

**GRAYS HARBOR COMMUNITY HOSPITAL
BOARD OF DIRECTORS REGULAR MEETING
April 23, 2019**

COMMISSIONERS PRESENT

Andrew Bickar, District 4
Michael Bruce, District 2
Miles Longenbaugh, District 3
David Quigg, At Large 1
Melanie Sturgeon, At Large 2
Chris Thomas, District 1
Becky Walsh, District 5

OTHERS PRESENT

Niall Foley, Executive Director Finance
Tom Jensen, CEO, GHCH
Teresa Ramirez, Executive Assistant
Members of the Public

GUEST

Nancee Long, PR/Marketing Director

CALL TO ORDER

President Bruce called the meeting to order at 1:03p.

EDUCATION

Nancee Long, PR/Marketing Director, provided a presentation on Kindness and AIDET (Acknowledge, Introduce, Duration, Explain, Thank You).

President Bruce inquired about how the information is being shared with staff. Ms. Long reported that she has been attending department meetings to present information to staff. She will also be developing a movie on the topic and has developed MAST education. Mr. Jensen brought forward that abbreviated education is also provided during NEO.

Commissioner Bickar inquired about actions taken when staff are non-compliant. Ms. Long indicated that she meets with the Department Director to discuss the patient's perception, and the Director then follows-up with staff.

PUBLIC COMMENT – Agenda Topics

President Bruce opened the meeting to members of the public for comment regarding topics listed on the agenda.

CONSENT AGENDA

Submitted under the Consent Agenda were the Hospital Board Minutes of March 26, 2019.

ACTION: A motion was made by Commissioner Walsh, seconded by Commissioner Quigg and unanimously carried to approve the Consent Agenda.

BOARD DISCUSSION AND ACTION

Medical Staff Credentialing

Submitted was the April Medical Staff Credentialing Report for Board review and approval.

ACTION: A motion was made by Commissioner Bickar and seconded by Commissioner Longenbaugh.

Commissioner Thomas inquired about the Credentialing process. President Bruce brought forward that Board education will be provided during the next Board meeting. Commissioner Bickar explained that providers are vetted thoroughly through the Credentials Committee and MEC, and are then submitted to the Board for final approval.

The motion and second were unanimously carried to approve the April Credentials Report.

Chairman's Report

Board Committee Meeting Schedule; President Bruce brought forward previous discussion regarding meeting times for Board Committees. Roundtable discussion on timeframe preferences. The Committees meeting time will remain scheduled at 12:00 noon.

Business Cards; President Bruce brought forward a template for Commissioners to complete and return to Ms. Ramirez if they are interested in receiving business cards that they can provide to community members.

Employee Forums; President Bruce brought forward the dates for Employee Forums; May 8th at 1:30p, and May 9th at 7:30a and 10:00a.

COMMITTEE REPORTS

Board Quality Report

Commissioner Quigg provided report on the April Board Quality Committee meeting. Of note:

- Emergency Services report; Door to Triage Time increased. Education is being provided on patient prioritization for triage. There was an increase in Total Patient Transfers due to higher volumes. Improvement efforts are underway regarding Left Without Being Seen – Mr. Royer, Care Transitions Director, has devoted extra social work hours in the ED to help with care transitions. Mr. Jensen is working with providers to increase coverage in the department. Commissioner Quigg reinforced that Left Without Being Seen is one of the Board's priority focus areas.
- Infection Control – The 2019 IC Plan with goals by risk priority has been completed. Staff Influenza Vaccines was at 85% compliance overall. People are getting their immunizations too early and the flu is hitting late in the season. There have been no cases reported in the 1st Quarter related to Ventilator Associated Pneumonia, Central Line Blood Stream Infection, Surgical Site Infections, High Level Disinfection and Serial Transmission. IC focus into next year – staff education and sustaining excellent outcomes. Commissioner Quigg commended staff and their hard work in achieving the excellent outcomes.
- Press Ganey HCAHPS scores for Day Surgery improved to 100% on Personal Treatment of Patients, Discharge Planning and Communication.
- The first DNV Survey was conducted the last week of March and the hospital did very well. There were 12 Non-Conformity-1's and 8 Non-Conformity-2's. Action Plans are being submitted back to DNV.
- The Board Quality Reporting Schedule was revised – Left Without Being Seen will be reported monthly vs. quarterly. Sepsis measures have been doing so well that reporting will remain on a quarterly schedule.
- Care Transitions is a somewhat newly formed department, with a focus on Length of Stays, Readmissions, Avoidable Days, as well as Denial Management. Bridges are being built between Care Transitions and the Finance Division, which has led to other opportunities of awareness.

Board Finance Report

Commissioner Longenbaugh provided report on the April Board Finance Committee meeting. Of note:

Highlights:

- (+/-) Outpatient Volumes
 - HMG Specialty Clinic visits were favorable at 6%; MTD 7%, and above target YTD.

- RHC Clinic visits were 13% below target MTD; attributable to the loss of primary care providers.
- ED visits were below target 1% MTD.
- (+/-) Surgical Volumes
 - IP Surgery above target 1% MTD; 7% above target YTD.
 - OP Surgery below target 20% MTD; 12% below target YTD. The decrease in surgical minutes is attributable to the loss of a couple surgeons.
- (+/-) IP Acute Volumes
 - Acute admits below target by 14% MTD; 5% below YTD.
 - Patient Days above target by 1% MTD.
 - Medicare CMI 7% above target; total CMI 31% above target YTD (attributable to higher acuity patients and CDI work).

Consolidated Financial Summary:

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|------------------------|---------------|
| Total Revenue: | \$ 31,391,299 |
| Net Operating Revenue: | \$ 8,551,023 |
| Total Expenses: | \$ 8,749,866 |
| EBIDA | \$ 222,622 |
| Operating Income: | \$ (198,843) |
| Net Income: | \$ (82,366) |

Financials / Statistics:

- Labor Productivity came in above target at 106.7%; a reduction from the originating 50%, to 25%.
- Lower admissions and higher lengths of stays consumes more resources for non-reimbursable care. Higher acuity patients naturally stay longer.
- The ED had a strong month of 2,253 visits, attributable to an increase in respiratory conditions, flu later in the season, higher acuity, using ED as primary care, etc. Left Without Being Seen remains high and improvement efforts are underway through the ED Throughput Team.
- Births; March was a historical low of only 18 births. As a result, staff are either being sent home on house-convenience or utilized as helping hands or sitters in other units. Mr. Jensen indicated that typically births run between 450 – 600 annually. Challenges with recruiting nurse midwives include their inability to be on call or do c-sections.
- Executives continue to work on reducing costs through the elimination of interim management and locums.
- Agency Staff has crept up, due to significant staff turn-over. Although, recently two agency staff were hired as permanent staff.
- Days in A/R continues to run higher than expected. [The transition to Change Healthcare](#) has gone well. Efforts are underway to bring down A/R in order to increase cash on hand. Anticipate continued challenges over the next couple of weeks until the full transition is complete. The department continues to be primarily paper-based, which poses challenges for staff who work remotely. One solution was to acquire scanners for departments who did not have an EMR. Another issue is centered around timely receipt of documentation for the coders, which is problematic for most hospitals.
- The audit will be presented at the May Board Finance Committee meeting.

GHCH Foundation Board Report

Commissioner Bickar provided report on the April Foundation Board meeting. Of note:

- Information was provided on kindness. The Foundation approved \$500 to recognize staff with gift cards as team building incentives, which will be given out over the next 12 months.

- The hospital is a sponsor of the Aberdeen Sunday Market, which supports local farmers. Dr. Wong and Ms. Long have been working on Veggie Rx; a prescription-based organic fruits/vegetables box to be delivered to patients between May and September. The goal of the initiative is to boost county-wide health. Providers will follow recipients and encourage change in habits. The Foundation approved \$5,500 to provide approximately 15+ families with a box every week. The focus is on socio-economic, elderly, homebound, malnourished children.
- The Foundation is contemplating a family friendly event in the summer versus a fall gala.
- Commissioner Bickar proposed to the Foundation that a volunteer day be held in order to support efforts around spring maintenance, as the hospital's groundskeeper has been out with an injury. Ms. Long will be communicating with the unions about the event. Commissioner Bickar encouraged commissioners to participate, and hopefully it will be an opportunity for kids and adolescence from the community to also become involved.
- The Foundation approved a policy that limits spending from the endowment fund to only 5% annually.

ADMINISTRATION

Executive Suite Summary Report

Submitted was the Executive Suite Summary for April.

- Mr. Jensen indicated that more information will be provided on the Budget Proviso when the legislative session ends.
- Much concern exists with hospitals being able to implement requirements embedded within SHB 1155 related to hospital staffing, uninterrupted breaks, and limits to on-call and overtime.
- Mr. Jensen expressed appreciation for the presentation of Beacon Awards. The recipient was very humbled and speechless from the recognition.
- The DNV survey process was far more satisfying to work through, even with a turnout of five surveyors. DNV will return unannounced on an annual basis to ensure progress is being made year-to-year.

OLD BUSINESS

None

NEW BUSINESS

May Education – Credentialing Process

GOOD OF THE ORDER

Commissioner Bickar inquired about the hospital's policy regarding nutrition, and would like healthier options offered through the Cafeteria. Mr. Jensen indicated that leadership would be very interested in feedback and support.

President Bruce brought forward the passing of former Commissioner, Mr. Robert Torgerson, and expressed admiration for Mr. Torgerson's volunteerism within the community. Commissioner Bickar shared that Mr. Torgerson's wife and daughter are establishing a memorial scholarship in his name, in the various towns he called home.

PUBLIC COMMENT – General

President Bruce opened the meeting to members of the public for comment.

ADJOURNMENT

A motion was made by Commissioner Bickar, seconded by Commissioner Walsh, and unanimously carried to adjourn the meeting.

The meeting adjourned at 2:12p.

MINUTES AND ATTACHMENTS APPROVED AND ADOPTED THIS 28th day of May, 2019.

ATTEST:


Teresa Ramirez
Recording Secretary


Commissioner Longenbaugh
Board Secretary