

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#

**Jefferson County Public Hospital District No.2  
Board of Commissioners, Regular Session Minutes  
Wednesday, March 22, 2023**

**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 Buhler-Rienstra, Dressler, Kolff, and Ready. Also, in attendance was Mike Glenn, CEO, Tina Toner, Chief Nursing Officer, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Operating Officer, Heather Bailey, Interim Chief Human Resources Officer, and Christina Avila, Executive Assistant. This meeting was officially audio recorded by Jefferson Healthcare. Commissioner McComas was excused.

**Approve Agenda:**

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

**Action:** Motion passed unanimously.

**Patient Story:**

Tina Toner, Chief Nursing Officer, shared two thank you letters. The first letter was to thank Jefferson Healthcare for the care that they received, with specific thanks to CJ, Kevin, Sarah, Paul, Marsha, Tabitha, Lynn, Christie, Catherine, Matthew, Michael, Matt, Andrew, Peter, Todd, Aaron, Lauren, Leslie, Paige, Dr. Tirado, Dr. Schwartz, and Dr. Bowman. The second letter was to thank inpatient services and ED for helping during the patient's multiple visits. They stated that they were pleasantly surprised at the level of respect, courtesy, and compassion that they encountered at the ED. Discussion ensued.

**Public Comment:**

No public comment was made.

**Minutes:**

- February 28, 2023 Special Session Minutes

Commissioner Ready made a motion to approve the February 28, 2023 Special Session Minutes. Commissioner Dressler seconded.

**Action:** Motion passed unanimously

**Required Approvals:** Action Requested

- Resolution 2023-03 Surplus Equipment
- Resolution 2023-04 Cancelled Warrants
- February Warrants and Adjustments
- Medical Staff Credentials/ Appointments/ Reappointments

Board Chair Buhler Rienstra noted that the cancelled warrants were adjusted to reflect the correct resolution number of 2023-04 and asked if any other commissioners had changes to note. Commissioner Dressler stated that there was a change to the Med Rec to move one of the providers to next month. Commissioner Kolff made a motion to approve the Required Approvals as amended. Commissioner Dressler seconded as amended.

**Action:** Motion passed unanimously

**HR Report:**

Heather Bailey, Interim Chief Human Resources Officer, presented the HR Report. Discussion ensued.

**Financial Report:**

Tyler Freeman, CFO, presented and February Financial Report. Discussion ensued.

**Administrative Report:**

Mike Glenn, CEO, presented the March Administrative report. Discussion ensued. Commissioner Kolff moved to approve OrgChart. Commissioner Ready seconded.

**Action:** Motion passed unanimously

**Break:**

Commissioners recessed for break at 3:46 pm.

Commissioners reconvened from Break at 4:00 pm.

**Clinical Report:**

Dr. Mattern provided a clinical update which included Covid protocols, end of mask mandate in April, end of flu season and how this will impact mask use in hospital and care settings, and DNV site visit. Discussion ensued.

**Board Business:**

- Board of Health Report

Commissioner Kolff shared a Board of Health update that included the resource investment for primary care post-covid, the importance of remaining financially independent to be able to meet the challenges of this community, and a reminder that next month will be dedicated to honoring health heroes in the community with the Public Health Heroes awards. Discussion ensued.

**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 4:51 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra \_\_\_\_\_

Secretary of Commission: Marie Dressler \_\_\_\_\_

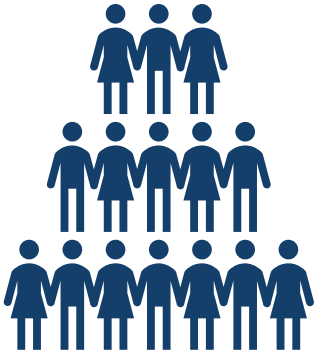
# Talent Acquisition 2.0

## **The Core Key to our Culture**

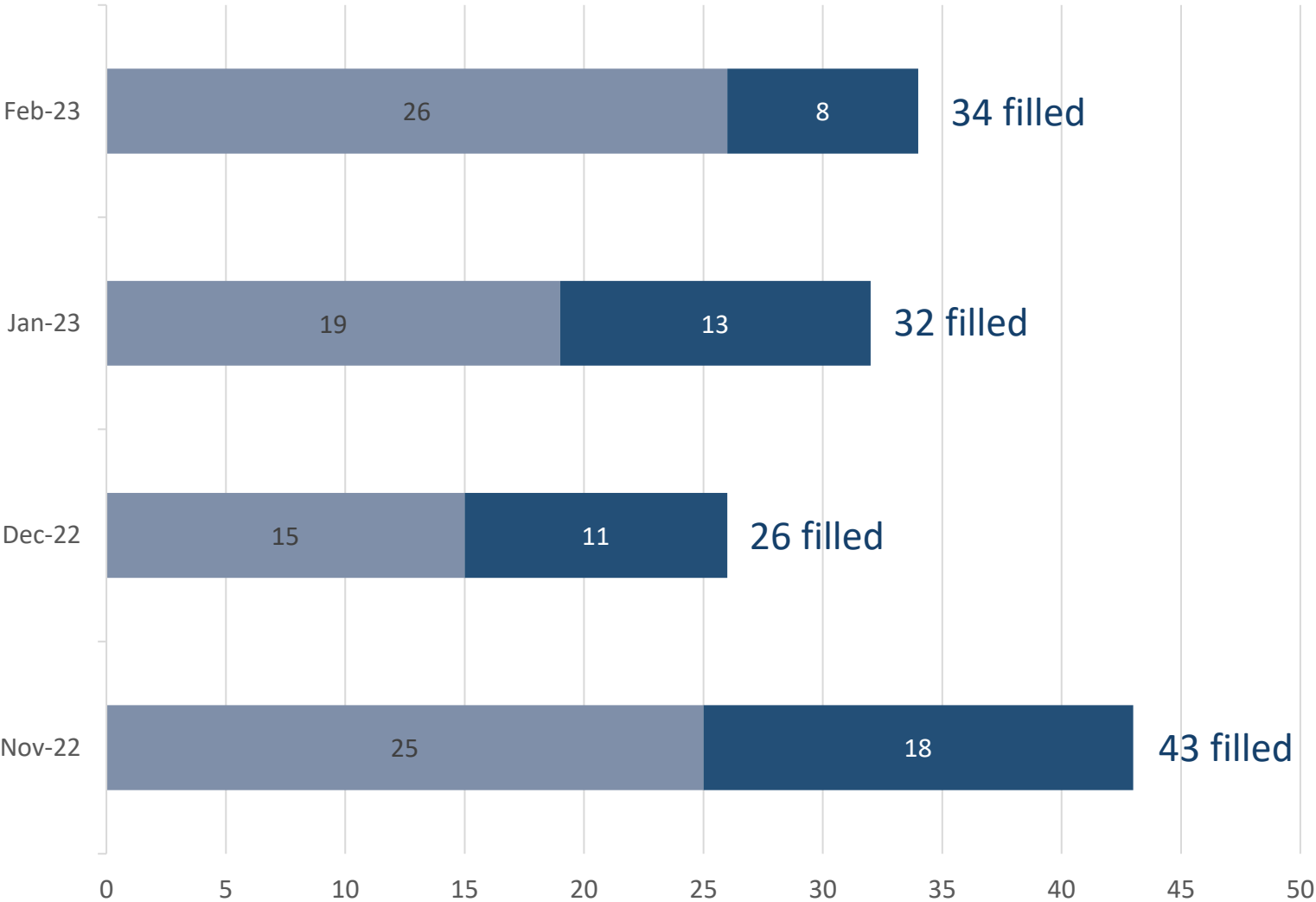
Effective talent acquisition strategies that attract top talent in a more timely manner which allows for culture work to take hold

# New Hires by Month (tracking began 11/22)

130 Positions Filled

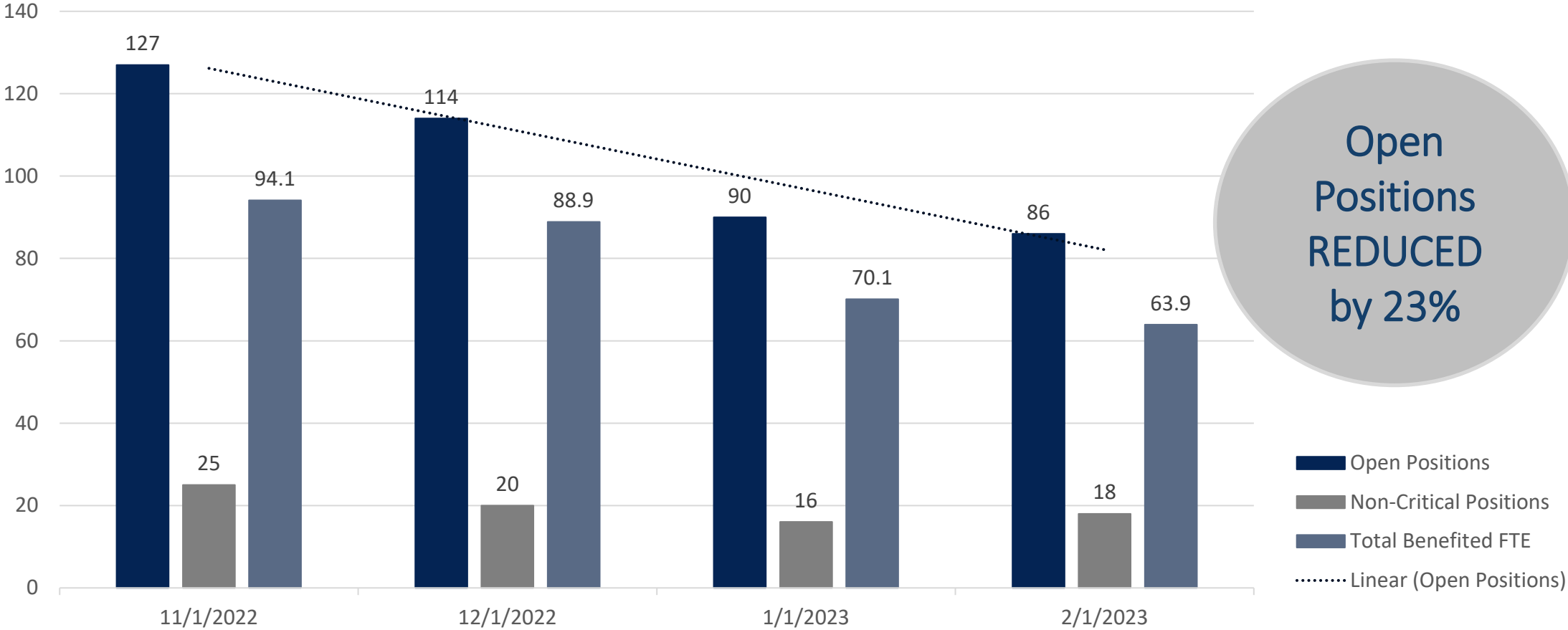


Fall 2022  
~150 open  
positions



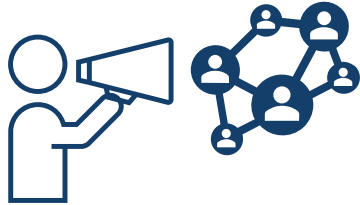
# Open Positions

A Steady Decline



# Talent Acquisition 2.0

## The How



### **SOURCING** and **SEEKING OUT** Passive Candidates

- ✓ Implemented new methods and resources for finding candidates. *NO MORE POST AND PRAY!*
- ✓ LinkedIn, online, social media, job boards, current application system, community engagement and networking
- ✓ Implemented “Boolean” and other search algorithms to target passive candidate
- ✓ Selling our organization & the community
- ✓ Creating and nurturing candidate relationships – it works!

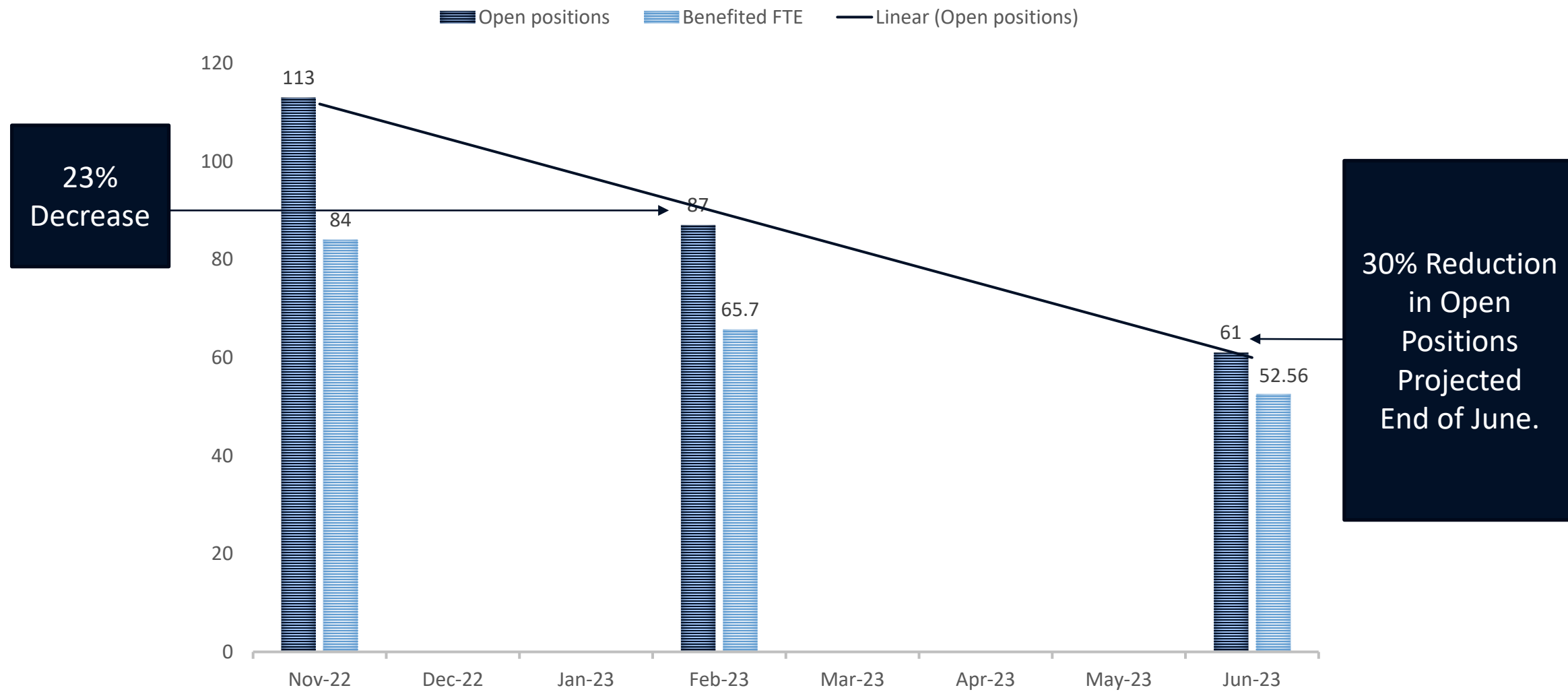


### **DRASTIC** Process **IMPROVEMENT**

- ✓ Complete overhaul of recruitment process
- ✓ Leaders lead, Recruiters recruit
- ✓ Realigned roles/responsibilities across team
- ✓ Improved essential internal tools and processes to include offers and onboarding
- ✓ Organized weekly data and metrics created and monitored starting November 2022
- ✓ Project management and tracking
- ✓ Improved rental process

# Projections

## The Next Four Months





# Jefferson Healthcare

February 2023 Finance Report

March 22nd, 2023

Tyler Freeman, CFO

# February 2023

## Operating Statistics

STATISTIC DESCRIPTION	FEBRUARY 2023						FEBRUARY 2022			
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	598	625	4%	598	625	4%	592	-1%	571	-5%
ADJUSTED PATIENT DAYS	3,080	2,746	12%	6,663	5,787	15%	3,737	-18%	5,222	28%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	80	97	-18%	164	205	-20%	110	-27%	218	-33%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	322	268	20%	645	565	14%	292	10%	642	0%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	413	380	9%	820	802	2%	402	3%	860	-5%
SURGERY CASES (IN OR)	114	121	-6%	251	254	-1%	96	19%	206	18%
SPECIAL PROCEDURE CASES	75	64	17%	148	135	10%	43	74%	75	49%
LAB BILLABLE TESTS	17,037	19,719	-14%	39,136	41,552	-6%	19,995	-15%	43,230	-10%
TOTAL DIAGNOSTIC IMAGING TESTS	3,171	2,922	9%	6,677	6,156	8%	3,002	6%	5,970	11%
PHARMACY MEDS DISPENSED	24,971	17,972	39%	46,530	37,869	23%	17,879	40%	38,563	17%
RESPIRATORY THERAPY PROCEDURES	2,745	2,943	-7%	5,646	6,202	-9%	3,156	-13%	7,215	-28%
REHAB/PT/OT/ST	7,008	8,542	-18%	15,069	18,000	-16%	7,317	-4%	15,130	0%
ER CENSUS	1,071	965	11%	2,155	2,032	6%	848	26%	1,820	16%
DENTAL CLINIC	417	378	10%	871	798	9%	403	3%	778	11%
TOTAL RURAL HEALTH CLINIC VISITS	5,799	5,983	-3%	12,348	12,605	-2%	5,402	7%	11,108	10%
TOTAL SPECIALTY CLINIC VISITS	3,282	3,531	-7%	6,902	7,443	-7%	3,299	-1%	6,573	5%

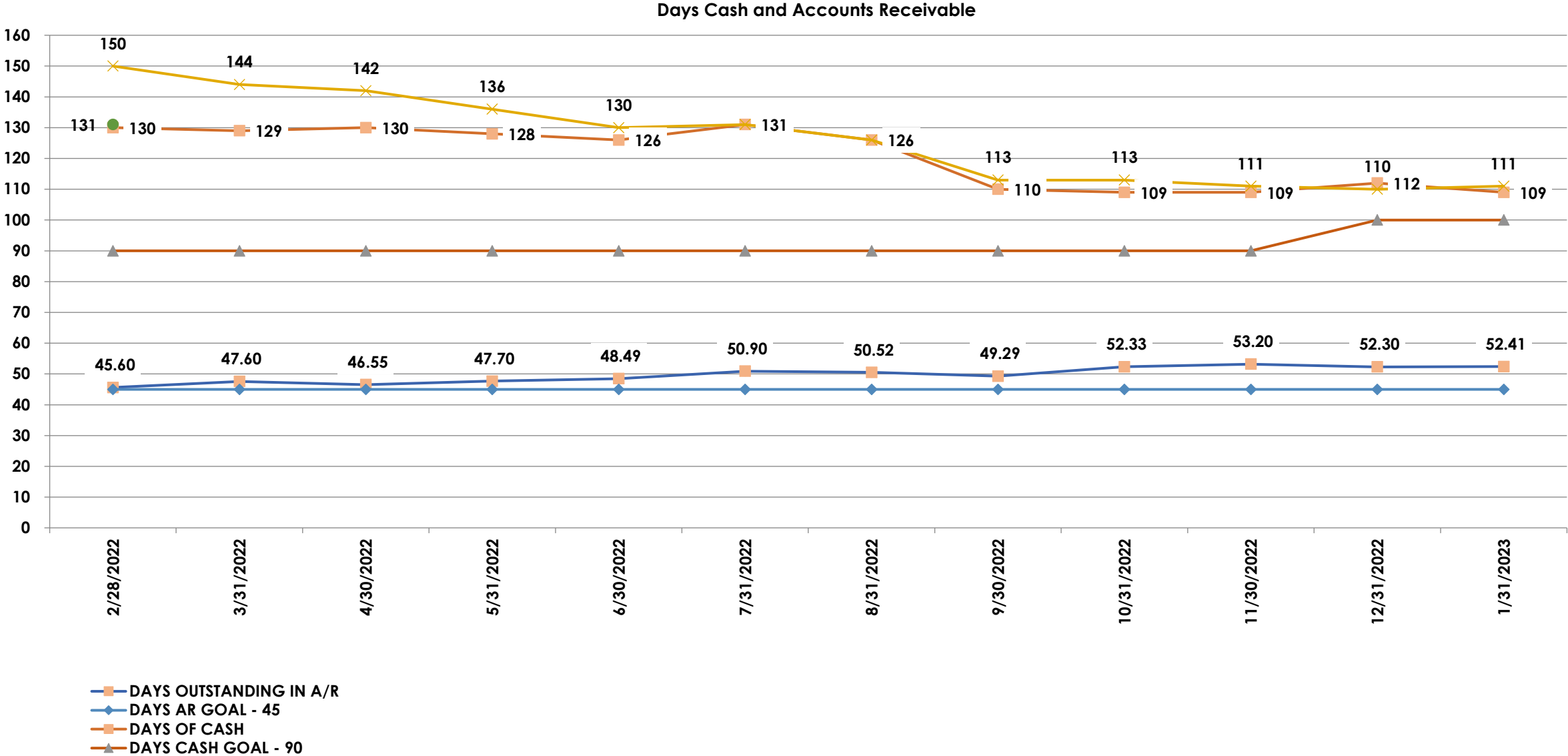
# February 2023

## Income Statement Summary

	February 2023 Actual	February 2023 Budget	Variance Favorable/ (Unfavorable)	%	February 2023 YTD	February 2023 Budget YTD	Variance Favorable/ (Unfavorable)	%	February 2021 YTD
Operating Revenue									
Gross Patient Service Revenue	26,786,491	26,637,427	149,064	1%	55,905,266	56,128,864	(223,598)	0%	46,923,916
Revenue Adjustments	14,116,563	14,313,853	197,290	1%	29,822,827	30,161,333	338,506	1%	23,472,491
Charity Care Adjustments	189,660	169,703	(19,957)	-12%	393,081	357,589	(35,492)	-10%	278,199
Net Patient Service Revenue	12,480,268	12,153,871	326,397	3%	25,689,358	25,609,942	79,416	0%	23,173,227
Other Revenue	509,613	408,834	100,779	25%	1,057,394	861,472	195,923	23%	1,746,786
Total Operating Revenue	12,989,881	12,562,705	427,176	3%	26,746,752	26,471,413	275,339	1%	24,920,013
Operating Expenses									
Salaries And Wages	5,817,682	6,231,841	414,159	7%	11,887,576	13,131,380	1,243,803	9%	12,491,072
Employee Benefits	1,314,757	1,412,977	98,219	7%	2,997,891	2,977,344	(20,547)	-1%	2,918,380
Other Expenses	5,358,248	4,553,604	(804,643)	-18%	11,009,843	9,595,095	(1,414,749)	-15%	8,909,893
Total Operating Expenses	12,490,688	12,198,422	(292,265)	-2%	25,895,310	25,703,819	(191,492)	-1%	24,319,345
Operating Income (Loss)	499,193	364,282	134,911	37%	851,442	767,595	83,847	11%	600,668
Total Non Operating Revenues (Expenses)	126,261	(1,563)	127,824	8180%	245,156	(3,293)	248,449	7546%	(46,856)
Change in Net Position (Loss)	625,454	362,720	262,735	72%	1,096,598	764,302	332,296	43%	553,812
Operating Margin	3.8%	2.9%	0.9%	32.5%	3.2%	2.9%	0.28%	9.8%	2.4%
Total margin	4.8%	2.9%	1.9%	66.8%	4.1%	2.9%	1.21%	42.0%	2.2%
Salaries & Benefits as a % of net pt svc rev	-57.1%	-62.9%	5.8%	9.1%	-57.9%	-62.9%	4.96%	7.9%	-66.5%

# February 2023

## Cash and Accounts Receivable



# March 2023

Preview — (\*as of 0:00 3/22/23)

- **\$29,177,967 in Projected HB charges**
  - Average: \$941,225/day (HB only)
  - Budget: \$947,481/day
  - 99.3% of Budget
- **\$11,639,865 in HB cash collections**
  - Average: \$375,480/day (HB only)
  - Goal: \$417,444/day
- **52.9 Days in A/R**
- **Questions**

# Jefferson Healthcare

Administrative Report

March 22, 2023

Mike Glenn, CEO

# Advocacy | State

- 2023 Legislative Session ends April 23<sup>rd</sup>, 2023
  - One month to go!
- Jefferson Healthcare's Top 4 Priorities:
  - The Jefferson Reproductive and Gynecological Health Project
    - Highest priority for the rest of session.
  - Difficult to Discharge Patients
    - Addressing the guardianship issue did not move forward this session.
    - Potential for additional funding for difficult to discharge patients to support the unique needs they may have (SB 5103).
  - Maintaining Flexible Staffing Models and Innovative Ways to Support Nursing Staff
    - A solution is moving forward that supports WA State nursing staff and allows hospitals to continue to operate.
  - Supporting the Safety Net Assessment Program (SNAP)
    - WSHA is leading these negotiations, right now focused on the States portion of the funding and where it goes.

# Advocacy | State

- With policy topics well underway, the shift to the budget is critical. Mike Glenn, Commissioner Buhler and Drs Skorberg and Luqman are going to Olympia next week to advocate for our appropriations request



Ensuring that our reproductive and gynecological health service line is provided in a safe, welcoming environment is critical to our mission to remain singularly focused on the patient experience. Expanding and modernizing our current clinical space will provide considerable benefits to our patients and providers.

## FY'23 Appropriations Funding Request

Project name: Jefferson Reproductive and Gynecological Health Project  
Amount requested: \$4,000,000  
Project cost: \$10,000,000

## Ensuring local access to reproductive and gynecological health care is critical for the health of our community

Jefferson County residents have a growing need for full spectrum reproductive and gynecological (OB/GYN) healthcare. Although Jefferson Healthcare provides these services, the community demand for advanced technology and state-of-the-art space is expanding, and we have outgrown what we can offer in our current clinical space. One key service provided by obstetrics and gynecologists is surgery and procedures; with only three operating rooms, we are unable to meet the demand for procedures such as hysterectomies, hysteroscopies, and abortion management. With limited space, our operating rooms are often full during the day, leaving little access for emergent surgeries such as cesarean sections.

Larger clinic areas and additional procedural and surgery space are critical to supporting the vast array of consultations, procedures, and treatments that are centralized through our OB/GYN Clinic. Patients seeking reproductive and gynecological care in our community are often forced to leave the area to do so; driving an hour or more to neighboring counties to receive care that we could provide here at home if we had state-of-the-art technology and modern facilities.

## The Jefferson Reproductive and Gynecological Health Project will enhance and expand access to our residents

Jefferson Healthcare is committed to providing the highest quality, most patient-centered care to patients seeking reproductive healthcare or gynecological services in our community. Current space on the Jefferson Healthcare campus does not allow our providers to use the most current and cutting edge technology, limiting care available here on campus and forcing patients to leave the community. We hope to expand the provision of procedures such as surgical abortions or miscarriage management past 11 weeks. With significant population growth projections for Port Townsend over the next decade, the pool of patients needing gynecological or reproductive health care services will continue to grow. Expanding our current space and adding modern facilities will



# Advocacy | Federal

- Continuing to focus on fundraising.
- Economic Development Administration
  - No update here; will work on this request to support OR equipment in Q2/Q3
- Submitted our federal appropriations request for 2023 to all three offices
  - Still a difficult lift because of our recent success, but the project is necessary and appropriate.
  - Focus will be on expansion of critical services – specifically neurology, pulmonology, ENT, geriatrics (\$2m)
- 2022 Appropriations process is underway
  - Non-competitive grant application due June 1, 2023.

# Advocacy | Federal

- All 3 offices received this request with 25 letters of support from agencies across the community (!!)
- Mike, Jake and Jake Johnston are working on advocating for this project with our federal delegation.



Jefferson Healthcare is committed to offering as many health services as are needed for Jefferson County residents. We are consistently striving to improve access and meet the growing healthcare needs of our community.

## FY'23 Appropriations Funding Request

Project name: Jefferson Expanding Healthcare for Rural Seniors Project

Amount Requested: \$2,000,000

Project cost: \$9,600,000

## Bringing Needed Specialty Care to Seniors In Jefferson County.

Jefferson Healthcare is the only community-owned and operated integrated healthcare system in Jefferson County, providing the majority of all healthcare for the 30,000 residents. Seniors in Jefferson County face difficulty in accessing needed specialty medical care because of the geographic isolation. With almost an hour drive to the two nearest locations for specialty care, including having to go over a bridge that faces routine closures during the winter months, Jefferson County seniors rely on Jefferson Healthcare for the majority of their care. When a healthcare need arises that requires out-of-county travel, such as referrals to specialists in neurology, pulmonology, or geriatrics, many patients find it incredibly difficult to travel to these specialty clinics. In fact, many patients decide to forego necessary care due to the long and arduous commute.

To address this need for special care services for seniors that can be provided close to home, Jefferson Healthcare has embarked on a \$9.6 million specialty care expansion project that will bring pulmonology, neurology, Ear, Nose and Throat (ENT), and geriatrics care to seniors in Jefferson County. We estimate that Jefferson Healthcare will be able to provide 8,000 patient visits annually with these services offered close to home, improving health care outcomes for our senior population. This clinic will also add another 20 highly skilled, critical jobs to our community.

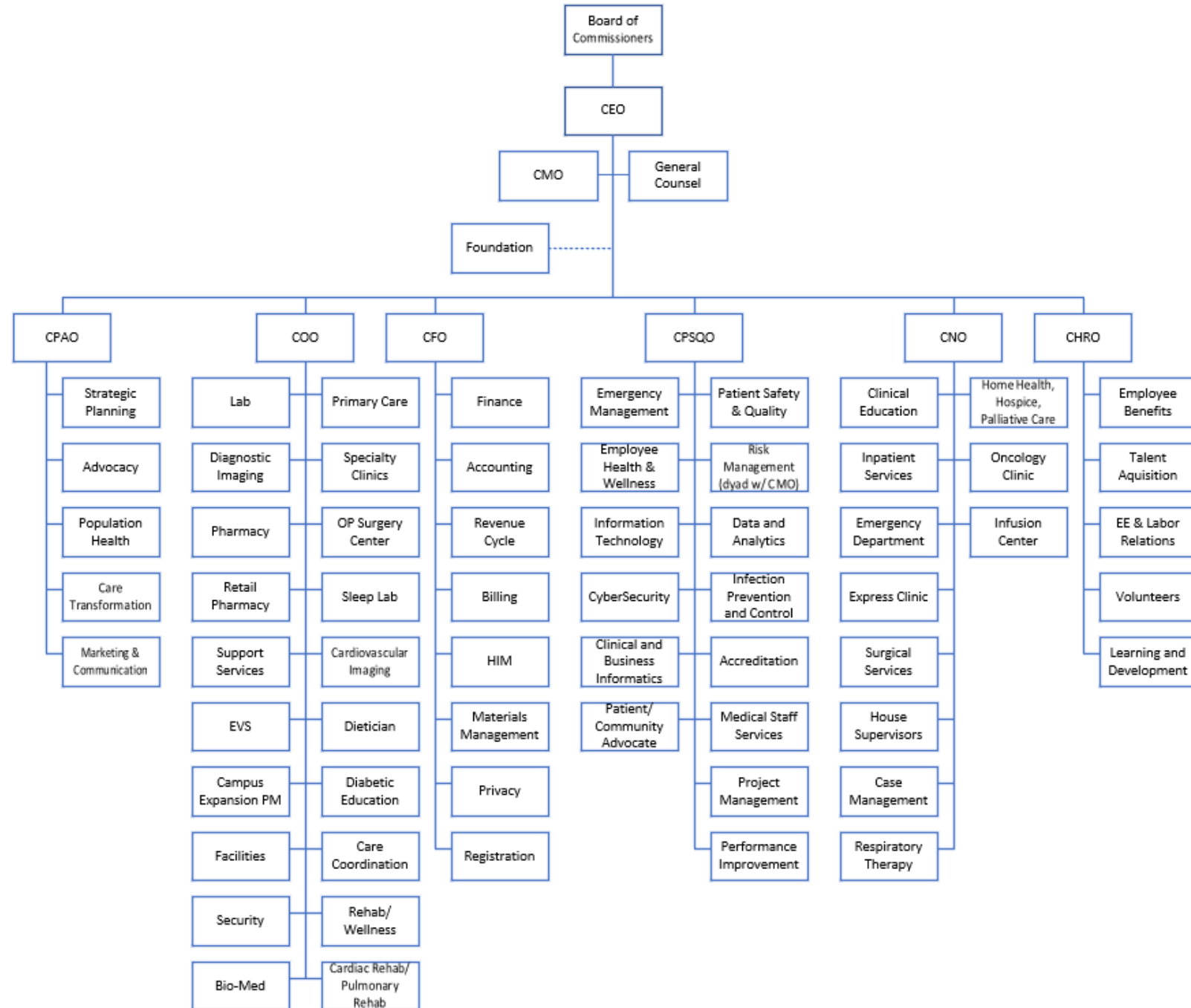
**The Expanding Rural Healthcare for Seniors Project will support Jefferson County residents in receiving high-quality, full-spectrum care right here at home.**

The Expanding Rural Healthcare for Seniors Project will support opening a new clinic that offers access to neurology, pulmonology, ENT, and geriatrics. This clinic will serve hundreds of patients annually who otherwise would have had to travel at least one hour each way to specialty clinics in neighboring counties.

This project is strongly supported by the Jefferson County community and is expected to serve thousands of patients every year. The impact of COVID-19, the high cost of labor, and the current

# ACO Update

# 2023 Org Chart



# Admin Report

- Replacement and expansion project update
- Pharmacy transition
- Healthier together update
- Other

# Questions

