

# St. Michael Medical Center

**An update from our hospital**

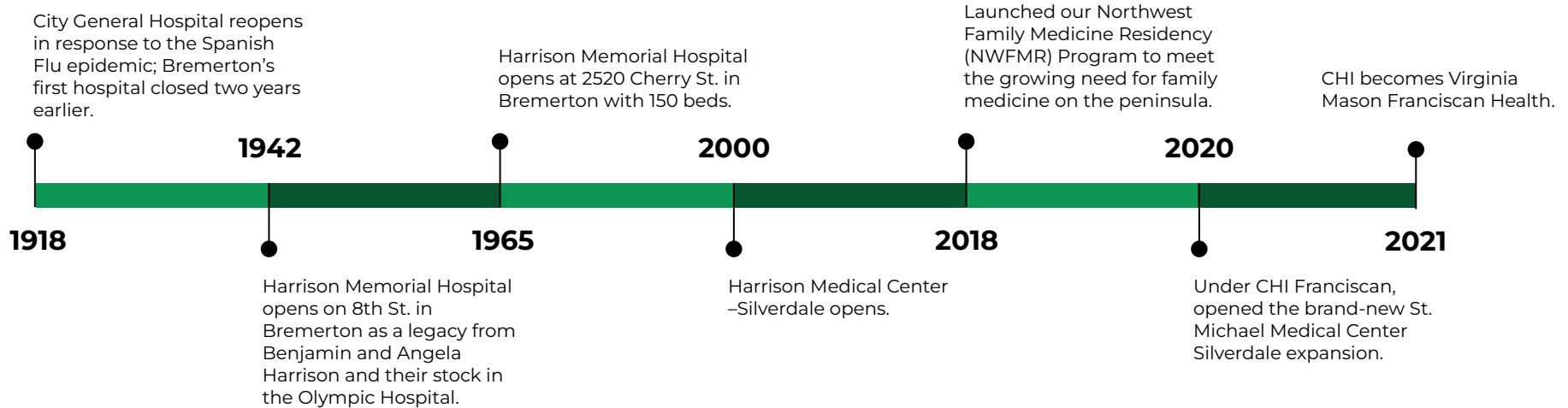
*January 2023*

# Outline

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# Serving Kitsap for 100+ years

## Your community hospital from 1918 to 2023



\* FY22

# At-A-Glance

**Top 10%** for cardiac surgery outcomes nationwide

**1,798** FTEs\*

**102** ED FTEs\*

**\$36,276,691** in annual community benefit (uncompensated care, charity care, community programs)\*

**175+** new provider hires since 2018

Largest private employer in Kitsap County



## Awards & Recognition in 2022

'A' safety rating from Leapfrog

U.S. News & World Report: Best Regional Hospitals (WA)

Center of Excellence Accreditation for Bariatrics Program

STS 3-star rating for CABG procedures

Commission on Cancer Accreditation

Sexual Assault Nurse Examiner Program's 25th Anniversary

**Accreditation by The Joint Commission**

# What we've built

## At-A-Glance

### Each year, SMMC Silverdale cares for...

**138,000+** Hospital patients

**70,000+** ED Patients

**46,000+** Medical Pavilion Patients

**4,000+** Cancer Center patients

**20,000+** Family Medicine Clinic patients

### Increasing access to care in the region:

655,000+ sq. ft. of additional space for care

#### New Silverdale Hospital

- **262** beds, with **204** critical and acute beds
- **22**-room Imaging Center with **256**-slice CT
- **Level III Trauma Center** with **56**-bay ED
- **Level II Special Care Nursery** and **Birth Ctr**
- **17** procedural rooms
- **Mission Control hub**

#### Family Medicine Clinic, Bremerton

- **27,000+** sq ft new clinic space
- **30** private exam rooms
- **20,000+** patients; **60+** medical professionals
- **24** family medicine resident physicians (60% stayed to practice in Kitsap)

#### Cancer Center

- **36** infusion chairs, including **4** private suites
- **7** injection stations
- **24** exam and consultation rooms

#### Medical Pavilion

- **96** exam rooms
- **21** procedure and treatment rooms
- **10** specialty services in one building

#### Emergency/Urgent Care, Bremerton

- **24/7** hybrid ER/urgent care center in 1 location
- Funnels non-urgent cases away from hospital ER
- Coming in 2023

# Challenges

Along with other healthcare providers in Washington State, we are still navigating:

## Capacity Challenges

- Population growth
- Improper utilization of Emergency Department
- Regulatory challenges
- Post-acute care availability
- Heightened patient acuity post-pandemic

## Staffing Demand

- Burnout
- Competition
- Health workforce shortages, including PCPs
- Housing shortage

## Financial Stress

- Inflation
- Increase in supply costs
- Rapidly increasing labor costs
- Decreasing reimbursement from government and commercial payors

# Actions:

**Committed to Kitsap-focused solutions for our team, community and partners**

## Capacity Challenges

- Population growth
- Increased utilization of Emergency Department
- Regulatory challenges
- Availability of Care after Hospitalization - Skilled Nursing Facilities / Assisted living Facilities

**Biweekly EMS Task Force Meeting**

**Outpatient Care Centers implemented Virtual Care Visits**

**Community education on accessing appropriate care**

**Bremerton Emergent and Urgent Care Facility planning**

# Actions:

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## Capacity Challenges

- Population growth
- Increased utilization of Emergency Department
- Regulatory challenges
- Availability of Care after Hospitalization - Skilled Nursing Facilities / Assisted living Facilities

Expanded hours and coverage of Urgent Care locations

Pursuing hospital expansion of 74 additional beds



# Actions:

**Committed to Kitsap-focused solutions for our team, community and partners**

## Staffing Concerns

- Burnout
- Competition
- Health workforce shortages, including PCPs
- Changing leadership and culture

**Continuing national and international recruitment efforts, including for key leadership positions**

**77 new traveling nurses starting January 2023, including a new float pool to support the Emergency Department**

**Established Family Medicine Residency program to increase Primary Care Provider availability**

**Expanding partnership with local colleges and workforce development programs, including graduating 28 residents**

# Actions:

**Committed to Kitsap-focused solutions for our team, community and partners**

## Staffing Concerns

- Burnout
- Competition
- Health workforce shortages, including PCPs
- Changing leadership and culture

**31% salary increases over the next three years for RN's**

**Temporary housing partnership for traveling staff**

**Improving communications tactics for increased transparency**

**Addressing operational and technical barriers**

# Actions:

**Committed to Kitsap-focused solutions for our team, community and partners**

## Financial Stress

- Inflation
- Rapidly increasing labor and supply costs
- Decreasing reimbursement from government and commercial insurers
- Recovery from cancelled procedures during COVID-19

**Continued to focus on “The right care, in the right place, in the right time”**

**Increased attention to patient journeys**

**Consolidation of outpatient rehab services**

**Collaboration with WSHA for legislative action**

# Engaging with Kitsap

## We know we need to re-engage with our neighbors

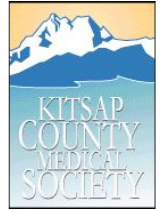
We know we have not had a chance to properly introduce our new facility to our community. With relaxed Covid-19 restrictions, we are excited to create new opportunities for community engagement.



# Engaging with Kitsap

## Local sponsorships and partnerships

VMFH and St. Michael leadership is a proud sponsor and supporter of numerous community initiatives. We are recommitting ourselves to being visible, active, and present across the peninsula.



# What's next

Investing in **people**, who make care possible every day

- Leverage Nurse (Olympic College) and NW Family Medicine residency programs to develop our pipeline of talent
- Emphasis on recruitment and long-term retention of our excellent teams

Furthering **excellence** by continuing to prioritize quality and safety

- Hard wire best-practices for patient experiences, like consistent nurse, patient, provider rounds
- Remain among the nation's top safety and quality levels, doing even more to offer safe, high-quality care to patients
- Engage more patient family partners

# Our Vision for the Future

Creating **the future**, together

- Deepen our engagement within the community
- Gather consistent, transparent feedback from the community
- Pursue additional sponsorships, relationships and memberships in local service groups

**Thank you.**