

2014 Annual Report

INVESTING IN OUR COMMUNITY



Jefferson
Healthcare



Dear Neighbors,

Welcome to the Fall issue of **To Your Health**. This issue is our annual community report, and it covers our accomplishments and improvements in 2014 and highlights our 2015-16 Strategic Plan.

The biggest decision made in 2014 was to proceed with the new Emergency and Specialty Services building. The

construction project is now underway. We've completed Phase 1 in August and are starting Phase 2 in September. Phase 2 includes the demolition of both the 1929 and maintenance buildings to make way for the new ESSB. The need for newer and more expansive clinical space has never been greater, and we are all looking forward to completing the project and moving into our new digs! As you will read in our report, cancer care, cardiology, and women's health imaging are all growing. Due to projected demographic trends, we foresee this growth continuing for the next 10 years.

While a modern and efficient facility is important, the quality of care at Jefferson Healthcare is a reflection of the skilled and compassionate people who work here. In 2014, we were recognized by several accreditation organizations for our work in exceeding the highest possible standards of care. Jefferson Healthcare is committed to becoming a fully accredited organization, and I am very proud of every staff member who contributed to these accomplishments. We will keep you informed on our progress as we continue to pursue best practices and program accreditation in important clinical service areas like oncology and our joint replacement program.

Financial stability and responsible investments are crucial if we are going to meet the growing needs of our community. Remaining financially strong means Jefferson Healthcare can stay an independent healthcare system. Frankly, this is not the norm for small, rural hospitals. There are numerous examples of rural and critical access hospitals being absorbed by larger systems. Our tax support only covers about one day of Jefferson Healthcare operating expenses, so balancing the budget requires prudent decision making and constant review of expenses.

Lastly, we've included a detailed summary of our 2015-16 Strategic Plan in this issue. The plan is only outlined in this issue, but you can read the full plan online at www.JeffersonHealthcare.org/strategicplan.

I want to thank you for your ongoing support of Jefferson Healthcare. Please feel free to drop me a note anytime at mglenn@jeffersonhealthcare.com.

Sincerely,

Mike Glenn
Chief Executive Officer
Jefferson Healthcare

Investing in the Future of Health Care

ONE OF JEFFERSON HEALTHCARE'S MOST IMPORTANT TASKS IS ANTICIPATING OUR PATIENTS' FUTURE NEEDS, AND MAKING SURE WE'RE READY TO FULFILL THEM.

Completion of the 2015–2016 Strategic Action Plan makes it easier to prioritize future investment, such as the \$22 million Jefferson Healthcare invested in our new Emergency & Specialty Services building, now under construction. Cardiology, Orthopedics, Oncology, Medical Short Stay, Women's Imaging, and a state-of-the-art Emergency Department will be housed in the new facility. We're leaving some space open in the new building to provide flexible options for responding to new needs as they arise. The Emergency Department is expanding to provide additional and more private exam rooms, and creating a supportive environment for patients experiencing mental crises.

"Need for these services is growing exponentially because the population we serve is aging," says Kate Burke, Marketing Manager and Foundation Director for Jefferson Healthcare. "We're investing in the latest technology and service providers our community needs most."

INVESTING IN PORT LUDLOW

A new clinic planned for Port Ludlow will expand primary and specialty care along similar service lines to residents of the Port Ludlow area.

The new Port Ludlow clinic will be two times the size of the current clinic. Construction is expected to be complete in 2016. The space will support primary care and visiting specialists in cardiology, orthopedics, and other services, as well as providing a resource room and lab services.

For more information on Jefferson Healthcare, visit jeffersonhealthcare.org.





Cardiology's Big Year

IN 2014, JEFFERSON HEALTHCARE EXPANDED CARDIOLOGY SERVICES IN WAYS THAT WILL BENEFIT OUR COMMUNITY FOR YEARS TO COME AND SAVE PATIENTS THE HASSLE OF HAVING TO SEEK MANY TYPES OF HEART CARE HOURS AWAY.

“One of our most important goals last year was to better serve our community by pairing additional cardiac technologies and capabilities with our exceptional staff,” says Joyce Cardinal, RN, MBA, Chief Nursing Officer at Jefferson Healthcare. “We accomplished this, but we’re far from finished. More expansion is planned for the future, including nuclear cardiology capabilities.”

One of our most exciting new cardiology services is echocardiography, an ultrasound test of the heart’s rhythm that has been available at Jefferson Healthcare since the winter of 2014. Previously, Jefferson Healthcare offered limited cardiac services and a restricted appointment schedule.

“It’s been exciting to offer the newest technology in echocardiography that is onsite and operated by our own employees,” says Lisa Holt, MSN, MS, RN, Chief Ancillary Officer at Jefferson Healthcare. “We just added a second echocardiography technician, so now we have even more availability to schedule tests.”

Other additions to cardiology services in 2014 included:

- new Director of Cardiology Services, Judy Tordini, RN, who is integrating our cardiac services and making care more seamless for patients
- utilizing the latest diagnostic technologies to monitor heart arrhythmia and expand outpatient cardiac services
- Well Heart, a twice-monthly community education series in which Jefferson Healthcare providers discuss heart-health topics at various locations around Jefferson County

Look for more enhancements to our cardiology services in the months and years to come. We will never stop improving how we care for patients’ hearts.



Joyce Cardinal, RN, MBA

FOLLOWING THE HEART’S RHYTHM

Cardiac providers at Jefferson Healthcare are using technology to identify heartbeat abnormalities around the clock, all while patients go about their regular routines.

In December 2014, Jefferson Healthcare became the first on the North Olympic Peninsula to offer Mobile Cardiac Outpatient Telemetry™ by CardioNet, a heart rhythm monitoring device that individuals with symptoms of potential arrhythmia, such as lightheadedness or palpitations, wear for 30 days. The technology allows medical professionals to identify rhythm irregularities in real time and direct patients to seek care before the conditions become serious.

“With most monitors, information is compiled on a disc to be mailed to the manufacturer for analysis,” says Judy Tordini, RN, Director of Cardiology Services at Jefferson Healthcare. “By the time the provider receives the interpretation, he or she has missed an opportunity to prevent patient harm. With the real-time tracking capabilities of the CardioNet device, we’ve averted potential problems and diagnosed conditions that require pacemakers or medication.”

For more information about heart care at Jefferson Healthcare, contact Judy Tordini at (360) 385-2200, ext. 2339, or jtordini@jgh.org. If you would like to schedule a heart health talk at your service club or organization, please contact Kate Burke at kburke@jgh.org or call (360) 385-2200 ext. 2014.

Strength in Numbers

STABLE FINANCIAL PERFORMANCE IN 2014 SERVES AS A FOUNDATION FOR THE CAMPUS GROWTH WE ARE UNDERTAKING. HERE ARE SOME KEY NUMBERS THAT ILLUSTRATE THE YEAR.

FINANCIALS

Operating Revenue:	\$76,104,601
Operating Expenses:	\$73,719,498
Net Operating Income:	\$2,385,103
Operating Margin:	3.13%
Estimated Charity Care:	\$2,719,948



HOW WE SPEND OUR MONEY

Salaries & Wages: \$37,131,995
50.37%

Employee Benefits: \$8,792,101
11.93%

Professional Fees: \$4,141,699
5.62%

Purchased Services: \$4,016,042
5.45%

Supplies: \$9,778,668
13.26%

Insurance: \$629,145
0.85%

Leases & Rentals: \$1,193,693
1.62%

Depreciation & Amortization: \$4,137,171
5.61%

Repairs & Maintenance: \$924,688
1.25%

Utilities: \$898,142
1.22%

Licenses & Taxes: \$594,853
0.81%

Other: \$1,481,301
2.01%

Total: \$73,719,498

GROWTH IN SERVICES

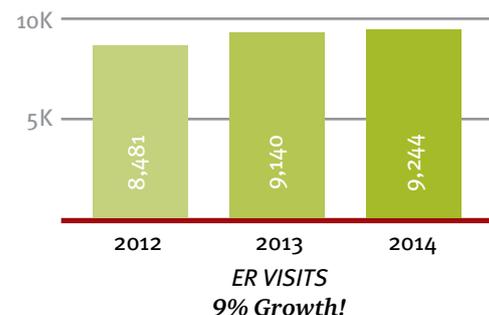
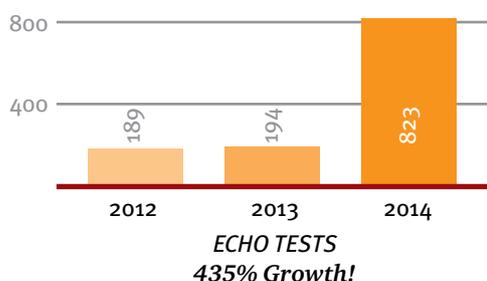
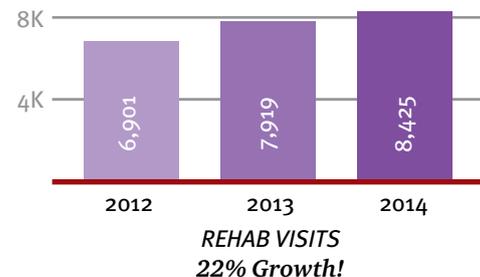
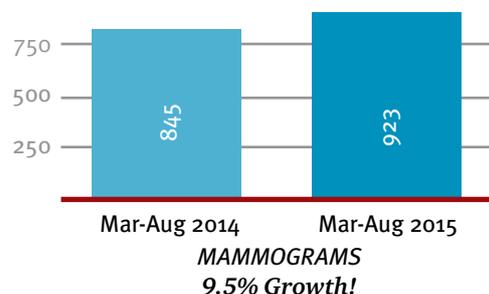
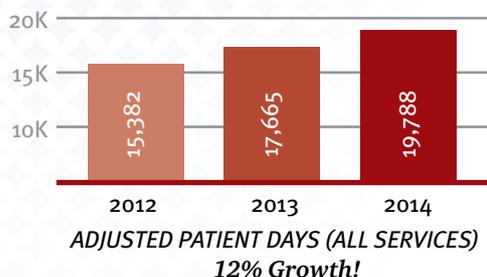
When we add new facilities, such as the ambulatory surgery center we established during 2014, we are better equipped to efficiently and effectively accommodate more patients. We want these numbers to rise.

Since our new 3-D mammography machine was installed in March, mammograms are up.



“2014 has been a year of preparation for the unprecedented capital growth we will welcome during 2015 and 2016. But in the midst of our progress, we are working proactively to minimize the disruption to the patient experience. Our goal is to offer a wide range of services with consistent care and compassion.”

— Hilary Whittington, CPA, CFO, Jefferson Healthcare



CAMPUS EXPANSION

On June 1, 2015, we broke ground on our new Emergency and Specialty Services Building (ESSB). The additional square footage and services to be provided in this space will enhance Jefferson Healthcare’s capacity to care for our community’s aging population.

We expect to complete the project in 2016.





Dedicated to Excellence

JEFFERSON HEALTHCARE IS COMMITTED TO QUALITY—AND OUR HARD WORK HAS PAID OFF. IN 2014, WE RECEIVED RECOGNITION IN MANY AREAS OF CARE. HERE'S A LOOK BACK AT OUR SUCCESSFUL YEAR.

A REGIONAL LEADER IN EQUALITY

Jefferson Healthcare is one of only 14 hospitals—and the only rural hospital—in Washington to receive designation as a 2014 Lesbian, Gay, Bisexual, and Transgender (LGBT) Healthcare Equality Leader. This recognition is awarded by the Human Rights Campaign and is based on the organization's Healthcare Equality Index, a set of four criteria hospitals use to rate their ability to provide equal-opportunity employment and inclusive care to LGBT patients.

Our designation means that our patients and their loved ones will receive equal treatment and equal visitation rights regardless of their sexual orientation and that our staff is trained to provide LGBT patient-centered care.

KEEPING YOU SAFE AT HOME

In 2014, OCS HomeCare, a part of the National Research Corporation, named Jefferson Healthcare a HomeCare Elite Top Agency. Using data compiled by Medicare Home Health Compare and the Centers for Medicare & Medicaid Services, OCS HomeCare assesses and compares home health providers in key areas, including quality and the patient experience. Providers, such as Jefferson Healthcare, that are ranked within the top 25 percent in each region are added to the national list of top home health agencies.

OUR TOP-OF-THE-LINE SERVICES

The mammography services provided through the Jefferson Healthcare Diagnostic Imaging Department are accredited by the American College of Radiology, and our Laboratory is accredited by the American College of Pathologists. In 2015, the Jefferson Healthcare Sleep Clinic also received reaccreditation from the American Academy of Sleep Medicine.

AN ENDURING PLEDGE

Since 2011, Jefferson Healthcare has received certification from DNV GL Healthcare, a Medicare-approved hospital accrediting organization that focuses on quality and patient safety. Jefferson Healthcare completes the recertification process each year, and we recently became the first hospital on the peninsula to receive DNV GL's ISO 9001 Quality System Certification.

Based on adherence to the quality standards outlined in the ISO 9001 quality management system, the DNV GL ISO 9001 Quality System Certification proves that we adhere to national standards and continually improve upon the services we provide to best meet our patients' needs.

“The awards and accreditations that Jefferson Healthcare has received are a clear sign of our dedication to our community. We are always striving to improve, and our community members can feel confident that they receive quality services right here at home.”

—Lisa Holt, MSN, MS, RN, Chief Ancillary Officer at Jefferson Healthcare

To read about all of our awards and accreditations, visit www.jeffersonhealthcare.org/awards.

Working Together for Patients

DESIGNED TO GIVE PATIENTS AND THEIR FAMILIES A WAY TO IMPROVE THEIR EXPERIENCE AT JEFFERSON HEALTHCARE, THE PATIENT-FAMILY ADVISORY COUNCIL (PFAC) IS ALREADY MAKING A DIFFERENCE.

One of its first successes was reducing the turnaround time for patients applying for reduced fees under the compassionate care program from two weeks to less than 24 hours.

“Having a patient as a member of the PFAC, sharing her personal experiences, was invaluable,” says Jackie Levin, RN, MS, AHN-BC, NC-BC, patient advocate and chair of the PFAC. “Patients and family members can see things that we, as staff members, take for granted, or just don’t see.”

THE VALUE OF A NEW PERSPECTIVE

That patient was Rosalie Branigan, who was encouraged to join the PFAC after contributing her experience as a patient to a 2013 issue of *To Your Health*. She and her husband have both experienced care in multiple Jefferson Healthcare departments.

“I looked at what was happening as a wife of a patient, as a patient, and as a council member,” Branigan says. “When I mentioned our experiences, it was impressive to see those on the Council who work for Jefferson Healthcare react.”

LEARNING TO SEE THROUGH NEW EYES

Jennifer Tjemsland, CHAA, financial counselor, says she joined the PFAC to better understand the challenges patients face from the moment they walk in the hospital until their accounts are closed.

“I’ve learned a lot about being a patient this year,” says Tjemsland. “It gives me the opportunity to ask myself, ‘What could I be doing better to make this experience easier for the patient?’”

To learn more about the PFAC, contact Jackie Levin at (360) 385-2200, ext. 2236.



Back row (left to right): Penny Westerfield, Administrative Assistant; Lisa Ferenz, Pharmacy; Erica Epling, RN; Dick Schulte; Norm Moran

Front row (left to right): Zan Manning; Jennifer Tjemsland, Financial Counselor; Jackie Levin, RN, Patient Advocate; Rosalie Branigan; Andrea McElrath, RN; Noreen McCarron

FULFILLING THE STRATEGIC ACTION PLAN

Within Jefferson Healthcare’s 2014 Strategic Action Plan, the first goal was to elevate patient care. Creation of the Patient-Family Advisory Council was one of the key patient satisfaction initiatives within that goal, and the PFAC’s role and contribution in promoting patient care are obvious.

However, the PFAC aided in furthering other goals within the Strategic Action Plan. To contribute to pricing transparency, the council met with the Patient Financial Services Department and director of billing to provide a patient’s perspective. That department also wanted to reduce the amount of time necessary for financial assistance applications. Prior to PFAC involvement, the average turnaround times for these applications was two weeks. Now, the turnaround time for these applications is only 24 hours.

Soon, the PFAC will work toward another part of the plan: helping make our inpatient unit a quieter environment more conducive to healing.



A Close-to-Home Resource for Cancer Care

WHEN FAMILIES ARE AFFECTED BY A CANCER DIAGNOSIS, THE LAST THING THEY NEED TO WORRY ABOUT IS TRAVELING FOR TREATMENT. AT JEFFERSON HEALTHCARE, OUR ONCOLOGY CLINIC IS EXPANDING ITS BREADTH OF SERVICES TO ENSURE OUR COMMUNITY MEMBERS RECEIVE QUALITY CANCER CARE AT HOME.

The 2014–2015 year was one of growth for our Oncology Clinic. In January 2015, we welcomed Kurt Norman, MD, Hematologist and Oncologist, to our cancer team. The opportunity to make a difference in our community drew Dr. Norman, who is fellowship-trained in hematology, oncology, and bone marrow transplantation, to Jefferson County. Dr. Norman's role is to partner with our existing team of providers—which includes a physician, nurse practitioner, pharmacist, dietitian, diabetes educator, social worker, respiratory therapist, and members of our nursing staff—to guide patients to the best possible treatment options.

“The care provided at the Oncology Clinic is comparable to the care you would find in any metropolis,” Dr. Norman says. “Receiving care in our small, community-based cancer center also gives you the advantage of becoming part of a family. We are members of this community, and we take caring for our friends and neighbors very seriously.”

LOOKING TO THE FUTURE

Within the last few months, the number of patients visiting the Oncology Clinic has doubled, but we aren't going to stop here. The next few years are poised for even more growth. According to Dr. Norman, plans are in place to open a new Oncology Clinic next year in the new Emergency and Specialty Services building. The Oncology Clinic Team is currently forming partnerships with other facilities in the region to begin a local program for clinical cancer trials.



Kurt Norman, MD

ACHIEVING EXCELLENCE

Jefferson Healthcare is working toward Community Cancer Program accreditation from the American College of Surgeons' Commission on Cancer. To achieve this accreditation, we will undergo a rigorous examination of 47 standards that cover many aspects of cancer care, including clinical trial participation, our patients' experience and outcomes, and community outreach and preventive education. Jefferson Healthcare is currently in the process of launching a cancer registry, and we hope to apply for accreditation by the end of 2015.

“Commission on Cancer accreditation is the gold seal of approval for cancer care,” says Joyce Cardinal, Chief Nursing Officer and Project Manager for Cancer Accreditation at Jefferson Healthcare. “For our community members, this accreditation will provide even greater assurance that they can get safe, effective quality cancer care in their community.”

For more information on our Oncology Clinic and services, visit www.jeffersonhealthcare.org/cancercare.



STRONG FOR SURGERY

Before you have any scheduled surgery, it's important to be in the best health possible to avoid unnecessary complications. Using guidelines developed by the University of Washington, Jefferson Healthcare's Strong for Surgery program targets four areas of health prior to your scheduled surgery:

- blood sugar control
- medication management
- smoking cessation
- balanced nutrition

"Patients who have these four areas managed well prior to surgery have vastly better recovery time and fewer complications," says Laura Showers, RN, MSN, infection preventionist at Jefferson Healthcare. "Each patient is screened and evaluated, then referred to specialists or their primary care provider as needed."

To learn more about the Strong for Surgery program, call Laura Showers at (360) 385-2200, ext. 2007.

To learn more about surgical procedures available at Jefferson Healthcare, visit www.jeffersonhealthcare.org and select "Surgical Services" under the "Services" tab.

Partners in Practice

THANKS TO THE PARTNERSHIP BETWEEN JEFFERSON HEALTHCARE AND TWO SURGICAL PRACTICES, PATIENTS IN JEFFERSON COUNTY CAN HAVE A WIDE RANGE OF SURGICAL NEEDS CARED FOR.

Whether to remove cancer, fix a broken bone, or resolve a digestive problem, surgery can be frightening—especially if you have to travel a long distance to get the service you need. In 2014, Jefferson Healthcare partnered with Jefferson Healthcare Surgical Associates and WestSound Orthopaedics to expand surgery options for patients in the Port Townsend area.

GENERAL SURGERY, EXCEPTIONAL CARE

"We have four surgeons who can care for a wide range of needs," says Jay Lawrence, DO, Chief of Surgery at Jefferson Healthcare. "Each patient gets individualized care from the moment they come in for a consultation to the procedure itself to any follow-up appointments."

The Surgery and Endoscopy Center has space for minor surgeries and preventive procedures, including upper endoscopies and colonoscopies. We can also treat:

- gastrointestinal problems
- skin cancer
- digestive issues
- hernias
- breast cancer
- rectal problems

"We have a surgeon on call 24 hours a day for emergency services," Dr. Lawrence says. "We are proud to meet the general surgery needs of all those in our community, close to where they live and work."

ALL ABOUT BONES AND JOINTS

Two new providers at WestSound Orthopaedics are now able to provide care at Jefferson Healthcare. Supporting the work of David King, MD, Orthopedic Surgeon at Jefferson Healthcare are Kenneth R. Koskella, MD, FAAOS, and Erin P. Moyer, MD, Orthopedists with the Jefferson Healthcare Orthopedics Clinic.

"We have increased our capacity to care for patients close to home," says Lisa Holt, MSN, MS, RN, Chief Ancillary Officer at Jefferson Healthcare. "You can have imaging done, surgery performed, and recuperation completed in the community where your friends and family can support you."



The Path Ahead

IN TIMES OF RAPID CHANGE AND PROGRESS, THE JEFFERSON HEALTHCARE 2015–2016 STRATEGIC PLAN GUIDES THE COURSE OF COMMUNITY HEALTH CARE.

These key strategic goals help Jefferson Healthcare proactively address community healthcare needs, while remaining flexible to adapt to new regulations.

“Nearly every significant accomplishment we’ve made in the last five years has been the result of strategic planning,” says Mike Glenn, CEO of Jefferson Healthcare. “We still have much to accomplish, and I look forward to seeing our 2015–2016 plan benefit the communities we care for.”

GOAL 1:

Make Jefferson Healthcare a great place to receive care.

Improve the patient experience:

- Improve the culture of safety.
- Improve antimicrobial stewardship.
- Improve transitions of care for chronic care patients.
- Improve patient satisfaction by creating a quiet, healing environment and improving communication.
- Develop a palliative care program.
- Continue to excel with WSHA “Partnership for Patients” program.
- Building our building uneventfully by completing the project on time and on budget by August 2016.

GOAL 2:

Make Jefferson Healthcare a great place to work and practice.

Improve employee and care team experience:

- Make employee communication a priority.
- Celebrate successes through heightened employee appreciation.
- Achieve improvement in our engagement surveys.
- Integrate Provider Leadership Council into organizational decision making.
- Develop an organization/provider compact articulating commitment to one another.
- Revise provider contracts to better represent current healthcare climate.
- Fully implement practice improvement initiative.

GOAL 3:

Stay strong, stay current, stay independent.

Solidify our financial position:

- Improve our cash position by \$4.5 million.
- Demystify healthcare economics by educating employees and the community about healthcare finances.
- Improve the patient billing experience.
- Position Jefferson Healthcare for a secure future by establishing a Jefferson 2020 Task Force to identify and help navigate system changes inherent in the Affordable Care Act and healthcare reform.

GOAL 4:

Help our community live well.

Improve the health of our population:

- Improve local accessibility to high quality specialty care in Oncology, Cardiology, Orthopedics, and Women’s Health Care.
- Be the health resource for our community by partnering with key public and private institutions, providing leadership in community minded initiatives and continuing to invest in services and programs to improve the health, wellness and vitality of our community.
- Improve access to primary care and improve overall clinic satisfaction.

Read the full plan and see the metrics at www.jeffersonhealthcare.org. Choose “Strategic Plan” from the “About Us” menu.

Heartwarming and Healthy

CHEF ARRAN STARK BELIEVES THAT FOOD IS ONE OF THE MOST IMPORTANT MEDICINES. JEFFERSON HEALTHCARE HAS PARTNERED WITH OLYCAP TO ENSURE THAT SENIORS IN THE COMMUNITY HAVE ACCESS TO NUTRITIOUS AND TASTY MEALS.



“The idea for our senior meal program came from a conversation with a friend of mine, a retired chef, who had worked with the community center on senior meals and wanted to find a way to do more,” says Arran Stark, Executive Chef and Food Service Director with Jefferson Healthcare. “Once we found out that OlyCap got some funding and wanted to improve their senior meal program, we spoke with their executive director and got the ball rolling.”

In existence for almost a year now, the senior meals program provides nutritious meals to seniors in the community, using many ingredients from local farms. The meals are delivered to each senior’s home

two days per week and cost no more than eating in the hospital cafeteria would. Stark notes that organizers want to expand the program to four or five days per week.

“I think it’s the responsibility of the hospital to watch over the welfare of the community, and we’re moving toward an attitude of approaching wellness from a preventive standpoint,” Stark says. “In addition to the senior meals program, we do things like working with local schools and putting on cooking demonstrations at the farmer’s market and food bank.”

You can learn more about senior meals at www.olycap.org.



Quick-Pickled Beets and Beet-Pickled Deviled Eggs

SMALL, TENDER SUMMER BEETS ARE GREAT FOR A QUICK PICKLE AND ADD AN EARTHY ZING TO ALMOST ANYTHING.

INGREDIENTS

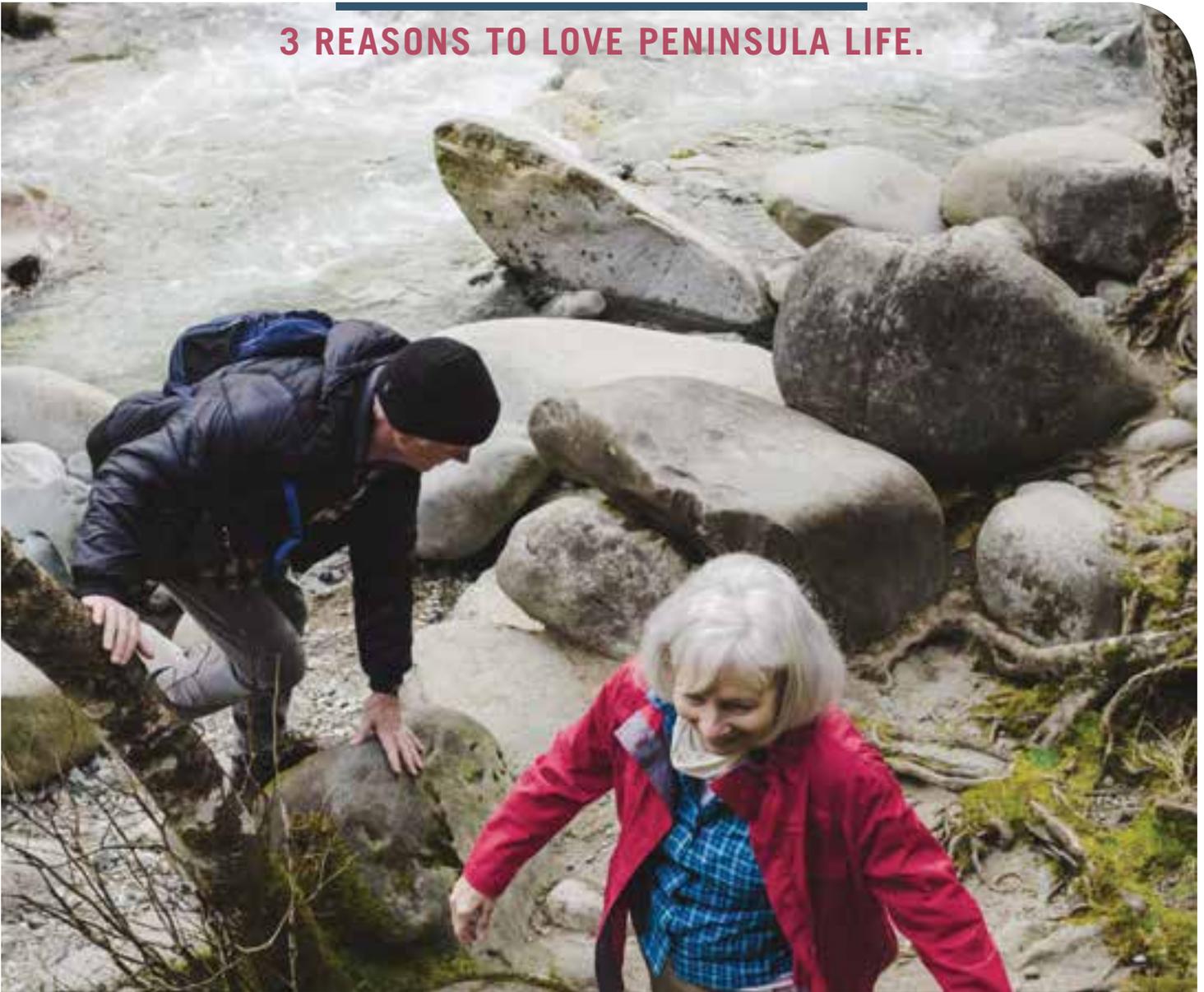
12 red beets	1 pint water
1 medium sweet yellow onion, diced	1 cup honey
3 cloves garlic, thinly sliced	kosher salt and black pepper to taste
1 tsp. anise seed	12 eggs, boiled and peeled
3 sprigs fresh rosemary	
1 quart red wine vinegar	

INSTRUCTIONS

1. Begin by stemming and peeling your beets, wearing gloves to keep you from being caught red handed. Cut the beets into even sized wedges.
2. Combine beets with diced onion and sliced garlic in a medium sauce pan along with anise seed and rosemary.
3. Add red wine vinegar, water, and honey, and slowly heat over medium. Stir until the honey is dissolved. Season to taste with salt and pepper.
4. Bring the mixture to a boil, then back down to a simmer, occasionally testing the beet wedges for doneness. Once the beets reach the point of *al dente* (“to the tooth” in Italian, meaning a somewhat firm texture), remove from the heat and allow to cool to room temperature.
5. Decant into a container and refrigerate.
6. For beet-pickled deviled eggs, place your peeled, boiled eggs into some of the beet brine and allow to sit for 24 hours. Remove and devil them.



3 REASONS TO LOVE PENINSULA LIFE.



Tide Course. Port Ludlow Days. My Harvard-Trained Doctor.

JEFFERSON ORTHOPEDIC CARE

- Total joint replacement
- Hip and knee replacement
- Joint repair and reconstruction
- Joint pain management
- Non-surgical approaches
- Sports medicine

There are many lifestyle reasons we live on the peninsula. But I was surprised to learn I didn't have to travel to Seattle to find a world-class surgeon. When joint pain kept me from the activities I love, a neighbor recommended Dr. David King. He's a Harvard University trained doctor and the only board-certified orthopedic surgeon who is fellowship trained in adult hip and knee replacement on the Olympic Peninsula.

JEFFERSONHEALTHCARE.ORG

WHICH MEANS I DON'T HAVE TO TAKE A FERRY TO GET EXPERT CARE.



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