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Patient Care Ombudsman

**UNITED STATES BANKRUPTCY COURT
 EASTERN DISTRICT OF WASHINGTON**

In re:

Chapter 11

ASTRIA HEALTH, et.al.¹

Case No. 19-01189 FLK

Jointly Administered

Debtors in Possession,

**PATIENT CARE OMBUDSMAN'S SECOND INTERIM REPORT
 FOR ASTRIA REGIONAL MEDICAL CENTER AND
 GEOGRAPHICALLY ASSOCIATED CLINICS AND/OR DEPARTMENTS**

Pursuant to 11 U.S.C. §333 of the Bankruptcy Code (the “**Code**”) and this Court’s June 11, 2019 *Amended Order Directing United States Trustee to Appoint Patient Care Ombudsman* [Docket No. 241], the United States Trustee filed its’ *Appointment of Patient Care Ombudsman* on June 17, 2019 at Docket No. 278. The Code requires that the Patient Care Ombudsman (“**PCO**”) monitor the quality of patient care and report PCO’s findings to the Court no less than every sixty (60) days. Accordingly, PCO engaged in an initial site visit and filed the *Patient Care Ombudsman’s First Interim Report for Astria Regional Medical Center and Geographically Associated Clinics and Departments* on August 9, 2019 at Docket No. 465 (“**First**

¹ The Debtors, along with their case numbers, are as follows: Astria Health (19-01189), Glacier Canyon, LLC (19-01193), Kitchen and Bath Furnishings, LLC (19-01149), Oxbow Summit, LLC (19-01195), SHC Holdco, LLC (19-01196), SHC Medical Center-Toppenish (19-01190), SHC Medical Center-Yakima (19-01192), Sunnyside Community Hospital Association (19-01191), Sunnyside Community Hospital Home Medical Supply, LLC (19-01197), Sunnyside Home Health (19-001198), Sunnyside Professional Services, LLC (19-01199), Yakima Home Care Holdings, LLC (19-01201), and Yakima HMA Home Health, LLC (19-01200).



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1 **Regional Report**”). PCO now comes and files this *Patient Care Ombudsman’s Second Interim Report for*
2 *Astria Regional Medical Center and Geographically Associated Clinics and Departments* (“**Second Regional**
3 **Report**”) detailing PCO’s interim monitoring and second site visit efforts.

4 **SITE VISIT SUMMARY**

5 PCO chose to focus her second site visit efforts on Astria Regional Medical Center
6 (“**Regional**”) and limited the number of clinics visited to allow for this focus. PCO visited Astria
7 Hearing and Speech Center, Terrace Heights Clinic, Summitview Clinic, Astria Home Health &
8 Hospice, Breast Health Center (mammography center located in main Hospital Outpatient Complex or
9 “HOC” geographically situated near Regional), HOC Outpatient Therapy, and the newly opened HOC
10 chemotherapy clinic. PCO did not visit the Selah Clinic, the Nova Clinic, the ambulatory surgery
11 center (“ASC”) and several HOC physician clinics, or the plastic surgery center/office located on
12 Creekside Loop. However, PCO did speak with clinic leadership for both Selah and Nova Clinics.
13 PCO visited Regional on weekdays and weekends; and on the day, evening, and night shifts.

14 At Regional, PCO visited with environmental services (“EVS”), clinical laboratory, facilities,
15 biomedical engineering, sterile processing, IT, dietary, cardiac rehab, radiology, quality, patient access,
16 nursing, respiratory therapy, cath lab, surgery/PACU, acute care unit (“ACU”), 4 center (“med/surg”),
17 intensive care unit (“ICU”), day surgery, spiritual care, medical records (“HIM”), materials, emergency
18 department (“ED”), and warehouse staff. Additionally, PCO interviewed clinicians (physicians,
19 physician assistants, and advanced practice nurses) and patients. PCO also interacted with medical
20 device vendors who were noted on site during the site visit.

21 The Assistant Chief Nursing Officer, a team member who was functioning as the Director for
22 the ED, IV Therapy, Administrative Nursing Supervisors (“ANS”)/Staffing/Float Pool, departed this
23 reporting cycle. She was well thought of in the clinical ranks and her departure was reported by clinical
24 staff as affecting staffing morale. A new ED Director was hired and will start sometime during the next
25 reporting cycle.

1 Additionally, the Employee Health Nurse resigned. In following up with this team member, the
2 departure was reported as directly related to bankruptcy uncertainty. Two other notable nursing
3 departures included the newly hired health system nurse educator and the anticipated nursing director
4 and admissions coordinator for the inpatient rehabilitation unit. The bankruptcy nexus with these latter
5 two departures was not queried.

6 The number of core clinical staff openings remains PCO's top concern. While nursing
7 openings were detailed most heavily in the First Regional Report, other departments have also faced
8 departures with gaps in the replacement of core team members for various reasons. During PCO's site
9 visit, the ED consistently had four or more inpatient holds due to maximum staffing assignments
10 reached on the clinical units. An elective surgery was rescheduled due to staffing challenges associated
11 with the staffing impact of emergent post-surgical patient care demands. PCO consistently observed
12 departmental examples of staffing accomplished through staff pulling extra shifts, forgoing PTO,
13 and/or taking extra call to provide coverage. This cycle has caused many staff to "max out" on their
14 PTO, meaning they are no longer accruing PTO. While patient care has not been affected to date and
15 patient interviews did not elicit any immediate direct care concerns, PCO would be remiss to not
16 convey the staff and clinician concern regarding the ongoing strain associated with staffing. From a
17 monitoring perspective, PCO's role seems further complicated by staff and clinicians generally
18 reporting unease in chatting with the PCO fearing reprisal, particularly if additional reduction in force
19 determinations will be made.

20 Certainly, departmental and senior operational/clinical leadership remain diligent and engaged
21 in efforts to recruit to fill positions. New agency contracts were reported that include staffing resources
22 for ancillary departments such as outpatient cardiac testing and respiratory therapy. PCO was made
23 aware of agency nurse support in the ED and PACU. Several long-term OR agency contracts will end
24 this next report cycle, creating an influx of new agency support, including that of the OR charge nurse
25 role. PCO will remain engaged to track staff departures, agency coverage, and recruitment successes.

1 Med/Surg/Tele patient consolidation continues to the ACU unit, as was reported in the First
2 Regional Report. However, the 4C unit was open briefly to care for patient overflow during PCO's
3 second site visit. During the interim reporting period, ICU patient care was moved from the CVTU
4 unit on the 5th floor of the tower building to the older ICU located on the second floor of the central
5 building ("2C ICU"). The layout of the 2C ICU is a more traditional ICU with a large central nursing
6 station with glass-doored rooms situated in a circular pattern around the nurses' station. In contrast,
7 the CVTU was designed as a single-stay unit, primarily to support cardiothoracic surgical patients who
8 had surgeries in the OR suite situated at one end of the CVTU. Understandably, both med/surg/tele
9 and ICU staff and clinicians have preferences associated with whatever unit was historically their
10 "home unit" when 4C, ACU, ICU and CVTU were all operating.

11 The First Regional Report discussed anesthesia staff departures with the caveat that PCO
12 would clarify physician coverage levels. At the time of PCO's second site visit, the regular OR was
13 staffed with one anesthesiologist and 4.5 certified registered nurse anesthetists ("CRNAs"). However,
14 only 3 CRNAs take call to cover a total sixty call shifts per month. Additionally, Regional has one
15 cardiothoracic ("CT") anesthesiologist who is working through a process to leave Debtors'
16 organization. The medical staff bylaws were reported as recently changing to allow independent
17 surgical case coverage by CRNAs. In response to this change, a community-based specialty group
18 provided notice of voluntary privilege relinquishment citing safety concerns associated with the
19 anesthesia coverage changes. PCO followed up with the clinician group to understand the potential
20 patient care impact from this change and the bankruptcy nexus, if any, associated with the groups'
21 departure. Importantly, while the specialty group will no longer perform procedures or follow patients
22 at Regional, services will remain available in the community for patients. Further, the group described
23 its departure decision as culminating from a series of disagreements with Debtors' operational decisions
24 over a period of years. While the bankruptcy component was felt to have some role in the departure
25 decision, any such role was described as minor. PCO will remain engaged on the leadership efforts to
26 augment the current anesthesia clinician base.

1 The pharmacy staff is now supporting hematology oncology/infusion services at the HOC
2 oncology clinic located next to the Regional facility. PCO briefly observed care delivery during
3 outpatient chemotherapy infusions. One registered nurse was assisted by a medical assistant and a
4 reception team member. The hematologist was out of town, and PCO did not meet the locum tenens
5 physician covering from the Sunnyside location. The pharmacy technician opening discussed in the
6 First Regional Report was filled. Contracted remote order entry review/coverage ("ROER") may be
7 ending as a cost-saving measure. PCO has concern regarding the potential patient safety implications
8 associated with elimination of ROER service and will remain engaged to monitor potential patient
9 safety impacts should this change occur.

10 PCO met with biomedical and facilities staff. In the interim reporting period, the annual fire
11 inspection was completed, and the pressure vessel licenses were received. The five-year internal
12 sprinkler inspection was completed. One boiler went down and was repaired in the interim reporting
13 cycle. Additionally, the small maintenance team did receive a staff resignation, a departure that was
14 reported as attributable to the uncertainty associated with the bankruptcy process.

15 As mentioned previously, biomedical engineering PM inspections that are done internally were
16 up-to-date. However, those requiring payment to a third-party vendor for completion were behind
17 prior to the bankruptcy filing. The intraoperative failure of a monitoring system was already reported
18 separately to this Court in this interim reporting cycle. Clinical nursing leadership promptly informed
19 the PCO of this equipment concern at the time of the failure, and elective procedures were stopped
20 until functioning equipment was put in place. Patient harm was denied. PCO met with the affected
21 clinician during the second site visit to discuss equipment and other concerns. Again, because those
22 concerns have been detailed separately to this Court, they will not be repeated here. During the site
23 visit, PCO reviewed the progress on equipment PMs and confirmed that anesthesia machine PMs were
24 current, including the anesthesia machine used in the cath lab. PCO will remain engaged with the
25 biomedical engineering and facilities team regarding progress with equipment PMs and maintenance.

1 During the interim reporting period, Regional had a CT scanner go down for repairs. In this
2 several-day interim period, a back-up CT scanner was functional, but HVAC compressor issues
3 associated with the back-up CT location, left the procedure room too warm, requiring additional free-
4 standing fans to keep the room operational. No patient or radiologist complaints were received despite
5 these challenges. The primary CT scanner was functional by PCO's second site visit and the
6 compressor repair was completed by the end of the second site visit. A radiologist expressed concern
7 that the number of cassettes was insufficient relative departmental demand. Cassettes are needed to
8 convert a computed radiography ("CR") images to digital images. Additional cassettes were ordered
9 and received. This department was included in the pre-bankruptcy expiration of preventative
10 maintenance ("PM") agreements. PCO remains engaged with biomedical engineering and department
11 leadership to track the progress in getting PMs caught up as well as getting the fluoroscopy equipment
12 working.

13 PCO engaged with the two mammography technicians that staff the breast health center located
14 in the HOC next to Regional. This outpatient department has increased its hours of operation by 2.5
15 hours per day, with continued coverage by two technicians from 7:00 am to 6:00 pm. Because of
16 limited staff, coverage for sick and vacation time is challenging. Further, like the other Regional
17 radiology equipment, the mammography machine PM is behind. No other concerns noted.

18 PCO was able to meet the team at the Hearing & Speech Center located in Yakima. PCO
19 inadvertently went to the wrong building during the initial site visit, which explained why that building
20 was vacant. PCO met a total of four team members (three audiologists and one office staff).
21 Department leadership is in Sunnyside. This department experienced recent resignations in its office
22 staff and a newly hired speech-language pathologist ("SLP"). The other SLP was out on a leave-of-
23 absence at the time of PCO's visit. Outpatient SLP scheduling was being held awaiting the SLP's
24 return from leave. Inpatient SLP support for Sunnyside and Toppenish was supported by the limited
25 Yakima SLP staff in the outpatient therapy department located in the HOC. Post-petition vendor
26 changes have affected non-warranty volumes since patients must be served by the vendor associated

1 with their assistive hearing device. Implant work, because vendors were paid directly by insurance, has
2 been unaffected by the bankruptcy filing. The hearing vaults were reported as up-to-date on annual
3 calibrations. The team experienced a post-petition mold vendor supply interruption that was ultimately
4 determined to relate to internal invoice processing rather than the bankruptcy process. The community
5 benefit provided by this department includes services for several hundred pediatric Medicaid clients
6 who would otherwise have to seek services in Spokane or Seattle.

7 PCO visited the Terrace Heights clinic and engaged in operational follow-up discussions with
8 medical assistants (“MAs”) who assisted with laboratory, supply, and vaccine documentation and
9 processes. PCO interviewed a physician and advanced practice nurse at the clinic. Supply and staff
10 concerns were denied. Further, PCO chatted over the phone with clinic leadership for this clinic and
11 the Selah Clinic. PCO confirmed that Selah patients associated with the departing clinician’s panel were
12 able to be absorbed by other clinicians.

13 PCO briefly visited the Summitview clinic and chatted with one clinician, several MAs, and the
14 clinic leadership. PCO also noted in the interim reporting period that several clinic physicians
15 submitted claims for pre-petition unpaid expense reimbursement. PCO called the Nova clinic manager,
16 who reported increased physical therapy support at the clinic through traveler agency coverage.

17 The EVS team denied supply concerns. Staffing remained consistent with that discussed in the
18 First Regional Report. The linen vendor changed in the interim reporting period. The previous vendor
19 exited this service line, so the change was not bankruptcy related. No concerns noted.

20 At the time of PCO’s visit, the head chef was out of the office. The cook PCO met with
21 reported the produce refrigerator was out of service. Repair was anticipated. No other concerns noted.

22 PCO interviewed more than ten clinicians at Regional during the site visit, predominately
23 physicians but also advanced practice nurses and physician assistants. Among them, PCO met with the
24 Chief of Staff (“COS”) who is contracted through the third-party hospitalist group, Apogee. PCO had
25 reached out to the COS via email when the intraoperative monitoring equipment was non-functional
26 yet did not ultimately connect. The COS informed PCO about the specialty group departure along

1 with hiring efforts in the hospitalist and intensivist roles. ED physicians confirmed that patients
2 needing specialist care not available at Regional are transferred out. Generally, supply issues were
3 denied, with clinician concerns more centered on staffing, equipment, physician retention, and a
4 definitive plan to emerge from bankruptcy.

5 PCO called the 800-number associated with the “anonymous” compliance hotline to confirm
6 its continued operation. PCO selected the menu-option prompt that described the services offered by
7 the third-party service. Essentially, a third-party vendor collects compliance concern information and
8 sends a written report of the concern to the Astria compliance officer (in this case, the Yakima CFO).
9 If the reporting individual desires to remain anonymous, the individual’s name is left off the report.
10 However, because of the number of departments with limited staffing, employees expressed the
11 concern that simply the removal of the employee name does not ensure anonymity. The concern
12 appeared legitimate, suggesting that the hotline will not likely be utilized or serve as a tool for PCO to
13 monitor patient safety concerns.

14 PCO reviewed available quality dashboard and quality assurance and performance improvement
15 (“QAPI”) departmental data in the interim reporting period. PCO also met with the Quality Director
16 during the second site visit and engaged with the infection preventionist over the phone after the site
17 visit. PCO will continue to track available data with the quality team. PCO will also work with the
18 quality team to explore possible additional data sources for review from the rolling presentations
19 associated with the quality committee meeting to help with areas where the QAPI and quality dashboard
20 data is incomplete. To the extent additional data sources are limited and staff/clinicians continue to
21 express reservations surrounding implications associated with PCO interaction, PCO will increase the
22 frequency of site visits to the Regional location given all the various dynamics described herein.

23 DATED: October 9, 2019

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CERTIFICATE OF SERVICE

I hereby certify that the above and foregoing report has been electronically filed with the Clerk of the Court using the CM/ECF filing system and a true and correct copy of this pleading has been sent to the following parties or counsel of record who have registered to receive electronic notice.

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