

## **Ensuring Access and Improving Population Health through Collaboration and Patient-Centered Care**

### **Columbia Memorial Hospital, Astoria, OR**



Columbia Memorial Hospital (CMH), Astoria, OR is an independent critical access hospital (CAH) on the Columbia River Basin serving the Pacific North Coast and Lower Columbia regions of northwest Oregon. CMH boasts robust services including Level VI trauma, general and orthopedic surgery, urology, obstetrics, pediatrics, cardiology and cancer treatment. It owns a 30-provider multispecialty medical group, eight outpatient clinics, two urgent care centers and a rural health clinic. CMH participates in one of sixteen Coordinated Care Organizations established in Oregon in 2012 with a waiver from CMS to transform its Medicaid program into a shared risk alternative payment model.



CMH has identified and addressed many challenges to improving population health, patient experience of care, and conserving scarce resources through meaningful partnerships with providers, businesses, schools and civic organizations.



Its clinical affiliation with Oregon Health Sciences University (OHSU) has been especially productive, providing a beneficial intersection of academic and rural medicine for patients in the Lower Columbia Region. Since 2008, the relationship has grown to include comprehensive cancer treatment, cardiology care, emergency medicine, general surgery, and telemedicine.

### **Ensuring Access to Care**

CMH works to ensure access to specialty and primary care for its community. In June 2010 it established a cardiology program that offers advanced diagnostic capabilities, treatment for arrhythmia and implantable pacemakers. The hospital refers to OHSU, but can now treat many patients locally each month saving them time and expense of costly commutes to other treatment locations.



In August 2010, CMH initiated its efforts toward cancer treatment. They started with humble beginnings, received grants and expanded in 2011 to include medical oncology and infusion. CMH added an advanced practice clinician and expanded services to five days per week. In October 2017, they opened a new \$16 million cancer facility, offering both medical and radiation oncology. The center is a collaboration with CMH and the OHSU Knight Cancer Institute and is the first to offer radiation treatments to the local community. They have received 5700 clinic visits, over 3000 infusion visits and 1800 radiation therapy visits while dramatically reducing travel time for residents to the next nearest facility.

CMH is a certified Level VI trauma center and its physicians are trained in advanced trauma life support. The role of the Level IV trauma center is to provide resuscitation and stabilization of the severely injured adult or pediatric patient prior to transferring the patient to a higher-level trauma system hospital. To assure program continuity and offer a new learning experience, OHSU School of Medicine Emergency Medicine Residency Program established a unique rural emergency medicine rotation at CMH. Six OHSU residents will rotate in Astoria in 2016 and program administrators plan to expand quickly the total to about 14 residents a year. Residents may choose between a two-week and four-week option. Exposure to relatively high-acuity cases in the facility make it an ideal site for evidence-based clinical practice and education. It puts students at the forefront of rural emergency medicine practice by linking OHSU and CMH.

Access to primary care is of paramount importance. To ensure access, CMH established CMH Medical Group to increase access and advance quality. They established a Women's Center with board certified OB/GYN and certified nurse midwife and pediatric department and opened two urgent care facilities and one rural health clinic to better meet the primary care needs in the community. On average, 42 patients a day receive Urgent Care treatments and CMH added 3 new primary care physicians and 1 new nurse practitioner. CMH is a teaching facility for nursing students from Clatsop Community College and clinical rotations for medical students from OHSU.

### **Improving Population Health**

Population health may be defined as the health outcomes of a group of individuals and caring for the population aims to improve the health of an entire community. CMH has been an advocacy of population health and has implemented programs to improve the health and well-being of its Clatsop County.

CMH initiated its Sports Medicine Outreach Program in 2011. It features a Certified Athletic Trainer assigned to four local high schools at no cost. Education, prevention, supervision and care coordination are features of the program. The program uses Immediate Post Concussion Assessment and Cognitive Testing (ImPACT) assessments for student athletes and has recorded over 850 baseline assessments and 160 post-injury tests

To advance the wellness of its community CMH has converted dormant brownfield into a \$9 million, 160,000 square foot multipurpose all-weather artificial turf sports complex. A strategic plan was formulated between Columbia Memorial Hospital, the City of Astoria, and Astoria School District to conduct a land swap with the school district for the old football field in order to have land to expand the hospital campus. In return, Columbia Memorial Hospital would provide the bulk of the \$9 million required not only to close the landfill officially for the City, but also to redevelop the old municipal landfill as a new, 17-acre athletic field complex to serve the school district and the entire community.



**Astoria Sports Complex CMH Field**

## **Designing Consumer Driven Patient-Centered Care**

CMH has implemented substantial initiatives and practices over the past several years that are designed to enhance both the patient and staff experience. Since 2012, the Patient Family Advisory Council (PFAC) has served as a guiding light for the leadership of CMH. Their input is vital to shaping the healthcare experience at CMH facilities and ensuring the continued viability of medical services in our region. The PFAC fosters patient engagement and contributes to improvement in HCAHPS scores.

CMH has been a Planetree Designated Patient-Centered Hospital since 2013. The designation signals to health care consumers that Columbia Memorial Hospital is a hospital where providers partner with patients and families, and where patient comfort, dignity, empowerment and well-being are prioritized with providing top-quality clinical care. The model has resulted in renovations to the critical care unit, family birthing center, nurse-call system and healthier food and snack options in the cafeteria.



## **Ensuring Access and Improving Population Health**

Through collaboration and its focus on patient-centered care, CMH has improved the health of the population and positioned the hospital as an essential asset to the community. The affiliation with OHSU has contributed to a stronger clinical and academic environment. The CMH Medical Group and all of the dedicated providers and caregivers are invaluable members of the greater health care team. Programs like ImpACT help keep residents safe and informed and a Planetree designation helps keep the patient at the center of care, right where they belong.