

St. Michael Medical Center

An update from our hospital

November 2, 2022

Outline

1. Our purpose
2. Investing in community
3. Building Access to Care
4. At-A-Glance
5. Challenges
6. Actions
7. What's ahead

Building on a century of great care

We are deeply committed to improving the health of Kitsap County.

It is an honor and a privilege to be the provider for our friends, families and neighbors – a legacy that has been built over more than 100 years of delivered care.

Investing in Community

Expanding SMMC Silverdale

When our community needed it most, we opened a state-of-the-art space offering exceptional care, while fostering healing and comfort along the way.



Experience



Care



Sustainability



Technology



\$540M+ Investment

655,000+ sq. ft. Space for care

New family medicine residency program

\$36.3M in Community Benefit

Building Access to Care

**Cancer Center, Medical Pavilion,
Family Medicine Clinic, Hybrid
ER/Urgent Care**

We continue to expand access to critical services in thoughtful spaces that support the healing process.



At-A-Glance

Key Metrics

Top 10% for cardiac surgery 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

100+ year legacy of caring for the community

Level III Trauma Center

Level II Special Care Nursery and Birth Center

24/7 hybrid ER/urgent care center in Bremerton coming in 2023

Challenges

Even though COVID numbers are no longer at critical levels, along with other healthcare providers, here in Kitsap County we are still navigating:

Capacity Challenges

- Population growth
- Improper utilization of Emergency Department
- Long-term/step-down unit care availability

Staffing Demand

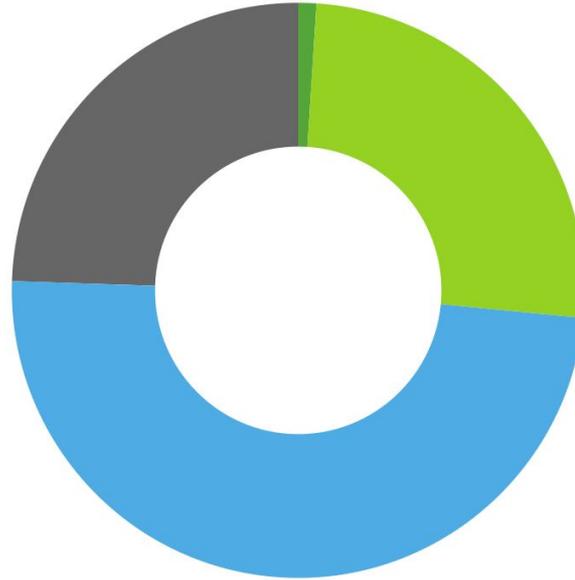
- Burnout
- Competition
- Health workforce shortages, including PCPs

Financial Stress

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

ED Wait Times and Acuity Levels

- 72% of patients who presented to our ED on their own were in a treatment room 27 minutes after arrival.
- Emergent patients delivered to our ED by EMS waited for an average of 6 minutes.



Acuity Levels
Last 12 Months

- Required immediate care (<1%)
- Required emergent care (25%)
- Required urgent care (48%)
- Required less or non-urgent care (24%)

Actions:

Delivering Community-oriented solutions across the entire continuum of care

Capacity Challenges

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

Bremerton Emergent and Urgent Care Facility planning

Outpatient Care Centers Implemented Virtual Care Visits

Continued expansion of inpatient capacity

Actions:

Delivering Community-oriented solutions across the entire continuum of care

Staffing Demand

- Healthcare Worker shortages (MD, RN, MA)
- Healthcare Worker Attrition
- Competition

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

International and national general recruitment efforts

Targeted recruitment to address community needs (e.g. Bariatric / weight loss services)

Expanding Partnership with Olympic College and workforce development programs



Actions:

Delivering Community-oriented solutions across the entire continuum of care

Financial Stress

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

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

- Hardwire 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
for letting us listen.**