



## ALLIANCE GOVERNANCE BOARD

Wednesday, May 2, 2018

### MINUTES

#### AGB CALL TO ORDER

The Alliance Governance Board (“AGB”) meeting was called to order by Tony Balk at 3:00 pm in the Godard Room at EvergreenHealth Monroe (“EHM”). Present at the meeting were the following Directors and staff: Tony Balk, Chair and SCPHD#1 Commissioner; Steve Matuschak, SCPHD#1 Commissioner; Al DeYoung, KCPHD#2 Commissioner; Jeanette Greenfield, KCPHD#2 Commissioner; Bob Malte, EH CEO; Renée Jensen, Sr. VP and EHM CAO; Lisa LaPlante, EHM COO; Brenda West, EHM CNO; John Patz, DO, Medical Staff President; Midori Larrabee, MD, CMO; Jim Fitzgerald, General Counsel; Tina Mycroft, EH Chief Financial Officer; Daria Cardin, Ash Consulting VP; Sarah Tamura, EHM Sr. Executive Assistant. Guests included Teresa Jackson, MD, Addiction Medicine; Eric Britt, Director of the Recovery Center; Julie Mincy, Manager of Human Resources.

#### PUBLIC COMMENT

No one from the public wished to comment.

#### ACTION ITEMS

##### Consent Agenda

Commissioner Balk presented the Consent Agenda which included the April 4, 2018 AGB Minutes and the March 2018 A/P and Payroll Voucher Summary.

There being no questions regarding the Consent Agenda, Commissioner Balk called for a motion to approve it as presented.

**Motion:** Commissioner Greenfield moved to approve the Consent Agenda, which included the April 4, 2018 AGB Minutes and the March A/P and Payroll Voucher Summary, as presented. Commissioner Matuschak seconded the motion. **Motion carried unanimously.**

#### RECOVERY CENTER UPDATE

Lisa LaPlante, Chief Operations Officer, introduced Dr. Teresa Jackson, our new Medical Director of Addiction Medicine, and Eric Britt, Director of the Recovery Center. Dr. Jackson presented an overview of the services provided by the Recovery Center as well as an update about the work happening to create greater efficiency and improve patient flow.

Dr. Jackson noted that her goals for the Recovery Center and Detox are to increase volumes to ensure the greatest capacity to serve the community. She also wants to work on the ability of the center to

retain patients within the program to decrease long-term recidivism. Dr. Jackson sees an opportunity to work on the relationship between the hospital and the Recovery Center to ensure there is balance between the two facilities and continuity of care for patients.

Ms. LaPlante thanked Dr. Jackson, Dr. Patz and Mr. Britt for the work they continue to do to improve the care provided by the Recovery Center. Ms. LaPlante then shared an update on the work she, Sarah Macht and Dr. Midori Larrabee have been doing to help improve the workflow in the Recovery Center. The Recovery Center team has been working in conjunction with the executive team to enhance the referral process to ensure there is a streamlined method for transferring patients between the two hospital campuses.

## **REPORTS & DISCUSSION**

### **HR Annual Report**

Julie Mincy, Manager of Human Resources, provided the annual HR update for review prior to the meeting and opened the floor for questions about that report. Highlights included:

- The turnover rate the hospital has been high, causing the HR team to refocus efforts on creating an improved recruitment and retention strategy that focus on being proactive. The HR team is working to create opportunities for employee engagement and recognition to ensure staff feel appreciated and acknowledged.
- There is no employee engagement data from 2017 due to the process being updated to align more closely with the EvergreenHealth model. The upcoming survey will be a cross between the previous survey and the EvergreenHealth survey to allow the data to be comparable to previous years as well as aligning in the years ahead.

The AGB thanked Ms. Mincy for her hard work and expressed their appreciation for the work she and her team do to support the staff. Ms. Mincy will return on a future date to discuss the turnover rate in greater depth and discuss compensation parity.

### **Quality and Safety Committee Report**

Brenda West, Chief Nursing Officer, presented the March Quality and Patient Safety minutes including the executive dashboards, as well as the "What Have We Learned" summary. The discussion was focused on the patient experience scores, which had dropped over the last month. Ms. West is implementing the AIDET (Acknowledge, Introduce, Duration, Explanation and Thank You) system to the frontline staff. Ideally, this system will help them create a better rapport with patients.

Ms. West also acknowledged that the recent change in the nursing leadership may be, in part, responsible for the lowered scores. Staff are in the process of adapting to the new leadership styles they are encountering. While staff adapt to this change, leadership is working to ensure staff are recognized and appreciated for the hard work they are doing.

Ms. West voiced the support for her team, but recognizes the need to standardization processes and create expectations that staff are trained to. This will help the staff improve their interactions with patients and, ideally, will improve the in-patient scores.

## EXECUTIVE REPORTS

### **Nursing Annual Report**

Ms. West presented the Nursing Annual Report, focusing her presentation on the vision for nursing at EvergreenHealth Monroe moving forward. Ms. West is focused on helping the staff create a nursing philosophy that they can believe in and uphold. To support this goal, she will be implementing a shared governance model to help the nursing staff engage. This model will remain separate from the nurse staffing committee, which is state mandated and utilized differently. Ms. West is already seeing staff members emerge who will be leaders among their peer group and can act as strong representatives in the shared governance model for their coworker.

### **Medical Staff Report**

John Patz, MD, Medical Staff President, reported as follows:

- Either Dr. Lee or Dr. Tran will be added as an at-large member of Medical Executive Committee. Dr. Jackson will also be added once her privileges are approved.
- Dr. Ashley Seale will be joining the Monroe Primary Care practice in August and the medical staff is excited to welcome her to the staff.

### **Chief Medical Officer's Report**

Midori Larrabee, MD, EHM CMO, provided her first report to the AGB. Some key points included:

- Work is being done to add a PA to the Recovery Center. This would allow the staff to accept a wider array of patients more consistently throughout the week.
- Dr. Larrabee is working with the Sultan Clinic to help them assess their practices, looking for opportunities to fine tune and working to provide chances for the clinic to utilize the resources the hospital provides.
- The medical staff met with the quality team to review quality metrics and determine those metrics they find impactful and informative, allowing them to focus their efforts. Dr. Sisk is helping the department heads brainstorm opportunities to improve those highlighted metrics.
- Dr. Joel Weber has signed his contract and will be joining us in September of 2018. Hospitalist interviews are on-going and the group hopes to hire another staff member this summer.

### **Chief Financial Officer Report**

Daria Cardin, Ash Consulting VP, presented the March financial report. Key points of her presentation were:

- Through March, EHM was at 3+ days of cash on hand, due in large part to receiving a settlement of \$1.3 million in cash, improving the overall days cash on-hand.
- Surgery numbers continue to ramp up as Dr. Swenson works on his backlog of cases. EHM anticipates hitting budgeted volumes within the next couple months.

### **Chief Administrative Officer's Report**

Renée Jensen, CAO, presented a few highlights from her CAO report:

- Ms. Jensen pointed to the focus she and her administrative team have been placing on community engagement, with efforts focused on ensuring the community is aware of the resources EvergreenHealth Monroe provides. Feedback from the Community Advisors was that they have seen improvement but they also see a need for the hospital to educate the community about the services the hospital delivers. Many community members still associate

EvergreenHealth Monroe with the Emergency Department, highlighting the need for enhanced marketing of other service lines.

- Ms. Jensen introduced the Achievelt software, which will be utilized by the EvergreenHealth Monroe leadership to manage the organizational strategic plan. The system will help enforce the culture of accountability, providing managers with the ability to regularly update their goals and mark progress.

### **Chief Executive Officer's Report - EvergreenHealth System Updates**

Bob Malte, EvergreenHealth CEO, reported on the following:

- May 3<sup>rd</sup> and 4<sup>th</sup>, EvergreenHealth will be hosting a leadership retreat. A consulting firm will be attending to discuss the possibility of a levy lift and the work that would entail.
- Tina Mycroft, Chief Financial Officer, updated the group about the on-going search for a Financial Officer. The search has been narrowed to one candidate and reference checks are occurring.

### **SCPHD#1 Report**

Commissioner Balk reviewed events from the May 1, 2018 SCPHD#1 Board Meeting and went over the minutes from the April 4<sup>th</sup> SCPHD#1 and Community Advisor Committee Meeting. Key points included:

- Commissioner Balk let the AGB know about the group of staff who attended the SCPHD#1 meeting on May 1<sup>st</sup> to discuss their concerns about turnover, the burden of training new staff and issues with pay.
- The Community Advisors and Commissioners learned a great deal about the Recovery Center and feel it is an under-advertised asset within the community. Dr. Patz recommended holding town halls to help educate the community about the services provided.

## **AGB BUSINESS**

### **Rolling Agenda**

The rolling agenda was presented and there were no comments or questions from the Commissioners.

### **Communication**

There were no comments or questions from the Commissioners about the communications summary.

### **CAO R&R Goals**

Ms. Jensen presented the final version of her 2018 R&R Goals to the AGB.

Commissioner Balk called for a motion to approve Renée Jensen's R&R Goals for 2018.

**Motion:** Commissioner Greenfield moved to approve the Renée Jensen's 2018 R&R Goals. Commissioner Matuschak seconded the motion. **Motion carried unanimously.**

### **PEBB Liability**

Ms. Cardin provided an update about PEBB Liability. The State Auditor brought to EHM's attention that PEBB benefits provided retired workers will be changing. In 2018, EHM will need to report this benefit under GASB 75, which will require placing the entire liability for this benefit on EHM's books each year, rather than a portion of the benefit. This is a widespread issue with AWPMD hospitals. Ms. Cardin will be working with her team to do an actuarial study to determine the liability.

This change raises the question of whether PEBB is the best system for EvergreenHealth Monroe to utilize for its benefits and suggests that other options may need to be evaluated.

**UFCW Executive Summary**

Ms. Jensen reviewed the executive summary of the UFCW Contract provided by Ms. Mincy with the group.

Commissioner Balk called for a motion to approve the EvergreenHealth Monroe/UFCW 21 Collective Bargaining Agreement.

**Motion:** Commissioner DeYoung moved to approve the EvergreenHealth Monroe/UFCW 21 Collective Bargaining Agreement. Commissioner Greenfield seconded the motion.  
**Motion carried unanimously.**

**EXECUTIVE SESSION**

At 5:14 pm Commissioner Balk announced the AGB would proceed into an Executive Session as permitted by RCW 42.30.110 to discuss evaluation of public employees and discussion of claims with legal counsel. The session was scheduled for 16 minutes. At 5:30PM, 8 additional minutes were requested. Attendees of the Executive Session were Tony Balk, Steve Matuschak, Al DeYoung, Bob Malte, Jeanette Greenfield, Renée Jensen, Tina Mycroft and Dr. Midori Larrabee.

The Executive Session concluded at 5:38 p.m.

**MEETING RECONVENED**

The open public meeting was reconvened at 5:38 p.m.

**Medical Staff Credentialing Report- Vote**

Dr. Larrabee recommended approval of the Credentialing files. The following providers were recommended for approval:

**INITIAL APPOINTMENTS/PROVISIONAL**

APPLICANT	PRIVILEGES	MEMBERSHIP
Jackson, Teresa L., MD	Addiction Medicine	Active
Kehr, Elizabeth L., MD	Pathology	Courtesy

**PROVISIONAL ADVANCEMENTS**

APPLICANT	PRIVILEGES	MEMBERSHIP
Hoang, Priscilla D., MD	Cardiology	Courtesy
Kim, Edward, MD	Cardiology	Courtesy
Maidan, Rubin R., MD	Cardiology	Courtesy
Qiu, Wei Wayne, MD	Anesthesiology	Courtesy

APPLICANT	PRIVILEGES	MEMBERSHIP
Vossler, Mark R., MD	Cardiology	Courtesy

**REAPPOINTMENTS**

APPLICANT	PRIVILEGES	MEMBERSHIP
Huhdanpaa, Hannu, MD	Diagnostic Radiology	Courtesy
Keylock, Joren B., MD	Anatomic and Clinical Pathology	Courtesy

**OTHER**

APPLICANT	PRIVILEGES	MEMBERSHIP
Wallace, Robin L., ARNP	ARNP/ Medical Oncology	Allied Health

**RESIGNATIONS**

APPLICANT	PRIVILEGES	MEMBERSHIP	COMMENTS
Inoue, Yoshio, MD	Hematology and Oncology	Active	<b>Voluntary Resignation</b>

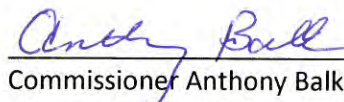
Commissioner Balk called for a motion for approval.

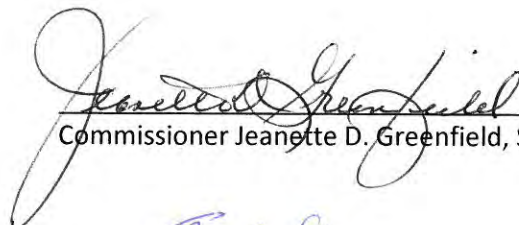
**Motion:** Commissioner DeYoung moved to approve the March Medical Staff Credentialing Report as presented and to approve the New Appointments, Reappointments, Status Changes, and Privileges pertaining to the EvergreenHealth Monroe Medical Center Medical Staff and AHPs, as stated above. Commissioner Greenfield seconded the motion. **Motion carried unanimously.**

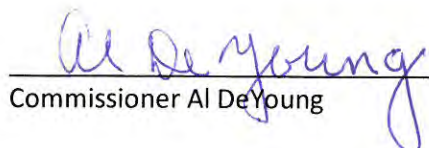
**ADJOURN**


There being no further business, Commissioner Balk adjourned the meeting at 5:43 p.m.

**ATTEST: ALLIANCE GOVERNANCE BOARD**

  
 Commissioner Anthony Balk, Chair

  
 Commissioner Jeanette D. Greenfield, Secretary

  
 Commissioner Al DeYoung

  
 Commissioner Stephen Matuschak



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Bob Malte, EvergreenHealth CEO