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.
Current Policy Priorities

<table>
<thead>
<tr>
<th>Legislative, Regulatory and Legal Issues</th>
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</thead>
<tbody>
<tr>
<td>Behavioral Health System</td>
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<tr>
<td>Appropriate Site of Care</td>
</tr>
<tr>
<td>Opioids</td>
</tr>
<tr>
<td>Charity Care/Community Benefits</td>
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<tr>
<td>Rural Health</td>
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<td>Concurrent Surgeries</td>
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</tbody>
</table>
WSHA’s Key External Partners

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
2017

Building Relationships
ELECTING CHAMPIONS FOR HEALTH CARE
UNIFYING HOSPITALS’ POLITICAL VOICE

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.

Metrics

Composite quality and safety score (Outpatient and Inpatient Core Measures, ACO/MIPS performance) ..............................................
Readmission rate- Inpatient, ER and Home Health ..............................................
Antimicrobial stewardship.................................................................
Hospice length of stay ...........................................................................
Achieve status as a CMS 5 Star hospital.
Earn recognition by WSHA for Achieving Best Care award.

Targets

<table>
<thead>
<tr>
<th>Targets</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%</td>
<td>Decrease over 2016 baseline</td>
</tr>
<tr>
<td></td>
<td>Reduce inappropriate antibiotic use by 10%</td>
</tr>
<tr>
<td></td>
<td>3 months</td>
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</table>

This photo by Unknown is licensed under CC BY-SA.
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.

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee/provider engagement</td>
<td>Top Quartile</td>
</tr>
<tr>
<td>Employee—Would you recommend as place to work...</td>
<td>Top Quartile</td>
</tr>
<tr>
<td>Provider—Likelihood to continue affiliation</td>
<td>10%</td>
</tr>
<tr>
<td>Turnover rate or retention rate</td>
<td>Establish a base line year 1.</td>
</tr>
<tr>
<td>Burnout rate—(Maslach Inventory)</td>
<td>Set baseline year one, target improvement over baseline.</td>
</tr>
<tr>
<td>Time to fill open positions</td>
<td></td>
</tr>
</tbody>
</table>

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*Jefferson Healthcare*  
*live here. thrive here.*
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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**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**
- **Able to get appointment**
- **PICKER Access to care dimension**
- **Patient Advocate Reports**
- **Percent completed referrals**

**Targets**

- Inpatient 75th percentile (PICKER)
- Top Quartile
- Top Quartile
- 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
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**.

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<table>
<thead>
<tr>
<th><strong>Community Health</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> <strong>Support a Healthier Community for Jefferson County</strong></td>
</tr>
<tr>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td>Community Health assessment report</td>
</tr>
<tr>
<td>Number or percent of ED transfers out of county</td>
</tr>
<tr>
<td>Number or percent of preventative annual wellness visits</td>
</tr>
<tr>
<td>Vaccination rates</td>
</tr>
<tr>
<td>Increase the percent of women receiving prenatal care in first trimester</td>
</tr>
<tr>
<td><strong>Targets</strong></td>
</tr>
<tr>
<td>On track with timeline 2018 CHA/CHIP</td>
</tr>
<tr>
<td>Decrease from 2016 baseline</td>
</tr>
<tr>
<td>Increase from 2016 baseline</td>
</tr>
<tr>
<td>90% of adults 65 or older will have at last one Pneumococcal Vaccination</td>
</tr>
<tr>
<td>90% of JHC employees receive annual flu vaccine</td>
</tr>
<tr>
<td>By 2020 13-15-year-olds meets Healthy People goals</td>
</tr>
<tr>
<td>90 % children 19-35 months fully immunized by 2020</td>
</tr>
</tbody>
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Sustainability


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.

Sustainability


Metrics
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%
  (90-12/2018, 100-12/2019, 110-12/2020)
• Days of cash  ................................................................. 90% quarterly
• Percent of departments meeting contribution margin budget. .................................................. Greater than 95%
• Productivity .................................................................

Participate in at least one value based or cost saving activity through WRHC annually.
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  
  85th WSHA Annual Meeting