



Jefferson County Public Hospital District No.2
Board of Commissioners Meeting
Victor J. Dirksen Conference Room
834 Sheridan St, 1st Floor ESSB

This meeting will be held in person in the Dirksen Conference Room and on Teams. Please see the link below to access this meeting remotely.

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, May 24, 2023

Call to Order:

The meeting was called to order at 2:04 pm by Board Chair Buhler Rienstra. Present were Commissioners Buhler-Rienstra, Dressler, Kolff, McComas, and Ready. Also, in attendance were Mike Glenn, Chief Executive Officer, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Operating Officer, Brandie Manuel, Chief Quality & Patient Safety Officer, Heather Bailey, Interim Chief Human Resources Officer, Dunia Faulx, Chief Planning and Advocacy Officer, and Christina Avila, Executive Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

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

Action: Motion passed unanimously.

Patient Story:

Tina Toner, Chief Nursing Officer, shared two letters that were sent to the Hospice Team. The first letter was from a family thanking the hospice team for their entire experience of end-of-life care for their loved one. The second letter is from a former hospice volunteer whose husband received care from Jefferson Hospice. She thanked Hospice for all the services he received and the care that was provided to him. Discussion ensued.

Public Comment:

Member of the public and Jefferson Transit Board, Nicole Gauthier, informed the commissioners of an application to join the Jefferson Transit Board, and invited commissioners to apply. Board Chair Buhler-Rienstra thanked Nicole for the invitation and notified her that she will be inviting the commissioners to discuss this later in the meeting.

Minutes:

- April 26, 2023 Regular Session Minutes

Commissioner McComas made a motion to approve the Regular Session Minutes. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Required Approvals: Action Requested

- Resolution 2023-06 Surplus Equipment
- Resolution 2023-07 Cancelled Warrants
- April Warrants and Adjustments
- Medical Staff Credentials/ Appointments/ Reappointments

Commissioner Dressler made a motion to approve the Required Approvals. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Patient Advocate Report:

Jackie Levin, Patient Advocate, presented the May patient advocate report. Discussion ensued.

Break:

Commissioners recessed for break at 2:38 pm.

Commissioner reconvened from break at 2:52 pm.

Quality Report:

Brandie Manuel, Chief Quality & Patient Safety Officer, presented the May Quality report.

Brandie shared patient compliments to Express Care, Terri in phlebotomy, Dr. Irick, Dr. McGill, Candance Byers, Angela Jackson, Stella at South County Clinic, and the South County Clinic Staff. Discussion ensued.

Financial Report:

Tyler Freeman, CFO, presented the April Financial Report.

Discussion ensued.

Administrative Report

Mike Glenn, CEO, presented the May Administrative report.

Discussion ensued.

Board Business:

- Board of Health Report

Commissioner Kolff shared a Board of Health Report which included a training presented by Beau Olgren, looking for a Board of Health member who is a public health consumer, meeting with Mike and Jill about climate crisis, and would like to send information to the Board about rising sea levels impact on Port Townsend. Commissioner Kolff also requested that the Board hold a long-term discussion for climate crisis impact on the community. Discussion ensued.

- Foundation Report

Commissioner Dressler shared an update for the Jefferson Healthcare Foundation about a small gathering the night before where there was conversation about the Linear Accelerator project and fundraising requests. Discussion ensued.

- Jefferson Transit Board Invitation

Board Chair Buhler Rienstra invited a motion to discuss the application for the Jefferson Transit Board. Commissioner Kolff made a motion to discuss. Commissioner Dressler seconded.

Action: Motion Passed unanimously.

Discussion ensued.

- Meeting Evaluation

Commissioners evaluated the meeting.

Conclude:

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

Action: Motion passed unanimously.

The meeting concluded at 5:04 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra _____

Secretary of Commission: Marie Dressler _____

Board Business:

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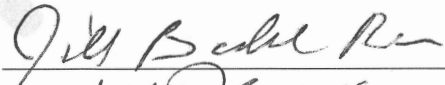
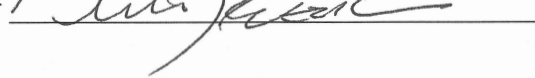
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Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra

Secretary of Commission: Marie Dressler

Thank you,
Hospice
Team!



Patient Advocate Report

Board of Commissioners
1st Quarter 2023
Presented by Jackie Levin MS, RN,
May 24, 2023

The logo for Jefferson Healthcare, featuring the word "Jefferson" in a serif font above a red curved line, and the word "Healthcare" in a sans-serif font below it, all in white text on a dark blue rectangular background. A yellow decorative shape is visible behind the logo.

Jefferson
Healthcare

The Office of the Patient Advocate

Deliver the highest quality of care.

- Investigate patient grievances, recommend process improvements
- Participate in Internal Audits and Quality Committees
- Restore the trust broken by a patient experience.

Provide a patient experience that we are proud of

- Patient Advocate Review Process
- Support leaders and staff through investigative process
- Collaborate with Risk Management, Financial Counselors, Quality Team

Support gender-affirming & equitable care

- Guide patients/families through our healthcare system
- Connect with team members as appropriate.
- Gather SOGI Demographics and pronouns.
- Apply equity lens to existing improvement projects

Partner with the community, state, and regional collaboratives

- Listen to community partners to identify community priorities for improving patient experiences.
- Sponsor and participate in local events

Patient Concerns and Navigation

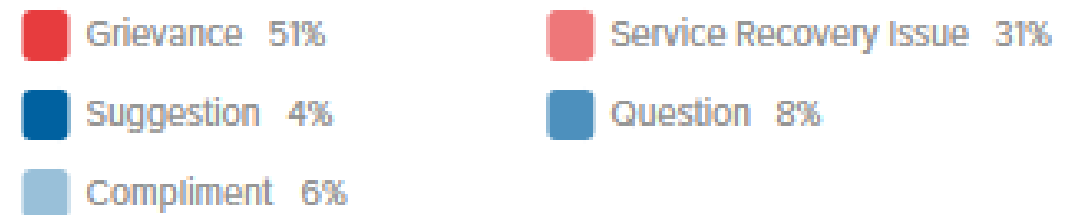
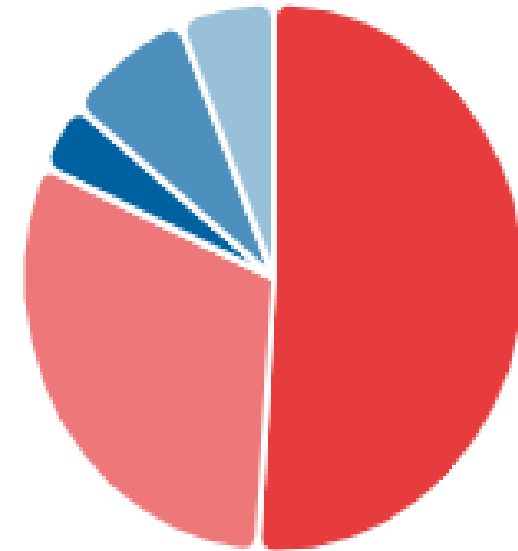
Grievance

Q 1: Grievance Feedback Summary:

49 Patient Calls

- 20% decrease from 4th Q 2022 (62 patient concerns)
- Days to Acknowledgement:
 - 2.0 Average
- Days to Closure: 20 Average
- 2 Closures > 30 Days

Tickets by Feedback Type



Q 1:

Service Feedback by Issue Type:

The Patient Concerns

Care Provider Issues:

- Communication
- “Wrong/missed” Diagnosis

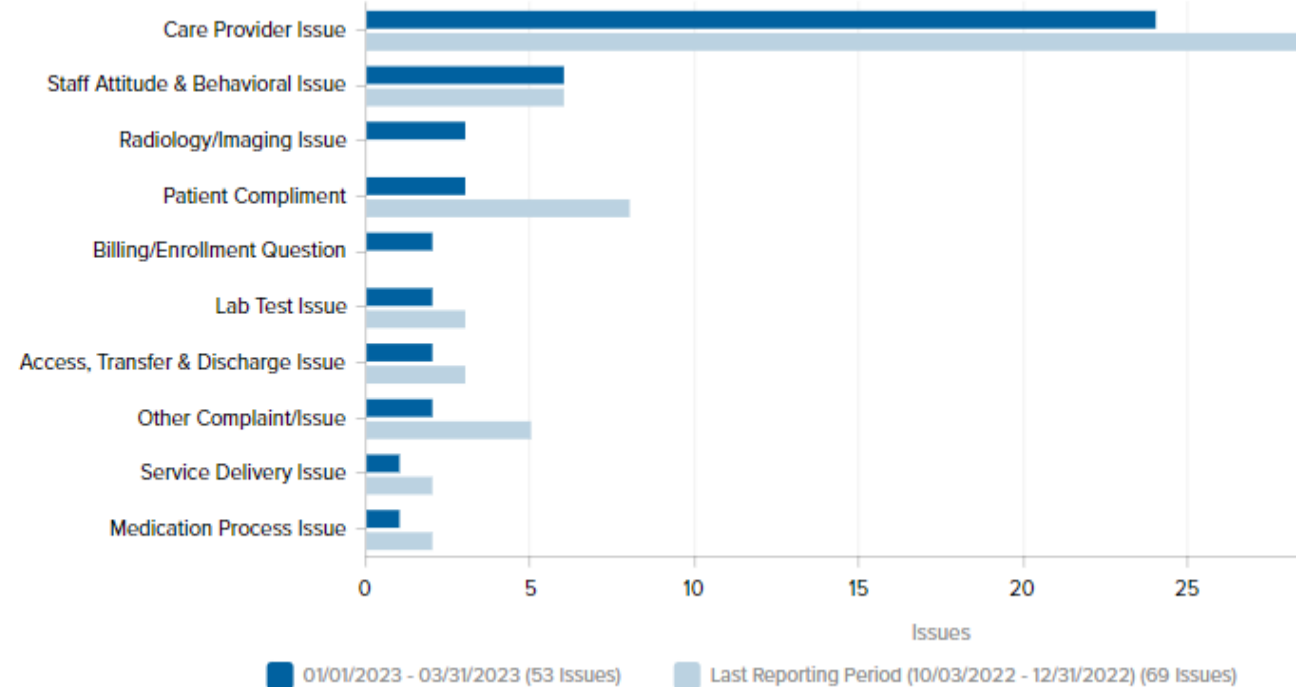
Diagnostic Imaging

- Diagnostic test not performed

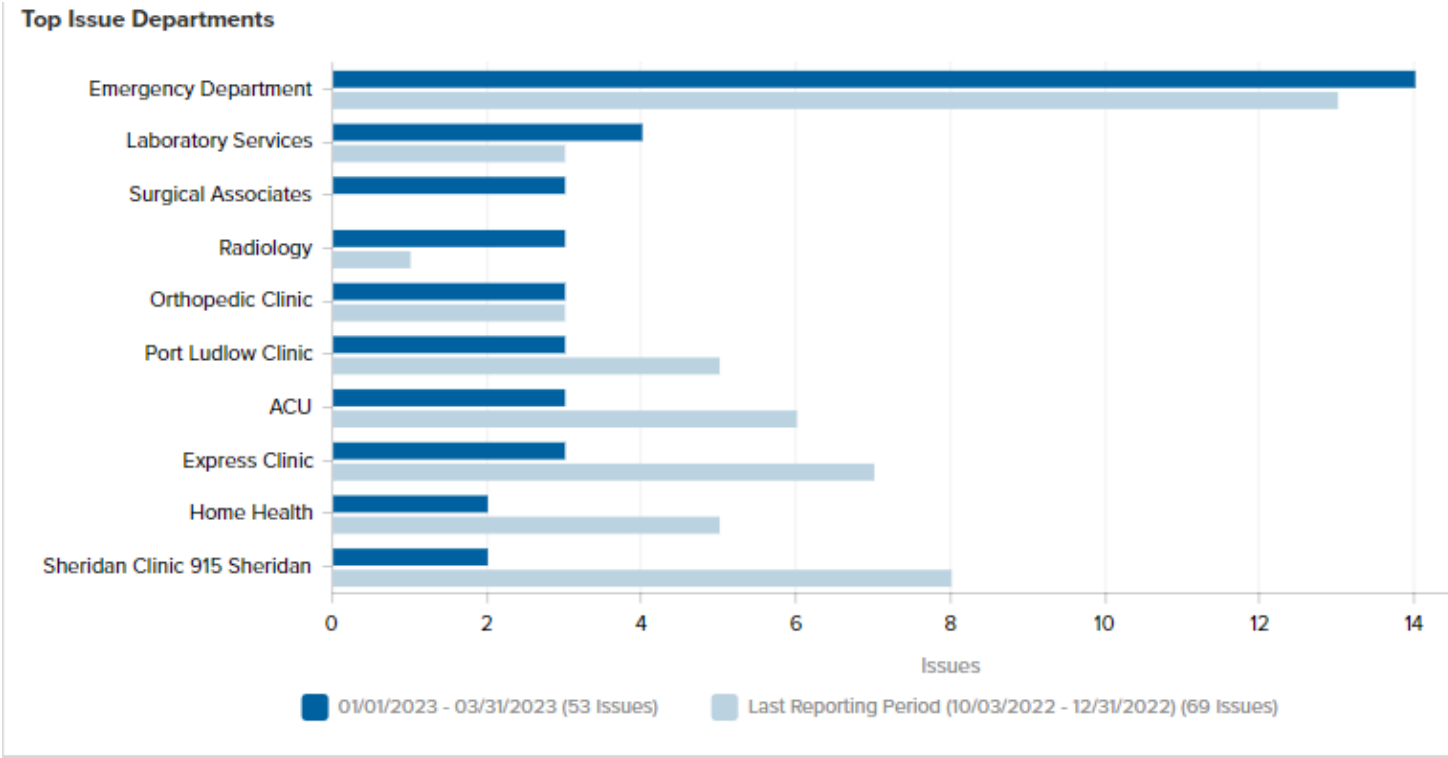
Billing/Charges

- Excessive Rates
- Coding Obs vs Inpatient Admissions

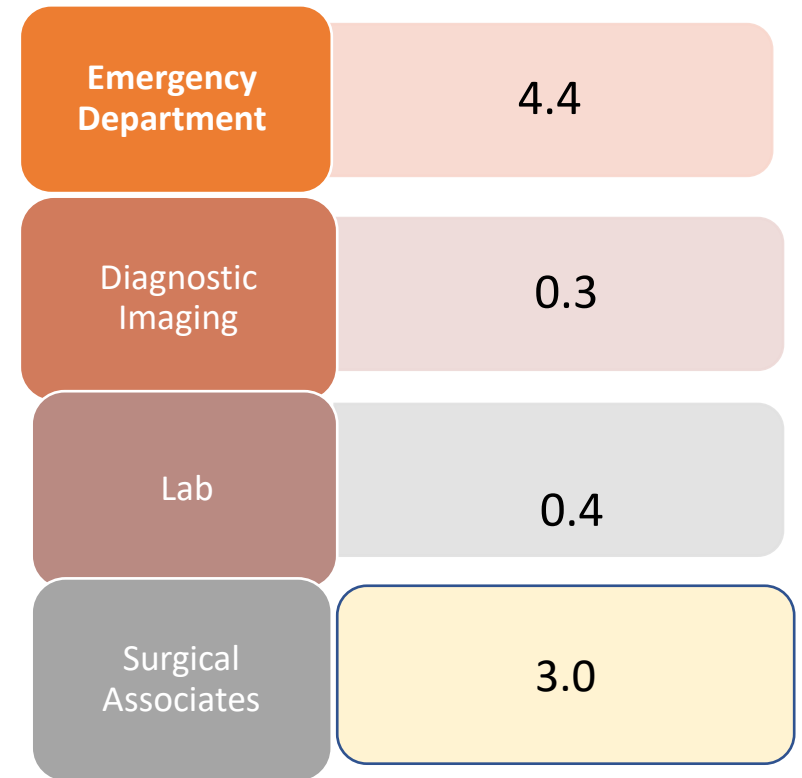
Top Issue Types



Service Area Feedback



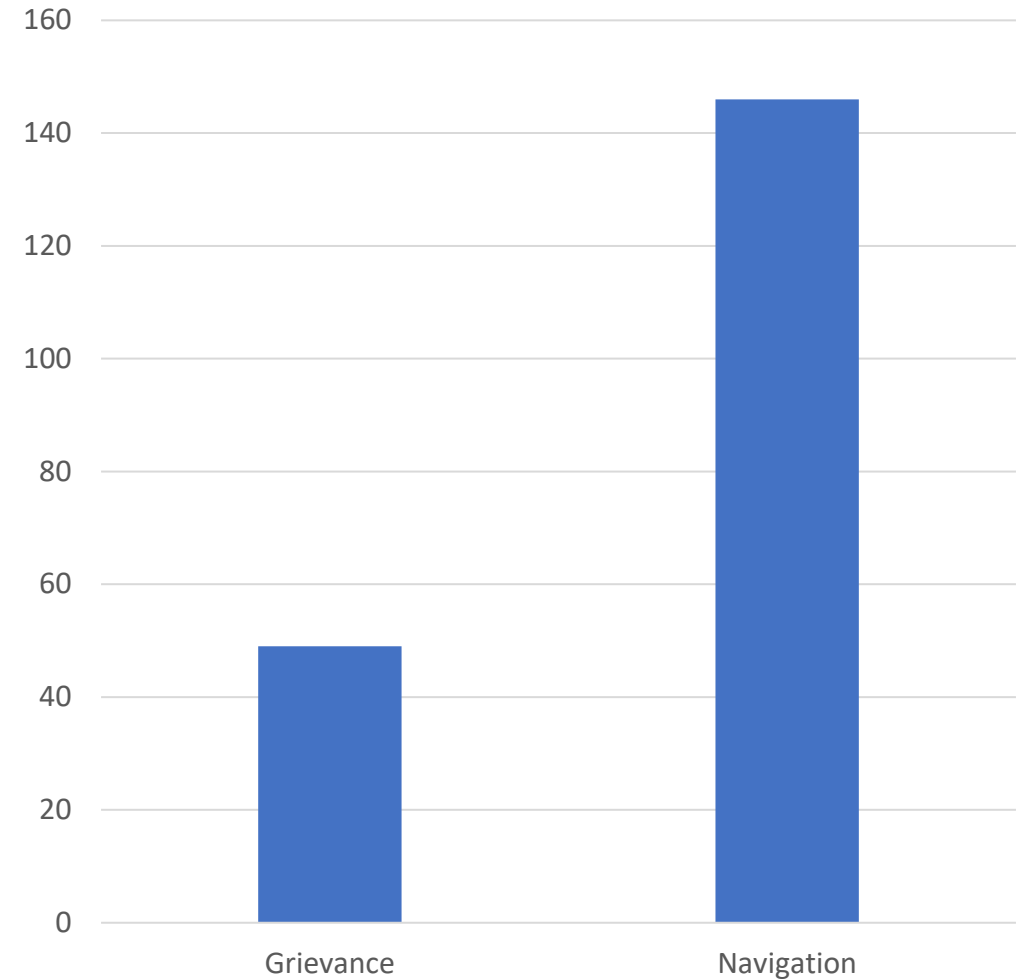
Concerns per 1000 visits



Navigation & Service Recovery

Purpose: Track care process gaps and get immediate needs met

- 158 Contacts (124 contacts in Q 4) **27% Increase**
- Time spent: 71 hours (56 hours in Q4) **12% of our time**
- Areas of concern
 - Billing questions and charges
 - HIM Medical Record Amendments
 - Advance Directives
 - Transfer to a different provider



Collaborators

Health Information Management
and Privacy Officer



Debra Tesch

Patient Financial Services

**Marta Flores
Wenkie Schultz
Melissa Sherwood**



Questions?

Jefferson Healthcare

April 2023 Finance Report

May 24th, 2023

Tyler Freeman, CFO

April 2023

Operating Statistics

STATISTIC DESCRIPTION

STATISTIC DESCRIPTION	APRIL 2023						APRIL 2022			
	<u>MO</u>	<u>MO</u>	<u>%</u>	<u>YTD</u>	<u>YTD</u>	<u>%</u>	<u>MO</u>	<u>%</u>	<u>YTD</u>	<u>%</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>VARIANCE</u>
FTEs - TOTAL (AVG)	598	625	4%	598	625	4%	592	-1%	609	2%
ADJUSTED PATIENT DAYS	2,674	2,845	-6%	12,621	11,672	8%	3,737	-28%	11,207	13%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	73	101	-28%	311	414	-25%	88	-17%	418	-34%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	218	278	-22%	1,110	1,139	-3%	249	-12%	1,180	-6%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	291	395	-26%	1,421	1,618	-12%	340	-14%	1,601	-13%
SURGERY CASES (IN OR)	110	125	-12%	493	512	-4%	124	-11%	479	3%
SPECIAL PROCEDURE CASES	73	66	11%	319	272	17%	79	-8%	229	28%
LAB BILLABLE TESTS	19,838	20,424	-3%	83,367	83,807	-1%	18,196	9%	83,400	0%
TOTAL DIAGNOSTIC IMAGING TESTS	3,352	3,026	11%	13,892	12,415	12%	2,863	17%	12,278	12%
PHARMACY MEDS DISPENSED	17,790	18,614	-4%	82,915	76,380	9%	17,474	2%	77,193	7%
RESPIRATORY THERAPY PROCEDURES	2,682	3,048	-12%	11,471	12,509	-8%	2,394	12%	12,990	-13%
REHAB/PT/OT/ST	7,978	8,849	-10%	31,683	36,306	-13%	8,286	-4%	33,567	-6%
ER CENSUS	1,070	999	7%	4,440	4,099	8%	920	16%	3,716	16%
DENTAL CLINIC	407	392	4%	1,843	1,609	15%	381	7%	1,625	12%
TOTAL RURAL HEALTH CLINIC VISITS	5,929	6,195	-4%	25,897	25,422	2%	5,934	0%	23,484	9%
TOTAL SPECIALTY CLINIC VISITS	3,507	3,660	-4%	14,398	15,012	-4%	3,346	5%	14,068	2%

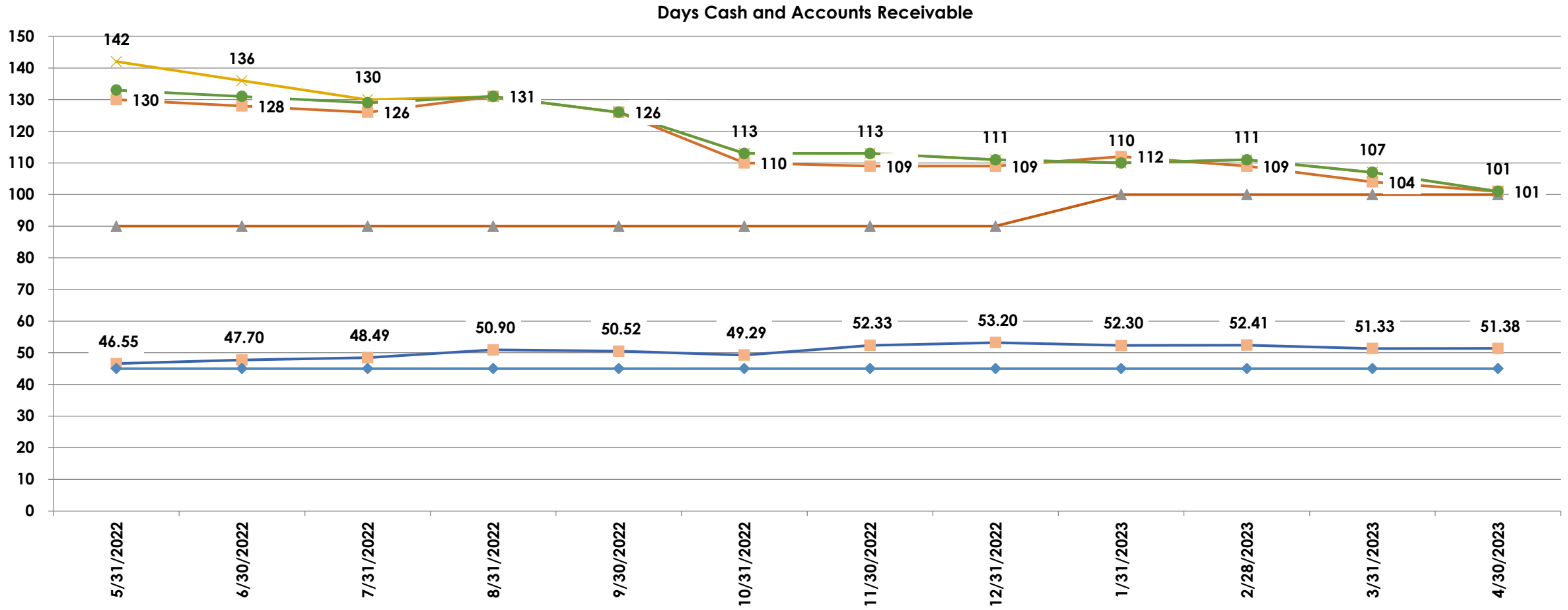
April 2023

Income Statement Summary

	April 2023 Actual	April 2023 Budget	Variance Favorable/ (Unfavorable)	%	April 2023 YTD	April 2023 Budget YTD	Variance Favorable/ (Unfavorable)	%	April 2022 YTD
Operating Revenue									
Gross Patient Service Revenue	27,654,110	28,540,100	(885,990)	-3%	114,818,785	114,160,400	658,385	1%	101,280,870
Revenue Adjustments	14,393,786	15,336,271	942,485	6%	61,445,645	61,345,084	(100,561)	0%	53,600,589
Charity Care Adjustments	229,849	181,825	(48,024)	-26%	1,021,719	727,300	(294,419)	-40%	476,069
Net Patient Service Revenue	13,030,475	13,022,004	8,471	0%	52,351,421	52,088,016	263,405	1%	47,204,213
Other Revenue	716,792	438,037	278,755	64%	2,576,280	1,752,146	824,134	47%	3,324,879
Total Operating Revenue	13,747,267	13,460,041	287,226	2%	54,927,701	53,840,162	1,087,539	2%	50,529,092
Operating Expenses									
Salaries And Wages	6,466,692	6,676,973	210,281	3%	25,046,460	26,707,891	1,661,431	6%	24,917,318
Employee Benefits	2,038,236	1,513,904	(524,332)	-35%	6,425,343	6,055,615	(369,728)	-6%	6,057,394
Other Expenses	5,575,277	4,878,862	(696,415)	-14%	22,524,451	19,515,447	(3,009,004)	-15%	18,595,874
Total Operating Expenses	14,080,205	13,069,739	(1,010,466)	-8%	53,996,254	52,278,953	(1,717,301)	-3%	49,570,586
Operating Income (Loss)	(332,938)	390,302	(723,240)	-185%	931,447	1,561,209	(629,762)	-40%	958,506
Total Non Operating Revenues (Expenses)	157,763	(1,675)	159,438	9519%	543,529	(6,696)	550,225	8217%	104,041
Change in Net Position (Loss)	(175,175)	388,627	(563,802)	-145%	1,474,976	1,554,513	(79,537)	-5%	1,062,547
Operating Margin	-2.4%	2.9%	-5.3%	-183.5%	1.7%	2.9%	-1.20%	-41.5%	1.9%
Total margin	-1.3%	2.9%	-4.2%	-144.1%	2.7%	2.9%	-0.20%	-7.0%	2.1%
Salaries & Benefits as a % of net pt svc rev	-65.3%	-62.9%	-2.4%	-3.8%	-60.1%	-62.9%	2.78%	4.4%	-65.6%

April 2023

Cash and Accounts Receivable



- DAYS OUTSTANDING IN A/R
- ◆ DAYS AR GOAL - 45
- DAYS OF CASH
- ▲ DAYS CASH GOAL - 90
- ✕ DAYS CASH W/ MEDICARE ADVANCE

May 2023

Preview – (*as of 0:00 5/18/23)

- **\$30,065,276 in Projected HB charges**
 - Average: \$969,848/day (HB only)
 - Budget: \$947,481/day
 - 102% of Budget
- **\$12,837,505 in HB cash collections**
 - Average: \$414,113/day (HB only)
 - Goal: \$417,444/day
- **50 Days in A/R**
- **Questions**



Jefferson Healthcare

Administrative Report

May 24, 2023

Mike Glenn, CEO

Advocacy | State

- Legislature 5 Key Priorities

- Housing and Homelessness
- Public Safety
- Climate Change
- **Reproductive Rights**
- **Behavioral Health**

- Jefferson Healthcare Key Priorities

- Support the Reproductive and Gynecological Health Project
- Protect patient access to care by reducing barriers to flexible staffing models.
- Address difficult to discharge patients.
- Support the safety net assessment program.

Advocacy | State

- Difficult to Discharge patients
 - *Biennial budget: \$293.3m*
 - Development of a task force with 5 hospital pilot programs to address discharge challenges (details TBD).
 - Significant Medicaid payment rate increases for long-term care providers.
- Behavioral Health
 - *Biennial budget: \$236.2m*
 - Support pediatric patients stuck in hospitals
 - Increase Medicaid provider rates for non-hospital community BH programs

Advocacy | Federal

- Funding focus
- Policy discussions ongoing regarding CAHMA
- Responsive to legislative office questions around a variety of policy topics including 340B, site neutral payments, etc. Continuing to act as a trusted partner.



Expanding Health Care for Rural Seniors

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

Advocacy | Federal

- Jefferson Expanding Healthcare for Rural Seniors application was supported by ALL THREE legislators.
- Will be hearing this week regarding if the proposal was included in the House budget

COMMUNITY PROJECT FUNDING REQUESTS

FY2024 Community Project Funding Requests

1) Project Name: Expanding Healthcare for Rural Seniors Project
Requested Amount: \$2,000,000
Intended Recipient: Jefferson County Public Hospital District No. 2, DBA Jefferson Healthcare
Intended Recipient Address: 834 Sheridan St, Port Townsend, WA 98368
Explanation of Request: This funding will support the construction and opening of a new clinic offering specialty care in neurology, pulmonology, ENT, and geriatrics to seniors in Jefferson County who face geographic barriers.

Jefferson Healthcare Expanding Healthcare for Rural Seniors Project

- Requested by: U.S. Senator Maria Cantwell, Washington state
- Recipient Name: Jefferson County Public Hospital District No. 2, dba Jefferson Healthcare
- Project Purpose: To expand specialty care for seniors in Jefferson County.
- Project Location: Jefferson Co., WA
- Amount Requested: \$2,000,000

Murray	Jefferson County Public Hospital District 2, Jefferson Healthcare	Expanding Healthcare for Rural Seniors Project: To construct new clinic space and patient exam rooms to serve the older population in Jefferson County.	Port Townsend, WA	\$2,000,000	Labor, Health, and Human Services
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Admin Report

- Community Outreach
- Replacement and Expansion Project Update
- Other

Questions