

June 20, 2019

The regular meeting of the Board of Commissioners for Island Hospital was called to order by Commissioner Tessler on June 20th at 12noon in the Cypress of Island Hospital.

Those present were Commissioners Lynne Lang, PhD; Paul Maughan, PhD; Chip Bogosian, MD; Jan Iversen and Warren Tessler. Also present were Elise Cutter, Interim CEO/CFO; Robert Prins, MD CMO; Janine Wentworth, RN, Interim CNO; Ann Raish, Interim COO, Jason Hogge, MD, Chief of Staff; Robert Rieger, MD, Perspective Chief of Staff and Kim Graf, Executive Assistant.

Not Present: Denise Jones, RN CPCE and Carolyn Pape, CHRO

Public Comments:

Patricia Haynes remarked on communication processes between the hospital and patients.

Introductions:

Elise Cutter was pleased to introduce Ann Raish, Interim COO to the Board of Commissioners. Ann will serve as the Interim COO during the Administration transition period. Ann expanded on her personal and professional experiences with the Board.

Elise Cutter introduced Krysteena Hildebrand to the Board of Commissioners. Krysteena has joined the Island Hospital Leadership team and will serve as the Director of Specialty Clinics. Krysteena expanded on her personal and professional experiences with the Board.

Commissioner Tessler welcomed Dr. Rob Rieger, Perspective Chief of Staff. Dr. Rieger will assume the role of Chief of Staff on July 1st.

Elise Cutter and Warren Tessler thanked Dr. Hogge for his professionalism and enthusiasm while serving as Chief of Staff from July 2017 through June 2019. Dr. Hogge thanked the Commissioners and Administration for the opportunity to serve as Chief of Staff.

All welcomed Ann, Krysteena and Dr. Rieger to the Island Hospital Leadership Team and remarked how Dr. Hogge will be missed.

Completed Action Items:

The following action items have been completed:

- K. Hildebrand introduce to Board
- Initiated planning for Strategy Leadership Conference
- May Board Meeting Calendar Correction
- Med Staff Committee Meeting minutes and action items

Reliance Demonstration:

Krista Navaro, Reliance, provided the Board with an overview of the Reliance Community Health Record. Reliance is a robust HIE and will be replacing the previous HIE, MIN-NS. The system is utilized by healthcare providers to view and exchange patient records between healthcare facilities.

Highlighted:

- Reliance's expansion throughout Skagit and Island County
- Overview of the Reliance Community Health Record (CHR)
- Demonstrated the Reliance CHR through a test patient

Commissioner Maughan requested a follow up demonstration to view the Reliance CHR in more detail.

Clinic Identity

Duane Knapp, Brand Strategy, provided the Commissioners with an overview of Brand Strategy's involvement with Project TAG. Duane expanded on the clinic identity portion of the project and reviewed the recommendations presented to Island Hospital with regards to clinic identity.

Elise briefly remarked on next steps with the clinic identity phase of Project TAG which will be to drop the two clinic names (FMA and AFM) and move to one clinic name which will note the practices within the clinic under the medical group name. All in attendance concurred with this next step. The Commissioners requested that potential medical group name recommendations along with signage samples be presented at an upcoming Board Meeting.

CONSENT AGENDA:

After review and discussion, Commissioner Maughan made a motion to approve the Consent Agenda. Commissioner Bogosian seconded the motion. Commissioners Iversen, Lang, Bogosian, Tessler, and Maughan all voted aye and the motion carried.

BOARD QUALITY & PATIENT SAFETY REPORT

Board Summary Report:

Dr. Hogge provided follow-up on the Commissioners request to include individual medical staff committee reports in the monthly Board Books. Dr. Hogge remarked that the Medical Staff Board Summary Report is the appropriate report to be included in the monthly Board Books and noted that in the future the Board Summary Report will include more detailed information. Dr.

Hogge remarked on the peer review portion of action plans and action items with Medical Staff Committee discussions and the patient confidentiality of these reviews. General non patient related action plans and action items are currently included in the monthly Board Summary and can be found in the Actions/Recommendations column of the report.

Medical Staff Meeting Summaries: Dr. Hogge reported:

ED Committee: There was discussion of the TeamHealth annual requirement to include quality measures by provider on the TeamHealth website.

ECG ordering documentation requirements for reimbursement were discussed.

The Emergency Department received full designation for Level III Service. The designation is valid from 7/1/19-6/30/22. Recommendations are currently being reviewed and action plans will be developed.

Surgery Committee: Audits will be completed on workflow processes with briefs/timeouts/debriefs.

Anesthesia Committee: There was discussion of Anesthesia responses to code blues and trauma codes.

First case start times are being tracked and the appropriate follow up taken should a delay occur.

QA Committee: The committee reviewed Extended Stays, Medical Necessity, Potentially Avoidable Days, 1 Day Inpatient Length of Stay and Observation reviews.

Credentials: The amendment to the Medical Staff Bylaws allowing the Chair of the Emergency Room to be a voting member of the MEC was discussed.

Credentials:

After review and discussion, Commissioner Bogosian made a motion to approve the Credentials. Commissioner Maughan seconded the motion. Commissioners Iversen, Lang, Bogosian, Tessler, and Maughan all voted aye and the motion carried.

Medical Staff Bylaws:

After review and discussion, Commissioner Lang made a motion to approve the Medical Staff Bylaw changes as presented. Commissioner Iversen seconded the motion. Commissioners Iversen, Lang, Bogosian, Tessler, and Maughan all voted aye and the motion carried.

Board Quality/Management Review:

Commissioner Iversen remarked on Dr. Murray's recommendations to utilize Physician Advisors with Utilization Review.

There was review of the following items and recommendations:

- Utilization Review
- Anesthesia/Moderate Sedation Adverse Events
- Restraints Use/Seclusions
- Quality Goals for Q1 Patient Experience & Clinical Excellence
- Internal Audits Q1
- Survey/Investigation Reports
- Medical Staff Committee Summary Review

FINANCE UPDATE:

Financial Statement Review: Elise Cutter reported on the May 2019 financial statements with the Commissioners and highlighted the following as significant items:

- ❖ Balance Sheet – The hospital collected \$9.5 million in cash in May and paid out \$9.7 million. This resulted in day's cash on hand of 142.6 (123.9 excluding the remaining bond funds) up from April 141.2. The current ratio decreased to 2.47 from 2.72 in April.
- ❖ Net Revenue – Net revenue for May 2019 was \$8.4 million with an actual collection rate of 40.2% which is below the budgeted 40.5%. Volumes in the Hospital were above budget and physician and specialty clinics were below budget.
- ❖ Operating expenses – Total year to date operating expenses are 1.6% below budget and .4% below the prior year. YTD supplies are over budget 5.7% due to surgical volumes but under 5.6% prior year. The total number of FTE's for 2019 is 531 which is under the budget of 558 and 27 less than 2018. The Hospital recorded a net operating loss year to date of \$803,000 versus the budgeted operating loss of \$657,000. The excess gain year to date is \$962,000 or 2.4% of net revenue versus budgeted excess gain of \$1,057,000 or 2.6% of net revenue.

Administration Update:

CMO: Dr. Prins remarked on CMO initiatives, as they relate to the Organizational Pillar Goals, that he will focus on during the Administration transition period:

Patient Experience & Clinical Excellence

- Antimicrobial Stewardship
- Patient Experience
- Clinical Metrics
- Wellness Metrics
- Chronic Disease Management

People

- Clinical Workflow processes
- EMR Optimization

Growth

- Primary Care
- Urology

- Interventional Pain
- General Surgery

Interim CNO: Janine Wentworth, RN provided the Commissioners with an overview of the areas of focus she will work on during her tenure as Interim CNO. Janine expanded on focus areas within Surgical Services, Acute Care, Emergency Department and Labor & Delivery.

CEO: Elise Cutter reported on Interim CEO priorities:

- Dialogs with hospital senior leaders to define areas of focus and priorities to achieve set goals
- Physician recruitment efforts
- Phone system demos
- Communication efforts throughout Hospital with staff, physicians and Medical Staff.

Strategy Committee:

CEO Recruitment: Commissioner Tessler remarked on the ongoing CEO Search efforts sharing that COORS Leadership Capital is currently screen candidates. It is anticipated that candidates could be on site the end of summer for site visits.

Commissioner Tessler remarked on recent strategy dialogs with ECG to formulate consistent messaging among the board and SLT regarding potential collaborative efforts and/or partnerships with local healthcare organizations.

NEW BUSINESS:

Island Hospital Foundation: Jeannette Papadakis reported on the Spring Appeal Campaign, ongoing IHF media projects, upcoming Island Hospital Golf Classic and a potential IHF sponsored “Doc Talk” with donors.

Commissioners Calendar: The July Board Calendar was approved as presented with the removal of the Working Board Meeting on July 10th. As a reminder there is NO Working Board Meeting in July. Next Island Hospital Board Meeting will be Thursday, July 24th.

Action Items:

- Follow up with P. Haynes regarding communication processes between hospital and patients.
- Setup Reliance informational demo
- Present potential medical group names and signage samples at upcoming Board Meeting.
- Kim to send correct July Board Calendar with minutes.

ADJOURNMENT:

There being no further business, Commissioner Tessler called for the meeting to be adjourned at 2:25 pm.

Warren Tessler President/Commissioner

Jan Iversen Secretary/Commissioner

Paul Maughan, PhD Commissioner

Chip Bogosian, MD., Commissioner

Lynne Lang, PhD, Commissioner