

October 13th, 2021

The regular virtual meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 12:02pm by Board President, Commissioner Wallin. Present were Commissioner Wallin; Commissioner Fey; Commissioner Cammermeyer; Commissioner Anderson; Commissioner Blankenship; Chief Executive Officer, Ron Telles; Chief Operations Officer, Dr. Garth Miller; 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.

Consent Agenda

Commissioner Fey made a motion to approve the Consent Agenda and the vouchers as presented, seconded by Commissioner Cammermeyer. 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. #264394-265334 and #12396-12429 total amount of \$11,371,448.15 with Capital equipment vouchers in the amount of \$266,732.64 motion carries therefore the vouchers are approved for payment in the amount of \$11,638,180.79 on this 13th day October of 2021.

Points of Order

The meeting will be audio and video recorded today. Chief Legal Officer Jake Kempton directed the public to use the “raise hand” function to make a public comment. The board will dismiss to Executive Session at the conclusion of the administrative reports.

Public Comments

Attendee Laura Tarasoff made a public comment regarding concerns related to a perceived shift from a patients first focus. Ms. Tarasoff also expressed her support for Proposition 1 and encouraged Commissioners to listen and carefully consider feedback from staff.

An unidentified family member of an employee made a statement regarding disappointment in treatment of staff and urged Commissioners to seek further engagement with employees and community members.

UFCW Representative Celia Sanchez made a statement requesting Commissioners take a closer look at staff morale and retention. Ms. Sanchez stated she would also like to see the Labor Management Committee addressing some of these issues.

Human Resources Report

Chief Human Resources Officer, Debbie DeCorde gave an update on current recruitment efforts. Ms. DeCorde stated 3 additional providers are being recruited for the Cabot Primary Care Clinic with interviews well underway. 1 provider for the Freeland Primary Care Clinic has been successfully recruited and is under contract for a January 10th, 2022 start date. 1 additional provider at both of the Walk-In Clinics in Clinton and Oak Harbor are also being recruited. Additionally, 3 midwives are in the process of being recruited for Women's Care. Ms. DeCorde welcomed 15 new employees to WhidbeyHealth and congratulated 10 employees on their promotions and internal department moves.

Ms. DeCorde presented how the rollout of the Strategic Plan will impact Human Resources with projects including the implementation of a performance management module and performance reviews changing to calendar year beginning in the first quarter of 2022. Staff will have the opportunity to provide feedback for their leader's

performance reviews. Goal setting will also be a focus with each leader as performance reviews are completed.

Ms. DeCorde presented the impact of the state's vaccine mandate effective October 18th, stating approximately 90% of employees have been vaccinated with only 3 of over 700 employees exiting the organization with a possible 8 more yet to make a decision.

Termination data was then reviewed with the largest percentage of employees (33%) not citing a reason for departure and/or declining an exit interview. Ms. DeCorde stated electronic feedback is an upcoming option for data collection for employees who wish to maintain anonymity. The current turnover rate is 20.09% with an average of 4.4 years of service. Staff retention continues to be a focus for the Human Resources Team.

Medical Staff Report

Chief of Staff, Dr. Judy Scheidt presented the following initial appointment on behalf of the Medical Staff:

- Jonathan Kreher MD, Emergency Medicine, Provisional

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

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

- Henry Yee MD, Orthopedic Surgery, Courtesy
- Elizabeth Waring MD, Emergency Medicine, Active
- Mimi Lee MD, Tele-Stroke, Courtesy
- Jongwoo Song MD, Internal Medicine, Courtesy
- Martin Watterson MD, Emergency Medicine, Courtesy

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

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

- Craig Kleiv CRNA, Anesthesia, Courtesy
- Feng Wang MD, Cardiology, Courtesy
- James Wang MD, Tele-Stroke, Courtesy
- David Lemme DO, Family Practice, Active
- Nicholas Perera MD, Emergency Medicine, Active
- John Hassapis MD, General Surgery, Active

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

Dr. Scheidt presented the following update to credentials to add moderate procedural sedation to existing privilege on behalf of the Medical Staff:

- Jeannette Miller ANP, Emergency Medicine

Per Dr. Scheidt, no approval necessary, informational only.

Dr. Scheidt requested approval of the updates made to the ARNP Hospice Privilege Set. Updates were made to clarify duties specific to Hospice.

Commissioner Blankenship made a motion to approve the ARNP Hospice Privilege Set, seconded by Commissioner Cammermeyer. Motion Carried.

Financial Update

Director of Finance, Jennifer Reed gave an update on financials with a review of September utilization, which were up over August and on trend to meet budget at the end of the year. Outpatient utilization was reviewed with the majority of departments showing a reduction in volume from August.

Statement of revenues and expenditures to budget were reviewed. The net operating cashflow was at \$1.7M year to date. The balance sheet was reviewed overall 10.8 days cash on hand.

Ms. Reed reviewed the cash flow statement. She projects the year will close with 24 days cash on hand.

Outpatient Clinic Report

Chief Operations Office, Dr. Garth Miller spoke regarding the outpatient clinics stating they are in their RHC survey window. Staffing challenges appear to be slowly improving with contract negotiations underway for four new providers. Dr. Miller stated an outside consultation is underway with Midmark consulting at the Cabot clinic to optimize work flows and space planning. The Walk-In Clinics continue to have staffing challenges, but the additional providers in contract negotiation will help immensely with access and patient satisfaction. Due to the large demand for COVID testing, nurse visits have been made available for patients who do not need to see a provider.

Dr. Miller stated the general surgery and ortho clinics will be consolidated to the general surgery location to make the best use of limited support staff. Dr. Adishian is working in partnership with Dr. Miller to explore additional options in total joint surgery with same day discharge.

Dr. Miller gave an update on the Sleep Clinic stating additional staff have been onboarded which will improve patient access to sleep studies.

Two additional wound care providers have also been brought onboard.

Dr. Miller announced allergy shots are now available at the MAC clinic. Dr. Miller explained the reason allergy shots were previously unavailable - the process did not support the safety of the patient. The materials were being self-carried by the patient and injected by staff with no way to validate that the material was properly stored and transported. The entire process has been revamped. The allergist sends the material directly to the hospital pharmacists who stores it and delivers directly to the MAC clinic per the protocol of the allergist with patient monitoring 30 minutes following injection to ensure the highest level of safety for the patient.

Dr. Miller also gave updates on ancillary departments, stating the community pharmacy is now open with an app available to link prescriptions to the pharmacy. Drive through pickup of medications is also available at the community pharmacy. Rehab continues to have severe staffing challenges resulting in consolidation of the Oak Harbor rehab clinic and Medical Center rehab clinics to the Medical Center location.

The Diagnostic Imaging department continues to work through a backlog of appointments, although the department is also severely short staffed.

Dr. Miller welcomed Stevie Wallis to her new role as Lab Manager. Transfusion administration protocol rollout is upcoming which will support further patient safety.

Nursing Report

Chief Nursing Officer, Erin Wooley gave an update on COVID-19 case rates. As of October 4th, 2021, case rates are at 325 per 100,000 compared to this time last year's case rate was 35 per 100,000. Approximately 70% of Island County's population is fully vaccinated. Ms. Wooley encouraged continued vigilance in practicing hand hygiene, masking and limiting travel. Ms. Wooley also encouraged vaccination against the flu. Ms. Wooley reviewed open positions in her department including the following leadership positions - Administrative Supervisor, ICU/RRT Manager, Hospice/Palliative Care Manager and Surgical Services Director.

Projects underway were reviewed and were noted as Crisis Standards of Care; implementation of Omnicure, a tele-intensivist program; Nurse Manager Fundamentals Course supported by the WhidbeyHealth Foundation; Pregnancy-Induced Hypertension Education and Policy and Procedure updates. Ms. Wooley congratulated the Nursing Administrative Supervisors who were awarded the 2020 Tissue Donation Champion award for facilitating timely referrals to LifeNet Health. 56 referrals were made resulting in 4 tissue donations which is equivalent to 600 patients impacted.

Quality Update

Chief Quality Officer, Jon Scallan gave an update on the quality management system. The ability to share Power BI dashboards will become operational with the installation of Office 365. Performance targets are being created and are nearing completion. Mr. Scallan gave updated statistics on patient experience scores with the current composite mean at 4.58/5.0 (national benchmark is 4.77). Work continues on the Patient Experience Initiative with customer service “Always Behaviors” observations occurring. Patient feedback indicates opportunities in interactions by phone. Feedback is being provided to support the training that has been previously provided. Mr. Scallan stated dashboards have been created for patient safety and risk and are available to leadership. This data is being used to identify and mitigate emerging trends as well as to increase rates of completion on events and improve the quality of follow ups on even consults.

Mr. Scallan gave an update on the Medical Staff Office stating 50 initial appointments have been completed year to date through September with September credentialing at 16 with 2 completed packets and 14 additional in progress.

Mr. Scallan also stated the planned skills fair has been pushed back to the first quarter of 2022 due to the high volume of year end work across the organization. In the interim, mobile on unit training opportunities are underway.

Mr. Scallan gave an update on corporate compliance, stating the compliance program has been updated with a new organization policy and updated membership. A charter was included for board review for future approval. The board’s compliance reporting cadence is recommended quarterly in months following quarterly Compliance Committee.

Commissioner Cammermeyer brought forth community feedback that has come to her attention regarding the challenges veterans have been experiencing with scheduling, authorizations and billing impacting care. Mr. Scallan stated a meeting is scheduled

for this Friday with the VA and Patient Financial Services to further discuss how to improve the patient experience.

Information Technology Update

Chief Information Officer, Brett Mello gave an update on the IT Department stating the IT Strategic Plan is near completion and will be presented to the board in the near future. Technology sub-plans are also underway including a strategic roadmap for Meditech. When looking at a multi-year plan for IT, 2021 was the year of stabilization to ensure programs are performing well with a focus in 2022 of adding value to the organization through the use of technology.

IT staffing is 65% complete in anticipation for insourcing IT services. The Allscripts contract will wrap up in March of 2022.

Two new committees are being formed - one focused on IT operations specific to the clinics and one focused on the medical center and developing solutions for the organization. The first kick off meeting with clinic leaders took place and went well. The meeting with hospital leaders will take place in the near future.

Mr. Mello spoke about Phreesia, a product that facilitates the patient intake process and allows patients to pre-register for their appointments electronically either from home or in the clinic. The product is in the process of being vetted by IT, Quality and Operations.

Facilities Update

Executive Director of Facilities and Plant Engineering, Tim Waldner gave an update on the work underway in the facilities department including moving Hospice into a new location on Birch in Coupeville, ending the lease in the old Hospice building and moving Rehab North into the Medical Center. The Ortho Clinic will be moved into the Surgical Care building in November or December. Mr. Waldner stated the USDA pre-construction services contract was approved with forward movement anticipated with schematic design review and finalized pricing. The facilities team is currently working on boiler and chiller projects.

Mr. Waldner continues to work with the WhidbeyHealth Foundation on funding for the fluoro construction and seclusion room construction.

Strategic Initiative Update

Consultant, Kevin Arrington gave an update on the strategic initiative, overviewing the Strategic Plan put together by the Executive Leadership Team. The plan will be formally presented at an employee forum tomorrow, followed by a Town Hall meeting tomorrow evening. Three primary goals were identified as follows:

- Goal 1 - Service: We consistently deliver the safest and highest quality care to every WhidbeyHealth Patient.
- Goal 2 - People: Provide an environment where patients, employees and providers are valued partners in healthcare delivery.
- Goal 3 - Sustainability: Drive financial stewardship, strategic growth, and innovation.

Mr. Arrington gave an update on the Employee Engagement Advisory Council stating the naming guidelines have been completed in preparation for the employee survey. A communications plan will be drafted along with a timeline and establishing talking points for leaders to ensure that staff have clear guidance and direction.

The Diagnostic Imaging Scheduling workflow was reviewed. At this time staffing is short by 9 employees which has a significant impact in scheduling.

Legal Report

Chief Legal Officer, Jake Kempton gave a presentation on union wage increases and shared the communication between WhidbeyHealth and UFCW. A tentative agreement was reached with the Union on May 24th, 2021 with a follow up email sent by Mr. Kempton regarding finalizing language on May 26th, 2021. A second follow up email was sent on June 22nd, 2021 after no response was received to the initial inquiry. On June 25th, 2021 a response was received with redline agreements for further review.

Further discussion continued regarding incorrect and/or unagreed upon language into late August 2021. The agreement was finalized on September 2nd, 2021 with salary increases reflected in September paychecks. Mr. Kempton stated the purpose in presenting this information to the board was to bring a greater understanding to the board the negotiation process.

Mr. Telles stated there were lessons learned on both sides regarding the importance of clear communication in these negotiations.

Commissioner Blankenship inquired regarding the rumor in the community about Administrators receiving salary increases or bonuses. Mr. Kempton clarified no one in the management team has received a bonus.

Administrator's Report

Chief Executive Officer, Ron Telles invited the community to join the virtual Town Hall meeting tomorrow, October 14th at 5:30pm for the roll out of the Strategic Plan and Q&A with the Executive Leadership Team.

Mr. Telles congratulated the team on bringing back allergy shots to the MAC Clinic.

Mr. Telles also spoke to the staffing shortages and the high cost of travelers needed to ensure patient safety. The staff were thanked for their dedication and hard work during this difficult time. Mr. Telles encouraged leaders to round on staff and thank them for their efforts.

Board Items:

President Wallin stated the board will now be excused into Executive Session at 2:19pm, under RCW 42.30.110 (1)(i) and RCW 42.30.110(1)(a)(ii), no voting will take place. Public comment period is limited to the beginning of the session.

Agenda Items for Next Board Meeting

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

Adjournment

There being no further business, the board meeting adjourned at 2:19pm.

President of the Commission

Secretary of the Commission

Commissioner

Commissioner

Commissioner