



PO BOX 213, Vashon WA 98070  
vashonhealthcare.org

## Board of Commissioner's Meeting March 1, 2022

### Superintendent's Report

#### Sea Mar Financials

Pending

#### Sea Mar Patient Satisfaction

The attached Vashon Patient Satisfaction report represents patients surveyed for the past 12 months

- Total Surveyed Patients: 243
- Encounter Dates: January 2021 thru December 2021

The goal is to be over 95% for each patient satisfaction and experience measure. The Overall Satisfaction weighted mean for Vashon Medical was 87.5% for this 12-month period. The full report is attached.

### Overall Satisfaction by Month



## Task Force Meeting with Sea Mar

On Monday, Alan Aman, Tim Johnson, John Jenkel and I met with Rogelio Riojas, Sea Mar 's CEO and Jesus Sanchez, Sr. VP over King County, to share our respective visions for the Vashon clinic, to provide background on the District and culture of the island, and to introduce collaboration principles that we think are important going forward for the relationship. Positive feedback about the Vashon clinic was shared with Sea Mar.

Rogelio spoke about how Sea Mar approached the idea of providing services on Vashon from an altruistic view – to make sure the community had access to primary care. He emphasized that primary care, whether delivered to privately insured or governmental patients, always requires a subsidy. That's the reason they could only come to Vashon with a subsidy from the District. Their goal for all of their clinics is to deliver comprehensive primary care, which to them includes behavioral health, substance abuse, dental, and even housing if there is the need.

Alan talked about the growing commercial and Medicare base on the island and shared the District's concerns about the limits on taxing the community to cover these losses. Rogelio was asked if Sea Mar has a successful business model for our kind of community. Rogelio says they do not, but are open to all ideas. Regarding commercial contracts, Sea Mar isn't focused on that with their new hire. Their new VP is oriented to population health. I requested a copy of their Kaiser contract and we talked again about the need for a better rate.

Rogelio spoke more about the importance to Sea Mar of addressing health promotion and social determinants of health, which is why they are so involved in housing solutions and behavioral health. He believes they are the largest BH provider in the region. This is an area the current clinic is not set-up to address well. Sea Mar currently has plans to set-up 11 specialty clinics due to the difficulty they have getting specialists to see their patients.

Tim Johnson shared information about formation of the District and the history the island had with losing a number of providers over the years. Discussion then followed about workforce issues and the challenges not only Sea Mar but other Vashon employers have finding people who are able to live and work on the island. Rogelio felt that affordable housing, along with commercial insurance payments to rural provides, may be an area we can work together on with State Legislature.

Discussion regarding the capital project followed including John's comments about the potential land available for donation and the possibility of raising substantial donated funds towards a clinic facility. We briefly discussed the potential for a federal earmark for capital dollars of up to \$3 million. Regarding the \$3 million in State appropriation, Rogelio commented that this is public money and will always stay with Vashon. He did raise the idea of seeking additional grant funding from private foundations.

There was general agreement about the need for a follow-up meeting.

## Committee Reports

### Administration and Finance

Wolczko

As of Feb. 10, 2022 our cash balance with King County was as follows:

### Daily Cash Balance Report

Fund	Fund Name	Ending Balance
140050010	VASHON-MAURY HOSPITAL 5 GENERAL	-755,942.18
	<b>Total</b>	<b>-755,942.18</b>

### Accounts Payable

District Name: Vashon Health Care District

File Name: AP\_VHEALTHD\_APSUPINV\_20220225125211.csv

Payee (Vendor Name)	Vendor No.	Vendor Site	Invoice No.	Invoice Date	Inv. Amount	Description
LAKE, KENNEDY, MCCULLOCH, CPA			2022-05	03/02/2022	\$151.00	INVOICE #16944
SEA MAR COMMUNITY HEALTH CLINICS			2022-03	03/02/2022	\$125,000.00	MARCH SUBSIDY
SUNRISE RIDGE HEALTH SERVICES			2022-04	03/02/2022	\$7,524.40	FEBRUARY RENT (IN/OUT)
WENDY AMAN			2022-06	03/02/2022	\$105.34	ORDER #128664, 1/24, VASHON PRINT & DESIGN

### Payroll for Approval

#### February 16 to February 28, 2022

Payroll Type: Regular Address: PO Box 213, Vashon, WA 98070

Accountant(s): Barbara Huff

Total Cash Remitted By Gusto \$4,181.16

Total Check Payments \$0.00

Total Liabilities \$0.00

Total Payroll \$4,181.16

### Clinic Relations Committee

Noble

There has been no meeting since the last Board meeting.

The committee met on the 23<sup>rd</sup>. Committee members have been looking at websites of other organizations. It is recommended that we re-design the website in Work Press. We will need to be able to update it periodically. Wendy Aman volunteered to seek out proposals from off-island website designers. Subsequent to the meeting she identified 3 designers who work with Word Press. All of them provide search engine optimization and Google Analytics The proposals will include a proposal for hosting services.

The Committee also discussed the desire to meet with stakeholder groups to test District plans around development of a new clinic. Three stakeholder groups were identified: potential donors; Rotarians/Service Club members; and patients.

## Strategic Planning Task Force

The Strategic Planning Task Force has met twice more since our last Board meeting – February 17 and February 24. On the 17<sup>th</sup>, John and Tim shared their discussions to date regarding the process for reaching out to the community. The goal of the effort will be to acclimatize community members to the need for a new clinic facility through small group discussions that include potential donors, healthcare professionals, Rotary members, etc.

Discussion followed regarding the upcoming meeting with Sea Mar’s CEO. It was decided that we would not send out a detailed document ahead, but rather an agenda. The purpose of the meeting was for Task Force members to get a better feel for the District/Sea Mar relationship and identify areas that the District and Sea Mar need to clarify in terms of the long-term relationship.

Task Force members expressed a clear opinion that the building should be owned by the District in the long term. Given that, they requested the Superintendent contact the Dept. of Commerce to clarify how contract obligations associated with the \$3 million State appropriation might be transferred to another entity.

At the Feb. 24 Task Force meeting, Eric shared a revised Sea Mar Collaboration Principles document and a draft agenda to send to Sea Mar ahead of time. Included in your materials is the latest version of the Collaboration Principles document in which I have highlighted key elements for your review including changes from commissioners.

Bill Hamilton discussed the plan for Letters of Support. These are needed by April 1. We hope to have letters of support from local elected officials including Dow Constantine and Joe McDermott, the potential property donor, Sea Mar’s CEO, the Vashon District Board, and key community members. Dr. Gary Cook will write a letter and seek co-signers from other physicians. We will also seek support from Pramila Jayapal, our Member of Congress.

### Task Force Timeline

- Task Force Debrief Sea Mar Meeting 3/03
- Prepare key assumptions, financing options and project collaboration considerations 3/16

- VHCD Board Votes to submit Federal Funding Request Letter 3/16
- Confirm site selection and preliminary commitment to project 3/24
- Report on Environmental Assessment & Rural Models Due 3/31
- Submit Federal Funding Request and Letters 4/01
- Planning Retreat #1 – Project Focus 4/07
- Prepare 5 Year Financial Projection for Vashon 4/14
- Complete Planning Tasks, including business plan and feasibility assessment 4/30
- Planning Retreat #2/Board Meeting 5/04

# Vashon Medical Patient Satisfaction & Experience Scores


December 2021

Quality Improvement Department



# Vashon Medical Patient Satisfaction Survey

- The following report represents patients surveyed for the past 12 months
  - Total Surveyed Patients: 243
  - Encounter Dates: January 2021 thru December 2021
- The goal is to be over 95% for each patient satisfaction and experience measure
- Surveys are completed by live agents over the phone
- Overall Satisfaction weighted mean for Vashon Medical was 87.5%

  
**Sea Mar**  
Community Health Centers  
*Clinica de la Comunidad*

**Patient Satisfaction and Experience Survey**  
Computer-Assisted Telephone Interview (CATI) - English  
*Adapted for Telehealth Video and Telephone Encounters*

Hello, may I please speak with <<Patient Name>>/the parent or guardian of <<Patient Name>>?  
Good morning/afternoon/evening, my name is \_\_\_\_ and I am calling on behalf of Sea Mar Community Health Center <<Site>> to follow up on your/your child's most recent medical visit on <<DOS>> with Provider <<Provider Name>>. Do you remember receiving care on this date?

[If Patient is a Minor] Were you present with your child during this encounter?

[If Yes] Great, thank you. The reason I am calling is because Sea Mar Community Health Center would like to know more about your recent experience. Your responses will be used to continue to improve future care. This confidential call will only take a few minutes and may be recorded for quality assurance; are you ready to begin?

**Pre-Encounter Access Questions:**

(1) Was this a telephone encounter, a video encounter, or were you/was your child seen in person?  
 Telephone encounter  Video encounter  Seen in-person  Other

(2) Was this medical encounter for a condition that needed care right away or for a check-up or routine care?  
 Needed Care Right Away  Check up or Routine Care  Do Not Remember/Don't Know

(3) [In-Person Visits Only] Did you have an appointment before arriving for this visit or walk in without an appointment?  
 Had appointment  Walked In [Skip]  Do Not Remember [Skip]

(4) How many days passed from when you asked for an appointment until the actual appointment date? [Unaided]  
 Same Day  4-7 Days  1 Month or More  
 Next Day  8-14 Days  Do Not Remember/Not Sure  
 2-3 Days  More than 2 weeks-3 Weeks

(A) How would you rate your satisfaction with this wait of \_\_\_\_ for an appointment? [Aided]  
 Poor  Fair  Good  Excellent  NA

(5) What is the best way for the center to contact you for appointment, test, or treatment reminders? [Unaided, more than one]  
 Phone Call/Voicemail  Text Message  Patient Portal  
 Email  Postcard/Mail  Don't Remember

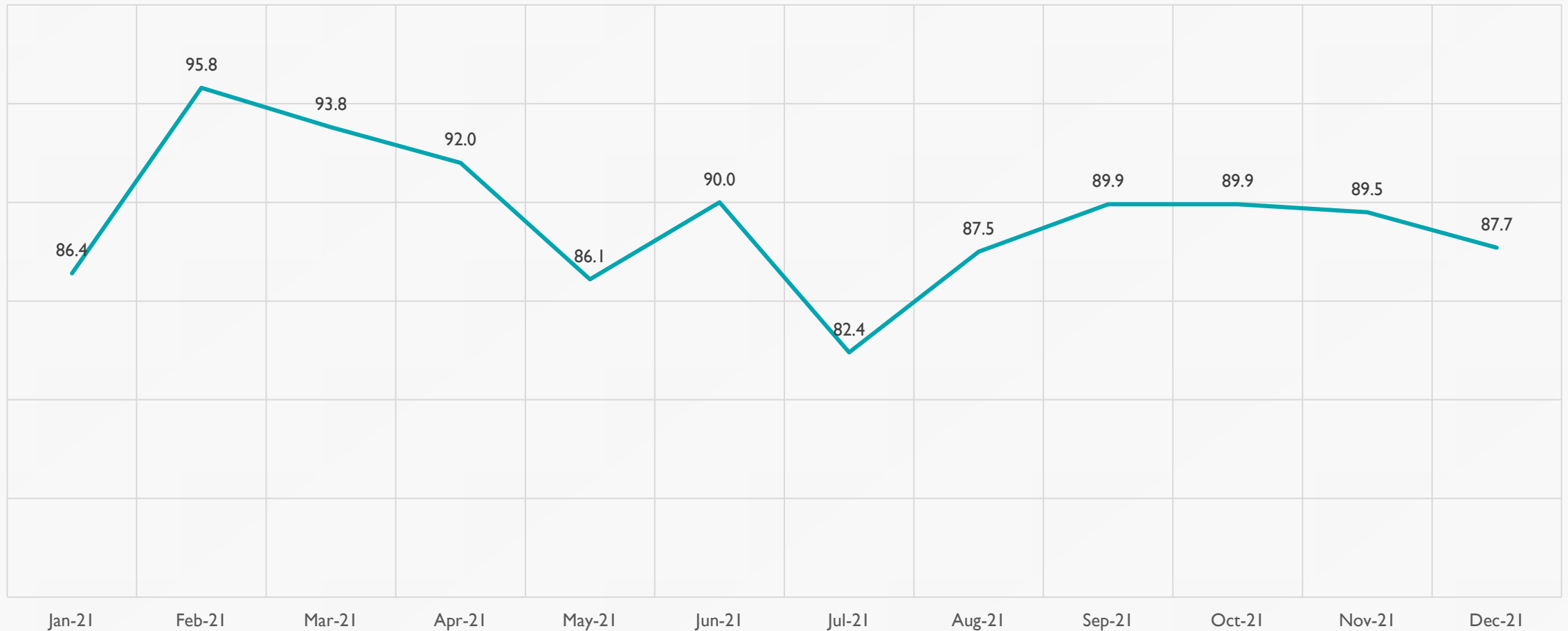
**Telephone Encounters:**

The following questions relate to your experience with Provider <<Provider Name>>:

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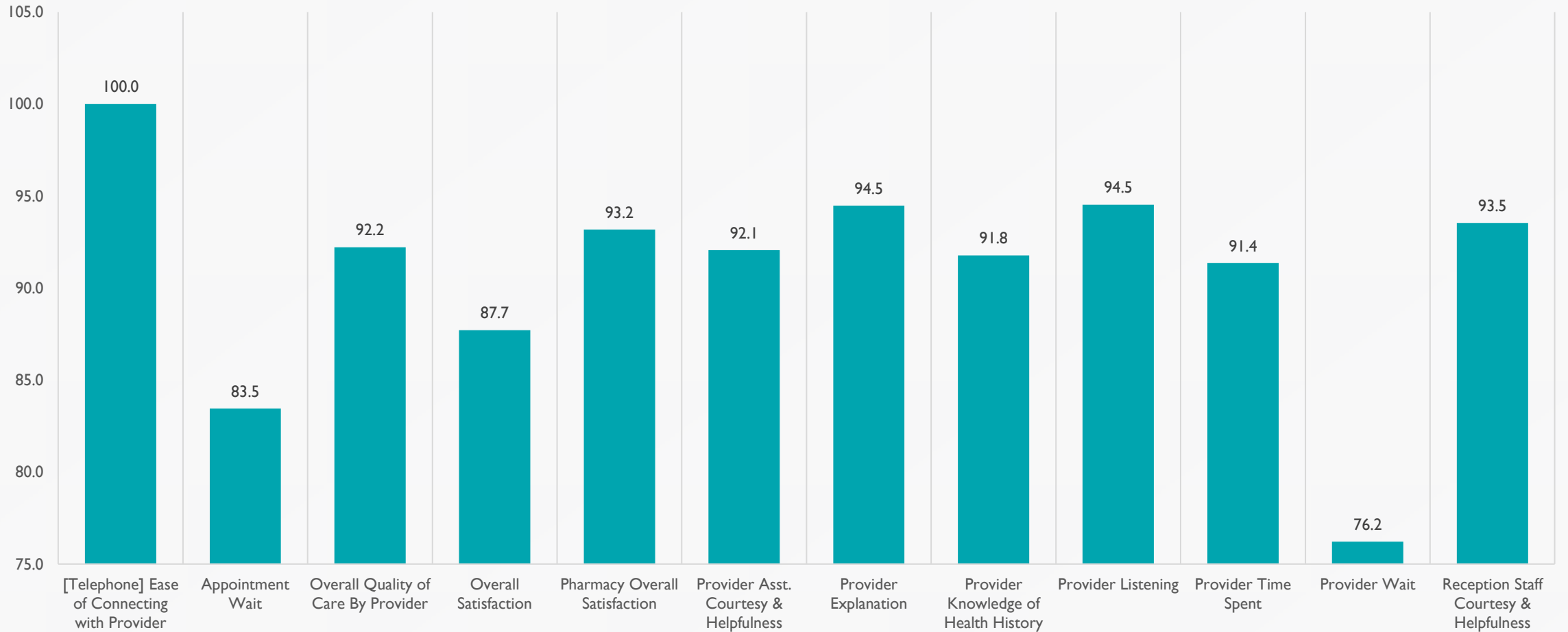


# Overall Satisfaction by Month

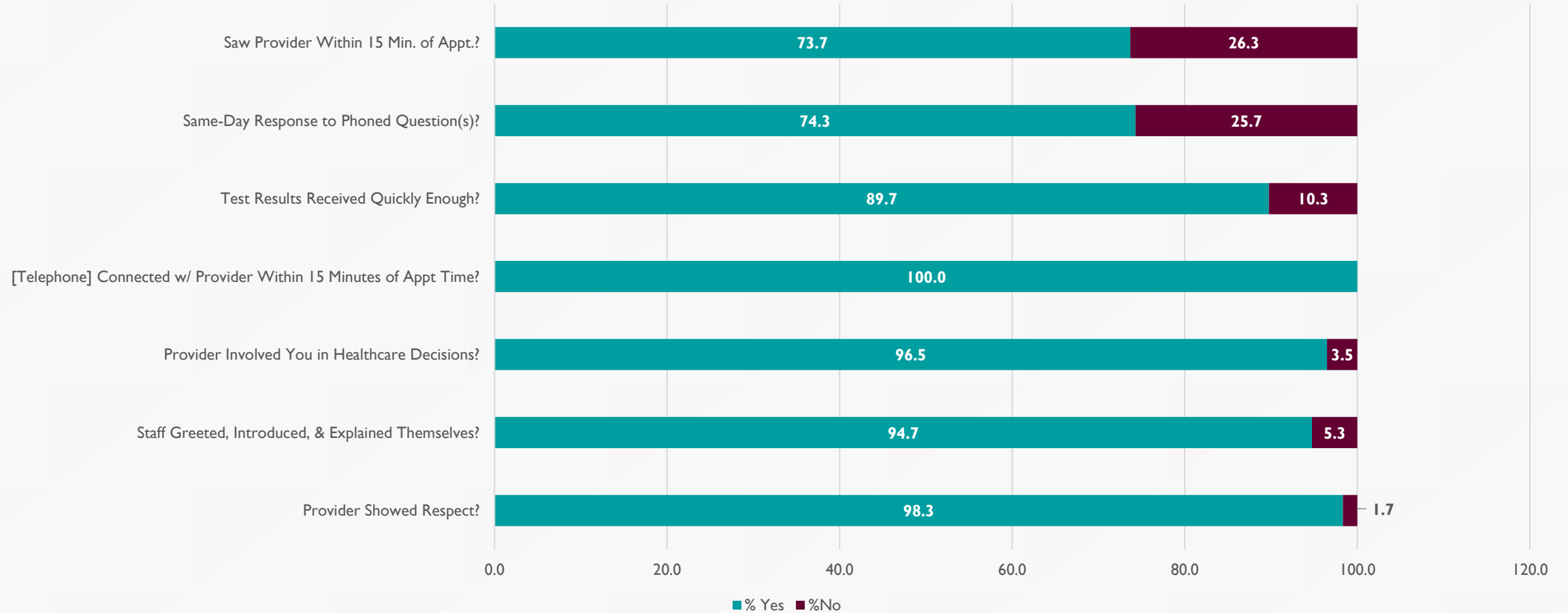




# Vashon Medical Patient Satisfaction Measures (mean)



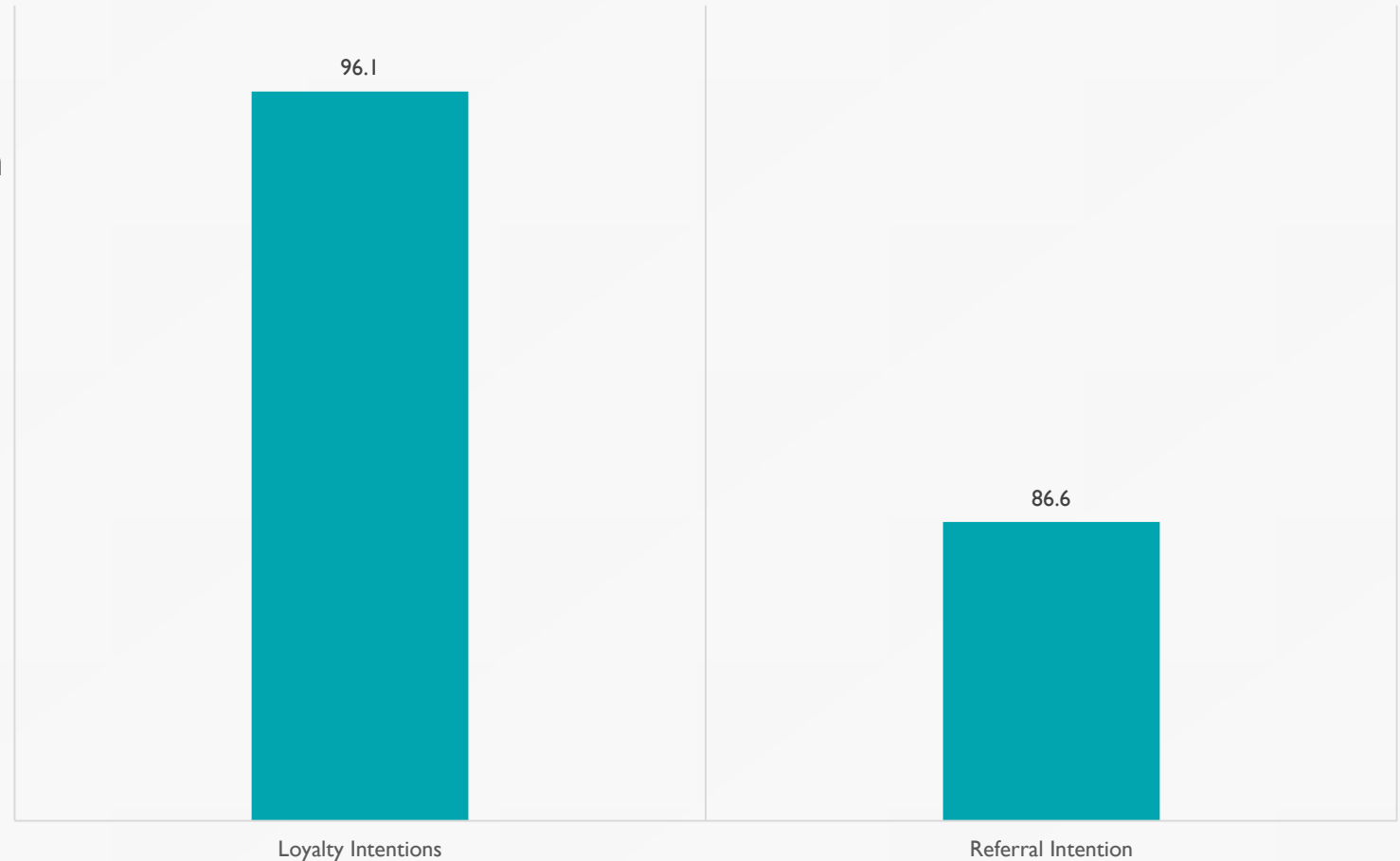
# Vashon Medical Patient Experience Measures (% Yes)



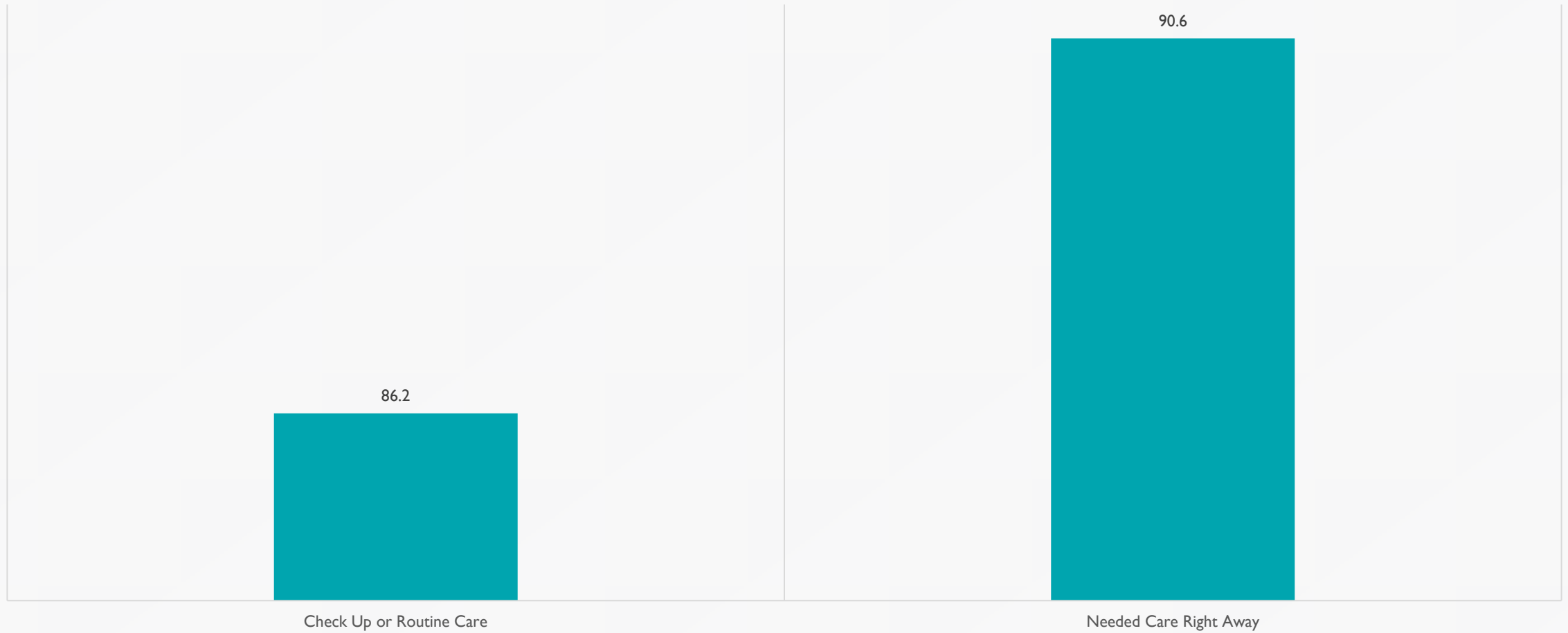
# Vashon Medical: Loyalty and Referral Intentions (mean)

Loyalty intentions captures the patients likelihood to using services again at Vashon Medical, if the need arises.

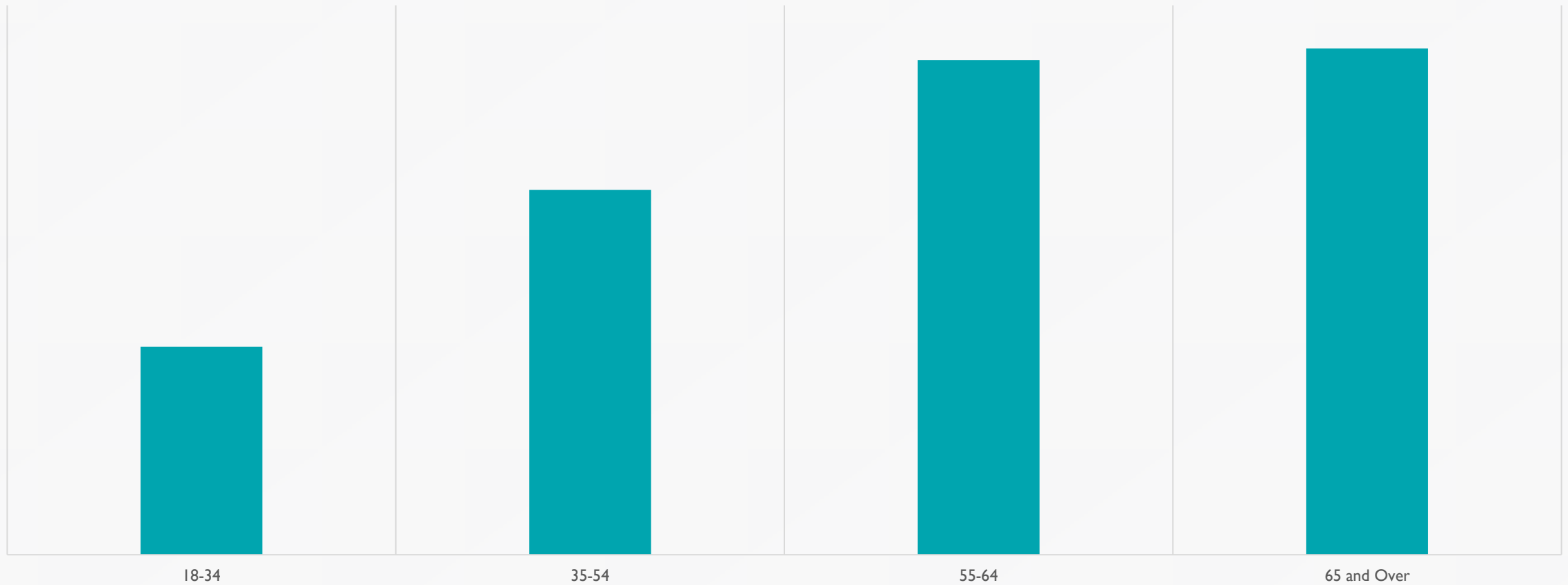
Referral intentions captures the patients likelihood of recommending Vashon Medical to others, either by word-of-mouth, on the internet or social media?



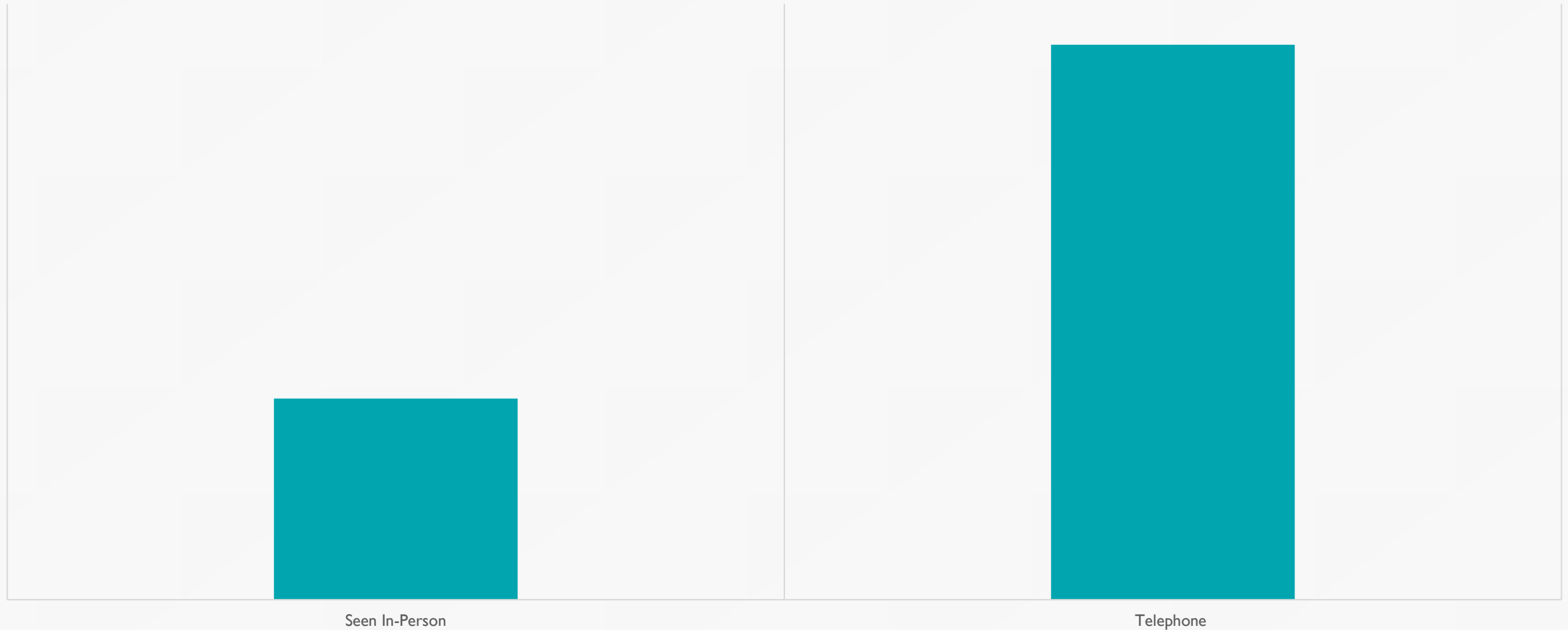
# Overall Satisfaction by Visit Nature (mean)



# Overall Satisfaction by Age (mean)



# Overall Satisfaction by Encounter Method (mean)



# Thank you!

Please email [QIDepartment@seamarchc.org](mailto:QIDepartment@seamarchc.org) with any questions



**Vashon Health Care District  
Collaboration Principles  
2/24/2022 DRAFT**

**OBJECTIVE:**

The Vashon Health Care District and Sea Mar Community Health Centers will reach a shared understanding of principles and respective accountabilities for a long-term collaboration to guide the delivery of health care services on Vashon and Maury Islands. This shared understanding will establish a foundation for the collaborative development of a new facility to house the primary care clinic and other health care services for the benefit of island residents.

**BACKGROUND:**

In February 2020 Neighborcare Health informed the District that it planned to discontinue serving Vashon Island by Fall 2020. The District needed to find a provider organization to replace them, so it developed an RFP working with The Health Care Collaborative out of Portland. That RFP went out to a number of hospital systems and community health center organizations with a deadline for responses of June 8. As that date approached it appeared likely that we would receive no responses.

Joe Kunkel, a principal with the Health Care Collaborative, reached out directly to Swedish Health System and invited them to respond to the RFP. Following a site visit to Vashon, Swedish indicated that they were not in a position to give us a decision before Summer 2021. Given that timeline, the District discontinued discussions with Swedish. Concurrently, Superintendent Jensen had initiated a dialogue with Sea Mar Community Health Centers in July 2020. Once Swedish pulled out of consideration, Sea Mar indicated they would be willing to consider serving the island provided the District subsidized any losses.

There was significant urgency at that time to finalize a commitment from Sea Mar to take over operations of the clinic Nov. 1, 2020, so there was no time spent defining in depth what the partnership should look like. The District and Sea Mar signed an MOU in late September 2020 outlining the basics. The draft contract wasn't signed until Oct. 15, 2020.

**COLLABORATION PRINCIPLES AND TALKING POINTS**

1. **PRIMARY ACCOUNTABILITY** – A basic principle that guides the Vashon Health Care District's actions is its accountability to the electorate which subsidizes delivery of healthcare services on Vashon Island. The District achieves this through oversight of healthcare strategy to assure consistency with its mission. This principle is reflected in our Mission Statement which reads:



*The mission of the Vashon Health Care District is to promote and maintain the health of the residents of Vashon and Maury Islands by supporting accessible quality health care through community partnerships, shared decision-making, transparency and responsible stewardship of resources.*

2. **ASSURE THE AVAILABILITY OF LOCAL PRIMARY CARE** – The impetus for the formation of the Vashon Health Care District was to preserve health care access on Vashon, which first and foremost meant primary care. The District maintains overall accountability for maintenance of primary care on Vashon because the District is the local, permanent island entity. While the District delegates delivery of primary care to Sea Mar through a contract for services, there is no guarantee that Sea Mar, or any other provider, will always serve the island. Twice in the past 5 years, the island has been left scrambling to maintain primary care services after other health systems pulled out.
3. **SCOPE OF HEALTH CARE SERVICES** – The language in the current services agreement with Sea Mar states that Sea Mar will maintain those services that were being provided by Neighborcare Health before they left. Going forward, any decisions about changes in the scope of services and provider mix shall be jointly made by Sea Mar and the District.
4. **DAY-TO-DAY OPERATIONS** – Concurrent with the delegation of primary care delivery to Sea Mar are the following associated accountabilities, either solely or in collaboration with VHCD:
  - a. Physician hiring, staffing and credentialing
  - b. Payor contracting
  - c. Customer service performance and complaint management
  - d. Operations management including clinic staffing, human resources, supplies, billing, and routine building maintenance
  - e. Hiring and performance review of the clinic administrator, with concurrence of a District representative.
  - f. Concurrence from the District in selection of a Vashon medical director
5. **COMMUNICATIONS AND COMMUNITY RELATIONS** – The District will communicate directly with its constituents in the community about the scope and availability of health care through the clinic, but will defer to Sea Mar on details related to its patient care policies and practices.
6. **QUALITY OF CARE** – Along with the delegation of primary care delivery to Sea Mar, is the accountability for the quality of that care. As part of its fiduciary responsibilities, the VHCD Board has a duty to provide oversight of the quality of care delivered at the clinic. To accomplish this, Sea Mar and the District will mutually agree on the quality and performance metrics and standards used to measure clinical quality and patient satisfaction for the Vashon Clinic. Many of these will be the same metrics used system-wide by Sea Mar, but may include other metrics and standards. Sea Mar’s Vashon

medical director will attend the Quarterly meeting with the VHCD Board at which these metrics are reported.

7. **FACILITY FINANCING, DESIGN AND OWNERSHIP** – The State appropriation of \$3 million for a new clinic building was transferred from Neighborcare Health to Sea Mar last year. That funding, which is written in the Dept. of Commerce’s capital budget, was the result of the efforts of retiring State Senator Sharon Nelson who intended it to be for the benefit of the Vashon community.

- Significant additional capital funding is likely needed for a new clinic facility given the desires of the Vashon community to build a facility that serves more than just the primary care needs of the island.
- The VHCD’s position is that it will finance the balance of capital needs for this building and will assume primary ownership of the facility.
- Sea Mar and the District will cooperate in the design and construction of the new clinic facility. The District shall retain final approval on design of the new facility. If Sea Mar should cease providing services on Vashon, then Sea Mar and VHCD will work to transfer Sea Mar’s Dept. of Commerce obligations and ownership to the District.

8. **OPERATING BUDGET** - Sea Mar will develop an annual budget for the Vashon Clinic, including their proposed subsidy, and present it to the VHCD Board for approval. Sea Mar shall report actual performance compared to budget on a monthly basis. Significant budget variances will be discussed by Sea Mar at their annual quarterly meetings with the VHCD Board. The VHCD is accountable for funding the deficit in clinic operations as forecast and mutually agreed to in the annual budget.

