

January 18, 2023

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of the Salinas Valley Memorial Healthcare System will be held **MONDAY, JANUARY 23, 2023, AT 8:30 A.M., IN THE DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM, ROOM 117, at SALINAS VALLEY MEMORIAL HOSPITAL, 450 E. ROMIE LANE, SALINAS, CALIFORNIA, or VIA TELECONFERENCE (Visit svmh.com/virtualboardmeeting for Access Information).**

Pursuant to SVMHS Board Resolution No. 2022-21, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.



Pete Delgado
President/Chief Executive Officer

Committee Members: Catherine Carson, Chair; Rolando Cabrera, MD, Vice Chair; Pete Delgado, President/CEO; Allen Radner, MD, Chief Medical Officer; Clement Miller, Chief Operating Officer; Lisa Paulo, Chief Nursing Officer; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

**QUALITY AND EFFICIENT PRACTICES COMMITTEE
JANUARY 2023 - COMMITTEE OF THE WHOLE
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM**

**MONDAY, JANUARY 23, 2023, 8:30 A.M.
DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117**

**Salinas Valley Memorial Hospital
450 E. Romie Lane, Salinas, California
or via Teleconference
(Visit svmh.com/virtualboardmeeting for Access Information)**

Pursuant to SVMHS Board Resolution No. 2022-21, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

AGENDA

1. Call to Order / Roll Call
2. Approve the Minutes of the Quality and Efficient Practices Committee Meeting of December 12, 2022. (DELGADO)
 - Motion/Second
 - Action by Committee/Roll Call Vote
3. Patient Care Services Update (PAULO)
4. Public Input

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.
5. Closed Session
6. Reconvene Open Session/Report on Closed Session
7. Adjournment

The next Quality and Efficient Practices Committee Meeting is scheduled for **Wednesday, February 22, 2023 at 8:30 a.m.**

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

The Committee packet is available at the Committee Meeting, at www.svmh.com, and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Clerk during regular business hours at 831-755-0741. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

**QUALITY & EFFICIENT PRACTICES COMMITTEE
COMMITTEE OF THE WHOLE**

AGENDA FOR CLOSED SESSION

Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.

CLOSED SESSION AGENDA ITEMS

HEARINGS/REPORTS

(Government Code §37624.3 & Health and Safety Code §§1461, 32155)

Subject matter: (Specify whether testimony/deliberation will concern staff privileges, report of medical audit committee, hospital internal audit report, or report of quality assurance committee): _____

1. Report of the Medical Staff Quality and Safety Committee

ADJOURN TO OPEN SESSION

CALL TO ORDER
ROLL CALL

(Chair to call the meeting to order)

**SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
MEETING MINUTES
DECEMBER 12, 2022**

SVMHS Board Resolution No. 2022-17, Assembly Bill 361, and guidance from the Monterey County Health Department in response to concerns regarding COVID-19, Board Members of Salinas Valley Memorial Healthcare System, a local health care district, are permitted to participate in this duly noticed public meeting via teleconference and certain requirements of The Brown Act are suspended.

The Quality and Efficient Practices Committee convened at 8:34 a.m. in the Downing Resource Center, CEO Conference Room 117.

Committee Members Present:

Pete Delgado, Clement Miller, Lisa Paulo, Allen Radner, MD, and Rakesh Singh, MD;
Via Teleconference: Michele Averill, Chair Juan Cabrera, and Vice Chair Joel Hernandez Laguna

Committee Members Absent:

None

Other Board Members Present Constituting Committee Of The Whole:

Victor Rey, Jr.

Guest:

Catherine Carson

Victor Rey, Jr. joined the meeting at 8:41 a.m.

Clement Miller joined the meeting at 8:46 a.m.

A quorum was present and Chair Cabrera called the meeting to order at 8:34 a.m.

Pete Delgado, President/CEO introduced Board member Elect Catherine Carson.

**APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES
COMMITTEE MEETING OF NOVEMBER 14, 2022**

Approve the minutes of the Quality and Efficient Practices Committee for the November 14, 2022 meeting, as presented. The information was included in the Committee packet.

No public input received:

MOTION:

Upon motion by Committee member Delgado, second by Committee Vice Chair Hernandez Laguna, the Quality and Efficient Practices Committee minutes of November 14, 2022 were approved.

Ayes: Committee members: Averill, Delgado, Paulo, Radner, MD, Singh, MD, and Vice Chair Hernandez Laguna; Noes: None; Abstentions: None; Absent: Committee member Miller. Motion Carried.

PATIENT CARE SERVICES UPDATE

Lisa Paulo MSN/MPA, RN, Chief Nursing Officer introduced Collaborative Care Committee Chair: Aubree Collins, BSN, RNC-OB, C-EFM and Co-Chair Pamela Yates, RN who provided a report on their recent activities.

2022 Shared Governance Accomplishments:

1. Formed the “Tim Porter O’Grady Workgroup” to increase nursing professionalism, accountability, and cultivate growth.
2. Compiled a report of the Shared Governance Accomplishments entitled “Shared Governance Annual Summary 2021.
3. Collaborative Care members offered two formal leadership trainings for new members.

Ms. Paulo commended Clement Miller, Chief Operating Officer for introducing Tim Porter O’Grady to SVMHS.

In spring of 2023, will launch a Research Project by surveying nurses to assess the current enculturation, introduction of new accountability statements and role clarification and reassessment in 2024 to measure the growth of Shared Governance.

Highlights of the Shared Governance Annual Report included thirteen Committee Chairs described their accomplishments in 2021, enthusiasm for Shared Governance, enculturation of professional nursing, goal setting and accomplishment and leadership development.

Two dates have been scheduled in 2023 for Shared Governance Leader Orientation that will be offered to council leaders and members, nursing leaders and anyone interested in learning more about Shared Governance.

Ms. Collins shared that the Collaborative Council Committee is looking forward to next year.

FINANCIAL AND STATISTICAL REVIEW

Augustine Lopez, Chief Financial Officer, provided a financial and statistical performance review for the month ending November 2022. This information was included in the Committee packet.

Mr. Lopez mentioned that the overall favorable financial performance for November was driven by successfully receiving payments on older aged accounts receivable totaling in \$2.5 million.

Key highlights of the financial summary for November 2022 were: (1) Income from operations was \$4.5M with an operating margin of 7.0%, (2) Net income was 8.9M with a net income margin of 13.8%; (3) Gross revenues were 14% favorable to budget; (4) Inpatient gross revenues were 13% favorable to budget; (5) Emergency Department gross revenues were 20% favorable to budget; (6) Outpatient gross revenues were 13% favorable to budget in Infusion Therapy, Radiology and Surgery; (7) Payor mix was

unfavorable to budget due to Governmental admissions up 30% from budget; (8) Total normalized net patient revenues were \$55.3M, which was favorable to the budget by \$9.0M or 20%; (8) Average daily census was at 138, 20% above budget of 115 and total admissions were 26% above budget; (9) ER outpatient visits were above budget 47% at 5,770 of this Medi-Cal utilization represents 60% (10) Inpatient surgeries were 12% (16 cases) above budget at 152 (11) Higher than expected outpatient business in Radiology, Surgery and Therapy; (12) Outpatient surgeries were 14% (34 cases) above budget at 265; (13) COVID cases were up one case compared to prior month with 19 discharges; (14) Outpatient observation cases were below budget by 23% at 127; (15) Deliveries were 2% above budget at 137; (16) Medicare Traditional ALOS CMI adjusted was 12% unfavorable at 2.64 days with a Case Mix of 1.67; (17) Operating Margin 4.0%, Total margin 5.4%, Days cash on hand was 337; and days of net accounts receivable is 47.

PUBLIC INPUT

No public comment received.

CLOSED SESSION

Chair Cabrera announced that the item to be discuss in Closed Session is *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*. The meeting recessed into Closed Session under the Closed Session protocol at 9:00 a.m.

RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened Open Session at 9:21 a.m., Chair Cabrera reported that in Closed Session, the Committee discussed *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee*.

No action taken in the Closed Session.

ADJOURNMENT

There being no other business, the meeting adjourned at 9:21 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, January 23, 2023 at 8:30 a.m.**

ATTEST:

Juan Cabrera, Vice Chair
Quality and Efficient Practices Committee

/rm

Board Paper: Quality & Efficient Practices Committee

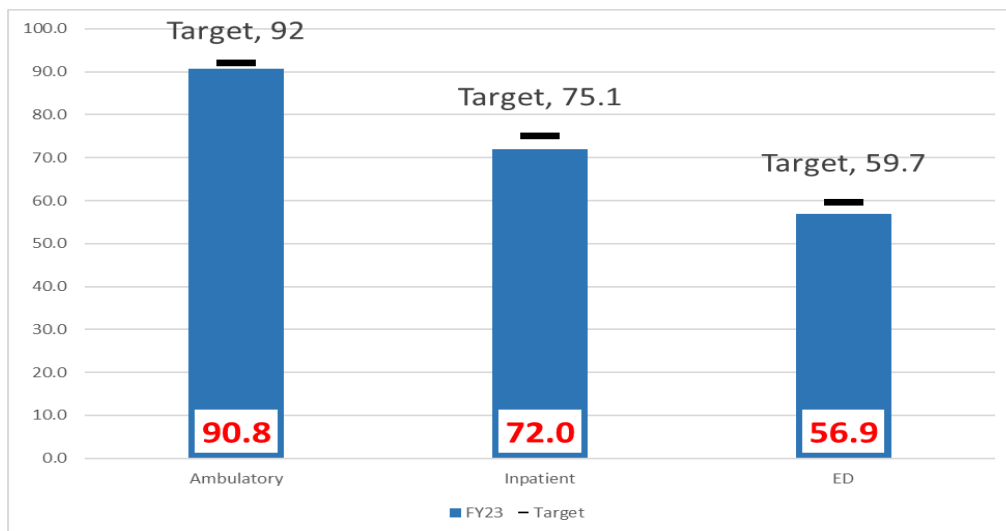
Agenda: Patient Care Services Update
 Executive: Lisa Paulo, MSN/MPA, RN
 Sponsor: Chief Nursing Officer
 Date: January 23, 2023

Pillar/Goal Alignment:

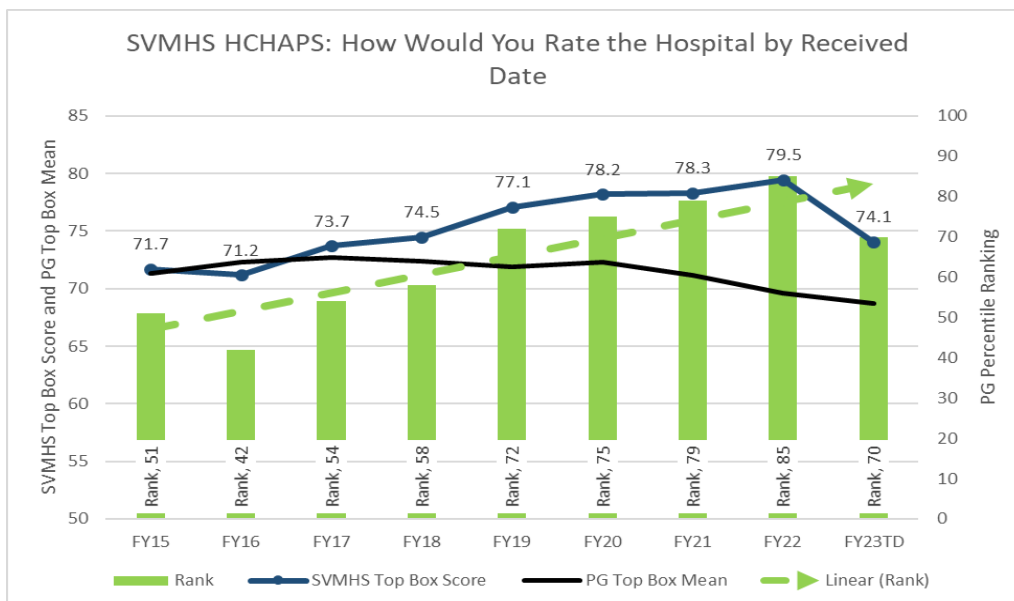
Service People Quality Finance Growth Community

PATIENT EXPERIENCE:

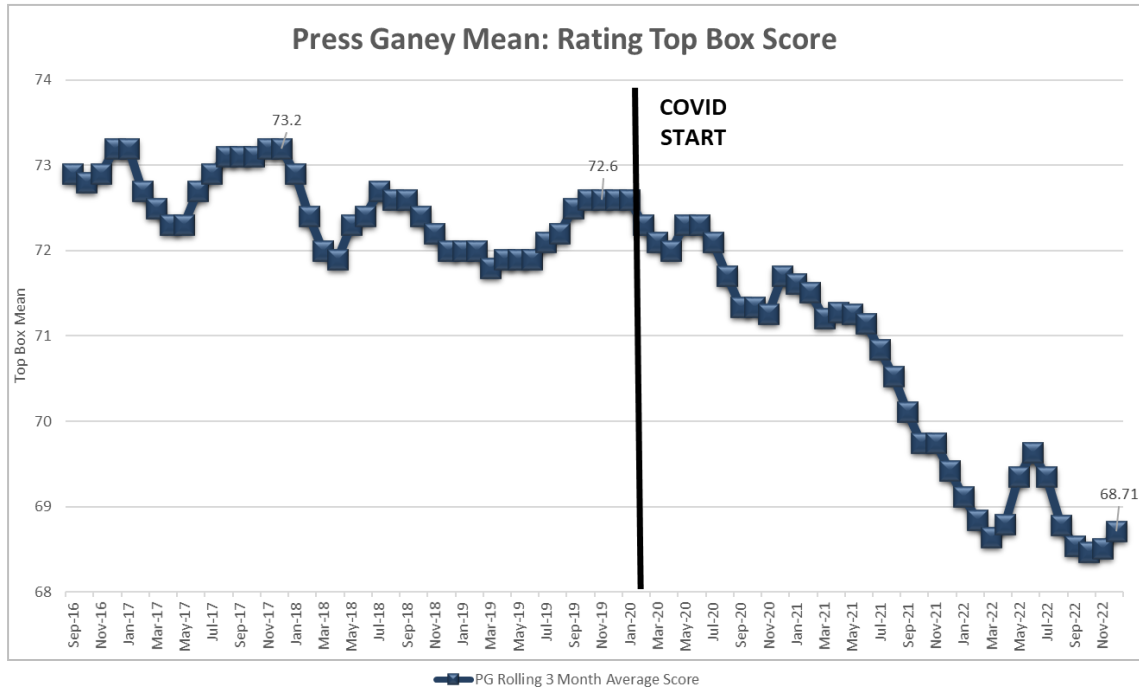
Organizational Targets



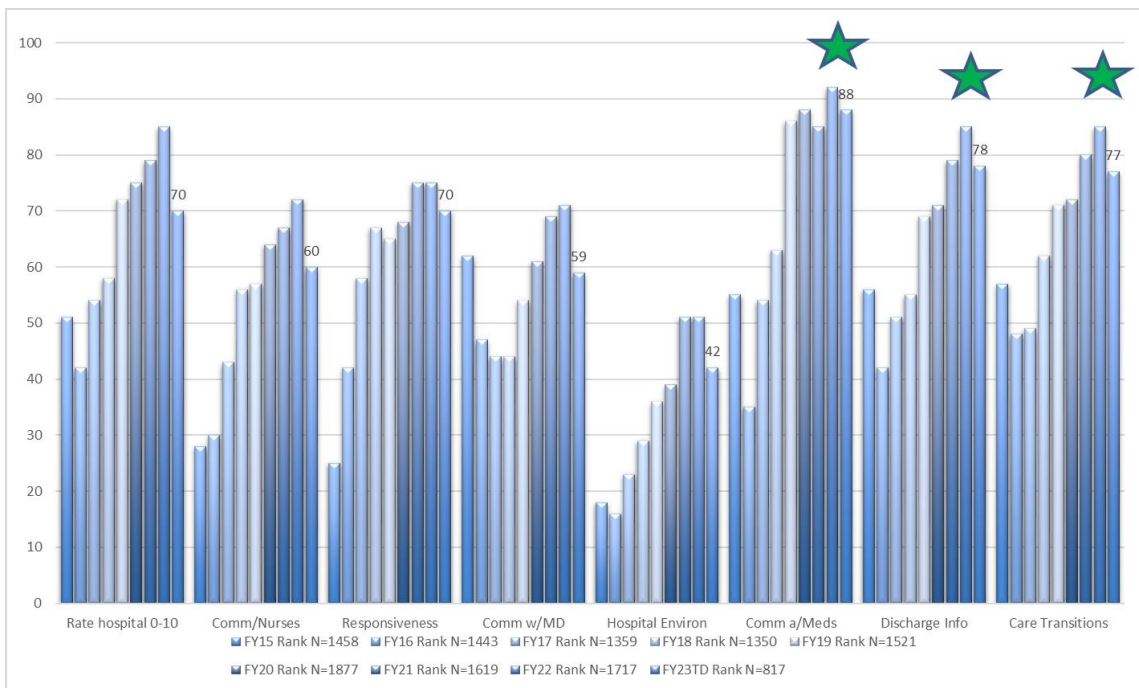
Inpatient Rating



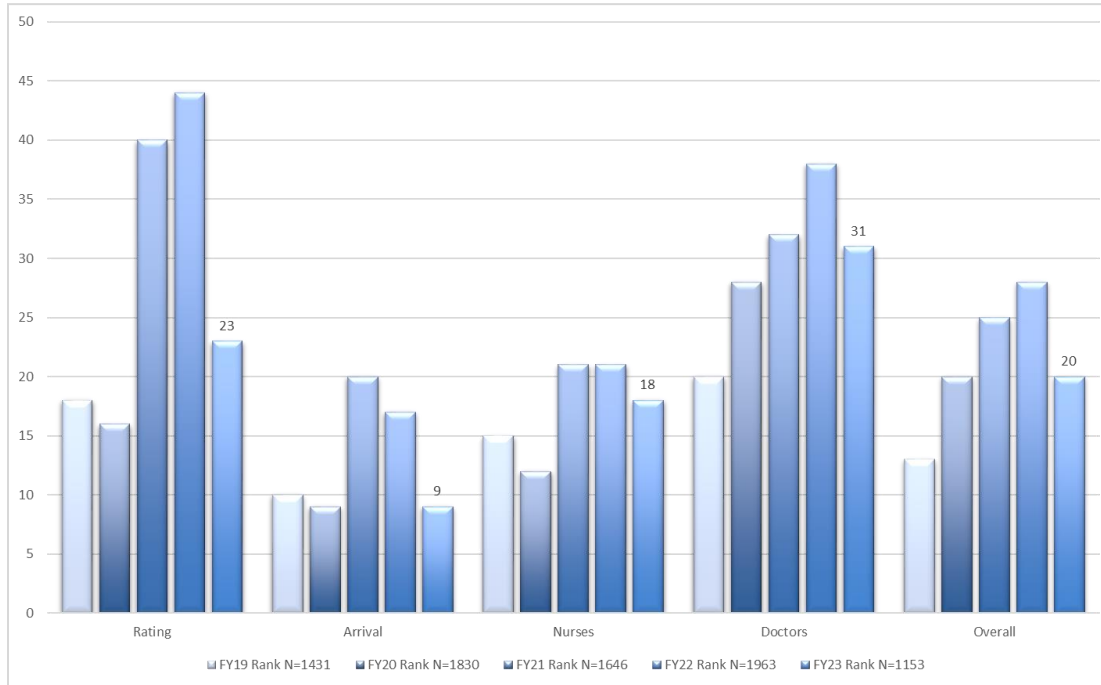
Patient Experience Across the Industry



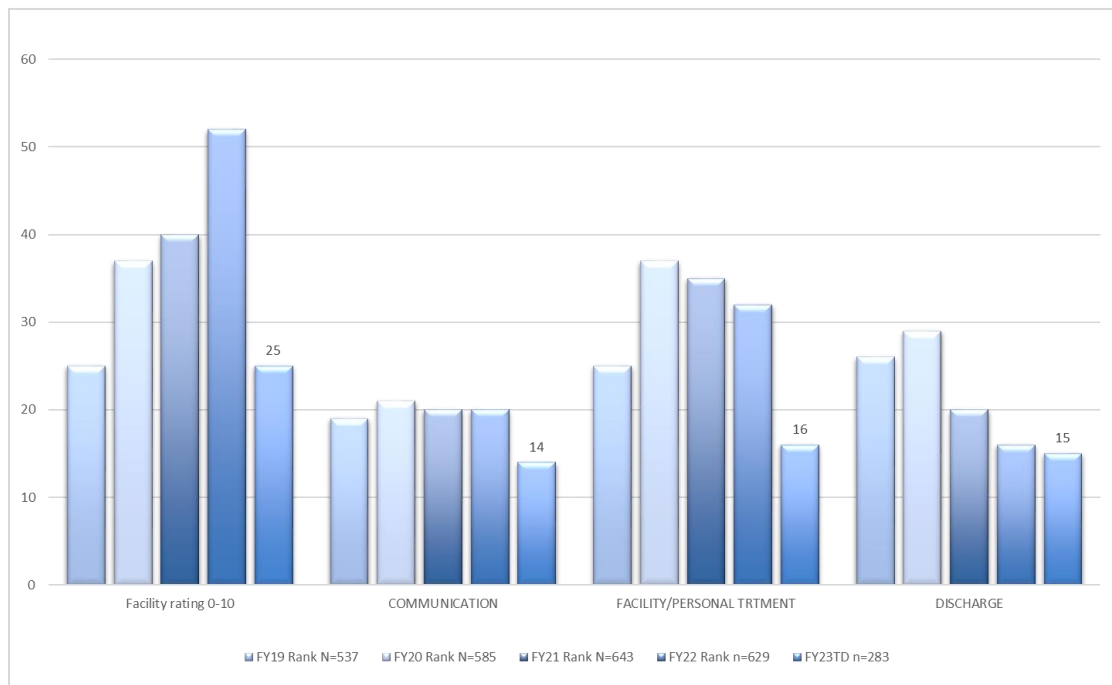
HCAHPS Year over Year Press Ganey: Rank by Received Date



ED Year over Year Press Ganey: Rank by Received Date



Ambulatory Year over Year Press Ganey: Rank by Received Date



Performance Improvement Strategies

- Executive/Leader Priority
- Evidence based practices
- Performance Improvement Specialist
- Patient Experience Steering Committee
- Employee engagement
- Staffing management
- Vacancy/turnover reduction
- ED throughput



QUALITY:

Perinatal Unit Practice Council

Members:

Marisol Soria (Chair), RNC-OB, C-EFM, RN, Labor & Delivery

Necole Olivio, RN, Labor & Delivery

Christine Durden, BSN, RNC-MNN, CLC, Mother/Baby

Letty Jara, RNC-MNN, Mother/Baby

Shannon Hernandez, BSN, RNC-MNN, IBCLC, Mother/Baby

Julie Akin, BSN, RN (NICU)

Advisor:

Karina Kessler, MBA, BSN, RNC-NIC/ NICU Clinical Nurse Educator



What We've Done:

Thank You Gifts for Patients

- Robes are distributed to laboring patients admitted to Labor and Delivery
- Patients wear the robes proudly and express being more comfortable when ambulated in the hallways during labor
- Patients continue to wear robes through their stay.



Where Are We:

NTSV: Nulliparous Term Singleton Vertex Cesarean Sections

- Goal to reduce rate of C-Section for first time moms to be below 23.6%
- Additional Training Provided to Nurses
 - Spinning Babies (9/2022)
 - SWELLS 2.0 (7/2022)





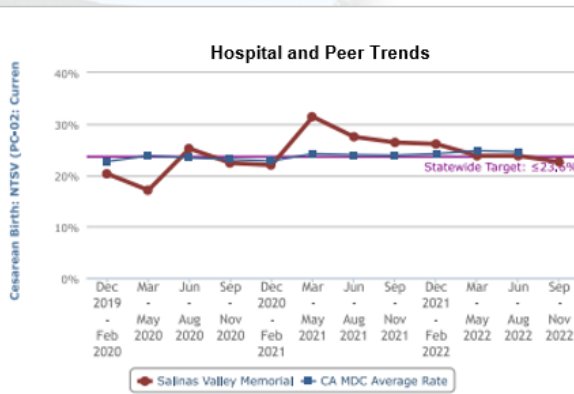
Where Are We:

Measure

Cesarean Birth: NTSV – Nullip Term Singleton Vertex (PC-02: Current)*

Definition

Cesarean births among Nulliparous, Term, Singleton, Vertex (NTSV) deliveries. The PC-02-Current version uses the most current Joint Commission (TJC) PC-02 measure specifications retrospectively applied to all prior time periods. This allows for accurate trending, even as the TJC specifications have changed over time.



Period	Salinas Valley Memorial	CA MDC Average
Sep - Nov 2022	22.6% (24 / 106)	N/A
Jun - Aug 2022	23.8% (29 / 122)	24.6%
Mar - May 2022	23.8% (29 / 122)	24.8%
Dec 2021 - Feb 2022	26.1% (30 / 115)	24.2%
Sep - Nov 2021	26.4% (32 / 121)	23.9%
Jun - Aug 2021	27.5% (33 / 120)	24.0%
Mar - May 2021	31.4% (37 / 118)	24.2%
Dec 2020 - Feb 2021	22.0% (28 / 127)	22.8%
Sep - Nov 2020	22.4% (22 / 98)	23.1%
Jun - Aug 2020	25.2% (36 / 143)	23.4%
Mar - May 2020	17.1% (22 / 129)	23.8%
Dec 2019 - Feb 2020	20.3% (25 / 123)	22.7%



What Is Coming:

- Team Birth June, 2023
- Infant Driven Feeding in NICU Summer, 2023
- Joey Bands, a newborn fall reduction strategy, TBD



PUBLIC INPUT

CLOSED SESSION

*(Report on Item to be
Discussed in Closed Session)*

*RECONVENE OPEN SESSION/
REPORT ON CLOSED SESSION*

ADJOURNMENT

*The next Quality and Efficient Practices
Committee Meeting is scheduled for
Wednesday, February 22, 2023 at 8:30 a.m.
(meeting changed due to holiday)*