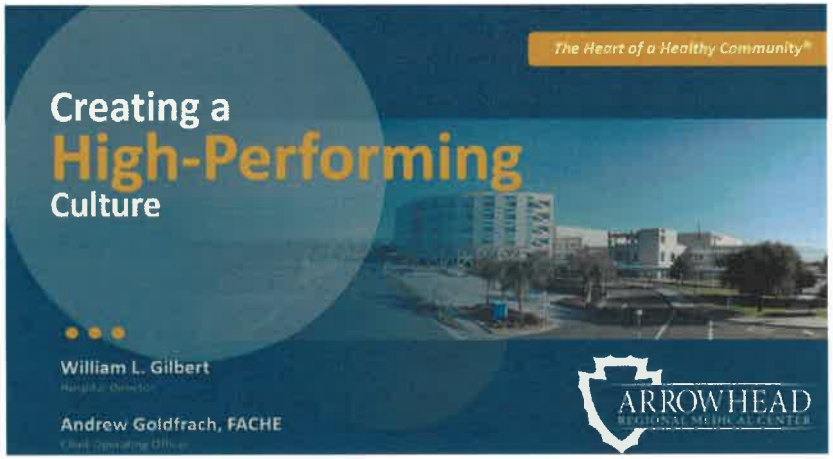
Meeting of the Joint Conference Committee

Thursday, September 21, 2023
Arrowhead Regional Medical Center

Present	William Gilbert; Kambiz Raoufi, MD; Dawn Rowe; Webster Wong, MD; Tommy Lee, MD, Charles Phan. Katrina Shelby, Joe Baca Jr. John Brill
Excused	Nanette Buenavidez, Mark Comunale, MD
Guests	Andrew Goldfrach, Aurora Barraza

Item	Discussion	Follow-up
Call to Order	The meeting was called to order at 3:00PM by Mr. Gilbert Joint Conference Committee Chair.	
1. Review Joint Conference Committee Meeting Min	A motion to approve the minutes of the June 22, 2023, Joint Conference Committee (JCC) meeting was put forth by Mr. William Gilbert.	Minutes are approved as submitted.
2. Introductions of new members:	Mr. William Gilbert introduced Mr. Luther Snoke as San Bernardino County Chief Executive Officer and Dr. John Brill MD ARMC Chief Medical Officer as the newest members of the ARMC Joint Conference Committee. Mr. Gilbert welcomed them both to the committee and its commitment to San Bernadino County	Mr. Snoke and Dr. Brill will be added to all future JCC meeting invitations for this committee
3. Director's Report	Mr. William Gilbert (Hospital Director) and Mr. Andrew Goldfrach (ARMC Chief Operating Officer) reported the following presentation: *Creating a High Performing Culture* Presentation: (See Attached Presentation)  • Content to include: Our Mission, Vision, Our Values • Alignment, Action and Accountability review • Action (PlanView Project Tracker) • Pillars of Excellence and Journey to World Class	Review of metrics

Item	Discussion	Follow-up
	• Quality and Growth • Capital Improvements • Patient Satisfaction and Employee Engagement • Diversity, Equity and Inclusion • Finance and Productivity • Commitment to wellness • Marketing and public relations Supervisor Joe Baca, Jr. inquired about the patient engagement process and how the hospital utilized feedback to improve the patient experience.	
4. Reports	Ms. Katrina Shelby (Associate Hospital Administrator for Quality and Accreditation) and Dr. Kambiz Raoufi, MD (President of the ARMC Medical Staff) presented the following reports, which were received by the JCC members: (See Attached Presentation and attachment)	Review of metrics
5. Public Comment	**N/A**	N/A
6. Adjourn to Closed Session	Adjourned to Closed Session at 3:50 PM for review of the following Quality Assurance Reports:	Open session Adjournment
7. Next Meeting of the Joint Conference Committee	Next meeting: March 21, 2024.	Annette will confirm the December meeting time for alignment with the proposed agenda. To include updating the aforementioned invitations
9. Adjournment	The meeting was adjourned at 4:05 PM	

Approved by: _____ 3/8/24

Mr. William Gilbert, Joint Conference Committee Chair — Date

The Heart of a Healthy Community®

Creating a High-Performing Culture

William L. Gilbert
Hospital Director

Andrew Goldfrach, FACHE
Chief Operating Officer

ARROWHEAD REGIONAL MEDICAL CENTER

About ARMC

4,000+ employees including **1,338** Nurses

500+ Advanced Practice Professionals

300+ job classifications, **133** departments

225 Resident Physicians and Fellows

200 Medical Students

$800 million operation yearly

Outpatient clinics serve approx.

390,000* patients a year

Hospital cares for **374*** patients daily

ED treats over **237*** patients daily

ARROWHEAD REGIONAL MEDICAL CENTER
The Heart of a Healthy Community™

*based on 2022 totals

Our Mission

*In an environment of **learning** and **innovation** we serve our **diverse community** with **high quality compassionate care***

Our Vision

To improve the health of the community by being the provider of choice for health care delivery and education

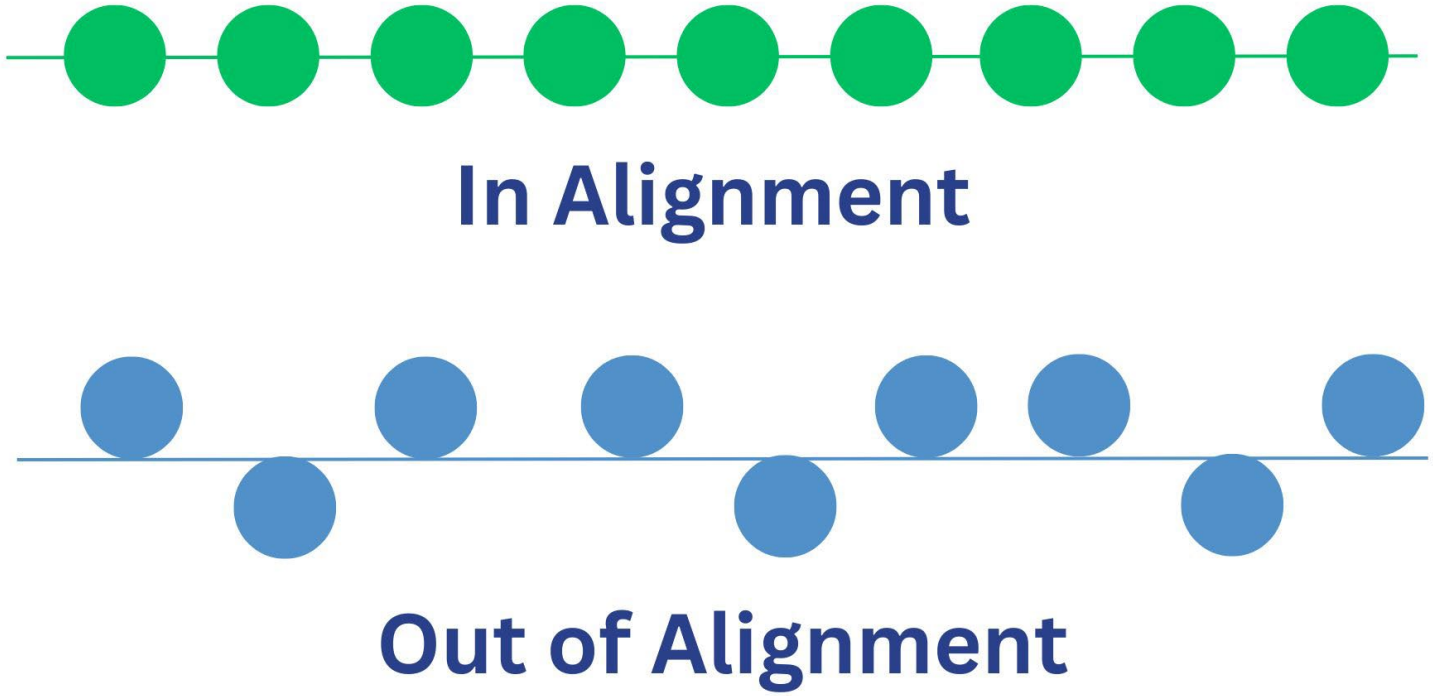
Our Values

ALIGNMENT, ACTION, ACCOUNTABILITY

STRUCTURED CULTURE MANAGEMENT

Alignment

What does Alignment look like?

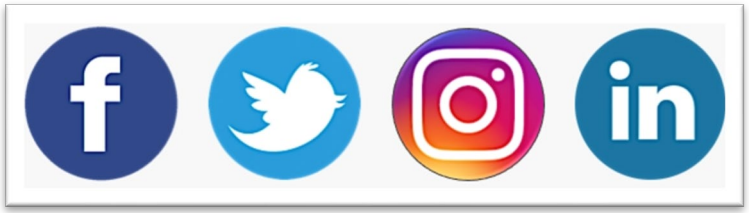


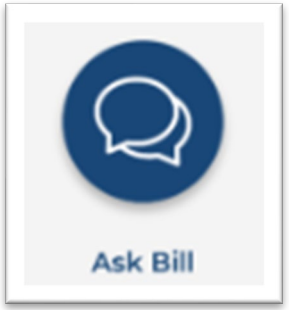
“What you permit, you promote” - Quint Studer

Communication

Encouraging Feedback and Transparency

- Employee Forums - Quarterly
- Ask Bill – Blog posts
- Daily Safety Huddles
- Rounding on Staff
- Newsletters/Magazine
- Arrownet Intranet Postings
- ARMC website
- Social Media
- All User Email Blasts
- Annual Employee/Physician Surveys
- Communication Boards
- General Bulletin Boards in the ARMC Café
- Banners





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Action

PlanView Project Tracker

Info		Outli...	Title	Schedul...	SPA	Duration	Task Hours ...	Start Date	Strategic...	Target Date	Comp
			All Tasks			61 days	0.00	7/7/2023 9:00 AM		9/29/2023 5:00 PM	
	1	1	Graduate Medical Education			1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	2	1.1	Anesthesia Residency Program		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	3	1.2	Transfer AOA Neurosurgery Residency Program		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	4	1.3	Addiction Medicine Fellowship		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	5	1.4	Cardiac Fellowship		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	6	2	Nursing & Ancillary Affiliations			1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	7	2.1	Establish New Partnerships		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	8	2.2	Strengthen Existing Partner Relationships		Shelby,...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	9	2.3	Develop School of Nursing Strategy		Buenav...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	10	2.4	Utilize Affiliations for Recruitment		Buenav...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	11	3	Employee Engagement			1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	12	3.1	Establish Manager 90-Day Action Plans		Daniels...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	18	5	Employee Wellness			1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	19	5.1	Implement Wellness App		Daniels...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	20	5.2	Offer On-Site Programs and Counselor		Daniels...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	21	6	Turnover & Contract Labor			1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	
	22	6.1	Manage Cost Center Productivity		Goldfra...	1 day	0.00	7/7/2023 9:00 AM		7/7/2023 5:00 PM	

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Accountability

Dashboard

"Taber Tracker"

Theraputics - 8340

Staffed Budget (This number represents the number of staff that we are budgeted AND planned to staff for)

Job Code	Job Title	County Budgeted FTEs	Approved FTEs	Vacant FTEs	% Filled	
3317	Office Assistant III	4.0	4.0	0.0	100.00%	
4220	Dietitian	9.0	9.0	1.0	88.89%	
4221	Lead Dietitian	2.0	2.0	0.0	100.00%	
4226	Dietitic Technician	3.0	1.0	0.0	100.00%	
16404	Per-Diem Dietitian	4.0	4.0	1.0	75.00%	
19182	Supervising Dietitian	1.0	1.0	0.0	100.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
				0.0	0.00%	
Total Job Classes	6	23.0	21.0	2.0	90.48%	Total % Staffed

		% of Vacancies
Budgetary Deletion	0	0.00%
CAO Pending Approval	0	0.00%
Declined	0	0.00%
Failed Background	0	0.00%
No Show	0	0.00%
Offered	0	0.00%
Pending New Applicant List	0	0.00%
Recertification List Requested	0	0.00%
Reclassification Requested	0	0.00%
Rescinded	0	0.00%
RTF Request Pending Approval	0	0.00%
RTF Request Submission Needed	2	100.00%
Scheduling Interviews	0	0.00%
Temp Failed	0	0.00%
Underfill Requested	0	0.00%

Vacancies

		Department Input					HR Input	Department Input			HR Input			
Position #	Job Title	Status (Keep updated at each step)	FTE	Vacant	RTF Request	RTF Approved	HR Cert List Created	HR Cert List Received	Interview	Hire Date	Fingerprint / Background	Physical Date	Start Date	Comments
86490	Dietitian	RTF Request Submission Needed	1.0											5/12/23: Hiring is on hold. Current staffing is stable.
73782	Per-Diem Dietitian	RTF Request Submission Needed	1.0											5/12/23: Hiring is on hold. Current staffing is stable.

Extended Leaves

Position #	Job Title		FTE	Vacant	Exp Return	Reason	Plan

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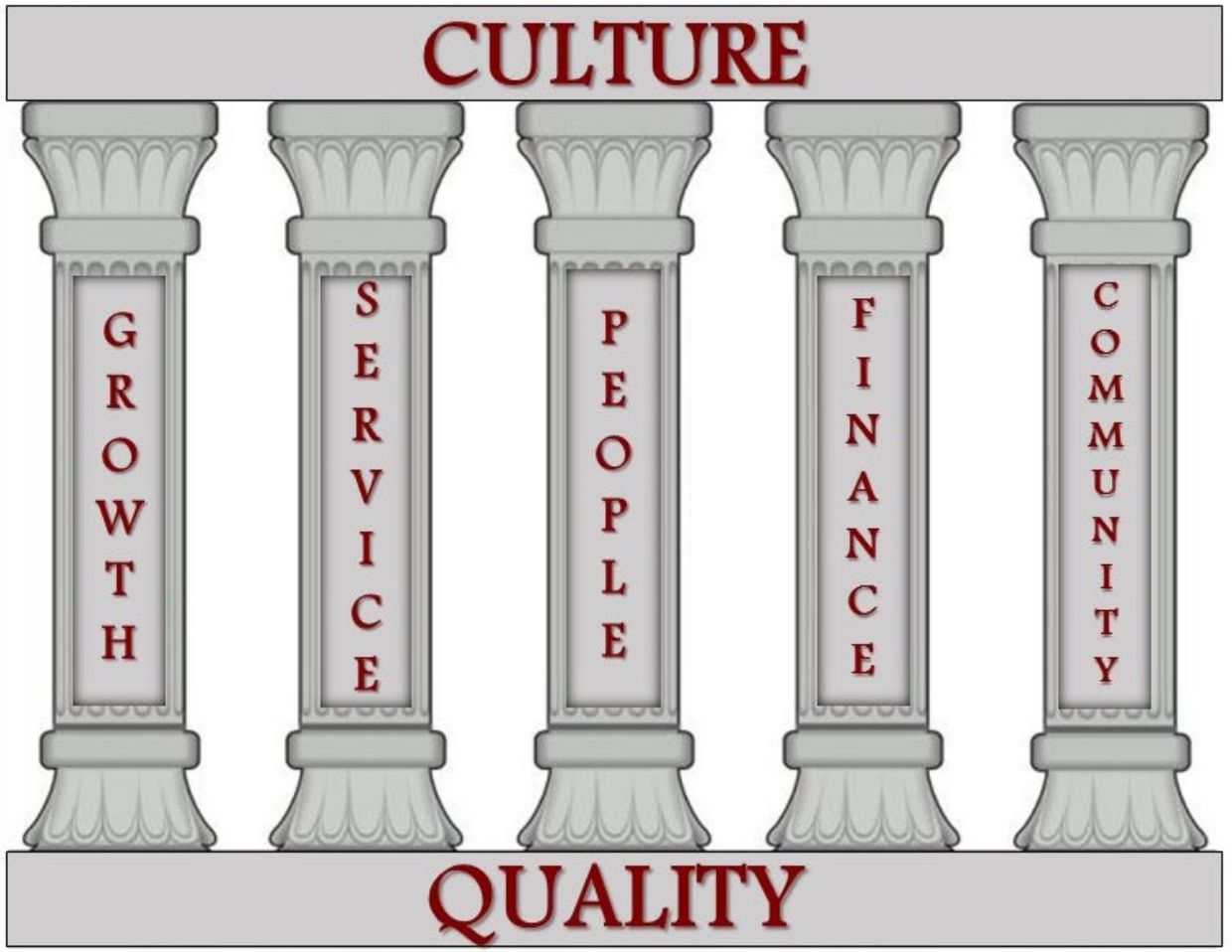
Pillars of Excellence



ARROWHEAD REGIONAL MEDICAL CENTER

Journey Towards World Class

Population Health, Access & Quality

Clinical Excellence & Service Line Growth

People, Education & Training

Operational Excellence & Financial Stewardship

…and support of the San Bernardino Countywide Vision

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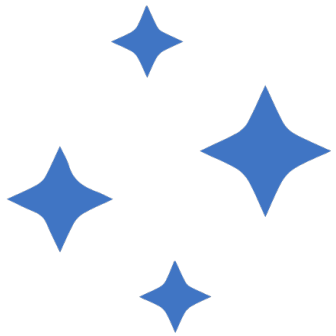
Quality

The Quality Pillar demonstrates ARMC's commitment to high quality, continuous improvement, a culture of safety, and scholarly achievement.

Survey Readiness



ARMC's CLEAN SWEEP CHECKLIST FOR STAFF

DATE:

LOCATION:

Check all the items/areas below. Resolve if identified. Notify the charge nurse or rounding unit manager of your findings. **Return this checklist to the Regulatory Team.**

	FIRE / LIFE SAFETY	YES	NO	N/A	Work Order#	COMMENT
1	Means of egress are clear and equipment are on one side of the hallways?					
2	Fire extinguishers present, accessible and free of obstruction?					
3	Med gas panels and shut off valves are free of obstruction?					
4	All materials are stored at least 18" below sprinkler heads?					
5	Sprinkler heads are clean and free of debris?					
6	Eyewash stations are easily accessible and covered to prevent debris?					
7	Hallways clear of equipment (nothing in hallways longer than 30 minutes)?					
	UTILITIES / MEDICAL EQUIPMENT / SUPPLIES					
8	Power Strips for patient equipment are labeled "UL1363A" in patient care areas?					
9	The area is free/clear of using extension cords?					
10	Hallways free of plugged-in equipment?					
11	Free of expired supplies?					
12	Adequate access to personal protective equipment?					
	INFECTION CONTROL/ENVIRONMENT OF CARE					
13	Hallways, doorways, corners, vents, floor edges are clean clear of dust and surfaces are intact?					
14	Staff food and/or drinks are not stored in clean areas or in patient refrigerators? Nursing station is free of food/drinks?					
15	No additional material stored with linen in linen-only containers?					
16	Furniture and equipment free from cracks and/or tears?					
17	Are staff members properly wearing masks/PPE?					
18	Hand sanitizer/soap available/accessible?					
19	Ice machine trays are clean and free of film? Patient refrigerator is clean?					
20	Staff aware of dry times? Sani-Cloth wipes, Clorox wipes, Virex Plus					
21	Sani-wipe covers/lids in Closed position?					
22	Is unit free from paper-tape signage posting?					
	SECURITY					
23	Protected Health Information (paper, stickers, computers, etc.) secured and NOT viewable by anyone					
24	Doors NOT propped open					
	BIOHAZARDOUS WASTE (As applicable)					
25	Sharps containers are less than ¾ full					
26	Biohazardous materials are properly labeled					
27	Staff aware of how/where to access SDS?					

SUBMIT COMPLETED CHECKLIST & PICTURES OF FINDINGS BY 12:30PM TO Christina Bragg at

BraggC@armc.sbcounty.gov For any Protected Health Information (PHI) findings: provide a verbal

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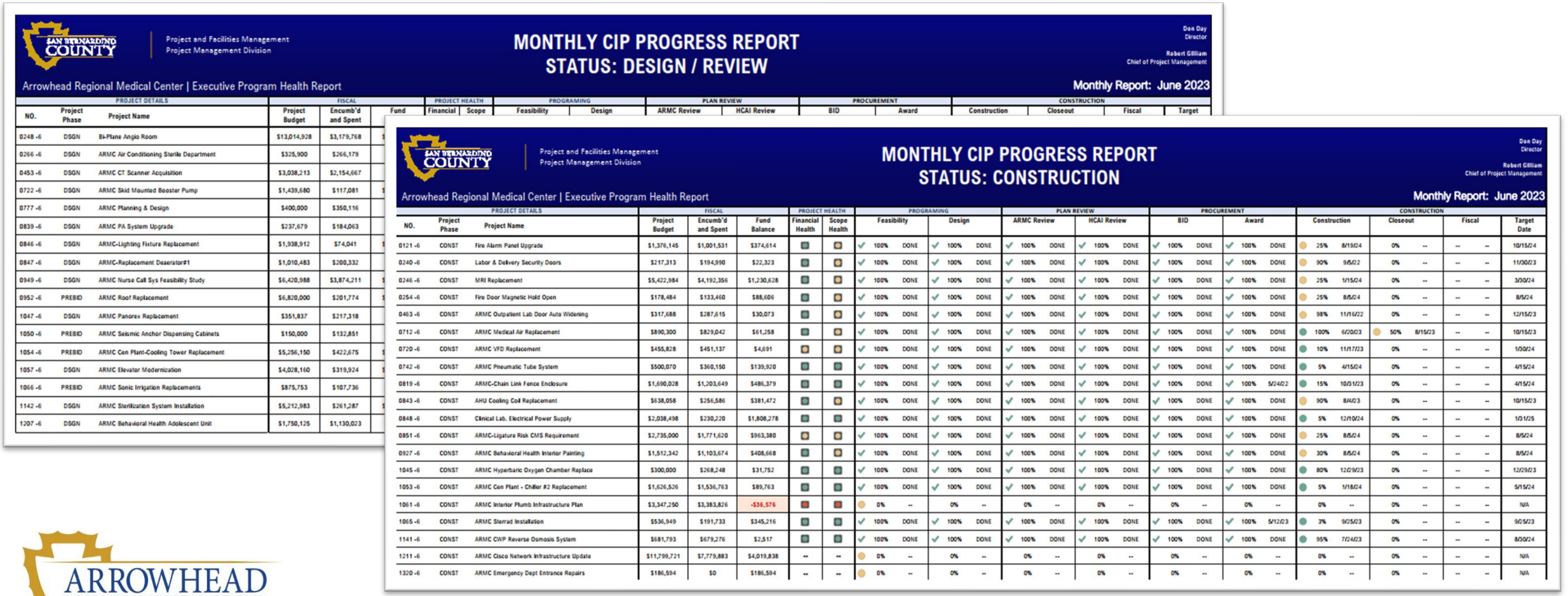
Growth

The Growth Pillar evaluates and establishes growth opportunities with a focus of aligning services to the needs of the community and hospital financial strength

Capital Improvement Projects



SAN BERNARDINO COUNTY
Project and Facilities Management
Project Management Division

MONTHLY CIP PROGRESS REPORT
STATUS: DESIGN / REVIEW

Don Day
Director

Robert Gilliam
Chief of Project Management

Arrowhead Regional Medical Center | Executive Program Health Report

Monthly Report: June 2023

PROJECT DETAILS			FISCAL			PROJECT HEALTH		PROGRAMING		PLAN REVIEW		PROCUREMENT		CONSTRUCTION			
NO.	Project Phase	Project Name	Project Budget	Encumb'd and Spent	Fund	Financial	Scope	Feasibility	Design	ARMC Review	HCAI Review	BID	Award	Construction	Closeout	Fiscal	Target
0248 -6	DSGN	Bi-Plane Angio Room	$13,014,928	$3,179,768													
0266 -6	DSGN	ARMC Air Conditioning Sterile Department	$325,900	$266,179													
0453 -6	DSGN	ARMC CT Scanner Acquisition	$3,038,213	$2,154,667													
0722 -6	DSGN	ARMC Skid Mounted Booster Pump	$1,439,680	$117,081													
0777 -6	DSGN	ARMC Planning & Design	$400,000	$350,116													
0839 -6	DSGN	ARMC PA System Upgrade	$237,679	$184,063													
0846 -6	DSGN	ARMC-Lighting Fixture Replacement	$1,938,912	$74,041													
0847 -6	DSGN	ARMC-Replacement Deaerator#1	$1,010,483	$200,332													
0949 -6	DSGN	ARMC Nurse Call Sys Feasibility Study	$6,420,988	$3,874,211													
0952 -6	PREBID	ARMC Roof Replacement	$6,820,000	$201,774													
1047 -6	DSGN	ARMC Panorex Replacement	$351,837	$217,318													
1050 -6	PREBID	ARMC Seismic Anchor Dispensing Cabinets	$150,000	$132,851													
1054 -6	PREBID	ARMC Cen Plant-Cooling Tower Replacement	$5,256,150	$422,675													
1057 -6	DSGN	ARMC Elevator Modernization	$4,028,160	$319,924													
1066 -6	PREBID	ARMC Sonic Irrigation Replacements	$875,753	$107,736													
1142 -6	DSGN	ARMC Sterilization System Installation	$5,212,983	$261,287													
1207 -6	DSGN	ARMC Behavioral Health Adolescent Unit	$1,750,125	$1,130,023													

SAN BERNARDINO COUNTY
Project and Facilities Management
Project Management Division

MONTHLY CIP PROGRESS REPORT
STATUS: CONSTRUCTION

Don Day
Director

Robert Gilliam
Chief of Project Management

Arrowhead Regional Medical Center | Executive Program Health Report

Monthly Report: June 2023

PROJECT DETAILS			FISCAL			PROJECT HEALTH		PROGRAMING				PLAN REVIEW				PROCUREMENT				CONSTRUCTION									
NO.	Project Phase	Project Name	Project Budget	Encumb'd and Spent	Fund Balance	Financial Health	Scope Health	Feasibility		Design		ARMC Review		HCAI Review		BID		Award		Construction		Closeout		Fiscal		Target Date	
0121 -6	CONST	Fire Alarm Panel Upgrade	$1,376,145	$1,001,531	$374,614			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	25%	8/19/24	0%	--	--	--	10/15/24	
0240 -6	CONST	Labor & Delivery Security Doors	$217,313	$194,990	$22,323			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	90%	9/5/22	0%	--	--	--	11/30/23	
0246 -6	CONST	MRI Replacement	$5,422,984	$4,192,356	$1,230,628			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	25%	1/15/24	0%	--	--	--	3/30/24	
0254 -6	CONST	Fire Door Magnetic Hold Open	$178,484	$133,460	$88,606			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	25%	8/5/24	0%	--	--	--	8/5/24	
0463 -6	CONST	ARMC Outpatient Lab Door Auto Widening	$317,688	$287,615	$30,073			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	98%	11/16/22	0%	--	--	--	12/15/23	
0712 -6	CONST	ARMC Medical Air Replacement	$890,300	$829,042	$61,258			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	100%	6/20/23	50%	8/15/23	--	--	10/15/23	
0720 -6	CONST	ARMC VFD Replacement	$455,828	$451,137	$4,691			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	10%	11/17/23	0%	--	--	--	1/30/24	
0742 -6	CONST	ARMC Pneumatic Tube System	$500,070	$360,150	$139,920			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	5%	4/15/24	0%	--	--	--	4/15/24	
0819 -6	CONST	ARMC-Chain Link Fence Enclosure	$1,690,028	$1,203,649	$486,379			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	5/24/22	15%	10/31/23	0%	--	--	--	4/15/24	
0843 -6	CONST	AHU Cooling Coil Replacement	$638,058	$256,586	$381,472			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	90%	8/4/23	0%	--	--	--	10/15/23	
0848 -6	CONST	Clinical Lab. Electrical Power Supply	$2,038,498	$230,220	$1,808,278			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	5%	12/10/24	0%	--	--	--	1/31/25	
0851 -6	CONST	ARMC-Ligature Risk CMS Requirement	$2,735,000	$1,771,620	$963,380			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	25%	8/5/24	0%	--	--	--	8/5/24	
0927 -6	CONST	ARMC Behavioral Health Interior Painting	$1,512,342	$1,103,674	$408,668			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	30%	8/5/24	0%	--	--	--	8/5/24	
1045 -6	CONST	ARMC Hyperbaric Oxygen Chamber Replace	$300,000	$268,248	$31,752			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	80%	12/29/23	0%	--	--	--	12/29/23	
1053 -6	CONST	ARMC Cen Plant - Chiller #2 Replacement	$1,626,526	$1,536,763	$89,763			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	5%	1/18/24	0%	--	--	--	5/15/24	
1061 -6	CONST	ARMC Interior Plumb Infrastructure Plan	$3,347,250	$3,383,826	-$36,576			0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	--	--	N/A	
1065 -6	CONST	ARMC Sterrad Installation	$536,949	$191,733	$345,216			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	5/12/23	3%	9/25/23	0%	--	--	--	9/25/23	
1141 -6	CONST	ARMC CWP Reverse Osmosis System	$681,793	$679,276	$2,517			✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	✓ 100%	DONE	95%	7/24/23	0%	--	--	--	8/30/24	
1211 -6	CONST	ARMC Cisco Network Infrastructure Update	$11,799,721	$7,779,883	$4,019,838			0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	--	--	N/A	
1320 -6	CONST	ARMC Emergency Dept Entrance Repairs	$186,594	$0	$186,594			0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	0%	--	--	--	N/A	

ARROWHEAD REGIONAL MEDICAL CENTER

Service Line Growth

ARMC conducted its first DaVinci Surgical Robot surgery on August 3, 2023.

Starting Service Line Operations Councils around:

- **Cardiovascular**
- **Neuroscience**
- **Women & Children's**
- **Orthopedics**
- **ED/Trauma**
- **Surgical Services**
- **Cancer & Blood Disease**
- **Behavioral Health**

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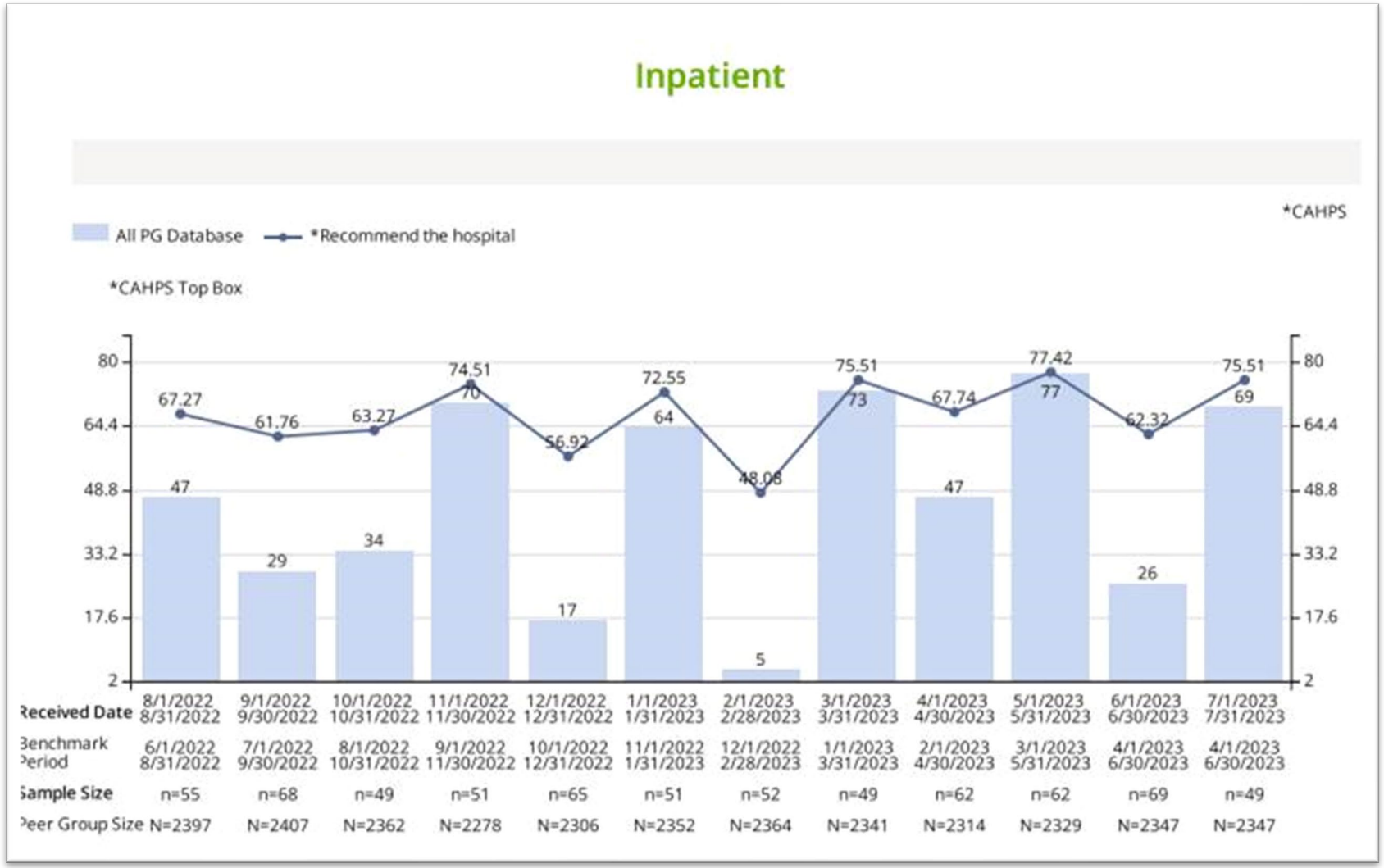
The Heart of a Healthy Community™

Service

The Service Pillar demonstrates ARMC's commitment to engage our patients and ensure they feel safe and cared for while they are in our care.

Patient Satisfaction



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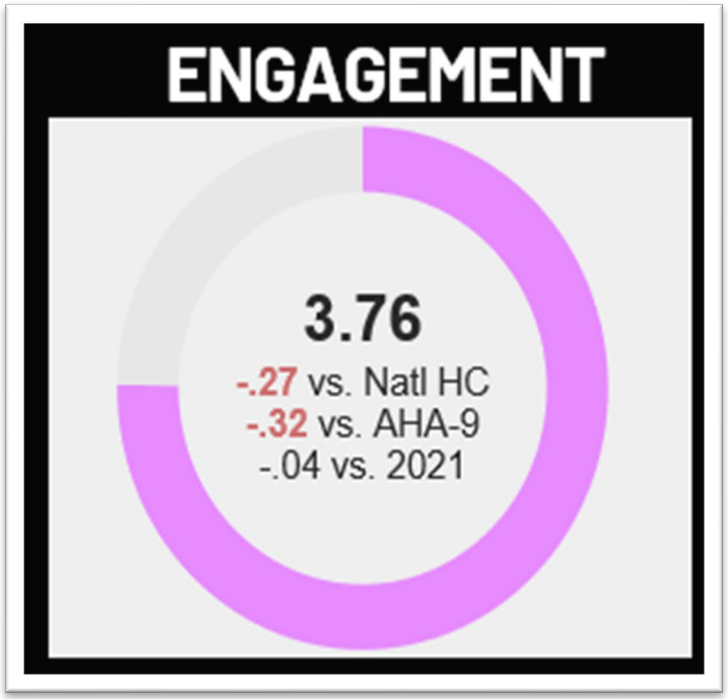
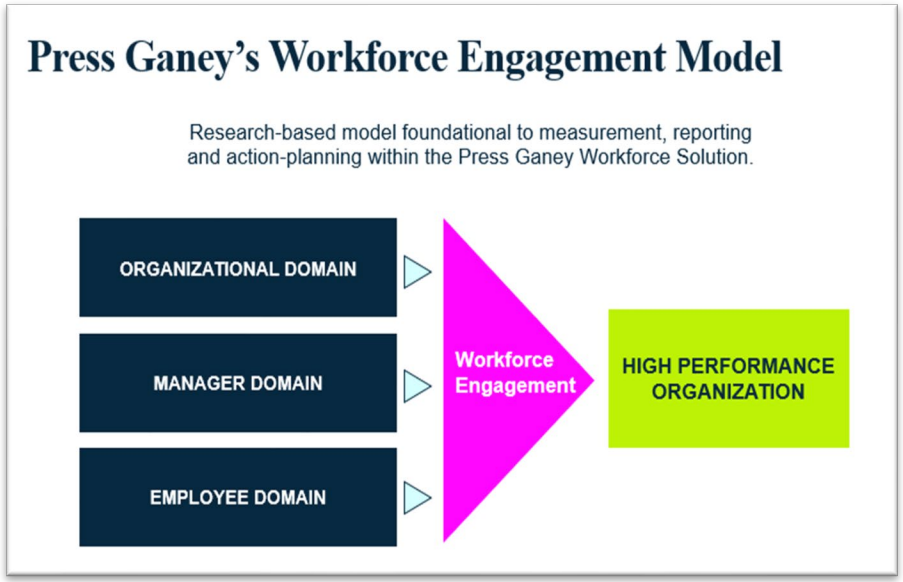
The Heart of a Healthy Community™

People

The objective of the People Pillar is to improve employee and physician engagement by creating an environment where employees feel valued, preserve a sense of purpose, achieve job satisfaction, and share the goals and strategies of ARMC
.

Employee Engagement





Staff are **VALUED!**

- ✓ **Employee Engagement Officer**
- ✓ **Annual Employee/Physician Engagement Survey**
- ✓ **Employee Engagement Action Planning**

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Celebrating Employees

- Employee Recognition Program-Got HEART
- Employee/Physician of the Year
- Nurse of the Year
- Nurse Leader of the Year
- Nurse Of the Year
- Exemplary Mentorship Award
- Service Year Celebrations
- Bright Idea Award
- Department Recognitions
- Community Celebrations
- Service Line Celebrations

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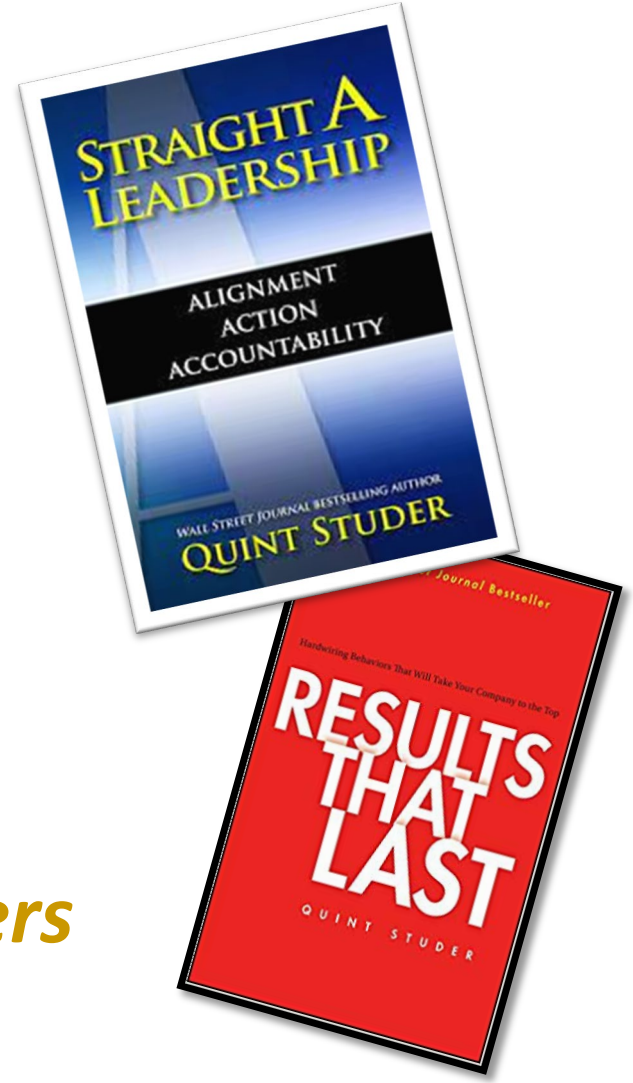
Training & Development

- Promote from within whenever possible
- Provide educational training
- Educational options based on various MOUs
- Leadership Book Clubs
- Quarterly Management Retreats
- Management Process Development Training
- Monthly Management Development Classes
- Partner with Performance Education and Resource Center (PERC)
- Online Health Stream class catalogues
- Coaching



Create a Culture of High Performers

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Diversity, Equity & Inclusion

- Diversity Equity Inclusion Committee
- Added Diversity Survey Questions added to Annual Employee/Physician Engagement Survey
- NEW-HealthStream--Online Diversity, Equity, and Inclusion Catalogue
- Participation in the Countywide Departmental Racial Equity Action Plan Cohorts

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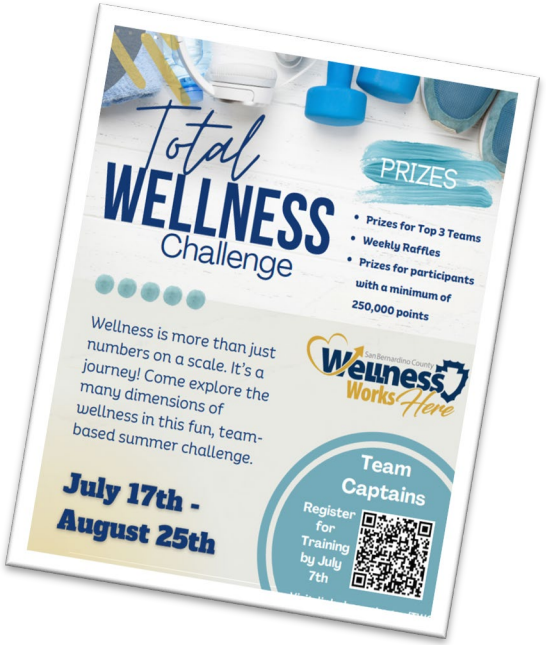
Commitment to Wellness



- ARMC Wellness Advocate
- Weekly Emails
- ARMC Wellness App

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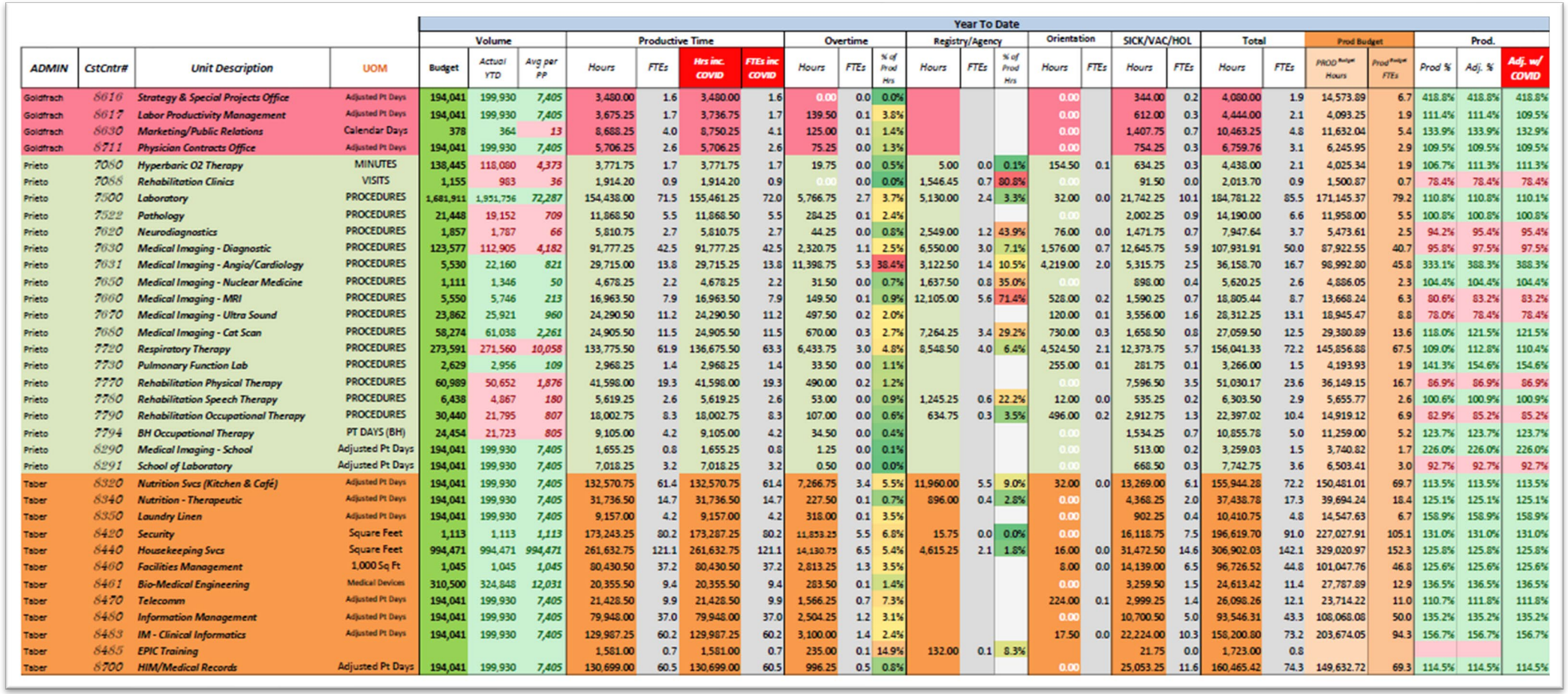
Finance

The Finance Pillar demonstrates ARMC's commitment to achieve financial results that ensure ARMC's ability to provide quality health care services to our patients through new technology and skilled, talented staff

Productivity



				Year To Date																									
				Volume			Productive Time				Overtime			Registry/Agency			Orientation		SICK/VAC/HOL		Total		Prod Budget		Prod.		
ADMIN	CstCntr#	Unit Description	UOM	Budget	Actual YTD	Avg per PP	Hours	FTEs	Hrs inc. COVID	FTEs inc COVID	Hours	FTEs	% of Prod Hrs	Hours	FTEs	% of Prod Hrs	Hours	FTEs	Hours	FTEs	Hours	FTEs	PROD Budget Hours	Prod Budget FTEs	Prod %	Adj. %	Adj. w/ COVID
Goldtrach	8616	Strategy & Special Projects Office	Adjusted Pt Days	194,041	199,930	7,405	3,480.00	1.6	3,480.00	1.6	0.00	0.0	0.0%				0.00		344.00	0.2	4,080.00	1.9	14,573.89	6.7	418.8%	418.8%	418.8%
Goldtrach	8617	Labor Productivity Management	Adjusted Pt Days	194,041	199,930	7,405	3,675.25	1.7	3,736.75	1.7	139.50	0.1	3.8%				0.00		612.00	0.3	4,444.00	2.1	4,093.25	1.9	111.4%	111.4%	109.5%
Goldtrach	8630	Marketing/Public Relations	Calendar Days	378	364	13	8,688.25	4.0	8,750.25	4.1	125.00	0.1	1.4%				0.00		1,407.75	0.7	10,463.25	4.8	11,632.04	5.4	133.9%	133.9%	132.9%
Goldtrach	8711	Physician Contracts Office	Adjusted Pt Days	194,041	199,930	7,405	5,706.25	2.6	5,706.25	2.6	75.25	0.0	1.3%				0.00		754.25	0.3	6,759.76	3.1	6,245.95	2.9	109.5%	109.5%	109.5%
Prieto	7080	Hyperbaric O2 Therapy	MINUTES	138,445	118,080	4,373	3,771.75	1.7	3,771.75	1.7	19.75	0.0	0.5%	5.00	0.0	0.1%	154.50	0.1	634.25	0.3	4,438.00	2.1	4,025.34	1.9	106.7%	111.3%	111.3%
Prieto	7088	Rehabilitation Clinics	VISITS	1,155	983	36	1,914.20	0.9	1,914.20	0.9	0.00	0.0	0.0%	1,546.45	0.7	80.8%	0.00		91.50	0.0	2,013.70	0.9	1,500.87	0.7	78.4%	78.4%	78.4%
Prieto	7500	Laboratory	PROCEDURES	1,681,911	1,951,756	72,287	154,438.00	71.5	155,461.25	72.0	5,766.75	2.7	3.7%	5,130.00	2.4	3.3%	32.00	0.0	21,742.25	10.1	184,781.22	85.5	171,145.37	79.2	110.8%	110.8%	110.1%
Prieto	7522	Pathology	PROCEDURES	21,448	19,152	709	11,868.50	5.5	11,868.50	5.5	284.25	0.1	2.4%				0.00		2,002.25	0.9	14,190.00	6.6	11,958.00	5.5	100.8%	100.8%	100.8%
Prieto	7020	Neurodiagnostics	PROCEDURES	1,857	1,787	66	5,810.75	2.7	5,810.75	2.7	44.25	0.0	0.8%	2,549.00	1.2	43.9%	76.00	0.0	1,471.75	0.7	7,947.64	3.7	5,473.61	2.5	94.2%	95.4%	95.4%
Prieto	7030	Medical Imaging - Diagnostic	PROCEDURES	123,577	112,905	4,182	91,777.25	42.5	91,777.25	42.5	2,320.75	1.1	2.5%	6,550.00	3.0	7.1%	1,576.00	0.7	12,645.75	5.9	107,931.91	50.0	87,922.55	40.7	95.8%	97.5%	97.5%
Prieto	7031	Medical Imaging - Angio/Cardiology	PROCEDURES	5,530	22,160	821	29,715.00	13.8	29,715.25	13.8	11,398.75	5.3	38.4%	3,122.50	1.4	10.5%	4,219.00	2.0	5,315.75	2.5	36,158.70	16.7	98,992.80	45.8	333.1%	388.3%	388.3%
Prieto	7050	Medical Imaging - Nuclear Medicine	PROCEDURES	1,111	1,346	50	4,678.25	2.2	4,678.25	2.2	31.50	0.0	0.7%	1,637.50	0.8	35.0%	0.00		898.00	0.4	5,620.25	2.6	4,886.05	2.3	104.4%	104.4%	104.4%
Prieto	7060	Medical Imaging - MRI	PROCEDURES	5,550	5,746	213	16,963.50	7.9	16,963.50	7.9	149.50	0.1	0.9%	12,105.00	5.6	71.4%	528.00	0.2	1,590.25	0.7	18,805.44	8.7	13,668.24	6.3	80.6%	83.2%	83.2%
Prieto	7070	Medical Imaging - Ultra Sound	PROCEDURES	23,862	25,921	960	24,290.50	11.2	24,290.50	11.2	497.50	0.2	2.0%				120.00	0.1	3,556.00	1.6	28,312.25	13.1	18,945.47	8.8	78.0%	78.4%	78.4%
Prieto	7080	Medical Imaging - Cat Scan	PROCEDURES	58,274	61,038	2,261	24,905.50	11.5	24,905.50	11.5	670.00	0.3	2.7%	7,264.25	3.4	29.2%	730.00	0.3	1,658.50	0.8	27,059.50	12.5	29,380.89	13.6	118.0%	121.5%	121.5%
Prieto	7720	Respiratory Therapy	PROCEDURES	273,591	271,560	10,058	133,775.50	61.9	136,675.50	63.3	6,433.75	3.0	4.8%	8,548.50	4.0	6.4%	4,524.50	2.1	12,373.75	5.7	156,041.33	72.2	145,856.88	67.5	109.0%	112.8%	110.4%
Prieto	7730	Pulmonary Function Lab	PROCEDURES	2,629	2,956	109	2,968.25	1.4	2,968.25	1.4	33.50	0.0	1.1%				255.00	0.1	281.75	0.1	3,266.00	1.5	4,193.93	1.9	141.3%	154.6%	154.6%
Prieto	7770	Rehabilitation Physical Therapy	PROCEDURES	60,989	50,652	1,876	41,598.00	19.3	41,598.00	19.3	490.00	0.2	1.2%				0.00		7,596.50	3.5	51,030.17	23.6	36,149.15	16.7	86.9%	86.9%	86.9%
Prieto	7780	Rehabilitation Speech Therapy	PROCEDURES	6,438	4,867	180	5,619.25	2.6	5,619.25	2.6	53.00	0.0	0.9%	1,245.25	0.6	22.2%	12.00	0.0	535.25	0.2	6,303.50	2.9	5,655.77	2.6	100.6%	100.9%	100.9%
Prieto	7790	Rehabilitation Occupational Therapy	PROCEDURES	30,440	21,795	807	18,002.75	8.3	18,002.75	8.3	107.00	0.0	0.6%	634.75	0.3	3.5%	496.00	0.2	2,912.75	1.3	22,397.02	10.4	14,919.12	6.9	82.9%	85.2%	85.2%
Prieto	7794	BH Occupational Therapy	PT DAYS (BH)	24,454	21,723	805	9,105.00	4.2	9,105.00	4.2	34.50	0.0	0.4%				0.00		1,534.25	0.7	10,855.78	5.0	11,259.00	5.2	123.7%	123.7%	123.7%
Prieto	8290	Medical Imaging - School	Adjusted Pt Days	194,041	199,930	7,405	1,655.25	0.8	1,655.25	0.8	1.25	0.0	0.1%				0.00		513.00	0.2	3,259.03	1.5	3,740.82	1.7	226.0%	226.0%	226.0%
Prieto	8291	School of Laboratory	Adjusted Pt Days	194,041	199,930	7,405	7,018.25	3.2	7,018.25	3.2	0.50	0.0	0.0%				0.00		668.50	0.3	7,742.75	3.6	6,503.41	3.0	92.7%	92.7%	92.7%
Taber	8320	Nutrition Svcs (Kitchen & Café)	Adjusted Pt Days	194,041	199,930	7,405	132,570.75	61.4	132,570.75	61.4	7,266.75	3.4	5.5%	11,960.00	5.5	9.0%	32.00	0.0	13,269.00	6.1	155,944.28	72.2	150,481.01	69.7	113.5%	113.5%	113.5%
Taber	8340	Nutrition - Therapeutic	Adjusted Pt Days	194,041	199,930	7,405	31,736.50	14.7	31,736.50	14.7	227.50	0.1	0.7%	896.00	0.4	2.8%	0.00		4,368.25	2.0	37,438.78	17.3	39,694.24	18.4	125.1%	125.1%	125.1%
Taber	8350	Laundry Linen	Adjusted Pt Days	194,041	199,930	7,405	9,157.00	4.2	9,157.00	4.2	318.00	0.1	3.5%				0.00		902.25	0.4	10,410.75	4.8	14,547.63	6.7	158.9%	158.9%	158.9%
Taber	8420	Security	Square Feet	1,113	1,113	1,113	173,243.25	80.2	173,287.25	80.2	11,853.25	5.5	6.8%	15.75	0.0	0.0%	0.00		16,118.75	7.5	196,619.70	91.0	227,027.91	105.1	131.0%	131.0%	131.0%
Taber	8440	Housekeeping Svcs	Square Feet	994,471	994,471	994,471	261,632.75	121.1	261,632.75	121.1	14,130.75	6.5	5.4%	4,615.25	2.1	1.8%	16.00	0.0	31,472.50	14.6	306,902.03	142.1	329,020.97	152.3	125.8%	125.8%	125.8%
Taber	8460	Facilities Management	1,000 Sq Ft	1,045	1,045	1,045	80,430.50	37.2	80,430.50	37.2	2,813.25	1.3	3.5%				8.00	0.0	14,139.00	6.5	96,726.52	44.8	101,047.76	46.8	125.6%	125.6%	125.6%
Taber	8461	Bio-Medical Engineering	Medical Devices	310,500	324,848	12,031	20,355.50	9.4	20,355.50	9.4	283.50	0.1	1.4%				0.00		3,259.50	1.5	24,613.42	11.4	27,787.89	12.9	136.5%	136.5%	136.5%
Taber	8470	Telecomm	Adjusted Pt Days	194,041	199,930	7,405	21,428.50	9.9	21,428.50	9.9	1,566.25	0.7	7.3%				224.00	0.1	2,999.25	1.4	26,098.26	12.1	23,714.22	11.0	110.7%	111.8%	111.8%
Taber	8480	Information Management	Adjusted Pt Days	194,041	199,930	7,405	79,948.00	37.0	79,948.00	37.0	2,504.25	1.2	3.1%				0.00		10,700.50	5.0	93,546.31	43.3	108,068.08	50.0	135.2%	135.2%	135.2%
Taber	8483	IM - Clinical Informatics	Adjusted Pt Days	194,041	199,930	7,405	129,987.25	60.2	129,987.25	60.2	3,100.00	1.4	2.4%				17.50	0.0	22,224.00	10.3	158,200.80	73.2	203,674.05	94.3	156.7%	156.7%	156.7%
Taber	8485	EPIC Training					1,581.00	0.7	1,581.00	0.7	235.00	0.1	14.9%	132.00	0.1	8.3%			21.75	0.0	1,723.00	0.8					
Taber	8700	HIM/Medical Records	Adjusted Pt Days	194,041	199,930	7,405	130,699.00	60.5	130,699.00	60.5	996.25	0.5	0.8%				0.00		25,053.25	11.6	160,465.42	74.3	149,632.72	69.3	114.5%	114.5%	114.5%

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Community

The Community Pillar demonstrates ARMC's commitment to foster current and new community relationships. We work to position ARMC as a regional leader in delivery of healthcare services and serve as the community resource for health information

Marketing & Public Relations

- Media
- Magazines
- Branding
- Promotion
- New Website
- Intranet
- Videos
- And More…

HIGH PERFORMING HOSPITALS
U.S.News & WORLD REPORT
2022-2023
MATERNITY

ARROWHEAD REGIONAL MEDICAL CENTER

The Heart of a Healthy Community®

Creating a High-Performing Culture

William L. Gilbert
Hospital Director
Arrowhead Regional Medical Center

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The Heart of a Healthy Community

Joint Conference Committee

Compliance Report

(period June 1, 2023 – August 31, 2023)

Katrina S. Shelby, JD MBA
Associate Hospital Administrator
Quality & Accreditation

Compliance Program/Activity

- **Compliance Program/Activity:**
  - Continue Coordination of interpretation services for CyraCom.
  - Monthly review/audit for patients who are deaf or hard of hearing. Review/audit to determine if patient was provided appropriate aid or interpreter in a timely manner.
  - Audit Form 700 filing for CY 2022, staff and contractors.

Compliance Program/Activity

- **Compliance Program Review:**
  - Monthly review of the Office of Inspector General (OIG) exclusion list to ensure vendors and staff are not excluded from Federally funded health care programs (Ongoing).
  - There were no incidents of Fraud, Waste or Abuse reported for this quarter.

Health Insurance Portability and Accountability Act (HIPAA) Privacy & Security Report Highlights

- Epic Hyperdrive implementation and rollout strategies have been completed. 3000 desktop computers and 2000 virtual desktop environments have been upgraded with the latest Epic client software. All third-party applications integrations (Imprivata, OnBase, 3M, Nuance) tested successfully. Epic Hyperdrive is now configured to run locally on virtual desktops, this eliminates the need of another Citrix session and improves Epic connection speed times.
- Epic Hyperdrive local install on desktop computers testing initiated. Some medical imaging desktop computers are now configured with this solution. Third-party application testing is completed for Imprivata, OnBase, 3M and Nuance. Wacom is in progress. Next step is to determine rollout strategies.

Health Insurance Portability and Accountability Act (HIPAA) Privacy & Security Report Highlights

- Bitwarden, an Enterprise Password Manager solution has been implemented and configured. Password information has been transferred, user accounts have been transferred and documentation is now completed. Next steps are to finalize rollout strategy and administer user training.

- Imprivata PAM (Privileged Access Management) servers' implementation and configuration is now completed. Next steps are; environment configuration, Active Directory integration, documentation, rollout strategies, and user training.

HIPAA Reportable Breaches

- June 7, 2023 – A registry employee inappropriately accessed and viewed the EMR of a jail patient. The breach was reported to California Department of Public Health and the U.S. Department of Health and Human Services - Office for Civil Rights. The department completed correction action including staff training.

- June 12, 2023 - A registry clinic employee inappropriately accessed and viewed the EMR of a patient. The breach was reported to California Department of Public Health and the U.S. Department of Health and Human Services - Office for Civil Rights. Appropriate corrective action completed.

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Regulatory Compliance Update

(period June 1 to August 31, 2023)

Katrina S. Shelby, JD MBA
Associate Hospital Administrator
Quality & Accreditation

Regulatory Update – Regulatory and Accrediting Agencies

- ARMC underwent sixteen (16) CDPH visits investigating a total of forty-one (41) complaint / follow-up cases resulting from patients, families, self-reports, and/or from employees or other anonymous sources that were investigated.
- ARMC received three (5) CDPH deficiency requiring a corrective action plan related to:
  - June - Quality of care complaint in 2021
  - July - Two self reported Hospital Acquired Pressure Injury (HAPI) / Quality of Care (ACLS documentation)
  - August – one self report HAPI / one self report staff to patient abuse
- Licensing Survey
  - 7/25 - Fontana Clinic's New Mammogram
  - 7/28 – DaVinci Surgical Equipment

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Questions?