*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: 383682973#

Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, June 22, 2022

Call to Order:
The meeting was called to order at 2:02 pm by Board Chair Buhler Rienstra. Present by phone and video were Commissioners Dressler, Kolff, McComas, and Ready. Also, in attendance were Mike Glenn, CEO, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Ancillary & Specialty Services Officer, Tina Toner, Chief Nursing Officer, Brandie Manuel, Chief Patient Safety Quality Officer, and Alyssa Rodrigues, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda
Commissioner Dressler made a motion to approve the agenda. Commissioner McComas seconded.
Action: Motion passed unanimously.

Board Governance Education:
- Generative Governance discussion

- Generative Governance discussion is scheduled for July 5, 2022 to discuss Master Site Plan. Commissioner Buhler Rienstra explained that Matt Ellsworth, Executive Director Association of Washington Public Hospital Districts, will explain legal boundaries around board governance and bonds.

Education Topic:
• AWPHD Presentation, Matt Ellsworth, Executive Director Association of Washington Public Hospital Districts

Mr. Ellsworth provided a presentation on the Board’s role with pursuing a bond.

Discussion ensued.

**Break:**
Commissioners recessed for a break at 3:02 pm.
Commissioner reconvened from the break at 3:30 pm.

**Patient Story:**
Tina Toner, Chief Nursing Officer presented the patient story regarding a letter sent in by a patient about Jefferson Healthcare’s 5-star rating for patient experience.

**Public Comment:**
No public comment was made.

**Minutes:**
• May 25, 2022 Special Session Minutes

Commissioner Kolff made a motion to amend minutes under Board of Health report to state “Dr. Berry received the Young Professional of the Year award from the Chamber of Commerce.” Commissioner Dressler seconded.

**Action:** Motion passed unanimously.

Commissioner Kolff made a motion to approve the May 25, 2022, Regular Session Minutes with amendments. Commissioner Dressler seconded.

**Action:** Motion passed unanimously.

**Required Approvals:** Action Requested
• May Warrants and Adjustments
• Resolution 2022-07 Cancelled Warrants
• Medical Staff Credentials/Appointments/Reappointments
• Med Staff Policy Updates

Commissioner Dressler made a motion to approve the May Warrants and Adjustments, Resolution 2022-07 Cancelled Warrants, Medical Staff Credentials/Appointments/Reappointments. Commissioner McComas seconded.

**Action:** Motion passed unanimously.

**CHRO Presentation:**
• Resolution 2022-08 Union Contracts Ratification
Allison Crispen, Interim CHRO presented Resolution 2022-08 Union Contracts Ratification
Commissioner Dressler made a motion to approve Resolution 2022-08 Union Contracts Ratification. Commissioner Kees seconded. 

**Action:** Motion passed unanimously.

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

**Financial Report:**
Tyler Freeman, CFO, presented the May Financial Report.
Discussion ensued.

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

**Board Business:**
- Board of Health Report

Commissioner Kolff provided the Board of Health Report which included an update on the annual Public Health Hero Awards recipient KPTZ for their COVID related programming. In addition, Dr. Berry reported on the extreme transmissibility of the virus, public health staff is planning on participating in an intensive anti racism course, and a report given by Jeff Johnson, Regional Director, of ORCA.

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

**Executive Session:**
- Discuss the potential purchase and sale of property

Executive Session was canceled.

**Conclude:**
Commissioner McComas made a motion to conclude the meeting. Commissioner Kolff seconded.

**Action:** Motion passed unanimously.

The meeting concluded at 6:03pm.

Approved by the Commission:
Chair of Commission: Jill Buhler Rienstra
Secretary of Commission: Marie Dressler
Where We Were

20% Pass Rate for PHDs

<3% Margin of loss

Ballot Fatigue

Who ARE these People!
Choose Date (work back)

Pre-Work (listening, survey, scoping)

Support Group

Roadshow

GOTV

Election Evolution
NO USE OF DISTRICT RESOURCES!
email, printers, space, technology

Education vs. Advocacy

More DO than DON'T

FAQs
What Wins
Community Ownership
Demonstrate Value
Engaged
Leverage Trust
Community Advocates

What Loses
"It Could be Worse"
"The End is Near"
Complacency
Go it Alone
Resources To Know

AWPHD.org
Election Toolkit

MRSC.org
Compliance
Commission Process

County Auditor
Election data
Wage Increases

• First year increase average of 9%
  • Range from a minimum of 4% to as high nearly 16%

• No more “wait” steps – every year earns an increase

• Overall increase over 3 years an average of nearly 14%
  • Range from minimum of 9% to nearly 21%

• Increase in preceptor pay

• Creation of Resource Nurse Position for extra pay

• Cross-trained RNs have extra pay
1:1 Experience for Pay

• Previously Nursing Contract members received 1 step for every 2 years experience. Starting this year, they will receive 1 step for every single year of experience.

• Email to all nursing unit members will go out tomorrow to explain process and we have 120 days to audit and make appropriate wage changes.
Agenda

1. Patient Safety and Quality Overview
2. Quality Highlight: Heart Failure
3. Service: Star Ratings and Patient Experience
4. 2022 Project & Focus Areas
2022 Quality and Safety Goals
Promote excellent outcomes through the delivery of evidence-based care: Heart Failure Performance

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>Q1 2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACEI/ARB or ARNI at d/c</td>
<td>&gt; 85%</td>
<td><strong>100%</strong></td>
<td>100%</td>
</tr>
<tr>
<td>Evidence based beta blockers</td>
<td>&gt; 85%</td>
<td><strong>89%</strong></td>
<td>92%</td>
</tr>
<tr>
<td>Measure LV Function</td>
<td>&gt; 85%</td>
<td><strong>100%</strong></td>
<td>100%</td>
</tr>
<tr>
<td>Post D/C appointment</td>
<td>&gt; 85%</td>
<td><strong>93%</strong></td>
<td>88%</td>
</tr>
</tbody>
</table>

To receive the Gold Plus Quality Achievement Award, hospitals must achieve 85% or higher adherence to all Heart Failure achievement indicators for two or more consecutive 12-month periods and achieve 75% or higher compliance on four or more additional quality measures.
Service Highlight: Star Rating (HCAHPS Scores July 2021)

<table>
<thead>
<tr>
<th>Overall Star Rating Results</th>
<th>Jefferson Healthcare</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Star Rating</td>
<td>★★★★☆</td>
<td>★★★</td>
</tr>
<tr>
<td>Experience of Care</td>
<td>★★★★★</td>
<td>★★★</td>
</tr>
</tbody>
</table>

Composite: Communication with nurses; communication with doctors; responsiveness of hospital staff; communication about medicines; discharge information; care transition; cleanliness and quietness of hospital; overall rating of hospital
Patient Perspective: In the Words of Our Patients...

• I was unconscious the first 24 hr of being in the ER to the ICU. My CNA & the visiting nurses caring for me were the kindest and most respectful. The MD’s were great also.

• I received excellent care - I can’t say enough nice things about the nurses & other staff. They allowed my daughters to be with me 24/7. I really appreciate all the staff did for me.

• Patient care was outstanding! As always.

• Best hospital experience ever! Glad I live in PT

• Overall I feel the care I received was 'very good'. I would have appreciated being told what the results of my scan and Echo procedures showed instead of having to ask

• Very good care the best hospital you could ever want to be in. Mike Glenn has done an excellent job.

• I felt the care I received at JHC was excellent!
2022 Projects and Focus Areas

**Patient Safety & Quality:**
- OB Quality Committee
- Surgical Quality/Hip and Knee Replacement Committee
- Health Equity Clinical Focus Areas
- Performance Improvement Council – June 2022
- Workforce Safety and Wellness
- Culture of Safety Survey
- TeamSTEPPS re-launch (working with education team)

**Infection Control and Prevention:**
- COVID-19 Management
- Hand Hygiene
- Prevention of Healthcare-Acquired Infections
- PPE training, coaching, management
- Ongoing program evaluation and reporting
- Recruitment of one additional Infection Preventionist

**Technology:**
- Provider Technology Team
- CyberSecurity
- Imprivata – single sign on
- Wi-Fi replacement
- Enhanced use of Technology for Patient Care and Operations
- IV Pump replacement – in progress
- Data Team integration and strategic planning/formalization of data warehouse

**Accreditation:**
- DOH Survey Corrective Action Plan
- DNV/ISO Survey CAP
- Infection Control and Prevention survey expected
- Hip and Knee Certification Application
- 2022 Internal Audit: Trauma program (in progress)
- Level IV Trauma re-certification application due

**Service Excellence:**
- Real Time Surveys – Leader Training
- Coordination of Care
- Leverage MyChart/Epic to better connect patients with their care
- Advanced tools for patient engagement analysis and service recovery
Questions?
May 2022 Finance Report
June 22, 2022
Tyler Freeman, CFO
# May 2022 Operating Statistics

<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>MAY 2022</th>
<th>MAY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MO ACTUAL</td>
<td>MO BUDGET</td>
</tr>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td>571</td>
<td>625</td>
</tr>
<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>2,753</td>
<td>2,810</td>
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<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>109</td>
<td>76</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>281</td>
<td>277</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>397</td>
<td>369</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>131</td>
<td>139</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>77</td>
<td>79</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>20,858</td>
<td>22,262</td>
</tr>
<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>2,896</td>
<td>3,248</td>
</tr>
<tr>
<td>PHARMACY MEDS DISPENSED</td>
<td>19,728</td>
<td>21,265</td>
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<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>2,636</td>
<td>2,995</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST RVUs</td>
<td>8,467</td>
<td>9,791</td>
</tr>
<tr>
<td>ER CENSUS</td>
<td>1,096</td>
<td>986</td>
</tr>
<tr>
<td>DENTAL CLINIC</td>
<td>382</td>
<td>430</td>
</tr>
<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>6,331</td>
<td>6,520</td>
</tr>
<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>3,678</td>
<td>3,922</td>
</tr>
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</table>
### May 2022

**Income Statement Summary**

<table>
<thead>
<tr>
<th></th>
<th>May 2022 Actual</th>
<th>May 2022 Budget</th>
<th>Variance Favorable/Unfavorable</th>
<th>%</th>
<th>May 2022 YTD</th>
<th>May 2022 Budget YTD</th>
<th>Variance Favorable/Unfavorable</th>
<th>%</th>
<th>May 2021 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>27,533,026</td>
<td>27,602,012</td>
<td>(68,987)</td>
<td>0%</td>
<td>128,813,896</td>
<td>134,448,512</td>
<td>(5,634,616)</td>
<td>-4%</td>
<td>120,207,307</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>15,099,150</td>
<td>14,870,993</td>
<td>(228,157)</td>
<td>-2%</td>
<td>68,699,738</td>
<td>72,436,126</td>
<td>3,736,388</td>
<td>5%</td>
<td>65,163,930</td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>197,417</td>
<td>211,517</td>
<td>14,100</td>
<td>7%</td>
<td>673,486</td>
<td>1,030,292</td>
<td>356,806</td>
<td>35%</td>
<td>1,503,773</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>12,236,460</td>
<td>12,519,503</td>
<td>(283,043)</td>
<td>-2%</td>
<td>59,440,672</td>
<td>60,982,094</td>
<td>(1,541,422)</td>
<td>-3%</td>
<td>53,539,604</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>397,230</td>
<td>557,928</td>
<td>(160,698)</td>
<td>-29%</td>
<td>3,722,109</td>
<td>2,717,648</td>
<td>1,004,460</td>
<td>37%</td>
<td>2,846,270</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>12,633,689</td>
<td>13,077,431</td>
<td>(443,741)</td>
<td>-3%</td>
<td>63,162,781</td>
<td>63,699,743</td>
<td>(536,962)</td>
<td>-1%</td>
<td>56,385,874</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>6,042,669</td>
<td>6,567,149</td>
<td>524,479</td>
<td>8%</td>
<td>30,959,988</td>
<td>31,988,370</td>
<td>1,028,382</td>
<td>3%</td>
<td>28,878,488</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>1,149,450</td>
<td>1,526,621</td>
<td>377,171</td>
<td>25%</td>
<td>7,206,843</td>
<td>7,436,120</td>
<td>229,277</td>
<td>3%</td>
<td>7,008,674</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>5,015,031</td>
<td>4,648,754</td>
<td>(366,277)</td>
<td>-8%</td>
<td>23,610,905</td>
<td>22,643,931</td>
<td>(966,974)</td>
<td>-4%</td>
<td>20,474,443</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>12,207,150</td>
<td>12,742,524</td>
<td>535,373</td>
<td>4%</td>
<td>61,777,736</td>
<td>62,068,421</td>
<td>290,685</td>
<td>0%</td>
<td>56,361,605</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>426,539</td>
<td>334,907</td>
<td>91,632</td>
<td>27%</td>
<td>1,385,045</td>
<td>1,631,321</td>
<td>(246,277)</td>
<td>-15%</td>
<td>24,269</td>
</tr>
<tr>
<td>Total Non Operating Revenues (Expenses)</td>
<td>(214,549)</td>
<td>3,298</td>
<td>(217,847)</td>
<td>6605%</td>
<td>(110,508)</td>
<td>16,065</td>
<td>(126,573)</td>
<td>788%</td>
<td>(51,561)</td>
</tr>
<tr>
<td>Change in Net Position (Loss)</td>
<td>211,990</td>
<td>338,205</td>
<td>(126,215)</td>
<td>-37%</td>
<td>1,274,537</td>
<td>1,647,386</td>
<td>(372,849)</td>
<td>-23%</td>
<td>(27,292)</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>3.4%</td>
<td>2.6%</td>
<td>0.8%</td>
<td>31.8%</td>
<td>2.2%</td>
<td>2.6%</td>
<td>-0.37%</td>
<td>-14.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total margin</strong></td>
<td>1.7%</td>
<td>2.6%</td>
<td>-0.9%</td>
<td>-35.1%</td>
<td>2.0%</td>
<td>2.6%</td>
<td>-0.57%</td>
<td>-22.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Salaries &amp; Benefits as a % of pt svc rev</strong></td>
<td>-58.8%</td>
<td>-64.6%</td>
<td>5.9%</td>
<td>9.1%</td>
<td>-64.2%</td>
<td>-64.6%</td>
<td>0.44%</td>
<td>0.7%</td>
<td>-67.0%</td>
</tr>
</tbody>
</table>
### May 2022

**Cash and Accounts Receivable**

<table>
<thead>
<tr>
<th>Date</th>
<th>Days Cash and Accounts Receivable</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/2021</td>
<td>44.26</td>
</tr>
<tr>
<td>7/31/2021</td>
<td>44.10</td>
</tr>
<tr>
<td>8/31/2021</td>
<td>43.27</td>
</tr>
<tr>
<td>9/30/2021</td>
<td>44.68</td>
</tr>
<tr>
<td>10/31/2021</td>
<td>41.34</td>
</tr>
<tr>
<td>11/30/2021</td>
<td>44.56</td>
</tr>
<tr>
<td>12/31/2021</td>
<td>43.37</td>
</tr>
<tr>
<td>1/31/2022</td>
<td>48.13</td>
</tr>
<tr>
<td>2/28/2022</td>
<td>49.68</td>
</tr>
<tr>
<td>3/31/2022</td>
<td>45.60</td>
</tr>
<tr>
<td>4/30/2022</td>
<td>47.60</td>
</tr>
<tr>
<td>5/31/2022</td>
<td>46.55</td>
</tr>
</tbody>
</table>

**Diagram:**

- **Days Outstanding in A/R**
- **Days AR Goal - 45**
- **Days of Cash**
- **Days Cash Goal - 90**
<table>
<thead>
<tr>
<th>Department</th>
<th>Account</th>
<th>Description</th>
<th>May Actual</th>
<th>May Budget</th>
<th>May Variance</th>
<th>2022 YTD Actual</th>
<th>2022 YTD Budget</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOARD</td>
<td>600010</td>
<td>MANAGEMENT &amp; SUPERVISION WAGES</td>
<td>5,714</td>
<td>4,624</td>
<td>(1,090)</td>
<td>23,826</td>
<td>22,524</td>
<td>(1,303)</td>
</tr>
<tr>
<td></td>
<td>601100</td>
<td>BENEFITS FICA</td>
<td>343</td>
<td>326</td>
<td>(17)</td>
<td>1,655</td>
<td>1,588</td>
<td>(67)</td>
</tr>
<tr>
<td></td>
<td>601150</td>
<td>BENEFITS WA F&amp;MLA</td>
<td>7</td>
<td>5</td>
<td>(2)</td>
<td>35</td>
<td>26</td>
<td>(8)</td>
</tr>
<tr>
<td></td>
<td>601400</td>
<td>BENEFITS MEDICAL INS-UNION</td>
<td>2,307</td>
<td>5,579</td>
<td>3,272</td>
<td>15,976</td>
<td>27,173</td>
<td>11,197</td>
</tr>
<tr>
<td></td>
<td>601600</td>
<td>BENEFITS RETIREMENT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>601900</td>
<td>BENEFITS EMPLOYEE ASSISTANCE</td>
<td>8</td>
<td>-</td>
<td>(8)</td>
<td>41</td>
<td>-</td>
<td>(41)</td>
</tr>
<tr>
<td></td>
<td>602300</td>
<td>CONSULT MNGMT FEE</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>602500</td>
<td>AUDIT FEES</td>
<td>17,250</td>
<td>4,671</td>
<td>(12,579)</td>
<td>19,750</td>
<td>22,753</td>
<td>3,003</td>
</tr>
<tr>
<td></td>
<td>604200</td>
<td>CATERING</td>
<td>-</td>
<td>83</td>
<td>83</td>
<td>-</td>
<td>405</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>170</td>
<td>170</td>
<td>31,962</td>
<td>827</td>
<td>(31,135)</td>
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<tr>
<td></td>
<td>606700</td>
<td>MARKETING</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>609300</td>
<td>DUES AND SUBSCRIPTIONS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>609400</td>
<td>TRAVEL/MEETINGS/TRAINING</td>
<td>3,886</td>
<td>807</td>
<td>(3,079)</td>
<td>5,799</td>
<td>3,930</td>
<td>(1,868)</td>
</tr>
<tr>
<td></td>
<td>609999</td>
<td>CLEARING</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BOARD Total</td>
<td></td>
<td></td>
<td>29,515</td>
<td>16,265</td>
<td>(13,249)</td>
<td>99,044</td>
<td>79,228</td>
<td>(19,816)</td>
</tr>
</tbody>
</table>
June 2022
Preview — (*as of 0:00 6/22/22)

• $27,722,007 in Projected HB charges
  • Average: $924,067/day (HB only)
  • Budget: $882,907/day
  • 101.6% of Budget

• $9,647,224 in HB cash collections
  • Average: $321,574/day (HB only)
  • Goal: $390,700/day

• 43.5 Days in A/R

• Questions
Jefferson Healthcare Volumes

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
Calls to the Respiratory Eval/COVID-19 nurse line since March 2020. This chart is updated weekly.

<table>
<thead>
<tr>
<th>Date</th>
<th>Calls Answered</th>
<th>Call to Voicemail</th>
<th>Caller Hung Up</th>
<th>Telephone Encounters in Epic</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/27</td>
<td>33</td>
<td>49</td>
<td>64</td>
<td>100%</td>
</tr>
<tr>
<td>4/3</td>
<td>93%</td>
<td>96%</td>
<td>100%</td>
<td>99%</td>
</tr>
<tr>
<td>4/10</td>
<td>49</td>
<td>64</td>
<td>68</td>
<td>99%</td>
</tr>
<tr>
<td>4/17</td>
<td>35</td>
<td>68</td>
<td>60</td>
<td>96%</td>
</tr>
<tr>
<td>4/24</td>
<td>100%</td>
<td>60</td>
<td>85</td>
<td>99%</td>
</tr>
<tr>
<td>5/1</td>
<td>85</td>
<td>98%</td>
<td>58%</td>
<td>149</td>
</tr>
<tr>
<td>5/8</td>
<td>99%</td>
<td>58%</td>
<td>48</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total Respiratory Evaluation Clinic visits - all time
Visits to the Respiratory Eval Clinic (7th Street) and drive-through testing station from March 2020 through November 2021, when both locations were closed.

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive-Through</td>
<td>18,023</td>
</tr>
<tr>
<td>Total</td>
<td>18,023</td>
</tr>
</tbody>
</table>
Jefferson Healthcare Volumes

Primary Care variance to budgeted visits
Visit volumes in the five primary care and Dental clinics. Red line indicates weekly visit budget based on 2022 annual budgets. The labels are % volume to budget for the selected clinics.

Specialty clinic variance to budgeted visits
Visit volumes in Medical Group’s specialty clinics. Red line indicates weekly visit budget based on 2022 annual budgets. The labels are % volume to budget for the selected clinics.

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

Includes visits in: JHSA clinic, Sleep Medicine, Urology, OB & GYN, Wound Care and the Port Townsend components of Cardiology, Dermatology and Orthopedics (Port Ludlow components, if any, are not included).
Jefferson Healthcare Volumes

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. 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.

Case counts vary slightly from surgery statistics reported by Finance. In this chart, “Hosp Endoscopy” refers to any endoscopy procedure performed in the Hospital, not just those performed in the OR Special Procedures Room.

This chart now includes surgical cases performed both in the hospital OR and in the endoscopy suite at JHSA.
CEO Succession Plan

• Tina Toner, CNO

• Jake Davidson, CAO
Campus Expansion
Summary of planning work
• 6/21 Leadership Development Institute
Operations Update
CMO Update
Questions