

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 accessing 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, September 27, 2023**

Call to Order:

The meeting was called to order at 2:03 pm by Board Chair Buhler-Rienstra. Present were Commissioners Buhler-Rienstra, Dressler, McComas, Kolff, and Ready. Also, in attendance were Mike Glenn, Chief Executive Officer, Tyler Freeman, Chief Financial 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 McComas made a motion to approve the agenda. Discussion ensued. Board Chair Buhler-Rienstra confirmed that Caitlin will be presenting first and is listed on the agenda. Commissioner Kolff seconded.

Action: Motion passed unanimously.

Workforce Development Update:

Caitlin Harrison, Workforce Development Manager, provided a Workforce Development Update. Discussion ensued.

Patient Story:

Tina Toner, Chief Nursing Officer, shared an update on employee recognition month, compliments for nursing care, housekeeping, RNs/Doctors, Home Health/Hospice, Physical and Occupational Therapy, Dental, Dr. Wulff, Dr. Hong, Dr. Luqman, Kari Griffin-Harte, Dr. Schutz, and the ER team. Discussion ensued.

Public Comment:

Member of the public, Angela Gyurko, expressed gratitude for Jefferson Healthcare being a public hospital district. She made a comment that she listened to the August commission meeting recording and was surprised by the decision of the hospital to use AI that will be reading patient-doctor discussion. She asked Jefferson Healthcare to consider including a notice in the Patient Consent document that information is shared. The board thanked Angela for her comment. Mike suggested that Dr. Mattern speak about the Dax program at the next board meeting.

Member of the public, Tom Thiersch, made a comment about the Jefferson Accountable Care (JAC) letter. He stated that he had not heard about the JAC before and is concerned about the amount of information he received. He also stated that he was unable to find a list of participating providers on the website. He requested that a new letter be reissued with more information. The board thanked Tom for his comment and stated that they will follow up after the meeting with JAC.

Minutes:

- August 23, 2023 Regular Session Minutes

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

Action: Motion passed unanimously.

Required Approvals: Action Requested

- Resolution 2023-13 Surplus Equipment
- Resolution 2023-14 Canceled Warrants
- August 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.

Financial Report:

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

Quality Report: Brandie Manuel, Chief Patient Safety and Quality Officer, presented the September Quality report including Emergency Management, update on DNV for the Infection Prevention Survey, and compliments received for Jake, Tyler, Josh Brocklesby, Rachel for work on referrals, Leslie Brooks, Dr. Luqman, Kate Ernst, and Dermatology referrals. Discussion ensued.

Project Update:

Mike Glenn, Chief Executive Officer, presented the September project update. Discussion ensued.

Administrative Report

Dunia Faulx, Chief Planning and Advocacy Officer, and Mike Glenn, Chief Executive Officer, presented the September Administrative report. Discussion ensued. Dunia requested that the Board make a motion to approve and support the Commerce funding for the Jefferson Reproductive and Gynecological Health project totaling \$4 million with a total project cost of \$10 million.

Commissioner Kolff made a motion to approve and support. Commissioner Dressler seconded.

Action: Motion passed unanimously.

Board Business:

- Board of Health Report

Commissioner Kolff shared a Board of Health report which included welcoming a new Board of Health member and the wildfire prevention plan. Commissioner Kolff confirmed that meetings will be scheduled soon for the public regarding wildfire prevention protocols. Discussion ensued.

- Board Book Approval

Board Chair Buhler-Rienstra asked the board for a motion to approve the board book. Discussion ensued. The Board requested that the draft board book and suggested changes be sent out for review and asked to vote at the next meeting.

- Agenda Evaluation

Commissioners evaluated the agenda.

- Meeting Evaluation

Commissioners evaluated the meeting. Commissioner Kolff requested that each meeting have a break after 1.5 hours of meeting time.

Conclude:

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

Action: Motion passed unanimously.

The meeting concluded at 5:05 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra

Secretary of Commission: Marie Dressler

Approved via MS Teams

Approved via MS Teams

Jefferson Healthcare

Workforce Development





High Demand, High Wage Jobs

- Largest employer in Jefferson County
 - 70 + open positions
 - Anticipated growth of 10% with campus modernization
- Average wages at JH (excluding Providers) is \$83,361.
Average wage in Jefferson County, \$45,645 in 2022. (County of Salaries, Washington)
- Jefferson County has the highest population of 65 and older in Washington state with 26.3% 2010 and 41.6% in 2022. (WA Office of Financial Management)
- The 5th oldest county in the country. (U.S. Census 2022)

Local Need, National Need

- ½ of the top 50 in demand jobs on the Olympic Peninsula are in healthcare (EDC Team Jefferson)
- Healthcare jobs are expected to increase by 13% from 2021 to 2031, outpacing the average growth for all jobs (U.S. Bureau of Labor and Statistics)
- Designated as a Healthcare Professional Shortage Area (HPSA) for primary care, dental care, and mental health care (HRSA)

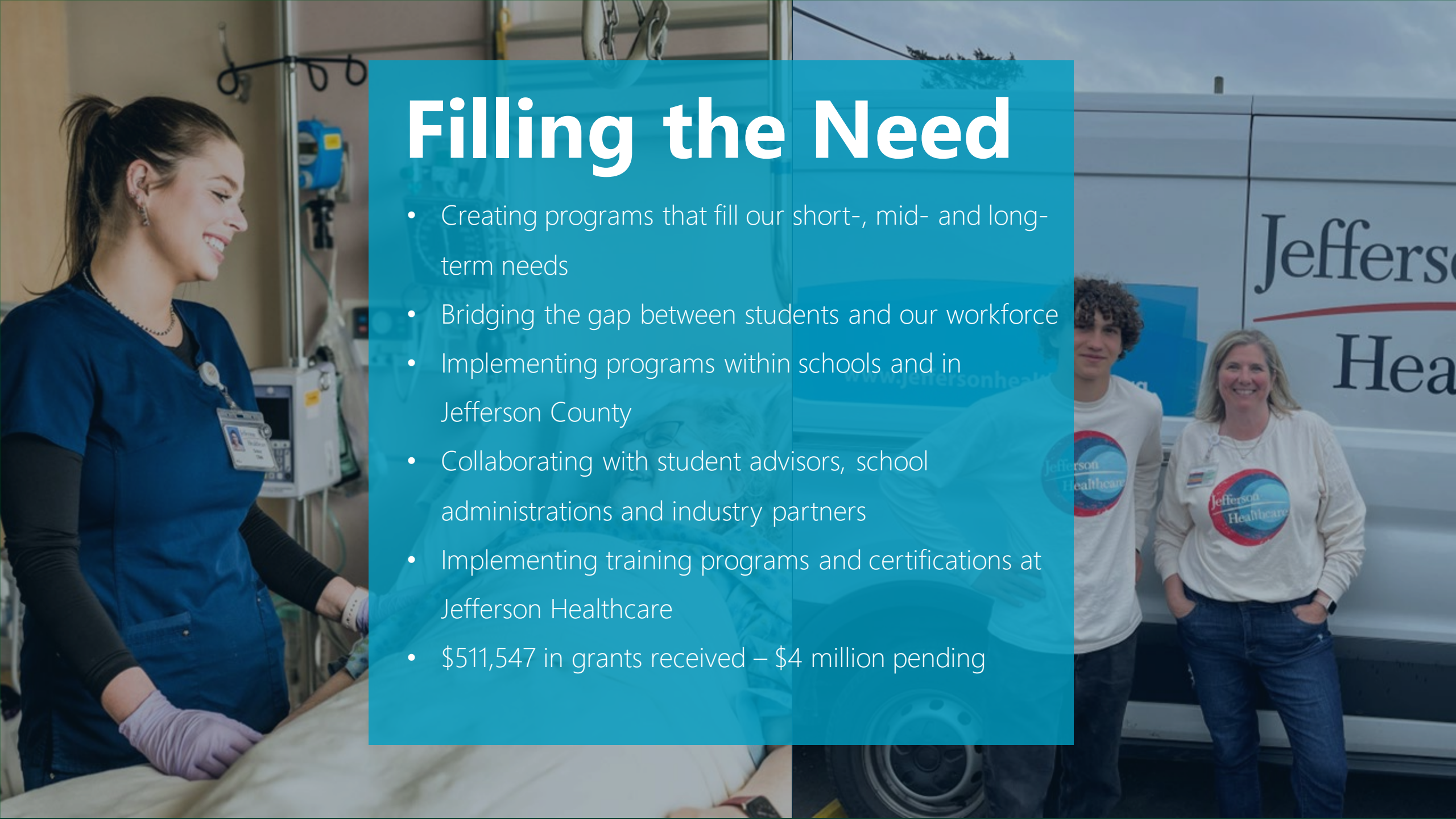


Rural Equity Matters

- After 8 years, 68% of Jefferson County students will not achieve credentials beyond high school (ERDC).
- Family income below 80% of the statewide median.
- 26.6% of youth in Jefferson County are “disconnected”. National average is 12.6%.
- Our two Community Colleges are over an hour away.
- Four-year programs are hours away, making them highly inaccessible

Filling the Need

- Creating programs that fill our short-, mid- and long-term needs
- Bridging the gap between students and our workforce
- Implementing programs within schools and in Jefferson County
- Collaborating with student advisors, school administrations and industry partners
- Implementing training programs and certifications at Jefferson Healthcare
- \$511,547 in grants received – \$4 million pending





CLOSING THE GAP

August 2023 – Received an
Olympic Community of Health
(OCH) Grant

A Healthcare Career Connected
Consultant managed by Jefferson
Healthcare

Helps create a K-12 Pathway with
Jefferson County public schools
and industry partners



Kelley Watson

Career Connected
Learning Consultant

Career and Technical
Education Teacher

Certified
Washington State
School
Administrator,
CTE Director and
Special Education
Teacher

Wilderness First
Responder

Port Townsend
High School
Maritime and
Shop Teacher

Career Connect Explore Grant

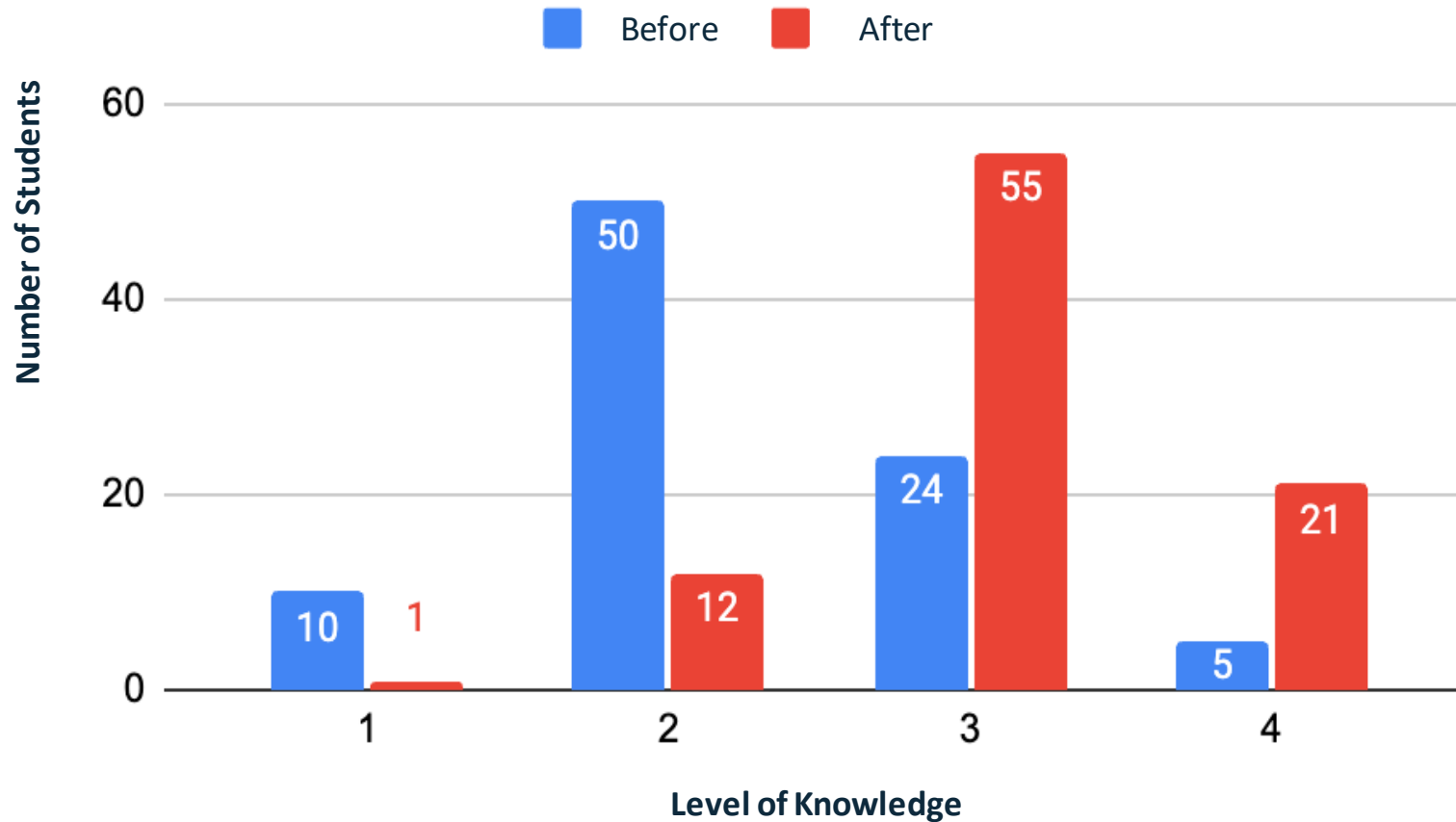
Scaffolded approach to building interest and career pathways for local students.

- 8th grade events – interactive, hands-on experiences with various healthcare careers
- 9th grade events – speakers in the “Career Choices” classes.
- Partnering with Peninsula College, Olympic Ambulance, EJ and Quilcene Fire and Rescue
- Grant total - \$163,631

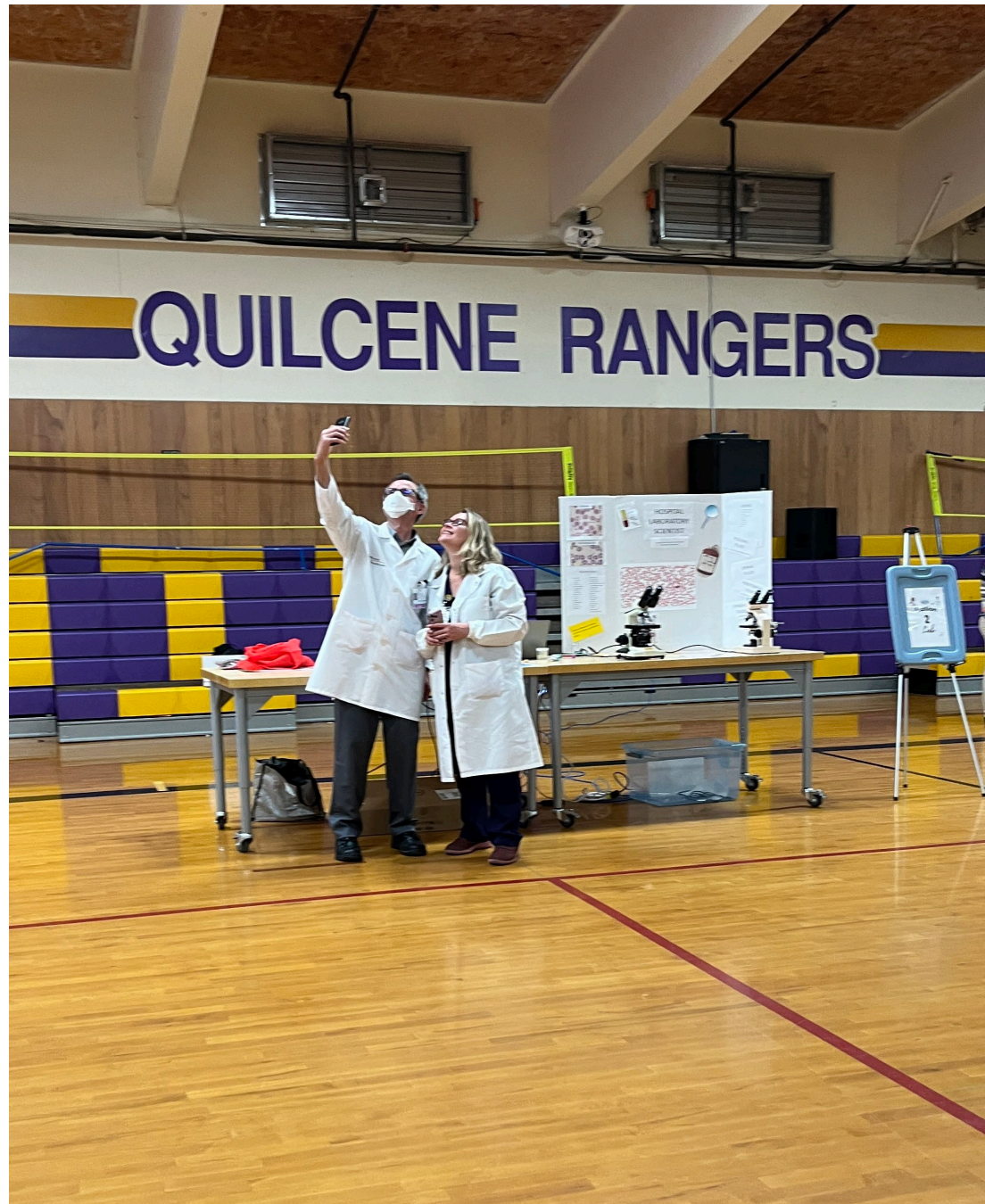


Amazing Results!!!

Knowledge of Healthcare Careers Before and After Event



Students displayed a
225% increase in
knowledge of
healthcare careers





Career Prep

- Chimacum and Port Townsend schools are offering sciences courses in healthcare.
- JH provides clinical educator support in the classroom
- Peninsula College will host a simulation lab
- CPR/First Aid Certification for students enrolled in the program in partnership with EJ, Brinnon and Quilcene Fire and Rescue
- Worksite Learning tours
- Creating a job shadow program
- Grant total = \$197,916





Anna Molotsky

Volunteered in
Oncology and
Infusion

Pursuing a Bio-
Engineering degree
from University of
Washington, Allan
School of
Engineering



Camryn Hines

Job Shadowed in
Oncology, Infusion
and the OR.

Pursuing a Nursing
degree at University
of Portland



Natalie Zavalza

Job Shadowed with
House Supervisors
and Workforce
Development

Pursing Pre-Nursing
(Kinesiology) degree
at Western
Washington
University



Ashton Meyer-
Bibbins

Interned in
Workforce
Development

Pursuing Business
Administration at
University of
Washington, Foster
School of Business



Kerith Pray

Job Shadowed in
ACU and with House
Supervisors

Pursuing a Nursing
Degree at Pacific
Lutheran University

Investing In Our Own People

Training and Development Programs

- Nursing Assistant Certified
- Sterile Processing
- Nurse Technician
- Pharmacy Technician
- Dental Assistant
- Surgical Technician
- Acute Care RN Program
- RN Residency
- Medical Laboratory Technician
- MA Apprenticeship



General Education Opportunities

- Holistic Nursing
- Intubation
- Nursing Sedation
- Interpreting ECGs
- Wound Care
- Huron Conference
- ALSO Class
- Preceptor Workshop
- Nursing Leader Workshops
- Splinting & Casting
- Leadership Development
- TEAM STEPS
- Handle with Care
- Crucial Conversations



The Next Big Thing

- “Good Jobs Initiative” Grant
- Industry, Educational, Community and Labor Partners
- Jefferson Healthcare Training and Development Academy (JHTDA)
- Upskilling our own staff and training local youth and community members
- Embracing cultural sensitivity, promoting equity
- Grant total = 4 million
- Train 176+, hire 100+

Questions?




Works Cited

- [Healthcare Occupations : Occupational Outlook Handbook: : U.S. Bureau of Labor Statistics \(bls.gov\)](#)
- [HPSA Find \(hrsa.gov\)](#)
- [Economic Development Council of Jefferson County, Washington \(edcteamjefferson.org\)](#)
- [America Is Getting Older \(census.gov\)](#)
- [Washington State Education Research and Data Center | ERDC: Trusted. Accurate. Objective.](#)
- [A Disrupted Year: How the Arrival of Covid-19 Affected Youth Disconnection - Measure of America: A Program of the Social Science Research Council](#)
- [County of Jefferson Salaries - Washington \(govsalaries.com\)](#)

Jefferson Healthcare

Patient Story

September 2023



JH Employee Recognition Month

Our Values

- Compassion
- Stewardship
- Integrity
- Respect
- Excellence
- Teamwork



In the Words of Our Patients

- The nursing care I received was truly world class!!
- “Other hospitals” do NOT hold a torch to Jefferson. Zero negative interaction with staff from your housekeeping to nurses/ doctors, everyone was kind and patient. Fantastic care for an unexpected 3 night stay. Thank you, please keep doing it right, we need a good hospital in our area. Your hard work is noticed and appreciated. 33 days, no Diet Dew
- **I have had several hospital stays in my life and by far this stay at Jefferson Hospital Port Townsend, WA was one of the best hospital stays I've had. It is in my top 3 of hospital stays. The staff tech's to D r's were awesome.**
- I have never had a better hospital visit. Everyone was outstanding and Dr. John's was excellent.



In the Words of Our Patients

- They were very knowledgeable and helpful. We had PT and OT seen by 3 providers early in the last 2 months.
- **The care I've received has been outstanding. This has been a very fragile and scary time for me and through this process I've gained confidence and increased skills.**
- Our Hospice care was as good as could be provided.
- Thank you, hospice team, for taking good care of me.
- Camille RN was the provider. She is a top-notch professional in all respects. The rating is for her assistance and expertise.
- Excellent care and support
- Our family sincerely appreciates everyone on our hospice team.



In the Words of Our Patients

- Always excellent appts here. Comfortable, good communication and results. Appreciate Wes so much
- Every single person at the facility is professional, friendly, helpful and kind. **The dental care is the best I've ever received.**
- I appreciated the swiftness and fluidity of the entire appointment; the level of organization and professionalism as well as the transparency and communication of Dr. Hong, the medical student Charles and Breana. Thank you.
- **I'm grateful we have a World class facility in Jefferson County**, with satellite office so close to my house with a great staff. I'm especially impressed with Dr. Laura Wulff.
- Every time I see Kari Griffin-Harte, she listens to all my questions and answers them in a way I can understand and to my satisfaction. I can always get an appointment when needed. I will continue to see her first with all my healthcare needs as well as the needs of my family.
- The office was very quick to get me in and extremely helpful. Dr Luqman is very compassionate and thorough in discussing treatment options



In the Words of Our Patients

- Dr Schutz, the nurses and the tech/ support people were great.
- The x-ray tech went out of her way to help me feel comfortable. She's a very nice person. Very professional.
- All the staff, from check in to check out, were courteous and professional. They gave me lots of info on preventing reoccurrences and the physiology of the issues.
- **I'm lucky to have been a patient here for over 20 years. The level of care and personal attention. And friendliness is extraordinary! And they always take time to attend to me, I never feel and they never are rushed.**
- I really appreciated my ER doctor. She was very open with what she was looking for and what her concerns were. She let me make the decision about follow up testing. I had a lot of confidence in her process.
- **I cannot compliment Jefferson Health Care enough. Every single time I have been there, they are compassionate, knowledgeable, efficient, and personable.** My husband and I have NEVER had quality health care like this, EVER. Amy, nurse practitioner, was awesome as was the staff.





THANK YOU to
all of our
valued
employees!

Jefferson Healthcare

August 2023 Finance Report

September 27th, 2023

Tyler Freeman, CFO

August 2023

Operating Statistics

STATISTIC DESCRIPTION	AUG 2023						AUG 2022					
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE		
FTEs - TOTAL (AVG)	638	688	7%	611	688	11%	577	-11%	569	-7%		
ADJUSTED PATIENT DAYS	3,345	3,041	10%	25,935	23,835	9%	2,607	28%	20,508	26%		
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	83	108	-23%	675	846	-20%	101	-18%	859	-27%		
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	349	297	18%	2,419	2,326	4%	243	44%	2,289	5%		
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	439	422	4%	3,149	3,305	-5%	379	16%	3,211	-2%		
SURGERY CASES (IN OR)	127	133	-5%	1,020	1,046	-2%	112	13%	968	5%		
SPECIAL PROCEDURE CASES	99	71	39%	686	556	23%	79	25%	552	20%		
LAB BILLABLE TESTS	22,430	21,832	3%	169,114	171,136	-1%	21,875	3%	168,213	1%		
TOTAL DIAGNOSTIC IMAGING TESTS	3,824	3,219	19%	28,829	25,224	14%	3,045	26%	23,975	17%		
PHARMACY MEDS DISPENSED	23,466	19,897	18%	169,408	155,970	9%	19,745	19%	152,469	10%		
RESPIRATORY THERAPY PROCEDURES	3,273	3,259	0%	23,847	25,543	-7%	2,531	29%	23,526	1%		
REHAB/PT/OT/ST	9,449	9,458	0%	67,955	74,136	-8%	7,889	20%	66,521	2%		
ER CENSUS	1,377	1,068	29%	9,633	8,371	15%	1,123	23%	8,334	13%		
DENTAL CLINIC	522	419	25%	3,839	3,285	17%	474	10%	3,261	15%		
TOTAL RURAL HEALTH CLINIC VISITS	7,412	6,623	12%	55,221	51,914	6%	6,596	12%	48,983	11%		
TOTAL SPECIALTY CLINIC VISITS	4,022	3,893	3%	30,596	30,521	0%	3,713	8%	28,296	8%		

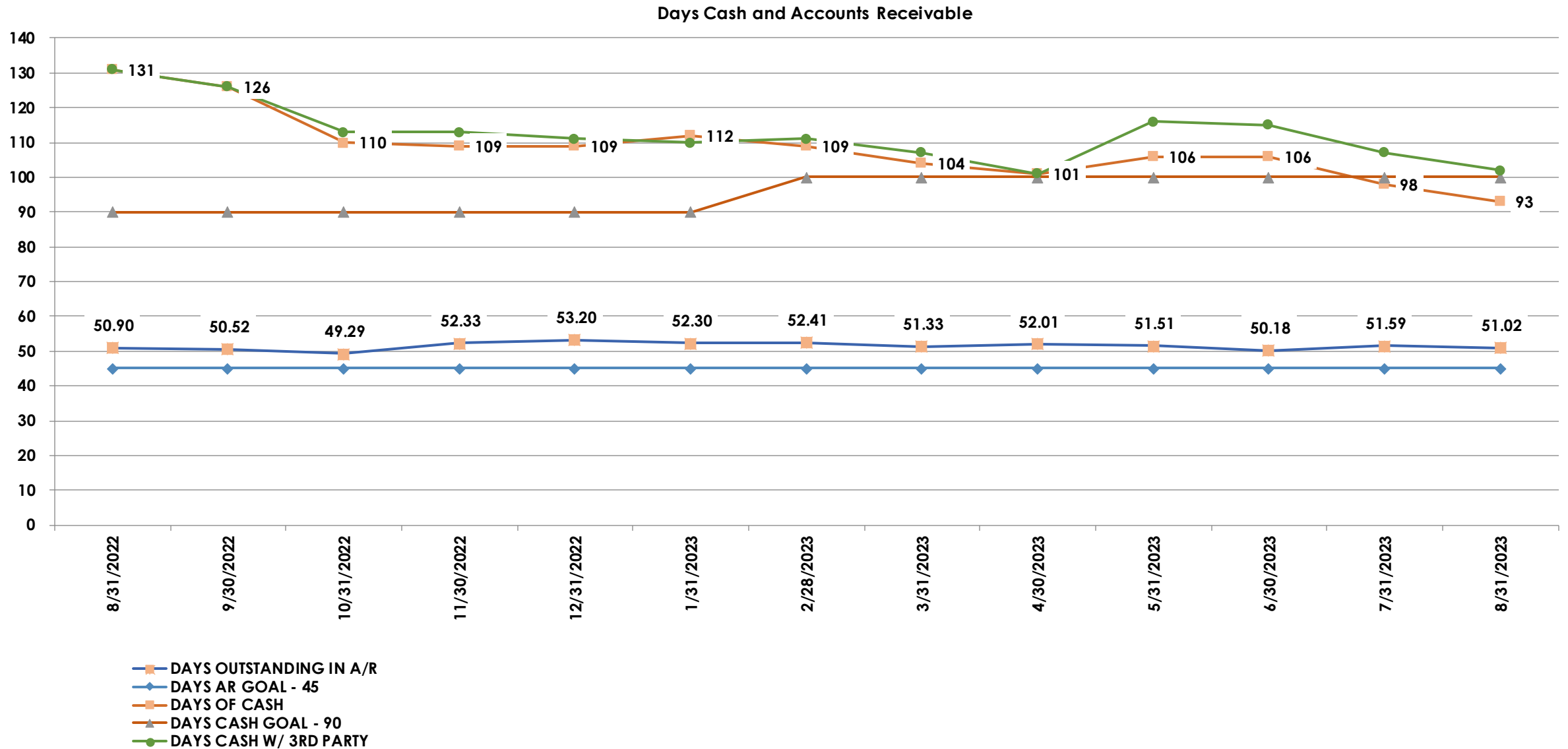
August 2023

Income Statement Summary

	August 2023 Actual	August 2023 Budget	Variance Favorable/ (Unfavorable)	%	August 2023 YTD	August 2023 Budget YTD	Variance Favorable/ (Unfavorable)	%	August 2022 YTD
Operating Revenue									
Gross Patient Service Revenue	32,410,300	29,491,436	2,918,864	10%	238,381,509	231,174,810	7,206,699	3%	209,774,232
Revenue Adjustments	18,380,110	15,847,479	(2,532,631)	-16%	130,216,349	124,223,795	(5,992,554)	-5%	113,477,871
Charity Care Adjustments	245,311	187,886	(57,425)	-31%	2,118,915	1,472,782	(646,133)	-44%	994,571
Net Patient Service Revenue	13,784,879	13,456,071	328,808	2%	106,046,245	105,478,233	568,012	1%	95,301,790
Other Revenue	837,526	452,637	384,889	85%	6,186,243	3,548,096	2,638,147	74%	6,186,767
Total Operating Revenue	14,622,405	13,908,708	713,697	5%	112,232,488	109,026,329	3,206,159	3%	101,488,557
Operating Expenses									
Salaries And Wages	6,609,042	6,899,538	290,496	4%	51,043,054	54,083,479	3,040,425	6%	48,531,369
Employee Benefits	1,234,674	1,564,367	329,693	21%	11,752,670	12,262,620	509,950	4%	11,254,602
Other Expenses	6,337,979	5,041,490	(1,296,489)	-26%	45,982,448	39,518,781	(6,463,667)	-16%	38,301,525
Total Operating Expenses	14,181,695	13,505,395	(676,300)	-5%	108,778,172	105,864,880	(2,913,292)	-3%	98,087,497
Operating Income (Loss)	440,710	403,313	37,397	9%	3,454,316	3,161,449	292,867	9%	3,401,061
Total Non Operating Revenues (Expenses)	89,704	(1,730)	91,434	5285%	1,015,988	(13,561)	1,029,549	7592%	12,547
Change in Net Position (Loss)	530,414	401,583	128,831	32%	4,470,304	3,147,888	1,322,416	42%	3,413,607
Operating Margin	3.0%	2.9%	0.1%	3.9%	3.1%	2.9%	0.18%	6.1%	3.4%
Total margin	3.6%	2.9%	0.7%	25.6%	4.0%	2.9%	1.10%	38.0%	3.4%
Salaries & Benefits as a % of net pt svc rev	-56.9%	-62.9%	6.0%	9.5%	-59.2%	-62.9%	3.68%	5.9%	-62.7%

August 2023

Cash and Accounts Receivable



September 2023

Preview— (*as of 0:00 9/27/23)

- **\$30,629,785 in Projected HB charges**
 - Average: \$1,020,993/day (HB only)
 - Budget: \$947,481/day
 - 108% of Budget
- **\$11,070,565 in HB cash collections**
 - Average: \$369,019/day (HB only)
 - Goal: \$417,444/day
- **50.7 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 partially obscured by a large, semi-transparent text overlay. The text "Jefferson Healthcare" is written in a dark blue serif font, with a red curved line underlining the word "Jefferson".

Jefferson Healthcare

Patient Safety and Quality Report

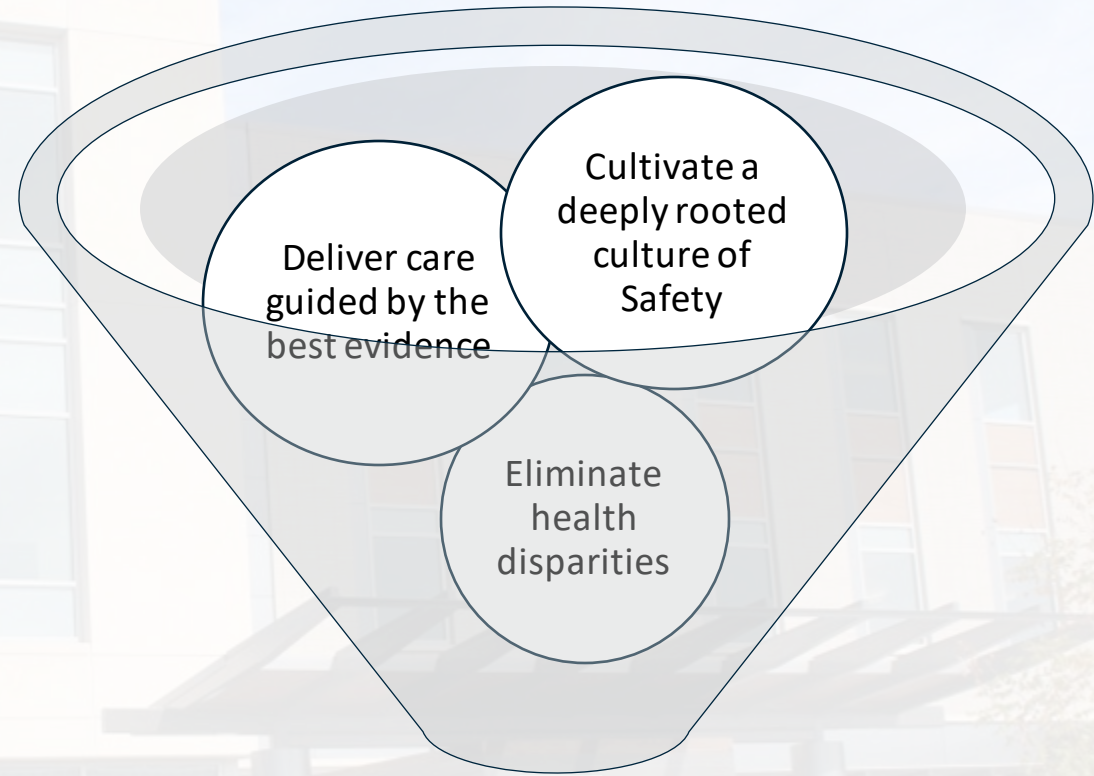
Presented by Brandie Manuel, Chief Patient Safety and Quality Officer

September 27, 2023

**Strategic Goal:
Deliver the highest
quality care.**

AGENDA:

- Accreditation Update
- Quality Highlight:
Emergency Management
- Patient Experience Report

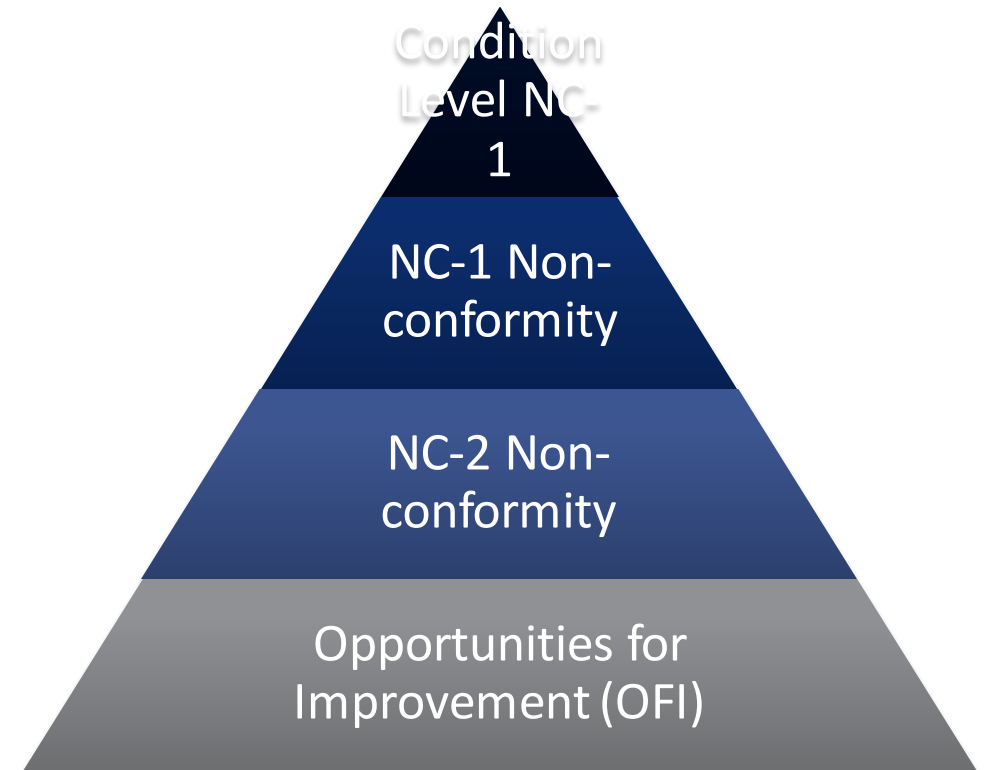


**Achieve Excellent Outcomes
for all patients that we serve.**

DNV Certification in Infection Prevention (CIP) Survey

Non-Conformities and Opportunities for Improvement

- Condition Level NC-1: Zero
- NC-1 Non-conformities: 4
 - Staff training and competencies
 - Infrastructure – endoscopy reprocessing
 - Work environment (eyewash station)
 - Sanitary environment
- NC-2 Non-conformities: 3
 - Safety management system (pill cutters)
 - Medical equipment management system (food scales without biomed labels)
 - Transmission based precautions (N95 mask)



September Quality Highlight: Emergency Management

Role of the Board in Emergency Management



Port Townsend Leader, March 2016

Emergency Management Plan

- Plans must be up to date
- Emergency Management plans must be accessible

Resource Allocation

- Ensure funding for equipment, supplies, materials
- Allocate appropriate staffing

Community Engagement

- Coordinate with community stakeholders and raise awareness of emergency management priorities and focus areas

Emergency Management

2023 Hazards Vulnerability Assessment

The team.

- Emergency Management Coordinator: Shannon Groff
- Executive Sponsor: Brandie Manuel
- The team:
 - Operations: Colleen Rodrigues, Jenn Peach-Guzman, Laura Showers, Shaun Muck, Home Health/Hospice
 - Planning: Rachel Barbieto, Jake Picus, Heather Longcrier, Elaina Harland
 - Logistics: Kelly O'Connell, Arran Stark, Rob Weis
 - Finance: Sasha Marshall, Laura Lewis
 - Public Information Officer: Tina Herschelman

Natural Hazards	Hazardous Materials	Human	Technologic Events
<ul style="list-style-type: none"> • Utility/ Communications Failure • Earthquake 	<ul style="list-style-type: none"> • Small-medium spill • Hazmat incident 	<ul style="list-style-type: none"> • Mass Casualty • Bomb threat 	<ul style="list-style-type: none"> • Electrical Failure • Water Failure

EVENT	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPARED-NESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	RISK
	Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Preplanning	Time, effectiveness, resources	Community/ Mutual Aid staff and supplies	Relative threat*
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Severe Weather	3	2	1	2	2	2	2	61%
Utility/ Communications Failure	3	2	1	3	2	2	2	67%
Hazardous Materials Incidents	2	2	1	1	2	2	3	41%
Incendiary Devices/Firearms	2	2	1	2	3	2	2	44%
Mass Casualty - Local	2	3	1	3	2	2	1	44%
Earthquake	3	3	3	3	2	3	3	94%
Large Scale Terrorist Attack	1	3	3	3	2	2	2	28%
Fire	2	1	2	1	1	1	1	26%
Pandemic Illness	3	3	1	2	1	1	2	56%
Explosion/Downed Aircraft	1	2	1	1	2	2	1	17%
AVERAGE SCORE	1.38	1.44	0.94	1.31	1.19	1.19	1.19	18%

Emergency Management



2023 Program Goals:

- Demonstrate an effective response to actual or simulated events. **On Track**
 - Demonstrate a coordinated and appropriate response to actual or simulated events.
 - **Target:** Activate Incident Command four or more times based on the HVA by December 31, 2023
 - **Target:** Involve external stakeholders in one drill by December 31, 2023
 - Provide tools and resources that support the Jefferson Healthcare leadership team in responding to actual or simulated events. **On Track**
 - **Target:** 75% of leaders (that respond) will report an effective response to events/drills regarding personal response/performance.
 - **Target:** 80% of identified leaders will provide evidence of IC Training (modules dependent on the role).
- Demonstrate an effective response to actual or simulated events.
 - Actively integrate process improvement strategies into Emergency Management. **On Track**
 - **Target:** 100% of actual or simulated events will have an After-Action Review reported at the EM committee.
 - **Target:** 75% of the follow up/action items from real or simulated events will be completed on time.
- Improve communication of information during actual/simulated events. **Opportunity to improve**
 - Ensure that equipment is available to support communications during real/simulated events.
 - **Target:** 75% of radio tests will be responded to appropriately (aggregate for the calendar year).
 - **Target:** Test and publish a new application for communication by December 2023.
 - Demonstrate active, effective communication before, during, and after events, as appropriate
 - **Target:** 80% of leaders will report that communication was effective during actual/simulated events.

2023 Emergency Management Activities

- Incident Command Emergency Drills
 - February 2023, Decontamination Drill (Partial)
 - May 2023, Bomb Threat Drill
 - July 2023, HazMat/Decon Drill (Full)
 - August 2023, Cybersecurity Drill (Tabletop)
 - October 2023, Great Shakeout Earthquake Drill (Tabletop)
- Additional Activities
 - Updated goals, plans, and HVA
 - Developed Decon. tent video and instruction guide
 - Set up an alternate Command Center at 915 Sheridan
 - Set up Teams Channels for improved communication
 - Increased collaboration with Jefferson County Department of Emergency Management



Be a great place to receive care.

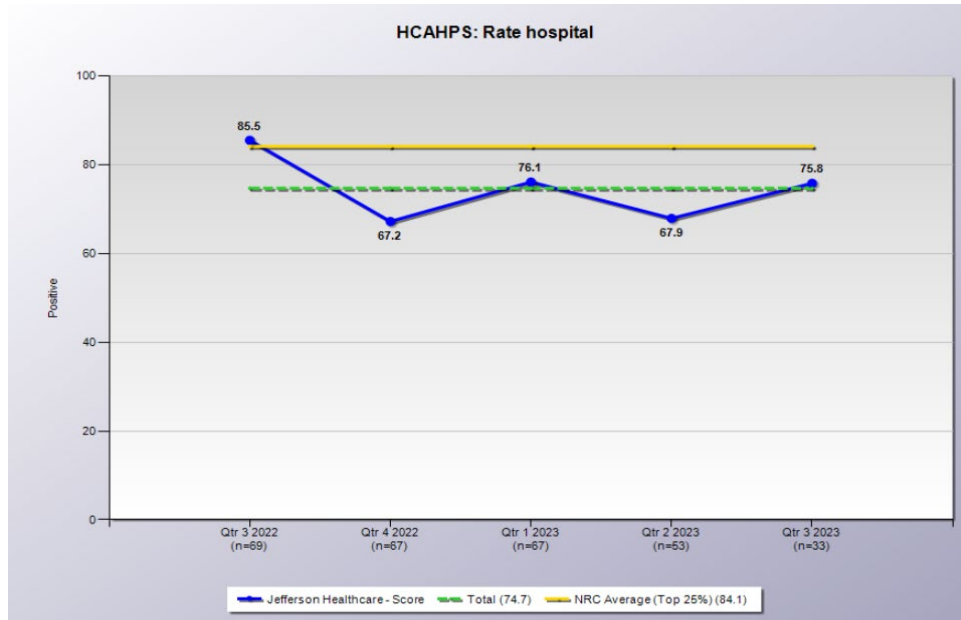
- Service:
 - Make it easier to engage with our healthcare system.
 - Guide patients through every encounter.
 - Prioritize a culture of compassion and kindness.

Jefferson

Healthcare

Service: Be a Great Place to Receive Care

Inpatient Overall Rating (annually)



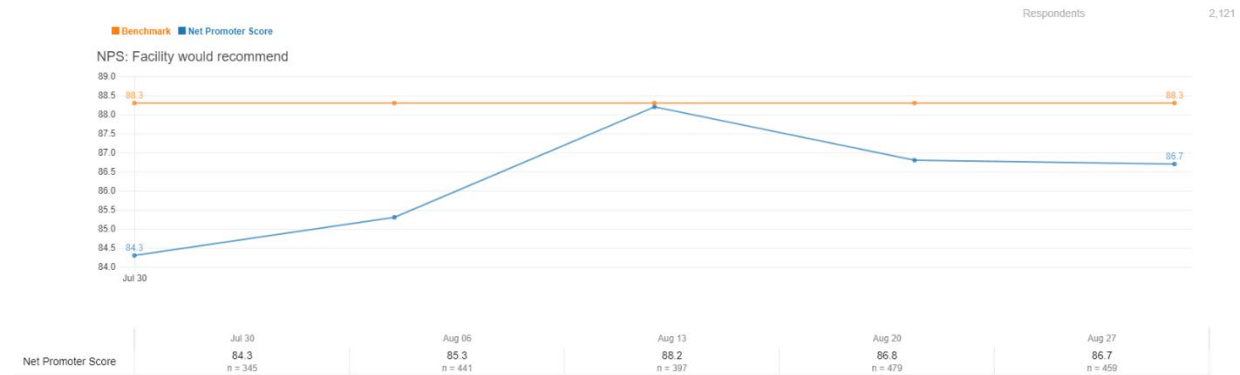
Positive Feedback:

- Doctors/Nurses listened carefully
- Confidence/Trust in RN/MD
- Cleanliness

Detractors:

- Pain during delivery
- Patient input in care
- Doctor/Nurse Communication

Ambulatory: Would you recommend



Positive Feedback:

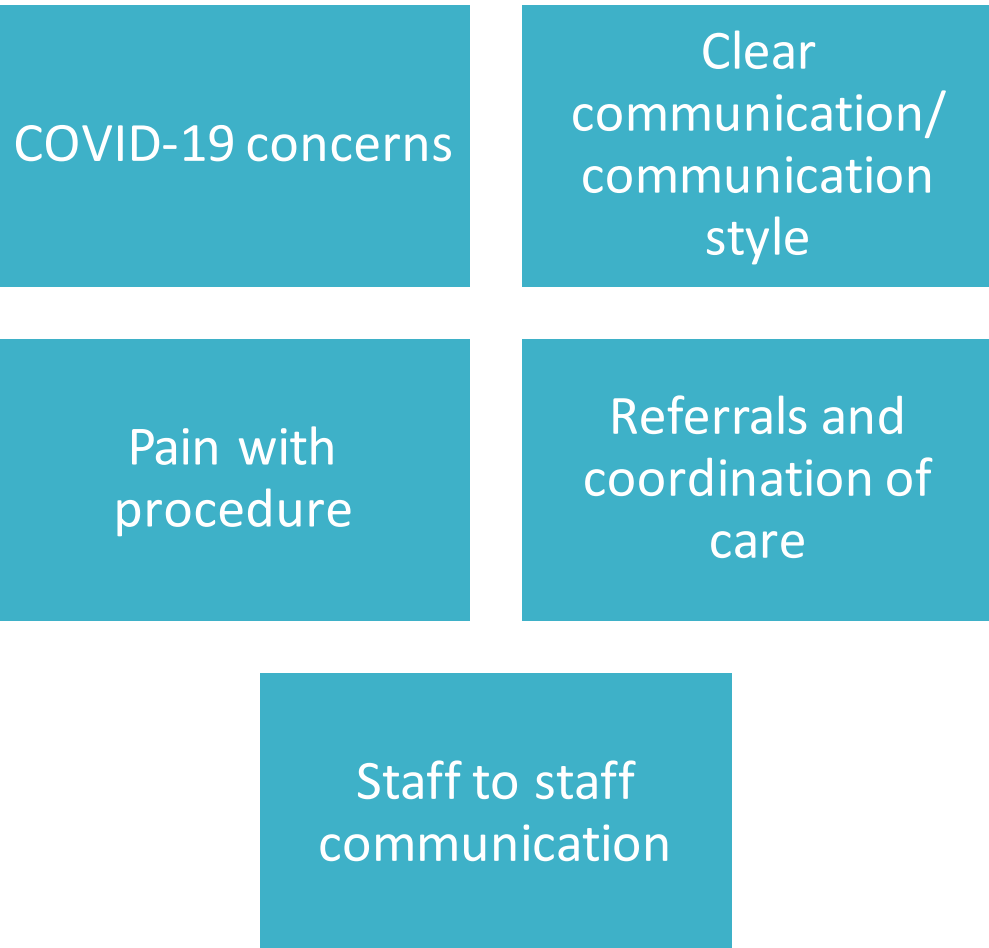
- Recognition
- Courtesy/Respect
- Presence

Detractors:

- Communication
- Scheduling
- Courtesy and Respect

Service Recovery: Our Patient Advocates at work...

Opportunities/Trends:



- August: 21 events reported by the patient advocates
 - Decrease in care provider issues reported
 - 86% of events have been responded to and closed with 0 cases overdue.
 - 13 median days until ticket closure (a decrease of 8 days) – Target < 30 days
- Trends:
 - Communication opportunities
 - Referrals/Coordination of care
 - COVID-19 concerns
- Additional patient advocate focus areas:
 - Standardizing reports/feedback process with leaders
 - HEI Leader submission for 2023
 - Responding to patient navigation requests
 - Increased collaboration with patient safety
 - TeamSTEPPS Training

In the words of our patients.

Hospital Visit:

- The nursing care I received was truly world class!!
- I have had several hospital stays in my life and by far this stay at Jefferson Hospital Port Townsend, WA was one of the best hospital stays I've had. It is in my top 3 of hospital stays. The staff tech's to dr's were awesome.
- Thank you, please keep doing it right, we need a good hospital in our area. Your hard work is noticed and appreciated.



Physician/APP Specific:

- Leslie Brooks, PA was terrific. Easy going, comfortable manner but still professional and very informative!
- I felt cared about. The receptionist and doctor's assistant were attentive and welcomed questions. Dr. Luqman was very personable, spoke directly to me, and provided thoughtful information so I could make a quality decision on what should happen next.
- Dr. Luqman was an extraordinary person! It was the second time I saw him, and I would have to say that he is the most sensitive, caring physician that I have seen perhaps ever!!

ED/Express Clinic:

- I was sicker than I thought and greatly appreciated the doctor doing so much to figure things out for me. And did her best to make me comfortable
- I have been to several emergency rooms in the Seattle and on the Olympic Peninsula. I trust and feel that I am getting good care with all of the Jefferson Healthcare facilities.

OP testing and Rehab:

- I have thus far gotten excellent care in every department I've visited at Jefferson Healthcare.
- Was so nervous about my brain mri but mike I think that was his name was very caring
- Friendly, fast and efficient. Lab was painless and I was in and out in just a few minutes.

Medical Group:

- I understood that the dr. /nurse said she sent a referral to the dermatology dept. When i called to that dept. they said they hadn't received a referral and would not give me an appointment.
- Fast, on time, super competent. The visit was so smooth and such good team work!

What Questions Do You Have?

Jefferson
Healthcare



Campus Modernization and Expansion Project Update

September 2023



View from Sheridan Ave + 7th St

GMP Approval
Mobile MRI
Demolition

Oct. 2023

Dec.
2023

Construction

Complete
Construction- Q1 2025
(69 weeks)

2025

2025

Move in Late Q1 2025

Key Transitions Timeline

- Dietary and Kitchen: Complete
- Human Resources to 915: Complete
- Express Clinic Move: Complete
- OBGYN Clinic Move: Complete
- Administration to 915: Complete
- Modular and Orchard lot work: In Process
 - Modular Complete: October 5th
- Abatement: October 16th
- Mobile MRI: Operational October 27th

Modular Move Updates





New deck installation in progress and concrete pad and footings poured



Concrete pad poured

Design and Permitting

City of Port Townsend and DOH Permits, GMP, and Amendments

City of Port Townsend Building Permits

Abatement

10/2/2023

Demolition

10/16/2023

Full Permit

11/7/2023

Design and Permitting:

DOH, GMP, Amendment 4

DOH Full Permit

11/7/2023

GMP and Notice to Proceed

10/25/2023

Amendment 4: Authorized long lead time purchases, abatement, and demolition work to start.

Financial Plan

Public, Private, State, Federal, Cash, and Foundation funding streams

Current Financial Plan for Debt

			<i>Interest Rate</i>	<i>Board Review</i>
<i>Bank Loans</i>	JP Morgan	\$25,000,000	4.66%	10/25
	Siemens	\$20,000,000	4.98%	10/25
<i>Revenue Bonds</i>	\$37,000,000	\$37,600,000	6.44%	10/25
	<i>W/USDA buyout: \$54,100,000</i>			
<i>USDA</i>	Parity Application Submitted 9/20/2023			
	Expeditious Review Requested			

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
 - Public Offering

Jefferson Healthcare

Administrative Report

September 27, 2023

Mike Glenn, CEO

Value Based Purchasing

A Monthly Review

September 2023

Jefferson Accountable Care, LLC

Jefferson Healthcare is committed to innovative, patient-centered and physician-and-APP-driven models for care transformation.

Jefferson Accountable Care is made up of over 8,000 Medicare-covered lives in our community.

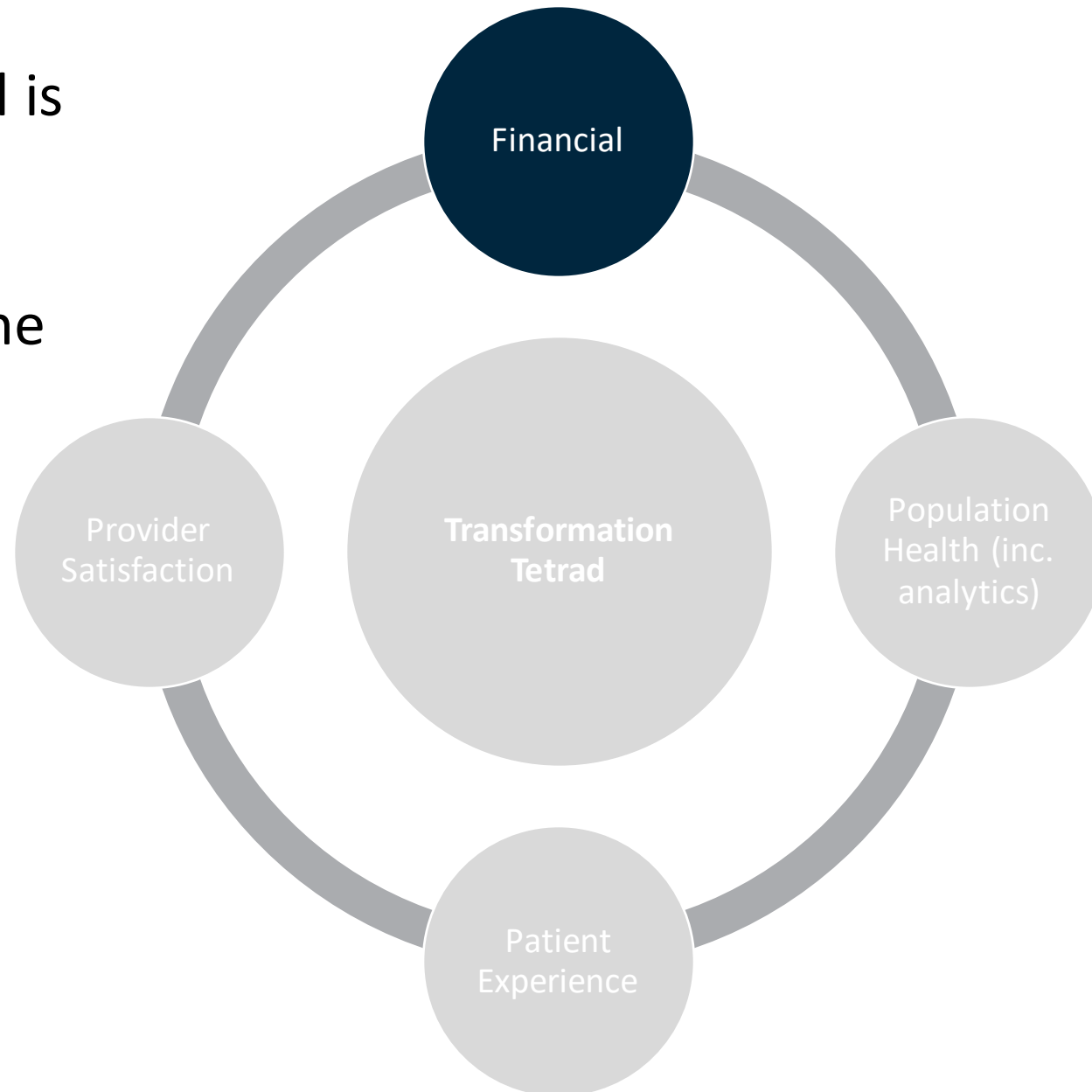
Jefferson Accountable Care solely consists of Jefferson Healthcare patients and is operated by Jefferson Healthcare staff.

Administrative Updates

- We have a full program assessment scheduled for late November 2023 to evaluate where we have opportunity to improve, especially in the areas of patient outcome and provider satisfaction.
- Quality Improvement and Quality Assurance committee begins meeting next month.
- Beneficiary Notification letter was mailed to ACO beneficiaries. Copies of this letter have been provided to the primary care clinics.

Implementing the Transformation Tetrad

- Shared savings model is still being developed! When final, we will present the plan to the Board for approval.



Advocacy | State

- Summer advocacy event combined with groundbreaking was a success!
- Significant session prep ongoing. Legislative agenda will be shared with the board once it is final.
 - Session starts 1/8, 60 day session.



New Building Groundbreaking Ceremony

Sept 7, 2023 – Jefferson Healthcare proudly welcomed employees, community members, and individuals from across the state to celebrate the groundbreaking of the hospital's greatly anticipated building replacement project. With construction set to begin next month, the organization is excited to introduce a new space to accommodate the growth of existing services such as dermatology, medical oncology, OBGYN, and surgery, while also adding new services like neurology, pulmonology, ENT and radiation therapy.


Jefferson Healthcare also extends its gratitude towards our district and congressional leaders, who've played an integral role in the organization's building replacement endeavor. The groundbreaking ceremony was joined by District Representatives Mike Chapman and Steve Tharinger, in addition to a representative from Senator Kevin Van de Wege's office. Their unwavering commitment to our reproductive services program and \$4 million state budget appropriation has allowed for the expansion of the OBGYN clinic, including a new outpatient surgery suite. Haley Schanne from Representative Derek Kilmer's office was also in attendance. Senator Cantwell supported a \$2.5 million appropriation to help fund the radiation therapy build out and vault, intended to house the Linear Accelerator. The entire congressional delegation supported a \$2 million appropriation to fund our expansion of healthcare for rural seniors.

Advocacy | State

- Commerce funding for the Jefferson Reproductive and Gynecological Health Project.
 - Funding requirement for the Board of Commissioners to support this body of work and this grant specifically.

Jefferson Reproductive and Gynecological Health Project Overview

- WA State Commerce funding
- \$4,000,000
- Supported by all three state legislators.
- Construction of the OBGYN Clinic and one surgery suite in the outpatient surgery center.



Jefferson Reproductive and Gynecological Health Project

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.

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. 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. With a generous appropriation from the Washington State legislature during the 2023 session, we are now able to expand our OB/GYN clinical footprint and provide additional services to the community. The appropriation funding of \$4,000,000 will be specifically allocated to building out the OB/GYN clinic space, increasing the number of exam rooms to six, and a procedure room in the outpatient surgery center that is dedicated to OB/GYN procedures. The total cost of the project is \$10,000,000. Jefferson Healthcare has identified other funding opportunities for the remaining \$6,000,000.

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

Additional and expanded services include:

- Gynecological procedures such as hysterectomies, hysteroscopies, and abortion management;
- Surgical abortions and miscarriage management past 11 weeks;
- Obstetrical services to support pregnant patients and their families;
- Ensuring procedure space for emergent cesarean sections is always available.

The new clinic will provide the most modern surgical technology to our physicians, and will focus on clinic flow and patient experience.

Jefferson Healthcare is committed to providing comprehensive reproductive health services because we believe our community deserves and is entitled to nothing less. We are deeply grateful to the Washington State legislature and especially Representative Tharinger, Representative Chapman, and Senator Van De Wege, for supporting this critical health service in a rural community.

— Mike Glenn, CEO, Jefferson Healthcare
April 2023

For more information please contact Dunia Faidt at dfaidt@jeffersonhealthcare.org

Jefferson Healthcare
jeffersonhealthcare.org

Proposed language:

We support the grant from WA State Commerce for the Jefferson Reproductive and Gynecological Health Project. We delegate signing authority of this grant to staff.

Advocacy | Federal

- RAD was a success!
- Ongoing advocacy around:
 - Ensuring the Expanding Healthcare for Rural Seniors project stays in the Federal budget.
 - Supporting the campus expansion and modernization project.
 - Protecting rural healthcare through sustainable financial models.



Admin Report

- Provider Symposium
- New Location for Express Clinic
 - 1274 7th Street
- New Location for Admin
 - 915 Sheridan Street
- Masking Mandate
- Other: Peninsula Daily News Best Of
 - Best Employer
 - Best Doctor- Dr. Christine Skorberg
 - Best Dentist- Pavel Vasilyuk, DDS
 - Best Pharmacy- Port Ludlow Pharmacy
 - Best Rehab
 - Best Customer Service

Jefferson Healthcare
was voted BEST
EMPLOYER in Jefferson
County by readers of
the Peninsula Daily
News.



Erica Tirado, DO
& Surgical Team
photo: Sarah Wright, RN

fueled by **our people**

Jefferson Healthcare was voted BEST EMPLOYER in Jefferson County. Congratulations and thanks to our employees for their unwavering commitment to providing excellent patient care. *Right here at home.*



CHRISTINE SKORBERG, MD

Congratulations to Christine Skorberg, MD, voted BEST DOCTOR in Jefferson County. This honor acknowledges her commitment to providing excellent obstetric/gynecological services.

jeffersonhealthcare.org

Christine Skorberg, MD, FACOG was voted BEST DOCTOR in Jefferson County by Peninsula Daily News readers.



PAVEL VASILYUK, DDS

Congratulations and thanks to Pavel Vasilyuk, DDS, voted BEST DENTIST in Jefferson County. This recognition acknowledges his service creating access to affordable, integrated dental care.

jeffersonhealthcare.org

Pavel Vasilyuk, DDS was voted BEST DENTIST in Jefferson County by Peninsula Daily News readers.



PORT LUDLOW PHARMACY

Congratulations to the Port Ludlow Pharmacy voted BEST PHARMACY in Jefferson County. This honor recognizes the expertise of this dedicated staff of pharmacists and technicians.

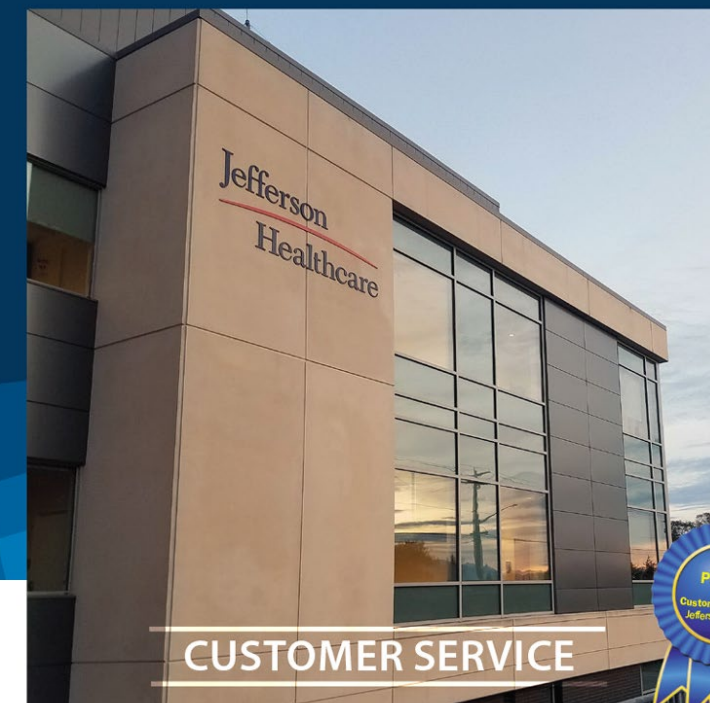
jeffersonhealthcare.org



REHABILITATION

Jefferson Healthcare Rehabilitation Services was voted BEST REHAB in Jefferson County. Congratulations and thanks to this dedicated team who restore our strength, function and mobility.

jeffersonhealthcare.org



CUSTOMER SERVICE

Congratulations to our team of Patient Advocates voted BEST CUSTOMER SERVICE in Jefferson County. This recognition acknowledges their dedication to providing patient-centered care.

jeffersonhealthcare.org

The Port Ludlow Pharmacy was voted BEST PHARMACY in Jefferson County by Peninsula Daily News readers.

Rehabilitation Services was voted BEST REHAB in Jefferson County by Peninsula Daily News readers.

Patient Advocates were voted BEST CUSTOMER SERVICE in Jefferson County by Peninsula Daily News readers.

Questions