



**Nominee:**

**Summit Pacific  
Medical Center**





Washington State Hospital Association Hospital Governing Boards Committee  
*Community Health Leadership Award*

**2013 NOMINATION FORM**

**Organization or Health System Nominated:** Grays Harbor County Public Hospital District No. 1  
doing business as Summit Pacific Medical Center

**City:** Elma, Washington 98541

**Your Name:** Lauren Day, Marketing and Community Outreach Manager

**Your Email & Phone Number:** LaurenD@sp-mc.org (360) 346-2250

Note that in this era where health care organizations are increasingly called upon to address the health needs of their community's population, we're particularly interested in projects that go beyond an organization's expected strategic plan.

**Please address the following specific questions in your nomination:**

1. How did your organization, or the one you nominate, identify your community's health needs as the foundation for establishing this new "above and beyond" project and/or program within the last five years?
2. What innovative actions did the organization take to address those identified needs -- ie: what is the resulting project?
3. Who were the other community collaborators essential to creating this new project/program?
4. How were members of the Governing Board of a WSHA member organization involved in a meaningful way in establishing this project/program? (ie: design, approval, implementation, etc.)
5. What results are you seeing with this new project and/or program?

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Applicaton due Wednesday, August 28, 2013 | Attn: Deborah Swets, V.P., Membership  
WSHA, 300 Elliott Avenue West, Suite 300 | Seattle, WA 98119-4118  
FAX (206) 577-1900

## 1. Identification of Community Health Needs

Few counties have greater need for increased access to sustainable healthcare than Grays Harbor County whose health outcomes are ranked 36 of the 39 in Washington State. Underlying the county's relatively low health status are serious disparities in access to primary care (which includes early diagnosis and treatment of chronic health care issues, as well as preventative care). Grays Harbor County residents are sick more and die younger than people in other parts of the state, and the worst of this can be seen in the more rural East Grays Harbor County. Grays Harbor County Public Hospital District No. 1's, dba Summit Pacific Medical Center (SPMC), primary service area is East Grays Harbor County. At least 19% of our District residents live below the federal poverty level; 60% are on Medicare or Medicaid; and we write off approximately 12% of our net operating income to bad debt or charity care.

Grays Harbor Public District No. 1 has been working to meet the healthcare needs of East Grays Harbor since the District was formed in 1982. However, until recently, the District (previously doing business as Mark Reed Healthcare District) was operating a critical access hospital and a certified rural healthcare clinic out of a 10,000 square-foot aging facility that was over 50 years old with no room for growth or expansion. All systems: electrical, plumbing, HVAC, IT, etc., were at max capacity. The building's limitations were putting a strain on the District's ability to continue to offer sustainable healthcare to the community. The facility itself was set at the furthest east edge of the District, away from main highways in a residential area, creating visibility and access problems for patients and emergency vehicles. In order to continue to survive, grow and evolve with the changing healthcare environment, District leadership identified the need for a new, larger, more centrally located facility.

Unfortunately, District residents continued to vote down construction levies that would pay for a hospital replacement project. This put pressure on the Board of Commissioners to find an alternative source of funding or consider shutting down services. District leadership then worked closely with Grays Harbor Public Health and Social Services to properly identify the health care needs of the county through their Community Health Assessment; and performed a feasibility study and market analysis to assess market shares, growth trends and best locations for a possible new District hospital.

After District commissioned surveys confirmed that the aging and low income population served by the District did not have the financial resources needed to travel outside of the District to receive healthcare, the need for a sustainable healthcare system in East Grays Harbor became glaring. Without a healthcare system in East Grays Harbor, many more Grays Harbor County residents would forgo care versus driving longer distances to see a primary care provider and would be put into stressful situations in the cases of emergency. Without our services, the county as a whole would have even less primary care providers available to serve an already drastically underserved population. Therefore, District leadership recommitted their work towards doing whatever it takes to provide sustainable, quality healthcare for the community, and they began working diligently to find an alternative source of funding for a new hospital.

## 2. Innovative actions to address those identified needs

In 2007, the board hired a new CEO, Renee Jensen, who revamped the hospital's leadership team. Together, the new executive team strategically overhauled hospital and clinic operations and worked to financially reposition the District to a place where it could potentially qualify for alternative sources of construction funding.

In 2010, the District applied for and received a \$21.1 million loan from the state's USDA Rural Development Office, the first and largest loan of this type ever awarded by the department. By the end of the year, the District had purchased a 22 acre lot from the county to build the new 44,000 square foot facility on. The new facility would replace the current hospital in McCleary and add a third primary care clinic to the District's service line. The current primary care clinic, Mark Reed Healthcare Clinic, at the McCleary site remains open and operating.

Innovative strategies that have contributed greatly to the success of this project:

- Collaborating with the USDA for both funding and project resources
- Ensuring constant communication with the community via town hall meetings, press releases, site tours, updates on our website, etc., to keep them informed and excited about the new medical center
- Garnering staff input on floor plan design, furniture and equipment ordering, and overall facility layout in order to ensure that the new building would encourage and allow lean and efficient operations as well as patient comfort and safety
- Meeting with and touring other facilities to get a feel for what does work and what doesn't and incorporating their wish list items into our design
- Encouraging community feedback on important decisions such as location and new name and logo
- Designing a facility with the infrastructure necessary to easily support future growth and be able to evolve to fulfill the needs of an ever changing healthcare environment
- Remaining flexible with design and project decisions in order to keep project on budget, on time and yet still fulfill our final vision
- Locating the new facility in a more populated, developed, central location, right at the intersection of two major traffic corridors (Hwy 12 & Hwy 8)
- Partnering with Summit Pacific Medical Foundation to help create awareness of the project and to solicit private support through a capital campaign in which over \$500,000 was raised to purchase additional equipment and furnishings for the new facility
- Hosting a large community wide celebration and open house upon project completion

Groundbreaking for the District's new medical center, Summit Pacific Medical Center, took place in September 2011, with the hospital opening on February 17<sup>th</sup>, 2013. In addition to the services the District previously offered, the new medical center is now able to offer the community:

- A spacious, 44,000 square foot, state-of-the-art, medical center
- Digital mammograms
- Specialized, out-patient, gynecological procedures
- Space and equipment for new medical specialists to practice and perform out-patient procedures
- MRI
- Out-Patient Ultrasound
- Increased access to primary care providers (opened a third primary care clinic)
- Expanded physical and occupational therapy options and increased activities for in-patients and swing bed patients
- Access to community and patient education space and increased education and in-service opportunities
- A larger, more well equipped emergency department that is located in its own wing of the facility with private entrance and exit for both walk-in patients and patients arriving via emergency transportation
- A more visible and easy to access location
- A warm and inviting environment that promotes whole body healing, not just physical
- Expanded nutrition services and cafeteria services for patients, visitors, staff and the community

### 3. **Community Collaborators**

The partnership established between the District and USDA's Rural Development Office was critical to the success of the project. Without the financial opportunity presented by the USDA, the project may never have received the support needed to happen, and the medical services offered to East Grays Harbor by the District may have been forced to close. The USDA not only provided an affordable source of project funding to get the project started, but they provided flexibility and additional funding opportunities as needs presented during the construction phase to ensure that the District would have a final project that fulfilled both parties, and the community's, expectations. The USDA also provided invaluable contacts, partnerships and resources to the District to assist with design, construction, project oversight, and promotion.

In addition to the USDA, the following organizations collaborated with and continue to work together with the District on the project: Grays Harbor County Public Health, Summit Pacific Medical Foundation, M.J. Murdock Charitable Trust, Dick Bratton Project Management, Key Environmental Solutions, From Blue to Green, local area boy scout troops, Graham Contracting, Providence St. Peter Hospital's Telestroke Program, Elma High School and Elma Chamber of Commerce.

#### 4. Governing Board of a WSHA member organization involvement

At a time when the District's finances and operations were plummeting, the Board of Commissioners for Grays Harbor County Public Hospital District No. 1 dedicated their time and focus to saving the District's healthcare service lines. The commissioners hired a new CEO and worked with her to reorganize the hospital's executive leadership team. The commissioners tasked the new leadership team with improving District operations and finances. Together, the commissioners and hospital executives identified the need for a new facility and worked hand in hand to secure the loan from the USDA and establish a project budget. The Board of Commissioners, had the courage to trust and support their new executive team's bold ideas and took the necessary risks to support the team's decisions to move the project forward at an extremely fast pace. The commissioners were ultimately responsible for all contracts pertaining to funding, design, construction, equipment and furnishing purchases. Commissioner, Drew Hooper, Vice-Chair, volunteered to chair the foundation's capital campaign to raise additional project funding through private donations. Hooper was instrumental in securing several of the largest gifts received by the foundation. Several commissioners sat on the facility's naming and logo design committee, while others offered to lead site tours and community update meetings.

#### 5. Results

- More critically injured, and/or those suffering from possible stroke or heart attack are coming to SPMC instead of wasting valuable minutes, even hours, driving further to other hospital facilities
- Working on our project helped the USDA identify the need for creating opportunities for other organizations to fix or replace their aging facilities
- Because of our project's success, the USDA has confidently offered similar funding packages to other hospitals and healthcare facilities helping to ensure access to healthcare for other rural communities
- Increased use of and plans for future expanded use of telemedicine thanks to the proper infrastructure being put in place; this drastically increases the community's access to various medical specialists
- Improved physician recruitment capabilities and retention rates
- A significant increase in the use of all in-patient and out-patient services, all three primary care clinics are seeing an increase in visits month to month
- Sicker, more complex patients staying close to home to get care instead of driving out of District for care or ignoring care all together
- More patients and community members receiving valuable education on chronic disease management, stroke awareness and even education on how changing healthcare policies and regulations will affect them
- An increase in visits from those living outside of the District's primary service area
- Improved community satisfaction and pride in their new health care services
- Increased employment opportunities for local families; from 2008 to 2013 the District increased employment by 186% (51 employees in 2008 and 146 employees in 2013)



**SUMMIT PACIFIC**  
• MEDICAL CENTER •



Main patient entrance at Summit Pacific Medical Center



First patient arriving at SPMC (2/17/13)



NEW CT scanner with provider viewing room (right)



Registration and front lobby



Summit Pacific Healthcare Clinic exam room



In-patient room



Grays Harbor County Public Hospital District No. 1

Fax Cover Sheet

Date: 8/27/2013

Time: 3:40 pm

To: Deborah Sweets, VP Membership

Company: LOSHA

From: Lauren Day, Foundation Director & Marketing Manager

~~Lauren.D@MarkReed.org~~ Lauren.D@sp-mc.org

# of Pages (not including cover): 5

Phone: 360.346.2250

Fax: 360.346.2157

Message:

Please see that Ms. Sweets receives our Community  
Health Leadership Award Nomination packet.

Thank you

This fax cover sheet and the information in the page(s) to follow are meant only for the person or company to which it is intended, as noted above, and may be CONFIDENTIAL. If you have received this fax in error, please contact me at the number noted above and destroy the contents of this fax. Thank you