*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: 613 756 871

Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, March 24, 2021

Call to Order:
The meeting was called to order at 2:04 pm by Board Chair Buhler Rienstra. Present by phone and video were Commissioners Dressler, Kolff, McComas and Ready. Also, in attendance by phone were Mike Glenn, CEO, Jim Heilsberg, Interim Chief Financial Officer, Jon French, Chief Legal Officer, Jake Davidson, Chief Ancillary & Specialty Services Officer, Caitlin Harrison, Chief Human Resources Officer, Brandie Manuel, Chief Patient Safety and Quality Officer, Jenn Wharton, Chief Ambulatory and Medical Group Officer, and Brittany Huntingford, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Board Governance Education:
An update was given on the questions that Commissioner Ready had regarding his right to record Commission meetings personally.

Discussion ensued.

Commissioner Kolff moved that we do not send a request for outside legal council. Commissioner McComas seconded.

Discussion ensued.

Action: Motion passes four to one Commissioners Buhler Rienstra, Dressler, Kolff and McComas in favor. Commissioner Ready opposed.

Education Topic:
Population Health presented by Dunia Faulx, Director of Population Health and Dr. Molly Parker, Chief Medical Officer, Population Health
Discussion ensued.

Commissioners recessed for break at 3:11 pm.
Commissioners reconvened from break at 3:30 pm.

**Approve Agenda:**
Commissioner Dressler moved to approve the agenda. Commissioner McComas seconded.
**Action:** Motion passed unanimously.

**Patient Story:**
Tina Toner, CNO presented a patient story.

**Minutes:**
February 24, 2021 Regular Session Minutes
March 3, 2021 Special Session Minutes

Commissioner McComas moved to approve the February 24th Regular Session minutes and the March 3, 2021 Special Session Minutes Commissioner Ready seconded.

**Action:** Motion passed unanimously.

**Required Approvals:** Action Requested
Medical Staff Credentials/Appointments/Reappointments

Commissioner Dressler moved to approve the Medical Staff Credentials/ Appointments/ Reappointments. Commissioner McComas seconded.

Discussion ensued.

**Action:** Motion passed unanimously.

**Financial Report:**
Mike Glenn, CEO, presented the February Financial Reports.
Discussion ensued.

**Quality Report:**
Brandie Manuel, CPSQO, presented the February Quality Report.
Discussion ensued

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

**CMO Report**
Dr. Joe Mattern, CMO
Discussion ensued.

**Board Business:**
Board of Health report-
Commissioner Kolff shared details around the work done for the mass vaccination done over the previous weekend. Public Health has hired a new practitioner. Commissioner Kolff also shared details around the regionalization of public health.

Agenda Evaluation-
Discussion ensued.
Commissioner Dressler shared it meets her needs.
Commissioner McComas is satisfied with the agenda development and the process to add topics.
Commissioner Kolff shared his appreciation for the development of the agenda, likes the time from 2pm-2:30pm to talk as commissioners and opportunity to converse. Commissioner Ready is satisfied with the agenda process and appreciates the work to put the agenda together and the presentations that are shared and feels the time spent in meetings is efficient and good use of time.
Commissioner Buhler Rienstra agreed with the comments of her fellow commissioners.

**Meeting Evaluation:**
Commissioners evaluated the meeting.

**Conclude:**
Commissioner Kolff moved to conclude the meeting. Commissioner McComas seconded.

**Action:** Motion passed unanimously.

Meeting concluded at 5:59 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra
Secretary of Commission: Marie Dressler
Population Health 2021
Update

Dunia Faulx, MPH
Dr. Molly Parker, MD MPH

March 24, 2021
Agenda

- Friends
- First 1k Days
- Food
- Equity
Friends: Child Care

COVID-19 Subsidy

Jefferson Healthcare
- $20,127.50
  - 13 Families
  - 20 Children
  - 3 Child Care Providers

More info
Human Resources Covid-19 Resource Page

Jefferson Healthcare Foundation
- $56,650 from grants and individual donations
  - 17 Departments
  - 26 Families
  - 52 Children
  - 16 Caregivers

More info jeffersonhealthcarefoundation.org
Friends: Social Isolation

Results from UW Social Isolation Screening study with Sheridan participants August 2019.

RISKS FOR ISOLATION & LONELINESS

40-50% OF PARTICIPANTS
- Felt isolated from others \textit{(often or some of the time)}
- Felt no one really knew them well \textit{(often or some of the time)}
- Did not often feel part of a friend group
- Worried about being by themselves \textit{(often or some of the time)}
- Could not often find companionship when they want it
- Missed having people around them

1 IN 5 PARTICIPANTS
- Avoided socializing because of difficulties understanding conversations
- Did not have the desired amount of contact with people they feel close to and can trust
- Were not content with their friendships and relationships
Friends | Social Isolation Screening Results

**IN THE PREVIOUS MONTH BEFORE TAKING THE SURVEY**

- **25%** had a negative change in their health
- **32%** had an emotional loss (e.g., death of a family member or friend)

**IN THE PREVIOUS TWO WEEKS BEFORE TAKING THE SURVEY**

- **14%** reported no face-to-face, telephone, or written/email/text contact with family members or friends
- **34%** did not participate in organizations such as social clubs, residents groups, or committees
- **55%** did not participate in religious groups

**61%** of participants scored as high risk on the 13-item Upstream Social Isolation Risk Screener (U-SIRS)
Child Care
Department of Commerce Grant

- Needs assessment underway
- Feasibility study up next

Ease of finding child care (n=218)

- Very easy: 2%
- Easy: 6%
- Difficult: 39%
- Very difficult: 33%
- Neither easy nor difficult: 20%
First 1000 Days: Upstream

Goal: Facilitate contraception access

• Coming this summer
• Training opportunities
• Resource development
Food

We are giving it out!
Equity

IHI Projects and some implementation science
Equity | Major themes

Patient-Centered Care
- Trauma-informed
- Inclusive
- Minimize barriers

Employee Opportunities
- Education
- Representative workforce

Community
- Influence of the social determinants
- Partnerships

Organizational Culture
- Hardwiring a just culture
- Authentic interactions

Data and Analytics – Process and Platforms
COVID-19 Vaccine: Equity Implementation in Progress
Equity Partnerships

JCIRA
JCARF
ESL (Jefferson County)
ESL (Peninsula College)
Senior Food Banks
COVID-19 Vaccination Rates

- January:
  - White: 16.00%
  - BIPOC/Latinx: 8.00%

- February:
  - White: 16.00%
  - BIPOC/Latinx: 16.00%

- March (not complete):
  - White: 22.00%
  - BIPOC/Latinx: 16.00%
Current Events

Center for the Study of Hate & Extremism
March 2021

Total Hate Crimes

Anti-Asian Hate Crimes

2019
2020

#AAPI
#StopAAPIHate

We stand in solidarity with the #AAPI community. Jefferson Healthcare rejects racism in all forms and stands with our Asian employees and community members.
Jefferson Healthcare is appalled at the horrific and continued acts of anti-Asian violence across our nation. The COVID-19 pandemic has highlighted the continued racism against members of the Asian American and Pacific Islander communities and has magnified anti-Asian rhetoric. We stand up for and are united with our Asian American and Pacific Islander employees and the broader community.

We at Jefferson Healthcare reject racism in all forms. We understand it is not enough to not be racist; we are working on what it means as a healthcare system to be actively anti-racist. We are committed to promoting equality in opportunity, equity in health outcomes and advancing inclusion in our community. While our efforts in this space are just beginning, we are committed to doing this work in a meaningful, intentional and enduring way.
Rachel Barbieto

Rachel is a support technician for our Clinical Informatics help desk... But she has gone far beyond this role in how she's helped the COVID Vaccine team operationalize their scheduling of thousands of patients to receive the vaccine. She is constantly optimizing operations ... and she has proved to be an exceptional asset to other teams.

Clinical Informatics
First Quarter 2021
"They have spent exhaustive hours as a team, coordinating, planning, and leading efforts to administer vaccines for our staff, our patients, and for our entire community. ... all while continuing our commitment to health equity and barrier reductions for ALL community members."

First Quarter 2021
Provider of the Quarter

Dr. Chance Irick

“Dr. Irick brings a deep commitment to community in his work ... and works hard to keep up on everything new to ... Emergency Medicine. In service to our most vulnerable populations, he shows exceptional understanding of the resources available to him on the Peninsula and is able to guide patients toward them.”

Emergency Department
First Quarter 2021
COMMISSION MEETING

PATIENT STORY

March 24, 2021
FINANCIAL SERVICES OFFICE

THANK YOU, FINANCIAL COUNSELORS!
<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>FEBRUARY 2021</th>
<th>FEBRUARY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MO ACTUAL</td>
<td>MO ACTUAL % VARIANCE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td>614</td>
<td>2%</td>
</tr>
<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>2,538</td>
<td>26%</td>
</tr>
<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>43</td>
<td>-37%</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>194</td>
<td>-35%</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>268</td>
<td>-31%</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>102</td>
<td>-11%</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>67</td>
<td>-4%</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>19,187</td>
<td>-2%</td>
</tr>
<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>2,746</td>
<td>-3%</td>
</tr>
<tr>
<td>PHARMACY MEDS DISPENSED</td>
<td>12,988</td>
<td>-41%</td>
</tr>
<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>2,113</td>
<td>-37%</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST RVUs</td>
<td>7,885</td>
<td>-5%</td>
</tr>
<tr>
<td>ER CENSUS</td>
<td>782</td>
<td>-22%</td>
</tr>
<tr>
<td>DENTAL CLINIC</td>
<td>274</td>
<td>-24%</td>
</tr>
<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>5,321</td>
<td>-9%</td>
</tr>
<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>3,508</td>
<td>12%</td>
</tr>
</tbody>
</table>
# February 2021
## Income Statement Summary

<table>
<thead>
<tr>
<th></th>
<th>February 2021 Actual</th>
<th>February 2021 Budget</th>
<th>Variance Favorable/(Unfavorable)</th>
<th>%</th>
<th>February 2021 YTD</th>
<th>February 2021 Budget YTD</th>
<th>Variance Favorable/(Unfavorable)</th>
<th>%</th>
<th>February 2020 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Patient Service Revenue</td>
<td>20,806,599</td>
<td>22,134,228</td>
<td>(1,327,629)</td>
<td>-6%</td>
<td>44,722,092</td>
<td>46,639,979</td>
<td>(1,917,887)</td>
<td>-4%</td>
<td>44,695,906</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>11,978,356</td>
<td>11,775,048</td>
<td>(203,308)</td>
<td>-2%</td>
<td>24,651,744</td>
<td>24,811,707</td>
<td>159,963</td>
<td>1%</td>
<td>24,217,888</td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>269,882</td>
<td>210,490</td>
<td>(59,392)</td>
<td>-28%</td>
<td>574,656</td>
<td>443,533</td>
<td>(131,123)</td>
<td>-30%</td>
<td>433,672</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>8,558,361</td>
<td>10,148,690</td>
<td>(1,590,329)</td>
<td>-16%</td>
<td>19,495,692</td>
<td>21,384,739</td>
<td>(1,889,047)</td>
<td>-9%</td>
<td>20,044,346</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>418,763</td>
<td>496,623</td>
<td>(77,860)</td>
<td>-16%</td>
<td>836,130</td>
<td>1,046,456</td>
<td>(210,326)</td>
<td>-20%</td>
<td>1,161,847</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>8,977,124</td>
<td>10,645,313</td>
<td>(1,668,189)</td>
<td>-16%</td>
<td>20,331,822</td>
<td>22,431,195</td>
<td>(2,099,373)</td>
<td>-9%</td>
<td>21,206,193</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries And Wages</td>
<td>5,568,514</td>
<td>5,235,942</td>
<td>(332,572)</td>
<td>-6%</td>
<td>11,498,922</td>
<td>11,032,879</td>
<td>(466,043)</td>
<td>-4%</td>
<td>10,628,277</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>1,324,345</td>
<td>1,343,737</td>
<td>19,392</td>
<td>1%</td>
<td>2,900,269</td>
<td>2,831,447</td>
<td>(68,822)</td>
<td>-2%</td>
<td>2,712,533</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>3,743,879</td>
<td>3,745,545</td>
<td>1,666</td>
<td>0%</td>
<td>7,520,900</td>
<td>7,892,398</td>
<td>371,408</td>
<td>5%</td>
<td>7,560,259</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>10,636,738</td>
<td>10,325,224</td>
<td>(311,514)</td>
<td>-3%</td>
<td>21,920,181</td>
<td>21,756,724</td>
<td>(163,457)</td>
<td>-1%</td>
<td>20,901,069</td>
</tr>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td>(1,659,614)</td>
<td>320,089</td>
<td>(1,979,703)</td>
<td>-618%</td>
<td>(1,588,359)</td>
<td>674,471</td>
<td>(2,262,830)</td>
<td>-335%</td>
<td>305,124</td>
</tr>
<tr>
<td><strong>Total Non Operating Revenues (Expenses)</strong></td>
<td>(26,375)</td>
<td>(451)</td>
<td>(25,924)</td>
<td>-5748%</td>
<td>(64,170)</td>
<td>(951)</td>
<td>(63,219)</td>
<td>-6648%</td>
<td>(17,467)</td>
</tr>
<tr>
<td><strong>Change in Net Position (Loss)</strong></td>
<td>(1,685,989)</td>
<td>319,638</td>
<td>(2,005,627)</td>
<td>-627%</td>
<td>(1,652,529)</td>
<td>673,520</td>
<td>(2,326,049)</td>
<td>-345%</td>
<td>287,657</td>
</tr>
</tbody>
</table>

| **Operating Margin**        | -18.5%               | 3.0%                 | -21.5%                           | -714.8% | -7.8%             | 3.0%                     | -10.82%                         | -359.8% | 1.4%             |
| **Total margin**            | -18.8%               | 3.0%                 | -21.8%                           | -725.5% | -8.1%             | 3.0%                     | -11.13%                         | -370.7% | 1.4%             |
| **Salaries & Benefits as a % of net pt svc rev** | -80.5%               | -64.8%               | -15.7%                           | -24.2%  | -73.9%            | -64.8%                   | -9.03%                          | -13.9%  | -66.6%           |
## February 2021
### Board Financial Report

<table>
<thead>
<tr>
<th>Department</th>
<th>Account</th>
<th>Description</th>
<th>Feb Actual</th>
<th>Feb Budget</th>
<th>Feb Variance</th>
<th>2021 YTD Actual</th>
<th>2021 YTD Budget</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOARD</td>
<td>600010</td>
<td>MANAGEMENT &amp; SUPERVISION WAGES</td>
<td>4,526</td>
<td>4,218</td>
<td>(307)</td>
<td>8,889</td>
<td>284</td>
<td>8,857</td>
</tr>
<tr>
<td></td>
<td>601100</td>
<td>BENEFITS FICA</td>
<td>333</td>
<td>256</td>
<td>(77)</td>
<td>540</td>
<td>(124)</td>
<td>664</td>
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<tr>
<td></td>
<td>601150</td>
<td>BENEFITS WA F&amp;MLA</td>
<td>6</td>
<td>6</td>
<td>(0)</td>
<td>13</td>
<td>4,671</td>
<td>13</td>
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<tr>
<td></td>
<td>601400</td>
<td>BENEFITS MEDICAL INS-UNION</td>
<td>4,880</td>
<td>4,219</td>
<td>(660)</td>
<td>8,890</td>
<td>(869)</td>
<td>9,759</td>
</tr>
<tr>
<td></td>
<td>601600</td>
<td>BENEFITS RETIREMENT</td>
<td>-</td>
<td>207</td>
<td>207</td>
<td>436</td>
<td>436</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>601900</td>
<td>BENEFITS EMPLOYEE ASSISTANCE</td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>16</td>
<td>16</td>
<td>0</td>
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<tr>
<td></td>
<td>602300</td>
<td>CONSULT MNGMT FEE</td>
<td>-</td>
<td>1,500</td>
<td>1,500</td>
<td>3,161</td>
<td>3,161</td>
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<tr>
<td></td>
<td>602500</td>
<td>AUDIT FEES</td>
<td>-</td>
<td>3,466</td>
<td>3,466</td>
<td>7,304</td>
<td>3,838</td>
<td>-</td>
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<tr>
<td></td>
<td>604200</td>
<td>CATERING</td>
<td>-</td>
<td>82</td>
<td>82</td>
<td>172</td>
<td>172</td>
<td>-</td>
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<tr>
<td></td>
<td>604500</td>
<td>OFFICE SUPPLIES</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td>604850</td>
<td>COMPUTER EQUIPMENT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>606500</td>
<td>OTHER PURCHASED SERVICES</td>
<td>-</td>
<td>767</td>
<td>767</td>
<td>1,616</td>
<td>1,616</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>609400</td>
<td>TRAVEL/MEETINGS/TRAINING</td>
<td>-</td>
<td>1,151</td>
<td>1,151</td>
<td>2,425</td>
<td>2,274</td>
<td>-</td>
</tr>
<tr>
<td>BOARD Total</td>
<td></td>
<td></td>
<td>9,745</td>
<td>15,880</td>
<td>6,135</td>
<td>33,461</td>
<td>14,1681</td>
<td>19,293</td>
</tr>
</tbody>
</table>
March 2021
Preview – (*as of 0:00 3/24/20)

• $31,113,727 in Projected HB charges
  • Average: $794,222/day (HB only)
  • Budget: $766,899/day
  • 104% of Budget

• $11,845,781 in HB cash collections
  • Average: $382,122/day (HB only)
  • Goal: $338,386/day

• 42 Days in A/R

• Questions
Agenda

- Patient Safety and Quality Overview
- Partnership for Patients Highlight
- Service: In the Words of our Patients
- Current Projects
Patient Safety & Quality Overview

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategy</th>
<th>Initiatives</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality and Safety</td>
<td>Provide the Highest Quality, Safest Care</td>
<td>Drive Best Practice Clinical Care</td>
<td>Zero avoidable healthcare acquired harm events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Achieve Excellent Quality Outcomes</td>
<td>Zero cases of hospital acquired C. Diff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Antimicrobial Stewardship</td>
<td>Avoid the over-use of antibiotics when not medically indicated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement and adhere to evidence based</td>
<td>90% or greater compliance with core measures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>practices.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workplace Violence Prevention (Initiative)</td>
<td>Zero Incidents of Workplace Violence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leader Rounding</td>
<td>Weekly Rounding Compliance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement a palliative care program</td>
<td>Readmission rate &lt; 12%</td>
</tr>
</tbody>
</table>
Partnership for Patients Highlights

Overall Performance:
- Medication Safety:
  - Zero adverse drug events reported
  - Inpatient days of therapy decreased (antimicrobial stewardship)
  - Ambulatory antibiotic stewardship pilot completed
- Patient Safety:
  - No change in Falls with injury – drill completed last week
  - Pressure ulcers – zero reportable hospital acquired pressure ulcers
- Infection Prevention:
  - C.Diff – no change (zero reported)
  - CAUTI Rate – zero cases
  - CLABSI Rate – zero cases
  - SSI Rate – no changes
• Dr. Barger’s office & staff are greatest, professional, known in my life time. Absolutely the first!

• I had a trainer who cared about my improvements He was knowledgeable about my condition and made sessions fun and interesting. This facility is tops - large with windows that show the mountains and waters of Port Townsend. I love it!

• I appreciated the kindness shown to me. I felt sincere.

• Thank you, Jefferson Healthcare, and the EMT personnel for helping me. I appreciate your care and courtesy. You are the best!

• I always receive excellent care from Dr. Harris.

• I thought Ms. Ernst ARNP was great! I have a appt in July! I’m so happy that JHC has a provider like Ms. Ernst to help me!!

• I'm always grateful & appreciative of the time Dr. Mattern spends with me. Even when very busy, he never seems "too rushed" for me & my care. Thanks!

• Always kind. Full understanding of what needed to be done.

• When giving directions to the PT department don't tell them to go to the "water side". The water side is both to the east and to the south. Tell them to go to the "east side" over looking down town. Also, all staff need to be mindful of their comments and thoughts relating to patients.

• It was great to see the extra cleaning and procedures in the facility during this pandemic. It made me feel safe.
Current Projects

Projects and Teamwork

Performance Improvement: Reducing the time to CT for stroke patients
Health Equity: IHI Pursuing Equity
Medical Staff: chart closure and provider Mastery
Emergency Management: Post Acute Patient Surge Tabletop

Quality

Ongoing: Merit-based Incentive Payment System (MIPS) Reporting, Core Measures, Patient Engagement
Closing the Referrals Loop
Clinical Quality Teams: Stroke, Restraints, Medication Safety, Fall Prevention, Pressure Ulcer Prevention
Cancer Committee Study of Quality: Cervical Cancer Screening
Accreditation Coordination and Management

Medication Safety

Bar Code Medication Administration expansion
Risk assessment of medication security
Analysis of override data
Medication Safety Team
Questions?
Administrative Report

March 24, 2021

Mike Glenn, CEO
Admin Report

Testing and PPE data

Jefferson Healthcare Volumes

Vaccination volumes and data

Update on our health and community equity work

Master Site Plan- A Four Phased approach

Other
## Update 03/24/2021

<table>
<thead>
<tr>
<th>Tests</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Tested</td>
<td>17,206</td>
</tr>
<tr>
<td>Negatives</td>
<td>16,939</td>
</tr>
<tr>
<td>Positives</td>
<td>267</td>
</tr>
<tr>
<td>Percentage Positive</td>
<td>1.5%</td>
</tr>
<tr>
<td>Employee Tests</td>
<td>7 positive, 462 negatives</td>
</tr>
<tr>
<td>Location</td>
<td>Procedure Masks</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>JH Department Inventory</td>
<td>13,168</td>
</tr>
<tr>
<td>JH General Stores</td>
<td>135,620</td>
</tr>
<tr>
<td>State Allocation</td>
<td>0</td>
</tr>
<tr>
<td>JH Donations</td>
<td>4,067</td>
</tr>
<tr>
<td>JH COVID SURGE STOCKPILE</td>
<td>30,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183,255</strong></td>
</tr>
</tbody>
</table>
COVID-19 Phone Line and Clinic Visit Volumes

Respiratory nurse line calls and telephone encounters - by week
Last 12 weeks of respiratory phone line call data (bars) and telephone encounters created (line), excluding partial weeks.

Total call volume since launch of triage line

<table>
<thead>
<tr>
<th>Inbound Calls</th>
<th>166,591</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls Answered</td>
<td>123,240</td>
</tr>
<tr>
<td># Telephone Encounters</td>
<td>24,405</td>
</tr>
</tbody>
</table>

Total Respiratory Evaluation Clinic visits - all time

<table>
<thead>
<tr>
<th>Drive-Through</th>
<th>9,194</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Visit</td>
<td>4,379</td>
</tr>
<tr>
<td>Total</td>
<td>13,573</td>
</tr>
</tbody>
</table>
Primary Care variance to target visits
Visit volumes in the five primary care and Dental clinics. Red line indicates weekly visit target based on 2021 annual targets. The % labels are the variances of actual to target visits.

Includes visits in: Sheridan, Watership, Townsend, Port Ludlow and South County primary care clinics and the Dental clinic.

Specialty clinic variance to target visits
Visit volumes in Medical Group’s specialty clinics. Red line indicates weekly visit target based on 2021 annual targets. The % labels are the variances of actual to target visits.

Includes visits in: JHSA clinic, Sleep Medicine, Urology, Women’s Clinic, Wound Care and the Port Townsend components of Cardiology, Dermatology and Orthopedics (Port Ludlow components, if any, are not included).
Oncology/Infusion variance to target visits

Visit volumes in Oncology Clinic and Infusion Center. Red line indicates weekly visit target based on annual targets. The % labels are the variances of actual to target visits.

Note: This chart was previously called “Hospital Outpatient variance to target visits” and included Wound Clinic, Sleep Clinic and Sleep Study.

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.

Includes surgical cases performed in the hospital OR. Does not include the endoscopy suite at JHSA.
COVID-19 VACCINATIONS

Doses administered
Total # doses given & recorded (all time).
As of 3/23/2021
15,085

Patients receiving 1st dose
# Patients receiving at least their 1st dose.
As of 3/23/2021
9,294

Patients completing series
# Patients fully vaccinated. As of 3/23/2021
5,791

Wasted (all time)
0.07%

Latest inventory (Pfizer)
# Vials from physical inventory. As of 3/23/2021
286 vials

Latest inventory (Moderna)
# Vials from physical inventory. As of 3/23/2021
99 vials

Doses on hand (all vendors)
# Doses available from latest inventory. Uses vials-to-doses factors. As of 3/23/2021
2,706

Daily vaccinations (last 4 weeks)
# Doses administered & recorded by day. As of 3/23/2021

Doses administered
Cumulative # doses administered up through each date. Hover for detail. As of 3/23/2021

Vaccinations by Zip Code
# Distinct patients receiving one or more doses (all time). As of 3/23/2021

Vendor (A[1]) Dose number (A[1])
Patients by 5-year age bands

- Distinct patients receiving one or more doses (all time). Bands start at the age shown and run through the next band. Hover for detail. As of 3/23/2021.

JH employees
- Series status for 740 patient-and non-patient-facing full employees. KPI indicates the percent of employees receiving at least one dose. As of 3/23/2021.

Shipments received
- Vials by date of receipt at JH. Color indicates vendor. Hover for detail.

Daily inventory (since 1/14)
Update on health and community equity work
Master Site Plan- A Four Phased Approach
Jefferson Healthcare 2019-2020 Master Site Plan

• Jefferson Healthcare engaged Coates and Associates and Health Facilities Planning to facilitate a master site planning process.

• The process included input from hospital staff, medical staff, local leadership and the communities we serve.

• The goal of the process was to develop a plan that addresses facility improvement and expansion needs and identifies new services opportunities, existing services growth opportunities and overall community sentiment toward Jefferson Healthcare.
• Health Facilities and Planning reviewed and presented extensive Jefferson County demographic data and health services utilization rates by service line.

• The process also identified existing and new service growth opportunities and technological innovations which may impact care delivery systems.

• The process identified 3-5 expanded and new facility configurations sized and scaled to meet JHC space needs for 10-20 years
Additional Comments

• The timing of this work was not ideal, given we were tasked with creating Jefferson Healthcare’s future at the same time we were stepping into Covid response activities. (completely different brain spaces!)

• The final product was BIG in scope, scale, ambition and expense and may be tied to a successful bond campaign. This created concern, because JH has immediate mission critical space needs.

• I am proposing a 4 phased MSP that allows for immediate planning and development of critical space while continuing to plan and position for a more comprehensive solution.
## 4 Phase Master Site Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Term</th>
<th>Project</th>
<th>Goals</th>
<th>Estimated Cost</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Now</td>
<td>Expand Surgery pe-op/recovery space</td>
<td>Improve surgery throughput, productivity and patient/provider experience</td>
<td>TBD</td>
<td>JH</td>
</tr>
<tr>
<td>1</td>
<td>Now</td>
<td>Expand Diagnostic Imaging capacity</td>
<td>Increase mammography and ultrasound space and capacity</td>
<td>$50,000-$100,000</td>
<td>JH</td>
</tr>
<tr>
<td>2A</td>
<td>2Q21</td>
<td>On campus 25-30k sf MOB/OP Surgery center</td>
<td>Build space for dermatology/women’s clinic/urology/general surgery/OP surgery suites/other</td>
<td>$20,000,000-$25,000,000</td>
<td>JH</td>
</tr>
<tr>
<td>2B</td>
<td>TF</td>
<td>Retrofit JHSA</td>
<td>Space for existing/expanding services</td>
<td>TBD</td>
<td>JH</td>
</tr>
<tr>
<td>2C</td>
<td>TF</td>
<td>Retrofit existing dermatology space to medical oncology space</td>
<td>Increase space for medical oncology services</td>
<td>TBD</td>
<td>JH</td>
</tr>
</tbody>
</table>
## 4 Phase Master Site Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Term</th>
<th>Project</th>
<th>Goals</th>
<th>Estimated Cost</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A</td>
<td>2023</td>
<td>Complete required 88 building code compliance work</td>
<td>Comply with current life/safety codes, continue to operate in building, add space</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>3A</td>
<td>2023</td>
<td>Develop linear accelerator vault, MRI space, other</td>
<td>Add Rad Onc program, improve MRI space and experience</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>3B</td>
<td>2023</td>
<td>65 building replacement and expansion</td>
<td>Replace out of compliance space with new and improved space</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>4</td>
<td>2023</td>
<td>On sight primary care, aquatics and wellness center</td>
<td>Improve PC space and experience, add wellness center and community services</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>5</td>
<td>TBD</td>
<td>Oops... I forgot about that</td>
<td>Address that very important thing</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Next Steps

• Complete analysis for phase 1 and 2A projects and return to the board with recommended next steps

Date: April 28, 2021
Questions