March 10th, 2021

The regular virtual meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 12:00pm by Board President, Commissioner Wallin. Present were Commissioner Wallin; Commissioner Fey; Commissioner Cammermeyer; Commissioner Anderson; Commissioner Blankenship; Chief Executive Officer, Ron Telles; Chief Nursing Officer, Erin Wooley; Chief Quality Officer, Jon Scallan; Chief Legal Officer, Jake Kempton; Chief Human Resources Officer Debbie DeCorde and several other hospital staff.

**Points of Order**

The meeting will be audio and video recorded today. Commissioner Wallin stated Chief Legal Officer Jake Kempton would be monitoring the chat function to share public questions and/or comments. Comments and questions will be addressed at the end of the board meeting. The board will dismiss to Executive Session at the conclusion of the administrative reports.

**Consent Agenda**

Commissioner Cammermeyer made a motion to approve the Consent Agenda and the vouchers as presented, seconded by Commissioner Anderson. 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. #257168-258195 and #12135-125152 total amount of $9,377,175.13 with Capital equipment vouchers in the amount of $213,516.01 motion carries therefore the vouchers are approved for payment in the amount of $9,590,691.14 10th day March of 2021.
Medical Staff Report

Dr. Judye Scheidt presented the following initial appointments on behalf of the Medical Staff:

- Monjari C. Gillian, MD, Radiology, Tele-Medicine, Provisional
- Jake Vrdoljak, MD, Radiology, Tele-Medicine, Provisional
- Geoffrey Fey, MD, Radiology, Tele-Medicine, Provisional
- Shane Leavitt, MD, Orthopedic Surgery, Locum Tenens
- David Attaway, MD, Emergency Medicine, Provisional
- Jamie Evans, MD, Psychiatry, Tele-Medicine, Provisional
- Elizabeth T. Walz, MD, Neurology, Tele-Medicine, Provisional
- Aixa D. Espinosa Morales, MD, Neurology, Tele-Medicine, Provisional
- Rizwan Kalani, MD, Neurology, Tele-Neurology, Provisional

Commissioner Fey made a motion to approve the initial appointments, seconded by Commissioner Cammermeyer. Motion Carried.

Dr. Judye Scheidt presented the following advancement on behalf of the Medical Staff:

- Timothy Graves, MD, General Surgery, Provisional to Active

Commissioner Fey made a motion to approve the advancement, seconded by Commissioner Anderson. Motion Carried.

Dr. Judye Scheidt presented the following reappointments on behalf of the Medical Staff:

- Nicole DiRienzo, DO, Psychiatry, Tele-Medicine, Courtesy
- Brandy DeWeese, DNP, Hospitalist, Courtesy
- Brenden L. Hansen, MD, Emergency Medicine, Active
- Sheila Smith, MD, Neurology, Tele-Neurology, Consulting

Commissioner Fey made a motion to approve the reappointments, seconded by Commissioner Cammermeyer. Motion Carried.
Dr. Judye Scheidt presented the following leave of absence request on behalf of the Medical Staff:

- Corry J. Kucik, MD, Anesthesiology, Provisional Active

Commissioner Cammermeyer made a motion to approve the leave of absence request, seconded by Commissioner Fey. Motion Carried.

Nursing Report

Chief Nursing Officer, Erin Wooley reported on the status of the COVID Vaccine Clinic, stating over 10,000 vaccines have been administered at WhidbeyHealth as of today. Supply challenges are still present, but visibility of supplies has improved. Appointments continue to be made available as vaccine shipments are received. An event at Trinity Lutheran Church was completed last weekend with over 400 vaccines administered in partnership with the South Whidbey Fire Department.

Ms. Wooley gave an overview of task force work including: Workplace Violence, Fall Assessment & Prevention, Rights of Minor Patients, Blood Component Transfusion, ED Seclusion Room, Patient Belongings, Patient Safety Companion, IV Start & Stop Times, Maternal/Fetal Care & Behavioral Health & Substance Use Disorders.

Ms. Wooley shared upcoming committee work. As part of the development of a Quality Management System, required for DNV accreditation, internal review and evaluation of key processes is necessary. Two areas Ms. Wooley is developing committees for are the Pain Management System and Patient Flow.

Ms. Wooley noted other work in progress including: Proposing CRNA MAC for endoscope procedures; ICU Phase 1 & 2 Post-op recovery; CCDA and Immunization; Data, nursing workflow; Sepsis committee, Re-admission review; Tele-Stroke equipment deployment; AHA’s Get With The Guidelines®, Stroke and Cardiac Care Improvement; Care of patients with Diabetic Ketoacidosis; Care of patients experiencing Alcohol Withdrawal; Mental Health Assessment documentation improvement; On-call Chaplain program development; IV Catheter Conversion, Go Live 3.22.21.
Information Technology Update

Chief Information Officer, Brett Mello stated the phone system was upgraded in December. Work continues to optimize the system. It was discovered that additional phone lines needed to be added. This will significantly increase call capacity and will go live in the near future. Advancement and improvement of call center functionality is being reviewed to increase patient satisfaction.

Mr. Mello stated the Wi-Fi at the hospital is being upgraded to resolve coverage issues with the Vocera system and mobile phone use. It is anticipated that this will be completed at the medical center next week.

Facilities Update

Executive Director of Facilities and Plant Engineering, Tim Waldner stated he completed a tour of the local jail in support of the ED seclusion room at the medical center. The design has been updated to meet codes to put the room back into use. Mr. Waldner stated changes will be minor.

Signage and construction have been completed at the Community Pharmacy. Next steps include completion of fiber connections at the building by Comcast on March 19th with an inspection by the Department of Health in early April. Mr. Waldner stated the Pharmacy is anticipated to open in late Spring or early Summer.

Mr. Waldner stated work is underway on the Coupeville clinic in preparation of a move of the Women’s Clinic and Surgical clinic. The clinic is anticipated to open in late April.

President Wallin spoke to the USDA loan and the restrictions placed on the use of funds. It was clarified that the funds are for specific construction projects; USDA funds cannot be used for wages or operations. Pursuit of the USDA loan began several years ago and was recently approved. The process was 3-4 years long.

Quality Update

Chief Quality Officer Jon Scallan gave an update on the transition of the Medical Staff Office from Operations to Quality. The MSO is reviewing processes to identify
opportunities for improved efficiencies. Work is underway in partnership with the MEC and Medical Staff on recommendations for updates to the Medical Staff Bylaws.

New reporting system RLDatix is up and running with many dashboards completed or near completion. The Quality Team has been collecting and reviewing a vast quantity of data and building processes from scratch as well as refining existing processes. An organization wide internal audit was completed with results tallied and reported. 34% of findings were related to physical environment. Many of these issues are related to the age of our structure. Document control was another prevalent area of findings.

Mr. Scallan stated Emergency Preparedness is another area that needs additional attention. Corrective action plans will be distributed with a 20-day due date. The Quality team will be following up with leadership to ensure follow through on corrective action plans.

**Human Resources Report**

Chief Human Resources Officer, Debbie DeCorde gave an update on Marketing and Communication. Marketing Manager, Conor O’Brien is focused on determining the target, the impact of the Total Joint Campaign, and advertisement of the Community Pharmacy.

Ms. DeCorde shared the work underway in Employee Health including an update of the Bloodborne Pathogen Program, creation of a Hazardous Drug Program, updating of the Employee Health Release of Information. Ms. DeCorde announced that Employee Health Coordinator Derek Fisher will be pursuing further education in becoming a licensed phlebotomist, followed by obtaining his RN to support his current position. Ms. DeCorde announced the Education Department has transitioned from Quality to Human Resources. They are currently working on an integrated education plan. The HR team is working on evaluating processes and making recommendations for improvements specifically in the application process and Kronos. The team is also discussing cost containment efforts within their department. Ms. DeCorde also stated union negotiations are also underway.
Clinic recruitment was reviewed. There are 3 open positions being recruited at Cabot Primary Care, 1 at Freeland Primary Care and 1 at the Women’s Clinic. In the previous 11 months, 16 providers have been successfully recruited.

**Strategic Planning Update**

Consultant Kevin Arrington shared a budget compliance plan including a schedule for budget report outs, frontline reviews, and monthly financial reviews by the Executive Leadership Team.

Mr. Arrington reviewed denials by region, stating our region is the highest in the country at 13.1%. WhidbeyHealth’s denial rate in 2020 was 11.6%. Mr. Arrington reported the total denials in 2020 were 35% avoidable, 52% situationally avoidable and 14% unavoidable. Mr. Arrington stated work is underway to improve the information available regarding denials. Several spreadsheets have been integrated into a single document to be accessible among different departments. This will increase the information that is captured and provide further accuracy and clarity.

**Financial Update**

Director of Finance, Jennifer Reed gave an update on financials with a review of inpatient utilization which was down overall 3% from the 2021 projection. Admissions were down from February of last year. Outpatient utilization was down significantly in all departments from the budget with the exception of surgical procedures.

Ms. Reed reviewed the cashflow statement closing January 31st, 2021 stating the cash balance at the end of the month was just over $3M. Cash and cash equivalents at the beginning of the month were $9.4M.

The cost of COVID was reviewed including costs related to staffing, telecommunications, supplies, outside lab testing, response coordination and marketing. These fees totaled over $3.3M. An application for FEMA reimbursement is underway.
Administrator’s Report

Chief Executive Officer Ron Telles stated this month marks the one-year anniversary of WhidbeyHealth’s first COVID patient. Since that time, the Executive Leadership Team has been focused on the COVID-19 response. WhidbeyHealth worked quickly to get a COVID swabbing tent up with an established appointment line. Mr. Telles impressed the importance of transparency regarding the things that have been done well and accountability for the missteps that have been taken. Mr. Telles spoke to the plans that were derailed by the COVID response and the efforts taken to mitigate the impact of the COVID crisis including stopping elective surgeries and mass purchasing of costly personal protective equipment. Clinics were consolidated to protect staff and patients; however, volumes were and remain affected. At this time, the organization has been focused on administering vaccinations to our community. Pre-COVID cost structure must change; this is the current challenge. Expenses are being reviewed and efforts are being made to eliminate costs where possible – for example, renovation of the Coupeville clinic to eliminate lease costs for the Women’s and Surgery clinic spaces. A hiring freeze is currently in effect and leadership has taken a voluntary salary reduction to support the financial health of the organization. Mr. Telles stated the decision to proceed with a reduction in force was difficult but necessary. It is anticipated to be approximately a 5% reduction and will take place in the coming weeks.

General Public Comments:

A question was addressed regarding the Community Pharmacy. Mr. Telles stated because of the 340b federal program which allows the purchase of drugs at cost makes revenue generation possible.

Board Items:

President Wallin stated the board will now be excused into Executive Session at 1:38pm, under RCW 42.30.110 (1)(i) and RCW 42.30.110(1)(a)(ii), no voting will take place.
**Agenda Items for Next Board Meeting**

The next Board meeting will be held Wednesday, March 10, 2021 at 12:00pm.

**Adjournment**

There being no further business, Commissioner Cammermeyer made a motion to adjourn the meeting, seconded by Commissioner Blankenship. Board meeting adjourned at 1:38pm.
President of the Commission

Secretary of the Commission

Commissioner

Commissioner

Commissioner