

March 11, 2019

The regular meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 7:04 am by Board President, President Wallin. Present were President Wallin; Commissioner Cammermeyer; Commissioner Fey; Commissioner Blankenship; Commissioner Anderson; Chief Executive Officer, Geri Forbes; Chief Financial Officer, Ron Telles; , Quality & Transformation Officer, Linda Gipson; Chief Nursing Officer, Lisa Sanford; Chief of Staff, Dr. Douglas Langrock; General Counsel, Jake Kempton; and several other hospital staff.

**Points of Order**

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

**Consent Agenda**

President Wallin made a motion to approve the Consent Agenda and the vouchers as presented, seconded by Commissioner Fey. 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. #235336 to #236203 total amount of \$8,689,455.91 with Capital equipment vouchers in the amount of \$176,198.58 motion carries therefore the vouchers are approved for payment in the amount of \$8,865,654.49 on this 11<sup>th</sup> of March 2019.

**General Public Comments**

- Katie Meyers spoke to the board regarding her concerns with the Women's Care clinic. With the recent removal of two physicians in rapid succession, one who is the only female doctor at the clinic, Katie feels that the atmosphere at the clinic has shifted, and has heard that the current midwives are at risk to be gone as well. Katie responds that she has heard that the midwives are being removed from call, which would mean that anyone who goes into labor at this time would be forced to see an MD whom they have no bond with. Katie feels at this point she took for granted how fortunate she was to have not only the

midwives but also the option of a female MD available for her care. Katie feels as though there are real problems with the hospital, letting two providers go with no plan to replace them is troublesome. As a patient and woman she feels that if she chose her provider that she deserves the right to have that provider throughout her pregnancy. Having to switch a provider is distressing and not in the best interest of the patient.

- Chrysta Brodt asks all the women in the room if they have naturally given birth to a child. She asks if they had the same doctor throughout their pregnancies. Chrysta had the privilege to have Dr. Chinn throughout both of her pregnancies, with terrible pre and postpartum depression. Chrysta had a positive experience in both pregnancies due to the care of Dr. Chinn. Chrysta felt that letting go two providers in rapid succession is irresponsible to the patients of this Island. Chrysta asks what the long term plan is, why did we let providers go with no provider lined up to take over. Chrysta asks why the hospital is in a 6 million dollar hole and what the board plans to do to fix that.
- Selene Brodt presented to speak about Dr. Chinn. Dr. Chinn made her experience positive. Selene, switched from Dr. Bennett and Dr. Chinn was able to safely deliver her child via an emergency C-section. The whole staff impacted Selene's life and is caring. The board needs to find a new provider to live up to the legacy Dr. Chinn has set for her patients and this community.

### Nursing Update

Lisa presented the year end clinical dashboard again noting, wonderful strides were met with an overall increase of 3.3%, however, missing the goal of 5%. Lisa shares the Press Ganey summary noting that Press Ganey will be on site April 2<sup>nd</sup>.

Commissioner Blankenship asks about our Press Ganey scores, wanting to know if the numbers compare to all hospitals? Lisa shares that this is a repository of hospitals that use Press Ganey's tools.

Commissioner Blankenship asks why the category for recommend this hospital has dropped and what measures are being sought to drill down and investigate this. Lisa

notes that Press Ganey is coming onsite in April for this very reason, they will help us utilize the tools available through their services and provide solutions to the areas that we need improvement. Our team believes that, unfortunately, people have long memories, and missed opportunities years ago can still be haunting to us now.

Commissioner Blankenship asks that Lisa brings back her findings to the next board meeting.

Lisa is going to utilize her time today by highlighting all of her departments.

Ambulatory Surgery/PACU managed by Colleen Lorenz. Highlights for 2018 include:

- Completed construction and move of new AS/PACU
- Utilized cross-trained staff to ED, Surgical pre-assessment and OB Units
- Redesigned Meditech charting for pre-op, PACU and Phase II
- Implemented education of ASPAN Credentials and eliminated travelers
- Completed CPOE Orders and developed all new policies for the department
- Promoted WhidbeyHealth to community through numerous tours of new facility

Clinical Education highlights for 2018 include:

- 12 successful sessions of clinical orientation: including 88 new clinical staff and 26 SVC RN students
- Various students for OT, PT, DI, Lab, Social Services, RT and CNAs were supported
- Online Education assigned through HealthStream
- Dozens of classes were taught for BLS, ACLS, NRP, TNCC, ENPC, PALS

Emergency Room managed by Debbie Ries. Highlights for 2018 include:

- 23,596 patients seen in 2018
- 1051 Admissions
- New department leader, which supported advancement form within the WhidbeyHealth System
- Improving communication with staff and patients
- Following up with AMA/LWBS patients within 24 hours
- New Trauma Medical Director- Dr. Alison Alberton
- New Trauma Coordinator- Bert Balagot

- Trauma designation application and survey

Laboratory managed by Janice Clarke. Highlights for 2018 include:

- Successful College of American Pathologist (CAP) Reaccreditation
- New phlebotomy draw chairs have been provided through the auxiliary
- Successful phlebotomy training program
- Corrected blood bank billing problems and improved electronic documentation with an estimated increase in revenue by approximately \$24,000 annually
- Implemented new tests: Hemosure iFOB, ROM Plus

MAC/Oncology managed by Renee Yanke. Highlights for 2018 include:

- Successful CoC Accreditation with 6 commendations & 1 Contingency
- Line Goulet, RN, CDE, M.ED was awarded the 2018 Washington State Diabetes Educator of the Year Award
- Increased use of Continuous Glucose Monitoring
- Integration of Gaila Palo, ARNP as the provider in Wound Care Clinic
- Review of various wound care materials to select the best and most cost effective materials

In Patient Services directed by Patsy Kolesar-Hynson. Highlights for 2018 include:

- Inception of Unit based Medical/Surgical and ICU Council
- Implementation of Diabetic Ketoacidosis Protocol
- Implementation of Sepsis Protocol
- Development and implementation of Nursing quality metrics
- Fall Reduction- Lowest fall rate in 5 years
- Development of Physician/Nurse beside rounding
- Cost accountability for managing units
- Cross training opportunities to OB, ED and charge nurse

Pharmacy directed by Tony Triplett. Highlights for 2018 include:

- Completed construction and move into new space; allowing for extended beyond use dates and hazardous drug preparation
- Pharmacists continue to take an active role in medication management for inpatients

- Monthly inspection of all hospital departments and all clinics to ensure proper medication storage, expiration rotation and waste policies are adhered to

Rehabilitation Services and Life Center directed by Karin Schulze. Highlights for 2018 include:

- Recruited 2 PT travelers & 1 Pediatric OT Traveler to WhidbeyHealth staff, reducing traveler utilization
- Implemented OT/ST pediatric feeding group sessions for pediatric patients & families
- Life Center volumes for cardiac & pulmonary rehab were up 12% overall compared with 2017 volumes
- Initiated quality improvement projects related to care for total joint patients and vestibular patients. Currently developing in-services for multidisciplinary staff education

Social Work supervised by Cyndy Stephenson. Highlights for 2018 include:

- Constructed a service model that fills previous voids of service
- Beginning April 1, this year, Whidbey Health will host up to four Masters Level Social Work Interns, beginning collaborative partnerships with: UW; Fordham University; Simmons University; and Walden University.
- Assessments in all of our community clinics, to determine social work service needs in each environment.
- Social Work will be involved in assisting staff impacted by any incidents involving potential or real trauma

Surgical Services managed by Amy Fettig. Highlights for 2018 include:

- Two new service lines; Maxillofacial and Urology
- 9 new Surgeons
- New full size sterilizer for sterile processing
- Dornoch suction containment system
- Mysosure Hysteroscopy system
- Thunderbeat Olympus Plasmakinetic
- New Stryker power tools

- Updated Olympus Urology video tower
- New Ureteroscopes
- Two new shoulder instrument sets
- New Laparoscopy instrument set with new camera & scopes

WhidbeyHealth Family Birth Place managed by Jackie Bassett. Highlights for 2018 include:

- Press Ganey scores move from 53.8% overall rating to 90.2 % in Nov 2017-Nov 2018
- Lactation Services started August of 2018
- Births increased from 212 to 252 2017-2018
- Childbirth Ed program started September 2018
- SANE program restart 4/18
- Staff taken through 17 educations including AWHONN Advanced Fetal Monitoring, Medical Screening Exam, Shoulder Dystocia, Post-Partum Hemorrhage, newborn resuscitation & C-section drills.

**Medical Staff Report**

The Medical Staff bylaws are still out being reviewed by the outside attorneys. We are looking at reviewing these bylaws at the next Medical Executive committee.

Dr. Langrock thanks the staff for participation at Dr. Roof’s retirement party.

Dr. Doug Langrock presented the following Initial Appointments:

Kavita Gulati, MD, Radiology	Provisional Active
Aubree Ruzkowski, MD, Emergency Medicine	Provisional Active

Commissioner Anderson motioned to approve, seconded by Commissioner Blankenship. Motion Carried.

Dr. Doug Langrock presented the following Advancements:

Kristine Holiday, PA-C, Family Practice	Provisional Active to Active
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James Bauer, MD, OB/GYN

Provisional Active to  
Active Telemedicine

Commissioner Fey motioned to approve, seconded by Commissioner Blankenship. Motion Carried.

Dr. Doug Langrock presented the following Reappointments:

Heather Good, PA-C, Family Practice

Active

Peter Sumner, MD, Radiology

Active Telemedicine

Madison McCulloch, MD

Active Telemedicine

Brian McCallie, MD, Radiology

Active Telemedicine

Commissioner Fey motioned to approve, seconded by Commissioner Anderson. Motion Carried.

### Quality Update

Linda reminds the board the Press Ganey will be onsite in April 2<sup>nd</sup>. They will be doing multiple breakout sessions throughout the day and the Board is invited to attend any or all of these sessions.

Linda acknowledges Jill Usher whom is present today representing the Patient Family Advisory Council.

Our staff is currently involved in a culture of patient safety survey which asks staff to share their perceptions about safety in the work place. Safety culture of an organization is the product of individual and group values, attitudes and perceptions. Organizations with a positive safety culture are characterized by communication founded in mutual trust and shared perceptions of the importance of safety. Linda hopes to share the survey findings next meeting with the Board.

Linda overviews the Merit-based Incentive Payment System, "MIPS", which is currently CMS' largest value-based care (VBC) payment program and is designed to be a major catalyst towards transforming the healthcare industry from fee-for-service to

pay-for-value. In early 2019, more than half-a-million clinicians' 2017 MIPS scores will be published by CMS, WhidbeyHealth has opted to report as a group.

The Bipartisan Budget Act mandates that CMS must gradually increase the MIPS performance threshold each year towards becoming the national historical mean or median in the 2022 performance year. Cost will be added in by CMS based on resource utilization based on claims data.

Linda discussed the North Sound ACH change and progress for WhidbeyHealth.

In May 2014, members of the North Sound Accountable Community of Health (North Sound ACH) Pre-Planning Group submitted a proposal to the Health Care Authority for a six-month planning grant. The North Sound region includes Snohomish, Skagit, Island, San Juan, and Whatcom Counties. The North Sound ACH presents an opportunity for a multi-sector voice for health and health care system reform, strengthening clinical-community linkages, and identifying innovative solutions to lower costs while increasing the quality of care.

#### **WhidbeyHealth Change Plan**

- Acute Care Transitions (physical health and behavioral health settings)
- Emergency Department Diversion
- Cross-sector Care Coordination and Diversion Collaborative
- Prevent Opioid Use and Misuse
- Link Individuals with Opioid Use Disorder with Treatment
- Intervene in Opioid Overdoses to Prevent Death
- Full Spectrum of Reproductive Health Services (including Long-Acting Reversible Contraception (LARC))
- Clinical transformation for prevention and management
- Community Linkages for Chronic Disease Prevention and Management
- Integrate Behavioral Health Services in Primary Care Settings
- Integrate Reproductive Health Services in Clinical and Community

#### **Sample Proposals of Funding**

- Organizational education using IHI Quality Curriculum
- Computer hardware to expand tele health capacity for all



primary care clinics

- Integration of EMS and Hospital Records
- Partnerships for SUD inpatient Care and MAT for opioid use  
in primary care
- 211 Community Referral System
- Diabetic retinal examination capability
- Advanced Directives Approaches through Respecting Choices
- Practice Transformation partnering with Qualis
- Dash boarding software for public distribution and transparency

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

Geri Forbes, CEO reports with the following:

We are currently recruiting for the Chief Human Resource Officer position. We have had two candidate's onsite for interviews with our managers, and two more interviewees being screened over the phone this week.

We will be meeting with our strategic planning committee and consultant, Jody Corona, this month to help with our 5 year plan.

Dr. Roof's practice transformation is nearly complete, with a go live date this week. During this downtime we have been merging medical records from his clinic to our system. Dr. Rochier is overseeing this clinic as Medical Director and will be seeing patients part-time in the office alongside Dr. Demmler.

WhidbeyHealth is now offering Saturday Morning Primary Care hours from 8am to Noon. Each Saturday, a Primary Care office on the Island will be open, rotating between our Cabot Drive and Freeland locations. Please check out website for the most up to date information.

Geri acknowledged the upcoming Good Health Talks provided to the Board. A few highlights for this month;

Tomorrow, 3/12/19, Dr. Jerald Saunders will be presenting "Advance Directives: How to Plan Ahead"

Wednesday, 3/27/19, Line Goulet and Mary Waters will be presenting "Preventing Diabetes- Reducing Your Risk"

For a full listing of upcoming talks please check our website.

We invite you to nominate individuals or groups who have made significant accomplishments toward bettering community health. Nominees must be residents of or employed in Island County. Awardees will be recognized in three categories: Adult, Youth (under age 21) and Agency, and will receive their awards at a ceremony led by CHAB and members of the Island County Board of Health on May 24.

Applications and nominations are due April 1<sup>st</sup>.

March is national Colorectal Month, WhidbeyHealth will be displaying screensavers across the organization with reminders to get checked.

WhidbeyHealth Family Birthplace clinical educators, Erin Martin, BSN, RNC and Chelsea Wysinger, RN are seeing an up-tick in sign-ups for Childbirth Education since the classes began late last year. The six-week class meets every Thursday from 6 to 8 p.m. or pregnant couples can opt for a one-day 9 a.m. to 6 p.m. session. Both take place in the OB Team Room at the WhidbeyHealth Family Birthplace at 101 N. Main. Cost: \$85 per six-week session. (Scholarships are available for financially-challenged women.) Please contact Family Birthplace manager Jackie Bassett.

A Legislative Town Hall Event will be taking place at WhidbeyHealth, Saturday March 23<sup>rd</sup> at 10am. Senator Barbara Bailey, State Representative Norma Smith and State Representative Dave Paul will be holding the event to speak with the community. The event will take place in the Health Education Center.

Save the Date for the Employee Recognition Ceremony on Wednesday March 20<sup>th</sup> at 2pm.

### **Finance Update**

#### **Ron reviewed January Financials:**

1. Clinic visits volumes were about on trend for the last few years. Goldie's loss of a provider dropped in January. Freeland and Cabot both spiked in January.
2. Women's and Ortho both spiked in January while surgery remained on trend.
3. MAC clinic visits spiked in January.

4. In and Outpatient surgeries are both low, discussion regarding pre op visits for outpatient surgeries
5. ER visits are down in January
6. MRI dropped again this month while CT stayed about the same
7. Patient days and discharges were low again this month second lowest in 3 years
8. Operational Revenue and expense detail compared.
9. Compensation was high considering our low volumes and supplies are down this month.
10. Net operating income and days cash on hand discussed

Commissioner Blankenship asks for a break out of surgeries to see in detail which surgeries are dropping off.

### **Board Items**

President Ron Wallin announces the Board will now proceed into Executive Session at 8:33 am for about 45 minutes. Current or potential litigation. RCW 42.30.110 (1)(i)  
Executive Session ends at 9:57am.

### **Agenda Items For Next Board Meeting**

President Wallin noted for the next Board meeting:

Next Board meeting will be held Monday, April 8 at 7:00 am.

### **Adjournment**

There being no further business, Commissioner Blankenship called for a motion to adjourn, seconded by Commissioner Anderson to adjourn the meeting at 9:59 am.

Motion carried.

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President of the Commission

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Secretary of the Commission

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Commissioner

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Commissioner

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Commissioner