Call to Order:
The meeting was called to order at 2:00pm by Board Chair Buhler. Also present were Commissioners Dressler, McComas, Ready, and Kolff by telephone. Mike Glenn, CEO, Hilary Whittington, Chief Administrative Officer/Chief Financial Officer, Brandie Manuel, Chief Patient Care officer, Caitlin Harrison, Chief Human Resources Officer, and Alyssa Rodrigues, Administrative Assistant were also in attendance. This meeting was officially audio recorded by Jefferson Healthcare.

Education:
Brandie Manuel, Chief Patient Care Officer and Caitlin Harrison, Chief Human Resources Officer presented on the Methodology of Patient and Employee Satisfaction Scores.

Discussion ensued.

Break:
Commissioners recessed for break at 2:24pm.

Commissioners reconvened from break at 3:30pm.

Approve Agenda:
Commission Buhler made an amendment to the agenda to move the Resolution 2018-11 WRHC Interlocal Agreement to follow the Financial Report.

Commissioner Dressler made a motion to approve the agenda as amended. Commissioner McComas seconded.
Action: Motion passed unanimously.
**Patient Story:**
Chief Nursing Officer, Joyce Cardinal read a patient story aloud. In April 2017 the patient had an abnormal screening mammogram and was called back to Diagnostic Imaging department to get a more definitive diagnostic mammogram with an ultrasound. Patient had a diagnostic mammogram and the radiologist recommended a biopsy with an MRI.

Later that year Diagnostic Imaging staff discovered that the patient had never followed up and obtained the further test. The technician contacted the patient and reminded her about the need for further investigation. The patient did then follow up in November when breast cancer was diagnosed and treated. Patient returned in April 2018 for her routine annual mammogram, the result being a normal post-surgery mammogram.

Randy Holeman, Director of Radiology stated that the Mammography department does a great job but used to be hindered by the manual tracking process, which could lead them to miss or overlook patients who failed to follow the radiologists' recommendations.

In April 2017 Diagnostic Imaging staff started using an EPIC tracking module which is a great addition, allowing the staff timelier reporting for exams and follow up. The electronic tracking system facilitated prompt follow up for this patient’s care, which ultimately helped the patient get an earlier invasive cancer diagnosis and treatment. Without the electronic tracking system and diligence of the techs the patient may not have been seen for several more months.

**Minutes:**
- June 15 Special Session
- June 20 Special Session
- June 27 Special Session

Commissioner Kolff made an amendment to the June 20 Special Session to remove himself from the attendees list. Commissioner Dressler made a motion to approve the June 15 Special Session, June 20 Special Session, and June 27 Special Session as amended. Commissioner McComas seconded.

**Action:** Motion passed unanimously.

**Required Approvals:** Action Requested
- June Warrants and Adjustments
- Resolution 2018-09 Cancel Warrants
- Resolution 2018-10 Surplus Equipment
- Medical Staff Credentials/Appointments/Reappointments
- Medical Staff Policy
Commissioner McComas made a motion to approve Medical Staff Credentials/Appointments/ Reappointments, Medical Staff Policy, June Warrants and Adjustments, Resolution 2018-09 Cancel Warrants, Resolution 2018-10 Surplus Equipment. Commissioner Ready seconded.

**Action:** Motion passed unanimously.

**Public Comment:**
Public comment was made.

**Financial Report:**
Hilary Whittington, CFO/CAO gave the June financial report.

Discussion ensued.

**Resolution 2018-11 WRHC Interlocal Agreement**
Commissioner Dressler made a motion to approve Resolution 2018-11 WRHC Interlocal Agreement. Commissioner Ready seconded.

**Action:** Motion passed unanimously.

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

Discussion ensued.

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

Discussion ensued.

**Chief Medical Officer Report:**
Dr. Joe Mattern, Chief Medical Officer, presented the CMO report which included updates on the credentialing committee retreat, ACO, MAT Training, med staff meetings, and staffing.

**Board Business:**
Commissioner Buhler distributed the Jefferson County Board of Health Minutes.

**Meeting Evaluation**
Commissioners evaluated the meeting.

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

<table>
<thead>
<tr>
<th></th>
<th>High-rated hospital</th>
<th>Low-rated hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pneumonia patients</td>
<td>6.1%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Heart failure patients</td>
<td>8.7%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Heart attack patients</td>
<td>11.2%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Surgical patients</td>
<td>17.7%</td>
<td>22.2%</td>
</tr>
</tbody>
</table>

Compare the average 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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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:

- A score based on a loyalty score is not satisfying.
- A loyalty score is a score of 9 or 10, or always.
- A score of 8 means I'm pretty happy, so why doesn't that count?
Provider and Employee Engagement

“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>
</tr>
<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>
</tr>
<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>
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<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><strong>Total Non Operating Revenues (Expenses)</strong></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><strong>Change in Net Position (Loss)</strong></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>
</tbody>
</table>
### June 2018 Projection

<table>
<thead>
<tr>
<th>REV average</th>
<th>EXP average</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.61%</td>
<td>96.97%</td>
</tr>
<tr>
<td>90.99%</td>
<td>92.83%</td>
</tr>
<tr>
<td>102.60%</td>
<td>99.70%</td>
</tr>
<tr>
<td>93.03%</td>
<td>97.81%</td>
</tr>
<tr>
<td>102.02%</td>
<td>100.41%</td>
</tr>
<tr>
<td>106.30%</td>
<td>98.02%</td>
</tr>
<tr>
<td>98.47%</td>
<td>97.77%</td>
</tr>
<tr>
<td>103.98%</td>
<td>99.51%</td>
</tr>
<tr>
<td>97.73%</td>
<td>102.00%</td>
</tr>
<tr>
<td>105.94%</td>
<td>101.63%</td>
</tr>
<tr>
<td>102.02%</td>
<td>103.30%</td>
</tr>
<tr>
<td>106.30%</td>
<td>108.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For Month Ending:</th>
<th>ACTUAL</th>
<th>ACTUAL</th>
<th>ACTUAL</th>
<th>ACTUAL</th>
<th>ACTUAL</th>
<th>FORECAST</th>
<th>FORECAST</th>
<th>FORECAST</th>
<th>FORECAST</th>
<th>FORECAST</th>
<th>ANNUAL</th>
<th>ANNUAL</th>
<th>ANNUAL</th>
<th>(FAVORABLE/UNFAVORABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>JAN</td>
<td>FEB</td>
<td>MAR</td>
<td>APR</td>
<td>MAY</td>
<td>JUN</td>
<td>JUL</td>
<td>AUG</td>
<td>SEP</td>
<td>OCT</td>
<td>NOV</td>
<td>DEC</td>
<td>FORECAST</td>
<td>BUDGET</td>
</tr>
<tr>
<td>Total Gross Revenue</td>
<td>(19,970,547)</td>
<td>(17,590,835)</td>
<td>(20,080,894)</td>
<td>(18,004,518)</td>
<td>(19,930,210)</td>
<td>(18,164,524)</td>
<td>(18,666,119)</td>
<td>(19,668,113)</td>
<td>(18,578,736)</td>
<td>(20,087,336)</td>
<td>(19,385,678)</td>
<td>(19,484,551)</td>
<td>(229,612,059)</td>
<td>(238,671,719)</td>
</tr>
<tr>
<td>Total Revenue Adjustments</td>
<td>10,818,721</td>
<td>9,674,103</td>
<td>11,526,445</td>
<td>10,301,093</td>
<td>11,540,665</td>
<td>9,653,666</td>
<td>10,423,393</td>
<td>9,982,919</td>
<td>10,252,429</td>
<td>11,064,900</td>
<td>10,697,729</td>
<td>10,752,291</td>
<td>126,706,374</td>
<td>130,962,796</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>(9,151,826)</td>
<td>(7,916,732)</td>
<td>(8,554,449)</td>
<td>(7,703,425)</td>
<td>(8,389,545)</td>
<td>(8,510,888)</td>
<td>(8,242,726)</td>
<td>(9,685,194)</td>
<td>(8,326,306)</td>
<td>(9,002,406)</td>
<td>(8,687,947)</td>
<td>(8,732,259)</td>
<td>(102,903,684)</td>
<td>(107,678,923)</td>
</tr>
<tr>
<td>Total Operating Revenues</td>
<td>(9,572,397)</td>
<td>(8,243,708)</td>
<td>(8,977,805)</td>
<td>(8,242,706)</td>
<td>(8,872,918)</td>
<td>(8,964,057)</td>
<td>(8,677,083)</td>
<td>(10,142,868)</td>
<td>(8,758,630)</td>
<td>(9,469,834)</td>
<td>(9,139,049)</td>
<td>(9,185,661)</td>
<td>(108,246,714)</td>
<td>(112,664,383)</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>9,299,007</td>
<td>8,342,935</td>
<td>9,306,690</td>
<td>8,694,861</td>
<td>8,704,434</td>
<td>8,783,168</td>
<td>8,671,972</td>
<td>8,798,366</td>
<td>8,636,609</td>
<td>8,990,511</td>
<td>9,123,368</td>
<td>9,367,022</td>
<td>107,006,913</td>
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<td>Operating (Income) Loss</td>
<td>(273,390)</td>
<td>99,227</td>
<td>418,886</td>
<td>452,155</td>
<td>(168,482)</td>
<td>(180,889)</td>
<td>(5,111)</td>
<td>(1,344,502)</td>
<td>(122,021)</td>
<td>(479,323)</td>
<td>(15,711)</td>
<td>381,361</td>
<td>(1,237,800)</td>
<td>(2,037,666)</td>
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<td>Total Non Operating Revenues</td>
<td>16,518</td>
<td>37,247</td>
<td>(2,428)</td>
<td>(55,428)</td>
<td>12,760</td>
<td>37,499</td>
<td>7,518</td>
<td>7,627</td>
<td>7,487</td>
<td>7,794</td>
<td>7,909</td>
<td>8,294</td>
<td>92,767</td>
<td>351,822</td>
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<td>(Income) or Loss</td>
<td>(256,872)</td>
<td>136,474</td>
<td>416,457</td>
<td>396,727</td>
<td>(155,722)</td>
<td>(143,420)</td>
<td>2,407</td>
<td>(1,336,875)</td>
<td>(114,534)</td>
<td>(471,529)</td>
<td>(7,802)</td>
<td>389,655</td>
<td>(1,145,033)</td>
<td>(1,685,844)</td>
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</table>
June 2018
Cash and Accounts Receivable

Days Cash and Accounts Receivable

- Days of Cash:
  - 7/31/2017: 58.31
  - 8/31/2017: 54.99
  - 9/30/2017: 55.23
  - 10/31/2017: 55.65
  - 11/30/2017: 54.11
  - 12/31/2017: 48.16
  - 1/31/2018: 46.80
  - 2/28/2018: 51.38
  - 3/31/2018: 53.36
  - 4/30/2018: 52.16
  - 5/31/2018: 49.59
  - 6/30/2018: 51.75

- Days Cash Goal (90):
  - 7/31/2017: 62
  - 8/31/2017: 92
  - 9/30/2017: 93
  - 10/31/2017: 90
  - 11/30/2017: 99
  - 12/31/2017: 95
  - 1/31/2018: 89
  - 2/28/2018: 81
  - 3/31/2018: 78
  - 4/30/2018: 81
  - 5/31/2018: 85
  - 6/30/2018: 83

- Days AR Goal (45):
  - 7/31/2017: 27
  - 8/31/2017: 27
  - 9/30/2017: 27
  - 10/31/2017: 27
  - 11/30/2017: 27
  - 12/31/2017: 27
  - 1/31/2018: 27
  - 2/28/2018: 27
  - 3/31/2018: 27
  - 4/30/2018: 27
  - 5/31/2018: 27
  - 6/30/2018: 27

Days Outstanding in A/R:
- 7/31/2017: 58.31
- 8/31/2017: 54.99
- 9/30/2017: 55.23
- 10/31/2017: 55.65
- 11/30/2017: 54.11
- 12/31/2017: 48.16
- 1/31/2018: 46.80
- 2/28/2018: 51.38
- 3/31/2018: 53.36
- 4/30/2018: 52.16
- 5/31/2018: 49.59
- 6/30/2018: 51.75
## June 2018
### Board Financial Report

<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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<tbody>
<tr>
<td>8612</td>
<td>BOARD</td>
<td>Exp</td>
<td>600010</td>
<td>MANAGEMENT &amp; SUPERVISION WAGES</td>
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<td>CONSULT MNGMT FEE</td>
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<td>AUDIT FEES</td>
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<td>CATERING</td>
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<td>MINOR EQUIPMENT</td>
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<td>OTHER PURCHASED SERVICES</td>
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<td>822.00</td>
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<td>609400</td>
<td>TRAVEL/MEETINGS/TRAINING</td>
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<td>1,644.00</td>
<td>523.00</td>
<td>8,634.00</td>
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<td>Exp Total</td>
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<td></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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<tr>
<td>BOARD Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<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>
</tr>
</tbody>
</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. Rick for changing my opinion, some.

“Dr. Sherman was excellent.”

“Everyone was very friendly and learning had helped.”
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!"
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**

- **Engagement**
- ‘Flipped the Status Quo’
- Communication, Feedback, transparency

- **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’
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

July 28  Employee Appreciation Event

August 4  Port Hadlock Days

August 10-12  Jefferson County Fair

August 19  All County Picnic

August 26  Port Ludlow Days

Contact Alyssa Rodrigues or Tina Herschelman for more information.
Questions