

**San Juan County Public Hospital District #3**  
**DbA: Orcas Island Health Care District**  
**Board of Commissioners - REGULAR Meeting Minutes**  
**Tuesday, September 11, 2018**  
**4:00 pm – 6:00 pm**  
**Eastsound Firehall**

**Commissioners Present:**

Art Lange  
Patricia Miller  
Pegi Groundwater  
Richard Fralick

**Staff:**

Superintendent Anne Presson

**Commissioners Absent:**

Diane Boteler

**I. Call to Order**

President Fralick called the meeting to order at 4:08 pm noting Commissioner Boteler was remote and would not be able to participate.

**II. Public Comment**

President Fralick asked for a show of hands as to how many guests were interested in presenting a public comment. There were five raised hands.

Pierrette Guimond noted that there was a good turnout at the Town Hall meeting and she counted approximately 40 people in attendance. She liked the set-up as it made for a friendly, informal atmosphere.

Bill Bangs shared a memo regarding the After-Hours care model. He included observations on what is available today, which he feels is good coverage, and questions what is missing in the current scope of services. He stressed the importance of defining wants versus needs when making recommendations on how to proceed. President Fralick instructed Bill to submit his document to Superintendent Presson. The formal process for accepting documents from the public at a board meeting is for the documents to be submitted to the Superintendent who will then distribute the submitted materials to the Board. The only other comment from Bill was around the Board Priorities list, and he questioned how the Town Hall and Survey feedback will be considered in the process.

Aamee Johnson noted a correction to the x-ray announcement. Orcas Family Health Center was referenced as Orcas Family Health Care. She also shared recent feedback from the OFHC providers who have been keeping up with the OIHCD activities online. In reading materials and meeting minutes, it has felt like OFHC doesn't even exist. She asked the Board to correct that image. Lastly, she commented on how few members of their staff received the Madrona Voices email invitation to participate in the September survey. The Board noted that anyone can go to [the](#) Madrona Voices website and either register their email or elect to participate in an individual survey. The Board also recognized the need to be more sensitive and make sure to give OFHC equal time to discussions about clinic issues.

Marilyn Parman shared a concern about lack of access and timely communication from the UW Clinic. It takes a long time to get an appointment and it seems like there is a shortage of physicians. She also feels it's important

that UW share with callers that OFHC will see patients after hours. She wasn't aware that was the case and it's important to let people know of all available resources, so they don't have to leave the island. She asked why Dr. Shu isn't part of the clinic when we only have a cardiologist visiting the island once a month.

Jean Dickerson shared some history from the late 70's when there was a doctor available 24/7. This was the first time she heard about the Madrona Voices survey and asked how it was advertised. She asked the Board to consider ways to communicate outside of online and provide ways for people to take surveys via paper. She recommended hard copies be available through Orcas Family Services, so the needs of lower income families can be heard.

### **III. Consent Agenda**

President Fralick asked if there were any changes to the September 4<sup>th</sup> Regular Minutes as that was the only item on the Consent Agenda. Hearing none he asked for a motion to approve.

**MOVED by Commissioner Groundwater, seconded by Commissioner Miller to approve the Consent Agenda as presented. VOTE 4:0:0. MOTION CARRIED.**

President Fralick added one item for Board review which was a Letter of Thanks to those who helped make the Town Hall a success. After review and no changes asked for by the Commissioners he asked for a motion to approve as written.

**MOVED by Commissioner Lange, seconded by Commissioner Groundwater to approve the Letter of Thanks as presented. VOTE 3:0:1. Commissioner Miller Abstained. MOTION CARRIED.**

### **IV. Board Priorities**

President Fralick explained that the document included in the August 11 Board Packet was an initial draft to outline short-term Board priorities. It was generated after last week's Friday check-in with UWNC where concerns were raised around the timeline to meet the fiscal year 2019 budget deadline. UWNC asked that the Board outline their key priorities so UWNC can determine what's feasible for them to deliver in the short versus longer term. Commissioners Fralick and Miller drafted this document and brought to the Board for review and to ensure everyone is in alignment with the prioritization.

The list is meant to speak to both clinics even though the bullets in this version are specific to UWNC. The intent is for the Negotiating Committee to prepare something similar for OFHC. The timeline is growing short as the contracts need to be wrapped up for a budget to be submitted by October 23, 2018. This will meet the two-week requirement for posting in preparation for an 11.6 Public Hearing. President Fralick stressed that over the next few weeks, the Finance and Negotiating Committees needs to lock down as much of the FY '19 budget as possible. This will allow the Board to eliminate as many uncertainties as possible and have a high degree of confidence in the numbers, so they can tighten up the levy rate.

Commissioner Groundwater questioned if this list will come back to the Board for additional feedback and approval, as the date for initial contract term was left blank. Commissioner Fralick clarified that the intent for bringing the document to the Board now was to gain consensus that the four bullets on the priority list are accurate. The document will be brought back to the Board for action once all items are known and dates for deliverables are agreed to.

**By Consensus the priority list was confirmed as representative of the Commissioners' top priorities to address in conjunction with the FY '19 budget process. Commissioner Miller will draft a similar list of action items for OFHC and bring to the next Board meeting.**

**V. Committee & Work Group Reports**

**a. After-Hours Committee:**

A draft of the most recent after-hours proposal, containing an after-hours incentive compensation structure, was included in the Board packet. The Commissioners were asked if they had any changes to this document as the intent is to create something similar for OFHC. The incentive compensation model will be similar for both clinics; however, the description of services will differ since OFHC doesn't use a Triage Nurse model.

**By consensus of the Board, the After-Hours Committee is authorized to move forward with the After-Hours document, as presented.**

**b. Scope of Practice Committee:**

Since the last meeting, only one change was proposed to the draft Scope of Practice document that was shared with Commissioners. Hearing no further edits, **Commissioner Groundwater will send the updated document to Superintendent Presson who will distribute to the two clinics. It was noted that the priority for this item was lowered in the Board Priorities document.**

**c. Finance Committee:**

Included in the Board packet was an updated term sheet from WA Fed, incorporating changes discussed at the last Board meeting specific to the increased total borrowing. Commissioner Miller also shared the outcome of the Board's request to extend and delay initiation of the LOC. It's anticipated the need won't arise until 2020 and she's hoping to avoid the underutilization penalty. Unfortunately, delaying initiation of the LOC would result in a repeat of the entire process and associated fees. The Board could consider accessing the LOC to pay off the SJC Interlocal loan sooner. That could help avoid the underutilization penalty. The Board could also consider reducing the LOC from \$250,000 to \$200,000, which would slightly mitigate the amount of the penalty by about \$500. On a positive note, Commissioner Miller reported that UW said it will likely be able to accommodate a move from quarterly to semi-annual subsidy payments.

The next step in the bond process is for President Fralick to sign the WA Fed Term Sheet so the bank can send to the bond attorney. The bond attorney will then draft the appropriate resolution, send to the various parties for feedback, and hope to have a final draft ready for adoption at the next Board meeting. When asked to revisit the LOC amount and provide a recommendation, Commissioner Miller's view was to err on the side of caution and stick with the LOC at \$250,000. President Fralick entertained a motion to authorize his signature on the WA Fed Term Sheet as currently written so the process can continue as outlined.

**MOVED by Commissioner Groundwater, seconded by Commissioner Lange to approve the WA Fed Term Sheet as presented and authorize President Fralick to sign and move forward. VOTE 4:0:0. MOTION CARRIED.**

**d. Contract Negotiations Committee:**

Commissioner Miller reported that the Committee had a good initial meeting with OFHC and talked through similar questions that have been discussed with UWNC. Clarification was provided on some of their budget assumptions and most questions were answered.

Overall, the Committee has similar requirements for both Clinical Service Agreements specific to meeting certain performance metrics. The Committee talked through in meetings earlier today with UWNC and came away feeling that their compensation structure is aligned with the Board's objective to incentivize providers to meet production goals. The Committee understands why there isn't a component of their compensation tied to patient satisfaction and will likely not require that in the initial contracts. Instead, the Committee will be putting in place a mechanism to monitor and review performance in the quarterly dashboard. When benchmarks aren't met, there will be discussions around the reasons why and an understanding of the strategies being deployed to improve performance. The Committee came away from the negotiations with UWNC encouraged that both sides are aligned around goals for productivity and patient satisfaction.

Commissioner Groundwater wasn't clear what this meant as far as what will be contained in the UWNC contract. Commissioner Miller explained that there will be a maximum subsidy amount in the contract and the assumptions around the productivity piece are built into the financial model. The Committee also felt comfortable that the budget was built using MGMA standard benchmarks specific to patient visits and wRVUs. Commissioner Groundwater expressed her concern around having a contract that doesn't explicitly define the goals and what OIHCD will pay.

Commissioner Miller will revisit the budget worksheets to make sure they include the actual total wRVUs and total visits per year that were used. The Committee will also set the scheduled and expectations around quarterly reporting to illustrate how well clinics are performing against budget. Commissioner Miller also suggested there may be a way to include language around expectations of performance measurement in the introduction section of the CSA.

Similar discussions around metrics and how patient satisfaction is measured have been initiated with OFHC. Over time, the Committee hopes to establish similar processes for both clinics to ensure consistency in measurement and reporting. Commissioner Lange felt that conversations with both clinics are going well and he hopes to reach agreements soon. He also shared how pleased he is with the two new representatives from UWNC and feels very positive about their new structure.

**e. Communications Committee:**

Superintendent Presson reported that she will be writing up the questions captured during the Town Hall meeting, including a few submitted in the suggestion box, and bring back to the next Board meeting. The other communications items were specific to release of the September survey. The discussion around communications centered around how to engage a broader audience, specifically young islanders and those without internet access. Agreement that posting on Social Media (e.g. Orcas Rant & Rave and Orcas Buy, Sell Trade) should be tested. There's also a women's coalition that could be a good source, and Commissioners were directed to send any other thoughts to Superintendent Presson.

**VI. Old Business**

Superintendent Presson shared an updated version of the x-ray Press Release, which incorporated feedback from UWNC. Commissioner Groundwater noted a couple of additional edits and the Superintendent will be sure to make before finalizing. UWNC clarified the new OFHC referral process will launch on Monday, and informed the Commissioners that all patients will be referred out and they will no longer do any x-rays in the clinic.

**VII. New Business**

The four representatives from UWNC joined the Board and provided brief introductions and updates. Two new UWNC team members, Mark Bresnick and Dr. Matty Jaffy, were introduced. Debra Gussin, Executive Director, explained the new management structure for the Neighborhood Clinics which has been in the works for quite

some time. As UWNC continues to grow, currently 14 primary care and 6 urgent care clinics, they realized a change in leadership model would better support local clinic leaders. They've created regional leadership teams, Orcas being in the North Region, and added an Associate Director under Darren and Assistant Medical Director under Dr. McGough. Matt and Mark are the two new leaders in the Orcas region and will be able to more closely monitor and mentor the Orcas Island Clinic leadership and staff. The other clinics in the North Region include: Lopez Island, Smokey Point, Woodinville and Northgate.

Debra also shared that today marks the actual one-year anniversary of opening the UW Medicine Orcas Island Clinic. UWNC is very proud of the work of the local staff and feels they've done a great job in the past year. The group exceeded total patient visits by 14%, worked to make the best use of resources to meet the needs of the community, and modified work flows to allow for things that aren't standard across the UWNC system. These were things like courtesy labs and increased spots for same day/walk-in appointments. They've also added new staff and are overall honored to be here serving the community. While there are still things to be done, Debra feels that having the additional support of Mark Bresnick and Dr. Jaffy will be great for support for the team. The plan is for Mark to be in the Clinic two days per month. Matt will be here less frequently as he continues to see patients; yet will coordinate closely with Mark and Dr. Alperin.

#### **VIII. Operations Report**

Superintendent Presson shared a set of logo samples for the Board's review. After discussion, she was asked to bring back options based on the feedback from Commissioners. She also shared a price quote from NW Technology to purchase an office printer, wireless keyboard, monitor and docking station. After discussion she was directed to revisit the options and bring back a revised proposal to the Board.

#### **IX. Public Comment**

There were five members of the public interested in the final public comment period.

Bill Bangs asked about the metrics and that the public will be interested in how long it takes to get an appointment. He also provided feedback from a Board process perspective. In listening to a recording, he had noticed the minutes weren't identical to the motion. He suggested repeating a motion before the vote will ensure minutes are aligned with the Board's intent. Finally, he hopes sharing of the x-ray equipment is successful; however, felt the amortized cost to purchase a new machine wouldn't be significant in terms of levy impact.

Pierrette Guimond commented on the discussion to attract a younger audience. She attends a lot of public meetings and sees that every Board has the same challenge except for the school district. The average age at the Town Hall was around 65 even though it was scheduled at a good time. Finally, she reminded the Board that the cost of ink cartridges is important to consider when purchasing a printer.

Marilyn Parman reiterated her concern that it takes so long to get an appointment at the UW Clinic and perhaps there's a need for an additional physician. She shared that well over 100 people have signed a petition to have Dr. Shu considered as he wasn't invited to be part of the Clinic.

Leif commented on the survey process and that the Board has an obligation to make sure information about all community needs are understood. It's not enough to say that if people haven't put out the effort to have their needs understood that their needs aren't important to the PHD. People with limited tech skills or capacity are people who have a different set of health needs than the general population. It's the obligation of the Board to understand the needs of these outliers and find ways to outreach to them. Leif indicated that he was very disturbed following a conversation with the District's surveyor on this topic.

Jean Dickerson gave a personal example of her experience and concerns with the after-hours care model. She stressed the need to improve the current level of after-hours services and coordination with EMS.

**X. Upcoming Meetings**

A list of the upcoming meetings was included on the Agenda. It was noted that the Board meeting on 9.25 might have to be cancelled as three of the five Commissioners will be off island. The Board will revisit at the next meeting after determining Commissioner Boteler's availability.

**XI. Meeting adjournment**

**MOVED by Commissioner Miller, seconded by Commissioner Groundwater to adjourn the meeting at 5:23 pm.  
VOTE 4:0:0. MOTION CARRIED.**

Minutes approved this \_\_\_\_ day of \_\_\_\_\_, 2018.

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**Attest: Anne L. Presson, OIHCD Superintendent**