Call to Order:
The meeting was called to order at 2:01pm by Board Chair Buhler Rienstra. Present by phone and video were Commissioners Dressler, McComas, Kolff and Ready. Also, in attendance were Mike Glenn, CEO, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Ancillary & Specialty Services Officer, Brandie Manuel, Chief Patient Safety Quality Officer, and Brittany Huntingford, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

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

Board Governance Education:
- Generative Governance discussion

Commissioners discussed the value of Generative Governance discussions and the frequency.

Education Topic:
- Expanding the Healthcare Workforce
  - Caitlin Harrison, Workforce Development Manager

Caitlin Harrison, Workforce Development Manager gave a presentation on expanding the Healthcare Workforce.

Discussion ensued.
**Break:**
Commissioners recessed for a break at 2:59 pm. Commissioner reconvened from the break at 3:15 pm.

**Patient Story:**
Tina Toner, CNO shared a patient story that thanked Dr. Lawrence and the staff at Jefferson Healthcare Surgical Associates.

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

**Minutes:**
- August 24 Special Session Minutes
Commissioner Dressler made a motion to approve minutes. Commissioner McComas seconded.
**Action:** Motion passed unanimously.

**Required Approvals:** Action Requested
- August Warrants and Adjustments
- Medical Staff Credentials/Appointments/Reappointments
Commissioner McComas made a motion to approve the August Warrants and Adjustments, and Medical Staff Credentials/Appointments/Reappointments. Commissioner Dressler seconded.
**Action:** Motion passed unanimously.

**Quality Report:**
Brandie Manuel, CPSQO presented the July Quality Report

**Financial Report:**
Tyler Freeman, CFO, presented the July Financial Report.

**Administrative Report**
Mike Glenn, CEO, presented the July Administrative report.

**Board Business:**
- Board of Health Report
Commissioner Kolff shared an update from the most recent Board of Health meeting. He also shared there is a CHIP manager position available.

**Meeting Evaluation:**
Commissioners evaluated the meeting.
Executive Session:
• Discuss the potential purchase and sale of property
Commissioners went into Executive Session for Thirty (30) minutes at 5:11 pm. Commissioners came out of Executive Session at 5:40 pm.

Commissioner Kolff made a Motion to authorize the administration to purchase all property and buildings located on parcels 989800043, 989800045, 989800046, and 989800047 at 823 Commerce Loop and 803 W. Park Street Port Townsend, WA in the amount of $1,623,000 and to execute all appropriate documents necessary and required in the purchase of the parcels. Commissioner McComas seconded.

Action: Motion passed unanimously

Conclude:
Commissioner Kolff made a motion to conclude the meeting. Commissioner Dressler seconded.
Action: Motion passed unanimously.

The meeting concluded at 5:43 pm.

Approved by the Commission:
Chair of Commission: Jill Buhler Rienstra ________________________________
Secretary of Commission: Marie Dressler ________________________________
Why Invest in Workforce Development?

• Employment in healthcare is projected to grow 16 percent from 2020 to 2030, much faster than the average for all occupations, adding about 2.6 million new jobs. Healthcare occupations are projected to add more jobs than any of the other occupational group (Bureau of Labor Statistics).

• Jefferson Healthcare averages 10% of our jobs open over the past 2 years.

• Affordable housing and lack of childcare continue to be a barrier to external community recruiting.
Where to Start?

• JH Leadership committed resources to focus on growing talent locally; both internally and externally by adding workforce development as a program.

• May 2022, Caitlin Harrison started in the position. Uniquely qualified as the former CHRO, relationships in the community, kids in the schools and an alumni of PTHS.

• Jake Picus joined our team as Education Program Manager this Spring and has been building more apprentice programs.

• Work was already underway. Julie Knott is an intermediary in workforce development and economic development for the Olympic Peninsula and has spent the last three years securing grants for local students and employers.

• Jefferson County schools and other community partners all quickly got on board to focus on healthcare career pathways.
What we know......

• We offer living wage jobs
• Opportunities in multi-discipline (clinical and non-clinical)
• Varying levels of education are needed for our jobs
• Apprentice programs work
• Approximately ~33% of our employees went to PT, Chimacum, Quilcene and that matches what the schools believe, ~33% don’t leave or come back
• Healthcare is an eco-system; we can’t do it alone
It Takes a Village...... Community Partners

- Peninsula and Olympic Community Colleges
- Local High Schools
- Olympic Ambulance
- Olympic Medical Center
- Lower Elwha Klallam Tribe
- Jamestown S’Kallam Tribe
- Jefferson County Economic Development Council
- Jefferson County Public Health
- Olympic Education Services 114
- West Sound STEM Network
- Career Connect Washington
- North Olympic Healthcare Network
- Federal, state and local government
- Student Advisors
Meet our Student Advisors

Natalie Zavalza
Senior, PTHS
Sports: Varsity Cheerleading and Soccer
Clubs: BIPOC Student Union, Redhawk Mentor, Students for Sustainability, Key/Interact Club
Avant Test – Bilingual (Spanish and English)
Interested in Nursing at a 4-year program
Meet our Student Advisors

**Ashton Meyer-Bibbins**
Senior, PTHS

Sports: Varsity Soccer, Boys Volleyball

Clubs: Students for Sustainability, Yearbook, ASB, Key/Interact Club, National Honor Society, Knowledge Bowl

Traveled to Thailand with Expedition Club

Interested in Business Administration, both HR and Hospital administration at a 4-year program.
Commitment to Local Students

• Mitzi Hazard, Alex Niehaus, Jeremiah Fountain, Deb Tesch and Caitlin Harrison spoke to all high school science classes 10-12 at PTHS.

• PTHS Senior Class came to Jefferson Healthcare for “career day”.

• Senior Projects

• Olympic College LPN expansion

• Peninsula college to offer 2023 CNA programs in PT.

• Prepping to host 8th graders for “career explore”
Fueled By Our People

• RN Residency
• Student Nurse Tech
• Expansion of MA Apprentice

• Surgical Tech Trainee

Our newest program (in process)....

*Dental Assistant Training Program*
Grants, Grants, More Grants oh my.........

- HRSA
- Career Connect WA
- OESD 114
- SEIU Healthcare Intermediary
- Washington State Student Achievement Council
- DOL, CDC, Economic Development Administration “good jobs”
- Grants.gov
- West Sound STEM Network
Is It Working?

PT Science Students:
“I like that you told me how much money I could make.”
“The guy (Jeremiah Fountain) was really good, he was chill.”
“I didn’t realize there were so many jobs in healthcare!”
“Entertaining and better than I thought it would be.”
“Great presentation, overall!”
“I am really considering a job in healthcare after the presentations.”

Nurse Tech Students:
“It is such a valuable experience to apply your skills, especially if you don’t have vast experience in the healthcare field. It has helped me grow in my skills so much. The staff is so supportive and they explain everything. They encourage me to try things but respect my boundaries.”

“The staff gives me the time and support needed. They are very patient, allowing me to take the time I need to practice a skill. Staff have given me the chance to improve my skills without adding the pressure to perform at the same level as someone with experience.”

Local Alumni:
“JH has given me a refreshing entrance into a professional job. I have never worked with more wonderful people and the staff encourages nothing but growth and its all happening in my hometown.”

“The Jefferson Healthcare visit was really just exceptional. So many students were able to "see" themselves there. Really, really great. Thank you for putting it together.” Ben Dow, PTHS High School Teacher
Questions?
Deliver the Highest Quality Care

- Deliver Care Guided by the Best Evidence
- Design the most effective Performance Improvement System
- Enhance Systematic Approach to Avoid Medical Errors
- Continue Transition to Value Based Care
DNV Certification in Infection Prevention (CIP) Survey

Non-Conformities and Opportunities for Improvement (preliminary)

• Condition Level NC-1: Zero

• NC-1 Non-conformities: 2
  • Dietary labeling/storage and freezer abnormalities
  • Staff training and competencies

• NC-2 Non-conformities: 2
  • Management/assessment of temporary invasive medical devices
  • Isolation/Droplet precaution

Survey Report expected within the next 5-7 business days
## 2022 Infection Prevention and Control Goals and Performance

### Risk Assessment and Focus areas for 2022

<table>
<thead>
<tr>
<th>Goal</th>
<th>Plan</th>
<th>Measurement/Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevent occupational-acquired COVID infections</td>
<td>Continue PPE methods, ease methods only when prevalence is low using WA State methodology.</td>
<td>Employee COVID infection rates – goal zero.</td>
</tr>
<tr>
<td>Ensure program staffing reliability in Infection Control/Prevention</td>
<td>Identify organizational and programmatic needs; post, recruit, onboard additional infection preventionist</td>
<td>Productive FTE in Infection Prevention and control (actual/budgeted)</td>
</tr>
<tr>
<td>Surgical Site Infection Prevention</td>
<td>Monitor and evaluate SSI’s, report at multidisciplinary committee. Use best practices to determine and implement corrective actions.</td>
<td>SSI for hip and knee replacement</td>
</tr>
</tbody>
</table>

### 2022 Infection Prevention and Control Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Line infections</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Catheter Associated Infections</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ventilator Associated Events</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hospital onset MRSA</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Surgical Site Infections</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>C. Diff: Hospital Onset</td>
<td>0</td>
<td>0</td>
<td>0* Identified one but was not reportable</td>
</tr>
</tbody>
</table>

*Identified one but was not reportable*
Deliver Care Guided by the Best Evidence

Surgical Quality and Infection Prevention: Orthopedic Quality Council

MISSION: We will ensure that Jefferson Healthcare provides the highest quality orthopedic surgical services through the continuous monitoring of quality measures and patient outcomes, and the development of continuous improvement plans that reliably address gaps in our system.
Orthopedic Quality

2022 Orthopedic Quality Committee Charter

Project Name: Orthopedic Quality Committee

Executive Sponsor/Quality Management Representative: Brandie Manual, CPHQ

Chair: Co-chaired by: Medical Director Orthopedic Quality/Infection Prevention Manager

Board Group:
- Orthopedic Medical Director
- Orthopedic Quality Program Coordinator RN
- Infection Prevention Manager
- Rehabilitation Director
- Orthopedics Practice Manager
- Case Management Representative
- Clinical Educator
- Surgical Services Representative

As Needed Members:
- Physical and Occupational Therapists
- Orthopedics Physician Assistant(s)

Reporting to:
- Executive Quality Council (EQC)
- Surgical Subsection Committee

Reports from:
- Quality, Data Analysis
- Infection Prevention
- Finance

Reporting Frequency: Monthly

Expected end date: Ongoing

Purpose:
As part of the Jefferson Healthcare Quality Management System, to ensure quality orthopedic surgical services. To assure quality patient care, patient safety, and outcomes are continually monitored and improved.

Resources Needed: (equipment, other personnel, etc.)
Administrative assistant (minutes, timekeeper):
Equipment: Laptop for minutes and have agenda prepared 1 week in advance

Metrics for review:
- Infection incidence and rates
- Adverse outcomes and rates
- Compliance with current measures (based on risk assessment)

Measures of team effectiveness:
- Meeting attendance
- Continual improvement of systems and metrics
- Successful accreditation survey

Level of access to agenda, charters, minutes, and tracking data: Full access by an administrative assistant, committee co-chairs & Chief Patient Safety & Quality Officer

Areas affected (stakeholders):
All

Organizational Goals: check, highlight or shade all applicable measures/boxes listed below:

<table>
<thead>
<tr>
<th>Quality &amp; Safety</th>
<th>People</th>
<th>Service</th>
<th>Community Health</th>
<th>Changing Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest Quality</td>
<td>Safest Care</td>
<td>Recruit &amp; retain an engaged, high-performing workforce</td>
<td>Deliver an experience that exceeds patients’ &amp; families’ expectations</td>
<td>Support a healthier community</td>
</tr>
</tbody>
</table>
Orthopedic Quality and Safety

Note: Final dashboard validation in progress.
Orthopedic Quality:
Design the most effective performance improvement system

- Outline standard of care
- Develop competency
- Engage Nurse Champion
- Skills day station

Current focused improvement plans

- Standardize Care Post Operatively:
  - Skin assessment
  - Pain assessment and management
- Pre-operative planning and education
In the words of our patients (IP):

- Lynn, the night nurse was exceptional. Food is great.
- My doctor's & nurses where great in taking care of me.
- There seemed to be a lot of commotion and loud voices on the ward during the night, which I did complain about.
- Ann Armstrong PT was exceptional, explained things + was always encouraging. The nurses on the 3rd floor were absolutely the best! I wish to thank all of them for the great care I received during my 2 night stay.
In the words of our patients...
Orthopedic Clinic

• PA Natalie was terrific, as was the nurse who checked me in
• Thanks for making my knee replacement go smoothly
• I am very hard of hearing and I tell them and they speak right up, all of them are great!
• The only thing, and it’s a small thing, I’d have liked to have left the appointment with info about the meds that were prescribed. I did ask on second visit and then was given the info, but it would have been better if I’d left with it on first visit.
• Truly professional, caring, friendly, accommodating and delightful! Good vibes and love the paint choices all around...calming... I feel confident in my choice of choosing Jefferson Healthcare...i know i will be treated with the very best care they can offer!! Thank you!!
• Time will tell if treatment suggested works out. I see an OT next. Overall great experience so far.
• Very nice offices in the hospital building and plenty of handicap parking.
• I was very impressed with Jefferson Health Care’s program for replacements and the talk by Dr. Eissman regarding knee and hip the previous night in Port Ludlow. It was very informative. I appreciate the fact that Dr. Eissman offered me the option of the gel injections until I am able to have knee replacement,
What’s next for the program?

• Recruit and onboard another awesome infection preventionist
• Apply for and schedule our first HKRC Survey with DNV
• Implement our improvement project
• Evaluate our program and plan 2023 goals/plans
• Continue to aim for zero
What questions do you have?
### August 2022
#### Operating Statistics

<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>AUGUST 2022</th>
<th>AUGUST 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MO ACTUAL</td>
<td>MO BUDGET</td>
</tr>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td>577</td>
<td>625</td>
</tr>
<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>3,014</td>
<td>2,810</td>
</tr>
<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>101</td>
<td>76</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>243</td>
<td>277</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>379</td>
<td>369</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>112</td>
<td>139</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>21,875</td>
<td>22,262</td>
</tr>
<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>3,045</td>
<td>3,248</td>
</tr>
<tr>
<td>PHARMACY MEDS DISPENSED</td>
<td>19,745</td>
<td>21,265</td>
</tr>
<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>2,531</td>
<td>2,995</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST RVUs</td>
<td>7,715</td>
<td>9,791</td>
</tr>
<tr>
<td>ER CENSUS</td>
<td>1,123</td>
<td>986</td>
</tr>
<tr>
<td>DENTAL CLINIC</td>
<td>474</td>
<td>430</td>
</tr>
<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>6,596</td>
<td>6,520</td>
</tr>
<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>3,713</td>
<td>3,922</td>
</tr>
</tbody>
</table>
# August 2022 Income Statement Summary

<table>
<thead>
<tr>
<th></th>
<th>August 2022 Actual</th>
<th>August 2022 Budget</th>
<th>Variance Favorable/ (Unfavorable)</th>
<th>August 2022 YTD</th>
<th>August 2022 Budget YTD</th>
<th>Variance Favorable/ (Unfavorable)</th>
<th>%</th>
<th>August 2021 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</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>26,843,679</td>
<td>27,602,012</td>
<td>(758,333) -3%</td>
<td>209,774,232</td>
<td>216,364,162</td>
<td>(6,589,930) -3%</td>
<td>198,826,090</td>
<td></td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>15,063,700</td>
<td>14,870,993</td>
<td>(192,707) -1%</td>
<td>113,477,871</td>
<td>116,569,394</td>
<td>3,091,524 3%</td>
<td>108,203,156</td>
<td></td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>98,013</td>
<td>211,517</td>
<td>113,504 54%</td>
<td>994,571</td>
<td>1,658,020</td>
<td>663,449 40%</td>
<td>2,797,389</td>
<td></td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>11,681,966</td>
<td>12,519,503</td>
<td>(837,537) -7%</td>
<td>95,301,790</td>
<td>98,136,748</td>
<td>(2,834,958) -3%</td>
<td>87,825,545</td>
<td></td>
</tr>
<tr>
<td>Other Revenue</td>
<td>823,093</td>
<td>557,928</td>
<td>265,165 48%</td>
<td>6,186,767</td>
<td>4,373,434</td>
<td>1,813,333 41%</td>
<td>5,385,822</td>
<td></td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>12,505,059</td>
<td>13,077,431</td>
<td>(572,372) -4%</td>
<td>101,488,557</td>
<td>102,510,182</td>
<td>(1,021,625) -1%</td>
<td>93,211,367</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</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>5,973,952</td>
<td>6,567,149</td>
<td>593,197 9%</td>
<td>48,531,369</td>
<td>51,477,973</td>
<td>2,946,604 6%</td>
<td>46,091,075</td>
<td></td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>1,333,263</td>
<td>1,526,621</td>
<td>193,358 13%</td>
<td>11,254,602</td>
<td>11,966,737</td>
<td>712,134 6%</td>
<td>10,614,280</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>4,817,136</td>
<td>4,648,754</td>
<td>(168,382) -4%</td>
<td>38,301,525</td>
<td>36,440,233</td>
<td>(1,861,292) -5%</td>
<td>33,697,203</td>
<td></td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>12,124,351</td>
<td>12,742,524</td>
<td>618,172 5%</td>
<td>98,087,497</td>
<td>99,884,943</td>
<td>1,797,446 2%</td>
<td>90,402,558</td>
<td></td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>380,708</td>
<td>334,907</td>
<td>45,801 14%</td>
<td>3,401,061</td>
<td>2,625,239</td>
<td>775,821 30%</td>
<td>2,808,809</td>
<td></td>
</tr>
<tr>
<td>Total Non Operating Revenues (Expenses)</td>
<td>73,661</td>
<td>3,298</td>
<td>70,362 -2133%</td>
<td>12,547</td>
<td>25,853</td>
<td>(13,306) 51%</td>
<td>(159,502)</td>
<td></td>
</tr>
<tr>
<td>Change in Net Position (Loss)</td>
<td>454,368</td>
<td>338,205</td>
<td>116,163 34%</td>
<td>3,413,607</td>
<td>2,651,092</td>
<td>762,515 29%</td>
<td>2,649,307</td>
<td></td>
</tr>
<tr>
<td>Operating Margin</td>
<td>3.0%</td>
<td>2.6%</td>
<td>0.5% 18.9%</td>
<td>3.4%</td>
<td>2.6%</td>
<td>0.79% 30.9%</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>Total margin</td>
<td>3.6%</td>
<td>2.6%</td>
<td>1.0% 40.5%</td>
<td>3.4%</td>
<td>2.6%</td>
<td>0.78% 30.1%</td>
<td>2.8%</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Benefits as a % of net pt svc rev</td>
<td>-62.6%</td>
<td>-64.6%</td>
<td>2.1% 3.2%</td>
<td>-62.7%</td>
<td>-64.6%</td>
<td>1.92% 3.0%</td>
<td>-64.6%</td>
<td></td>
</tr>
</tbody>
</table>
# August 2022

## Cash and Accounts Receivable

<table>
<thead>
<tr>
<th>Date</th>
<th>Days Cash and Accounts Receivable</th>
<th>Days Cash and Accounts Receivable</th>
<th>Days Cash and Accounts Receivable</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/30/2021</td>
<td>44.68</td>
<td>175</td>
<td>165</td>
</tr>
<tr>
<td>10/31/2021</td>
<td>41.34</td>
<td>160</td>
<td>165</td>
</tr>
<tr>
<td>11/30/2021</td>
<td>44.56</td>
<td>158</td>
<td>164</td>
</tr>
<tr>
<td>12/31/2021</td>
<td>43.37</td>
<td>157</td>
<td>160</td>
</tr>
<tr>
<td>3/31/2021</td>
<td>48.13</td>
<td>154</td>
<td>159</td>
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<tr>
<td>4/30/2021</td>
<td>49.68</td>
<td>150</td>
<td>159</td>
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<tr>
<td>5/31/2021</td>
<td>46.50</td>
<td>144</td>
<td>159</td>
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<tr>
<td>6/30/2021</td>
<td>47.60</td>
<td>142</td>
<td>159</td>
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<tr>
<td>7/31/2021</td>
<td>46.55</td>
<td>135</td>
<td>159</td>
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<tr>
<td>8/31/2021</td>
<td>47.70</td>
<td>130</td>
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<tr>
<td>9/30/2021</td>
<td>48.49</td>
<td>128</td>
<td>159</td>
</tr>
<tr>
<td>10/31/2021</td>
<td>50.90</td>
<td>126</td>
<td>159</td>
</tr>
</tbody>
</table>

### Days Cash and Accounts Receivable

- **Days Cash and Accounts Receivable**: 122
- **Days Cash and Accounts Receivable**: 126
- **Days Cash and Accounts Receivable**: 127
- **Days Cash and Accounts Receivable**: 136
- **Days Cash and Accounts Receivable**: 133
- **Days Cash and Accounts Receivable**: 137
- **Days Cash and Accounts Receivable**: 100
- **Days Cash and Accounts Receivable**: 128
- **Days Cash and Accounts Receivable**: 131
- **Days Cash and Accounts Receivable**: 130
- **Days Cash and Accounts Receivable**: 133
- **Days Cash and Accounts Receivable**: 131
- **Days Cash and Accounts Receivable**: 131

### Days of Cash and Accounts Receivable

- **Days of Cash and Accounts Receivable**: 109
- **Days of Cash and Accounts Receivable**: 122
- **Days of Cash and Accounts Receivable**: 126
- **Days of Cash and Accounts Receivable**: 127
- **Days of Cash and Accounts Receivable**: 136
- **Days of Cash and Accounts Receivable**: 133
- **Days of Cash and Accounts Receivable**: 137
- **Days of Cash and Accounts Receivable**: 100
- **Days of Cash and Accounts Receivable**: 128
- **Days of Cash and Accounts Receivable**: 131
- **Days of Cash and Accounts Receivable**: 130
- **Days of Cash and Accounts Receivable**: 133
- **Days of Cash and Accounts Receivable**: 131
- **Days of Cash and Accounts Receivable**: 131
## August 2022
### Board Financial Report

<table>
<thead>
<tr>
<th>Department</th>
<th>Account</th>
<th>Description</th>
<th>Aug Actual</th>
<th>Aug Budget</th>
<th>Aug 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>2,926</td>
<td>4,624</td>
<td>1,698</td>
<td>35,986</td>
<td>36,247</td>
<td>260</td>
</tr>
<tr>
<td></td>
<td>601100</td>
<td>Benefits FICA</td>
<td>215</td>
<td>326</td>
<td>111</td>
<td>2,722</td>
<td>2,556</td>
<td>(166)</td>
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<tr>
<td></td>
<td>601150</td>
<td>Benefits WA F&amp;MLA</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>57</td>
<td>43</td>
<td>(15)</td>
</tr>
<tr>
<td></td>
<td>601400</td>
<td>Benefits Medical Ins-Union</td>
<td>5,350</td>
<td>5,579</td>
<td>228</td>
<td>27,387</td>
<td>43,729</td>
<td>16,342</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>70</td>
<td>-</td>
<td>(70)</td>
</tr>
<tr>
<td></td>
<td>602300</td>
<td>Consult Mgmt 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>-</td>
<td>4,671</td>
<td>4,671</td>
<td>59,750</td>
<td>36,616</td>
<td>(23,134)</td>
</tr>
<tr>
<td></td>
<td>604200</td>
<td>Catering</td>
<td>-</td>
<td>83</td>
<td>83</td>
<td>-</td>
<td>652</td>
<td>652</td>
</tr>
<tr>
<td></td>
<td>604500</td>
<td>Office Supplies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<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>1,331</td>
<td>(30,631)</td>
</tr>
<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>457</td>
<td>807</td>
<td>349</td>
<td>6,987</td>
<td>6,325</td>
<td>(662)</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>8,961</td>
<td>16,265</td>
<td>7,304</td>
<td>164,921</td>
<td>127,499</td>
<td>(37,423)</td>
</tr>
</tbody>
</table>
September 2022
Preview — (*as of 0:00 9/28/22)

• $26,172,190 in Projected HB charges
  • Average: $872,406/day (HB only)
  • Budget: $882,907/day
  • 98.8% of Budget

• $10,342,764 in HB cash collections
  • Average: $344,764/day (HB only)
  • Goal: $390,700/day

• 46.0 Days in A/R

• Questions
Advocacy | State

- Legislative Visit
- Difficult to Discharge Patients update
Advocacy | Federal

• Rural Advocacy Days

• CAHMA Update

• Congressional Visit
• Representatives Tharinger and Chapman visited the hospital on 9/26 to discuss the campus expansion and modernization project.
• Leadership met with Representative Tharinger to discuss the 2023 legislative session.
• Leadership met with Director of Advocacy at UFCW to discuss potential areas of collaboration between JH and UFCW3000 regarding workforce support, difficult to discharge patients, etc.
• Rural Advocacy Days!
  • Additional meetings with staff from Senator Cantwell, Senator Murray, Representative Kilmer, and Governor Inslee’s federal office.
  • Federal funding identification is ongoing.
[DISCUSSION DRAFT]

H.R.____

To establish a demonstration program to determine whether an increased payment for certain services for mental health and substance use disorder treatment furnished at critical access hospitals would increase the availability and use of such services and decrease costs for the Medicare program under title XVIII, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

Mr. Kilmer introduced the following bill, which was referred to the Committee on____

A BILL

To establish a demonstration program to determine whether an increased payment for certain services for mental health and substance use disorder treatment furnished at critical access hospitals would increase the availability and use of such services and decrease costs for the Medicare program under title XVIII, and for other purposes.

1 Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,
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.

<table>
<thead>
<tr>
<th>Week</th>
<th># Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of 8/28</td>
<td>1400</td>
</tr>
<tr>
<td>Week of 9/4</td>
<td>73%</td>
</tr>
<tr>
<td>Week of 9/11</td>
<td>96%</td>
</tr>
<tr>
<td>Week of 9/18</td>
<td>88%</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Week</th>
<th># Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of 8/28</td>
<td>86%</td>
</tr>
<tr>
<td>Week of 9/4</td>
<td>93%</td>
</tr>
<tr>
<td>Week of 9/11</td>
<td>91%</td>
</tr>
<tr>
<td>Week of 9/18</td>
<td>84%</td>
</tr>
</tbody>
</table>

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.
Jefferson Healthcare Volumes

Emergency Department and Express Clinic Volume

Volumes by Arrival Department and Week, 2020 - 2022

Week in Focus
Hover over a week below to view underlying data.

2/16/2020
Total: 472
- Express Clinic: 228
- Emergency: 244

Total Visits, 1/1/2020 to 9/19/2022
Select a department to bring in focus.

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Dept.</td>
<td>31,463</td>
</tr>
<tr>
<td>Express Clinic</td>
<td>23,895</td>
</tr>
</tbody>
</table>
Jefferson Healthcare Volumes
Jefferson Healthcare Volumes
Jefferson Healthcare Medical Staff Symposium

Alderbrook Resort & Spa
# Jefferson Healthcare Medical Staff Symposium

## Friday, October 14
- **Time** | **Topic** | **Location**
- 6:30 | Arrival/Check In | Alderbrook Restaurant/Bar
- 7:00 | Casual Get Together | Alderbrook Restaurant/Bar

## Saturday/Oval, October 15 – Olympic Ballroom

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30</td>
<td>Breakfast</td>
<td></td>
</tr>
<tr>
<td>8:15</td>
<td>Commissioner’s Welcome</td>
<td>Commissioners Jill &amp; Marie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bader, RN, Mike Glenn, CEO</td>
</tr>
<tr>
<td>8:30</td>
<td>Message from the CEO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- State of the Hospital</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Replacement = Expansion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project – 2023 Goals = Key</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Initiatives</td>
<td></td>
</tr>
<tr>
<td>9:15</td>
<td>Food</td>
<td></td>
</tr>
<tr>
<td>9:30</td>
<td>Cultural transformation and 12</td>
<td>Nathan Physician Coach</td>
</tr>
<tr>
<td></td>
<td>Clinician Leadership</td>
<td></td>
</tr>
<tr>
<td>10:15</td>
<td>Activity, Coffee + A Question</td>
<td>Travis Harris, MD</td>
</tr>
<tr>
<td>10:30</td>
<td>Connecting with Purpose</td>
<td></td>
</tr>
<tr>
<td></td>
<td>International Healthcare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Experience</td>
<td></td>
</tr>
<tr>
<td>11:00</td>
<td>Trauma Resiliency with Harmony</td>
<td>Chris Adams, MD</td>
</tr>
<tr>
<td></td>
<td>Hill</td>
<td></td>
</tr>
<tr>
<td>12:00</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>12:30</td>
<td>Breakout Rotation (40 minutes each – Please select 2 of 6)</td>
<td>Joseph Meyerson, MD, Steve Erickson, MD, Mark Shelly, DO, Rhone Harris, MD</td>
</tr>
</tbody>
</table>

&emsp;&emsp;1. Wound Care: Acute, Subacute, and Reclining
&emsp;&emsp;2. FOCUS/Butterfly
&emsp;&emsp;3. Epic TCO and Trill
&emsp;&emsp;4. Provider Burnout
&emsp;&emsp;5. Provider Burnout
&emsp;&emsp;6. Provider Burnout

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:00</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>2:15</td>
<td>Medical Legal Risk in a Post-COVID Era</td>
<td>Nathan Schiffer, MD</td>
</tr>
<tr>
<td>3:00</td>
<td>Wrap Up</td>
<td></td>
</tr>
</tbody>
</table>

## Saturday (Evening), October 15
- **Time** | **Topic** | **Location**
- 4:00 | Optional Activity/Connections: | Olympic Ballroom
- Lady Alderbrook Boat Tour - optional, reservation required.
- 6:15 | Roundtable Discussion: Tips for Professional Parents Raising Young Kids | Olympic Ballroom
- Led by the Schiffer’s
- 7:00 | Dinner: Families Welcome | Olympic Ballroom

## Sunday, October 16
- **Time** | **Topic** | **Speaker/Location**
- 7:00 | Optional Activity/Connections: | Yoga with Michelle Pugh
- 8:00 | Breakfast |                              |
- 9:00 | Opening Remarks | Joseph Matraw, MD or Travis Harris, MD |
- 9:15 | Keynote: Ascend of Everest and other major peaks around the globe | Jeff Whittaker |
&emsp;&emsp;An experience of teamwork, friendship, risk, perseverance, family, and the value of outdoor experiences
- 10:00 | Closing Remarks | Mike Glenn, CEO & Joseph Matraw, MD |
Jefferson Healthcare Medical Staff Symposium

* Note: The sides of the tent will come down, lights and heat as well as A/V and Projection available.
Operations Update

• Employee Appreciation Month Recap

• Replacement and Expansion Project Update
<table>
<thead>
<tr>
<th></th>
<th>Bond Supported Project</th>
<th>July 2022 Non-Bond Supported Project</th>
<th>September 2022 Non-Bond Supported Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Size</td>
<td>81,500 Sq Ft</td>
<td>52,780 Sq Ft</td>
<td>50,500 Sq Ft</td>
</tr>
<tr>
<td>Estimated Project Cost</td>
<td>$90-95 million</td>
<td>$70-75 million</td>
<td>$75 million</td>
</tr>
<tr>
<td>Essential Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Nursing Administration</td>
<td>• Nursing Administration</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• MRI/ Ultrasound</td>
<td>• MRI/ Ultrasound</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Radiation Oncology/ Medical Oncology</td>
<td>• Radiation Oncology/ Medical Oncology</td>
<td>√ *</td>
</tr>
<tr>
<td></td>
<td>• Kitchen/Cafeteria</td>
<td>• Kitchen/Cafeteria</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Facilities/ EVS</td>
<td>• Facilities/ EVS</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Ambulatory Surgery Center</td>
<td>• Ambulatory Surgery Center</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Clinic Space</td>
<td>• Clinic Space</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Dermatology</td>
<td>• Dermatology</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• ENT</td>
<td>• ENT</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Pulmonology</td>
<td>• Pulmonology</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• OB/GYN</td>
<td>• OB/GYN</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Neurology</td>
<td>• Neurology</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>• Extra</td>
<td>• Extra</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>Extra floor shell space 18,000 Sq Ft</td>
<td>Extra floor shell space 18,000 Sq Ft</td>
<td>√ **</td>
</tr>
</tbody>
</table>
## Sources of Funding

<table>
<thead>
<tr>
<th></th>
<th>Bond Supported Project</th>
<th>July 2022 Non-Bond Supported Project</th>
<th>September 2022 Non-Bond Supported Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bond Amount</strong></td>
<td>$35 million</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Jefferson Healthcare Cash</strong></td>
<td>$8 million</td>
<td>$11 million</td>
<td>$12-$15 million</td>
</tr>
<tr>
<td><strong>Jefferson Healthcare Debt</strong></td>
<td>$38 million</td>
<td>$45 million</td>
<td>$43-$45 million</td>
</tr>
<tr>
<td><strong>Federal/ State Foundation</strong></td>
<td>$9 million</td>
<td>$12.5 million</td>
<td>$12.5 million</td>
</tr>
<tr>
<td><strong>’23-’24-’25 Budget</strong></td>
<td>$9 million</td>
<td>$2.5 million</td>
<td>$2.5 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$90 million</td>
<td>$71 million</td>
<td>$75 million</td>
</tr>
</tbody>
</table>
C655: USER MEETINGS PROGRAM

- 6 ASC x 2 = 12 Stalls
- 1 Rad Oncology x 2 = 2 Stalls
- 1 MRI x 2 = 2 Stalls
- 46 Specialty Clinic x 2 = 92 Stalls
- 7 Exit CES/DYN & Express Clinic = 14 Stalls
- Subtotal = 146 Stalls
- Remove 12 Exit Stalls
- Total = 134 Stalls
  *1/hr parking assumed

C654: PROVIDED

- 41 Front Entry
- 26 East Lot Extension
- 42 Crush Lot Expansion
- Total = 109 Stalls

Plan represents initial conceptual parking layout. Further study required to verify compliance with Port Townsend Municipal Code.
Other
Questions