

Due to the presence of multiple respiratory illness, Jefferson Healthcare is still highly encouraging practice of high infection protocols. You may choose to attend this meeting virtually by access the below information or can attend in person in the administration hall Executive Conference Room.
Limited seating available.

Audio Only: dial Phone Conference Line: **(509) 598-2842**

When prompted, enter Conference ID number: **572 938 342#**

Microsoft Teams meeting: Join on your computer or mobile app.

This option will allow you to join the meeting live.

[Click here to join the meeting](#)

Special Session Agenda
Tuesday, February 28, 2023

<u>Call to Order:</u>	2:00
<u>Approve Agenda:</u>	2:00
<u>Education Topic:</u>	2:00
<ul style="list-style-type: none"> Open Public Meetings Act (OPMA)/Open Public Records Act (OPRA) Education <ul style="list-style-type: none"> Joanna Castellanos, Program and Outreach Manager, AWPMD 	
<u>Break:</u>	3:15
<u>Patient Story:</u> Jake Davidson, CASMGO	3:30
<u>Public Comment:</u>	3:40
Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at commissioners@jeffersonhealthcare.org , or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00 pm the day prior to the meeting.	
<u>Minutes:</u> Action Requested	3:50
<ul style="list-style-type: none"> January 18 Special Session Meeting (pgs 3-5) January 20 Special Session Meeting (pgs 6-7) 	
<u>Required Approvals:</u> Action Requested	4:00
<ul style="list-style-type: none"> Resolution 2023-02 Cancelled Warrants (pg 8) December and January Warrants and Adjustments (pgs 9-20) Medical Staff Credentials/ Appointments/ Reappointments (pgs 21-22) 	
<u>Patient Advocate Report:</u> Jackie Levin, Patient Advocate	4:10
<u>Quality Report:</u> Brandie Manuel, CPSO	4:25
<u>Financial Report:</u> Tyler Freeman, CFO	4:50
<u>Administrative Report:</u> Mike Glenn, CEO	5:05

Jefferson Healthcare
Owned and Operated by Jefferson County Public Hospital District No. 2
834 Sheridan Street, Port Townsend, WA 98368
We are an equal opportunity provider and employer.

Jefferson County Public Hospital District No. 2 Board of Commissioners acknowledge that Jefferson Healthcare is on the ancestral and contemporary homelands of the S'Klallam, Chemakum, Twana and other indigenous nations and we recognize these tribal governments' sovereignty across the region.

Due to the presence of multiple respiratory illness, Jefferson Healthcare is still highly encouraging practice of high infection protocols. You may choose to attend this meeting virtually by access the below information or can attend in person in the administration hall Executive Conference Room.

Limited seating available.

Board Business:

5:20

- Review/Adopt Board Calendar
- Review/Adopt Committee Assignments
- Board of Health Report
- Meeting Evaluation

Executive Session:

To discuss the performance of a public employee as allowed by RCO 42.30.110(1)(g)

5:45

Conclude:

6:15

This Special Session will be officially recorded. The times shown in the agenda are estimates only.

DRAFT

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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: 702 065 698

**Jefferson County Public Hospital District No.2
Board of Commissioners, Regular Session Minutes
Wednesday, January 18, 2023**

Call to Order:

The meeting was called to order at 2:00 pm by Board Chair Buhler Rienstra. Present by phone and video were Commissioners Buhler-Rienstra, Dressler, Kolff, McComas, and Ready. Also, in attendance was Mike Glenn, CEO, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Ancillary & Specialty Services Officer & Interim Chief Ambulatory Medical Group Officer, Heather Bailey, Interim Chief Human Resources Officer, and Tina Toner, Chief Nursing Officer, and Brittany Huntingford, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

Commissioner Kolff made a motion to approve the agenda. Commissioner Dressler seconded.

Action: Motion passed unanimously

Education Topic:

- Nursing Services Update
 - Tina Toner, Chief Nursing Officer

Tina Toner, Chief Nursing Officer shared an update on Nursing Services that included slides around: appreciation for the way the teams come together in hope and problem-solving, a bit about Tina Toner, Chief Nursing Officer, Nursing Leadership team, Our Vision, The great reset of 2022, To be an incredible place to work, Staffing committee retreat, Nursing sensitive data, Meals and breaks completed, Increasing insight into nurse staffing, Perception of staffing, To be an incredible place of work- building a pipeline, Recognizing our team making a difference, Connecting and supporting our team, Professional growth, To be an incredible place to receive care, ED & Hospital boarding, bed availability, To be responsive to our changing environment, Celebrating the very best of 2023, Questions.

- Construction Plan overview
 - ZGF: Jim Harman, Mark Gesinger & Craig Rizzo
 - OAC Services: Greg Andrews

Members from ZGF, OAC and Abbott Construction shared updates on the construction plan. Discussion ensued.

Break:

Commissioners recessed for break at 3:25 pm.

Commissioner reconvened from break at 3:35 pm.

Employee, Team, Provider and Leader of the Quarter:

Heather Bailey, Interim Chief Human Resources Officer shared the Quarterly nomination awards given to Employee of the Quarter: Laura Gallo, Speech Therapist; Leader of the Quarter: Lindsay Dykes, Manager, Specialty Services; and Team of the Quarter: The House Supervisor Team.

Public Comment:

No public comment was made.

Minutes:

- December 21, 2022 Special Session Minutes
- January 12, 2023 Special Session Minutes

Commissioner McComas made a motion to approve the December 21, 2022 Special Session Minutes Commissioner Kolff seconded.

Action: Motion passed

Commissioner Dressler made a motion to approve the January 12, 2023 Special Session Minutes. Commissioner McComas seconded.

Action: Motion passed

Required Approvals: Action Requested

- Medical Staff Credentials/Appointments/Reappointments

Commissioner Dressler made a motion to approve the Medical Staff Credentials/ Appointments/ Reappointments. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Financial Report:

Tyler Freeman, CFO, presented an abbreviated November Financial Report. Discussion ensued.

Administrative Report

Mike Glenn, CEO, presented the January Administrative report. Discussion ensued.

Board Business:

- Election of Officers

Commissioner Dressler nominated Commissioner Buhler-Rienstra as Board Chair. Commissioner McComas seconded.

Action: Motion passed unanimously

Commissioner Kolff nominated Commissioner Dressler as Board Secretary. Commissioner Buhler-Rienstra seconded.

Action: Motion passed unanimously

- Board of Health Report

Commissioner Kolff shared a Board of Health update that included details from the December 15, 2022, meeting, and noted they've been looking at the wildfire smoke policy and state guidance, continued review of foundational public health services, participation on a subcommittee to review onboarding and training of new members of the board of health, and education on the board of health around the climate crisis.

Meeting Evaluation:

Commissioners evaluated the meeting.

Conclude:

Commissioner Dressler made a motion to conclude the meeting. Commissioner Kolff seconded.

Action: Motion passed unanimously.

The meeting concluded at 5:21pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra _____

Secretary of Commission: Marie Dressler _____

**Jefferson County Public Hospital District No.2
Board of Commissioners Meeting**

**The Resort at Port Ludlow
1 Heron Road, Port Ludlow, WA 98365**

Wednesday, January 20, 2023

Call to Order:

The meeting was called to order at 9:16 am by Board Chair Buhler Rienstra. Present in person and by phone were Commissioners Dressler, Kolff, McComas and Ready. Also, in attendance was Mike Glenn, CEO, Karma Bass, Via Healthcare Consulting, Linda Summers, Via Healthcare Consulting, and Brittany Huntingford, Administrative Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

Commissioner McComas made a motion to approve the agenda. Commissioner Kolff seconded.

Action: Motion passed unanimously

Work Session

- Confirm Objectives, Agenda, and Agree on Group Guidelines

Ms. Bass reviewed the agenda and confirmed the Boards objectives for today's meeting. Ms. Bass also reviewed the slides: Every meeting has, You are cordially invited to, and Group Guidelines.

Discussion ensued.

- Board self-assessment survey and interview results

Ms. Summers reviewed presentation slides: Board Self-assessment, Highest rated statements, Lowest rated statements, Common themes and opportunities, Discussion ensued.

- National and Regional Industry Overview

Ms. Bass reviewed presentation slides: The United States is losing ground in both life expectancy and health spending, The importance of Rural Hospitals, Rural Hospitals are at risk, Key drivers of the current state, Health care rankings, Washington statewide Hospital financials vs. Jefferson Healthcare financials.

Discussion ensued.

Commissioners recessed for break at 10:30 am

Commissioners reconvened from break at 10:45 am.

- Leveraging trust to foster dialogue around thorny issues.

Ms. Bass reviewed presentation slides: Your organization is an interconnected network of people, Building trust in the board room. Behaviors of trust and distrust, Board Book in review-trust, and please consider the following.

Discussion ensued.

Commissioners recessed for lunch at 12:20 pm.

Commissioners reconvened from break at 12:43 pm.

- The role of each Commissioner as Community Ambassadors

Ms. Bass passed out Guidelines for elected and appointed officials' participation in election activity from the AWPFD.

Ms. Bass reviewed presentation slides: Individual board member roles as community ambassadors, guidelines for good ambassadorship, Board book in review- ambassadorship, Profile of a high-performing board, please consider the following, Bond rating agencies agree, Ways to increase trustee voice and effectiveness and Board Book in Review- advocacy and Fund raising.

Discussion ensued.

Commissioners recessed for break at 2:15 pm.

Commissioners reconvened from break at 2:20 pm.

- Meeting effectiveness & Lengths

Ms. Bass discussed the evaluation of the retreat and discussion around the length of meetings in the future.

Discussion ensued.

- Closing comments

Discussion ensued

Meeting evaluation

Commissioners evaluated the meeting.

Conclude:

Commissioner Dressler made a motion to conclude the meeting. Commissioner McComas seconded.

Action: Motion passed unanimously.

Meeting concluded at 3:40 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra _____

Secretary of Commission: Marie Dressler _____

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

RESOLUTION 2023-02

A RESOLUTION CANCELING CERTAIN WARRANTS IN
THE AMOUNT OF \$3,670.34

WHEREAS warrants of any municipal corporation not presented within one year of their issue, or, that have been voided or replaced, shall be canceled by the passage of a resolution of the governing body;

NOW, THEREFORE BE IT RESOLVED THAT:

In order to comply with RCW 36.22.100, warrants indicated below in the total amount of \$3,670.34 be canceled.

Date of Issue	Warrant #	Amount
01/06/2022	286905	2.69
01/06/2022	286956	3,495.49
01/06/2022	286959	58.66
01/13/2022	287090	83.50
01/27/2022	287447	30.00
Total		\$3,670.34

APPROVED this 28th day of February 2023.

APPROVED BY THE COMMISSION:

Commission Chair Jill Buhler Rienstra: _____

Commission Secretary Marie Dressler: _____

Attest:

Commissioner Matt Ready: _____

Commissioner Kees Kolff: _____

Commissioner Bruce McComas: _____

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: DECEMBER 2022 WARRANT SUMMARY

The following items need to be approved at the next commission meeting:

General Fund Warrants & ACH Transfers	\$21,530,048.95	(Provided under separate cover)
Allowance for Uncollectible Accounts / Charity	\$2,334,399.86	(Attached)
Canceled Warrants	\$0.00	(Attached)

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: DECEMBER 2022 GENERAL FUND WARRANTS & ACH
FUND TRANSFERS

Submitted for your approval are the following warrants:

GENERAL FUND:

295015	295930	\$6,685,800.07
ACH TRANSFERS		<u>\$14,844,248.88</u>
		<u>\$21,530,048.95</u>
YEAR-TO-DATE:		<u><u>\$240,567,030.74</u></u>

Warrants are available for review if requested.

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: DECEMBER 2022 ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS, ADMINISTRATIVE, AND CHARITY CARE WRITE OFFS

Submitted for your approval are the following:

	DECEMBER	DECEMBER YTD	DECEMBER YTD BUDGET
Allowance for Uncollectible Accounts:	96,047.50	2,726,828.63	4,624,661.12
Charity Care:	1,968,349.35	3,280,565.17	2,278,924.43
Other Administrative Adjustments:	270,003.01	966,659.39	946,806.72
	<hr/>		
TOTAL FOR MONTH:	\$2,334,399.86	6,974,053.19	\$7,850,392.27
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JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: DECEMBER 2022 WARRANT CANCELLATIONS

State law requires you to pass a resolution canceling any warrants which are not presented to the Treasurer for payment within one year of issue.

DATE	WARRANT	AMOUNT
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No warrants this month 12/31/2022

TOTAL:	<u>\$ -</u>
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JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: JANUARY 2023 WARRANT SUMMARY

The following items need to be approved at the next commission meeting:

General Fund Warrants & ACH Transfers	\$23,933,335.77	(Provided under separate cover)
Allowance for Uncollectible Accounts / Charity	\$232,102.27	(Attached)
Canceled Warrants	\$3,670.34	(Attached)

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: JANUARY 2023 GENERAL FUND WARRANTS & ACH
FUND TRANSFERS

Submitted for your approval are the following warrants:

GENERAL FUND:

295931 - 296626	\$5,873,036.14
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ACH TRANSFERS	\$18,060,299.63
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	<u>\$23,933,335.77</u>
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YEAR-TO-DATE:	<u><u>\$23,933,335.77</u></u>
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Warrants are available for review if requested.

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: JANUARY 2023 ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS, ADMINISTRATIVE, AND CHARITY CARE WRITE OFFS

Submitted for your approval are the following:

	JANUARY	JANUARY YTD	JANUARY YTD BUDGET
Allowance for Uncollectible Accounts:	(103,857.44)	(103,857.44)	346,046.39
Charity Care:	203,421.00	203,421.00	187,885.77
Other Administrative Adjustments:	132,538.71	132,538.71	72,024.05
TOTAL FOR MONTH:	\$232,102.27	232,102.27	\$605,956.21

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: JANUARY 2023 WARRANT CANCELLATIONS

State law requires you to pass a resolution canceling any warrants which are not presented to the Treasurer for payment within one year of issue.

DATE	WARRANT	AMOUNT
1/6/2022	286905	2.69
1/6/2022	286956	3,495.49
1/6/2022	286959	58.66
1/13/2022	287090	83.50
1/27/2022	287447	30.00

TOTAL:	<u>\$ 3,670.34</u>
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STATISTIC DESCRIPTION

STATISTIC DESCRIPTION	DECEMBER 2022						DECEMBER 2021			
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	586.01	625.21	6%	577.63	625.21	8%	592.00	1%	608.80	5%
FTEs - PRODUCTIVE (AVG)	515.84	559.80	8%	519.96	559.80	7%	521.82	1%	540.95	4%
ADJUSTED PATIENT DAYS	3,046	2,810	8%	32,534	33,080	-2%	3,737	-18%	16,540	97%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	113	76	49%	1,255	890	41%	95	19%	1,024	18%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	365	277	32%	3,560	3,257	9%	240	52%	3,292	8%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	-	16	-100%	94	190	-51%	15	-100%	127	-35%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	478	369	30%	4,909	4,337	13%	350	37%	4,443	9%
BIRTHS	5	8	-38%	96	96	0%	8	-38%	86	10%
SURGERY CASES (IN OR)	130	139	-6%	1,474	1,633	-10%	113	15%	1,511	-3%
SURGERY MINUTES (IN OR)	17,140	17,236	-1%	187,173	202,938	-8%	14,185	21%	195,665	-5%
SPECIAL PROCEDURE CASES	54	79	-32%	838	929	-10%	66	-18%	873	-4%
LAB BILLABLE TESTS	20,386	22,262	-8%	248,974	262,120	-5%	20,946	-3%	259,935	-4%
BLOOD BANK UNITS MATCHED	57	-	0%	486	-	0%	38	50%	98	80%
MRIs COMPLETED	210	218	-4%	2,448	2,564	-5%	197	7%	2,408	2%
CT SCANS COMPLETED	641	564	14%	7,011	6,641	6%	569	13%	6,720	4%
RADIOLOGY DIAGNOSTIC TESTS	1,790	1,599	12%	19,237	18,830	2%	1,380	30%	18,131	6%
ECHOs COMPLETED	191	178	7%	2,170	2,098	3%	176	9%	1,961	10%
ULTRASOUNDS COMPLETED	297	353	-16%	3,628	4,153	-13%	304	-2%	3,937	-9%
MAMMOGRAPHYS COMPLETED	236	283	-17%	1,832	3,331	-45%	218	8%	2,936	-60%
NUCLEAR MEDICINE TESTS	32	53	-40%	483	621	-22%	47	-32%	558	-16%
TOTAL DIAGNOSTIC IMAGING TESTS	3,397	3,248	5%	36,809	38,238	-4%	2,891	18%	36,651	0%
PHARMACY MEDS DISPENSED	30,067	21,265	41%	245,378	250,374	-2%	19,139	57%	238,828	3%
ANTI COAG VISITS	366	408	-10%	4,688	4,802	-2%	379	-3%	4,730	-1%
RESPIRATORY THERAPY PROCEDURES	3,507	2,995	17%	36,591	35,268	4%	3,165	11%	34,603	5%
PULMONARY REHAB	68	126	-46%	599	1,486	-60%	99	-31%	1,084	-81%
PHYSICAL THERAPY	4,511	8,272	-45%	78,650	97,396	-19%	6,197	-27%	85,596	-9%
OCCUPATIONAL THERAPY	1,280	1,098	17%	13,893	12,930	7%	733	75%	11,693	16%
SPEECH THERAPY	154	295	-48%	1,812	3,476	-48%	136	13%	3,281	-81%
REHAB/PT/OT/ST	6,013	9,791	-39%	94,954	115,288	-18%	7,165	-16%	101,654	-7%
ER CENSUS	1,248	986	27%	12,941	11,609	11%	974	28%	11,742	9%
EXPRESS CLINIC	1,203	764	57%	12,011	9,000	33%	891	35%	8,940	26%
SOCO PATIENT VISITS	38	137	-72%	1,028	1,612	-36%	77	-51%	1,372	-33%
PORT LUDLOW PATIENT VISITS	484	684	-29%	7,701	8,052	-4%	546	-11%	7,299	5%
SHERIDAN PATIENT VISITS	2,249	2,785	-19%	29,270	32,791	-11%	2,476	-9%	31,370	-7%
DENTAL CLINIC	317	430	-26%	4,859	5,066	-4%	388	-18%	4,789	1%
WATERSHIP CLINIC PATIENT VISITS	1,132	1,138	-1%	12,595	13,403	-6%	940	20%	12,103	4%
TOWNSEND PATIENT VISITS	494	582	-15%	6,109	6,850	-11%	454	9%	6,411	-5%
TOTAL RURAL HEALTH CLINIC VISITS	5,917	6,520	-9%	73,573	76,774	-4%	5,772	3%	72,284	2%
CARDIOLOGY CLINIC VISITS	533	449	19%	5,942	5,288	12%	427	25%	5,554	7%
DERMATOLOGY CLINIC VISITS	559	749	-25%	7,794	8,824	-12%	630	-11%	6,926	11%
GEN SURG PATIENT VISITS	212	351	-40%	3,172	4,131	-23%	265	-20%	3,642	-15%
ONCOLOGY VISITS	485	592	-18%	6,346	6,966	-9%	426	14%	6,242	2%
ORTHO PATIENT VISITS	500	858	-42%	9,089	10,099	-10%	733	-32%	8,361	8%
SLEEP CLINIC VISITS	124	85	46%	1,969	999	97%	136	-9%	1,313	33%
UROLOGY VISITS	187	190	-2%	1,920	2,238	-14%	129	45%	2,035	-6%
WOMENS CLINIC VISITS	250	340	-26%	3,028	4,008	-24%	245	2%	3,318	-10%
WOUND CLINIC VISITS	105	308	-66%	2,308	3,626	-36%	196	-46%	2,949	-28%
TOTAL SPECIALTY CLINIC VISITS	2,955	3,922	-25%	41,568	46,179	-10%	3,187	-7%	40,340	3%
SLEEP CENTER SLEEP STUDIES	51	43	19%	627	501	25%	50	2%	500	20%
INFUSION CENTER VISITS	923	846	9%	9,857	9,960	-1%	783	18%	9,090	8%
SURGERY CENTER ENDOSCOPIES	45	84	-46%	749	987	-24%	70	-36%	901	-20%
HOME HEALTH EPISODES	34	52	-35%	550	612	-10%	50	-32%	600	-9%
HOSPICE CENSUS/DAYS	1,043	1,081	-4%	9,981	12,730	-22%	1,101	-5%	13,451	-35%
CARDIAC REHAB SESSIONS	170	62	174%	451	730	-38%	-	0%	468	-4%
DIETARY MEALS SERVED	10,283	7,413	39%	115,413	87,287	32%	8,383	23%	80,400	30%
MAT MGMT TOTAL ORDERS PROCESSED	1,485	1,778	-16%	18,140	20,938	-13%	1,649	-10%	19,925	-10%
EXERCISE FOR HEALTH PARTICIPANTS	-	-	0%	-	-	0%	-	0%	-	0%

STATISTIC DESCRIPTION

STATISTIC DESCRIPTION	JANUARY 2023						JANUARY 2022			
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	598.14	625.21	4%	598.14	625.21	4%	592.00	-1%	608.80	2%
FTEs - PRODUCTIVE (AVG)	553.23	559.80	1%	553.23	559.80	1%	521.82	-6%	540.95	-2%
ADJUSTED PATIENT DAYS	3,138	3,041	3%	3,138	3,041	3%	3,737	-16%	16,540	-81%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	84	108	-22%	84	108	-22%	108	-22%	108	-29%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	323	297	9%	323	297	9%	350	-8%	350	-8%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	-	17	-100%	-	17	-100%	-	0%	-	0%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	407	422	-4%	407	422	-4%	458	-11%	458	-13%
BIRTHS	5	8	-38%	5	8	-38%	13	-62%	13	-160%
SURGERY CASES (IN OR)	137	133	3%	137	133	3%	110	25%	110	20%
SURGERY MINUTES (IN OR)	18,784	16,599	13%	18,784	16,599	13%	11,863	58%	11,863	37%
SPECIAL PROCEDURE CASES	73	71	3%	73	71	3%	32	128%	32	56%
LAB BILLABLE TESTS	22,099	21,832	1%	22,099	21,832	1%	23,235	-5%	23,235	-5%
BLOOD BANK UNITS MATCHED	39	34	15%	39	34	15%	32	22%	32	18%
MRIs COMPLETED	217	206	5%	217	206	5%	182	19%	182	16%
CT SCANS COMPLETED	617	612	1%	617	612	1%	590	5%	590	4%
RADIOLOGY DIAGNOSTIC TESTS	1,793	1,628	10%	1,793	1,628	10%	1,389	29%	1,389	23%
ECHOs COMPLETED	201	198	2%	201	198	2%	180	12%	180	10%
ULTRASOUNDS COMPLETED	334	343	-3%	334	343	-3%	322	4%	322	4%
MAMMOGRAPHYS COMPLETED	301	205	47%	301	205	47%	270	11%	270	10%
NUCLEAR MEDICINE TESTS	43	43	0%	43	43	0%	35	23%	35	19%
TOTAL DIAGNOSTIC IMAGING TESTS	3,506	3,235	8%	3,506	3,235	8%	2,968	18%	2,968	15%
PHARMACY MEDS DISPENSED	21,559	19,897	8%	21,559	19,897	8%	20,684	4%	20,684	4%
ANTI COAG VISITS	382	410	-7%	382	410	-7%	392	-3%	392	-3%
RESPIRATORY THERAPY PROCEDURES	2,901	3,259	-11%	2,901	3,259	-11%	4,059	-29%	4,059	-40%
PULMONARY REHAB	64	130	-51%	64	130	-51%	2	3100%	2	97%
PHYSICAL THERAPY	6,159	7,834	-21%	6,159	7,834	-21%	6,421	-4%	6,421	-4%
OCCUPATIONAL THERAPY	1,543	1,261	22%	1,543	1,261	22%	1,122	38%	1,122	27%
SPEECH THERAPY	209	233	-10%	209	233	-10%	268	-22%	268	-28%
REHAB/PT/OT/ST	7,975	9,458	-16%	7,975	9,458	-16%	7,813	2%	7,813	2%
ER CENSUS	1,084	1,068	1%	1,084	1,068	1%	972	12%	972	10%
EXPRESS CLINIC	1,045	922	13%	1,045	922	13%	732	43%	732	30%
SOCO PATIENT VISITS	64	103	-38%	64	103	-38%	80	-20%	80	-25%
PORT LUDLOW PATIENT VISITS	611	705	-13%	611	705	-13%	637	-4%	637	-4%
SHERIDAN PATIENT VISITS	2,697	2,774	-3%	2,697	2,774	-3%	2,466	9%	2,466	9%
DENTAL CLINIC	454	419	8%	454	419	8%	375	21%	375	17%
WATERSHIP CLINIC PATIENT VISITS	1,156	1,148	1%	1,156	1,148	1%	925	25%	925	20%
TOWNSEND PATIENT VISITS	522	552	-5%	522	552	-5%	491	6%	491	6%
TOTAL RURAL HEALTH CLINIC VISITS	6,549	6,623	-1%	6,549	6,623	-1%	5,706	15%	5,706	13%
OFF-SITE LAB										
DISASTER CLINIC										
TOTAL COVID RESPONSE	-	-	0%	1,365	-	0%	-	0%	-	100%
CARDIOLOGY CLINIC VISITS	483	510	-5%	483	510	-5%	426	13%	426	12%
DERMATOLOGY CLINIC VISITS	615	755	-19%	615	755	-19%	649	-5%	649	-6%
GEN SURG PATIENT VISITS	294	312	-6%	294	312	-6%	273	8%	273	7%
ONCOLOGY VISITS	550	604	-9%	550	604	-9%	524	5%	524	5%
ORTHO PATIENT VISITS	809	875	-8%	809	875	-8%	656	23%	656	19%
SLEEP CLINIC VISITS	182	165	10%	182	165	10%	154	18%	154	15%
UROLOGY VISITS	212	167	27%	212	167	27%	154	38%	154	27%
OB/GYN CLINIC VISITS	344	284	21%	344	284	21%	197	75%	197	43%
WOUND CLINIC VISITS	131	239	-45%	131	239	-45%	241	-46%	241	-84%
TOTAL SPECIALTY CLINIC VISITS	3,620	3,911	-7%	3,620	3,911	-7%	3,274	11%	3,274	10%
SLEEP CENTER SLEEP STUDIES	53	57	-7%	53	57	-7%	51	4%	51	4%
INFUSION CENTER VISITS	937	873	7%	937	873	7%	740	27%	740	21%
SURGERY CENTER ENDOSCOPIES	63	77	-18%	63	77	-18%	68	-7%	68	-8%
HOME HEALTH EPISODES	45	599	-92%	45	599	-92%	46	-2%	46	-2%
HOSPICE CENSUS/DAYS	1,059	1,279	-17%	1,059	1,279	-17%	833	27%	833	21%
CARDIAC REHAB SESSIONS	186	-	0%	186	-	0%	-	0%	-	100%
DIETARY MEALS SERVED	10,225	9,284	10%	10,225	9,284	10%	9,085	13%	9,085	11%
MAT MGMT TOTAL ORDERS PROCESSED	1,467	1,576	-7%	1,467	1,576	-7%	1,737	-16%	1,737	-18%
EXERCISE FOR HEALTH PARTICIPANTS	-	-	0%	-	-	0%	-	0%	-	0%

Gross Revenue

Inpatient Revenue

Outpatient Revenue

Total Gross Revenue

Revenue Adjustments

Cost Adjustment Medicaid

Cost Adjustment Medicare

Charity Care

Contractual Allowances Other

Administrative Adjustments

Allowance for Uncollectible Accounts

Total Revenue Adjustments

Net Patient Service Revenue

Other Revenue

340B Revenue

Other Operating Revenue

Total Operating Revenues

Operating Expenses

Salaries And Wages

Employee Benefits

Professional Fees

Purchased Services

Supplies

Insurance

Leases And Rentals

Depreciation And Amortization

Repairs And Maintenance

Utilities

Licenses And Taxes

Other

Total Operating Expenses

Operating Income (Loss)

Non Operating Revenues (Expenses)

Taxation For Maint Operations

Taxation For Debt Service

Investment Income

Interest Expense

Bond Issuance Costs

Gain or (Loss) on Disposed Asset

Contributions

Total Non Operating Revenues (Expenses)

Change in Net Position (Loss)

	December 2022 Actual	December 2022 Budget	Variance Favorable/ (Unfavorable)	%	December 2022 YTD	December 2022 Budget YTD	Variance Favorable/ (Unfavorable)	%	December 2021 YTD
Gross Revenue									
Inpatient Revenue	4,436,336	3,363,906	1,072,431	32%	42,144,523	39,607,278	2,537,245	6%	39,798,235
Outpatient Revenue	24,114,944	24,238,107	(123,163)	-1%	276,569,104	285,384,160	(8,815,056)	-3%	258,215,627
Total Gross Revenue	28,551,281	27,602,012	949,268	3%	318,713,627	324,991,437	(6,277,810)	-2%	298,013,861
Revenue Adjustments									
Cost Adjustment Medicaid	1,537,244	2,286,382	749,138	33%	24,301,038	26,920,303	2,619,265	10%	24,210,889
Cost Adjustment Medicare	9,351,724	9,433,256	81,532	1%	111,670,492	111,068,981	(601,511)	-1%	101,037,808
Charity Care	1,968,349	211,517	(1,756,832)	-831%	3,280,565	2,490,441	(790,124)	-32%	3,872,263
Contractual Allowances Other	697,982	2,634,243	1,936,261	74%	28,265,912	31,016,082	2,750,169	9%	25,786,502
Administrative Adjustments	270,003	87,877	(182,126)	-207%	966,659	1,034,684	68,025	7%	420,023
Allowance for Uncollectible Accounts	1,119,380	429,235	(690,145)	-161%	3,750,161	5,053,896	1,303,735	26%	5,525,532
Total Revenue Adjustments	14,944,682	15,082,510	137,828	1%	172,234,828	177,584,388	5,349,560	3%	160,853,017
Net Patient Service Revenue	13,606,599	12,519,503	1,087,096	9%	146,478,798	147,407,049	(928,251)	-1%	137,160,844
Other Revenue									
340B Revenue	296,284	379,344	(83,059)	-22%	3,174,973	4,466,467	(1,291,494)	-29%	4,018,089
Other Operating Revenue	(303,221)	178,584	(481,805)	-270%	5,246,182	2,102,683	3,143,499	149%	4,868,514
Total Operating Revenues	13,599,662	13,077,431	522,232	4%	154,899,953	153,976,199	923,754	1%	146,047,447
Operating Expenses									
Salaries And Wages	7,064,289	6,567,149	(497,140)	-8%	73,833,256	77,322,882	3,489,625	5%	70,571,040
Employee Benefits	640,430	1,526,621	886,191	58%	16,248,266	17,974,728	1,726,462	10%	15,912,736
Professional Fees	441,254	169,436	(271,819)	-160%	6,207,977	1,994,970	(4,213,007)	-211%	2,318,251
Purchased Services	1,151,857	754,826	(397,031)	-53%	9,357,384	8,887,469	(469,914)	-5%	9,359,522
Supplies	2,445,324	2,517,722	72,398	3%	32,784,129	29,644,149	(3,139,980)	-11%	28,451,113
Insurance	101,344	124,891	23,548	19%	1,389,603	1,470,497	80,894	6%	1,154,749
Leases And Rentals	(118,304)	50,281	168,584	335%	416,279	592,012	175,734	30%	1,681,491
Depreciation And Amortization	415,898	529,216	113,318	21%	5,170,938	6,231,088	1,060,151	17%	4,376,459
Repairs And Maintenance	120,162	96,322	(23,840)	-25%	1,123,808	1,134,118	10,310	1%	629,685
Utilities	129,061	86,697	(42,364)	-49%	1,406,693	1,020,783	(385,910)	-38%	1,194,548
Licenses And Taxes	89,192	78,098	(11,093)	-14%	949,955	919,542	(30,413)	-3%	868,519
Other	331,890	241,265	(90,625)	-38%	2,553,795	2,840,701	286,906	10%	1,794,424
Total Operating Expenses	12,812,397	12,742,524	(69,874)	-1%	151,442,082	150,032,939	(1,409,143)	-1%	138,312,537
Operating Income (Loss)	787,265	334,907	452,358	135%	3,457,871	3,943,260	(485,389)	-12%	7,734,910
Non Operating Revenues (Expenses)									
Taxation For Maint Operations	24,016	24,732	(716)	-3%	288,190	291,200	(3,010)	-1%	279,034
Taxation For Debt Service	18,715	18,668	47	0%	224,575	219,800	4,775	2%	224,121
Investment Income	144,146	28,197	115,949	411%	719,535	332,000	387,534	117%	278,597
Interest Expense	(68,699)	(77,074)	8,375	11%	(940,717)	(907,486)	(33,231)	-4%	(958,170)
Bond Issuance Costs	-	-	-	0%	-	-	-	0%	0
Gain or (Loss) on Disposed Asset	-	-	-	0%	-	-	-	0%	-
Contributions	-	8,775	(8,775)	-100%	52,215	103,318	(51,103)	-49%	50,264
Total Non Operating Revenues (Expenses)	118,177	3,298	114,879	-3483%	343,797	38,832	304,965	-785%	(126,154)
Change in Net Position (Loss)	905,442	338,205	567,237	168%	3,801,668	3,982,092	(180,424)	-5%	7,608,756

Gross Revenue
Inpatient Revenue
Outpatient Revenue

Total Gross Revenue

Revenue Adjustments

Cost Adjustment Medicaid
Cost Adjustment Medicare
Charity Care
Contractual Allowances Other
Administrative Adjustments
Allowance for Uncollectible Accounts

Total Revenue Adjustments

Net Patient Service Revenue

Other Revenue

340B Revenue
Other Operating Revenue

Total Operating Revenues

Operating Expenses

Salaries And Wages
Employee Benefits
Professional Fees
Purchased Services
Supplies
Insurance
Leases And Rentals
Depreciation And Amortization
Repairs And Maintenance
Utilities
Licenses And Taxes
Other

Total Operating Expenses
Operating Income (Loss)

Non Operating Revenues (Expenses)

Taxation For Maint Operations
Taxation For Debt Service
Investment Income
Interest Expense
Contributions

Total Non Operating Revenues (Exp)

Change in Net Position (Loss)

	January 2023 Actual	January 2023 Budget	Variance Favorable/ (Unfavorable)	%	January 2023 YTD	January 2023 Budget YTD	Variance Favorable/ (Unfavorable)	%	January 2022 YTD
Gross Revenue									
Inpatient Revenue	3,248,215	3,751,879	(503,664)	-13%	3,248,215	3,751,879	(503,664)	-13%	4,271,929
Outpatient Revenue	25,870,559	25,739,557	131,002	1%	25,870,559	25,739,557	131,002	1%	20,693,847
Total Gross Revenue	29,118,774	29,491,437	(372,662)	-1%	29,118,774	29,491,437	(372,662)	-1%	24,965,776
Revenue Adjustments									
Cost Adjustment Medicaid	1,902,563	2,321,868	419,305	18%	1,902,563	2,321,868	419,305	18%	2,169,979
Cost Adjustment Medicare	10,983,432	10,261,359	(722,073)	-7%	10,983,432	10,261,359	(722,073)	-7%	8,594,269
Charity Care	203,421	187,886	(15,535)	-8%	203,421	187,886	(15,535)	-8%	110,953
Contractual Allowances Other	2,791,588	2,846,182	54,594	2%	2,791,588	2,846,182	54,594	2%	1,831,233
Administrative Adjustments	132,539	72,024	(60,515)	-84%	132,539	72,024	(60,515)	-84%	17,370
Allowance for Uncollectible Accounts	(103,857)	346,046	449,904	130%	(103,857)	346,046	449,904	130%	830,692
Total Revenue Adjustments	15,909,685	16,035,366	125,681	1%	15,909,685	16,035,366	125,681	1%	13,554,497
Net Patient Service Revenue	13,209,090	13,456,071	(246,981)	-2%	13,209,090	13,456,071	(246,981)	-2%	11,411,279
Other Revenue									
340B Revenue	292,066	303,625	(11,559)	-4%	292,066	303,625	(11,559)	-4%	260,755
Other Operating Revenue	255,977	149,012	106,964	72%	255,977	149,012	106,964	72%	572,858
Total Operating Revenues	13,757,133	13,908,709	(151,576)	-1%	13,757,133	13,908,709	(151,576)	-1%	12,244,891
Operating Expenses									
Salaries And Wages	6,069,894	6,899,538	829,645	12%	6,069,894	6,899,538	829,645	12%	5,919,482
Employee Benefits	1,683,133	1,564,367	(118,766)	-8%	1,683,133	1,564,367	(118,766)	-8%	1,484,957
Professional Fees	456,161	239,142	(217,019)	-91%	456,161	239,142	(217,019)	-91%	293,070
Purchased Services	879,005	1,029,562	150,557	15%	879,005	1,029,562	150,557	15%	823,620
Supplies	3,233,992	2,648,757	(585,234)	-22%	3,233,992	2,648,757	(585,234)	-22%	2,173,447
Insurance	135,037	91,954	(43,083)	-47%	135,037	91,954	(43,083)	-47%	70,347
Leases And Rentals	(17,960)	18,698	36,658	196%	(17,960)	18,698	36,658	196%	73,815
Depreciation And Amortization	421,754	477,906	56,152	12%	421,754	477,906	56,152	12%	427,493
Repairs And Maintenance	104,624	93,629	(10,995)	-12%	104,624	93,629	(10,995)	-12%	71,533
Utilities	103,522	125,424	21,902	17%	103,522	125,424	21,902	17%	127,433
Licenses And Taxes	84,563	75,395	(9,168)	-12%	84,563	75,395	(9,168)	-12%	61,379
Other	250,897	241,023	(9,874)	-4%	250,897	241,023	(9,874)	-4%	174,177
Total Operating Expenses	13,404,623	13,505,396	100,773	1%	13,404,623	13,505,396	100,773	1%	11,700,752
Operating Income (Loss)	352,510	403,312	(50,803)	-13%	352,510	403,312	(50,803)	-13%	544,139
Non Operating Revenues (Expenses)									
Taxation For Maint Operations	24,815	24,970	(155)	-1%	24,815	24,970	(155)	-1%	24,016
Taxation For Debt Service	18,894	19,279	(385)	-2%	18,894	19,279	(385)	-2%	19,267
Investment Income	151,220	17,105	134,114	784%	151,220	17,105	134,114	784%	4,610
Interest Expense	(79,613)	(74,805)	(4,808)	-6%	(79,613)	(74,805)	(4,808)	-6%	(79,776)
Contributions	6,427	11,721	(5,294)	-45%	6,427	11,721	(5,294)	-45%	0
Total Non Operating Revenues (Exp)	121,742	(1,730)	123,472	7137%	121,742	(1,730)	123,472	7137%	(31,883)
Change in Net Position (Loss)	474,252	401,582	72,670	18%	474,252	401,582	72,670	18%	512,256

FROM: Medical Staff Services
RE: 02/21/2023 Medical Executive Committee appointments/reappointments for Board approval 02/28/2023

C-0241

§485.627(a) Standard: Governing Body or Responsible Individual

The CAH has a governing body or an individual that assumes full legal responsibility for determining, implementing, and monitoring policies governing the CAH'S total operation and for ensuring that those policies are administered so as to provide quality health care in a safe environment.

Interpretive Guidelines §485.627(a)

It is the responsibility of the governing body (or responsible individual) to appoint, with the advice of the medical staff, the individual practitioners to the medical staff. After considering medical staff recommendations, and in accordance with established CAH medical staff criteria and State and Federal laws and regulations, the governing body (or responsible individual) decides whether to appoint new medical staff members or to continue current members of the medical staff.

Recommended provisional appointment to the active/courtesy/allied health/locum tenens staff:

1. Coreen Williams, ARNP (Wound)
2. Nadia Khan, MD (Locums Oncology)
3. Soo Young Kwon, MD (Tele-Neurology)
4. Jeremiah Brewer, MD (Array)

Recommended re-appointment to the active medical staff with privileges as requested:

1. Todd Carlson, MD
2. Molly Parker, MD

Recommended re-appointment to the courtesy medical staff with privileges as requested:

1. Benjamin Atkinson, MD (Tele-Neurology)

Recommended re-appointment to the allied health staff with privileges as requested:

1. Amy Grace, ARNP

Recommended refer and follow privileges as requested:

1. N/A

Recommended Temporary Privileges:

1. N/A

Recommended POCUS Privileges:

1. N/A

Medical Student Rotation:

1. N/A

Disaster Privileging

1. N/A

90-day provisional performance review completed successfully:

1. James Wallace, MD (Emergency)

FROM: Medical Staff Services
RE: 02/21/2023 Medical Executive Committee appointments/reappointments for Board approval 02/28/2023

C-0241

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Resignations:

1. Stephen Schwartz, MD (Locums)

Summary of Changes for Policy and Privilege Review

1. N/A

Policies

1. Expectation of Providers
2. Medical Staff Orientation
3. Residents and Medical Student Agreement and Scope of Practice

Delineation of Privileges

1. ARNP Delineation of Privileges, Surgical Assist