

# **WSHA** and Jefferson Healthcare

Working Together for the Future of Health Care

**Cassie Sauer, President and CEO** 





### **WSHA's Mission:**

The Washington State Hospital Association (WSHA) advocates for and provides value to members in achieving their missions.

### **WSHA's Vision:**

WSHA will be the trusted voice and indispensable resource that leads, challenges and assists hospitals and health systems to improve the health of the communities they serve.



Power in Unity

### **Government Affairs**



Safety & Quality



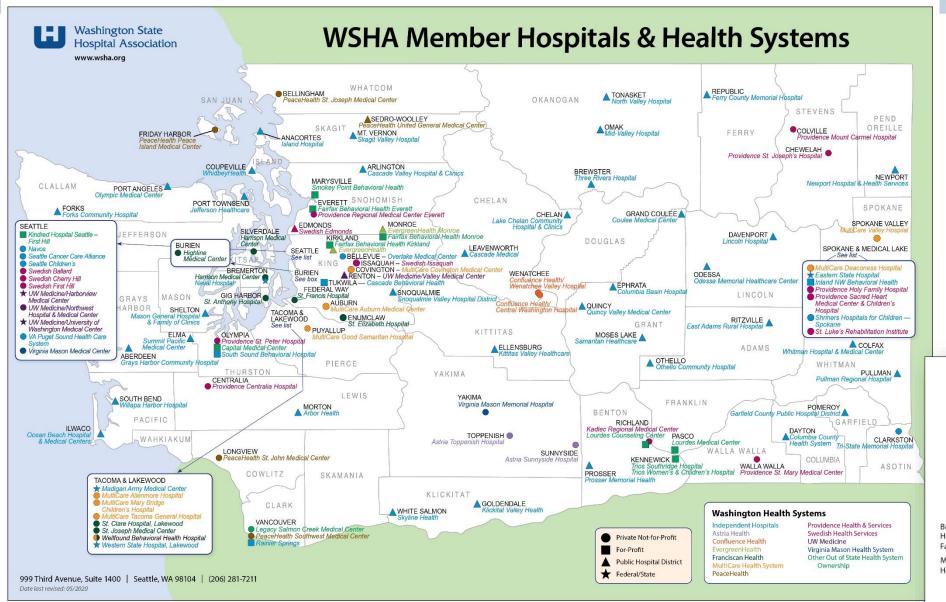
Coordinated Action on Major Issues

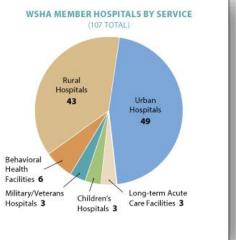




# **Proud to Represent All Washington Hospitals**









## **2020 Jefferson Healthcare Participation in WSHA Governance**

| Hospital Governing Boards Committee  | Jill   | Buhler-Rienstra |
|--------------------------------------|--------|-----------------|
| Nominating Committee                 | Mike   | Glenn           |
| Rural Hospital Committee             | Mike   | Glenn           |
| Safety & Quality Committee Committee | Mike   | Glenn           |
| Strategic Planning Committee Meeting | Hilary | Whittington     |
| WHS Board of Directors               | Hilary | Whittington     |
| WSHA Board of Directors              | Mike   | Glenn           |

# **2021 Legislative Session**

# **WSHA Legislative Framework**



- 1. Ensure that hospitals can be stable institutions in their communities, long into the future.
- 2. Improve the behavioral health system for patients.
- 3. Help patients during and after hospitalization and at end of life.
- Maintain flexibility for hospital operations while preventing burdensome and costly new regulations.

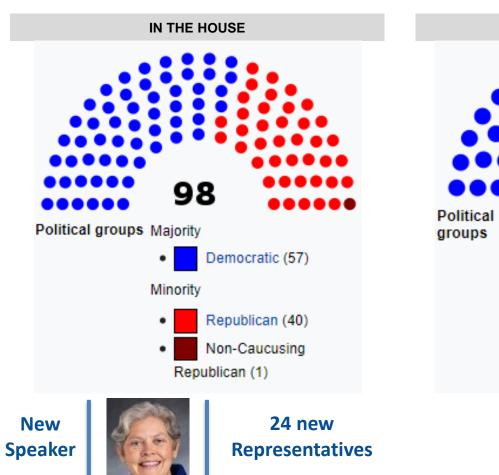


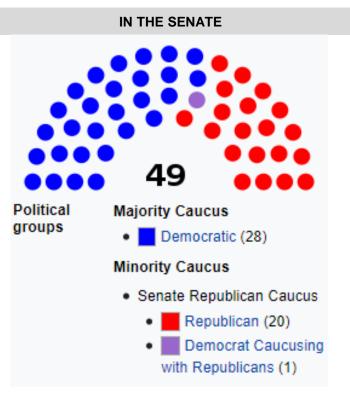




# **Legislative Landscape: 2019 - 2020**







7 new Senators



### **What Comes Next**

- Massive budget shortfall
  - Will the feds help? How much?
  - Cuts, revenues, or combination?
- Special session in November? Never?
- Regular session January 2021
- How to meet and advocate?



# **Advocacy & HHFPAC**



# Two important tools: Increase engagement!



# HOSPITALS for a HEALTHY FUTURE PAC









# **Get Creative with Advocacy**

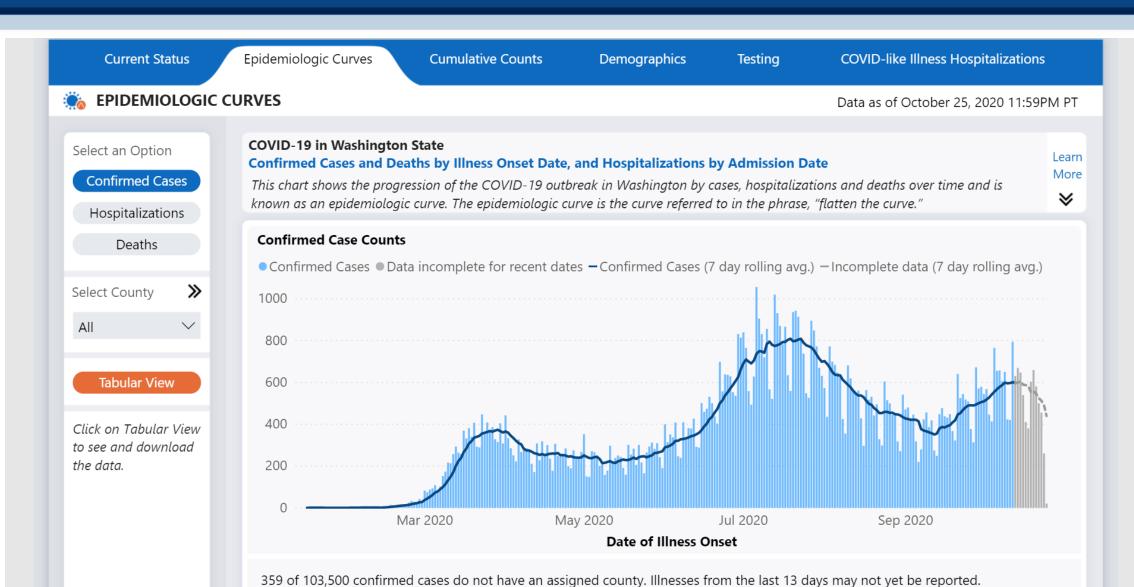
- You are an expert right now
- Offer to be on a legislator's town hall
  - Connect with the legislator
  - Share key information with the community
  - Generate support for the hospital
- Bring legislators to see COVID changes
  - Drive through testing
  - PPE donning and doffing
  - Laboratory



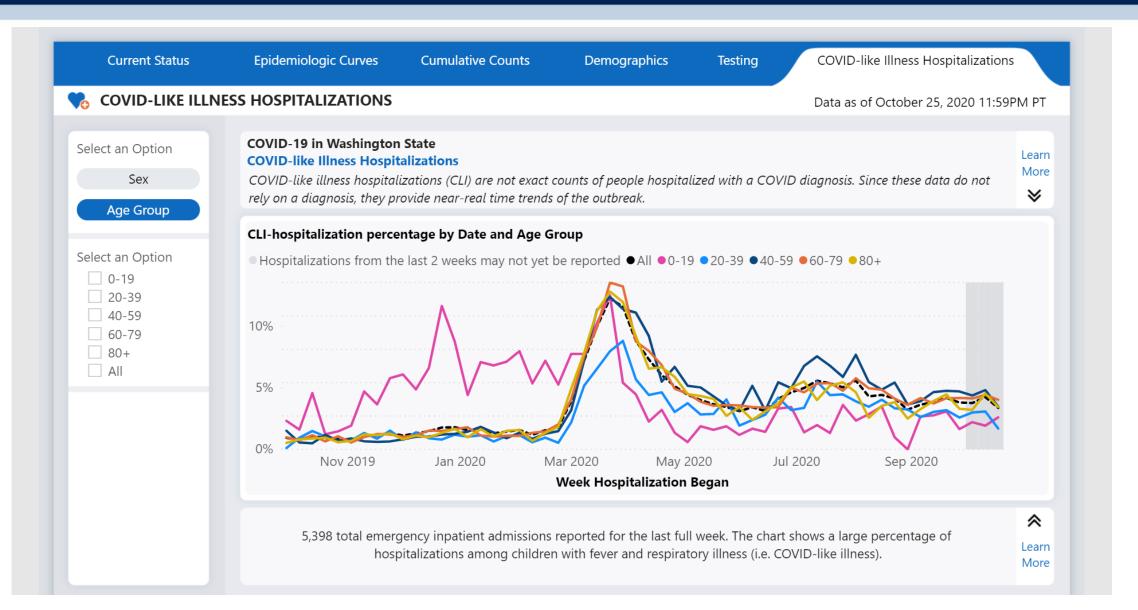
# **COVID**













### PPE is Essential . . . And Controversial

- PPE is crucial to our ability to continue necessary services
- Shortages will continue
- Governor wants to "separate discussions about worker protection from supply chain"
- Science is evolving





# **Strategies on COVID-Related Financial Health**

- Advocating for state and federal money for hospitals
- CARES Act
- Next wave of federal funding
- FEMA consultant
- Some hospitals furloughing
- Help us help ourselves!
- Goal: COVID is routine and normal work for the health system



# **Key Steps to Exit**

- Plenty of PPE
- Universal masking
- Widespread testing
- Contact tracing
- Safe places to self-isolate
- Antibody testing (is there real immunity?)
- Better treatment (there's plenty of Remdesivir, antibodies coming)
- Vaccine



# **Encourage People to Mask Up! Repeatedly!**

"What we need is hospital leaders standing shoulder to shoulder with local elected and other local community leaders getting folks to wear face coverings."

John Wiesman, Secretary of Health



# **AWPHD**





#### Who We Are

Since 1952 The Association of Washington Public Hospital Districts (AWPHD) has been the voice for Public Hospital Districts (PHD) across the State of Washington. We are solely focused on the unique role that PHDs serve in communities.

At AWPHD we understand the special connection of our members to their communities; that have made the choice and investments to keep care local. We strive to support the PHDs at all levels; the publicly elected commissioners, CEOs and staff. Our value is in our ability to advocate, educate and convene all of the above to create a better environment to deliver publicly owned health care.

We are led by a professional, full time staff and an all volunteer Board of Directors.



Rosalinda Kibby Columbia Basin Hospita Board President



Matthew Ellsworth



- **56 Public Hospital Districts**
- 47 Hospitals
  (34 Critical Access)
- 3 Clinics
- 12 Longterm Care
- 22 EMS

206.281.7211 999 3rd Street Suite 1400 Seattle, WA 98104





Offering Date

<u>AWPHD</u> in partnership with <u>WSHA</u> offers a Governance Education program to increase knowledge and understanding of hospital governance in Washington State, and assist CEOs and board leaders in assessing and enhancing board effectiveness.

### **Upcoming Governance Education Webinars**

| Lesson   | Educator     | Offering Type  | Offering Date |
|--|--------------|----------------|---------------|
| Cybersecurity for Boards                         | Sensato      | <u>Webinar</u> | Nov 3         |
| Advocacy for Hospital Governing Boards           | TBD          | Webinar        | Jan 2021      |
| , ,  |              |                |               |
| Open Public Meetings Act, Public Records Act 101 | Oskar Rey    | Webinar        | Jan/Feb 2021  |
|  |              |                |               |
| The 7 Deadly Sins of a Tax-Exempt Hospital       | Kurt Bennion | Webinar        | Mar 2021      |

### **Past Governance Education Webinars**

| Lesson  | Educator                      | Offering Date |  |  |  |  |
|---|-------------------------------|---------------|--|--|--|--|
| The Board's Role in Credentialing   | Taya Briley & Darcy Jaffe     | Jan 17        |  |  |  |  |
| The Board's Role as Ambassadors to the Community  | Mary Kay Clunies-Ross         | April 29      |  |  |  |  |
| The Post-COVID Healthcare Landscape: Implications for Strategy                            | Jeff Goldsmith                | May 14        |  |  |  |  |
| Charity Care  | Zosia Stanley                 | May 26        |  |  |  |  |
| New Board & Commissioner Orientation  | WSHA & AWPHD Staff            | May 28        |  |  |  |  |
| Leadership Skills for Board Chair Succession Planning                                     | Kimberly McNally              | Jun 9         |  |  |  |  |
| Hot Topics in Governance  | Paul Holden & Sandra Johnson  | Jun 17        |  |  |  |  |
| Mental & Emotional Resilience   | Dr. Eve Mecada                | July 15       |  |  |  |  |
| Media During Challenging Times  | Kimberly McNally              | July 28       |  |  |  |  |
| The Board's Role in Ensuring the Effectiveness of the Organization's Response to COVID-19 | Erica Osbourne & Kara Witalis | July 30       |  |  |  |  |
| ACA 501R Regulations: Maintaining Non-Profit Status                                       | Kurt Bennion & Zosia Stanley  | Sept 15       |  |  |  |  |
| Purchasing & Construction Laws for PHDs   | Oskar Rey & Judy Isaac        | Sept 18       |  |  |  |  |
| Community Health Needs Assessments  | Jody Carona                   | Sept 22       |  |  |  |  |
| Harnessing Innovation in the Midst of Uncertainty: Moving Beyond COVID-19                 | Erica Osbourne & Kara Witalis | Sept 30       |  |  |  |  |
| Mergers and Affiliations  | David Maas & Zosia Stanley    | Oct 20        |  |  |  |  |
| The Board's Evolving Role in Quality Oversight & Patient Experience                       | Karma Bass & Brad Clarke      | Oct 26        |  |  |  |  |







# **Questions?** Comments?



# Jefferson Healthcare

Patient Story

Wednesday, October 28, 2020

# COVID-19 at Jefferson Healthcare

### What we feared:

- A tsunami
- Disaster level of care
- Lives lost
- Depletion of PPE
- Overwhelmed public health

### What we experienced:

- A trickle
- Standard level of care
- Lives saved
- Successful stockpile / supply chain
- Unparalleled partnership

# **Our Goals**

### **Evidence-Based Medicine:**

- Identify those who benefit from treatment
  - Remdesivir
  - Dexamethasone
- Use our partners for clinical trials

### **Preserve Our Heart & Soul:**

- Safe care of our staff
- Individualized patient care
  - iPads
  - FaceTime
  - Doxy.me
  - Windowed doors

# Who Are Our Patients

### Those We Keep:

- Surprise COVID
  - 2 patients
  - Alternate diagnoses
- Symptomatic COVID
  - 5 patients
  - Supportive Care

### **Those We Send:**

- Rapid decompensation
  - 2 patients
  - Emergent intubation
- Enroll in Clinical Trials
  - 1 patients
  - Approaching intubation

# **Our Outcomes**

- Short term 0% mortality
  - Comparison: 15-25% in medical literature
- Long-term as of now: unknown



# Income statement

### **2021 BUDGET**

### **Income Statement Summary**

|  |                          | 2017   |                          |        |                          | 2018   |                          |        |                          | 2019      |               |        | 2020                     |        | 2021                    |        | Change                        |
|--|--------------------------|--------|--------------------------|--------|--------------------------|--------|--------------------------|--------|--------------------------|-----------|---------------|--------|--------------------------|--------|-------------------------|--------|-------------------------------|
|  | Actual                   |        | Budget                   |        | Actual                   |        | Budget                   |        | Actual                   |           | Budget        |        | Budget                   |        | Budget                  |        | 2019 actual to<br>2021 budget |
| 01 IP REVENUE                              | (45,304,303)             |        | (40,512,662)             |        | (44,536,959)             |        | (51,909,327)             |        | (45,443,362)             |           | (49,155,911)  |        | (51,151,916)             |        | (50,105,762)            |        | (4,662,400                    |
| D2_OP_REVENUE                              | (163,990,002)            |        | (169,748,507)            |        | (182,829,052)            |        | (186,762,393)            |        | (215,981,528)            |           | (200,065,234) |        | (233,912,846)            |        | (238,429,699)           |        | (22,448,170                   |
| 02_01 NEVEROL                              | (103,330,002)            |        | (103,748,307)            |        | (102,023,032)            |        | (180,702,333)            |        | (213,301,320)            |           | (200,003,234) |        | (233,312,040)            |        | (230,423,033)           |        | (22,440,170                   |
| TOTAL PATIENT REVENUES                     | (209,294,306)            |        | (210,261,169)            |        | (227,366,011)            |        | (238,671,719)            |        | (261,424,890)            |           | (249,221,145) |        | (285,064,762)            |        | (288,535,460)           |        | (27,110,570                   |
| OF DEV DED /MEDICADE                       | 72 102 554               |        | 60 205 245               |        | 74 145 041               |        | 02 200 402               |        | 01 402 106               |           | 85,257,801    |        | 07.422.120               |        | 93,575,027              |        | 2,082,92                      |
| 05_REV DED/MEDICARE<br>06 REV DED/MEDICAID | 72,192,554<br>19,464,977 | -34%   | 69,295,245<br>25,805,335 | -33%   | 74,145,841<br>21,742,354 | -33%   | 83,280,483<br>23,890,272 | -35%   | 91,492,106<br>22,877,091 | -35%      | 24,145,405    | -34%   | 97,432,120<br>26,229,729 | -34%   |                         | -32%   |                               |
| 06_REV DED/MEDICAID<br>07 CHARITY CARE     | 1,437,426                | -9%    | 1,315,219                | -12%   | 21,742,354               | -10%   | 1,471,539                | -10%   | 3,133,646                | -9%       | 24,145,405    | -10%   | 26,229,729               | -9%    | 31,135,658<br>2,743,894 | -11%   | 8,258,56<br>(389,75           |
| 07_CHARITY CARE 08 CONT ADJ OTHER          | 1,437,426                | -1%    | 1,313,219                | -1%    | 18,266,670               | -1%    | 18,353,377               | -1%    | 21,556,076               | -1%       | 18,579,546    | -1%    | 22,237,626               | -1%    | 22,051,527              | -1%    | 495,45                        |
| 08_CONT ADJOTHER<br>09_REV_DED/ADMIN       | 532,961                  | -8%    | 236,906                  | -7%    | 1,583,906                | -8%    | 531,320                  | -8%    | 1,050,540                | -8%<br>0% | 1,108,613     | -7%    | 1,301,612                | -8%    | 1,295,431               | -8%    | 244,89                        |
| 10 BAD DEBTS                               | 2,778,472                | 0%     | 3,119,221                | 0%     | 2,539,973                | -1%    | 3,465,805                | 0%     | 4,156,626                | 0,0       | 3,237,531     | 0%     | 5,208,080                | 0%     | 5,438,517               | 0%     | 1,281,89                      |
| TO_BAD DEBTS                               | 2,770,472                | -1%    | 3,119,221                | -1%    | 2,339,973                | -1%    | 3,403,803                | -1%    | 4,130,020                | -2%       | 3,237,331     | -1%    | 3,208,080                | -2%    | 3,436,317               | -2%    | 1,201,09.                     |
| TOTAL REVENUE ADJUSTMENTS                  | 112,827,308              | -53.9% | 114,504,281              | -54.5% | 120,641,984              | -53.1% | 130,992,796              | -54.9% | 144,266,087              | -55.2%    | 135,179,355   | -54.2% | 155,166,160              | -54.4% | 156,240,054             | -54.1% | 11,973,968                    |
| NET PATIENT SERVICE REVENUE                | (96,466,998)             |        | (95,756,888)             |        | (106,724,027)            |        | (107,678,923)            |        | (117,158,803)            |           | (114,041,790) |        | (129,898,602)            |        | (132,295,406)           |        | (15,136,603                   |
| 11 GRANTS                                  | (18,636)                 |        | (345,830)                |        | (162,400)                |        | (20,000)                 |        | (1,519,643)              |           | (1,303,325)   |        | (709,882)                |        | (684,075)               |        | 835,56                        |
| 12 OTHER REVENUE                           | (1,600,225)              |        | (984,200)                |        | (2,033,863)              |        | (1,491,660)              |        | (1,923,360)              |           | (3,992,346)   |        | (2,888,500)              |        | (2,089,761)             |        | (166,40                       |
| 13 REV/MEANINGFUL USE                      | 139,301                  |        | (40,000)                 |        | (85,000)                 |        | (1,451,000)              |        | (1,323,300)              |           | (40,000)      |        | (2,000,300)              |        | (2,003,701)             |        | (100,40                       |
| 14 340B REVENUE                            | (2,955,147)              |        | (3,064,100)              |        | (3,473,711)              |        | (3,473,800)              |        | (4,000,004)              |           | (3,838,000)   |        | (3,274,600)              |        | (3,700,000)             |        | 300,00                        |
| 14_3400 NEVENOL                            | (2,333,147)              |        | (3,004,100)              |        | (3,473,711)              |        | (3,473,000)              |        | (4,000,004)              |           | (3,030,000)   |        | (3,274,000)              |        | (3,700,000)             |        | 300,00                        |
| TOTAL OTHER REVENUES                       | (4,434,708)              |        | (4,434,130)              |        | (5,754,975)              |        | (4,985,460)              |        | (7,443,006)              |           | (9,173,671)   |        | (6,872,982)              |        | (6,473,836)             |        | 969,16                        |
| TOTAL OPERATING REVENUES                   | (100,901,706)            |        | (100,191,018)            |        | (112,479,002)            |        | (112,664,383)            |        | (124,601,809)            |           | (123,215,461) |        | (136,771,584)            |        | (138,769,242)           |        | (14,167,433                   |

# Income statement cont'd

### **2021 BUDGET**

Income Statement Summary

|                          |              |       |                             | _  |             |       |             | 1     |             |       |             | _      |             |       |             |       |                               |
|--------------------------|--------------|-------|-----------------------------|----|-------------|-------|-------------|-------|-------------|-------|-------------|--------|-------------|-------|-------------|-------|-------------------------------|
|                          |              | 2017  |                             |    | 2018 2019   |       |             | 2020  |             | 2021  |             | Change |             |       |             |       |                               |
|                          | Actual       |       | Budget                      |    | Actual      |       | Budget      |       | Actual      |       | Budget      |        | Budget      |       | Budget      |       | 2019 actual to<br>2021 budget |
|                          |              |       |                             |    |             |       |             |       |             |       |             |        |             |       |             |       |                               |
| 20_SALARIES              | 49,279,446   |       | 49,582,452                  |    | 53,801,634  |       | 56,550,859  |       | 57,874,273  |       | 59,251,519  |        | 65,589,903  |       | 68,254,249  |       | 10,379,976                    |
| 21_EMPLOYEE BENEFITS     | 11,814,074 2 | 24.0% | 12,247,947 <mark>24.</mark> | 7% | 13,499,328  | 25.1% | 14,245,919  | 25.2% | 13,755,361  | 23.8% | 14,823,152  | 25.0%  | 16,897,560  | 25.8% | 17,516,574  | 25.7% | 3,761,213                     |
| 22_PROFESSIONAL FEES     | 5,475,974    |       | 3,420,100                   |    | 4,937,240   |       | 4,515,736   |       | 5,499,428   |       | 4,159,300   |        | 2,293,360   |       | 1,570,012   |       | (3,929,416)                   |
| 23_PURCHASED SERVICES    | 6,004,178    |       | 6,357,990                   |    | 6,200,407   |       | 6,879,616   |       | 7,617,053   |       | 8,016,924   |        | 8,449,155   |       | 8,254,618   |       | 637,565                       |
| 24_SUPPLIES              | 15,499,518   |       | 14,275,245                  |    | 18,385,707  |       | 16,705,575  |       | 23,368,234  |       | 21,381,838  |        | 24,922,370  |       | 25,759,686  |       | 2,391,452                     |
| 25_INSURANCE             | 608,885      |       | 680,000                     |    | 740,154     |       | 675,800     |       | 697,227     |       | 640,829     |        | 691,450     |       | 1,005,813   |       | 308,586                       |
| 26_LEASES/RENTALS        | 1,403,952    |       | 1,739,450                   |    | 1,547,348   |       | 1,451,384   |       | 1,631,572   |       | 1,872,664   |        | 182,534     |       | 421,252     |       | (1,210,320)                   |
| 27_Depr                  | 4,438,693    |       | 3,684,215                   |    | 4,703,576   |       | 4,673,247   |       | 4,743,345   |       | 4,919,190   |        | 6,487,844   |       | 6,325,001   |       | 1,581,656                     |
| 28_REP&MAINT             | 546,341      |       | 909,300                     |    | 634,624     |       | 957,812     |       | 677,875     |       | 1,150,430   |        | 1,271,303   |       | 1,215,815   |       | 537,940                       |
| 29_UTILITIES             | 1,020,177    |       | 919,889                     |    | 1,148,119   |       | 1,035,105   |       | 1,177,149   |       | 1,261,060   |        | 1,249,286   |       | 1,160,179   |       | (16,970)                      |
| 30_LICENSES/TAXES        | 662,546      |       | 548,264                     |    | 641,424     |       | 608,331     |       | 741,428     |       | 654,849     |        | 667,675     |       | 754,189     |       | 12,761                        |
| 31_OTHER                 | 1,632,255    |       | 2,058,484                   |    | 1,873,659   |       | 2,327,333   |       | 2,444,340   |       | 2,435,636   |        | 2,685,003   |       | 2,359,276   |       | (85,064)                      |
| TOTAL OPERATING EXPENSES | 98,386,039   |       | 96,423,336                  |    | 108,113,219 |       | 110,626,717 |       | 120,227,285 |       | 120,567,390 |        | 131,387,443 |       | 134,596,664 |       | 14,369,379                    |
| OPERATING (INCOME) LOSS  | (2,515,667)  |       | (3,767,682)                 |    | (4,365,782) |       | (2,037,666) |       | (4,374,524) |       | (2,648,071) |        | (5,384,141) |       | (4,172,578) |       | 201,946                       |

### Income statement cont'd

CHANGE IN NET POSITION: (POSITIVE)/NEGATIVE

(2,629,348)

(3,252,879)

(4,358,791)

#### **2021 BUDGET Income Statement Summary** 2017 2019 2021 2018 2020 Change 2019 actual to Actual Budget Actual Budget Actual **Budget** Budget Budget 2021 budget 40\_TAX M&O (209,528)(202,000)(265,881) (272,000)(243,964)(253,500) (268,600)(280,200)(36,236)41 TAX DEBT (224,177)(223,750)(195,318) (195,000)(228, 232)(228,100) (222,400)(219,800)8,432 41.1 TAX REFUNDS 42 INVESTMENT INCOME (150,092)(77,500) (416,446) (162,500)(527,668)(331,800)(331,800)(332,000)195,668 43 INTEREST EXPENSE 800,949 1,008,053 1,033,105 1,153,322 988,333 997,181 1,106,483 1,055,388 67,056 (2,922)44 GAIN/LOSS ON SALE 30,218 61,507 (61,507)45 CONTRIBUTIONS (371,049)(145,545)(172,000)(206,083)(259,000)(200,000)(217,500)(11,417)(140,000)46 EXTRAORDINARY 47 BOND ISSUE COSTS 10,000 150,000 TOTAL NONOPERATING (REVENUES) EXPENSES (113,681)514,803 6,992 351,822 (156,107)(75,219)83,683 5,888 161,996

(1,685,844)

(4,530,631)

(2,723,290)

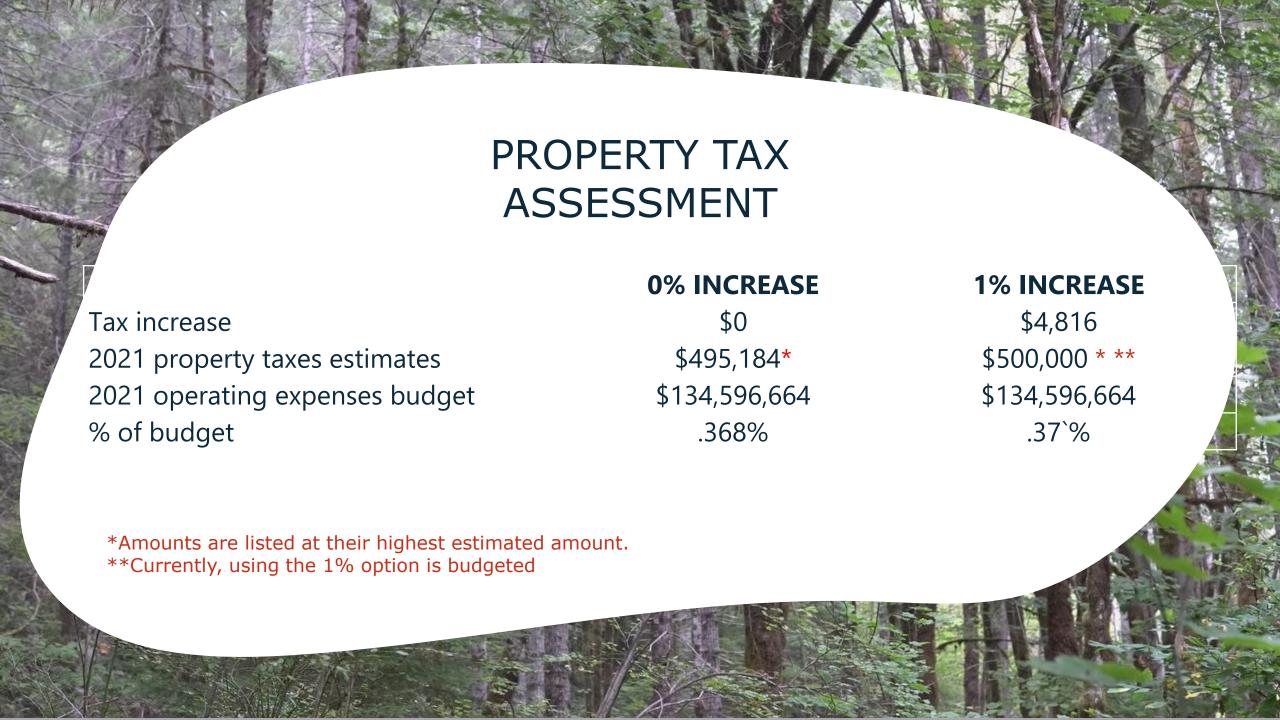
(5,300,458)

(4,166,690)

363,942

# Key performance measures

|  |           |           |           | 2021 BUDGET           |           |           |           |           |                            |
|--|-----------|-----------|-----------|-----------------------|-----------|-----------|-----------|-----------|----------------------------|
|  |           |           | inc       | ome statement summary |           |           |           |           |                            |
|  | 201       | 7         | -         | 2018                  |           | 2019      | 2020      | 2021      | Change                     |
|  | Actual    | Budget    | Actual    | Budget                | Actual    | Budget    | Budget    | Budget    | 2019 actual to 2021 budget |
| Operating Margin                                   | 2.49%     | 3.76%     | 3.88%     | 1.81%                 | 3.51%     | 2.15%     | 3.94%     | 3.01%     | -0.50%                     |
| Total margin                                       | 2.61%     | 3.25%     | 3.88%     | 1.50%                 | 3.64%     | 2.21%     | 3.88%     | 3.00%     | -0.63%                     |
| Salaries & Benefits as a % of net pt. service rev. | 63.33%    | 64.57%    | 63.06%    | 65.75%                | 61.14%    | 64.95%    | 63.50%    | 64.83%    | 3.69%                      |
| Salaries & Benefits as a % of total revenue        | 60.55%    | 61.71%    | 59.83%    | 62.84%                | 57.49%    | 60.12%    | 60.31%    | 61.81%    | 4.32%                      |
| Salaries & Benefits as a % of total expenses       | 62.10%    | 64.12%    | 62.25%    | 64.00%                | 59.58%    | 61.44%    | 62.78%    | 63.72%    | 4.15%                      |
| 51_Adj PATIENT DAYS                                | 23,906.41 | 25,550.00 | 23,535.94 | 25,566.90             | 25,530.00 | 26,741.06 | 29,416.20 | 27,835    | 2,305                      |
| Gross Patient Revenue / Adj Patient Day            | 8,754.74  | 8,229.40  | 9,660.38  | 9,335.18              | 10,239.91 | 9,319.79  | 9,690.74  | 10,366.06 | 126.15                     |
| Net Patient Service Revenue / Adj Patient Day      | 4,035.19  | 3,747.82  | 4,534.51  | 4,211.65              | 4,589.06  | 4,264.67  | 4,415.89  | 4,752.91  | 163.84                     |
| Wages & Benefits / Adj Pt. Day                     | 2,555.53  | 2,419.98  | 2,859.50  | 2,769.08              | 2,805.70  | 2,770.07  | 2,804.15  | 3,081.44  | 275.74                     |
| Total Operating Expense / Adj. Pt. Day             | 4,115.47  | 3,773.91  | 4,593.54  | 4,326.95              | 4,709.26  | 4,508.70  | 4,466.50  | 4,835.58  | 126.33                     |
| Total Oper. Exp. / Net Pt. Rev                     | 97.51%    | 96.24%    | 96.12%    | 98.19%                | 96.49%    | 97.85%    | 96.06%    | 96.99%    | 0.50%                      |
| Labor Hours / Adj Patient Day                      | 44.55     | 41.05     | 47.85     | 47.39                 | 46.63     | 47.90     | 44.21     | 48.24     | 1.61                       |
| Total Oper. Expense (excl. Depr) / Adj Pt Day      | 3,929.80  | 3,629.71  | 4,393.69  | 4,144.17              | 4,523.46  | 4,324.74  | 4,245.95  | 4,608.35  | 84.89                      |
| Labor Hours (excludes providers)                   | 1,064,959 | 1,048,847 | 1,126,311 | 1,211,588             | 1,190,489 | 1,280,821 | 1,300,425 | 1,342,864 | 152,374                    |



# CAPITAL BUDGET: Prioritize into 2021

| Request Type                               | <b>▼</b> Department         | Title of Request     | Q1 |        | Q2 |        | Q3 |        | Q4 |        | Gr | and Total |
|--|-----------------------------|----------------------|----|--------|----|--------|----|--------|----|--------|----|-----------|
| <b>■</b> Equipment (Routine Replacement)   | <b>■ CT</b>                 | CT Injector          |    |        |    |        | \$ | 39,731 |    |        | \$ | 39,731    |
|  | <b>■</b> Dental             | Gendex Sensor        | \$ | 15,951 |    |        |    |        |    |        | \$ | 15,951    |
|  | <b>■</b> Dietary            | Steamer              | \$ | 10,325 |    |        |    |        |    |        | \$ | 10,325    |
|  | ■ED                         | Copier               |    |        | \$ | 8,042  |    |        |    |        | \$ | 8,042     |
|  | <b>■</b> Lab                | Microscope           | \$ | 9,402  |    |        |    |        |    |        | \$ | 9,402     |
|  | <b>■ Patient Accounts</b>   | Copier               |    |        | \$ | 8,042  |    |        |    |        | \$ | 8,042     |
|  | <b>■</b> Rehab              | Upper Body Ergometer | \$ | 5,112  |    |        |    |        |    |        | \$ | 5,112     |
|  | <b>■</b> Surgery            | System 1 Endo        |    |        |    |        | \$ | 23,760 |    |        | \$ | 23,760    |
|  | <b>■ Watership Clinic</b>   | Exam Table x4        |    |        |    |        |    |        | \$ | 22,968 | \$ | 22,968    |
|  | <b>■ EVS</b>                | Copier               |    |        | \$ | 10,008 |    |        |    |        | \$ | 10,008    |
| <b>Equipment (Routine Replacement) Tot</b> | al                          |                      | \$ | 40,790 | \$ | 26,093 | \$ | 63,491 | \$ | 22,968 | \$ | 153,342   |
| <b>■</b> Equipment (New)                   | <b>■</b> Biomed             | Fluke Prosim8        |    |        | \$ | 14,666 |    |        |    |        | \$ | 14,666    |
|  |                             | U-Arm Standing Foot  |    |        |    |        |    |        |    |        |    |           |
|  | ■ DI                        | Platform             | \$ | 6,000  |    |        |    |        |    |        | \$ | 6,000     |
|  | <b>■ Sterile Processing</b> | Prep & Pack Table    | \$ | 8,453  |    |        |    |        |    |        | \$ | 8,453     |
|  | <b>■</b> Surgery            | Savi Scout           |    |        |    |        |    |        | \$ | 78,044 | \$ | 78,044    |
|  |                             | Surgical Table       | \$ | 16,873 |    |        |    |        |    |        | \$ | 16,873    |
|  | ■ Med Staff                 | QA Software POCUS    |    |        | \$ | 11,000 |    |        |    |        | \$ | 11,000    |
| Equipment (New) Total                      |                             |                      |    |        | \$ | 25,666 |    |        | \$ | 78,044 | \$ | 135,036   |

# CAPITAL BUDGET: Prioritize into 2021

| Request Type                         | Department                   | Title of Request        | Q1 |         | Q2 |         | Q3 |         | Q4 |         | Gr | and Total |
|--------------------------------------|------------------------------|-------------------------|----|---------|----|---------|----|---------|----|---------|----|-----------|
|                                      |                              |                         |    |         |    |         |    |         |    |         |    |           |
| <b>■</b> Construction Project        | <b>■ CT</b>                  | Overhead Lift Expansion | \$ | 15,417  |    |         |    |         |    |         | \$ | 15,417    |
|                                      |                              | Master Site Plan *not   |    |         |    |         |    |         |    |         |    |           |
|                                      | <b>■</b> Facilities          | depreciated             |    |         |    |         |    |         | \$ | 300,000 | \$ | 300,000   |
| <b>Construction Project Total</b>    | uction Project Total         |                         |    |         |    |         |    |         | \$ | 300,000 | \$ | 315,417   |
|                                      |                              | Reception Area          |    |         |    |         |    |         |    |         |    |           |
| <b>■</b> Specialized Furniture       | <b>■</b> Rehab               | *operating              |    |         |    |         | \$ | 125,000 |    |         | \$ | 125,000   |
| Specialized Furniture Total          |                              |                         |    |         |    |         | \$ | 125,000 |    |         | \$ | 125,000   |
| <b>■</b> Software (New or Upgrade)   | ■DI                          | PACS                    |    |         | \$ | 96,000  |    |         |    |         | \$ | 96,000    |
| Software (New or Upgrade) Total      |                              |                         |    |         | \$ | 96,000  |    |         |    |         | \$ | 96,000    |
|                                      |                              | Hyperconverged VM       |    |         |    |         |    |         |    |         |    |           |
| <b>■ Technology (New or Upgrade)</b> | ∃IT                          | Environment             |    |         | \$ | 77,361  |    |         |    |         | \$ | 77,361    |
|                                      |                              | Temperature Kiosk       | \$ | 40,000  |    |         |    |         |    |         | \$ | 40,000    |
|                                      |                              | Patient Communication   |    |         |    |         |    |         |    |         |    |           |
|                                      | <b>■ Medical Group Admin</b> | *operating              |    |         |    |         | \$ | 48,527  |    |         | \$ | 48,527    |
| Technology (New or Upgrade) Total    |                              |                         | \$ | 40,000  | \$ | 77,361  | \$ | 48,527  |    |         | \$ | 165,887   |
| Grand Total                          |                              |                         | \$ | 127,532 | \$ | 225,119 | \$ | 237,018 | \$ | 401,012 | \$ | 990,682   |

#### CAPITAL BUDGET: Contingent purchases for 2021

| Request Type                                 | <ul><li>Department</li></ul>          | <b>▼</b> Title of Request           | -  | Cost    |  |
|--|---------------------------------------|-------------------------------------|----|---------|--|
| <b>■ Equipment (Routine Replacement)</b>     | <b>■ MRI</b>                          | MRI Injector                        | \$ | 42,030  |  |
| <b>Equipment (Routine Replacement) Total</b> | Equipment (Routine Replacement) Total |                                     |    |         |  |
| <b>■</b> Equipment (New)                     | <b>■</b> Pharmacy                     | IV Pump Integration *operating      | \$ | 206,882 |  |
|  | <b>■</b> Surgery                      | NAVIO Upgrade                       | \$ | 189,638 |  |
| Equipment (New) Total                        |                                       |                                     | \$ | 396,520 |  |
| <b>■</b> Software (New or Upgrade)           | ■IT                                   | Impravata Single Sign On *operating | \$ | 331,355 |  |
|  | <b>■</b> Infor                        | Smart Recon                         | \$ | 20,000  |  |
| Software (New or Upgrade) Total              |                                       |                                     | \$ | 351,355 |  |
| Grand Total                                  |                                       |                                     | \$ | 789,906 |  |



# Jefferson Healthcare

September 2020 Finance Report

October 28, 2020

Hilary Whittington, CAO/CFO

#### Education

#### Medicare Advanced Payments (loan)

- 1. Overview of payment
- 2. Update: repayment timeline

#### Education

#### Interim Cost Report

- 1. Expected receivable
- 2. Impact to rates
- 3. Looking ahead to next year... and the year after

### September 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                        |

|                               |        | SEPTEME |               | SEPTEME    | BER 2019   |           |            |            |            |
|-------------------------------|--------|---------|---------------|------------|------------|-----------|------------|------------|------------|
| MO ACTUAL MO BUDGET% VARIANCE |        |         | YTD<br>ACTUAL | YTD BUDGET | % VARIANCE | MO ACTUAL | % VARIANCE | YTD ACTUAL | % VARIANCE |
| 620                           | 625    | 1%      | 601           | 625        | 4%         | 578       | -7%        | 570        | -5%        |
| 1,918                         | 2,418  | -21%    | 16,334        | 22,082     | -26%       | 1,765     | 9%         | 19,576     | -17%       |
| 58                            | 81     | -28%    | 521           | 744        | -30%       | 51        | 14%        | 650        | -25%       |
| 274                           | 336    | -18%    | 2,237         | 3,068      | -27%       | 300       | -9%        | 2,890      | -29%       |
| 353                           | 446    | -21%    | 2,898         | 4,075      | -29%       | 356       | -1%        | 3,678      | -27%       |
| 103                           | 114    | -10%    | 911           | 1,042      | -13%       | 106       | -3%        | 963        | -6%        |
| 73                            | 71     | 3%      | 501           | 645        | -22%       | 64        | 14%        | 614        | -23%       |
| 21,997                        | 19,170 | 15%     | 162,205       | 175,084    | -7%        | 17,893    | 23%        | 166,302    | -3%        |
| 2,834                         | 3,004  | -6%     | 23,604        | 27,434     | -14%       | 2,825     | 0%         | 25,660     | -9%        |
| 20,242                        | 21,772 | -7%     | 165,533       | 198,848    | -17%       | 21,416    | -5%        | 197,709    | -19%       |
| 2,247                         | 3,835  | -41%    | 21,779        | 35,025     | -38%       | 3,417     | -34%       | 32,341     | -48%       |
| 8,679                         | 8,895  | -2%     | 67,378        | 81,242     | -17%       | 7,383     | 18%        | 77,467     | -15%       |
| 965                           | 1,061  | -9%     | 8,135         | 9,688      | -16%       | 1,036     | -7%        | 9,572      | -18%       |
| 358                           | 329    | 9%      | 2,289         | 3,003      | -24%       | 252       | 42%        | 769        | 66%        |
| 5,777                         | 6,395  | -10%    | 45,997        | 58,407     | -21%       | 5,552     | 4%         | 52,794     | -15%       |
| 3,506                         | 3,448  | 2%      | 26,692        | 31,502     | -15%       | 3,037     | 15%        | 26,421     | 1%         |

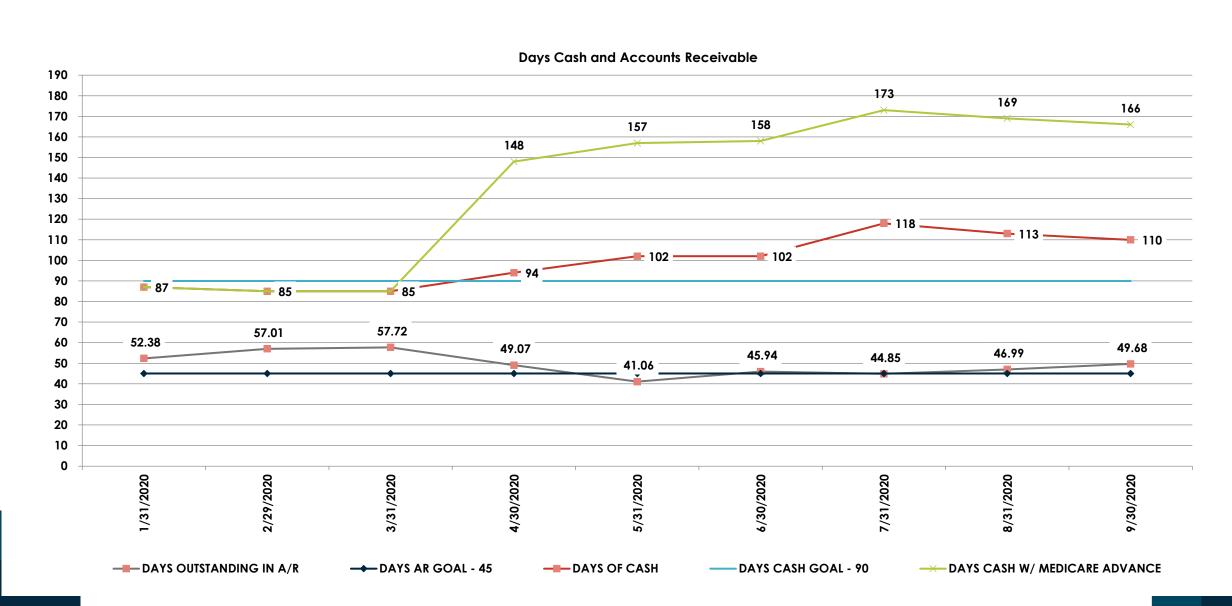
#### September 2020

#### Income Statement Summary

|  | September<br>2020 Actual | September 2020<br>Budget | Variance<br>Favorable/<br>(Unfavorable) | %            | September<br>2020 YTD | September<br>2020 Budget<br>YTD | Variance<br>Favorable/<br>(Unfavorable) | %           | September<br>2019 YTD |
|--|--------------------------|--------------------------|---|--------------|-----------------------|---------------------------------|---|-------------|-----------------------|
| Operating Revenue                            |                          |                          |   |              |                       |                                 |   |             |                       |
| <b>Gross Patient Service Revenue</b>         | 23,514,394               | 23,365,960               | 148,433                                 | 1%           | 186,309,278           | 213,409,030                     | (27,099,752)                            | -13%        | 192,623,706           |
| Revenue Adjustments                          | 9,656,891                | 12,492,553               | 2,835,661                               | 23%          | 100,312,348           | 114,098,608                     | 13,786,259                              | 12%         | 104,117,133           |
| Charity Care Adjustments                     | 715,922                  | 225,983                  | (489,939)                               | -217%        | 2,551,940             | 2,063,978                       | (487,962)                               | -24%        | 2,198,175             |
| Net Patient Service Revenue                  | 13,141,580               | 10,647,425               | 2,494,155                               | 23%          | 83,444,989            | 97,246,445                      | (13,801,455)                            | -14%        | 86,308,397            |
| Other Revenue                                | 655,004                  | 563,359                  | 91,645                                  | 16%          | 12,056,574            | 5,145,345                       | 6,911,230                               | 134%        | 5,982,295             |
| Total Operating Revenue                      | 13,796,584               | 11,210,784               | 2,585,800                               | 23%          | 95,501,564            | 102,391,789                     | (6,890,226)                             | -7%         | 92,290,692            |
| Operating Expenses                           | 5 220 838                | 5 276 221                | 146 383                                 | <b>3</b> 0/. | <i>4</i> 7 776 020    | 40 402 700                      | 1 326 770                               | <b>3</b> 0/ | 12 573 176            |
| Salaries And Wages                           | 5,229,838                | 5,376,221                | 146,383                                 | 3%           | 47,776,029            | 49,102,799                      | 1,326,770                               | 3%          | 42,573,176            |
| Employee Benefits                            | 1,206,016                | 1,385,046                | 179,029                                 | 13%          | 10,985,737            | 12,650,079                      | 1,664,342                               | 13%         | 10,630,519            |
| Other Expenses                               | 4,473,630                | 4,008,195                | (465,435)                               | -12%         | 35,272,132            | 36,608,163                      | 1,336,031                               | 4%          | 34,749,295            |
| Total Operating Expenses                     | 10,909,485               | 10,769,461               | (140,023)                               | -1%          | 94,033,898            | 98,361,041                      | 4,327,143                               | 4%          | 87,952,990            |
| Operating Income (Loss)                      | 2,887,099                | 441,322                  | 2,445,777                               | 554%         | 1,467,665             | 4,030,748                       | (2,563,083)                             | -64%        | 4,337,702             |
| Total Non Operating Revenues (Expenses)      | (100,672)                | (7,230)                  | (93,442)                                | -1292%       | (75,769)              | (66,036)                        | (9,734)                                 | -15%        | 184,980               |
| Change in Net Position (Loss)                | 2,786,427                | 434,092                  | 2,352,335                               | 542%         | 1,391,896             | 3,964,712                       | (2,572,817)                             | -65%        | 4,522,681             |
|  |                          |                          |   |              |                       |                                 |   |             |                       |
| Operating Margin                             | 20.9%                    | 3.9%                     | 17.0%                                   | 431.6%       | 1.5%                  | 3.9%                            | -2.40%                                  | -61.0%      | 4.7%                  |
| Total margin                                 | 20.2%                    | 3.9%                     | 16.3%                                   | 421.6%       | 1.5%                  | 3.9%                            | -2.41%                                  | -62.4%      | 4.9%                  |
| Salaries & Benefits as a % of net pt svc rev | -49.0%                   | -63.5%                   | 14.5%                                   | 22.9%        | -70.4%                | -63.5%                          | -6.92%                                  | -10.9%      | -61.6%                |

#### September 2020

Cash and Accounts Receivable



#### September 2020

#### Board Financial Report

| Dept# | Department  | Rev/Exp   | Account | Account Description            | Sep Actual | Sep Budget | Sep Variance | 2020 to Date<br>Actual | 2020 to Date<br>Budget | 2020 to Date<br>Variance |
|-------|-------------|-----------|---------|--------------------------------|------------|------------|--------------|------------------------|------------------------|--------------------------|
| 8612  | BOARD       | Ехр       | 600010  | MANAGEMENT & SUPERVISION WAGES | 7,585.00   | 5,036.00   | (2,549.00)   | 41,220.00              | 45,996.00              | 4,776.00                 |
|       |             |           | 601100  | BENEFITS FICA                  | 460.00     | 312.00     | (148.00)     | 3,031.00               | 2,852.00               | (179.00)                 |
|       |             |           | 601150  | BENEFITS WA F&MLA              | 9.00       | -          | (9.00)       | 58.00                  | -                      | (58.00)                  |
|       |             |           | 601400  | BENEFITS MEDICAL INS-UNION     | 4,880.00   | 4,133.00   | (747.00)     | 43,882.00              | 37,750.00              | (6,132.00)               |
|       |             |           | 601600  | BENEFITS RETIREMENT            | -          | 252.00     | 252.00       | -                      | 2,300.00               | 2,300.00                 |
|       |             |           | 601900  | BENEFITS EMPLOYEE ASSISTANCE   | -          | 9.00       | 9.00         | -                      | 84.00                  | 84.00                    |
|       |             |           | 602300  | CONSULT MNGMT FEE              | -          | 2,049.00   | 2,049.00     | -                      | 18,716.00              | 18,716.00                |
|       |             |           | 602500  | AUDIT FEES                     | -          | 3,443.00   | 3,443.00     | 30,900.00              | 31,443.00              | 543.00                   |
|       |             |           | 604200  | CATERING                       | -          | 121.00     | 121.00       | 105.00                 | 1,106.00               | 1,001.00                 |
|       |             |           | 604500  | OFFICE SUPPLIES                | -          | 24.00      | 24.00        | -                      | 221.00                 | 221.00                   |
|       |             |           | 604850  | COMPUTER EQUIPMENT             | -          | 81.00      | 81.00        | -                      | 737.00                 | 737.00                   |
|       |             |           | 606500  | OTHER PURCHASED SERVICES       | -          | 807.00     | 807.00       | (27.00)                | 7,374.00               | 7,401.00                 |
|       |             |           | 609400  | TRAVEL/MEETINGS/TRAINING       | -          | 1,615.00   | 1,615.00     | 5,578.00               | 14,748.00              | 9,170.00                 |
|       |             | Exp Total |         |                                | 12,934.00  | 17,882.00  | 4,948.00     | 124,747.00             | 163,327.00             | 38,580.00                |
|       | BOARD Total |           |         |                                | 12,934.00  | 17,882.00  | 4,948.00     | 124,747.00             | 163,327.00             | 38,580.00                |

#### October 2020

Preview — (\*as of 0:00 10/28/20)

#### • \$22,713,163 in Projected HB charges

Average: \$740,571/day (HB only)

• Budget: \$760,420/day

• 94% of Budget

#### • \$10,197,983 in HB cash collections

• Average: \$307,915/day (HB only)

• Goal: \$335,524/day

#### • 43.7 Days in A/R

Questions

# Jefferson Healthcare

Patient Safety and Quality Report

Presented by Brandie Manuel, Chief Patient Safety and Quality Officer October 28, 2020

#### Agenda

Patient Safety and Quality Overview

Quality Highlight: Influenza Vaccines

Service: In the Words of our Patients

**Current Projects** 

#### Patient Safety & Quality Overview

#### Goal: Provide the Highest Quality, Safest care in the Region

#### Strategies:

- Maintain zero preventable patient harm events
- > Achieve excellent clinical outcomes
- ➤ Align Care with patient goals
- ➤ Enhance Jefferson Healthcare's Culture of Safety



- Zero preventable harm cases reported
  - One medication reaction event with *temporary* harm
- Excellent Clinical Outcomes (Q2 2020):
  - Q2 Composite Stroke: 97.5%
  - Q2 Acute Myocardial Infarction/Chest Pain: 100%
  - Q2 Follow up interval for normal colonoscopy: 100%
- Opportunity\* Patient Flow (Q2 2020):
  - Patient Throughput (ED)
    - Arrival to departure: 165.5 min (goal <120 min)</li>
    - Arrival to departure (d/c home): 143 min (goal 110 min)
      - Time to Departure (psychiatric): 399.5 min (benchmark 27 min)
      - Time to ED Departure (Transfers): 310 min (benchmark 191 min)
- Patient Experience (Q2 2020 except CGCAHPS):

• CGCAHPS: 82.2%

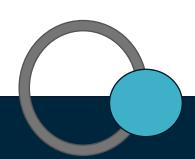
• Emergency: 83.1%

• HCAHPS: 80.3%

• HHCAHPS: 87.5%

• OP Rehab: 81.7%

• OP Testing: 83.8%







#### Quality Highlight:

Keeping our Community Safe: Influenza Vaccines

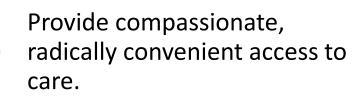


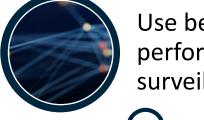
**Goal:** Support a healthier community for Jefferson County



#### Mattern's Rule of Medicine:

Control what you can control. Distance, wear a mask, practice effective hand hygiene, and get your flu shot.





Use best evidence and analyze performance. Measurement, surveillance, and feedback

#### Drive Through Influenza Vaccines Core Value Highlight: **TEAMWORK!**





Construction and Facilities

Information Technology

**Primary Care** 

Pharmacy

Materials Management Clinical Informatics

Revenue Cycle

Data and Analytics

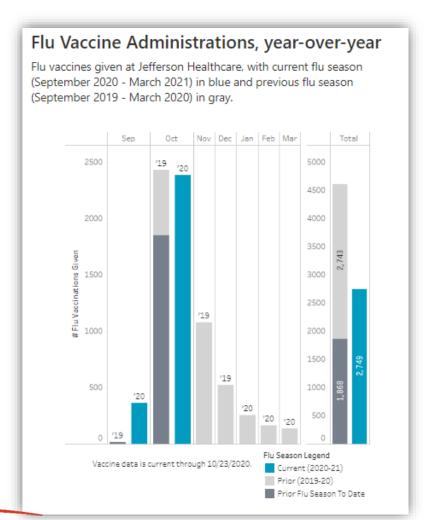
Marketing and Communications

Provider Leadership Operational Leadership

"I am most proud of having the vision turn into a reality and the effort of all the support areas to make it happen. It has been a huge success for flu vaccine, and now we know we can do large quantities of vaccines for the future if we were to get a COVID vaccine." Jake Davidson, Executive Director, Clinic Operations

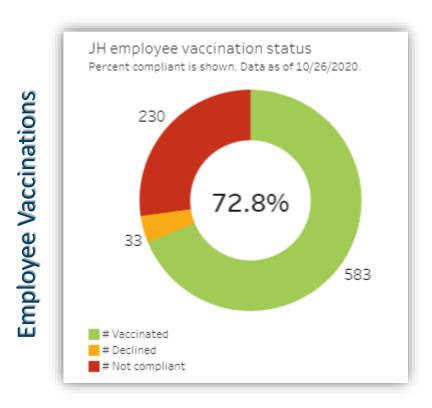
#### Measuring effectiveness.

# **Total Vaccines Administered over Time**



To date we have had 1,114 appointments for vaccines at our drive thru immunization clinic.

With a max day of 87 patients.



Employees: Keeping our patients – and each other – SAFE from Influenza

Healthcare

**Jefferson** 

#### Patient Perspective: In the Words of Our Patients...

- The best care I could imagine, and this was not the first time I stayed at Jefferson Hospital. Excellent doctors, excellent treatment, very knowledgeable and nice and friendly nurses. I will recommend this at any time.
- Except for Covid-19 rules no problems
- When I moved here 32 yrs ago I was leery of hospital & ER. And always went to Port Angeles. However, now the ER, hospital, staff I would not hesitate to go to Port Townsend ER. Dr's & nurses were wonderful & always inquired how I was doing. It is a great place now.
- There is an atmosphere of calm and competence at this hospital that is reassuring. Everyone worked together in a friendly, congenial, yet patient - centered way. I was clearly the focus of their attention and it made me feel safe.
- My doctor ordered a bone density test I did not get a call from the appropriate dept to schedule (it's been a month!)



Jefferson Healthcare has improved so much over my 19 years in Jefferson County! Keep up the great work!

#### **Current Projects**







Performance Improvement: Reducing the time to CT for stroke patients

Surgical Safety: Informed Consent,

Specimen labeling

Internal Audit: Workplace Violence

Prevention

Health Equity: IHI Pursuing Equity

Medical Staff Leadership ('Greeley')



#### Quality

Ongoing: Merit-based Incentive Payment System (MIPS) Reporting, Core Measures, Patient Engagement

Clinical Quality Teams: Stroke, Restraints, Medication Safety, Fall Prevention

Cancer Committee Study of Quality: Cervical

Cancer Screening compliance

Congratulations on the CoC Re-Accreditation!!

Accreditation Coordination and Management (2020 new DNV Standards published!)





#### **Medication Safety**

AHRQ and Johns Hopkins University – Ambulatory Antimicrobial Stewardship

Bar Code Medication Administration expansion in the Medical Group

**Medication Safety Team** 

Data Analysis, Event Investigation Training and leader engagement



#### Questions?



In other news...

Every 40 seconds, someone in America has a stroke or heart attack

This year has reinforced a powerful lesson: In times of crisis, it's important to have access and confidence in your hospital. Hospitals are the safest place during any medical emergency, and fast care is often the key to survival. Every year, the American Heart Association recognizes hospitals that demonstrate commitment to following treatment guidelines. This is part of ensuring that all Americans have access to highquality, safe, evidence-based care - care that saves lives and improves patient outcomes. Read more about the recognition categories and find a participating hospital near you.



#### US News 2020 Report

Port Townsend Jefferson Healthcare









## Jefferson Healthcare

Administrative Report

October 28, 2020

Mike Glenn, CEO

9,445

9,368

77

.8%

3 positive (1 occupational transmission & 2

community transmission)

270 negatives

|       | COVID-19 Response Update Testing |
|-------|----------------------------------|
| Tests |                                  |

**Total Tested** 

**Negatives** 

**Positives** 

Percentage Positive

**Employee Tests** 

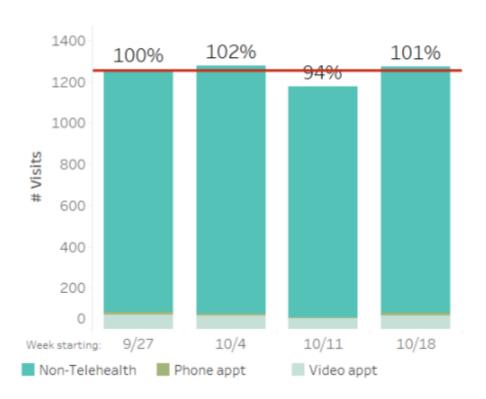
#### **COVID-19 Response Update PPE**

| Location                       | Procedure<br>Masks | N 95   | Gowns  | Eye Protection | PAPR Hood | CAPR Helmet |
|--------------------------------|--------------------|--------|--------|----------------|-----------|-------------|
| JH<br>Department<br>Inventory  | 10,124             | 1,289  | 1,494  | 879            | 36        | 12          |
| JH General<br>Stores           | 106,325            | 18,848 | 16,740 | 1,040          | 0         | 0           |
| State<br>Allocation            | 0                  | 0      | 5,900  | 0              | 0         | 0           |
| JH Donations                   | 4,067              | 0      | 0      | 0              | 0         | 0           |
| JH COVID<br>SURGE<br>STOCKPILE | 30,400             | 4,660  | 9,000  | 500            | 0         | 0           |
| Total                          | 150,916            | 24,797 | 33,134 | 2,419          | 36        | 12          |

#### Jefferson Healthcare Operations Update

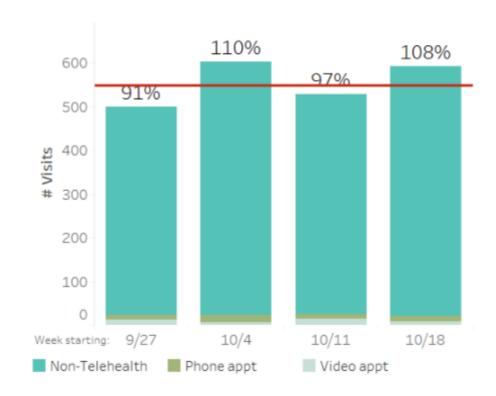
#### Primary Care variance to target visits

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.



#### Specialty clinic variance to target visits

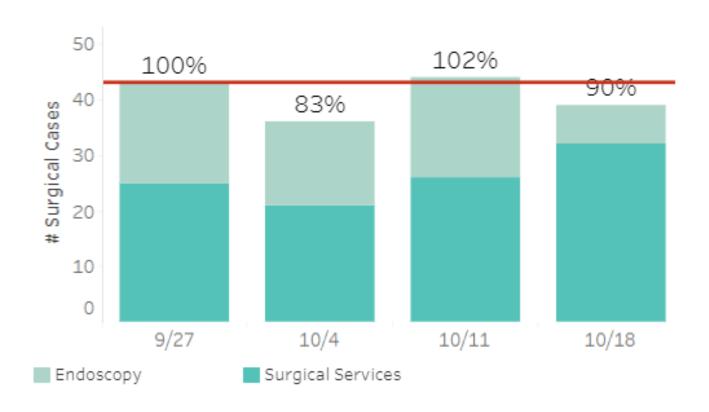
Visit volumes in Medical Group's specialty clinics. Red line indicates weekly visit target based on annual targets. The % labels are the variances of actual to target visits.



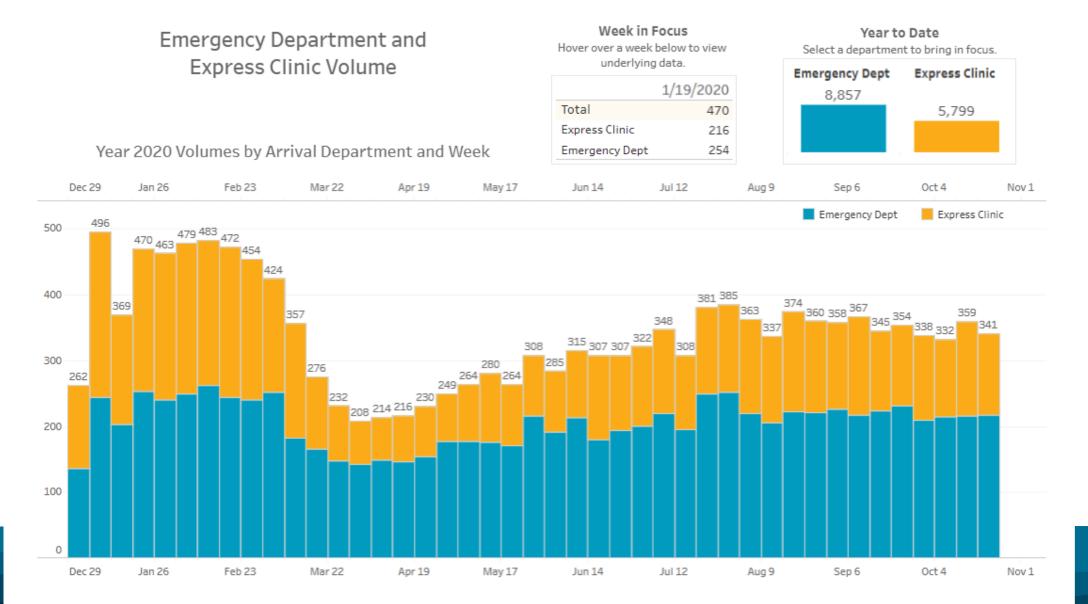
#### Jefferson Healthcare Operations Update

#### 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



#### **IHI Pursing Equity Task Force Members**

Mike Glenn, Senior Sponsor

Dunia Faulx, Team Lead

Tina Herschelman, Team Manager

Jackie Levin, Patient & Community Member

Adam York, Data & Measurement Lead

Brandie Manuel, Quality Improvement Lead

Dr. Joe Mattern III, Clinical Lead

Caitlin Harrison

Dr. Molly Parker

**Chris Harris** 

Dr. Kees Kolff

#### **IHI Pursing Equity**

• October 15-16: IHI Pursuing Equity Learning & Action

Network Virtual Workshop 1

• October 27: IHI Pursing Equity All Team Call #1

October 30: IHI Pursing Equity Groundwater Training

#### Be Well, Together Initiative

#### **Ensure Access to Childcare**

- Agreements with YMCA, Cedarbrook and Dragonfly Childcare Centers
- 20 Jefferson Healthcare kiddos benefiting from subsidy program
- Subsidy amounts from 5%-70%
- YMCA to offer childcare services in Chimacum beginning in November

#### Be off when you're off

- Establish a tone of weekend "courtesy quiet hours" where we as an organization are mindful sending emails. The same sentiment would apply to late night emails, when possible.
- Develop a pod system for shared leadership coverage while away
- Enhancing our time management tool kits
- Tools to standardize how we take PTO
- Be clear about organizational and departmental priorities

# Be focused on what's most important Jefferson Healthcare "Bakers Dozen" priorities

| <ul><li>Be Well. Together.</li><li>Keep Everyone Well</li></ul>  | Incident Command Center and COVID-19 Readiness   | <ul> <li>Key Position         Recruitment         Fill Important         Positions     </li> </ul> | Provider Documentation     Optimization Tools and     Workplan                   |
|--|--|--|--|
| <ul> <li>Employee Engagement:         <ul> <li>Survey Results</li> <li>Performance Reviews</li> </ul> </li> <li>Performance         <ul> <li>Management</li> </ul> </li> </ul> | <ul> <li>Health and Racial Equity Work</li> <li>IHI Pursing Equality Action</li> <li>Initiative</li> </ul> | Manage to Changing<br>Volumes  | <ul> <li>Medical Staff Leadership</li> <li>Develop New</li> <li>Model</li> </ul> |
| <ul> <li>Accreditation Management</li> <li>Maintain</li> <li>Accreditations</li> </ul>   | <ul> <li>2021 Financial Recovery Plan</li> <li>Regain Financial</li> <li>Sustainability</li> </ul>         | <ul> <li>Women's Health</li> <li>Services</li> <li>Introduce New</li> <li>Providers</li> </ul>     | Infor Implementation and Leader Training   |

#### **Cancer Accreditation**



A QUALITY PROGRAM
of the AMERICAN COLLEGE
OF SURGEONS

Friday, October 23, 2020

Jefferson Healthcare 6910490

Dear Cancer Program Leaders:

On behalf of the American College of Surgeons Commission on Cancer (CoC), we would like to extend congratulations to the cancer program at **Jefferson Healthcare**, FIN: **6910490** for completing the CoC Survey and achieving **Full Accreditation**.

#### Cancer Accreditation Commission on Cancer 10/23/2020



## Jefferson Healthcare Port Townsend, WA Community Cancer Program FIN 6910490

Survey Date: 10/13/2020

Surveyor(s): M. Kathleen Christian, MD

Current Accreditation Status: 3 Year Accreditation

Next Survey Due: July 2024

| Standards Rating Summary                 |    |  |  |  |  |  |
|--|----|--|--|--|--|--|
| Total Number of Compliant Standards      | 31 |  |  |  |  |  |
| Total Number of Noncompliant Standards   | 0  |  |  |  |  |  |
| Total Number of Non-Applicable Standards | 2  |  |  |  |  |  |

#### Questions