

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 Sheridan Conference Room at 915 Sheridan Street. Limited seating available.

Audio Only: dial Phone Conference Line: (509) 598-2842 When prompted, enter Conference ID number: 572 938 342#

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

**Jefferson County Public Hospital District No. 2  
Board of Commissioners, Special Session Minutes  
Wednesday, November 15, 2023**

**Call to Order:**

The meeting was called to order at 2:00 pm by Board Chair Buhler Rienstra. Commissioners in attendance included Commissioners Dressler, Kolff, McComas and Ready. Also, in attendance were Mike Glenn, CEO, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Operating Officer, Molly Propst, Chief Human Resources Officer, Brandie Manuel, Chief Patient Safety and Quality Officer, Tina Toner, Chief Nursing Officer, Dunia Faulx, Chief Planning and Advocacy Officer, Dr. Joe Mattern, Chief Medical 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 Ready seconded.

**Action:** Motion passed unanimously

**Washington State Archives Education:**

Janette Gomes, Northwest Regional Branch Archivist, provided an educational presentation on Washington State Archives, including transferring Board of Commissioner Records to Washington State Archives, determination of archival value, archival designations, archival commissioner records, transfer benefits, and physical and digital archiving. Discussion ensued.

**Patient Story:**

Tina Toner, CNO shared a patient letter regarding the Family Birth Department, which included positive feedback on prenatal care received, birth experience, and care for LGBTQ+ inclusiveness, with recognition for Family Birth Center Staff. Discussion ensued.

**Public Comment:**

No public comment was made.

**Minutes:**

- October 25, 2023 Regular Session Minutes

Commissioner McComas made a motion to approve the October 25, 2023 Regular Session Minutes. Commissioner Kolff seconded.

**Action:** Motion passed unanimously

**Required Approvals:** Action Requested

- Medical Staff Credentials/Appointments/Reappointments

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

**Action:** Motion passed unanimously.

**Quality Report:**

Brandie Manuel, Chief Patient Safety and Quality Officer, presented the November Quality Report, including a Culture of Safety update, Patient Safety Measures, Core Measure Performance update for Q1-Q3 for Perinatal Care, Inpatient Stroke, and Ambulatory measures, as well as a Health Equity update on eliminating health disparities and Breast Cancer Screening program, and 2024 Quality Management System Opportunities and Recommendations. Discussion ensued.

**Financial Report:**

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

**Break**

Commissioners recessed for break at 3:16 pm.

Commissioners reconvened from break at 3:30 pm.

**Project Update:** Jake Davidson, Chief Operating Officer, Tyler Freeman, Chief Financial Officer, and Mike Glenn, Chief Executive Officer, provided a project update. Brad Berg, Principal of Foster Garvey, and Jeffrey Fivecoat, Managing Director at Piper Sandler & Company, presented Resolution 2023-20 JP Morgan Private Placement Bond and Resolution 2023-21 Siemens Private Placement Bond for Board Approval. Discussion ensued.

Commissioner Dressler made a motion to approve Resolution 2023-20 JP Morgan Private Placement Bond Resolution. Commissioner Kolff seconded. Discussion ensued.

**Action:** Motion passed unanimously.

Commissioner McComas made a motion to approve Resolution 2023-21 Siemens Private Placement Bond Resolution. Commissioner Ready seconded.

**Action:** Motion passed unanimously.

Commissioner Dressler made a motion to approve an amendment to the construction contract to authorize the guaranteed maximum price in the dollar amount of \$73,726,651. Commissioner McComas seconded.

Discussion ensued.

**Action:** Motion passed unanimously.

#### **Administrative Report**

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

#### **CMO Report:**

Dr. Joe Mattern presented a CMO Report including Covid, RSV and Influenza updates, OB Workgroup updates, and Medical Staff Bylaw update. Discussion ensued.

#### **Board Business:**

- Board of Health Report

Commissioner Kolff informed the board that the next Board of Health meeting is scheduled next week, so he did not have a report.

#### **Behavioral Health Advisory Committee Update:**

Board Chair Buhler Rienstra provided an update from the Behavioral Health Advisory Committee that the committee requested to name alternates for each member. Board Chair Buhler Rienstra stated that Commissioner McComas has agreed to act as her alternate for this committee. Board Chair Buhler Rienstra requested a motion to approve Commissioner McComas as her alternate for the Behavioral Health Advisory Committee.

Commissioner Dressler made a motion to approve Commissioner McComas as Behavioral Health Advisory Committee member alternate for Board Chair Buhler Rienstra. Commissioner Kolff seconded.

**Action:** Motion passed unanimously.

**Meeting Evaluation:**

Commissioners evaluated the meeting.

**Conclude:**

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

**Action:** Motion passed unanimously.

Meeting concluded at 5:16 pm.

Approved by the Commission:

Chair of Commission: Jill Buhler Rienstra

Secretary of Commission: Marie Dressler

Approved via MS Teams  
Approved via MS Teams

# Transferring Board of Commissioners Records to the Washington State Archives



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## **PUGET SOUND BRANCH**

*Counties, Cities, Special Purpose  
Districts, Higher Ed, & Commodity  
Commissions*

**(425) 564-3940**

[PSBranchArchives@sos.wa.gov](mailto:PSBranchArchives@sos.wa.gov)

## **NORTHWEST BRANCH**

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**(360) 650-3125**

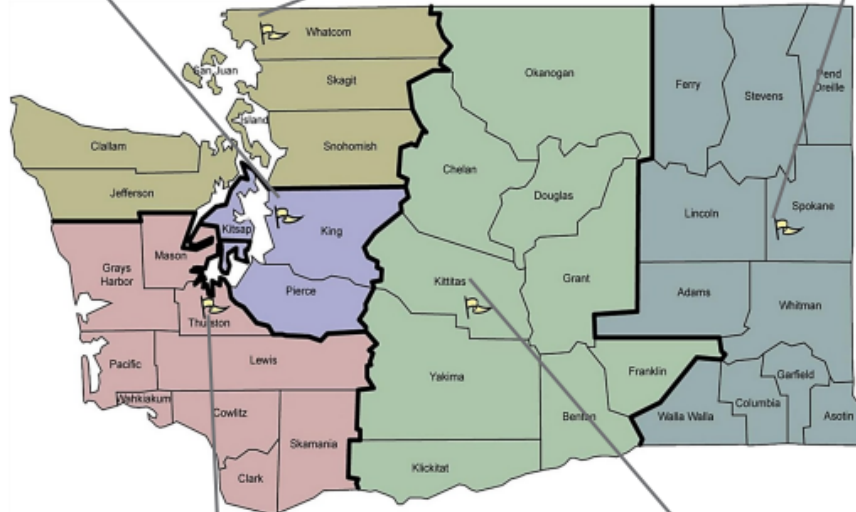
[NWBranchArchives@sos.wa.gov](mailto:NWBranchArchives@sos.wa.gov)

## **EASTERN BRANCH**

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## **STATE & SOUTHWEST BRANCH**

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## **CENTRAL BRANCH**

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**(509) 963-2136**

[CEBranchArchives@sos.wa.gov](mailto:CEBranchArchives@sos.wa.gov)



Janette Gomes  
Regional Branch Manager  
Washington State Archives - Northwest Branch  
808 25<sup>th</sup> Street, WWU MS-9123  
Bellingham, WA 98225

[janette.gomes@sos.wa.gov](mailto:janette.gomes@sos.wa.gov)

360-650-2813

# Determination of archival value starts with the official Records Retention Schedules



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[www.sos.wa.gov/archives](http://www.sos.wa.gov/archives)

Local Governments

Hospital Districts

***Local Government Common Records  
Retention Schedule (CORE) + + +***



Washington State Archives

Search...



BRANCHES ▾ RESEARCH ▾ TEACHERS & STUDENTS STATE AGENCIES LOCAL GOVERNMENTS IMAGING SERVICES NON-GOVERNMENT DONATE

## Managing Hospital District Records

### Records Retention...

- Which Schedules to Use?
- **Common Records (CORE) v.4.2 (Aug 2021)**
- **Emergency Comm 911 v.1.0 (Nov 2012)**
- **Fire & Emergency Medical v.2.1 (Aug 2022)**
- **Public Hospitals v.5.2 (Feb 2023)**
- More Help with Records Retention...
  - Examples of Common Records with Minimal Retention
- Updating Records Retention Schedules

### How to...

- Go Paperless ("Scan & Toss")
- Destroy Non-Archival Records
- Transfer Archival Records

### Need Help Managing...

- Board/Committee Meeting Records
- Calendar Records
- Construction Records
- **Electronic Records...**
  - Audio/Visual Records
  - Backups
  - Chat/Instant Messaging
  - Cloud Services/Storage
  - Database Records
  - Digital/Electronic Signatures
  - Drones
  - Email
  - Imaging/Scanning

### Trending Now...

**Draft Revision - Public Hospitals  
Records Retention Schedule**

**COVID-19 Pandemic Records**

**Local Records Grant Program**

Office 365 / Microsoft 365

Information Governance / ECM

### Looking for...

List of all Records Retention Schedules

Training Calendar

Online Training

Open Government Training

Advice Sheets & Other Publications

Forms & Templates

Local Records Committee

### Find Records at the Archives...

Digital Records

Paper Records

# Archival Designations



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## *Local Government Common Records Retention Schedule (CORE)* *Version 4.2 (August 2021)*

### 1. **AGENCY MANAGEMENT**

The function relating to the overarching management of the local government agency and its general administration. Also includes managing the agency's interaction with its community, and managing its legal matters.

#### 1.1 **ADMINISTRATION (GENERAL)**

*The activity associated with the day-to-day operations of the agency. Includes short-term records that can be disposed of as part of normal administrative practice.*

DISPOSITION AUTHORITY NUMBER (DAN)	DESCRIPTION OF RECORDS	RETENTION AND DISPOSITION ACTION	DESIGNATION
GS50-01-02 Rev. 0	ADMINISTRATIVE WORKING FILES Subject files containing informational copies of various records organized by issue, person, subject, or other areas of interest. <i>Remarks: Contact your Regional Archivist before disposing of elected official, executive, or department head files. Records from this series may be selected for transfer to and preservation at a Regional Archives branch.</i>	Destroy when obsolete or superseded - elected official, executive and department head files are potentially archival	<b>ARCHIVAL</b> (Appraisal Required) NON-ESSENTIAL OFM
GS50-05A-16 Rev. 1	<b><i>Ordinances and Resolutions – Approved</i></b> Laws, statutes, and/or regulations approved and enacted by the local government agency's governing body. <i>Note: Official and municipal codes are covered by Publications – Master Set, GS50-06F-04.</i>	<b>Retain</b> until no longer needed for agency business <i>then</i> <b>Transfer</b> to Washington State Archives for permanent retention.	<b>ARCHIVAL</b> (Permanent Retention) <b>ESSENTIAL</b> (for Disaster Recovery) OPR
GS50-01-36 Rev. 0	APPOINTMENT CALENDARS <i>Remarks: Elected officials and department heads may want to retain appointment calendars to document activities and appointments for a longer period of time.</i>	Destroy when obsolete or superseded	NON-ARCHIVAL NON-ESSENTIAL OFM

← Contact the Archives for appraisal.

← Contact the Archives for transfer.

← Once retention has been met, no need to contact the Archives before destroying.



# Archival Commissioner Records



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DISPOSITION AUTHORITY NUMBER (DAN)	DESCRIPTION OF RECORDS	RETENTION AND DISPOSITION ACTION	DESIGNATION
GS50-05A-13 Rev. 2	<p><b>Meetings – Governing/Executive</b> Records documenting all meetings of the local government agency's governing bodies and executive management.</p> <p>Includes:</p> <ul style="list-style-type: none"> <li>Meetings regulated by the <i>Open Public Meetings Act</i> (<a href="#">chapter 42.30 RCW</a>), such as regular and special meetings, public hearings, etc.;</li> <li>All other meetings (including executive sessions regulated by <a href="#">RCW 42.30.110(2)</a>).</li> </ul> <p>Includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Agendas, meeting/agenda packets (briefs, reference materials, etc.);</li> <li>Speaker sign-up, written testimony;</li> <li>Audio/visual recordings and transcripts of proceedings;</li> <li>Minutes.</li> </ul> <p>Includes indexes and other finding aids.</p> <p>Excludes records covered by GS2011-173, GS2011-174, GS2011-175, and GS2011-176.</p>	<p><b>Retain</b> for 6 years after end of calendar year <i>then</i> <b>Transfer</b> to Washington State Archives for permanent retention.</p>	<p><b>ARCHIVAL</b> (Permanent Retention) <b>ESSENTIAL</b> (for Disaster Recovery) OPR</p>
GS50-01-24 Rev. 1	<p><b>Official Agency Policy and Procedure Directives, Regulations and Rules</b> Officially-adopted policies, procedures, or public rules affecting the entire agency. Activated through executive or department head signature, ordinance or resolution.</p>	<p><b>Retain</b> until no longer needed for agency business <i>then</i> <b>Transfer</b> to Washington State Archives for permanent retention.</p>	<p><b>ARCHIVAL</b> (Permanent Retention) <b>ESSENTIAL</b> (for Disaster Recovery) OPR</p>
GS50-01-12 Rev. 3	<p><b>Communications – Governing/Executive/Advisory</b> Internal and external communications to, from, and/or on behalf of the agency's governing bodies, elected official(s)/executive management, and advisory bodies, that are made or received in connection with the transaction of public business, <b><u>and that are not covered by a more specific records series.</u></b></p> <p>Includes all communication types, regardless of format:</p> <ul style="list-style-type: none"> <li>Correspondence, email;</li> </ul>	<p><b>Retain</b> for 2 years after communication received or provided, <i>whichever is later</i> <i>then</i> <b>Transfer</b> to Washington State Archives for appraisal and selective retention.</p>	<p><b>ARCHIVAL</b> (Appraisal Required) NON-ESSENTIAL OFM</p>



# Archival Transfers: Physical & Digital



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**Northwest Regional Branch – Bellingham**



**Digital Archives/Eastern Regional Branch - Cheney**

# Transfer Benefits



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## Transferring archival records:

- ☐ Helps protect the records
- ☐ Saves your agency money
- ☐ Reduces agency time spent on public records requests
- ☐ Promotes government transparency and access to Washington's and your agency's history



# Archival Records Transmittals



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Records are transferred to the physical and legal custody of the Archives.



## ARCHIVES RECORDS TRANSMITTAL & BOX CONTENT LIST

Archives Use Only	Rec'd By	Date	Total C.F.	Accession Number
Name of Agency				
Office / Sub-Division		Records Officer		
Records Officer Telephone Number		Records Officer E-mail		
Any Statutory Restrictions or Exemptions? Yes <input type="checkbox"/> No <input type="checkbox"/>				
If yes, please list applicable RCW or rule that restricts access to files, or portions of files, in the table below				
Location	Box/Vol#/ Reel#/ Barcode	Record Series / File Title	Dates	DAN



## DIGITAL ARCHIVES INITIAL TRANSFER INVENTORY SHEET

For Archives Use ONLY:

Agency:			Agency Contact:			
Department/Division/Office:			Email:		Phone:	
One Time Transfer <input type="checkbox"/> Recurring Transfer <input type="checkbox"/>		Appraisal Required? Yes <input type="checkbox"/> No <input type="checkbox"/>		Any Statutory Restrictions or Exemptions? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Records ever out of agency custody? Yes <input type="checkbox"/> No <input type="checkbox"/>		Indexing Completed? Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		Are Restricted Files Separated From Non-Restricted Files? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Records Series/Title	Brief Summary Description of Records	Disposition Authority Number (DAN)	Date Range	Which File Format(s) or Extension(s) are included?	File size being transferred in bytes	For any restrictions, cite applicable RCW or rule that would restrict access
EXAMPLE: Media Releases and Coverage	News releases and speeches of former agency directors John and Jane Doe, bios, photographs etc	GS 05003	2011-2013	Word, Excel, Emails, PDF (or .docx .pdf .tif .pst .msg)	3 gigabytes	

# Archival Transfer - Physical



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The Washington State Archives will

- ☐ supply boxes
- ☐ pick up the records
- ☐ preserve the records
- ☐ respond to public records requests & provide access as appropriate
- ☐ respond to agency requests for information & copies as needed



# Archival Transfer - Digital



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Washington State Archives



The Washington State Archives will

- ☐ set up agency user accounts
- ☐ provide training in use of Digital Archives software
- ☐ preserve and migrate the records as needed
- ☐ provide public access to records as appropriate
- ☐ provide continuing agency access

# Digital Archives Collections



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## Washington State Archives - Digital Archives

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### Current Collections

Listed below are the record series currently searchable on-line. Click on the record series name to view the titles available in that record series. Click on the record title for more detailed information on the record series or the individual titles.

To search title names and title level description fields, enter your search term(s) in the text box below. Click Clear to start a new search.



Have a research question?  
**Ask An Archivist!**

#### Collections Online

<a href="#">Audio Records</a>
<a href="#">Audit Reports</a>
<a href="#">Auditor Misc Records</a>
<a href="#">Birth Records</a>
<a href="#">Cemetery Records</a>
<a href="#">Census Records</a>
<a href="#">Collection Highlights</a>
<a href="#">Corporation Records</a>
<a href="#">Death Records</a>
<a href="#">Divorce Records</a>
<a href="#">Frontier Justice: Territorial Court Case Files</a>
<a href="#">Indian Census</a>
<a href="#">Institution Records</a>
<a href="#">Land Records</a>
<a href="#">Maps, Plats and Aerial Photographs</a>
<a href="#">Marriage Records</a>
<a href="#">Military Records</a>
<a href="#">Minutes and Meeting Records</a>
<a href="#">Miscellaneous Family History</a>
<a href="#">Naturalization Records</a>

#### Titles in this Collection [About this Collection](#)

<a href="#">Island County Commissioners, Proceedings, 2006-2007</a>
<a href="#">Island County Fire District #1, Minutes, 1955-2009</a>
<a href="#">Issaquah City Council, Minutes, 1892-2008</a>
<a href="#">Issaquah School District, Board Minutes, 1902-1977</a>
<a href="#">Jefferson Transit Authority Board, Minutes, 1980-2007</a>
<a href="#">Kahlotus City Council, Minutes, 1924-2009</a>
<a href="#">Kalama City Council, Minutes, 1890-2006</a>
<a href="#">Kelso City Council, Minutes, 1890-1908; 1920-2006</a>
<a href="#">Kennewick Irrigation District Board of Directors, Minutes, 1917-2006</a>
<a href="#">Kennewick Public Hospital District, Minutes and Meeting Records, 2005, 2016</a>
<a href="#">King County Boundary Review Board, Minutes, 1967-1992</a>
<a href="#">King County Fire District #16 Board Minutes, 1950-2005</a>
<a href="#">King County Fire District #25, Board of Commissioners, Minutes and Meeting Records, 2014-2016</a>
<a href="#">King County Fire District #34 Board of Commissioners, Minutes and Meeting Records, 1947-2021</a>
<a href="#">King County Fire District #43 Board of Fire Commissioners, Minutes, 1954-2006</a>
<a href="#">King County Fire District #45 Board of Fire Commissioners, Minutes, 1960-2006</a>

1-11-83

Jefferson Transit Authority

M I N U T E S

November 7, 1983

5:23 P.M. Meeting called to order by Chairman O'Meara. Members present included B. G. Brown and Janis Hunt.

Staff: Peter Badame, Steve Schauer, Wanda Slevin

#### BILLS & CLAIMS:

Janis Hunt questioned the insurance payment of \$1004.50. Badame explained it was for Errors & Omissions. She asked if we had gone to bid on this. Badame said yes and that the bid came in at \$1050, higher than anticipated. He noted that switching on this type of insurance can affect premiums upward.

Janis Hunt moved to approve the bills and claims as presented. B. G. Brown seconded. Unanimous.

#### MISCELLANEOUS:

Greyhound - Badame reported on Greyhound strike. He feels it is going to be a long strike. He said the Olympic Peninsula will receive low priority for service when Greyhound resumes limited service. Badame has been negotiating with Trailways for service to the Peninsula and it appears there will be two round trips daily, hopefully by the end of this week. He is trying to convince Trailways to provide more convenient service than they have offered.

Badame noted that the last weekend Greyhound operated, we carried 34 passengers each day. This past weekend the total passenger count was 29 - a 55% decrease in ridership.

#### Letter from Keith Harper re: Joint Purchase

He suggests entering into an interlocal agreement with the other systems involved re:

- how to award bids, and
- who will approve exception to specifications.

There was much discussion of joint purchase. The Authority agreed to enter into an interlocal agreement with Clallam Transit for joint purchase of capital equipment. The agreement would call for both board's approval before awarding a bid.

Establish Finance Committee - Badame referenced his memo of 11/7/83 proposing to establish a Transit Auditor and a Finance Committee and reducing Authority meetings to one per month.

Approved by:

A. M. O'Meara, Chairman



# Additional Resources



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## Managing Meeting Records of Boards, Committees, etc.

### Records Retention...

- [Appropriate Use of Portable Media \(CDs, DVDs, Flash Drives\)](#)
- [Can Meeting Recordings Be Deleted After Meeting Minutes Have Been Approved?](#)
- [Do Agency Meetings Need to Be Recorded?](#)
- [How Long Do Individual Meeting Members' Notes/Recordings Need to Be Kept?](#)
- [How Long Do Meeting Recordings Need to Be Kept? \(Local Governments\)](#)
- [How Long Do Meeting Recordings Need to Be Kept? \(State Agencies\)](#)
- [Strategies for Managing Analog Audio/Visual Recordings](#)
- [What Formats Should I Use for Digital Audio?](#)

### Help with Open Public Meeting Act (OPMA) Compliance...

- [Office of the Attorney General's Open Government Ombuds Function \(External Link\)](#)
- [Municipal Research and Services Center \(MRSC\) Open Public Meeting Act Resources \(External Link\)](#)
- [Training Requirements for Members of Governing Bodies](#)

### How to Transfer...

- [Audio Recordings](#)
- [Meeting Records \(Agendas/Packets/Minutes\)](#)

## Records Retention Schedules

[State Government Agencies](#)

[Local Government Entities](#)

### How to...

[Transfer Archival Records](#)

## Find Meeting Records at the Archives...

[Digital Records](#)

[Paper Records](#)

## Laws and Rules

[Open Public Meetings Act \(chapter 42.30 RCW\)](#)

[Preservation and Destruction of Public Records \(chapter 40.14 RCW\)](#)

[Penal Provisions \(chapter 40.16 RCW\)](#)

[Preservation of Electronic Records \(WAC 434-662\)](#)

## Questions?

[recordsmanagement@sos.wa.gov](mailto:recordsmanagement@sos.wa.gov)

Phone: (360) 586-4901

# Please feel free to contact us:



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## CONSULTATION, APPRAISAL, ADVICE

**Janette Gomes**

**[janette.gomes@sos.wa.gov](mailto:janette.gomes@sos.wa.gov)**

**(360) 650-2813**

**Northwest Regional Branch**

**[NWBranchArchives@sos.wa.gov](mailto:NWBranchArchives@sos.wa.gov)**

**(360) 650-3125**

**Records Management**

**[recordsmanagement@sos.wa.gov](mailto:recordsmanagement@sos.wa.gov)**

**(360) 586-4901**

# Thank you!

# PATIENT SAFETY AND QUALITY REPORT



Brandie Manuel  
Presented to the Board of Commissioners  
November 15, 2023

# 2023...a year in review (so far).



## 2023 Goals.

Quality Pillar Strategic Goals

## Structural Measures.

Culture of Safety  
Medical Staff Engagement in  
Quality

## Current State.

Core Measure Performance  
Patient Safety Performance

## 2024 Focus Areas.

Culture of Safety  
Equity Goals  
Quality & Accreditation



## Our Quality Goals.

1. Cultivate a deep-rooted culture of safety.
2. Deliver care guided by the best evidence.
3. Eliminate Health Disparities.



Our community trusts us to care for them. Delivering excellent, personalized care right here at home drives everything we do.



A person is walking on a rocky beach. In the foreground, there is a fence made of vertical wooden posts and horizontal logs. The background shows a cloudy sky and some vegetation on a hill.

# 1. Cultivate a deep-rooted culture of safety.

Ensure every employee is connected to safety and quality.

- Implemented leader rounding
- Daily briefings with safety updates
- Monthly 1:1 leader meetings to review safety events
- Coordinated the Culture of Safety Survey
- TeamSTEPPS MasterTrainer class this quarter

Develop a system of shared accountability.

- Embedded a common language within our leadership team
- Continue using a Just Culture in Peer Review
- Implemented the LEM for tracking and updating goals among the leadership team
- Just culture – recommended 2024 focus area

Identify and mitigate the root causes for safety events.

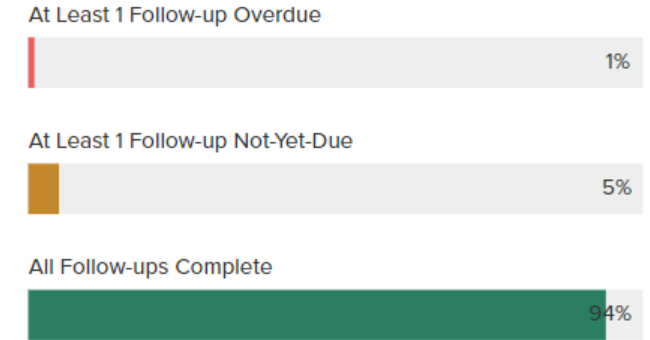
- Increased near miss reporting
- Standardized SEM response algorithm
- Decreased the time to event closure
- Decreased 'anonymous reporting' by 17%
- RCA closed within 43 days with staff feedback provided.



# Culture of Safety – How are we doing?

## Events with Follow-ups by Follow-up Status

Click bars for additional data



Decreased (ytd) Days to closure by **271 days** over last year



606 Closed safety events



Monthly 1:1 meetings with leaders



94% Events (509) with completed follow up  
Overdue reports 1%



Decreased anonymous Reporting by 17%



Completed Culture of Safety Survey.



## 2. Deliver Care Guided by the Best Evidence.

### Accreditation

#### Ambulatory

- Lab - CAP Accreditation
- CoC – focused improvement and continued program development
- Radiology – ACR Accreditation
- Sleep - AASM
- Home Health & Hospice

#### DNV

- NIAHO Recertification
- ISO Recertification
- CIP Recertification
- HKRC Recertification

#### Planned

##### ACEP

- Emergency Department Geriatric Accreditation – planned for 2024

### Excellent Outcomes

#### Outcomes

- Readmissions
- Mortality
- GWTG: Stroke, HF, A. Fib
- Core Measures (OB, Stroke, ED Throughput, Colonoscopy)

#### Patient Safety

- Patient falls
- Pressure ulcers
- Adverse Drug Events
- Antimicrobial Stewardship
- Healthcare Acquired Conditions

#### Promote Wellness and Manage Chronic Disease

- ACO Quality Committee
- PCEC Quality Goals
- Health Equity: Breast Cancer Screening

### Medical Staff Engagement

#### Quality Committees

- Executive Quality Council
- Primary Care Executive Committee
- Trauma Quality
- Cancer Committee
- Pharmacy and Therapeutics...

#### Medical Staff

- PPEC/Credentials Chair Transition
- Expansion of Credentials
- FPPE/OPPE Maturity
- New Peer Review Database
- Point of Care Ultrasound

#### Professional Development

- April Leadership Summit
- October Leadership Summit
- October Symposium

# Patient Safety/HAI Measures

Infection Indicators	Timeframe	Better or Worse than last year	Current Performance	Benchmark
C.Difficile	October 2022 to September 2023	↔	1.95/10,000 patient days	2.63/10,000 patient days (WSHA Avg.)
Sepsis Mortality	August 2022 to July 2023	↑	3.8% (n = 1)	8.2%
Cather-Associated Urinary Tract Infection (CAUTI) Rate	October 2022 to September 2023	↓	0.0/689 catheter days	0.96 Rate
Central Line Associated Bloodstream Infection (CLABSI) Rate	October 2022 to September 2023	↔	0.0/526	0.70 Rate
MRSA Rate	October 2022 to September 2023	↔	0.0/1,359 patient days	0.20 Rate
Ventilator-Associated Events (VAE) Rate	May 2022 to April 2023	↔	0.0/24 ventilator days	6.05 Rate
Surgical Site Infections	September 2022 to August 2023	↑	1.96 1/51 procedures	0.86 Rate

# Patient Safety Measures

Patient Safety Indicators	Timeframe	Better or Worse than last year	Current Performance	Benchmark
Adverse Drug Events (ADE) Anticoagulants	October 2022 to September 2023	↔	0/20 patients on warfarin	2.30% (WSHA Avg.)
ADE Hypoglycemic	August 2022 to July 2023	↓	0/266 patients on hypoglycemic agent	3.85%
ADE Opioids	October 2022 to September 2023	↑	0.26% 2/779 patients on opioids	0.31%
Pressure Injuries	August 2022 to July 2023	↔	0/624 discharges	0.80
Venous Thromboembolism (VTE)	August 2022 to July 2023	↔	0.0/33 surgical discharges	1.6
Readmissions	February 2022 to January 2023	↔	7.6%	7.3%





## Best practices: Core Measure Performance

### Perinatal Care Q1 to Q3\* 2023

Measure Number	Measure	Performance	Benchmark (WSHA)
PC-01	Elective Delivery	0.0%	3.6%
PC-02	Cesarean Birth (Nulliparous, Term, Singleton, Vertex (NTSV) deliveries)	33.3%	26.6%
PC-05	Exclusive Breast Milk Feeding	89.6%	63.2%
PC-06.0	Unexpected Newborn Complications (Overall Rate)	21.27 (per 1,000 live births)	10.1

\*in progress



## Best practices: Core Measure Performance

### Inpatient Stroke Measures Q1 to Q3\* 2023

\*July to August

Measure Number	Measure	Performance	Benchmark
STK-1	VTE Prophylaxis	100%	93.7%
STK-2	Discharged on Antithrombotic	100%	98.6%
STK-3	Anticoagulation for A.Fib/A.Flutter	100%	96.8%
STK-5	Antithrombotic by end of Day 2	100%	96.4%
STK-6	Discharged on Statin	100%	97.6%
STK-8	Stroke Education	63.6%	95.5%
STK-10	Assessed for Rehab	100%	98.9%





## Best practices: Core Measure Performance

### Ambulatory Q1 to Q3\* 2023

Measure Number	Measure	Performance	National CAH Benchmark
OP-2	Acute Myocardial Infarction (AMI): Fibrinolytic within 30 minutes of arrival	0% (n = 1)	100%
OP-3	AMI - Median time to transfer	27 min	52 minutes
OP-18	ED throughput: Arrival to Departure time	170.5 minutes	147.5 minutes
OP-18b	ED throughput: Arrival to Departure for discharged patients	143.13 minutes	99 minutes
OP-18c	ED throughput: Arrival to departure for psychiatric patients	241 minutes	38.83 minutes
OP-22	ED: Left without Being Seen (January to November)	1.8%	1%
OP-29	Appropriate follow up interval for normal colonoscopy	100%	95%

\*In Progress

# How are we doing?

## *Quality Achievements & Best Practices*

### Get with the Guidelines: Gold Award for Stroke



The American Heart Association and  
American Stroke Association proudly recognizes

**Jefferson Healthcare  
Port Townsend, WA**

Get With The Guidelines® - Stroke **GOLD**

Achievement Award Hospital

The American Heart Association recognizes this hospital for its continued success  
in using the **Get With The Guidelines**® program.

Thank you for applying the most up-to-date evidence-based treatment guidelines  
to improve patient care and outcomes in the community you serve.\*

Nancy Brown  
Chief Executive Officer  
American Heart Association

Michelle A. Albert, MD, MPH, FACC, FAHA  
President  
American Heart Association

\*For more information, please visit [Heart.org/GWTGQualityAwards](http://Heart.org/GWTGQualityAwards).



### Get with the Guidelines: Gold Plus Award for Heart Failure



The American Heart Association proudly recognizes

**Jefferson Healthcare  
Port Townsend, WA**

Get With The Guidelines® - Heart Failure **GOLD PLUS** with Target:  
Heart Failure Honor Roll and Target: Type 2 Diabetes Honor Roll

Achievement Award Hospital

The American Heart Association recognizes this hospital for its continued success  
in using the **Get With The Guidelines**® program.

Thank you for applying the most up-to-date evidence-based treatment guidelines  
to improve patient care and outcomes in the community you serve.\*

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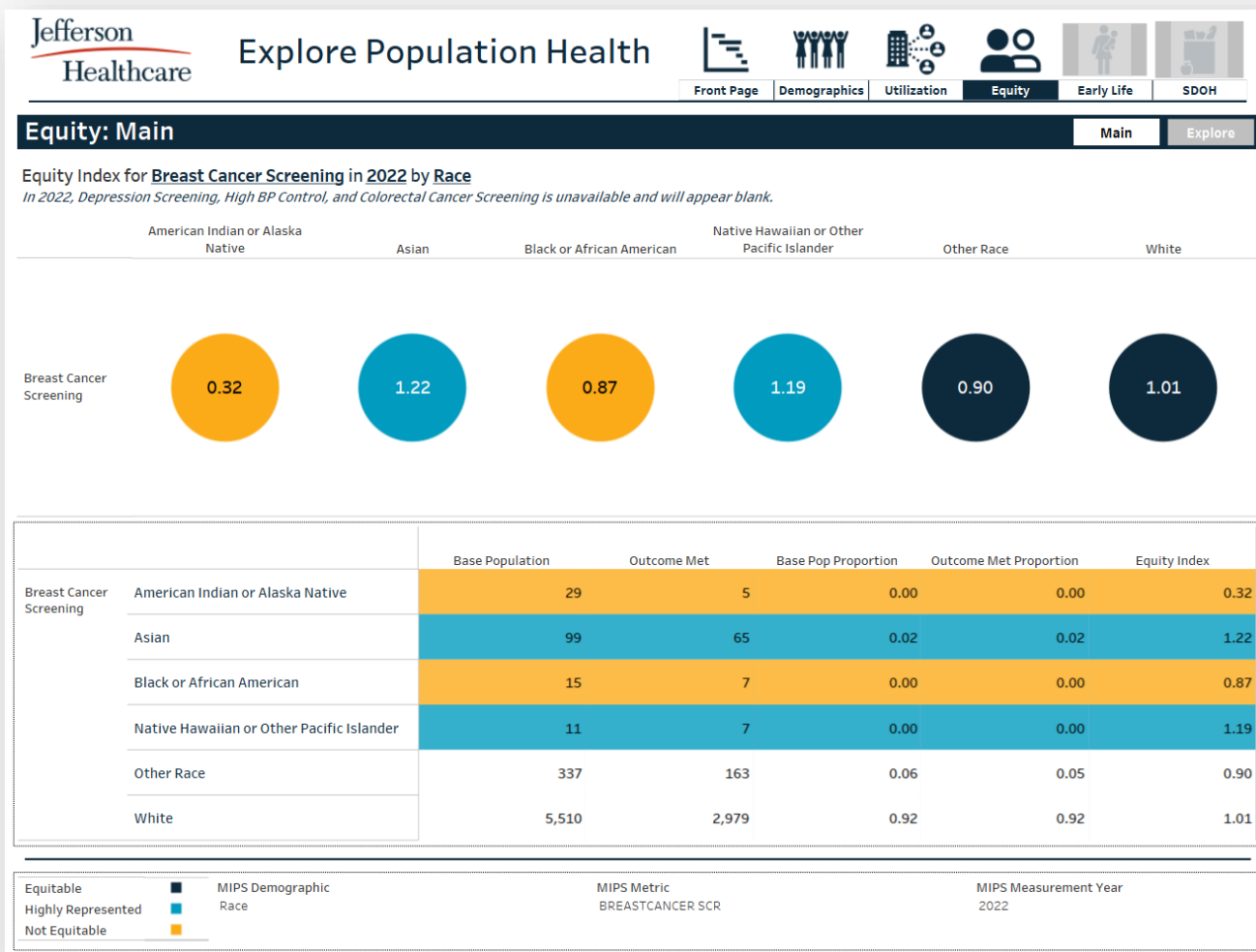


A person wearing a teal jacket and a backpack is walking away from the camera on a rocky beach. To the left, there is a wooden post-and-rail fence made of weathered logs. In the background, the ocean waves are breaking under a cloudy sky.

# 3. Health Equity

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Providing excellent outcomes - to all of those that we serve.



# Quality Goal: Eliminate Health Disparities.

Embed equity into quality reporting

Implement a health equity program

Actively work to eliminate health disparities.



# Health Equity: Breast Cancer Screening

- Developed database for patients who fall into this quality measure including MRN, last visit, PCP and race/ethnicity
- Met with diagnostic imaging (radiology) to understand their process for engaging patients; coordinate with marketing
- Communicated with PCPs about this project
- In process: Mammogram “Buddy System”

## **Mammograms can find cancer early.**

If you have not had a mammogram in the past year and do not yet have an appointment, please call us today to schedule your appointment: 360-385-2200 extension 2100.

## **We are happy to help.**

You can bring a friend or family member who is due for their mammogram. Let us know who would want to schedule around the same time, and we will hold appointments for them. If you need transportation resources to get to your appointment, please call 360-385-2200 extension 4950.

**Date:** \_\_\_\_\_

MON TUE WED THU FRI SAT

**Check-In Time:** \_\_\_\_\_

**Location:** \_\_\_\_\_

Please call if you are unable to keep appointment.

For more information, visit: [jeffersonhealthcare.org/imaging](https://jeffersonhealthcare.org/imaging)

# 2024 Quality Management System Opportunities and Recommendations



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Culture of Safety: Just Culture implementation and TeamSTEPPS training

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Excellent outcomes – Acute Care: Heart Failure, Stroke, Patient Flow and Throughput

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Excellent Outcomes - Ambulatory: Care coordination; blood pressure management; Referrals optimization

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Geriatric Emergency Department Accreditation

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Health Equity – continued clinical improvement and outreach to identify and close gaps.



# What questions do you have?

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*“The excellent healthcare and service I received is clearly the product of an organization that carries a consistent culture of excellent in everything they do. I was there for 13 days and 12 nights and saw a level of care that was so consistent it was clearly a team effort!” (In the words of our patients...)*

Thank you.

# Jefferson Healthcare

November 2023 Finance Report

November 15, 2023

Tyler Freeman, CFO

# November 2023

Preview – (\*as of 0:00 11/15/23)

- **\$ 33,491,706 in Projected HB charges**
  - Average: \$1,116,390/day (HB only)
  - Budget: \$947,481/day
  - 117.8% of Budget
- **\$12,078,435 in HB cash collections**
  - Average: \$402,615/day (HB only)
  - Goal: \$417,444/day
- **50.5 Days in A/R**
- **Questions**



# Building Update

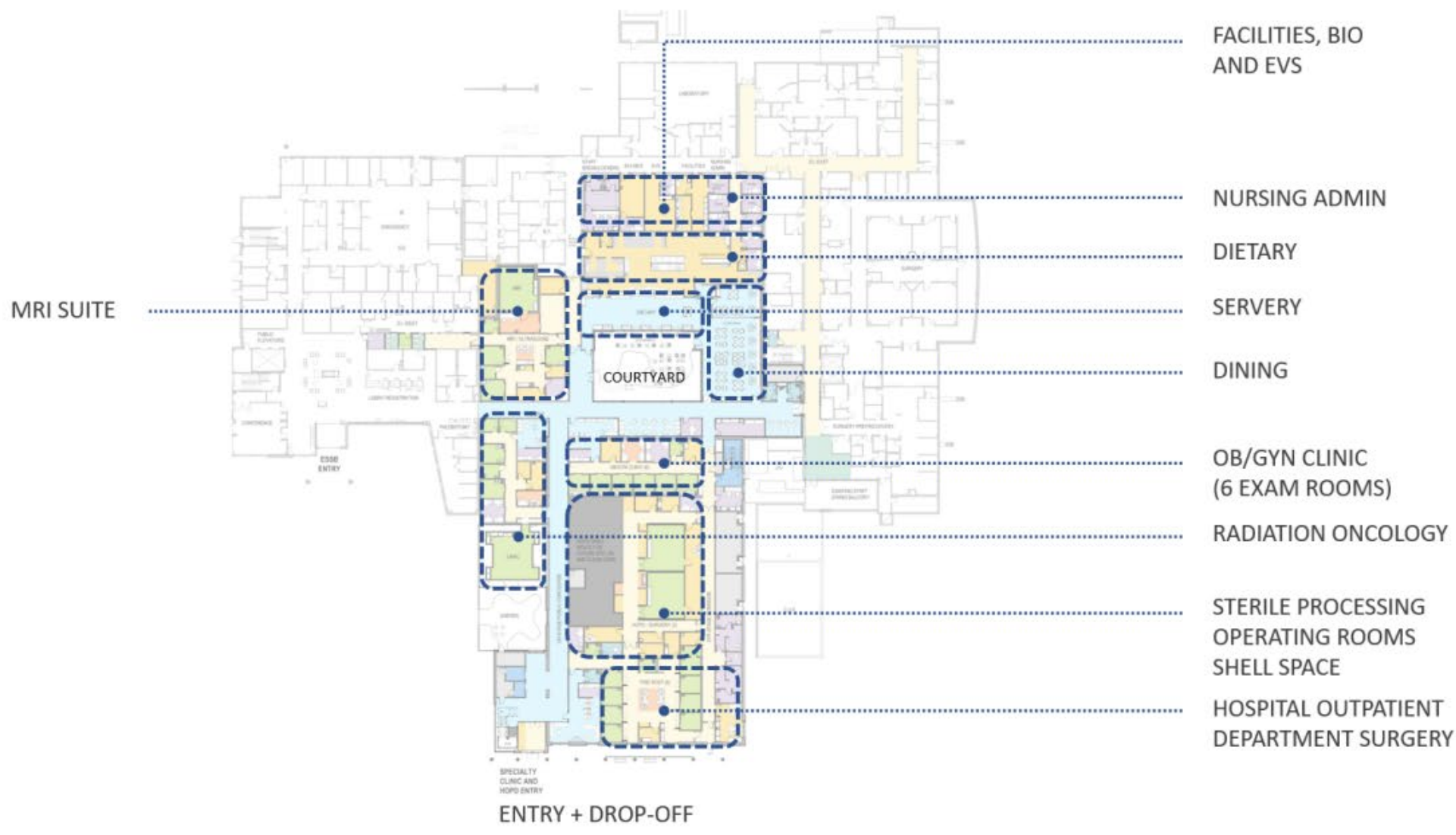
*November 2023*



View from Sheridan Ave + 7<sup>th</sup> St

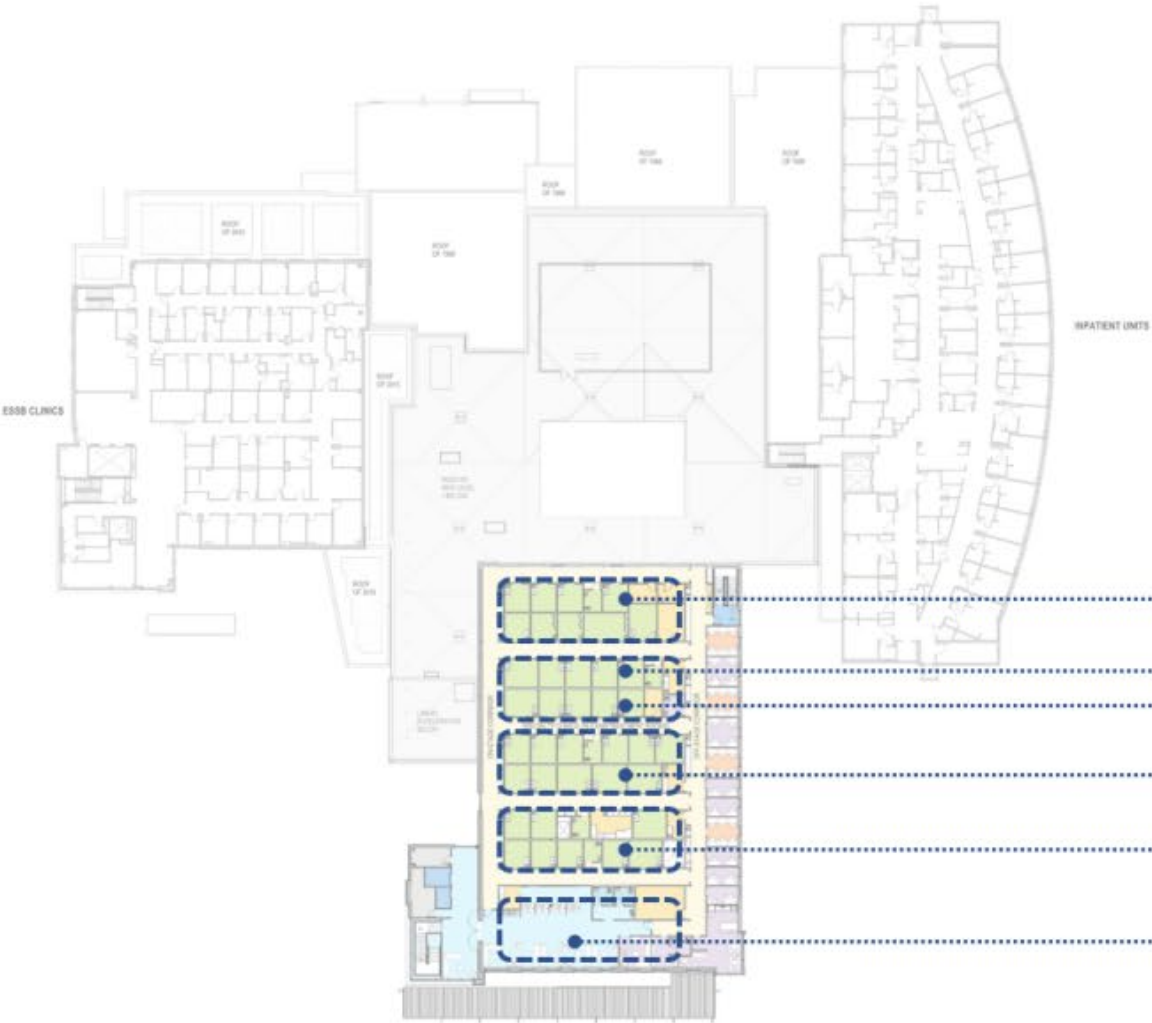


# Level 1 Floor Plan



# Level 2 Floor Plan

38 Exam Rooms



- PULMONARY, NEUROLOGY,  
WOUND CLINIC
- UROLOGY CLINIC  
ENT CLINIC
- HAND CLINIC
- DERMATOLOGY CLINIC
- REGISTRATION



# Key Transitions Timeline

- Dietary and Kitchen- Complete
- Human Resources- Complete
- Express- Complete
- OBGYN- Complete
- Administration- Complete
- Modular- Complete
- Orchard lot work- In process
- Mobile MRI Operational- November 20<sup>th</sup> Live
- Abatement- Started
- Demolition- December

# Construction Update



IC barriers in place and inspected by JH for Option 3A routing



Dirt work is in progress for the concrete site retaining wall in the SW corner of the CUP area

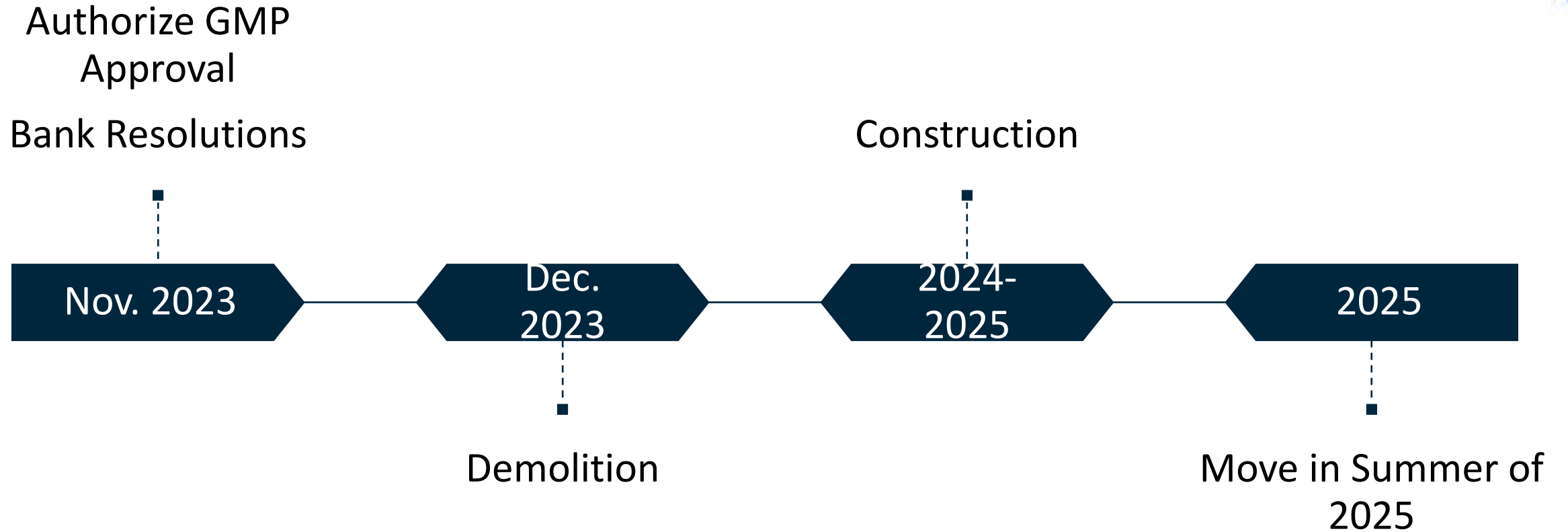


Orchard Lot Development is in progress with and material import – TESC complete



# Construction Update

- Currently abatement of the South Zone of the '65 Building in process
- North Zone of the '65 Building turning over 11/20
- Routing from the ESSB Fireplace through the back of the ED to access 1988 and 1995 is in process
- Dirt work complete for the retaining way behind the CUP, moving compactor
- Recruitment for Physicians has started



# Project Overview- Uses of Funds

	Cost	Total Project	GMP/Abbott	Total Financing
Construction	\$ 61,544,923	\$ 61,544,923	\$ 61,544,923	\$ 61,544,923
Pre GMP/Design	\$ 12,181,728	\$ 12,181,728	\$ 12,181,728	\$ 12,181,728
Soft Costs	\$ 15,480,540	\$ 15,480,540		\$ 15,480,540
Estimated Tax	\$ 7,009,317	\$ 7,009,317		\$ 7,009,317
2012 Note Takeout	\$ 2,120,000			\$ 2,120,000
USDA Note Takeout	\$ 15,240,000			\$ 15,240,000
Capitalized Interest	\$ 7,560,000			\$ 7,560,000
Debt Reserve	\$ 10,050,000			\$ 10,050,000
Cost of Inssuance	\$ 2,280,000			\$ 2,280,000
		\$ 96,216,508	\$ 73,726,651	\$ 133,450,000

# Total Project Cost

- Abbott Construction
  - Pre GMP/Design
    - \$12,181,728
  - Construction
    - \$64,376,884
    - Minus \$2,831,961 (not utilized equipment purchases approved in Pre-GMP)
    - \$61,544,923
  - Total Design Build Cost
    - \$73,726,651
- Soft Costs/Jefferson Healthcare
  - \$15,480,540
- Estimated Taxes
  - \$7,009,317
- Total Project Cost
  - \$96,216,508



# Guaranteed Maximum Price/Abbott

- Progressive Design Build including both:
  - Pre GMP/Design
    - \$12,181,728
  - Construction/Guaranteed Maximum Price
    - \$61,544,923
  - Total Design Build Guaranteed Maximum Price
    - \$73,726,651

# Financial Package

- JP Morgan Bank Placement
- Siemens Bank Placement
- Revenue Bonds Public Offering
- Total
- Reasons Higher than Cost:
  - Debt Reserve
  - Capitalized Interest
  - Debt Payoff

Sources	Total
JP Morgan	25,000,000
Siemens	21,650,000
Public Offering	66,250,000
Equity	10,000,000
Grants/Foundation	10,000,000
USDA Debt Service Reserve	550,000
	<b>133,450,000</b>
Uses	Total
Payoff 2012 Note	2,120,000
Payoff USDA Debt	15,240,000
Project Fund	89,200,000
Taxes	7,000,000
Capitalized Interest	7,560,000
Debt Service Reserve	10,050,000
Cost of Issuance	2,280,000
	<b>133,450,000</b>

# Financing Timeline

- Revenue Bonds
  - Pricing- Thursday 11/16
  - Closing- 12/19
- Bank Loans
  - Closing- 12/19
- USDA Payoff
  - 12/19

# 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- 25M JPMorgan, 21.65M Siemens
- Public Offering- 66.25M



# Resolution 2023-20

- Hospital Revenue bond sale to JPMorgan Chase
- \$25,000,000
- Maturity Date: December 1, 2053
- Not to Exceed Interest Rate: 5.75%

# Resolution 2023-21

- Hospital Revenue bond sale to Siemens Public, Inc.
- \$21,650,000
- Maturity Date: December 1, 2044
- Not to Exceed Interest Rate: 5.75%

# Guaranteed Maximum Price

- Motion to authorize approval of GMP
- Abbott Construction
  - Construction/Go Forward Costs- \$61,544,923
  - Addition of Design \$12,181,728
  - Total Design Build \$73,728,651
- Progressive Design Build puts risk on the General Contractor

# Jefferson Healthcare

## Administrative Report

November 15, 2023

Mike Glenn





# Value Based Purchasing

A Monthly Review

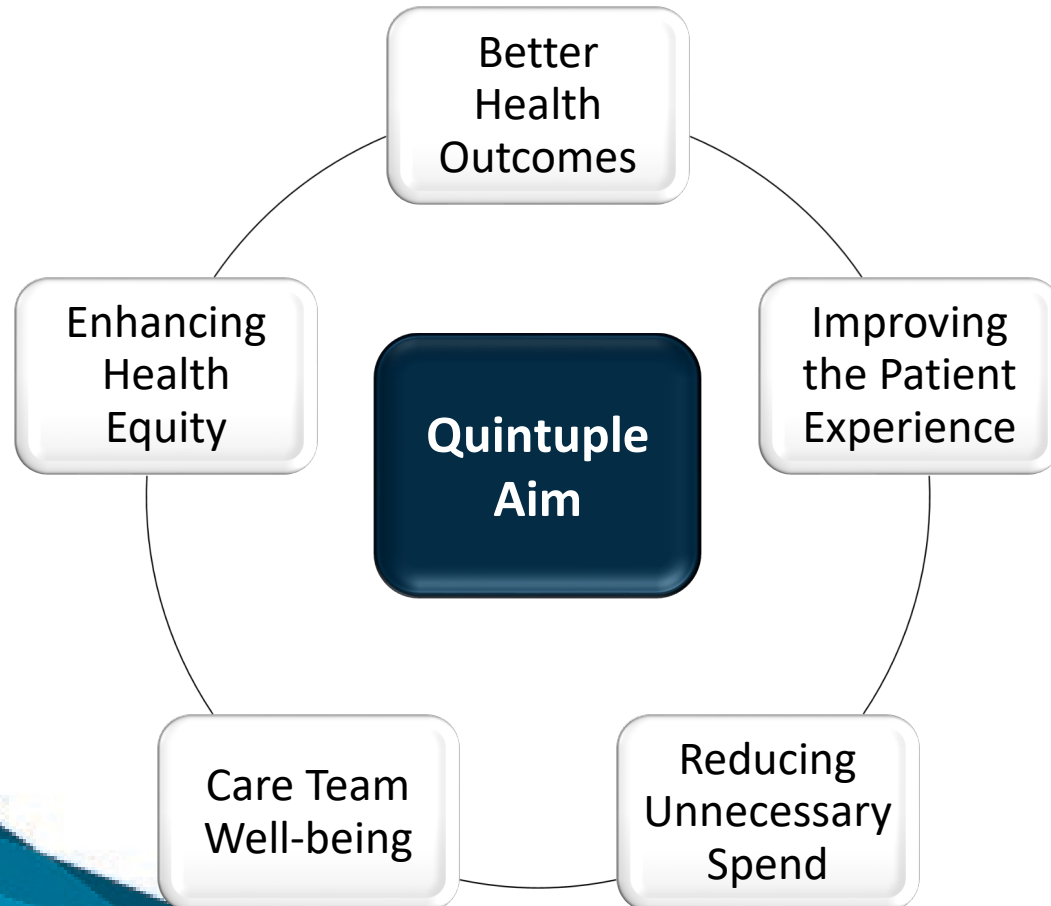
November 2023

# 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.
- Jefferson Accountable Care includes all our clinicians under our TIN.

<https://jeffersonhealthcare.org/about-us/medicare-aco/>

CMS has set a strategic goal to have all Traditional Medicare beneficiaries under an Accountable Care relationship by 2030



## JAC PY 2023 Focus Areas



Data and Analytics



Build Care Coordination Team



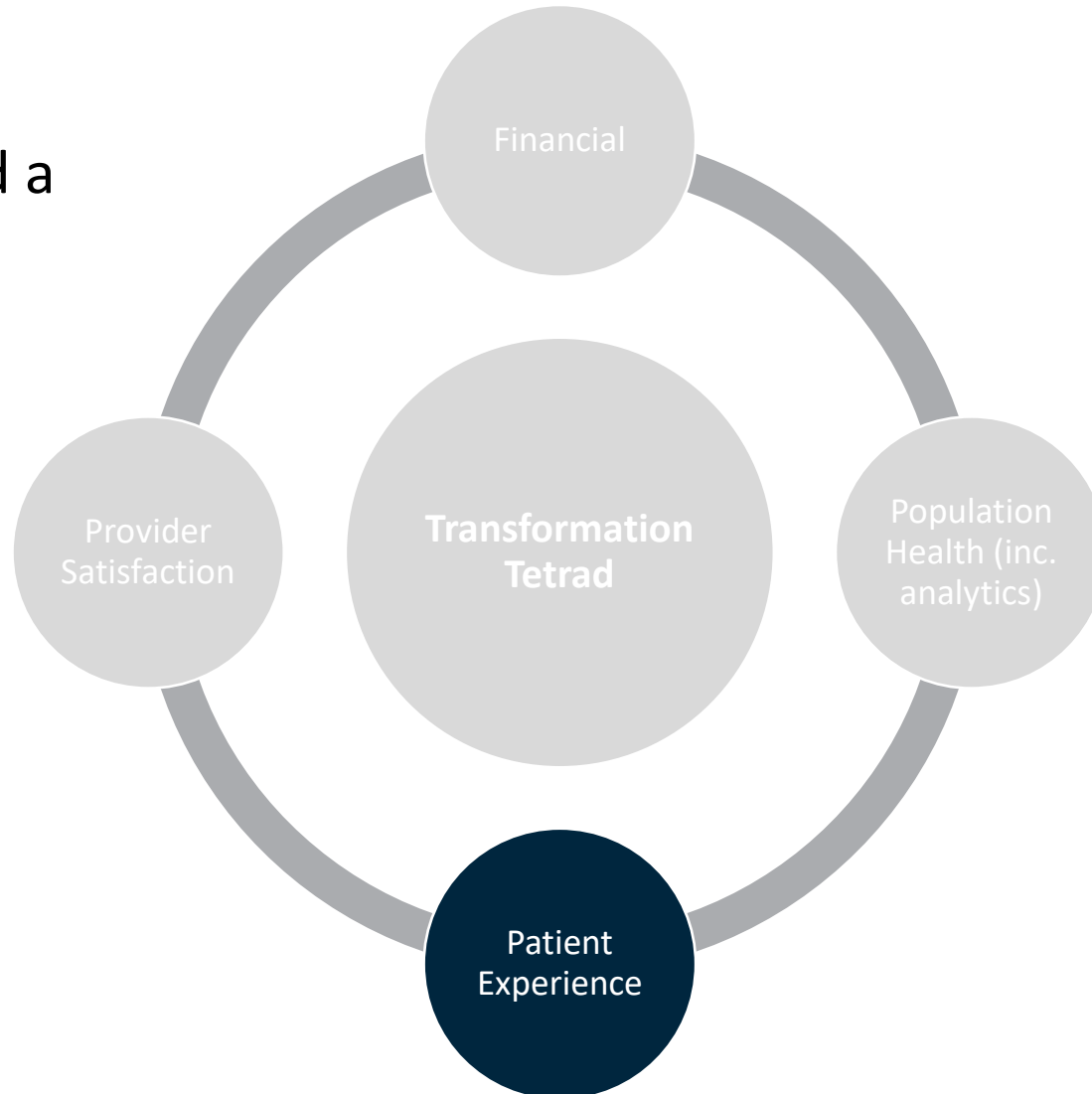
Primary Care Engagement Strategy



Develop the 2024 reimbursement model

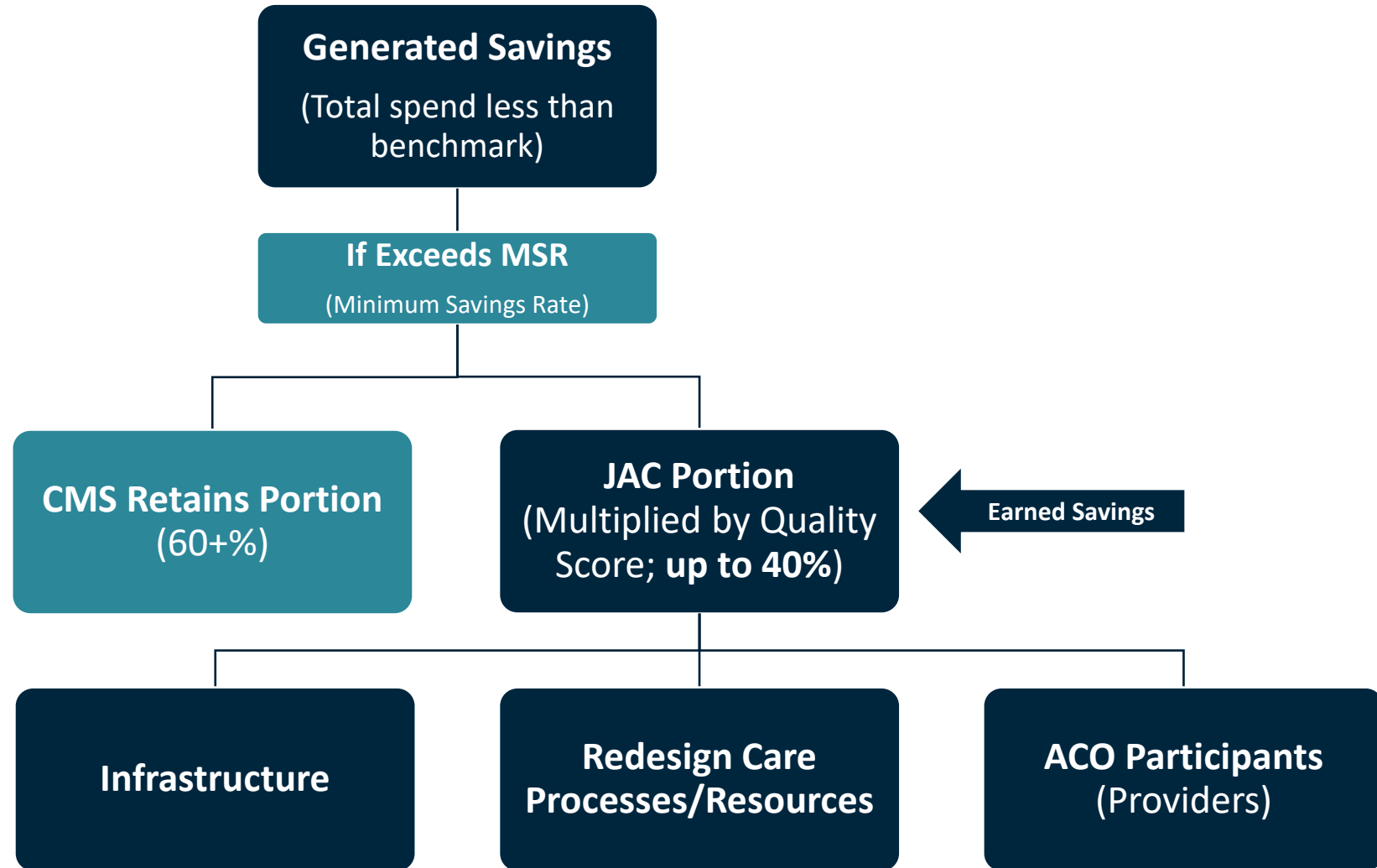
# Implementing the Transformation Tetrad

- We have hired an RN Care Coordinator and a Care Gap Closer to support patient care!





# Distribution Model



# JAC 2023 Distribution Model

## Infrastructure

Cover Costs

- ACO dedicated FTE(s)
- Memberships/Collaboratives/Educational Resources
- ACO management fees
- Reserve Fund – 10% of earned savings

## Redesign Care Processes/Resources

Remainder after Infrastructure Costs

- Hiring additional support staff
- Implementing technology to improve patient care and/or provider processes
- Funding SDoH project

## ACO Participants (Providers)

0%

- PCPs
- Specialists
- Hospital

# Advocacy

November 2023

# Advocacy | State

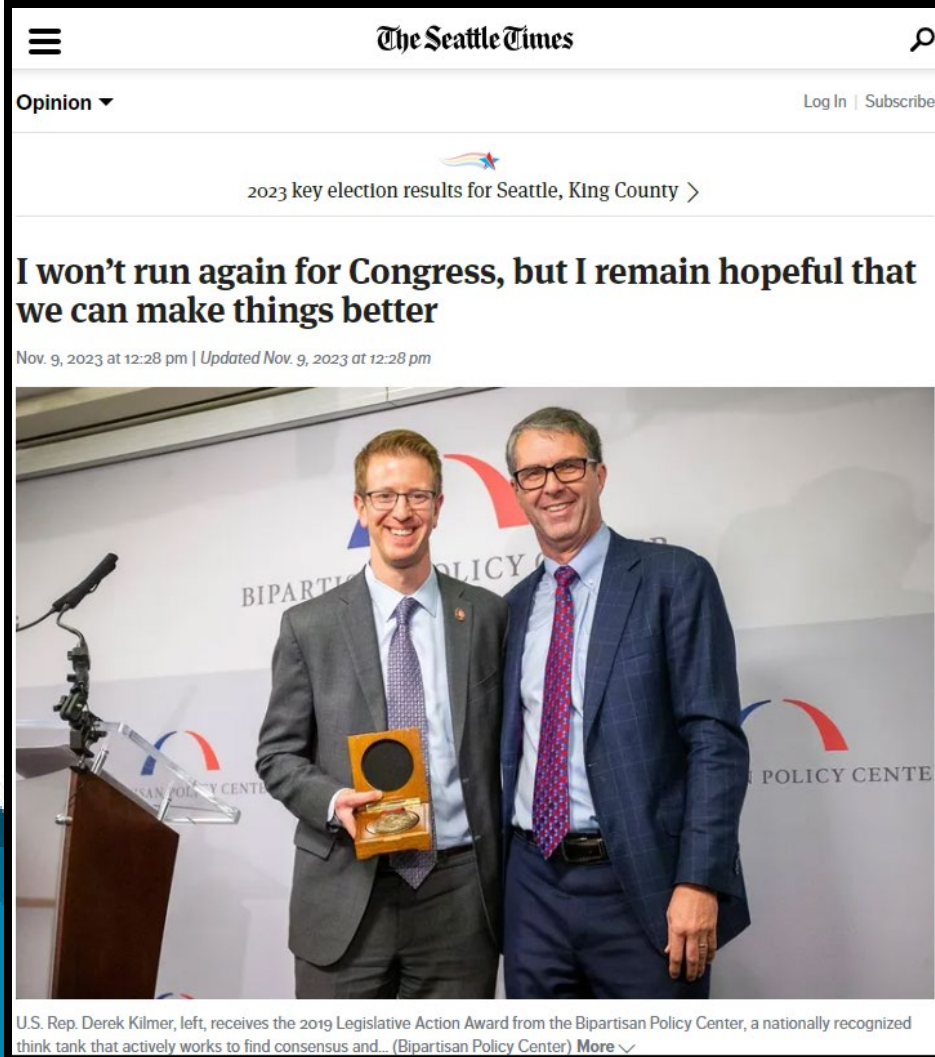
- 2024 Sessions starts on 1/8
- WSHA is currently finalizing their legislative priorities, both policy and budgetary. Focus will be on maintaining access to high quality healthcare across the State.



# WSHA Draft Legislative Agenda | Budget

- Support an enhanced rate for rural hospital OB programs.
- Expand Medicaid access for adults to partial hospitalization and intensive outpatient mental health services.
- Increase post-acute care capacity for patients who are ready to be discharged.
- Improve timeliness of guardianship proceedings and availability of guardians for hospitalized patients.
- Support a Medicaid increase to Medicare levels for professional services.

# Advocacy | Federal



- Still waiting on word for the Expanding Healthcare for Rural Seniors federal appropriation.
- Big changes in District 6
- Responded to a CMS proposed LTC staffing rule on 11/6/2023

# Admin Report

- Governance retreat rescheduled for 12/1
- CMS Site Visit

# Admin report | CMS Site Visit

- CMS Visit on 11/14 included Deputy Administrator Jonathan Blum and several members of the Region 10 Staff.
- Topics focused on ensuring sustainable access to care through innovative administrative and care delivery strategies.
- They participated in a tour of our dental clinic.



# Questions