



<b>TRANSMITTAL MEMORANDUM</b>
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TO: The Honorable Mayor and City Council

FROM: Karl R. Amylon, City Manager

DATE: March 8, 2021

RE: **PeaceHealth Ketchikan Medical Center Quarterly Presentation to the City Council**

At its meeting of January 23, 2020, the City Council and PeaceHealth Ketchikan Medical Center interim Chief Administrative Officer Joe Mark discussed different options for providing periodic updates to the City. At the suggestion of Councilmember Flora, it was agreed that PeaceHealth representatives would provide quarterly updates while submitting suggested topics at least two weeks in advance of the meeting, which Councilmembers could review and in turn suggest modifications and/or submit requests for additional information.

By report dated February 9, 2021, I submitted PeaceHealth Ketchikan Medical Center's suggested topics for the quarterly update at the March 18, 2021 City Council meeting. The City Council accepted the topics and requested further information regarding PeaceHealth's role in the community's COVID-19 vaccination program and the hospital's predictive model for dealing with COVID-19 infected cruise ship passengers.

PeaceHealth Ketchikan Medical Center Chief Administrative Officer Dori Stevens will attend the City Council meeting of March 18, 2021, in order to provide the quarterly update. A copy of Ms. Steven's PowerPoint presentation is attached for City Council review.



# Quarterly City Council Update

## PeaceHealth Ketchikan Medical Center

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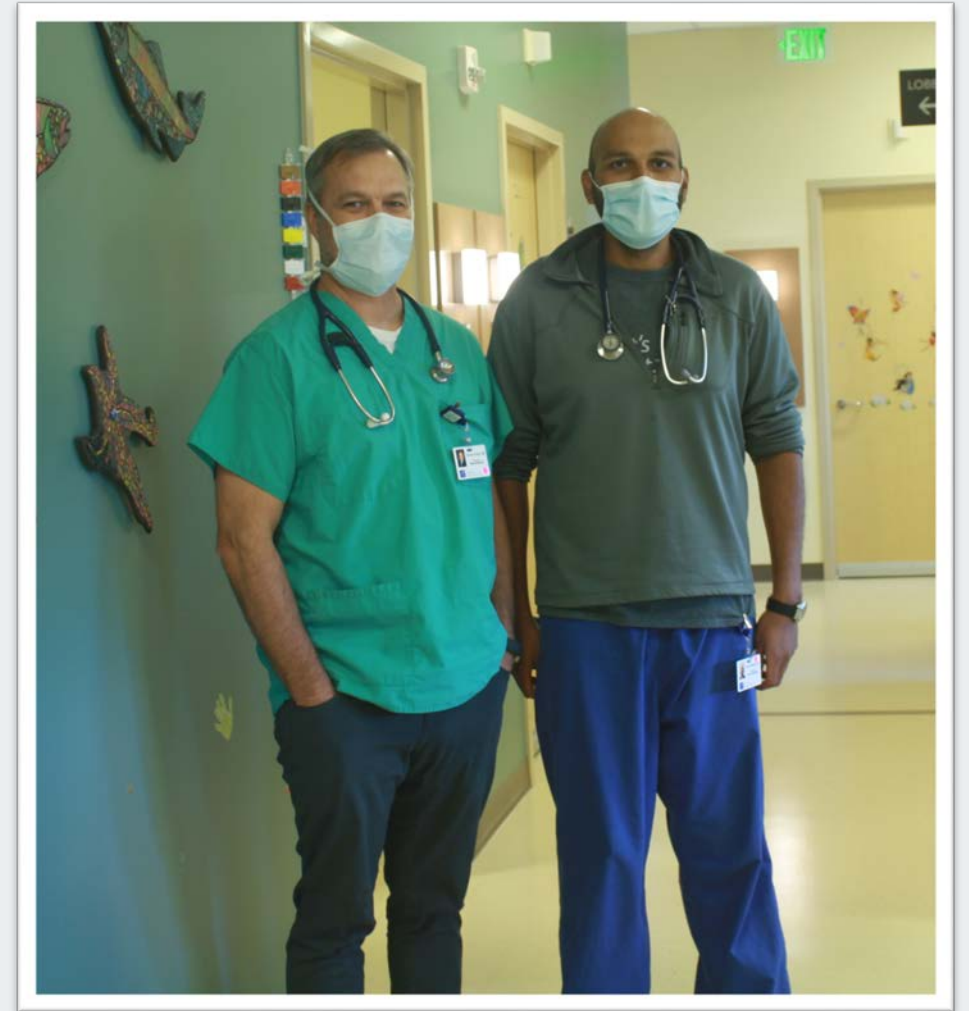
March 18, 2021



PeaceHealth

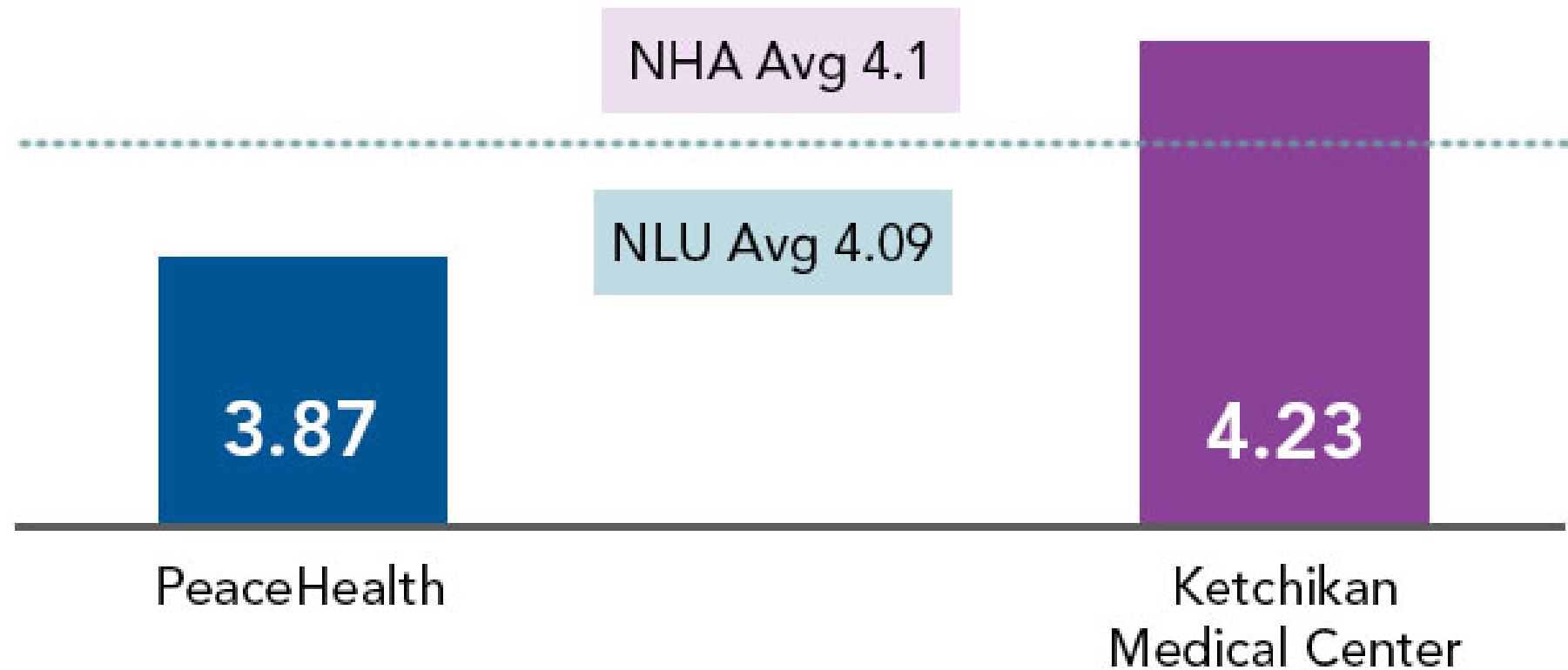
# Discussion Agenda

- Recognitions
- New Program
- Caregiver Satisfaction Summary Report
- Patient Satisfaction Summary Report
- Vaccine Update
- Cruise Lines and Healthcare Capacity
- Physician & Community Engagement



# Caregiver Engagement Survey

## Caregiver Engagement by Community Area





# Caregiver Engagement

#	Item	Domain	Distribution			Score	Healthcare Avg 2020	2019 Results	2019 Results	2018 Results	2018 Results	Responses	Improvement Planning
			Unfavorable	Neutral	Favorable								
Strengths													
17	We are actively doing things to improve patient safety.	Organization	<div><div></div><div></div><div></div></div> <div>1%6%93%</div>	4.44	+0.17	4.49	-0.05	4.41	+0.03	122	<div>+</div>		
22	My work unit works well together.	Employee	<div><div></div><div></div><div></div></div> <div>4%7%89%</div>	4.36	+0.18	4.46	-0.10	4.34	+0.02	122	<div>+</div>		
2	PeaceHealth values caregivers from different backgrounds.	Organization	<div><div></div><div></div><div></div></div> <div>7%4%89%</div>	4.39	+0.12	4.36	+0.03	4.40	-0.01	123	<div>+</div>		
15	In my work unit, we discuss ways to prevent errors from happening again.	Employee	<div><div></div><div></div><div></div></div> <div>5%4%91%</div>	4.36	+0.09	4.45	-0.09	4.36	0.00	121	<div>+</div>		
16	Caregivers will freely speak up if they see something that may negatively affect patient care.	Employee	<div><div></div><div></div><div></div></div> <div>3%10%87%</div>	4.28	+0.09	4.27	+0.01	4.33	-0.05	122	<div>+</div>		
31	PeaceHealth makes every effort to deliver safe, error-free care to patients.	Organization	<div><div></div><div></div><div></div></div> <div>4%4%92%</div>	4.28	+0.04	4.32	-0.04	4.29	-0.01	123	<div>+</div>		
29	PeaceHealth provides high-quality care and service.	Organization	<div><div></div><div></div><div></div></div> <div>2%7%91%</div>	4.26	+0.03	4.30	-0.04	4.22	+0.04	123	<div>+</div>		
5	PeaceHealth treats caregivers with respect.	Organization	<div><div></div><div></div><div></div></div> <div>9%8%83%</div>	4.07	+0.12	4	+0.07	3.89	+0.18	123	<div>+</div>		
4	PeaceHealth cares about employee safety.	Organization	<div><div></div><div></div><div></div></div> <div>6%10%85%</div>	4.24	+0.08	4.36	-0.12	4.34	-0.10	123	<div>+</div>		
21	I feel free to raise workplace safety concerns.	Employee	<div><div></div><div></div><div></div></div> <div>7%6%88%</div>	4.28	+0.07	4.32	-0.04	4.34	-0.06	122	<div>+</div>		



# Caregiver Engagement

Current View: Concerns ⓘ

Export to CSV

Search:

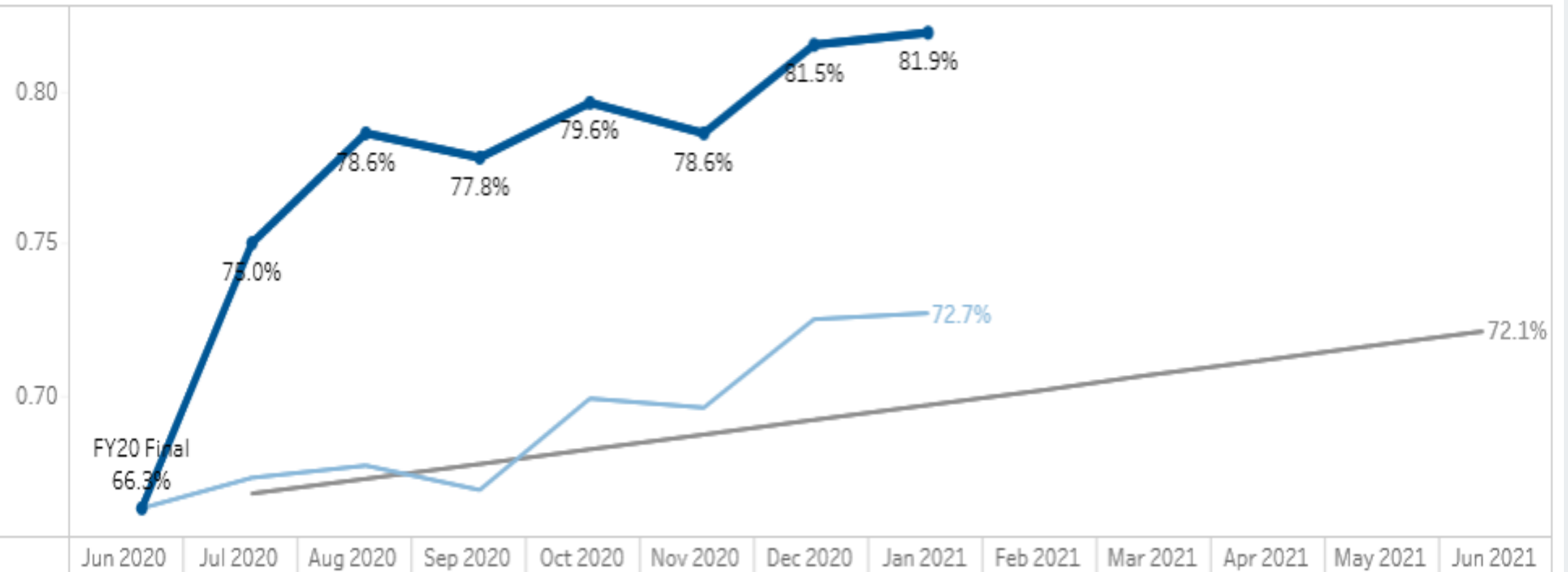
#	Item	Domain	Distribution			Score	vs. Nat'l Healthcare Avg 2020	2019 Results	vs. 2019 Results	2018 Results	vs. 2018 Results	Responses	Improvement Planning
			Unfavorable	Neutral	Favorable								
Concerns													
9	I feel like I belong in PeaceHealth.	Employee	<div><div></div><div></div><div></div></div> <div>6%25%70%</div>	3.96	-0.13	4.18	-0.22	4.05	-0.09	122	+		



# Patient Satisfaction Survey

## HCAHPS Rate Hospital Top Box Score (all surveys by receive date) ↑ better

Ketchikan Cumulative Fiscal Year-to-Date Top Box Rate ■ With Rolling 12-month Top Box Rate ■ and Glide Path Goal ■ FY20 66.3% FY21TD 81.9%



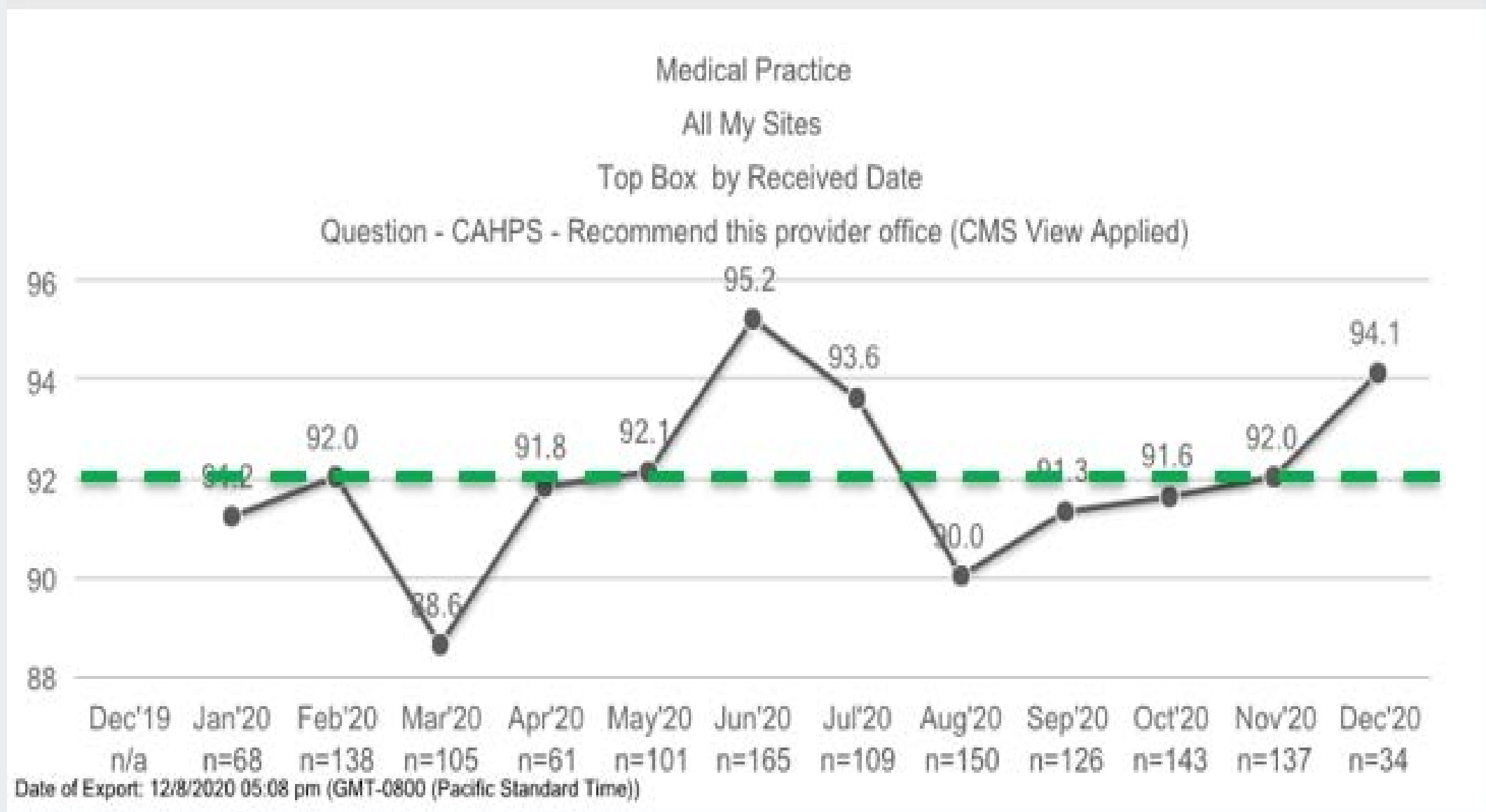
Top Box Responses

Jun 2020 7 Jul 2020 9 Aug 2020 13 Sep 2020 6 Oct 2020 11 Nov 2020 5 Dec 2020 9 Jan 2021 6 Feb 2021 Mar 2021 Apr 2021 May 2021 Jun 2021

Ketchikan Monthly Top Box Rate ■ With FYTD Performance ■ and FY Goal ■ FY20 66.3% FY21TD 81.9%



# Patient Satisfaction Survey







# Patient Experience Survey

PATIENT EXPERIENCE -- Reported by received date (results updated 02/02/21, based on surveys received through 01/31/21)													
Ketchikan Medical Center   PHMG Southeast Alaska													
Measure	FY21 Target	FY 2021									FYTD21 Score	FYTD21 Rank	Metric Type
		Q1			Q2			Q3					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
CG-CAHPS Recommend this Provider Office Top Box Score (all surveyed PHMG patients)	92.1%	91.4%			92.0%			91.3%			91.7%	35	PHMG Key Metric Strategic Measure
		93.6%	90.0%	91.3%	91.6%	92.0%	92.6%	91.3%					
		385			415			149			949		
HCAHPS Recommend Hospital Top Box Score (all surveyed inpatients)	73.6%	77.8%			79.3%			85.7%			79.2%	76	Key loyalty metric
		36			29			7			72		
HCAHPS Communication with Nurses Top Box Score (all surveyed inpatients)	81.0%	86.9%			77.7%			90.5%			83.5%	78	Hospital Secondary Key Metric PeaceHealth Nursing Strategic Plan Measure
		36			29			7			72		
HCAHPS Responsiveness of Hospital Staff Top Box Score (all surveyed inpatients)	62.4%	77.5%			89.2%			90.0%			84.0%	97	
		34			28			7			69		
HCAHPS Cleanliness of Hospital Environment Top Box Score (all surveyed inpatients)	72.2%	86.1%			93.1%			57.1%			86.1%	96	
		36			29			7			72		
HCAHPS Quietness of Hospital Environment Top Box Score (all surveyed inpatients)	56.8%	61.1%			85.7%			57.1%			70.4%	83	
		36			28			7			71		
HCAHPS Staff describe medicine side effects Top Box Score (all surveyed inpatients)	49.9%	42.1%			47.1%			57.1%			46.5%	43	
		19			17			7			43		
Purposeful Hourly Rounding (all surveyed inpatients)	75%	75%			70%			86%			74%		Hospital best practice
		36			27			7			70		
Leader Rounding (all surveyed inpatients)	40%	37%			37%			43%			38%		Hospital best practice
		35			27			7			69		
ED-CAHPS Rate ED 0-10 Top Bos Score (all surveyed ED patients)	66.0%	70.1%			71.6%			81.0%			72.2%	70	Emergency Key Metric
		73.7%	65.0%	71.4%	65.5%	78.3%	72.7%	81.0%					
		67			74			21			162		
ED-CAHPS Doctors Explain Things Top Box Score (all surveyed ED patients)	76.5%	82.1%			83.8%			81.0%			82.7%	88	Emergency Clinician Key Metric
		80.0%	78.9%	85.7%	82.8%	87.0%	81.8%	81.0%					
		67			74			21			162		
ED-CAHPS Nurses Explain Things Top Box Score (all surveyed ED patients)	76.8%	82.4%			82.2%			81.0%			82.1%	80	Emergency Nursing Key Metric
		75.0%	85.0%	85.7%	82.8%	82.6%	81.0%	81.0%					
		68			73			21			162		
OAS-CAHPS Rate Facility 0-10 Top Box Score (all surveyed ambulatory surgery patients)	83.5%	81.1%			80.4%			80.0%			80.6%	14	Ambulatory Surgery Key Metric
		53			56			15			124		

Score < baseline  
Score between baseline and target  
Score ≥ target

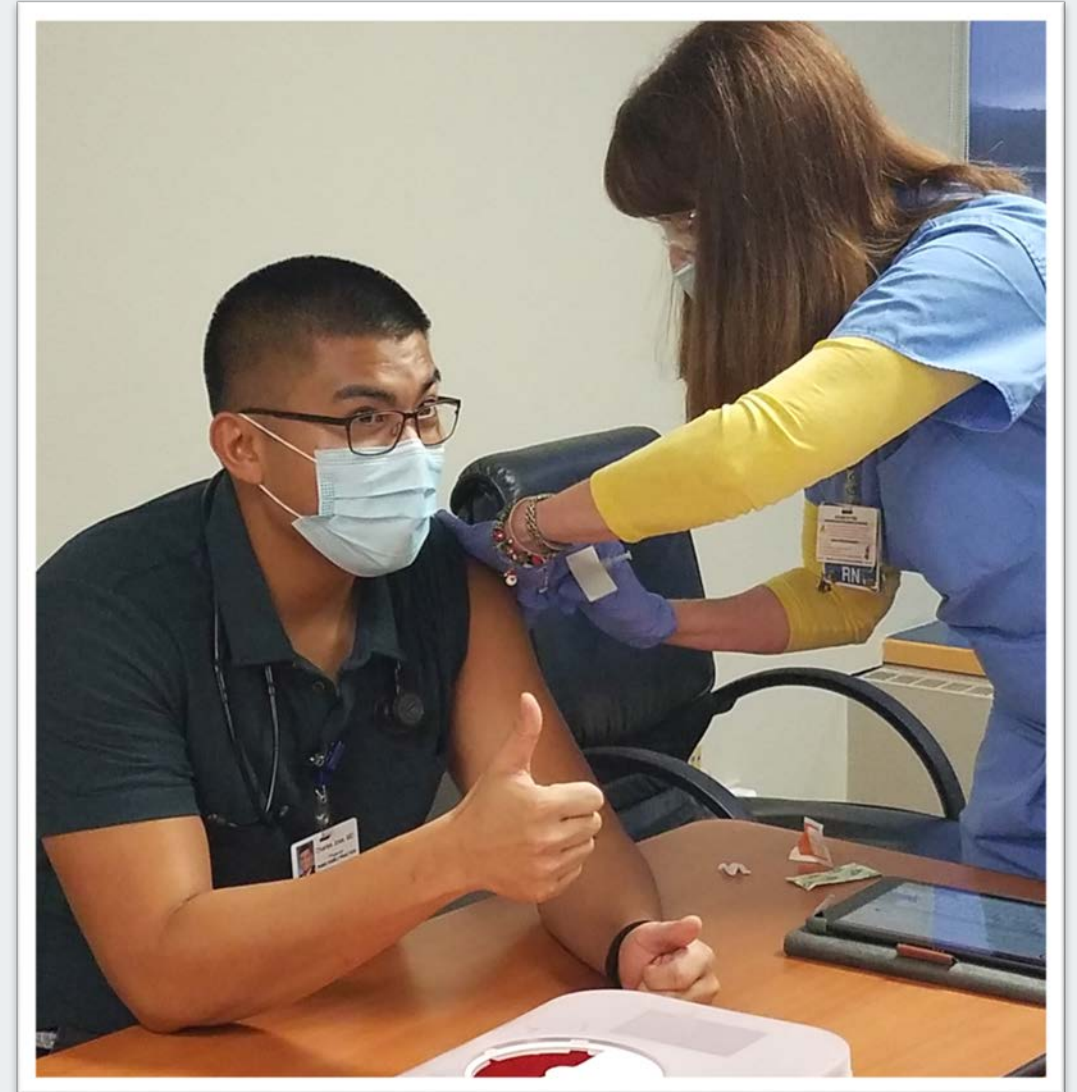
# PeaceHealth Role in Vaccination

- Work collegially with Public Health, EOC, KIC, local clinics and pharmacies
- Administer vaccines as supply allows, adhering to state guidelines
  - Phases 1: Caregivers & contractors
  - Phase 2: Community clinics
- Continued community education



# Vaccinations

- PHKMC & Medical Group Caregivers: 65% completed vaccinations
- PHMG community vaccinations
  - Total first dose Jan 23 – March 13: 958
  - Vaccinated 370 people 65 and older in the community



# Cruise Lines

- Working Collaboratively
  - City Management Team
  - Cruise agencies: MOU draft agreements in progress
- Research
  - Understanding CDC requirements for conditional sailing
  - Establishing predictive modeling for capacity
  - Cruise Ports: Seattle and Los Angeles
- Unknown variables
  - Vaccination rates, capacity of care on board, changes in CDC requirements
  - CDC delayed in publishing updated guidelines





# Physician Engagement

- Drs. Horton & Bhagat provided expertise during vaccine Q&As with EOC & Coast Guard
- Drs. Bhagat & Horton presented to Craig Middle School on vaping
- Dr. Charlie Jose created a scholarship fund to promote medical training for rural students
- Dr Charlie Jose collaborating with Romanda Simpson & the Wellness Coalition. Robert Wood Johnson grant (\$300,000 over 3yrs)  
“Enhance/Improve access to healthcare for the Filipino community”
- Dr. Bhagat hosts an Indian music radio show with his wife on Friday nights on KRBD
- Dr. Meloche retired to a giant send-off on the morning of his last shift





PeaceHealth

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February 18, 2021

**Proposed Topics for PeaceHealth Ketchikan Medical Center  
Quarterly Presentation to the City Council at its Meeting of  
March 18, 2021**

Moved by Bradberry, seconded by Gage the City Council direct the City Manager to advise PeaceHealth Ketchikan Medical Center of the City Council's acceptance and/or modification of the proposed topics of discussion for the quarterly update of March 18, 2021 and to submit requests for additional information as determined appropriate by the City Council.

Councilmember Bradberry said she would like to see an in-depth review on the vaccine, to include the numbers on how many have been administered, number of vaccines on hand and what efforts they are taking to help our community move forward in being vaccinated compared to other communities in Southeast, Alaska.

Councilmember Flora said he would like an update on a predictive model for a lack of cruise lines and the impact economically to our hospital for this year.

In response to Councilmember Flora, Manager Amylon said they will probably not have this information as staff met this morning with representatives of PeaceHealth to begin their review. He said it was very difficult to come out right now with anything definitive without knowing what the Center for Disease Control (CDC) is going to put out there. He said you will probably get an overview of what they are trying to do, but without any recommendations at this point. He explained PeaceHealth didn't want to put out parameters without knowing what the CDC is going to direct.

Motion passed with Zenge, Bradberry, Flora, Bergeron, Gass, Kiffer and Gage voting yea.

**2021 Community and Humanitarian Services Grant Funding  
Agreements**

Moved by Gass, seconded by Flora the City Council direct the City Manager to enter into 2021 funding agreements with those organizations and for those dollar amounts as recommended by the Community Grant Committee in the amount of \$268,750 and authorize funding from the City Council's 2021 Community Grant Program Contract/Purchased Services Account No. 610.02.

Moved by Bradberry, seconded by Bergeron to amend the main motion to fully fund Women in Safe Homes (W.I.S.H.) request and add \$936 for a total of \$17,560, and reduce SE Senior Services Food and Fuel Program by \$400 to \$23,330.00 and reduce SE Senior Services' Care Coordination Program by \$536 to \$45,964.00.

Councilmember Zenge said she manages The Plaza, and four of the applicants rent space there, and asked if she could abstain from the vote. Mayor Sivertsen said he would permit her to abstain.

Councilmember Bradberry said in going through the process and asking questions of the agencies, Southeast Senior Services is not offering all their services and have not been during the pandemic. She felt we need to support those organizations that will be working all year around and through the pandemic.

Mayor Sivertsen said he has sat on this committee before and felt the committee members work very hard to provide funds to round out the community as a whole. He said he tends to support the committee process and their decision.

Councilmember Kiffer said he has been on the committee eight years in a row, would speak against the amendment. He said during the process money was taken from these two organizations to be given to another organization. He said he was opposed to that as well. He indicated every group

January 23, 2020

Motion passed with Coose, Kiffer, Gage, Bergeron, Flora, Zenge and Chapel voting yea.

**Exempting the Procurement of Video Transport Services for the Telecommunications Division from the Competitive Bidding/Written Quotation Requirements of the Ketchikan Municipal Code – GCI**

Moved by Flora, seconded by Kiffer pursuant to subparagraph 6 of Section 3.12.050(a) of the Ketchikan Municipal Code, the City Council exempt the procurement of video transport services from the Telecommunications Division from the competitive bidding and written quotation requirements of the Ketchikan Municipal Code; authorize the general manager to enter into agreement for such transport services with GCI in an amount not to exceed \$35,040; and approve funding from the Telecommunications Division's 2020 Rents and Leases-Infrastructure Account No. 645.04.

Motion passed with Coose, Kiffer, Gage, Bergeron, Flora, Zenge and Chapel voting yea.

**Exempting the Procurement of Veramatrix Encryption Annual Maintenance and Support Services for the Telecommunications Division from the Competitive Bidding/Written Quotation Requirements of the Ketchikan Municipal Code – Dascom Systems Group**

Moved by Flora, seconded by Kiffer pursuant to subparagraph 6 of Section 3.12.050(a) of the Ketchikan Municipal Code, the City Council exempt the procurement of Veramatrix encryption annual maintenance and support services for the Telecommunications Division from the competitive bidding and written quotation requirements of the Ketchikan Municipal Code; authorize the general manager to enter into an agreement for the procurement of such encryption annual maintenance and support services with Dascom Systems Group of Woodbury, Minnesota in an amount not to exceed \$16,200; and approve funding in the amount of \$16,200 from the Telecommunications Division's 2020 Software & Equipment Maintenance Services Account No. 635.04.

Motion passed with Coose, Kiffer, Gage, Bergeron, Flora, Zenge and Chapel voting yea.

**UNFINISHED BUSINESS** - None

**NEW BUSINESS**

**Discussion of Periodic Public Updates from the PeaceHealth Ketchikan Medical Center Community Health Board – Councilmember Flora**

Mr. Joe Mark, the interim Chief Administrative Officer for PeaceHealth Ketchikan stated he would be working here until there is a permanent individual hired. He explained his approach is to come in with a commitment to leave the situation better than the way he found it. He said he wanted to continue the communication process that was started by his predecessors, and see the Council's needs are being met so you can be responsive to your constituents. He informed that diagnostic procedure scheduling will be coming back to Ketchikan. He explained what had happened trying to make it work out of a centralized location outside of Ketchikan, noting it should have never left the community. He said he has commissioned a full audit on their pricing



January 23, 2020

to look at major inpatient by diagnostic related categories, and outpatient and emergency department procedures to see where we are competitively. He informed every individual that leaves here for health care hurts the overall community, and ultimately it makes it difficult to maintain a competitive price structure with the services we do have. He stated Ketchikan is extraordinary with the mix of specialists that Ketchikan is blessed with here in regards to orthopedics, pediatrics and family medicine, noting it is a very unique situation. He said he wants to work and partner with the Council to see what forums need to be convened, and what information you would like to see. He indicated they will do everything they can to give Ketchikan the greatest value possible, and as PeaceHealth gets more information they can relay it back to the Council. He stated it has been a long time since PeaceHealth did a full charge master review. He indicated over the course of the next month a complete analysis will be done, and brought back to the Council for review.

Mr. Mark asked the Council what they would like to see in terms of a regular presentation in terms of frequency, and what level of detail. He stated he was happy to pull a truck out front with as much information as the Council would like to see. He informed 98% of PeaceHealth records are available to the Council

Councilmember Flora thanked Mr. Mark for coming tonight. He said a year ago a meeting was held with the hospital board, and it was agreed there needs to be some sort of periodic regular updates to the Council. He explained several months back this body was informed that the framework is in place with no discussion from the Council on what should be included. He agreed with Mr. Mark that this is the community's hospital, and he was not comfortable with the terms of the updates being dictated to the community. He stated the reason this was requested as an agenda item is because he is not sure what the other Councilmembers and members of the community want to see from PeaceHealth. He said he wanted a mechanism put in place where this body had an opportunity to be contributors to what the framework of those updates would be, and use that mechanism to keep this information concise and efficient. He said you mentioned the diagnostic procedure scheduling coming back to Ketchikan, and questioned if Mr. Mark had any idea on how many jobs that would entail and would they be filled by local residents.

Councilmember Zenge questioned what timeframe we would be looking at, and once that is done, will that information be rolled out to the community.

Councilmember Gage said the billing system needs to be cleaned up and simplified to understand what the procedure is when you receive and review your bill. She stated she would like to see a receipt for payment or an update, and when you are requesting alternate payment arrangements there seems to be a push by PeaceHealth to pay an amount set by them, even if that person can't afford that amount. She said PeaceHealth asks for your previous year tax return as part of their bill forgiveness program, and felt this is misguided because that person could have lost their job or is now on disability.

Councilmember Zenge thanked Mr. Mark for coming and appreciates that the diagnostic scheduling is being returned to Ketchikan. She indicated one of the things she believed happened with our hospital is a breakdown in communication when jobs were filled out of state instead of locally. She said she had a conversation today with the person in charge of PeaceHealth's website because she has been working on that website trying to understand how it works, noting it is not user friendly. She appreciates being told these things are going to be fixed, but we have been told that from the last three representatives from PeaceHealth. She said what will work for her is a schedule, when your completion date might be and if there is a problem to immediately inform the Council. She said when it comes to transparency she just wants the truth.



January 23, 2020

Councilmember Gage said she would like to see people who are just sick referred to a nurse practitioner instead of the emergency room when all the doctor offices are booked.

Mr. Mark answered questions from the Council.

Councilmember Flora said quarterly updates would be acceptable, and requested PeaceHealth forward to staff and Council information two weeks before the meeting date. He indicated if we had that in advance that would give Councilmembers an opportunity to ask questions on that material, comment on what they would like to see and then forwarded back to you so you can come prepared. Mr. Mark said that would work for him.

Councilmember Flora referenced during a previous update from Ms. Hodgekinson, where she said people will no longer be turned into collections, and asked for a current update on PeaceHealth's policy regarding collections.

Mr. Mark said he would have to look into the current policy and get back to the Council with that information. He continued that his experience with collections should be a soft approach to include sitting down with the patient and filling out a financial means test to determine what that family can afford. He said that typically the people who will get turned over to collections are the people who have the means and ability to pay but choose not to.

Councilmember Gage stated that the hospital lease contract is coming up and asked if Mr. Mark will be part of that team.

In response to Councilmember Gage, Mr. Mark said that he will be part of that team but Mr. Chuck Prosper will be in the lead. He said he will have a behind the scenes role, since he is the guy on the ground.

Mayor Sivertsen thanked Mr. Mark for coming and presenting tonight and said that hopefully PeaceHealth will move slowly so that he could stay here for a while.

**Rescinding September 25, 2019 Designation of a Screening Committee to Evaluate the Request for Proposals (RFP) for the Reconfiguration of the Port of Ketchikan and Uplands Improvements and Designating the Mayor and City Council as the Reviewing Authority that will Make a Final Determination Regarding any Proposals that May be Received as a Result of the RFP Process**

Moved by Coose, seconded by Flora the City Council rescind its September 25, 2019 designation of a screening committee to evaluate the responses to the Request for Proposals (RFP) for the Reconfiguration of the Port of Ketchikan and Uplands Improvements and designate the Mayor and City Council as the reviewing authority that will make a final determination regarding any proposals that may be received as a result of the RFP process.

Councilmember Coose said this is the way to go since they are the one's responsible for making the final decision. He said they will keep the public as informed as they can with the information they receive.

Councilmember Zenge stated she would like the Council to decide how they are going to let the public know when and how they plan to pass on this information.

Mayor Sivertsen explained the procedure of noticing the public about the meeting by submitting an ad to the newspaper at least three days before the meeting date. He stated they will have a Special Meeting on January 28th, noting none of the proposals have been opened at this point.