

**Jefferson County Public Hospital District No.2**  
**Board of Commissioners, Regular Session Minutes**  
**Wednesday, February 15, 2017**  
**Victor J. Dirksen Conference Room**

**Call to Order:**

The meeting was called to order at 3:33pm by Commissioner Buhler. Present were Commissioners Buhler, De Leo, Dressler, Kolff, and Ready. Also present were Mike Glenn, CEO, Lisa Holt, CAO, Hilary Whittington, CFO, Jennifer Wharton, Executive Director Medical Group, Jackie Mossakowski, CNO, Steven Feland, CHRO, Dr. Kent Smith, Chief of Staff and Alyssa Rodrigues, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

**Approve Agenda:**

Commissioner Buhler recommended adding a Swedish Affiliation PowerPoint by CEO Mike Glenn as an additional agenda item after Required Approvals and before Public Comment and recommended moving the 2017-07: Affiliation resolution and 2017-08 Purchase of Real Estate resolution before the Patient Advocate report.

Commissioner Buhler also recommended adding the Puget Sound Advocates for Retirement Action (PSARA) resolution presented by Diane Jones to the March 1 agenda.

Commissioner Ready made a motion to add recommendations from Commissioner Buhler. Commissioner Kolff seconded.

**Action:** Motion passed unanimously.

**Team of the Quarter and Employee:**

CEO Mike Glenn announced the Employees of the Quarter, Alicia Syverson, Krystal Brock-Farrington, and Colleen Rodrigues. Jenn Wharton, Executive Director Medical Group expressed her gratitude for the Employees of the Quarter. Mike Glenn announced Laboratory as Team of the Quarter. Lisa Holt expressed her gratitude for the Team of Quarter.

**Patient Story:**

CNO Jackie Mossakowski introduced Commissioner Kolff to tell a patient story. Commissioner Kolff read aloud a patient letter regarding the patient's visit to hospital and the kindness he received from the staff.

**Minutes:**

- February 1 Regular Session minutes

Commissioner De Leo made a motion to approve the February 1 regular session minutes. Commissioner Dressler seconded the motion.

**Action:** Motion passed unanimously.

**Required Approvals:**

- Medical Staff Credentials/Appointments/Reappointments
- January Warrants and Adjustments
- Resolution 2017-06 Cancel Warrants

Commissioner Dressler made a motion to approve Medical Staff Credentials/ Appointments/ Reappointments, January Warrants and Adjustments, and Resolution 2017-06 Cancel Warrants as presented. Commissioner De Leo seconded the motion.

**Action:** Motion passed unanimously.

**Swedish Medical Center Affiliation:**

CEO Mike Glenn gave a presentation regarding the Jefferson Healthcare and Swedish Medical Center Affiliation.

Public asked questions.

Discussion ensued.

**Public Comment:**

Public comment was made.

**Resolution 2017-07: Affiliation**

CEO Mike Glenn introduced the Jefferson Healthcare and Discovery Behavioral Health Affiliation Agreement and Resolution 2017-07.

Public comment was made regarding Jefferson Healthcare & Discovery Behavioral Health Affiliation.

Commissioner Kolff made a motion to approve Resolution 2017-07: Affiliation with amended change to add the word “hospital” after Jefferson Healthcare in the second “Whereas” paragraph. Commissioner Ready seconded the amended motion.

**Action:** Motion passed unanimously.

Commissioner Buhler announced a break at 4:50pm.

Commissioner Buhler reconvened the meeting at 5:02pm.

Jeinell Harper RN, Director of Oncology, Wound Care, and Infusion Services, clarified part of the report she had given during Public Comment.

**Resolution 2017-08: Purchase of Real Estate:**

No public comment was made regarding 1010 Sheridan, Watership Medical Building.

Commissioner Dressler made a motion to approve Resolution 2017-08: Purchase of Real Estate. Commissioner De Leo seconded the motion with mention to his changes that were emailed to Alyssa Rodrigues, CEO Mike Glenn, and Commissioner Buhler earlier.

Discussion ensued.

**Action:** Motion passed unanimously.

**Patient Advocate Report:**

Patient Advocate Jackie Levin presented the 4<sup>th</sup> quarter patient advocate report. Jenn Wharton, Executive Director Medical Group spoke to clinic data.

**Financial Report:**

CFO Hilary Whittington presented the January financial report.

**Administrator's Report:**

CEO Mike Glenn presented the administrators report.

**Board Report:**

Commissioner Kolff made a motion to approve the 2017-05 Hazard Mitigation Plan.

Commissioner Dressler seconded the motion.

**Action:** Motion passed unanimously.

Commissioner De Leo received a request for a commissioner to be a representative for the Public Transit Advisory Board.

Commissioner Kolff announced he received a request to be on the Citizen's Healthcare Access Group.

Commissioner De Leo mentioned the March 3 Disability Awareness Starts Here (DASH) bench dedication and having a representative from the board attend. Commissioner Buhler suggested Commissioners De Leo and Ready.

Commissioner Kolff requested putting the Swedish Medical Center PowerPoint on the website at the same time as the audio minutes.

**Conclude:**

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

**Action:** Motion passed unanimously.

Meeting concluded at 6:01pm.

Approved by the Commission:

President of Commission: Jill Buhler \_\_\_\_\_

Secretary of Commission: Marie Dressler \_\_\_\_\_

# Swedish Medical Center Affiliation

February 15, 2017

## History

- Jefferson Healthcare, Olympic Medical Center and Forks General Hospital began a discussion in the Summer of 2010 to consider the merits of affiliating with a larger system.
- The three CEO's developed a Request for Proposal and sent it to all of the major healthcare systems in the state.
- Jefferson Healthcare appointed a physician leadership group to determine if an affiliation was necessary, review the RFP's and participate in the selection process.
- Swedish Medical Center was selected and we negotiated an affiliation agreement effective, December 6, 2011.

### **Key goals of the affiliation**

- Create a portal to Epic
- Improve access to care for all Jefferson County patients
- Co-develop best practice treatment protocols, where appropriate
- Provide consulting services, management education, CME and training programs
- Provide quality improvement activities and benchmarking
- Develop a “system relationship” in the event our/ small rural hospitals business model became unworkable

### **Other points to consider**

- Jefferson Healthcare providers are under no obligation to refer patients to SMC. They refer to the doctor/system they believe will offer the best care.
- The affiliation agreement with SMC is largely administrative, and has recently provided for OB simulation training and tours/visits to SMC services.
- The agreement began as fairly robust, (\$75,000) and has diminished to something much more modest (\$11,000).
- The agreement is year to year, and can be terminated w/ 6 month notice.
- Jefferson Healthcare contracts with Swedish (via a separate agreement that predates the affiliation contract) for Tele-stroke services.

### Next Steps

The Provider Leadership Council will consider the affiliation and any appropriate next steps at their meeting, scheduled for February 22

### Questions & Comments

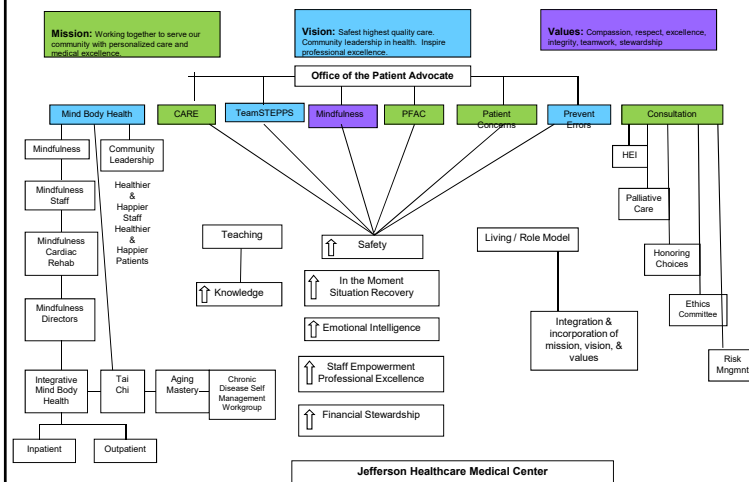
# Patient Advocate

Board of Commissioner Report

4th Quarter 2016

Year-End Report 2016

## CREATING A CULTURE OF EXCELLENCE & SAFETY



## Office of Patient Advocate

- Committees
  - HEI, Ethics, Surgery, Patient/Staff Safety,
  - Palliative Care,
- Mindfulness Programs
  - Community, Cardiac Rehab
  - Staff and (?) Directors
- Patient and Staff Safety
  - CARE, TeamSTEPPS
  - Quality, Risk,
- Patient-Family Advisory Council (Beryl Conference March 2016)

## Patient Family Advisory Council

- Increased number of community members to 7 (was 5)
- PFAC Involvement
  - HEI Work
  - Ethics Committee
  - Signage Interior/Exterior
  - Diabetes Education Recertification
  - Quiet at Night
  - Patient-Family Handbook Revision



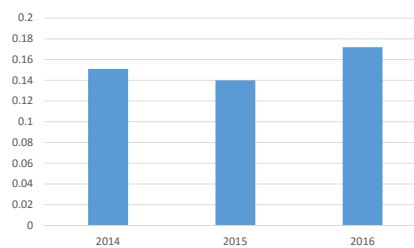
## Concerns 2016 per 100 Registrations

199 People with concerns  
179491 Total Registrations

**.112 people with concerns/100 registrations**

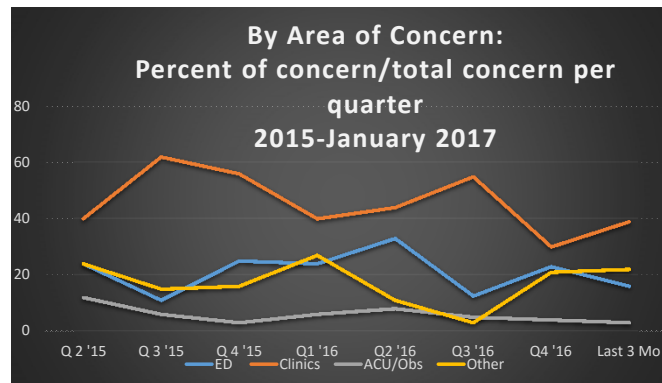
## Total Concerns (All Areas)/year/ 1000 registrations

Year	Registrations	# Complaints	Complaints /100 Reg
2016	189,184	285	.151/100
2015	187,844	262	.140/100
2014	179,298	308	.172/100



Raw #  
Concerns by Area

	Last 3 mo	Q 4 2016	Q 3 2016	Q 2 2016	Q 1 2016	Q 4 2015	Q 3 2015	Q 2 2015
ED	10/64	13/57	11/88	18/54	13/52	15/61	5/47	10/42
All PCP/WI Clinics	25/64	17/57	46/88	24/54	21/52	34/61	29/47	17/42
ACU/OBs	2/64	2/57	4/88	5/54	3/52	2/61	3/47	5/42
Others: Lab, DI, Reg, Rehab, Sp.Clinics	14/64	12/57	3/88	6/54	14/52	10/61	7/47	10/42
ACS	13/64 20%	12/57 21%	1/88	1/48	1/52			



	Q 2 '15	Q 3 '15	Q 4 '15	Q 1 '16	Q 2 '16	Q 3 '16	Q 4 '16	Last 3 Mo
ED	24	11	25	24	33	12.5	23	16
Clinics	40	62	56	40	44	55	30	39
ACU/Obs	12	6	3	6	8	5	4	3
Other	24	15	16	27	11	3	21	22

## Concerns per 100 registrations January 1, 2016- January 31, 2017

### ED

**1<sup>st</sup> Q:** 13/2889 = .45/100

**2<sup>nd</sup> Q:** 18/2837 = .63/100

**3<sup>rd</sup> Q:** 11/3019 = .36/100

**4<sup>th</sup> Q:** 13/2874 = .45/100

**Last 3 mo:** 8/3048 = .26/100

### Clinics:

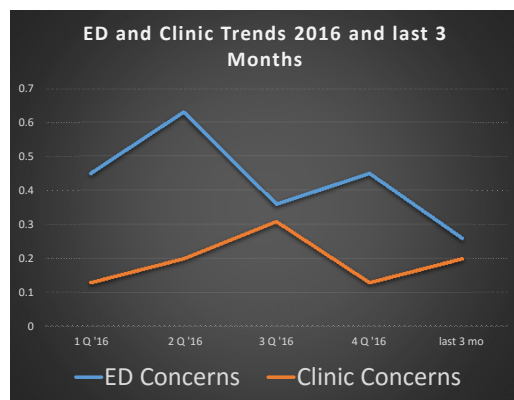
**1<sup>st</sup> Q:** 21/15939 = .13/100

**2<sup>nd</sup> Q:** 24/15365 = .20/100

**3<sup>rd</sup> Q:** 46/14874 = .31/100

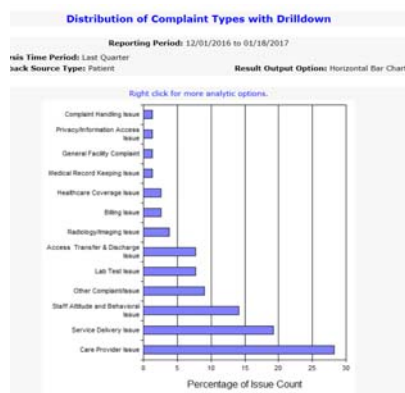
**4<sup>th</sup> Q:** 17/13,379 = .13/100

**Last 3 mo:** 25/13,328 = .20/100



## Acknowledgement to Closure Time Data 2016 199 Patient Calls

	Days to Acknowledgement		Days to Closure	Reasons beyond 7 days Acknowledgment /30 days resolution
High	8 (1)	High	126	Peer Review, complex case,
Low	0	Low	0	
Ave	1.76	Ave	19.05	
			Number > 30 D	30 ( 15%)
			Number > 50 D	10 (5%)



### 4<sup>th</sup> Quarter 2016 by Issue

Records used in analysis: 78		
NO	COMPLAINT ISSUE TYPE	ISSUE COUNT
1	Access Transfer & Discharge Issue	7
2	Billing Issue	3
3	Care Provider Issue	28
4	Complaint Handling Issue	2
5	General Facility Complaint	1
6	Healthcare Coverage Issue	4
7	Lab Test Issue	8
8	Medical Record Keeping Issue	5
9	Other Complaint/Issue	10
10	Privacy/Information Access Issue	1
11	Staff Attitude and Behavioral Issue	15
12	Service Delivery Issue	18
13	Staff Attitude and Behavioral Issue	15

Note: Tabular Reports show a maximum of 1000 rows on this display pane. You can view the complete report by opening it.

## Top Four 4<sup>th</sup> Q 2016 Concern Areas

- ACS
  - Issues Identified during the Quality Review
  - Most Patient concerns now being channeled from ACS patient to RN to Judy
  - 2 Concerns since January 1, 2017; 1 Thank you Email
- Parking and Directions
  - No parking spaces for rehab patients in the morning. Drive around and then are late. Parking above.
  - No crosswalk at the main entrance
  - If you park in the middle island (Main Entrance) unable to walk to center walkway without walking through garden dirt.

## Top Four 2016 Concern Areas

- Access to office visits to personal PCP
  - Unable to get an appt in timely manner
  - PCP works 2 or 3 days/week
  - Lack of coordination between departments or with referral physicians
- Clinic Staff –untimely returned phone calls
  - Leave VM, but do not get a timely response back
  - Late for referrals to be processed
  - Unhelpful or uncourteous staff.

## Clinic Process Changes

- Hospital and ED post hospital d/c process for scheduling PCP appt within 7days
- Same day appointment scheduling process
- Star Doc scheduling process for scheduling with PCP appt within 7 days
- Inbox and phone expectations and standards
- Provider scheduling template
- Phone encounter/flow process improvement workout session next week

Questions?

# Finance Report – January 2017

February 15, 2017



## Overview of January

Incredibly busy inpatient month. This drives pharmacy and lab volumes.



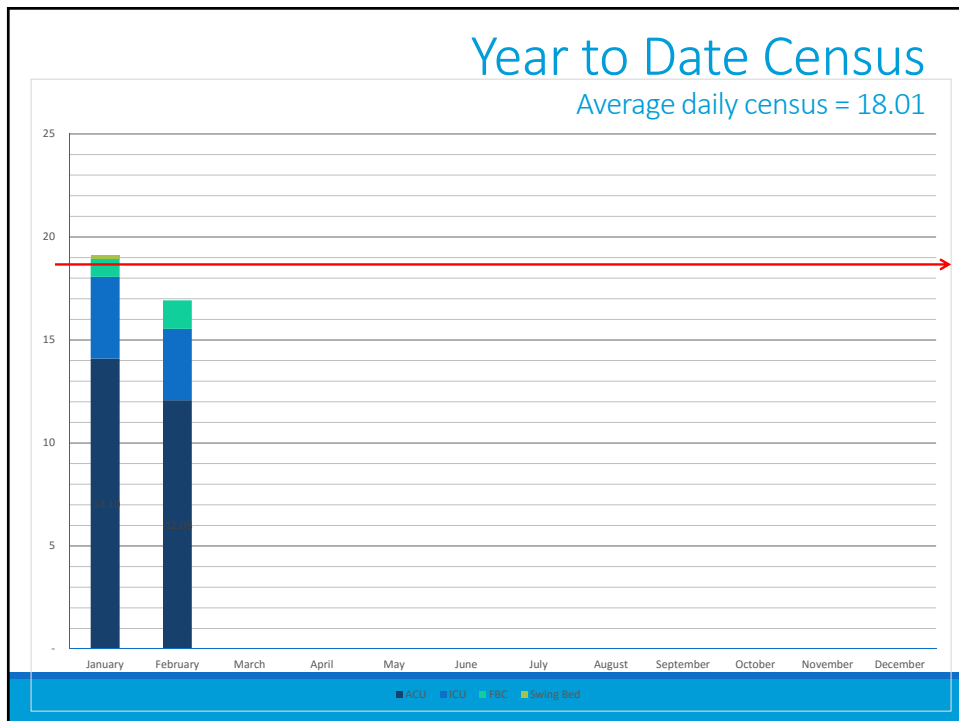
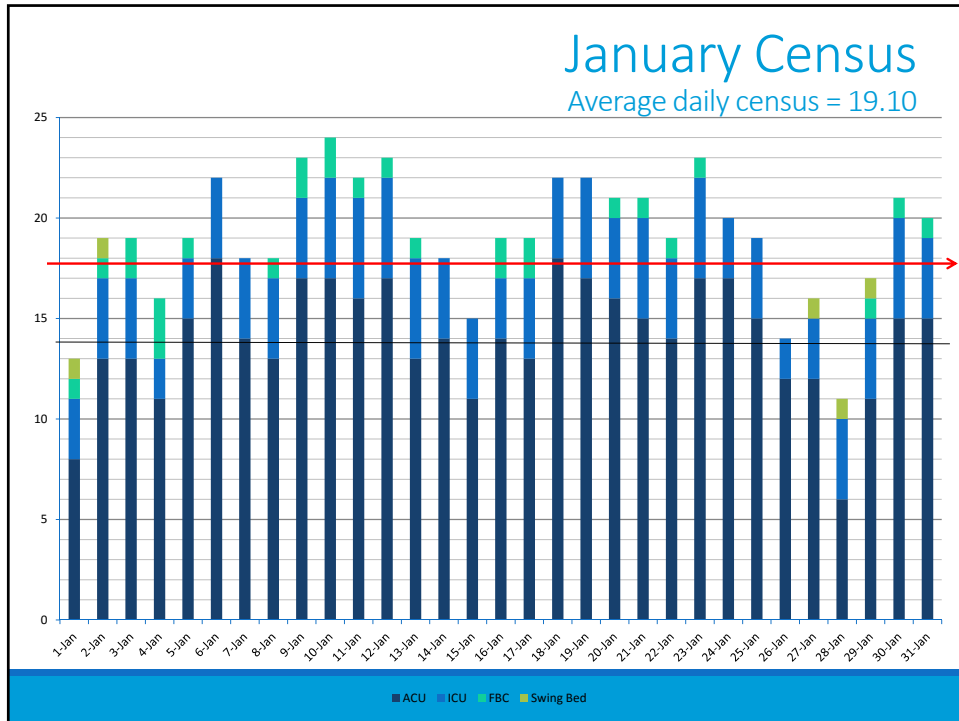
Clinic and ED volumes also very high, which feeds overall volumes



Expense model has not yet ramped up to expected 2017 budget



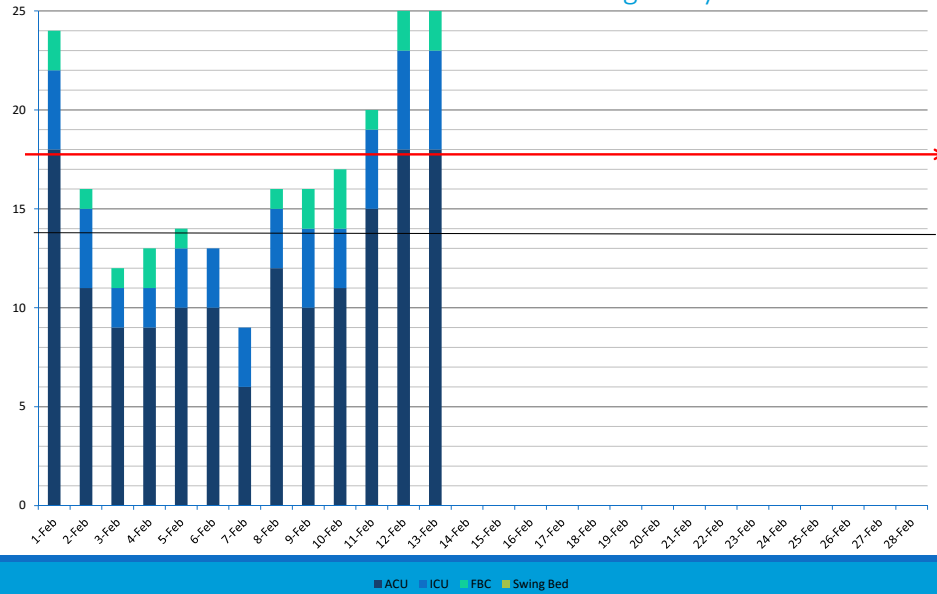
High consulting fees are expected as we head into February-April





## February Census

Average daily census = 16.92



## Operating Statistics

January 2017

STATISTIC DESCRIPTION	JANUARY BUDGET	JANUARY ACTUAL	QUANTITY VARIANCE	% VARIANCE
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	82	125	43	52%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	316	441	125	40%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	59	5	(54)	-92%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	458	571	113	25%
BIRTHS	9	10	1	11%
SURGERY MINUTES (IN OR)	8,563	8,847	284	3%
SPECIAL PROCEDURE CASES	127	55	(72)	-57%
RECOVERY MINUTES	6,738	7,212	474	7%
LAB BILLABLE TESTS	17,306	18,872	1,566	9%
TOTAL BLOOD BANK UNITS MATCHED	47	53	6	13%
TOTAL RADIOLOGY TESTS	1,438	1,390	(48)	-3%
MRIs COMPLETED	165	141	(24)	-15%
CT SCANS COMPLETED	375	383	8	2%
ULTRASOUNDS COMPLETED	261	267	6	2%
NUC MED TESTS	39	27	(12)	-31%
TOTAL DIAGNOSTIC IMAGING TESTS	2,278	2,208	(70)	-3%

## Operating Statistics January 2016

STATISTIC DESCRIPTION	JANUARY BUDGET	JANUARY ACTUAL	QUANTITY VARIANCE	% VARIANCE
TOTAL PHARMACY UNITS	11,280	27,113	15,833	140%
TOTAL RESPIRATORY THERAPY PROCEDURES	2,897	3,726	829	29%
ER CENSUS	1,021	1,106	85	8%
SOCO PATIENT VISITS (ENCOUNTERS)	177	186	9	5%
JHPC & JMPG PATIENT VISITS (ENCOUNTERS)	2,564	2,843	279	11%
JHFM PATIENT VISITS (ENCOUNTERS)	1,287	1,443	156	12%
JHIM PATIENT VISITS (ENCOUNTERS)	607	818	211	35%
TOTAL RURAL HEALTH CLINIC VISITS	4,635	5,290	655	14%
JHPLC PATIENT VISITS (ENCOUNTERS)	475	431	(44)	-9%
GEN SURG PATIENT VISITS	350	301	(49)	-14%
ORTHO PATIENT VISITS	1,042	499	(543)	-52%
INFUSION CENTER VISITS	469	550	81	17%
WOUND CLINIC VISITS	313	299	(14)	-4%
ONCOLOGY VISITS	395	332	(63)	-16%
ANTI COAG VISITS	552	535	(17)	-3%
SLEEP CLINIC VISITS	212	152	(60)	-28%

## January Revenues and adjustments

	January 2017 Actual	January 2017 Budget	Variance Favorable/ (Unfavorable)	%	January 2017 YTD	January 2017 Budget YTD	Variance Favorable/ (Unfavorable)	%	January 2016 YTD
<b>Gross Revenue</b>									
Inpatient Revenue	5,339,783	3,440,801	1,898,982	55%	5,339,783	3,440,801	1,898,982	55%	2,526,032
Outpatient Revenue	12,820,653	14,416,995	(1,596,343)	-11%	12,820,653	14,416,995	(1,596,343)	-11%	11,405,680
<b>Total Gross Revenue</b>	<b>18,160,435</b>	<b>17,857,796</b>	<b>302,639</b>	<b>2%</b>	<b>18,160,435</b>	<b>17,857,796</b>	<b>302,639</b>	<b>2%</b>	<b>13,931,712</b>
<b>Revenue Adjustments</b>									
Cost Adjustment Medicaid	1,773,354	2,191,686	418,332	19%	1,773,354	2,191,686	418,332	19%	1,712,650
Cost Adjustment Medicare	6,696,795	5,885,349	(811,446)	-14%	6,696,795	5,885,349	(811,446)	-14%	4,307,810
Charity Care	60,675	111,704	51,029	46%	60,675	111,704	51,029	46%	51,576
Contractual Allowances Other	1,172,188	1,251,241	79,053	6%	1,172,188	1,251,241	79,053	6%	897,900
Administrative Adjustments	28,386	20,121	(8,265)	-41%	28,386	20,121	(8,265)	-41%	105,854
Adjust Bad Debt	266,579	264,920	(1,659)	-1%	266,579	264,920	(1,659)	-1%	309,133
<b>Total Revenue Adjustments</b>	<b>9,997,976</b>	<b>9,725,020</b>	<b>(272,956)</b>	<b>-3%</b>	<b>9,997,976</b>	<b>9,725,020</b>	<b>(272,956)</b>	<b>-3%</b>	<b>7,384,923</b>
<b>Net Patient Service Revenue</b>	<b>8,162,459</b>	<b>8,132,776</b>	<b>29,683</b>	<b>0%</b>	<b>8,162,459</b>	<b>8,132,776</b>	<b>29,683</b>	<b>0%</b>	<b>6,546,790</b>
<b>Other Revenue</b>									
340B Revenue	304,069	260,239	43,830	17%	304,069	260,239	43,830	17%	360,866
Meaningful Use EHR Incentive	3,397	(2,397)	(5,794)	-100%	3,397	(2,397)	(5,794)	-100%	
Other Operating Revenue	148,309	112,961	35,348	31%	148,309	112,961	35,348	31%	48,728
<b>Total Operating Revenues</b>	<b>8,614,837</b>	<b>8,509,373</b>	<b>105,463</b>	<b>1%</b>	<b>8,614,837</b>	<b>8,509,373</b>	<b>105,463</b>	<b>1%</b>	<b>6,957,384</b>

## January

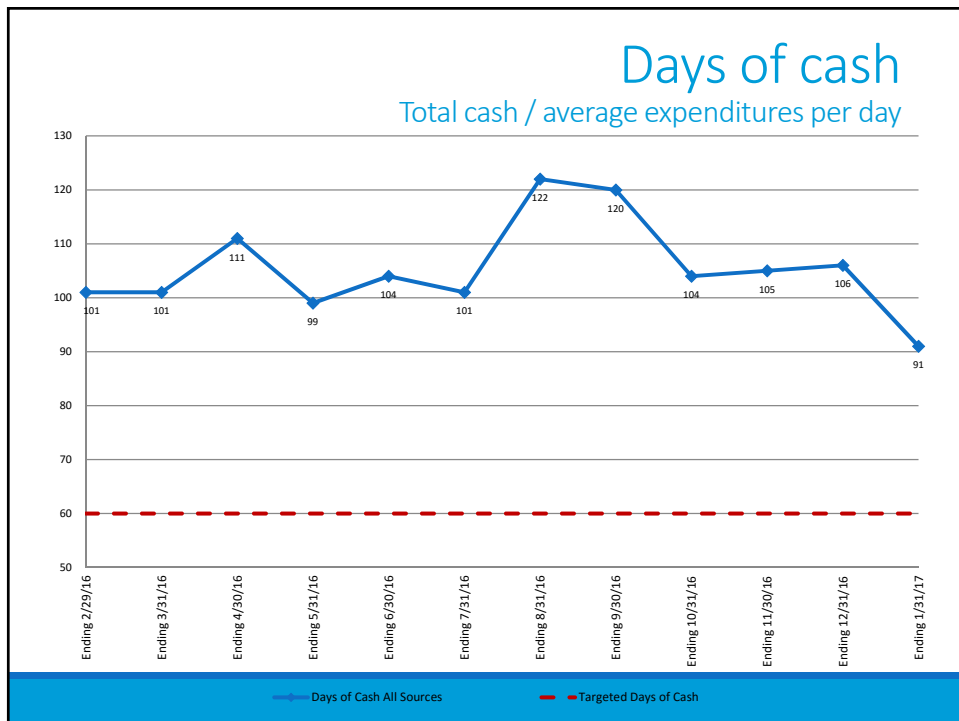
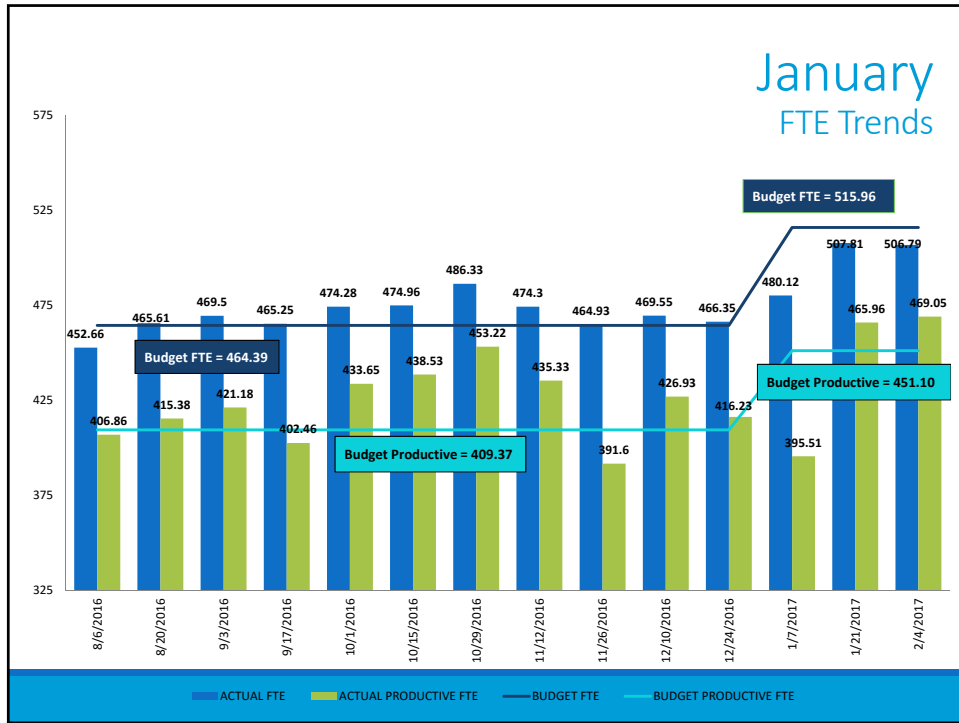
Expenses, nonoperating activities,  
and change in net position

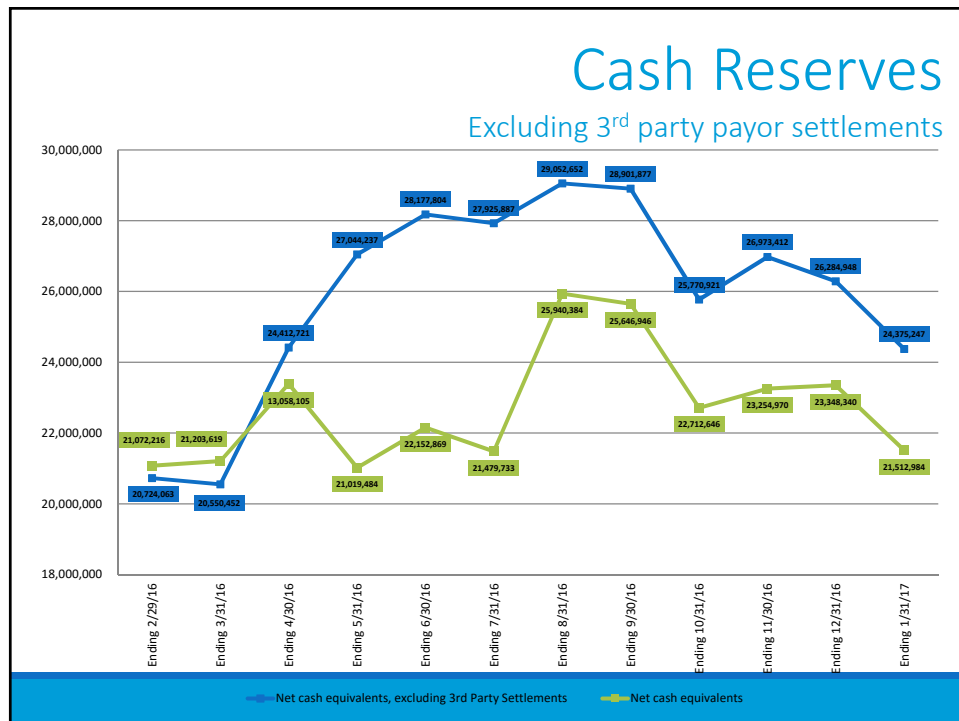
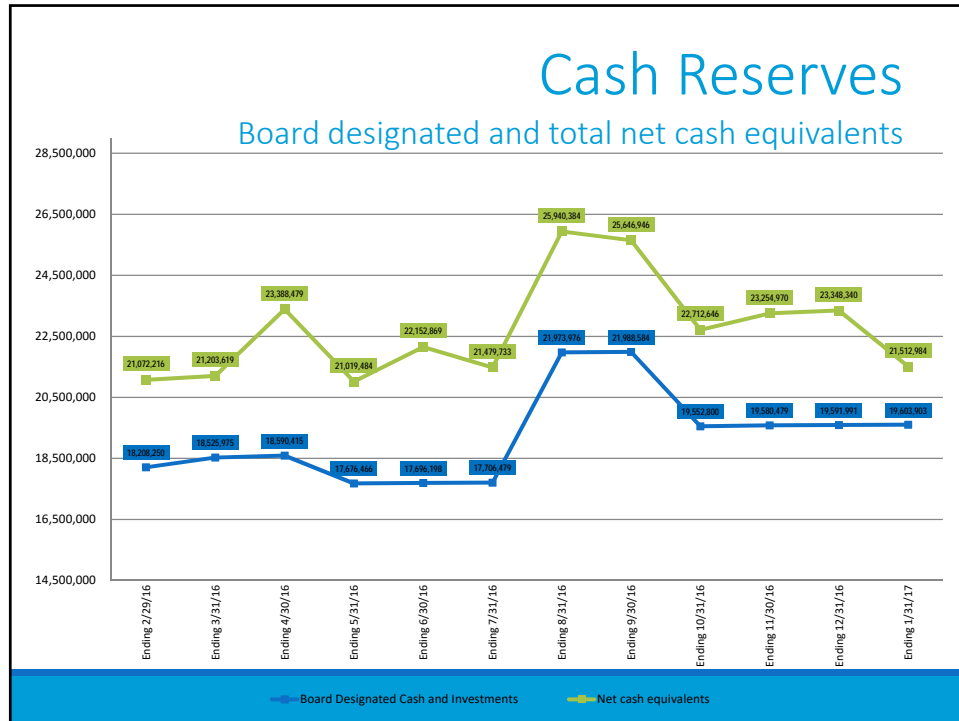
	January 2017 Actual	January 2017 Budget	Variance Favorable/ (Unfavorable)	%	January 2017 YTD	January 2017 Budget YTD	Variance Favorable/ (Unfavorable)	%	January 2016 YTD
<b>Operating Expenses</b>									
Salaries And Wages	3,715,683	4,211,112	495,429	12%	3,715,683	4,211,112	495,429	12%	3,347,463
Employee Benefits	980,571	1,040,237	59,666	6%	980,571	1,040,237	59,666	6%	818,506
Professional Fees	319,551	290,474	(29,177)	-10%	319,551	290,474	(29,177)	-10%	253,604
Purchased Services	445,330	539,994	94,666	18%	445,330	539,994	94,666	18%	422,791
Supplies	1,284,563	1,212,418	(72,145)	-6%	1,284,563	1,212,418	(72,145)	-6%	974,698
Insurance	47,615	57,753	10,138	18%	47,615	57,753	10,138	18%	60,865
Leases And Rentals	127,651	147,734	20,084	14%	127,651	147,734	20,084	14%	122,805
Depreciation And Amortization	348,094	312,906	(35,188)	-11%	348,094	312,906	(35,188)	-11%	345,217
Repairs And Maintenance	40,483	17,228	36,746	48%	40,483	17,228	36,746	48%	53,191
Utilities	82,254	78,128	(4,127)	-5%	82,254	78,128	(4,127)	-5%	70,188
Licenses And Taxes	104,108	46,565	(57,543)	-124%	104,108	46,565	(57,543)	-124%	60,586
Other	147,130	174,830	27,701	16%	147,130	174,830	27,701	16%	141,977
<b>Total Operating Expenses</b>	<b>7,643,138</b>	<b>8,189,379</b>	<b>546,240</b>	<b>7%</b>	<b>7,643,138</b>	<b>8,189,379</b>	<b>546,240</b>	<b>7%</b>	<b>6,671,890</b>
<b>Operating Income (Loss)</b>	<b>971,699</b>	<b>319,995</b>	<b>651,704</b>	<b>204%</b>	<b>971,699</b>	<b>319,995</b>	<b>651,704</b>	<b>204%</b>	<b>285,493</b>
<b>Non Operating Revenues (Expenses)</b>									
Taxation For Maint Operations	20,924	17,156	3,768	22%	20,924	17,156	3,768	22%	13,908
Taxation For Debt Service	24,997	19,003	5,993	32%	24,997	19,003	5,993	32%	21,169
Investment Income	11,629	6,582	5,047	77%	11,629	6,582	5,047	77%	8,682
Interest Expense	(25,418)	(85,615)	60,198	70%	(25,418)	(85,615)	60,198	70%	(33,746)
Bond Issuance Costs	5,500	(12,740)	12,740	0%	5,500	(12,740)	12,740	0%	-
Gain or (Loss) on Disposed Asset	5,500	-	5,500	0%	5,500	0	5,500	0%	-
Contributions	5,526	11,890	(6,365)	-54%	5,526	11,890	(6,365)	-54%	5,000
<b>Total Non Operating Revenues (Expenses)</b>	<b>43,158</b>	<b>(43,723)</b>	<b>86,881</b>	<b>199%</b>	<b>43,158</b>	<b>(43,723)</b>	<b>86,881</b>	<b>199%</b>	<b>15,013</b>
<b>Change in Net Position (Loss)</b>	<b>1,014,857</b>	<b>276,272</b>	<b>738,585</b>	<b>267%</b>	<b>1,014,857</b>	<b>276,272</b>	<b>738,585</b>	<b>267%</b>	<b>300,507</b>

## Financial Snapshot

January, month and year to date

	January 2017 Actual	January 2017 Budget	Variance Favorable/ (Unfavorable)	%	January 2017 YTD	January 2017 Budget YTD	Variance Favorable/ (Unfavorable)	%	January 2016 YTD
Operating Margin	11.3%	3.8%	7.5%	199.9%	11.3%	3.8%	7.52%	199.9%	4.1%
Total margin	11.8%	3.2%	8.5%	262.8%	11.8%	3.2%	8.53%	262.8%	4.3%
Inpatient gross revenue	5,339,783	3,440,801	1,898,982	55.2%	5,339,783	3,440,801	1,898,982	55.2%	2,526,032
Outpatient gross revenue	12,820,653	14,416,995	(1,596,343)	-11.1%	12,820,653	14,416,995	(1,596,343)	-11.1%	11,405,680
Net patient revenue	8,162,459	8,132,776	29,683	0.4%	8,162,459	8,132,776	29,683	0.4%	6,546,790
Deductions as a % of gross revenue	-55.1%	-54.5%	-0.6%	-1.1%	-55.1%	-54.5%	-0.60%	-1.1%	-53.0%
Charity as a % of gross revenue	-0.3%	-0.6%	0.3%	46.6%	-0.3%	-0.6%	0.29%	46.6%	-0.4%
Bad Debt as a % of gross revenue	-1.5%	-1.5%	0.0%	1.1%	-1.5%	-1.5%	0.02%	1.1%	-2.2%
Salaries & Benefits as a % of net pt. service rev.	-57.5%	-64.6%	7.0%	10.9%	-57.5%	-64.6%	7.04%	10.9%	-63.6%





## Days in Accounts Receivable



## 2017 Board Budget to Actual

Dept #	Department Name	Rev/Exp	Account	Account Description	January Actual	January Budget	Variance (Favorable)/Unfavorable
8612	BOARD	Exp	600010	MANAGEMENT & SUPERVISION WAGES	4,218.00	4,647.00	(429.00)
			602300	CONSULT MNGMT FEE	-	-	-
			602500	AUDIT FEES	-	2,973.00	(2,973.00)
			604200	CATERING	66.00	99.00	(33.00)
			604500	OFFICE SUPPLIES	36.00	-	36.00
			604800	MINOR EQUIPMENT	-	-	-
			604850	COMPUTER EQUIPMENT	-	-	-
			604900	OTHER NON-MEDICAL SUPPLIES	3.00	-	3.00
			606500	OTHER PURCHASED SERVICES	-	849.00	(849.00)
			608100	LEASES/RENTALS-BUILDINGS	-	-	-
			609200	LICENSE LICENSES AND TAXES	-	-	-
			609400	TRAVEL/MEETINGS/TRAINING	104.00	1,699.00	(1,595.00)
			609900	MISC OTHER EXP	-	-	-
		Exp Total			4,427.00	10,267.00	(5,840.00)
	BOARD Total				4,427.00	10,267.00	(5,840.00)
Grand Total					4,427.00	10,267.00	(5,840.00)

# February preview

## Revenues

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\$14,700,000 in HB charges

- Average: \$513,000/day (HB only)
- Budget: \$560,500/day

\$5,200,000 in HB cash collections

- Average: \$211,000/day (HB only)
- Goal: \$255,000/day



QUESTIONS AND COMMENTS?

# Administrator's Report

February 15, 2017

Jefferson  
Healthcare

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## **“Capital Project Yields New Jefferson Healthcare Emergency and Specialty Services Building”**

E-Newsletter, Medical Construction & Design, <https://mcdmag.com/categorynewsletter>, February 2, 2017

<https://mcdmag.com/2017/02/jefferson-healthcare-opens-emergency-and-specialty-services-building/#.WKHpsuRdGU>

Jefferson  
Healthcare

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## Jefferson Healthcare Strategic Plan Process

- Jill Buhler and I have interviewed and selected a consultant. Katie Holmes, a retired healthcare executive ( and resident of PT) has agreed to facilitate our process.
- Board Retreat will be rescheduled in late March for an “environmental scan” and discussion of key goals
- Board will be asked to approve key goals at a special meeting, scheduled for March 29

## Jefferson Healthcare Strategic Plan Process

- Four strategic plan community open forums will be scheduled in early April
- Summary of community input and process will be provided at April 19 board meeting
- Strategic Plan process update will be provided at May meeting
- Draft strategic plan will be presented at June/ July meeting for review and approval.

## Questions & Comments