Looking Upward in a Downward Economy
37 Years Ago, King County Public Hospital District No. 2 was opened.

Our Purpose: Serve our communities by enriching the health and well-being of every life we touch.

Our Responsibility: Maintain fiscal stewardship for the community, our investors.
Growth in ability to provide highly specialized health care

<table>
<thead>
<tr>
<th></th>
<th>1972</th>
<th>2008</th>
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<tbody>
<tr>
<td>Beds</td>
<td>76</td>
<td>275 (2009)</td>
</tr>
<tr>
<td>Medical Specialties</td>
<td>15</td>
<td>&gt;50</td>
</tr>
<tr>
<td>MDs</td>
<td>138</td>
<td>850</td>
</tr>
<tr>
<td>Employees</td>
<td>&lt;100</td>
<td>3200</td>
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<tr>
<td>Admissions</td>
<td>&lt;3,900</td>
<td>15,366</td>
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<tr>
<td>ED visits</td>
<td>10,283</td>
<td>55,766</td>
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<tr>
<td>Births</td>
<td>397</td>
<td>4,778</td>
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<tr>
<td>Outpatient Hospice/Home Health Visits</td>
<td>0</td>
<td>124,827</td>
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Complex Business – Not Very Complicated

- It’s ABOUT THEM
- Community Trust; People Caring For and About People
- This is not a one way street and requires communication in both directions.

- Philosophy: Good for Patients; Good for Community; Good for Evergreen

- Same all levels – Large, Small, Urban, Rural
Community Relations ~
Hospital Responsibility

Community Expectations

- Safe, High Quality Care
- Treated With Respect – As A Person
- Family Vital (Patient Family Centered Care)
- Name, Face
- Involved, Good Neighbor

Hospital Responsibility

- THE SAME!
Community Relations ~
Hospital Responsibility

Real Questions Require Real Answers

- Will there be layoffs?
- What happens when I lose my insurance?

The Hospital should be seen as a trusted source of information

- Share the realities about what we can control
  - Although the economy may not be healthy, we can continue to improve the health of our community (Ex: accurate information; staying healthy; preventive medicine)

- Avoid the “chicken little” syndrome
  - Communicate a sense of urgency, while conveying a sense of stability and control.
Communication Pathways

Create internal forums for two way communication with our community

- Advisory Boards
- Board Educationals
- Website comments
- Town Hall Meetings
- Focus Groups

External Visibility

- Healthcare related: WSHA; AWPHD; ACHE
- Business; Arts; Education, etc:
  - KPC, Chambers; Foundations; Rotary, Kiwanis, Community Based Organizations.
Community Advisors

- 25 years; 36 Members Currently
- Application – Committee Review; Board Approved
- Monthly Meetings
- CEO Information Sharing
- Grass Roots Feedback
- Captured Audience
  - New Programs; Brochures; Services; etc.
- Integrated Input/Insights
  - Way Finding; Strategic Planning; Community Advisory Committees
- High Value
  - Input; Feedback; Marketing
The Realities We Face

- Economic Pressures – Healthcare Industry
- Aging Population
- Chronic Care
- Prevention & Wellness
- Consumerism
- Quality and Patient Safety
- Physician Relations
- Trained Personnel Shortage
- Washingtonian Insurance Status
  - Private Insurance: 3.7 Million People
  - Medicaid: 1.3 Million People
  - Medicare: 897,000 People
  - Basic Health Plan: 103,000 People
  - Uninsured: 600,000 People (including 75,000 children)
  - Total: 6.6 Million People

- Biennial State Budget: $31.4 Billion
  - Total Cuts: $3.6 Billion
  - Healthcare Cuts: $311 Million
Economic conditions today will reshape healthcare for years to come

- **Unemployment Greatly Impacts Hospitals**
  - Unemployment expected to exceed 10%
  - Roughly 43% of hospital revenue comes from private/commercial insurance (Evergreen 54%)
  - As people lose jobs – lose health insurance
  - Increased uninsured, increased self-pay
  - Increased charity care/bad debt
**Economic Pressures – Healthcare Industry**

- **Revenue Sources Decrease**
  - Cuts in Medicare and Medicaid
  - Philanthropic giving declines

- **Preventive Care Declines**
  - Fewer routine health assessments/visits
  - Elective procedures postponed

- **Acuity Increases**
  - ED visits increase, patients arrive sicker
  - Length of stays increase
  - More resources utilized, leading to higher costs of care
What We Can Do...

We can improve the health of our community through:

**Prevention & Wellness**
- Source of trusted information and current information
- Provide classes and screenings related to prevention
- Nurse Triage Phone Line

**Quality & Patient Safety**
- Maintain & exceed Joint Commission standards
- Public Reporting
  - Demonstrate transparency by sharing clinical outcomes and patient satisfaction results
  - Advances in patient and medication safety
What We Can Do…

Utilize this time as an opportunity to share with your community all the positives

- Creating efficiencies
  - Patient Flow, daily dashboard monitoring
- Focusing on sustainable practices
- Ensuring there are no duplication of services
- Creating opportunities for staff to contribute
  - Service Excellence Initiative
  - Departmental Operational Excellence Teams
Connect with your Community

- Stay Visible
- Cultivate Relationships
- Ensure that your community knows you and you know your community
- Keep communication open and honest
- Listen and be a good neighbor
Questions?

EVERGREEN
HEALTHCARE