

**Audio Only:** dial Phone Conference Line: (509) 598-2842

When prompted, enter Conference ID number: 975 178 013#

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

This option will allow you to join the meeting live.

[Click here to join the meeting](#)

Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information below or in person in the Sheridan Conference Room at 915 Sheridan Street. Limited seating is available.

Time:	WELCOME	Who:
2:00pm	Call to Order	Commissioner Buhler Rienstra
	Approve Agenda	Board of Commissioners
<b>FOCUS REPORT</b>		
2:00pm	<b>Annual Hospice Report &amp; QAPI Plan (pages 3-33)</b> <ul style="list-style-type: none"> <li>Resolution 2024-22 QAPI Plan (page 34)</li> </ul>	David Hunsley, Director of Home Health, Hospice & Palliative Care
2:30pm	Patient Story	Tina Toner, CNO
<b>PUBLIC COMMENT</b>		
2:45pm	Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at <a href="mailto:commissioners@jeffersonhealthcare.org">commissioners@jeffersonhealthcare.org</a> , or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting.	
<b>CONSENT AGENDA</b>		
2:55pm	<b>Minutes: Action Requested</b> <ul style="list-style-type: none"> <li>September 25, 2024 Regular Session (pages 35-38)</li> <li>October 16, 2024 Special Session (page 39)</li> </ul>	Board of Commissioners
3:00pm	<b>Required Approvals: Action Requested</b> <ul style="list-style-type: none"> <li>Resolution 2024-23 Canceled Warrants (pages 40-44)</li> <li>Resolution 2024-24 Tort Claim (pages 45-46)</li> <li>September Warrants and Adjustments (pages 47-48)</li> <li>Medical Staff Credentials / Appointments / Reappointments (pages 49-50)</li> </ul>	Board of Commissioners
<b>BUDGET HEARING</b>		
3:05pm	<ul style="list-style-type: none"> <li>2025 Operations Budget Summary (pages 51-70)</li> <li>2025 Capital Budget Summary (pages 51-70)</li> <li>Public Comment</li> <li>Commission Discussion</li> </ul>	Tyler Freeman, CFO
3:35pm	<b>Adopt Resolutions: Action Requested</b> <ul style="list-style-type: none"> <li>Resolution 2024-25 With/Without Property Tax Increase (pages 71-72)</li> <li>Resolution 2024-26 Fiscal Year 2025 Budget (page 73)</li> </ul>	Board of Commissioners

Jefferson Healthcare: Owned and operated by Jefferson County Public Hospital District No. 2

834 Sheridan Street, Port Townsend, WA 98368- We are an equal opportunity provider and employer.

Jefferson County Public Hospital District No. 2 Board of Commissioners acknowledge that Jefferson Healthcare is on the ancestral and contemporary homelands of the S'Klallam, Chemakum, Twana and other indigenous nations and we recognize these tribal governments' sovereignty across the region.

3:50pm	<i>Break</i>	
<b>STANDING REPORTS</b>		
4:05pm 4:20pm 4:35pm 4:50pm	<ul style="list-style-type: none"> <li>• Quality Report</li> <li>• Financial Report</li> <li>• Construction Report</li> <li>• Administrative Report</li> </ul>	Brandie Manuel, CPSQO Tyler Freeman, CFO Jake Davidson, COO Mike Glenn, CEO
<b>BOARD BUSINESS</b>		
5:10pm 5:15pm 5:20pm 5:25pm 5:30pm	<ul style="list-style-type: none"> <li>• Organizational Chart (pages 74-75)</li> <li>• Appoint Independent Auditor               <ul style="list-style-type: none"> <li>○ Approval Required</li> </ul> </li> <li>• Board Report</li> <li>• Agenda Evaluation</li> <li>• Meeting Evaluation</li> </ul>	Mike Glenn, CEO Board of Commissioners  Board of Commissioners Board of Commissioners Board of Commissioners
5:40pm	<b>CONCLUDE</b>	

DRAFT

This Regular Session will be officially recorded. The times shown on the agenda are estimates only.

# Jefferson Home Health, Hospice, and Palliative Care

2024 ANNUAL REPORT TO JEFFERSON COUNTY COMMISSION

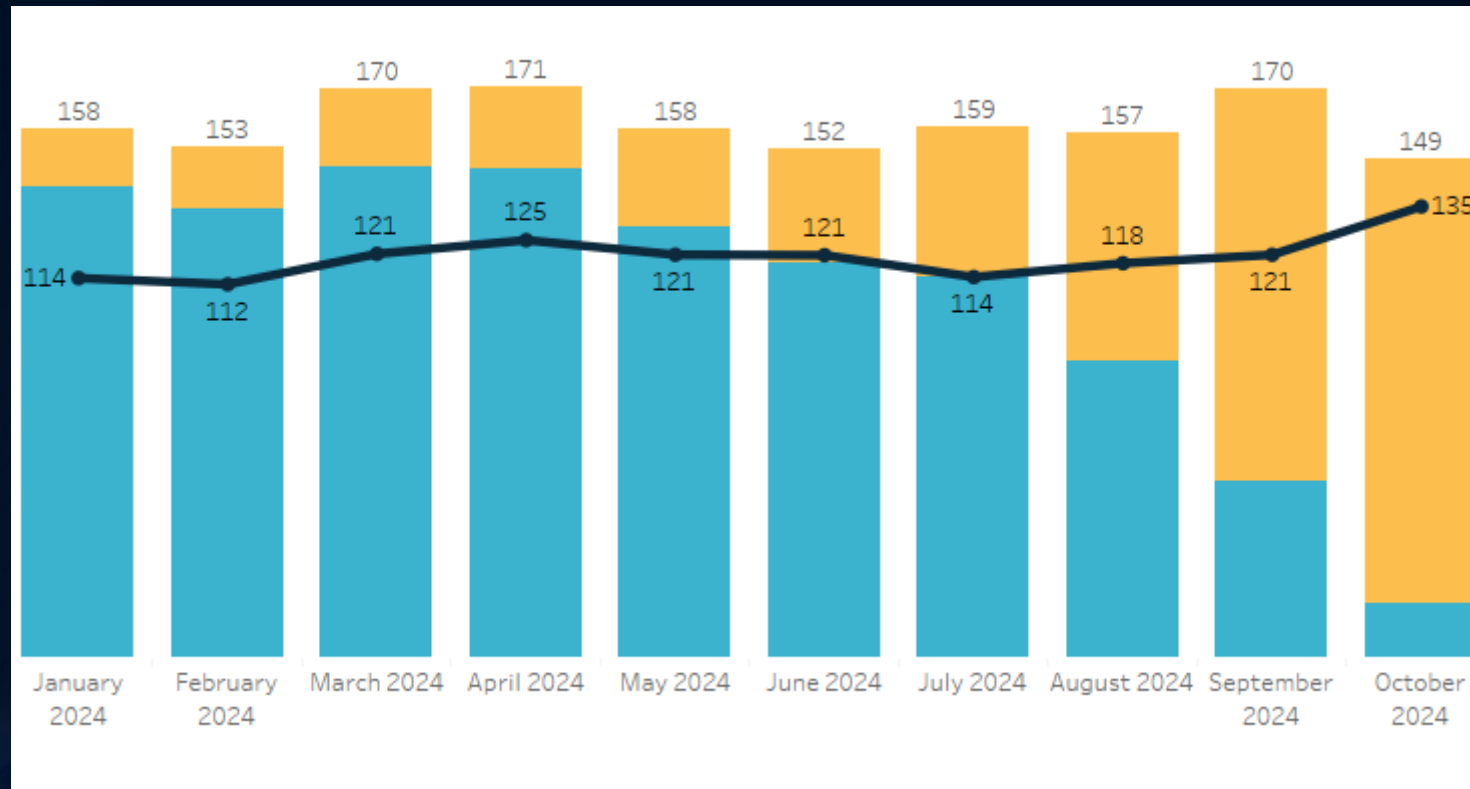
# Home Health



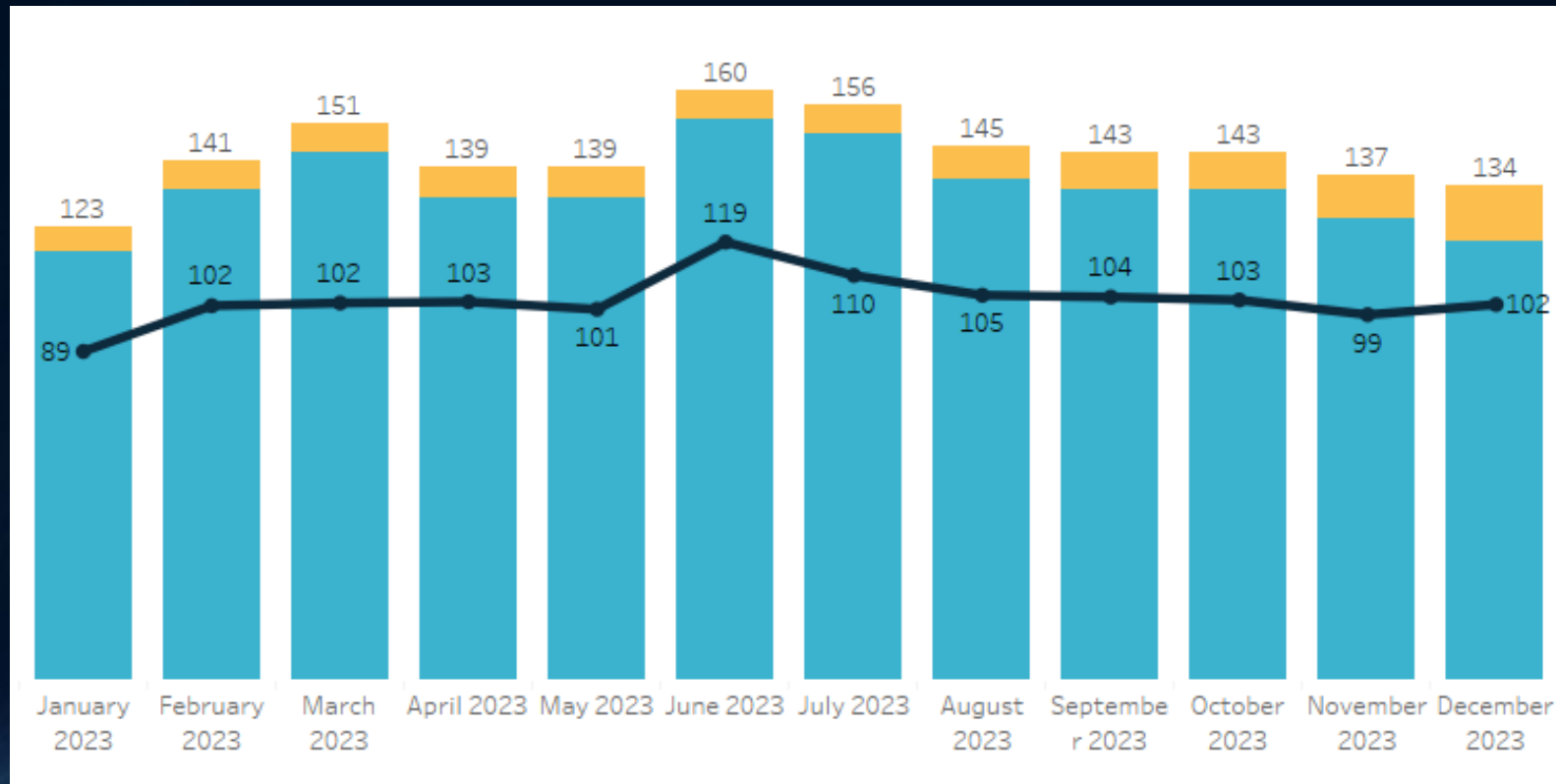
# 2024 Home Health Accomplishments

- Wound Care Tier System/Wound Care Conferences
- Orders Compliance
- Skills Day
- Interdisciplinary Team Meetings
- Revision of Intake Workflow
- Recruiting
  - 1 Clinical Operations Manager (1.0 FTE)
  - 4 Registered Nurses at 3.4 FTE
  - 4 PTs – 2 temporary (2.0 FTE); 1 per diem (.2 FTE); 1 full time (1.0 FTE)
  - 2 Physical Therapy Assistants at 2.0 FTE
- Census growth in 2024

# Home Health Census 2024



# Home Health Census 2023 for Comparison



# Strengths

- Our Team– sharp and driven to provide exceptional care
- Evolution of Case Management Territories
- Care Coordination
  - Stepped up our game to meet the needs of JHS – Primary Care, Orthopedics, Wound Care, and Oncology
- Patient survey scores trending into 90s in key areas

# HCAHPS Stoplight Report

Service Dates From Oct 1, 2023 to Sep 30, 2024

<https://catalyst.nropicker.com/JeffersonH/PatExp/hhcahpsr/default.aspx>

October 15, 2024



Overall	Benchmarks		Rolling Averages up to 8/1/2024	Home Health CAHPS			
	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
We want to know your rating of your care from this agency's home health providers.							
Using any number from 0 to 10, where 0 is the worst home health care possible and 10 is the best home health care possible, what number would you use to rate your care from this agency's home health providers?							
	92.7%	--	83.9% PR=14	92.9% $\mu$	80.0%	80.0%	84.6% $\mu$

Highest Scores	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
Care of Patient	93.4%	--	91.9% PR=58	96.4% $\mu$	88.5%	90.3%	87.5% $\mu$
Specific Care Issues	91.0%	--	87.7% $\mu$ PR=42	94.5% $\mu$	82.0%	87.2% $\mu$	81.5% $\mu$
Would Recommend Agency	88.9%	--	90.3% PR=87	92.9% $\mu$	85.0%	86.1%	85.2% $\mu$
Overall Rating of Care	92.7%	--	83.9% PR=14	92.9% $\mu$	80.0%	80.0%	84.6% $\mu$
Provider Communication	91.8%	--	87.2% PR=21	88.7% $\mu$	87.1%	90.5%	84.0% $\mu$

■ Green - score is equal to or greater than the NRC 75th Percentile

■ Yellow - score is less than the NRC 75th Percentile, but may not be significantly

■ Red - score is significantly less than the NRC 75th Percentile

$\mu$  - Warning: n-size is low!

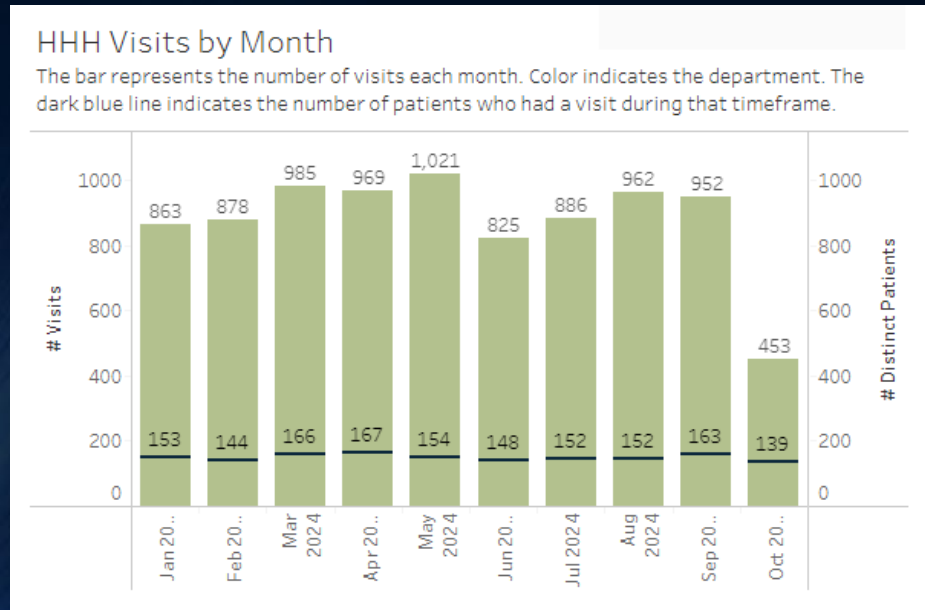
‡ - Data is not final and subject to change.

\* - Benchmark that is used to determine the color on each line.

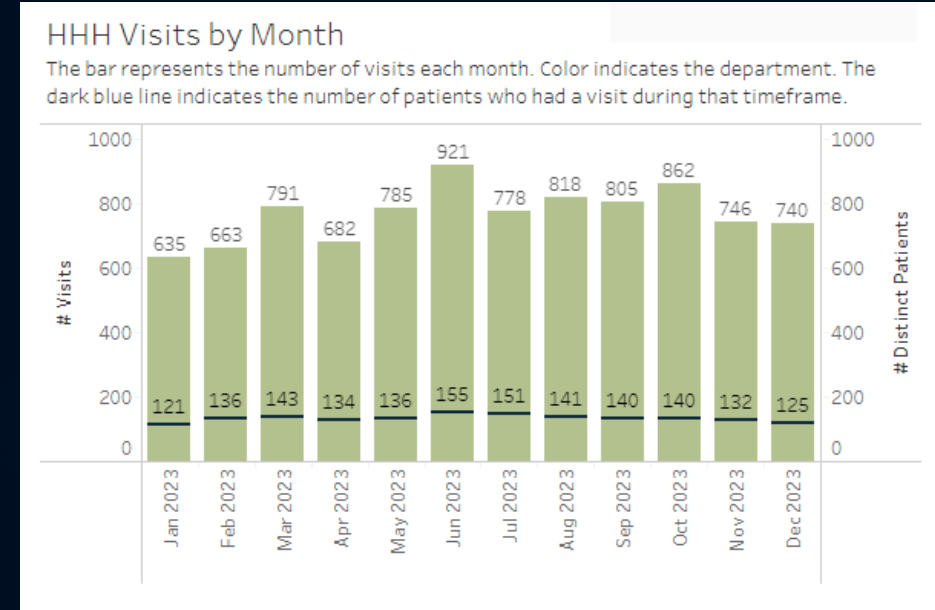
PR=Percentile Rank

# Billable Home Health Visits Comparison 2024 to 2023

2024



2023



# Weaknesses

- Unfilled Positions
  - RN - .8 FTE, per diem
  - LPN – 1.0 FTE
  - Aide - .8 FTE
  - Social Worker - .8
- Daily Productivity
- OASIS Interrater Reliability
- Horrible Care Plans
- Increase in patients with Medicare Advantage/Lack of Specific Contracting
- Documentation of Care Coordination Efforts

# HHCAHPS Stoplight Report

Service Dates From Oct 1, 2023 to Sep 30, 2024

<https://catalyst.nrcpicker.com/JeffersonH/PatExp/hhcahpsr/default.aspx>

October 15, 2024



Overall	Benchmarks		Rolling Averages up to 8/1/2024	Home Health CAHPS						
	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023			
We want to know your rating of your care from this agency's home health providers.  Using any number from 0 to 10, where 0 is the worst home health care possible and 10 is the best home health care possible, what number would you use to rate your care from this agency's home health providers?				92.7%	--	83.9% PR=14	92.9% $\mu$	80.0%	80.0%	84.6% $\mu$

Lowest Scores	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
Provider Communication	91.8%	--	87.2% PR=21	88.7% $\mu$	87.1%	90.5%	84.0% $\mu$
Overall Rating of Care	92.7%	--	83.9% PR=14	92.9% $\mu$	80.0%	80.0%	84.6% $\mu$
Would Recommend Agency	86.9%	--	90.3% PR=87	92.9% $\mu$	85.0%	86.1%	85.2% $\mu$
Specific Care Issues	91.0%	--	87.7% $\mu$ PR=42	94.5% $\mu$	82.0%	87.2% $\mu$	81.5% $\mu$
Care of Patient	93.4%	--	91.9% PR=58	96.4% $\mu$	88.5%	90.3%	87.5% $\mu$

■ Green - score is equal to or greater than the NRC 75th Percentile

■ Yellow - score is less than the NRC 75th Percentile, but may not be significantly

■ Red - score is significantly less than the NRC 75th Percentile

$\mu$  - Warning: n-size is low!

‡ - Data is not final and subject to change.

\* - Benchmark that is used to determine the color on each line.

PR=Percentile Rank

# Opportunities

- Seek contracts or addenda to clarify rules and payment agreement with key insurers.
- Ensure that coding contains key groupers to drive revenue.
- Improve our documentation of care conferences, team work, and intra-JHS-provider communications.
- Improve our outcomes and medicare reimbursement rate by establishing and maintaining interrater reliability on OASIS data set.
- Standardizing wound care formulary across JHS to improve patient outcomes and save money on the cost of care.
- Outreach to community partners.
- Begin home infusion program in 2025.
- Prepare for ACHC Audit in Spring 2025.

# Hospice



# 2024 Hospice Accomplishments

- Stability of Case Management Staff
- Stellar Bereavement Program
- Thanks to the Support of the Jefferson Hospice Foundation:
  - 30 volunteers, 6 specialists, and 24 generalists.
  - 3 massage therapists, one hair and nails professional, and one music thanatologist
- Successful ACHC Accreditation with one peccadillo
- Provision of care above and beyond regional standards

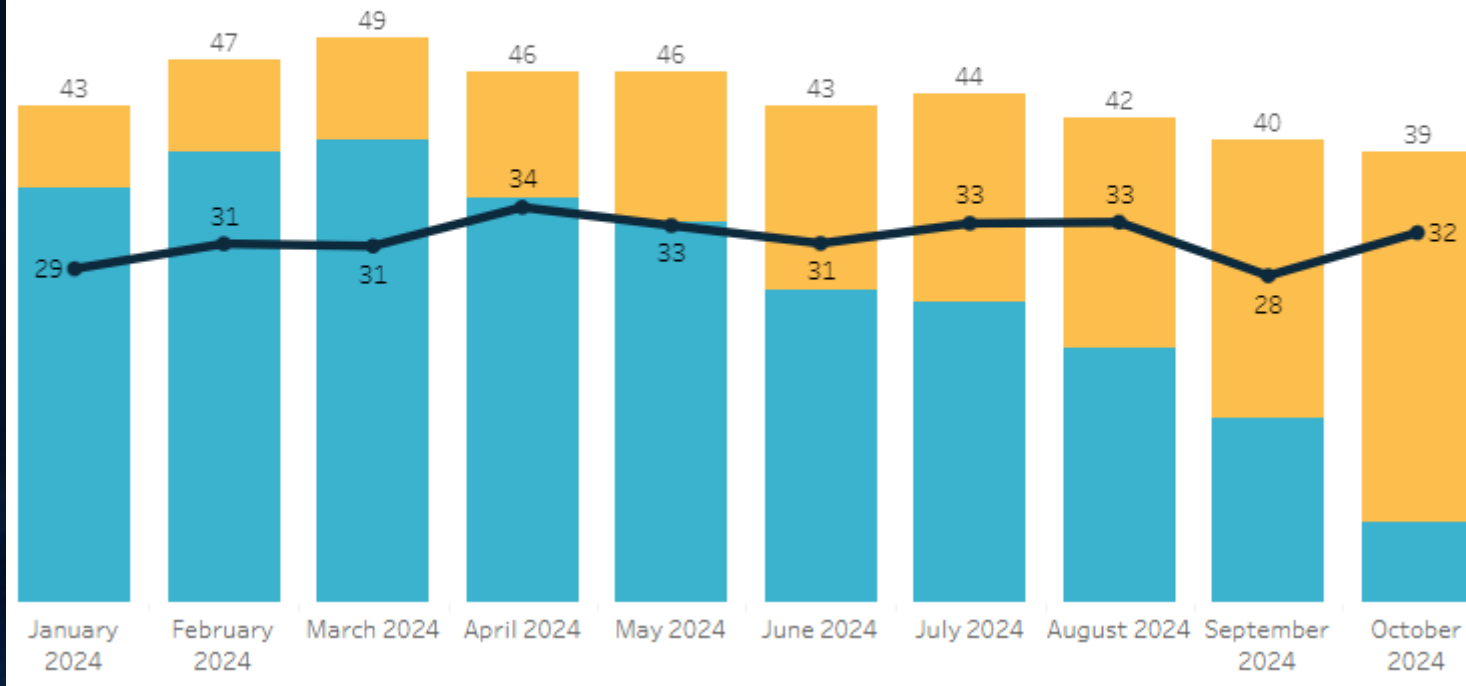
# Hospice Census 2024

## Total episodes and average daily census

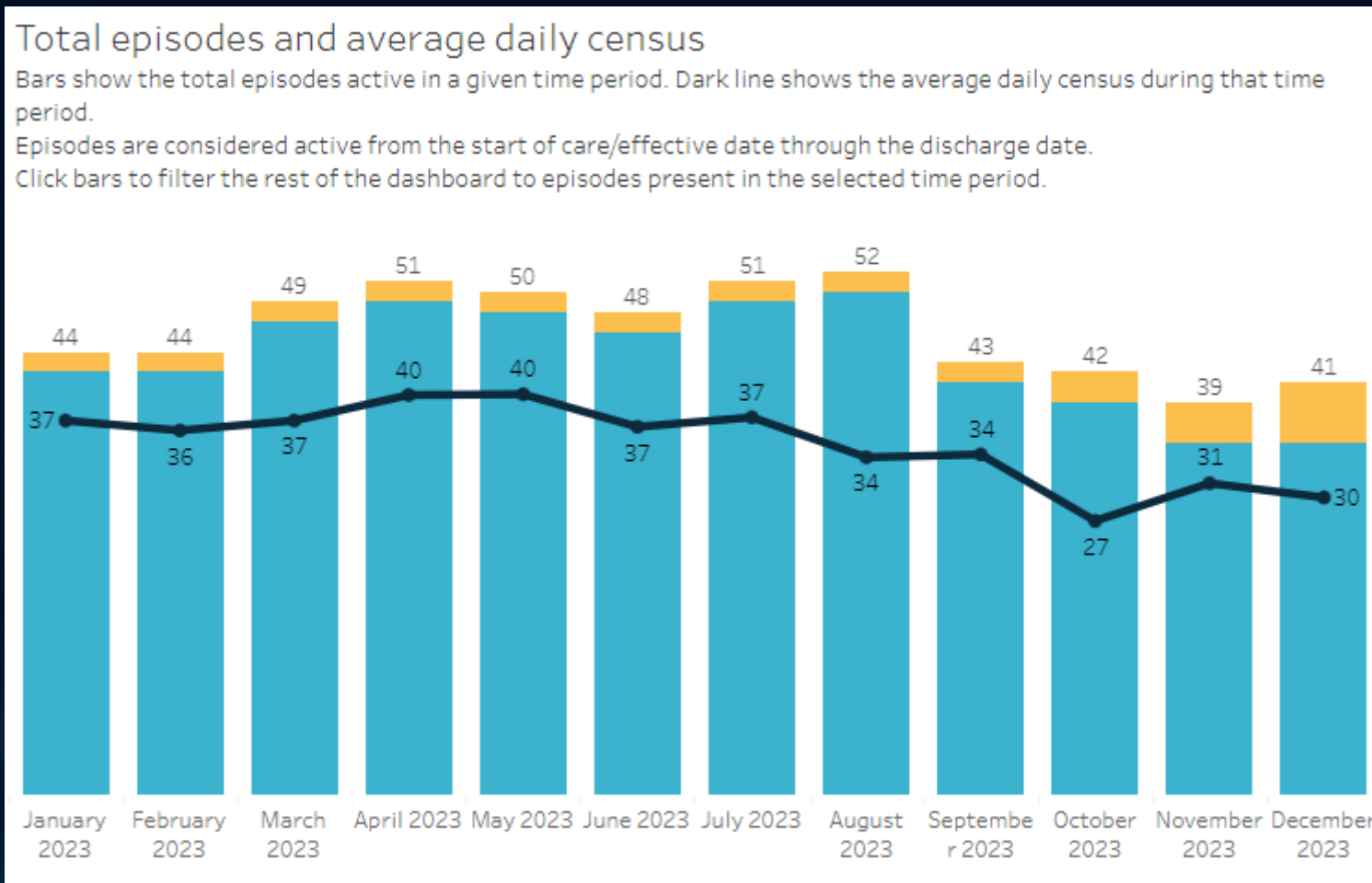
Bars show the total episodes active in a given time period. Dark line shows the average daily census during that time period.

Episodes are considered active from the start of care/effective date through the discharge date.

Click bars to filter the rest of the dashboard to episodes present in the selected time period.



# Hospice Census 2023 for Comparison



# Strengths

- Our Team – Of Course
- Care Coordination
  - Stepped up our game to meet the needs of JHS – Primary Care and Oncology
- Patient survey scores trending into 90s in key areas
- Referral throughput from Palliative Care – X referrals in 2024.
- Revenue that supports Home Health and Palliative Care

# Hospice Spotlight Report

Service Dates From Jul 1, 2023 to Jun 30, 2024

<https://catalyst.nrcpicker.com/JeffersonH/PatExp/hospsr2/default.aspx>

October 15, 2024

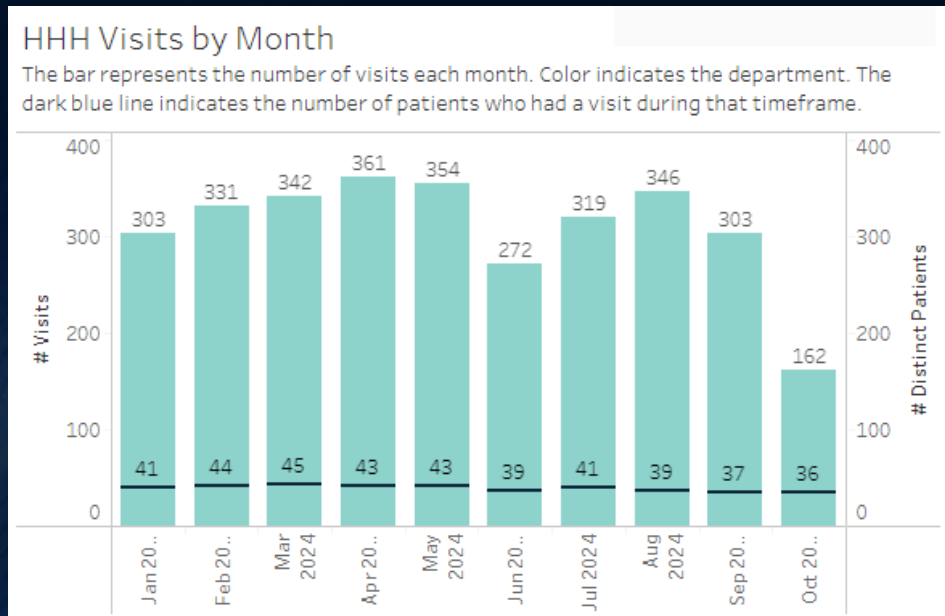


Picker Dimensions	Benchmarks			Rolling Averages up to 6/10/2024	Jefferson Healthcare Hospice			
	NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
<b>Overall</b>								
Please answer the following questions about your family member's care from the hospice named on the survey cover. Do not include care from other hospices in your answers.	91.5%	86.8%	--	92.3% $\mu$ PR=78	91.7% $\mu$	92.9% $\mu$	80.0% $\mu$	81.3% $\mu$
Using any number from 0 to 10, where 0 is the worst hospice care possible and 10 is the best hospice care possible, what number would you use to rate your family member's hospice care?								

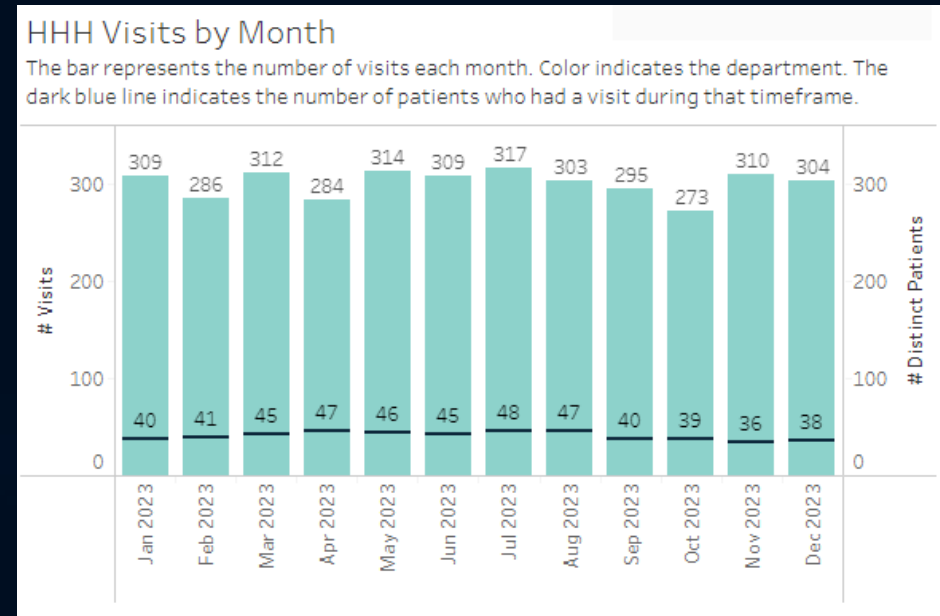
Highest Scores		NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
While your family member was in hospice care, how often did the hospice team treat your family member with dignity and respect?	Respect for Family Preferences	98.2%	96.1%	--	100.0% $\mu$ PR=100	100.0% $\mu$	100.0% $\mu$	100.0% $\mu$	93.8% $\mu$
While your family member was in hospice care, how often did you feel that the hospice team really cared about your family member?	Emotional Support	92.4%	89.3%	--	100.0% $\mu$ PR=100	100.0% $\mu$	92.9% $\mu$	77.8% $\mu$	93.8% $\mu$
While your family member was in hospice care, how often did the hospice team listen carefully to you?	Respect for Family Preferences	92.3%	88.9%	--	100.0% $\mu$ PR=100	100.0% $\mu$	100.0% $\mu$	90.0% $\mu$	86.7% $\mu$
In the weeks after your family member died, how much emotional support did you get from the hospice team?	Emotional Support	91.5%	88.3%	--	92.3% $\mu$ PR=78	100.0% $\mu$	92.9% $\mu$	100.0% $\mu$	86.7% $\mu$
While your family member was in hospice care, how much emotional support did you get from the hospice team?	Emotional Support	97.4%	95.1%	--	100.0% $\mu$ PR=100	100.0% $\mu$	100.0% $\mu$	100.0% $\mu$	93.3% $\mu$
Would you recommend this hospice to your friends and family?	Would Recommend	91.4%	87.4%	--	100.0% $\mu$ PR=100	100.0% $\mu$	100.0% $\mu$	77.8% $\mu$	93.8% $\mu$
While your family member was in hospice care, how often did the hospice team explain things in a way that was easy to understand?	Information and Education	92.3%	88.2%	--	92.3% $\mu$ PR=76	91.7% $\mu$	100.0% $\mu$	88.9% $\mu$	87.5% $\mu$

# Billable Hospice Visits Comparison 2024 to 2023

2024



2023



# Weaknesses

- Patients referred late in their terminal process
- Prevalence of Medical Aid in Dying choices among referred patients
- Dog-eat-dog competition for patients in local facilities
- Census consistently below 40 patients on average

Lowest Scores		NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
While your family member was in hospice care, how often was the information you were given about your family member by the nursing home staff different from the information you were given by the hospice team?	Coordination of Care	--	62.6%	--	40.0%µ	40.0%µ	100.0%µ	--	0.0%µ
Moving your family member includes things like helping him or her turn over in bed, or get in and out of bed or a wheelchair. Did the hospice team give you the training you needed about how to safely move your family member?	Information and Education	74.8%	69.7%	--	62.5%µ PR=20	57.1%µ	75.0%µ	66.7%µ	83.3%µ
While your family member was in hospice care, how often did the nursing home staff and hospice team work well together to care for your family member?	Coordination of Care	--	64.9%	--	60.0%µ	60.0%µ	100.0%µ	--	50.0%µ
How often did your family member get the help he or she needed from the hospice team for feelings of anxiety or sadness?	Emotional Support	71.9%	67.2%	--	66.7%µ PR=44	62.5%µ	75.0%µ	50.0%µ	70.0%µ
Did the hospice team give you the training you needed about what side effects to watch for from pain medicine?	Information and Education	73.3%	69.7%	--	69.2%µ PR=42	66.7%µ	91.7%µ	75.0%µ	90.9%µ
How often did you get the help you needed from the hospice team during evenings, weekends, or holidays?	Access to Care	81.0%	76.7%	--	71.4%µ PR=23	66.7%µ	100.0%µ	60.0%µ	76.9%µ
How often did your family member get the help he or she needed for trouble with constipation?	Physical Comfort	79.4%	74.6%	--	70.0%µ PR=21	70.0%µ	100.0%µ	66.7%µ	100.0%µ
While your family member was in hospice care, when you or your family member asked for help from the hospice team, how often did you get help as soon as you needed it?	Physical Comfort	85.0%	80.7%	--	66.7%µ PR=2	72.7%µ	92.9%µ	66.7%µ	87.5%µ
Did the hospice team give you the training you needed about what to do if your family member became restless or agitated?	Information and Education	74.3%	69.1%	--	77.8%µ PR=85	75.0%µ	100.0%µ	66.7%µ	91.7%µ
How often did your family member get the help he or she needed for trouble breathing?	Physical Comfort	87.5%	82.5%	--	75.0%µ PR=17	75.0%µ	100.0%µ	20.0%µ	100.0%µ
Did the hospice team give you the training you needed about how to help your family member if he or she had trouble breathing?	Information and Education	--	78.2%	--	75.0%µ	75.0%µ	100.0%µ	80.0%µ	100.0%µ
While your family member was in hospice care, how often did the hospice team keep you informed about when they would arrive to care for your family member?	Coordination of Care	81.1%	75.6%	--	69.2%µ PR=19	75.0%µ	78.6%µ	77.8%µ	75.0%µ
Did your family member get as much help with pain as he or she needed?	Physical Comfort	87.6%	85.6%	--	77.8%µ PR=8	77.8%µ	88.9%µ	75.0%µ	92.3%µ

# Opportunities

- Active development of expanded pain management modalities:
  - PCA via IV or SubQ
  - Intranasal
  - Rectal (Macy Catheters)
- Marketing Plan to reassert ourselves in the local facilities.
- Supporting accurate prognostication among JHS providers to recognize patients who have a terminal diagnosis with six months to live.
- QAPI initiatives to affect changes in patient survey outcomes. (Included the three on the previous page, plus increasing visits at end of life.)

# Palliative Care



# 2024 Palliative Care Accomplishments

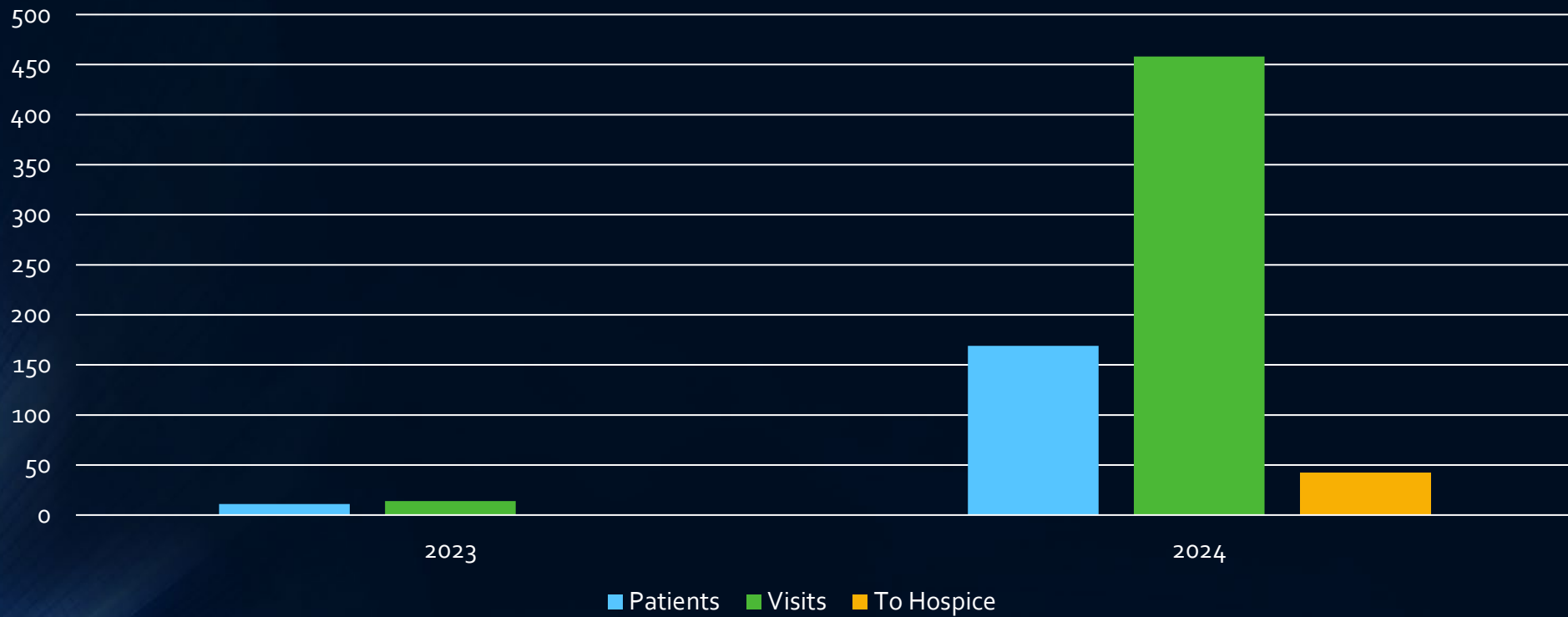
- Outreach to Jefferson Primary Care Physicians and Oncologists
- New electronic referral process for JHS patients
- A flood of referrals

# Strengths

- Dr. Mattern, Sara Katz PA, Linda Calderwood ARNP, and Kyra our Coordinator
- Efficacy of the program in helping patients to make tough decisions around chronic or terminal illnesses
- Throughput of referrals directly to our hospice program
- Bridging care coordination for patients with palliative needs, across JHS.

# Palliative Care Statistics

## Palliative Care 2023 and 2024 Comparison



# Weaknesses

- Lack strong relationship and understanding among facility community partners
- Lack of standardized productivity and provider templates
- Challenging geographic disbursement of patients

# Opportunities

- Development of Marketing Plan to reassert ourselves in the local facilities
- To continue promoting referrals to hospice, as appropriate
- Expansion – 1.0 FTE position in 2025 budget
- Entry into Value-Based provider agreements

# Strategic Visioning

ACROSS ALL THREE PROGRAMS AND BEYOND

# Purpose

*To determine the next generation of programmatic development in Jefferson Healthcare's Post-Acute Services.*

# Stages of Work

- 2024, Quarter 4 – Identify groups of internal JHS and external stake holders.
- 2025, Quarter 1 – Have crucial conversations with identified stake holders in informal and formal meetings (individual up to town halls); gather input to construct survey.
- 2025, Quarter 2 – Send out survey of identified stake holders with desired result of understanding which initiatives may be of most benefit to the community.
- 2025, Quarter 3 – Meet with Dr. Mattern, providers, and other team members to determine which initiatives make sense to pursue from the JHS perspective.
- 2025, Quarter 3 – Set 1, 3, and 5 year goals for program development. Determine benchmarks for interim goals.
- 2025, Quarter 4 – Make it happen! Determine funding, grants, community support, and initiatives to yield benchmarks and goals, according to formalized JHS Post-Acute Strategic Vision.

Thank you!

QUESTIONS?

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

RESOLUTION 2024-22

A RESOLUTION TO DECLARE THAT ALL COMMISSIONERS HAVE RECEIVED A COPY OF THE HOME HEALTH/HOSPICE/PALLIATIVE CARE SUMMARY OF QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT PLAN AND APPROVE OF THE CURRENT PLAN AND INSTRUMENTS NECESSARY TO EXECUTE THIS PLAN.

WHEREAS all commissioners have received a copy of the Summary of Home Health/Hospice/Palliative Care Quality Assurance and Performance Improvement (QAPI) Plan, and;

WHEREAS the plan is approved as written including instruments necessary to execute this plan,

NOW, THEREFORE, BE IT RESOLVED THAT:

- 1) Commissioners have read the Quality Assurance and Performance Improvement (QAPI) Plan provided to them, and approve of the plan and instruments necessary to execute this plan:

APPROVED this 23<sup>rd</sup> day of October 2024.

APPROVED BY THE COMMISSION:

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

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

Attest:

Commissioner Bruce McComas: \_\_\_\_\_

Commissioner Kees Kolff: \_\_\_\_\_

Commissioner Matt Ready: \_\_\_\_\_

**Audio Only:** dial Phone Conference Line: (509) 598-2842  
When prompted, enter Conference ID number: 975 178 013#  
**Microsoft Teams meeting:** Join on your computer or mobile app.  
This option will allow you to join the meeting live.

[Click here to join the meeting](#)

Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information below or in person in the Sheridan Conference Room at 915 Sheridan Street. Limited seating is available.

Time:	WELCOME	Who:
	<p><b>Call to Order</b> The meeting was called to order at 2:01pm by Board Chair Buhler Rienstra. Commissioners in attendance included Commissioners McComas, Koff, and Ready. Commissioner Dressler is excused due to time away. Also, in attendance were Mike Glenn, CEO; Tyler Freeman, CFO; Jake Davidson, COO; Brandie Manuel, CPSQO; Tina Toner, CNO; Dunia Faulx, CPAO; and Shannon Groff, Executive Assistant. This meeting was officially audio-recorded by Jefferson Healthcare.</p>	Commissioner Buhler Rienstra
	<p><b>Approve Agenda</b> Commissioner Kolff made a motion to approve the agenda. Commissioner McComas seconded. <b>Action:</b> Motion passed unanimously.</p>	Board of Commissioners
	<b>FOCUS REPORT</b>	
	<ul style="list-style-type: none"> <li><b>Workforce Development</b> Molly Propst and Caitlin Harrison presented an update on the Workforce Development progress. Caitlin welcomed and introduced her team. We reviewed the objectives based on data-driven decisions to target our program development, increasing our knowledge of healthcare careers and skills for emerging workers, and upskilling our current Jefferson Healthcare employees. We discussed our current state, partnerships and funding. We have received a total of \$896,000 in grants. We discussed the CCW career paths and the work the team has done with the 8<sup>th</sup> and 9<sup>th</sup> grade students. Jefferson Healthcare participated in Finance, Construction, etc. Some of the prep work that the team has done worksite learning tours, healthcare science classes, healthcare club, Peninsula College simulation field trip, CRP/first aid certification, summer healthcare career academies and a formal job shadow program. We received a grant from Olympic Community of Health (OCH) which allowed us to hire one of our employees. We thanked our student advisors, Natalie Zavalza and Ashton Meyer-Bibbins. Natalie shared her experience with everyone at the meeting that she's had at Jefferson Healthcare. We talked about how we are going to source our future hires in the organization. We talked about the People Pillar "umbrella" which is sourcing and recruitment, skill, knowledge, ability development,</li> </ul>	Molly Propst, Chief Human Resources Officer & Caitlin Harrison, Workforce Development Manager

	<p>workforce planning, employment branding and marketing and outreach.</p> <ul style="list-style-type: none"> <li>• <b>Emergency Preparedness</b></li> </ul> <p>Brandie Manuel, Chief Patient Safety &amp; Quality Officer gave a report on Emergency Preparedness. She gave an overview of what the role of the Board of Commissioners is during an event, introduced the Emergency Management Committee, what our mitigation, preparedness and response is during an event, the collaboration we have with our community partners, our 2023 annual evaluation, our program goals, measures and success, our Hazard Vulnerability Assessment (HVA) which helps us determine what events to drill on, which was power outage, information systems downtime/failure, mass casualty incident, hazmat incident/chemical exposures and an earthquake. We think about the things we need to do to prepare to protect ourselves: prepare, response, recovery, mitigation. We reviewed the drills that we have completed so far in 2024, which included an amber alert, bomb threat drill, bridge closure planning, internet outage, active shooter drills, decontamination, regional chemical spill, a cybersecurity and the Great Shakeout drill. We reviewed tools and resources, some things to have in an emergency kit either at home, work, or in your car.</p>	<p>Brandie Manuel, Chief Patient Safety &amp; Quality Officer</p>
	<p><b>Patient Story</b></p> <p>Tina Toner, CNO presented her September patient story, which was a letter from a patients child. The letter thanked Dr. Kundra and the nursing/support staff in our Oncology department. This letter also thanked our Hospitalist and nursing/support staff in the Inpatient unit.</p>	<p>Tina Toner, Chief Nursing Officer</p>
<b>PUBLIC COMMENT</b>		
	<p>Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at <a href="mailto:commissioners@jeffersonhealthcare.org">commissioners@jeffersonhealthcare.org</a>, or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting.</p> <p>There was no public comment(s) made at this time.</p>	
<b>CONSENT AGENDA</b>		
	<p><b>Minutes: Action Requested</b></p> <ul style="list-style-type: none"> <li>• August 28, 2024 Regular Session</li> </ul> <p>Commissioner McComas made a motion to approve the August 28, 2024 Regular Session Minutes. Commissioner Ready seconded. <b>Action:</b> Motion passed unanimously.</p> <p><b>Required Approvals: Action Requested</b></p> <ul style="list-style-type: none"> <li>• Resolution 2024-21 Canceled Warrants</li> <li>• August Warrants and Adjustments</li> </ul>	<p>Board of Commissioners</p>

	<ul style="list-style-type: none"> <li>Medical Staff Credentials / Appointments / Reappointments</li> </ul> <p>Commissioner Ready made a motion to approve the Required Approvals. Commissioner Kolff seconded. <b>Action:</b> Motion passed unanimously.</p>	Board of Commissioners
<b>STANDING REPORTS</b>		
	<ul style="list-style-type: none"> <li><b>Quality Report</b> Brandie Manuel, Chief Patient Safety and Quality Officer presented the September Quality Report, which included Fall Prevention Week, the reportable patient fall data, our continuous improvement plan for the fall prevention committee and champions, our third quarter projects and focus areas as well as patient feedback.</li> <li><b>Financial Report</b> Tyler Freeman, Chief Financial Officer, presented the August Financial Report, which included operating statistics, an income statement summary, cash and accounts receivable, and a preview of September 2024. Discussion ensued.</li> </ul>	<p>Brandie Manuel, Chief Patient Safety &amp; Quality Officer</p> <p>Tyler Freeman, Chief Financial Officer</p>
	<p><b>Break</b> Commissioners recessed for break at 3:21pm Commissioners reconvened from break at 3:31pm</p>	
<b>STANDING REPORTS</b>		
	<ul style="list-style-type: none"> <li><b>CMO Report</b> Dr. Mattern reported that we might expect a 2<sup>nd</sup> wave of COVID, but it hasn't been a burden on the hospital system. He discussed our upcoming Medical Director Leadership Summit and Medical Staff Symposium that is being held at Semiahmoo in November. We discussed our use of DAX, which is a form of AI. We have moved into the second wave of the pilot – it's an app that is used and integrated into EPIC, which acts as a scribe. The benefit from this program is to reduce the cognitive burden on having to pay attention to the computer and focus more on our patients. Discussion ensued.</li> <li><b>Construction Report</b> Jake Davidson, Chief Operating Officer provided a project update. He introduced Marty Brennan with ZGF and Laura Linderman with CPL to the meeting. They talked about how they are promoting health equity with our new building, the sustainability &amp; social equity goal setting, healthcare decarb, and the healthcare climate council, we reviewed the operational emissions for the Washington Clean Buildings Act, the Whole Life Carbon in Buildings, the difference between embodied carbon vs. operational carbon and what that looks like for Jefferson Healthcare. Marty and Laura also talked through the initial embodied carbon accounting for the concrete, hotspots in the concrete, and our steel goals and reviewed the final embodied carbon analysis for the steel structures.</li> <li><b>Administrative Report</b></li> </ul>	<p>Dr. Joseph Mattern, Chief Medical Officer</p> <p>Jake Davidson, Chief Operating Officer</p> <p>Mike Glenn, Chief Executive Officer</p>

Jefferson Healthcare: Owned and operated by Jefferson County Public Hospital District No. 2

834 Sheridan Street, Port Townsend, WA 98368- We are an equal opportunity provider and employer.

Jefferson County Public Hospital District No. 2 Board of Commissioners acknowledge that Jefferson Healthcare is on the ancestral and contemporary homelands of the S'Klallam, Chemakum, Twana and other indigenous nations and we recognize these tribal governments' sovereignty across the region.

	<p>Mike Glenn, Chief Executive Officer, and Dunia Faulx, Chief Planning and Advocacy Officer, presented the September Administrative report, which included an update on Value-Based Care, Jefferson Affordable Care Administration, Advocacy, at both State and Federal levels, updates and events that have taken place over the last month, which includes Employee Appreciation Month, our quarterly LDI's (Leadership Development Institutes) and the upcoming Girls Night Out event.</p> <p>Commissioner McComas made a motion to approve the updated Resolution 2024-17 presented by Mike Glenn. Commissioner Kolff seconded.</p> <p><b>Action:</b> Motion passed unanimously.</p>	
<b>BOARD BUSINESS</b>		
	<ul style="list-style-type: none"> <li>• <b>Board Business</b> Commissioner McComas thanked Commissioner Dressler for all of her hard work on the credentialing work. Discussion ensued.</li> <li>• <b>Agenda Evaluation</b> Commissioners evaluated the agenda. Discussion ensued.</li> <li>• <b>Meeting Evaluation</b> Commissioners evaluated the meeting. Discussion ensued.</li> </ul>	<p>Board of Commissioners</p> <p>Board of Commissioners</p> <p>Board of Commissioners</p>
<b>CONCLUDE</b>		
	<p>Commissioner Kolff made a motion to conclude the meeting. Commissioner Ready seconded.</p> <p><b>Action:</b> Motion passed unanimously.</p> <p>Meeting concluded at 5:16pm</p> <p>This Regular Session will be officially recorded. The times shown on the agenda are estimates only.</p> <p>Approved by the Commission: Chair of Commission: Jill Buhler Rienstra</p> <hr/> <p>Secretary of Commission: Marie Dressler</p> <hr/>	

**Audio Only:** dial Phone Conference Line: (509) 598-2842  
When prompted, enter Conference ID number: 153 946 719#  
**Microsoft Teams meeting:** Join on your computer or mobile app.  
This option will allow you to join the meeting live.  
[Click here to join the meeting](#)

Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information below or in person in the Sheridan Conference Room at 915 Sheridan Street. Limited seating is available.

Time:	WELCOME	Who:
1:00pm	<p><b>Call to Order</b> The meeting was called to order at 1:00 by Board Chair Buhler Rienstra. Present by Microsoft Teams were Commissioners, Kolff, McComas, and Ready. Also, in attendance was Mike Glenn, CEO, Tyler Freeman, Chief Financial Officer, Jake Davidson, Chief Operating Officer, Molly Propst, Chief Human Resources Officer, Dunia Faulx, Chief Planning &amp; Advocacy Officer, Brandie Manuel, Chief Patient Safety and Quality Officer, Tina Toner, Chief Nursing Officer, and Shannon Groff, Executive Assistant. This meeting was officially audio recorded by Jefferson Healthcare.</p>	Commissioner Buhler Rienstra
	WORK SESSION	
1:00pm	<p>This Special Session aims to have Jefferson County Public Hospital District No. 2 Board of Commissioners review and discuss the 2025 budget. No action will be taken.</p> <p>Tyler Freeman, Chief Financial Officer presented the Operating and Capital Budget (p) review which included the key vocabulary terms, the StrataJazz Operating Budget Workflow with the Budget Approval Process, Pricing History, from 2012-2025, Budget Process, Philosophy and Key Themes, Property Tax Assessment, Public Hospital District Tax Support across our Region, Our New and Expanded Services, Community Benefit Operating Budget, Draft Revenue Budget, Draft Expense Budget, FTE by Service Category, Draft Non-Operating Budgets and Ratios, Department Statistics, and Capital Budget and Projects for 2025-2027.</p>	Tyler Freeman, Chief Financial Officer
3:00pm	CONCLUDE	

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

RESOLUTION 2024-23

A RESOLUTION CANCELING CERTAIN WARRANTS IN  
THE AMOUNT OF \$62.84

WHEREAS warrants of any municipal corporation not presented within one year of their issue, or, that have been voided or replaced, shall be canceled by the passage of a resolution of the governing body;

NOW, THEREFORE BE IT RESOLVED THAT:

In order to comply with RCW 36.22.100, the warrants indicated below in the total amount of \$62.84 to be canceled.

Date of Issue	Warrant #	Amount
September 14, 2023	302161	\$62.84
<b>Total</b>		<b>\$62.84</b>

APPROVED this 23 day of October 2024.

APPROVED BY THE COMMISSION:

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

Commissioner Bruce McComas: \_\_\_\_\_

Attest:

Commissioner Matt Ready: \_\_\_\_\_

Commissioner Kees Kolff: \_\_\_\_\_

# DRAFT

JEFFERSON HEALTHCARE  
834 SHERIDAN AVENUE  
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS  
FROM: TYLER FREEMAN, CFO  
RE: September 2024 GENERAL FUND WARRANTS & ACH  
FUND TRANSFERS

Submitted for your approval are the following warrants:

**GENERAL FUND:**

310286	310868	\$6,506,421.79
--------	--------	----------------

ACH TRANSFERS	\$13,312,744.03
---------------	-----------------

<u>\$19,819,165.82</u>
------------------------

YEAR-TO-DATE:	<u><u>\$224,548,117.48</u></u>
---------------	--------------------------------

Warrants are available for review if requested.

# DRAFT

JEFFERSON HEALTHCARE  
834 SHERIDAN AVENUE  
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS  
FROM: TYLER FREEMAN, CFO  
RE: September 2024 WARRANT SUMMARY

The following items need to be approved at the next commission meeting:

General Fund Warrants & ACH Transfers	<b>\$19,819,165.82</b>	(Provided under separate cover)
Allowance for Uncollectible Accounts / Charity	<b>\$781,189.00</b>	(Attached)
Canceled Warrants	<b>62.84</b>	(Attached)

# DRAFT

JEFFERSON HEALTHCARE  
834 SHERIDAN AVENUE  
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS  
FROM: TYLER FREEMAN, CFO  
RE: September 2024 ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS, ADMINISTRATIVE, AND CHARITY CARE WRITE OFFS

Submitted for your approval are the following:

	September	September YTD	September YTD BUDGET
Allowance for Uncollectible Accounts:	346,991.00	3,297,949.00	2,716,223.00
Charity Care:	392,932.00	3,613,150.00	2,568,549.00
Other Administrative Adjustments:	41,266.00	948,283.00	1,235,257.00
	<hr/>		
TOTAL FOR MONTH:	781,189.00	7,859,382.00	6,520,029.00
	<hr/> <hr/>		

# DRAFT

JEFFERSON HEALTHCARE  
834 SHERIDAN AVENUE  
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS  
FROM: TYLER FREEMAN, CFO  
RE: September 2024 WARRANT CANCELLATIONS

State law requires you to pass a resolution canceling any warrants which are not presented to the Treasurer for payment within one year of issue.

DATE	WARRANT	AMOUNT
09/14/2023	302161 FBO HOSPITAL DISTRICT #2	62.84

62.84

# DRAFT

PUBLIC HOSPITAL DISTRICT NO. 2  
JEFFERSON COUNTY, WASHINGTON

RESOLUTION 2024-24

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF PUBLIC HOSPITAL DISTRICT NO. 2, JEFFERSON COUNTY, WASHINGTON (THE "DISTRICT"), APPROVING AND ADOPTING PROCEDURES FOR PRESENTING CLAIMS FOR DAMAGES ARISING OUT OF THE TORTIOUS CONDUCT OF THE DISTRICT OR ITS OFFICERS, EMPLOYEES, OR VOLUNTEERS.

WHEREAS, Chapter 4.96 RCW sets forth the procedures for presenting claims for damages arising out of the tortious conduct of the District, or the tortious conduct of its past or present officers, employees, or volunteers while performing or in good faith purporting to perform their official duties; and

WHEREAS, RCW 4.96.020, requires the District to appoint an agent to receive any claim for damages made under Chapter 4.96 RCW; and

WHEREAS, RCW 4.96.020, further requires the District to record that agent's name and the address where that agent can receive any claim for damages;

NOW THEREFORE, THE BOARD OF COMMISSIONERS OF PUBLIC HOSPITAL DISTRICT NO. 2, JEFFERSON COUNTY, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. In accordance with RCW 4.96.020, the Board of Commissioners of Public Hospital District No. 2, Jefferson County, Washington, hereby appoints the individual holding the position of Risk Manager to act as agent of Public Hospital District No. 2, Jefferson County, Washington, ("the "Agent") to receive any claim for damages made under Chapter 4.96 RCW.

Section 2. In accordance with RCW 4.96.020, the address where the Agent can be reached and any claim can be delivered during normal business hours is as follows:

Jefferson Healthcare  
C/O Risk Management  
834 Sheridan St  
Port Townsend, WA 98368

Business Hours: 9:00 a.m. – 5:30 p.m.  
Monday through Friday.  
Closed on weekends and holidays.

ADOPTED and APPROVED by the Commission of Public Hospital District No. 2, Jefferson County, Washington, at a regular open public meeting thereof this 23rd day of October, 2024, the following Commissioners being present and voting.

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

APPROVED BY THE COMMISSION

# DRAFT

Commission President— : \_\_\_\_\_

Commission Secretary— : \_\_\_\_\_

Attest

Commissioner— : \_\_\_\_\_

Commissioner— : \_\_\_\_\_

Commissioner— : \_\_\_\_\_

STATISTIC DESCRIPTION

STATISTIC DESCRIPTION	SEPTEMBER 2024						SEPTEMBER 2023			
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	679	696	2%	680	696	2%	634	-7%	613	-11%
FTEs - PRODUCTIVE (AVG)	601	619	3%	607	619	2%	561	-7%	553	-10%
ADJUSTED PATIENT DAYS	4,652	3,305	41%	38,044	30,186	26%	2,957	57%	28,892	32%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	36	85	-58%	488	777	-37%	77	-53%	752	-35%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	359	285	26%	3,222	2,607	24%	335	7%	2,696	16%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	3	25	-88%	98	225	-56%	17	-467%	67	32%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	398	395	1%	3,808	3,609	6%	429	-7%	3,515	8%
BIRTHS	9	7	29%	68	60	13%	10	-10%	60	12%
SURGERY CASES (IN OR)	117	130	-10%	1,214	1,185	2%	131	-11%	1,151	5%
SURGERY MINUTES (IN OR)	10,660	12,815	-17%	122,266	117,044	4%	17,283	-38%	158,736	-30%
SPECIAL PROCEDURE CASES	109	85	28%	964	774	25%	78	40%	764	21%
LAB BILLABLE TESTS	23,403	21,168	11%	207,769	193,330	7%	21,774	7%	190,888	8%
BLOOD BANK UNITS MATCHED	24	43	-44%	350	397	-12%	48	-50%	427	-22%
MRIS COMPLETED	275	235	17%	2,260	2,143	5%	222	24%	2,146	5%
CT SCANS COMPLETED	768	628	22%	6,519	5,736	14%	657	17%	5,889	10%
RADIOLOGY-DEXA	152	124	23%	1,352	1,135	19%	24	533%	1,161	14%
X-RAYS COMPLETED	1,828	1,533	19%	15,800	14,003	13%	1,764	4%	16,386	-4%
ECHOs COMPLETED	192	186	3%	1,716	1,696	1%	206	-7%	1,691	1%
ULTRASOUNDS COMPLETED	396	357	11%	3,596	3,260	10%	350	13%	3,216	11%
MAMMOGRAPHYS COMPLETED	227	310	-27%	2,419	2,830	-15%	230	-1%	2,660	-10%
NUCLEAR MEDICINE TESTS	-	34	-100%	235	307	-23%	10	-100%	284	-21%
TOTAL DIAGNOSTIC IMAGING TESTS	3,838	3,407	13%	33,897	31,110	9%	3,463	11%	33,433	1%
PHARMACY MEDS DISPENSED	21,148	22,657	-7%	197,666	206,930	-4%	23,362	-9%	192,770	2%
ANTI COAG VISITS	262	354	-26%	2,769	3,230	-14%	328	-20%	3,180	-15%
RESPIRATORY THERAPY PROCEDURES	2,143	2,832	-24%	22,859	25,862	-12%	3,203	-33%	25,405	-11%
PULMONARY REHAB	124	106	17%	967	964	0%	79	57%	877	9%
CARDIAC REHAB SESSIONS	175	195	-10%	1,591	1,785	-11%	192	-9%	1,691	-6%
PHYSICAL THERAPY	6,433	6,700	-4%	64,102	61,197	5%	5,967	8%	58,469	9%
OCCUPATIONAL THERAPY	1,017	1,232	-17%	8,233	11,249	-27%	967	5%	10,887	-32%
SPEECH THERAPY	252	279	-10%	2,140	2,548	-16%	204	24%	2,284	-7%
REHAB/PT/OT/ST	8,001	8,512	-6%	77,033	77,743	-1%	7,409	8%	74,208	4%
ER CENSUS	1,296	1,200	8%	11,449	10,962	4%	1,036	25%	10,669	7%
EXPRESS CLINIC	1,157	1,122	3%	10,791	10,250	5%	939	23%	10,287	5%
SOCO PATIENT VISITS	189	220	-14%	1,743	2,013	-13%	178	6%	1,296	26%
PORT LUDLOW PATIENT VISITS	638	739	-14%	5,208	6,753	-23%	714	-11%	6,323	-21%
SHERIDAN PATIENT VISITS	2,966	2,731	9%	26,545	24,940	6%	2,797	6%	24,316	8%
DENTAL CLINIC	390	476	-18%	4,055	4,344	-7%	437	-11%	4,276	-5%
WATERSHIP CLINIC PATIENT VISITS	1,104	1,243	-11%	10,305	11,351	-9%	1,027	7%	10,609	-3%
TOWNSEND PATIENT VISITS	487	518	-6%	4,808	4,730	2%	554	-12%	4,761	1%
TOTAL RURAL HEALTH CLINIC VISITS	6,931	7,049	-2%	63,455	64,381	-1%	6,646	4%	61,868	3%
CARDIOLOGY CLINIC VISITS	466	608	-23%	4,357	5,552	-22%	467	0%	4,924	-13%
DERMATOLOGY CLINIC VISITS	622	733	-15%	6,414	6,693	-4%	719	-13%	7,181	-12%
GEN SURG VISITS	280	331	-15%	3,041	3,027	0%	276	1%	2,809	8%
NEUROLOGY VISITS	42	8	425%	170	73	133%	-	-	-	-
ONCOLOGY VISITS	369	658	-44%	3,372	6,012	-44%	475	-22%	4,546	-35%
ORTHO VISITS	638	611	4%	5,847	5,578	5%	515	24%	5,176	11%
RHEUMATOLOGY VISITS	11	4	175%	62	37	68%	-	-	-	-
SLEEP CLINIC VISITS	189	190	-1%	1,874	1,739	8%	175	8%	1,452	23%
UROLOGY VISITS	184	205	-10%	1,864	1,869	0%	251	-27%	1,972	-6%
OB/GYN CLINIC VISITS	356	321	11%	3,138	2,929	7%	255	40%	2,804	11%
WOUND CLINIC VISITS	122	181	-33%	1,200	1,651	-27%	60	103%	1,185	1%
HANDS/PLASTICS VISITS	125	219	-43%	1,458	1,997	-27%	179	-30%	1,919	-32%
TOTAL SPECIALTY CLINIC VISITS	3,404	4,069	-16%	32,797	37,157	-12%	3,372	1%	33,968	-4%
SLEEP CENTER SLEEP STUDIES	61	56	9%	486	512	-5%	54	13%	488	0%
INFUSION CENTER VISITS	712	876	-19%	6,797	8,000	-15%	866	-18%	7,908	-16%
SURGERY CENTER ENDOSCOPES	70	74	-5%	653	674	-3%	60	17%	525	20%
HOME HEALTH EPISODES	90	74	22%	719	679	6%	61	48%	632	12%
HOSPICE CENSUS/DAYS	821	1,137	-28%	8,503	10,381	-18%	822	0%	10,035	-18%
FOOD AND NUTRITION SERVICES MEALS SERVED	5,633	9,485	-41%	59,238	86,629	-32%	4,860	16%	75,021	-27%
MAT MGMT TOTAL ORDERS PROCESSED	1,402	1,646	-15%	15,708	15,033	4%	1,503	-7%	13,748	12%

**Gross Revenue**

Inpatient Revenue  
Outpatient Revenue

**Total Gross Revenue**

**Revenue Adjustments**

Cost Adjustment Medicaid  
Cost Adjustment Medicare  
Charity Care  
Contractual Allowances Other  
Administrative Adjustments  
Allowance for Uncollectible Accounts

**Total Revenue Adjustments**

**Net Patient Service Revenue**

**Other Revenue**

Pharmacies  
Grants  
Other Operating Revenue

**Total Operating Revenues**

**Operating Expenses**

Salaries And Wages  
Employee Benefits  
Professional Fees  
Purchased Services  
Supplies  
Insurance  
Leases And Rentals  
Depreciation And Amortization  
Repairs And Maintenance  
Utilities  
Licenses And Taxes  
Other

**Total Operating Expenses**  
**Operating Income (Loss)**

**Non Operating Revenues (Expenses)**

Taxation For Maint Operations  
Investment Income  
Interest Expense  
Bond Issuance Costs  
Gain or (Loss) on Disposed Asset  
Contributions

**Total Non Operating Revenues (Expenses)**

**Change in Net Position (Loss)**

	September 2024 Actual	September 2024 Budget	Variance Favorable/ (Unfavorable)	%	September 2024 YTD	September 2024 Budget YTD	Variance Favorable/ (Unfavorable)	%	September 2023 YTD
Inpatient Revenue	3,113,251	3,601,688	(488,437)	-14%	30,797,213	32,895,419	(2,098,206)	-6%	32,163,261
Outpatient Revenue	29,814,438	28,309,631	1,504,808	5%	276,157,055	258,561,293	17,595,761	7%	237,228,010
<b>Total Gross Revenue</b>	<b>32,927,689</b>	<b>31,911,319</b>	<b>1,016,370</b>	<b>3%</b>	<b>306,954,268</b>	<b>291,456,712</b>	<b>15,497,555</b>	<b>5%</b>	<b>269,391,271</b>
Cost Adjustment Medicaid	1,893,006	2,523,627	630,621	25%	18,490,466	23,049,128	4,558,662	20%	20,612,411
Cost Adjustment Medicare	12,736,733	11,454,857	(1,281,876)	-11%	120,403,536	104,621,030	(15,782,506)	-15%	99,158,116
Charity Care	392,932	281,228	(111,704)	-40%	3,613,150	2,568,548	(1,044,601)	-41%	2,380,027
Contractual Allowances Other	3,210,133	2,801,264	(408,870)	-15%	26,727,736	25,584,876	(1,142,860)	-4%	22,599,980
Administrative Adjustments	41,266	135,247	93,981	69%	948,283	1,235,257	286,975	23%	790,875
Allowance for Uncollectible Accounts	346,991	297,397	(49,594)	-17%	3,297,949	2,716,223	(581,726)	-21%	2,915,270
<b>Total Revenue Adjustments</b>	<b>18,621,062</b>	<b>17,493,620</b>	<b>(1,127,442)</b>	<b>-6%</b>	<b>173,481,120</b>	<b>159,775,063</b>	<b>(13,706,057)</b>	<b>-9%</b>	<b>148,456,679</b>
<b>Net Patient Service Revenue</b>	<b>14,306,627</b>	<b>14,417,699</b>	<b>(111,072)</b>	<b>-1%</b>	<b>133,473,148</b>	<b>131,681,650</b>	<b>1,791,499</b>	<b>1%</b>	<b>120,934,592</b>
Pharmacies	492,050	692,066	(200,016)	-29%	4,392,593	6,320,866	(1,928,272)	-31%	4,532,322
Grants	-	61,900	(61,900)	-100%	335,005	565,350	(230,346)	-41%	241,841
Other Operating Revenue	218,044	150,002	68,041	45%	963,995	1,370,019	(406,025)	-30%	1,067,835
<b>Total Operating Revenues</b>	<b>15,016,720</b>	<b>15,321,666</b>	<b>(304,946)</b>	<b>-2%</b>	<b>139,164,741</b>	<b>139,937,885</b>	<b>(773,144)</b>	<b>-1%</b>	<b>126,776,591</b>
Salaries And Wages	7,057,284	7,340,850	283,566	4%	65,729,312	67,046,425	1,317,113	2%	57,681,131
Employee Benefits	1,535,365	1,691,310	155,946	9%	14,374,526	15,447,303	1,072,777	7%	13,294,012
Professional Fees	500,647	198,793	(301,855)	-152%	4,872,898	1,815,640	(3,057,258)	-168%	7,033,894
Purchased Services	1,009,778	1,260,286	250,508	20%	9,956,219	11,510,613	1,554,394	14%	9,539,310
Supplies	2,972,367	3,007,597	35,230	1%	28,424,612	27,469,008	(955,604)	-3%	25,741,927
Insurance	200,863	147,695	(53,169)	-36%	1,366,624	1,348,946	(17,678)	-1%	1,201,332
Leases And Rentals	53,230	53,316	86	0%	633,473	486,950	(146,523)	-30%	294,319
Depreciation And Amortization	464,431	423,554	(40,878)	-10%	4,297,893	3,868,457	(429,436)	-11%	3,847,800
Repairs And Maintenance	146,267	131,516	(14,751)	-11%	980,884	1,201,179	220,295	18%	794,332
Utilities	119,712	132,483	12,771	10%	1,115,457	1,210,013	94,556	8%	1,038,563
Licenses And Taxes	97,841	85,466	(12,375)	-14%	1,496,222	780,592	(715,630)	-92%	788,754
Other	193,665	301,654	107,989	36%	2,361,251	2,755,110	393,859	14%	2,538,337
<b>Total Operating Expenses</b>	<b>14,351,451</b>	<b>14,774,520</b>	<b>423,068</b>	<b>3%</b>	<b>135,609,371</b>	<b>134,940,234</b>	<b>(669,136)</b>	<b>0%</b>	<b>123,793,711</b>
<b>Operating Income (Loss)</b>	<b>665,269</b>	<b>547,147</b>	<b>118,122</b>	<b>22%</b>	<b>3,555,371</b>	<b>4,997,651</b>	<b>(1,442,280)</b>	<b>-29%</b>	<b>2,982,880</b>
Taxation For Maint Operations	43,873	43,747	127	0%	396,176	399,553	(3,377)	-1%	393,382
Investment Income	442,090	200,656	241,434	120%	4,835,120	1,832,656	3,002,465	164%	1,421,430
Interest Expense	(580,801)	(404,268)	(176,533)	-44%	(5,268,416)	(3,692,318)	(1,576,098)	-43%	(670,786)
Bond Issuance Costs	-	(129,918)	129,918	100%	-	(1,186,585)	1,186,585	100%	-
Gain or (Loss) on Disposed Asset	-	-	-	0%	-	-	-	0%	-
Contributions	202,475	828,197	(625,722)	-76%	3,181,914	7,564,197	(4,382,283)	-58%	48,745
<b>Total Non Operating Revenues (Expenses)</b>	<b>107,637</b>	<b>538,413</b>	<b>(430,776)</b>	<b>-80%</b>	<b>3,144,794</b>	<b>4,917,503</b>	<b>(1,772,709)</b>	<b>-36%</b>	<b>1,192,771</b>
<b>Change in Net Position (Loss)</b>	<b>772,906</b>	<b>1,085,559</b>	<b>(312,654)</b>	<b>-29%</b>	<b>6,700,164</b>	<b>9,915,153</b>	<b>(3,214,989)</b>	<b>-32%</b>	<b>4,175,651</b>

**FROM:** Medical Staff Services  
**RE:** **10/15/24** Medical Executive Committee appointments/reappointments for Board approval 10/23/2024

C-0241

§485.627(a) Standard: Governing Body or Responsible Individual

The CAH has a governing body or an individual that assumes full legal responsibility for determining, implementing and monitoring policies governing the CAH'S total operation and for ensuring that those policies are administered so as to provide quality health care in a safe environment.

Interpretive Guidelines §485.627(a)

*It is the responsibility of the governing body (or responsible individual) to appoint, with the advice of the medical staff, the individual practitioners to the medical staff. After considering medical staff recommendations, and in accordance with established CAH medical staff criteria and State and Federal laws and regulations, the governing body (or responsible individual) decides whether or not to appoint new medical staff members or to continue current members of the medical staff.*

**Recommended provisional appointment to the active/courtesy/allied health/locum tenens staff:**

1. N/A

**Recommended re-appointment to the active medical staff with privileges as requested:**

1. Schwartz, David, DO - General Surgery
2. Nadig, Daniel, MD - General Surgery
3. Chuljian, David, DDS - General Dentistry

**Recommended re-appointment to the courtesy medical staff with privileges as requested:**

1. Fredrickson, Abby, MD - Array - Telepsychiatry
2. Bhanushali, Minal, MD - Teleneurology - Providence
3. Farooq, Muhammad, MD - Teleneurology - Providence
4. Mirchandani, Neha, MD - Teleneurology – Providence

**Recommended for Honorary Privileges**

1. N/A

**Recommended re-appointment to the LOCUMS with Privileges as requested.**

1. N/A

**Recommended re-appointment to the allied health staff with privileges as requested:**

1. Adels, Charlene, PA-C - Family Medicine
2. Oppliger, Jenna, PA-C - Physician Assistant
3. Calderwood, Linda, ARNP - Home Health and Hospice

**Recommended Temporary Privileges:**

1. N/A

**Recommended POCUS Privileges:**

1. Rowan, Brianne, MD – Per Diem - POCUS

**Medical Student Rotation:**

1. N/A

**FROM:** Medical Staff Services  
**RE:** **10/15/24** Medical Executive Committee appointments/reappointments for Board approval 10/23/2024

C-0241

§485.627(a) Standard: Governing Body or Responsible Individual

The CAH has a governing body or an individual that assumes full legal responsibility for determining, implementing and monitoring policies governing the CAH'S total operation and for ensuring that those policies are administered so as to provide quality health care in a safe environment.

Interpretive Guidelines §485.627(a)

*It is the responsibility of the governing body (or responsible individual) to appoint, with the advice of the medical staff, the individual practitioners to the medical staff. After considering medical staff recommendations, and in accordance with established CAH medical staff criteria and State and Federal laws and regulations, the governing body (or responsible individual) decides whether or not to appoint new medical staff members or to continue current members of the medical staff.*

### **Disaster Privileging**

1. N/A

### **90-day provisional performance review completed successfully:**

1. Meza-Turner, Britney, PA-C - Physician Assistant - Physician - Dr. Biccum
2. Hosselkus, Elizabeth, MD - TeleRadiology/Diag Radiology - Skagit
3. Kani, Kimia, MD - Tele-Radiology - Real Rad
4. Hirschman, Kyle, DO - Tele-Radiology - Real Rad
5. Neupane, Raxita, FNP - Family Medicine - Port Ludlow
6. Chen, Allen, MD - Tele-Radiology Locums – Skagit

### **Resignations:**

1. Ernst, Katie, ARNP – Dermatology – Effective 10/3/2024
2. Bennington, Stephane, DO - Telepsychiatry – Array – Effective 9/5/2004

### **Policy and Privilege Review**

#### **Annual review of polices**

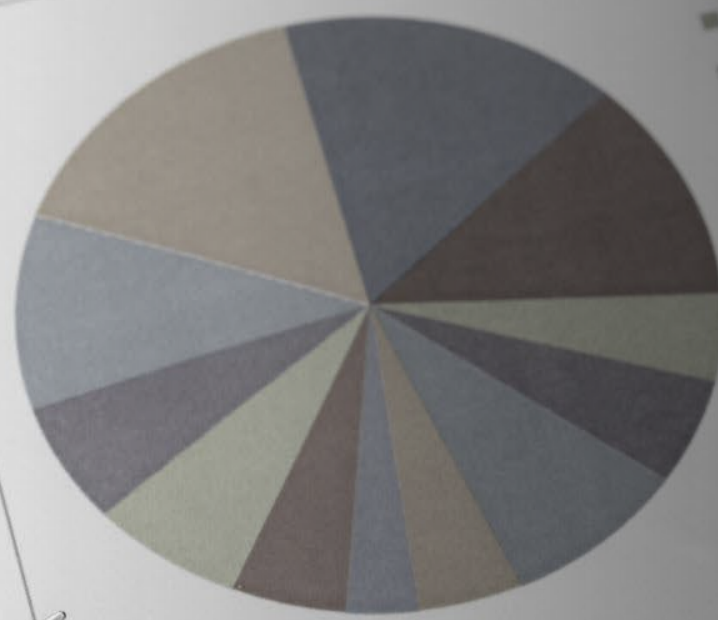
1. Verification of Licensure, Malpractice Insurance Coverage and DEA Certificates

#### **Bi-Annual Review of Privileges**

1. N/A

### **New Privileges**

1. N/A



# 2025 Budget

## Regular Session

### October 2024



125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
150	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			700

# Agenda

- Operating Budget
- Capital Investments: 2025-2028
- Property Taxes
- Remaining Questions
  - Please stop me for questions throughout the presentation too



# OPERATING BUDGET

In Summary and Key Performance Indicators

# 2025 Budget

## Operating Statistics



	2023	2024		2025	Variance	
	Actual	Budget	Annualized	Budget	Favorable / (Unfavorable)	%
Full Time Equivalents	704.68	777.31	755.99	860.30	(104.31)	-12%
Adjusted Patient Days	38,862	40,323	49,529	51,053	1,524	3%
ICU Patient Days (IP + Observation, Midnight Census)	966	1,038	678	750	72	10%
ACU Patient Days (IP + Observation, Midnight Census)	3,714	3,481	4,293	4,300	7	0%
Total Patient Days (including Observation)	4,757	4,818	5,114	5,300	186	4%
Surgery Cases (in OR)	1,578	1,583	1,655	1,830	175	10%
Special Procedure Cases	1,002	1,038	1,283	1,283	0	0%
Lab - Billable Tests	257,381	258,245	276,549	280,000	3,451	1%
Total Diagnostic Imaging Tests	43,467	41,554	45,089	46,330	1,242	3%
Pharmacy Meds Dispensed	254,316	276,413	264,777	275,365	10,588	4%
Respiratory Therapy Procedures	35,025	34,547	31,074	35,000	3,926	11%
Total Rehab Encounters	97,396	103,849	103,548	105,180	1,632	2%
Emergency Dept - Census	14,511	14,640	15,230	16,200	970	6%
Dental Clinic	5,671	5,801	5,498	7,461	1,963	26%
Total Primary Care RHC Visits	74,463	80,198	79,289	87,352	8,063	9%
Total Oncology / Infusion	14,879	18,714	13,631	17,626	3,995	23%
Total Specialty Clinic Visits	57,510	79,022	66,845	80,224	13,380	5417%

# 2025 Budget

## Income Statement Summary



	2023	2024		2025	Variance	
	Actual	Budget	Annualized	Budget	Favorable / (Unfavorable)	%
<b>Operating Revenue</b>						
Gross Patient Service Revenue	363,989,382	389,318,088	411,039,868	460,651,460	49,611,592	11%
Revenue Adjustments	199,575,150	209,991,184	227,459,760	250,818,235	(23,358,476)	-9%
Charity Care Adjustments	3,495,078	3,430,980	4,830,326	5,346,298	(515,972)	-10%
<b>Net Patient Service Revenue</b>	<b>160,919,154</b>	<b>175,895,924</b>	<b>178,749,782</b>	<b>204,486,927</b>	<b>25,737,145</b>	13%
Other Revenue	7,039,393	11,028,402	7,472,249	8,715,206	1,242,957	14%
<b>Total Operating Revenue</b>	<b>167,958,547</b>	<b>186,924,326</b>	<b>186,222,031</b>	<b>213,202,133</b>	<b>26,980,102</b>	13%
<b>Operating Expenses</b>						
Salaries and Wages	78,776,532	89,558,362	88,008,042	100,160,664	(12,152,621)	-12%
Employee Benefits	17,654,433	20,633,986	19,258,742	22,126,126	(2,867,384)	-13%
Other Expenses	71,461,131	70,056,781	74,620,095	85,710,157	(11,090,062)	-13%
<b>Total Operating Expenses</b>	<b>167,892,096</b>	<b>180,249,129</b>	<b>181,886,879</b>	<b>207,996,947</b>	<b>(26,110,068)</b>	-13%
<b>Operating Income (Loss)</b>	<b>66,451</b>	<b>6,675,197</b>	<b>4,335,152</b>	<b>5,205,186</b>	<b>870,034</b>	17%
Non Operating Revenue (Expense)	(152,572)	6,568,636	4,555,736	3,142,746	(1,412,990)	-45%
<b>Change in Net Position (Loss)</b>	<b>(86,121)</b>	<b>13,243,833</b>	<b>8,890,888</b>	<b>8,347,933</b>	<b>(542,955)</b>	-7%
Operating Margin	0.0%	3.6%	2.3%	2.4%	0.1%	5%
Total Margin	-0.1%	7.1%	4.8%	3.9%	-0.9%	-2.5%
Salaries & Benefits as a % of Net Pt Svc Revenue	59.9%	62.6%	60.0%	59.8%	0.2%	0%

# Capital & Projects Budget 2025-2027



# Capital Budget

Budget placeholders set, but detail review completed annually Pricing and needs can change significantly, but the roadmap is essential

Request Type	DEPT	PROJECT	2025	2026	2027	Grand Total
Equipment (New)	Imaging	Hologic Mammogram	554,164			554,164
	BioMed	Philips Monitoring PIIC Spare	20,000			20,000
	Surgery	C Arm for new OR		850,000		850,000
	Surgery	FLUID MGT SYSTEM/LAPAROSCOPES	599,608			599,608
	Imaging	ULTRASOUND FOR PORT LUDLOW CLINIC	213,000			213,000
	ED	PORTABLE MONITOR	52,675			52,675
	Surgery	INSTRUMENT TRACKING SYSTEM	41,632			41,632
	ACU/ICU	SECOND PIC-ICU	36,885			36,885
	Surgery	EGD SCOPE	24,679			24,679
	Surgery	ANESTHESIA SYRINGE PUMPS	20,945			20,945
	ACU/ICU	FBU PORTER NITRONOX PLUS 50/50	18,606			18,606
	ACU/ICU	HOSPITALIST PIC EXPANSION	13,621			13,621
	ACU/ICU	TRANSPORT MONITOR	12,356			12,356
	Surgery	Da Vinci 5		2,508,250		2,508,250
	<b>Equipment (New) Total</b>			<b>1,608,171</b>	<b>3,358,250</b>	<b>-</b>
Equipment (Replacement)	ACU/ICU	Lift Replacement	29,532			29,532
	Surgery	16 Inch Sterilizer Replacement		52,150		52,150
	Surgery	Innowave Ultrasonic Replacement			89,000	89,000
	ED	Fluid/Blanket Warmer	10,345			10,345
	Derm	Microscope	9,000			9,000
	Surgery	OLYMPUS SUCTION D/C MACHINE REPLACEMENT	7,500			7,500
	Surgery	Stryker Drill Replacements	168,000			168,000
	Surgery	Neoprobe Replacement	56,321			56,321
	ACU/ICU	VS30 Expansion		150,000		150,000
	Multiple	Replace Midmark EKGs	150,000			150,000
	Surgery	V Pro Replacement-large enough capacity for Davinci		147,000		147,000
	Imaging	Echo Treadmill	35,000			35,000
	<b>Equipment (Replacement) Total</b>			<b>465,698</b>	<b>349,150</b>	<b>89,000</b>

# Capital Budget - Continued

Budget placeholders set, but detail review completed annually Pricing and needs can change significantly, but the roadmap is essential

Request Type	DEPT	PROJECT	2025	2026	2027	Grand Total
Tech/Software (New or Upgrade)	IT	Right Sys. Firewall / Core Network Switch Upgrade		105,918		105,918
	IT	Server Expansion for Virtual Desktop	120,000			120,000
	RadOnc	VARIAN FOR LINEAR ACCELERATOR/ EMR	450,000	550,000	550,000	1,550,000
	Accounting	MHC Document Automation	28,000	28,000	28,000	84,000
	HIM	Protenus Privacy Tool	33,000	30,000	30,000	93,000
	Marketing	New JH Website	35,000			35,000
	IT	AT&T Satelite Tower	8,000			8,000
<b>Tech/Software (New or Upgrade) Total</b>			<b>674,000</b>	<b>713,918</b>	<b>608,000</b>	<b>1,995,918</b>
Construction Projects	Facilities	AHU 1010 Building Endo Suite	215,000			215,000
	Facilities	Upgrade Building Automation	195,000			195,000
	Facilities	Replace 95 Building Roofing		800,000		800,000
	Facilities	PT Retail Pharmacy Space	1,100,000			1,100,000
	Facilities	Exterior Painting - Park & Commerce	150,000			150,000
	Facilities	Emergency Department Flooring	15,000			15,000
	Facilities	Park Ave Bldg Flooring	15,000			15,000
	Facilities	ADA Ramp - East Rehab entrance	100,000			100,000
<b>Construction Project Total</b>			<b>1,790,000</b>	<b>800,000</b>	<b>-</b>	<b>2,590,000</b>
New Medical Office Bldg	MOB	AHU 1 (Hospital MOB project)	450,000			450,000
	MOB	MRI (Hospital MOB project)	1,200,000			1,200,000
	MOB	Linear Accelerator (Hospital MOB project)	3,000,000			3,000,000
	MOB	CT Space (Hospital MOB Project)	1,750,000			1,750,000
	MOB	Hospital Replacement Project	37,354,266			37,354,266
<b>New Medical Office Building Total</b>			<b>43,754,266</b>	<b>-</b>	<b>-</b>	<b>43,754,266</b>
<b>Grand Total</b>			<b>48,292,135</b>	<b>5,221,318</b>	<b>713,000</b>	<b>54,226,453</b>

# PROPERTY TAXES



# Property Tax Assessment

- Budget is set at 1% option
- At 1% option, effective tax is reduced by 5.492% due to increase in appraised values
- Budgeted average daily operating expenditures are ~\$570,000
- A home appraised at 400k pays \$21/Year

## ESTIMATE FOR "2025" BUDGET

<b>"2024" ACTUAL AMOUNT</b>	
<b>INCREASE OF 0% RESOLUTION AMOUNT</b>	<b>\$ 528,451.60</b>
NEW CONST & UTIL (EST) +	\$ 5,092.67
REFUNDS (EST) +	\$ 2,125.92
<b>TOTAL</b>	<b>\$ 535,670.19</b>
<b>(0% INC) BUDGET ON THE HIGH SIDE =</b>	<b>\$ 542,000</b>

*Estimated Levy Rate .05471*

<b>"2024" HIGHEST LAWFUL LEVY AMOUNT</b>	\$ 525,244.88
	X 1.01
	<b>\$ 530,497.33</b>
NEW CONST & UTIL (EST) +	\$ 5,092.67
REFUNDS (EST) +	\$ 2,125.92
<b>TOTAL</b>	<b>\$ 537,715.92</b>
<b>BUDGET ON THE HIGH SIDE =</b>	<b>\$ 547,000</b>

*Estimated Levy Rate .05492*

TIMBER TAX ESTIMATE \$ 5,000

# Public Hospital District Support Across Our Region

Hospital	2023 Operating expenses	2023 Tax revenues
Whidbey General Hospital Coupeville	\$135,840,455	\$16,769,630
Olympic Medical Center Port Angeles	\$261,180,187	\$5,175,807
Island Hospital Anacortes	\$118,995,363	\$5,999,330
Mason General Hospital Shelton	\$128,254,400	\$2,444,828
Forks General Hospital Forks	\$41,299,835	\$989,204
Jefferson Healthcare Port Townsend	\$170,565,097	\$531,604



# 2025 Operations & Capital Budget Preview

Tyler Freeman

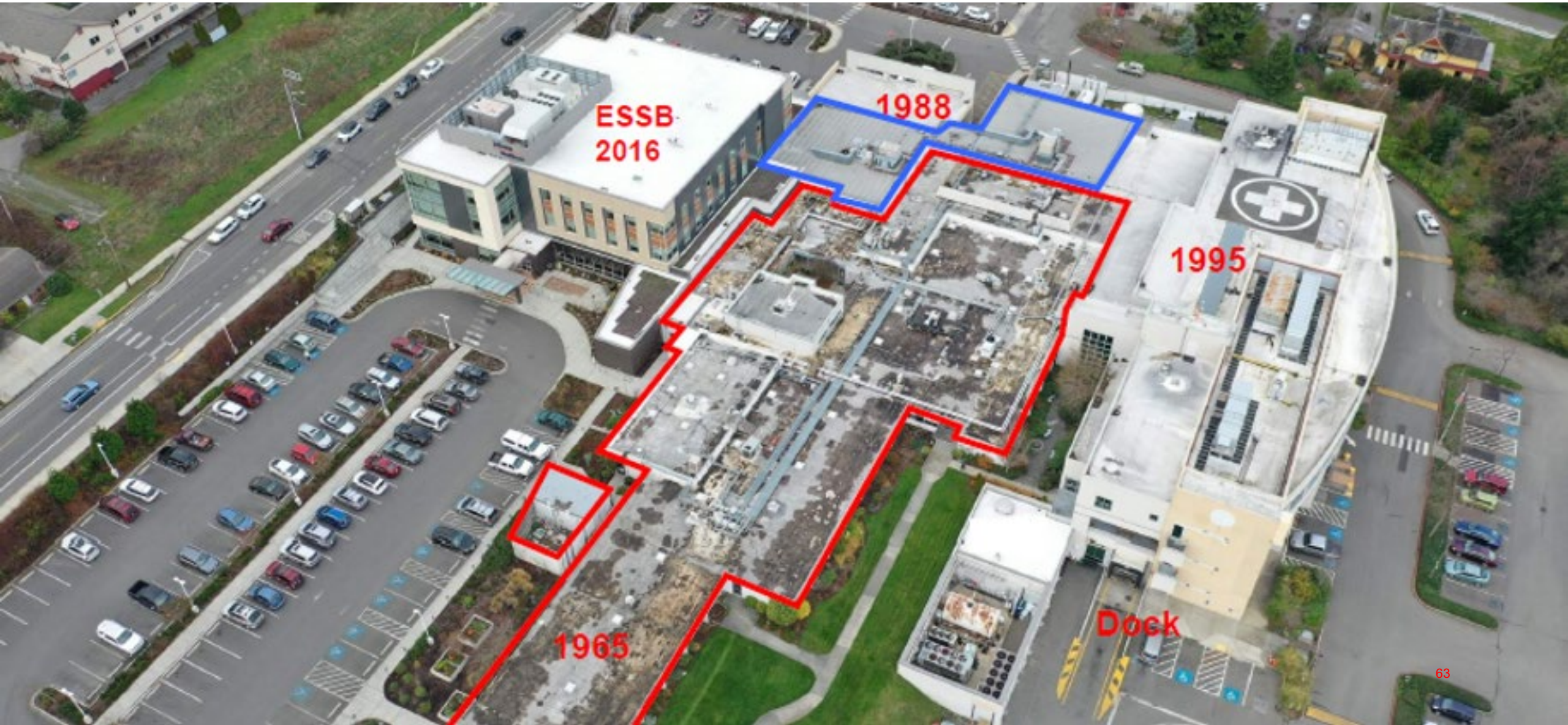
[tfreeman@jeffersonhealthcare.org](mailto:tfreeman@jeffersonhealthcare.org)

Jefferson Healthcare


834 Sheridan

Port Townsend, WA


# APPENDIX




# Revenue Budget

2025 Budget													
Income Statement Summary													
	2021		2022		2023		2024			2025	Change		
	Actual		Actual		Actual		Annualized		Budget	Budget	2024 annualized to 2025 budget		
Inpatient Revenue	39,798,235		42,144,523		43,914,759		41,525,944		43,940,596		46,401,554	4,875,610	
Outpatient Revenue	258,215,627		276,569,104		320,074,623		369,513,924		345,377,492		414,249,906	44,735,982	
<b>TOTAL PATIENT REVENUE</b>	<b>298,013,861</b>		<b>318,713,627</b>		<b>363,989,382</b>		<b>411,039,868</b>		<b>389,318,088</b>		<b>460,651,460</b>	<b>49,611,592</b>	
Cost Adjustment Medicare	101,037,808	34%	108,935,116	34%	138,457,806	38%	161,500,205	39%	139,749,259	36%	178,229,288	39%	16,729,083
Cost Adjustment Medicaid	24,210,889	8%	24,563,960	8%	27,230,444	7%	24,896,189	6%	30,788,252	8%	27,705,158	6%	2,808,969
Charity Care	3,872,263	1%	3,280,565	1%	3,495,078	1%	4,830,326	1%	3,430,980	1%	5,346,298	1%	515,972
Contractual Allowances Other	25,786,502	9%	28,265,912	9%	30,988,996	9%	35,276,404	9%	34,175,418	9%	38,909,013	8%	3,632,609
Administrative Adjustments	420,023	0%	966,659	0%	824,838	0%	1,360,524	0%	1,650,015	0%	1,179,620	0%	(180,904)
Allowance for Uncollectible Accounts	5,525,532	2%	3,772,732	1%	2,073,066	1%	4,426,437	1%	3,628,240	1%	4,795,156	1%	368,719
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>160,853,017</b>	<b>54.0%</b>	<b>169,784,945</b>	<b>53.3%</b>	<b>203,070,228</b>	<b>55.8%</b>	<b>232,290,086</b>	<b>56.5%</b>	<b>213,422,164</b>	<b>54.8%</b>	<b>256,164,533</b>	<b>55.6%</b>	<b>23,874,447</b>
<b>NET PATIENT SERVICE REVENUE</b>	<b>137,160,844</b>		<b>148,928,681</b>		<b>160,919,154</b>		<b>178,749,782</b>		<b>175,895,924</b>		<b>204,486,927</b>		<b>25,737,145</b>
Grants	2,433,354		2,498,168		270,679		502,507		755,176		293,069		(209,438)
Other Misc Revenue	2,435,161		2,722,565		1,378,323		1,118,927		1,830,026		873,269		(245,658)
Pharmacies	4,018,089		3,174,973		5,390,391		5,850,816		8,443,200		7,548,869		1,698,053
<b>TOTAL OTHER REVENUE</b>	<b>8,886,603</b>		<b>8,395,706</b>		<b>7,039,393</b>		<b>7,472,249</b>		<b>11,028,402</b>		<b>8,715,206</b>		<b>1,242,957</b>
<b>TOTAL OPERATING REVENUE</b>	<b>146,047,447</b>		<b>157,324,388</b>		<b>167,958,547</b>		<b>186,222,031</b>		<b>186,924,326</b>		<b>213,202,133</b>		<b>26,980,102</b>


# Expense Budget

2025 Budget												
Income Statement Summary												
	2021		2022		2023		2024			2025	Change	
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Salaries and Wages	70,571,040		73,833,256		78,776,532		88,008,042		89,558,362		100,160,664	12,152,621
Employee Benefits	15,912,736	22.5%	16,248,266	22.0%	17,654,433	22.4%	19,258,742	21.9%	20,633,986	23.0%	22,126,126	2,867,384
Professional Fees	2,318,251		6,207,977		8,884,759		6,558,375		2,425,270		6,756,053	197,677
Purchased Services	9,359,522		9,357,384		11,865,729		13,419,662		15,375,489		15,579,385	2,159,724
Supplies	28,451,113		32,784,129		36,250,826		38,178,367		36,692,682		42,977,902	4,799,535
Insurance	1,154,749		1,389,603		1,631,953		1,748,641		1,801,877		1,733,587	(15,054)
Leases and Rentals	1,681,491		700,245		605,941		870,365		650,452		1,439,879	569,514
Depreciation and Amortization	4,376,459		5,005,269		5,248,300		5,750,193		5,167,355		8,228,522	2,478,329
Repairs and Maintenance	629,685		1,123,808		1,178,641		1,251,925		1,604,494		1,377,314	125,389
Utilities	1,194,548		1,406,693		1,396,638		1,493,617		1,616,294		1,606,023	112,406
Licenses and Taxes	868,519		949,955		1,099,550		2,097,570		1,042,688		1,920,484	(177,086)
Other Expenses	1,794,424		2,549,224		3,298,794		3,251,379		3,680,180		4,091,008	839,629
<b>TOTAL OPERATING EXPENSES</b>	<b>138,312,537</b>		<b>151,555,808</b>		<b>167,892,096</b>		<b>181,886,879</b>		<b>180,249,129</b>		<b>207,996,947</b>	<b>26,110,068</b>
<b>OPERATING (INCOME) LOSS</b>	<b>7,734,910</b>		<b>5,768,579</b>		<b>66,451</b>		<b>4,335,152</b>		<b>6,675,197</b>		<b>5,205,186</b>	<b>870,034</b>


# Nonoperating Budget and Ratios

2025 Budget											
Income Statement Summary											
	2021		2022		2023		2024		2025	Change	
	Actual		Actual		Actual		Annualized	Budget	Budget	2024 annualized to 2025 budget	
Taxation for Maintenance and Operations	503,155		512,765		531,604		528,445	533,710	550,000	21,555	
Investment Income	278,597		719,535		1,879,475		6,589,546	2,448,000	3,492,840	(3,096,706)	
Interest Expense	(958,170)		(934,836)		(2,631,935)		(7,031,413)	(4,932,074)	(7,059,079)	(27,666)	
Loss/Gain on Disposal of Capital Assets	-		-		(4,850)		-	-	-	-	
Contributions	50,264		52,215		73,134		4,469,158	10,104,000	6,158,985	1,689,827	
Bond Issuance Cost	-		-		-		-	(1,585,000)	-	-	
<b>TOTAL NONOPERATING REVENUE (EXPENSES)</b>	<b>(126,154)</b>		<b>349,678</b>		<b>(152,572)</b>		<b>4,555,736</b>	<b>6,568,636</b>	<b>3,142,746</b>	<b>(1,412,990)</b>	
<b>CHANGE IN NET POSITION: POSITIVE/(NEGATIVE)</b>	<b>7,608,756</b>		<b>6,118,258</b>		<b>(86,121)</b>		<b>8,890,888</b>	<b>13,243,833</b>	<b>8,347,933</b>	<b>(542,955)</b>	
Operating Margin	5.30%		3.67%		0.04%		2.33%	3.57%	2.44%	0.11%	
Total margin	5.21%		3.89%		-0.05%		4.77%	7.09%	3.92%	-0.86%	
Salaries & Benefits as a % of Net Pt Svc Revenue	63.05%		60.49%		59.93%		60.01%	62.65%	59.80%	-0.21%	
Supplies as a % of Net Pt Svc Revenue	20.74%		22.01%		22.53%		21.36%	20.86%	21.02%	-0.34%	


# Department Statistics

2025 Budget													
Department Statistics													
	2021		2022		2023		2024			2025		Change	
	Actual		Actual		Actual		Annualized		Budget		Budget		2024 annualized to 2025 budget
Full Time Equivalents	682.50		679.03		704.68		755.99		777.31		860.30		104
Adjusted Patient Days	32,319		36,413		38,862		49,529		40,323		51,053		1,524
ICU Patient Days (IP + Observation, Midnight Census)	1,024		1,255		966		678		1,038		750		72
ACU Patient Days (IP + Observation, Midnight Census)	3,292		3,560		3,714		4,293		3,481		4,300		7
Swing IP Patient Days (Midnight Census)	127		94		77		143		299		250		107
<b>Total Patient Days (including Observation)</b>	<b>4,443</b>		<b>4,909</b>		<b>4,757</b>		<b>5,114</b>		<b>4,818</b>		<b>5,300</b>		<b>186</b>
Births	86		96		82		89		83		80		(9)
Surgery Cases (in OR)	1,578		1,474		1,578		1,655		1,583		1,830		175
Surgery Minutes (in OR)	202,938		187,173		217,456		167,409		156,344		187,600		20,191
Special Procedure Cases	873		838		1,002		1,283		1,038		1,283		0
Surgery Center Endoscopies	901		749		744		875		899		900		26
Lab - Billable Tests	259,935		248,974		257,381		276,549		258,245		280,000		3,451
Blood Bank Units Matched	98		486		537		489		529		545		56
MRI	2,408		2,448		2,811		2,978		2,861		3,035		58
CT	6,720		7,011		7,754		8,627		7,662		8,940		314
Radiology & X-Ray	18,131		19,237		22,899		22,758		20,214		23,271		513
Echo	1,961		2,170		2,152		2,286		2,268		2,345		59
Ultrasound	3,937		3,628		4,226		4,800		4,356		4,925		125
Mammography	2,936		1,832		3,262		3,288		3,780		3,400		112
Nuclear Medicine	558		483		363		353		413		413		61
<b>Total Diagnostic Imaging Tests</b>	<b>36,651</b>		<b>36,809</b>		<b>43,467</b>		<b>45,089</b>		<b>41,554</b>		<b>46,330</b>		<b>1,242</b>

# Department Statistics - Continued

2025 Budget												
Department Statistics												
	2021		2022		2023		2024			2025	Change	
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Pharmacy Meds Dispensed	238,828		245,378		254,316		264,777		276,413		275,365	10,588
Anti Coag Visits	4,730		4,688		4,197		3,761		4,313		3,400	(361)
Respiratory Therapy Procedures	34,540		36,591		35,025		31,074		34,547		35,000	3,926
Cardiac Rehab Sessions	468		451		2,186		2,124		2,383		2,383	259
Pulmonary Rehab	1,080		599		1,049		1,265		1,289		1,315	50
<b>Total Cardio Pulmonary Rehab</b>	<b>1,548</b>		<b>1,050</b>		<b>3,235</b>		<b>3,389</b>		<b>3,672</b>		<b>3,698</b>	<b>309</b>
Physical Therapy	84,689		78,650		77,612		86,504		81,745		87,232	728
Occupational Therapy	11,540		13,893		13,893		10,824		15,030		11,250	426
Speech Therapy	3,257		1,812		2,656		2,832		3,402		3,000	168
<b>Total PT/OT/ST Encounters</b>	<b>99,486</b>		<b>94,355</b>		<b>94,161</b>		<b>100,160</b>		<b>100,177</b>		<b>101,482</b>	<b>1,322</b>
Emergency Dept - Census	11,742		12,941		14,511		15,230		14,640		16,200	970
Express Clinic - Encounters	8,940		12,011		13,986		14,451		13,693		15,600	1,149
South County Clinic	1,372		1,028		1,655		2,331		2,689		2,689	358
Port Ludlow Clinic	7,299		7,701		7,381		6,855		9,019		7,518	663
Sheridan Clinic	31,370		29,270		31,600		35,369		33,318		37,769	2,400
Dental Clinic	4,789		4,859		5,671		5,498		5,801		7,461	1,963
Watership Clinic	12,103		12,595		13,624		13,802		15,161		17,156	3,354
Townsend Clinic	6,411		6,109		6,217		6,482		6,318		6,620	138

# Department Statistics - Continued

2025 Budget												
Department Statistics												
	2021		2022		2023		2024			2025	Change	
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
<b>Total Primary Care RHC Visits</b>	<b>72,284</b>		<b>73,573</b>		<b>80,134</b>		<b>84,786</b>		<b>85,999</b>		<b>94,813</b>	<b>10,027</b>
Infusion Center	9,090		9,857		9,053		9,126		10,686		10,686	1,560
Oncology	6,242		6,346		5,826		4,505		8,028		6,300	1,795
Radiation Oncology	-		-		-		-		-		640	640
<b>Total Oncology / Infusion</b>	<b>15,332</b>		<b>16,203</b>		<b>14,879</b>		<b>13,631</b>		<b>18,714</b>		<b>17,626</b>	<b>3,995</b>
Wound Clinic	2,949		2,308		1,496		1,617		2,208		2,208	591
General Surgery Clinic	3,642		3,172		3,397		4,142		4,038		4,245	104
Urology Clinic	2,035		1,920		2,180		2,520		2,495		2,500	(20)
Sleep Clinic	1,313		1,969		1,961		2,528		2,323		2,441	(86)
Orthopedic Clinic	8,361		9,089		6,886		7,814		7,451		8,215	402
Obstetrics and Gynecology	3,318		3,028		3,800		4,173		3,911		4,371	198
Hand-Plastics	-		-		2,577		2,000		2,669		2,669	670
Neurology Clinic	-		-		-		192		96		1,600	1,408
Rheumatology Clinic	-		-		-		77		48		150	74
ENT Clinic	-		-		-		-		-		500	500
Pulmonology Clinic	-		-		-		-		-		500	500
Cardiology Clinic	5,554		5,942		5,455		5,837		7,416		6,072	236
Dermatology Clinic	6,926		-		-		8,687		8,939		9,500	813
<b>Total Specialty Clinic Visits</b>	<b>64,762</b>		<b>59,834</b>		<b>57,510</b>		<b>66,845</b>		<b>79,022</b>		<b>80,224</b>	<b>13,380</b>
Sleep Studies	500		627		652		638		684		684	46
Home Health -Visits	8,179		7,757		-		11,102		10,284		11,273	171
Hospice - Census / Days	17,858		9,981		12,671		11,523		13,872		12,671	1,148
Dietary - Meals Served Equivalent	76,029		115,413		93,341		80,408		115,716		118,620	38,212

# FTE by Service Category

2025 Budget								
FTE's								
Jefferson Healthcare	2021	2022	2023	2024		2025	Change	
	Actual	Actual	Actual	Annualized	Budget	Budget	2024 annualized to 2025 budget	
Acute	62.31	48.30	45.29	53.82	56.38	60.90	7.08	
Surgery	33.98	22.95	25.40	32.68	30.23	37.48	4.80	
Lab	25.94	25.78	26.52	27.42	25.90	28.44	1.02	
Imaging	29.23	23.51	26.47	33.28	33.03	37.28	4.00	
Pharmacy	15.35	14.33	13.52	15.14	16.29	18.14	3.00	
Therapy	47.01	44.08	46.03	46.99	51.95	52.24	5.25	
Emergency	28.22	26.37	26.36	28.91	25.60	29.08	0.17	
Express	0.53	2.59	4.46	4.61	4.18	4.67	0.07	
Oncology/Infusion	22.37	22.72	22.17	22.86	23.61	30.83	7.97	
Primary Care	74.85	66.98	72.95	74.58	56.48	82.12	7.54	
Specialty Clinic	47.82	46.85	48.36	48.41	56.78	48.44	0.03	
Home Health Hospice	36.30	34.88	35.80	40.19	43.78	47.28	7.09	
Retail Pharmacy	3.02	1.78	3.93	4.96	6.77	5.80	0.84	
Support	183.22	218.68	226.35	246.24	262.18	293.60	47.36	
Other	0.59	2.49	1.27	0.24	-	-	(0.24)	
<b>Total Non-Provider FTE's</b>	<b>610.75</b>	<b>602.31</b>	<b>624.86</b>	<b>680.32</b>	<b>693.17</b>	<b>776.30</b>	<b>95.98</b>	
Acute	6.48	6.40	7.34	7.36	6.63	7.31	(0.05)	
Surgery	4.10	5.48	5.32	5.50	5.50	6.71	1.21	
Imaging	-	-	-	0.28	0.50	0.50	0.22	
Therapy	0.07	0.06	0.04	0.04	0.04	0.05	0.01	
Emergency	4.69	6.07	7.29	8.15	6.70	7.38	(0.76)	
Express	4.50	3.54	4.95	4.63	4.58	4.92	0.29	
Oncology/Infusion	2.57	4.05	3.39	2.12	5.60	2.25	0.13	
Primary Care	27.81	30.53	28.02	28.12	29.39	32.64	4.52	
Specialty Clinic	19.51	18.07	20.60	23.02	23.28	25.29	2.27	
Home Health Hospice	0.91	0.07	0.38	1.63	2.00	2.63	1.00	
Support	1.11	2.46	2.49	2.15	1.53	2.05	(0.10)	
<b>Total Provider FTE's</b>	<b>71.75</b>	<b>76.73</b>	<b>79.82</b>	<b>83.00</b>	<b>85.74</b>	<b>91.74</b>	<b>8.74</b>	

## Jefferson County Public Hospital District No. 2

### RESOLUTION 2024-25 PROPERTY TAX INCREASE RESOLUTION

WHEREAS the Board of Commissioners has properly given notice of the public hearing held October 23, 2024, to consider the Hospital District's current expense budget for the 2025 calendar year, pursuant to RCW 84.55.120; and

WHEREAS the Board of Commissioners, after hearing, and after duly considering all relevant evidence and testimony presented, has determined that Jefferson County Public Hospital District No.2 requires increase in property tax revenue from the previous year, in addition to the increase resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, in order to discharge the expected expenses and obligations of Jefferson County Public Hospital District No. 2 and in its best interest;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners, that increase in the regular property tax levy, in addition to any amount resulting from the addition of new construction and improvements to property, refunds from the previous year, and any increase in the value of state-assessed property is hereby authorized for the 2025 levy of \$533,736.12 which is a percentage increase of 1 percent (\$5,284.52) from the previous year (see RCW 84.55.092).

ADOPTED and APPROVED by the Board of Commissioners of Public Hospital District No. 2, Jefferson County, Washington, at an open public meeting, the following Commissioners being present and voting in favor of the resolution.

APPROVED THIS 23rd day of October, 2024

APPROVED BY THE COMMISSION:

Commission President – Jill Rienstra: \_\_\_\_\_

Commission Secretary – Marie Dressler \_\_\_\_\_

Attest:

Commissioner – Bruce McComas: \_\_\_\_\_

Commissioner – Matt Ready: \_\_\_\_\_

Commissioner – Kees Kolff: \_\_\_\_\_

## Jefferson County Public Hospital District No. 2

### RESOLUTION 2024-25 WITHOUT PROPERTY TAX INCREASE RESOLUTION

WHEREAS the Board of Commissioners has properly given notice of the public hearing held October 23, 2024, to consider the Hospital District's current expense budget for the 2025 calendar year, pursuant to RCW 84.55.120; and

WHEREAS the Board of Commissioners, after hearing, and after duly considering all relevant evidence and testimony presented, has determined that Jefferson County Public Hospital District No.2 requires no increase in property tax revenue from the previous year, in addition to the increase resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, in order to discharge the expected expenses and obligations of Jefferson County Public Hospital District No. 2 and in its best interest;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners, that no increase in the regular property tax levy, in addition to any amount resulting from the addition of new construction and improvements to property, refunds from the previous year, and any increase in the value of state-assessed property is hereby authorized for the 2025 levy of \$528,451.60 which is a percentage increase of 0 percent (\$0.00) from the previous year (see RCW 84.55.092).

ADOPTED and APPROVED by the Board of Commissioners of Public Hospital District No. 2, Jefferson County, Washington, at an open public meeting, the following Commissioners being present and voting in favor of the resolution.

APPROVED THIS 23rd day of October, 2024

APPROVED BY THE COMMISSION:

Commission President – Jill Rienstra: \_\_\_\_\_

Commission Secretary – Marie Dressler \_\_\_\_\_

Attest:

Commissioner – Bruce McComas: \_\_\_\_\_

Commissioner – Matt Ready: \_\_\_\_\_

Commissioner – Kees Kolff: \_\_\_\_\_

## Jefferson County Public Hospital District No. 2

### RESOLUTION 2024-26 ADOPT FISCAL YEAR 2025 BUDGET

WHEREAS the Board of Commissioners has properly given notice of the public hearing held October 23<sup>rd</sup>, 2024, to consider the Hospital District's current expense budget for the 2025 calendar year, pursuant to RCW 84.55.120;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of Jefferson County Public Hospital District No. 2, that the Operations and Capital Budget for fiscal year 2025 as presented to the Board, as hereto attached, is hereby approved.

ADOPTED and APPROVED by the Board of Commissioners of Public Hospital District No. 2, Jefferson County, Washington, at an open public meeting, the following Commissioners being present and voting in favor of the resolution.

APPROVED THIS 23<sup>rd</sup> day of October 2024

APPROVED BY THE COMMISSION:

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

Commission Secretary – Marie Dressler: \_\_\_\_\_

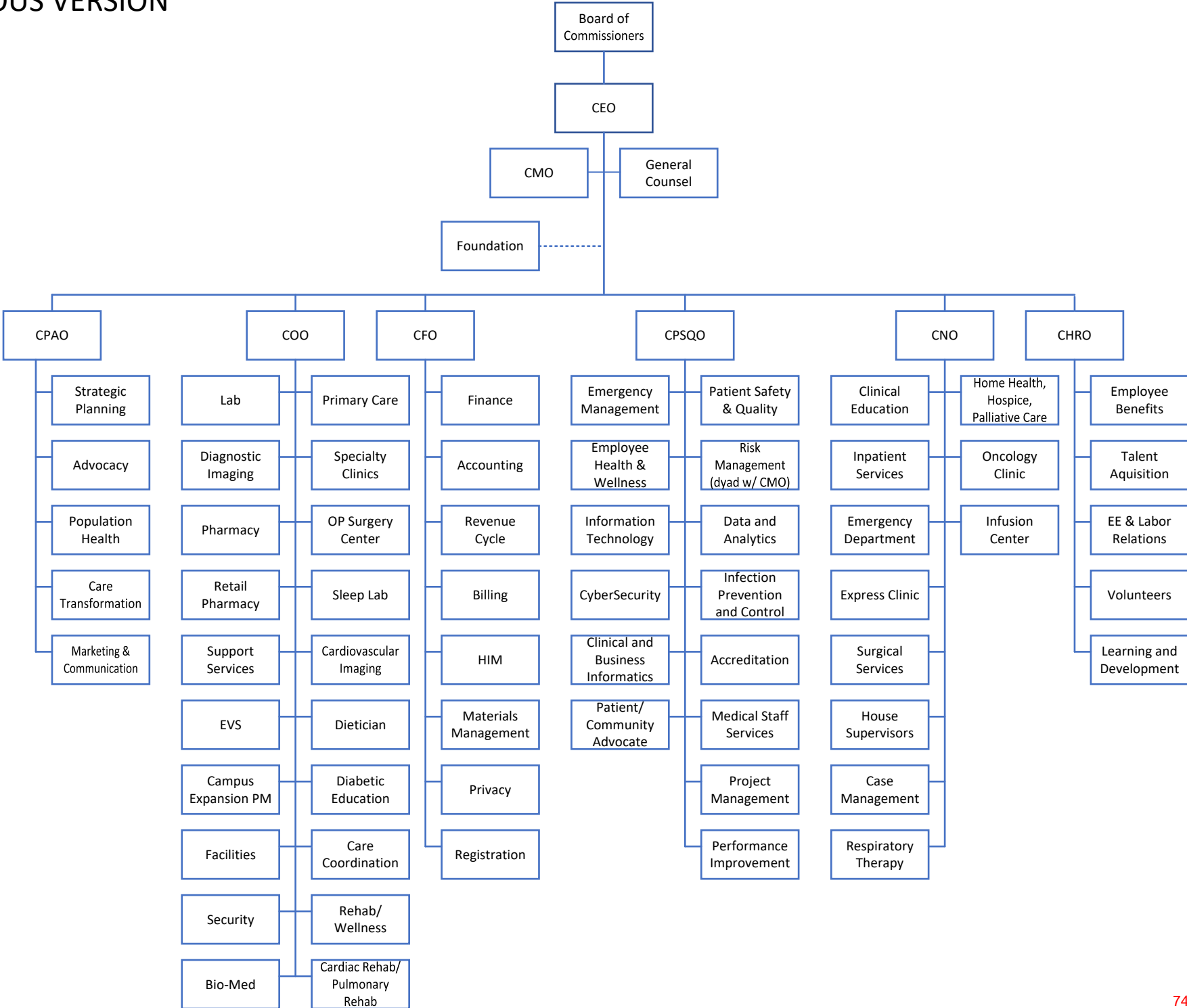
Attest:

Commissioner – Bruce McComas: \_\_\_\_\_

Commissioner – Matt Ready: \_\_\_\_\_

Commissioner – Kees Kolff: \_\_\_\_\_

PREVIOUS VERSION



# JEFFERSON HEALTHCARE

