

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: 430661332

Jefferson County Public Hospital District No.2
Board of Commissioners, Special Session Minutes
Thursday, June 17, 2021

Call to Order:

The meeting was called to order at 4:04pm by Board Chair Buhler Rienstra. Present by phone and video were Commissioners Dressler, McComas and Ready. Also, in attendance by phone were Mike Glenn, CEO, and Alyssa Rodrigues, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare. Commissioner Kolff was excused.

Community Forum:

The purpose of this special session is to hold a virtual community forum on the Jefferson Healthcare 2022-2025 Strategic Plan. No action will be taken.

Commissioner Buhler Reinstra provided an introduction.

Mike Glenn, CEO, presented the 2022-2025 Strategic Plan.

Discussion ensued.

Conclude:

Commissioner Dressler moved to conclude the meeting. Commissioner Ready seconded.

Action: Motion passed unanimously.

Meeting concluded at 5:35 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra _____
Secretary of Commission: Marie Dressler _____

Jefferson Healthcare

2022-2025 Strategic Plan Community Forum

Jefferson County Public Hospital District No. 2 Board of Commissioners
Mike Glenn, Chief Executive Officer

Jefferson Healthcare Leadership

Overarching goals:

To be the highest performing, most clinically sophisticated CAH in the country.

Because we can.

To be a fully accredited, award winning organization.

Because these are visible markers of our progress.

To build and hold trust, admiration and loyalty of our patients and community.

Because this drives growth and maintains independence.

To be an incredible place to work and practice.

Because this drives all of the above.

Mission:



To hold the trust and improve the health of the community through compassionate care, innovation and medical excellence.

Vision

Jefferson Healthcare will be the community's first choice for quality health care by providing exceptional patient care to every person we serve.

We will do this by:

Delivering the safest, highest quality care of any health care organization in our region,

Championing an engaged workforce by inspiring professional excellence and personal commitment to the success of our organization,

Providing leadership to improve the health, wellness and vitality of our community,

Demonstrating fiscal stewardship and thoughtful decision making to provide sustainable high value care to all residents of our community.

Values:



Respect



Team Work



Stewardship

Compassion

Integrity

Excellence

Who We Are

- A 25 bed, full service, fully accredited critical access hospital meeting the healthcare needs of over 29,000 residents of east Jefferson County
- Governed by a 5-member, publicly elected board of commissioners;
- The owner and operator of 6 rural health clinics- 5 primary care clinics with an express clinic and 9 specialty service clinics employing around 70 primary and specialty care providers;
- The owner and operator of Jefferson Healthcare Home Health and Hospice Service;
- The largest employer in Jefferson County, employing 610 FTE's/ 845 total employees, and generating over \$57 million* in annual payroll; and
- THE HEALTHCARE SYSTEM OF EAST JEFFERSON COUNTY

Who We Are

In the last 8+ years:

- Jefferson County's population increased by 5% and Jefferson Healthcare's adjusted patient days increased by nearly 100%.
- Jefferson Healthcare number of FTEs increased from 362 to 610.
- Jefferson Healthcare's number of employed providers increased from 32 to 98.
- The number of patients touched by Jefferson Healthcare increased from 300 per day to 625 per day.

Who We Are

- Jefferson County is the oldest county in Washington State with 1/3 of its residents over the age of 65. This age demographic has a profound impact on healthcare utilization and our susceptibility to COVID-19.
- Jefferson Healthcare is the sole provider of open access (non boutique) primary/specialty/ surgical care, urgent and emergency care, hospice and home health care in eastern Jefferson County serving a population of over 29,000 residents.

Jefferson Healthcare Growth Story

	2011	2015	2019 * unaudited
Total Net Operating Revenue	60,740,428	88,166,531	125,910,691
Total Operating Expense	57,316,264	78,380,980	120,479,642
Net Income	5,664,255	10,099,993	5,612,364
Cash Reserve	13,638,524	21,879,026	29,619,586
FTE's/ Total Employees	362/ 528	437/ 592	593.29/809
Payroll	28,337,016	39,147,712	57,806,344
Average Daily Census	10.40	13.13	13.27
Adjusted Patient Days	13,875	19,799	25,530
Ed Visits	8,879	10,317	12,682
Primary and Specialty Clinic Visits	61,156	94,748	108,773
Surgery Cases	1,369	927	1,339
Lab Tests	165,356	175,333	221,752
Diagnostic Imaging Tests	21,079	26,113	34,076
Rehab Visits	12,984	15,258	25,912

Salaries and Wages Growth

	2012	2013	2014	2015	2016	*Unaudited 2017	*Budgeted 2018
Salaries and Wages	30,933,969	35,493,813	37,129,195	39,117,712	42,217,029	49,114,544	56,550,859
# of Employees	557	587	605	630	667	741	778

Financial Viability

	2011	2015	2017 preliminary	% of Growth 2011 vs. 2017
Total Cash	\$13,638,524	\$21,879,026	\$24,832,315	82%
Net Assets	\$22,499,143	\$43,770,061	\$49,707,320	121%
Salaries as % total expenses	50.48%	49.95%	49.76%	-1%

Yeah... But You Get All That Tax Money

Jefferson Healthcare 2018 Operating Budget:

\$303,086.90

Average Daily Spend:

\$272,000.00

Jefferson Healthcare M&O Tax Receipts:

**Estimated cost to comply with Public Hospital
District requirements:**

\$450,000* \$2,750,000**

***Direct and indirect costs associated with Public
Hospital District administration and compliance**

****10% additional cost due to public bidding process**

Continuing to Operate as an Independent Healthcare Organization

Organization	Community It Serves	Corporate Office
Group Health/ Kaiser Permanente	Washington	Oakland, CA
Swedish Medical Center	Seattle/Issaquah/Edmonds	Portland, OR
St. Michael Medical Center	Silverdale	Chicago, IL
United General Hospital	Sedro Woolley	Vancouver, WA
Valley General Hospital	Monroe	Kirkland, WA
Cascade Hospital	Arlington	Mount Vernon, WA
Auburn Regional Medical Center	Auburn	Tacoma, WA
Highline Medical Center	Tukwilla	Chicago, IL
Enumclaw Regional Medical Center	Enumclaw	Chicago, IL
Virginia Mason-Franciscan Health	Seattle	Chicago, IL
Capital Medical Center	Olympia	Tacoma, WA
Jefferson Healthcare	Port Townsend/Jeff Co	Port Townsend, WA



LOOKING ACROSS OUR REGION

Public Hospital District Tax Support, 2019 *2018

Hospital	2019 Operating expenses	2019 Tax revenues	Property tax revenues as % of total operating expenses
Whidbey Health Coupeville	\$114,375,000	\$5,741,625	5.88% (.86% M&O / 5.02% EMS)
Olympic Medical Center Port Angeles	\$209,671,122	\$4,637,252	2.21%
Island Hospital Anacortes	* \$98,001,705	* \$5,336,994	* 5.45%
Mason General Hospital Shelton	\$104,688,875	\$2,266,077	2.22%
Forks General Hospital Forks	\$31,343,225	\$832,860	2.66%
Jefferson Healthcare Port Townsend	\$120,225,677	\$513,911	0.43%

Jefferson Healthcare Strategic Plan 2022-2025 (DRAFT)



Objective:

**To be the highest performing
rural healthcare system and
critical access hospital in the
country.**

Goals:

- 1. To attain excellent health outcomes for all.**
- 2. To deliver a care experience that exceeds patient expectations.**
- 3. To be an incredible place to work and practice.**
- 4. To remain an independent, financially strong healthcare organization.**
- 5. To support health and promote wellness in the communities we serve.**

Goals:

- 1. To attain excellent health outcomes for all.**
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Goal #1: To attain excellent health outcomes for all.

Strategies:

1. Deliver patient centered care guided by the best evidence.

- Provide evidence based, best practice clinical care.
- Enhance the use of technology for improving patient outcomes.
- Assess and address health equity within Jefferson Healthcare and our community.
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2. Improve transitions of care.

- Ensure effective, reliable and efficient handoffs, transition and patient discharges.
- Optimize the referral process.
- Ensure frictionless patient navigation.
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Goal #1: To attain excellent health outcomes for all.

Strategies:

3. Harm No Patient

- Achieve zero preventable harms by implementing the five principles of Highly Reliable Organizations (HROs)
- Resume LEAN to ensure the availability and hospital wide deployment of continuous process improvement tools.
- Leverage data and analytics to evaluate the effectiveness of systems, predict gaps, and guide the delivery of care.
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Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

1. Define and fully embed radically convenient access to care.

- Continuously identify and eliminate barriers to care.
- Leverage technology to enable patient to monitor, schedule and seek care online.
- Create a culture that promotes and an infrastructure that supports access to care.
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Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

2. Develop and cultivate a Service Excellence Culture with all employees of Jefferson Healthcare.

- Reinstitute Jefferson University for all staff, provider and governance.
- Develop a Jefferson Healthcare Service Excellence scorecard to monitor patient satisfaction performance and benchmark with other organizations.
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Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

3. Consistently deliver an outstanding experience with every encounter.

- Personalize the patients experience with every encounter.
- Deliver consistent, intuitive and inviting service standards across all of Jefferson Healthcare.
- Define patient care experience continuum starting with initial patient outreach ending with resolution of patient accounts.
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Goal #3: To be an incredible place to work and practice.

Strategies:

1. Attract and select high performers that exemplify the Jefferson Healthcare way.

- Define the Jefferson Healthcare way for patients, staff, providers and the community.
- Focus on interviewing and onboarding to always hire and develop the best candidate.
- Invest in diversity training.
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Goal #3: To be an incredible place to work and practice.

Strategies:

2. Develop and retain high performers.

- Invest in training and development that hardwires the Jefferson Healthcare experience.
- Ensure a culture and infrastructure that is professionally challenging and personally supportive for all employees.
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3. Ensure the organization has high performing leaders.

- Create and model high performance leadership principles.
- Invest in continuous training and development of all leaders.
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Goal #3: To be an incredible place to work and practice.

Strategies:

4. Support providers in a thriving, rewarding practice.

- Create optimal care teams.
- Implement technology that supports the provider practice.
- Redesign medical staff governance to bridge medical staff/medical group dynamics and promote effective medical staff leadership.
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Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

- 1. Respond to a changing healthcare environment.**
 - Create a roadmap to value-based care.
 - Create and operationalize COVID -19 financial recovery.
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- 2. Identify and confront market forces that may challenge Jefferson Healthcare's independence.**
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Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

3. Improve value by improving the efficiency of care delivery.

- Reduce waste and unnecessary expense by ensuring leaders have a strong working knowledge of healthcare finances.
- Deliver training and tutorials that deepen our leaders' proficiency with healthcare finance; meet them where they are.
- Develop tools for comprehensive monthly reporting and analysis that drives action to improve.
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4. Develop new facilities to grow existing services and introduce/expand new services to meet community need and maintain financial viability.

- Develop facility to meet immediate need for additional specialty clinic space and ambulatory surgery suites.
- Complete Master Site Plan to include concept designs for '65 building replacement project.
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Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

5. Maximize capture rate of gross revenue (charges) and net revenues (cash).

- Develop toolkits for leaders and providers to understand the impacts of all steps of revenue cycle activities.
- Optimize clinical documentation and feedback for providers.
- Enhance active denial and error management strategies.
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Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

6. Continue to grow services to ensure the community can be served and Jefferson Healthcare remains viable.

- Expand the array of specialty services we offer to our community.
- Ensure the community seeks care locally by understanding and addressing their needs.
- Continue to advocate federal and state officials for continued support of rural healthcare.
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Goal #5: To support health and promote wellness in the communities we serve.

Strategies:

1. Strengthen our position as an anchor of the community.

- Maintain and build new relationships with organizations that promote the community's health.
- Recognize the opportunity of anchor institutions and the impact they have on their community.
- Continue to be actively involved in the Community Health Improvement Plan
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Goal #5: To support health and promote wellness in the communities we serve.

Strategies:

2. Demystify healthcare economics.

- Provide price estimation tools for patients.
- Optimize use of MyChart for improved engagement with patients and easier bill payment.
- Create a financial counseling/advocacy experience that informs and supports all patients.
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Questions