

CLALLAM COUNTY
PUBLIC HOSPITAL DISTRICT NO. 2

**BOARD OF
COMMISSIONERS
MEETING**

LINKLETTER HALL
6:00 P.M.
September 15, 2021



Working together to provide excellence in health care.



Board of Commissioners Meeting
Wednesday, September 15, 2021
6:00 pm

- Virtual Meeting -

Log on to www.olympicmedical.org/virtual-board-meeting on September 15 for the Web-ex meeting information.

I. PLEDGE OF ALLEGIANCE

II. CONSENT AGENDA

- A. Minutes from August 28, 2021 and September 1, 2021 (pages 1-15);
- B. Bad Debt for August 2021 in the amount of \$163,936.12;
- C. Vouchers for August 2021 in the amount of \$9,432,085.46;
- D. Payroll for the period of August 8, through September 4, 2021 in the amount of \$6,281,560.15.

III. PATIENT STORY – Jennifer Burkhardt, Chief Human Resource Officer/General Counsel

IV. MEDICAL STAFF RECOMMENDATIONS – Dirk Gouge, DO, Chief of Staff

- A. August 2021 Medical Staff Credentials Report (page 16)

V. QUALITY/SAFETY REPORT – Vickie Swanson, MSN, RN, Chief Nursing Officer and Joan Warren, Director Home Health

VI. OLYMPIC MEDICAL PHYSICIANS (OMP) UPDATE – Joshua Jones, MD, Chief Physician Officer

- A. 3Q2021 OMP Update

VII. PUBLIC COMMENT

VIII. OLD BUSINESS

IX. ADMINISTRATOR’S REPORT – Darryl Wolfe, Chief Executive Officer

- A. Operations Update

X. NEW BUSINESS

XI. OTHER



**Board of Commissioners
Business Meeting Minutes
August 18, 2021**

The meeting of the Board of Commissioners of Olympic Medical Center was called to order at 6:00 pm by Board President John Nutter in Linkletter Hall. The meeting was then opened with the pledge of allegiance. Due to the COVID-19 virus pandemic and Governor Jay Inslee's Open Public Meetings Act and Public Records Act Proclamation 20-28.15, the meeting was held virtually with attendees and the public calling into the published conference line.

In attendance were Commissioners Ann Marie Henninger, RN, BSN (virtual), Thom Hightower, RN, Jean Hordyk (virtual), Jim Leskinovitch, John Miles, MD, (virtual), Tom Oblak and John Nutter; Chief Executive Officer Darryl Wolfe; Chief Medical Officer Scott Kennedy, MD; OMP Chief Physician Officer Joshua Jones, MD; Chief Nursing Officer Vickie Swanson, MSN, RN; Chief Financial Officer Lorraine Cannon; Chief Human Resource Officer/General Counsel Jennifer Burkhardt; Risk and Compliance Officer Donna Davison (virtual); and Executive Assistant to the CEO and Board Gay Lynn Iseri (virtual).

CONSENT AGENDA

- A. Minutes from July 21, 2021, July 23, 2021 and August 4, 2021;
- B. Bad Debt for July 2021 in the amount of \$(71,149.83);
- C. Vouchers for July 2021 in the amount of \$11,028,016.93;
- D. Payroll for the period of July 11, 2021 through August 7, 2021 in the amount of \$6,609,131.68;
- E. Surplus Property.

MOTION: To approve the Consent Agenda as presented. *Motion carried unanimously.*

PATIENT STORY – Jennifer Burkhardt, Chief Human Resource Officer/General Counsel

It was recommended by Amber Rauch, Patient Experience Advocate, to commend Dana Yamauchi, social work case manager, for helping with a grieving daughter of a patient. Dana was able to compassionately explain end of life processes so she better understood what was happening with her mother.

MEDICAL STAFF RECOMMENDATIONS – Dirk Gouge, DO, Chief of Staff

Medical Staff Credentials Report for July 2021

The July 2021 Medical Staff Credentials Report was presented for approval as follows:

Reappointment to the Allied Health Professional Staff:

- | | |
|----------------------------|---|
| 1. Churchill, Sherry, ARNP | Jamestown Family Health – Family Medicine |
| 2. Larsen, Paul, PA-C | OMP – Primary Care |
| 3. Sterin, Robin, PA-C | OMP - Orthopedics |

Appointment to the Active Staff:

- | | |
|---------------------------|-------------------------------------|
| 1. Frankland, Joshua, MD | OMP – Pediatrics |
| 2. Nelson, Mira, MD | NOHN – Family Medicine |
| 3. Puhl, Kristin, MD | NOHN – Family Medicine |
| 4. Rowan, Brianne, MD | NOHN – Family Medicine |
| 5. Tagintsev, Aleksey, DO | OMP Hospitalist – Internal Medicine |

Reappointment to the Active Staff:

- | | |
|--------------------------|------------------------|
| 1. DiBari, Jessica, DO | NOHN – Family Medicine |
| 2. Freezer, Jonathan, MD | OMP - Pediatrics |
| 3. Murphy, David, MD | OMP - Pulmonology |
| 4. Nautsch, Felix, MD | RADIA - Radiology |

Appointment to the Courtesy Staff:

- | | |
|--------------------|---|
| 1. Dave, Amish, MD | Virginia Mason - Internal Medicine Rheumatology |
|--------------------|---|

Appointment to the Telemedicine Staff:

- | | |
|------------------------|-------------------|
| 1. Peters, Michael, MD | RADIA – Radiology |
|------------------------|-------------------|

Resignations/Contract Terminations:

- | | |
|--------------------------|--|
| 1. Mishko, Larri Ann, DO | Jamestown Family Health – Effective 7/1/2021 |
|--------------------------|--|

MOTION: To approve the July 2021 Medical Staff Credentials Report as presented.
Motion carried unanimously.

Family Medicine Resident Scope of Practice Form Revisions

Housekeeping changes were presented for approval for the Family Medicine Resident Scope of Practice Form as indicated on pages 32-34 of the Board Packet.

MOTION: To approve the revisions to the Family Medicine Resident Scope of Practice Form as presented. **Motion carried unanimously.**

QUALITY/SAFETY REPORT – Scott Kennedy, MD, Chief Medical Officer

Information about COVID-19 booster vaccinations was presented. They should be available eight months after the second Pfizer dose. As yet, boosters have not yet been authorized for administration.

WORKFORCE/STAFFING UPDATE – Jennifer Burkhardt, Chief Human Resource Officer

The attached slides were presented regarding employees, providers, and open positions at OMC. Talent acquisition, workforce development, RN travelers, the local housing shortage, incentives and bonuses for sign-ons, employee recruitment incentives and retention of current staff was also discussed.

OLYMPIC MEDICAL PHYSICIANS (OMP) UPDATE – Joshua Jones, MD, Chief Physician Officer

Olympic Medical Physicians Operating Rules

Minor revisions to the 2021 OMP Operating Rules were presented for approval (pages 35-41 of the Board Packet). A physician compact was added, along with gender neutral language.

MOTION: To approve the revisions to the Olympic Medical Physicians Operating Rules as presented. ***Motion carried unanimously.***

PUBLIC COMMENT

Public Member Karen Rogers thanked the board for their work during this COVID-10 pandemic.

ADMINISTRATOR’S REPORT – Darryl Wolfe, Chief Executive Officer

Operations Update

The operations report was presented as attached. Surgery cases, Emergency Department visits, OMP Clinic visits and Patient Days statistics over the past four years was presented. OMC remains very busy. The Sequim Campus analysis is underway, and the Medical Staff Analysis by consultant Frank Fox has been received, with more information to follow. One candidate for the chief operating officer position has been interviewed. The other two applicants withdrew their applications. The linear accelerator construction project is moving along nicely, as is the PET CT remodel project.

There being no further business, the meeting was finally adjourned at 7:10 pm.

APPROVED AND ADOPTED this 15th day of September, 2021.

ATTEST:

_____	_____ President
Secretary	_____ Commissioner
_____	_____ Commissioner
Commissioner	_____ Commissioner
_____	_____ Commissioner
Commissioner	_____

Workforce Update

Presented to Board of Commissioners

August 18, 2021

Olympic Medical Center

Jennifer Burkhardt, CHRO and General Counsel

Olympic Medical Center Staff

- **Current Number of Employees:**
 - August 2021: 1626 employees
- **Trending Number of Employees:**
 - January 2021: 1616 employees
 - January 2020: 1566 employees
 - January 2019: 1504 employees
- **Composition of Employees:**
 - Non-Union = 666
 - Union = 964

Providers, RN's and MA's

- Providers = 113 currently employed
- 4 are contracted to join – Drs. Frankland, Nguyen and Bayne; Maggie Gardner
- RNs (all divisions) = 369
- Medical Assistants = 91 + 33 MA-App = 124
 - Olympic Memorial Hospital: 1090 employees
 - Olympic Medical Home Health: 77 employees
 - Olympic Medical Physicians: 463 employees
 - (including 64 in the Cancer Center)

OMC is Hiring!

- We have 220 open positions! (211 non-provider, 9 Provider)
- RN's are in demand nationally and at OMC
- 56 Open RN positions at OMC:
 - 34 RN/LPN acute care positions open
 - 4 Home Health RN positions open
 - 1 OMCC RN positions open
 - 11 OMP RN positions open
 - 6 Management Support RN positions open (e.g., Clinical Informatics, Employee Health, etc.)

Open Positions

- Currently have **7** CNA positions open
- Currently have **20** Medical Assistant positions open (**8 MA-C, 12 MA-R**)
- Other important posted positions:
 - Respiratory Therapist: **3** openings
 - Medical Technologist/Med Lab Techs: **6** openings
 - Radiation Oncology Manager/Chief Therapist (in process)
 - Clinical Analyst, RN
 - Surgical Techs, 1 per diem and 1 regular FTE
 - COO
 - Emergency Services Director

For Comparison

- How many openings does St. Michael's have for comparison? **331** (up from **283** **three weeks ago**)
- How many openings does Swedish have? **1090**
- How many openings does Jefferson Healthcare have? **85**

Talent Acquisition: Workforce Development

- In 2020 OMC filled 693 positions
 - This includes internal movement and career development – 357 positions were filled by internal candidates and 336 positions were filled by external candidates
- So far in 2021, we have filled 457 positions. We are on track to outpace last year!
 - 230 Internal, 227 External

RN Travelers



- We currently have 29 travelers in nursing (up from 12 in July)
- Strategies are working
 - Monitoring and tracking rates for travelers
 - Offering housing in some instances so that the traveler can “pocket” some expenses paid to them by traveler agency
 - We recently reserved block of hotel rooms at Red Lion for six months at discounted rate

Housing Shortage

- We actively provide information to candidates;
- We are renovating houses that we own in order to provide housing;
- One of our properties is currently a rental being occupied by a provider

Market for Sign-Ons and Other Incentives

- We are offering retention incentives for difficult to fill positions; the market is challenging
- For example, \$10,000 for RN's (\$2000 after 90 days, \$8000 after 18 months)
- \$5000 for MA's and CNA's (\$2000 after 90 days, \$3000 after 12 months)

Employee Referral Incentive

- Employees can earn up to \$1500 for referring employees who stay at OMC for 12 months following referral
- All positions through August 31 are currently designated hard-to-fill and eligible for this program

Challenge: Retention of Current Staff

- Increased wages for MA's, CNA's, ERT's in 2021; currently evaluating wages (again)
- Developed staffing shortage bonus pay for union RN's/LPN's
- Developed staffing shortage bonus pay for support staff, including Dietary, EVS, Security
- Considering for UFCW represented staff

Notable Workforce-Related Projects

- Mandatory Vaccine Exemptions
- Employee Health – record level of work
- Diversity Equity & Inclusion
 - Survey
 - DEI committee with front line staff
 - Gap analysis and roadmap for sustainable improvement
 - WSHA 18-month Health Equity Collaborative
- Entering the performance appraisal process

Thank you!



Administrator's Report

Board of Commissioners Meeting
August 18, 2021

Presented by
Darryl J. Wolfe, Chief Executive Officer

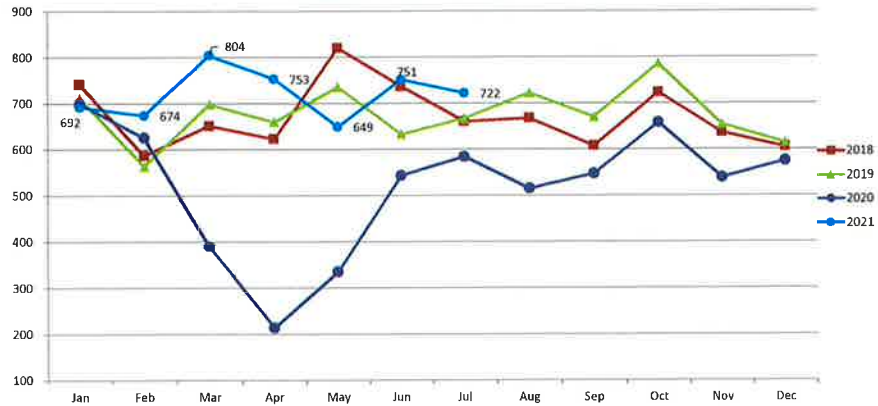


Operations Update

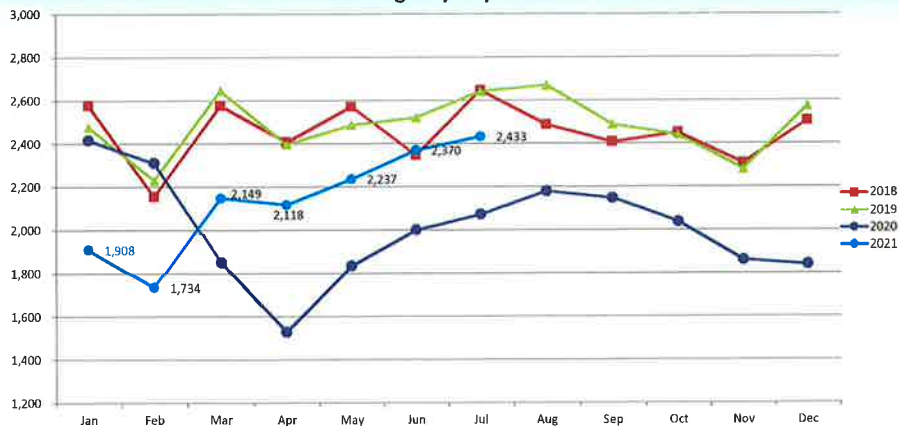
- OMC is Busy!
- Most areas operating at pre 2020 levels
- On going pandemic response



Surgery- Total Cases (Incl. Endo)

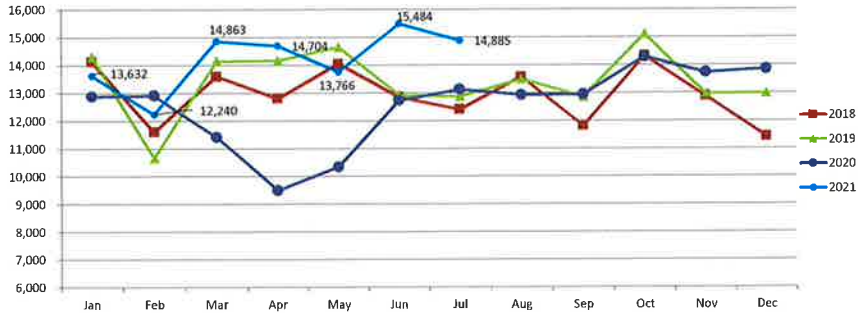


Emergency Dept Visits

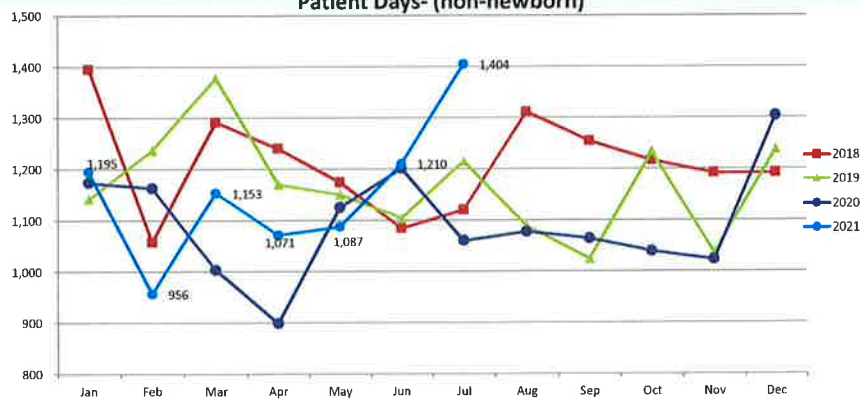




OMP Clinic Visits



Patient Days- (non-newborn)





Operations Update

- Vaccination Mandate
- Sequim Analysis
- Medical Staff Development Plan
- Chief Operating Officer Search
- Construction Update



Questions?

Working together to provide excellence in health care.



**Board of Commissioners
Work Session Minutes
September 1, 2021**

The regular meeting of the Board of Commissioners of Olympic Medical Center was cancelled due to the ongoing internal triage and the increasing number of COVID-19 hospitalizations.

APPROVED AND ADOPTED this 15th day of September, 2021.

ATTEST:

President

Secretary

Commissioner

Commissioner

Commissioner

Commissioner

Commissioner

**CONFIDENTIAL
MEDICAL STAFF**

CREDENTIALS REPORT – August 2021

The following are being recommended for approval by the Medical Executive committee. These recommendations are based upon a review of the (re)applicant's education, experience, demonstrated current professional competence, judgment, health status, documented results of clinical performance and the results of other quality review and monitoring studies. Other matters bearing on these recommendations include professional ethics, discharge of staff obligations, and compliance with applicable Medical Staff Bylaws and policies. No applicant shall be discriminated against, denied nor granted Medical Staff membership or clinical privileges on the basis of gender, age, sexual orientation, race, creed, ethnicity/national origin, on the basis of any other criterion lacking professional justification.

MEDICAL STAFF

Appointment to the AHP Staff:

- | | |
|----------------------|---|
| 1. Chang, Eric, PA-C | Jamestown Family Health – Family Medicine |
|----------------------|---|

Reappointment to the Active Staff:

- | | |
|-----------------------|----------------------|
| 1. Pan, Alexander, MD | Swedish - Cardiology |
|-----------------------|----------------------|

Appointment to the Telemedicine Staff:

- | | |
|--------------------------|------------------------|
| 1. Labiche, Lise, MD | Providence - Neurology |
| 2. Markel, Thomas, MD | RADIA – Radiology |
| 3. Slaughter, Audrey, MD | RADIA – Radiology |
| 4. Vadakara, Tom, MD | Insight – Psychology |

Resignations/Contract Terminations:

- | | |
|----------------------------|---|
| 1. Ahearn, Meghan, MD | Emergency Medicine – Effective 7/21/2021 |
| 2. Bopp, Deborah, CNM | OMP Women's Health – Effective 4/26/2021 |
| 3. Krelstein, Michael, MD | InSight Telepsychology – Effective 7/6/2021 |
| 4. Lang, Thomas, MD | Emergency Medicine – Effective 8/1/2021 |
| 5. Maxfield, Melanie, PA-C | OMP Orthopedics – Effective 6/25/2021 |