Town of Swansboro Board of Commissioners July 09, 2024, Regular Meeting Minutes

In attendance: Mayor John Davis, Mayor Pro Tem William Justice, Commissioner Jeffrey Conaway, Commissioner Pat Turner, Commissioner Joseph Brown, and Commissioner Douglas Eckendorf.

Call to Order/Opening Prayer/Pledge

The meeting was called to order at 6:00 pm. Mayor Davis led the Pledge of Allegiance.

Public Comment

Citizens were offered an opportunity to address the Board regarding items listed on the agenda. No comments were given.

Adoption of Agenda and Consent Items

On a motion by Commissioner Conaway, seconded by Commissioner Turner, the agenda was adopted unanimously.

Appointments/Recognitions/Presentations

Parks & Recreation Month

Mayor John Davis presented Parks and Recreation Director Stanley and her department with a proclamation designating July as the Parks and Recreation Month. Director Stanley shared that the success of parks & recreation was successful due to the collaboration and partnership with many local businesses, volunteers and support from employees and the other Town departments.

Onslow Memorial Hospital

Penny Burlingame-Deal, President and CEO of Onslow Memorial Hospital, presented on the hospital's achievements, challenges, and strategic plans. She highlighted the hospital's recognition for maternity care, cost-efficiency, and equity, as well as its recent financial turnaround with \$16 million in excess revenue. Despite improved finances, quality scores (Leapfrog C, CMS 2-star rating) lagged due to outdated data and hospice-related mortality reporting. The hospital faced emergency department capacity issues, exacerbated by behavioral health and social hold cases. Mrs. Burlingame-Deal also discussed workforce shortages and residency programs initiated to address them.

In response to inquiries from the board Mrs. Burlingame-Deal clarified the following:

- Plans for expanding services to outlying areas for satellite facilities had been considered but are still in the early stages of development.

 She encouraged feedback on loyalty and community perception, acknowledging the importance of these factors in improving hospital reputation and patient care experience.

Business Non-Consent

Advanced Life Support Enhancement – Update

Fire Chief Jacob Randall reviewed his slides, attached herein with the power point presentation of the meeting, for the proposal to transition the Swansboro Fire Department to an advanced life support (ALS) system to improve emergency medical services (EMS) and patient outcomes. The plan aimed to enhance response capabilities and address long response times, particularly in rural areas, where the average time reached 13 minutes. Swansboro's remote location and growing call volume were also contributing to delays in accessing critical care.

The phased proposal would implement paramedic-level services over three years, introduce a transport service, and acquire necessary equipment. Key challenges included recruiting and retaining personnel, and managing financial impacts, which were still under review. The next steps involved seeking approval for an interlocal agreement with Onslow County EMS, with a July 15th deadline to submit the proposal.

The following plan options were reviewed.

Plan A – Paramedic (Recommended)

- Provides Dedicated Provider per Shift on a Quick Response Vehicle Consistency
- Alleviates Fire Apparatus from Scene Dedication
- Provides Personnel to Respond with Secondary Apparatus Type for Fire Incidents (ISO)
- Maximizes Operational Efficiency Creating the Ability for Answering Overlapping Incidents
- Builds Foundation for Future EMS Division Growth (Transport If needed)

Plan B - Firefighter/Paramedic

- Provides ALS Provider per Shift and Trained Fire Personnel
- Commits Fire Apparatus to the Scene of an EMS Incident Awaiting Transport
- Increases Certified Fire Personnel Eliminates Paramedic Abilities when Performing Fire Suppression Activities

Plan C - Part-Time Providers

- Staff Apparatus with Part-Time Personnel
- Requires a Significant Increase in Part-Time Personnel
- Inconsistent Personnel Daily Impacting Daily Operational Efficiency

• Impacts Program Quality & Management (Training, Report) Overall Consistency

After discussion on the various options presented, the board requested a cost comparison between the plans, with an emphasis on utilizing current staff and identifying potential funding sources, such as grants. Due to the deadline of July 15, 2024, the board agreed to hold a special meeting on Saturday, July 13, 2024, at 8:00 am for Chief Randall to provide cost comparison details and to provide a decision on proceeding with the process to establish an Advanced Life Support Enhancement System in the Town of Swansboro.

Future Agenda Topics

Future agenda items were shared for visibility and comments. In addition, an opportunity was provided for the board to introduce items of interest and subsequent direction for placement on future agendas. The following items were addressed:

- Discussion on tax reduction at a future meeting

Public Comment

Citizens were offered an opportunity to address the Board regarding items not listed on the agenda. No comments were given.

Manager's Comments

Manager Barlow shared in addition to his project brief, the 25 new Christmas decorations had been purchased along with 9 wreathes with bows. The poles which would be utilized to accommodate these decorations still needed power. Additionally, he shared that the resurfacing of Shore Drive had been completed.

Board Comments

Board members shared their appreciation to staff and the success of the July 3rd/4th event, and the Flag displayed over the bridge was complimented by many citizens.

Adjournment

On a motion by Commissioner Conaway, seconded by Commissioner Eckendorf, the meeting adjourned at 8:10 pm.



- 1. Please turn cell phones to "off" or "vibrate".
- 2. The Board offers the public three opportunities to speak during the meeting:

A comment period is offered at the beginning and end of the meeting. Please note that a separate opportunity is provided for those items requiring a public hearing.

Public Hearing(s) – There are <u>no</u> public hearings scheduled for this meeting.

PUBLIC COMMENT

Citizen opportunity to address the Board for items listed on the agenda.

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AGENDA AND CONSENT ITEMS

<u>Action Needed</u>: Motion to Adopt the Agenda as prepared (or amended) and approval of the Consent ltems

Onslow Memorial Hospital

Presenter: Penney Burlingame Deal – President & Chief Executive Officer for Onslow Memorial Hospital

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UNC HEALTH CARE

Onslow Memorial Hospital CEO Report FY2023

June 2024



Overview of OMH

- Originally founded in 1944
- 162-bed acute care, community hospital
- · Located in coastal North Carolina
- Serving the city of Jacksonville and greater Onslow County
- Nationally accredited by The Joint Commission



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228 Active Med Staff



Employed Providers



13 Board Members



30 Volunteers



Our Community



Community Partnerships

- Onslow County Health Department
- Naval Hospital
- Aligned Partnerships Home Health and Skilled Nursing Centers
- Onslow County EMS Community
 Paramedic Program
- Caring Community Clinic
- Patient and Family Advisory Council



Our Patients

- Avg age 27.4
- Cancer
- Heart disease
- Payor Mix
 - 38% MC
 - 18% MCI
 - 13% B
 - 0% Salf par



Stroke Care

- Stroke Nurse Coordinator
- Free health checks
- Education on risk tactors,
 prevention, and identification
- Primary Stroke Center certification through The Join







AWARDS, RECOGNITION, ACCREDITATION FY 2023:

- The Joint Commission Triennial Survey February 2024
- The Joint Commission Advanced Primary Stroke Recertification Survey February 17, 2023
- Blue Cross Blue Shield Blue Distinction Honor for Maternity Care 2023
- Commission On Cancer Accredited Center-American College of Surgeons: Community Cancer Program 2020 (Recertified Dec 2023)
- Get with the Guidelines for Heart Failure Gold with Honor Roll and Target: Type II Diabetes Honor Roll Achievement Award June 2023
- Get with the Guidelines for Stroke Gold Plus with Target: Type II Diabetes Honor Roll Achievement Award July 2023
- Intersocietal Accreditation Commission (IAC) Vascular Testing Accredited Facility: Extracranial Cerebrovascular Testing, Extracranial Cerebrovascular Testing, Peripheral Venous Testing, Peripheral Arterial Testing
- American College of Radiology Certifications
- Restorix Patient Satisfaction Wound Center Recognition 2023
- Restorix Clinical Distinction Wound Center Recognition 2023



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AWARDS, RECOGNITION, ACCREDITATION FY 2023:

- 2023 "Onslow Memorial Hospital's Multidisciplinary Collaboration to Deliver Evidence-Based Guideline Directed Medical Therapy for Heart Failure Patients" presented in Philadelphia and at the International Quality Showcase at Scientific Sessions on November 11, 2023
- UNC Quality Expo 2023 Poster Presentation October 19, 2023.
 "Initiatives Implemented For an Upward Trend in Early Management Severe Sepsis/Shock Bundle".
- 2023 Implement HF Onslow Recognition October 19, 2023 at Onslow Memorial Hospital



OMH Year in Review:

- UNC Health Partnership MSA Renewal Metrics
 - QIOC
 - Pharmaceuticals
 - · Clinical Integration
- Prioritized alignment with UNC Health Culture, Values
 - Workforce Engagement Survey -- SHARE (95% participation)
 - · Equity and Inclusion Survey
 - Physician Engagement Survey (74% participation)
- UNC Health Alignment with Organizational and Care Redesign Goals
- The Impact Project
- Chief Medical Officer
- Nurse Residency Program
- CNA Residency Program
- · Leapfrog score of C
- CMS Star Rating 2



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OMH FY 2023 in Review (continued):

- 8.95% (9.63%) Percentage of Self Pay
- \$54,827,384 (\$46,823,329) in Uncompensated Care
- 1,446 (1,338) births
- 5,351 (5,884) OR / EU Cases
- 260 (297) Robotic Assisted Cases
- 412 (393) Joint Center Cases
- 3,548 (3,107) Surgicare Cases
- 437 (482) Dental Service Cases
- 19,923 (8,642) Radiation Oncology Treatments/Procedures
- 152 (202) ERSA Cases

- Admissions: 5,533 (5,223)
- ED: 55,746 (46,579) visits
- ED Admissions: 6.8% of ED volume and 68.3% of OMH admissions
- Wound Care \$1,420,715 (\$1,419,693)
- \$22,310 Grants and \$291,552 Contributions – OMH Foundation
- Autopsies 448 (470)
- Onslow Diagnostics 19,204 (20,569)
- OAS Clinic Encounters 37,621 (32,490)
- Doses Dispensed 1,074,867 (1,091,851)
- Meals Served: 232,182 (213,751)

Figures in () denote last FY's values for comparative purposes



BALANCE SHEET (in \$000s)	September 30, 2023	
Current Assets	\$	68,435
Assets Limited As to Use	\$	21,216
Property, Plant and Equipment	\$	71,248
Deferred Outflows	\$	128
Total Assets and Deferred Outflows	\$	161,027
Current Liabilities	\$	40,065
Long-Term Debt	\$	25,449
Other Long-Term Liabilities	\$	12,487
Deferred Inflows	\$	1,994
Net Position	\$	81,032
Total Liabilities, Deferred Inflows and Net Position	\$	161,027





INCOME STATEMENT (IN \$000s)	
Net Patient Service Revenue	\$ 187,41
Other Revenue	\$ 2,72
Total Operating Revenue	\$ 190,13
Salaries and Benefits	\$ 84,10
Other Expenses	\$ 89,29
Total Operating Expenses	\$ 173,40
Operating Income	\$ 16,73
Interest Expense	\$ 1,08
Property Tax Revenue	
Other Non-operating Expense, net	
Total Non-Operating Revenue	\$ 79
Total Income	\$ 16,44
CASH EXPENDITURES (in \$000s)	
Salaries and Benefits	\$ 84,10
Physician Fees	\$ 10,21
Purchased Services	\$ 25,87
Supplies	\$ 26,96
Other	\$ 11,82



UNC HEALTH

FY 2023 Key Statistics

	FY2023	BUDGET
DAILY CENSUS	89	87
BIRTHS	1,446	1,186
ADMISSIONS	5,533	4,784
SURGICAL CASES	8,899	9,360
ED VISITS	55,746	43,573



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FY 2023 Comparative Key Financial Indicators

Indicator	FY 2021	FY 2022	FY 2023	BAA Moody's
Operating Margin	5.17%	3.34%	8.23%	-0.30%
Excess (Total) Margin	5.35%	3.05%	8.61%	2.70%
Cash Days	120	79	54	204
Net AR	42	52	60	47



High Visibility Indicators





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IMPACT Tracker FY 2023 (10-1-2022 through 9-30-2023)

Delivery Team	Baseline Target	Target	Progress	Status	Launched	Implemented	Confirmed
Workforce/HR	\$198,000	\$198,000		•	\$198,000	\$98,000	\$78,000
Revenue Cycle		\$928,875		0	\$928,875	\$3,810,197	\$3,810,805
Supply Chain		\$49,912			\$0	\$0	\$0
Pharmacy	\$0	\$0		•	\$0	\$0	\$0
Physician Services	\$332,154	\$332,154			\$332,154	\$70,154	\$0
Clinical Operations	\$779,232	\$779,232		•	\$779,232	\$807,932	\$347,293
Clinical Documentation	\$0	\$0		♦	\$0	\$0	\$0
Market & Payer Strategy	\$0	\$0			\$0	\$0	\$0
Overall		\$2,288,173		•	\$2,238,261	\$4,786,283	\$4,236,098
					98%	209%	185%





FY 23 Organizational Goals Through June 30, 2023







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						•	8 0	Aggregate Performance Score 85% Hover for details
 Category	Metric	Performance	Latest Month	Latest 3 Month	FY23 To Date	FY24 Threshold	FY24 Target	FY24 Maximum
Mortality	Adult Mortality Index (Observed/Expected), Vizient Community Model 2022	•	1.41 Jun	1.62	1.64	≤ 1.77	≤ 1.57	≤ 1.47
	CMS Sepsis Bundle Compliance	•	76.74% Jun	74.53%	66.25%	≥ 69.44%	≥ 70.12%	≥ 71.48%
Patient Harm	CMS Infection Rate	•	0.44 Jun	0.56	0.42	≤ 0.85	≤ 0.80	≤ 0.76
	Patient Falls with Injury Rate		0.39 Jun	0.63	0.47	≤ 0.64	≤ 0.61	≤ 0.57
Transitions	Readmissions - All Payer, All Cause, Adult (Vizient v11)	•	8.79% Jun	8.13%	8.64%	≤ 8.46%	≤ 8.28%	≤ 8.01%
	Category Mortality Patient Harm	Category Metric Mortality Adult Mortality Index (Observed/Expected), Vizient Community Model 2022 CMS Sepsis Bundle Compliance Patient Harm CMS Infection Rate Patient Falls with Injury Rate Readmissions - All Payer, All	Category Metric Performance Adult Mortality Index (Observed/Expected), Vizient Community Model 2022 CMS Sepsis Bundle Compliance Patient Harm CMS Infection Rate Patient Falls with Injury Rate Readmissions - All Payer, All	Category Metric Performance Latest Month	Category Metric Performance Latest Month 3 Month	Category Metric Performance Latest Latest Month To Date	Category Metric Performance Latest Month Month To Date Threshold	Category Metric Performance Latest Adult Mortality Adult Mortality Adult Mortality Cobserved/Expected), Vizient Community Model 2022 CMS Sepsis Bundle Compliance Teasitions Patient Harm CMS Infection Rate CMS Infections Adult Missions Adult Mortality Teasitions Teasitions Teasitions Teasitions Teasitions Teasitions Teasitions Teasitions Teasitions Select Reporting Period. FY23 Goals

61.54

Jun

54.33

65.91

Meets Target (75%)

61.54

54.33

65.91

≥ 58.68

≥57.74

≥66.84

Onslow

MEMORIAL HOSPITAL

An Affiliate of UNC Health

DRIAL HOSPITAL

DRIAL HOSPITAL

≥ 62.18

≥ 61.04

≥ 68.84

≥ 60.48

≥ 59.44

≥ 67.84

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Patient

Experience'

Not included in

Aggregate Performance Score Performance: HCAHPS: Rate the Hospital

Press Ganey ED: Staff worked

together to care for you

together to care for you

OMH Strategic Plan, FY22 to FY24

Our Mission: Provide excellent patient health services in a healing and family-centered environment

Our Vision: OMH will be the choice of Onslow County patients, physicians, and health professionals

The below key areas of focus, identified through the Strategic Planning process, are integral to achieving OMH's vision

New October 2023

Core Services

Specialty Services

Clinical Quality

Medical Staff
Recruitment and Retention

Community Awareness and Perception

Key areas of focus, OMH Strategic Plan, FY22 to FY24 after the Strategic Plan Refresh, Completed in October 2023.



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FY 22 - FY 24 Strategic Plan Priorities (Updated)

Organizational Priorities

- Core Services
- Specialty Services
- Medical Staff Recruitment and Retention
- Clinical Quality
- Community Awareness and Perception
- o Front Door and Community Access Points
- o Consumer Engagement/Satisfaction
- Financial Position
- o Capital Investment and Facility Updates
- o Community Outreach and Engagement
- Novel Partnerships



Strategy Map Update 2023

Key Focus Area	Status	Notes
Core Services	On Track	-Medical Office Building (MOB) DevelopmentHospital Transport Services*
Specialty Services	On Track	-Ambulatory Surgery Center (ASC) Development*
Quality	On Track	-Consistency -Emergency Department Emphasis*
Medical Staff Recruitment and Retention – Clinical Workforce	In Progress	-Prioritization -Clinical Workforce Recruitment and Retention*
Community Awareness & Perception	New for FY 2023	-Broader Community Partnerships* -Rebranding* -Facility Improvements*

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Thank You!



Parks & Recreation Month

Presenter: Mayor John Davis

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NEW BUSINESS/NON-CONSENT

<u>Advanced Life Support Enhancement – Update</u>

At the May 14, 2024, regular meeting, direction was given to commence planning and seek approval to become an Advanced Life Support (ALS) provider with the Onslow County—Camp Lejeune EMS System. The development of an ALS system can be provided in various fashions. The system design model must be selected before submitting the final request to the Onslow County—Camp Lejeune EMS System Peer Review Committee for approval.

Recommended Action: Approval to seek designation as an Advanced Life Support (Paramedic) First Responder program within the Onslow County – Camp Lejeune EMS System plan with a three-year phased implementation design.

Presenter: Jacob Randall – Fire Chief

Advanced Life Support Enhancement {Program Update}

Jacob Randall - Fire Chief

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Purpose

To enhance the Town of Swansboro Fire
Department's Emergency Medical Services
(EMS) to the Paramedic level, providing for a
higher quality of service and strengthening the
overall response capabilities of the Onslow
County—Camp Lejeune EMS system.



Improve	Improve Patient Outcomes
Enhance	Enhance Provider Capabilities
Strengthen	Strengthen System Resource Availability & Response
Support	Support Equitable Access to Care
Amplify	Amplify Operational Efficiency

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Needs Assessment



Paramedic – Critical Interventions

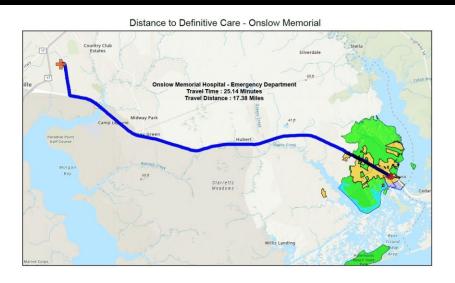
Skill	Emergency Medical Technician (EMT)	Advanced Emergency Medical Technician (AEMT)	Paramedic
12- Lead Interpretation	NO	NO	YES
Cardiac Pacing	NO	NO	YES
Cardioversion	NO	NO	YES
Chest Decompression	NO	Traumatic Cardiac Arrest Only	YES
Cricothyrotomy	NO	NO	YES
Manual Defibrillation	NO	Pulseless Arrest Only	YES
Drug Assisted Intubation	NO	NO	YES
Intubation/Advanced Airway	NO	YES	YES
Intraosseous (IO)	NO	YES	YES
Intravenous Access (IV)	NO	YES	YES

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Onslow County Response Times

Average Response Time					
	2020	2021	2022	2023	2024 (January 1 - May 14)
County	9:16	10:01	10:33	10:33	10:02
Zone 5	10:41	12:13	14:43	13:14	11:28
Zone 9	8:54	9:33	10:22	9:38	9:15
		Total Cal	l Volume		
	2020	2021	2022	2023	2024 (January 1 - May 14)
County	20,388	23,650	29,552	33,658	12,458
Zone 5	2,279	2,753	3,453	4,095	1,408
Zone 9	1,996	2,456	3,047	3,396	1,247

Distance to Definitive Care (Onslow Memorial)



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Distance to Definitive Care {Camp Lejeune – Naval}



Distance to Definitive Care {Carteret Healthcare}

Distance to Definitive Care - Carteret Healthcare



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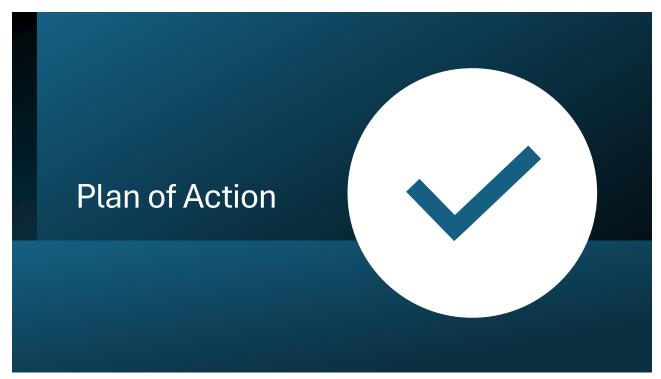
System Resource Availability

Increasing Incident Volume

Overlapping Incidents

Distance of Travel for Resources

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Phased Implementation



FULL IMPLEMENTATION OVER THREE YEARS



REDUCES IMMEDIATE FINANCIAL IMPACTS – STAGED FINANCIAL PLANNING



GENERATES
PLANNING CAPACITY
TO ALTER OPERATIONS
UTILIZING
PERFORMANCE DATA –
ORGANIZATION
DEVELOPMENT



ALLOWS ABILITY TO SEEK ALTERNATIVE FUNDING FOR SUBSEQUENT YEARS



CREATES AN
OPPORTUNITY TO
BUILD CAPITAL AND
NON-CAPITAL
EQUIPMENT
REPLACEMENT
SCHEDULES

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System Design Model Options

Plan A – Paramedic (Recommended)	Plan B – Firefighter/Paramedic	Plan C – Part-Time Providers
Provides Dedicated Provider per Shift on a Quick Response Vehicle - Consistency	Provides ALS Provider per Shift and Trained Fire Personnel	Staff Apparatus with Part-Time Personnel
Alleviates Fire Apparatus from Scene Dedication	Commits Fire Apparatus to the Scene of an EMS Incident – Awaiting Transport	Requires a Significant Increase in Part-Time Personnel
Provides Personnel to Respond with Secondary Apparatus Type for Fire Incidents (ISO)	Increases Certified Fire Personnel - Eliminates Paramedic Abilities when Performing Fire Suppression Activities	Inconsistent Personnel Daily Impacting Daily Operational Efficiency
Maximizes Operational Efficiency – Creating the Ability for Answering Overlapping Incidents		Impacts Program Quality & Management (Training, Report) Overall Consistency
Builds Foundation for Future EMS Division Growth (Transport – If Needed)		

Scope of Services



Advanced Life Support – Paramedic



Fire Incident Rehab



Mobile Integrated Health – Community Paramedic Initiatives

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Program Efficiency

Quick Response Vehicle Design

- Aid in "Service" Credit for ISO Rating
- Brush Truck Unit for Wildland Response
- Increase Equipment for Scene Operations - Response

Personnel

- In-House Training Program Increase "On-Duty" Personnel for ISO
- Provides Dedicated Personnel to Medical Operations on Incidents (Firefighter Rehab, Patient Care)

Operational Performance Metrics

Agency Operations

- Unit Turnout Times
- Response Times
- First Arriving to Transfer of Patient Care
- Ability to Answer Overlapping Incidents ALS vs BLS

Provider Performance

- Interventions Performed
- 12-lead Interpretation Accuracy
- Notification Times (Strokes, STEMIs, and Trauma)

Patient Outcomes

- Shorter Pre- & Post- Defibrillation Pauses
- Stroke Assessment/Triage
- Trauma Assessment/Triage
- Cardiac Arrest/Survival & Neurological Assessment

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- July 9, 2024 Approval to Proceed Select System Model Design Desired
- July 15, 2024 System Proposal Due Submit to Onslow County Emergency Services Director
- August 6, 2024 Onslow County Camp Lejeune EMS System Peer Review
 Committee (PRC) Presentation Subcommittee Providing Recommendation to
 Onslow County Board of Commissioners for Approval or Denial
- TBD Draft, Establish, or Revise Memorandum of Understanding or Inter-Local Agreement between the Town of Swansboro and Onslow County – IF Approved at PRC
- TBD Onslow County Board of Commissioners Approval If Approved, ALS Services Can Begin
- January 4, 2025 Benchmark for Advanced Life Support Capable Response

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Questions

NEW BUSINESS/NON-CONSENT

Future Agenda Items

Future agenda items are shared for visibility and comment. In addition, an opportunity is provided for the Board to introduce items of interest and subsequent direction for placement on future agendas.

Action Needed: Discuss and provide any guidance.

Presenter: Alissa Fender – Town Clerk

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PUBLIC COMMENT

Citizen opportunity to address the Board.

MANAGER'S COMMENTS Jonathan Barlow

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BOARD COMMENTS

Mayor John Davis
Mayor Pro William Justice
Commissioner Jeffrey Conaway
Commissioner Douglas Eckendorf
Commissioner Joseph Brown
Commissioner Patrica Turner

