

King County Public Hospital District No. 2  
d/b/a EvergreenHealth  
Board of Commissioners Meeting  
EvergreenHealth Medical Center, Kirkland, WA  
February 21, 2023  
Regular Public Meeting Minutes

Comms. Present: Comms. DeYoung, Edwards, Hirt, McLaughlin, Pilcher, and Snyder

Medical Staff Leadership: Michael Mena, MD

Others Present: Chris Bredeson, Purav Bhatt, Peggy Brown, Mark Freeborn, MD, Jeff Friedman, Monique Gablehouse, Jessika Groce, Lori Kloes, Richard Meeks, Tina Mycroft, Ettore Palazzo MD, Candace Scairpon, Mary Shepler, Jeff Tomlin, MD, Jason Wood, Jack Peters, Anne Grill

Legal Counsel: Kevin Hansen

Guests: See **Exhibit A**

**PUBLIC MEETING AND EXECUTIVE SESSION**

Comm. Snyder called the February 21, 2023 Regular Public Meeting of the Board of Commissioners of King County Public Hospital District No. 2 to order at 5:00 p.m. Comm. Snyder announced that the Board would immediately adjourn into Executive Session to consider and discuss medical staff privileges, pending litigation and performance of public employees, as permitted under RCW 42.30.110. Comm. Snyder further announced that the Executive Session would conclude at approximately 6:30 p.m. and that the Open Public Meeting would reconvene at that time.

The Executive Session commenced at 5:01 p.m. The Executive Session was concluded at 6:25 p.m., at which time a short recess was taken.

Comm. Snyder reconvened the Public Meeting, calling it to order at 6:34 p.m. and welcoming those present.

**Order of Business** Comm. Snyder announced that Action Item 5 will be removed from tonight's agenda.

**Public Comment** Employees who are members of SEIU 1199NW spoke to the Board and expressed concerns about staff morale, stress levels, diminished respect, compensation levels, personal finances, staffing levels, staff retention, etc. They expressed their desire to stay at Evergreen, but felt that changes were needed to retain staff.

Two patients also spoke to the Board expressing their concerns about phone wait times, ER wait times, lack of effective communications, lack of information regarding the EPIC transition, the billing system, ambiguity about Evergreen’s mission statement and overall goals, and the Board’s willingness to provide feedback regarding their comments.

Comm. Snyder thanked the speakers for taking the time and having the courage to speak up and express their concerns to the Board.

## **Presentations**

### **Customer Engagement Report**

Anne Grill, Director of Patient Experience, provided the Semi-Annual Customer Engagement Report which included a review of national & local/regional overall rankings by year, national and local/regional likelihood to recommend rankings by year, HCAPS quarterly results, etc. She also noted that both hospital campuses and the outpatient areas will be focusing on the metric “staff worked together to care for you” as their primary customer engagement goal for 2023. Anne reviewed the year end 2022 results and 2023 goals for this metric. Additionally, she reviewed the action plans for EHM, Urgent Care and Inpatient nursing, and reviewed education plans and other updates. Anne responded to questions from the Board throughout.

### **2022 Financial Report & Financial Recovery Plan Update**

Tina Mycroft, CFO, presented the 2022 Financial Report & Financial Recovery Plan Update which included a review of the financial state of hospitals across Washington State for Q1-Q3 of 2022. She reviewed events contributing to the tough financial space, including large patient volumes which required us to open up other parts of the hospital to provide patient care – to staff that extra space, we had to bring in agency staff, which led to added labor costs. Tina reviewed the 2022 preliminary financial results for EHK noting that much of the variance is related to increased labor costs. She reviewed a summary of unusual adjustments in December 2022, including IT/EPIC post go-live accruals, EPIC at-the-elbow training expenses, etc. She provided an EPIC budget update, noting that we came in little over \$4.2M under budget. She reviewed the adjusted revenue and expense trend, the financial recovery plan status and target, noting that the focus is on operations and cash preservation. Finally, she reviewed the scope and nature of the proposed consulting engagements which includes a list of the initiatives, source of improvement, estimated range of annual improvement, estimated cost not to exceed, etc. Tina responded to questions from the Board throughout.

## **Action Items**

### **Consent Agenda**

Comm. McLaughlin made a motion to approve the Consent Agenda.

The Consent Agenda included:

- A) Board Minutes
  - Special Meeting – January 11, 2023
  - Board Educational/Retreat – January 13, 2023
  - Regular Meeting – January 17, 2023
  - Board Educational – February 3, 2023
  
- B) Voucher No. 610 January, 2023, totaling \$79,148,072  
**(Exhibit B)**
  
- C) Contractor Pay Requests
  - EHMC FMC & OB Renovation
    - o Aldrich + Associates \$1,161,393.41
  - EHMC Central Parking Garage Repairs
    - o PCL Construction Services, Inc. \$60,826.64
  
  - Total Contractor Pay Requests: \$1,222,220.05
  
- D) Medical Staff
  - New Appointments, Reappointments, Status Changes, and Privileges pertaining to the EvergreenHealth Medical Center Medical Staff and AHPs in Exhibit C and Delineation of Privileges

Comm. DeYoung seconded the motion.

The motion carried unanimously.

**Leader-at-Risk-  
Compensation  
(LARC) Policy**

Comm. Pilcher made a motion to adopt the revised Leader At-Risk Compensation (LARC) policy as written.

Comm. Edwards seconded the motion.

The motion carried unanimously.

**LARC 2023 Goals**

Comm. McLaughlin made a motion to adopt the 2023 Leader At-Risk Compensation (LARC) goals with edits previously discussed.

Comm. Hirt seconded the motion.

The motion carried unanimously.

**Annual Board  
Committee  
Appointments**

Comm. Edwards made a motion to approve the 2023 Kirkland Commissioner Board Committee assignments.

Comm. Pilcher seconded the motion.

The motion carried unanimously.

**EvergreenHealth  
Monroe Mako  
Robot**

This topic was removed from the agenda.

### Written Reports

**2022 LARC Year-  
End Report**

Jessika Groce, CHRO, noted that we now have all data to close out the 2022 LARC goals, the system (Kirkland and Monroe) did not meet the financial trigger, so there will not be a payout. Jessika responded to questions from the Board.

**IT and IT Security  
Report**

Jason Wood, CIO, reviewed a variety of data updates, noted that we are having improved financial results through EPIC charges, we have made significant adjustments to increase IT security, etc. He also noted that he is leaving the organization and Jack Peters will be taking his role. Jason responded to questions from the Board throughout.

### Discussion Items

**Medical Staff  
Update**

Michael Mena, MD, Medical Staff Vice President, noted that we had a slight lull in patient volumes but they have come back up, and that we are considering joining the program Joy in Medicine which is put on by the AMA and is aimed at reducing physician burnout. More information to come.

**CEO/Administrative  
Update**

Jeff Tomlin, MD, CEO, discussed the following:

- We had devastating financial results in Q4, and close to 50% of WA hospitals will not be able to make payroll by year-end.
- He noted that we need our payors' support and reviewed current payment rates.

**Commissioner  
Reports**

Comm. DeYoung – We are in a mess as a Public Hospital District, we used to be at the top a few years ago, and I hope we can hang in together and get us back on top again. We need the community's support to get us back on top as a world class hospital.

Comm. Edwards – No report

Comm. Hirt – I have been told by many EvergreenHealth patients how great the care has been for them, they were pleased, no one complained about anything. I know someone who had a serious operation, and she told me that Evergreen provided the best care she's ever had for her health problem. People still appreciate what we do.

Comm. Pilcher – I hear nothing but great things from friends and family about Evergreen; it's hard to correlate that to what we've heard tonight. Many other organizations are in a similar predicament. Thank you to Jason for your work helping us get EPIC implemented and glad to have Jack taking the helm.

Comm. McLaughlin – Congratulations to Jack and best of luck to Jason. Thank you to Jessika Groce for helping the Compensation Committee bring the Leader-at-Risk-Compensation up to where it needed to be. Regarding the input received tonight from our guests, we want to make sure we are hearing you and we are not in a bubble. Any way that we can receive this information and respond back is important. Historically at the Community Advisors we have received both positive and negative feedback. We need the input we receive, both positive and negative.

Comm. Snyder – I look forward to reviewing the patients' comments and thank the staff for being up front with us. Transparency shows us what's happening in the hospital.

Dr. Tomlin acknowledged the third anniversary of the first COVID case being discovered at EvergreenHealth. The illness is better controlled and less deadly and there were many great developments in 2022. Thank you to the staff and everyone for their help, hard work and working together over the last few years.

**Adjourn**

The February 21, 2023 meeting of the Board of Commissioners for King County Public Hospital District No. 2 was adjourned at 8:44 p.m.

ATTEST:



Tim McLaughlin, Secretary/Commissioner  
Mar 21, 2023 10:40 AM PDT

**Exhibit A – Guests**

**Name**

Lynda Hinz

Gloria Root

Shara Stephens

Megan Weersma

Collen Duran

Karen Lasota

Katie Zavala

Bret Percival

Tara Barnes

Joyce Ward

Jeffery Shellenberger

Cathy Bellusci

Ken McKenzie

Kristen Hayes

Lexi Overa

**Exhibit B - Monthly Voucher Summary**

King County Public Hospital District No. 2  
 dba EvergreenHealth  
 Voucher Summary & Approval #610  
 January 2023

	<u>From</u>	<u>To</u>	<u>Current Month</u>	<u>6 Month Average</u>
<b>Patient &amp; Insurance Refunds</b>	N/A		\$ 191,562 <sup>2</sup>	\$ 299,734
<b>Accounts Payable - Warrants/Refunds</b>		various <sup>1</sup>	27,350,884 <sup>2</sup>	29,667,138
<b>Accounts Payable - EFT</b>	N/A		10,461,600	7,733,058
<b>Risk Management Claims - ACH</b>	N/A		32,495 <sup>2</sup>	75,466
<b>Workers Compensation Claims</b>	900972	901155	127,512	166,250
<b>First Choice PPO Claims</b>	223419	224365	2,061,926	2,097,430
<b>Payroll - Warrants</b>	440407	440573	56,211	143,244
<b>Payroll - Direct Deposit</b>	1932082	1941305	26,307,042 <sup>3</sup>	27,696,525
<b>Payroll Taxes - EFT</b>	N/A		11,422,228 <sup>5</sup>	11,789,087
<b>B &amp; O Taxes - EFT</b>	N/A		1,136,612 <sup>4</sup>	863,556
			<b><u>\$ 79,148,072</u></b>	<b><u>\$ 80,531,488</u></b>

**Exhibit C ~ Medical Staff/AHP Appointments/Reappointments/Scope of Practice**

<b>INITIAL APPOINTMENTS:</b> The following individuals are approved for initial appointment to the Medical Staff or Allied Health Professionals with privileges delineated in their credentials file.			
<b>NAME</b>	<b>SPECIALTY/DEPT.</b>	<b>STATUS REQ.</b>	<b>REQUESTED APT. PERIOD</b>
Ahmed, Khalid, MD	Psychiatry / Medicine	Active	02/21/2023 – 01/31/2025
Conners, Daechelle, PA-C	PA, EM / Hospital Medicine	AHP	02/21/2023 – 01/31/2025
Feldman, Robert, MD	Diag.Rad/Interv / Hospital Med	Active	02/21/2023 – 01/31/2025
Ferry, Joseph, ARNP	NP, Diag. Rad. / Hospital Med.	AHP	02/21/2023 – 01/31/2025
Harbert, Tracey, MD	Pathology / Hospital Medicine	Courtesy	02/21/2023 – 01/31/2025
Kim, Karen, MD	Internal Medicine / PC	Active	02/21/2023 – 01/31/2025
Manske, Eric, MD	OBG Hospitalist / W&C	Active	02/21/2023 – 01/31/2025
Matsunami, Laura, PA-C	PA, Orthopedics / Surgery	AHP	02/21/2023 – 01/31/2025
Murphy, Rachael, DO	Family Med / PC	Active	02/21/2023 – 01/31/2025
Penkar, Shirley, MD	OB/GYN / W&C	Active	02/21/2023 – 01/31/2025
Swords, Lauren, MD	OB/GYN / W&C	Active	02/21/2023 – 01/31/2025
Thom, Shannon, ARNP	NP, Urgent Care / Hospital Med.	AHP	02/21/2023 – 01/31/2025
Troceno, Tamara, ST	Surgical Tech / Surgery	AHP	02/21/2023 – 01/31/2025

<b>REAPPOINTMENTS:</b> The following individuals are approved for reappointment to the Medical or AHP Staff with the privileges delineated in their credentials files.			
<b>NAME</b>	<b>SPECIALTY/DEPT.</b>	<b>STATUS REQ.</b>	<b>REQUESTED APT. PERIOD</b>
Aeschliman, Gregory D., MD	Family Medicine/PC	Active	02/21/2023 – 01/31/2025
Boone, Christopher R., MD	Orthopedics/Surgery	Active	02/21/2023 – 01/31/2025
Borkowski, Jane M., MD	Heme/Onc/Medicine	Active	02/21/2023 – 01/31/2025
Borromeo, Raul V., MD	Emerg Med/Hosp Med	Active	02/21/2023 – 01/31/2025
Chan, Wilson, MD	Family Medicine/PC	Active	02/21/2023 – 01/31/2025
Cook, Cara M., ARNP	Ortho-Spine/Surgery	AHP	02/21/2023 – 01/31/2025
Cuplin, Stephen R., MD	Anesthesiology/Surgery	Active	02/21/2023 – 01/31/2025
Daly, Charles P., MD	Inter Rad/Hosp Med	Courtesy	02/21/2023 – 01/31/2025
Eickerman, Michael S., MD	General Surg/Surgery	Active	02/21/2023 – 01/31/2025
Fettig, Adam C., DMD	Oral/Max Surg/Surgery	Active	02/21/2023 – 01/31/2025
Fleming, Matthew J., PA-C	Urgent Care/Hosp Med	AHP	02/21/2023 – 01/31/2025
Good, Cameron R., ARNP, MPT	Urgent Care/Hosp Med	AHP	02/21/2023 – 01/31/2025
Gulati, Kavita, MD	Diag Rad/Hosp Med	Telemedicine	02/21/2023 – 01/31/2025
Guyette, Todd M., MD	Hand Surgery/Surgery	Active	02/21/2023 – 01/31/2025
Han, Wou Sang, MD	Psychiatry/Medicine	Active	02/21/2023 – 01/31/2025
Heidorn-Nelson, Gretchen E., PA-C	Emerg Med/Hosp Med	AHP	02/21/2023 – 01/31/2025
Jares, III, Joseph J., MD	Neurology/Medicine	Telemedicine	02/21/2023 – 01/31/2025
Kahn, Harry A., MD	Colon/Rec Surg/Surgery	Active	02/21/2023 – 01/31/2025
Landerholm, Robert W., MD	Bariatrics/Surgery	Active	02/21/2023 – 01/31/2025
Larson, Timothy L., MD	Diag Rad/Hosp Med	Active	02/21/2023 – 01/31/2025
Lee, Samson, MD	ENT/Surgery	Courtesy	02/21/2023 – 01/31/2025
Limb, Terence, AUD	Audiology/PC	AHP	02/21/2023 – 01/31/2025



<b>Lugo-Camann, Denise M., MD</b>	Ophthalmology/Surgery	Active	02/21/2023 – 01/31/2025
<b>Muni, Sarah Anne M., MD</b>	Pulmonary/CC/Hosp Med	Active	02/21/2023 – 01/31/2025
<b>Naidu, Erin R., PA-C</b>	Urgent Care/Hosp Med	AHP	02/21/2023 – 01/31/2025
<b>Nelson, Holly A., DO</b>	Anesthesiology/Surgery	Active	02/21/2023 – 01/31/2025
<b>Neubauer, Nancy J., MD</b>	Diag Rad/Hosp Med	Active	02/21/2023 – 01/31/2025
<b>Palomino, Rossana C., MD</b>	Pediatrics/PC	Active	02/21/2023 – 01/31/2025
<b>Pelton, James G., MD</b>	Rad Onc/Medicine	Active	02/21/2023 – 01/31/2025
<b>Reuter, David G., MD</b>	Pediatrics/PC	Active	02/21/2023 – 01/31/2025
<b>Saenz, Adam J., MD</b>	Anat/Clin Path/Hosp Med	Active	02/21/2023 – 01/31/2025
<b>Shaw, Hillary L., MD</b>	Diag Rad/Hosp Med	Active	02/21/2023 – 01/31/2025
<b>Siegal, Justin A., MD</b>	Diag Rad/Hosp Med	Active	02/21/2023 – 01/31/2025
<b>Valdiconza, Chelsea J., MD</b>	Anesthesiology/Surgery	Active	02/21/2023 – 01/31/2025
<b>Villari, Craig R., MD</b>	ENT/Surgery	Active	02/21/2023 – 01/31/2025

<b>RESIGNATIONS: The following resignations from the Medical Staff or AHP's are accepted and approved.</b>	
<b>NAME</b>	<b>SPECIALTY/DEPT</b>
<b>Andersen, Kelli J., MD</b>	OB/GYN/W&C
<b>Halamay, Kate E., MD</b>	Pediatrics/PC
<b>Heffron, Charles H., MD</b>	OB/GYN/W&C
<b>Lamperti, Katharine G., MD</b>	Hospice/Palliative Med/PC
<b>Leveque, Jean-Christophe A., MD</b>	Neurosurgery/Surgery
<b>Palo, Gaila, ARNP</b>	Infectious Disease/Medicine
<b>Price, Heather, ARNP</b>	Emergency Med/Hosp Med
<b>Rolfe, Bruce A., MD</b>	MSK/Ortho/Surgery
<b>Thompson, Veneta, ARNP</b>	Family Medicine/PC
<b>Zeitler, Daniel M., MD</b>	ENT/Surgery