Call to Order:
The meeting was called to order at 2:30pm by Board Chair Buhler Rienstra. Present were Commissioners Dressler, McComas by phone, Ready, and Kolff. Also, in attendance were Mike Glenn, CEO, Jon French, Chief Legal Officer, Brandie Manuel, Chief Patient Safety and Quality Officer, Caitlin Harrison, Chief Human Resources Officer, Dr. Joseph Mattern, Chief Medical officer, and Alyssa Rodrigues, Administrative Assistant were also in attendance. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:
Commissioner Dressler made a motion to approve the agenda. Commissioner Ready seconded.
Action: Motion passed unanimously.

Education:
Caitlin Harrison, CHRO, gave a presentation on the Employee Engagement Survey.

Discussion ensued.

Break:
Commissioners recessed for break at 3:02pm.

Commissioners reconvened from break at 3:30pm.

Team, Employee and Provider of the Quarter:
Caitlin Harrison, CHRO, presented the Team of the Quarter, Infusion Center, Employee of the Quarter, Michele Haines, Clinical Informatics, and Provider of the Quarter, Dr. Pavel Vasilyuk, DDS, Dental Clinic.

Minutes:
- October 14, 2019 Special Session
- October 22, 2019 Special Session
- October 23, 2019 Regular Session
Commissioner Kolff made a motion to approve the October 14, 2019 Special Session Minutes, October 22, 2019 Special Session Minutes, and October 23, 2019 Regular Session Minutes. Commissioner McComas seconded.
Action: Motion passed unanimously.

Required Approvals: Action Requested
- October Warrants and Adjustments
- Resolution 2019-20 Surplus Equipment
• Medical Staff Credentials/Appointments/Reappointments
• Medical Staff Policy
Commissioner Dressler made a motion to approve the October Warrants and Adjustments, Resolution 2019-20 Surplus Equipment, Medical Staff Credentials/Appointments/Reappointment, and Medical Staff Policy. Commissioner Kolff seconded.
Action: Motion passed unanimously.

Public Comment:
No public comment was made.

Patient Story:
Tina Toner, CNO and Jeinell Harper, Director of Infusion, gave a presentation about the resource center in the infusion center and how helpful it has been for patients, families, and staff.

Financial Report:
Mike Glenn, CEO, presented the October Financial Report.
Discussion ensued.

Patient Advocate Report:
Jackie Levin, Patient Advocate, presented the patient advocate report.
Discussion ensued.

Quality Report:
Brandie Manuel, Chief Patient Safety and Quality Officer, presented the October Quality report.
Discussion ensued.

Administrative Report
Mike Glenn, CEO, presented the Administrative report.
Discussion ensued.

Chief Medical Officer Report:
Dr. Joseph Mattern, CMO, presented the CMO report which included an update on the provider CME symposium, provider wellness, staffing, and flu.

Board Business:
Commissioner Buhler Rienstra explained at the December meeting they will be discussing the board calendar, board book, election of officers, advocacy and committee assignments.
Meeting Evaluation:
Commissioners evaluated the meeting.

Executive Session:
- Real Estate Sale, Purchase, or Lease
- Performance of a Public Employee

Commissioner Buhler Rienstra announced the board will go into Executive Session at 4:56pm for 30 minutes to discuss Real Estate, Purchase, or Lease, Pending Litigation, and Performance of a Public Employee and will come out at 5:26pm. General counsel is present.

Commissioners came out of Executive Session at 5:00pm to announce that action may be taken at the end of Executive Session. No public present.

Commissioner Buhler Rienstra announced the board will come out of Executive Session at 5:26pm.

Commissioners went back into Executive Session at 5:00pm for 26 minutes.

Commissioners came out of Executive Session at 5:26pm.

Commissioner Kolff made a motion to waive remaining contingency periods on the properties discussed in Executive Session and move to closing on the dates and terms in the purchase and sale agreement for respective properties. Commissioner McComas seconded.

Action: Motion passed unanimously.

Conclude:
Commissioner Dressler made a motion to conclude the meeting. Commissioner Ready seconded.
Action: Motion passed unanimously.

Meeting concluded at 5:27 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra ________________________________

Secretary of Commission: Marie Dressler ________________________________
Employee Engagement Survey
November 27, 2019
Caitlin Harrison, CHRO
A Little Background...

**Workplace Experience Dimensions**
- Commitment
- Manager Investment
- Peer Relationships
- Job Satisfaction
- *Custom Culture Questions*

**Patient-Centered Care Dimensions**
- Access to Care
- Continuity and Transition
- Coordination of Care
- Emotional Support
- Information and Education
- Involvement of Family and Friends
- Physical Comfort
- Respect for Patient Preferences
- Patient Safety
Standard question scoring

- **Positive Score**
  - 0-10 Rating Questions = 9 & 10 responses
  - Would Recommend Questions = Definitely yes
  - Workplace Experience Questions = Strongly Agree & Agree
  - Patient-Centered Care Experience Questions = Always
Lessons Learned

Timing Matters – identify the right time for surveys
• Avoid high vacation time
• Avoid the holiday season
• Avoid other distractions

Scoring Matters – educate employees on the scoring methodology
• Only 9 and 10’s are high scores
• JH employees like to give 7 and 8’s and think they are high scores

Frequency Matters – we change quickly as an organization
• We need check ins during the “gap” year
Jefferson Healthcare – Workplace Experience Loyalty Measures

Overall Rating as a Place to Work

Would Recommend as a Place to Work

NRC Avg = 32.0% / 2019 Survey: “I am glad I joined Jefferson Healthcare.”

NRC Avg = 43.9% / 2019 Survey: “I would recommend Jefferson Healthcare as a place to work”
Where 0 is the worst organization possible and 10 is the best organization possible, how would you rate Jefferson Healthcare as a place to work?

Scores 7-10 JH Avg= 77.4%: NRC Avg = 70.8%
Would you recommend Jefferson Healthcare to others as a place to work?

“Yes” scores JH 90.5%: NRC 86.1%
Jefferson Healthcare – Employee Engagement
Patient-Centered Care Experience Loyalty Measures
Jefferson Healthcare – Patient-Centered Care Loyalty Measures

Overall Rating as a Place for Care

Would Recommend as a Place for Care

NRC Avg = 41.0% / NRC 75th = 53.1%

NRC Avg = 40.6% / NRC 75th = 53.5%
Where 0 is the worst possible care and 10 is the best possible care, how would you rate Jefferson Healthcare in terms of patient care?

Engaged (7-10) JH Score 86%: NRC 78.3%
Would you recommend Jefferson Healthcare for the care of your own friends and family?

- Jefferson Healthcare 2018:
  - Definitely No: 0.4%
  - Probably No: 3.5%
  - Probably Yes: 42.6%
  - Definitely Yes: 53.5%

- NRC Average:
  - Definitely No: 5.4%
  - Probably No: 12.0%
  - Probably Yes: 42.0%
  - Definitely Yes: 40.6%

“Yes” JH scores = 96.1%: NRC = 82.6%
Improving the Culture: Key Takeaways (Employees)

Career Pathing / Training and Educational Opportunities

- We’ve created career path opportunities in different departments and made our loan repayment programs more robust

Ensure managers are meeting with their direct reports on a regular basis

- Many of our leaders “action plans” are focused on better communication.

Look at patient team structures and leader rounding accountability

- 85% of our employees feel Jefferson’s values are aligned with their own
Emphasizing education and engagement: Key Takeaways (providers)

- Continuing to focus on development of our providers
  - We are investing in improving the Medical staff leadership and organizational structure

- Continue to provide opportunities for provider leadership and participation in administration
  - Nearly 20% increase of providers feel that JHC provides growth opportunities

- Focus on our dyad approach to healthcare and improving processes
  - 94% of our providers feel that they are able to get timely patient information, treatment and tests.
Call to Action

• **Communication** and **Taking Action** are key to driving up engagement scores:
  
  • Global initiatives for the Hospital
  
  • *Unique department level initiatives*
Engagement Survey Rollout Guide

• Keep It Simple
• Focus on Key Objectives
• Action Plan Templates
  • Organizational and departmental goals
• Communication Plan Templates
• Evaluation Forms
Departmental Action Plans

• Vote on Top 1-2 Priorities
• Develop 90 day Action Plan
• Ask for feedback
• Establish progress updates
• Evaluate the process
• Repeat.
### Action Plan Example

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Priority Inception Date</th>
<th>Target Completion Date</th>
<th>90 Day Goals</th>
<th>Action Steps</th>
<th>Owners</th>
<th>Results</th>
</tr>
</thead>
</table>
| Commitment    | 01/01/2019              | Ongoing                | Begin Monthly department potlucks | After review of the 2018 Picker Employee Satisfaction Survey it was realized that our department scores for “I have fun at work” have decreased from 73.7% in 2016 to 55.0% in 2018  
• To achieve at least the 75th percentile in the next survey | DI Staff | Began January 2019 |
|               |                         | Ongoing                | Identify opportunities for improvement | We discussed things that bring a team together and food is a common response | DI Staff | Staff informed January |
|               |                         | Ongoing                | Create Action Plan | One day per month will be designated for a potluck to celebrate birthdays and other events for that month. | Casey Paredes  
Jeremiah Fountain  
Randy Holeman | Ongoing |
|               |                         | Ongoing                | Implement new process | We have all been very receptive to the concept, adding themes to our potlucks and inviting others from around the organization. | DI Staff | Ongoing |
**Action Plan Example**

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Priority Inception Date</th>
<th>Target Completion Date</th>
<th>90 Day Goals</th>
<th>Action Steps</th>
<th>Owners</th>
<th>Results</th>
</tr>
</thead>
</table>
| Communication       | 4/15/19                 | ongoing                | Subjective report from staff that they feel that they are getting information in a timely and meaningful way | 1. Suggestion box  
2. Weekly email updates  
3. Will forward organizational update emails as they come to me.  
4. Will continue to use email as a primary means of disseminating information. | Mitzi  | 7/11—Staff feedback overwhelmingly positive. Suggestion box was not helpful, staff favors e-mail. Will continue |
| Patient Centeredness|                         |                        | Picker survey results for patient /therapist communication in relation to their plan of care and goals | 1. Postcard will be filled out by therapists in conjunction with the patient listing patient-driven goals-this will be given to patient for reference | Mitzi  | Postcards mock up ready for therapist feedback today 7/11               |
In October we sent a simple 10 question survey to get a sense of what the Jefferson Healthcare staff felt since the last survey.
LEAD Academy

*positive leaders, thriving employees, and extraordinary performance.*

- Specifically designed for health care leaders
- Helps our leaders build productive relationships to support excellence in patient care, sustainable business objectives, and a safe patient environment
Coming Soon...
Patient Resource Area within Jefferson Healthcare
Infusion Center

Display area in reception that created a warm and inviting space

Provides and exhibits resource materials for patients/caregivers

Resource pamphlets/handouts are available for patients to take home!

Jefferson Healthcare volunteers keep the education materials stocked and up-to-date.
Resources

- [https://jeffersonhc.sharepoint.com/cnosupportteam/Shared%20Documents/Oncology%20Resources.docx](https://jeffersonhc.sharepoint.com/cnosupportteam/Shared%20Documents/Oncology%20Resources.docx)
October 2019 Finance Report

November 27, 2019

Mike Glenn, CEO
<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>OCTOBER 2019</th>
<th></th>
<th>OCTOBER 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MO ACTUAL</td>
<td>MO BUDGET</td>
<td>YTD ACTUAL</td>
<td>YTD BUDGET</td>
</tr>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td>584</td>
<td>616</td>
<td>571</td>
<td>616</td>
</tr>
<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>1,986</td>
<td>2,271</td>
<td>21,562</td>
<td>22,272</td>
</tr>
<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>80</td>
<td>86</td>
<td>650</td>
<td>845</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>298</td>
<td>350</td>
<td>2,890</td>
<td>3,428</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>378</td>
<td>444</td>
<td>3,678</td>
<td>4,354</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>125</td>
<td>109</td>
<td>963</td>
<td>1,069</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>78</td>
<td>77</td>
<td>614</td>
<td>759</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>20,067</td>
<td>18,954</td>
<td>166,302</td>
<td>185,871</td>
</tr>
<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>3,002</td>
<td>2,858</td>
<td>25,660</td>
<td>28,031</td>
</tr>
<tr>
<td>PHARMACY MEDS DISPENSED</td>
<td>23,283</td>
<td>24,983</td>
<td>197,709</td>
<td>244,992</td>
</tr>
<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>3,676</td>
<td>3,467</td>
<td>32,341</td>
<td>33,996</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST RVUs</td>
<td>8,439</td>
<td>9,372</td>
<td>76,818</td>
<td>91,907</td>
</tr>
<tr>
<td>ER CENSUS</td>
<td>974</td>
<td>1,090</td>
<td>9,572</td>
<td>10,684</td>
</tr>
<tr>
<td>DENTAL CLINIC</td>
<td>321</td>
<td>212</td>
<td>769</td>
<td>2,082</td>
</tr>
<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>6,554</td>
<td>6,345</td>
<td>52,795</td>
<td>62,232</td>
</tr>
<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>4,129</td>
<td>3,763</td>
<td>31,750</td>
<td>36,895</td>
</tr>
</tbody>
</table>
October 2019

Income Statement Summary

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>October 2019 Actual</th>
<th>October 2019 Budget</th>
<th>Variance Favorable/(Unfavorable)</th>
<th>%</th>
<th>October 2019 YTD</th>
<th>October 2019 Budget YTD</th>
<th>Variance Favorable/(Unfavorable)</th>
<th>%</th>
<th>October 2018 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Patient Service Revenue</td>
<td>23,842,247</td>
<td>21,166,726</td>
<td>2,675,522</td>
<td>13%</td>
<td>216,465,953</td>
<td>207,570,410</td>
<td>8,895,543</td>
<td>4%</td>
<td>190,462,655</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>12,954,975</td>
<td>11,238,892</td>
<td>(1,716,084)</td>
<td>-15%</td>
<td>117,072,109</td>
<td>110,213,614</td>
<td>(6,858,494)</td>
<td>-6%</td>
<td>101,830,665</td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>213,821</td>
<td>242,094</td>
<td>28,273</td>
<td>12%</td>
<td>2,411,996</td>
<td>2,374,080</td>
<td>(37,916)</td>
<td>-2%</td>
<td>2,091,571</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>10,673,451</td>
<td>9,685,740</td>
<td>987,711</td>
<td>10%</td>
<td>96,981,848</td>
<td>94,982,715</td>
<td>1,999,133</td>
<td>2%</td>
<td>86,540,419</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>448,815</td>
<td>779,134</td>
<td>(330,319)</td>
<td>-42%</td>
<td>6,431,110</td>
<td>7,640,534</td>
<td>(1,209,424)</td>
<td>-16%</td>
<td>4,742,392</td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>11,122,266</td>
<td>10,464,874</td>
<td>657,392</td>
<td>6%</td>
<td>103,412,958</td>
<td>102,623,250</td>
<td>789,708</td>
<td>1%</td>
<td>91,282,811</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries And Wages</td>
<td>4,854,085</td>
<td>5,032,320</td>
<td>178,236</td>
<td>4%</td>
<td>47,427,261</td>
<td>49,349,191</td>
<td>1,921,930</td>
<td>4%</td>
<td>44,474,673</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>1,065,569</td>
<td>1,258,953</td>
<td>193,383</td>
<td>15%</td>
<td>11,696,088</td>
<td>12,345,853</td>
<td>649,765</td>
<td>5%</td>
<td>11,263,312</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>4,972,838</td>
<td>3,948,697</td>
<td>(1,024,141)</td>
<td>-26%</td>
<td>39,722,133</td>
<td>38,722,691</td>
<td>(999,442)</td>
<td>-3%</td>
<td>33,946,304</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>10,892,492</td>
<td>10,239,970</td>
<td>(652,522)</td>
<td>-6%</td>
<td>98,845,482</td>
<td>100,417,736</td>
<td>1,572,254</td>
<td>2%</td>
<td>89,684,289</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>229,774</td>
<td>224,904</td>
<td>4,870</td>
<td>2%</td>
<td>4,567,476</td>
<td>2,205,514</td>
<td>2,361,962</td>
<td>107%</td>
<td>1,598,522</td>
</tr>
<tr>
<td>Total Non Operating Revenues (Expenses)</td>
<td>5,652</td>
<td>6,388</td>
<td>(736)</td>
<td>-12%</td>
<td>190,632</td>
<td>62,648</td>
<td>127,984</td>
<td>204%</td>
<td>(50,987)</td>
</tr>
<tr>
<td>Change in Net Position (Loss)</td>
<td>235,427</td>
<td>231,293</td>
<td>4,134</td>
<td>2%</td>
<td>4,758,108</td>
<td>2,268,162</td>
<td>2,489,946</td>
<td>110%</td>
<td>1,547,536</td>
</tr>
</tbody>
</table>

| Operating Margin                  | 2.1%                | 2.1%                | -0.1%                           | -3.9%   | 4.4%            | 2.1%                   | 2.27%                          | 105.5%  | 1.8%            |
| Total Margin                      | 2.1%                | 2.2%                | -0.1%                           | -4.2%   | 4.6%            | 2.2%                   | 2.39%                          | 108.2%  | 1.7%            |
| Salaries & Benefits as % of net pt svc rev | -55.5%           | -65.0%              | 9.5%                             | 14.6%   | -61.0%          | -65.0%                 | 3.99%                          | 6.1%    | -64.4%          |
October 2019
Cash and Accounts Receivable

Days Cash and Accounts Receivable

- Days Outstanding in A/R
- Days AR Goal - 45
- Days of Cash

<table>
<thead>
<tr>
<th>Date</th>
<th>Days Outstanding in A/R</th>
<th>Days AR Goal - 45</th>
<th>Days of Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/31/2018</td>
<td>102</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11/30/2018</td>
<td>93</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12/31/2018</td>
<td>98</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1/31/2019</td>
<td>101</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2/28/2019</td>
<td>96</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3/31/2019</td>
<td>90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4/30/2019</td>
<td>89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/31/2019</td>
<td>81</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/30/2019</td>
<td>80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7/31/2019</td>
<td>79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8/31/2019</td>
<td>84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/30/2019</td>
<td>63.17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10/31/2019</td>
<td>102</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Days Cash and Accounts Receivable:
- Days outstanding in A/R: 102
- Days AR Goal: 45
- Days of Cash: 58.49
## October 2019 Board Financial Report

<table>
<thead>
<tr>
<th>Dept#</th>
<th>Department</th>
<th>Rev/Exp</th>
<th>Account</th>
<th>Account Description</th>
<th>Oct Actual</th>
<th>Oct Budget</th>
<th>Oct Variance</th>
<th>2019 to Date Actual</th>
<th>2019 to Date Budget</th>
<th>2019 to Date Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>8612</td>
<td>BOARD</td>
<td>Exp</td>
<td>600010</td>
<td>MANAGEMENT &amp; SUPERVISION WAGES</td>
<td>6,080.00</td>
<td>5,218.00</td>
<td>(862.00)</td>
<td>50,359.00</td>
<td>51,172.00</td>
<td>813.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>601400</td>
<td>BENEFITS MEDICAL INS-UNION</td>
<td>4,974.00</td>
<td>4,404.00</td>
<td>(570.00)</td>
<td>50,033.00</td>
<td>43,185.00</td>
<td>(6,848.00)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>601900</td>
<td>BENEFITS EMPLOYEE ASSISTANCE</td>
<td>9.00</td>
<td>0.00</td>
<td>(9.00)</td>
<td>75.00</td>
<td>-</td>
<td>(75.00)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>602300</td>
<td>CONSULT MNGMT FEE</td>
<td>-</td>
<td>2,123.00</td>
<td>2,123.00</td>
<td>14,063.00</td>
<td>20,822.00</td>
<td>6,759.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>602500</td>
<td>AUDIT FEES</td>
<td>-</td>
<td>3,397.00</td>
<td>3,397.00</td>
<td>31,428.00</td>
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<td>(329.00)</td>
<td>982.00</td>
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<td>606500</td>
<td>OTHER PURCHASED SERVICES</td>
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<td>8,329.00</td>
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<td>609400</td>
<td>TRAVEL/MEETINGS/TRAINING</td>
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<td>1,699.00</td>
<td>(3,383.00)</td>
<td>20,626.00</td>
<td>16,658.00</td>
<td>(3,968.00)</td>
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<td><strong>Exp Total</strong></td>
<td><strong>16,972.00</strong></td>
<td><strong>17,927.00</strong></td>
<td><strong>955.00</strong></td>
<td><strong>167,949.00</strong></td>
<td><strong>175,808.00</strong></td>
<td><strong>7,859.00</strong></td>
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<td><strong>BOARD Total</strong></td>
<td><strong>16,972.00</strong></td>
<td><strong>17,927.00</strong></td>
<td><strong>955.00</strong></td>
<td><strong>167,949.00</strong></td>
<td><strong>175,808.00</strong></td>
<td><strong>7,859.00</strong></td>
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November 2019
Preview – (*as of 0:00 11/27/19)

• $22,700,877 in HB charges
  • Average: $756,696/day (HB only)
  • Budget: $669,505/day
  • 113.0% of Budget

• $8,231,452 in HB cash collections
  • Average: $274,382/day (HB only)
  • Goal: $294,582/day

• 59.6 Days in A/R

• Questions
Patient Advocate Report
3rd Quarter 2019
November 27, 2019
Jackie Levin MS, RN, Patient Advocate
Agenda

- Trends and Highlights
- Responsiveness to Patient Feedback
- New Areas of Concerns
- Breakdown of Care Provider Concerns
- Trends by Service Area
- Patient Advocate Additional Projects
Trends and Highlights: 3rd Q 2019

• The average time to close cases was 18.01 days, meeting our target of 30 days or less.
• Average receiving concern to acknowledgement letter was 2.51 days.
• Total number of concerns for this quarter # 69.
• Patient Navigation Calls: # 65
• New Patient Appointment Concerns
Days to Acknowledge and to Closure of Concerns

Trends:

Days to Acknowledgement
- Q 3 H = 7 Days
- Q 3 L = 0 Days
- Q 3 Ave = 2.51

Days to Closure
- Q 3 H = 47 Days
- Q 3 L = 1 Days
- Q 3 Ave = 18.01
ED, PC and EC Concerns/1000 visits

Q 2 2018  Q 3 2018  Q 4 2018  Q 1 2019  Q 2 2019  Q 3 2019

ED 6.4/1000 Visits
EC 2.1/1000 Visits
PC 1.2/1000 Visits
Trends by **Area** of Concern (Raw Data)

**SERVICE AREAS**

- ED
- Clinics
- ACU/Obs
- Other
- Express Clinic
- Specialty Clinics

![Graph showing trends by service areas](image_url)
Trends by **Type** of Concerns

![Graph showing trends by type of concern]

- **Care Provider**
- **Staff Attitude**
- **Service Delivery/Access**
- **Billing**
Trends by **Type of Concern**
Additional Patient Advocate Activities

• Patient Family Advisory Council (PFAC)
  • 4 new members were on-boarded.
  • 3 Members will be "retiring" but continuing to work on committees. Zan Manning on Ethics Committee, Norm Moran on Internal Audit projects.
  • Met with Architect Team for Master Site Plan input

• Health Equity Committee
  • Now the HEC LGTBQ+ Task Force. Larger HEC to work on other areas of health disparities.
  • 9 PCP and 1 MSW attended Dr. Wang's Primary Care for the Transgender Patients 4-hour training on October 4, 2019.

• Quality of Care Projects
  • Aqua Pod Primary Care Clinic - 7 Week lunch and learn Mindfulness and Wellness Program for teamwork enhancement and staff wellbeing. Reviewing evaluations to determine if similar programs will be offered to other Pods.

• Meet and Greets with Primary Care Providers
Agenda

- Quality Performance & Regulatory Updates
- Patient Safety Highlight: Closed Loop Referrals
- Patient Experience Overview
- Current Projects
<table>
<thead>
<tr>
<th>Quality and Safety</th>
<th>Goals</th>
<th>Strategy</th>
<th>Initiatives</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide the Highest Quality, Safest Care</td>
<td>Drive Best Practice Clinical Care</td>
<td></td>
<td>Achieve zero harm events</td>
<td>Zero avoidable healthcare acquired harm events</td>
</tr>
<tr>
<td></td>
<td>Achieve Excellent Quality Outcomes</td>
<td>Antimicrobial Stewardship</td>
<td></td>
<td>80% reduction in reportable cases of C. Difficile</td>
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<tr>
<td></td>
<td>Entrance Culture of Safety</td>
<td>Implement and adhere to evidence-based practices</td>
<td></td>
<td>Overall DOT decreased (IP); Avoidance of antibiotics for URI (clavul); 80% reduction in reportable cases of C. Difficile</td>
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<tr>
<td></td>
<td>Align care with patient goals</td>
<td>Hardware team training, Leader Rounding</td>
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<td>90% or greater compliance with core measures</td>
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<tr>
<td></td>
<td></td>
<td>Implement a palliative care program</td>
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<td>Team Training Attendance 46.4%</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>Weekly Rounding Compliance</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Readmission rate &lt; 12%</td>
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</table>
### Regulatory Updates

#### Good news for Rural Health Clinics!
- Reduced frequency of policy review
- Reduced the requirement for annual review of RHC Program

#### Good news for patients!
- Medical staff can delegate ordering patient diets
- New requirements for discharge planning:
  - Requires readmission risk assessment
  - Patient-centered discharge planning
- Discharge plan requires regular re-evaluation of the patient’s condition

#### Good news for the Hospital!
- Reduced frequency of policy review
- Effective 3/30/2021, removed requirement for annual CAH Evaluation
- Decreased frequency of monitoring Emergency Preparedness plan to every two years

#### Swing Bed changes
- New distinction between SNF care and CAH SNF care
- Repealed provisions that gave residents the right to choose or refuse to perform services
- Removed activity requirement
- Removed requirement to obtain 24-hour emergency dental care

#### Good news for Patient Safety
- Requirement for formal Antimicrobial Stewardship program
- QA PI program implements a data-driven system that uses error, adverse event, and other specified quality data
**Patient Safety Highlight: Closed Loop Referrals**

**Initiative:** Transform the current care model to encourage shared healthcare decision-making to close care gaps and improve outcomes.

**Definition:** Percentage of complete referrals, defined as expired referrals with a linked visit or claim, out of all expired referrals.

**Benchmark:** 49%

- **June:** Epic updates to referrals
- **Training:** May - July
- **Referral Task Force Created:**
- **FMEA:**
- **Preventive Actions/Mitigation:**

**Graph:**
- Complete Referrals (Percent) - Referred To
- 0 to 80% completion
- Jul '19 to Dec '19
- CC WJ Jefferson SA
Service: Deliver an Experience that Exceeds Expectations

- Improve Care Navigation
  - Manage care transitions
  - Referral Management
- Radical Convenience to Care
  - Implement Access Standards
  - Enhance services
- Consistently Deliver an Outstanding Experience with Every Encounter
  - Implement service excellence standards
  - Promote shared decision making
- Create informed healthcare consumers
  - Build an estimation tool

- 100% development and implementation of Transitions
- 25% improvement over baseline - referral closure
- Top Quartile Access to care dimension
- Post IP stay (1-14 days); New patient 30 days; estab...
- Identify top three needed services
- Top quartile scores: Likely to recommend, quiet at night, confidence in provider, communication (MD/RN)
- Participation in ACP classes
- 100% implementation of estimation tool, training, and communication
Service: Enhance Service, Enhance Services, and Exceed Expectations

- Identify a need: Dental Services
- Hire and Retain Great People:
  - Dr. Vasilyuk and our Dental Team
- Achieve excellent clinical outcomes
  - Additional equipment needed to ensure high quality patient care
  - Need to be able to visualize the roots of the teeth better
- Enhance Services: Panoramic Dental Imaging
- Deliver an experience that exceeds expectations

I'm sorry it took so long to fill this out, but I wanted to make sure my answers fit after a few appts. I'm so happy that Jefferson Healthcare sees the need for the community to have proper dental care, it causes so many other problems with our health when we have bad dental, so thank you, thank you, thank you for helping us. I love you all for doing this, we need it. I wish everywhere did what you have done. Thank you again!
In the words of our patients...

• My stay at JH was the best I could imagine. People were kind, informative and friendly. Thank you.

• This hospital and ER are the best I've ever needed. I've lived in 11 states and 25 cities. Jefferson Health care is the best. Thank you.

• Dr. Murphy is an outstanding, oncologist - cancer is a scary deal - she makes it less scary. She is compassionate & helpful - glad to have her.

• This was my second knee replacement. Both worked out much better than expected.

• Really impressed with Dr. Tinker and my interaction with him.

• I spent my working life in health care, first as a phlebotomist, then medical technologist, quality and compliance, finally returning from an executive quality position from a large hospital which was part of Catholic Healthcare. The care I received at Jefferson HC was what we always aimed for.
Current Projects

• ACCELERATE: Collaborative with WSHA
  • Post Operative Prevention of Venous Thromboembolism

• On the National Stage:
  • DNV Symposium 2019
    • Quality Management System Presentation, Laura Showers, Infection Prevention and Accreditation Manager, and Amanda Anson, Revenue Cycle Analyst
    • *Building a Sustainable Internal Auditing Program in a Small Hospital*
  • National Center for Complex Health and Social Needs – Camden Coalition
    • Population Health Presentation, Dr. Molly Parker and Dunia Faulx, Director Population Health
    • *Rural Population Health: Success is Relative*

• Care Transformation
  • Merit-based Incentive Payment System (MIPS) Reporting 2019

• Antimicrobial Stewardship
  • New collaborative: AHRQ and Johns Hopkins University – Ambulatory Antimicrobial Stewardship
  • Decreasing cost and improving patient outcomes
Other Noteworthy Topics...

Patient Outcomes
Second Consecutive Year

Patient Experience
Questions?

fueled by our people
Administrative Report

November 27, 2019

Mike Glenn, CEO
Update on Sheridan Medical Office Building
ICU Room Refresh Project
Update on Jamestown S'Klallam Healing Campus

• MAT Clinic

• 16 bed Evaluation and Treatment Center

• Social and Support Services
Questions