

A Partner in Your Health for Today and Tomorrow



pacific
medical
centers

SIMPLY THE RIGHT CARE

Affecting change on a large scale for the betterment



As chief executive officer, Linda Marzano leads Pacific Medical Centers to fulfill our organizational promise to provide our patients with *Simply the Right Care*. Prior to becoming CEO in 2015, Linda served as our chief operating officer, a role she held for 12 years. Linda is dedicated to exploring creative, innovative opportunities to deliver care with the patient at the center of our efforts while also honoring PacMed's unique culture and strengths, which have been the cornerstone of the organization's success over the years.

Friends and Colleagues,

Providing high-quality, low-cost care in today's world requires innovative solutions and collaboration. At PacMed, we aim to do both and, in the process, affect change on a large scale. Puget Sound patients and communities can count on PacMed being on their side.

Excellence and Engagement

To deliver the quality and support our patients deserve, PacMed builds productive partnerships with organizations that complement our community-minded vision and mission. Our secular affiliation with Providence Health & Services gives us a forum to explore best practices and cost-saving solutions and supports our continued ability to deliver seamless, high-quality care. Through our various partnerships within the community—some going back decades—we support military families and provide care for underinsured and uninsured individuals.

of our communities



“At PacMed, our goal is to help our communities live healthier lives. We strive for excellent communication and coordinated care in each patient interaction in order to provide the highest quality care while effectively managing costs. We believe this patient-centered model is the key to achieving successful outcomes and to building a true partnership with each patient we serve.”

—Linda Marzano, Chief Executive Officer, PacMed

I believe that retaining what works is a sure path to ongoing success in our mission. Our people are one of our most important assets. That’s why we prioritize training and development, and offer tuition reimbursement and scholarships. It’s simple: we invest in our people because we believe they will invest their hearts and minds in PacMed’s mission. It is also just one of many ways that we at PacMed live out our corporate values of Integrity, Compassion, Stewardship and Respect.

Connection and Choice

Our growth over the years has come through our focus on giving patients the kind of health care relationship they want—respectful, flexible and responsive. Our employees recognize that each patient is unique and has a distinct set of needs. They invest time in growing long-term relationships with patients.

The emphasis at PacMed on strong provider-patient relationships complements our commitment to the

Patient-Centered Medical Home model. This model focuses on providing comprehensive primary care to yield excellent outcomes at a lower cost.

In addition, excellent communication, access to care and coordination of care are key to our successful medical home model. We partner with all major health insurance plans and with accountable care organizations (ACOs) to offer care throughout our community. For our vastly diverse patient base, we provide a place where health care fits the needs of the patient.

Our history and our future both rely on one fundamental strategy: organize good people around the purpose of serving our community.

It is our proven path to success and, in turn, our community’s success.

—Linda Marzano

Celebrating our past, building our future



PacMed has gone through many changes since its early days as a US Public Health Service hospital. It all began in that distinctive orange tower atop Beacon Hill in Seattle in 1933.

1930s... Our initial mission was to provide high-quality care to merchant seamen. Later, that focus expanded to include active duty family members and retired military personnel and their dependents; Native Americans; and low-income, uninsured people who could not afford to pay for care.

1970s... PacMed began treating numerous refugees with special health needs as they arrived in our communities. Today, we serve people in the greater Puget Sound area from every walk of life as well as many who come to us for help because they have no coverage.



“I transferred my children’s care to Pacific Medical Centers and could not be more impressed. Feeling supported and confident in the health-care decisions you make for your child is extremely important. With their caring staff and empathetic providers, PacMed has given me the support I needed and engaged with me as a partner in my children’s health care. PacMed exceeded my expectations.”

—Tracey E., PacMed Patient

1980s... Our unique focus has helped us forge strong bonds with those we serve. In fact, we credit our existence today to the massive community effort mounted in 1981 to save PacMed from closure. The result was a shift in control from the federal government to a local public development authority (PDA).

2000s... On June 1, 2003, PacMed achieved another landmark when the clinical group transitioned from the Pacific Hospital PDA and formed a private, nonprofit 501(c)3 organization.

In 2006, we celebrated our twenty-fifth anniversary as a PDA and were pleased by then-Governor Gregoire’s recognition of Pacific Medical Centers’ efforts “to benefit the community [by] providing respectful, high-quality, patient-focused health care to each person in the clinically and culturally diverse communities it serves.”

Today... We are committed to increasing patients’ access to excellent care, reducing costs and improving our patient experience. Together with our partners, we look forward to a collaborative, creative future.

Putting our patients first



PacMed Promise

Simply the right care.

Our Mission

To advocate, educate and provide extraordinary care.

Our Vision

To partner with individuals and communities to achieve their best health.

Our Values

Integrity in our delivery of reliable, professional and responsible health care every time.

Compassion for those we serve and for each other.

Stewardship of our human, environmental, financial and community resources.

Respect for our patients and team members.

Easy Access

The first step in putting our patients first is making access easy and reliable. Today, PacMed is one of the largest health care networks in the Puget Sound area. Our patients receive primary and specialty care at PacMed clinics in King, Snohomish, Pierce and Thurston counties—from Lynnwood to Lacey.

We have been expanding our services in the south Puget Sound region and moved our Federal Way clinic to a larger space in 2015. We also opened our Lacey clinic in 2016 so that we could support more families in this community where we are collocated with Providence Health & Services.

We recognize that access to physicians when patients want care is important. Since 2006, we have accommodated 97% of requests for same-day, primary care appointments.

Of course, we also have a care team that goes the extra mile. Our highly skilled providers and care



“We have a promise: simply the right care. Every person should have care that is tailored to meet their individual needs, allowing them to be in the best health possible. At PacMed, providers and staff are committed to creating an experience that promotes such health and healing.

“Embedded in our promise is a commitment to providing access, coordinating care and meeting high quality standards, while bringing value into the health equation.”

—Vik Dabhi, MD, PhD, Chief Medical Officer, PacMed

teams contribute to our growth through their strong compassion for their patients. Under their care team’s attention, patients receive the respect they deserve and the care they need.

Excellent Value and Care Coordination

To support these interrelated propositions, we have invested in our people and clinics. We are particularly proud of our:

- Population-health team of nurses and care coordinators, who ensure smooth transitions of care between hospital and clinic.
- Electronic medical records system that fully integrates ambulatory clinic and hospital care.
- Breast imaging center with 3D mammography and a dedicated breast radiologist.
- Chronic pain management program that incorporates interventional procedures with cognitive behavioral therapy and physical therapy.
- Insomnia program that includes a fully certified sleep center, advanced EEG testing and a cognitive sleep therapist.
- Colocation of primary care and specialty care physicians in clinics to provide robust patient-centered care.
- Fully integrated behavioral health program with a board-certified psychiatrist and therapist in most clinics.

Foundation of Primary Care

PacMed is a leader in local health care in part because we have adopted the Patient-Centered Medical Home model. It is founded on the idea that excellent health care arises from a solid foundation of comprehensive primary care.

Looking ahead, we will continue to innovate, develop new services and attract new specialties. But most of all, we will continue to be a place patients can turn to when they need respectful, high-quality care.

Caring for those who serve our country—for more than



US Family Health Plan

Serving those who serve our country has always been a part of our practice. PacMed is one of only six health care providers in the country offering the Uniformed Services Family Health Plan (USFHP)—a role we've had for over 30 years.

We take pride in the care we offer to active duty family members, military retirees and their family members. Today, as a TRICARE Designated Provider, we serve more than 17,000 USFHP members.

In 2012, USFHP began expanding southward to communities in Pierce, Thurston and Kitsap counties. As USFHP membership has increased, we have been privileged to support more of our region's military families.

30 years



“My wife and I have valued our USFHP and PacMed care for over 15 years. The care and attention of the doctors, nurses and staff have been extraordinary. They know us; we know them—an important element to our health care. During a couple of serious illnesses, PacMed and their affiliates steered us through diagnosis, surgery and follow-up care smoothly. They restored our health without the paperwork burden and forms typically associated with those events.

“We appreciate the way our health is monitored, not just for acute complaints, but for long-term changes as we age. We will continue to rely on PacMed to secure our future health care.”

—Lt. Col. Dan Almero (Ret.) and Carol Almero, USFHP Patients

Holistic Care—for All

Being a USFHP provider has given us the insight to develop a holistic approach to care—one that helps all our patients live healthy, full lives.

Through the health plan, we have learned how to track patient needs in order to assess and comprehensively manage the care they need to lead healthier lives. This includes regular preventive checkups and screenings for such conditions as high cholesterol, high blood pressure, and cervical or colon cancer. But PacMed goes a step further by tracking the need for timely visits to monitor and control the progression of chronic diseases such as diabetes.

We have duplicated this successful approach for all of our patients, and it has led to significant reductions in complications from chronic diseases and the need for hospitalization.

Satisfied Patients

It's clear to us that our proactive approach to care translates into better health partnerships and increased patient satisfaction. Based on the Consumer Assessment of Healthcare Providers and Systems adult survey, 91% of USFHP members rated their plan an 8 or above on a 10-point scale.

Investing in our communities

“So many aspects make our 12-year relationship with PacMed a positive one. At the core, it’s a shared belief that quality health care is a human right. Together, we are helping people in need and building a healthier community.

“Since 2006, PacMed has helped us serve more than 42,000 people who are uninsured, underinsured, living in poverty or otherwise need help navigating our health care system.”

—Gary Renville, Executive Director, Project Access Northwest



Caring for Those in Need

In staying true to our mission, we have always found ways to provide care for those who are medically underserved or unable to pay for health care services. PacMed serves this population in many ways:

- We are a cofounding member of Project Access Northwest, an initiative that encourages local specialty physicians to provide care at no cost to low-income, uninsured individuals.
- Our physicians and staff frequently volunteer their time to work with underprivileged and homeless youth, providing health checkups and other needed services.
- We host free men’s, women’s and LGBTQ health education seminars each year to educate our patients and the public on common health issues.

PacMed is proud of its track record in providing for those in need. Since 2008, we have given more than \$48 million in charity care and services for underserved populations.

Building Resilient Communities

PacMed works to ensure we are consistently participating in or providing beneficial community services.

- **Financial support.** Since 2008, we have given more than 275 grants and \$76,000 to our communities. These grants support local charitable efforts.
- **Wellness services.** Our Living Well Alliance™ team partners with local businesses to provide free health risk assessments and seminars on health topics.
- **Blood drives.** Our clinics host drives each year and help to recruit new blood donors.



“As a board member for the past 10 years, I have had the unparalleled opportunity to witness this organization’s deep commitment to excellence. From thoughtfully expanding its reach to serve more patients in need to its dedication to keeping on top of technical developments, PacMed always sets its sights high. I take pride in how PacMed is leaving its mark on health care in the Puget Sound region.”

—Dan M. Guy III, Current PacMed Board Chair

- **Teen Feed.** Our employees are great supporters of this program, which offers hot meals and clothing to support homeless youth. They recently created their own internal cookbook fundraiser to present the program with \$10,000 to support its critical work.
- **Diabetes outreach.** PacMed hosts two monthly diabetes support groups and year-round education classes for our patients.
- **Mentoring.** PacMed sponsors Year Up events for urban young adults and mentors interns in our IT department to help them prepare for a professional career.
- **Women, foster children, youth and more.** PacMed supports local festivals and groups such as the Women’s Funding Alliance, Amara and sports teams through employee donations and event sponsorships.

- **Science education.** We helped fund Pacific Science Center’s Professor Wellbody’s Academy of Health & Wellness exhibit on how personal choices can positively affect health and well-being.
- **Literacy.** At four PacMed clinics, employees support their communities through Reach Out and Read. This national, nonprofit program promotes early childhood literacy by giving books to children during well-child exams.

We will continue to support our communities and explore additional opportunities to partner in the health and success of those we serve.

Focusing on quality care management



Chronic Conditions

Effectively managing chronic disease is vital to improving health and decreasing costs. We achieve success by encouraging healthy behaviors, detecting issues early and effectively managing care.

Our medical staff strives to ensure each patient receives the preventive care they need. They do this through regular visits, comprehensive chart reviews, MyChart messaging and often a personal phone call to the patient.

Those living with chronic diseases also need ongoing monitoring to help them lead healthier, more fulfilling lives. That's why we have developed a robust quality management program that ensures patients receive appropriate and timely screenings for diabetes, osteoporosis, colon cancer, heart disease and other conditions.

Quality Programs

Quality improvement is not a new concept for PacMed—it's been a continual focus for us since the early 1980s. To ensure our providers and care delivery systems are operating at the highest level, we participate in multiple National Committee for Quality Assurance programs. These include the Diabetes and Heart/Stroke Recognition Programs and the Patient-Centered Medical Home Recognition Program.

We are proud to be a regional leader in health care. Since 2008, PacMed has been recognized for the consistent quality of our health care delivery by Washington Health Alliance in its annual Community Checkup Report.

Seeking outside feedback contributes to our quality of care, patient communication and care coordination. It also gives our patients the measurements they need to make informed choices.



“Pacific Medical Centers places great emphasis on timely, coordinated care, and I see the value of this approach every day with my patients. An excellent example is our diabetes management program. Our diabetic patients can count on a personalized care plan that’s appropriate and coordinated across their provider team—including their primary care provider, specialists, RN and nutritionist.

“We also encourage regular screenings for chronic diseases and cancers. Programs like these mean earlier detection of issues and better ongoing care for my patients.”

—Betsy McCarthy, MD, Chief of Primary Care, PacMed

Thoughtful Advances

Quality care depends on our people—the personal outreach and touch that helps ensure patients get the care they need. We believe our personalized approach to health care means stronger relationships with our patients and leads to healthier lifestyles.

PacMed constantly looks for new and better ways to care for patients. Some highlights:

- Our robust Cardiology services, with a cardiovascular lab, stress testing facility and state-of-the-art Nuclear Cardiology Center to enable less-invasive testing.
- Our capsule endoscopy service, a less invasive and more comfortable procedure for patients, without sedation. The tiny camera swallowed in pill form gives the physician a unique view of the esophagus and small intestine.

- Our Diagnostic & Wellness Center for Women, providing breast ultrasound, 3D digital mammography screening and DXA bone density screening in a supportive environment.
- Our Diagnostic Center for Sleep Health, with overnight evaluations in spacious and inviting suites to diagnose sleep disorders that can affect physical and mental health.

As we build upon our successes, PacMed will continue to put our patients first, invest in our communities and focus on excellent health care. We are committed to changing the future of health care delivery.



Pacific Medical Centers

Administrative Offices:

**1200 12th Avenue S
Seattle, WA 98144
206.621.4466**

**www.PacMed.org
1.888.4PACMED (1.888.472.2633)**





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Specialties and Services



Primary Care

Behavioral Medicine

- Neuropsychology
- Psychiatry—Adult & Geriatric
- Psychotherapy
 - Individual—Child/Adolescent & Adult
 - Couples Therapy
 - Family Therapy

Family Medicine

Family Medicine with Obstetrics

Geriatric Medicine

Gynecology

Internal Medicine

Nutrition

Pediatrics

Medical Specialties

Allergy

Cardiology

Dermatology

Diabetes & Metabolism, Endocrinology

Gastroenterology

Hepatology & Liver Disease

Immunology

Neurology

Oncology & Hematology

Physiatry

Pulmonology

Rheumatology

Sleep Medicine

Sports Medicine

Women's Health

Surgical Specialties

da Vinci® Robotic-Assisted Surgery

Facial Plastic Surgery

General Surgery

Gynecology

Interventional Pain Management

LASIK & Vision-Correction Services

Ophthalmology

Orthopedics

Otolaryngology

- Head & Neck Surgery

Podiatric Medicine

- Foot & Ankle Surgery

Urology

Vasectomy

Vitreoretinal Diseases & Surgery

Other Services

Cancer Screening

- Colonoscopy

- Mammography

Cardiovascular Lab

Cosmetic Services

- Surgical & Non-surgical Treatments

DXA (Bone Density Screening)

Echocardiography Lab

Nuclear Medicine Lab

Optometry

Physical Therapy



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Locations



Beacon Hill 206.326.2400
1200 12th Avenue S, Seattle, WA 98144

Canyon Park 425.412.7200
1909 214th Street SE, Suite 300, Bothell, WA 98021

Diagnostic Center for Sleep Health 206.709.8999
(at Northgate)
10416 5th Avenue NE, Seattle, WA 98125

Diagnostic & Wellness Center for Women 206.568.3800
(at Beacon Hill)
1200 12th Avenue S, Seattle, WA 98144

Federal Way 253.214.1920
31833 Gateway Center Blvd S, Federal Way, WA 98003

First Hill 206.505.1101
1101 Madison Street, Suite 301, Seattle, WA 98104

Lynnwood 425.744.7153
19401 40th Avenue W, Suite 230, Lynnwood, WA 98036

Northgate 206.517.6700
10416 5th Avenue NE, Seattle, WA 98125

Puyallup 253.435.3400
220 15th Avenue SE, Suite C, Puyallup, WA 98372

Renton 425.227.3700
601 S Carr Road, Suite 100, Renton, WA 98055

Totem Lake 425.814.5000
12910 Totem Lake Blvd NE, Suite 101, Kirkland, WA 98034



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Community Board



Community Board

Dan M. Guy III (Chair)
Anne M. Redman (Vice-Chair)
Stan Barnes (Treasurer)
Kathy Gersch (Secretary)
William Dowling, PhD
Michael McSherry
Paul Lambert
Rachel Lenington
Frances Connor
Lindsay Harris
Venkat Ramanan
Linda Marzano, CEO
Vik Dabhi, MD, CMO
James A. Lund, MD
Thomas Lamperti, MD



Medical Education Program



With excellence and continuous learning as core values at Pacific Medical Centers, we are committed to medical education and the training of the next generation of physicians and allied health professionals, including nurse practitioners and physician assistants.

Our medical staff appreciates the opportunity to share their knowledge and experience with doctors in training and also enjoys the challenge that teaching offers. Being a teaching physician means that a doctor has been trusted to inspire, nurture and mentor new medical practitioners. Our physicians also recognize that the teaching experience provides a stimulus for their own professional growth and encourages best practices.

The teaching program at PacMed™ is successful because it is a team effort and fulfills our belief in careful stewardship of community resources. Across our organization, all levels desire to provide an excellent learning experience, from the call center and front office staff to the medical assistants and nurses, and of course including the administrative team. Our patients are also integral to the teaching program, and their participation is tremendous.



Brian Bechtold, MD
Internal Medicine resident

For his training, Dr. Brian Bechtold, an internal medicine resident and University of Washington School of Medicine graduate, sought a clinic that would give him the chance to serve a broad diversity of people and to work within the community. He also wanted the opportunity to work closely with a single attending physician. He was matched with Pacific Medical Centers' Dr. Victoria Allen, who has been teaching residents for more than 20 years. Reflecting on his time at PacMed, Dr. Bechtold notes, "In my time as a resident here, Dr. Allen has taught me that in order to treat a patient I need to get to know them and respect that everyone comes from a different place in life. She has taught me to always be thorough, to always have an open mind, and to actively listen to the patient. I will take these valuable lessons with me into my own practice."



PacMed is a trademark of Pacific Medical Centers.

PacMed faculty physicians listed on back

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In recognition of their ability and commitment to medical education, many PacMed physicians have achieved the distinction of faculty status at the University of Washington.

UW Clinical Associate Professors

Christopher Smith, MD, FACP

UW Clinical Assistant Professors

Elizabeth Broussard, MD
Davonna Cufley, MD, FACP
James Lund, MD
Pathmaja (Bobbie) Paramsothy, MD, MS
David D. True, MD, PhD
Martha Ways, MD, FACP
Mary Wemple, MD
John B.K.K. Yuen, MD

UW Clinical Instructors

Victoria Allen, MD
Julia H. Becke, MD
Vik Dabhi, MD, PhD
Chris Maeda, MD
Lisa Oswald, MD
Alexander Park, MD
Kathryn Pearson, MD
Karen Wang, MD

Additional PacMed Primary Care Providers Who Teach

Lise Alexander, MD
Rick Bowles, DO
Andrew M. Dym, MD
Ari Gilmore, MD
Alexander M. Hamling, MD, MBA, FAAP
Rutherford Hayes, MD
Ellen Lackermann, MD
Serena Lam, MD
Estelle S. Lin, MD
Aileen Monponbanua, MD
Sonal Patel, MD, MPH
Carrie Rose, MD, MPH
Elizabeth Snapinn, MD
Sara Waterman, MD

Additional PacMed Specialty Care Physicians Who Teach

Sharmila Ahmed, MD
Kirk Alexander, DPM, FACFAS
Barbara J. Fox, MD, FAAD
Stephen Gingrich, MD
Gregory Grant, DPM, FACFAS
Manika Jamwal, MD
John W. Knutson, MD
Benjamin W. Lacey, MD
Susan Leu, MD, FAAD
Chad J. Marion, MD
Philip Massey, MD
Ameet Parikh, MD
Elham Rezvanian, MD
Hina Sahi, MD
Parul Sharma, DO
David M. White, MD, FACS
Michael Wolfe, MD, FACS