

August 12, 2019

The regular meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 8:00 am by Board President, President Wallin. Present were President Wallin; Commissioner Fey; Commissioner Blankenship; Commissioner Cammermeyer; Chief Executive Officer/Chief Financial Officer, Ron Telles, Chief Operations Office, Colleen Clark, Quality & Transformation Officer, Linda Gipson; Interim Chief Nursing Officer, Cindy Noonan; Chief of Staff, Dr. Douglas Langrock; General Counsel, Jake Kempton; and several other hospital staff. Excused Absence, Commissioner Anderson.

**Points of Order**

President Wallin stated the meeting will be audio and video recorded today.

**Consent Agenda**

Commissioner Fey made a motion to approve the Consent Agenda and the vouchers as presented seconded by Commissioner Blankenship. Motion carried. Vouchers audited and certified by the auditing officer as required by RCW 42.24.080, and those expense and reimbursement claims certified as required by RCW 42.24.090, and have been recorded on a listing which has been made available to the Board. #239769 to #240702 and #10382-10476 total amount of \$9,465,830.98 with Capital equipment vouchers in the amount of \$264,562.84 motion carries therefore the vouchers are approved for payment in the amount of \$9,730,393.82 12<sup>th</sup> of August 2019.

**General Public Comments:**

Jessica Shaffer, union officer secretary for the nurses' union at WhidbeyHealth started by stating that they are currently in the seventh month of negotiations for a contract that expired in March. Jessica stated that they are working with management to come to the best solution and have started a comment card campaign through the nurses' union to present to the Board of Directors for consideration.

Jessica stated that nurses are the backbone of this facility and they are seeking a good, fair contract for everyone and hopes that these comment cards will be taken to heart.

Gwen Parrick, RN and chairman of her unit stated that another employee informed her that WhidbeyHealth has employees who are no longer with the establishment due to the cost of living on the island. Gwen Parrick stated that it speaks to the wage earnings provided by WhidbeyHealth and felt this matter needed to be brought to the attention of the Board.

**Nursing Update:**

None.

**Medical Staff Report**

Dr. Douglas Langrock stated that the credential committee did not meet because there were no new people to bring forward for privileging.

Dr. Douglas Langrock presented policy and procedure amendments for POLICY 29 which discuss the general surgeons role in the care of the trauma patient. Dr. Douglas Langrock stated that as a Level III trauma center and evaluated by state trauma agencies, it was found that this policy needed to be included to assist in stating the role of the general surgeon; this includes when the trauma surgeon transfers care over to the appropriate physician. Moved to approve POLICY 29: General Surgeon Role in the Care of the Trauma Patient by Commissioner Cammermeyer.

Seconded by Commissioner Blankenship. Motion Carried.

Commissioner Cammermeyer stated to Dr. Douglas Langrock that there was discussion over ARNP/APRN during the time the bylaws were being reviewed. Commissioner Cammermeyer would like clarification on the interpretation of who is considered ARNP/APRN as personnel was lumped together under these categories. Dr. Douglas Langrock will discuss this situation with Nick Perera and will provide clarification at the next board meeting.

## Quality Update

Linda acknowledges Jamie and thanked Laura for a positive article in the paper about the effect Jamie's presence with WhidbeyHealth will have with community partners to assist in advancing the health of the community. Linda discussed the Letter to the Editor article in the local newspaper. Linda stated that WhidbeyHealth has had nearly 75,000 patients in the emergency department and has admitted 6,000 of them, delivered nearly 600 babies and cared for approximately 600 critically ill patients. Linda stated those patients were safe from harm events that are associated with hospitalization due to the care of employees at WhidbeyHealth Medical Center. Linda mentioned this data is transparent and publicly available and goes on to thank Dr. Douglas Langrock for taking some of the data and publishing it in the newspaper as the Chief of Staff. Linda stated that WhidbeyHealth patients do not get pressure ulcers, infections, or other adverse events that are seen in other hospitals. The infection rate is half of the national average and less than 1% across the board. Linda pointed out 17,000 lawsuits are filed every year for the presence and development of pressure ulcers which WhidbeyHealth does not have due in large to the experienced and dedicated nursing staff. Linda stated that no procedure is without risk to include surgeries, which have an established risk and complication rate associated with them. Linda discussed the complications associated with a colonoscopy; a very common, high-volume procedure. Linda stated this has a 1.6% complication rate among low-risk patients serious enough to return back to the hospital within seven days. Linda went on to describe other risks and complication ratings. Linda stated that WhidbeyHealth complication rates are extraordinarily low. Linda noted that if a complication does occur, top medical personnel review the case and immediate action is taken to correct the situation. Linda stated that if the team is unable to adequately evaluate a case, the case is sent to an external expert for review and expert opinion. Linda stated that the staff at WhidbeyHealth is committed to its patients and the community as their first and foremost priority. Linda assured the community that WhidbeyHealth provides care that is safe and effective based on

practice standards, with data that is publicly recorded, transparent, and continuously reviewed. WhidbeyHealth takes every comment, concern, complaint, and recommendation with utmost seriousness and with commitment to continuous improvement. Linda mentioned that lawsuits are extremely rare at WhidbeyHealth and hopes the community will maintain an open mind as to the many reasons why lawsuits may occur.

Commissioner Wallin stated that he would like the newspaper to finally share the truth on WhidbeyHealth and its dedication of staff.

Commissioner Blankenship thanks Linda for providing the other side of the newspaper article and showcasing the data.

Commissioner Cammermeyer stated that the negative comments she has received have not been care related but more interaction based. Commissioner Cammermeyer stated the importance of being on the other side of the conversation with a patient and remembering the importance of interactions and respect for others.

Linda mentioned Ron's efforts in changing the hospitals culture and the positive movement that will create with the staff and community.

#### **Staff and Status Reports from Administration**

Ron Telles introduced new members at the front table to include the new Chief Operations Officer Colleen Clark who has been with our organization for 15 months as the Director of Practice Management. Ron stated Colleen has 25 years of healthcare experience to include working at the Everett Clinic where she was instrumental in implementing a new clinic. Colleen currently holds a business degree and is working on her Masters in Organizational Leadership and Development. Colleen has a Black Belt Lean Certification from Toyota Production System and is ACMPE certified. Ron goes on to explain that our current Chief Nursing Officer, Lisa Sanford will be out until October. Ron has sought the assistance of Cindy Noonan who worked with our organization as CNO prior to Lisa Sanford. Ron explained that Cindy Noonan will be the Interim Chief Nursing Officer until Lisa is able to return.

Ron Telles discussed the need for culture change and stated the administrative team is currently researching external resources to help improve the hospital's culture.

Ron stated suggestion boxes are full with employee and patient suggestions with all being considered and some addressed.

Ron shared items listed in the WhidbeyHealth Happenings including Lifeflight services which will be covering the Pacific Northwest and is at no cost to the hospital.

Commissioner Cammermeyer asked if people have the ability to enroll in their services. Ron stated that people are able to enroll online through their website.

Ron stated he will begin to have employee forums soon to accommodate all shifts and town hall meetings will begin in September.

Ron asked Linda to provide an accreditation update. Linda stated she will be presenting a comparison of accreditation options at the next board meeting. Linda mentioned that the hospital is looking into what will fit within the culture.

Commissioner Wallin asked to ensure agenda is separated and documented well enough for the community to understand.

Ron Telles discussed the Health Fac survey and stated to the board that he will provide a presentation once the full report has been received. Ron stated the essence was that people go off island to for primary care access.

Ron asks Colleen Clark to present the clinic recruitment status. Colleen discusses what the current process and incentives are for the clinic/hospital recruiting structure. Commissioner Cammermeyer questions if all positions listed are due to people who have left the organization or restructuring. Colleen stated that 40% are replacements and the rest is growth for outpatient clinics. Colleen provides kudos to providers for taking time to meet with these candidates. Commissioner Blankenship asked the difference between site visit and application pending. Colleen stated that application pending means that a candidate has not reached back out with a date for a phone interview and the site visit indicates they have already had a phone interview and a date has been solidified to interview onsite. Commissioner Blankenship asked if there is a similar process for nurse recruiting, but Colleen stated she is not the expert in that area.

Ron Telles began discussing the Swing Bed initiative and asked Coryelle Rogers, head of this initiative, if the hospital would still be going live September 1<sup>st</sup>. Coryelle agreed.

Ron mentioned Tour de Whidbey is Saturday, August 17<sup>th</sup> and thanked the Employee Council for their hard work and successful Fiesta Day.

### Finance Update

#### Jennifer Reed reviewed June Financials:

1. Patient days are down for the month of June.
2. Discharges were also down for the month of June with July looking better.  

Commissioner Blankenship asked Jennifer if she has been able to conclude which patients the hospital is not receiving that it used to receive. Jennifer stated she has not but will look into this.
3. Adjusted patient day visits reflect how the hospital is moving towards outpatient care. The 2017 average is nearing the 2018 average which means patient days are relatively average. Ron stated this is a way to measure volume when there is outpatient activity. Ron mentioned inpatient revenue per day as well as outpatient factors are used as the denominator.
4. Surgeries were up compared to average. Inpatient surgeries are about 6 patients less than outpatient surgeries. What Jennifer is hoping to catch on this measure is how many patients have to go off island for care and return. Linda mentioned that even major surgeries like hip replacements are no longer a same day surgical procedures according to Medicare. Commissioner Cammermeyer asked if those would be potential patients that would use the swing beds. Ron stated that the patient would have to be an acute care patient for 3 days with one day being the day of surgery.
5. ER visits are up over average. President Wallin asked why there was a major spike in March which Jennifer stated was due to the flu.
6. Clinic visits: Women's average has dropped slightly. Ortho is up over the three year average as we have introduced Dr. Idjadi. General surgery is also up over average. Jennifer stated General Surgery numbers do not include global post-op

visits, but only in clinic visits. Commissioner Blankenship stated he appreciated Jennifer including the exact numbers for each clinic.

7. Operational Expenses: Compensation is down due to having enough historical claim information now that Jennifer did a Tru-up of the self-insurance claims. Claims are less than anticipated. That money will move to another account to build. Overall expenses were down as revenue is also down.
8. Net Operating Income: Gross patient charges were 11% under budget but with adjusting for settlements and new increase in percentage. The net patient revenue is 1% over budget for June and 3% over budget year to date. Commissioner Blankenship asked if it is the expenses that are hurting the organization and not the revenue. Jennifer stated she feels it is both as the revenue is a challenge as well as collecting the net revenue. Supplies are up due to the 340(b). Jennifer mentioned that is beginning to decline as rebates continue to come in and there is more revenue in pharmacy. Jennifer stated physician's fees are due to having a few Locum providers. Jennifer mentioned the over budgeting for utilities year to date. However, she stated there is a grant pending, but is unsure of the amount for the new wing. Commissioner Blankenship questioned why the depreciation isn't an exact number. Jennifer stated she did not have a lot of the information during budget season. Commissioner Blankenship asked about our Medicare cost reimbursement. Jennifer stated she is still waiting for this. Commissioner Blankenship asked if we may reach out to Congressman Larson about this. Ron stated he mentioned both the USDA loan and Medicare cost report settlement to Congressman Larson when he visited WhidbeyHealth last week. President Wallin mentioned following up with an email.
9. As of June 30<sup>th</sup>, the organization is at 8 days cash on hand.
10. Commissioner Blankenship asked what the fund balance is. Jennifer stated this is retained earnings for the entire history of a corporation for monies not paid out.

**Board Items:**

President Wallin asked Ron Telles to discuss Strategic Planning. Ron discussed the board will be meeting to discuss strategic planning. Ron stated that administration is

looking at candidates to facilitate the culture change, leadership development, and discussed how the two can be merged. Commissioner Blankenship asked Jake Kempton if the board is allowed to discuss proposals. Jake stated that it may be discussed in Executive Session. Ron stated there will be presentations provided by external candidates to members of the board and administration with the final decision brought to the next board meeting. Commissioner Blankenship questioned if he and Ron were discussing two separate subjects. Commissioner Blankenship stated he believed the leadership candidates were considered governance proposals. Ron stated he believed the culture and governance were a mixture. Ron stated a need for understanding how the governance, strategic plan, and overall focus will tie into the implementation of our cultural change. Jake stated there are candidates coming in for presentations within the next few weeks. Ron stated he believes it may come down to two candidates for consideration. Ron Wallin stated the need for creating a board workshop for presenters as well as getting the town hall meetings scheduled. Commissioner Cammermeyer stated the need for making a decision to help spread the word early. Commissioner Cammermeyer stated she does not believe a town hall meeting in the south end every quarter is useful, but recommended quarterly town hall meetings in each region. President Wallin mentioned scheduling a town hall in September for South Whidbey, one in Oak Harbor, and another in Coupeville.

Jake Kempton presented Resolution 397. Jake stated this resolution updates the signatory authority for bank accounts. After an in-depth discussion, it was requested that Jennifer Reed follow up with auditors regarding signing authority and will provide an update at the next board meeting.

President Wallin motioned to approve, seconded by Commissioner Cammermeyer. Motion Carried.

President Wallin states the board will now be excused into Executive Session at 9:25 am, under RCW 42.30.110 (1)(i), no voting will take place.

Regular session continues at 10:13am.

**Agenda Items for Next Board Meeting**

President Wallin noted for the next Board meeting:

Jennifer Reed will follow up with auditors regarding signing authority and provide an update.

Next Board meeting will be held Monday, September 9th at 8:00 am.

**Adjournment**

There being no further business, President Wallin called for a motion to adjourn, seconded by Commissioner Fey to adjourn the meeting at 10:13 am. Motion carried.

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President of the Commission

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Secretary of the Commission

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