

**Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, August 22, 2018
Victor J. Dirksen Conference Room**

Call to Order:

The meeting was called to order at 2:00pm by Board Chair Buhler. Also present were Commissioners Dressler, Kolff, McComas, and Ready. Mike Glenn, CEO, Hilary Whittington, Chief Administrative Officer/ Chief Financial Officer, Jon French, Chief Legal Officer, and Alyssa Rodrigues, Administrative Assistant were also in attendance. This meeting was officially audio recorded by Jefferson Healthcare.

Education:

Commissioners watched an educational video, "We are ALL the Patient Experience" – The Beryl Institute.

Jackie Levin, Patient Advocate presented the 2nd quarter patient advocate report. Discussion ensued.

Break:

Commissioners recessed for break at 2:55pm.

Commissioners reconvened from break at 3:30pm.

Employee Team and Employee of the Quarter:

Mike Glenn, CEO, announced the Employee of the Quarter, Jarrod Johnson, Facilities, and the Team of the Quarter, Diagnostic Imaging.

Approve Agenda:

Commissioner Dressler made a motion to approve the agenda. Commissioner Ready seconded.

Action: Motion passed unanimously.

Patient Story:

Joyce Cardinal, Interim CNO gave a patient story regarding a patient's visit to the orthopedic department and her subsequent stay in the hospital. The patient felt that her visit was wonderful and the caregivers were compassionate and that Dr. Naumann was a great orthopedic surgeon. The patient looked forward to coming back for her next visit in the Spring.

Minutes:

- July 11 Special Session
- July 25 Regular Session

Commissioner McComas made a motion to approve the July 11 Special Session Minutes and July 25 Regular Session Minutes. Commissioner Dressler seconded.

Action: Motion passed unanimously.

Required Approvals: Action Requested

- July Warrants and Adjustments
- Resolution 2018-12 Cancel Warrants
- Resolution 2018-13 Surplus Equipment
- Medical Staff Credentials/Appointments/Reappointments

Commissioner Dressler made a motion to approve July Warrants and Adjustments, Resolution 2018-12 Cancelled Warrants, Resolution 2018-13 Surplus Equipment, and Medical Staff Credentials/ Appointments/ Reappointments. Commissioner McComas seconded.

Action: Motion passed unanimously.

Public Comment:

Public comment was made.

Financial Report:

Hilary Whittington, CFO/CAO presented the July financial report.

Discussion ensued.

Quality Report:

Joyce Cardinal, Interim Chief Nursing 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 was excused. The Chief Medical Officer Report will be presented at the next regular meeting.

Board Business:

Commissioner Dressler invited everyone to attend the Jefferson Healthcare Foundation fundraising cruise for the JH Foundation.

Commissioner Kolff announced that John Nowak and Lori Fleming did a great job of presenting the CHIP implementation plan to the Citizens for Healthcare Access group.

Commissioner Buhler announced that the August Board of Health meeting was cancelled.

Meeting Evaluation

Commissioners Buhler questioned whether a motivational video or an education video would be better during the educational session.

Commissioners discussed a change in the format of the meeting.

Commissioner Kolff made a motion to start the board meeting at 2:30pm. Commissioner Ready seconded.

Action: Motion passed 3 to 1 with 1 abstention. Commissioners McComas, Buhler, and Ready in favor. Commissioner Kolff opposed. Commissioner Dressler abstained.

Conclude:

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

Action: Motion passed unanimously.

Meeting concluded at 5:00pm.

Approved by the Commission:

Chair of Commission: Jill Buhler _____

Secretary of Commission: Marie Dressler _____

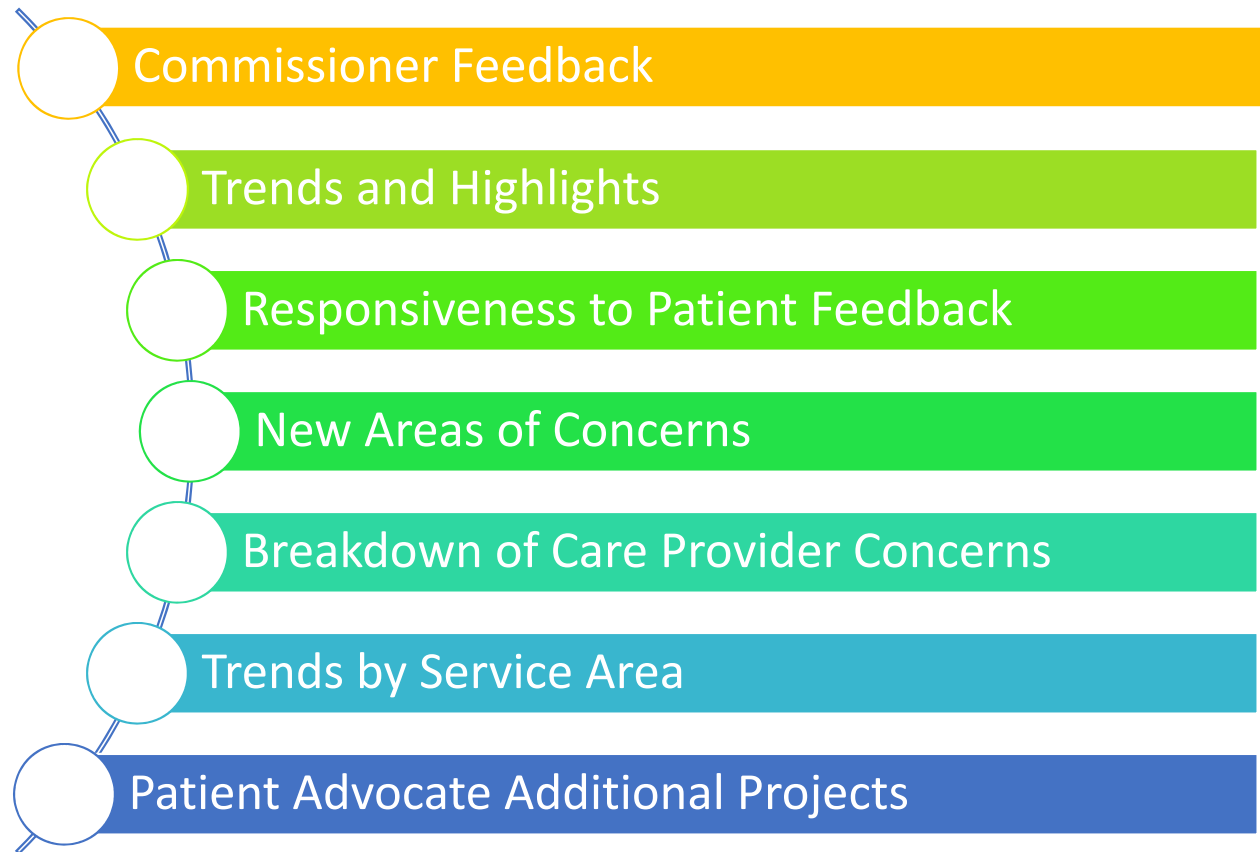
Patient Advocate Report

2nd Quarter 2018

Jackie Levin MS, RN

August 22, 2018

Agenda



The Highlights

- Jump in ED concerns—5 in July compared to 5 in 2nd Quarter
- The average time to close cases was 15 days, meeting our target of 30 days or less
- The total 2nd Q complaint volume remained similar to last quarter volumes
- Clinic visit concerns continue to drop, but 2 providers stand out.
- The top reported issue *of the last year* related to **access and service delivery** –continues to improve
- Communication continues to be an area of opportunity
 - *New provider communication concerns*
 - *Return phone calls and timely referrals*

Responsiveness to Concerns

1st and 2nd Q Quarter 2018

Indicator	Target	Low	High	Avg
1st Quarter 2018				
Days to Acknowledgement	7	0	7	4
Days to Closure	30	0	55	14.3

Indicator	Target	Low	High	Avg
2n Quarter 2018				
Days to Acknowledgement	7	0	8	3.6
Days to Closure	30	0	36	14.7

Comments:

Total # of concerns: 55/78 records

- 30 days closure = 4 concerns
- 7 day acknowledgement = 1
- Peer Reviews = 1
- Grievance Committee = 1

2nd Quarter Clinic and ED Concerns/1000 Visits

Current Quarter

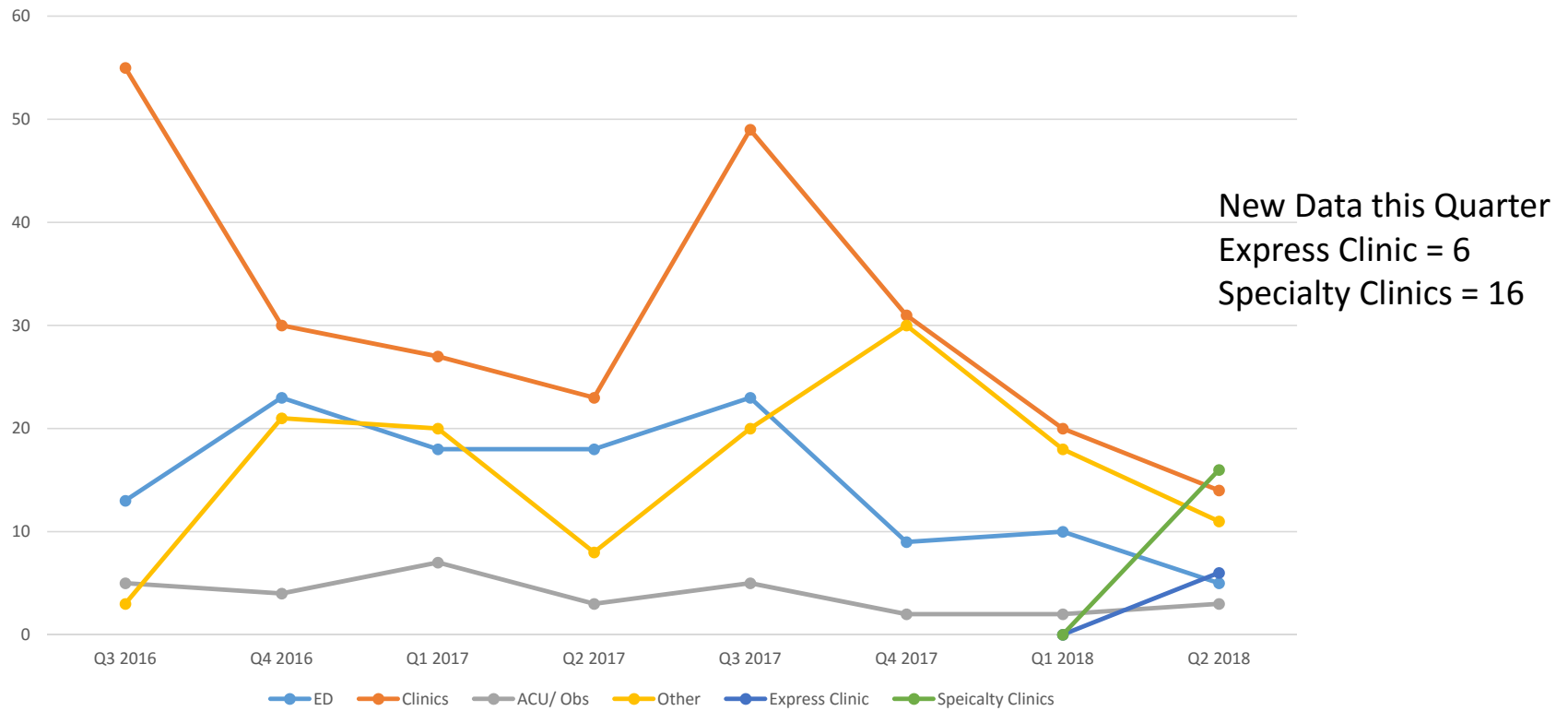
	ED	Clinics
2nd Q 2018	1.6/1000 visits	.50/1000 visits
Total	5	14

	ED	Clinics
1 st Q 2018	3.5/1000 visits	1.4/1000 visits
Total	11	18

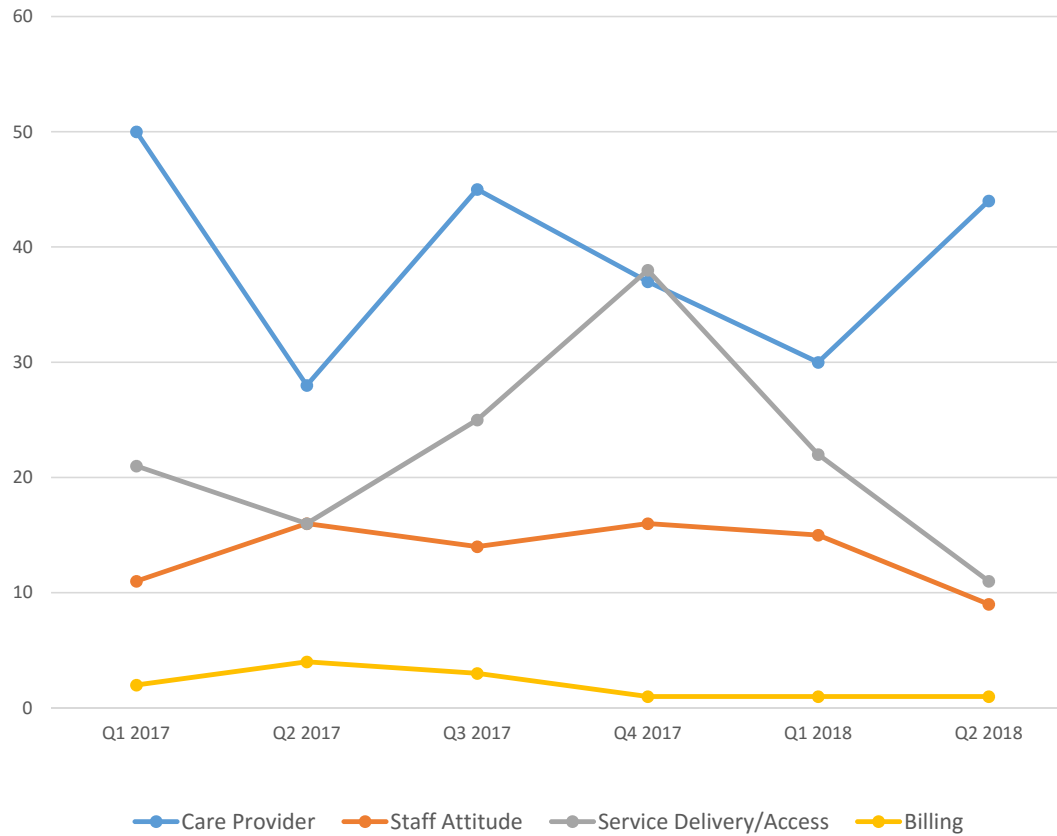
	ED	Clinics
3 th Q 2017		3.2/1000 visits
Total		49

	ED	Clinics
4 th Q 2017	2.86/1000 visits	2.4/1000 visits
Total	9	31

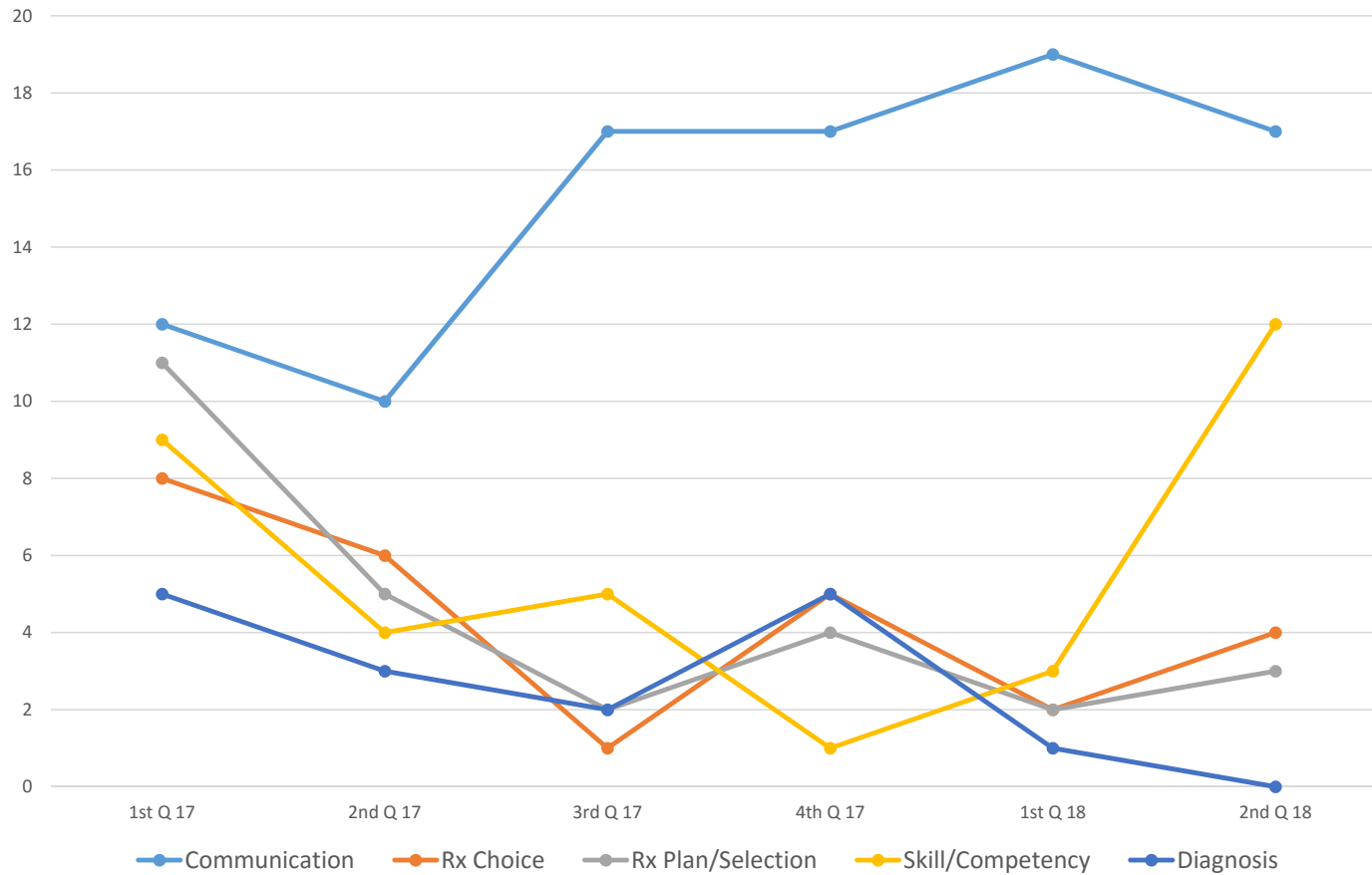
Trends by Area of Concerns



Trends by Type of Concern



Provider Concern Trends



Suggested Provider Communication Strategies

- Communication Education with Jackie and Joe Mattern
- 3 providers stand out for the last 2 Quarters
- Education focuses on trends and themes
 - Developing rapport,
 - Getting to the essence of patient concern,
 - Working with difficult patients/families/situations (defining this),
 - Delivering bad news

From Patient Concern to Process Change

Patient Concern

- Diagnosis of cancer in ER
 - 6 days to appointment with provider
- Bad experience with a Nebulizer treatment –unique medication
- Delivering Bad news in the ED

Process Change

- Fast Track Appointment from ED to Onc, with Nurse Navigator making personal phone call, appointment and answering questions
- New policy written on neb rx with this medication
- Education training for Med Exec on general communication and delivering bad news.

From Patient Concern to Process Change

Patient Concern

- Making appointments through MyChart Challenge
 - Changes of provider location (e.g from PLC to SC) is not updated made in MyChart.
- Concern of disrespect and challenges for person in wc

Process Change

- Josh Brocklesby is working on a fix to notify patients of changes
- ESSB building walk-around with Rena and Arron, reviewed
 - Lab Door (didn't open 90 degrees, possible addition of auto-door opener)
 - Main BR=signage of auto-door button
 - Changes to mammography clothe storage (?)
 - Registration desk, have Reg person out front more face to face and also walking person to mammography and opening door.

Growth of Patient Advocate Role/Activities

- Patient Family Advisory Council— Quiet/reflective space, EMS communication and decision making, Readmissions project
- Healthcare Equity Committee—working with Dunia and Pop Health Needs, HEI Award
- NEO—Patient Advocate and HEI
- Ad Hoc resolution teams--
- Stress and Overwhelm Mindful Awareness for Teamwork Programs
 - Family Birth Center nurses
 - Home Health and Hospice staff
 - Orthopedic Clinic
 - Individuals
- Nursing Skills Day-Quiet at Night
- TeamSTEPPS Faculty
- Nurse Coaching for Care Transformation Nurses
- Risk – CMO Committee
- Wellness Task Force-creating an identity, presence and coordination
- Palliative Care Team and Advance Directives
- Ethics Committee

Questions and Thoughts?

Jefferson Healthcare

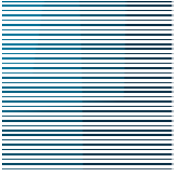
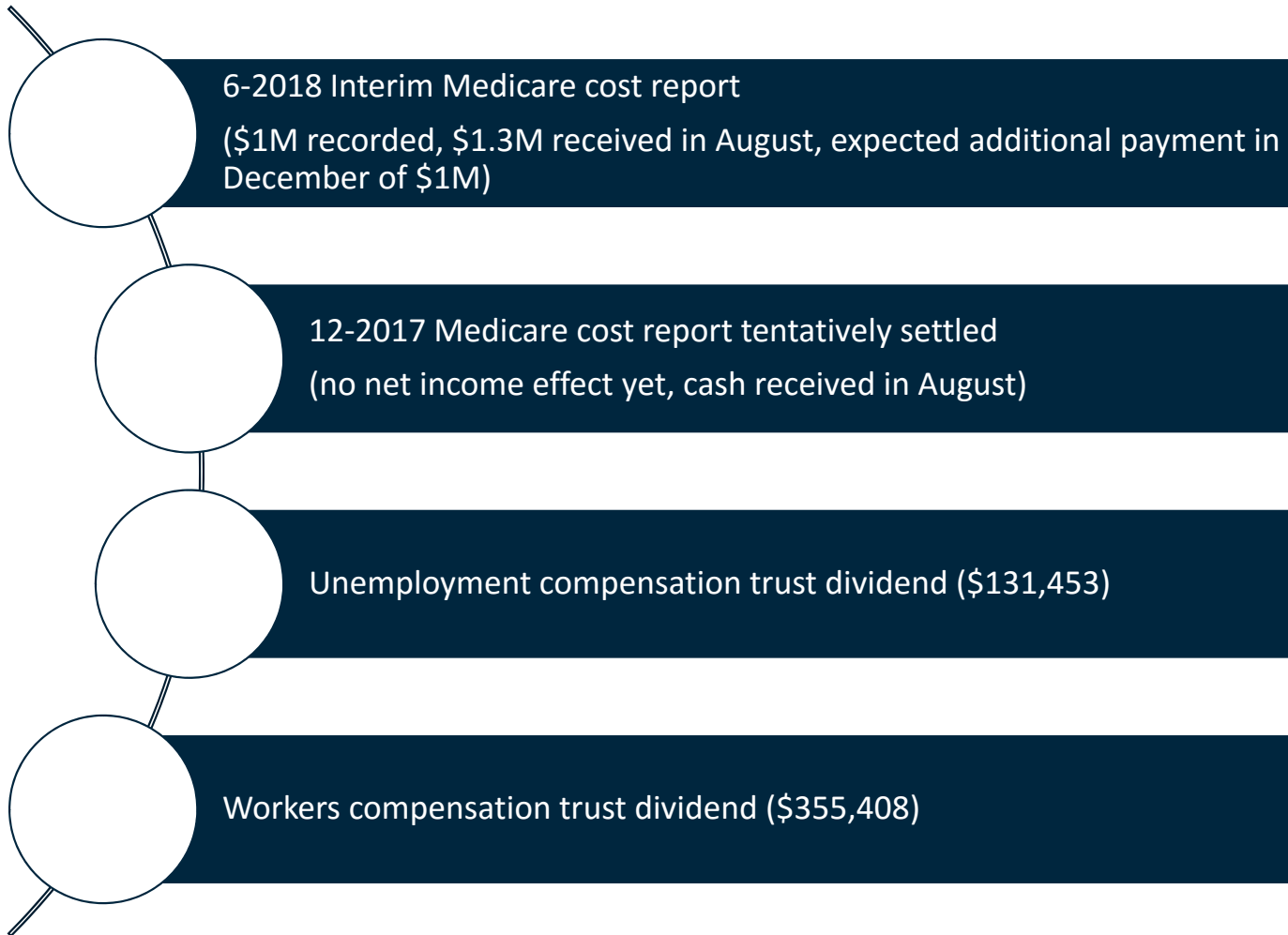
Finance Report

August 22, 2018

Hilary Whittington, CAO/CFO

July 2018

Education – One-Time Entries That Make July & August Look Amazing



July 2018

Service Line Highlight – Hospice



YTD Census above budget by 21%

Contribution margin for July \$143,679, >300% the budgeted amount

YTD contribution margin above budget by 136%

July 2018

Operating Statistics

<u>STATISTIC DESCRIPTION</u>	<u>JUL ACTUAL</u>	<u>JUL BUDGET</u>	<u>% VARIANCE</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% VARIANCE</u>
FTEs - TOTAL (AVG)	537	585	8%	542	585	7%
ADJUSTED PATIENT DAYS	1,782	2,172	-18%	14,010	14,851	-6%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	74	97	-24%	566	666	-15%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	272	362	-25%	2,270	2,478	-8%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	346	475	-27%	2,883	3,256	-11%
SURGERY CASES (IN OR)	94	102	-8%	688	700	-2%
SPECIAL PROCEDURE CASES	71	102	-30%	485	700	-31%
LAB BILLABLE TESTS	17,018	19,121	-11%	125,352	130,766	-4%
TOTAL DIAGNOSTIC IMAGING TESTS	2,740	3,044	-10%	18,532	20,816	-11%
MEDS DISPENSED	20,301	23,766	-15%	156,947	162,526	-3%
RESPIRATORY THERAPY PROCEDURES	2,563	3,769	-32%	22,187	25,775	-14%
REHAB/PT/OT/ST RVUs	9,052	7,078	28%	60,619	48,400	25%
ER CENSUS	1,160	1,132	2%	7,387	7,740	-5%
TOTAL RURAL HEALTH CLINIC VISITS	5,062	7,291	-31%	38,539	49,856	-23%
TOTAL SPECIALTY CLINIC VISITS	3,282	3,454	-5%	21,975	23,608	-7%
HOME HEALTH EPISODES	54	68	-21%	451	466	-3%
HOSPICE CENSUS/DAYS	1,019	894	14%	7,365	6,112	21%

July 2018

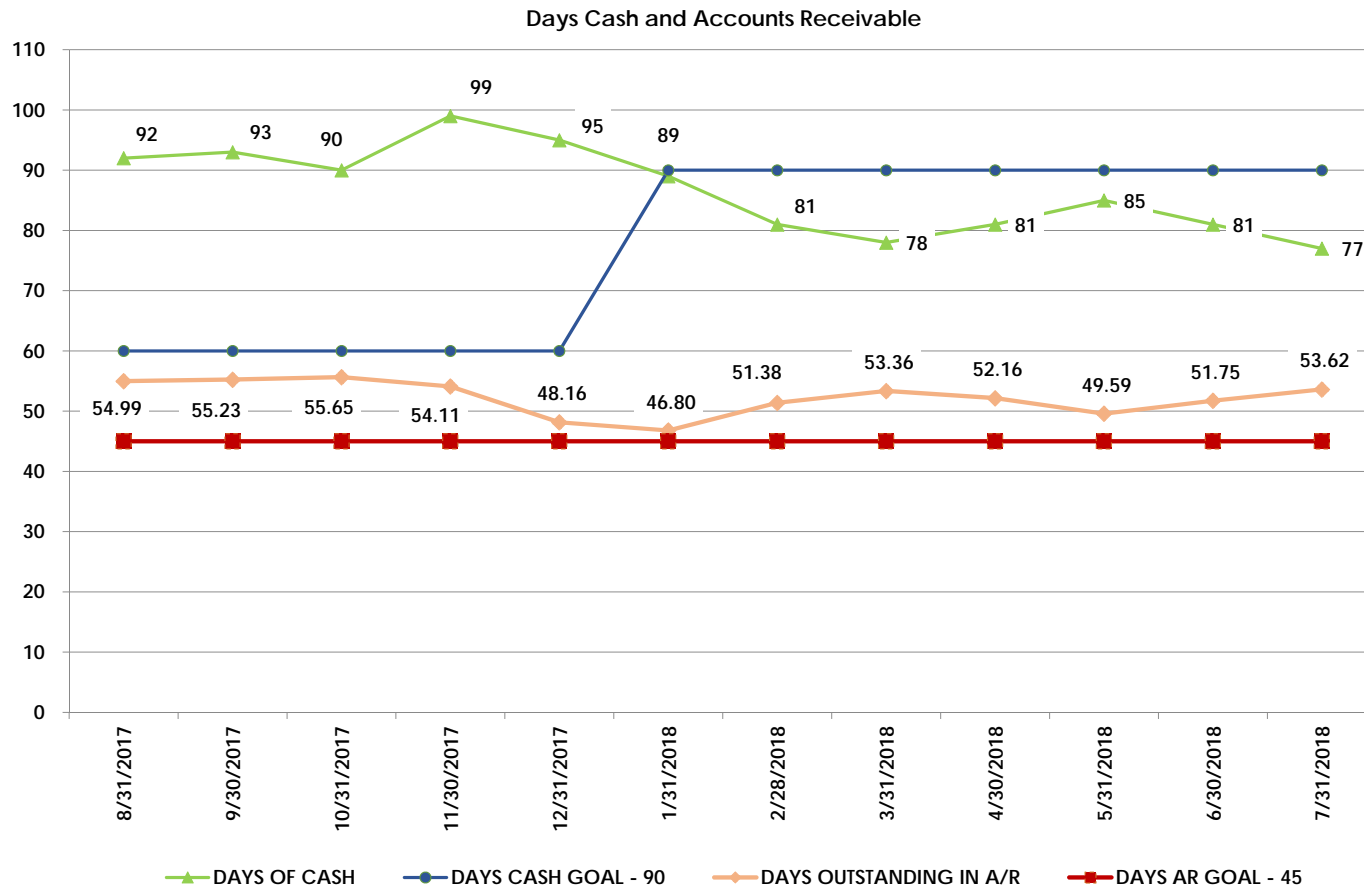
Income Statement Summary



	July 2018 Actual	July 2018 Budget	Variance Fa vorable/ (Unfavorable)	%	July 2018 YTD	July 2018 Budget YTD	Variance Fa vorable/ (Unfavorable)	%	July 2017 YTD
Operating Revenue									
Gross Patient Service Revenue	18,935,730	20,270,747	(1,335,018)	-7%	132,677,245	138,625,714	(5,948,469)	-4%	120,322,347
Revenue Adjustments	8,908,191	11,000,435	2,092,244	19%	71,121,965	75,228,757	4,106,792	5%	65,468,929
Charity Care Adjustments	250,365	124,980	(125,385)	-100%	1,551,273	854,702	(696,572)	-81%	603,626
Net Patient Service Revenue	9,777,173	9,145,333	631,841	7%	60,004,007	62,542,256	(2,538,249)	-4%	54,249,792
Other Revenue	383,900	423,423	(39,522)	-9%	3,030,642	2,895,663	134,979	5%	3,049,915
Total Operating Revenue	10,161,073	9,568,755	592,318	6%	63,034,649	65,437,919	(2,403,270)	-4%	57,299,707
Operating Expenses									
Salaries And Wages	4,488,113	4,802,949	314,836	7%	31,099,072	32,845,966	1,746,895	5%	27,973,242
Employee Benefits	947,588	1,209,927	262,339	22%	7,546,581	8,274,339	727,758	9%	7,126,842
Other Expenses	3,303,929	3,382,817	78,888	2%	23,315,045	23,134,095	(180,950)	-1%	20,922,872
Total Operating Expenses	8,739,630	9,395,693	656,064	7%	61,960,698	64,254,401	2,293,703	4%	56,022,956
Operating Income (Loss)	1,421,444	173,062	1,248,382	721%	1,073,951	1,183,518	(109,567)	-9%	1,276,751
Total Non Operating Revenues (Expenses)	(15,856)	(29,881)	14,025	47%	(61,995)	(204,346)	142,351	70%	319,013
Change in Net Position (Loss)	1,405,588	143,181	1,262,407	882%	1,011,956	979,173	32,784	3%	1,595,764

July 2018

Cash and Accounts Receivable



Medicare settlement received 8/3/18:
\$3,884,054

Forecasted days of cash with this addition:
90.5

July 2018

Board Financial Report

Dept.	Department Description	Rev/Exp	Account	Account Description	July Actual	July Budget	July Variance	2018 to Date Actual	2018 to Date Budget	2018 to Date Variance
8612	BOARD	Exp	600010	MANAGEMENT & SUPERVISION WAGES	6,169.00	4,647.00	(1,522.00)	32,946.00	31,783.00	(1,163.00)
			602300	CONSULT MNGMT FEE	1,546.00	-	(1,546.00)	14,572.00	-	(14,572.00)
			602500	AUDIT FEES	-	3,397.00	3,397.00	37,239.00	23,233.00	(14,006.00)
			604200	CATERING	289.00	165.00	(124.00)	904.00	1,127.00	223.00
			604500	OFFICE SUPPLIES	48.00	25.00	(23.00)	50.00	169.00	119.00
			604800	MINOR EQUIPMENT	-	-	-	591.00	-	(591.00)
			604850	COMPUTER EQUIPMENT	-	82.00	82.00	-	563.00	563.00
			606500	OTHER PURCHASED SERVICES	-	849.00	849.00	(250.00)	5,808.00	6,058.00
			609400	TRAVEL/MEETINGS/TRAINING	750.00	1,699.00	949.00	9,384.00	11,616.00	2,232.00
			Exp Total		8,802.00	10,864.00	2,062.00	95,436.00	74,299.00	(21,137.00)
	BOARD Total				8,802.00	10,864.00	2,062.00	95,436.00	74,299.00	(21,137.00)

August 2018

Preview – (*as of 11:59pm 08/21/18)

- **\$19,076,498 in HB charges**

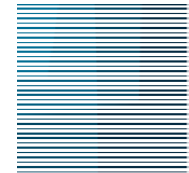
- Average: \$603,936/day (HB only)
- Budget: \$642,350/day

- **\$8,885,409 in HB cash collections**

- Average: \$251,413/day (HB only)
- Goal: \$289,057/day

- **51.4 Days in A/R**

- **Questions**



Patient Safety and Quality:
Department of Health
Report

August 22, 2018

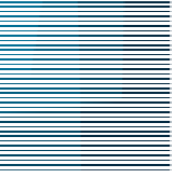
Prepared for the Board of Commissioners

Agenda

Survey Non-Conformities

Corrective Actions

Next Steps



Summary of Non-Conformities

Nursing

- Expired supplies (ICU)
- Pain Reassessment
- Fall assessment in the ER, FBC

EVS/Sanitation

- Prevent cross contamination (pillow)
- Dry time for chemical disinfection

Environment

- Storage of equipment
- Damaged equipment (Chair, stretcher mattress)
- Fire doors
- Air pressure
- Eyewash station (ER)

Food & Nutrition

- Cold storage temperature control

Medications

- Pharmacy review of medications (ER)
- Medication labeling and storage
- Expired medications (and unit inspection)

Immediate Response and Correction



Nursing

- *Expired supplies (ICU)*
- Pain Reassessment
- Fall assessment in the ER, FBC



EVS (sanitation)

- Prevent cross contamination (pillow)
- Dry time for chemical disinfection



Environment

- *Storage of equipment*
- Damaged equipment (Chair, stretcher mattress)
- *Fire doors*
- *Air pressure*
- *Eyewash station (ER)*



Food & Nutrition

- *Cold storage temperature control*



Medications

- Pharmacy review of medications (ER)
- *Medication labeling and storage*
- *Expired medications (and unit inspection)*

Items in Green were immediately corrected or the corrective action was initiated

Plan for Remaining Items

Tag Number	Corrective Action	Completion Date	Monitoring
B945, B955	EVS will disinfect surfaces for appropriate length of time – this will be included in initial and ongoing competencies for EVS. Equipment to be inspected for integrity issues and reported by EVS. Damaged equipment to be repaired or replaced immediately per Non-Conforming Product Policy.	October 9, 2018	100% EVS staff will demonstrate competency; confirmed by regular observation
B1080	Medications will be stored according to guidelines; pharmacy to review all medication orders (update contract), nursing staff re-education regarding medication expiration	October 9, 2018	Inspections will be conducted by pharmacy and documented. Medication review will occur in ED. Rounds will be performed with staff feedback and contract revision completed.
B1160	Staff will be required to read and acknowledge the fall prevention policy; re-address fall prevention education.	October 9, 2018	Assess compliance with policy acknowledgement; track and report training attendance; medical record review to assess compliance
B1265	Chart review of patients with pain management needs. Retraining and corrective action as appropriate for nursing staff.	October 9, 2018	Policy review/acknowledgement will be assessed; compliance tracked via representative sample record review.

Next Steps...

Correct

- Identify root causes of non-conformities
- Complete all corrective action plans
- Include key stakeholders and support staff

Key Dates

- Corrective Action Plan to DOH due August 30th
- Fire Life Safety Plan due for completion by September 14th
- All corrections must be completed by October 9th

Monitor and Sustain

- Implement monitoring plan and feedback
- Address all factors in the corrective action
- Report and track ongoing compliance at Executive Quality Council

Jefferson Healthcare

Administrative Report

August 22, 2018

Mike Glenn, CEO

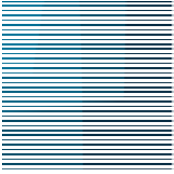
Introducing Tina Toner, our new CNO

- 9 years experience as CNO at a Critical Access Hospital in Wyoming
- Masters of Science in Nursing and Masters of Business Administration
- Awarded the 2016 Norman's Holt Award- Wyoming's Nurse of the Year!
- Will join us September 10. (actually, September 7... as she plans to join us for the Swedish Symposium)



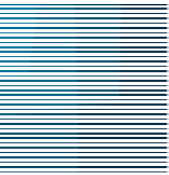
Behavioral Health Update

- 20+ providers completed MAT training, Phase 1
- Provider led task force developing the program model
 - Dr. Erickson
 - Dr. Butterfield
 - Dr. Mattern
- Dr. Mattern will provide program update at the September meeting
- Hired Kari Heistand, MD to provide psychiatric consultation and support to JH Primary Care Clinics
- Placing LCSW at South County Clinic
- Participating in the interviews/ recruitment process of DBH Executive Director



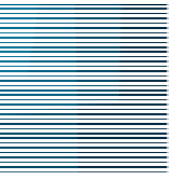
SANE Update

- JH taskforce, chaired by Dr. Molly Parker has completed internal review and resource cataloging
- JH taskforce will meet with community stakeholders to seek input and financial support
- The taskforce will recommend potential solutions (along w/ associated costs) to CEO



Advocacy Calendar

- September 24 CAH Modernization Act Washington D.C. Offices of Senator Murray and Cantwell
- September 25-26 Rural Advocacy Days Washington D.C.
- October 15 Dental Services Preview Dirksen Conference Room
- January (TBD) Olympia Advocacy Days Olympia, WA



Questions

