

**GRAYS HARBOR COMMUNITY HOSPITAL
BOARD OF DIRECTORS REGULAR MEETING
December 22, 2020**

COMMISSIONERS PRESENT

Michael Bruce, District 2
Becky Walsh, District 5
Chris Thomas, District 1
Scott Dilley, At Large 2
Lynn Csernotta, District 3
David Quigg, At Large 1
Andy Bickar, District 4

OTHERS PRESENT

Niall Foley, CFO, GHCH
Tom Jensen, CEO, GHCH
Cindy Reynolds, Exec. Asst., GHCH
Chris Majors, Director Public Relations, GHCH
Dr. Anne Marie Wong, CMO, GHCH

Members of the Public

ABSENT

EDUCATION

Mr. Chris Majors, Director Marketing and Public Relations, provided presentation on a new brand identity for the organization. A signage tour was conducted to identify all locations that would be affected by the transformation. There are currently numerous logos utilized for the 26 specialties offered within the hospital system. Presentation highlights included the need for brand unification and explanation on how the name, logo, including colors and shapes, were selected.

The Board Adhoc Rebrand/Expense Committee commended the work of Mr. Majors on the rebrand project.

CALL TO ORDER

Chairman Bruce called the meeting to order at 1:00p. Due to the COVID Pandemic's ongoing restrictions, today's meeting was conducted via Zoom meeting (audio only).

CONSENT AGENDA

Submitted under the Consent Agenda were the Hospital Board Draft Minutes of November 24, 2020.

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

BOARD DISCUSSION AND ACTION

Board Adhoc Committee

Following the rebrand presentation by Mr. Majors, the Board Adhoc Rebrand/Expense Committee made recommendation to approve the new Harbor Regional Health logo for the organization and for Hospital Administration to develop and roll out a phased rebrand plan. Chairman Bruce indicated a report on expansion will be provided at a later date.

ACTION: A motion was made by Commissioner Dilley, seconded by Commissioner Csernotta, and unanimously carried to approve the new organization logo along with next steps as presented.

Board Foundation

Chairman Bruce brought forward that Commissioner Bickar has requested to step down from the Board Foundation. Commissioner Csernotta has expressed interest in serving on this committee.

ACTION: A motion was made by Commissioner Walsh, seconded by Commissioner Dilley,

and unanimously carried to have Commissioner Csernotta replace Commissioner Bickar on the Board Foundation Committee effective January 1, 2021.

Medical Staff Credentialing

There were no Medical Staff Credentials to be reviewed and approved for December.

CHAIRMAN / COMMITTEE REPORTS

Chairman's Report

Election of Officers 2021

Elections were conducted for 2021 Hospital Board Officers for a one-year term.

Board President:

Secretary/Vice President:

ACTION: Commissioner Quigg nominated Commissioner Michael Bruce as Board President and Commissioner Becky Walsh as Board Secretary/Vice President. The nomination was seconded by Commissioner Thomas, and unanimously carried to approve the appointment of Commissioner Michael Bruce as President and Commissioner Becky Walsh as Vice-President/Secretary for 2021.

Chairman Bruce and Commissioner Walsh expressed thanks to the Commissioners for their trust and support. Chairman Bruce welcomed suggestions and/or changes.

Chairman Bruce inquired how Commissioners respective committees were going to which all agreed their committees were going well. Chairman Bruce reported an adhoc Bylaws Committee will be convened in 2021 to review and make any suggested changes to the Bylaws.

Governance Education

Chairman Bruce reminded Commissioners that WSHA Governance Education hours are due by 12/31/20 for any Commissioner who is seeking certification. For Commissioners who already received a governance education certificate in 2019, a total of 18 hours of education should be logged between 1/1/20 and 12/31/21.

CEO Annual Evaluation

Chairman Bruce requested Commissioners complete and turn in the CEO Evaluation Form that was provided in advance of the meeting. The evaluation forms will be tallied and then reviewed with the CEO.

COMMITTEE REPORTS

Board Quality Report

Commissioner Quigg provided report on the November and December Board Quality Committee meeting. Of note;

- The Committee has been well attended by the multidisciplinary group. Commissioner Quigg expressed his appreciation for the individuals who serve on the team and focus on the improvement of quality within the organization.
- HCAHPS patient survey comments were reviewed by the Committee.
 - The HCHAPS Adhoc committee continues to work on Quiet at Night with Commissioners Csernotta and Walsh serving on this team.
 - Patients continue to express discontent with not being able to have visitors while hospitalized or having surgery due to the pandemic.
- LWBS measure is reviewed monthly. The ED and Administrative team continue work to alleviate roadblocks to care.
- Report was received from the recent DOH/CMS investigation. The Corrective Action Plan has been submitted.

Commissioner Quigg brought forward a requirement that one person from the Commission be identified as the Patient and Family Engagement Representative. Commissioner Walsh was nominated and expressed interest in the role.

ACTION: A motion was made by Commissioner Quigg, seconded by Commissioner Bickar, and unanimously carried to appoint Commissioner Becky Walsh as the Patient and Family Engagement Representative on behalf of the organization.

Board Finance Report

Commissioner Thomas provided report on the December Board Finance Committee meeting. Of note;

Highlights for November 2020:

- (-) COVID-19 Impact
 - ED visits 26% below PY MTD, 21% below PY YTD
 - Radiology visits 11% below PY MTD, 13% below PY YTD
 - RHC clinic visits 10% below PY MTD, 10% below PY YTD
 - Ongoing COVID response significantly driving costs of services higher in most expense categories, esp. wages, benefits, and supplies
- (-/+) Surgical Volumes
 - IP Surgical cases 41% below target MTD, 12% below YTD
 - OP Surgical cases 19% above target, 2% below YTD
 - Primarily Endo Procedures
- (-) IP Acute Volumes
 - Admissions 24% below target MTD, 8% below YTD
 - Patient Days 30% below target MTD, 12% below YTD

Consolidated Financial Summary:

Net Operating Revenue:	\$ 9,227,404
Total EBIDA Expenses:	\$ 8,099,813

EBIDA Gain (Loss)	\$ 1,127,591
Net Operating Gain (Loss):	\$ 721,316
Net Income Gain (Loss):	\$ 1,325,075

Financials / Statistics:

- The COVID pandemic continues to have a negative impact on inpatient and outpatient volumes. November saw the second lowest month all year in ED visits.
- ED visits continue well below target. ED visits typically average 1900–2100 visits per month; November saw 1439 visits.
- Laboratory services continue to mask the true impact of outpatient volumes. We have ordered laboratory equipment that will be able to process COVID tests on site. This will reduce the COVID testing costs and patient's length of stay waiting on test results. Additional laboratory research is being done on performing additional COVID point of care testing.
- Radiology visits have been down this year between 10-13%.
- Ongoing COVID response continues to significantly drive costs of services higher in most expense categories, esp. wages, benefits, and supplies.
 - Continue to utilize more HR resources (clinic call center, COVID screening practices, and isolation of COVID patients). We must be cognizant of managing staff to the volumes.
 - PPE costs remain high and we continue to spend more on supplies due to supply chain disruption and higher demand.
- Surgical volumes continue to fluctuate. The holiday in November impacted the number of cases. OP surgery cases were above target due to endoscopy procedures.
- May and November are the months in which the majority of PHD tax revenue is received. \$1.1M in tax revenue was received in November.
- The Foundation investments saw significant gains.
- No additional relief funds were received in November. A federal stimulus package is being finalized however it remains unknown whether additional funding will be received.
- YTD saw an \$18M drop in revenue compared to budget.
- The Cares Act funding has carried us through 2020.
- Days Cash on Hand; 120 days
- Days AR; 69 which is a combination of the hospital and medical group. The goal remains at 55-65 days.

GHCH Board Foundation Report

No December report was provided as the Board Foundation Committee will not meet until December 28. Commissioner Walsh brought forward that Ms. Sturgeon and Ms. Longenbaugh have both indicated they are looking forward to serving on this committee. The Foundation will be working on committee membership and bylaws.

Executive Suite Summary Report

Submitted was the Executive Suite Summary Report, as well as the HMG Provider Report for December. Of note;

- The vaccination program started today. The hospital will be responsible for vaccinating the Group Tier 1A as assigned by the state. Required data will be collected during the program and submitted to the state. Provision of vaccinations to the community is governed by the state.
- The hospital continues to provide drive through COVID testing for the community.

OLD BUSINESS

Chairman Bruce brought forward a hospital update call has been scheduled with the citizens of Ocean Shores and he and Commissioner Csernotta will be in participation. Mr. Jensen confirmed the date of the meeting is set for January 25. Commissioner Dilley indicated he would like to participate on the call as well.

NEW BUSINESS

Board Education

The January Board Education selected was a Health Information Management presentation to include overall functions of the department and where its services fit into the billing process.

GOOD OF THE ORDER

None.

PUBLIC COMMENT – General Topics

Chairman Bruce reported no public questions or comments were received in advance of the meeting.

ADJOURNMENT

Chairman Bruce called for meeting adjournment.

All Board members were in unanimous agreement to adjourn the meeting.

The meeting adjourned at 2:01 pm.

MINUTES AND ATTACHMENTS APPROVED AND ADOPTED THIS 26th day of January, 2021.

ATTEST:



Cindy Reynolds
Executive Assistant



Commissioner Walsh
Board Secretary