

Implementation Strategy

Skagit County Public Hospital District No. 2

**DBA: Island Hospital
Anacortes, Washington**

Approved July 8, 2020

Introduction

Skagit County Public Hospital District No. 2 (DBA: Island Hospital) is the center for health and wellness in western Skagit County. Since 1962, our award-winning hospital has focused on providing the community with the latest in technological advances and medical innovations. With over 190 physicians and healthcare providers, we are proud to offer a wide range of comprehensive services that are sure to fit your needs.

Island Hospital is a public hospital district, comprising boundaries include Fidalgo, Cypress, Guemes and Sinclair Islands. We have five publicly elected Commissioners, who govern our hospital district to ensure best practices are fairly enforced, monitor facility upgrades and see to the enhancement of community services offered to residents of our district. Island Hospital employs more than 750 staff members and has five family care clinics, as well as six specialty clinics. We are designated as a Level III trauma facility with a Level II stroke center. We have 43 patient beds, including six intensive-care, six labor and delivery, and 31 medical/surgical beds.

Our Promise

Your best health care experience begins at Island Hospital. We always place your emotional and medical needs first and foremost.

Our Mission

We will deliver quality, compassionate and personalized health care to the communities we serve.

Our Vision

Through collaboration with our physicians, staff and community we will develop innovative programs and provide medical services that enhance patient experiences and outcomes.

Our history began in 1958, when Skagit Public Hospital District No. 2 was founded. The first patients were admitted to Island Hospital in 1962. The hospital underwent significant expansion and/or renovations in 1990 (Emergency Department), 1996 (surgery, birth center and health resource center), 1998 (Medical Office Building), 2008 (renovation and expansion), 2009 (Sleep Wellness Center) and 2012 (Medical Arts Pavilion housing Cancer Care, Physical Therapy and Wound Care).

Island Hospital conducted community health needs assessments in the fiscal years ended December 31, 2013 and 2016. In those reports, the following significant needs were identified:

2013 Assessment

- Behavioral Health
- Access to Health Care
- Obesity

2016 Assessment

- Behavioral Health
- Access to Health Care
- Chronic Diseases

A copy of the 2016 Community Health Needs Assessment Report and Implementation Strategy are available on Island Hospital's website at <https://www.islandhospital.org/publicdocuments/>.

Since 2016, Island Hospital performed the following actions to address those needs.

Behavioral Health

- Placed mental health counselors in Anacortes High School and Middle School to serve the students by providing confidential and free mental health services.
- Began Behavioral Health Integration Program, BHIP, which is the integration of mental health into the Family Practice Clinics.
- Recruited second Psychiatrist to the established practice which expanded access to specialty care and chronic care providers.
- Gathered data and evaluated needs related to behavioral health patients in the Emergency Department, leading to a grant request for a 7 day per week presence of a Medical Social Worker (MSW) in the ED. This grant through the IH Foundation was awarded for 5 years beginning in 2020, supporting this critical program for our community into the future.

Access to Health Care

- Realigned primary care providers by practice specialty to improve access, improve workflows and enhance the patient experience.
- Developed a dedicated call center to address high volume call clinics improving scheduling services and customer satisfaction.
- Recruited eighteen (18) new providers, both physicians and advance practice clinicians to Island Hospital Primary Care Clinics & Specialty Care Clinics in order to improve access and expand the provider offerings to meet the individual needs of our community members.

- Family Practice-7 provider
- General Surgeons-2 providers
- Pediatrician-1 provider
- OB/GYN-1 provider
- Sleep Wellness-1 provider
- Wound Care-1 provider
- Interventional Pain-1 provider
- Headache Medicine- 2 providers
- Psychiatry-2 providers
- Assisted with recruitment efforts of three (3) new providers to our community.
 - Island Eye Surgeons
 - Island Internal Medicine
 - Island Family Physicians
- Refined and expanded the use of technology through the use of the Electronic Medical Record and the Patient Portal to support ease of access to medical information, care planning and appointments for the healthcare team and our patients.

Chronic Disease

- Established a Diabetes Education Program.
- Recruited a new Registered Dietician and expanded services.
- Improved Dietary options at hospital to encourage healthier eating for patients, staff and guests. Including the use of “Genuine Skagit” produce.
- Began a Summer Farmstand with local farms selling fresh produce.
- Established an Employee Wellness Program which focuses on healthy lifestyles, exercise and healthy eating.
- Utilization of a nurse navigator in Primary Care to connect with “at risk” patients regarding chronic disease management.
- Partnered with insurance companies on various initiatives to encourage patients to seek out preventative care options available to them at Island Hospital.

On December 18, 2019, Island Hospital published a CHNA Report, which is available online at <https://www.islandhospital.org/publicdocuments/>. That CHNA Report identifies the hospital’s community, the process followed in conducting our community health needs assessment, the significant community health needs that were identified, and resources that were available at that time to address those significant community health needs.

In conducting the community health needs assessment, Island Hospital collected information about community health needs through interviews conducted in August and September, 2019. The CHNA Report identifies the organizations that participated in the community health needs assessment. These findings were supplemented with quantitative data obtained from various public sources.

Based on that community health needs assessment, Island Hospital identified the following significant community health needs:

- Behavioral Health
- Access to Health Care

After the CHNA was completed in December 2019, COVID-19 (“coronavirus”) drastically altered all aspects of life as we know it in the United States and in many other nations around the world, being characterized as a pandemic on March 11 by the World Health Organization (“WHO”). According to the Centers for Disease Control:

“The complete clinical picture of COVID-19 is not fully known. Reported illnesses ranged from very mild (including some people with no reported symptoms) to severe, including illness resulting in death. While information so far suggests that the majority of COVID-19 illnesses are mild, an early report out of China found serious illness in 16% of people who were infected. A CDC Morbidity & Mortality Weekly Report that looked at severity of disease among COVID-19 patients in the United States by age group found that 80% of deaths were among adults 65 years and older, with the highest percentage of severe outcomes occurring in people 85 years and older. People with serious underlying medical conditions – like serious heart conditions, chronic lung disease, and diabetes, for example – also seem to be at a higher risk of developing severe COVID-19 illness.

“Different parts of the country are seeing different levels of COVID-19 activity. The United States nationally is in the acceleration phase of the pandemic. The duration and severity of each pandemic phase can vary depending on the characteristics of the virus and the public health response.”¹

Although COVID-19 has now struck many areas within the United States, Seattle was the first “epicenter” in the nation. Island Hospital is approximately 75 miles north of Seattle, but our community has still been significantly impacted by the coronavirus. On February 29, Washington State Governor Jay Inslee declared a State of Emergency and rolled out a series of measures that ultimately led to the statewide Stay Home, Stay Healthy order on March 23.² The Stay Home, Stay Healthy order prohibited all business and travel as well as social, recreational and religious gatherings in Washington State. As of late April 2020, the Stay Home, Stay Healthy order is still in effect with an unknown end date.

¹ <https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/summary.html>

² <https://www.governor.wa.gov/sites/default/files/Washington%27s%20Recovery%20Plan%20.pdf>

As a result of this life-altering pandemic, Island Hospital is currently focused first and foremost on responding to COVID-19 in our community while simultaneously providing optimal care to as many people as possible for all other health issues. Although COVID-19 is likely to be our focus for the foreseeable future, we recognize that the issues identified in the community health needs assessment are still important to the community. We therefore plan to take the actions described below to address the significant health needs identified in the CHNA:

2019 Implementation Strategy for Behavioral Health and Access to Health Care

Behavioral Health

- Expansion of the Behavioral Health Integration Program, BHIP, with the addition of third MSW. The BHIP integrates mental health into the Family Practice Clinics.
- Recruitment of additional mental health counselor to the established practice which expanded access to specialty care and chronic care providers.
- Full time child psychiatrist to replace a part time child psychiatrist who is retiring.

Access to Health Care

- Expansion of the dedicated call center to address high volume call clinics improving scheduling services and customer satisfaction.
- Recruited seventeen (17) new providers, both physicians and advance practice clinicians to Island Hospital Primary Care Clinics & Specialty Care Clinics in order to improve access and expand the provider offerings to meet the individual needs of our community members.
 - Family Practice-8 providers
 - General Surgeons-2 providers
 - Pediatrician-1 provider
 - OB/GYN-1 provider
 - Wound Care-1 provider
 - Interventional Pain-1 provider
 - Psychiatry-2 providers
 - Urlogy-1 provider
- Assisted with recruitment efforts of three (3) new providers to our community.
 - Island Eye Surgeons
 - Island Internal Medicine
 - Island Family Physicians

- Addition of new specialty clinics to address the needs of the community: urology, GI, ENT, sports trainer and telemedicine services.
- Expansion and enhancement of the Patient Portal to support ease of access to medical information, care planning and appointments for the healthcare team and our patients.
- Enhancements to the Island Hospital website.
- Addition of a Care Coordinator to facilitate access in a timely and efficient manner with specialty care clinics.

Island Hospital is pleased to submit this Implementation Strategy. We do so both as a matter of compliance with Section 501(r)(3) of the Internal Revenue Code, as mandated in the Patient Protection and Affordable Care Act, and as an obligation to those we serve. As an organization, we have taken this change in law as an opportunity to improve our community service and continuously focus on meeting the changing health care needs of our community.

Behavioral Health

Planned Action	Resources Being Committed	Planned Collaborations	Anticipated Impact

Access to Health Care

Planned Action	Resources Being Committed	Planned Collaborations	Anticipated Impact