

COVID-19 Notice

No in-person attendance allowed, pursuant to Governor Inslee's Proclamation 20-28.

All meeting attendees, including Board of Commissioners, staff and members of the public must participate virtually. No physical meeting location will be provided.

To attend the meeting, dial Phone Conference Line: (509) 598-2842
When prompted, enter Conference ID number: 946510324

Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, April 22, 2020

Call to Order:

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

Approve Agenda:

Commissioner Dressler approved the agenda. Commissioner McComas seconded.

Action: Motions passed unanimously.

Required Approvals: Action Requested

- February and March Warrants and Adjustments
- Resolution 2020-03 Surplus Equipment
- Medical Staff Credentials/Appointments/Reappointments
- Medical Staff Policy

Commissioner Dressler made a motion to approve the February and March Warrants and Adjustments, Resolution 2020-03 Surplus Equipment, Medical Staff Credentials/Appointments/ Reappointments, and medical staff policies. Commissioner seconded.

Action: Motion passed unanimously.

Financial Report:

Hilary Whittington, CFO, presented the February and March Financial Reports.

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

Discussion ensued.

Board Business:

Commissioner Kolff reported on the Board of Health meeting which included topics such as Jefferson Healthcare and Jefferson County Public Health's partnership, interesting articles, Jefferson County Public Health's adjustment to services provided to the public, and climate change.

Meeting Evaluation:

Commissioners evaluated the meeting.

Conclude:

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

Action: Motion passed unanimously.

Meeting concluded at 4:34pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra _____

Secretary of Commission: Marie Dressler _____

Jefferson Healthcare

February 2020 & March 2020 Finance Report

April 22, 2020

Hilary Whittington, CAO/CFO



February 2020

Operating Statistics

STATISTIC DESCRIPTION

FTEs - TOTAL (AVG)

ADJUSTED PATIENT DAYS

ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)

ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)

PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION

SURGERY CASES (IN OR)

SPECIAL PROCEDURE CASES

LAB BILLABLE TESTS

TOTAL DIAGNOSTIC IMAGING TESTS

PHARMACY MEDS DISPENSED

RESPIRATORY THERAPY PROCEDURES

REHAB/PT/OT/ST RVUs

ER CENSUS

DENTAL CLINIC

TOTAL RURAL HEALTH CLINIC VISITS

TOTAL SPECIALTY CLINIC VISITS

FEBRUARY 2020

<u>MO ACTUAL</u>	<u>MO BUDGET</u>	<u>% VARIANCE</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% VARIANCE</u>
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607	625	3%	595	625	5%
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1,932	2,337	-17%	3,872	4,836	-20%
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56	79	-25%	120	163	-25%
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294	325	-6%	582	672	-12%
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378	432	-9%	767	893	-12%
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116	110	6%	245	228	8%
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73	68	7%	159	141	13%
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17,268	18,531	-6%	35,934	38,340	-6%
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2,874	2,904	0%	5,829	6,007	-2%
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18,262	21,046	-2%	39,394	43,543	-4%
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2,923	3,707	-12%	6,470	7,670	-11%
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7,534	8,598	-9%	16,545	17,789	-6%
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1,010	1,025	1%	2,056	2,122	-2%
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336	318	6%	675	658	3%
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5,357	6,182	-8%	11,413	12,790	-8%
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3,670	3,969	-8%	7,523	8,214	-8%
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FEBRUARY 2019

<u>MO ACTUAL</u>	<u>% VARIANCE</u>	<u>YTD ACTUAL</u>	<u>% VARIANCE</u>
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565	-7%	555	-7%
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1,517	27%	2,175	-11%
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86	-31%	174	-41%
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357	-15%	649	-9%
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457	-14%	864	-10%
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97	21%	204	17%
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52	40%	110	31%
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16,544	6%	36,299	0%
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2,560	14%	5,523	6%
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22,076	-6%	44,830	-7%
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3,762	-14%	7,528	-11%
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7,297	7%	16,575	1%
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926	12%	1,942	7%
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-	0%	-	100%
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5,095	12%	11,473	3%
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2,975	21%	6,494 ⁴	12%
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March 2020

Operating Statistics

STATISTIC DESCRIPTION	MARCH 2020						MARCH 2019					
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE		
FTEs - TOTAL (AVG)	612	625	2%	600	625	4%	572	-7%	562	-7%		
ADJUSTED PATIENT DAYS	1,793	2,498	-28%	5,665	7,334	-23%	2,229	-20%	6,579	-14%		
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	46	84	-45%	169	247	-32%	81	-43%	255	-51%		
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	191	347	-45%	784	1,019	-23%	348	-45%	997	-27%		
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	268	461	-42%	1,050	1,353	-22%	443	-40%	1,307	-24%		
SURGERY CASES (IN OR)	70	118	-41%	316	346	-9%	102	-31%	306	3%		
SPECIAL PROCEDURE CASES	42	73	-42%	201	214	-6%	75	-44%	185	8%		
LAB BILLABLE TESTS	14,259	19,809	-28%	50,435	58,148	-13%	19,468	-27%	55,767	-11%		
TOTAL DIAGNOSTIC IMAGING TESTS	2,242	3,103	-28%	8,103	9,110	-11%	2,895	-23%	8,418	-4%		
PHARMACY MEDS DISPENSED	15,409	22,497	-32%	57,257	66,041	-13%	22,207	-31%	67,037	-17%		
RESPIRATORY THERAPY PROCEDURES	2,137	3,963	-46%	8,932	11,632	-23%	3,849	-44%	11,377	-27%		
REHAB/PT/OT/ST RVUs	6,639	9,192	-28%	23,681	26,981	-12%	8,650	-23%	25,225	-7%		
ER CENSUS	817	1,096	-25%	2,898	3,218	-10%	1,086	-25%	3,028	-4%		
DENTAL CLINIC	198	340	-42%	873	997	-12%	-	0%	-	100%		
TOTAL RURAL HEALTH CLINIC VISITS	4,477	6,609	-32%	16,247	19,398	-16%	6,080	-26%	17,553	-8%		
TOTAL SPECIALTY CLINIC VISITS	3,038	3,564	-15%	9,359	10,462	-11%	2,873	6%	8,745 ⁵	7%		



February 2020

Income Statement Summary

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	February 2020 Actual	February 2020 Budget	Variance Favorable/ (Unfavorable)	%	February 2020 YTD	February 2020 Budget YTD	Variance Favorable/ (Unfavorable)	%	February 2019 YTD
Operating Revenue									
Gross Patient Service Revenue	21,316,912	22,587,078	(1,270,166)	-6%	44,695,906	46,731,892	(2,035,986)	-4%	40,622,229
Revenue Adjustments	11,947,140	12,076,125	128,985	1%	24,217,889	24,985,090	767,201	3%	21,839,912
Charity Care Adjustments	256,196	218,450	(37,746)	-17%	433,672	451,966	18,294	4%	297,106
Net Patient Service Revenue	9,113,577	10,292,503	(1,178,926)	-11%	20,044,344	21,294,836	(1,250,492)	-6%	18,485,210
Other Revenue	697,462	544,580	152,882	28%	1,161,846	1,126,717	35,129	3%	770,847
Total Operating Revenue	9,811,039	10,837,083	(1,026,044)	-9%	21,206,191	22,421,554	(1,215,363)	-5%	19,256,057
Operating Expenses									
Salaries And Wages	4,997,518	5,197,009	199,492	4%	10,628,277	10,752,435	124,158	1%	9,203,391
Employee Benefits	1,269,032	1,338,877	69,845	5%	2,712,533	2,770,090	57,557	2%	2,298,086
Other Expenses	3,903,612	3,874,585	(29,026)	-1%	7,560,258	8,016,384	456,126	6%	6,903,656
Total Operating Expenses	10,170,161	10,410,471	240,310	2%	20,901,068	21,538,908	637,841	3%	18,405,134
Operating Income (Loss)	(359,123)	426,612	(785,734)	-184%	305,123	882,645	(577,522)	-65%	850,923
Total Non Operating Revenues (Expenses)	(10,652)	(6,989)	(3,663)	52%	(17,468)	(14,460)	(3,008)	21%	(7,499)
Change in Net Position (Loss)	(369,774)	419,622	(789,397)	-188%	287,655	868,185	(580,530)	-67%	843,424
Operating Margin									
Operating Margin	-3.7%	3.9%	-7.6%	-193.0%	1.4%	3.9%	-2.50%	-63.4%	4.4%
Total margin	-3.8%	3.9%	-7.6%	-197.3%	1.4%	3.9%	-2.52%	-65.0%	4.4%
Salaries & Benefits as a % of net pt svc rev	-68.8%	-63.5%	-5.3%	-8.3%	-66.6%	-63.5%	-3.06%	-4.8%	-62.2%

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March 2020

Income Statement Summary

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Operating Revenue

	March 2020 Actual	March 2020 Budget	Variance Favorable/ (Unfavorable)	%	March 2020 YTD	March 2020 Budget YTD	Variance Favorable/ (Unfavorable)	%	March 2019 YTD
Gross Patient Service Revenue	17,994,272	24,144,814	(6,150,542)	-25%	62,690,178	70,876,706	(8,186,528)	-12%	61,732,382
Revenue Adjustments	9,675,755	12,908,965	3,233,210	25%	33,893,644	37,894,055	4,000,411	11%	33,073,167
Charity Care Adjustments	296,287	233,516	(62,771)	-27%	729,959	685,482	(44,477)	-6%	507,893
Net Patient Service Revenue	8,022,230	11,002,334	(2,980,103)	-27%	28,066,575	32,297,170	(4,230,595)	-13%	28,151,322
Other Revenue	718,296	582,137	136,158	23%	1,880,142	1,708,855	171,287	10%	1,410,659
Total Operating Revenue	8,740,526	11,584,471	(2,843,945)	-25%	29,946,717	34,006,025	(4,059,308)	-12%	29,561,981

Operating Expenses

Salaries And Wages	5,532,434	5,555,425	22,992	0%	16,160,710	16,307,860	147,150	1%	14,225,353
Employee Benefits	1,328,200	1,431,213	103,013	7%	4,040,733	4,201,303	160,569	4%	3,616,081
Other Expenses	3,903,457	4,141,799	238,342	6%	11,463,715	12,158,183	694,468	6%	10,771,609
Total Operating Expenses	10,764,091	11,128,437	364,346	3%	31,665,159	32,667,346	1,002,187	3%	28,613,042
Operating Income (Loss)	(2,023,565)	456,034	(2,479,598)	-544%	(1,718,442)	1,338,679	(3,057,121)	-228%	948,939
Total Non Operating Revenues (Expenses)	(12,595)	(7,471)	(5,124)	69%	(30,063)	(21,931)	(8,132)	37%	(2,011)
Change in Net Position (Loss)	(2,036,160)	448,563	(2,484,723)	-554%	(1,748,505)	1,316,748	(3,065,253)	-233%	946,927

Operating Margin

Total margin

Salaries & Benefits as a % of net pt svc rev

-23.2%	3.9%	-27.1%	-688.1%	-5.7%	3.9%	-9.67%	-245.8%	3.2%
-23.3%	3.9%	-27.2%	-701.6%	-5.8%	3.9%	-9.71%	-250.8%	3.2%
-85.5%	-63.5%	-22.0%	-34.7%	-72.0%	-63.5%	-8.48%	-13.3%	-63.4%

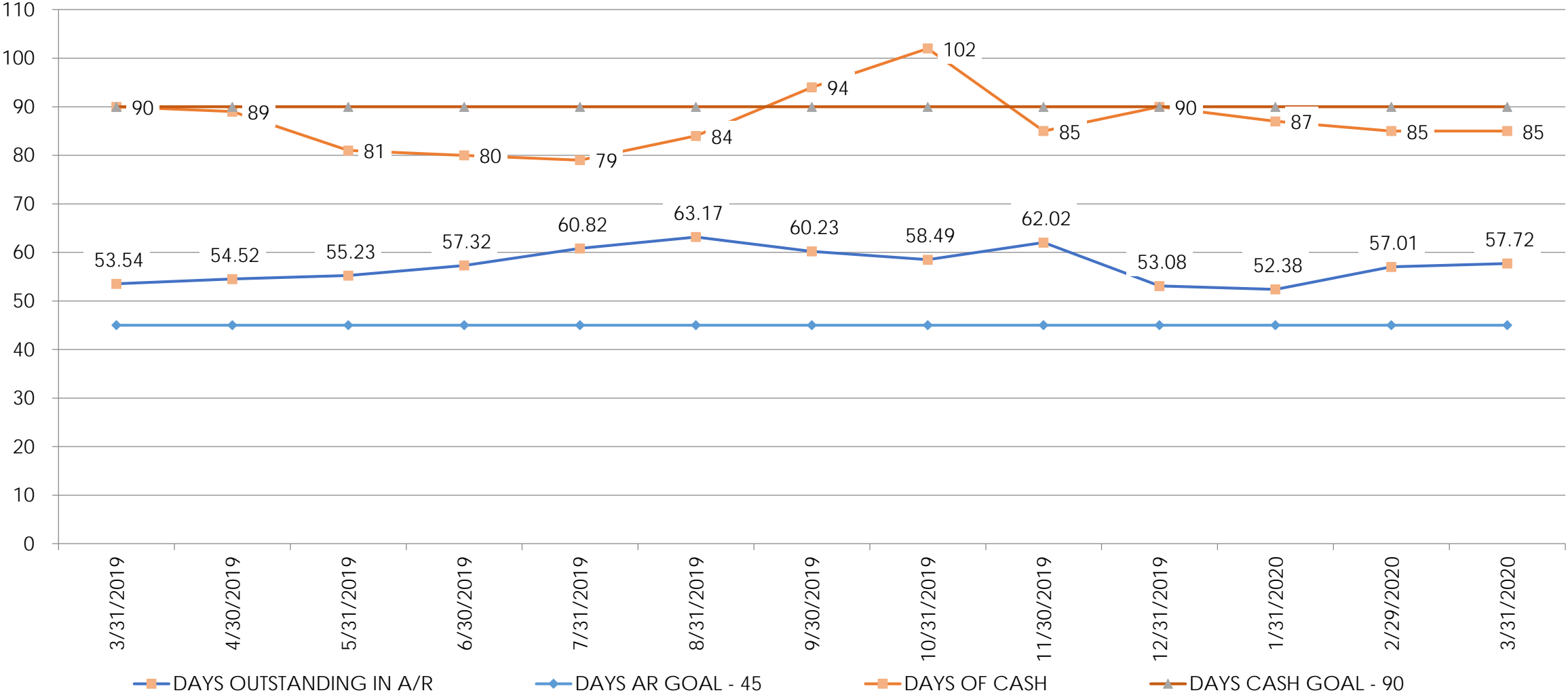
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March 2020

Cash and Accounts Receivable

Days Cash and Accounts Receivable





February 2020

Board Financial Report

Dept#	Department	Rev/Exp	Account	Account Description	Feb Actual	Feb Budget	Feb Variance	2020 to Date Actual	2020 to Date Budget	2020 to Date Variance
8612	BOARD	Exp	600010	MANAGEMENT & SUPERVISION WAGES	4,102.00	4,868.00	766.00	7,241.00	10,072.00	2,831.00
			601100	BENEFITS FICA	314.00	302.00	(12.00)	554.00	624.00	70.00
			601150	BENEFITS WA F&MLA	6.00	-	(6.00)	11.00	-	(11.00)
			601400	BENEFITS MEDICAL INS-UNION	4,890.00	3,995.00	(895.00)	9,682.00	8,266.00	(1,416.00)
			601600	BENEFITS RETIREMENT	-	243.00	243.00	-	504.00	504.00
			601900	BENEFITS EMPLOYEE ASSISTANCE	-	9.00	9.00	-	18.00	18.00
			602300	CONSULT MNGMT FEE	-	1,981.00	1,981.00	-	4,098.00	4,098.00
			602500	AUDIT FEES	2,000.00	3,328.00	1,328.00	2,000.00	6,885.00	4,885.00
			604200	CATERING	-	117.00	117.00	53.00	242.00	189.00
			604500	OFFICE SUPPLIES	-	23.00	23.00	-	48.00	48.00
			604850	COMPUTER EQUIPMENT	-	78.00	78.00	-	161.00	161.00
			606500	OTHER PURCHASED SERVICES	15,573.00	780.00	(14,793.00)	15,573.00	1,615.00	(13,958.00)
			609400	TRAVEL/MEETINGS/TRAINING	7,308.00	1,561.00	(5,747.00)	7,308.00	3,230.00	(4,078.00)
			Exp Total		34,193.00	17,285.00	(16,908.00)	42,422.00	35,763.00	(6,659.00)
BOARD Total		34,193.00	17,285.00	(16,908.00)	42,422.00	35,763.00	(8,659.00)			

March 2020

Board Financial Report

Dept#	Department	Rev/Exp	Account	Account Description	Feb Actual	Feb Budget	Feb Variance	2020 to Date Actual	2020 to Date Budget	2020 to Date Variance
8612	BOARD	Exp	600010	MANAGEMENT & SUPERVISION WAGES	3,845.00	5,204.00	1,359.00	11,086.00	15,276.00	4,190.00
			601100	BENEFITS FICA	294.00	323.00	29.00	848.00	947.00	99.00
			601150	BENEFITS WA F&MLA	6.00	-	(6.00)	16.00	-	(16.00)
			601400	BENEFITS MEDICAL INS-UNION	4,840.00	4,271.00	(569.00)	14,522.00	12,537.00	(1,985.00)
			601600	BENEFITS RETIREMENT	-	260.00	260.00	-	764.00	764.00
			601900	BENEFITS EMPLOYEE ASSISTANCE	-	10.00	10.00	-	28.00	28.00
			602300	CONSULT MNGMT FEE	-	2,117.00	2,117.00	-	6,216.00	6,216.00
			602500	AUDIT FEES	-	3,557.00	3,557.00	2,000.00	10,443.00	8,443.00
			604200	CATERING	53.00	125.00	72.00	105.00	367.00	262.00
			604500	OFFICE SUPPLIES	-	25.00	25.00	-	73.00	73.00
			604850	COMPUTER EQUIPMENT	-	83.00	83.00	-	245.00	245.00
			606500	OTHER PURCHASED SERVICES	(15,600.00)	834.00	16,434.00	(27.00)	2,449.00	2,476.00
			609400	TRAVEL/MEETINGS/TRAINING	-	1,669.00	1,669.00	7,308.00	4,898.00	(2,410.00)
		Exp Total			(6,562.00)	18,478.00	25,040.00	35,858.00	54,243.00	18,385.00
	BOARD Total				(6,562.00)	18,478.00	25,040.00	35,858.00	54,243.00	18,385.00



April 2020

Preview — (*as of 0:00 04/22/20)

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- **\$13,270,067 in HB charges**
 - Average: \$593,161/day (HB only)
 - Budget: \$762,462/day
 - 52.9% of Budget
- **\$8,719,301 in HB cash collections**
 - Average: \$271,453/day (HB only)
 - Goal: \$335,524/day
- **51.9 Days in A/R**
- **Questions**



Education

COVID-19 financial impact and recovery



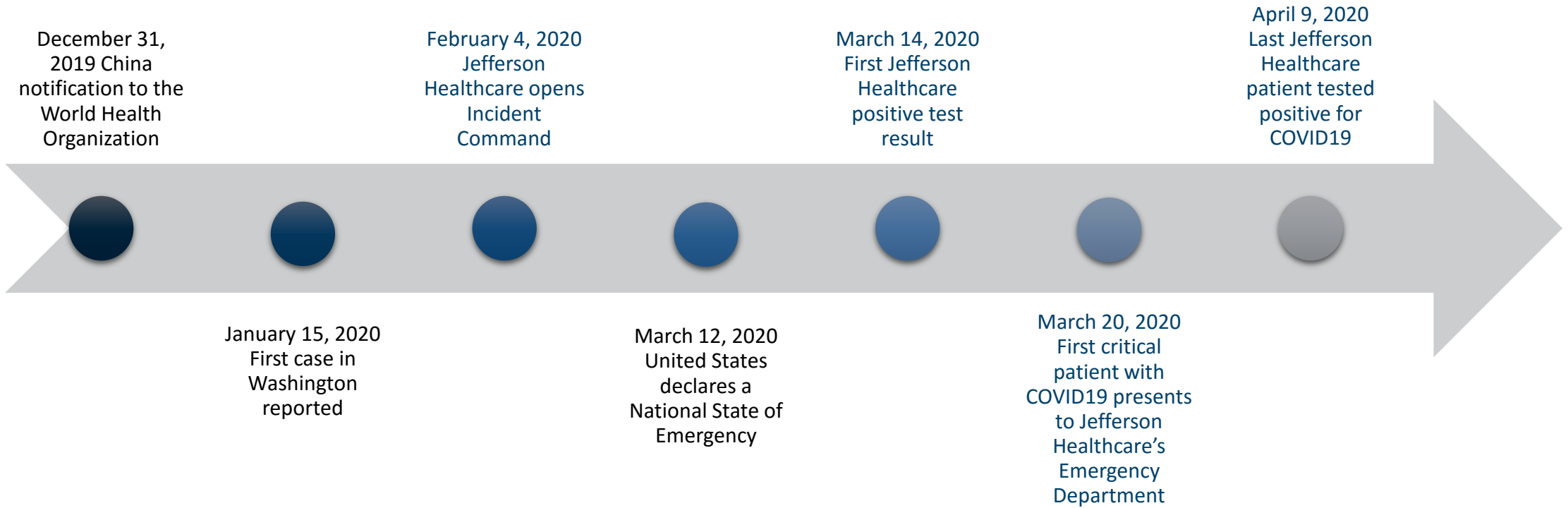
Jefferson Healthcare

Administrative Report

April 22, 2020

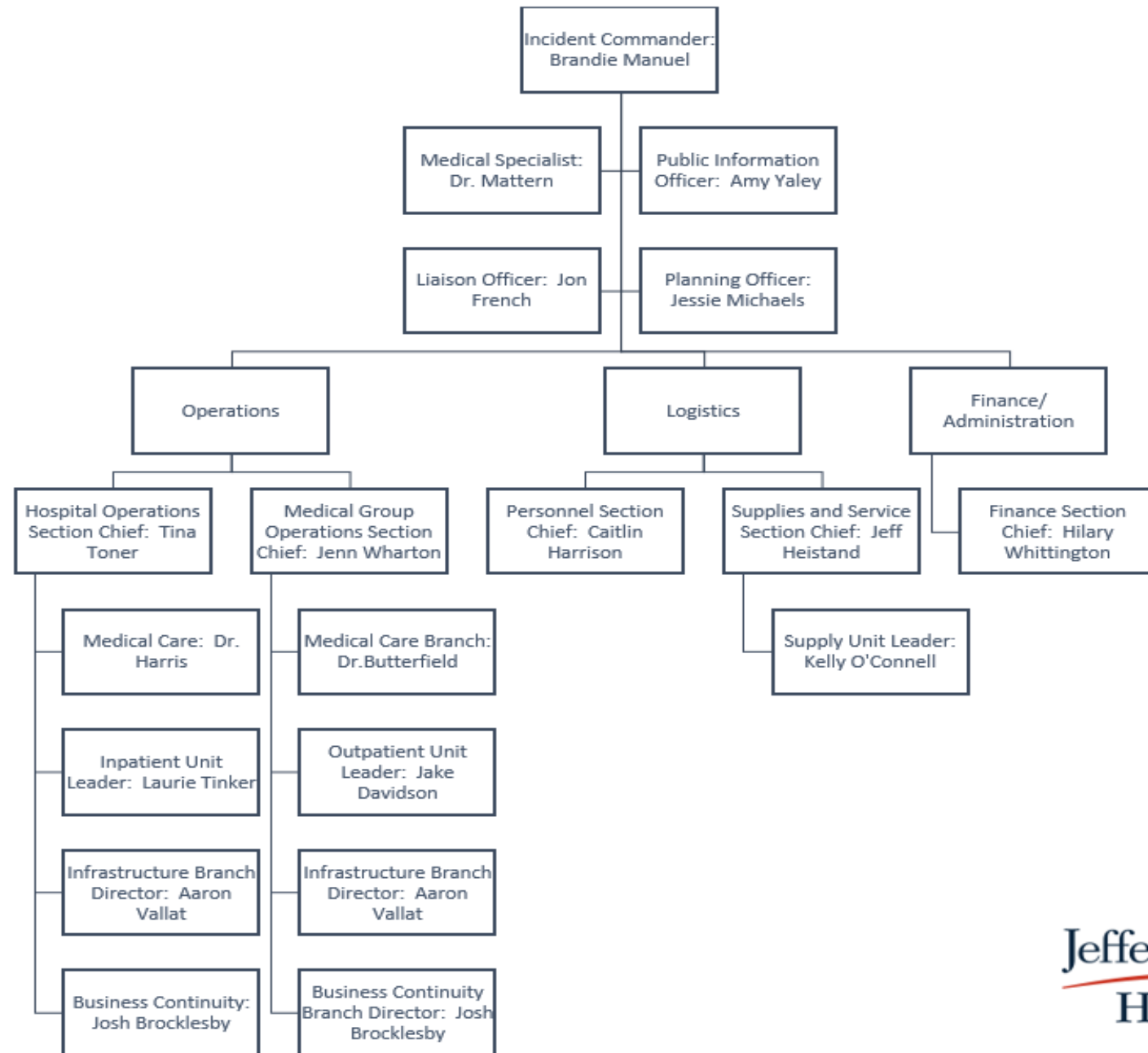
Mike Glenn, CEO

COVID-19 Timeline of Events



COVID19 Incident Command Org Structure

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Incident Command Objectives

Incident Command Objectives: February 4, 2020

- Activation and testing of Incident Command Response
- Employee Safety: Identify and use appropriate personal protective equipment (PPE)
- Testing: Implement process for screening while minimizing exposure
- Plan for a potential surge in patients
- Outline plan for communication: External and Internal

Incident Command Objectives: April 21, 2020

- Keep our employees safe
 - PPE
 - Social Distancing
 - Manage employee exposure risk
- Ensure effective communication
 - Timely and transparent communication
- Build the right delivery system
 - Right care in the right location
- Safeguard our future
 - Position for the future
 - Retain staff and providers

Incident Command Milestones



Provide the right care in the right location

- March 5, 2020: Opened COVID19 Nurse Hotline
- March 6, 2020: Opened Respiratory Evaluation Station



Minimize exposure to employees and patients

- March 17, 2020: Drive through testing offered
- Separate waiting areas for well/symptomatic patients
- Surge plan and patient cohorting



Elevating Innovation and Technology

- March 24, 2020: Implemented telehealth visits for primary care
- Use of iPads for inpatients
- Skype for hosting meetings to encourage social distancing

COVID-19 Daily Updates

Incident Command Objectives:

- **Keep our Employees Safe**

- PPE
- Social Distancing
- Safe work environment & hard work
- Manage Employee exposure risk (mitigation)
- Effective employee contact tracing

- **Stay Connected: Effective Communication**

- Stay engaged and connected
- Provide timely and transparent communication
- Demonstrate effective teamwork "We are Team Jefferson!"
- No employee left behind

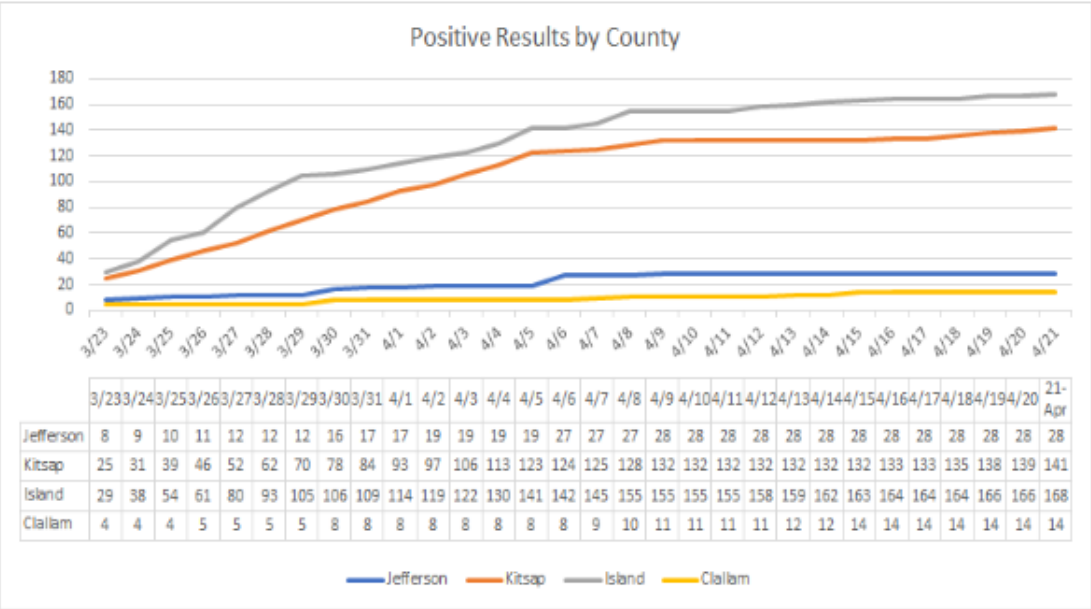
- **Safeguarding our Future**

- Actively manage our financial health
- Position for the future
- Retain staff and providers

- **Build the Right Delivery System**

- Right care in the right location
- Same day: ED/Express Clinic
- Virtual care/Telemedicine
- Disease Management/pre-hospital care
- Inpatient bed expansion and SURGE planning
- Post-Acute Care and Home Health & Hospice
- Meet staffing needs
- Track and procure patient equipment and supplies
- Alternate care site: COVID-19 Respiratory Evaluation Station/Drive Through Collection

Positive COVID-19 Test Results by County



	Percent Positives						
	4/13/2020	4/14/2020	4/15/2020	4/16/2020	4/19/2020	4/20/2020	4/21/2020
Jefferson	4.2%	4.1%	4.0%	4.0%	4.0%	4.0%	3.9%
Kitsap	6.1%	6.1%	6.1%	5.0%	4.8%	4.8%	4.9%
Island	-	-	-	-	-	-	
Clallam	1.8%	1.7%	1.9%	1.9%	1.8%	1.8%	1.8%
WA State	8.5%	8.7%	8.7%	8.7%	8.5%	8.6%	8.5%

Lab Test Summary

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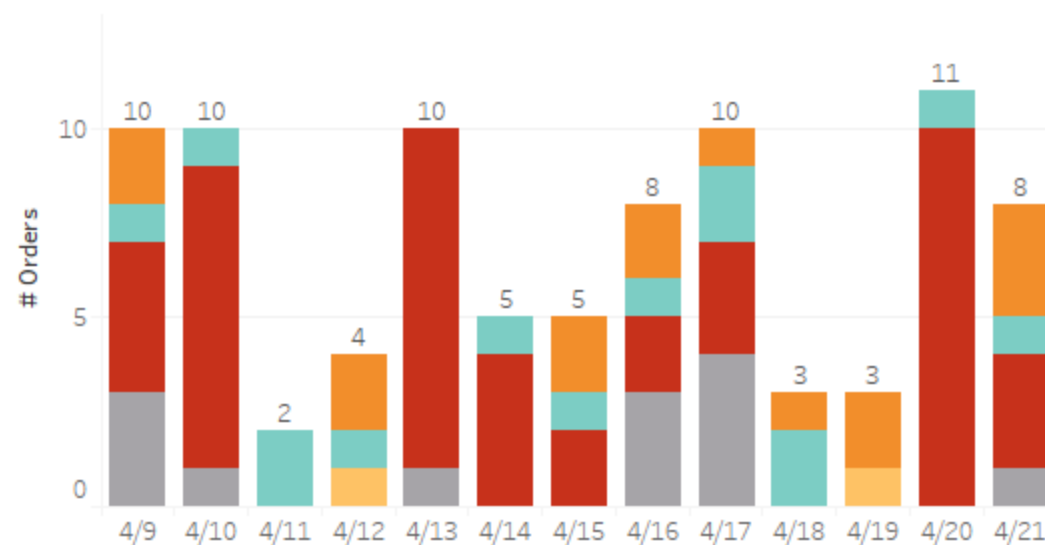
Summary of patients tested - all time - by ordering department

	ACU, ICU & FBC	ED	Express Clinic	Resp Eval Clinic	Other	Total
Positive		5	5	15	1	26
Pending Test Results	3	1		4	1	9
Negative	39	90	74	457	48	708
Grand Total	42	96	79	476	50	743

Summary of employees tested - all time

Positive	1
Negative	102

Daily order volumes - last 14 days - by ordering department



New orders and results - since last update

From 4/21/2020 8:15:00 AM to 4/22/2020 8:26:00 AM

Negative results since last update	11
New orders since last update	8

High priority tests

Results for patients seen in house (ACU, ICU and FBC) - all time

Test results for patients seen in house 14 days before or after the test was ordered.

This chart excludes pending tests, and shows only the patient's most recent COVID test.

Total may not equal sum as patients may be seen in multiple units.

COVID Results	ACU	FBC	ICU	Total
Negative	31	1	14	41

Patients currently in house (ACU, ICU and FBC)

This chart shows only the patient's most recent COVID test.

COVID Results	ACU	ICU	Total
No COVID Test Ordered	3	1	4
Negative	1		1
R/O COVID	3		3
Grand Total	7	1	8

Patients currently in isolation (ACU, ICU, FBC and ED)

This chart shows only the patient's most recent COVID test.

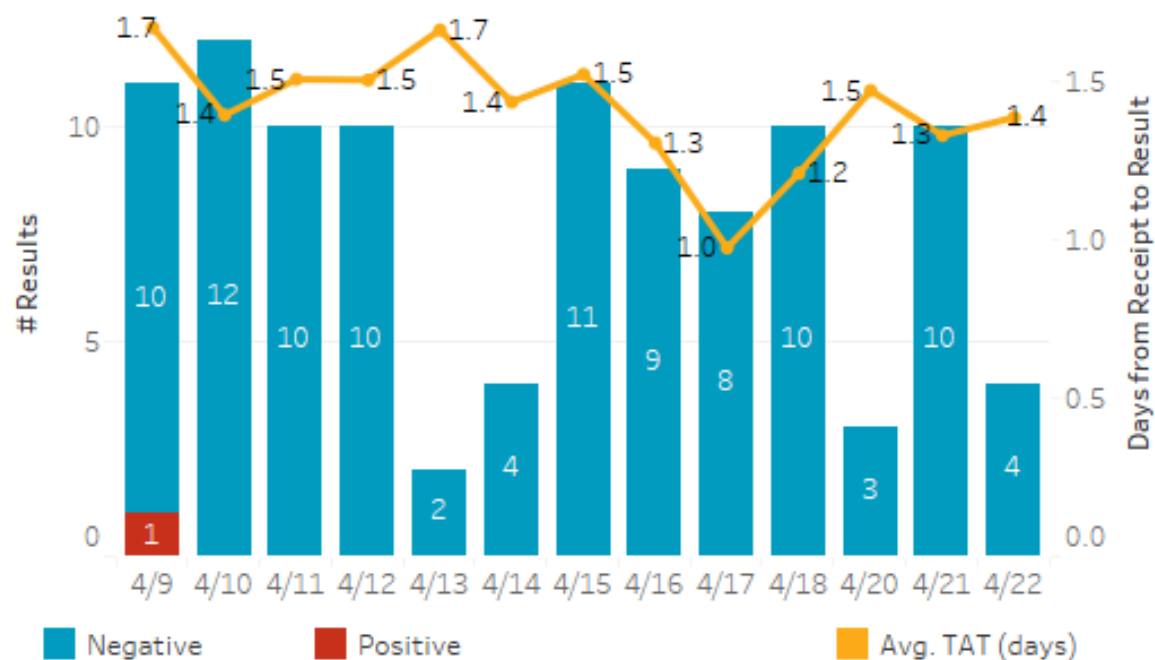


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Recent and Pending Results

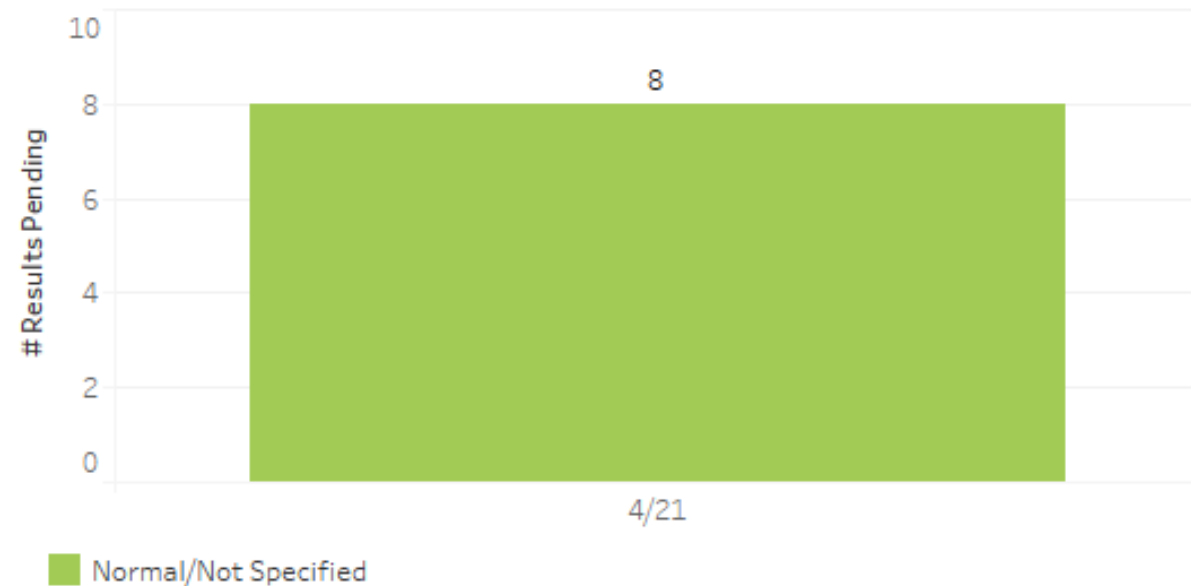
Daily Results and Result Turnaround Time - Last 14 Days

Bar chart colors indicate result. Line chart shows average days from specimen receipt to results posted in Epic, by result date.



Outstanding Results by Order Date

This chart excludes any tests for which a specimen has not been collected.



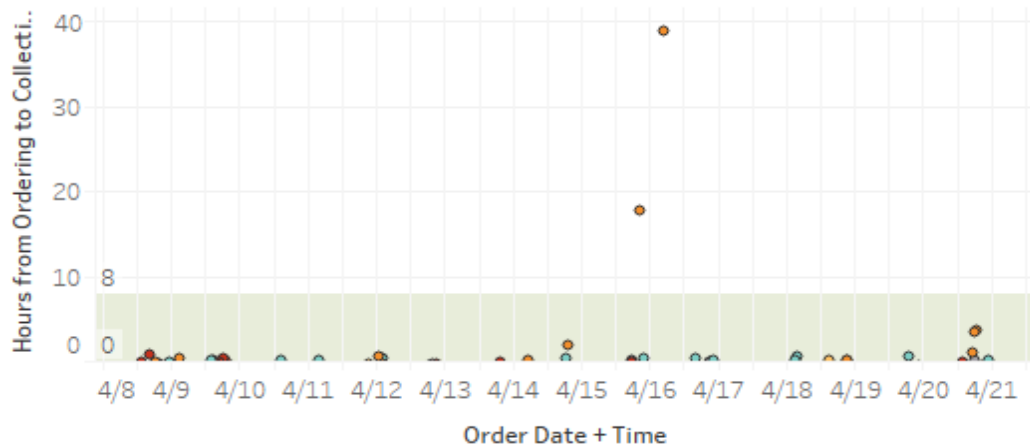
Lab Turnaround Times

10

Hours from Ordering to Specimen Collection - Last 14 Days

The duration in hours from when the order was placed until the specimen was collected - the green band represents our anticipated duration of <8 hours. Color indicates the ordering department.

Color indicates the ordering department.

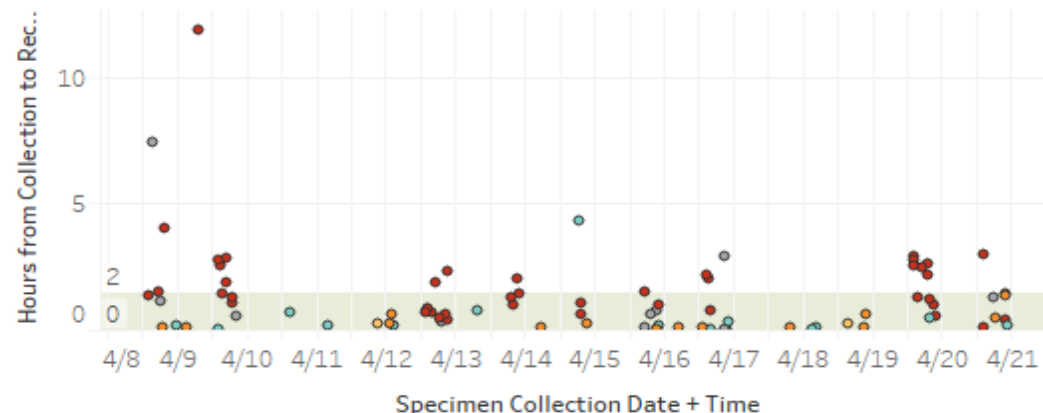


ACU, ICU & FBC ED Express Clinic Resp Eval Clinic Other

Hours from Specimen Collection to Specimen Receipt - Last 14 Days

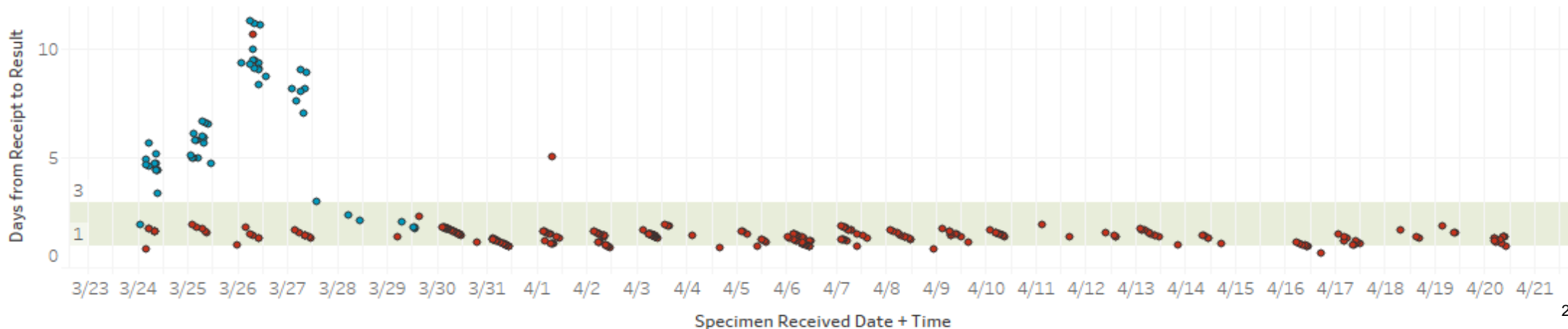
The duration in hours from specimen collected until receipt by - the green band represents our anticipated duration of <90 minutes. Orders that have not yet been received by the lab are not shown. Color indicates the ordering department.

Color indicates the ordering department.



Turnaround Time by Specimen Receipt Date and Resulting Lab - Last 30 Days

The duration in days from when JH's lab received the specimen until the result was first posted in Epic - the green band represents our anticipated duration of 24-72 hours. Orders that have not yet been resulted are not shown. Vertical grid lines indicate 7am and 7pm. Color indicates the resulting lab.

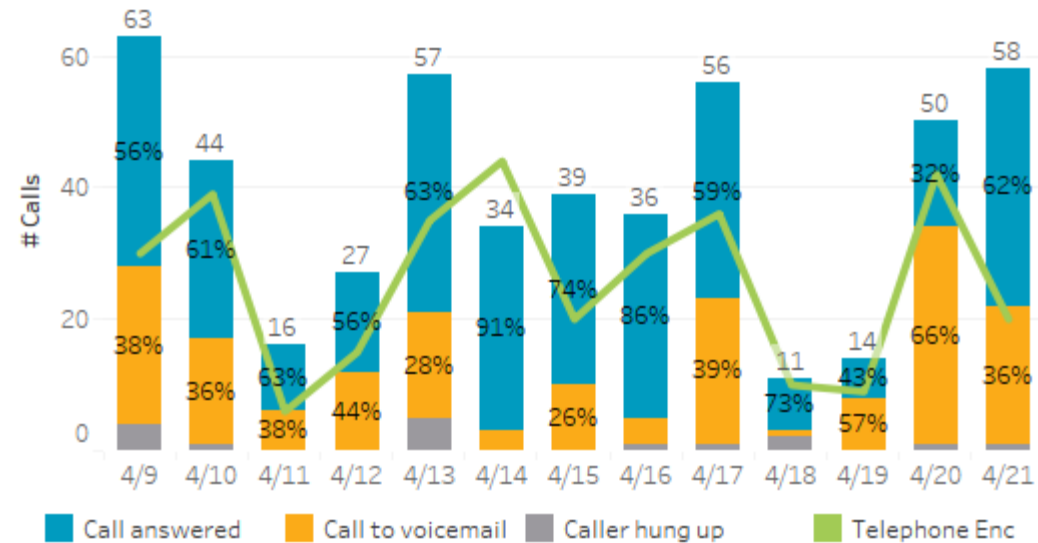


QUEST UW

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Phone Line and Visit Volumes

Respiratory nurse line calls and telephone encounters - last 14 days



Total call volume since launch of triage line

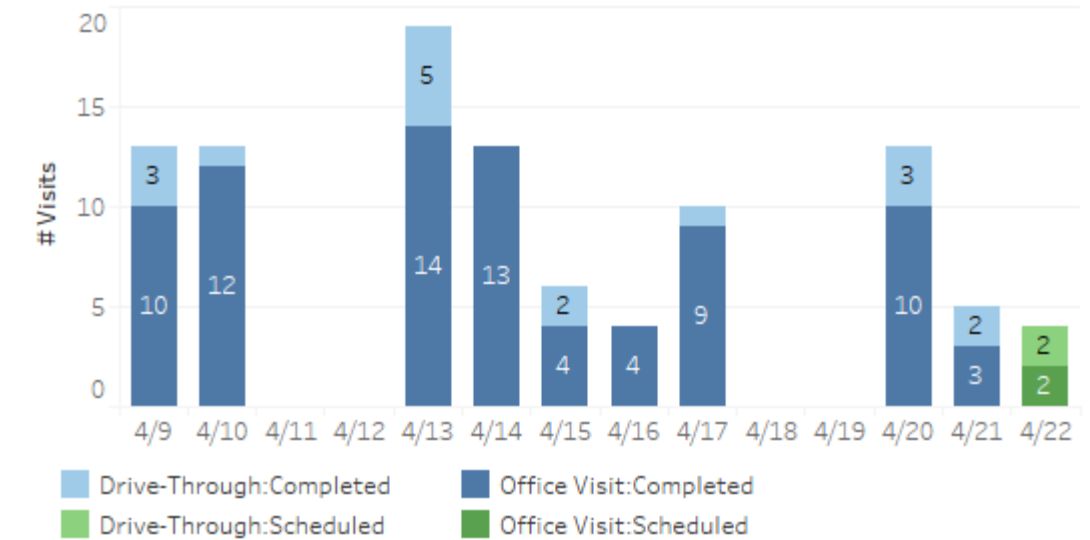
Inbound Calls	4,787
Calls Answered	2,487
# Telephone Encounters	2,461

These statistics are updated M-F by 8:30am. Last updated 4/22/2020 8:26:00 AM.

Respiratory Clinic visit volumes - last 14 days

Blue represents completed visits, green represents scheduled visits.

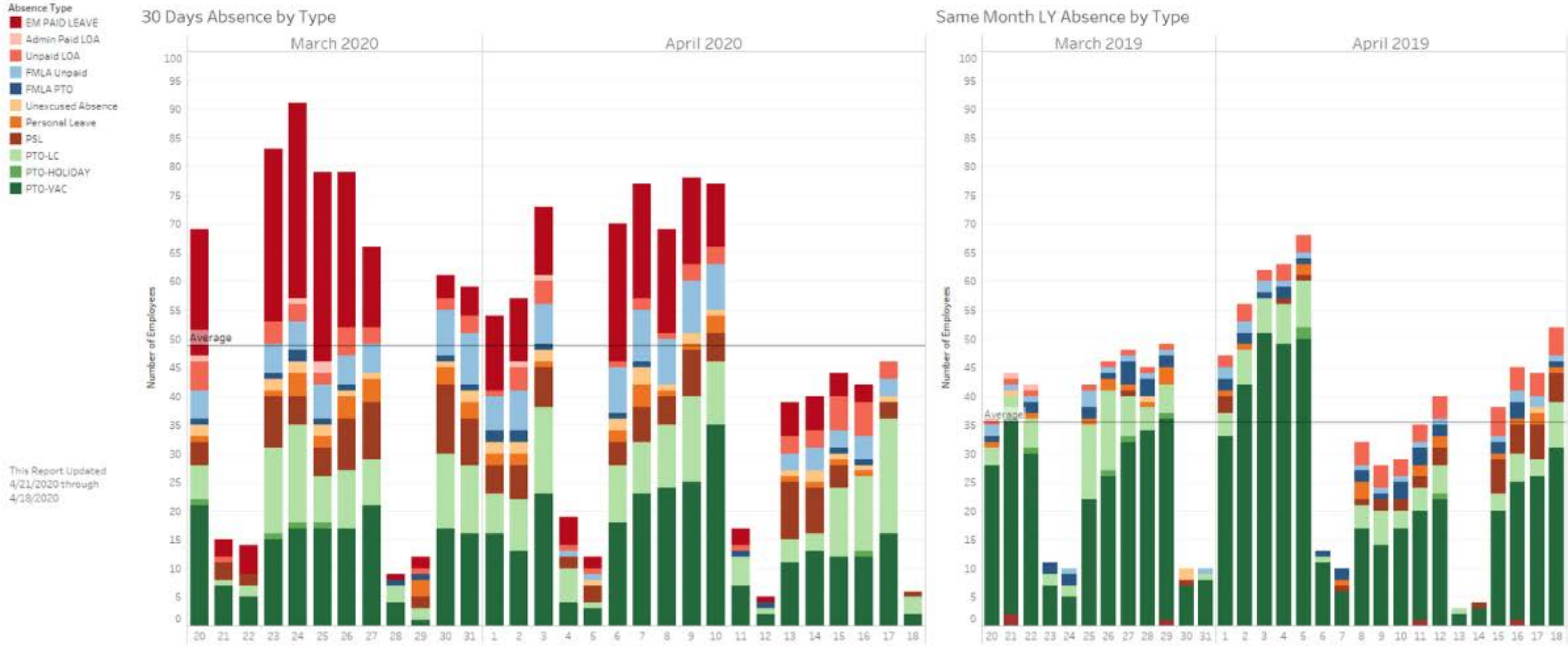
Lighter colors are for drive-through visits, darker colors are for office visits.



Total Respiratory Evaluation Clinic visits - all time

Drive-Through	196
Office Visit	529
Total	725

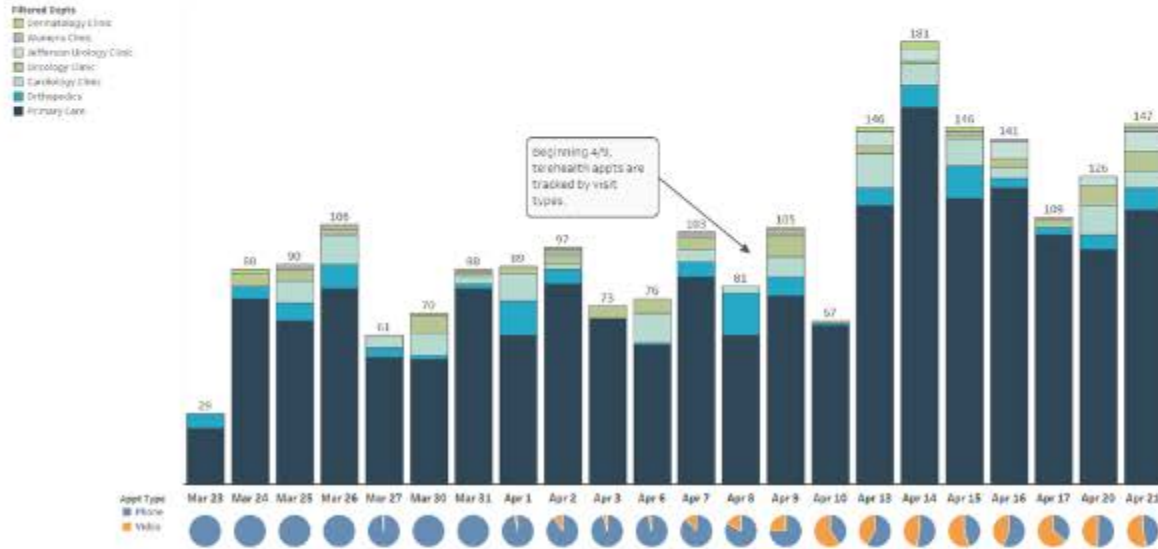
Employee Absences



Telehealth Volume

Telehealth Daily Volume by Clinic

March 23 to April 8, appointments are tracked by specified transaction codes.
April 9, appointments are tracked by visit type

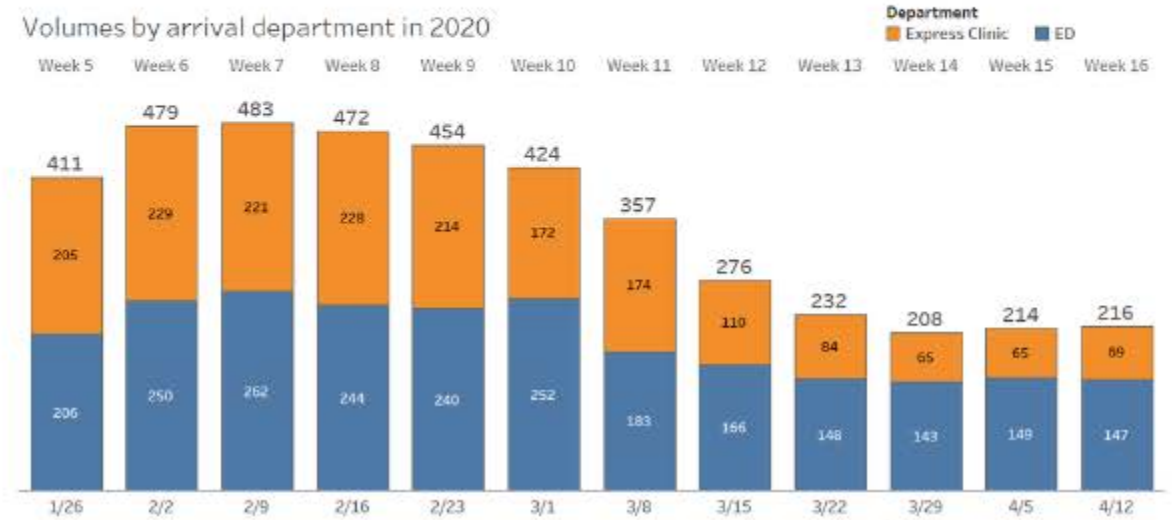


	Mar 23	Mar 24	Mar 25	Mar 26	Mar 27	Mar 30	Mar 31	Apr 1	Apr 2	Apr 3	Apr 6	Apr 7	Apr 8	Apr 9	Apr 10	Apr 13	Apr 14	Apr 15	Apr 16	Apr 17	Apr 20	Apr 21	All
Dermatology ...	2					3	3		1					1		2	3	2				3	34
Women's Clinic			2	2			1		2			2		2					1	1		2	15
Jefferson Urol.																6	5	1	7		4	8	31
Oncology Clinic		5	5	2		7	1	3	4	5	6	5		9	1	3	1	2	4	3	8	8	82
Cardiology Cl.			9	12	5	6	3	11	2		12	5	3	8		14	8	11	4		12	7	136
Orthopedics	6	5	7	10	4	2	2	14	6		3	8	17	8	1	7	0	13	8	3	0	8	160
Primary Care	73	76	67	80	52	51	80	61	82	88	57	85	81	77	65	114	154	117	121	107	96	112	1,801

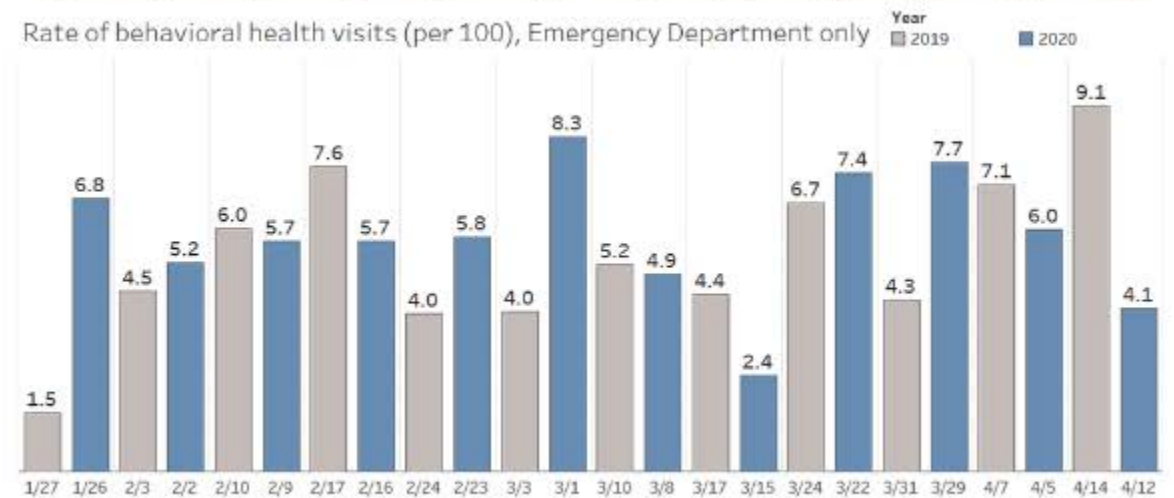
[Click here](#) to view the telehealth dashboard on Tableau Server. Tableau Server access and VPN connection required.

Emergency Dept and Express Clinic Volumes

Volumes by arrival department in 2020



Rate of behavioral health visits (per 100), Emergency Department only



February's Problem to Solve:

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Prepare for a sudden, intense and short-lived surge of COVID-19 patients.

- Triage, screen, isolate, test, treat
- Heavy use of telehealth and video health technology
- Surge bed capacity plan
- Surge Staffing Plan
- Delay non-emergent services
- Carefully manage cash flow

May's Problem to Solve:

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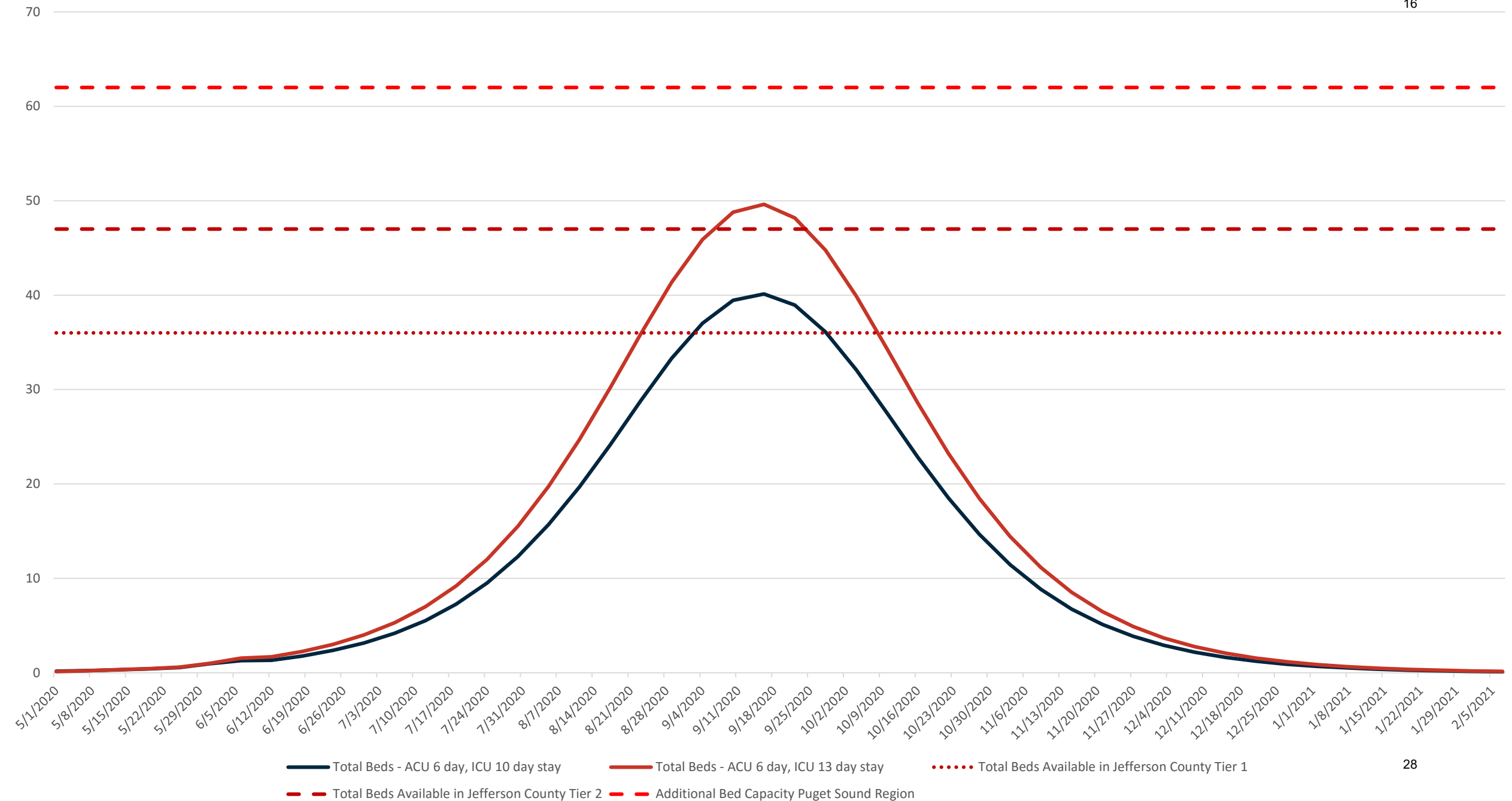
Prepare for rolling, moderate surges of COVID-19 patients while safely taking care of the non COVID-19 patient care needs in our community.

- Partner with Jefferson County Public Health to implement surveillance testing program to monitor community prevalence.
- Implement layers of infection control mitigation practices hospital wide.
- Maintain emergency stockpile of PPE in preparation for COVID-19 patient surge.
- Resume scheduling necessary provider visits, ancillary, diagnostic and surgical services.
- Continue with measured and deliberate use of telehealth and video health technology.
- Recalibrate staff to align with new staffing needs.
- Carefully manage income statement.

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Beds Needed Model

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QUESTIONS

