

July 24, 2019

The regular meeting of the Board of Commissioners for Island Hospital was called to order by Commissioner Tessler on July 24th 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, Carolyn Pape, CHRO; Robert Rieger, MD, COS; Kim Graf, Executive Assistant and Briana Alzola, Anacortes American.

Not Present: Denise Jones, RN CPCE

Public Comments:

No Public Comments were made.

Completed Action Items:

The following action items have been completed:

- Reliance Demonstration
- Revised July Board Calendar sent to Commissioners
- Medical Group signage samples presented to Commissioners
- Patients follow up on communication efforts between hospital and patients.

Island Hospital Medical Group Signage:

As follow up to the Clinic Identity presentation at the June 20th Board Meeting, Dennis Richards presented recommendations and examples of signage for the Island Hospital Medical Group. The FMA and AFM Clinics names will move to one (1) clinic name and note the practices within the clinic under the Island Hospital Medical Group name.

After discussion all in attendance concurred with moving forward with the suggested Island Hospital Medical Group signage recommendations which will include the Island Hospital logo.

Employee Wellness:

Barb LeDuc provided the Commissioners with an update on the Employee Wellness Committee. Barb expanded on the mission, programs sponsored by the Wellness Committee and new programs for 2019 which will include a Healthy Lifestyle Program for employees. Barb was pleased to share that Island Hospital Wellness Committee has received the 2019 Zo8 and the Golden Apple Honorable Mention awards given by the Washington State Health Care Authority. These awards recognize the IH Wellness Committee's achievement in building a sustainable wellness program.

Elise shared with the Commissioners that Barb LeDuc was recognized at the July LRT for her exceptional work within the Community Relations Department and the Wellness Committee.

CONSENT AGENDA:

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

BOARD QUALITY & PATIENT SAFETY REPORT

Medical Staff Meeting Summaries: Dr. Rieger reported:

ED Committee: There was discussion of code protocol within the ED. There will be a restructuring of the Code Committee to include an ED provider and Hospitalist.

Swedish will no longer proctor the Code Stroke Program. Island Hospital evaluated the Providence, Virginia Mason and Harborview programs to see which program is a viable option to replace Swedish. Island Hospital determined that Providence will allow for the smoothest transition. In addition, Island Hospital will provide the Hospitalist with code stroke protocol.

Infection Control Committee: There was discussion of community acquired infections. To date there have been no reports of measles in Skagit County and one (1) flu associated death out of the three hundred thirty seven (337) positive influenza results.

There was discussion of a recent State wide emergency preparedness drill to test the public health communication processes during a healthcare emergency.

There was a review of the Quality Dashboard. These measures are reported publically by CMS. There was discussion of the sepsis and readmission rates. Island Hospital is below the State rate for Sepsis and at the same rate State and National rates for readmissions.

Commissioner Maughan inquired on the readmission rates and the initiatives that are underway to improve the rates. Dr. Prins expanded on the readmission rate statistics and noted there was a significant increase in orthopedic readmission. Jeanine Wentworth shared that Jeanne Sandahl, RN Manager Care Management, is currently evaluating processes to improve readmission rates.

OB/Peds: The Birth Center has created an informational packet that will be provided to patients. The packet provides information on newborns and patient experience expectations when admitted to the Hospital. It was suggested that information on breast feeding and vaccinations be included as well.

There was discussion of the fetal pillow which is a new instrument being used during child birth. Tonja Dunton, RN will invite the vendor on site to provide a demo to the OB/Peds Committee.

Board Quality/Management Review:

- There was no Board Quality & Management Review Meeting in July.

FINANCE UPDATE:

Elise shared that she is working with Cindy Anderson to revise the monthly Finance Dashboard in order to individually highlight inpatient, outpatient and clinic revenues.

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

- ❖ Balance Sheet – The hospital collected \$8.1 million in cash in June and paid out \$8.2 million. This resulted in day's cash on hand of 134.7 (112.6 excluding the remaining bond funds) down from May 142.6. The current ratio increased to 2.78 from 2.47 in May.
- ❖ Net Revenue – Net revenue for June 2019 was \$7.2 million which was \$685,000 below budget or -9%. The variance to budget was due to lower than budgeted inpatient admissions and outpatient clinic visits.
- ❖ Operating expenses – Operating Expenses were below budget by 5.2%. Due to the fact that revenue was below budget by 9% the Hospital still had a loss. Year to date operating expenses are 2.2% below budget and .3% above the prior year.

Commissioner Tessler remarked on the continued trend with decreasing inpatient volumes and commented on the importance of proactively responding to the trends.

Administration Update:

CMO: Dr. Prins provided the Commissioners with information on the Meds to Beds Program which is expected to Go Live in August. The Meds to Beds Program is designed to educate patients and caregivers on medication instructions prior to discharge in order to ensure proper medication use at home. Dr. Prins remarked on a recent Scribe Committee site visit to view scribe services and an upcoming scribe trial/pilot program that will be held at Island Hospital next week. It is anticipated that the Island Hospital Scribe Program will Go Live in November.

CHRO: Carolyn Pape reported on staff turnover statistics within the healthcare industry overall and the influence of the low unemployment rate on the available labor market. Carolyn reviewed strategies to increase staff retention rates within departments when selecting candidates and on an upcoming Job Fair that is scheduled for September here at Island Hospital.

Carolyn provided a preview of the new electronic Exit Interview Survey format and content which includes a focus on the Press Ganey Key Drivers of Engagement to continue building on the value of our Employee Engagement survey feedback. The survey will be accessed through Survey Monkey. Carolyn will provide the Board with an update on the survey in six (6) months.

Interim CNO: Janine Wentworth, RN reported on the Q2 Press Ganey Patient Experience results and remarked on areas of opportunity.

The following areas were reviewed:

- Inpatient
- Emergency Department

- Ambulatory Surgery
- Family Care Clinics

Interim COO: Ann Raish, Interim COO, provided updates on optimizing clinical and financial performance during her tenure at Island Hospital.

Highlighted were the following areas:

- Focus on the important - use of data, visual boards, display successes to achieve goals, engage in daily huddles.
- Improve Primary Care Access-call center, scheduling, patient flow, room turnover, EMR functionality, provider access
- Hold Teams Accountable-standard onboarding, standard templates, standard work confirmations, provider score cards
- Improve Ambulatory Access-focus on outpatient care, evaluate underutilized workspaces to accommodate growth and healthcare needs.
- Achieve positive operating margins-evaluate trends, new service areas, examine key expense levers, match operations to volume.

CMIO: On behalf of Dr. Mathis, Elise presented the CMIO priorities for 2019.

The CMIO areas of focus:

- Ambulatory: Documentation, Order Sets developed by the Physician Advisory Committee, Flowsheets, E-Prescribe
- Patient Experience: Pilot the After Visit Summary for patients
- Clinical: Medication reconciliation
- Expanse October Update: The upgrade will be delivered July 31st, will focus on provider and operational enhancements and Go Live in October.
- Non-Ambulatory: Physician/Provider optimization, Oncology optimization

CEO: Elise Cutter reported on improving access with physician recruitment remarking on incoming providers:

- Dr. Kieran Melody-General Surgeon, July 2019
- Dr. Kelly Fellows-OB/GYN, August 2019
- Dr. Kari Weigle-General Surgeon, September 2019
- Dr. Craig Thom-Family Practice (FMA), October 2019
- Dr. Jon Peterson-Family Practice (FMA), October 2019

Elise shared that Island Hospital has two (2) family practice provider site visits schedule for July and September and continues to explore opportunities to return urology services to Anacortes.

Elise remarked on focus areas and opportunities over the next six (6) months to achieve the Organization Goals within the pillars (People, Clinical Excellence, Patient Satisfaction, Finance and Growth). Elise briefly commented on the additional resources made available to the leadership team in order to support the initiatives underway to achieve the Pillar goals.

Strategy Committee:

CEO Recruitment: Commissioner Tessler provided an update on CEO Search efforts remarking that candidates are currently being screened and that it is anticipated that site visits will be scheduled in early Fall.

NEW BUSINESS:

Island Hospital Foundation: Jeannette Papadakis was pleased to share the Foundation has raised over \$900,000 in donations through July remarking this is an all-time high. Jeannette commented on the Spring Appeal Campaign noting early successes and on a recent Foundation check presentation from Shell with a grant to fund Suicide Prevention Training for ED staff.

Commissioners Calendar: The August Board Calendar was approved as presented.

Action Items:

- Emergency Preparedness Drill follow up details
- Exit Survey Update at January Board Meeting

ADJOURNMENT:

There being no further business, Commissioner Tessler called for the meeting to be adjourned at 2:20 pm.

Warren Tessler President/Commissioner

Jan Iversen Secretary/Commissioner

Paul Maughan, PhD Commissioner

Chip Bogosian, MD., Commissioner

Lynne Lang, PhD, Commissioner