

**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 \_\_\_\_\_

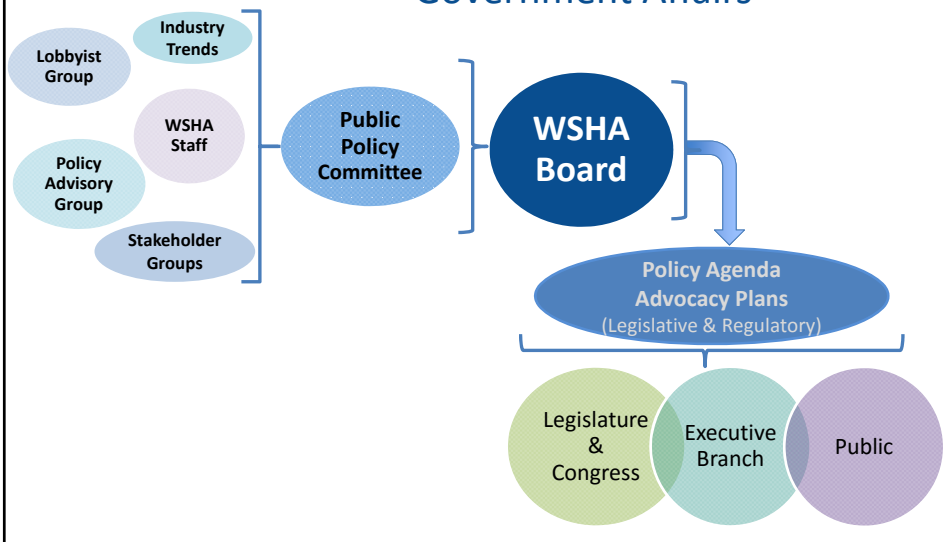
## Mission

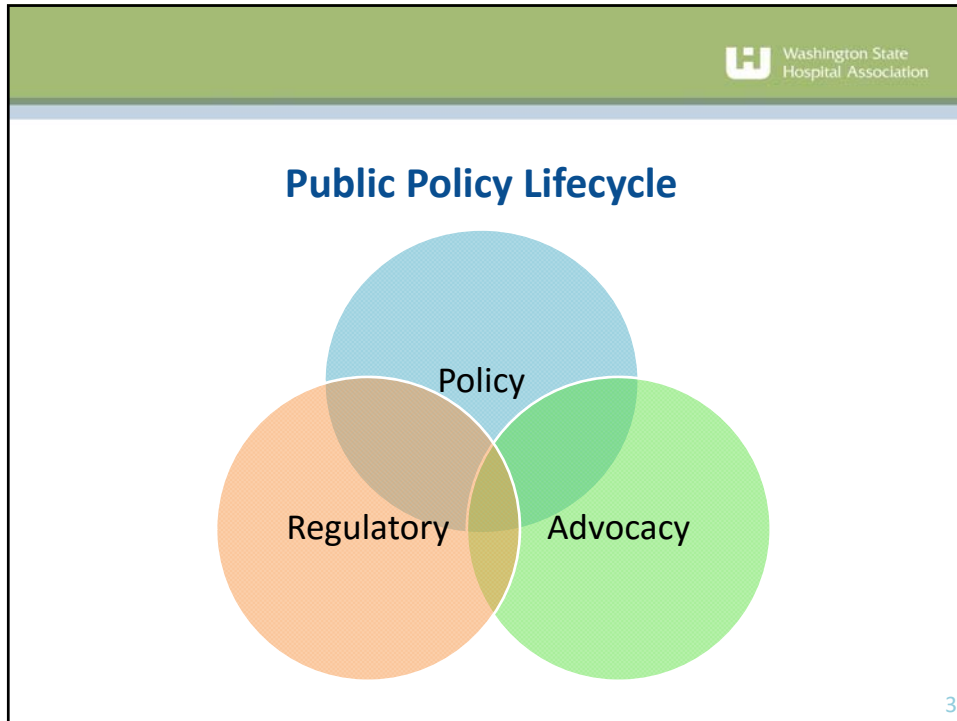
The Washington State Hospital Association advocates on behalf of and supports its members in achieving their missions and improving the health of their communities.

## Vision

Through leadership and collaboration we strive for exceptional health outcomes in Washington communities by focusing on high-quality, healthy communities and sustainable cost.

## Government Affairs





**Current Policy Priorities**

Legislative, Regulatory and Legal Issues	
Behavioral Health System	Nurse Staffing
Appropriate Site of Care	Out-of-Network Billing
Opioids	Pharmaceutical Costs
Charity Care/Community Benefits	Individual Market Stability
Rural Health	Medicaid Cuts
Concurrent Surgeries	Telehealth



Washington State Hospital Association

### Effective Government Affairs

**Smart, Unique & Unified**

Policy – Smart, researched and solution-oriented ideas

Advocacy – Unique messengers for our communities

Influence – Unified voice to elect and educate champions

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**2017**

**Building Relationships  
Electing Champions for Health Care  
Unifying Hospitals' Political Voice**

**[www.wshaweb.com/whpac](http://www.wshaweb.com/whpac)**

**Password: WHPAC**

**<http://www.wsha.org/events-resources/videos/>**

## Jefferson Healthcare Strategic Plan 2017-2020

September 6, 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.
- capture 60% market share in East Jefferson County.
- be locally owned and operated.
- improve its Robert Wood Johnson, Health of the Community score.

\* These are administrative goals the Board may or may not elect to include in the plan.

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. **Aligns care** with the **patient’s goals.**



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Healthcare

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

<b>Metrics</b>	<b>Targets</b>
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.	

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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 of high performance.**
4. Promote a **thriving, rewarding provider practice** that nurtures the provider patient relationship.



People

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

Strategies:

**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.

Service  
**Goal: Deliver an Experience that Exceeds Patients’ and Families’ Expectations.**  
 Strategies:

1. Create an infrastructure that support **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.



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Service  
**Goal: Deliver an Experience that Exceeds Patients’ and Families’ Expectations.**

Metrics	Targets
Create a service composite score consisting of:	
Patient Satisfaction scores –Overall scores- .....	Inpatient 75th percentile (PICKER)
Likely to recommend .....	Top Quartile
Quiet at night .....	Top Quartile
Confidence and Trust in Provider .....	Top Quartile
Consistency of Communication	
Provider/Nurse- .....	Top Quartile
Able to get appointment .....	30 days new patient, 1-14 days post hospital, 0-10 days established patient.
PICKER Access to care dimension .....	10% improvement over baseline by 2018, 25% by 2020
Patient Advocate Reports .....	7 days open, 30 days close
Percent completed referrals .....	Set baseline year 1

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Community 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. **Engage community partners** in advancing programs that **support the community's health**.
4. Develop a **community impact report**.



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 .....

Increase the percent of women receiving prenatal care in first trimester

**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

By 2020 13-15-year-olds meets Healthy People goals

90% of adults 65 or older will have at last one Pneumococcal Vaccination

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 reimbursement models.
2. Actively **manage resources** to ensure the **long-term financial health** of Jefferson Healthcare.
3. Pursue **technology** and **facility solutions** that **advance care** and **operations**.
4. Be a **value oriented, financially high performing organization**.
5. Continue to **leverage the partnership with Washington Rural Health Collaborative**.
6. **Grow** by expanding **current services** and **developing new clinical programs and services**.



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Sustainability

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

**Metrics**

**Targets**

Create sustainability composite score made up of the following:

- Number of negative quarters (baseline 1 in 4) ..... Zero
- Days of Account Receivable ..... Less than 45
- Percent of net revenue for salaries, wages and benefit- (baseline is 64.7%) ..... 62%
- Days of cash ..... (90-12/2018, 100-12/2019, 110-12/2020)
- Percent of departments meeting contribution margin budget. .... 90% quarterly
- Productivity ..... Greater than 95%

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



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## Important Dates

- September 14                      Provider Plus Engagement Dinner-  
Finnriver Orchard
- September 15                      Healthcare and Wellness  
Committee Tour-Dirksen Conf. Room
- September 25-27                      Rural Advocacy Days-  
Washington D.C.
- October 4                              Board Retreat- Karma Bass
- October 12-13                      85<sup>th</sup> WSHA Annual Meeting