

**GRAYS HARBOR COMMUNITY HOSPITAL
BOARD OF DIRECTORS REGULAR MEETING
October 27, 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
Melanie Brandt, CNO, GHCH
Elizabeth Tschimperle, Exec. Dir., HMG

Members of the Public

ABSENT

EDUCATION

Mr. Tom Jensen, Chief Executive Officer, presented on the upcoming 2020 Community Health Needs Assessment. Of note;

- The Community Health Needs Assessment is mandated by the IRS and is conducted every three years.
- Non-compliance could result in a \$150k fine
- Data for the assessment is gathered from Washington State
- 2017 organizational accomplishments were reviewed
- Top priorities as noted by the community are healthcare access, behavioral health, prevention and management of chronic diseases, and economic development

Commissioner Quigg inquired whether this report could be a gateway to additional government assistance. Mr. Jensen stated aside from being in compliance with the mandate, this report assists with the organization's internal strategies for the services provided to the community. It is important as Board members to align the organization's achievements with what the community has indicated they need or want.

The Board will review and adopt the finalized report prior to the end of the year. The report will be posted on the organization's website and will be included in the annual tax reporting.

CALL TO ORDER

Chairman Bruce called the meeting to order at 1:03p. 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 September 22, 2020.

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

BOARD DISCUSSION AND ACTION

Medical Staff Credentialing

Submitted was the October Medical Staff Credentials Report for Board review and approval.

ACTION: A motion was made by Commissioner Walsh, seconded by Commissioner Quigg, and unanimously carried to approve the October Credentials Report.

CHAIRMAN / COMMITTEE REPORTS

Chairman's Report

Chairman Bruce reported the Board Adhoc Committee continue to have discussions on expansion and branding. A final presentation to the Board is anticipated for November.

Commissioners were reminded of the Special Budget Hearing scheduled for Tuesday, November 17th at 4:00pm via Zoom. Mr. Jensen and Mr. Foley are available in advance to discuss Commissioner questions.

Commissioners were encouraged to visit their city council meetings via zoom after the first of the year. Commissioners should reach out to the clerk treasurer to schedule time on the city council agenda. Speaking points will be prepared in advance. It is acceptable for two Commissioners to participate in each meeting.

COMMITTEE REPORTS

Board Quality Report

Commissioner Quigg provided report on the October Board Quality Committee meeting. Of note;

- Historically, a patient story is shared at the beginning of each meeting. Mr. Halstead suggested, in lieu of sharing one patient story, to review the raw patient comments from the HCAHPS surveys to which the Board agreed. It is trusted these patient experiences will show the organization's successes and opportunities for improvement.
- HCAHPS information is available to Commissioners upon request. Mr. Halstead is happy to provide explanation and/or training if so desired.
- A Triage Pilot was conducted in the ED with excellent results during high usage times. Patients presenting to the ED were able to be seen quickly by the Provider/RN triage team. Unfortunately, at this time, we are unable to continue the process long term.
- A workplace safety survey was just completed that provides the employee's perspective of workplace safety. Results will be evaluated next month for opportunities for improvement in 2021.
- The Environmental Services Department is struggling to maintain shift coverage due to unfilled positions. Even during this challenging time, we continue to see improvement in quality of cleanliness.
- The organization conducted an annual Decon Drill and participated in the Great Shakeout earthquake drill. The organization has built and maintained a strong and supportive relationship with the Emergency Management System within the county.
- Thanks was expressed to Commissioner Csernotta for participation in the HCAHPS betterment adhoc group.

Board Finance Report

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

Highlights for September 2020:

- (-) COVID-19 Impact
 - 13% reduction in MTD total OP volumes compared to same period 2019; 22% reduction YTD
 - Continued depression of OP volumes across all service lines except lab services
 - Ongoing COVID response driving costs of services higher in most expense categories, esp. wages, benefits, and supplies
- (+/-) Surgical Volumes
 - IP Surgical cases 1% below target MTD, 7% below YTD
 - OP Surgical cases 33% above target, 5% below YTD
- (-) IP Acute Volumes
 - Acute admits on target MTD, 5% below YTD
 - Patient Days 16% below target MTD, 10% below YTD

Consolidated Financial Summary:

Net Operating Revenue:	\$ 7,020,990
Total EBIDA Expenses:	\$ 8,276,953
EBIDA Gain (Loss)	\$ (1,255,963)
Net Operating Gain (Loss):	\$ (1,659,114)
Net Income Gain (Loss):	\$ (1,861,904)

Financials / Statistics:

- The COVID pandemic continues to have a negative impact on inpatient and outpatient volumes. Because of the ongoing high volumes of COVID testing, Laboratory services continue to mask the true impact on outpatient volumes which have been reduced by 35-40%.
- People continue to stay home and delay their healthcare.
- PPE supply costs continue to rise due to increased demand and costs of raw materials. We are working diligently to obtain the best costs from vendors.
- The federal emergency funds, PPP loan and Medicare advance received are providing aid during this challenging time.
- Days cash on hand; 30+ days
- Days revenue in AR; 69 which is a combination of the hospital and medical group. The hospital alone is under 65 which is within goal range. Mr. Hanson and the Patient Financial Services team has done a tremendous amount of work to make improvements. Mr. Hanson gave report on the department's work over the past six months to build codes into the system and the vendor's implementation of artificial intelligence to pre-review claims. A rule based algorithm reviews and verifies accounts then sends to department for final review. This process has saved the department over 700 man hours in its first round of account review.
- AP continues to pay down vendors and credit lines which has improved vendor relationships.

- FTEs have increased more than expected, partly due to COVID response. We commend the staff for rising to the occasion.
- We are continuing to work to expand primary care services as part of our strategic plan even through this pandemic. We are able to provide telehealth services and we are hoping to expand this foothold and market share within the county.

GHCH Board Foundation Report

Commissioner Walsh provided report on the September Board Foundation meetings.

Of note;

Highlights for September;

- Request for funding was approved for 9 new defibrillators (new and replacements) in the amount of \$147,429.90.
- It was reported that elective surgeries are increasing and on their way to returning to normal volumes however acute care has not returned to the pre-COVID volumes.

Financials August 2020:

Cash and Other Assets;	\$ 7,395,324
Revenue;	\$ 259,713
Expenses;	\$ 44
Net income (Loss);	\$ 259,669

Chairman Bruce provided report on the October Board Foundation meetings.

Of note;

Highlights for October;

- Discussion was held on reappointment of members and potential bylaw changes.
- Chairman Quigg submitted resignation. Dr. Eiland was voted to Interim Chair through the end of the year.
- Mr. Majors provided an outstanding digital media campaign presentation. The Foundation voted to move forward with the campaign.

Commissioner Dille requested the digital media campaign presentation be sent to all Commissioners.

Executive Suite Summary Report

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

- As we continue through the pandemic, COVID burnout is being experienced by the community, physicians, and staff. People in general are growing weary of COVID restrictions and mandates (wearing masks, social distancing, etc.). We continue to see an increase in the county and the hospital in positive cases. Please continue to wear your mask, wash your hands, and social distance.

OLD BUSINESS

None.

NEW BUSINESS

Board Education

The November Board Education selected was an HR update to be presented by Ms. Julie Feller, Executive Director of Human Resources.

Commissioners were reminded to view the Employee Forums videos.

GOOD OF THE ORDER

Flu shots are available for Commissioners through the Infection Control Department. Contact Ms. Reynolds to arrange an appointment with Ms. Chapman.

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.

The meeting adjourned at 1:47 pm.

MINUTES AND ATTACHMENTS APPROVED AND ADOPTED THIS 23rd day of November, 2020.

ATTEST:



Cindy Reynolds
Executive Assistant



Commissioner Walsh
Board Secretary