PICTURES OF HEALTH
Changing the face of health care in our growing communities
Being an innovator in health-care delivery has always been a part of Swedish’s mission, and over the years this tradition has meant continually seeking new and better ways to improve the health of patients through better diagnostics, improved treatments and, when access to care was restricted by physical, financial or geographical barriers, by taking steps to remove those barriers.

Swedish’s growth in recent decades has largely followed the rapid expansion of our region’s increasing population into outlying areas, as new clinics and hospitals have brought Swedish and the level of care we are proud to offer closer to the homes of our patients and their families.

Swedish has also become an increasingly important part of our region’s “safety net” for low-income, uninsured and medically underserved patients. Last year we provided over $25 million in charity care and $112 million in total community benefits such as research, education and public health services to the community, while more than 12,668 patients without the means to pay received medical care at Swedish for free.

Several years ago, as a host of problems in our national health-care system were becoming increasingly apparent, Swedish’s president and CEO, Rod Hochman, M.D., decided it was time for Swedish to take a more active role in local and national efforts to reform health-care delivery practices. Since then, Swedish has worked hard to identify new and better ways for a large, regional, nonprofit health-care provider like Swedish to deliver quality care to more people with greater efficiency and effectiveness.

A key goal of this effort has been to extend our long tradition for excellence and patient-centered care into the future by developing and supporting a number of groundbreaking improvements at Swedish, including new hospitals and clinics and innovative programs that will allow us to better serve our patients and to improve the overall health of the extended community we serve.

This process of reinventing Swedish for the 21st century has already begun, changing the face of health care in the region. A few of these exciting developments are described on the pages that follow, and many more are on the way.
As the citizens of Issaquah, Sammamish and other neighboring East King County communities well know, it’s possible to live in bustling areas but still have to drive 20 minutes or longer to reach the nearest hospital.

However, that changed in July 2011 with the opening of Swedish Medical Center’s new hospital and adjacent five-story medical-office building in Issaquah, just off exit 18 on I-90. The new facility — the first full-scale medical complex to be built in King County in more than 25 years — was inspired by the success of the award-winning free-standing emergency room Swedish established in Issaquah in 2005. The hospital opens with approximately 80 beds, with plans to expand to 175 beds in the coming years. The medical-office building features physician offices and follow-up clinics, enabling patients to receive care for a variety of health needs in one central location.

In addition to providing the high-quality care Swedish is known for, the new campus was built to be a “true community-based space,” says John Milne, M.D., vice president of medical affairs for Swedish/Issaquah. “The new campus was designed to engage the community in an ongoing conversation about wellness,” says Milne. “People are encouraged to come onto the campus not just when they are sick, but to also participate in wellness-development offerings.”

The Issaquah campus offers comprehensive inpatient care, with 20 specialty service departments including oncology, pediatrics and orthopedics; 10 general operating rooms; a state-of-the-art birthing center; and a full-service emergency room. In addition, the hospital features a courtyard for patients and an expansive art collection, as well as select retail options, including a wellness shop offering vitamins, nutritional supplements and other health products; a shop catering to new moms; and a specialty boutique for cancer patients.

“The new campus is about building a health-care commons — a real partnership between our institution and the larger community,” says Milne.

A COLLABORATIVE ENVIRONMENT

Another innovative aspect of Swedish/Issaquah is the spirit of collaboration among physicians, nurses, and support staff that is fostered by the facility’s design. Rather than separate physicians from other staff via a physicians’ lounge, as is typically the case in traditional hospitals, it features a “green room” where all campus employees, including physicians, can spend their break time, eat lunch, and hold meetings. In addition, each hospital wing connects to the medical office building floor which houses similar services to promote communication
between physicians, surgeons, and other caregivers.

“The design encourages new relationships to develop through open communication among physicians, nurses, and staff,” says Milne. “Studies show this type of team mentality improves patient safety.”

He adds: “An often overlooked element of health-care organizations is the culture — a huge initiative at Swedish. Providing opportunities for all team members to cross paths and function as one group encourages an espirit de corps that results in a higher quality of care.”

A GREENER HOSPITAL

Hospitals spend more money on energy per square foot than any other commercial building type. The total annual energy bill for hospitals in the United States is more than $5 billion, often equaling 1 to 3 percent of a facility’s operating budget. To reduce this cost and lessen the hospital’s impact on the environment, Swedish/Issaquah developers, working with Puget Sound Energy, set an ambitious goal: to keep the hospital’s annual energy-use intensity at less than 150,000 BTUs per square-foot per year, as compared to the 240,000 BTUs used annually by most hospitals.

“Our focus was on ‘practical green,’” says Milne, who predicts the new campus will be one of country’s most energy efficient thanks to “thousands of little choices we made along the way.” These include:

– **Energy-efficient ventilation.** The hospital features high-efficiency heat-recovery chillers that capture waste heat to help heat the buildings and water.

– **Energy-efficient boilers.** The hospital’s advanced boilers are expected to gain at least a 15 percent improvement in operating efficiency over typical hospitals.

– **A green roof.** A 6,000 square-foot rooftop area featuring verdant plant life and greenery helps control temperatures during warm and cool weather.

– **Energy-efficient windows.** The windows will help keep the building cooler in the summer and warmer in the winter. The hospital is also oriented to receive full sun on three sides and will feature exterior/interior shading devices.

– **Hydronic heating.** The medical-office building has an advanced hydronic heating system that utilizes natural-gas instead of traditional electric radiant heat.

Paperless, bedside registration and designated parking spots for Zipcars and electric cars are two additional green-minded measures that have been implemented.

Reflecting on the launch of Swedish/Issaquah, Milne says: “This has been an amazing opportunity for our team as a whole. We’ve been able to think from the ground up about how health care should be delivered, like health-care futurists with a crystal ball. We considered how we can best do things, where health care is going, and how we can build a better medical center.”

Make an impact: While Swedish/Issaquah features world-class physicians, a state-of-the-art facility and the most advanced equipment and technology available, private contributions will play a vital role in supporting programs and services for our patients. Philanthropy will make an impact throughout the Issaquah campus, from supporting social work services and programs like the Cancer Patient Assistance Fund, to helping create special spaces for pediatric patients and new mothers, to ensuring the Issaquah campus has continued access to the best equipment and technology, and much more.

We wish to thank the following donors for their early support of this new campus:

- $500,000 from Robin Knepper
- $175,000 from Eastside Emergency Physicians
- $100,000 from Stu Ford and GVA Kidder Mathews
- $100,000 from Chris Langer and The Broderick

We also wish to acknowledge the community members who are volunteering their time to help with fundraising efforts through the Issaquah Campaign Committee and the newly-formed Swedish/Issaquah Pediatric Guild.

For more information about how you can support Swedish/ Issaquah, please contact Maggie Angle, director, major gifts, at (206) 386-6770 or email maggie.angle@swedish.org.
For more than 100 years, Swedish has been committed to providing excellent medical care to all those in need, regardless of their ability to pay. As part of this commitment, Swedish is proud to provide specialty medical care at no cost to the underserved through the Swedish Community Specialty Clinic.

In America’s current health-care system, several pockets of patients — including uninsured workers, underinsured college and high-school students, and the disenfranchised poor — have limited access to health care. Many have their primary-care needs met in community health centers, public health clinics, or emergency departments, but find they have nowhere to turn when they require treatment for specialty medical conditions, including dermatologic, orthopedic, general surgery, or podiatric issues.

In September 2010, Swedish took a big step toward addressing this need in the greater Seattle area by partnering with King County Project Access — a nonprofit that helps underserved patients access specialized health-care services — and opening a unique facility that is becoming a national model for addressing the widespread problem. The Swedish Community Specialty Clinic is a 4,000 square-foot facility in the Swedish/First Hill Heath Building that consolidates two of Swedish’s established community clinics, the Glaser Surgical Center and the Mother Joseph Clinic.

“This clinic is a vital resource for people who have no other options for specialized care,” says Jay Fathi, M.D., medical director for Community Health and Care Delivery Innovation at Swedish. “By combining several services under one roof and through innovations such as electronic health records, we can truly make a difference in many patients’ lives.”

The Swedish Community Specialty Clinic offers advanced medical care to underserved patients — primarily those living at or below 200 percent of the federal poverty guidelines — provided by volunteer specialists from Swedish and other local physician groups. The result is a positive situation for both patients and physicians: primary-care providers can now use one channel for their specialty referrals; specialty physicians wanting to donate their time have access to a support staff through King County Project Access, as well as a dedicated space in which to do so; and eligible patients can receive the specialty care they need, free of charge — before a crisis brings them to the emergency room.

The Community Specialty Clinic sees more than 2,000 patients annually and “has been a true success story,” according to Tom Gibbon, clinic manager. “We’ve added 250 Swedish doctors volunteering their services. Patients have a much easier time getting to the right place for the appropriate level of care. And doctors love volunteering at the clinic…we’ve had very positive feedback.”

Another important wellness factor is access to oral-health services, which are less available to low-income individuals now than in the past, since state funding of adult Medicaid dental programs was cut in January. “Severe dental pain is one of the top-five reasons patients visit hospital emergency rooms, usually
because of a need for treatment of specialty-dental conditions, such as extractions, that the ER and community dental clinics can’t provide,” says Dr. Fathi, who also serves as medical director for the Swedish Community Specialty Clinic. “Despite their best efforts, ER doctors often can’t fully treat patients who have active oral infections or abscesses until a problem tooth is removed.”

To address this need, Swedish is launching a dental program — also in partnership with King County Project Access — as part of the Swedish Community Specialty Clinic.

Three new procedure rooms, fully equipped for specialty-care dental services, will open at the Clinic in late summer 2011 thanks to funding from key donors including the Washington Dental Service Foundation, the Seattle-King County Dental Society, Burkhart Dental Supply and the Pacific Hospital Preservation & Development Authority.

The program is expected to launch with the services of 11 volunteer dentists and three dentistry residents, as well as the services of numerous oral surgeons. Later, Swedish will actively recruit more volunteers for the Clinic in collaboration with the Seattle King County Dental Society. The dental clinic expects to see about 500 patients in its first year, says Gibbon.

The new program is an extension of the Swedish General Practice Residency Program in Dentistry which provides support to various medical groups at Swedish. The program was established in 2009 by Swedish in collaboration with Amy Winston, DDS, and Bart Johnson, DDS, two Seattle dentists with extensive backgrounds in specialty dentistry and dental education.

“It’s amazing how many people end up in the emergency department for symptoms that started as a simple toothache but ended up manifesting severe pain and/or infection because they can’t afford timely dental care,” says Winston.

The new program has three main goals: To provide a collaborative, clinical resource that will enable participating dentists to identify and remove badly decayed teeth before they become acutely infected and life-threatening; to create a valuable resource for the local dental community, to which dentists can refer low-income patients for high-quality specialty care; and to inspire dental residents and fellow dental professionals to volunteer their services by providing an ideal atmosphere for their participation.

“The Specialty Clinic is a testament to Swedish’s commitment to serve the entire community,” says Swedish president and CEO Rod Hochman, M.D. “We want to set a new standard in community health and clearly demonstrate that charity care is at the core of our nonprofit mission, which continues even in an unstable economy.”

Make an impact: In addition to the 250 physicians and other volunteers who donate their time, the Swedish Community Specialty Clinic (SCSC) relies on the on-going philanthropic support of individuals, foundations and corporations. Donations to SCSC in 2010-2011 supported the build-out of the new clinic space and continue to play an important role in funding daily clinic operations. Swedish would like to thank the following donors for their generous support:

- $182,103 from the Washington Dental Service Foundation
- $100,000 from Dr. and Mrs. Rod and Nancy Hochman
- $51,149 from the Seattle King County Dental Foundation
- $20,000 from Yvonne Belshaw
- $12,000 from Burkhart Dental
- $10,000 from Epic Systems Corporation

We also wish to acknowledge the Pacific Hospital Preservation & Development Authority for their partnership in providing $51,000 in funding to King County Project Access. This contribution will support a case manager to triage patients to SCSC and support the volunteer dentists and oral surgeons.

As the number of patients in need of specialty-care continues to grow, philanthropy will be vital to increasing new services and programs for our underserved patients. For more information about how you can help, please contact Maggie Angle, director, major gifts, at (206) 386-6770 or email maggie.angle@swedish.org.
Sometimes epidemic, community-wide problems, such as infant mortality and diabetes, call for concerted grassroots action. There is perhaps no better place to take advantage of local resources to support this kind of community action than the Puget Sound region, a leading international center for global-health activities with many non-profits that address medical disparities in developing nations.

In 2008, the idea of using the expertise of these global organizations to address local health issues arose in a conversation between Swedish president and CEO Rod Hochman, M.D. and Dan Dixon, Swedish’s vice president of external affairs. Their talk led to a dinner to which they invited nearly a dozen local global-health leaders, from organizations including PATH, the University of Washington and the Fred Hutchinson Cancer Research Center. The result was the Global to Local Initiative.

“At the dinner, we sat around a big table and had a discussion about taking some of the practices we’ve learned are successful in developing nations and bringing them home to make an impact on underserved communities,” says Dixon. “As we talked, it was like a cartoon on TV… you could see light bulbs going off over the heads of folks. They were quite enthusiastic.”

In the ensuing three years, Swedish has collaborated with three partner organizations who share Swedish’s interest in finding ways to improve local health to develop the initiative. These organizations are the Washington Global Health Alliance, whose membership includes numerous leading global-health non-profits such as the Bill and Melinda Gates Foundation and PATH; Seattle & King County Public Health; and HealthPoint, a local community health organization that operates primary care and dental clinics for low-income patients. Swedish has also made a significant financial commitment, pledging $1 million in funding to the initiative.

“Collaboration with our community partners is absolutely crucial for an initiative such as Global to Local,” says Jay Fathi, M.D., medical director for Community Health and Care Delivery Innovation at Swedish. “We have some very poor health outcomes right here in our own backyard. We’ve got to all work together to create sustainable systems to promote improved overall health and well-being in our local communities.”

SeaTac and Tukwila, two King County communities to the south of Seattle, were identified as pilot cities for the program. Both have considerable poverty, a broad mix of ethnic and recently immigrated minority populations, and a number of serious health problems and chronic illnesses that are also linked to specific populations and groups.
Once these communities were identified, initiative leaders began working with local individuals and community leaders, representing a broad range of populations, to develop appropriate program activities. “The primary goal of the planning process has been to reach consensus on a workable and achievable program of health-improvement and economic-development strategies that are innovative, holistic, cost-effective, community-driven and highly attentive to the cultural, structural and economic realities of both the larger community and the diverse groups living in the SeaTac/Tukwila areas,” says Dixon.

This spring, the first of the initiative’s programs were launched in the two cities. They include:

– Implementation of community health workers, who serve work with residents in the community to increase understanding of health issues and to promote healthier behaviors at a grass-roots level. Their initial focus in SeaTac and Tukwila will be on reducing diabetes and related conditions by encouraging residents to make lifestyle changes and take advantage of local health clinics and community resources.

– Introduction of an innovative interpreter service, including a call center featuring video-conferencing, with interpreters for the top 10 languages in the region.

– Launching a partnership with T-Mobile. This cell phone company is contributing 1,000 phones to 1,000 families. The phones will be loaded with an application that connects them to an interpreting call center, as well as several mobile-health applications.

– Creation of “conversation cafés” — places where community members can be engaged in health-improvement discussions and activities, in a comfortable and attractive environment. Cafés throughout the two communities, offering free food and refreshments, will help build community engagement around priority health issues. “We’ll begin the education process there, using our community health providers as a way to reach out to folks,” says Dixon. Community leaders, nonprofits and faith organizations are helping to get the initiative’s word out.

Other programs are expected to include: partnerships with the two cities to link health programs with economic-development activities; mobilizing community-based organizations to teach and assist residents to make healthier food choices for their families; and generating education campaigns around priority health issues.

“We’re at a point in health care now where the old model simply can no longer sustain itself,” says Dixon. “The Global to Local Initiative is exciting because not only does it combine the remarkable innovations we’ve taken to developing nations and apply them at home, it also combines the experience, resources and community goodwill of the participating organizations in a way that’s never been attempted before. It’s our hope that the initiative serves as a model across the nation in furthering community health.”

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Make an impact: Swedish is committed to providing our patients the highest quality care available. Through on-going partnerships, development, and community-based programs, following are just a few examples of how Swedish is caring for our community and beyond.

**Redmond/Mill Creek Ambulatory Care Centers:** Patterned after the highly successful Issaquah campus model, the Redmond and Mill Creek campuses will feature freestanding emergency departments with on-site lab services, advanced diagnostic medical imaging centers, primary- and specialty-care services, and full access to EPIC, Swedish’s secure electronic health records system, so vital information can be conveyed easily among a patient’s authorized caregivers.

**Mobile Mammography Program:** The Mobile Mammography Program is dedicated to bringing high-quality mammography services to women throughout Western Washington, primarily in underserved and hard-to-reach areas. The program includes two Breast Care Express coaches, funded by philanthropy, which deliver experienced technologists and mammography equipment to locations convenient for women, and for many, the Breast Care Express is their only opportunity to access routine mammograms. The program’s goals are to make screening more convenient, increase outreach to underserved communities and reduce the disparities in care due to access.

**Swedish/Edmonds campus:** Since the merger of Swedish Medical Center with Stevens Hospital in 2010, North Seattle and Snohomish county residents are benefiting from a partnership that offers increased local services, including plans for an enhanced cancer care program, while enabling greater access to the latest medical treatments and comprehensive services of the Swedish system.

For more information about how you can support these programs and projects, please contact the Foundation at (206) 386-2738 or visit www.swedishfoundation.org.