Call to Order:
The meeting was called to order at 2:01pm by board chair, Buhler. Also present were Commissioners McComas, Dressler, and Ready. Mike Glenn, CEO, Brandie Manuel, Chief Patient Care officer, Jon French, Chief Legal Officer and Alyssa Rodrigues, Administrative Assistant were also in attendance. Commissioner Kolff was excused. This meeting was officially audio recorded by Jefferson Healthcare.

Education:
Dunia Faulx, Director of Care Transformation and Population Health
Dr. Molly Parker, Population Health Medical Director presented the Population Health Initiatives at Jefferson Healthcare: Biannual Board Update.

Discussion ensued.

Break:
Commissioners recessed for break at 2:59pm.
Commissioners reconvened from break at 3:34pm.

Team and Employee of the Quarter:
Kalie Fountain, Oncology, and Ross Taylor, Maintenance, were recognized as Employees of the Quarter. Materials Management was recognized as the Team of the Quarter.

Approve Agenda:
Commissioner Buhler announced that the 2018-07 resolution was canceled and voided and also made a correction by changing June 5 Special Session Minutes to June 6 Special Session Minutes.

Commissioner Ready made a motion to approve the agenda. Commissioner Dressler seconded.
Action: Motion passed unanimously.
**Patient Story:** Joyce Cardinal, CNO read aloud the patient story. She explained that the patient had cellulitis and had presented to Jefferson Healthcare. The patient wrote about how well she had been treated and cared for at JHC, how supported she felt, and that how each staff member treated her as an individual. The patient was transferred to a major Seattle Hospital where the care and treatment that was delivered fell far short of her experience at Jefferson. There, she felt that she was just a number, “the infection, the wound, the blood draw in Room ‘123’”; staff were slow to answer call lights and when they did, they were hurried and impersonal which made her feel like a nuisance to the staff. She stated that she felt invisible there.

The extreme difference between healthcare facilities impacted the patient greatly, the intimacy of Jefferson Healthcare, the true meaning of being present with a person made her appreciate the care and treatment by the staff at Jefferson Healthcare. The patient reiterated her feelings regarding the excellent personal care she received at Jefferson Healthcare, stating she will return to Jefferson Healthcare for any and all care which Jefferson can deliver.

**Minutes:**
- May 23 Regular Session
- June 6 Special Session

Commissioner Dressler made a motion to approve the May 23 Regular Session and June 6 Special Session. Commissioner Ready seconded.
**Action:** Motion passed unanimously.

**Required Approvals:** Action Requested
- May Warrants and Adjustments
- Resolution 2018-07 Cancel Warrants
- Resolution 2018-08 Surplus Equipment
- Medical Staff Credentials/Appointments/Reappointments
- Medical Staff Policy
- Emergency CEO Succession Policy

Commissioner Dressler made a motion to approve Medical Staff Credentials/Appointments/ Reappointments, Medical Staff Policy, May Warrants and Adjustments, and Resolution 2018-08 Surplus Equipment. Commissioner McComas seconded.
**Action:** Motion passed unanimously.

**Public Comment:**
No public comment.

**Financial Report:**
Mike Glenn, CEO, gave the May financial report.

**Quality Report:**
Brandie Manuel, Chief Patient Care Officer presented the Quality report.

Discussion ensued.

**Administrative Report**
Mike Glenn, CEO presented the administrative report.

**Chief Medical Officer Report:**
Dr. Joe Mattern, Chief Medical Officer presented the CMO report and gave updates concerning the ACO, Care Coordinators, MAT, Integrated Behavioral Health, opioid prescribing, staffing, telemedicine, credentialing, and medical staff meeting.

Discussion ensued.

**Board Business:**
Commissioner Buhler reminded the board that they will be at the Chelan Conference June 24-27.

**Meeting Evaluation**
Commissioners evaluated the meeting.

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

**Action:** Motion passed unanimously.

Meeting concluded at 4:45pm.

Approved by the Commission:

Chair of Commission: Jill Buhler

Secretary of Commission: Marie Dressler
Patients, Providers and Employees
It’s more than satisfaction.
July 25, 2018
Quick Poll: Raise your hand...if you love being a patient
How much do these surveys matter?

*The answer? A lot.*
Why is patient engagement so important?

Is it about money? No. Not yet.

It’s who we are.

Patient engagement = Safer Patients

Research shows that patient engagement positively impacts patient engagement and improves patient safety!
HOW YOUR HOSPITAL CAN MAKE YOU SICK

BY THE NUMBERS
The hospital you choose really matters
Death rates are much higher in some than in others.

Compared the death rates for high-rated and low-rated hospitals, for patients admitted with heart attack, heart failure, or pneumonia, and for surgery patients with serious, treatable complications. Data come from the Centers for Medicare & Medicaid Services for patients 65 and older.

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Gripe-o-meter
Scores are based on a 10-point scale, with 10 being most bothersome.

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More acronyms...a word about how they are reported.

- **Hospital Consumer Assessment of Healthcare Providers and Systems = HCAHPS**
  - HCAHPS
  - CGCAHPS
  - OASCAHPS
  - HHCAHPS
  - Outpatient Rehab
  - Outpatient Testing
What is specifically being asked?

1. Communication with nurses.
2. Communication with doctors.
3. Communication about medicines.
4. Responsiveness of hospital staff.
5. Pain management.
6. Cleanliness and quietness of the hospital environment.
7. Discharge instructions.
8. Overall hospital rating.

Source: Medicare.gov
How does the reporting work?

From survey to data and data to action...
The Survey Process.

Surveys
- Files are submitted to our survey vendor, NRC Health
- Two wave methodology is used
- Surveys sent based on response rates

Data
- Returned surveys analyzed and entered into tool
- Service alerts when appropriate
- Data continues to be updated until survey period ends

Action
- Monthly reports to leadership
- Data is used to drive improvement and engage staff
- NRC reports the data to CMS for public reporting
Satisfaction is not our Goal

Satisfaction and Loyalty are very different.

Survey Results

• Are based on a loyalty score – not satisfaction
• A loyalty score is a score of 9 or 10, or ‘always’
• A score of 8 means that I’m pretty happy, so why doesn’t that count?
“Always treat your employees exactly as you want them to treat your best customers.” –Stephen R. Covey
Provider Engagement

Maslach Burnout Inventory

• Leading measure of burnout, designed specifically for Medical Personnel

• What/who does it assess?
  • The individual provider employed by Jefferson
  • Designated Groups
    • Hospital Providers
    • Medical Group Providers
    • Specialty Providers

• What does it address?
  • Emotional Exhaustion
  • Depersonalization
  • Personal Accomplishment

• Helps to build professional goals
Employee Engagement Survey

National Research Corporation (NRC) Picker

• Who?
  • All staff: leaders, providers, front-line

• Purpose and Design
  • Staff provides the organization with feedback
  • Benchmarking every two years
  • Gives organization guidance on where to focus

• Sample Questions:
  • Would you recommend us as a place to work?
  • Are you excited to come work?
  • Are you inspired to meet your goals at work?
Leader and Employee Evaluation

Annual Performance Evaluation

- For all staff members of Jefferson Healthcare
- Why? Aren’t we doing lots of other ones??
  - Provides the opportunity for real evaluation of an employee’s past year and opportunities for improvement
- What does it address?
  - Organizational Values
  - Job Competencies
  - Job Standards
  - Leadership Skills
- Helps to build professional goals and development plans for staff
Finally – our why.

*Engaged staff and providers are the foundation for creating engaged patients.*
Finance Report
July 25, 2018
Hilary Whittington, CAO/CFO
June 2018
Education – the budget process

• **Already happened:**
  • budget schedule and capital assets planning tools sent to leaders

• **Month of July:**
  • meetings with leadership to review the budget process (Finance 360)

• **Late July:**
  • budget packets distributed to leaders

• **Early August:**
  • budget prep with leaders and their SLG members

• **Mid-August to late September:**
  • budget meetings

• **Mid-September:**
  • preliminary review of capital requests

• **Early October:**
  • capital rodeo and SLG budget review

• **November 7:**
  • “budget workshop” special meeting

• **November 28:**
  • operating and capital budget hearing
June 2018
Service Line Highlight – Surgery Center

Resources:
- Surgeon available for additional scope appointments
- Additional Endoscopy RN to handle service line increase

FTE Management:
- Cross training to increase efficiencies
- Effective use of low census and reduction of overtime

Teamwork and accountability:
- Working as a team to identify weaknesses, address issues and stay accountable.

Income ↑ 31%
Expense ↑ 2%
Margin $789,520 ↑ of $234,630
### June 2018
#### Operating Statistics

<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>JUN ACTUAL</th>
<th>JUN BUDGET</th>
<th>% VARIANCE</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td>540</td>
<td>585</td>
<td>8%</td>
<td>543</td>
<td>585</td>
<td>7%</td>
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<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>1,828</td>
<td>2,102</td>
<td>-13%</td>
<td>12,228</td>
<td>12,679</td>
<td>-4%</td>
</tr>
<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>71</td>
<td>94</td>
<td>-24%</td>
<td>492</td>
<td>568</td>
<td>-13%</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>282</td>
<td>351</td>
<td>-20%</td>
<td>1,998</td>
<td>2,116</td>
<td>-6%</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>353</td>
<td>461</td>
<td>-23%</td>
<td>2,537</td>
<td>2,780</td>
<td>-9%</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>98</td>
<td>99</td>
<td>-1%</td>
<td>594</td>
<td>597</td>
<td>-1%</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>76</td>
<td>99</td>
<td>-23%</td>
<td>414</td>
<td>597</td>
<td>-31%</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>16,518</td>
<td>18,505</td>
<td>-11%</td>
<td>108,334</td>
<td>111,644</td>
<td>-3%</td>
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<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>2,653</td>
<td>2,945</td>
<td>-10%</td>
<td>15,792</td>
<td>17,773</td>
<td>-11%</td>
</tr>
<tr>
<td>MEDS DISPENSED</td>
<td>20,248</td>
<td>22,999</td>
<td>-12%</td>
<td>136,646</td>
<td>138,760</td>
<td>-2%</td>
</tr>
<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>2,828</td>
<td>3,647</td>
<td>-22%</td>
<td>19,624</td>
<td>22,006</td>
<td>-11%</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST RVUs</td>
<td>8,347</td>
<td>6,849</td>
<td>22%</td>
<td>51,289</td>
<td>41,323</td>
<td>24%</td>
</tr>
<tr>
<td>ER CENSUS</td>
<td>1,029</td>
<td>1,095</td>
<td>-6%</td>
<td>6,227</td>
<td>6,608</td>
<td>-6%</td>
</tr>
<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>5,406</td>
<td>7,055</td>
<td>-23%</td>
<td>33,477</td>
<td>42,566</td>
<td>-21%</td>
</tr>
<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>3,110</td>
<td>3,342</td>
<td>-7%</td>
<td>18,693</td>
<td>20,155</td>
<td>-7%</td>
</tr>
<tr>
<td>HOME HEALTH EPISODES</td>
<td>65</td>
<td>66</td>
<td>-2%</td>
<td>363</td>
<td>398</td>
<td>-9%</td>
</tr>
<tr>
<td>HOSPICE CENSUS/DAYS</td>
<td>1,103</td>
<td>865</td>
<td>28%</td>
<td>6,346</td>
<td>5,218</td>
<td>22%</td>
</tr>
</tbody>
</table>
# June 2018 Income Statement Summary

<table>
<thead>
<tr>
<th></th>
<th>June 2018 Actual</th>
<th>June 2018 Budget</th>
<th>Variance Favorable/Unfavorable</th>
<th>%</th>
<th>June 2018 YTD</th>
<th>June 2018 Budget YTD</th>
<th>Variance Favorable/Unfavorable</th>
<th>%</th>
<th>June 2017 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Patient Service Revenue</td>
<td>18,164,519</td>
<td>19,616,834</td>
<td>(1,452,316)</td>
<td>-7%</td>
<td>113,741,516</td>
<td>118,354,967</td>
<td>(4,613,451)</td>
<td>-4%</td>
<td>103,012,357</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>9,448,841</td>
<td>10,645,572</td>
<td>1,196,731</td>
<td>11%</td>
<td>62,213,774</td>
<td>64,228,322</td>
<td>2,014,548</td>
<td>3%</td>
<td>56,149,194</td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>204,815</td>
<td>120,948</td>
<td>(83,867)</td>
<td>-69%</td>
<td>1,300,908</td>
<td>729,722</td>
<td>(571,186)</td>
<td>-78%</td>
<td>484,307</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>8,510,862</td>
<td>8,850,314</td>
<td>(339,451)</td>
<td>-4%</td>
<td>50,226,833</td>
<td>53,396,923</td>
<td>(3,170,090)</td>
<td>-6%</td>
<td>46,378,857</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>453,189</td>
<td>409,763</td>
<td>43,426</td>
<td>11%</td>
<td>2,646,742</td>
<td>2,472,241</td>
<td>174,502</td>
<td>7%</td>
<td>2,364,304</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>8,964,052</td>
<td>9,260,077</td>
<td>(296,025)</td>
<td>-3%</td>
<td>52,873,576</td>
<td>55,869,164</td>
<td>(2,995,588)</td>
<td>-5%</td>
<td>48,743,161</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries And Wages</td>
<td>4,491,036</td>
<td>4,648,011</td>
<td>156,975</td>
<td>3%</td>
<td>26,610,959</td>
<td>28,043,017</td>
<td>1,432,058</td>
<td>5%</td>
<td>23,950,424</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>1,087,487</td>
<td>1,170,896</td>
<td>83,410</td>
<td>7%</td>
<td>6,598,993</td>
<td>7,064,412</td>
<td>465,419</td>
<td>7%</td>
<td>6,071,663</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>3,204,641</td>
<td>3,273,691</td>
<td>69,050</td>
<td>2%</td>
<td>20,011,116</td>
<td>19,751,278</td>
<td>(259,838)</td>
<td>-1%</td>
<td>17,911,241</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>8,783,163</td>
<td>9,092,598</td>
<td>309,435</td>
<td>3%</td>
<td>53,221,068</td>
<td>54,858,707</td>
<td>1,637,639</td>
<td>3%</td>
<td>47,933,328</td>
</tr>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td>180,888</td>
<td>167,479</td>
<td>13,410</td>
<td>8%</td>
<td>(347,492)</td>
<td>1,010,457</td>
<td>(1,357,949)</td>
<td>-134%</td>
<td>809,833</td>
</tr>
<tr>
<td>Total Non Operating Revenues (Expenses)</td>
<td>(37,470)</td>
<td>(28,917)</td>
<td>(8,553)</td>
<td>-30%</td>
<td>(46,139)</td>
<td>(174,465)</td>
<td>128,326</td>
<td>74%</td>
<td>383,485</td>
</tr>
<tr>
<td>Change in Net Position (Loss)</td>
<td>143,418</td>
<td>138,562</td>
<td>4,856</td>
<td>4%</td>
<td>(393,632)</td>
<td>835,992</td>
<td>(1,229,623)</td>
<td>-147%</td>
<td>1,193,317</td>
</tr>
<tr>
<td>For Month Ending:</td>
<td>ACTUAL</td>
<td>ACTUAL</td>
<td>ACTUAL</td>
<td>ACTUAL</td>
<td>ACTUAL</td>
<td>FORECAST</td>
<td>FORECAST</td>
<td>FORECAST</td>
<td>FORECAST</td>
</tr>
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<td>------------------</td>
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</tr>
<tr>
<td>Jan</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>

### Total Gross Revenue
- June 30, 2018: (19,970,547) (17,590,835) (18,004,518) (18,164,524) (18,666,119) (19,668,113) (18,578,736) (20,087,336) (19,385,676) (19,484,551) (229,612,059) (238,671,719)
- Variance: (229,612,059) - (238,671,719) = -9,059,661

### Total Revenue Adjustments
- June 30, 2018: 10,818,721 9,674,103 11,526,445 10,301,093 11,540,665 9,653,656 10,423,393 9,982,919 10,252,429 11,084,930 10,697,729 10,752,291 126,708,374 130,992,796
- Variance: 130,992,796 - 126,708,374 = 4,284,422

### Net Patient Service Revenue
- Variance: 107,678,923 - 102,903,684 = 4,775,239

### Total Operating Revenues
- June 30, 2018: (9,572,397) (8,243,708) (8,977,805) (8,242,706) (8,872,916) (8,964,057) (8,677,083) (10,142,868) (8,758,630) (9,469,834) (9,139,049) (9,185,661) (108,246,714) (112,664,383)

### Total Operating Expenses
- June 30, 2018: 9,299,007 8,342,935 9,396,690 8,694,861 8,704,434 8,783,168 8,671,972 8,798,366 8,636,609 8,990,511 9,123,338 9,567,022 107,008,913 110,626,717
- Variance: 110,626,717 - 107,008,913 = 3,617,804

### Operating (Income) Loss
- June 30, 2018: (273,390) 99,227 418,885 452,155 (168,482) (180,889) (5,111) (1,344,502) (122,021) (479,323) (15,711) 381,361 (1,237,800) (2,037,666)
- Variance: 2,037,666 - (1,237,800) = 3,275,466

### Total Non Operating Revenues
- June 30, 2018: 16,518 37,247 (2,428) (55,428) 12,760 37,469 7,518 7,627 7,487 7,794 7,909 8,294 92,767 351,822
- Variance: 351,822 - (259,055) = 92,767

### (Income) or Loss
- June 30, 2018: (256,872) 136,474 416,457 396,727 (155,722) (143,420) 2,407 (1,336,875) (114,534) (471,529) (7,802) 389,655 (1,145,033) (1,685,844)
- Variance: 1,685,844 - (1,145,033) = 540,811
June 2018
Cash and Accounts Receivable

Days Cash and Accounts Receivable


- Days of Cash
- Days Cash Goal - 90
- Days Outstanding in A/R
- Days AR Goal - 45
<table>
<thead>
<tr>
<th>Dept.</th>
<th>Department Description</th>
<th>Rev/Exp</th>
<th>Account</th>
<th>Account Description</th>
<th>June Actual</th>
<th>June Budget</th>
<th>June Variance</th>
<th>2018 to Date Actual</th>
<th>2018 to Date Budget</th>
<th>2018 to Date Variance</th>
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</thead>
<tbody>
<tr>
<td>8612</td>
<td>BOARD Exp</td>
<td>60010</td>
<td>MANAGEMENT &amp; SUPERVISION WAGES</td>
<td>4,218.00</td>
<td>4,498.00</td>
<td>280.00</td>
<td>26,778.00</td>
<td>27,135.00</td>
<td>357.00</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>602300</td>
<td>CONSULT MNGMT FEE</td>
<td>1,546.00</td>
<td>-</td>
<td>(1,546.00)</td>
<td>13,026.00</td>
<td>-</td>
<td>(13,026.00)</td>
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<tr>
<td></td>
<td></td>
<td>602500</td>
<td>AUDIT FEES</td>
<td>14,651.00</td>
<td>3,288.00</td>
<td>(11,363.00)</td>
<td>37,239.00</td>
<td>19,836.00</td>
<td>(17,403.00)</td>
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<tr>
<td></td>
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<td>604200</td>
<td>CATERING</td>
<td>83.00</td>
<td>159.00</td>
<td>76.00</td>
<td>616.00</td>
<td>962.00</td>
<td>346.00</td>
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<tr>
<td></td>
<td></td>
<td>604500</td>
<td>OFFICE SUPPLIES</td>
<td>-</td>
<td>24.00</td>
<td>24.00</td>
<td>1.00</td>
<td>144.00</td>
<td>143.00</td>
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<tr>
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<td></td>
<td>604800</td>
<td>MINOR EQUIPMENT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>591.00</td>
<td>-</td>
<td>(591.00)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>604850</td>
<td>COMPUTER EQUIPMENT</td>
<td>-</td>
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<td>606500</td>
<td>OTHER PURCHASED SERVICES</td>
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<td>822.00</td>
<td>822.00</td>
<td>(250.00)</td>
<td>4,959.00</td>
<td>5,209.00</td>
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<td>609400</td>
<td>TRAVEL/MEETINGS/TRAINING</td>
<td>1,121.00</td>
<td>1,644.00</td>
<td>523.00</td>
<td>8,634.00</td>
<td>9,918.00</td>
<td>1,284.00</td>
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<td><strong>Exp Total</strong></td>
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<td>21,619.00</td>
<td>10,515.00</td>
<td>(11,104.00)</td>
<td>86,635.00</td>
<td>63,435.00</td>
<td>(23,200.00)</td>
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<td><strong>BOARD Total</strong></td>
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<td>21,619.00</td>
<td>10,515.00</td>
<td>(11,104.00)</td>
<td>86,635.00</td>
<td>63,435.00</td>
<td>(23,200.00)</td>
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</table>
July 2018
Preview – (*as of 11:59pm 07/23/18)

- $18,048,750 in HB charges
  - Average: $601,686/day (HB only)
  - Budget: $642,350/day

- $7,387,500 in HB cash collections
  - Average: $258,944/day (HB only)
  - Goal: $289,057/day

- 53.6 Days in A/R

- Questions
Resolution: WRHC interlocal agreement
Patient Safety & Quality Report

July 25, 2018
Brandie Manuel
Chief Patient Care Officer
Agenda

Current Performance
- Acute Care
- Emergency
- Clinics
- Outpatient (Home Health, Testing, Rehab)

Department Highlight: Emergency Department

Current Activities and Strategies
Patient Experience: Inpatient (HCAHPS)

Overall the inpatient setting continues to do well in comparison with peer hospitals, exceeding the NRC Average score.

Current areas of focus:

- Communication
- Quiet at Night

Patient Comments:

“After receiving care at both Jefferson then XXX, I felt more like a family member than a bed #. I have great respect & appreciation for all the caregivers I met during my stay!”

“I was treated very well & with compassion esp. by the nursing staff. I was grateful for the care I received during a very stressful time.”

“I got the best care at this hospital than any hospital I’ve been to.”
Emergency Department

The Emergency Department has continued to make improvements, and in the second quarter has exceeded the top Quartile score.

Focus areas:
• Communication
• Wait times/Throughput

Patient Comments:
“I have avoided your ER due to a bad previous experience… You can thank Dr. Irick, for changing my opinion some.”
“Dr. Sherman was excellent!”
“Everyone was very friendly and caring and helpful”
Outpatient Clinics (Primary Care and Specialty Clinics) - CGCAHPS

The clinics have demonstrated consistent improvement in their overall rating – with an average score exceeding the NRC Average in the Second Quarter.

Primary Care Focus:
- Patient Access

Specialty Clinic Focus:
- Communication

Patient Comments:

Primary Care

“Corey Asbell has been extremely important in my health issues the last few years + I appreciate his knowledge, attitude, and direction!”

“Excellent nurse - professional + knowledgeable”

Specialty Clinics:

“Dr. Naumann has excellent bedside manners. He listens well and respects my decisions, while explaining my options thoroughly.”

Great staff - kind & compassionate.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Jefferson Healthcare Adult CGCAHPS</td>
<td>Positive Score</td>
<td>79.6%</td>
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<td>79.8%</td>
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<td>n-Size</td>
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<td>1,051</td>
<td>1,351</td>
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<tr>
<td>NRC Average</td>
<td>Positive Score</td>
<td>81.6%</td>
<td>82.1%</td>
<td>83.1%</td>
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<td>n-Size</td>
<td>246,936</td>
<td>62,199</td>
<td>64,553</td>
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</tbody>
</table>
Home Health (HHCAHPS)

Second quarter showed improvement, though YTD is slightly lower than 2017

Focus Areas:
- Communication
- Medication Reconciliation

Patient Comments:

“My 2 PTs were a real plus to my home recovery. Always encouraging me to press forward, but not too fast. Some of the tools they have given me I hope to use forever.”

“Excellent care from great staff.”

“I think this is my second survey! Problems getting medicare to pay!”
Outpatient Testing

- Second quarter slightly lower than the First Quarter
  - Highest scores in Imaging
- Focus Areas:
  - Follow up
  - Communication

Patient Comments:

“Glad we have Jefferson Healthcare here in Port Townsend!!”

“Most of the "front office" staff could use some inspiration and enthusiasm. Clearly the facility is yet to get its ‘sea legs.’”

“This is about the best care I've ever received. No complaints.”
Highlight: Emergency Department

- Time from arrival to provider decreased by 5 minutes in June.
- Throughput times (arrival to discharge) for patients being discharged decreased by 16 minutes in June.
  - Continues to be a work in progress
Strategies and Next Steps

Engagement
- Staff Members
- Leaders
- Providers
- PFAC

Patient Led Care
- Patient Directed Goals
- Improved Communication
- Shared Decision Making
- TeamSTEPPS training and application

Best Practice Alerts
- Service Excellence Committee
- Input from Leaders
- Connecting with the ‘why’
Administrative Report

July 25, 2018

Mike Glenn, CEO
Chief Nursing Officer Recruitment Process

• Interviewed 3 outstanding CNO candidates.

• Reviewing interview feedback, notes, and observations.

• Asking follow up questions.

• Plan to select final candidate and schedule 2nd interview.
Labor Negotiations

• 3 labor agreements expire in October 2018.

• Jefferson Healthcare negotiating team has been reviewing agreements and preparing for negotiating sessions.

• Meeting dates have been proposed and are in the process of being finalized.
Port Ludlow Expansion of Services

- Port Ludlow Clinic
  - 3.75 Primary Care Providers
  - Orthopedic Clinic
  - Cardiology Clinic
  - Dermatology Clinic

- Other
  - Considering establishing a retail pharmacy in Port Ludlow.
  - Provide specialty drugs to oncology and dermatology program.
  - Provide local retail pharmacy option for residents at Port Ludlow.
# Jefferson Healthcare Summer Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>July 28</td>
<td>Employee Appreciation Event</td>
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<tr>
<td>August 4</td>
<td>Port Hadlock Days</td>
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<tr>
<td>August 10-12</td>
<td>Jefferson County Fair</td>
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<tr>
<td>August 19</td>
<td>All County Picnic</td>
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<tr>
<td>August 26</td>
<td>Port Ludlow Days</td>
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</table>

Contact Alyssa Rodrigues or Tina Herschelman for more information.
Questions