

Orcas Island Health Care District
Board of Commissioners - REGULAR Meeting Minutes
Orcas Island Fire & Rescue – Eastsound Firehall

Tuesday, May 21, 2019
4:00 – 6:00 pm

Commissioners Present:

Art Lange (remote)
Diane Boteler
Patricia Miller
Pegi Groundwater (remote)
Richard Fralick

Staff:

Superintendent Anne Presson

Commissioners Absent:

None

I. Call to Order

President Fralick called the meeting to order at 4:08 pm with Commissioners Lange and Groundwater remote.

II. Public Comment

President Fralick asked for a show of hands as to how many guests were interested in presenting a public comment. At this time there was no public comment.

III. Consent Agenda

President Fralick removed both sets of draft Minutes from the Consent Agenda, which left only the AP Voucher report.

MOVED by Commissioner Groundwater, seconded by Commissioner Boteler to approve the Consent Agenda as amended. VOTE 5:0:0. MOTION CARRIED.

President Fralick indicated that the draft minutes from the May 13th Special Meeting were not ready for action and will be brought back to the June 4th meeting for consideration. Regarding the overall process in reviewing minutes, he asked Commissioners to be timely when asked for feedback on the initial draft minutes. It was decided that all comments be provided to the Superintendent by the Friday before a Tuesday meeting. Commissioner Groundwater asked that everyone be sensitive to the use of acronyms and abbreviations. She feels the intent of these documents is to enable the general public to understand the discussion, and anyone not at the meeting might not be aware of what those mean. There were some grammatical edits to the draft minutes of the May 7th Regular meeting that were not substantive in nature and incorporated into the final draft.

MOVED by Commissioner Miller, seconded by Commissioner Boteler to approve the May 7th Regular meeting minutes, as amended. VOTE 5:0:0. MOTION CARRIED.

IV. Committee & Work Group Reports

a. After-Hours Work Group

Commissioner Boteler reported that she and Commissioner Lange haven't gotten the Work Group back together since the meeting that was held with Dr. Jaffy on May 1st. Since Commissioner Lange wasn't available, she and Commissioner Miller attended that meeting. Commissioner Miller had summarized the outcome of that meeting, including what remained as follow-up items. These include:

1:4 Provider Ratio: UW feels strongly that anything less than 1:4 is not feasible and a 1:4 ratio is only sustainable for a short period of about 3 months.

- It was noted that it is necessary to anticipate loss of or sickness of a provider into the min # required.
- UW does not use LOCUMs so all providers would have to be "hired" by UW. The Work Group discussed the feasibility of UW hiring OFHC PA/MD/NP and/or other local physicians to fill this need versus importing providers from the mainland. Matt does not know if this is feasible and did indicate that he wasn't even sure who he would ask but he took this as a follow up item from the meeting. Diane raised the concern that they could not apply their standard non-compete clause to these individuals.
- The Work Group asked if options such as reducing the providers' in clinic hours during the week to alleviate some of the stress associated with on call periods would be an option that could be considered. In the meeting Matt indicated that provider compensation structure is set by UW School of Medicine and was not negotiable, which seemed to essentially eliminate any creative restructuring of shifts/comp days. Matt has since asked for clarification to make sure his answer was correct. Commissioner Miller explained the Board is trying to identify ways to alleviate some of the burden of asking providers to be available to come into the clinic, when medically necessary. One way might be to reduce the actual patient visit hours during the regular work week by providing comp days, or less hours per FTE. Matt won't be able to talk with Dr. McGough until he returns from vacation in a few weeks.

Commissioner Miller referred the Board to data the District's attorney provided, which she used in modifying the After-Hours Pro Forma. Her modification assumed only on-island providers would be utilized in the model; however, it still ends up costing approximately \$184,000/year.

At this point, it's hard to imagine a viable financial model that doesn't involve sharing call with the OFHC providers or agreeing to the 1:4 ratio. There were concerns raised about the busy summer months, and the burden it will place on OFHC. Discussion continued as to how much time the Commissioners should put into the after-hours modeling at this point being that the District faces significant budget constraints on services provided in the normal course of business. This is combined with the loss of a provider, which brings the ratio down to 1:3. It doesn't appear the Work Group can go much further unless UW is able to remove some of the restrictions they have established.

Commissioner Boteler shared that as she continues to talk with islanders, there are significant concerns within the community that the after-hours remains unresolved. It remains something she feels people want the Board to try and solve. While there could be a short-term solution, it remains a big question as to whether the UW model is financially viable over the longer term.

The Board reviewed the after-hours data provided by both UW (March/April) and OFHC (April). The activity is summarized below:

UW

	<u>March</u>	<u>April</u>
# of Calls	25	15
# of Patients Seen	0	0

OFHC

# of Calls	14
# of Patients Seen	5

Commissioner Boteler referenced a letter sent to several Commissioners from a visitor who had an urgent medical issue while visiting the island. There was continued discussion around the incident and consensus that the Superintendent draft a response to come from Commissioner Lange, as that was who they contacted. The email will encourage the individual to submit a complaint to the appropriate Clinic Managers and ask for their permission to allow the Board to submit the information to our contacts within the clinic leadership. Commissioner Lange will also call the family to acknowledge receipt of the email and express the Board's concern.

Commissioner Lange asked the Superintendent if she would create a spread sheet that compiles the after-hours data from the two clinics so it will be easier for the Board to assess the overall picture. It should contain the # of after-hours calls, the # of after-hours clinic visits and if possible, the # of those who were flown off. This new report will be brought to the next Board meeting.

b. Building Committee

Commissioner Groundwater reported that the Committee has been working with the selected Engineering firm to execute a contract. The scope of the contract is for the firm to review the two HVAC proposals that were received previously and give an assessment as to whether either provides an appropriate approach based on what the District is trying to accomplish. If not, the second phase of the contract would allow for the firm to design a recommended option that meets the District's budget and performance goals. A lot of time was spent understanding the scope of the contract, as well as the process and criteria used to assess the two existing proposals.

The Committee explained the key qualifications of the selected firm was their experience working with health care facilities, and specifically working with facilities where maintaining services throughout an HVAC replacement. This experience will be key to the work at the Clinic, as the Committee is concerned that the WA State Department of Health may be involved since the Clinic has a procedure room. It is also likely the HVAC replacement will need to coordinate with the roof replacement, and it's possible the roof replacement will need to happen in stages alongside the HVAC project, as opposed to tearing off and replacing at one time.

Commissioner Miller expressed concerns about the cost of the contract and worried it was too open, which could provide an opportunity for the firm to disagree with the proposals and get \$6,600 in additional revenue to design their own solution. She felt the wording wasn't clear what level of report/assessment would be required to support their recommendation, should it be to discard both proposals. She'd like to make it more specific that if it ended up being that one of the proposals was adequate and could be "tweaked" to meet the needs of the District, the firm would not be subject to a full charge of \$6,600 for such minor modifications.

Commissioner Miller also asked why we would pay more than 100% of the firm's expenses. She felt that what they consider reasonable and customary might be different than how it might be defined by the Board. She asked that the contract include language requiring expenses over a certain aggregate amount be preapproved. Consensus was reached that the Committee would add a statement saying that expenses over \$500 in aggregate would require pre-approval from the District.

Discussion continued around the two-phases of the contract, and the need to establish a good working relationship with the firm. Commissioner Fralick suggested the Committee will get a good sense of the firm at the site visit, which is scheduled for June 5th. Commissioner Miller asked about the termination provision, which didn't address how much the District would have to pay if the contract was terminated before the conclusion of the work. Commissioner Groundwater explained that if we were to reach that point, we would have to negotiate the terms of termination with them. It would depend on the timing and how much work had been performed, to-date. The contract states specific things the contracted firm must do, and if they do less there will be negotiations to determine how much less they are compensated.

MOVED by Commissioner Groundwater, seconded by Commissioner Miller to authorize the Committee to execute the contract with Hargis, subject to the modified language in the expense section to require pre-approval of expenses in aggregate of \$500. VOTE 5:0:0. MOTION CARRIED.

c. Contract Negotiations Work Group

Commissioner Miller reported that there has been no response from UW to the CSA draft sent last week. That iteration included the additional After-Hours language that all options be provided to all callers, and the recommended language from Commissioner Groundwater on patient records transfer. President Fralick asked that the Superintendent follow-up with UW to see where we are at before the May 29th meeting with UW.

d. Finance Committee

UW Meeting: Commissioner Miller reported that the Committee had a productive meeting with Darren and Lindsey last week. Matt and Mark participated by Zoom and Dr. Alperin and Jen also attended. They had a good brainstorming session around the different staffing models that would meet both the District and Clinic needs. It was helpful to hear Dr. Alperin's perspective, and the Commissioners are looking forward to hearing from staff at the meeting scheduled for May 29th.

The Committee received a Pro Forma right before the meeting that contained four different staffing options. One is to meet the District's original cap of \$550,000, one assumes the current staffing level (although doesn't factor in Kirsten's position), the third is the Operational Report's recommendation for a Foundational staffing level and the fourth adds a .6 Care Management RN. Since this information was just received the Committee hasn't had the opportunity to review in any detail. Commissioner Miller did say that she would like to see the current staffing model with a replacement for Kirsten's position. She noted that the number of visits stayed the same in all three models, which raised some initial questions. Based on what has been shared, it would seem as though additional staff would be required to meet the visit volume. Dr. Alperin shared in the meeting that existing backlog of physicians' charting, together with staff working long hours and weekends may require reducing available appointments until the situation is remedied. The data seems to raise more questions than answers at this point, and the Committee hopes to get answers at the next budget meeting on May 29th. At that time, the Committee's goal is to have a clear understanding of the revenue, visit volume, staff requirements and compensation for the different options.

Commissioner Boteler asked about any information on how well the providers are coding and billing. Commissioner Miller reported this had been looked at and UW identified limited opportunities with one provider. Commissioner Miller also talked about the impact of losing the Critical Access Hospital (CAH) reimbursement when Island Hospital left, and any advantages associated with pursuing the Rural Health Clinic (RHC) designation. UW indicated they did some initial research and concluded the additional revenue was minimal and didn't offset the additional administrative burden. The Superintendent had followed up with Debra Gussin's offer to provide their research in this area; however, it still has not been received. Commissioners Miller and Fralick both felt that Lindsey has been very forthcoming with financial information and is very willing to work through the problems in partnership.

Finally, Commissioner Miller shared that she would like to create a standard template for both District's financial reporting which will make it easier to compare. She hopes to bring back a draft at the next meeting.

V. Old Business

President Fralick wanted to close the loop on the presentation at the last Board meeting from Evan Perrollez from the Interisland Healthcare Foundation. He reminded the Board that Evan was looking for financial support to move forward with a feasibility study on the long-term care needs in San Juan County. He had various other commitments, including a provisional \$10,000 from SJCPHD#1 pending the same commitment from Lopez and Orcas PHDs.

There was consensus that this was an important issue, yet the timing doesn't work for the Board. There are too many other pressing issues and the Commissioners can't commit resources to the project at this time. The Superintendent will draft a thank you to Evan explaining that the Board supports the work in principal, but the timing isn't right.

VI. New Business

a. Board Meeting Hours

President Fralick added an item to New Business for the Board to consider moving the meeting time to later in the evening to allow for broader community participation. After discussion, the Board will adopt a Resolution at the next meeting to move the June through August meeting times to 5 pm. This will begin with the June 18th Board meeting.

b. Letter to the Community

An updated draft of a letter to the community had been sent out as a supplemental Board item. Since not all Commissioners had a chance to read the updated version, this item was tabled to be revisited at the end of the meeting.

c. Follow-Up from Special Meeting

Commissioners Boteler and Groundwater were tasked with researching the Rural Health Clinic (RHC) and Provider-Owned RHC requirements. Their report and other research materials was shared with the Board. Superintendent Presson noted that a new Tab was created on the website called Resources, and it will house these materials.

d. Request from Clinic neighbor

As shared at the last Board meeting, one of the neighbors of the Clinic has asked for the Board's agreement to approve a few items related to their property. These included:

- Easement to account for a part of the property where their driveway and utilities crosses the Clinic boundary
- Short Plat and Replat revision to remove an old well easement and provision for a well
- Naming Petition to establish a name for their "road", which doesn't impact Deye Lane

Commissioner Lange asked Commissioner Groundwater if she had a concern with any of these items and she did not.

MOVED by Commissioner Groundwater, seconded by Commissioner Boteler to authorize President Fralick to sign documents on behalf of the District to grant an easement, removal of a well easement to amend the short plat, and naming petition. VOTE 5:0:0. MOTION CARRIED.

VII. Operations Report

a. Financial Reports

The financial reports from San Juan County's financial management system were reviewed. Information through April 30th showed an ending cash balance in the District's General Fund of \$782,202. The Superintendent provided an updated Revenue report showing property taxes received through the middle of May, in which an additional \$117,000 was reported. She walked through highlights from the Revenue and Expenditures of the month.

One of the larger expense items was the Q'2 grant to OFHC in the amount of \$35,661. Total checks written amount to \$41,383, and there was \$7,928 transferred to the Debt Service Fund in anticipation of paying interest due on the District's Long-Term Bond. Commissioners expressed dissatisfaction with the format of the County's reports and would like the Superintendent to consider an alternate format that would be more easily understood. She will work on this and bring something back to the Board for consideration.

b. Board Calendar

The Superintendent shared an updated Board Calendar which incorporates a meetings and reports schedule with UW. She will work with OFHC to ensure the proposed reporting and meeting dates also work for them.

c. Statement of Purpose

Superintendent Presson is continuing to look for reference to this item, which was discussed at the Special meeting. It will be brought back to a future Board meeting for discussion.

d. Other

Superintendent Presson reported she has a call scheduled this Thursday with a potential webmaster that was referred to her by NW Technology. She also shared an invoice from OFHC for vaccines purchased, and Aimee Johnson was available to answer a question related to a vaccine item.

VIII. Public Comment

Leif had a question about the subsidy and realized it was hard to clarify what the real number is, which is what he recognizes the Finance Committee is working to do. He also suggested that it's important the Board can understand financial reports, so they are clear on what they are approving.

Dr. Shu had a question from something reported in the May minutes specific to the non-compete language in UW's contract. Commissioner Boteler explained that her comment was around whether UW would require local physicians to sign UW's standard contract should UW consider physicians outside of their network. This was regarding the ability to accommodate staffing needs in the after-hours model. To-date this isn't something UW has been able to consider.

At this point, President Fralick called for a recess to allow the Commissioners to read through the draft communication to the community. The Board reassembled at 6:12 and discussion continued. While there was some sense of urgency to get the information out to the public, the Board recognized the importance of having a tone and message that was reflective of the entire Board. There was a consensus to have Commissioners Miller and Boteler work on a revised draft and bring it back to the next Board meeting.

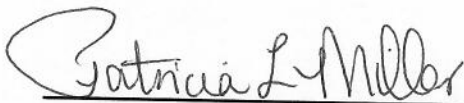
IX. Upcoming Meetings

A list of upcoming meetings was listed on the Agenda. Superintendent Presson pointed out that she has modified the Agenda format to keep a running list of items the Board isn't ready to discuss but would like to keep on the radar.

X. Meeting adjournment

**MOVED by Commissioner Groundwater, seconded by Commissioner Miller to adjourn the meeting at 6:20 pm.
VOTE 5:0:0. MOTION CARRIED.**

Minutes approved this 4th day of June, 2019.



Attest: Patricia Miller, OIHCD Board Secretary