

# VALLEY VOICES



**ANNUAL  
REPORT 2008**

**Improving the  
Overall Health of  
our Community**

Remarkable things happen here.™



# Welcome



Rich Roodman, CEO

Dear Friends,

Our mission at Valley Medical Center is to **improve and sustain the overall health of our community**. Over the past two decades, the population boom in South King County has accentuated the need for new and enhanced healthcare services, and we continue to expand access to meet the growing need for local, high-quality care.

Valley Medical Center continues to evolve as a leader in the region for innovation and quality, most recently in the fields of neuroscience, stroke and spine; joint replacement and orthopedics; sleep medicine; and childbirth and neonatal care. In 2008, we expanded the Washington Neuroscience Institute (WNI), adding a spine neurosurgeon/medical director, a pediatric neurologist and neuropsychologist. We've led the way in adding laborists and hospitalists to ensure our hospital patients have continual access to highly specialized care on-site, 24 hours a day. In 2009, we implemented robotic-assisted surgeries for less-invasive procedures that reduce both pain and recovery time for our patients. We are also expanding cardiovascular care.

We continue to grow our clinic network to serve patients closer to home. We relocated our Maple Valley clinic to a larger space at Lake Sawyer and opened an urgent care clinic in Newcastle. North Benson Urgent Care began welcoming patients in early 2009, and Renton Landing Primary and Urgent Care will open in 2010. These choices greatly expand nearby options for area residents—while our urgent care clinics contain costs by reducing unnecessary, expensive visits for emergency care.

VMC's Emergency department remains one of the busiest on the West Coast and treats nearly 70,000 patients a year. The footprint of the Medical Center changed forever when we broke ground on the seven-story Emergency Services South Tower in Phase 3 of an ambitious expansion to meet the needs of our growing

region. Between increased clinic access and the opening of the Tower in early 2010, we are on track to double capacity for urgent and emergency care.

Despite challenging times, VMC remained financially strong in 2008, retaining, at the time of this writing, a AA- rating by Standard & Poor's. However, as the recession deepens, volumes and reimbursement will continue to decline as more people delay healthcare and the ranks of the uninsured swell. In fact, for every one percent in unemployment, the nation sees a one percent increase in uninsured plus a one percent increase in Medicaid\*. We will continue to work hard to balance the need to remain financially secure while providing our community with an increasingly larger safety net.

I am proud of the quality of care we continue to provide to the District, as evidenced by The Joint Commission's award of a three-year, full accreditation in 2008 for our commitment to meeting national quality and safety performance standards. VMC has earned a reputation for excellence that is reflected in the quality of the physicians and employees we attract, and the accreditations and awards we achieve. Today, our community enjoys advanced medical care close to home, and our reputation reaches people from far and wide who travel to our facility for our medical expertise in a number of specialty services.

As we continue to build a patient-centered future, we thank you for entrusting us with your care and support. We pledge to remain your strong partner for a healthier community.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. Roodman". The signature is fluid and cursive, with a long horizontal line extending to the right.

Richard Roodman, CEO

*\*Kaiser Commission on Medicaid and the Uninsured, April 2008*





# About Us

Valley Medical Center (VMC), also known as Public Hospital District No. 1 of King County, is a non-profit suburban medical center governed by a five-member, publicly elected Board of Commissioners.

## *At a Glance*

### People

- 2,500 employees
- 542 privileged physicians and providers
- 250 volunteers (38,000 hours)

### Places

- 8 primary care clinics
- 4 urgent care clinics
- 303-bed, acute-care hospital
- 23 specialty services

### Patient Volumes

- 500,139 outpatient visits
- 16,377 inpatient discharges
- 69,703 emergency visits
- 11,569 inpatient and outpatient surgeries

### Financial Viability

- AA- credit rating
- \$804,431,607 gross revenues
- \$22,170,073 community service
- \$38,742,296 bad debt and charity care

# The Year in Highlights

## *Accomplishments and Accolades*

### Expanding to Meet the Needs of Our Growing Community

- December saw the “topping off” of the seven-story Emergency Services South Tower, Phase 3 of a \$200 million-plus capital master plan that began in 2005. The Tower, on schedule to open in early 2010, will expand access to emergency care with 52 private rooms and two trauma/resuscitation rooms, a 30-bed critical care unit (CCU), two floors of underground parking and space for expansion to meet future need.
- Neuroscience, stroke and spine services continued to evolve as our Washington Neuroscience Institute (WNI) expanded neurosurgery services to include leading-edge, non-fusion techniques such as artificial disc replacement. WNI offers highly specialized care for back, neck and spine surgery; cerebral aneurysms; headache; pediatric neurology; neuro-oncology; and an epilepsy center to help patients obtain the highest level of seizure control and functional ability.
- There were 4,070 babies born at VMC in 2008. The midwifery program remained popular as the midwives delivered their 500<sup>th</sup> baby in May. We launched the area’s first obstetrics hospitalist (laborist) program on January 1, 2009, ensuring *every woman* admitted for emergency obstetric or gynecologic care—24/7—has access to and is examined by a specialized physician.
- Our urgent care network added two neighborhood clinics: Newcastle Urgent Care and, in 2009, North Benson Urgent Care located east of the VMC campus.
- The clinic network and the Diabetes Center received the National Committee for Quality Assurance (NCQA) Certification for Diabetes Care by the American Diabetes Association.
- VMC was the recipient of the HealthGrades Orthopedic Care Excellence Award™ for the fourth straight year and the recipient of the Joint Surgery Excellence Award™ for the second year in a row. VMC was also named “Best Rated in the Seattle Area” and among the Top 5 in Washington for both Overall Orthopedics and Joint Replacement Surgery.
- VMC was Five-Star Rated by HealthGrades® for Back and Neck Surgery (without fusion), Spinal Surgery, Joint Replacement Surgery and Total Knee Replacement.
- VMC received the American Heart Association and American Stroke Association Get with the Guidelines<sup>SM</sup> Stroke (GWTG-Stroke) Bronze Performance Achievement Award for the second year in a row. The award recognizes commitment and success in implementing a higher standard of stroke care by ensuring that stroke patients receive treatment accordingly to nationally accepted standards and recommendations.
- VMC’s Cancer Center received the Certificate of Approval with Commendation as a Community Hospital Comprehensive Cancer Program, approved through 2011 by the Commission on Cancer.

### Accreditations and Quality Awards

- VMC was awarded full, three-year accreditation in 2008 by The Joint Commission—an independent, nationally recognized, non-profit organization—for commitment to meeting quality and safety performance standards.
- VMC earned The Joint Commission’s Gold Seal of Approval™ for Stroke care.







da Vinci® Surgical System

- VMC was named on the inaugural list of “Best Places to Work” by *Modern Healthcare* magazine.
- VMC was named one of the “Best Places to Work in Seattle” by *Seattle Business Monthly* magazine for the second year and one of the “Best 100 Companies to Work For” in Washington state by *Washington CEO* magazine—for the seventh year in a row.

### On the Horizon—Looking Ahead

- With the purchase of the da Vinci® Surgical System in 2009, VMC provides patients advanced surgical choices through robotic-assisted procedures for selective gynecology and urology surgery using minimally invasive techniques for faster recovery times and improved quality of life.
- The Emergency Services South Tower will open its doors to the community for care early in 2010.
- WNI will continue to expand joint and spine care, as well as support for neurological disorders such as multiple sclerosis to satisfy unmet community demand for services.
- Starting with Highlands Primary Care and Valley Family Medicine, we will continue implementing electronic medical records in our primary care clinics to enhance efficiency and improve patient safety.
- In March 2009, VMC began participating in an innovative Phase III clinical trial to evaluate an experimental therapeutic lung cancer vaccine; one of 60 international sites selected for the trial.
- Expanded cardiovascular services will launch in late 2009 with an anticipated approval from the state to provide *elective* angioplasty, percutaneous coronary interventions (PCIs) and continued support for stenting, catheterization procedures, cardiac imaging and rehabilitation.
- Renton Landing Primary and Urgent Care will open in 2010.

# Achieving Quality in Care

## Exceeding Benchmark Standards

VMC again received full Joint Commission accreditation in 2008, undergoing a voluntary, rigorous survey to evaluate delivery of care. Joint Commission accreditation assures that an organization has processes in place and has met specific standards for systems critical to patient safety, quality of care, treatment and services. The Joint Commission also awarded VMC advanced certification in stroke care with the coveted Gold Seal of Approval™ for Stroke.

Our laboratory also earned College of American Pathologists (CAP) Accreditation, internationally recognized for the highest standards of excellence.

## Expanding Expertise

A teaching institution, VMC provides the region's only university-affiliated suburban residency training programs, with family practice, pharmacy and registered nurse residency programs.

With the launch of its Clinical Research Program, VMC is participating in a number of clinical trials and pilot studies to help improve the lives of people with lung cancer, diabetes, chronic obstructive pulmonary disease (COPD), heart attack, fibromyalgia and chronic widespread pain (CWP).





## Investing in Technology

While only nine percent of hospitals across the nation use electronic medical records (EMR), VMC began an EMR system rollout in 2008, recognizing the advantages of electronic medical records to enhance patient care and avoid medical errors. By the end of 2009, all VMC primary and urgent care clinics will manage patient records electronically.

In 2008, VMC became the first in the area to offer fully digital breast care. Digital mammography and breast MRI can detect even tiny lesions, leading to earlier diagnosis and more successful treatment while providing faster, more comfortable exams for patients.

The fully renovated radiation oncology building opened in March 2009 and houses a new linear accelerator to provide advanced, external beam radiation.



The linear accelerator offers increased accuracy for targeting tumors while sparing surrounding, healthy tissue.

## Ensuring Patient Safety

Our pharmacy is among only 12 percent of hospitals nationwide to implement barcode scanning to reduce



*"We work continuously with the remarkable physicians on our staff to provide leading-edge care—investing in the expertise, systems and technology that will ensure our patients receive the finest medical care available, close to home."*

**Kathryn Beattie, MD, Chief Medical Officer**

medication errors. In concert with MedsTracker® medication reconciliation software, VMC helps ensure the highest levels of medication safety for patients, reconciling what they take at home with what they receive at VMC clinics and at the hospital, from admission through discharge.

## Implementing Best Practices

Our Emergency department was one of the first to implement a structured door-to-balloon protocol that shaves precious minutes from the time a heart attack patient comes through the door until a life-saving angioplasty is performed.

So impressive were the results of the initial protocol that Yale University School of Medicine, among others, visited to study the system. Most hospitals have since adopted similar protocols. For the past three years, VMC's door-to-balloon time has consistently exceeded the national standard of 90 minutes or less by 22 percent.

The clinic network's innovative Intensive Outpatient Care (IOC) program, an award-winning pilot initiative, was launched for qualifying Boeing employees with Regence insurance coverage who could benefit from more intensive care management. The program provides patients with a personalized health plan and 24/7 access to their care team to better address multiple and chronic problems often difficult to manage in the fast-paced, primary care environment.

Valley Medical Center was the first on the West Coast to open a dedicated Joint Center, with a wing of the hospital and staff devoted solely to the surgical care and recovery of joint replacement patients. Physicians and organizations from around the country tour the Joint Center and emulate our model.

# Caring for the Community

## Ready to Respond

With local cities and emergency responders, we prepare for possible scenarios including earthquake, airport disasters and biohazards, staging mock events to carefully review and improve response protocols. The new Emergency Services South Tower will include a disaster command center, state-of-the-art decontamination equipment, and a resuscitation room. In times of crisis, the two underground parking levels will serve as the area's first planned disaster recovery facility.

## Reaching Out

### RotaCare Clinic

- Partnering with Renton Technical College (RTC) and Renton Rotary, VMC operates the RotaCare Clinic, providing free medical care locally to adults and children without insurance or ability to pay. Housed at the Salvation Army-Renton Rotary Food Bank, the clinic is open on Saturdays and run completely by volunteer providers and staff. VMC helped found the RotaCare clinic in 2003.

### GoldenCare

- GoldenCare was formed over 20 years ago to help seniors navigate the complexities of medical paperwork. Today, GoldenCare has more than 18,000 members who enjoy benefits including Medicare and insurance assistance, flu shots, health screens, educational programs, dedicated easy-access parking spaces and more.



Ann Goodfellow, right, is a 40-year VMC volunteer and charter member of GoldenCare.

### King County Project Access

- Through participation in King County Project Access, a non-profit 501(c)3 organization, VMC and our physician partners provide orthopedic surgery and imaging services to patients who are uninsured or unable to pay. Overall, VMC contributed more than \$3.5 million in donated care and services to low-income King County residents.

## Community Participation and Sponsorship Support (partial list)

- American Cancer Society, Relay for Life
- American Red Cross, Heroes Breakfast
- Arthritis Foundation, Jingle Bell Run
- Cancer Lifeline
- City of Newcastle, Newcastle Days
- Communities in Schools of Renton
- Communities in Schools of Kent
- Covington Lions Club, Covington Days Festival
- Cruzin' Covington Passport
- Epilepsy Foundation Northwest, Light the Flame Dinner Auction
- Kent Chamber of Commerce, Kent Cornucopia Days
- King County Children's Health Initiative
- King County Sexual Assault Resource Center, Breakfast
- Macy's, Breast Cancer Awareness Campaign and Survivor Fashion Show
- Maple Valley Preparedness Fair
- Medic One Foundation: Lights, Sirens, Auction
- National Multiple Sclerosis Society, Walk MS & MS Bike Ride
- Newcastle Elementary School PTA
- Renton Salvation Army
- Renton Chamber of Commerce, Renton River Days
- Starlight Children's Foundation
- Trauma Nurses Talk Tough Program



*"From the birth of our premature twins through my breast cancer diagnosis and surgery, everyone at Valley Medical Center took such good care of me and my family. I always knew I was in good hands. We couldn't have found better care."*

**Jo Ann**



# Financial Highlights 2008

## Operating Effectiveness

Valley Medical Center manages its operations in a fiscally responsible way to assure ongoing funds adequate to provide hospital, outpatient, primary care physician and specialty care physician services to the District. In 2008, VMC generated adequate revenue to fund operating expenses and achieve a \$7.2 million or 2.1 percent income for use in the purchase of equipment and development of new programs.

## Care for the Uninsured

A major financial challenge for Valley Medical Center is funding of needed care for patients with limited resources and those without insurance. In 2008, care to patients with no sources of funding equaled \$38.7 million. In these difficult times, VMC has expanded programs to assist families in identifying funding sources for needed care.

## Community Service

Beyond providing services to families at the hospital and its clinics, Valley Medical Center provides a wide range of services to the community, including free care at the RotaCare Clinic and King County Project Access, special programs for seniors and a variety of outreach health education programs. VMC contributed \$22.2 million for these community service programs in 2008.

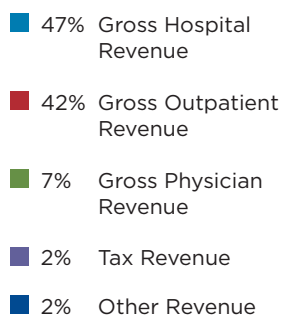
## Investment of Public Funds

As Public Hospital District No. 1 of King County, Valley Medical Center received \$18.5 million in tax funds for 2008. The District tax rate is \$.509 per \$1,000 or approximately \$153.00 for a \$300,000 home. A majority of these taxes were approved by voters to support the financing of the new Emergency Services South Tower. Tax proceeds to support the South Tower-related debt equaled \$14.7 million in 2008. Tax revenue also subsidizes emergency services and direct care to the community.

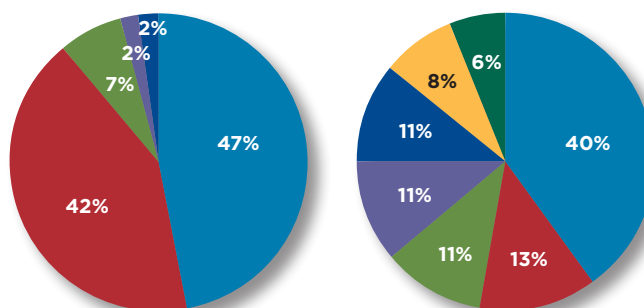
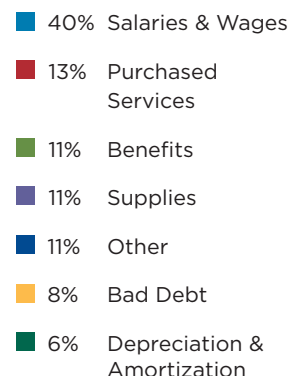
## Economic Impact on the District

Valley Medical Center is a major contributor to the economy of the District and spends over \$124 million per year purchasing supplies and services. Studies have shown that for every hospital employee two additional jobs are created, or 5,000 additional jobs in the community. In total, VMC generated over \$800 million in business activity, much of which directly impacts the District's economic base.

### 2008 Gross Revenue by Source



### 2008 Expenses



**For audited financials and our charity care policy, please visit [www.valleymed.org](http://www.valleymed.org).**

**Valley Voices** is published by Valley Medical Center (Public Hospital District No. 1 of King County). Contact 425.228.3440 x5117 with comments or story ideas.

**About Valley Medical Center** Public Hospital District No. 1 of King County—Valley Medical Center—is the oldest PHD in Washington state. Our publicly elected Board of Commissioners consists of Don Jacobson, President; Mike Miller, Vice President; Carolyn Parnell, Secretary; Sue Bowman; and Anthony Hemstad. To express your views, please write to Kris Tiernan, Secretary to the Board, PO Box 50010, Renton, WA 98055. Learn more at [www.valleymed.org](http://www.valleymed.org).



# Board of Commissioners



Don Jacobson,  
President



Mike Miller,  
Vice President



Carolyn Parnell,  
Secretary



Sue Bowman



Anthony Hemstad



## Our Mission

Public Hospital District No. 1 of King County (also known as Valley Medical Center) is the largest non-profit provider between Seattle and Tacoma committed to improving the overall health of our community. Governed by publicly elected commissioners, we provide, in collaboration with our medical staff and community agencies, comprehensive quality care and service in a cost-effective and compassionate manner.

## Our Vision

Valley Medical Center is a regionally integrated health delivery system with the best quality, service, access and people in the Puget Sound region.

We welcome your comments. Please share your thoughts by emailing or writing our Board of Commissioners at [CommissionersEmail@valleymed.org](mailto:CommissionersEmail@valleymed.org) or Board of Commissioners, Valley Medical Center, 400 S 43rd St., Renton, WA 98055.



Board of Commissioners  
Public Hospital District No. 1 of King County  
Valley Medical Center & Clinics  
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Renton, WA 98058-5010

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## Clinic Directory

### PRIMARY CARE

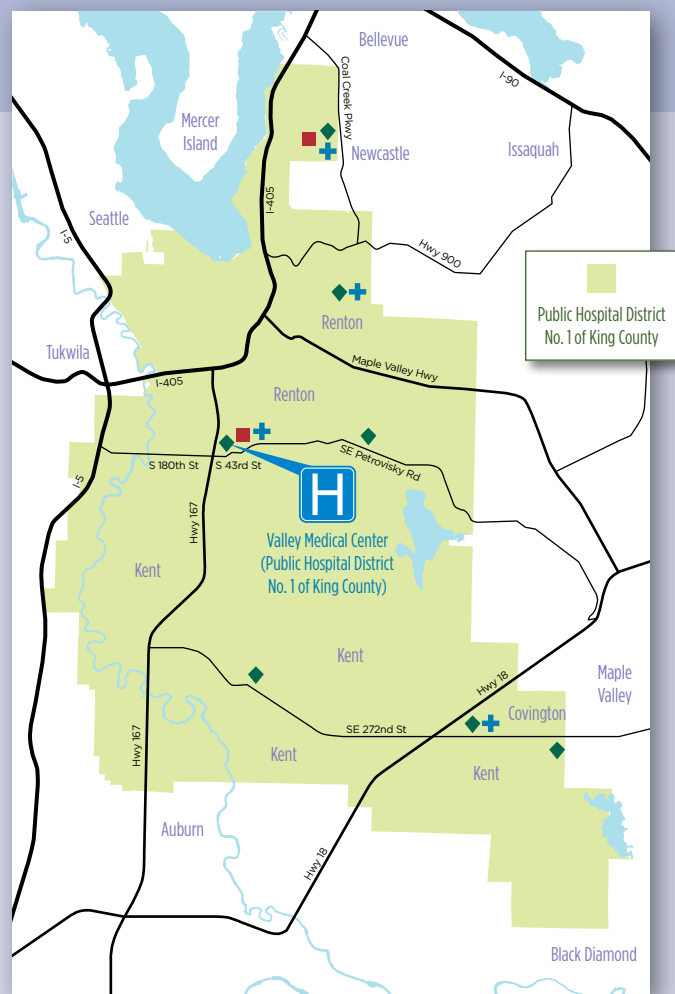
◆ Cascade Primary Care (VMC Campus) .....	425.656.5400
◆ Covington Primary Care .....	253.395.1960
◆ Fairwood Primary Care (Renton) .....	425.656.4242
◆ Highlands Primary Care (Renton) .....	425.656.5500
◆ Kent Primary Care .....	253.395.2000
◆ Lake Sawyer Primary Care .....	425.656.4100
◆ Newcastle Primary Care .....	425.656.5406
◆ Valley Family Medicine (VMC Campus) .....	425.656.4224

### URGENT CARE

+ Covington Urgent Care .....	253.395.2006
+ Highlands Urgent Care (Renton) .....	425.656.5518
+ Newcastle Urgent Care .....	425.656.5590
+ North Benson Urgent Care (Renton) .....	425.656.4270

### SPECIALTY CARE

■ The Birth Center .....	425.251.5182
■ The Breast Center .....	425.228.3450 x5588
■ Children's Therapy .....	425.228.3450 x4215
■ The Eye Center .....	425.656.5345
■ The Joint Center .....	1.888.265.6468
■ Midwives at Valley Medical Center .....	425.656.5321
■ Nephrology / Kidney Disease .....	425.227.0231
■ Occupational Health Services .....	425.656.5020
■ Psychiatry and Counseling: Center .....	425.656.4055
■ Psychiatry and Counseling: Toll-free .....	1.800.469.3979
■ Rheumatology .....	253.395.1971
■ The Sleep Center .....	425.656.5340
■ Valley General Surgery .....	425.656.5430
■ Valley Sports Medicine .....	425.656.4260
■ Vascular Surgery .....	425.656.5568
■ Washington Neuroscience Institute .....	425.656.5566



**FREE PHYSICIAN REFERRAL SERVICE:**  
**425.656.INFO (4636) or**  
**[www.valleymed.org](http://www.valleymed.org)**

For a full directory, visit:  
**[www.valleymed.org/contact\\_us.htm](http://www.valleymed.org/contact_us.htm)**