



April 24, 2013

The special leadership retreat meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 8:27 am by Board President, Anne Tarrant. Present were President Tarrant; Commissioner Wallin; Commissioner Case; Commissioner Gardner; Commissioner Cammermeyer; Chief Executive Officer, Tom Tomasino; Chief Financial Officer, Terry Litke; Chief Operating Officer, Hank Hanigan; Chief Nursing Officer, Linda Gipson; Chief Quality Officer, Teresa Fulton; Chief of Staff, Gabe Barrio, MD; Dr. Michael Picco, Dr. Brendan Hansen; Dr. Nicholas Perera; Dr. Robert Hawkins; Dr. Robert Wagner; Captain Edward Simmer; and Public Relations Coordinator, Trish Rose.

Welcome

President Tarrant thanked everyone for attending.

Introductions

Dr. Gabe Barrio, Chief of Staff introduced Dr. Nicholas Perera to the group.

Agenda Review/Goals for Retreat

Tom Tomasino reported we will be talking about our future and questions/concerns that you may have and we will address them.

Board Updates

President Tarrant reported that Commissioner Case is resigning in June 2013. The board will be holding interviews on May 15 at the hospital.

Hospital Update/Discussion

Tom Tomasino, CEO reported the dashboard is a priority for discussion. Patients have had great experiences and share this with other community members. This is great for our hospital, but the fluctuation is with nursing and physicians. Dr. Gabe Barrio, Chief of Staff reported not all doctors receive the dashboard scores and would like to see all physicians receive them. Tom Tomasino, CEO stated the world is changing and our goals and visions should stay focused; we need good volumes and a good reputation. To be in good shape, we need great alignment of employees and medical staff with organizational goals.

Dr. Barrio, Chief of Staff agreed that he, like many of his colleagues, want our hospital to shine.

Dr. Barrio, Chief of Staff would like to have the 360 degree review for Medical staff; we do not have a performance review for non contracted employees.

Dr. Brendan Hansen suggested the Chief of Staff office should be onsite or change the role of Chief of Staff to accommodate reviewing medical staff.

Dr. Michael Picco stated he suggests having a Chief Medical Officer onsite.

Tom Tomasino, CEO stated these suggestions will be brought to the MEC.

President Tarrant thanked the physicians for their discussions.

Quality updates

Teresa Fulton, CQO presented top Quality and Patient Safety challenges to the leadership group:

- Engaging physicians in improving the culture of quality
 - Core Measures and HCAHPS
- Redesigning work environment to reduce errors
- Pay for performance
- Public reporting of outcomes data
- Compliance with accrediting organizations
- Medication errors
- Nonpayment for “never” events
- Healthcare-acquired infections



Teresa Fulton, CQO reported to independently build the systems necessary to support the patient-provider encounter at every site of service would be way too costly, and quality would be compromised by the handoffs from site to site, system to system. The answer lies in networks of providers coming together to jointly develop and share common support systems and tools. That's just what we are doing through our integrated practice management developing our multispecialty group practice, our integration with Meditech and Centricity and our goals to eliminate harm. With the collective participation of all our providers, staff and leadership, we can achieve the ideal of providing the right care in the right place at the right time, every time. Teresa Fulton, CQO presented the EMR objectives and tactics:

- Build and implement Meditech
 - GO LIVE MAY1
 - Build CPOE
 - Paperless Credentialing System
 - Paperless Peer Review
 - Online access to call schedules and privileges
 - Quality and Risk management process development
- Build and implement Centricity
 - Approved for Meaningful Use dollars \$106,250
 - GO LIVE MID SEPTEMBER WCP
 - Develop clinic roll out schedule
- Provider Leadership and Quality Objectives and Tactics
 - Develop clinic provider evaluations and expectations beyond production
 - Effective Hospitalist program (Decreased hospital readmissions)
 - Engaged medical staff on quality and patient safety issues (CMS and regulatory compliance 100% on core measures and Patients First Philosophy)

Teresa Fulton, CQO reported developing clinic provider evaluations and expectations beyond production is our goal.

President Tarrant thanked Teresa Fulton, CQO for her presentation.

Nursing Updates

Linda Gipson, CNO presented a Strategic Plan power point:

Efficiency and Optimal Structure:

- Strong leadership team recruited
- Staffing Models implemented in ED and OR
- Efficient flow, shortest door to MD time; cut time in half
- Satisfaction with nursing 95% to 99%
- ED tech role implemented
- ED case manager role implemented
- EDs are for emergencies successful implementation
- Job descriptions redone

Growing Volume:

- Recruit Providers
- Orthopedic surgeon
- General Surgeon
- ENT surgeon
- Pediatric ophthalmologist
- Midlevel and CNM practitioners
- Fully integrate a multispecialty group practice



- Keep more patients
- Reduce transfers out
- Expand CRNA role
- Increase stress test capacity

Linda Gipson, CNO reported having access to the Lippincott database allows us to have the most recent updates policies and procedures for our managers. We have recently made positive changes in our nursing department. We are updating the charge master and working on clinical conversions with appointments. Emergency services are up to 94% and our staff is managing. Our door time to room time has increased a lot. Dr. Brendan Hansen reported the ED is coordinating with clinics around the state to ensure patient care.

Linda Gipson, CNO reported this is helping our patient satisfaction and with the new hospitalist group our scores will increase.

Linda Gipson, CNO reported statistics for Mental Health in Island County:

- WGH had 140 serious mentally ill patients in 2012.
- 28% of adults report 8 or more poor mental health days per month
- 17.4 % of adults report getting needed emotional support only sometimes, rarely or never
- 15 % of adults are receiving treatment for an emotional problem
- 16% of kids report seriously considering suicide in the past year (10th graders)

Linda Gipson, CNO reported our transfers from psych are mainly suicide and drug overdose. These vary from 3 hours to 23 hours which impact staffing.

Linda Gipson, CNO reported we have recruited strong surgical service leadership with Porter “Blue” Haught, Manager Surgery and Dr. Michael Picco. New procedures and new surgeons with the potential Navy volume; we will need to restructure staffing later.

Linda Gipson, CNO reported at Whidbey Family Birth Place (WFBP), Dr. Burnett and Trish Nilsen have added a lot of resources to this department. The WGH Foundation donated to the recent WFBP waiting room renovation.

Linda Gipson, CNO reported there has been an increase in violent patients and We are looking into laws and provisions.

President Tarrant thanked Linda Gipson, CNO for her presentation.

Dr. Robert Wagner presented new program models that will be offered:

- New preventive care models
- Vaccination programs
- Car seat programs
- Playground safety
- Sports conditioning

Dr. Robert Wagner reported these models/programs have been widely acceptable and preventive practices have worked very well.

Operations Update

Hank Hanigan, COO reported our Diagnostic Imaging menu offers 475 exams. Our patient satisfaction scores for DI are up 18%. Hank Hanigan, COO reported we consistently get positive feedback. Our key initiatives for diagnostic imaging are:

- Continue modernization of equipment (C-arm, Ultrasound and Echo)
- Provider Education / Awareness
- Further Pricing Analysis
- Staffing Analysis

Hank Hanigan, COO thanked Dr. Robert Hawkins for his presentation last month to the naval base physicians about our diagnostic imaging department and exams



offered. Hank Hanigan reported our Rehab services are at 33% for off island referrals. Our key initiatives for rehabilitation services are:

- Develop Patient Outcome Analysis with new EMR reporting
- Provider Education / Awareness of staff specialties

Hank Hanigan, COO next reported on the Clinical Lab. Phlebotomists are doing a great job in this area. Our patient satisfaction scores for the Clinical Lab are up. Our key initiatives for clinical lab are:

- Replacement of chemistry and hematology instrumentation
- Redesign of lab courier system
- Development of quality reporting system
- Focused effort on team development

Hank Hanigan, COO reported in our Sleep Center we are redesigning patient referrals. Our key initiatives for sleep center are:

- Completion of new system installation to allow for high speed offsite interpretation
- Redesign of patient referral handling and scheduling system

Hank Hanigan, COO reported Home Health and Hospice are awaiting our hospice medicare license and with the implementation of the EMR will start to turn around.

Our key initiatives for home health are:

- Implementation of EMR (completed)
- Full Implementation of Medicare Certified Hospice Program
- Complete restructure of office staff

Hank Hanigan, COO reported our key initiatives in strategic planning include the hiring of Annette Adkins, Pharmacy Manager and Cardinal Health and the following:

- Patient Profiling in Inpatient Areas for Medication Dispensing
- 24 hour pharmacy with Cardinal Remote Order Entry Services
- Implementation of Bedside Medication Verification through Meditech
- Re-energization of Pharmacy & Therapeutics Committee

President Tarrant thanked Hank Hanigan, COO for his presentation and asked if we are actively recruiting a therapist. Hank Hanigan, COO reported yes.

President Anne Tarrant introduced Captain Edward Simmer, Naval Commanding Officer.

WGH Future Planning Naval Healthcare Update

Captain Edward Simmer presented “Developing a Partnership to Improve the Care of the People of Whidbey Island”. Captain Edward Simmer reported the following:

Mission:

Caring For People

Vision:

Preferred choice for care

Goals:

Improve Patient Satisfaction

Improve Staff Satisfaction

Naval Base hospital opened in 1968 and had a renovation in 1990. We are here for the planes and people. We are an air station and the largest on the west coast and we predict growing in the next 5- 6 years. Captain Edward Simmer reported the following Scopes of service:

- Medical
 - Family Medical Home Port
 - Family Medicine
 - Internal Medicine



- Pediatric Medical Home Port
- Aviation Medical Home Port
 - Flight Medicine/Deployment Assessment*
 - Search and Rescue (SAR)
- Optometry
- Mental Health
- Substance Abuse & Rehabilitation*
- Urgent Care Services
- Surgical
 - Orthopedics
 - OB/GYN
 - General Surgery
 - Ambulatory Surgical Services
 - 3 Labor and Delivery Suites
 - 2 Main Operating Rooms
 - 1 Labor and Delivery OR
- Veterinary Clinic
- Dental*(open to active duty only)
 - General Dentistry
 - Endodontics
 - Oral Surgery
 - Periodontics
 - Prosthodontics and Lab
- Ancillary
 - Physical Therapy
 - Laboratory, Blood Bank
 - Diagnostic Imaging
 - Pharmacy
 - Nutrition
- Preventive Services
 - Occupational Health
 - Preventive Medicine
 - Industrial Hygiene
 - Health Promotion
- Inpatient Services
 - 12 bed Community Hospital

Captain Edward Simmer reported the following challenges and opportunities:

- Staffing
- Remote location
- Exceptional Family Member Program
- Facility space limitations
- Sequestration
- Potential growth in beneficiary population
- Limited collaboration with civilian facilities

Captain Edward Simmer reported that we are collaborating with WGH to benefit both facilities and most importantly, improve the health of the communities we serve. Between one quarter and one third of the residents of Whidbey Island are eligible for care at NHOH and many people receive care at both of our facilities at different times.

Linda Gipson, CNO reported she has been meeting and will continue to meet with Captain Baer.



Captain Edward Simmer reported we are a joint disaster planning group here to improve quality care. Potential areas for collaboration with WGH are:

- Improved Communication about Joint Patients
 - Surgical Services
 - Training and Education
 - Community/Public Health Campaigns
 - Disaster Planning & Response
 - Joint Meetings and Planning

Captain Edward Simmer stated together we can make Whidbey Island a better place to live and serve. Any questions.

Commissioner Wallin would like to have a meeting with Naval board and WGH board.

Tom Tomasino, CEO reported that he has approached Washington State with what the military surgeons would need such as licensures and credentialing.

Dr. Brendan Hansen would like to meet with the Naval Director of Medical Services regarding Emergency care.

Tom Tomasino, CEO stated we are working on how to share information within each of our medical facilities.

President Tarrant thanked Captain Edward Simmer for his presentation.

Finances

Terry Litke, CFO reported March's financial statements show a negative margin of (\$438,252) with a negative operating margin of (6.1%). This March loss is \$352,790 more than the budgeted March loss of (\$85,462).

The average inpatient census for March was 16.68, which was a 1.2% decrease from the February average census of 20.71. Inpatient surgeries were 41 in March which was a 5.1% increase from the average monthly inpatient surgeries of 39 in 2012. Total outpatient volumes were 9.74% greater in March than in February.

Gross patient revenues were at \$15,383,838 which was under budget by 2.8%, or \$441,786. Operating expenses were over budget by \$170,486 or 2.3%. Salaries and wages were under budget by \$253,106, or 7.0%. Physician fees were over budget by \$334,606, or 63.8% and Supplies were over budget by \$131,935, or 17%.

The Days Cash on Hand decreased from 43.6 in February to 38.7 in March. Days of Net Revenue in Receivables decreased from 44.2 in January to 44.2 in March, which means we collected more than we had the previous month.

After 3 months in 2013 we have a negative YTD bottom line of (\$379,953) versus a budgeted negative YTD bottom line of (\$429,538), which is \$49,585 better than budgeted YTD.

Property Updates

Hank Hanigan, COO reported we have three pieces of property for sale and are asking the board for approval to accept one of the three appraisals. Commissioner Cammermeyer motioned for approval. Commissioner Wallin seconds, motion carried.

Meditech/Hospital Updates

Tom Tomasino, CEO handed out community overview reports for review. Please direct any questions or changes to Tom Tomasino.

Tom Tomasino, CEO reported on the 4th and 5th of May we will have many of our employees involved in rekeying the accounts to update our new Meditech implementation.

Tom Tomasino, CEO reported we have approval for \$300,000 for the Perinatal System and we have a donation of \$100,000 from the foundation.

Terry Litke, CFO reported sometime after May 1, go live with Meditech, the Perinatal system will be installed. Tom Tomasino, CEO reported the administration team is changing the culture of our hospital and putting some rumors to rest: We are not



selling the hospital. By and large the volumes that we see now need to be increased; changing perception takes each and every one of us to be positive about Whidbey General Hospital. We will be the only independent hospital north of Seattle in the near future and we need to all be in alignment going forward.

Bond Update

Commissioner Wallin and Commissioner Gardner will review previous bond education materials and report at the next board meeting regarding possible next steps.

Marketing Update

Trish Rose, PR/Marketing presented the next edition of The Pulse and discussed the community survey. The survey shows we have to do a better job updating our community on our hospital's progress and programs. One way of doing this is in The Pulse we are focusing on the cancer program and what we have to offer. We are trying to get more people to our website to explore all of the hospital's opportunities and this will improve our community outreach. Marketing campaigns can help to increase the awareness of services, but Marketing campaigns don't improve perception of care. Only by providing excellent care can we improve the perception of care and thereby improve the public perception of our hospital.

Summary

Tom Tomasino, CEO discussed all the accomplishments that have dramatically changed this hospital: communicating with MEC, communicating with the board and having the Navy here for discussions. Physician recruiting, MEC and Peer Review are holding more physicians accountable with their treatment of patients and quality patient care is our goal.

President Tarrant thanked everyone for their comments and discussion.

Opportunity for Public Comment

None

Adjournment

There being no further business, President Tarrant called for a motion to adjourn. Commissioner Gardner made a motion, seconded by Commissioner Cammermeyer, to adjourn the meeting at 3:22 pm. Motion carried.