



Jefferson County Public Hospital District No.2
Board of Commissioners Meeting
Sheridan Conference Room
Upper 915 Sheridan Building

This meeting will be held in person in the Sheridan 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, August 23, 2023**

Call to Order:

The meeting was called to order at 2:00 pm by Board Chair Buhler-Rienstra. Present were Commissioners Buhler-Rienstra, Dressler, McComas, and Ready. Commissioner Kolff was excused. Also, in attendance were Mike Glenn, Chief Executive Officer, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Operating Officer, Brandie Manuel, Chief Patient Safety and Quality Officer, Tina Toner, Chief Nursing Officer, Dunia Faulx, Chief Planning and Advocacy Officer, Molly Propst, Chief Human Resources Officer, and Christina Avila, Executive Assistant. This meeting was officially audio recorded by Jefferson Healthcare.

Approve Agenda:

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

Action: Motion passed unanimously.

WSHA Update:

Cassie Sauer, WSHA President and CEO, and Darcy Jaffe, WSHA Senior Vice President, Safety & Quality provided a WSHA Update. Discussion ensued.

Board Book Update: Linda Summers, COO/Senior Principal of Via Healthcare Consulting provided a board book update. Discussion ensued.

Patient Story:

Tina Toner, Chief Nursing Officer, shared patient compliments about Express Care, Amy, Amy's assistant, front desk staff friendliness, quick visits (15 minutes), Express Clinic volumes by month and time of day, and the Express Clinic move. Discussion ensued.

Public Comment:

No public comment was made.

Minutes:

- July 26, 2023 Regular Session Minutes

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

Action: Motion passed unanimously.

Required Approvals: Action Requested

- Resolution 2023-11 Canceled Warrants
- July Warrants and Adjustments
- Medical Staff Credentials/ Appointments/ Reappointments

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

Action: Motion passed unanimously.

Break

Commissioners recessed for break at 3:54 pm.

Commissioners reconvened from break at 4:04 pm.

Financial Report:

Tyler Freeman, Chief Financial Officer, presented the June Financial Report. Discussion ensued.

Quality Report: Brandie Manuel, Chief Patient Safety and Quality Officer, presented the August Quality report including Dunia's project with "unobstacle course" for vulnerable populations, gold plus award in treatment of heart failure, compliments to Dr. Biccum, Dr. Bickling, Shawnisa, Dan and Holly in Dermatology, timeliness in referrals, and service-focused improvement efforts. Discussion ensued.

Project Update:

Jake Davidson, Chief Operating Officer, presented the August project update. Discussion ensued. Jeff Fivecoat presented resolution 2023-12 Bond Resolution to the board for review and approval. Brad Berg presented financial details of 2023-12 Bond Resolution. Discussion ensued. Board Chair Buhler-Rienstra read the 2023-12 Bond Resolution aloud.

Commissioner Ready made a motion to approve the 2023-12 Bond Resolution. Commissioner McComas seconded.

Action: Motion passed unanimously.

Administrative Report

Dunia Faulx, Chief Planning and Advocacy Officer, and Mike Glenn, Chief Executive Officer, presented the August Administrative report. Discussion ensued.

Clinical Update

Dr. Mattern, Chief Medical Officer, provided a clinical update which included hospital bed numbers, inpatient volumes, increase in Covid 19 positive patients, vaccine shipments, employee vaccine campaign, chemotherapy shortage update, home health and hospice admissions and Dax AI product overview. Discussion ensued.

Board Business:

- 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 5:43 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra

Secretary of Commission: Marie Dressler

Approved via MS Teams

Approved via MS Teams



Washington State
Hospital Association



Key Issues in Health Care: Working Together for a Healthy Future

Jefferson Healthcare

Cassie Sauer, WSHA President and CEO

Darcy Jaffe, WSHA Senior Vice President of Safety and Quality

Topics for Today

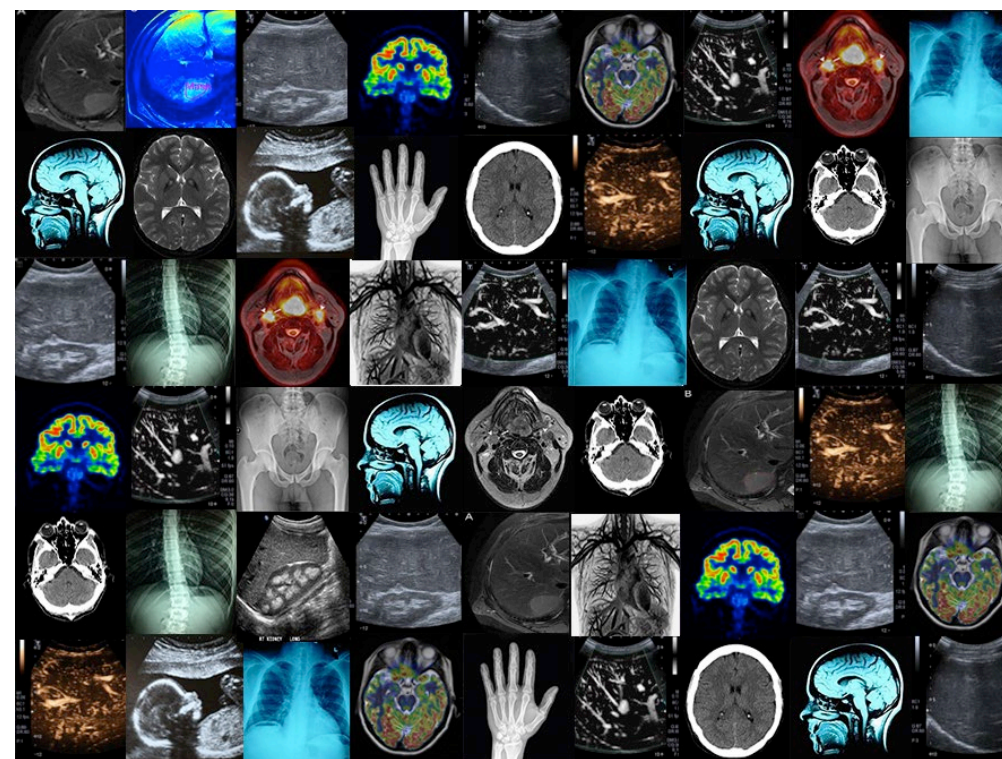
- Health care and AI
- Financial crisis and legislative solutions
- Nurse staffing implementation
- Opioids and overdose prevention
- Your involvement!
- And anything else you want to hear or discuss

Health Care and AI



AI in Patient Care

- Operate call centers
- Interact with patients via chatbots
- Engage in mental health dialog
- Diagnose based on list of symptoms
- Read mammograms and other images
- Spot complex drug interactions
- Create care plans for multiple conditions



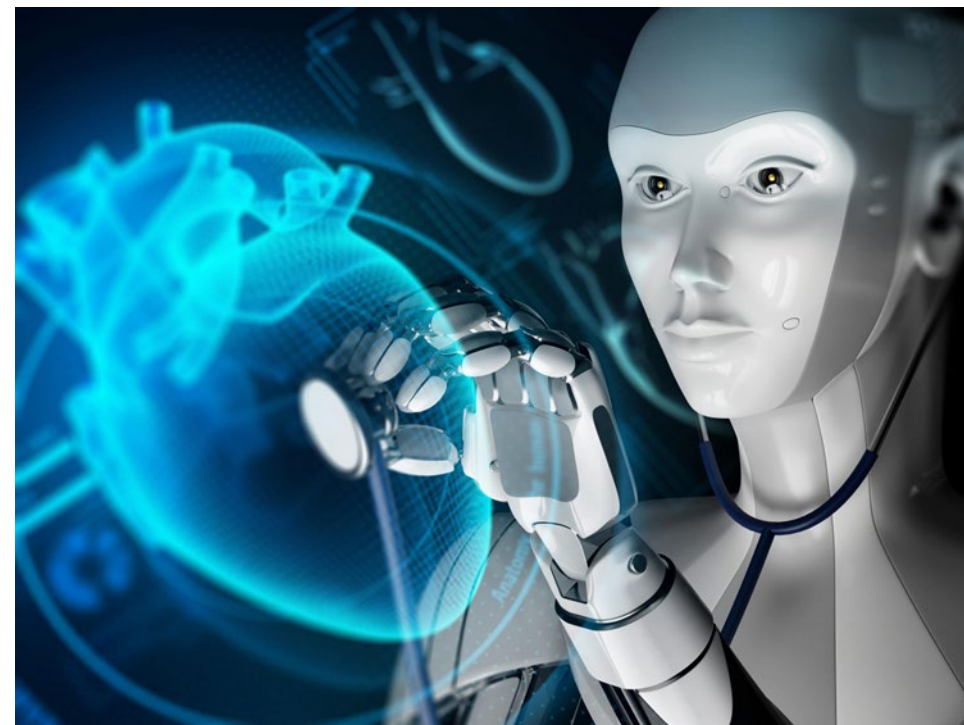
Reducing Administration and Paperwork – And Burnout

- Schedule appointments
- Enter data
- Manage billing and coding
- Generate insurance filings and appeals
- Deal with medication refills
- Summarize patient and provider conversations
- Respond to non-complex emails



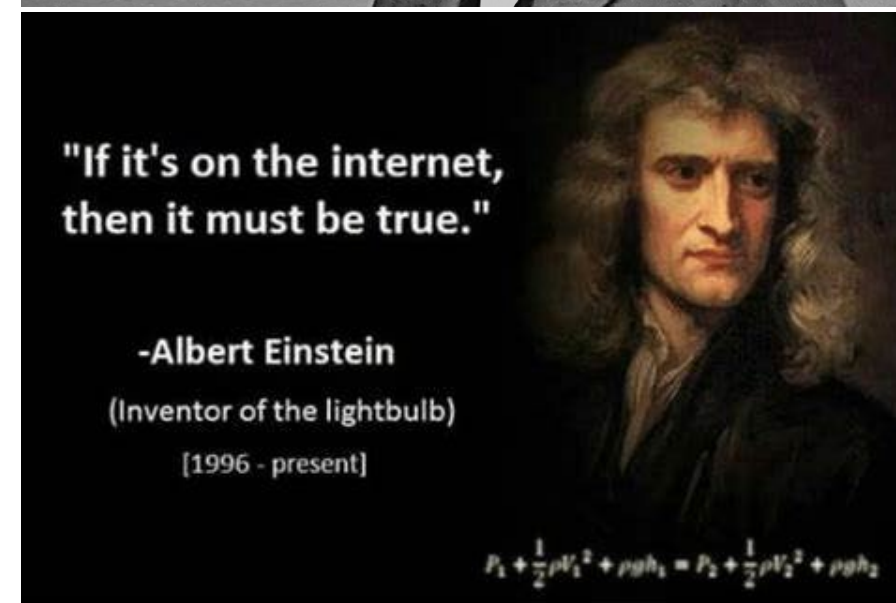
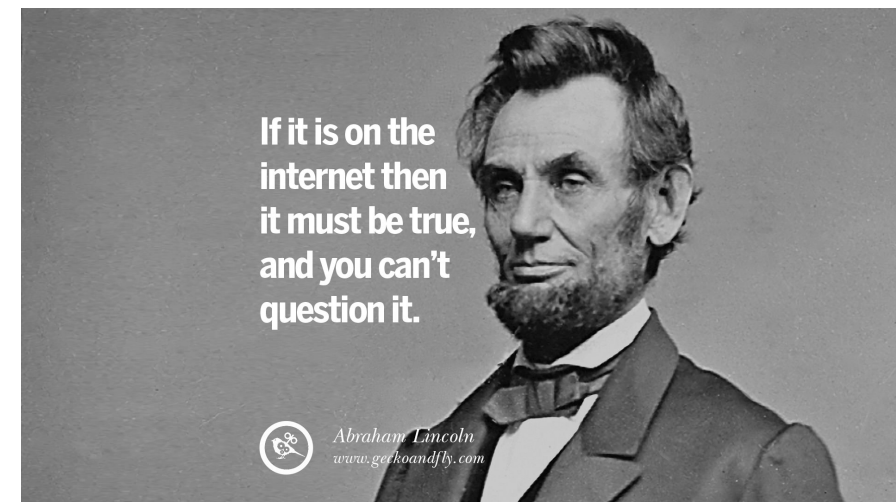
Further Out Uses of AI

- Serve as Primary Care provider
- Provide call coverage for many cases and triage
- Provide clinical support for nursing care
- Act as primary hospitalist
- Spot opportunities in health equity or areas of discrimination and bias



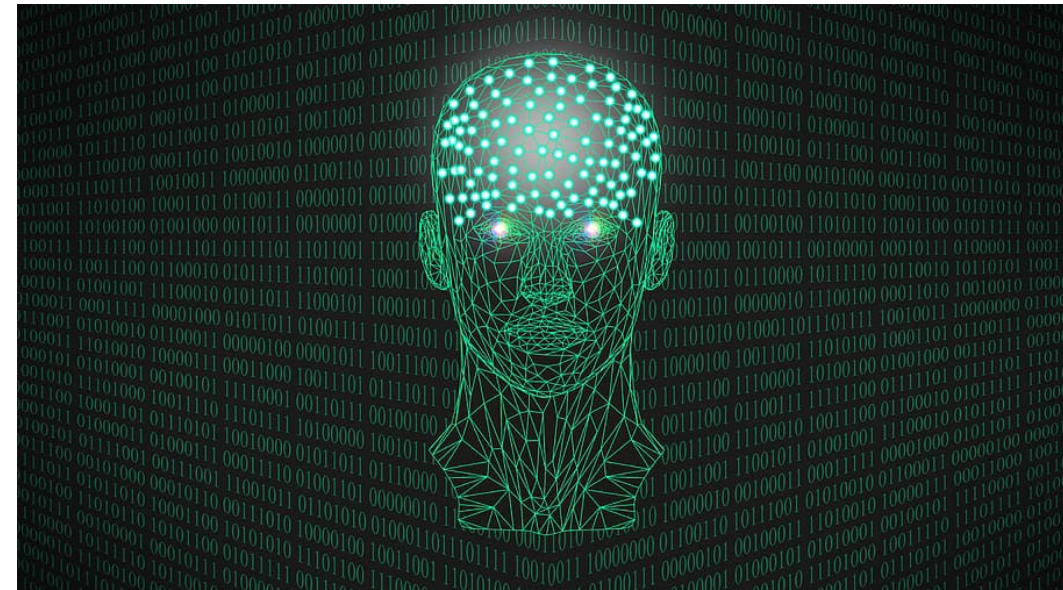
Things to Worry About

- Randomly and not controlled by humans, AI may create new algorithms and false solutions – rapidly, efficiently and confidently
- Can lead to unintended, potentially harmful consequences
- Can use bad information on the internet to reach conclusions (hallucinations)
- “ChatGPT is an omniscient, eager-to-please intern who sometimes lies to you”
- Health insurers using AI to deny legitimate claims (already happening)



Beware!

- Many vendors promising many solutions
- Leaders recognize promise
 - But mostly don't have the skill set
- Who has liability for bad AI?
- Danger of too big too fast
- Start small and focused?
- Gain experience in lower-risk applications before expanding



Is There a Role for WSHA?

- Interoperability? Avoid EHR challenges?
- Help vet providers?
- Educate boards?
- Share best practices?
- Or is this a fully competitive issue?*

*Antitrust always must be considered

Hospital Financial Challenges and Solutions



Washington State Acute Care Hospitals Income Statement 12 Months ending December 31, 2022 and 2021			
Description	January - December 2022	January - December 2021	% Change Prior Year
Total Operating Revenues	\$ 30,663,655,205	\$ 29,245,653,842	5%
Employed Wages & Benefit Costs	\$ 16,229,961,721	\$ 15,331,484,140	6%
Agency Traveler Costs	\$ 1,885,916,722	\$ 857,909,620	120%
Supplies, Drugs, Purchased Services, Depreciation, and Other Expenses	\$ 14,673,594,918	\$ 13,798,571,334	6%
Total Operating Expenses	\$ 32,789,473,360	\$ 29,987,965,094	9%
Operating Income & Margin			
Net Operating Income (Loss)	\$ (2,125,818,155)	\$ (742,311,252)	186%
Operating Margin	-7%	-3%	
Non Operating Rev/Loss			
Net Non-Operating Revenues (Losses)	\$ (920,134,912)	\$ 1,161,945,556	-179%
COVID Relief			
COVID Relief	\$ 322,648,838	\$ 798,397,581	-60%
Net Income			
Net Income (Loss)	\$ (2,723,304,229)	\$ 1,218,031,885	-324%
Net Margin (with COVID Relief)	-9%	4%	

Standard and Poor's: For a healthy bond-rating, hospitals' operating margins should be 4-5%. For an excellent bond rating, a margin of at least 6% is recommended.

Data aggregated from the COVID Financial Survey distributed in March 2023 and includes 81 acute care hospitals in Washington which represent 98% of available acute care beds.

2023 State Legislature Enacted:

- **Major Medicaid payment increase:** beginning 2024
- **Difficult to Discharge:** Over \$550 million: rapid response teams, long-term care Medicaid rate increases, focus on hospital discharges
- **Workforce:** Enacted interstate nurse compact, funding for nurse preceptorships
- **Behavioral health:** New crisis / “urgent care” facilities



Implementing New Staffing Law



Goal: Maintain access to hospital services across the state

- No strict statewide staffing ratios
- No cap on pre-scheduled on-call
- Retain hospital-level accountability for staffing plans
- Limited Labor and Industries involvement in decisions about access to health care services



Implementation Timeline (2024-2028)

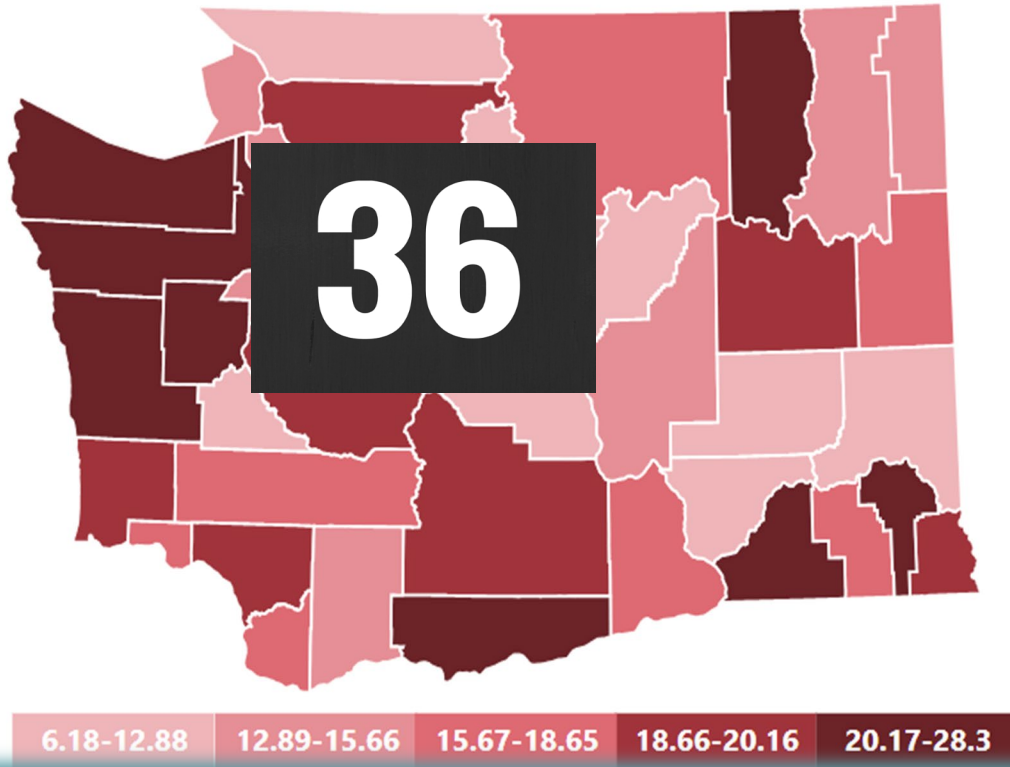
- **January 2024:** Establish a hospital staffing committee (includes RNs, LPNs, CNAs, other UAPs)
- **July 2024:**
 - Draft new annual staffing plan must be submitted to CEO
 - Hospital staffing committee charter submitted to DOH
- **January 2025:** Annual Hospital staffing plan submitted to DOH
- **July 2025:** Adopt written policies/procedures on nursing staff receiving orientation prior to being assigned a new clinical area
- **October 2026:** First quarterly report on missed meal/rest breaks due to L&I
- **July 2028:** Financial penalty for failure to provide 80% of meal/rest breaks issued by L&I: \$10,000 for every quarter of non-compliance

Opioid and Overdose Prevention Work

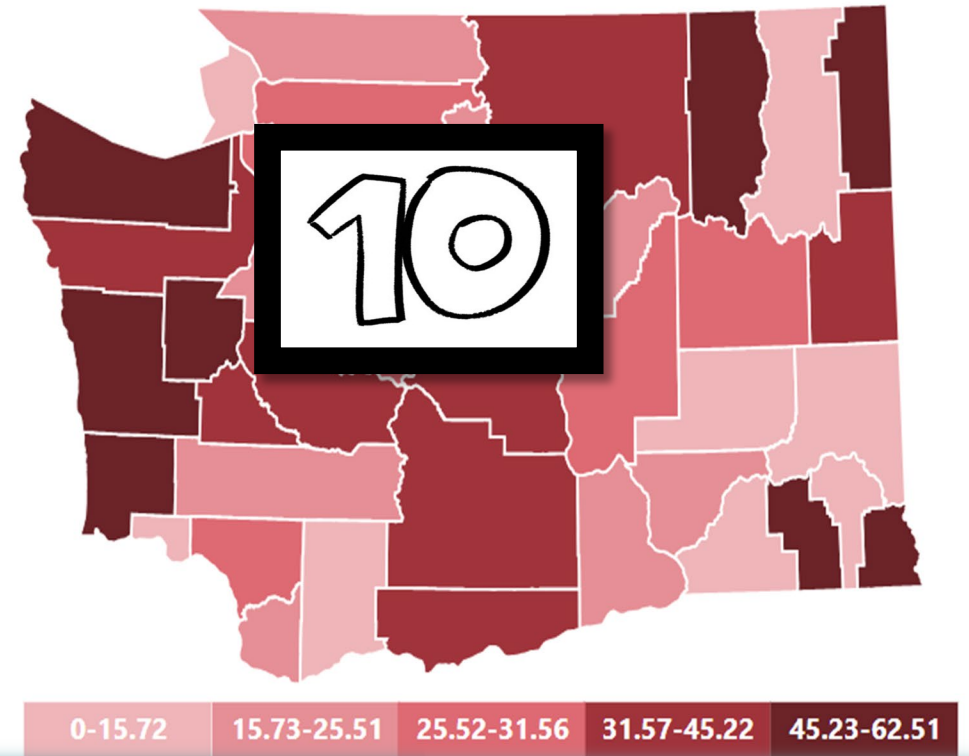


A Community Crisis; Hospitals' Role

Age-Adjusted Rate of All Drug and Opioid Overdose Deaths by County per 100,000 Population, 2016-2020



Age-Adjusted Rate of All Drug and Opioid Overdose Deaths by County per 100,000 Population, 2021



Addiction Prevention



Overdose Prevention



OUD Treatment



We Always Want Your Help and Engagement!



Local Advocacy Is Critical!

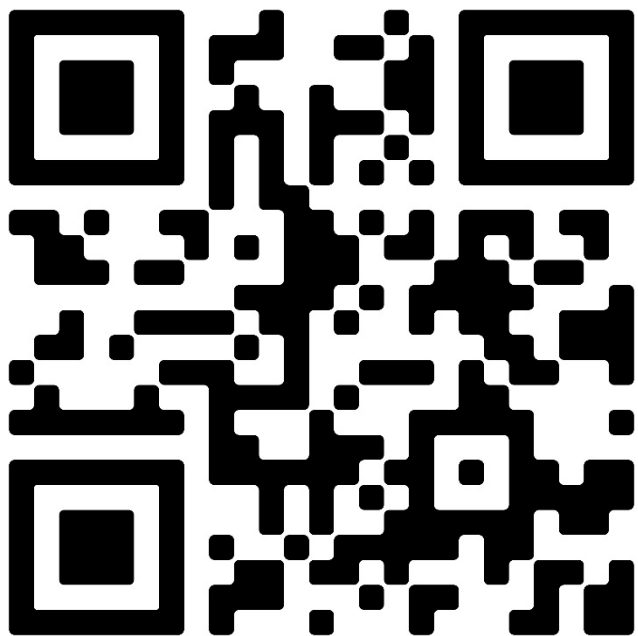
- Advocacy from hospital site leaders and board members is so effective!
- Community representation and connections
- Articulate and respected
- Boards are not self-interested
- Underpinning to Jefferson's ability to deliver on its mission



Sign Up for the WSHA Advocacy Network



<https://tinyurl.com/WSHAadvocate>



HOSPITALS for a
HEALTHY FUTURE
PAC

Contribute today!

<https://www.wshaweb.com/hhfpac/>

Password: HHFPAC

Thank You!

Questions? Comments?



Agenda

Via Update 8.23.2023



Review of Changes and Revisions to Board Book



Update on Board Orientation Manual Table of Contents



Next steps

Jefferson
Healthcare

Current Board Book Table of Contents

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The <u>D</u>istrict	3
The Board	3
A Commissioner	3
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Board Operating Budget	5
Board Officers	5
Board Meetings	6
Board Agenda Creation	6
Board-Appointed Officers	7
Medical Staff Appointments	7
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Board Education and Orientation	7
Board Self-Evaluation	8
Strategic Plan	8
Board/CEO Interaction	9
CEO Performance Evaluation	9
CEO Succession Plan	10
Board/District Employee Interaction	10
Survivability	11
Attachment A (Jefferson Healthcare Code of Conduct)	11
Attachment B (Access and Confidentiality Agreement)	12

Proposed Board Book Table of Contents

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IT'S THE LAW	2
THE DISTRICT	3
THE BOARD	3
Membership and Terms of Service	3
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Attachment B (Access and Confidentiality Agreement)	13

Added and revised language changes

Current Section	Current Language	Proposed Section	Proposed Revised/Added Language
A COMMISSIONER	During deliberation on a subject at a meeting, each Commissioner is encouraged to speak, stating his/her position openly, frankly and respectfully. Once the Board has taken an action, each Commissioner will support the decision of the Board both publicly and privately. Call attention to: Support for all board made decisions.	THE BOARD Commissioner Compact	Combine to read as one statement under Commissioner Compact: During deliberation on a subject at a meeting, each Commissioner is encouraged to speak, stating his/her position openly, frankly and respectfully. Each Commissioner will support the legitimacy and authority of the final determination or action of the Board on any matter, both publicly and privately, irrespective of the individual Commissioner's personal position on the issue. Any concerns regarding the legitimacy and/or authority of the Board's decision or action will be raised and deliberated prior to Board action. <i>Intent of the proposed language is to combine current language into a Commissioner Compact.</i>
Board Code of Conduct	Each Commissioner will support the legitimacy and authority of the final determination or action of the Board on any matter, irrespective of the individual Commissioner's personal position on the issue. Any concerns regarding the legitimacy and/or authority of the Board's decision or action will be raised and deliberated prior to Board action.		

Current Section	Current Language	Proposed Section	Proposed Revised/Added Language
STRATEGIC PLAN	As part of the strategic planning process, the Board and the CEO will collaborate to identify the three to seven highest priorities for attention during the coming year. Preferred Board Schedule: Values statements will generally be re-evaluated every 12 years; Vision and Mission Statements every 6 years; Objectives and other metrics may be modified every year or as needed to meet internal and/or external circumstances.	COMMISSIONER ROLES AND RESPONSIBILITIES	Recommend updating to be more in line with leading practice. <i>Consider evaluating mission, vision, and values at the time of strategic planning – possibly every three years.</i>

Added and revised language changes

Current Section	Current Language	Proposed Section	Proposed Revised/Added Language
Board/District Employee Interaction	<p>Communication between a Commissioner and District staff shall be routed through the Chair and/or CEO, except for routine cordial greetings, conversations that do not interfere with staff work duties, and special situations in which the Commissioner and a staff member are communicating about an approved collaborative work project. In this latter situation, the Chair and/or CEO shall be copied with the correspondence. The exception to this is communication with designated Board staff person(s).</p> <p>If an employee requests to speak to a Commissioner, the Commissioner shall explain his/her limited role and shall remember that at all times he/she is a Hospital District Commissioner.</p> <p>In the event that an employee approaches an individual Commissioner about a health care or service problem he/she or his/her family or friend experienced in receiving District service, the Commissioner will explain the limited role of the Commissioner and the Board, will listen and acknowledge what was heard, and refer the employee to the patient advocate.</p> <p><i>(The next paragraph regarding CEO concerns remains as written)</i></p>	THE BOARD Board/District Employee & Community Interaction	<p>It is common for staff and community members to approach individual commissioners to discuss concerns, or to seek assistance in resolving issues. While commissioners need to demonstrate concern and interest in appropriate resolution, individual commissioners should adhere to the established administrative channels for issue resolution.</p> <p>In the event that an employee or community member approaches an individual Commissioner about a health care or service problem he/she or his/her family, friend, or community member experienced in receiving District service, the Commissioner will explain the limited role of the Commissioner and the Board, will listen and acknowledge what was heard, and refer the employee to the Patient Advocate. If the Commissioner deems the concern to be of a serious nature, the Commissioner may choose to also notify the CEO.</p> <p>In the event that an employee approaches an individual Commissioner with a work problem he/she experienced as an employee, the Commissioner will explain the limited role of an individual Commissioner and of the Board, will listen and acknowledge what was heard, and refer the employee to the Human Resources Department, or if the work problem is about the Human Resources Department, the Commissioner will refer the employee to the CEO.</p> <p><i>The intent of the proposed language is to acknowledge the common context of employees and community members seeking support in problem resolution. The language change addresses both care/service issues, as well as employment issues.</i></p>

Added and revised language changes

Current Section	Current Language	Proposed Section	Proposed Revised/Added Language
THE BOARD	“All legislative advocacy will reflect the consensus of the board. Prior to legislative advocacy trips, the board will take a vote on the Washington State Hospital Association advocacy platform.”	COMMISSIONER ROLES AND RESPONSIBILITIES	<p>It is the role of commissioners to advocate for public policies and activities designed to enhance the mission of the District. Commissioners can play an important role in political advocacy by utilizing their contacts and influence with legislators and other public officials. Commissioners may be asked by the CEO to engage in activities such as meeting with public officials or writing letters or speaking at public forums. All legislative advocacy will reflect the consensus of the board. At least annually, the board will take a vote on the Washington State Hospital Association advocacy platform. Individual commissioners, acting as a commissioner, will not represent positions that have not been adopted by the district. If individual commissioners choose to represent positions that have not been adopted by the District, they will clearly communicate that their position is personal and not as a commissioner.</p> <p><i>The intent of this proposed revision is to more specifically address the area of advocacy and what commissioners should and should not do.</i></p>

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Hospital Association Websites and Other Recommended Resources	Pg. 43
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Next Steps

Jefferson Healthcare

Express Clinic

August 2023



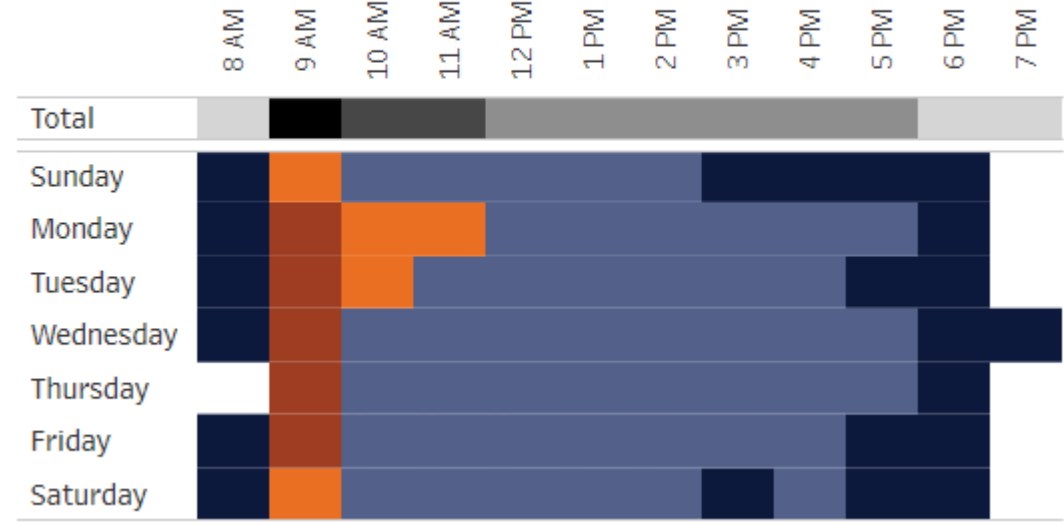
Express Clinic Team



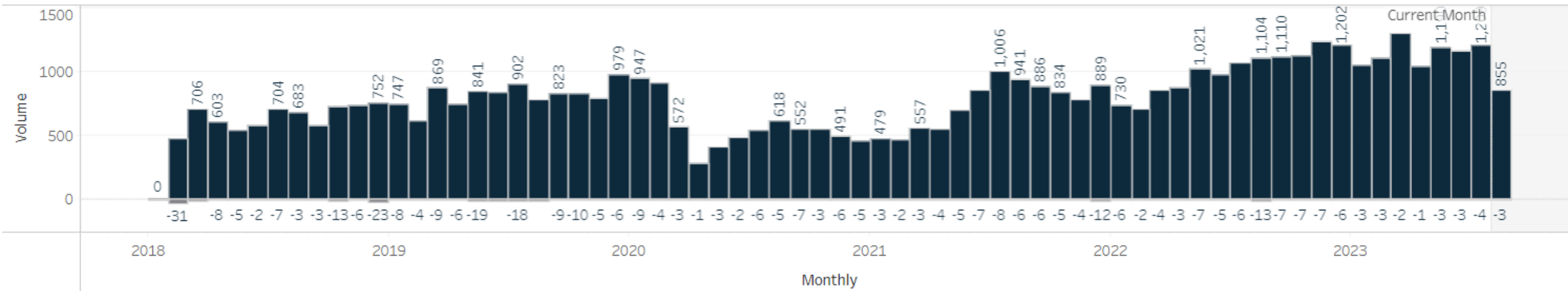
Our Patients

Hourly Volumes: Express Clinic arrivals
1/1/2023 to 8/20/2023

Daily Volumes: Express Clinic arrivals



Monthly Volumes: Express Clinic arrivals last 72 months





EXPRESS CLINIC IS MOVING

On August 24, the Express Clinic will welcome patients at our new location. Find the same great walk-in availability and board-certified providers at our new address:

1274 7th Street, Port Townsend



open daily 9:00 am to 7:00 pm
jeffersonhealthcare.org/express

Jefferson
Healthcare
EXPRESS CLINIC

Jefferson Healthcare

July 2023 Finance Report

August 23rd, 2023

Tyler Freeman, CFO

July 2023

Operating Statistics

STATISTIC DESCRIPTION

FTEs - TOTAL (AVG)

ADJUSTED PATIENT DAYS

ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)

ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)

PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION

SURGERY CASES (IN OR)

SPECIAL PROCEDURE CASES

LAB BILLABLE TESTS

TOTAL DIAGNOSTIC IMAGING TESTS

PHARMACY MEDS DISPENSED

RESPIRATORY THERAPY PROCEDURES

REHAB/PT/OT/ST

ER CENSUS

DENTAL CLINIC

TOTAL RURAL HEALTH CLINIC VISITS

TOTAL SPECIALTY CLINIC VISITS

JULY 2023

MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE
624	688	9%	607	688	12%
3,167	3,041	4%	22,590	20,795	9%
73	108	-32%	592	738	-20%
311	297	5%	2,070	2,029	2%
398	422	-6%	2,713	2,883	-6%
125	133	-6%	893	912	-2%
70	71	-1%	587	485	21%
19,194	21,832	-12%	145,784	149,304	-2%
3,558	3,235	10%	25,005	22,118	13%
21,778	19,897	9%	145,942	136,073	7%
2,894	3,259	-11%	20,574	22,284	-8%
7,943	9,458	-16%	58,058	64,678	-10%
1,283	1,068	20%	8,256	7,303	13%
416	419	-1%	3,317	2,866	16%
6,589	6,623	-1%	47,809	45,291	6%
3,266	3,911	-16%	26,574	26,743	-1%

JULY 2022

MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
573	-9%	568	-7%
2,607	21%	20,508	10%
123	-41%	758	-28%
299	4%	2,046	1%
440	-10%	2,832	-4%
115	9%	856	4%
79	-11%	473	19%
20,330	-6%	146,338	0%
2,760	29%	20,930	16%
15,586	40%	132,724	9%
2,725	6%	20,995	-2%
7,443	7%	58,632	-1%
1,224	5%	7,211	13%
397	5%	2,787	16%
5,953	11%	42,387	11%
3,051	7%	24,583	7%

July 2023

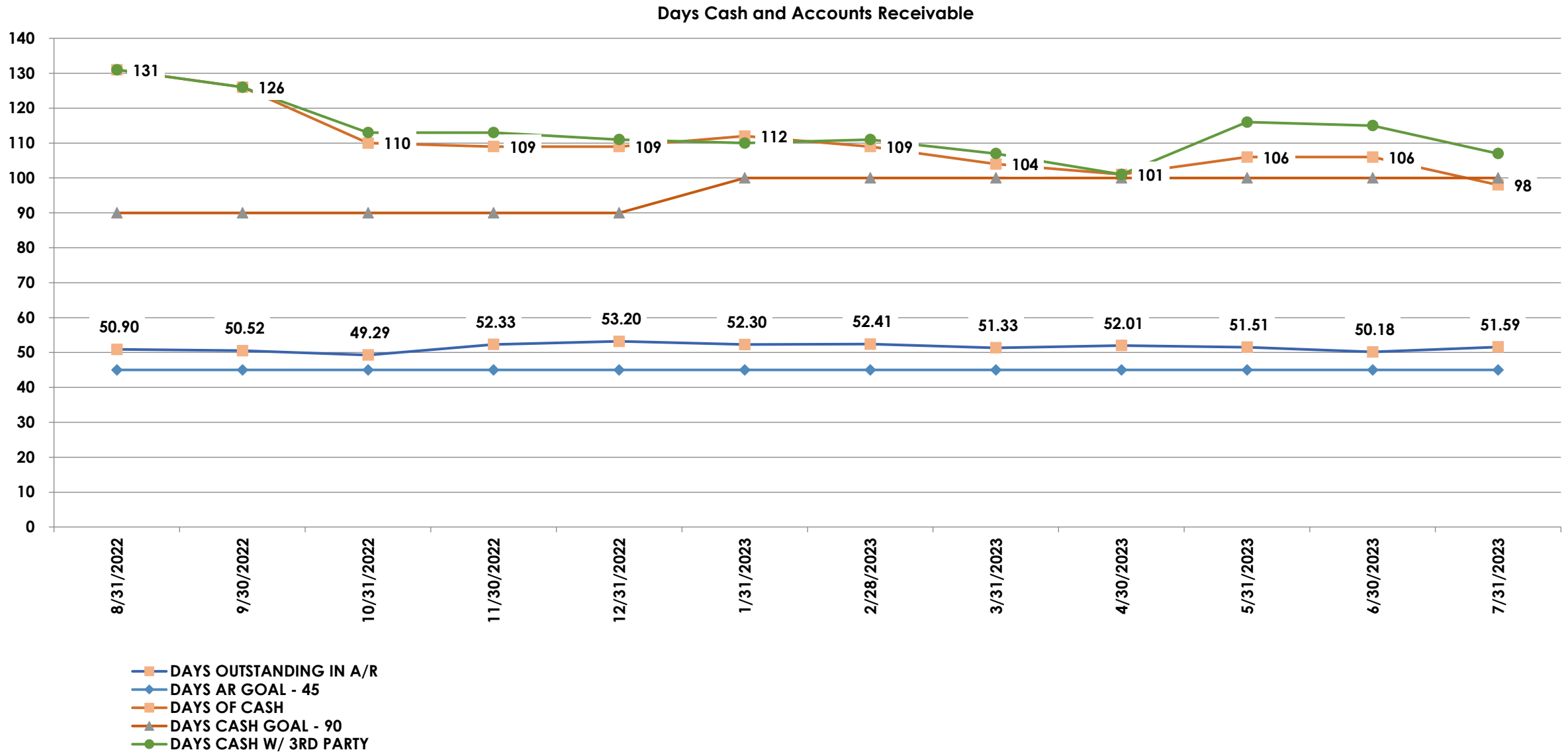
Income Statement Summary

	July 2023 Actual	July 2023 Budget	Variance Favorable/ (Unfavorable)	%	July 2023 YTD	July 2023 Budget YTD	Variance Favorable/ (Unfavorable)	%	July 2022 YTD
Operating Revenue									
Gross Patient Service Revenue	29,264,081	29,491,437	(227,356)	-1%	205,971,209	201,683,374	4,287,835	2%	182,930,553
Revenue Adjustments	16,361,944	15,847,480	(514,464)	-3%	111,836,240	108,376,315	(3,459,925)	-3%	98,414,171
Charity Care Adjustments	316,321	187,886	(128,435)	-68%	1,873,604	1,284,896	(588,708)	-46%	896,557
Net Patient Service Revenue	12,585,816	13,456,071	(870,255)	-6%	92,261,365	92,022,163	239,202	0%	83,619,824
Other Revenue	724,178	452,638	271,541	60%	5,348,718	3,095,458	2,253,260	73%	5,363,674
Total Operating Revenue	13,309,994	13,908,709	(598,715)	-4%	97,610,082	95,117,620	2,492,462	3%	88,983,498
Operating Expenses									
Salaries And Wages	6,721,150	6,899,538	178,389	3%	44,434,012	47,183,941	2,749,929	6%	42,557,417
Employee Benefits	1,535,585	1,564,367	28,782	2%	10,517,996	10,698,253	180,257	2%	9,921,339
Other Expenses	4,993,716	5,041,491	47,775	1%	39,465,857	34,477,291	(4,988,567)	-14%	33,484,389
Total Operating Expenses	13,250,451	13,505,396	254,945	2%	94,417,865	92,359,484	(2,058,380)	-2%	85,963,146
Operating Income (Loss)	59,543	403,312	(343,769)	-85%	3,192,218	2,758,136	434,082	16%	3,020,353
Total Non Operating Revenues (Expenses)	103,633	(1,730)	105,363	6090%	926,284	(11,831)	938,115	7929%	(61,114)
Change in Net Position (Loss)	163,176	401,582	(238,406)	-59%	4,118,501	2,746,305	1,372,196	50%	2,959,239

Operating Margin	0.4%	2.9%	-2.5%	-84.6%	3.3%	2.9%	0.37%	12.8%	3.4%
Total margin	1.2%	2.9%	-1.7%	-57.5%	4.2%	2.9%	1.33%	46.1%	3.3%
Salaries & Benefits as a % of net pt svc rev	-65.6%	-62.9%	-2.7%	-4.3%	-59.6%	-62.9%	3.34%	5.3%	-62.8%

July 2023

Cash and Accounts Receivable



August 2023

Preview – (*as of 0:00 8/17/23)

- **\$33,805,471 in Projected HB charges**
 - Average: \$1,090,499/day (HB only)
 - Budget: \$947,481/day
 - 115.1% of Budget
- **\$14,280,958 in HB cash collections**
 - Average: \$460,676/day (HB only)
 - Goal: \$417,444/day
- **49.4 Days in A/R**
- **Questions**

A photograph of a modern, multi-story hospital building with large glass windows and a light-colored facade. The building is the background for the entire slide. Overlaid on the building is the text 'Jefferson Healthcare' in a large, dark blue serif font. A red curved line underlines the word 'Jefferson'.

Jefferson Healthcare

Patient Safety and Quality Report

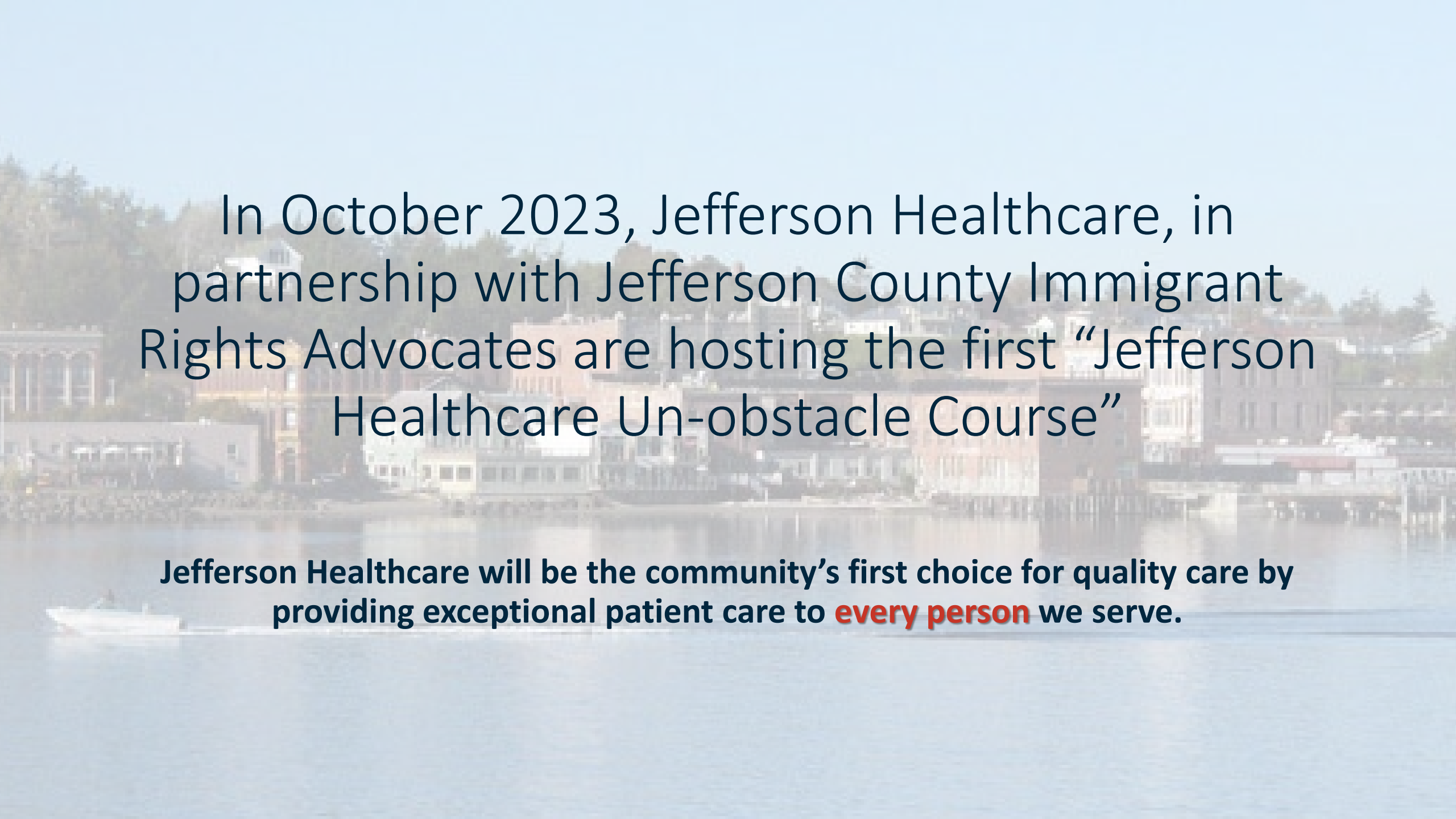
Presented by Brandie Manuel, Chief Patient Safety and Quality Officer

August 23, 2023

Be a great place to receive care.

Strategic Goal #1: Deliver the highest quality care.

Strategies	Initiatives
Cultivate a deep-rooted culture of safety.	<ol style="list-style-type: none">1. Connect every employee to their role in patient safety and quality2. Develop a system of shared accountability by being accountable for systems and for responding to behavioral choices in a fair and just manner3. Identify and mitigate the root causes for safety events and near misses
Deliver care that is guided by the best evidence	<ol style="list-style-type: none">1. Promote active engagement of the medical staff in clinical quality monitoring and improvement2. Ensure that the highest standards of practice are met.3. Promote wellness and manage chronic disease4. Seek and maintain meaningful accreditation5. Enhance the use of technology, data and analytics to improve quality and safety
Eliminate health disparities	<ol style="list-style-type: none">1. Implement a comprehensive equity program2. Embed equity index into quality reporting3. Actively work to eliminate health disparities

The background of the slide is a photograph of a waterfront town. In the foreground, there is a body of water with a small white boat on the left. The middle ground shows a row of buildings along the waterfront, including a prominent white building with a dome. The background is a hilly area with more buildings and trees under a clear blue sky.

In October 2023, Jefferson Healthcare, in partnership with Jefferson County Immigrant Rights Advocates are hosting the first “Jefferson Healthcare Un-obstacle Course”

Jefferson Healthcare will be the community’s first choice for quality care by providing exceptional patient care to **every person we serve.**

Quality Highlight: Eliminate Health Disparities

Focus: 2023 Jefferson Healthcare Un-obstacle Course

Staff members dedicated to getting timely appointments with Primary Care

Staff members will set up immunization appointments

Offering information on financial resources to improve access to health care

Information for access to health care for all patients, regardless of citizenship status

Printed materials in Spanish

Resources for food security at Jefferson Healthcare

Health Navigators on site

Light refreshments

JH is committed to going above and beyond to exceed expectations in facilitating access to our services



Awards and Recognition: Achievement in Heart Failure and Type 2 Diabetes Management

Appropriate Medications at Discharge

Left Ventricular Function Assessment

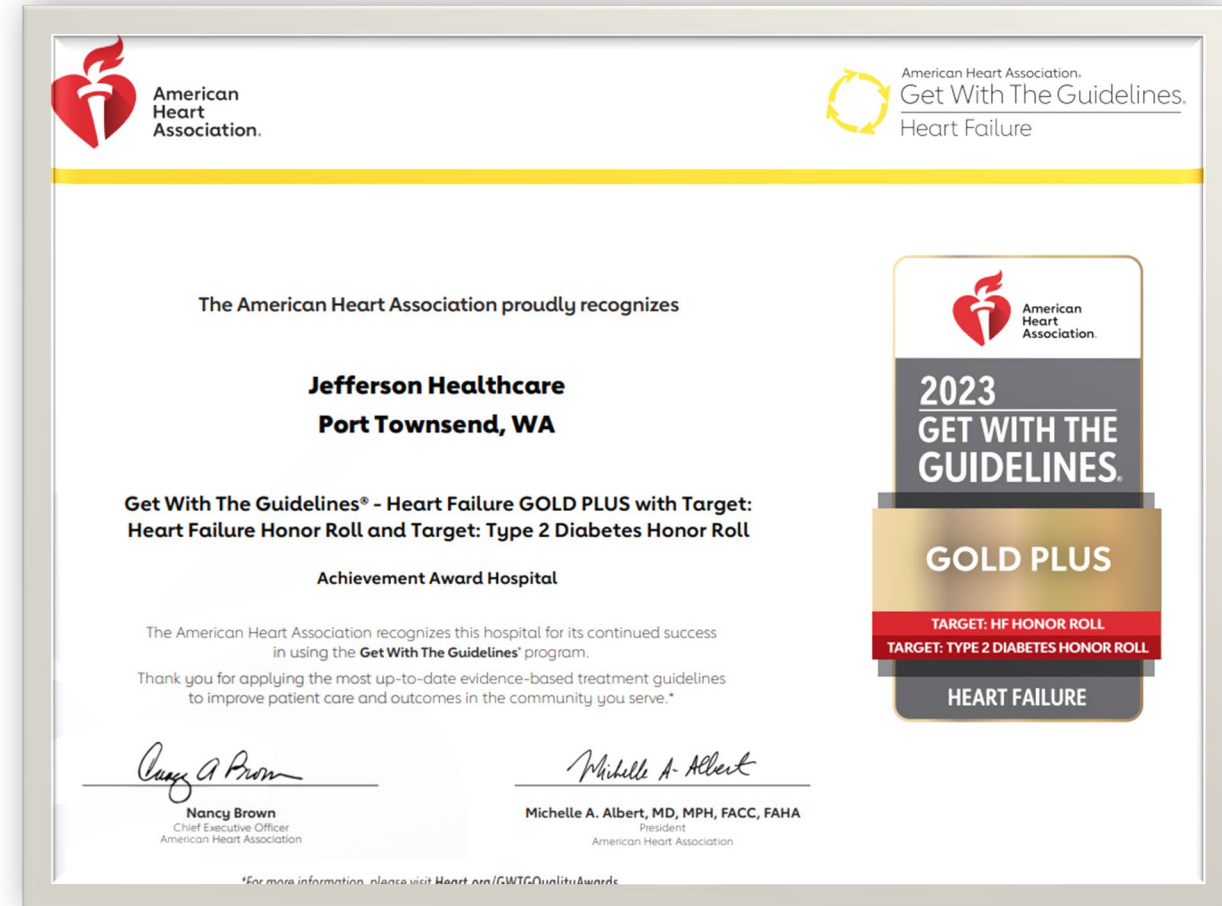
Post-Discharge Appointment Scheduled

Vaccines before discharge (Influenza and Pneumococcal)

Smoking Cessation Counseling

DVT Prophylaxis

Achievement of the Gold Plus Award indicates performing at or above 85% on all measures for two consecutive years.



Be a great place to receive care.

- Service:
 - Make it easier to engage with our healthcare system.
 - Guide patients through every encounter.
 - Prioritize a culture of compassion and kindness.

Jefferson
Healthcare

In the words of our patients.

Hospital Visit:

- It was refreshing, and wonderful to see that someone had not forgotten how to deliver great healthcare. Although Jefferson is not the closest hosp to me I will be my hosp of choice now. Thank you so much
- The entire staff in ICU, the doctors, nurses all treated me to the best I can remember. They explained everything to me as needed + what I should do when I was released.



Physician/APP Specific:

- Dr. Biccum is outstanding!
- Dr Bickling took the time to listen, clearly explain her recommendations, and answered all of my questions. Feel I am in good hands!
- Shawnisa was excellent.
- Nice to have Dan back as my dermatologist and Holly assisting him. He was my dermatologist for many years in Sequim. He is very thorough and answers my questions in a way I can understand.

ED/Express Clinic:

- EC: I have really bad ptsd and have heightened fear in these sorts of situations and I was treated with incredible courtesy and sensitivity. Thank you
- We were at the Express Clinic as walk-ins and were seen after a short wait. We were very pleased with our visit.
- ER: they got me right in and stopped the pai[n] quickly. helps when a provider listens to how you are feeling. thanks to the whole group.
- Staff were very busy that day. But they were all great

OP testing :

- Imaging: The technician was competent, efficient and caring!
- Radiology provides excellent services, and is much appreciated
- Our JHC lab has a team of professional and very competent phlebotomists. The lab is well organized and allows a patient to have a private chat with a staff member. I was told when I could expect to see my lab results.

Medical Group:

- I really value the care that I have received at Jefferson Healthcare. The doctors and nurses are just great
- It's always a positive experience to go to the facility. The staff is friendly, professional and informative.
- Spent time explaining everything and listening to my concerns. This was for a physical which I'm used to it being months out and was only a week out.

Service: Be a great place to receive care

Ambulatory Recognition: Top Decile Performance

Char Hallowell, PA, Primary Care	Randy Beck, PA, Orthopedics	Daniel Walkowski, PA, Dermatology
Joe Mattern, MD, Primary Care	Kelsea Peterman, MD, General Surgery	Kari Griffin- Harte, NP, Primary Care
Steve Butterfield, MD, Primary Care	Joe Meyerson, MD, Plastics	

Survey Question	Goal	JH YTD
Care providers explained things in a way I could understand	91.0	91.3
Easy to get an appointment	70.6	63.6
I was included in care discussions	86.7	91.2
Would you recommend Jefferson Healthcare	88.7	85.4
Staff members treated you with courtesy/respect	84.9	95.9
Staff members explained things in a way I could understand	84.9	90.7

Service-Focused Improvement Efforts

- **Access:**
 - Sleep Center focus on access for bariatric patients
 - Primary care has started a remote Nursing Triage line serving all primary care clinics and is increasing staffing to support this service
 - Behavioral Health Support – primary care has a new position for a Licensed Mental Health Counselor
- **Patient Support and Navigation:**
 - In-person tours of the Family Birth Department
 - RT supported COPD Education Program: in person education and review with RT before the patient is discharged

Service Success Story:

Our patients have struggled with one of the Durable Medical Equipment (DME) companies (confusion, lack of understanding the cost), and the tracking of paperwork signed by the patient when receiving supplies.

Because of this feedback, and the attention of our Patient Access Supervisor, Heather Longcrier, we have a new workflow. The patient understands the need and cost of the supplies, and we retain records of the forms – taking the mystery and frustration out of the process for our patients.

What Questions Do You Have?



Building Update

August 2023



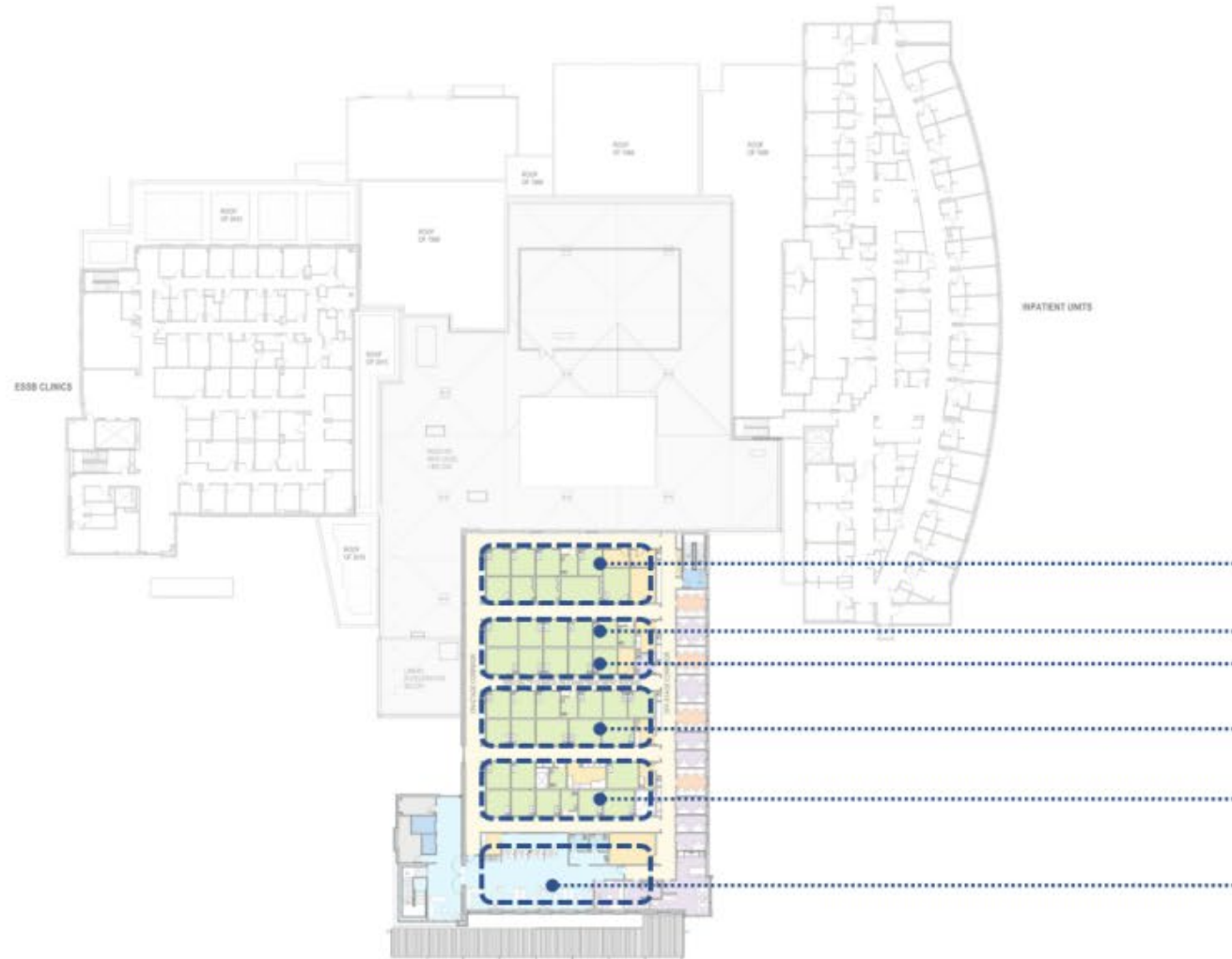
View from Sheridan Ave + 7th St

Level 1 Floor Plan



Level 2 Floor Plan

38 Exam Rooms

PULMONARY, NEUROLOGY,
WOUND CLINICUROLOGY CLINIC
ENT CLINIC

HAND CLINIC

DERMATOLOGY CLINIC

REGISTRATION



Modular Move Updates





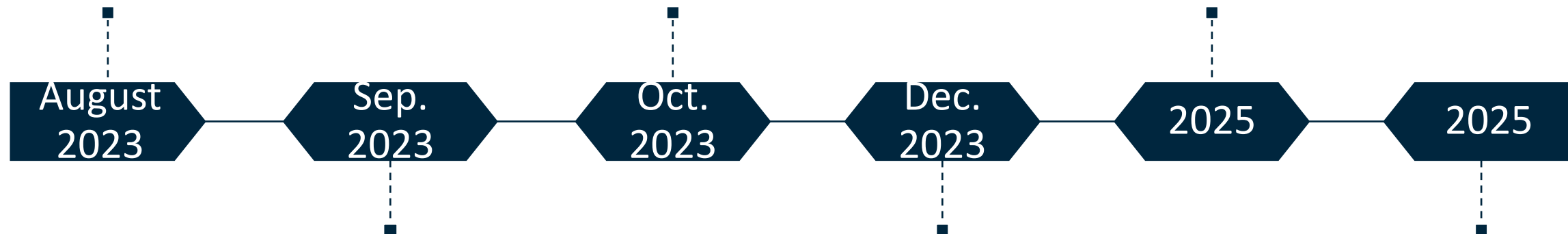
Key Transitions Timeline

- Dietary and Kitchen- Complete
- Human Resources- Complete
- Modular and Orchard lot work- In Process; moves 9/1
 - Modular Complete- September 20th
- Administration- August-September
- Express- August 24th
- OBGYN- September 16th
- Abatement- October 16th
- Mobile MRI Operational- October 27th

Modular and
Express Move,
Lay Down Built

Mobile MRI,
Demolition

Complete
Construction-
Q1 2025 (69
weeks)



OBGYN Move
GMP Approval

Construction

Move in Late
Q1 2025

Pre GMP Cost- Design

- Spent prior to August: \$5,892,008.36
- August Invoice: \$404,248.68
- Total Paid \$6,296,257.04
- Remaining \$5,088,694.96
 - Amendment 4 Early procurement for long lead time items: \$5,109,469
- Modular and Laydown: \$600,000



Total Construction Cost (GMP)



• Construction	\$57,567,792
• Soft Costs	\$13,252,341
• Contingency	\$2,061,774
• Other Construction Items	\$11,158,022
• Projected GMP	\$84,039,929*
<hr/>	
Allowance: City of PT	\$500,000
Allowance: DOH	\$250,000
• Total GMP	\$84,789,929

Sources of Funding

- Federal Government
 - Radiation Oncology FY 2023: \$2.5 Million
 - Specialty Services FY 2024: \$2 Million (in both House and Senate Budgets)
- Washington State
 - Reproductive Health FY 2023: \$4 Million
 - Jefferson Healthcare Foundation: \$2.5 Million (in process)
- Cash/Capital
- Funding
 - Bank Placement and Public Offering

September 27th Board Meeting

- Seek an approval of our Guaranteed Maximum Price and our Notice to Proceed.
 - Abbott will present us with Guaranteed Maximum Price on July 31st.
 - We will do a deep review with our legal counsel then negotiation with Abbott through August. Focused mostly on the Exhibits and Assumptions as part of the pricing.
 - Reminder on GMP: Outside of Jefferson initiated change orders, Abbott holds all the risk in the construction being on budget. Any savings, we get.
- Seek an approval to a resolution delegating authority to Mike to approve the final terms of the bonds to be privately placed with a bank.

Resolution 2023-12 Bond Resolution

- To delegate authority to Mike to approve the final terms of the bonds to be sold on the public market
 - Brad Berg, Foster Garvey P.C.
 - Jeff Fivecoat, Piper Sandler & Co.
 - The resolutions maximum parameters with respect to:
 - Amount of Bonds: up to \$90,000,000
 - Estimated Total Project Cost up to \$100,000,000
 - Final Maturity Date: not exceed December 31, 2053
 - Price: not be less than 90% or more than 110% of the aggregate principal amount of the Bond
 - Interest rate: not to exceed 7.50%

Administrator Update

Mike Glenn
August 23, 2023

Building Updates

Groundbreaking, moves, and more

Expansion and Modernization Project Groundbreaking

Thursday, September 7, 2023

1965 Patio

4 pm event begins

4:30 pm groundbreaking



Express Clinic Relocates

Express Clinic will close early today at 3pm to begin the move over to **1274 7th Street**

Express will open at the new location tomorrow, 8/24.

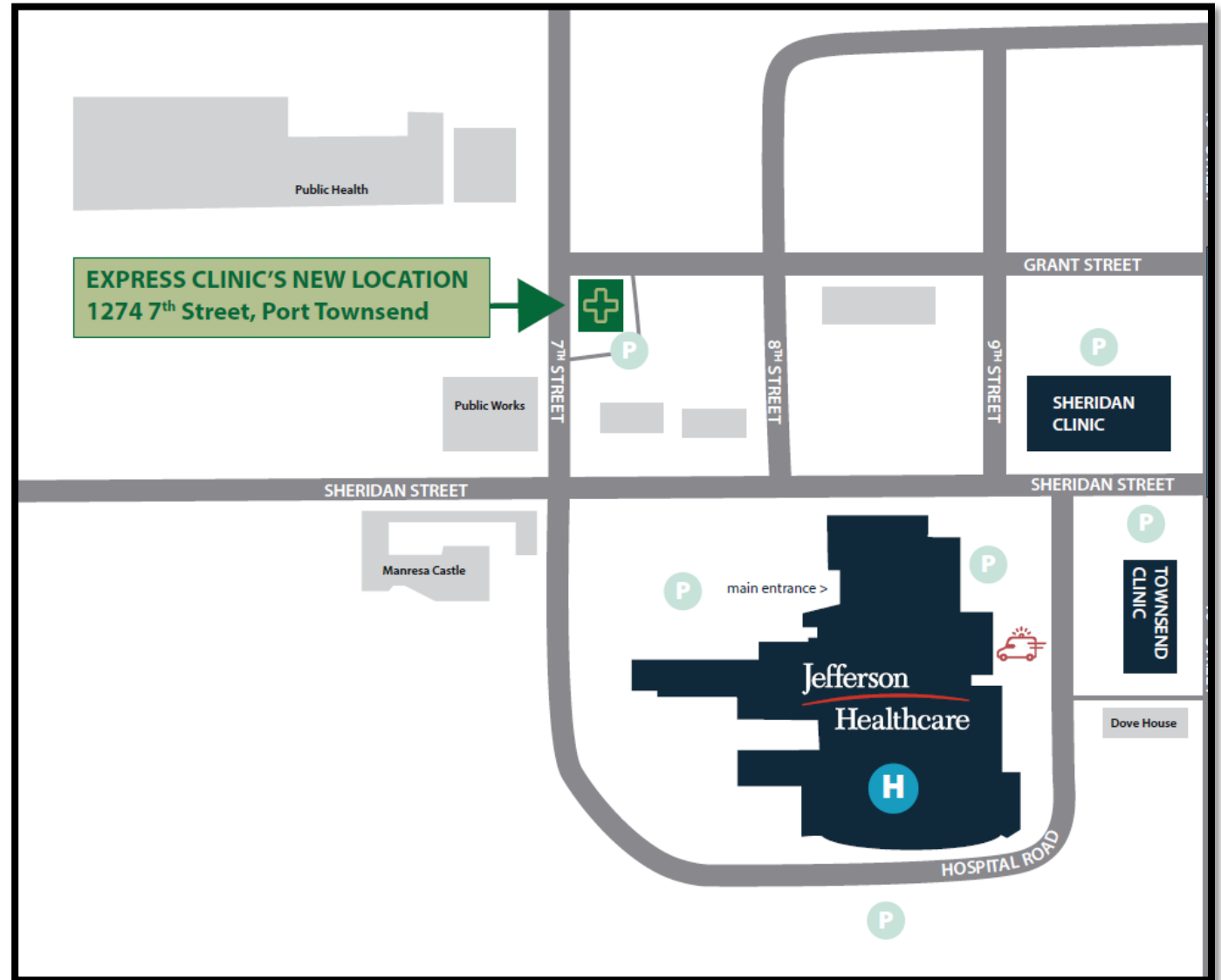


**EXPRESS CLINIC MOVING
TO 1274 7th STREET**

Jefferson
Healthcare

Express Clinic

1274 7th St, East Entrance



Events, Happenings, and THING

Continuing our work in the community, supporting and engaging our providers, and celebrating our staff

Events

- August 21
 - Med Staff Meeting and Social at Finn River Farm and Cidery
- August 25 – 27
 - THING Festival
- September 7
 - Groundbreaking Event
- September 17-20
 - Rural Advocacy Days, Washington D.C.
- October 20-22
 - Medical Staff Symposium
- October 22-23
 - WSHA Annual Meeting

THING Focus: Recruiting



**From work to 6,772 feet
in an hour and a half.**

Located on the North Olympic Peninsula, our
employees enjoy a big backyard. Join our team.

Jefferson
Healthcare

Employee Appreciation Month

- September is Employee Appreciation Month!
- Several opportunities throughout the month for us to thank our employees for the great work that they do.

Draft

SEPTEMBER 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
		85% off discount on pre-made sandwiches, salads and soups through September!	Send email communication with calendar of events!	Years of service pins & certificates to be handed out in the month of September!	1	2
3	4 Labor Day	5 Free Coffee Day!	6	7 Free Bagel Day!	8 Blue Friday!	9
10	11 Free Coffee Day!	12 Build your own Trail Mix!	13 Swag Day!	14	15 Blue Friday!	16
17	18 Free Coffee Day & Skills Fair!	19	20 Rootbeer Floats!	21	22 Blue Friday!	23
24	25	26 Thank you cards!	27 Swag Day!	28 Ice Cream Sundaes!	29 Blue Friday!	30