

BOARD OF HOSPITAL COMMISSIONERS

March 12, 2024

Those in attendance were Hospital Commissioners Darrin Moody, Gayle Weston, and Don Welander. Also present were Eric Moll, Mason Health CEO; Mark Batty, Mason Health COO; Steve Leslie, Mason Health CFO, Mel Strong, Mason Health CNO, Robert Johnson, Legal Counsel, Dr. Michelle Hamilton and Shelly Dunnington, Senior Executive Assistant.

Others in attendance: Nicole Eddins, Senior Director of Performance Excellence, Colby Snyder, CIO Laura Grubb, Compliance Officer, Kevin Keller, Director of Human Resources.

Gayle Weston called the regular meeting of the Board of Commissioners to order at 8:00 a.m.

It was moved, seconded, and voted to approve February 27, 2024 as presented.

Commissioners' Committee Report & Calendar

Don Welander attended BOHC on February 27, 2024, met with Eric Moll 1:1 on March 11, 2024.

Gayle Weston attended BOHC on February 27, 2024, Daisy Award on February 29, 2024 and met with Eric Moll 1:1 on March 11, 2024.

Darrin Moody attended BOHC on February 27, 2024, and met w/Eric Moll 1:1 on March 11, 2024.

Public Comments – None

Consent Agenda

It was moved, seconded, and voted to approve the March 12, 2024 consent agenda as presented.

Legal Counsel – None

CEO's Report –

Eric Moll shared behind the scenes is partnering with Brad Becker with the Collaborative in joint payer contracting.

Monthly Reports – None

Old Business – None

New Business

- a. 2023 Strategic Initiatives – Q4 Update - Each sponsor went through their Q4 Strategic Initiative Brief to share the results.
 - Operating Margin – Target 3% Q4 Results 3.8% - Exceeded the target. The supply chain savings were closed out in Q3 and was a complete success with a saving of more than a million dollars. Reduce reimbursement denials will need to be continue in 2024 and 2025. We have made progress in this area but still have work to be done. We are currently working on provider credentialing denials. They will move into authorization next. We did not meet the reduce reimbursement denials.

New Business (continued)

- Provider Engagement (overall) – Colby Snyder provided a brief on Develop systematic approach to provider training. They did Mason Clinic first with a total of 197 interactions with 109 unique users (providers and nurses). The level engagement was really good. The biggest win getting learning journey in place across the district. Super User program is what they are working on now. The interaction and communication have been approved, which has help with provider satisfaction.
- Primary Care Team Model – Mark Batty shared the Primary Care Team model went extremely well. They work with a consultant to try to take some of the indirect patient care off of the providers. Biggest thing was to allow the provider more time for inpatient facetime. RN triage has been a big win to help with provider messages. Challenges: redirecting work to the correct work level. Develop the trust between provider and team. Taking individual work and making it more a team approach. Modification: Switch work that a MA did to a RN position. Restructure Care Coordination department.
- Fulfill Referrals – Mark Batty shared for the third consecutive quarter the amount of time it took to process a referral has decreased. While not at target, this measure is trending in the right direction. The biggest different we have moved into primary care team model which has a positive impact as there is more accountability and responsibility. Clarity will be stopping service with us on April 5, 2024. Colby, Tana and referral team are looking at what options we have.
- Employee Engagement – Eric Moll shared the standard approach for individual employee meetings. The theme for 1:1 was discussed in Q3 and then more work to be done that will be part of the 2024 planning team.
- Clinic Patient (Overall) – Mark Batty shared for four year we have consistently had about 90 – 95% attendance at the bi-weekly Customer Service Huddle. The category of the survey related to the Care Provider and Medical Assistant exceeds the overall mean score and percentile rank. The vast majority of patient comments are positive 96% of the questions answered on the survey have a “Good” or “Very Good” response. The overall result remains unchanged from the previous quarter; however, improvement has been made in the Care Provider and Medical Assistant categories.
- Inpatient/OBS (Overall) – Melissa Strong shared we are at the 60%percentile which is down. WSHA data shared that our RNs are ranked 2nd in the state for communication. Our PRC data is currently showing the same as Press Ganey.

New Business (continued)

- Cancer Care Screening – Michelle Hamilton shared the focus was on the Medicare Annual Wellness and chart prep. Now we have a population health steering committee to improve data collections, reporting and workflows. The first gap focus, screening for diabetic retinopathy and with retinal photography in primary care. The biggest challenge is staffing. It really takes a RN so you can work at the highest level of your license and MA needs to be trained to do higher end items.
 - Annual Wellness Visits – Eric Moll shared that we have maintained growth of the program with 15% of Medicare patients (who have had clinic visit within the year) having a Medicare Wellness Visit by December of 2023. The year started at 6% in January of 2023. Although overall growth, visits in December were not as robust as the prior 3 months as staffing continues to be a concern. RNs could be better integrated into the primary care clinic in a care management role and within transitional care from hospital to clinic in additional completing AWV. This will not be an initiative in 2024.
 - Hospital Acquired Pressured Injuries – Melissa Strong shared we were able to teach staff how to identify HAPIs earlier, increase reporting of HAPIs, improve documentation and actions related identification and prevention of HAPIs. Audits have shown that we have significantly improved performance and accuracy of HAPI prevention, care and documentation. In Quarter 3 and 4, 2024 we had zero HAPI. We hired a CWON in the MSP Dept who is now able to do the full-body assessments of high-risk risk patients. A full-body assessment takes about 1 hour to complete.
- b. CHNA Implementation Plan & 2023 Outcomes - Melissa Strong went over the 2023 – 2025 Community Health Needs Assessment Implementation and provided an update on the 2023 outcomes.
- c. Budget Amendment – Gateway Lease – Steve Leslie recommended to increase budgeted operating expense by \$12,825 and to execute the lease of Suite 160 at Gateway at an annual cost of \$17,100. Currently, we lease space at the Port of Shelton who will not be renewing our lease. The term of this lease will match the others.
It was moved, seconded and voted to approve to increase operating expense \$12,825 to execute lease of Suite 160 at Gateway.
- d. Board of Hospital Commissioners Bylaws - Adopted the Bylaws
It was moved, seconded and voted to approve Board of Hospital Commissioners Bylaws.

New Business (continued)

- e. Budget Amendment – Eric Moll recommended to approve an increase Care Coordination 2024 operating budget in the amount of \$27,700 for Care Coordination/Medicare Annual Wellness Program restructure.

It was moved, seconded and voted to approve an increase Care Coordination 2024 operating budget in the amount of \$27,700 for Care Coordination/Medicare Annual Wellness Program restructure.

Administration Roundtable

Mark Batty shared the Clarity being removed which is our referral program was a surprise and we may limp along but working towards a solution.

Mark Batty shared that the Cardiology Services are well and an excellent group to work with. Hoping to increase clinic visits by Spring.

We have an OB/GYN site visit next week for hiring in 2025. Christine Dawson is doing a great job moving things arounds getting locums and making things work.

Steve Leslie working on the new year financials and on the bond rating presentation.

Steve Leslie shared we are working on some claim issues due to the Change Healthcare and Oracle change over to

The Protech union meeting in June and looking at prepping in advance (Business Office, Lab, DI and LPN). Mel has scheduled a labor management meeting in May with the union and nurses so we can make sure everything is on track.

Melissa Strong shared the Daisy Award had 10 candidates and was a great event.

The Nursing Town Hall will be on Thursday, March 28th internally only.

The first two treadmill happened yesterday. Melody Olels will be taking over this program.

Dr. Hamilton shared Change Healthcare has not been too terrible for the providers.

The Medical Executive in person for the first since COVID this month.

Adjourned at 10:25 a.m.

PUBLIC HOSPITAL DISTRICT NO. 1
OF MASON COUNTY, WASHINGTON

BY: _____

Attest: _____
