
Business Session Draft Agenda
Wednesday, September 20, 2017

<u>Call to Order:</u>	3:30
<u>Approve Agenda:</u>	3:31
<u>Patient Story:</u> Lisa Holt, Chief Ancillary and Specialty Services Officer	3:32
<u>Minutes:</u> Action Requested	3:37
• September 6 Regular Session Minutes (pg. 2-3)	
<u>Required Approvals:</u> Action Requested	3:38
• August Warrants and Adjustments (pg. 4-8)	
• Resolution 2017-37 Cancel Warrants (pg. 9)	
<u>Public Comment:</u>	3:40
<i>(Alternative methods of providing public comment on any item on the agenda or any other hospital issue is through a letter addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368 or email to Commissioners at commissioners@jgh.org)</i>	
<u>No on Proposition 1 Presentation:</u> No Action Requested	3:50
• Ron Gregory	
• Public Comment	
<u>Compliance Report:</u>	4:10
• Erin Coffey, Compliance Officer and Patient Access Services Manager	
<u>Strategic Plan 2017-2020:</u> Action Requested (pg. 10-14)	4:30
<u>Financial Report:</u> Hilary Whittington, Chief Administrative Officer/CFO	4:45
• August	
• Patient Financial Experience Task Force Report Out	
<u>Administrator's Report:</u> Mike Glenn, CEO	5:15
• Behavioral Health Update	
<u>Chief Medical Officer Report:</u> Joe Mattern, MD, CMO	5:35
<u>Board Report :</u>	5:55
• WSHA Rural Advocacy Days	
<u>Conclude:</u>	6:10

This Regular Session will be officially audio recorded.
Times shown in agenda are estimates only.

**Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, September 6, 2017
Victor J. Dirksen Conference Room**

Call to Order:

The meeting was called to order at 3:30pm by Commissioner Buhler. Present were Commissioners Buhler, Dressler, De Leo, Kolff, and Ready. Also present were Mike Glenn, Chief Executive Officer, Brandie Manuel, Chief Patient Care Officer, Lisa Holt, Chief Ancillary and Specialty Services Officer, Jenn Wharton, Chief Ambulatory and Medical Group Officer, Caitlin Harrison, Chief Human Resources Officer, and Alyssa Rodrigues, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

Commissioner Dressler made a motion to approve the agenda. Commissioner De Leo seconded.

Action: Motion passed unanimously.

Patient Story:

Brandie Manuel, Chief Patient Care Officer, presented the Patient Story regarding Surgical Services, noting how high their patient survey scores have become. She read aloud a letter from a patient, who related how well her surgery visit had gone and that she could find nothing to complain about.

Minutes:

- August 16 Regular Session minutes

Commissioner Kolff made a motion to approve the August 16 Regular Session minutes. Commissioner De Leo seconded.

Commissioner De Leo made a motion to amend the August 16 minutes, instead of “highest level of commendation the state can be give” to instead “highest level of commendation they can give”.

Action: Motion passed unanimously

Required Approvals:

- Medical Staff Credentials/Appointments/Reappointments

Commissioner Dressler made a motion to approve Medical Staff Credentials/Appointments/Reappointments as presented. Commissioner De Leo seconded the motion.

Action: Motion passed unanimously.

Washington State Hospital Association Update:

Chris Bandoli, Senior Vice President, Government Affairs presented a Washington State Hospital Association Update.

Discussion ensued.

Strategic Plan 2017-2020:

Mike Glenn, CEO, and Katie Holmes, Consultant presented the 2017-2020 Strategic Plan.

Discussion ensued.

Commissioner De Leo made a motion that Commissioner Buhler and Commissioner Dressler are representatives at the Healthcare and Wellness Committee Tour on September 15. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Board Reports:

Commissioner Kolff confirmed that Resolution 2017-35 opposition public comment was available to be made at the September 20 commissioners meeting.

Commissioner Kolff suggested delaying January 3, 2018 Commissioner Meeting due to the holiday.

Conclude:

Commissioner Dressler made a motion to conclude the meeting. Commissioner Ready seconded the motion.

Action: Motion passed unanimously.

Meeting concluded at 5:18pm.

Approved by the Commission:

President of Commission: Jill Buhler _____

Secretary of Commission: Marie Dressler _____

**JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368**

**TO: BOARD OF COMMISSIONERS
FROM: HILARY WHITTINGTON, CFO
RE: AUGUST 2017 WARRANT SUMMARY**

The following items need to be approved at the next commission meeting:

General Fund Warrants & ACH Transfers	\$7,998,069.20	(Provided under separate cover)
Bad Debt / Charity	\$293,285.76	(Attached)
Canceled Warrants	\$695.97	(Attached)

**JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368**

**TO: BOARD OF COMMISSIONERS
FROM: HILARY WHITTINGTON, CFO
RE: AUGUST 2017 GENERAL FUND WARRANTS & ACH
FUND TRANSFERS**

Submitted for your approval are the following warrants:

GENERAL FUND:

238570 - 239282	\$3,669,576.47
ACH TRANSFERS	\$4,328,492.73
	<u>\$7,998,069.20</u>
YEAR-TO-DATE:	<u><u>\$63,407,176.29</u></u>

Warrants are available for review if requested.

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: HILARY WHITTINGTON, CFO
RE: AUGUST 2017 BAD DEBT, ADMINISTRATIVE, AND CHARITY CARE WRITE OFFS

Submitted for your approval are the following:

	AUGUST	AUGUST YTD	AUGUST YTD BUDGET
Bad Debts:	\$139,893.52	\$2,087,762.17	\$2,076,631.32
Charity Care:	\$121,579.18	\$725,205.56	\$875,611.55
Other Administrative Adjustments:	\$31,813.06	\$293,151.47	\$157,721.24
	<hr/>		
TOTAL FOR MONTH:	\$293,285.76	\$3,106,119.20	\$3,109,964.11
	<hr/> <hr/>		

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: HILARY WHITTINGTON, CFO
RE: AUGUST 2017 WARRANT CANCELLATIONS

State law requires you to pass a resolution canceling any warrants which are not presented to the Treasurer for payment within one year of issue.

DATE	WARRANT	AMOUNT
8/2/2016	229279	\$ 495.00
8/4/2016	229362	\$ 135.00
8/25/2016	229876	\$ 52.90
8/25/2016	229927	\$ 13.07

TOTAL: \$ 695.97

	August 2017 Actual	August 2017 Budget	Variance Favorable/ (Unfavorable)	%	August 2017 YTD	August 2017 Budget YTD	Variance Favorable/ (Unfavorable)	%	August 2016 YTD
Gross Revenue									
Inpatient Revenue	3,215,711	3,440,801	(225,090)	-7%	30,456,464	26,971,435	3,485,029	13%	22,480,965
Outpatient Revenue	15,237,534	14,416,995	820,538	6%	108,319,129	113,010,611	(4,691,483)	-4%	91,664,090
Total Gross Revenue	18,453,245	17,857,796	595,449	3%	138,775,592	139,982,046	(1,206,453)	-1%	114,145,055
Revenue Adjustments									
Cost Adjustment Medicaid	1,920,345	2,191,686	271,341	12%	13,459,679	17,179,985	3,720,306	22%	12,826,105
Cost Adjustment Medicare	5,800,451	5,885,349	84,898	1%	48,561,915	46,133,531	(2,428,384)	-5%	37,335,164
Charity Care	121,579	111,704	(9,876)	-9%	725,206	875,612	150,406	17%	657,256
Contractual Allowances Other	1,474,072	1,251,241	(222,831)	-18%	10,432,996	9,808,112	(624,884)	-6%	8,123,844
Administrative Adjustments	31,813	20,121	(11,692)	-58%	293,151	157,721	(135,430)	-86%	133,333
Adjust Bad Debt	139,894	264,920	125,027	47%	2,087,762	2,076,631	(11,131)	-1%	1,879,843
Total Revenue Adjustments	9,488,154	9,725,020	236,867	2%	75,560,709	76,231,592	670,883	1%	60,955,545
Net Patient Service Revenue	8,965,091	8,132,776	832,315	10%	63,214,883	63,750,454	(535,571)	-1%	53,189,510
Other Revenue									
340B Revenue	314,631	260,239	54,393	21%	2,275,502	2,039,934	235,567	12%	2,017,729
Meaningful Use Ehr Incentive	-	3,397	(3,397)	-100%	136,784	26,630	110,154	414%	21,250
Other Operating Revenue	137,411	112,961	24,450	22%	1,089,672	885,472	204,200	23%	683,221
Total Operating Revenues	9,417,134	8,509,373	907,761	11%	66,716,841	66,702,491	14,350	0%	55,911,710
Operating Expenses									
Salaries And Wages	4,418,969	4,211,112	(207,857)	-5%	32,392,211	33,009,676	617,465	2%	27,163,717
Employee Benefits	973,428	1,040,237	66,809	6%	8,100,269	8,154,110	53,841	1%	6,557,710
Professional Fees	436,623	290,474	(146,149)	-50%	3,342,154	2,276,943	(1,065,212)	-47%	2,443,790
Purchased Services	546,188	539,994	(6,195)	-1%	4,107,915	4,232,853	124,938	3%	3,655,566
Supplies	1,428,417	1,212,418	(215,999)	-18%	10,148,568	9,503,790	(644,777)	-7%	7,906,133
Insurance	43,449	57,753	14,304	25%	381,671	452,712	71,042	16%	442,058
Leases And Rentals	128,545	147,734	19,189	13%	918,405	1,158,045	239,640	21%	919,907
Depreciation And Amortization	358,720	312,906	(45,814)	-15%	2,821,356	2,452,778	(368,578)	-15%	2,476,421
Repairs And Maintenance	53,144	77,228	24,084	31%	380,388	605,369	224,981	37%	423,878
Utilities	100,190	78,128	(22,062)	-28%	661,467	612,419	(49,048)	-8%	523,762
Licenses And Taxes	61,752	46,565	(15,187)	-33%	422,676	365,008	(57,668)	-16%	414,470
Other	134,298	174,830	40,532	23%	1,029,598	1,370,443	340,844	25%	1,062,636
Total Operating Expenses	8,683,722	8,189,379	(494,344)	-6%	64,706,678	64,194,146	(512,532)	-1%	53,990,048
Operating Income (Loss)	733,412	319,995	413,417	129%	2,010,163	2,508,345	(498,182)	-20%	1,921,662
Non Operating Revenues (Expenses)									
Taxation For Maint Operations	36,107	17,156	18,951	110%	151,767	134,482	17,285	13%	116,654
Taxation For Debt Service	61,140	19,003	42,136	222%	189,897	148,962	40,935	27%	169,220
Investment Income	23,465	6,582	16,882	256%	119,887	51,596	68,291	132%	68,242
Interest Expense	(65,993)	(85,615)	19,623	23%	(418,705)	(671,114)	252,409	38%	(343,854)
Bond Issuance Costs	(10,000)	(12,740)	2,740	22%	(10,000)	(99,863)	89,863	90%	-
Gain or (Loss) on Disposed Asset	-	-	-	0%	2,634	0	2,634	0%	46,749
Contributions	-	11,890	(11,890)	-100%	328,252	93,205	235,046	252%	26,072
Total Non Operating Revenues (Expenses)	44,719	(43,723)	88,442	202%	363,731	(342,732)	706,463	206%	83,083
Change in Net Position (Loss)	778,130	276,272	501,859	182%	2,373,894	2,165,613	208,281	10%	2,004,745

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

RESOLUTION 2017-37

A RESOLUTION CANCELING SAID WARRANTS IN
THE AMOUNT OF \$695.97

WHEREAS warrants of any municipal corporation not presented within one year of their issue, or, that have been voided or replaced, shall be canceled by the passage of a resolution of the governing body.

NOW, THEREFORE BE IT RESOLVED THAT:

In order to comply with RCW 36.22.100, warrants indicated below in the total amount of \$695.97 be canceled.

Date of Issue	Warrant #	Amount
08/02/2016	229279	\$495.00
08/04/2016	229362	\$135.00
08/25/2016	229876	\$52.90
08/25/2016	229927	\$13.07
Total		\$695.97

APPROVED THIS 20th day of September, 2017.

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

APPROVED BY THE COMMISSION:

Commission Chair – Jill Buhler: _____

Commission Secretary – Marie Dressler: _____

Attest:

Commissioner – Anthony De Leo: _____

Commissioner – Kees Kolff: _____

Commissioner – Matt Ready: _____

Mission: Jefferson Healthcare is working to serve our community with personalized care and medical excellence.

Vision: Jefferson Healthcare will be the community's first choice for quality care by providing exceptional patient care to every person we serve.

QUALITY and SAFETY

GOAL: Provide the Highest Quality, Safest Care of Any Hospital in the Region.

Metrics

	Targets
Composite quality and safety score (Outpatient and Inpatient Core Measures, ACO/MIPS performance)	90%
Readmission rate- Inpatient, ER and Home Health	Decrease over 2016 baseline
Antimicrobial stewardship.....	Reduce inappropriate antibiotic use by 10%
Hospice length of stay	3 months
Achieve status as a CMS 5 Star hospital.	
Earn recognition by WSHA for Achieving Best Care award.	

Strategies:

- 1. Drive best practice clinical care.**
- 2. Enhance the culture of safety.**
- 3. Achieve excellent clinical outcomes.**
- 4. Align care with patient goals.**

PEOPLE

GOAL: Recruit and Retain an Engaged, High Performing Workforce.

Metrics

Create a People composite score made up of the following measures:

Employee/provider engagement

Employee-Would you recommend as place to work...

Provider-Likelihood to continue affiliation-

Turnover rate or retention rate-

Burnout rate- (*Maslach Inventory*)

Time to fill open positions-

Targets

Top Quartile

Top Quartile

10%

Establish a base line year 1.

Set baseline year one, target improvement over baseline.

Strategies:

- 1. Hire for fit.**
- 2. Develop an engaged workforce.**
- 3. Create a culture of high performance.**
- 4. Promote a thriving, rewarding provider practice that nurtures the provider patient relationship.**

SERVICE

Goal: Deliver an Experience That Exceeds Patients’ and Families’ Expectations.

Metrics

Create a service composite score consisting of:

- Patient Satisfaction scores –Overall scores-
- Likely to recommend
- Quiet at night
- Confidence and Trust in Provider
- Consistency of Communication Provider/Nurse-

Targets

- Inpatient 75th percentile (PICKER)
- Top Quartile
- Top Quartile
- Top Quartile
- Top Quartile
- 30 days new patient, 1-14 days post hospital, 0-10 days established patient.
- 10% improvement over baseline by 2018, 25% by 2020
- 7 days open, 30 days close
- Set baseline year 1

Strategies:

- 1. Create an infrastructure that supports radically convenient access to care.**
- 2. Consistently deliver an outstanding experience with every encounter.**
- 3. Improve care navigation for patients and their families.**
- 4. Create informed healthcare consumers in the community.**

Community Health

GOAL: Support a Healthier Community for Jefferson County.

Metrics

Community Health assessment report.....
 Number or percent of ED transfers out of county
 Number or percent of preventative annual wellness visits

Vaccination rates

Targets

On track with timeline 2018 CHA/CHIP
 Decrease from 2016 baseline
 Increase from 2016 baseline
 90 % children 19-35 months fully immunized by 2020
 90% of JHC employees receive annual flu vaccine
 90% of adults 65 or older will have at last one Pneumococcal Vaccination
 By 2010 13-15-year-olds meets Healthy People goals

Increase the percent of women receiving prenatal care
 in first trimester

Strategies:

- 1. Align with partners to implement the Community Health Improvement Plan.**
- 2. Provide leadership in the completion of a Community Health Assessment.**
- 3. Engage community partners in advancing programs that support the community’s health.**
- 4. Develop a community impact report.**

Sustainability

GOAL: Position Jefferson Healthcare to Thrive as an Independent Organization in a Rapidly Changing Environment.

Metrics

Create sustainability composite score made up of the following:

- Number of negative quarters (baseline 1 in 4)
- Days of Account Receivable
- Percent of net revenue for salaries, wages and benefit-
(baseline is 64.7%)
- Days of cash
- Percent of departments meeting contribution margin budget.
- Productivity

Targets

- Zero
- Less than 45
- 62%
(90-12/2018, 100-12/2019, 110-12/2020)
- 90% quarterly
- Greater than 95%

Participate in at least one value based or cost saving activity through WRHC annually.

Strategies:

- 1. Align the transition from Fee for Service to Value-Based care with reimbursement models.**
- 2. Actively manage resources to ensure the long-term financial health of JHC.**
- 3. Pursue technology and facility solutions that advance care and operations.**
- 4. Be a value oriented, financially high performing organization. (Hillary)**
- 5. Continue to leverage the partnership with Washington Rural Health Collaborative.**
- 6. Grow by expanding current services and developing new clinical programs and services.**