.pdf">http://www.clallam.net/HHS/documents/ClallamCountyCHA2017final.pdf</a>	July 2017
Community Commons	American Community Survey	<a href="http://www.communitycommons.org">www.communitycommons.org</a>	December 2016
State & County QuickFacts	United States Census Bureau	<a href="http://www.census.gov/quickfacts/table/AGE115210/53009">http://www.census.gov/quickfacts/table/AGE115210/53009</a>	September 2016
Healthier Washington: Community Checkup Report	Washington Health Alliance	<a href="http://www.WACommunityCheckup.org">www.WACommunityCheckup.org</a>	December 2016
Healthier Washington: Community Checkup Report (available detail)	Washington Health Alliance	<a href="http://wahealthalliance.org">http://wahealthalliance.org</a>	June 2016
Shared Regional Health Priorities	Olympic Community of Health	<a href="http://www.olympicch.org/regional-needs-assessment.html">www.olympicch.org/regional-needs-assessment.html</a>	June 2016
2016 County Health Rankings – Washington	Robert Wood Johnson Foundation	<a href="http://www.countyhealthrankings.org/sites/default/files/state/downloads/CHR2016.pdf">www.countyhealthrankings.org/sites/default/files/state/downloads/CHR2016.pdf</a>	September 2016
Washington State's Opioid Epidemic	Center for Opioid Safety Education Alcohol and Drug Abuse Institute University of Washington	<a href="http://www.clallam.net/hhs/documents/ClallamForum.pdf">www.clallam.net/hhs/documents/ClallamForum.pdf</a>	December 2016

### **Olympic Community of Health's Regional Health Improvement Plan**

The Regional Health Improvement Plan is a compilation of data and health improvement plans gathered from many sources, partners and Tribal Nations throughout Clallam, Jefferson and Kitsap Counties.

In evaluating the assessment and performing a crosswalk exercise of these sources, the five common areas of focus are:

- **Access:** A continuum of physical, behavioral and oral health care services are accessible to people of all ages and care is coordinated across providers.
- **Aging:** Aging adults and their caregivers are safe and supported.
- **Behavioral Health:** Individuals with behavioral health conditions receive integrated care in the best setting for recovery.
- **Chronic Disease:** The burden of chronic diseases is dramatically reduced through prevention and disease management.
- **Early Childhood:** Children get the best start to lifelong health and their families are supported.

Convenings of community partners and Tribal Nations from throughout the Tri-County area helped further solidify the prioritization of health care needs and potential interventions among the larger population, but the involvement of Clallam County entities helped establish influence, support and set the implementation strategy for Olympic Medical Center as it pertains to the constituents of its district and the Clallam County population.

The following agencies participated in the needs assessment for the Regional Health Improvement Plan and by extension Clallam County by contributing their perspectives, opinions and observations:

#### **Olympic Community of Health Board of Directors**

- Kitsap County Human Services
- Kitsap Mental Health Services
- Cedar Grove Counseling
- CHI Franciscan Harrison Medical Center
- Olympic Medical Center
- Jefferson Healthcare
- Peninsula Community Health Services
- Harrison Health Partners
- Community Health Plan of Washington
- Jefferson County Public Health
- Jamestown Family Health Clinic
- Washington Dental Service Foundation
- Kitsap Public Health District
- Clallam County Public Health
- Olympic Area Agency on Aging
- Kitsap Community Resources
- Bremerton Housing Authority
- Hoh Tribe

- Quileute Tribe
- Makah Tribe
- Lower Elwha Klallam Tribe
- Jamestown S'Klallam Tribe
- Port Gamble S'Klallam Tribe
- Suquamish Tribe
- Jennifer Veneklasen, Olympic Peninsula YMCA

**Olympic Community of Health  
Regional Health Assessment & Planning  
Committee Member Entities (active)**

- Kitsap County Area Agency on Aging
- Olympic Area Agency on Aging
- Kitsap County Human Services
- Bremerton Housing Authority
- Kitsap County Human Services
- Peninsula Community Health Services
- Jefferson County Public Health
- Kitsap Community Resources
- Olympic Medical Center
- Jefferson Healthcare
- CHI Harrison Medical Center
- Kitsap Mental Health Services
- Kitsap Public Health District
- Olympic Educational Services District 114
- Clallam County Health and Human Services
- Bremerton EMS
- Medicaid Managed Care Organizations
- OlyCap
- Salish Behavioral Health Organization
- University of Washington

**Olympic Community of Health Partners:**

- Kitsap County Aging and Long Term Care

- Olympic Area Agency on Aging
- Cedar Grove Counseling
- Kitsap Mental Health Services
- Jefferson Mental Health Services
- Safe Harbor Recovery
- Peninsula Community Health Services
- Peninsula Behavioral Health
- Kitsap County Substance Abuse Coalition
- West End Outreach Services
- Kitsap Community Resources
- Olympic Community Action Programs (OlyCap)
- Olympic Education Service District 114
- UW Drug & Alcohol Institute
- Bremerton Fire Department
- CHI Franciscan Health Harrison Medical Center
- Olympic Medical center
- Jefferson Healthcare
- Bremerton Housing Authority
- Peninsula Housing Authority
- Amerigroup
- Community Health Plan of Washington
- Coordinated Care
- Molina Healthcare
- United Healthcare
- Group Health Medical Centers
- North Olympic Healthcare Network
- Washington State Healthcare Authority
- Jefferson County Public Health
- Clallam County Health & Human Services

**Tribal Nations**

- Hoh Tribe
- Jamestown S'Klallam Tribe

- Lower Elwha Klallam Tribe
- Makah Tribe
- Port Gamble S'Klallam Tribe
- Quileute Tribe
- Suquamish Tribe

### **Strategic Plan**

Olympic Medical Center finalized its 2017-2019 Strategic Plan in November of 2016, embracing Community Health Needs in its planning. The publicly approved, three-year strategic plan is historically updated annually to allow our organization to flex during these uncertain times in health care, and to accommodate new initiatives such as the needs assessment. Many are involved in this process, including residents, medical staff, employees and representatives from community partners.

The guiding principle behind the Strategic Plan is our Mission, Vision and Values (page 3).

The Triple Aim also guides us in the Strategic Plan, as well as this Community Health Needs Assessment:

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

As such, the Strategic Plan parallels with our implementation strategy. The 2017-2019 Strategic Plan can be found at [www.OlympicMedical.org](http://www.OlympicMedical.org).

The Strategic Plan process allows OMC to incorporate a needs assessment to determine what physician services the community needs. This portion of the survey involves physicians and advanced practice clinicians and their thoughts about the need for additional physicians across a spectrum of specialties. As in the last 2013 Community Health Needs Assessment, the key findings showed urgent need for family practice. A focus need on recruiting specialists in the areas of hospitalists, psychiatry, pulmonology, cardiology and neurology were also identified.

### **Other Outreach**

Olympic Medical Center held a number of community meetings to engage with medical staff and the community as part of the Strategic Planning process. These meetings provided these stakeholders with an opportunity to influence the direction of the Strategic Plan or Community Health Needs Assessment with perspective and input.

COMMUNITY MEETINGS				
Event	Date	Location	Audience	Approx. ##
Physician Forum	Oct. 2016	Port Angeles	Medical staff	30
Physician Forum	Oct. 2016	Sequim	Medical staff	25
Public Forum	Oct. 2016	Sequim	General public	4
Public Forum	Oct. 2016	Port Angeles	General public	8

### Information Gaps

Clallam County is in need of an updated Community Health Assessment. In 2017, Olympic Medical Center will partner with Clallam County Health and Human Services to conduct a detailed Community Health Assessment, which will allow us to show change over time from the last conducted Community Health Assessment from 2012. Further, in January of 2017 Olympic Medical Center is performing a statistical assessment of Primary Care Access in its service area. This Community Health Needs Assessment will be updated with the findings of these analyses.

*October 25, 2017 Update: The Community Health Assessment was completed in July of 2017 and the Primary Care Access survey was completed in March of 2017. These will inform a late 2017, early 2018 update of this CHNA.*

### Analytical Methods Applied

We applied various methods to the available data. During Regional Health Assessment Planning RHAP meetings and Olympic Community Health partner convenings, we asked participants for their input regarding health needs and possible solutions for identified health need priorities. We conducted a priority-setting exercise with our RHAP committee. Additionally, we analyzed the resources, specialties and knowledge of other health providers in the community. At the service area level, community members and health leaders were asked to provide input on what they viewed as health needs in our community.

### Criteria for Prioritizing Identified Health Needs

First, there was a general consensus that interventions to any community health priority would likely be “multi-jurisdictional” and beyond the authority or resources of any single organization or institution, requiring a coordinated effort by any number of partners. Considering this, we developed a list of possible criteria for prioritization of health needs, including:

- Priorities and interventions must be measurable in order to assess the impact of any efforts implemented

- We need to be able to collect data that are credible, accountable, verifiable and measurable over time
- Focus on interventions with evidenced-based results
- Cost effectiveness should be considered, as well as the number of community members impacted positively and negatively
- The need for collaboration is significant, and priorities should focus on efforts that can be boosted by partnerships at the local level, county level, Olympic Community of Health level and the state
- Support efforts already occurring in the community

Based on the data gathered and information derived from the quantitative resources, regional health planning and strategic planning, a list of identified community health needs was defined.

There are many other areas in need of improvement. Unfortunately, due to limited resources and funding, Olympic Medical Center must limit and prioritize its focus accordingly.

It should be noted that many organizations throughout the community are working on other health needs not identified by this report as a priority need. At this point, becoming further involved in these efforts is not realistic and in some cases not needed at this time.

## Prioritized Community Health Needs

Based on the assessment, we identified the following potential community health needs need continued work and focus by Olympic Medical Center:

- Medical Home / Availability of Primary Care Provider
- Behavioral Health
- Chronic Disease Prevention and Management
- Substance Abuse: Opiates

### **Medical Home / Availability of Primary Care Provider**

The Affordable Care Act presented new challenges and opportunities in regards to access. With the Medicaid Expansion in Washington State and access to Qualified Health Plans, more residents are insured – allowing them to afford preventive and chronic disease management care. Access to primary care, however, continues to be a need for this population, as well as other Medicare and commercially insured individuals.

Anecdotally, community members consistently identify access to primary care or a medical home as a significant need. These results were consistent with general data; however, further exploration of the actual need for primary care access needs to occur. Olympic Medical Center is conducting research in 2017 to further quantify this need in its service area specifically of Port Angeles and Sequim. This information – along with that included in the Community Health Assessment to be conducted by Clallam County Health and Human Services with our support – will further inform our strategy to ensure we are filling this need appropriately.

Currently, many of the problems in our community in regard to primary care are related to our relative isolation on the North Olympic Peninsula, and further affected by a high senior population. From 2013 through 2016, Olympic Medical Center’s payer mix continued to be dominated by government payers, increasing from 76% to 83% in just three years – much of this growth occurred due to growth in Medicaid insured. Government payers pay significantly below the cost of care. Stand-alone primary care practices struggle with financial viability, which has led to the involvement of the public hospital district – Olympic Medical Center – to step in to secure what primary care availability we do have in our community.

Our medical staff is also aging, with primary care providers planning retirements in the next five years. With the primary care physician shortage seen nationwide, competition for providers, along with payer mix and less competitive salaries makes it difficult – though not impossible – to recruit new primary care physicians to fill the access need and the gaps left by future retirements.



### **Behavioral Health**

Behavioral health is receiving increased attention at the local, state and even federal levels. Advocating for adequate funding for behavioral health is a high priority, and federal and state legislators constantly discuss mental health funding, proper mental health coverage in insurance plans and how to best take care of patients before they have a mental health crisis and during a crisis.

Olympic Medical Center, like many acute care hospitals in the state, is experiencing higher levels of behavioral health patients. With limited mental health beds available in the state, Olympic Medical Center must involuntarily commit those patients until they can either find a bed or can be safely discharged. Olympic Medical Center is not equipped with proper equipment and staff to properly care for mental health patients. The area jail is also impacted by mental health.

Access to inpatient behavioral health beds is critical to help alleviate the stress on the local mental health system.

### **Chronic Disease Prevention / Management**

Uncontrolled chronic disease is incredibly expensive to the health care system. Access to specialty care, proper health education and resources can continue to be improved; however, those suffering from chronic disease can make the most impact by working with their primary care provider or specialist to control their disease and maintain good health.

Addressing socio-economic and environmental factors that influence health-related behaviors will continue to be an area of focus for our community in order to make significant improvements in the prevention and / or proper management of chronic diseases.

### **Substance Abuse – Opioids**

Substance abuse and correlating mental health issues are a significant focus in Clallam County and the State of Washington, particularly in regards to opiate-related drug abuse. From 2011 through 2013, 15 per 100,000 people died of opioid overdose in Clallam County. This is significantly higher than the state rate of 9 per 100,000. More and more patients are being brought in for overdose and drug-related medical treatment. A 2015 Clallam County survey of heroin users, 64% said they were hooked on prescription opiates before they started using heroin.

Significant efforts are continuing to occur in Clallam County to address opiate drug abuse and prevent death due to overdose.

## Implementation Strategy

Olympic Medical Center is responding to the identified community health needs through a series of steps that we collectively refer to as our “implementation strategy”. Because of limited resources, we cannot respond effectively to every health need in our community. We have chosen our responses based on analysis of our resources, our mission, our existing specialties, financial limitations, community and regional priorities, and existing community resources.

### ***Medical Home / Availability of Primary Care Provider***

Strategy 1: Continue to recruit and retain primary care physicians and advanced practice clinicians into Sequim and Port Angeles communities to fulfill need as defined by 2017 Primary Care Access assessment.

Strategy 2: Begin Rural Residency Program in partnership with North Olympic Healthcare Network and Swedish Medical Center, with first series of residents in the summer of 2017.

Goal 1: By 2020, statistically show that at least 95% of residents in greater Port Angeles and Sequim areas have access to a primary care provider / medical home.

### ***Behavioral Health***

Strategy 1: Implement behavioral health management program in the Olympic Medical Physicians primary care settings to leverage OMP provider and electronic health record resources with partner organization specialty providers.

Strategy 2: Advocate for behavioral health funding at the federal and state level, particularly to improve access to inpatient beds at mental health facilities.

Goal 1: Create population-focused primary care management of behavioral health conditions 2018.

Goal 2: Decrease “involuntary treatment act” patient stays by 50% by 2018.

***Chronic Disease Prevention / Management***

Strategy 1: Implement chronic disease management programs in the Olympic Medical Physicians primary care settings to leverage OMP provider and electronic health record resources with partner organization specialty providers.

Strategy 2: Ensure Sequim Aquatic and Recreation Center (now a YMCA-run entity) remains viable as it is a key and fragile piece of wellness infrastructure in the city of Sequim. Provide accessible cardiopulmonary and nutrition wellness services to support post-medical interventions.

Strategy 3: Support and implement wellness programs that have positive long-term implications, including:

- a) In partnership all local school districts, fund fitness bands to all fifth-graders (annually) throughout our service area to encourage fitness through gameification and friendly competition.
- b) Actively participate in the Olympic Peninsula Healthy Community Coalition, supporting the 5210 program.

Goal 1: Create population-focused primary care management of conditions in endocrinology, rheumatology and other needed specialties by 2019.

Goal 2: Support environment in the community that allows for access to fitness and supports healthy eating habits.

***Substance Abuse – Opioids***

Strategy 1: Understand and continue to properly address the prescription of opioids throughout the Olympic Medical Center enterprise. Support Clallam County Health & Human Services efforts to eliminate non-cancer pain prescriptions of opioids.

Strategy 2: Participate in a three-county assessment into the scope of the opioid problem, including an inventory of the solutions already underway.

Strategy 3: As appropriate, work with providers to prescribe Suboxone.

Strategy 4: Support efforts across the county to secure additional Naloxone for first responders.

Strategy 5: In partnership with Clallam County Health & Human Services, North Olympic Healthcare Network, and Jamestown Family Health Clinic perform educational campaign regarding opiate addiction to breakdown stigmatism

Goal 1: Decrease opiate overdoses and deaths as reported by the department of health reportable conditions (this goal is in support of Olympic Community of Health opioid project).

Goal 2: Increase number of OMP providers registered to prescribe Suboxone.

Goal 3: Assess physician prescription of all OMP and OMC-contracted providers to determine prescription habits for opioids. Put in place protocols and policies to ensure evidence-based practice is used in the prescription of opioids in 2017. In 2018, assess prescription habits of providers with the goal of zero prescriptions for opiates for non-cancer pain.