



ISLAND HEALTH

www.islandhealth.org

Strategic Plan 2025-2035

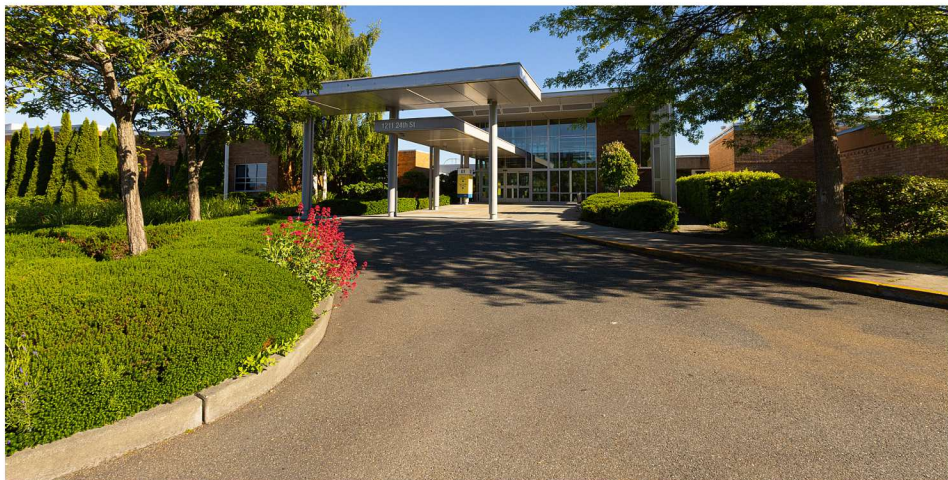
Who We Are

Skagit County Public Hospital District No. 2 (DBA: Island Health) is the center for healthcare in western Skagit County. Since 1962, our award-winning hospital has focused on providing the community with high-quality care close to home. With over 230 physicians and healthcare providers, we are proud to offer a wide range of services. We have:

- 750 staff members
- 43 patient beds
 - 6 intensive-care
 - 6 labor and delivery
 - 31 medical/surgical
- 8 specialty clinics
- 3 family care clinics
- Level III trauma and stroke
- Level II cardiac care center
- 5-star CMS rating, 2022-25

Who We Serve

As a public hospital district, Island Health's 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.



Our Purpose

Island Health's purpose is to be the best healthcare partner for those we serve.

Our Focus Areas

Patients/Clinical Excellence:

We strive to deliver the best quality outcomes in every interaction.

People: We empower people; creating a culture of collaboration, professional development and belonging.

Service Excellence: We honor our patients' perspective of our care and act on their feedback.

Sustainability: We are fiscally responsible and innovative, ready to meet the needs of our community and team.

Our Values

Island Health CARES about our patients, team and community. Our core values include:

Compassion: We care for our patients, their loved ones, and one another. We are motivated to make a difference.

Accountability: We have high integrity. We are empowered to do the right thing, solve issues at every level, and take ownership of all that we do.

Respect: We interact with honesty and humility. We treat all with kindness and value each individual.

Excellence: We are results driven, seeking to raise the bar and recognize a job well done.

Stewardship: We make wise use of our talents, time, equipment and finances.

Community Need and Growth Goals

As a public hospital, Island Health is committed to meeting the needs of our community. Our most recent Community Health Needs Assessment (visit QR Code for access to the report) and strategic planning process outlined the following key areas of focus:

- Expand access to primary and preventative care: Based on the population and demand, especially among those over age 65, there has been a lack of primary care providers in our community.
- Expand non-surgical specialty care: As with primary care, there is an overall lack of specialty providers and services in the area relative to demand.
- Island Health will invest in building its core programs to support the need with long-term sustainability.
- Expand existing surgical specialties: Building upon many of our current specialties and partnerships, Island Health plans to incorporate new technology to increase access to urology, orthopedics, general surgery, cardiology and gynecology.



Access the Report

Addressing the Need: Strategies and Tactics

The following tactics have been outlined and prioritized to meet the need for expanded primary and specialty care in our hospital district:

1. Personalized Patient Engagement

2. Outpatient Services

3. Strategic Partnerships

4. Sustainability

Tactic 1: Personalized Patient Engagement

Island Health will embrace each segment of our service area population and create healthcare solutions that optimize care, meeting each patient along their healthcare journey.

Island Health will:

- Offer solutions for each cohort to remove barriers and create equitable access to care
- Provide community outreach and communication to strengthen and develop relationships and support for our district residents



Tactic 2: Focus on Outpatient Services

While maintaining exceptional care with our hospital services, Island Health will focus on the improving outpatient service to meet the need for timely, consumer-focused care:

- Reshape primary care access
- Provide forward-facing ambulatory services
- Streamline operations to focus on convenience, ease and accessibility
- Prioritize high-tech and high-touch experiences for patients



Specialty and Primary Clinic Zones

By developing zones for primary care and specialty care, patients can easily navigate through campus and key resources can be shared.

Phase 1: Emergency Services and Helipad Project – COMPLETED

With this phase completed, Island Health is focused on the following projects to maximize the use of available space to meet the healthcare needs of our community.

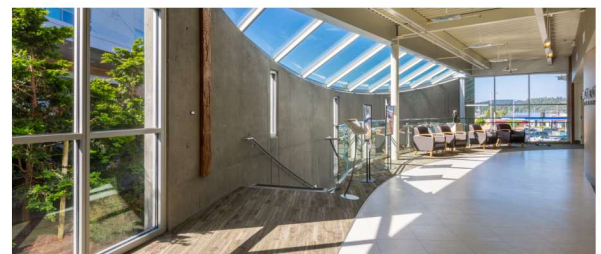


Phase 2: Multi-specialty Clinic, 22nd Street Building – COMPLETED

As demand for more specialty care increases in our community, Island Health updated the 22nd Street Building (Barto Building) to include six exam rooms and four procedure rooms for rotating specialties including pulmonology, urology and urogynecology. Adding new space for specialty services also allows growth and expansion for primary care.

Phase 3: Multi-specialty Clinic, 25th Street Building

The next phase involves expanding space for specialty services on the top floor of the 25th Street Building. Plans include creating at least 18 exam rooms, a procedure room, and space for x-ray technology.



Phase 4: Surgical Services Expansion

A surgical services clinic would be developed below our current operating room (OR) to expand outpatient procedure capacity, ensure adequate space for new technologies, optimize workflows and enhance patient privacy. This expansion would house a surgical specialty clinic, expanded OR storage, and training space for nursing and clinical staff.

Tactic 3: Strategic Partnerships

As a rural healthcare system, Island Health must focus on key services and look to strategic partnerships to provide comprehensive care for the community. By building upon existing partnership, Island Health will continue to strengthen relationships with key physician practices for specialty care, such as gastroenterology and pulmonology, to help support the community need.

Island Health must look to the portal to build more seamless transitions to higher levels of care for patients and have them return to Island Health for follow up care. This includes:

- Tertiary referrals
- Clinical information sharing
- Additional service lines



Tactic 4: Sustainability

In keeping with Island Health's commitment to stewardship and sustainability, Island Health will take proactive steps to strengthen and sustain its role as the community's essential healthcare provider by:

- Controlling costs
- Expanding access to care
- Streamlining operations

Our Public Hospital District & Service Area



Our public hospital district is committed to delivering exceptional care, close to home with facilities and equipment that can support our purpose to be the best healthcare provider to those we serve.

While located in Anacortes, Island Health has historically served the healthcare needs of the cities, towns and islands in western Skagit County, as well as San Juan and Island counties. Our primary service area (PSA) includes Fidalgo, Cypress, Guemes, and Sinclair Islands. The majority of our patients, approximately 84-90%, originate in the PSA, with a population of 96,502 residents. Approximately 10% of our patients live outside of our hospital district.

While population growth is expected to be minimal over the next three years, the 65+ age cohort is anticipated to expand. Through needs assessments, trend analysis and patient feedback, Island Health will continue to provide exceptional care in our community.

Learn more about Island Health at islandhealth.org.