### \*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: 197938556

## Jefferson County Public Hospital District No.2 Board of Commissioners, Regular Session Minutes Wednesday, June 24, 2020

### **Call to Order:**

The meeting was called to order at 2:30pm by Board Chair Buhler Rienstra. Present by phone were Commissioners Dressler, Ready, and Kolff. Commissioner McComas was excused. 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 made a motion to approve the agenda with the addition of a systemic racism discussion after the administrative report. Commissioner Kolff seconded.

**Action:** Motion passed unanimously.

### **Education Topic:**

- Independent Auditors Report,
  - o Tom Dingus, CPA, Dingus, Zarecor & Associates, PLLC

Tom Dingus, CPA, Dingus, Zarecor & Associates, presented the 2019 Independent Auditors Report.

Discussion ensued.

#### **Break:**

The Commissioners recessed for break at 3:08pm.

The Commissioners reconvened from break at 3:30pm.

### **Employee, Team, Provider of the Quarter:**

Mike Glenn, CEO, and Caitlin Harrison, CHRO, presented the Q1 Employee of the Quarter, Erin Wallner, Q1 Team of the Quarter, ACU RN's and CNA's, Q1 Provider of the Quarter, Marci Wildeman, ARNP, Q2 Employee of the Quarter, Jim Wadkins, Q2 Team of the Quarter, Townsend Clinic and Q2 Provider of the Quarter, Anne Koomen, ARNP.

#### Minutes:

• May 27 Special Session

Commissioner Dressler made a motion to approve the May 27 Special Session Minutes. Commissioner Ready seconded.

**Action:** Motion passed unanimously.

## **Required Approvals**: Action Requested

- May Warrants and Adjustments
- Medical Staff Credentials/Appointments/Reappointments

Commissioner Dressler made a motion to approve the May Warrants and Adjustments and Medical Staff Credentials/ Appointments/ Reappointments. Commissioner Kolff seconded.

**Action:** Motion passed unanimously.

#### **Population Health Update:**

- Dunia Faulx, Director, Care Transformation and Population Health
- Dr. Molly Parker, Medical Director, Population Health

Dunia Faulx, Director, Care Transformation and Population Health, Dr. Parker, Medical Director, Population Health and Tina Herschelman provided a Population Health Update.

Discussion ensued.

## **Financial Report:**

Hilary Whittington, CFO, presented the May Financial Report.

Discussion ensued.

## **Quality Report:**

Brandie Manuel, Chief Pt Safety and Quality Officer, presented the May Quality Report.

Discussion ensued.

### **Administrative Report**

Mike Glenn, CEO, presented the Administrative report.

Discussion ensued.

#### **Systemic Racism Discussion:**

Commissioners discussed Systemic Racism.

Commissioner Kolff suggested having an educational component at the next board meeting followed by a discussion to collaboratively and collectively craft a statement of support for ending racial disparities and addressing systemic racism.

Discussion ensued.

Commissioner Kolff and Commissioner McComas will work together to create a statement or resolution to present at the July 22 board meeting.

Discussion ensued.

### **Chief Medical Officer Report:**

Dr. Joseph Mattern, CMO, presented the CMO report which included updated on health and racial disparities, video for testing program, risks for families of healthcare members, physician recruitment, staff structure, Greeley and provider engagement.

#### **Board Business:**

Commissioner Dressler reported on her medical staff credentialing board role.

Commissioner Kolff reported on the board of health activities which included, voting unanimously to support phase 3 recommendation by Dr. Locke and mandate for non-face mask use.

Discussion ensued.

#### **Meeting Evaluation:**

Commissioners evaluated the meeting.

<u>Conclude:</u>	
Commissioner	Dressler made a r

ner Dressler made a motion to conclude the meeting. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Meeting concluded at 5:35pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra

Secretary of Commission: Marie Dressler \_\_\_\_\_



Jefferson County
Public Hospital
District No. 2
doing business as
Jefferson
Healthcare

Presentation to the Board of Commissioners June 24, 2020

# Dingus, Zarecor & Associates PLLC (DZA)

- CPA firm specialized in healthcare (over 95%)
- CPA firm specialized in critical access hospitals (over 75 served)
- Audit
- Medicare and Medicaid reimbursement
- IRS Form 990
- Consulting



# Agenda

- Audited financial statements
- Financial indicators
- Required communication with those charged with governance



# Basic Financial Statements

Jefferson County Public Hospital District No. 2 doing business as Jefferson Healthcare



# Independent Auditors' Report

- Unmodified opinion
- Financial statements present fairly the financial position, changes in financial position, and cash flows
- Emphasis of matter COVID-19



# Management's Discussion and Analysis

- Prepared by management
- Condensed financial statements
- Narrative



# **Assets**

ASSETS	2019	2018
Current assets		
Cash and cash equivalents	\$ 8,201,804 \$	5,320,270
Receivables:		
Patient accounts, net	15,665,721	13,337,926
Estimated third-party payor settlements	4,388,214	6,628,444
340B contract pharmacies	411,866	273,161
Other	319,051	194,530
Inventories	2,423,450	2,136,372
Prepaid expenses	1,047,875	748,848
Cash and cash equivalents restricted		
or limited as to use	22,009,774	22,779,883
Taxes receivable restricted or limited as to use	11,249	11,363
Total current assets	54,479,004	51,430,797
Noncurrent assets, capital assets, net	42,652,692	43,371,965
Total assets	<b>\$ 97,131,696 \$</b>	94,802,762



# Liabilities and Net Position

IABILITIES AND NET POSITION 2019		2018	
Current liabilities			
Accounts payable	<b>\$ 1,947,897</b> S	\$ 2,819,830	
Accounts payable, capital	-	385,670	
Accrued payroll and related liabilities	3,098,602	2,780,748	
Accrued paid time off	3,158,913	3,259,055	
Accrued interest payable	313,083	321,337	
Electronic health records incentive payback	276,085	191,085	
Current portion of long-term debt	1,252,146	1,227,541	
Total current liabilities	10,046,726	10,985,266	
Noncurrent liabilities  Long-term debt, net of current portion	27,226,625	28,489,938	
Total liabilities	37,273,351	39,475,204	
Net position			
Net investment in capital assets	13,860,838	12,947,479	
Restricted under bond agreements	565,410	544,882	
Unrestricted	45,432,097	41,835,197	
Total net position	59,858,345	55,327,558	
Total liabilities and net position	\$ 97,131,696	\$ 94,802,762	



# Operating Results

	2019	2018
Operating revenues		
Net patient service revenue	\$ 117,158,625	\$ 106,725,425
Electronic health records incentive payments	_	85,000
340B contract pharmacies	3,758,360	3,473,711
Grants	88,943	74,400
Other	2,163,756	2,032,355
Total operating revenues	123,169,684	112,390,891
Operating expenses		
Salaries and wages	57,874,283	53,801,639
Employee benefits	13,754,925	13,499,328
Professional fees	6,575,946	6,098,592
Purchased services	6,534,407	5,039,231
Supplies	23,375,062	18,386,976
Insurance	697,227	740,154
Leases and rentals	1,631,572	1,547,347
Depreciation	4,743,342	4,703,575
Repairs and maintenance	677,721	634,623
Utilities	1,175,553	1,146,728
Licenses and taxes	743,041	641,426
Other	2,442,598	1,873,487
Total operating expenses	120,225,677	108,113,106
Operating income	2,944,007	4,277,785

# Nonoperating Results

	2019	2018
Nonoperating revenues (expenses)		
Taxation for maintenance and operations	502,746	507,298
Taxation for debt service	11,165	11,165
Investment income	506,074	381,308
Interest expense	(1,008,452)	(1,055,232)
Gain (loss) on disposal of capital assets	(61,507)	2,922
Contributions	206,054	145,545
Total nonoperating revenues (expenses), net	156,080	(6,994)
Excess of revenues over expenses before		
•	3,100,087	4,270,791
capital grants	3,100,007	4,270,791
Capital grants	1,430,700	88,000
Change in net position	4,530,787	4,358,791
Net position, beginning of year	55,327,558	50,968,767
Net position, end of year	\$ 59,858,345	\$ 55,327,558



# **Cash Flows**

		2019	2018
Increase (Decrease) in Cash and Cash Equivalents			
Cash flows from operating activities			
Cash received from and on behalf of patients	\$	117,071,060	\$ 104,627,051
Cash received from electronic health			
records incentive payments		85,000	-
Cash received from 340B contract pharmacies		3,619,655	3,584,634
Cash received from other revenue		2,039,235	2,169,631
Cash received from operating grants		88,943	74,400
Cash paid to and on behalf of employees		(71,411,496)	(65,718,760)
Cash paid to suppliers and contractors		(45,311,165)	(36,504,697)
Net cash provided by operating activities		6,181,232	8,232,259
Cash flows from noncapital financing activities Cash received from contributions Taxes received for maintenance and operations  Net cash provided by noncapital financing activities		206,054 502,746 708,800	145,545 507,298 652,843
Cash flows from capital and related financing activities Capital grants received Purchase of capital assets		1,430,700 (4,471,246)	88,000 (4,939,616)
Principal payments on long-term debt		(1,227,543)	(1,176,850)
Interest paid		(1,027,871)	(1,074,376)
Taxes received for bond principal and interest  Net cash used in capital and related financing activities	,	11,279 (5,284,681)	9,908 (7,092,934)
Thet easif used in capital and leaded finalicing activities	•	(3,204,001)	(7,092,934)
Cash flows from investing activities, interest received		506,074	381,308
Net increase in cash and cash equivalents Cash and cash equivalents, beginning of year		2,111,425 28,100,153	2,173,476 25,926,677
Cash and cash equivalents, end of year	\$	30,211,578	\$ 28,100,153



# Notes to the Financial Statements

- Notes serve three purposes:
  - Explanation of reporting entity
  - How account balances and transactions are recognized and reported in the financial statements
  - Details for significant account balances



# Notes to Financial Statements – Key Points

- Upcoming accounting pronouncements Note 1
- Long-term debt Note 7
  - Terms
  - Future debt service
- Operating leases Note 8
- Net patient service revenue Note 9
- COVID-19 Pandemic –Note 14



# Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters

- Government Auditing Standards
- No material weaknesses or significant deficiencies reported

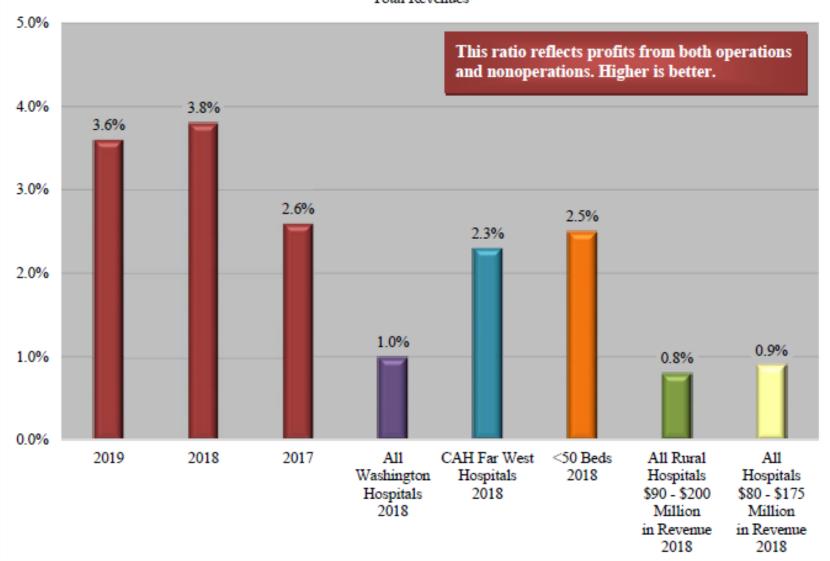


# Financial Indicators

Jefferson County Public Hospital District No. 2 doing business as Jefferson Healthcare

# **Total Margin**

Change in Net Position
Total Revenues

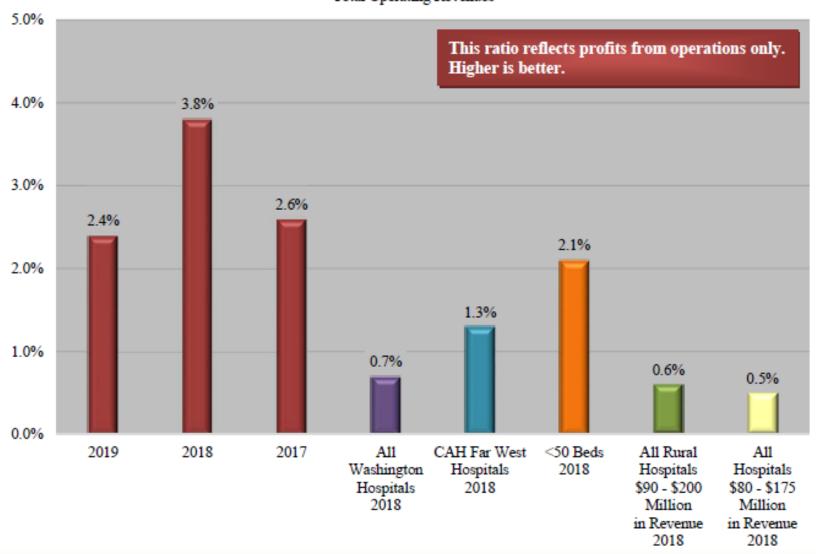




# **Operating Margin**

Operating Income (Loss)

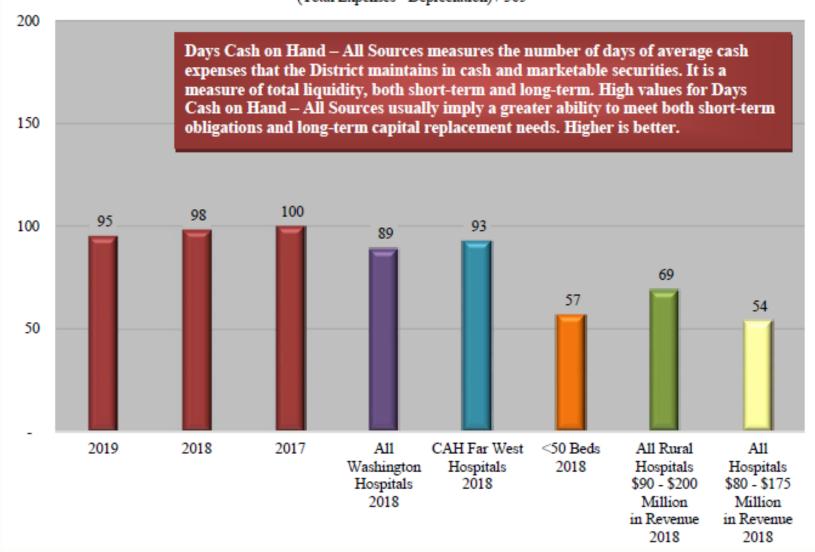
Total Operating Revenues





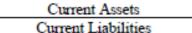
## Days Cash on Hand – All Sources

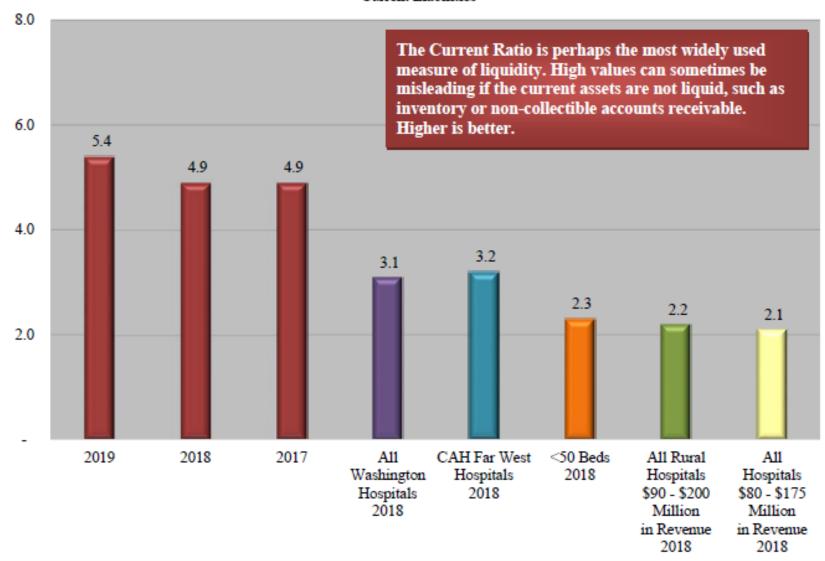
Cash + Short-Term Investments + Unrestricted Long-Term Investments
(Total Expenses - Depreciation) / 365





## **Current Ratio**

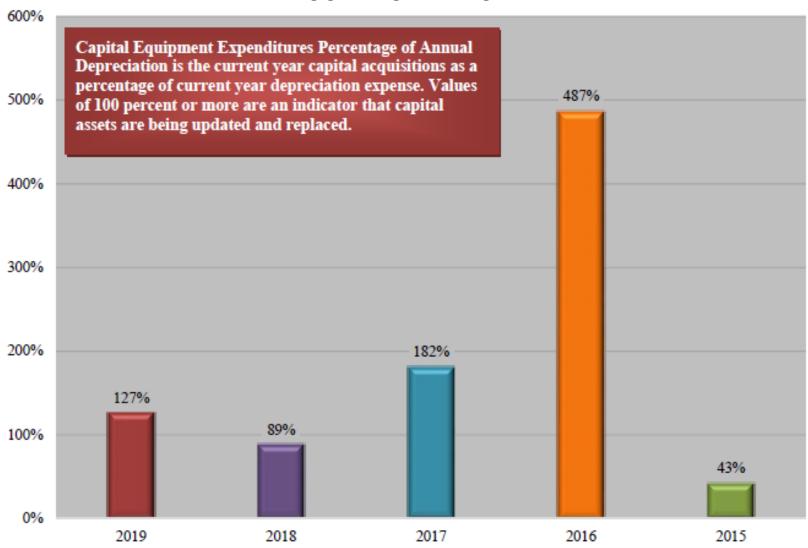






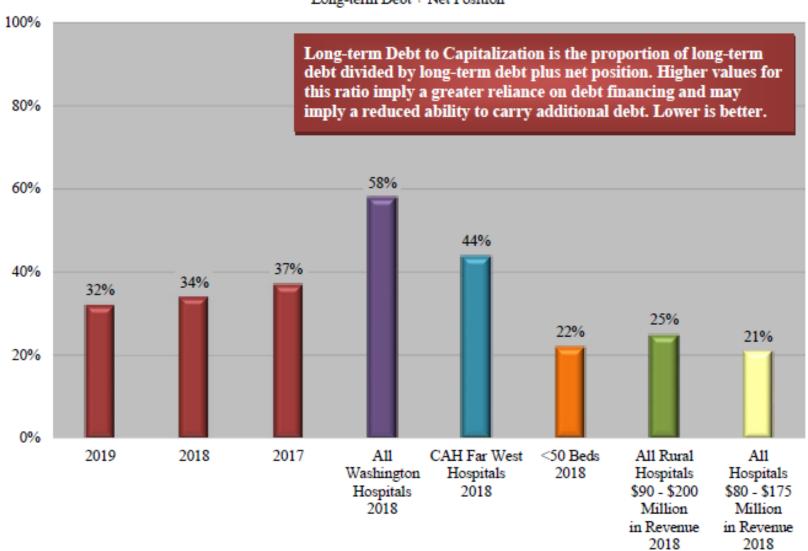
## Capital Equipment Expenditures Percentage of Annual Depreciation

Capital Equipment Expenditures
Equipment Depreciation Expense



## Long-term Debt to Capitalization

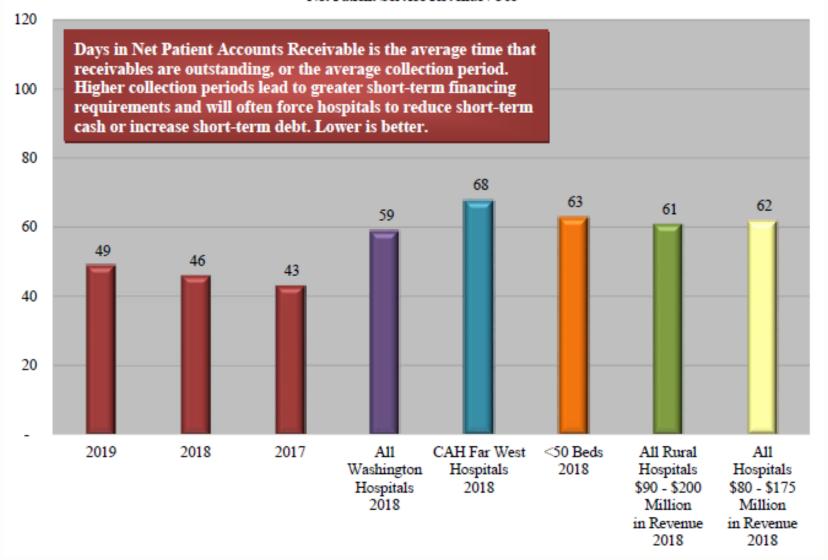
Long-term
Long-term Debt + Net Position





## Days in Net Patient Accounts Receivable

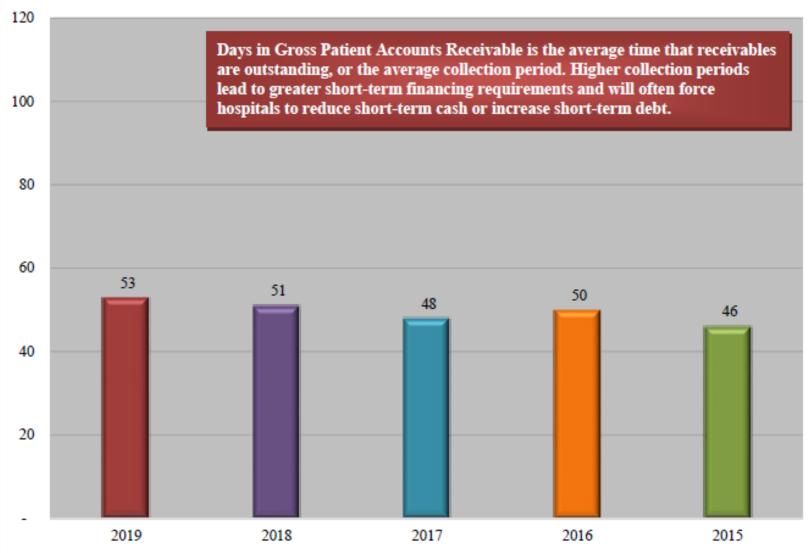
Net Patient Accounts Receivable
Net Patient Service Revenue / 365





## **Days in Gross Patient Accounts Receivable**

Gross Patient Accounts Receivable
Gross Patient Service Revenue / 365

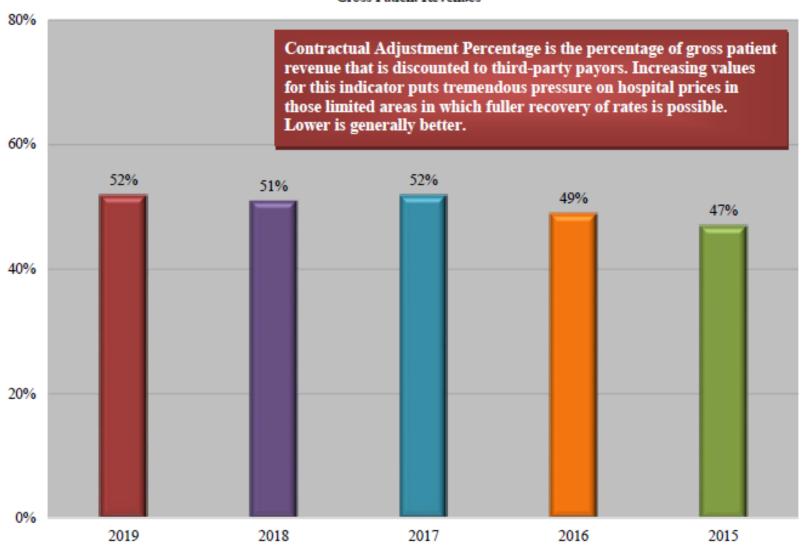




## Contractual Adjustment Percentage

Contractual Adjustments

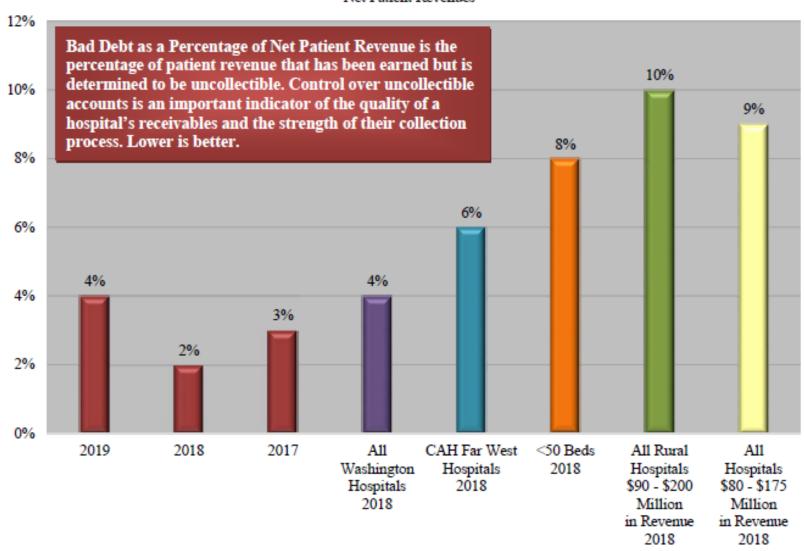
Gross Patient Revenues





## **Bad Debt as a Percentage of Net Patient Revenue**

Provision for Bad Debt Net Patient Revenues



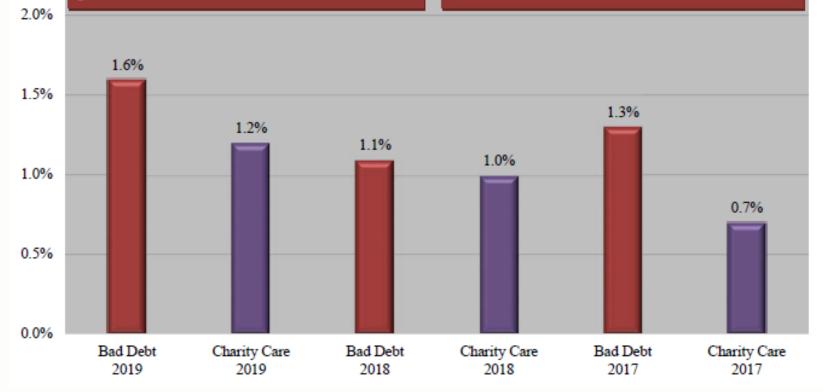


## **Bad Debt And Charity Care Percentage**

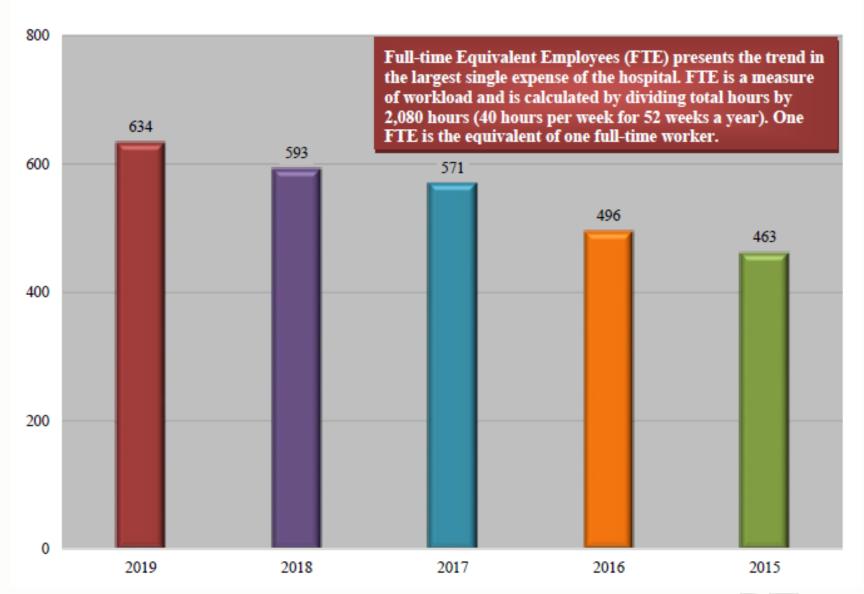
Provision for Bad Debt or Charity Care Gross Patient Revenues

Bad Debt Percentage is the percentage of patient revenue that has been earned but is determined to be uncollectible. Control over uncollectible accounts is an important indicator of the quality of a hospital's receivables and the strength of their collection process. Lower is better.

Charity Care Percentage is the percentage of patient revenue that has been earned but not billed or collected as part of a hospital's charity care program. This is an indicator of the benefit the hospital provides to in-need members of the community from a service perspective.

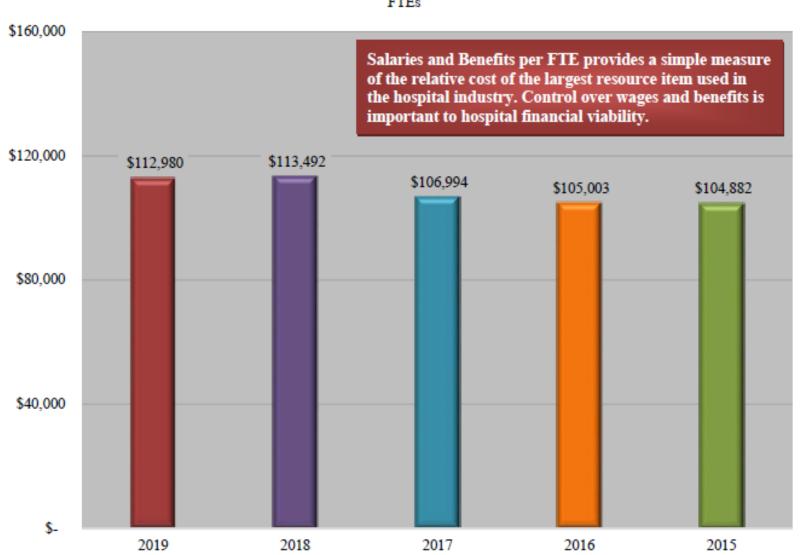


## **Full-time Equivalent Employees (FTE)**



## Salaries and Benefits per FTE

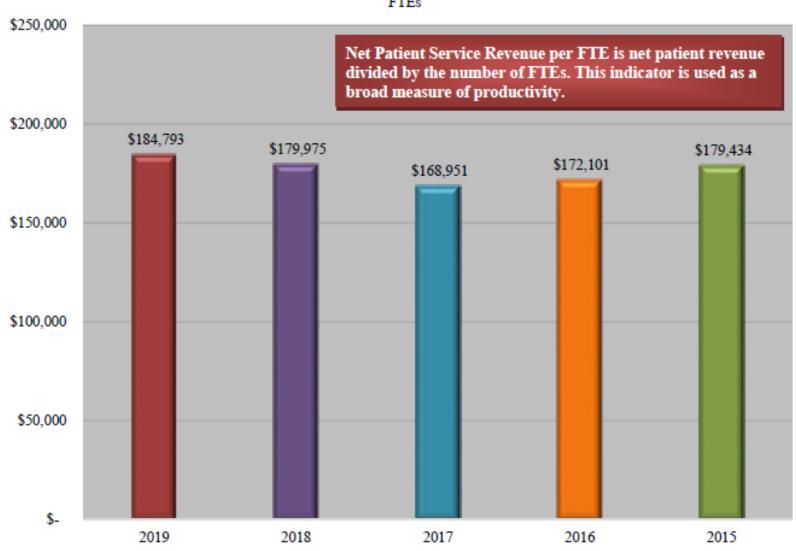
Total Salaries + Total Benefits FTEs





## **Net Patient Service Revenue per FTE**

Net Patient Service Revenue FTEs





# **Hospital Comparisons**

# **Comparative Hospitals**

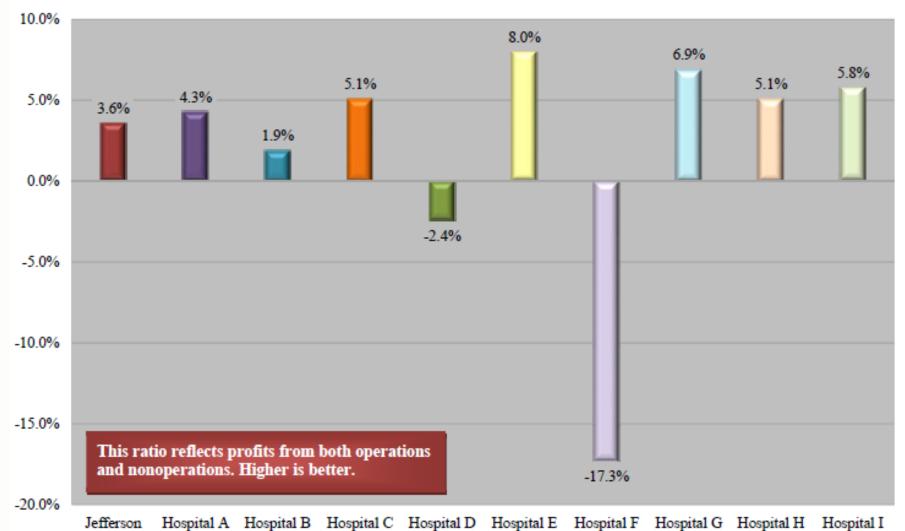
Reference in Graphs	Hospital Type	State	Se	Net Patient ervice Revenue (Rounded)
Jefferson Healthcare	CAH	WA	\$	117,160,000
Hospital A	CAH	WA	\$	81,960,000
Hospital B	CAH	WA	\$	74,970,000
Hospital C	CAH	WA	\$	59,130,000
Hospital D	PPS	NM	\$	57,750,000
Hospital E	CAH	MT	\$	73,080,000
Hospital F	PPS	NM	\$	56,660,000
Hospital G	CAH	OR	\$	109,570,000
Hospital H	CAH	CO	\$	71,590,000
Hospital I	CAH	OR	\$	101,750,000



## **Total Margin**

Change in Net Position

Total Revenues



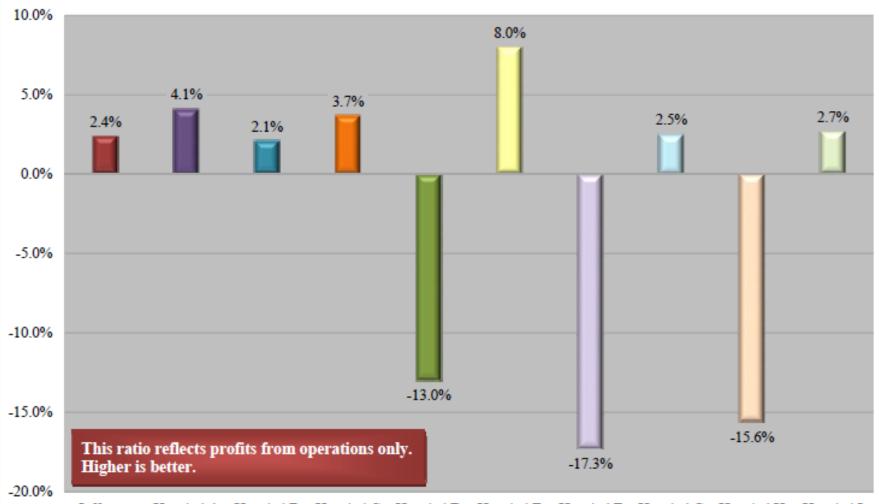
Healthcare



## **Operating Margin**

Operating Income (Loss)

Total Operating Revenues

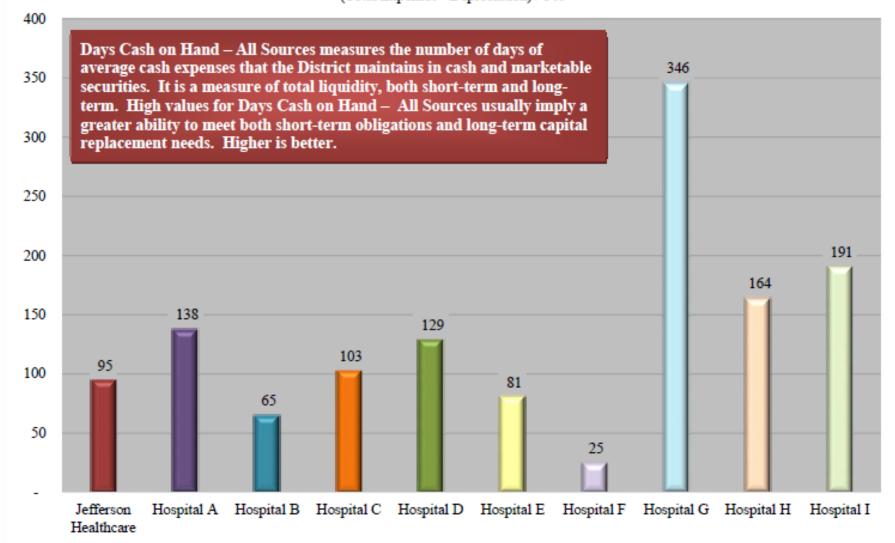


Jefferson Hospital A Hospital B Hospital C Hospital D Hospital E Hospital F Hospital G Hospital H Hospital I Healthcare



### Days Cash on Hand - All Sources

Cash + Short-Term Investments + Unrestricted Long-Term Investments
(Total Expenses - Depreciation) / 365



# Auditor Required Communications With Those Charged With Governance

- No changes in accounting policies
- Accounting estimates
  - Allowance for doubtful accounts and contractual adjustments
  - Medicare and Medicaid cost report settlements
  - Rural health clinic Medicaid managed care reconciliations
- No difficulties in performing the audit



# Auditor Required Communications With Those Charged With Governance

- Corrected and uncorrected misstatements
  - No material audit adjustment
  - No uncorrected misstatements
- No disagreements with management
- Management representations
- No management consultation with other independent accountants
- COVID-19
- Supplementary information





# **Contact Information**

- ① Tom Dingus, CPA
- 509.321.9469
- ⊠ tdingus@dzacpa.com
- www.dzacpa.com

## Empbyee of the Quarter

## Erin W allner

"Erin recognizes whather clinic and her team need and she makes it happen. She shows compassion and respect for patients, going the extra mile to get to yes."



Watership Clinic First Quarter 2020



## Provider of the Quarter

## MarciWildeman, ARNP

"M arci is highly valued for her exceptional care, excellent integrity and consistent value based services."

Express Clinic First Quarter 2020

## Team of the Quarter

"This team is full of pride in Jefferson
Healthcare, and they are proud of each
other. Their com m itm ent to excellence
is at the center of the care we provide
to our patients."



## ACU RNs& CNAs

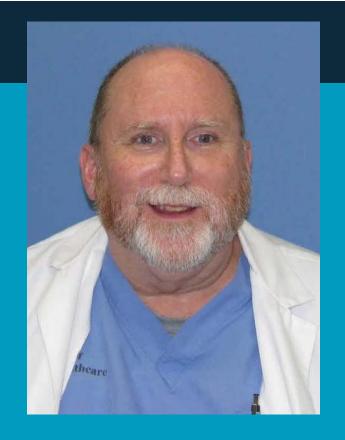
First Quarter 2020



## Em pbyee of the Quarter

## Jim W adkins

"Jim is a great therap ist. He really takes the time to listen and understand our patients' concerns and solve them."



Respiratory Therapy Second Quarter 2020



## Provider of the Quarter

## Anne Koom en, ARNP

"Anne has a presence that is welcoming, positive and easy going. Her caring extends to her team and colleagues."

Sheridan Clinic Second Quarter 2020



## Team of the Quarter

"This team really shines by pulling together, com municating needs, and balancing workloads. They are willing to do what needs to be done for the benefit of our patients and our com munity."



## Townsend Clinic

Second Quarter 2020



# Population Health at Jefferson Healthcare: Board Update

Molly Parker, MD MPH Dunia Faulx, MPH Tina Herschelman June 24, 2020



## Agenda

Population Health Process

2020 Portfolios and Activities

Questions and Discussion

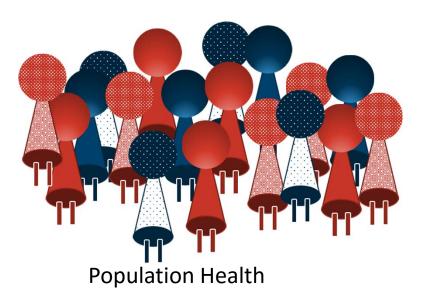
### POPULATION HEALTH

"The health outcomes of a group of individuals, including the distribution

of outcomes within the group."



Personal Health



Population health approach puts health care services into **context**.



#### POPULATION HEALTH

"The health outcomes of a group of individuals, including the distribution

Population Health: Two Additional Defining Factors

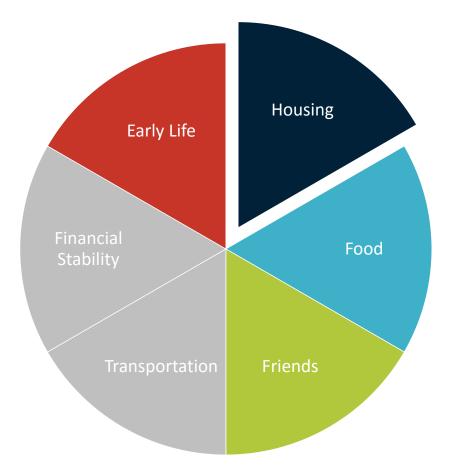
- 1. Considers factors outside of clinical care.
- 2. Rooted in equity.

Personal Health

Population Health

Population health approach puts health care services into **context**.

## POPULATION HEALTH PORTFOLIOS



## Population Health | Housing

The lack of safe, affordable housing has serious implications for **health** and **cost**.

## Population Health | Food Access<sup>+</sup> Activities



### **Emergency Food Pilot**

- Family birth process has been finalized and
- Inpatient food bags available for COVID+ inpatients

### In-House Patient Food Pantry

- Roll out in progress
- Funding through DOH

### Little Free Pantry

JCF supported this work with a grant while employee participation was down

### **Quick Vote**

Water bottle refilling station?

Or

Basket weaving?

## Participatory Planning and Budgeting



Participatory Budgeting puts community members in charge of spending funds.









**PROJECT** 





Community members think of ideas to improve their community.



Community members develop the ideas into project proposals.





Community members vote to decide which project to fund.





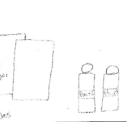
The project begins! The project is more likely to succeed because it reflects the community's priorities.

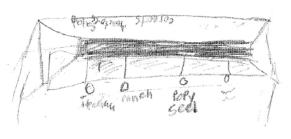
### PPB – other ideas from the Brinnon students

- Bring dogs to school
- Salad bar
- Get better desks
- Basketball hoop
- A pool
- A work-out gym
- More food / longer time to eat
- A science lab
- Art supplies
- Class pet
- Field trips
- Volleyball net
- Comedy class
- Kitchen storage
- Baseball team
- Vending machine

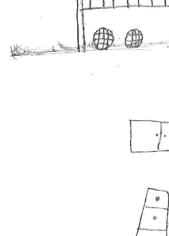
















### Rural Childcare in a Pandemic

Can we go ahead and say that pandemics are the mother of invention?

#### **Partnership**

- Sudden urgent need for childcare to replace school hours.
  - Many, many meetings
  - Multiple stakeholders
- YMCA for a week
- School district took over free
- Great success for school year

#### **Staff Engagement**

- Great engagement with JH Foundation
- Scholarships for staff available

#### **Next steps**

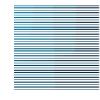
- Tracking
  - Summer availability
  - Fall school schedule unknown
- State Commerce Grant

## Population Health | Early Life



- Providing baby boxes to all women who receive prenatal care at Jefferson Healthcare and/or deliver here
- To date we have handed out 39 boxes (started end of February)
- Coupled with information around co-sleeping
- Contains Halo sleep sack, baby book, home safety kit, health and grooming kit, and more

## Discussion



# Jefferson Healthcare

May 2020 Finance Report
June 24, 2020
Hilary Whittington, CAO/CFO

## Service line highlight Hospice

#### Primary objectives for 2020 (HH/H):

- Stabilize post-Epic implementation (go-live October 2019)
- Stabilize team composition
- Continue to focus on the patient experience & coordination of referrals from primary care
- Transition billing processes to within the HH/H team

 PARAMETER	2020 Objectives	May 2020 Progress
TANAMETER	2020 Objectives	Widy 2020 1 Togics3
Volumes (Census)	12.0% growth	1% over budget for month / 1% over budget YTD
Gross Revenue	24.7% increase	44.7% over budget for month / 53.5% over budget YTD
Expenses	46.9% increase	21.0% under budget for month / 17.9% under budget YTD
FTE change	Add 5.37 FTE	Under budget for support staff (HH/H) YTD by 3.14 FTE.

## May 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

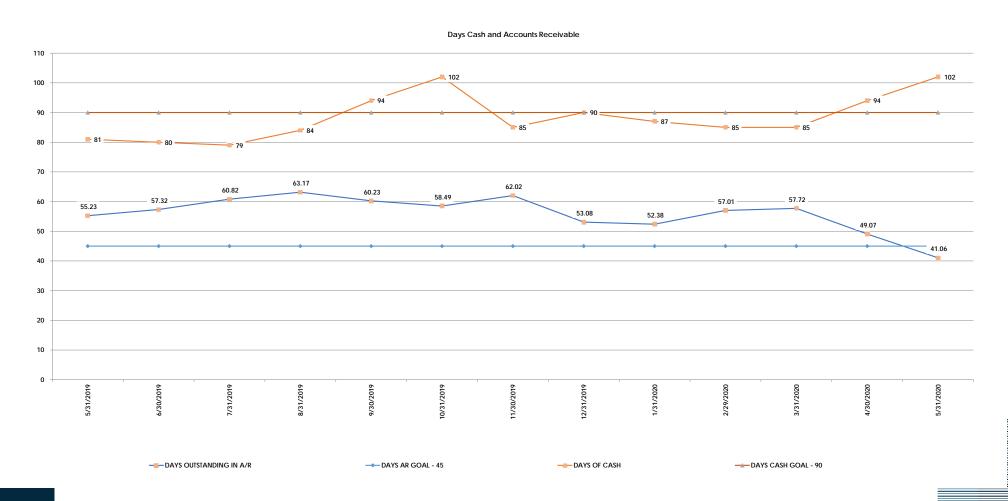
TOTAL SPECIALTY CLINIC VISITS

		MAY 2	2019						
MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
578	625	5 8%	594	625	5%	573	-1%	565	-5%
1,992	2,498	-20%	8,895	12,250	-27%	2,244	-11%	11,385	-22%
66	84	-21%	285	413	-31%	73	-10%	416	-46%
280	347	-19%	1,200	1,702	-29%	336	-17%	1,714	-43%
349	463	-24%	1,586	2,261	-30%	435	-20%	2,220	-40%
106	118	-10%	461	578	-20%	116	-9%	540	-17%
22	73	-70%	229	358	-36%	87	-75%	344	-50%
16,654	19,809	-16%	78,158	97,127	-20%	19,138	-13%	93,600	-20%
2,359	3,103	-24%	12,011	15,218	-21%	3,015	-22%	14,264	-19%
18,575	22,497	-17%	87,596	110,310	-21%	23,250	-20%	112,187	-28%
2,379	3,963	-40%	12,437	19,430	-36%	3,694	-36%	18,953	-52%
5,649	9,192	-39%	33,938	45,067	-25%	9,624	-41%	43,950	-30%
806	1,096	-26%	4,361	5,375	-19%	1,152	-30%	5,184	-19%
108	340	-68%	1,045	1,666	-37%	-	0%	-	100%
4,184	6,609	-37%	23,917	32,402	-26%	6,162	-32%	29,686	-24%
3,123	3,564	-12%	14,669	17,475	-16%	3,089	1%	14,707	0%

## May 2020 Income Statement Summary

Jefferson									
Healthcare	May 2020 Actual	May 2020 Budget	Variance Favorable/ (Unfavorable)	%	May 2020 YTD	May 2020 Budget YTD	Variance Favorable/ (Unfavorable)	%	May 2019 YTD
Operating Revenue									
Gross Patient Service Revenue	18,421,760	24,144,814	(5,723,054)	-24%	93,741,670	118,387,481	(24,645,811)	-21%	106,290,791
Revenue Adjustments	12,264,246	12,908,965	644,719	5%	53,141,098	63,295,573	10,154,474	16%	57,453,627
Charity Care Adjustments	159,443	233,516	74,072	32%	1,100,472	1,144,980	44,509	4%	1,046,888
Net Patient Service Revenue	5,998,071	11,002,334	(5,004,262)	-45%	39,500,100	53,946,928	(14,446,828)	-27%	47,790,276
Other Revenue	4,222,101	582,137	3,639,963	625%	8,812,236	2,854,351	5,957,885	209%	3,496,055
Total Operating Revenue	10,220,172	11,584,471	(1,364,299)	-12%	48,312,337	56,801,280	(8,488,943)	-15%	51,286,332
Operating Expenses									
Salaries And Wages	5,494,249	5,555,425	61,177	1%	26,758,799	27,239,507	480,708	2%	23,926,533
Employee Benefits	1,312,886	1,431,213	118,327	8%	6,373,261	7,017,562	644,301	9%	6,218,304
Other Expenses	3,391,787	4,141,799	750,012	18%	18,323,686	20,308,176	1,984,490	10%	18,530,851
Total Operating Expenses	10,198,922	11,128,437	929,516	8%	51,455,745	54,565,244	3,109,499	6%	48,675,689
Operating Income (Loss)	21,250	456,034	(434,784)	-95%	(3,143,409)	2,236,035	(5,379,444)	-241%	2,610,643
Total Non Operating Revenues (Expenses)	46,535	(7,471)	54,006	723%	(9,437)	(36,633)	27,196	74%	160,517
Change in Net Position (Loss)	67,785	448,563	(380,778)	-85%	(3,152,845)	2,199,403	(5,352,248)	-243%	2,771,160
Operating Margin	0.2%	3.9%	-3.7%	-94.7%	-6.5%	3.9%	-10.44%	-265.3%	5.1%
Total margin	0.7%	3.9%	-3.2%	-82.9%	-6.5%	3.9%	-10.40%	-268.5%	5.4%
Salaries & Benefits as a % of net pt svc rev	-113.5%	-63.5%	-50.0%	-78.7%	-83.9%	-63.5%	-20.38%	-32.1%	-63.1%

## May 2020 Cash and Accounts Receivable



### May 2020 Board Financial Report

Dept#	Department	Rev/Exp	Account	Account Description	May Actual	May Budget	May Variance	2020 to Date Actual	2020 to Date Budget	2020 to Date Variance
8612	BOARD	Ехр	600010	MANAGEMENT & SUPERVISION WAGES	4,944.00	5,204.00	260.00	20,515.00	25,516.00	5,001.00
			601100	BENEFITS FICA	418.00	323.00	(95.00)	1,569.00	1,582.00	13.00
			601150	BENEFITS WA F&MLA	8.00	-	(8.00)	30.00	-	(30.00)
			601400	BENEFITS MEDICAL INS-UNION	4,880.00	4,271.00	(609.00)	24,554.00	20,942.00	(3,612.00)
			601600	BENEFITS RETIREMENT	-	260.00	260.00	-	1,276.00	1,276.00
			601900	BENEFITS EMPLOYEE ASSISTANCE	-	10.00	10.00	-	47.00	47.00
			602300	CONSULT MNGMT FEE	-	2,117.00	2,117.00	-	10,383.00	10,383.00
			602500	AUDIT FEES	-	3,557.00	3,557.00	24,000.00	17,443.00	(6,557.00)
			604200	CATERING	-	125.00	125.00	105.00	614.00	509.00
			604500	OFFICE SUPPLIES	-	25.00	25.00	-	123.00	123.00
			604850	COMPUTER EQUIPMENT	-	83.00	83.00	-	409.00	409.00
			606500	OTHER PURCHASED SERVICES	-	834.00	834.00	(27.00)	4,091.00	4,118.00
			609400	TRAVEL/MEETINGS/TRAINING	-	1,669.00	1,669.00	4,068.00	8,181.00	4,113.00
		Exp Total			10,250.00	18,478.00	8,228.00	74,814.00	90,607.00	15,793.00
	BOARD Total				10,250.00	18,478.00	8,228.00	74,814.00	90,607.00	15,793.00

#### June 2020

Preview - (\*as of 0:00 06/24/20)

#### •\$23,186,121 in HB charges

Average: \$783,827/day (HB only)

Budget: \$762,462/day

• 101.6% of Budget

#### •\$8,329,820 in HB cash collections

Average: \$277,661/day (HB only)Goal: \$335,524/day

#### •50.7 Days in A/R

Questions



## Patient Safety and Quality Report

Presented to the Board of Commissioners

June 24, 2020





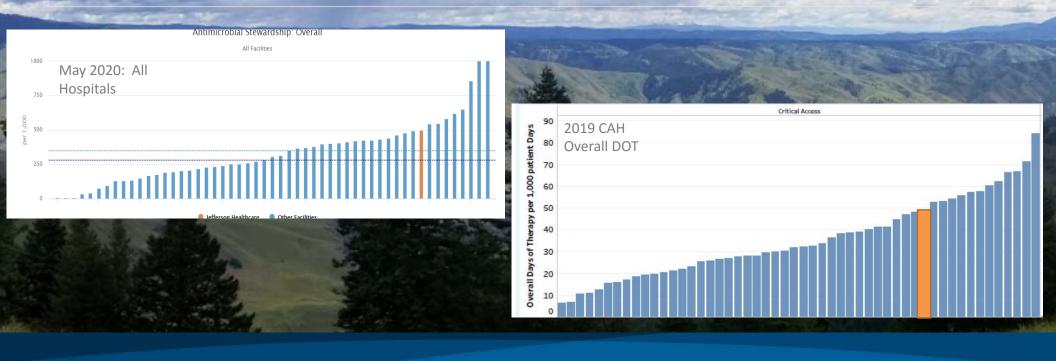


Strategic Goals: Quality and Safety

## Focus Area: Excellent Outcomes

#### Summary:

- 28% decrease in overall days of therapy
- Zero hospital acquired C. Diff infections
- Pharmacy and provider led Antimicrobial Stewardship Committee
- Provider/Staff targeted education
- Prescribing data feedback
- Current PI Goal: Decrease Urine and Blood Culture Contamination



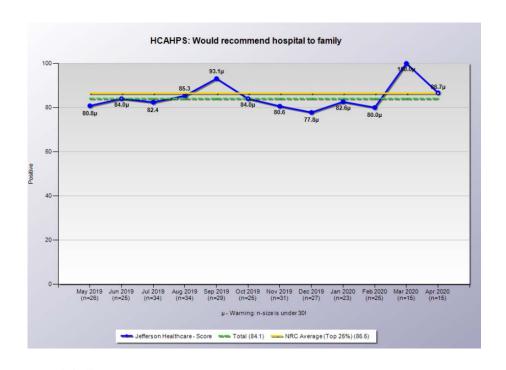
## Focus Area: Excellent Outcomes

#### **Hospital Acquired Infections**

Indicator	Target	2019	Notes
Catheter Associated Urinary Tract Infections	0	0	Includes ICU and non-ICU
Central Line Bloodstream infections	0	0	ICU Rate and non-ICU Rate
Clostridium difficile Infection	0	0	
MRSA Infections	0	0	
Sepsis Mortality Rate	0	18%*	Comfort care

	STATE OF THE OWNER, WHEN THE PARTY OF THE OWNER, WHEN THE OWNE	THE RESERVE	
Indicator	Target	2019	Notes
Surgical Site Infection: Colon Rate	0	0	
Surgical Site Infection: Hip and Knee Rate	0	0*	*Reported one case
Surgical Site Infection: Abdominal Hysterectomy	0	0	
Ventilator-Associated Complications	0	0	

<sup>\*</sup>WSHA report – all patients were on comfort care (one did not have orders)



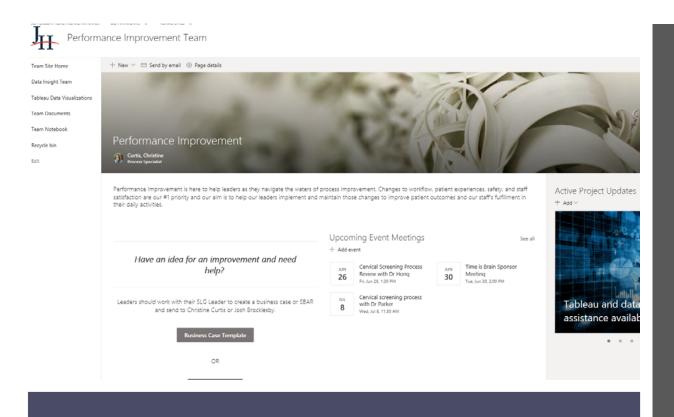
- "I received world class care. Thanks!"
- "It was excellent"
- "Care in facility was excellent in every way. Post-op, pain control was not completely effective and not adequately addressed."
- "I was very impressed by the entire experience from walking into the facility to leaving. Financial office was very helpful as well. Very smart and congenial people."
- "We are very lucky to have this facility in our community!"
- "The care was very good, the second time I had to wait quite a while but I could tell from where I was they were quite busy."

## **Patient Perspectives**



In the Words of Our Patients

- "She is great! Spends time with you." (Dr. Wulff)
- "Dr. Murphy and the entire oncology dept best ever! 5 stars."
- "Excellent care by Dr. Paul Naumann, staff and all nurses. Great food and environment."
- Laverne is hands down the best PT. Knowledgeable, professional and friendly Good listener, customizes plans. My breaks were severe with complications. We've made a great long-term team regarding my recovery"



### **Current Projects and Initiatives**

- Health Equity Assessment and Plan
- Infection Control and Prevention
- Performance Improvement 2.0
- Safety Event Analysis
- Data Conversion/Self Service
- Specimen Labeling
- Effective Transitions of Care:
  - Closing the Loop on Referrals
- Behavioral Health/Restraint Patient Safety Team
- Workplace Violence Prevention

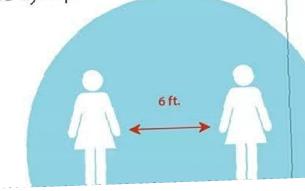
## Questions?

# Your safety is our highest priority.

**lefferson** 

Need care? Get care. We take steps to keep you safe:

- Screen for symptoms and temperature
- Evaluate and separate people with COVID-like symptoms
- Distance people from others
- Limit visitors
- Mask staff and visitors
- Clean even more often



# Jefferson Healthcare

Administrative Report
June 24, 2020
Mike Glenn, CEO

### Jefferson Healthcare Operations Update

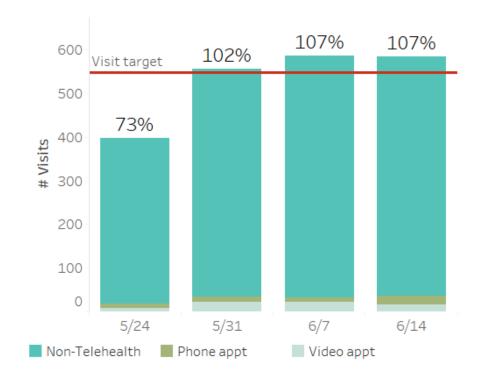
#### Primary Care variance to target visits

Visit volumes in the five primary care and Dental clinics. Red line indicates weekly visit target based on annual targets. The % labels are the variances of actual to target visits.

#### 1400 Visit target 91% 1200 87% 85% 1000 68% 800 600 400 200 0 5/24 5/31 6/7 6/14 Non-Telehealth Phone appt Video appt

#### Specialty clinic variance to target visits

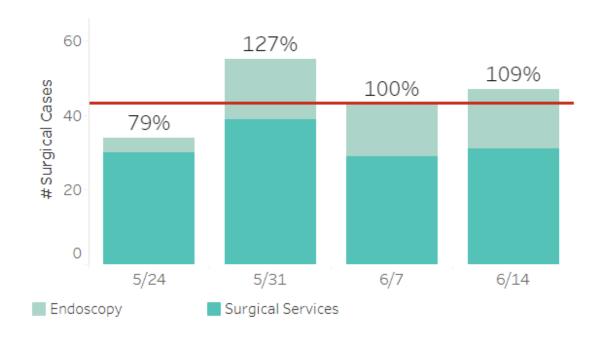
Visit volumes in Medical Group's specialty clinics. Red line indicates weekly visit target based on annual targets. The % labels are the variances of actual to target visits.



### Jefferson Healthcare Operations Update

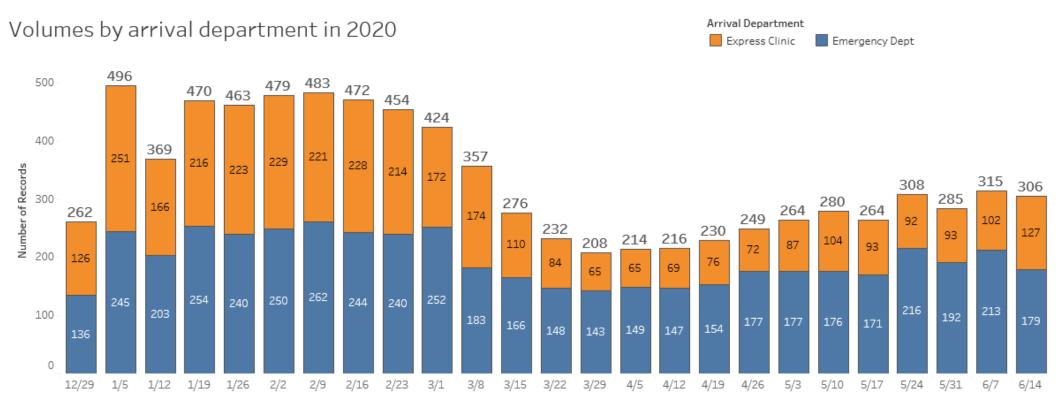
#### Surgical case variance to target cases

Surgical case volumes in the hospital OR. Red line indicates weekly combined case target based on annual targets for endoscopy and surgical services. The % labels are the variances of actual to target surgical case volume.





## Jefferson Healthcare Operations Update





## **Testing Update**

Tests	
Total Tested	2,509
Negatives	2,475
Positives	34
Percentage Positive	1.35%
Employee Tests	1 positive (not an occupational transmission) 125 negatives

## PPE Update

Location	Procedure Masks	N 95	Gowns	Eye Protection	PAPR Hood
JH Department Inventory	10,046	1,047	1,550	862	35
JH General Stores	33,030	12,147	14,530	290	0
State Allocation	0	0	5,900	0	0
JH Donations	4,067	0	0	0	0
JH COVID SURGE STOCKPILE	30,400	4,660	9,000	500	0
Total Total	77,543	17,854	30,980	1,652	35

### Racial Equity and Social Justice Work

- Assigned to Population Health
  - Health Equity Committee
  - Scheduling multiple Skype meetings for interested employees
- Listening and Learning
  - Conversations Video
- Resource Library
  - So you want to talk about race Ijeoma Oluo
  - The Autobiography of an Ex-Colored Man- James Weldon Johnson
  - Invisible Man- Ralph Ellison
  - The World in Flames- Jerald Walker
- Website
- Additional planning

#### Lending Library

\* \* \* \* \*

### Racial Equity and Social Justice Work

1.	Wh	at is your department?
	E	nter your answer
2.	Plea	ase select the book you're interested in checking o
	•	The Autobiography of an Ex-Colored Man - James Weldon Johnson
	$\bigcirc$	Invisible Man - Ralph Ellison
	0	So You Want to Talk About Race - Ijeoma Oluo
	0	The World in Flames - Jerald Walker
3.	Do	you have a book to recommend? Leave it below!
	Eı	nter your answer
4.	Wh	at book did you last read from the Lending Library
	E	nter your answer
5.	Rev	iew vour last selection:



## **Questions**



