

May 23, 2019

The regular meeting of the Board of Commissioners for Island Hospital was called to order by Commissioner Tessler on May 23rd at 12noon in the Cypress of Island Hospital.

Those present were Commissioners Lynne Lang, PhD; Paul Maughan, PhD; Chip Bogosian, MD; Jan Iversen and Warren Tessler. Also present were Vince Oliver, CEO; Elise Cutter, CFO; Robert Prins, MD CMO; Carolyn Pape, CHRO; Janine Wentworth, RN, Interim CNO; Jason Hogge, MD, Chief of Staff; Kim Graf, Executive Assistant and Briana Alzola, Anacortes American.

Not Present: Denise Jones, RN CPCE

**Public Comments:**

No public comments were made.

**Introductions:**

Elise Cutter was pleased to introduce Janine Wentworth, RN to the Board of Commissioners. Janine will serve as the Interim CNO during Denise Jones leave of absence period. Janine expanded on her personal and professional experiences with the Board.

Vince Oliver was pleased to introduce Karrie Pike to the Board of Commissioners. Karrie has joined TCM and will serve as the Director of Dietary Services here at Island Hospital. Karrie expanded on her personal and professional experiences with the Board.

All welcomed both Janine and Karrie to the Island Hospital Leadership Team.

**Completed Action Items:**

The following action items have been completed:

- Updated May Board Calendar
- Updated Board Meeting schedule to adjust meetings to 2<sup>nd</sup> & 4<sup>th</sup> Wednesday of each month beginning in July.

**Provider Solutions + Development:**

Zak Coon, Director, and Jackie Sill, Supervisor, Provider Solutions + Development, provided the Commissioners with an update on the physician recruitment partnership with Island Hospital. Zak highlighted the following:

- Provider Solutions + Development Values & Recruiter Structure
- Recruitment Activity for Primary Care
- Compensation Recommendations
- Provider Recruitment Market Overview
- Island Hospital Recruitment Overview
  - Open Searches

- Sourcing Updates
- Recruitment efforts via Social Media

Zak expanded on several larger healthcare system's recruitment efforts, reviewed various attraction & retention considerations and discussed Primary Care recruitment in detail.

### **CONSENT AGENDA:**

After review and discussion, Commissioner Maughan made a motion to approve the Consent Agenda. Commissioner Bogosian seconded the motion. Commissioners Iversen, Lang, Bogosian, Tessler, and Maughan all voted aye and the motion carried.

### **BOARD QUALITY & PATIENT SAFETY REPORT**

**Medical Staff Meeting Summaries:** Dr. Hogge reported:

ED Committee: There was a review of safety and non-safety needle use and Code Stroke attending protocol for providers. There was discussion of enhancements to Expanse for the Emergency Department.

P& T Committee: It was decided that Antimicrobial Stewardship will be a standing topic on the P & T agenda.

There was discussion of medication error and adverse drug reaction reporting statistics since the Go Live of Expanse.

OB/Peds Committee: There was a demonstration of the new Nitrous machine which is now available for patients.

There was discussion of twin deliveries and Jaundice Policy.

Statistics of the Birth Center were reviewed for March.

Commissioner Maughan inquired if the minutes from each Medical Staff Committee Meeting can be included in the Board Books in lieu of the monthly report.

Commissioner Iversen inquired if action plans for ongoing issues can be incorporated into the Medical Staff Report.

### **Board Quality/Management Review:**

There was review of the following items and recommendations:

- Emergency Preparedness
- Compliance Program
- HIPAA

- Radiation Protection
- Provider Committees
- A new pharmacy standard: USP General Chapter 800

### **FINANCE UPDATE:**

Financial Statement Review: Elise Cutter reported on the April 2019 financial statements with the Commissioners and highlighted the following as significant items:

- ◆ *Balance Sheet* – The hospital collected \$9.5 million in cash in April and paid out \$8.5 million. This resulted in day’s cash on hand of 141.2 (117.8 excluding the remaining bond funds) up from March 135.2. The current ratio increased to 2.72 from 2.74 in March.
- ◆ *Net Revenue* – Net revenue for April 2019 was \$8 million with an actual collection rate of 40.1% which is below the budgeted 40.5% . Volumes in the Hospital were above budget and physician and specialty clinics were below budget.
- ◆ *Operating expenses* – Total year to date operating expenses are 1.9 % below budget and .8% below the prior year. YTD supplies are over budget 7% due to surgical volumes but under 7% prior year. The total number of FTE’s for 2019 is 531 which is under the budget of 558 and 26 less than 2018. The Hospital recorded a net operating year to date of \$907,000 versus the budgeted operating loss of \$607,000. The excess gain year to date is \$644,000 or 2.0% of net revenue versus budgeted excess gain of \$766,000 or 2.4% of net revenue.

### **Administration Update:**

**CMO:** Dr. Prins remarked on potential clinical growth opportunities with pulmonary care, ENT care and the current efforts to return urology services to Island Hospital. Dr. Prins provided a brief update on the implementation of the antimicrobial stewardship program with Vigilanz and noted that the OB program within Expense will be launched in the near future.

Dr. Prins reported that two vendors have been selected as finalist for providing scribe services at Island Hospital. Site visit and demo planning has begun. Both companies provide remote scribe services.

**CHRO:** Carolyn Pape provided an update on the following HR related areas:

- New Kronos Leave Management Tool
- SHB 1155: Uninterrupted Breaks Requirement
- SHB 1155: Mandatory Overtime prohibition
- SHB 1155: On-Call and Consecutive Rest Changes
- SEIU negotiation update and collaborative efforts with WSNA to address staffing needs
- The Stop Light Reporting tool used within departments to aide with departmental communication

**CEO:** As his final “CEO Report”, Vince thanked Commissioners for allowing him the opportunity to lead Island Hospital and serve the patients of our community for the last nineteen (19) years. Remarking it has truly been a pleasure for him. Vince assured the Commissioners

that the Interim Leadership Team is prepared to lead Island Hospital and that he is optimistic that the transition to a new CEO will go smoothly.

### **Strategy Committee:**

CEO Recruitment: Commissioner Tessler remarked on the ongoing CEO Search efforts sharing that COORS Leadership Capital has presented the ETC with a position description for review and approval.

Commissioner Tessler remarked on recent strategy dialogs and the need to formulate consistent messaging among the board and SLT regarding potential collaborative efforts and/or partnerships with local healthcare organizations. Commissioners Tessler and Iversen recommend these topics be discussed prior to onboarding a new CEO. Commissioner Tessler proposed an offsite strategy session in June or July to further discuss this topic and recommended that ECG facilitate the session. All in attendance concurred with moving forward with this Strategy Planning Session.

Interim Leadership Structure: Elise Cutter provided an update on the interim leadership plan for Ann Raish, Interim Chief Operating Officer and Janine Wentworth, RN Interim Chief Nursing Officer. Elise remarked on the strong leadership and clinical backgrounds of Ann and Janine. Elise reviewed the Interim Organization Chart and thanked Carolyn Pape for her recruiting efforts to with these two (2) positions.

Commissioner Tessler commended all involved with the recruitment efforts for the Interim Leadership positions and with the realignment of departments during the interim period. Commissioner Iversen remarked on the importance of maintaining positive attitudes and focus during the interim period.

### **NEW BUSINESS:**

**Island Hospital Foundation:** Jeannette Papadakis provided an update on success of the 2019 Gala of Hope expanding on the net revenue generated for Heartstrings donations and Greatest Need profit for the IHF.

Jeannette provided an update on the upcoming Spring Appeal campaign and the Nick of Time Cardiac Screening Program with the Anacortes School District.

The IHF Development Committee is reviewing upcoming events.

Jeannette announced the IHF Board Retreat will be held on Thursday, October 24<sup>th</sup> and the 2020 Gala of Hope will be held on May 2, 2020.

### **Commissioners Calendar:**

The June Board Calendar was approved as presented with the spelling correction that was noted.

**Action Items:**

1. Discuss adding individual Medical Staff Committee Meeting minutes into Board Books in lieu of summary.
2. Discuss incorporating action plans of ongoing issues into the Medical Staff Committee Meeting minutes.
3. Invite Krysteena Hildebrand to upcoming Board Meeting for introduction.
4. Initiate planning for an upcoming Strategy Leadership Conference to be held in June or July.
5. Correct spelling error noted on May Board Calendar.

**ADJOURNMENT:**

There being no further business, Commissioner Tessler called for the meeting to be adjourned at 1:40 pm.

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Warren Tessler President/Commissioner

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Jan Iversen Secretary/Commissioner

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Paul Maughan, PhD Commissioner

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Chip Bogosian, MD., Commissioner

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Lynne Lang, PhD, Commissioner