

Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, June 7, 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, Kolff, and Ready. Also present were, Mike Glenn, CEO, Lisa Holt, CAO, Jackie Mossakowski, CNO, Steve Feland, CHRO, and Alyssa Rodrigues, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

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

Action: Motion passed unanimously.

Patient Story:

CNO Jackie Mossakowski read aloud a letter received from a hospice patient's family member regarding the patient's wonderful hospice care.

Minutes:

- May 17 Regular Session minutes

Commissioner Dressler made a motion to approve the May 17 regular session minutes. Commissioner De Leo seconded.

Action: Motion passed unanimously.

Required Approvals:

- Medical Staff Credentials/Appointments/Reappointments
- Medical Staff Policy
- Resolution 2017-22 Surplus Equipment

Commissioner Kolff made a motion to approve Medical Staff Credentials/Appointments/Reappointments, and Resolution 2017-22 Surplus Equipment as presented. Commissioner Ready seconded.

Action: Motion passed unanimously.

Discussion ensued.

Commissioner Kolff made a motion to withhold Medical Staff Policy until we receive a presentation from staff regarding the reproductive healthcare services. Commissioner Ready seconded.

Discussion ensued.

Action: Motion failed unanimously.

Commissioner Kolff made a motion to adopt medical staff policy as presented and have staff give a presentation on the reproductive healthcare services at a later date.

Action: Motion failed due to lack of second.

Commissioner Dressler made a motion to approve Medical Staff Policy. Commissioner De Leo seconded.

Motion: Motion passed 4 to 1. Commissioner De Leo, Ready, Dressler, and Buhler approved. Commissioner Kolff opposed.

Cyber Security in the Healthcare World Presentation:

Roger Harrison, IT Director gave a presentation on Cyber Security in the Healthcare World.

Discussion ensued.

Strategic Plan Update:

Mike Glenn, CEO gave an update on the strategic plan.

Discussion ensued.

Board Reports:

Commissioner Kolff reported that the Green Committee had met earlier and he is very impressed by the work being done would love to invite them to come present at a board meeting.

Commissioner Kolff thanked Dunia Faulx, Population Health Coordinator for her outstanding presentation given at the Tuesday Morning Breakfast Club.

Commissioner Kolff thanked Karen Obermeyer and Jefferson Healthcare Human Resource for participating in the setup of Tour de Forts as a LiveWell Fit event for Sound Health."

Conclude:

Commissioner Dressler made a motion to conclude the meeting. Commissioner De Leo seconded the motion.

Action: Motion passed unanimously.

Meeting concluded at 5:08pm.

Approved by the Commission:

President of Commission: Jill Buhler _____

Secretary of Commission: Marie Dressler _____

Cyber Security in the Healthcare world

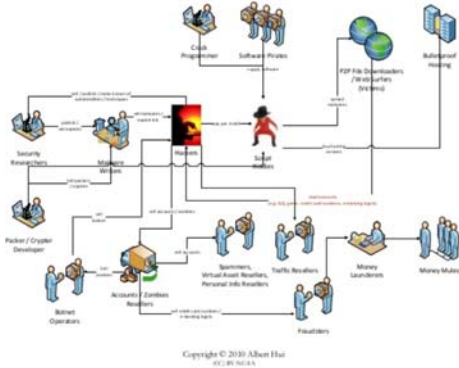
JEFFERSON HEALTHCARE
ROGER HARRISON – IT DIRECTOR

Cyber Security AGENDA

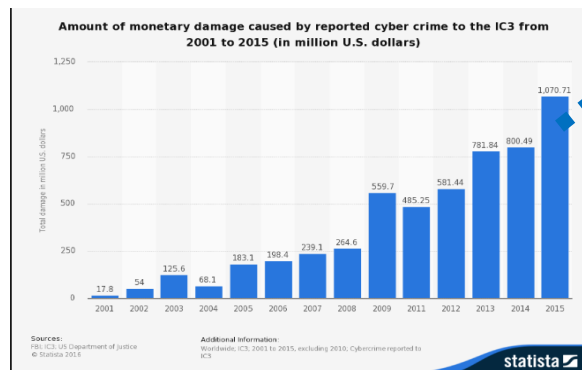
- ✓ What's going on
 - ✓ In the cyber world
 - ✓ With threats to Healthcare
- ✓ Email phishing education
- ✓ What's going on in Jefferson Healthcare cyber world
 - ✓ Prevention, Detection, Response/Remediation

It's a business

CYBERCRIME ECOSYSTEM



Growth of Cyber Crime

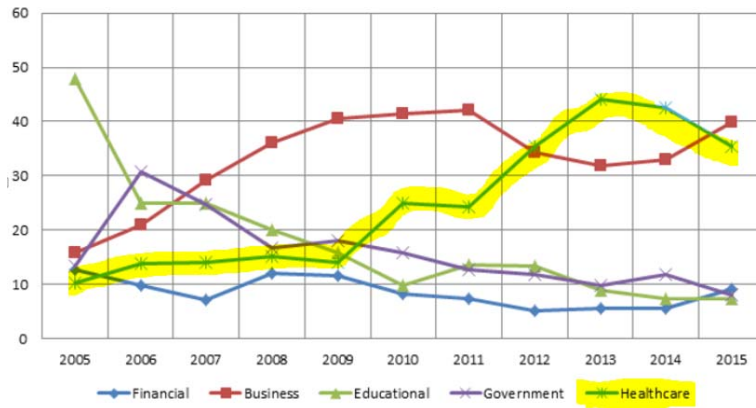


2017
Estimate
to \$2
billion

2020
estimate
to \$2
trillion

IC3
The Internet Crime Complaint Center (IC3) is a partnership between the **Federal Bureau of Investigation (FBI)** and the **National White Collar Crime Center (NW3C)**.

Ten Year Breach History by Industry



ITRC
IDENTITY THEFT
RESOURCE CENTER



SMALL MEDIUM BUSINESS (SMB) Data

- 50% - SMBs reporting at least one cyberattack in the past year.
- 30% - phishing emails are opened
- 12% - click on the infecting link - Verizon DBIR
- 60% - employees using exact same password for everything
- 63% - data breaches leverage a weak, default or stolen password.
- ~\$2,000,000 - Avg cost if data theft & to restore business operations.
 - \$220 per record
- 38% - feel prepared to meet onslaught of cybercrime

ISACA's "2015 Global Cybersecurity Status Report"

• Security Intelligence - <https://securityintelligence.com/cybercrime-statistics/> unless noted



Recent Healthcare Breaches

MS-ISAC
Multi-State Information
Sharing & Analysis Center

Anthem

Reported	Affected Individuals
March 13, 2015	78,800,000
Cause	Network server hacked



UCLA's health system has reported a data breach that could affect 4.3 million patients...



GEORGIA DEPARTMENT
OF COMMUNITY HEALTH

Reported	Affected Individuals
March 2, 2015	355,127
Cause	Network server hacked

PREMERA
BLUE CROSS

Reported	Affected Individuals
March 17, 2015	11,000,000
Cause	Network server hacked

Horizon

Horizon Blue Cross Blue Shield of New Jersey

SUTHERLAND
HEALTHCARE SOLUTIONS

Reported	Affected Individuals
May 22, 2014	342,197
Cause	Theft of email and laptop



Reported	Affected Individuals
August 20, 2014	4,500,000
Cause	Theft of network server



Boston Children's Hospital
Until every child is well

BOSTON BASKIN
CANCER FOUNDATION
BAPTIST MEMORIAL MEDICAL GROUP



Stolen Credit Card Credentials

Stolen identity and financial information is available in all sorts of shapes, sizes and packaging.



Source: [McAfee The Hidden Data Economy](#)



Healthcare Data

Even healthcare data is subject to sale, available for those seeking to



Source: [NPR](#)

Ransomware

How ransomware

- Fake or compromised website.
- Fake email.
- Malvertising.
- Partner botnet engaged.

Attack launched



Ransom demand displayed

- Files are encrypted.
- It's too late.
- Pay up or lose data!



What will happen if you fall for one?

Virus

Malware

Ransomware

Userid / Password theft

Breach

ALWAYS QUESTION

- From a person or business you are unfamiliar
- Something you are not expecting (file, package, summons)
- Does not seem to be a legitimate way to conduct business
- It is just plain weird (I didn't order that)

RED FLAGS

- Triggers emotions – curiosity, intrigue
- Requesting personal information
- Solicits Urgent action
- Promotes Fear or loss
- Poor grammar, spelling, or spoofed email sender
- Anything wanting you to **DISCLOSE CREDENTIALS**

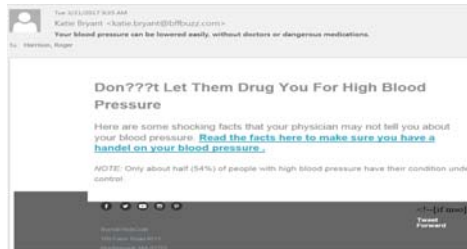


Types of Email

- Legitimate business email
- Sales Email
- Honest mistake (Sent to wrong person)
- Junk Mail (Spam)
- **Phishing Email**



Spam Email Or is IT?



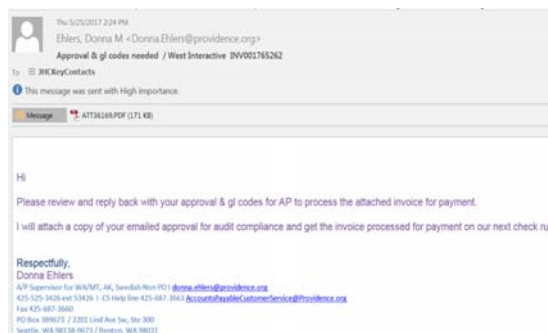
Clues

- Has business address
- Has unsubscribe



BUSINESS EMAIL

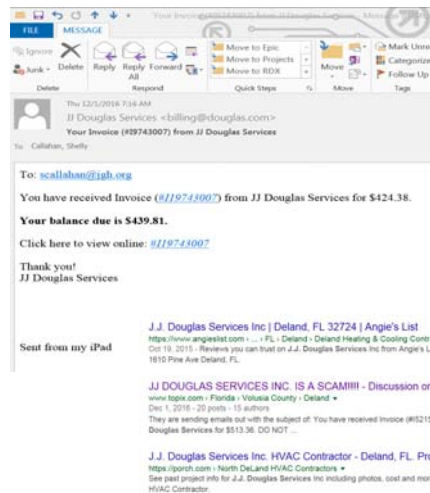
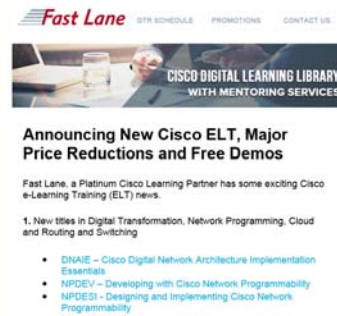
OR IS IT?



Clues

- I have never received Providence invoice from this person
- But I can call her or email her back

Sales Emails (Probably)



Clues

- This came to my email inbox
- The TO: line is generic defaulted in.
- Ipad
- I do not know of this company. Not a vendor of ours.
- What does a Google reveal?

Clues

- Did I request anything with proof of delivery?
- Uspz.com
- What does a Hover Test reveal?

If you have additional questions on Track & Confirm ser

From: Richard Kent [<mailto:richard@jgh.org>]
Sent: Wednesday, December 07, 2016 7:30 AM
To: Rodrigues, Colleen
Subject: FW: FTC subpoena

You've been subpoenaed by the FTC.
[FTC Subpoena](#)

Please get back to me about this.
 Thank you
 Richard Kent
 Senior Accountant
richard@jgh.org
 Phone: 441-216-9394
 Fax: 441-216-9627

Clues

- Is this how FTC would Subpoena?
- Is Richard@jgh.org our email syntax?
- Do we have a Richard in Accounting?
- Is this our phone number?

From: Campbell, Christopher [mailto:Christopher.Campbell@fultoncountyga.gov]
Sent: Friday, November 25, 2016 10:42 AM
To: st@ht.org
Subject:

Your e-mail access has been suspended for security purpose.
To regain your access [Click here](#)

Clues

- Fulton County
- st@ht.org
- I'm in my "suspended" email receiving this

From: David Riley via DocuSign [mailto:dse@docusign.com]
Sent: Wednesday, May 17, 2017 9:27 AM
To: Harrison, Roger
Subject: Legal acknowledgement for rharrison Document is Ready for Signature




Your document has been reviewed and is ready for signature. Click the button below to review and sign your document.

<http://4jeepers.com/file.php?document=njgwn3joyxjyasnxbkqzwmz&xzb25ozwfsdghjyglm9yzzijnjm=>
Click to follow link

REVIEW DOCUMENT

All parties have reviewed the **Legal acknowledgement for rharrison** Document.

Please review and sign your document via DocuSign by clicking on the button above. The signing process will not



Tue 6/6/2017 7:53 AM
eFax <fax@ganleywestside.com>
New incoming fax from 421-333-3101

To: Harrison, Roger

You have received a new fax through eFax.com.
From : 421-333-3101
Date: June 6th, 2017 , 18:24


Please click the button below to view your fax :

[VIEW FAX](#)

Note: Microsoft Word must be installed on your PC.

Thank you for using eFax®

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Cloud Connect Cloud Services Digital Media Company Careers Investors

Connect. Inform. Empower.


See how j2 Global's advanced cloud services and digital media brands make people around the world do business the only way to business.

Explore Our Leading Group of Premium Brands that Connect, Inform and Empower the World


j2 Cloud Connect

 Effectively send and receive faxes online using soft fax on your mobile phone, tablet or laptop.

[More >](#)


 Drive professional business image with recorded greetings, custom menus, and multiple extensions.

[More >](#)


 All-in-one virtual phone solution featuring multi-tenant, online faxing and web conferencing.

[More >](#)


j2 Digital Media

 Cutting reviews, news, previews, trailers, short-cuts and weblogs. Over 100,000 and more.

[More >](#)

 The world's leading men's lifestyle site with daily features on fashion, fitness, dating, money, entertainment.

[More >](#)

 Trusted brand for video-based technology product reviews and advice for tech buyers.

[More >](#)

Whale and spear phishing

From: Mike Glenn [<mailto:mglenn@jeffersonhealthcare.org>]
Sent: Wednesday, December 14, 2016 8:11 AM
To: Burton, Anne <aburton@jeffersonhealthcare.org>
Subject: Request

Anne,

Did you get the email I sent you on Tuesday **regards** the transfer?
I will need you to make a transfer before banking hours are closed for the day.

Regard
Mike Glenn



Protect

PREVENTION

- **Policy & controls**
 - Personal web email
 - Social media
 - Timeouts
 - Coming – eliminate X: drive for WARP folders
 - Evaluate – Web storage, removable storage
- **Staff Education / Awareness**
- **IT staff education/networking**

IT STAFF EDUCATION, MENTORING AND PEER COLLABORATION



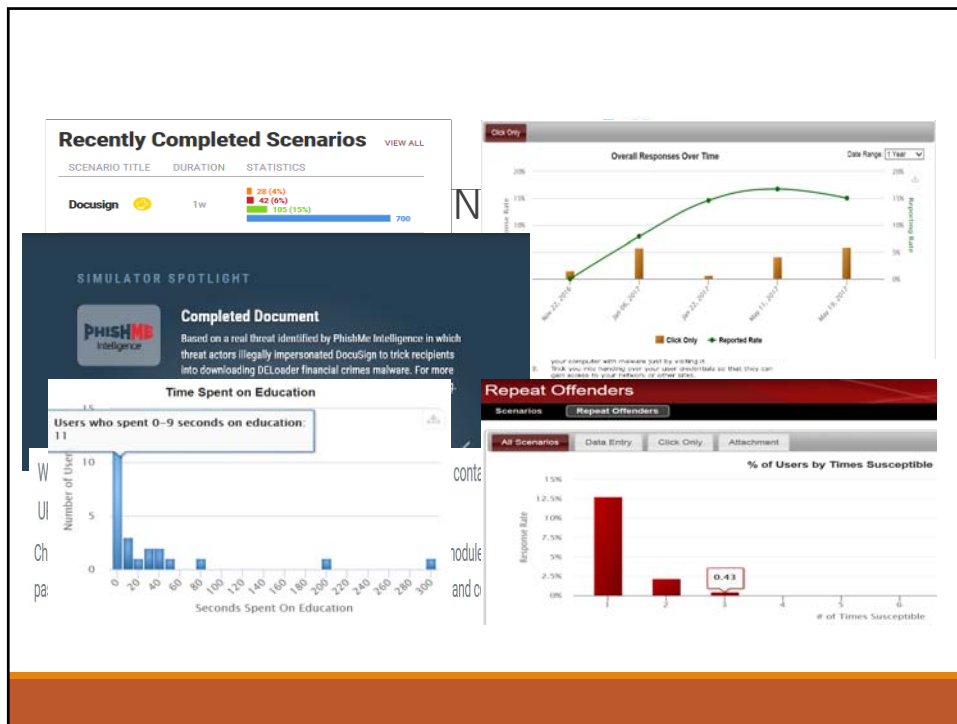
- ✓ Mentorship program
- ✓ Fed VTE platform offers:
 - ✓ Access to tons of cybersecurity training @ no cost
- ✓ Reports & Information:
 - ✓ Calls & reports informing us of any major threats
 - ✓ Lists of malware sources that we can upload and use
 - ✓ FBI Alerts that provide Indicators of Compromise
- ✓ Monitoring service of our public IP's



PREVENTION

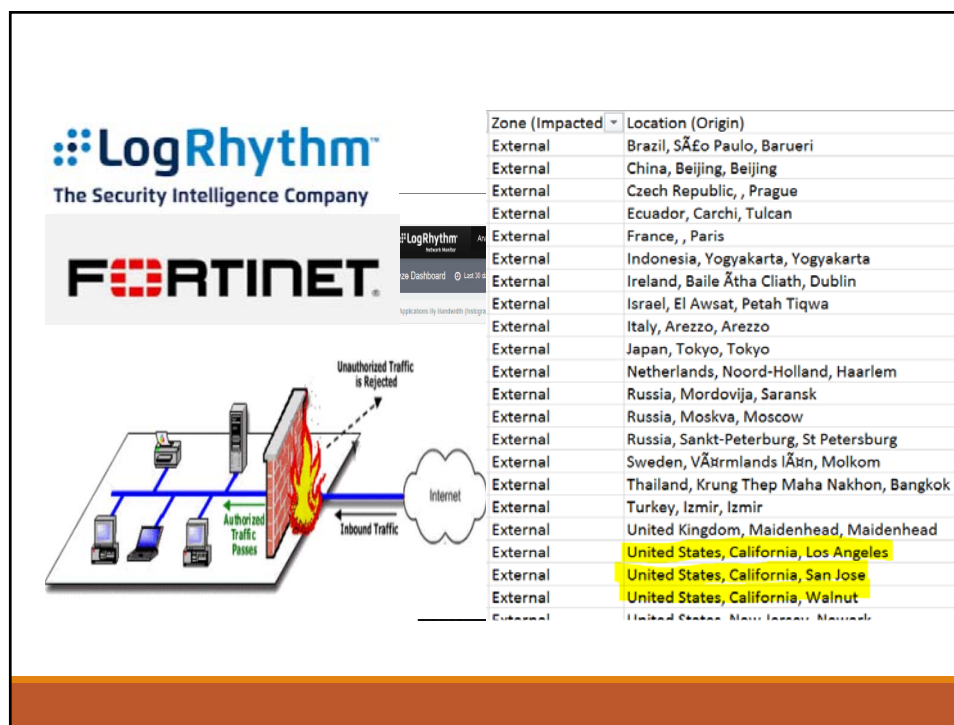
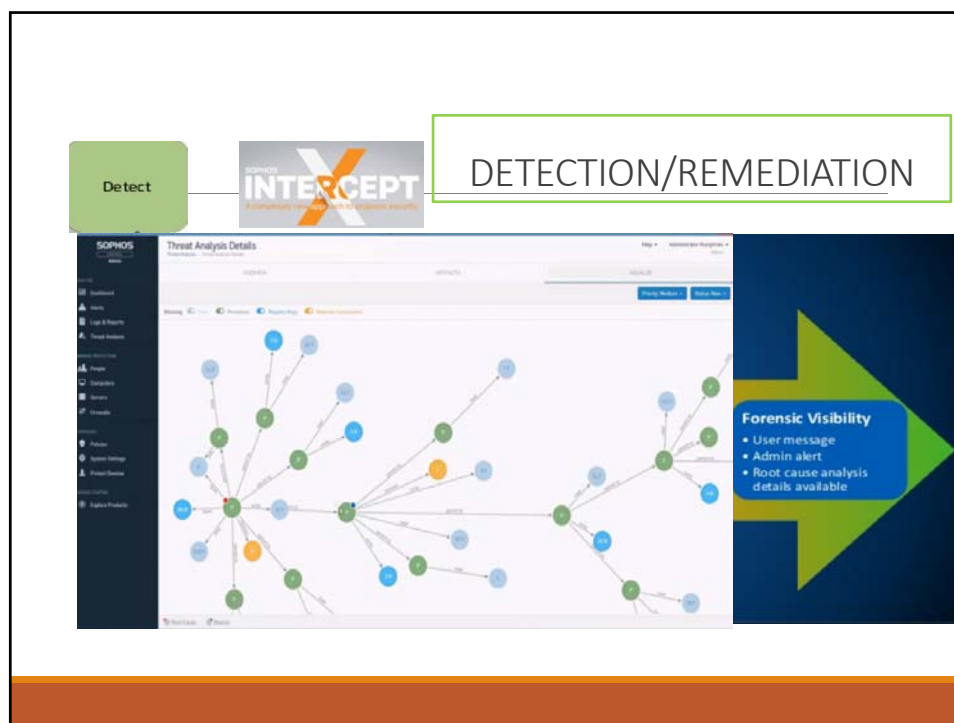


- **Nextgen Firewall (FortiNet)**
 - Deep packet inspection
 - ID of applications, users, devices
 - Threat intelligence
- **Anti-Virus/Malware Uplift (Sophos) – behavior based**
- **Vulnerability Scanning (Nexpose)**
- **Sanctioned Phishing (PhishMe)**



DETECTION

- **Staff Awareness → Improved Reporting**
- **Sophos upgrade**
 - Email filtering, ID anomalies, Ransomware containment, RCA
- **Security Incident Event Management - Logrhythm SIEM**



Security Incident Response Team and plan



- Suspicious event is reported
- Collect information about occurrence
- Initial assessment of business impact
- Initial containment plan
- Brief CEO & CFO & determine;
 - Containment & Remediation action plan,
 - PR & Communication plan,
 - Financial impact,
 - Resources plan,
 - Notification plan (Law Enforcement, etc...)
- Bring in Risk, Public Relations, additional SLG as appropriate

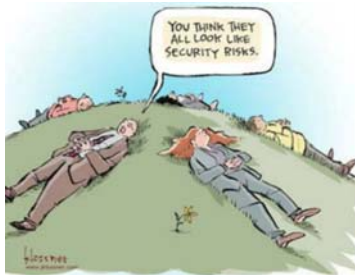


What can we do better?



- Reduce Email Phishing/Malware
- Securing of removable Media – Block or encrypt
- Eliminate Mapped drives
- Increased focus on internal threats
- Improve employee access/term processes
- Physical Security (MDF, IDF, other sensitive areas)
- Refine Security Incident Response Plan/Team (SIRP)
 - Test the Plan - Table top
- Extend Patch Management (Medical Devices & other IOT)
- Expand to Data Loss Protection (DLP)

Data Sources



Internet Crime Complaint Center (IC3)	NPR
• FBI & National White Collar Crime Center	Fortinet
Multi State Information Sharing & Analysis Center (MS-ISAC)	Sophos
Security Intelligence - https://securityintelligence.com/cybercrime-statistics/	Logrhythm
Identity Theft Resource Center (ITRC)	Phishme
Breach level index	

THANK YOU

QUESTIONS ?

Jefferson Healthcare Strategic Plan 2017-2020 Process Update

June 7, 2017
Board of Commissioners Meeting

Jefferson
Healthcare

live here. thrive here.

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.

Values:

- Compassion
- Stewardship
- Integrity
- Respect
- Excellence
- Teamwork



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Overarching Goals:

- Jefferson Healthcare will become a Top 100 Critical Access Hospital.
- Jefferson Healthcare will remain locally owned and operated.
- Jefferson Healthcare will capture 60% market share in East Jefferson County.



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People

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

Strategies:

1. **Hire** for fit.
2. **Develop** an **engaged workforce**.
3. Create a **culture committed** to Jefferson Healthcare becoming a **high performing organization**.
4. Promote a **thriving provider practice**.

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Service

Goal: Deliver an Experience that Exceeds Patients' and Families' Expectations.

Strategies:

1. Create **convenient access** to Jefferson Healthcare at all points of contact.
2. Consistently deliver an **outstanding experience** with every encounter.
3. Improve **care navigation** for patients and their families.
4. Create **informed healthcare consumers**.

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Quality and Safety

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

Strategies:

1. Drive **best practice clinical care.**
2. Enhance the **culture of safety.**
3. Achieve **excellent clinical outcomes.**
4. Ensure that care **aligns with the patient's goals.**

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Population Health

Goal: **Support a Healthier Community for Jefferson County**

Strategies:

1. **Work with partners** to implement **CHIPS.**
2. **Provide leadership** in the completion of a **Community Health Assessment.**
3. Advance an **Employee Health program.**
4. **Engage community partners** in advancing programs that **support the community's health.**
5. Develop a **community impact report.**

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Sustainability

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

Strategies:

1. Align the **transition** from **Fee for Service to Value-Based care** with evolving reimbursement models.
2. **Manage resources** to ensure the **long-term financial health** of Jefferson Healthcare.
3. Pursue **technology** and **facility solutions** that **advance quality care** and **efficient operations**.
4. Be a **financially high performing organization**.
5. Continue to grow by expanding current and developing new clinical programs and services.

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Strategic Plan

People:

- Recruit, engage, and retain a high quality, satisfied workforce
- Ensure the retention of a strong leadership team

Service:

- Ensure the delivery of Patient and Family Centered Care
- Safeguard and Improve Access to Care

Quality and Safety

- Continue to Improve the Quality and Safety of Care Delivered at Jefferson Healthcare

Growth and Innovation:

- Collaborate with other agencies to add and improve the services needed to improve the health of the community
- Improve the health of the community

Sustainability

- Maintain and Improve the Financial Stability to Ensure the Long-term Financial Sustainability of Jefferson Healthcare

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Jefferson Healthcare		Goals	Strategies	Initiatives	Targets
People	<i>Recruit, Engage, and Retain a High Quality, Satisfied Workforce.</i>	Increase Provider and Staff Satisfaction			
		Increase Provider and Staff Retention			
	<i>Ensure the Retention of a Strong Leadership Team.</i>	Ensure Adequate Onboarding and Educational Opportunities			
Service	<i>Ensure the Delivery of Patient and Family Centered Care.</i>	Increase Community Awareness of Financial and Medical Services Provided			
		Make Access to Care Convenient			
		Provide Services that Meet the Needs of the Community			
		Increase Staff and Provider Understanding of Service Excellence			

Quality and Safety	Continue to Improve the Quality and Safety of Care Delivered at Jefferson HealthCare.	Create a Culture of Safety		
		Deliver Care Based on Best Practice Clinical Protocols		
		Ensure Continuous Quality Improvement		
Growth and Innovation	Collaborate with Other Agencies to Add and Improve the Services Needed to Improve the Health of the Community.	Leverage Technology to Provide Specialty Services and Extend Outreach		
		Ensure Implementation of CHIPS		
Sustainability	Maintain and Improve the Financial Stability to Ensure the Long-term Financial Sustainability of Jefferson HealthCare.	Determine the Appropriate Level of Care and Service in Key Clinical Areas		
		Explore Opportunities for Relationships that will Enhance Jefferson Healthcare into the Future		
		Evaluate the Merits and Value of Existing Relationships		
		Continue to Improve Expense Management		
<div> <div> Jefferson Healthcare </div> <div> live here. thrive here. </div> </div>				

Questions & Comments