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
Commission 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

Growth of Cyber Crime

2017 Estimate to $2 trillion

2020 estimate to $2 trillion

Amount of monetary damage caused by reported cyber crime to the IC3 from 2001 to 2015 (in million U.S. dollars)


0  250  500  750  1,000  1,250

2011  2013  2015  2017  2019
Internet of Things (IoT) is changing the risk surface.
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/](https://securityintelligence.com/cybercrime-statistics/) unless noted
# Recent Healthcare Breaches

<table>
<thead>
<tr>
<th>Target</th>
<th>Affected Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anthem</strong></td>
<td>70,000,000</td>
</tr>
<tr>
<td><strong>PREMERA</strong></td>
<td>11,000,000</td>
</tr>
<tr>
<td><strong>GEORGIA DEPARTMENT OF COMMUNITY HEALTH</strong></td>
<td>255,177</td>
</tr>
<tr>
<td><strong>Boston Children's Hospital</strong></td>
<td>4,006,000</td>
</tr>
</tbody>
</table>

**GEORGIA DEPARTMENT OF COMMUNITY HEALTH**

**Boston Children's Hospital**

**Sutherland Healthcare Solutions**

**BOSTON EASKIN CANCER FOUNDATION**

---

## 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
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)

- 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?

Field of view shows this shipment is scheduled to be sent on 05/29/2017.

See "Preparing for Delivery" for helpful tips

This shipment is scheduled to be sent on 05/29/2017.

Invoice for shipment # 734811147300

Anticipated ship date: Mon, 5/29/2017
Scheduled delivery: Tue, 5/30/2017 by end of day

Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

If you have additional questions on Track & Confirm set the DO

From: Richard Kent [mailto:richard@jgh.org]
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?
Clues

• Fulton County
• st@ht.org
• I’m in my “suspended” email receiving this
Whale and spear phishing

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

IT STAFF EDUCATION, MENTORING AND PEER COLLABORATION

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 $\rightarrow$ Improved Reporting
- Sophos upgrade
  - Email filtering, ID anomalies, Ransomware containment, RCA
- Security Incident Event Management - Logrythm 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 Incidence 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)  FBI & National White Collar Crime Center
Multi State Information Sharing & Analysis Center (MS-ISAC)
Security Intelligence - https://securityintelligence.com/cybercrime-statistics/
Identity Theft Resource Center (ITRC)
Breach level index
NPR
Fortinet
Sophos
Logrhythm
Phishme

Jefferson Healthcare
Strategic Plan 2017-2020
Process Update

June 7, 2017
Board of Commissioners Meeting
**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

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

Strategies:
2. Develop an engaged workforce.
3. Create a culture committed to Jefferson Healthcare becoming a high performing organization.
4. Promote a thriving provider practice.

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.
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.

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.
Sustainability

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.

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
<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategies</th>
<th>Initiatives</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruit, Engage, and Retain a High Quality, Satisfied Workforce.</td>
<td>Increase Provider and Staff Satisfaction</td>
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<tr>
<td>Ensure the Retention of a Strong Leadership Team.</td>
<td>Increase Provider and Staff Retention</td>
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<td></td>
<td>Ensure Adequate Onboarding and Educational Opportunities</td>
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<tr>
<td>Service</td>
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<tr>
<td>Ensure the Delivery of Patient and Family Centered Care.</td>
<td>Increase Community Awareness of Financial and Medical Services Provided</td>
<td>Make Access to Care Convenient</td>
<td>Increase Staff and Provider Understanding of Service Excellence</td>
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<tr>
<td></td>
<td>Provide Services that Meet the Needs of the Community</td>
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<tr>
<td>Quality and Safety</td>
<td>Create a Culture of Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to Improve the Quality and Safety of Care Delivered at Jefferson Healthcare</td>
<td>Deliver Care Based on Best Practice Clinical Protocols</td>
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</tr>
<tr>
<td>Growth and Innovation</td>
<td>Leverage Technology to Provide Specialty Services and Extend Outreach</td>
<td>Ensure Implementation of CHIPS</td>
<td></td>
</tr>
<tr>
<td>Collaborate with Other Agencies to Add and Improve the Services Needed to Improve the Health of the Community.</td>
<td>Determine the Appropriate Level of Care and Service in Key Clinical Areas</td>
<td></td>
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</tr>
<tr>
<td>Sustainability</td>
<td>Explor Opportunities for Relationships that will Enhance Jefferson Healthcare into the Future</td>
<td>Evaluate the Merit and Value of Existing Relationships</td>
<td></td>
</tr>
<tr>
<td>Maintain and Improve the Financial Stability to Ensure the Long-term Financial Sustainability of Jefferson Healthcare</td>
<td>Continue to Improve Expense Management</td>
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Questions & Comments