

# **MEETING IN PROGRESS**

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## **GMHA Board of Trustees**

Wednesday, January 26, 2022 | 5:00 p.m.

Zoom Video Conference

# GMHA Board of Trustees Meeting

## ATTENDANCE SHEET

Wednesday, January 26, 2022 | 5:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Board of Trustees	Theresa Obispo	Chairperson	zoom
	Melissa Waibel	Vice-chairperson	zoom
	Sarah Thomas-Nededog	Secretary	zoom
	Byron Evaristo	Treasurer	
	Sharon Davis	Trustee	zoom
	Sonia Siliang	Trustee	zoom
	Glynis Almonte	Trustee	zoom
	Michael Um	Trustee	zoom
	Evangelina Allen	Trustee	
Executive Management/Medical Staff	Lillian Perez-Posadas	Hospital Administrator/CEO	Lillian Perez-Posadas
	William N. Kando	Associate Administrator, Operations	W. N. Kando
	Annie Bordallo, MD	Associate Administrator, Medical Services	
	Joleen Aguon, MD	Associate Administrator, Clinical Services	
	Don Rabanal	Assistant Administrator, Administrative Services	zoom
	Ana Belen Rada	Assistant Administrator, Professional Support Services	
	Christine Tuquero	Assistant Administrator, Nursing Services	zoom
	Liezl Concepcion	Acting, Deputy Asst. Administrator, Nursing Services	zoom
	Yukari Hechanova	Chief Financial Officer	Yukari Hechanova
	Danielle Manglona	Administrator of Quality, Patient Safety and Regulatory Compliance	zoom
	Jon Sidell, MD	Medical Staff President	
Guest(s)	Rue Tayan	PDN Reporter	zoom
	Natasha Chaffarros	Office of speaker three	zoom
	Paula Mangun	Clinical Informatics Exp.	zoom
	Rayna Cruz	Program Coordinator	zoom
	Elyse Talsacan	Program Coordinator IV	zoom

# GMHA Board of Trustees Meeting

## ATTENDANCE SHEET

Wednesday, January 26, 2022 | 5:00 p.m. | Zoom Video Conference

Guest(s)	Edlyn Damsay	General Accty. Supervisor	Zoom
	Mari Hulsb	Comms Dir	
	Umy Siliang		Zoom
	Janelle Santos	Fiscal	
	Jeremy Kelley	Med Health	
	Kamryn Tover	Admin. Assistant	



# AGENDA

## Guam Memorial Hospital Authority – Board of Trustees Meeting

January 26, 2022 | 5:00 p.m. | Zoom Video Conference

**BOARD MEMBERS:** Theresa Obispo, Chairperson; Melissa Waibel, Vice-chairperson; Sarah Thomas-Nededog, Secretary; Byron Evaristo, Treasurer; Sharon Davis, Trustee; Sonia Siliang, Trustee; Glynis Almonte, Trustee; Michael Um, MD, Trustee; Evangeline Allen, Trustee

Item	Owner
I. Welcoming   Call Meeting to Order and Determination of Quorum	Trustee Obispo
II. Review and Approval of the Minutes	All Trustees
A. December 29, 2021	
III. Old Business	All Trustees
IV. New Business	All Trustees
V. Management's Report	Executive Management
VI. Board Subcommittee Reports	
A. Joint Conference and Professional Affairs	Trustees Dr. Um, Waibel
1. Res. 2022-17, Relative to the Appointment of Provisional Medical Staff Privileges	
2. Res. 2022-18, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges	
3. Res. 2022-19, Relative to the Reappointment of Active Medical Staff Privileges	
4. Res. 2022-20, Relative to the Appointment of Active Medical Staff Privileges	
B. Human Resources	Trustees Waibel, Obispo
1. GMHA Nurse Recruitment and Retention Initiatives – Standing Report	
C. Facilities, Capital Improvement Projects, and Information Technology	Trustees Davis, Evaristo
D. Governance, Bylaws, and Strategic Planning	Trustees Nededog, Siliang
1. CY2022 Strategic Plan – Standing Report	
E. Quality and Safety	Trustees Almonte, Allen
F. Finance and Audit	Trustees Evaristo, Nededog
1. Res. 2022-21, Relative to Approving Forty-Two (42) New Fees	
VII. Public Comment	
VIII. Adjournment	Trustee Obispo

<p style="text-align: center;"> <b>Regular Meeting of the Guam Memorial Hospital Authority Board of Trustees</b>            Wednesday, December 29, 2021   5:00 p.m.            Zoom Video Conference         </p>		<b>ATTENDANCE</b>		
		<b>Board Members</b> Present: Theresa Obispo, Sarah Thomas-Nededog, Byron Evaristo, Sharon Davis, Sonia Siliang, Glynis Almonte, Dr. Michael Um  <b>Absent:</b> Melissa Waibel, Evangeline Allen	<b>Leadership</b> Present: Lillian Perez-Posadas, Dr. Annie Bordallo, Don Rabanal, Ana Belen Rada, Christine Tuquero, Liezl Concepcion, Yukari Hechanova  <b>Absent:</b> William Kando, Dr. Joleen Aguon, Danielle Manglona, Dr. Jon Sidell  <b>Guests</b> John O'Connor, Natasha Charfauros, Rayna Cruz, Mai Habib, Taryn Guzman, Jeremy Kelley, Sydnie Taisacan, Janelle Santos, PNC Digital, Theo Pangelinan, Kamalin Toves	
ISSUE/TOPIC/DISCUSSIONS	DECISION(S)/ACTION(S)	RESPONSIBLE PARTY	REPORTING TIMEFRAME	STATUS
<b>I. CALL MEETING TO ORDER AND DETERMINATION OF QUORUM</b>				
	After notices were duly issued pursuant to Title 5 GCA, Chapter 8, Open Government Law, Section 8107(a) and with a quorum present, Chairwoman Obispo called to order the regular meeting of the GMHA Board of Trustees at 5:01 p.m. on Wednesday, December 29, 2021 via Zoom Video Conferencing.	Chairperson	None	None
<b>II. REVIEW AND APPROVAL OF MINUTES</b>				
A. October 27, 2021	Trustee Evaristo motioned, and it was seconded by Trustee Davis, to approve the October 27, 2021 minutes with corrections. The motion carried with all ayes.	All Board Members	None	Approved
B. November 23, 2021	Trustee Davis motioned, and it was seconded by Trustee Almonte, to approve the November 23, 2021 minutes with corrections. The motion carried with all ayes.			Approved
<b>III. OLD BUSINESS</b>				
	There were no old business matters for discussion.	None	None	None
<b>IV. NEW BUSINESS</b>				
	There were no new business matters for discussion.	None	None	None
<b>V. MANAGEMENT'S REPORT</b>				
A. Patient Census	❖ Covid Census (as of December 29, 2021): <b>3</b> ❖ Covid Census (as of December 29, 2021): <b>162</b>	Executive Management	None	Informational

B. Vaccination Clinic	<ul style="list-style-type: none"> <li>❖ Percentage of vaccinated employees and physician providers: <b>97.5%</b></li> <li>❖ Third dose/booster administered to employees: <b>751</b></li> <li>❖ Unvaccinated employees: <b>35</b> <ul style="list-style-type: none"> <li>➢ Unvaccinated medical staff: <b>15</b></li> </ul> </li> <li>❖ COVID positive employees, since January 2021: <b>112</b></li> </ul> <p>The CMS vaccination mandate requiring all healthcare facilities that participate in Medicare/Medicaid programs to have a 100% staff COVID vaccination rate, has been paused. However, the local executive order is still in effect, requiring weekly swab testing for all unvaccinated staff.</p> <ul style="list-style-type: none"> <li>• However, since the announcement of the CMS vaccination mandate, GMHA has went from 160 unvaccinated employees to 35.</li> </ul> <p>GMHA is still conducting weekly swabbing for the unvaccinated employees. The swabbing clinic is open on Tuesday's and Thursday's.</p>	Executive Management	None	Informational
C. Maga'haga Metgot Award Pins	<ul style="list-style-type: none"> <li>❖ Governor Lou Leon Guerrero presented GMHA with the Maga'haga Metgot Award Pins, as a token of her appreciation of the employees and medical staff during the COVID-19 pandemic.</li> <li>❖ The pins, along with the message cards, will be distributed next week.</li> </ul>	Executive Management	None	Informational
D. CDC Guidelines	<ul style="list-style-type: none"> <li>❖ The isolation period for asymptomatic COVID positive individuals is now five (5) days, instead of ten (10).</li> <li>❖ However, the Department of Public Health and Social Services has yet to adopt such guidelines.</li> </ul>	Executive Management	None	Informational
E. Travel Nurses	<ul style="list-style-type: none"> <li>❖ Unfortunately, with the continued high census, the utilization and reliance of the travel nurses are still required.</li> </ul>	Executive Management	None	Informational
F. TakeCare Health Insurance	<ul style="list-style-type: none"> <li>❖ The closure of the reconciliation audit with TakeCare is still pending closure.</li> <li>❖ As of GMHA's record, TakeCare owes \$20M.</li> <li>❖ TakeCare has been making weekly payments, but it is not sufficient to decrease the balance. They</li> </ul>	Executive Management	None	Informational

	have been making payments on both old and new accounts.			
G. Petitions for Above-Step Hires and Position Creations	<ul style="list-style-type: none"> <li>❖ The non-clinical petitions were sent on December 17, 2021. The clinical petitions were sent on December 20, 2021.</li> <li>❖ However, there was no confirmed receipt of the documents from Speaker Terlaje or her staff..</li> <li>❖ Per the legislative statue, GMHA is required to post these petitions on our website for 10 days. These petitions are being posted on the GMHA website and can be tracked through the Human Resources department.</li> </ul>	Executive Management	None	Informational
H. UOG Graduate Nurses	❖ # of UOG Graduate Nurses at GMHA: <b>16</b>	Executive Management	None	Informational
<b>V. BOARD SUBCOMMITTEE REPORTS</b>				
<b>A. <u>Joint Conference and Professional Affairs</u></b> <ol style="list-style-type: none"> <li>1. <u>Res. 2022-13, Relative to the Appointment of Provisional Medical Staff Privileges</u> <ol style="list-style-type: none"> <li>a. <u>Todd Zisholtz, MD</u></li> <li>b. <u>Juan Quiros, MD</u></li> <li>c. <u>Mahaboob Alam, MD</u></li> </ol> </li> <li>2. <u>Res. 2022-14, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges</u> <ol style="list-style-type: none"> <li>a. <u>Shiela Sua, CRNA</u></li> </ol> </li> <li>3. <u>Res. 2022-15, Relative to the Reappointment of Active Medical Staff Privileges</u> <ol style="list-style-type: none"> <li>a. <u>Weerawat Tananusont, MD</u></li> </ol> </li> </ol>	Trustee Davis motioned, and it was seconded by Trustee Evaristo to approve Res. 2022-13 through 2022-15. The motion carried with all ayes.	Chair & Vice-Chair, JCPA	None	<p>Approved</p> <p>Approved</p> <p>Approved</p>
<b>B. <u>Human Resources</u></b> <ol style="list-style-type: none"> <li>1. <u>GMHA Nurse Recruitment and Retention Initiatives</u></li> </ol>	<p>Mrs. Perez-Posadas informed the Board of the following:</p> <ul style="list-style-type: none"> <li>• GRMC is offering the UOG graduate nurses a</li> </ul>	Chair & Vice-Chair, HR	None	Approved

	<p>higher salary than GMHA is, which is posing a challenge.</p> <ul style="list-style-type: none"> <li>• The Competitive Wage Act of 2014 was the latest nursing wage study done. With that, GMHA is proposing a wage study to include all the positions in the hospital.</li> </ul> <p>Ms. Tuquero explained the document, the following was highlighted:</p> <ul style="list-style-type: none"> <li>• The number of nurses needed per unit are stated, as well as the changes during a COVID surge.</li> <li>• There is an RN wage comparison chart between GMHA and the other Government of Guam agencies.</li> <li>• Ongoing active strategies are listed to maintain the current differentials.</li> <li>• Proposed strategies are also listed to aid in the recruitment and retention of nurses. One of the proposed strategies is to establish nursing career pathways.</li> <li>• Also listed is the goal to decrease the utilization of travel nurses.</li> <li>• This is a living document, to be evaluated and adjusted annually or as necessary.</li> </ul> <p>Trustee Almonte suggested the following to aid in the recruitment of nurses:</p> <ul style="list-style-type: none"> <li>• Establishing a nursing program at GMHA to help the CNA's, Tech's, etc. receive the additional education needed to become an RN.</li> <li>• Bring back the program for RN prepared individuals who are waiting to complete the NCLEX.</li> </ul> <p>Ms. Tuquero added that, currently, there are NCLEX study groups for the RN prepared individuals. From this, a few technicians have become RN's and are still at GMHA.</p>			
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<p>2. <u>Res. 2022-16, Relative to Amending the Minimum Qualifications and Necessary Special Qualification Requirements of the Medical Records Coder I and II Positions</u></p>	<ul style="list-style-type: none"> <li>• Create a video of the nurses to present to the students, highlighting the reasons why the nurses choose this career path.</li> </ul> <p>Ms. Habib added that she has started conversations with the GDOE's Public Affairs Officer to inquire how to present to the middle and high school students about nursing and healthcare.</p> <p>Trustee Davis motioned, and it was seconded by Trustee Almonte to approve the GMHA Nurse Recruitment and Retention Initiatives. The motion carried with all ayes.</p> <p>Ms. Hechanova highlighted the following:</p> <ul style="list-style-type: none"> <li>• The positions were already created. The years of experience is what has been amended.</li> <li>• For the Coder I Position, the years of experience was three (3) years, however, it was amended to one (1) year. With that, GMHA will be able to recruit individuals who are undergoing the certification programs to become a medical recorders coder. From there, those individuals can be promoted to a medical recorders coder II.</li> </ul> <p>Trustee Evaristo motioned, and it was seconded by Trustee Davis to approve Res. 2022-16, Relative to Amending the Minimum Qualifications and Necessary Special Qualification Requirements of the Medical Records Coder I and II Positions. The motion carried with all ayes.</p>			<p>Approved</p>
<p><b>C. <u>Facilities, Capital Improvement Projects, and Information Technology</u></b></p> <p>1. <u>Evaluation for 2020 Life Safety Management Plan</u></p>	<p>The purpose and specifics of the Evaluation for 2020 Life Safety Management Plan were explained.</p>	<p>Chair &amp; Vice-Chair, Fac, CIP, &amp; IT</p>	<p>None</p>	<p>Approved</p>

	<p>Trustee Evaristo motioned, and it was seconded by Trustee Davis to approve the Evaluation for 2020 Life Safety Management Plan. The motion carried with all ayes.</p> <p>-----</p> <p>Ms. Cruz presented the following highlights in regards to the EHR Project:</p> <ul style="list-style-type: none"> <li>• The project is currently 86% complete. However, it is still paused due to COVID.</li> <li>• The 2022 new schedule is as follows: <ul style="list-style-type: none"> <li>○ January 24: Start of integrated testing</li> <li>○ February: Start of Super User training</li> <li>○ April – May 27: Preparation of end user training materials</li> <li>○ June 5: Tentative go live date</li> </ul> </li> <li>• Despite the pause, the following have been implemented: <ul style="list-style-type: none"> <li>○ December 15, 2021: Implementation of the archival tool</li> <li>○ The Enterprise Assessment Questionnaire has been submitted to MedSphere. Currently, scheduling a site visit with MedSphere.</li> <li>○ December 8, 2021: A demo of the Patient Portal was presented to GMHA. Currently, scheduling staff training for the Patient Portal implementation.</li> </ul> </li> </ul>			
<p><b>D. Governance, Bylaws, and Strategic Planning</b></p> <p>1. <u>CY2022 Strategic Plan</u></p>	<p>Mrs. Perez-Posadas highlighted the following of the CY2022 Strategic Plan:</p> <ul style="list-style-type: none"> <li>• It is a part of the GMHA's 5-year strategic plan. It encompasses the benchmark objectives to fulfill in 2022.</li> <li>• The A-Team is currently assessing the self-assessments done by the department managers, to determine compliance or non-compliance with the elements of performance and standards. From there, a plan of</li> </ul>	Chair & Vice-Chair, GBSP	None	Approved

	<p>corrective action will be put together, in preparation for a mock survey in 2022.</p> <ul style="list-style-type: none"> <li>• This was a required document to submit to the Bureau of Statics and Plans, as evidence that GMHA is accomplishing its goals and plans.</li> <li>• It is a living document, so it will be evaluated again after the first quarter of 2022.</li> </ul> <p>Trustee Evaristo motioned, and it was seconded by Trustee Davis to approve the CY 2022 Strategic Plan. The motion carried with all ayes.</p>			
<b>E. <u>Quality and Safety</u></b>	<p>Trustee Almonte reported the following:</p> <ul style="list-style-type: none"> <li>• Mr. William Lee, the new patient safety officer, will now conduct the Leadership Safety Walk Rounds.</li> <li>• The infection control compliance rate has significantly improved compared to last quarter.</li> <li>• At the SNF, all but one of their indicators have exceeded 100%.</li> <li>• The top 3 contributing factors for patient readmissions are: <ol style="list-style-type: none"> <li>1. Inability to meet discharge needs – 32%</li> <li>2. Inadequate financial support or lack of insurance – 21%</li> <li>3. Inadequate support to provide self-care at the home environment – 17%</li> </ol> </li> </ul>	Chair & Vice-Chair, Q&S	None	Informational
<b>F. <u>Finance and Audit</u></b>	Trustee Evaristo informed the Board that the next scheduled Finance and Audit meeting is in January 2022.	Chair & Vice-Chair, F&A	None	None
<b>VI. PUBLIC COMMENT</b>				
	There were no public comments made.	None	None	None
<b>VII. ADJOURNMENT</b>				
	There being no further business matters for discussion, Chairwoman Obispo declared the meeting adjourned at 6:42 p.m. motioned by Trustee Almonte and seconded by Trustee Davis. The motion carried with all ayes.	All Board members	None	Approved

Transcribed by:

  
Kamalin Toves  
Administrative Assistant

Submitted by:

  
Sarah Thomas-Nededog  
Secretary

**CERTIFICATION OF APPROVAL OF MINUTES:** The minutes of the December 29, 2021 regular session meeting were accepted and approved by the GMHA Board of Trustees on this 26<sup>th</sup> day of January 2022.

Certified by:

Theresa  
C. Obispo  
  
Theresa Obispo  
Chairperson



# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDÁT ESPETÁT MIMURIÁT GUÅHÅN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



### BOARD OF TRUSTEES

#### Official Resolution No. 2022-17

#### “RELATIVE TO THE APPOINTMENT OF PROVISIONAL MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Todd Zisholtz, MD	Emergency Room	Emergency Medicine	December 31, 2023
Akua Agyeman, MD	Medicine	Internal Medicine	December 31, 2023
Lawrence Williams, MD	Surgery	Otolaryngology	December 31, 2023
Helen Fountain, MD	Pediatric	Neonatology	December 31, 2023

**WHEREAS**, the above listed practitioners met the basic requirements for Provisional Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.3; and

**WHEREAS**, the Medical Executive Committee met on December 29, 2021 and the Joint Conference and Professional Affairs Committee met on January 5, 2022 and recommended approval of Provisional Medical Staff Membership appointment for the above listed practitioner; and

**WHEREAS**, all appointments to Provisional Medical Staff Membership require Board approval; now, therefore be it

**RESOLVED**, that the Board of Trustees approves this recommendation to appoint the above named practitioners to Provisional Medical Staff as recommended; and, be it further

**RESOLVED**, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these appointments; and be it further

**RESOLVED**, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

**DULY AND REGULARLY ADOPTED ON THIS 26<sup>th</sup> DAY OF JANUARY 2022.**

Certified by:

Theresa C. Obispo

Theresa Obispo  
Chairperson

Digitally signed by Theresa C. Obispo  
DN: cn=Theresa C. Obispo, o=Guam Memorial  
Hospital Authority, ou=Chair of the Board of  
Trustees, email=colobispo@gmail.com, c=US  
Date: 2022.01.27 14:47:54 +1000

Attested by:

Sarah Thomas-Nededog  
Secretary



# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDÂT ESPETÂT MIMURIÂT GUÂHÂN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



### BOARD OF TRUSTEES Official Resolution No. 2022-18

#### “RELATIVE TO THE PROVISIONAL APPOINTMENT OF ALLIED HEALTH PROFESSIONAL MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Daniel Reber, CRNA	Anesthesia	Certified Registered Nurse Anesthetist	December 31, 2023

**WHEREAS**, the above listed practitioners met the basic requirements for Provisional Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article VII, Section 7.7.; and

**WHEREAS**, the Medical Executive Committee met on December 29, 2021 and the Joint Conference and Professional Affairs Committee met on January 5, 2022 and recommended approval of Provisional Medical Staff Membership appointment for the above listed practitioner; and

**WHEREAS**, all appointments to Provisional Allied Health Medical Staff Membership require Board approval; now, therefore be it

**RESOLVED**, that the Board of Trustees approves this recommendation to appoint the above named practitioners to Provisional Medical Staff as recommended; and, be it further

**RESOLVED**, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these appointments; and be it further

**RESOLVED**, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

**DULY AND REGULARLY ADOPTED ON THIS 26<sup>th</sup> DAY OF JANUARY 2022.**

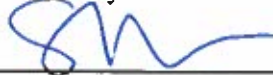
Certified by:

Theresa C. Obispo

Theresa Obispo  
Chairperson

Digitally signed by Theresa C. Obispo  
DN: cn=Theresa C. Obispo, o=Guam Memorial  
Hospital Authority, ou=Chair of the Board of  
Trustees, email=tcobispo@gmail.com, c=US  
Date: 2022.01.27 14:49:03 +1000

Attested by:

  
Sarah Thomas-Nededog  
Secretary





# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDÁT ESPETÁT MIMURIÁT GUÅHÑ

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



### BOARD OF TRUSTEES

#### Official Resolution No. 2022-19

#### “RELATIVE TO THE REAPPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Golda Sol Fernandez, MD	Medicine	Internal Medicine	December 31, 2024
Ronald Fronda, MD	Medicine	Internal Medicine	December 31, 2024
Joel Rubio, MD	Medicine	Endocrinology	December 31, 2024
Vasin Jungtrakoolchai, MD	Medicine	Internal Medicine	December 31, 2024
Thomas Shieh, MD	OB/GYN	Obstetrics/Gynecology	December 31, 2024

**WHEREAS**, the above listed practitioners met the basic requirements for Active Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.2; and

**WHEREAS**, the Medical Executive Committee met on December 29, 2021 and the Joint Conference and Professional Affairs Committee met on January 5, 2022 and recommended approval of Active Medical Staff Membership reappointment for the above listed practitioners; and

**WHEREAS**, all reappointments to Active Medical Staff Membership require Board approval; now, therefore be it

**RESOLVED**, that the Board of Trustees approves this recommendation to reappoint the above named practitioners to Active Medical Staff as recommended; and, be it further

**RESOLVED**, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these reappointments; and be it further

**RESOLVED**, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

**DULY AND REGULARLY ADOPTED ON THIS 26<sup>th</sup> DAY OF JANUARY 2022.**

Certified by:

Theresa C. Obispo

Theresa Obispo  
Chairperson

Digitally signed by Theresa C. Obispo  
DN: cn=Theresa C. Obispo, o=Guam Memorial  
Hospital Authority, ou=Chair of the Board of  
Trustees, email=tcobispo@gmail.com, c=US  
Date: 2022.01.27 14:49:23 +1000

Attested by:

Sarah Thomas-Nededog  
Secretary



# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDAT ESPETAT MIMURIAT GUAHAN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



### BOARD OF TRUSTEES Official Resolution No. 2022-20

#### "RELATIVE TO THE APPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES"

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Elaine Brown, MD	OB/GYN	Obstetrics/Gynecology	December 31, 2024
Carl Vontrampe, MD	Emergency Room	Emergency Medicine	December 31, 2024
Sarah Haley-Wien, DO	Emergency Room	Emergency Medicine	December 31, 2024

**WHEREAS**, the above listed practitioners met the basic requirements for Active Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.2; and

**WHEREAS**, the Medical Executive Committee met on December 29, 2021 and the Joint Conference and Professional Affairs Committee met on January 5, 2022 and recommended approval of Active Medical Staff Membership appointment for the above listed practitioners; and

**WHEREAS**, all appointments to Active Medical Staff Membership require Board approval; now, therefore be it

**RESOLVED**, that the Board of Trustees approves this recommendation to appoint the above named practitioners to Active Medical Staff as recommended; and, be it further

**RESOLVED**, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these appointments; and be it further

**RESOLVED**, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

**DULY AND REGULARLY ADOPTED ON THIS 26<sup>th</sup> DAY OF JANUARY 2022.**


Certified by:

Theresa C. Obispo

Theresa Obispo  
Chairperson

Digitally signed by Theresa C. Obispo  
DN: cn=Theresa C. Obispo, o=Guam Memorial  
Hospital Authority, ou=Chair of the Board of  
Trustees, email=tcobispo@gmail.com, c=US  
Date: 2022.01.27 14:49:44 +1000

Attested by:

  
Sarah Thomas-Nededog  
Secretary

## **GMHA Nurse Recruitment and Retention Initiatives** **(Updated November 6, 2021)**

### **Background Information**

Why is there a nursing shortage?

Nursing staff shortages are not unique to Guam. The U.S. is in the midst of a critical nursing shortage that is expected to continue through 2030. We have an aging population, an aging workforce, limited supply of new nurses, and nurses leaving the workforce.

**The Growing Nursing Shortage:** The U.S. is projected to experience a shortage of Registered Nurses (RNs) that is expected to intensify as Baby Boomers age and the needs for health care grow. Compounding the problem is the fact that nursing schools across the country are struggling to expand capacity to meet the rising demand for care, given the national movement toward health care reform.

By 2022, there will be far more registered nurse jobs available than any other profession, at more than 100,000 per year.

The bravery and dedication of America's nurses have been displayed in front-page newspaper stories across the country throughout the COVID-19 pandemic. However, the pandemic has also been a huge strain on nurses and the healthcare system, due in part to limited staff and resources. The nursing shortage facing America began long before the pandemic propelled it into the headlines once again.

**Demand is on the Rise:** As of February 2021, registered nursing was the fifth-most in-demand job in the American workforce, according to LinkedIn. Healthcare facilities are searching for skilled RNs because they are facing increased patient demand for care.

The country has a larger population over the age of 65 than ever before in its history, composed primarily of baby boomers (those born between 1946 and 1964). This 65+ demographic has grown rapidly, jumping from 41 million people in 2011 to 71 million in 2019—an enormous 73% increase. And the U.S. Census Bureau projected that number to continue to rise, estimating it will reach 73 million by 2030.

With better and more accessible healthcare, the growing population of seniors requires more health services due to age-related conditions. Lengthened lifespans stretch out the timeframe when patients require services, thus adding pressure to an already strained healthcare system.

With more than 500,000 seasoned RNs anticipated to retire by 2022, the U.S. Bureau of Labor Statistics projects the need for 1.1 million new RNs for expansion and replacement of retirees, and to avoid a nursing shortage.

**The Educator Exodus:** Nurses need to be taught by other nurses. As the average age of the RN population has increased, so has the age of RNs who have stepped into the role of educator. They, too, are looking toward retirement, leaving nursing schools without a strong pipeline of teachers to take their place.

**GMHA Nursing Numbers:**

Nursing Position	Amount employed
Registered Nurses	275 (239 full-time/36 part-time)
Licensed Practical Nurses	20 (17 full-time/3 part-time)
Travel Nurses	68
Administrative/Leadership/Management Nurses	32
Graduate Nurse	4 (all part-time)

**Numbers of Incoming and Outgoing Nurses:**

January-December 2020	Recruitment: 47 (32 RNs, 1 LPN, 14 GNs) Resignations/Retirement: 35
January 2021- Present	Recruitment: 25 RN, 3 LPN, 4 GN Resignations: 18 RN, 4 LPN Retirement: 1 RN, 1 LPN Discontinued inactive PT: 10 RN, 1 LPN Convert FT to PT: 8 RN, 1 LPN

**Number of Nurse Needs Per Unit:**

Unit	Total Beds	Total Nurses Required	Nurses on staff (Locally-hired)	Remaining Needs
Intensive Care Unit	14	36	18	18
Operating Room/PACU	3 OR 6 PACU	19	17	2
Intervntl. Rad/Cath Lab	2-3	4	2	2
Emergency Room	10 ER regular 2 trauma 2 iso 2 exam rms 2 holding 5 Care-I	42	37	5
Hemodialysis	6-8 HemoBay 3 Bedside	12	10	2
Telemetry-Progressive Care Unit	24	30	21	9
Medical-Surgical I	27	27	26	1
Medical-Surgical II	14	18	11	7
Surgical Unit	27	30	27	3
Pediatrics Unit	10 Peds 4 PICU	20	17	3
Nursery/NICU	4 NICU 10 Intermed 16 Regular	22	21	1
OB Ward	20	22	21	1
Labor and Delivery	10	24	21	3
Skilled Nursing Facility	18	15	14	1
<b>Total</b>		<b>321</b>	<b>263</b>	<b>58</b>

**Changes during COVID Surge:**

Unit	Formerly known as	Total Beds	Total Nurses Required	Nurses on staff (Locally-hired)	Travel nurses (temporary fill)	Total Remaining RN Needs
Care 1	Urgent Care	5	8	0	---	8
Care 2 (ICU level)	Special Services	4	12	0	(From C5)	12
Care 3 (Telemetry)	Pediatrics	19	25	11	11	14
Care 4 (Telemetry-PCU)	Tele-PCU	24	30	21	9	9
Care 5	ICU	14	38	18	31 (for C2/C5)	20
Care 6	Med-Surg	27	27	26	---	1
Emergency Room	Same with COVID work flow	10 ER regular 2 trauma 2 iso rms 2 exam rms 2 holding 5 Care-I	47	37	10	10
Hemodialysis and Outpatient Hemodialysis	In-Patient HD only	6-8 HemoBay 3 Bedside	14	10	4	4
Pediatrics/PICU	Med-Surg II	14	20	17	1	3
Surgical Unit	Same	27	30	27	---	3
Nursery/NICU	Same	4 NICU 10 Int. 16 Regular	22	21	---	1
OB Ward	Same	17	22	21	---	1
Labor and Delivery	Same	10	24	21	---	3
Operating Room/PACU	Same	3 OR 6 PACU	19	17	---	2
Interventional Rad/Cath Lab	Same	2-3	4	2	2	2
Skilled Nursing Facility	Same	27	18	17	---	1
<b>Total</b>			<b>360</b>	<b>266</b>	<b>68</b>	<b>94</b>

**GMHA Compared to Other Agencies, RN Starting Wages (with new DOA adjustments):**

GMHA	DPHSS	DOE	GBHWC
Staff Nurse I N-K \$19.98 \$24.98 (+25%)	Comm. Health Nurse I N-L \$21.92 \$25.21(+15%)	School Health Counselor I (non-existent) ----	Psychiatric Nurse I N-M \$24.21 \$30.26 (+25%)
Staff Nurse II N-M \$24.21 \$30.26 (+25%)	Comm. Health Nurse II N-M \$24.21 \$27.84 (+15%)	School Health Counselor II N-L \$21.92 \$24.11 (+10%)	Psychiatric Nurse II N-N \$26.60 \$33.25 (+25%)
Staff Nurse III N-N \$26.60 \$33.25 (+25%) <not yet open>	---	School Health Counselor III N-M \$24.21 \$26.23 (+10%)	Psychiatric Nurse III N-O \$29.34 \$36.68 (+25%)

**GMHA RN and LPN Wages:**

Position	Starting Wage (+25%)	5 years exp (+25%)	10 years exp (+25%)	20 years exp(+25%)
Staff Nurse I	\$19.98 (24.98)	\$24.06 (30.08)	\$26.58 (33.23)	\$31.07 (38.84)
Staff Nurse II	\$24.21 (30.26)	\$29.16 (36.45)	\$32.22 (40.28)	\$37.66 (47.08)
LPN I	\$15.43 (19.29)	\$18.59 (23.24)	\$20.53 (25.66)	\$24.00 (30.00)
LPN II	\$16.73 (20.91)	\$20.15 (25.19)	\$22.26 (27.83)	\$26.02 (32.53)

**Active Strategies:**

1.	Maintain Current Differentials	<b>Board of Trustees Resolutions:</b> <ul style="list-style-type: none"> <li>Specialty Area Differential (ICU, Hemo, ER) 15%</li> <li>ICU Progressive Differential 40%</li> </ul> <b>In Accordance with Executive Order:</b> <ul style="list-style-type: none"> <li>COVID Differential 10%</li> </ul>
2.	Recruitment: UOG BSN Class of 2021	<b>29 Graduates:</b> <ul style="list-style-type: none"> <li>25 Attended GMHA Meet &amp; Greet Event</li> <li>22 Interested in working at GMHA as an RN</li> <li>21 Passed NCLEX (as of 11/6/21)</li> <li>13 Applied at GMHA (6 at GRMC)</li> </ul>
3.	DOA Nurse Wage Increase	<b>Effective 8/1/2021:</b> <ul style="list-style-type: none"> <li>Base Wages increased by 15%</li> <li>GMHA RN/LPN Work Differential 25% (replaced the BOT 16% differential)</li> </ul>
4.	Offer Above Step Rates for eligible New Hires and Promotions	<b>Incentives under 4GCA, Chapter 6, §6229:</b> <ul style="list-style-type: none"> <li>Eligible for nurses with hospital work experience</li> <li>Max is limited to Step 10</li> </ul>



**Proposed Strategies:**

1.	Establish Nursing Career Pathways	<p><i>Leadership and Administrative Pathways:</i></p> <ul style="list-style-type: none"> <li>• Nursing Administrative and Leadership positions</li> <li>• Nursing Management positions</li> </ul> <p><i>Clinical Pathways for Specialty Units:</i></p> <ul style="list-style-type: none"> <li>• ICU, OR, Hemo, ER</li> </ul>
2.	Enhancement of clinical performance	<p><i>Build the Staff Nurse Training Officer Team</i></p> <ul style="list-style-type: none"> <li>• To assess learning needs specific to their clinical areas</li> <li>• Further develop knowledge, skills, and performance, thus improving patient outcomes</li> <li>• To support nursing staff to boost confidence and work optimally with other members of the healthcare team</li> </ul>
3.	Upward mobility opportunity for Staff Nurses	<p><i>Open the Staff Nurse III position</i></p> <ul style="list-style-type: none"> <li>• Will allow upward mobility for clinical experts in their areas</li> <li>• Will take a lead role in assisting the Unit Supervisor, focusing on strengthening clinical practices and management of care</li> </ul>
4.	Offer a Charge Nurse Incentive	<ul style="list-style-type: none"> <li>• Charge nurses oversee specific departments and are responsible for the many details that make a unit run smoothly. While charge nurses have bedside responsibilities, they are also the person who coordinates the schedules and assigns each nurse's duties and responsibilities. They ensure that admissions and discharges are running smoothly and that all supplies and medications are available as needed, while also being available to communicate with physicians, members of the healthcare team, patients, and family members should an issue require attention.</li> </ul>
5.	Explore Individual Contracts for Nurses	<p><i>Pros:</i></p> <ul style="list-style-type: none"> <li>• Less Expensive compared to travel agency contracts</li> <li>• Attractive to those seeking short-term employment</li> </ul> <p><i>Cons:</i></p> <ul style="list-style-type: none"> <li>• Applicants look for food, housing, and travel stipends</li> <li>• Permanent employees may seek this as an employment option</li> <li>• Will benefit from a coordinator or recruiter</li> </ul>
6.	Explore Per Diem Rates	<p>Regulations include:</p> <ul style="list-style-type: none"> <li>• Max 30 hours per pay period</li> </ul>

		<ul style="list-style-type: none"> <li>• Beyond 30 hours, additional hours will be paid at Step 1</li> <li>• Not eligible for overtime rates</li> <li>• Not eligible for night differential</li> <li>• Not eligible for holiday pay, certification pay, on-call pay, and weekend differentials</li> <li>• Complicated payroll management</li> </ul>
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#### Recruitment and Retention Challenges

- Lower base wages compared to national wages
- Remote location from resource pools
- Limited numbers of local nurse graduates from UOG and GCC
- Limited upward mobility for clinical nurses
- Pay structure same for all units (no difference in wages for higher skilled or specialty areas)
- Recommendation for charge nurse incentive (common in other hospitals)
- Working environment, workplace challenges

#### Goal to Decrease Travel Nurses

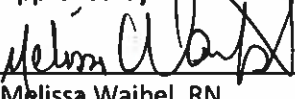
Unit	Needs to keep current levels of care	Current Number	Goal by Feb 2022	Goal by April 2022
Hemodialysis	4	4	2	0
ER	10	10	6	3
Tele (2 units)	23	20	15	10
ICU	32	32	22	18
IR/CATH	2	2	1	0
TOTAL	71	68	46	31

This is a living document, to be evaluated and adjusted annually or as necessary.

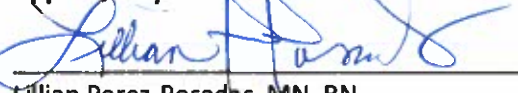
Submitted by:

  
 Christine Tuquero, MSN, RN  
 Assistant Administrator, Nursing Services


Approved by:

  
 Melissa Waibel, RN  
 Chairperson  
 GMHA BOT Human Resources Subcommittee

Approved by:

  
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 Chairperson  
 Executive Management Committee

Approved by:

  
 Theresa Obispo  
 Chairperson  
 GMHA Board of Trustees

# GMHA Electronic Health Record (EHR) PROJECT ROLLUP



## Project Information

% Complete

**86%**

Status

**Paused**

Integrated Testing

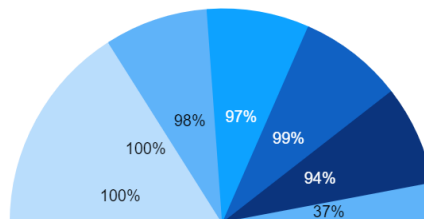
**Tentative: 02/21/22**

Go-Live

**Estimated 07/03/22**

## Phase Summary

- Phase 1: Vision/Scope
- Phase 2: Project Plan Development, Finalization & Acceptance
- Phase 3: System Setup
- Phase 4: Data Loads
- Phase 5: CareVue Design & Build
- Phase 6: Testing and System Validation
- Phase 7: Training



## Phase Not Started

**Phase 8: Deployment**

**0%**

## Key Contacts

Name	Email Address
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Vince Quichocho, IT Administrator	vince.quichocho@gmha.org
Rayna Cruz, Program Coordinator III	rayna.cruz@gmha.org



## Project Schedule

### EHR Schedule 2022

**February 21 – July 9**

**100 Business Days**

#### February

- Integrated Testing R2: 02.21.22-02.25.22 (5 days)
- Integrated Testing R2: 02.21.22-03.04.22 (10 days)  
Issue Resolution

#### March

- Superuser Training: 03.14.22-03.18.22 (5 days)
- Enduser Training Materials Prep: 03.21.22-04.01.22 (10 days)

#### April

- Enduser Training: 04.04.22-06.24.22 (60 days)

#### May

- Enduser Training Continues

#### June

- Enduser Training Ends: 06.24.22
- Go-Live Preparation: 06.27.22-07.01.22 (5 days)

#### July

- Go-Live!: 07.03.22-07.08.22 (7 days)

## Other Milestones

Milestone	Status	Start Date	Date Achieved	Updates
Status	●			
Softlab Implementation	●	01/21/21		Building and testing in progress.
Archival Tool Implementation	●	02/23/21		Phase 2 Internal Testing started Dec 15.
Revenue Cycle Management (RCM) Cloud Implementation	●	09/29/21		Enterprise Assessment questionnaire submitted to MSC on Dec 21. Site visit scheduling in progress - tentative dates week of Jan 17 or week of Jan 31.
Patient Portal Implementation	●	12/08/21		Demo presented on Dec 8.



*Last Updated: January 26, 2022*

*Please contact Rayna Cruz for more information regarding this Dashboard: [rayna.cruz@gmha.org](mailto:rayna.cruz@gmha.org)*

# 2022 Strategic Plan - Guam Memorial Hospital Authority

## **Benchmark Objectives**

### **1<sup>st</sup> Quarter**

- Finalize review of the internal GMHA CIHQ Self-Assessment for accreditation.
- Develop and implement Plan of Corrective Action in preparation for a CIHQ Accreditation Mock Survey.
- Ensure quarterly Directors' and Employee Town Hall meetings are conducted/fulfilled consistently and regularly.
- Complete organization-wide Quality Assessment & Performance Improvement (QAPI) data collection, analysis and reporting via the hospital's Performance Improvement Committee (PIC) and to the BOT Quality & Safety (Q&S) subcommittee.
- Develop and implement team-based strategies to enhance GMHA's holistic engagement with Patients, Residents and their Families.
- Complete Capital Improvement Projects (CIPs) in alignment with and in response to internal assessments (e.g., EOC Assessments, Compliance Tracers, Executive Leadership Walk Rounds, etc.) and external assessments (e.g., USACE Assessment, CMS Surveys, CIHQ Surveys, etc.).
- Complete a conceptual design draft of the new hospital at the desired/proposed Sagan Hinemlo Medical Campus.
- Commence New EHR key Super-users and Stakeholders Training.
- Increase recruitment and retention of nurses (RNs and LPNs) and other healthcare professionals as well as staff in the non-clinical operations.
- Reduce the utilization of travel nurses by 50%.
- Sustain a successful GMHA COVID-19 Response and Recovery program to include ensuring the created/restructured COVID Care Units are maintained in a state of "readiness" for immediate occupancy in the event of another COVID-19 surge.
- Complete the Alternate Care Facility/Site (ACF/ACS) project.
- Finalize and submit the FY2023 Budget.
- Publish the mandated annual Citizens' Centric Report (CCR).

### **January 2022**

- Assess and monitor/track GMHA's COVID-19 Response and Recovery processes to include ensuring the created/restructured COVID Care Units are maintained in a state of "readiness" for immediate occupancy in the event of another COVID-19 surge.
- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.

- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Achieve a reduction of the RN “vacancy rate” to 10% thereby increasing bed capacity throughout all the inpatient care units.
- Design a plan to reduce dependency, reliance and utilization of travel nurses.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish monthly internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

## **February 2022**

- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Finalize plan to reduce dependency, reliance and utilization of travel nurses.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers.



- Continue monitoring and tracking the hospital's and the island community's COVID Response and Recovery activities/strategies.
- Create Revenue Integrity Director, Revenue Cycle Management Director, and Hospital Comptroller positions.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish monthly internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

### **March 2022**

- Finalize an evaluation of GMHA's COVID-19 Response and Recovery program to include:
  - PPE supplies and medical equipment
  - Plan to activate/deploy additional manpower and resources
  - "Readiness" status of the created/restructured COVID Care Units are maintained in a state of "readiness" for immediate occupancy in the event of another COVID-19 surge
- Continue collaborating with and engaging the Guam Healthcare Task Force and other official/contracted entities to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Submit report on FEMA on the completion of the ACF/ACS project.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Achieve and sustain the reduction of "RN "vacancy rate" of 10% or lower thereby maximizing the hospital's bed capacity throughout all the inpatient care units.

- Implement the plan to reduce dependency, reliance and utilization of travel nurses.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers.
- Finalize the FY2021 financial audit.
- Continue to recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Complete a total of six (6) Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish and disseminate the monthly internal newsletter to engage staff in all departments, continue boosting employee morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.
- Successful completion of the Z-Wing Demolition project.

## **2<sup>nd</sup> Quarter**

- Conduct quarterly Directors' and Employee Town Hall meetings.
- Complete organization-wide Quality Assessment & Performance Improvement (QAPI) data collection, analysis and reporting via the hospital's Performance Improvement Committee (PIC) and to the BOT Quality & Safety (Q&S) subcommittee.
- Collaborate/Coordinate with CIHQ in conducting the accreditation "mock survey".
- Develop and implement team-based strategies to enhance GMHA's holistic engagement with Patients, Residents and their Families.
- Complete Capital Improvement Projects (CIPs) in alignment with and in response to internal assessments (e.g., EOC Assessments, Compliance Tracers, Executive Leadership Walk Rounds, etc.) and external assessments (e.g., USACE Assessment, CMS Surveys, CIHQ Surveys, etc.).
- Prepare to launch GMHA's New HER.

## **April 2022**

- Continue collaborating with and engaging the Guam Healthcare Task Force and other official/contracted entities to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.

- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Provide an evaluation report to the BOT HR subcommittee on the effectiveness of strategies/tactics to reduce the RN “vacancy rate” to 5-percent thus sustaining the hospital’s maximum bed capacity throughout all the inpatient and outpatient care units.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Sustain monthly internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

## **May 2022**

- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Prepare response the CIHQ’s mock survey findings.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Maintain the reduction of the RN “vacancy rate” at 5-percent or lower thereby sustaining maximum bed capacity throughout all the inpatient care units.

- Continue a cumulative collection rate of 60-percent of gross revenues from payers.
- Finalize updated hospital fees for submission to Legislature per Public Law 36-54.
- Finalize Fiscal Services policies and procedures for revenue cycle management and revenue integrity.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Continue monthly publication of internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.
- Successful completion of the HVAC and Roof Repair CIPs.

## **June 2022**

- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Explore additional and innovative strategies to continue the reduction of the RN and other clinical staff “vacancy rate”.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).

- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Sustain monthly internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

### **3<sup>rd</sup> Quarter**

- Conduct quarterly Directors' and Employee Town Hall meetings.
- Complete organization-wide Quality Assessment & Performance Improvement (QAPI) data collection, analysis and reporting via the hospital's Performance Improvement Committee (PIC) and to the BOT Quality & Safety (Q&S) subcommittee.
- Develop and implement team-based strategies to enhance GMHA's holistic engagement with Patients, Residents and their Families.
- Complete Capital Improvement Projects (CIPs) in alignment with and in response to internal assessments (e.g., EOC Assessments, Compliance Tracers, Executive Leadership Walk Rounds, etc.) and external assessments (e.g., USACE Assessment, CMS Surveys, CIHQ Surveys, etc.).
- Full implementation of GMHA's New HER.
- Obtain/Receive notice from CIHQ of Accreditation Deemed Status.

### **July 2022**

- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Examine/Explore innovative strategies to increase collection rate above 60-percent of gross revenues from payers.

- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish monthly internal newsletter to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Engage media on positive GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

#### **August 2022**

- Continue collaborating, engaging and planning with the Guam Healthcare Task Force the ground breaking of the desired/preferred site for the new Sagan Hinemlo Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish monthly internal newsletter via GMHA's website to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Continue the collaborative working relationship with media on GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.



## **September 2022**

- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Achieve a reduction of the RN “vacancy rate” to 5-percent thereby increasing bed capacity throughout all the inpatient care units.
- Achieve a cumulative collection rate of 60-percent of gross revenues from payers.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Publish monthly internal newsletter via GMHA’s to engage staff in all departments, boosting morale and creating an additional space for communication with all GMHA staff and BOT.
- Continue the collaborative working relationship with media on GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

## **4<sup>th</sup> Quarter**

- Continue conducting quarterly Directors’ and Employee Town Hall meetings.
- Complete organization-wide evaluation of the hospital’s Quality Assessment & Performance Improvement (QAPI) data collection, analysis and submit the annual evaluation report via the hospital’s Performance Improvement Committee (PIC) and to the BOT Quality & Safety (Q&S) subcommittee.
- Develop and implement team-based strategies to enhance GMHA’s holistic engagement with Patients, Residents and their Families.
- Complete Capital Improvement Projects (CIPs) in alignment with and in response to internal assessments (e.g., EOC Assessments, Compliance Tracers, Executive Leadership Walk Rounds, etc.) and external assessments (e.g., USACE Assessment, CMS Surveys, CIHQ Surveys, etc.).

- Evaluate the full implementation of GMHA's New HER.

## **October 2022**

- Assist and support the "Ground Breaking" of the desired/preferred site for the Sagan Hinemlo Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF)
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- Enhance/Expand the monthly publication of the hospital's internal newsletter to engage staff in all departments, boost employee morale and creating an additional space for communication with all GMHA staff and BOT.
- Continue the collaborative working relationship with media on GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.

## **November 2022**

- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF)

- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.

## **December 2022**

- Sustain a successful GMHA COVID-19 Recovery to include ensuring the created/restructured COVID Care Units are maintained in a state of “readiness” for immediate occupancy in the event of another COVID-19 surge.
- Continue collaborating with and engaging the Guam Healthcare Task Force to complete the Conceptual Design Plan for the new hospital facility and Medical Campus.
- Sustain commitment and active participation in the Health Quality Innovation Network (HQIN) by implementing evidence-based innovative processes associated with improved patient safety outcomes.
- Provide ongoing healthcare training and education programs to Guam to include locally developed and implemented clinical and non-clinical training and education programs; and explore and pursue federal grants and programs for healthcare workforce development and training.
- Recruit and retain additional and critical human resources for the division of clinical, fiscal, operations and medical services so as to reduce reliance on high-cost/off-island travel nurse staffing agencies.
- Sustain Executive Leadership Walk Rounds organization-wide (both GMH & SNF).
- Continue the collaborative working relationships with the Executive and Legislative leaders to appropriate funding for the Capital Improvement Plans and Critical Facilities/Infrastructure Plans.
- Engage staff, stakeholders and general public through online platforms, to include consistent social media presence; and maintain a Key Performance Indicator (KPI) gathering format to track metrics.
- By the end of CY2022, a total of twelve (12) publications of the hospital’s monthly internal newsletters is available via the GMHA website.
- Continue the collaborative working relationship with media on GMHA updates at least once a month (e.g., news releases, videos, photos, opinion pieces); and maintain a media communications tracker for proactive opportunities.



# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDÅT ESPETÅT MIMURIÅT GUÅHÅN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



### BOARD OF TRUSTEES

#### Official Resolution No. 2022-21

#### “RELATIVE TO APPROVING FORTY-TWO (42) NEW FEES”

**WHEREAS**, Public Law 26-66, places the rate making authority of the Guam Memorial Hospital Authority under the GMHA Board of Trustees; and

**WHEREAS**, the GMHA Board of Trustees has reviewed the Public Law 26-66; and

**WHEREAS**, a Public Hearing was held on December 29, 2021 and oral comments and written testimony have been solicited regarding the Forty-Two (42) new fees comprised of the following Hospital departments: Central Supply Room, Interventional Radiology, Laboratory, Nursing, Operating Room, Pharmacy, and Special Services; and

**WHEREAS**, the GMHA Board of Trustees has reviewed the list of new fees and found the same to be in order; now therefore be it,

**RESOLVED**, that the GMHA Board of Trustees directs the Hospital Administrator/CEO to continue to proceed with the adjudication process of these 42 new fee items, and be it further

**RESOLVED**, that the Chairperson certifies and the Secretary attests to the adoption of this resolution.

**DULY AND REGULARLY ADOPTED ON THIS 26<sup>th</sup> DAY OF JANUARY 2022.**

**Certified by:**

**Theresa C.  
Obispo**

Theresa Obispo  
Chairperson

Digitally signed by Theresa C. Obispo  
DN: cn=Theresa C. Obispo, o=Guam  
Memorial Hospital Authority,  
ou=Chair of the Board of Trustees,  
email=tcobispo@gmail.com, c=US  
Date: 2022.01.27 14:50:08 +1000

**Attested by:**

Sarah Thomas-Nededog  
Secretary

**GUAM MEMORIAL HOSPITAL AUTHORITY**  
**SUMMARY OF NEW FEE ITEMS/SERVICES**  
*for Submission to the 36th Guam Legislature*  
*Public Hearing on December 29, 2021*

NO	CHARGE CODE	DESCRIPTION	FEE MODEL RATE	DEPARTMENT	Description	Effective Date
1	1400237	CASIRIVI AND IMDEVI INFUSION	\$450.00	NURSING	Administration	9/14/2021
2	7887033	SARS-COV-2 COVID-19 AMP PRB	\$53.88	LABORATORY	Procedure	9/15/2021
3	7887034	SPECIMEN COLLECT COVID-19	\$23.46	LABORATORY	Procedure	9/15/2021
4	1400030	PFIZER-BIONTECH VACC ADMIN 3RD	\$40.00	NURSING	Administration	9/15/2021
5	1400238	BAMLAN AND ETESEV INFUSION	\$450.00	NURSING	Administration	9/15/2021
6	1400310	JANSSEN VACCINE ADMIN	\$40.00	NURSING	Administration	9/15/2021
7	7099608	TUBE TRACH NON-FEN CUFF DUCT	\$56.06	OR(SURGERY & RECOVERY)	Supplies	9/15/2021
8	7099609	TUBE TRACH NON-FEN CUFF DUCT	\$56.06	OR(SURGERY & RECOVERY)	Supplies	9/15/2021
9	7099610	TUBE TRACH NON-FEN CUFF DUCT	\$56.06	OR(SURGERY & RECOVERY)	Supplies	9/15/2021
10	7099611	ETHICON SECURE STRAP STAPLER	\$684.25	OR(SURGERY & RECOVERY)	Supplies	9/15/2021
11	2198039	PER-Q-CATH PLUS 2FR SINGLE LUM	\$691.14	INTERVENTIONAL RADIOLOGY	Supply	10/7/2021
12	1790744	ORAL NASAL SUCTION DEVICE-NEO	\$657.55	NURSING	Supply	10/7/2021
13	1795121	FEED SET 1000ML FLUSH BAG NS	\$35.96	CSR CHARGEABLE SUPPLIES	Supplies	10/11/2021
14	1795122	BURETTE PUMP SET 100ML STERILE	\$45.74	CSR CHARGEABLE SUPPLIES	Supplies	10/11/2021
15	1795123	EPUMP SAFETY SCREW SPIKE SET	\$13.57	CSR CHARGEABLE SUPPLIES	Supplies	10/11/2021
16	1795124	EPUMP SAF SCR SPK W/1000ML FBA	\$30.72	CSR CHARGEABLE SUPPLIES	Supplies	10/11/2021
17	2198040	F7255 FIAB DISP MOUSO CAUTER 2	\$41.54	INTERVENTIONAL RADIOLOGY	Supply	10/12/2021
18	4299006	NS 250 ML BLOUS	\$5.37	PHARMACY	Items	10/12/2021
19	9395825	SPRINT LEGEND BALLON 1.50MMX6M	\$520.94	SPECIAL SERVICES	Supplies	10/12/2021
20	9395826	SPRINT LEGEND BALLON 1.50MMX15	\$347.30	SPECIAL SERVICES	Supplies	10/12/2021
21	9395827	NC SPRINTER RX BLN2.00X9MM	\$695.00	SPECIAL SERVICES	Supplies	10/12/2021
22	9395828	NC SPRINTER RX BLN 3.25MMX21MM	\$621.00	SPECIAL SERVICES	Supplies	10/12/2021
23	9395829	MINI TREK BALLON 2.75MMX20MM	\$675.00	SPECIAL SERVICES	Supplies	10/12/2021
24	9395830	MINI TREK BALLON 2.75MMX25MM	\$675.00	SPECIAL SERVICES	Supplies	10/12/2021
25	9395831	MINI TREK BALLON 2.75MMX30MM	\$675.00	SPECIAL SERVICES	Supplies	10/12/2021
26	9395832	BALLON SEMI COMPLIANT 2.5MMX10	\$621.00	SPECIAL SERVICES	Supplies	10/12/2021
27	9395833	STENT XIENCE ALPINE 2.5X23	\$1,700.00	SPECIAL SERVICES	Supplies	10/12/2021
28	9395834	RESOLUTE ONYX DES RONYX30008UX	\$2,055.00	SPECIAL SERVICES	Supplies	10/12/2021
29	799612	VENTRIO SIZE 11.4cm x 11.4cm	\$1,105.00	OR(SURGERY & RECOVERY)	Supplies	11/10/2021
30	799613	VENTRIO SIZE 7.6cm x 7.6cm (3)	\$1,046.97	OR(SURGERY & RECOVERY)	Supplies	11/10/2021
31	4299915	Lipid Emulsion 20%-250ML(SMOF)	\$61.99	PHARMACY	Items	11/24/2021
32	2198042	PROGREAT MICROCATHETER 2F 150C	\$1,391.25	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
33	2198041	PROGREAT MICROCATHETER 2F 130C	\$1,391.25	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
34	2198043	RENAL SHEATH 8F 25CM	\$216.22	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
35	2198044	RSP01 SHEATH PERIPH 6F 65CM	\$641.40	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
36	2198045	RSP01 SHEATH PERIPH 8F 65CM	\$641.40	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
37	2198046	5484501 SHEATH PERIPH 8F 45CM	\$627.39	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
38	2198047	RSR01 SHEATH RENAL 6F 45CM	\$627.39	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
39	2198048	RSC05 SHEATH CAROTID 6F 90CM	\$655.42	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
40	2198049	COVER DOME 27" STERILE	\$80.31	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
41	2198050	DIAMOND BACK 360 SOLID 1.50MM	\$4,404.25	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021
42	2198051	45250610 AZUR PUSH 6MM 10CM .0	\$923.34	INTERVENTIONAL RADIOLOGY	Supply	11/29/2021

\*\*\*\*\* LAST ITEM \*\*\*\*\*

I certify that this listing of items comprises all fees required by law for submission at this time to be complete as presented here.

  
**Sybil P. Talsacan**  
 Program Coordinator IV

12/13/2021

Date

1st Endorsement of Concurrence:

I concur and further certify that this listing of items are exempted under Section 9301(i) to Article 3, Chapter 9, Division 1 of Title 5 of the Guam Code Annotated and in compliance with Title10 GCA Part 2 Division 4, Chapter 80 §80109.

  
**Yukari Hechanova**  
 Chief Financial Officer

12/13/2021

Date

## **Kamalin Toves**

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**From:** Kamalin Toves <kamalin.toves@gmha.org>  
**Sent:** Wednesday, January 19, 2022 12:06 PM  
**To:** Kamalin Toves  
**Subject:** NOTICE of GMHA Board of Trustees Meeting - January 26, 2022

FOR IMMEDIATE RELEASE – January 19, 2022

### **NOTICE OF PUBLIC MEETING**

In accordance with the Open Government Law relative to notice of meetings and, in addition to notices published on the Government of Guam Public Notices Portal and in The Guam Daily Post, this serves as public notice for the regular meeting of the GMHA Board of Trustees on Wednesday, January 26, 2022 at 5:00 p.m. via Zoom Video Conferencing. Meeting ID: 913 5266 3119; Password: 556240.

#### **Agenda:**

##### **I. Call to Order**

##### **II. Approval of the Minutes:**

- A. December 29, 2021 Regular Board Meeting

##### **III. Old Business**

##### **IV. New Business**

##### **V. Management's Report**

##### **VI. Board Subcommittee Reports:**

###### **A. Joint Conference and Professional Support:**

- 1. Res. 2022-17, Relative to the Appointment of Provisional Medical Staff Privileges
- 2. Res. 2022-18, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges
- 3. Res. 2022-19, Relative to the Reappointment of Active Medical Staff Privileges
- 4. Res. 2022-20, Relative to the Appointment of Active Medical Staff Privileges

###### **B. Human Resources:**

- 1. GMHA Nurse Recruitment and Retention Initiatives – Standing Report

###### **C. Facilities, CIP and IT:**

###### **D. Governance, Bylaws, and Strategic Planning:**

- 1. CY2022 Strategic Plan – Standing Report

###### **E. Quality and Safety**

###### **F. Finance and Audit**

- 1. Res. 2022-21, Relative to Approving Forty-Two (42) New Fees

##### **VII. Public Comment**

##### **VIII. Adjournment**

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

Thank You,



**Kamelin Torres**  
Administrative Assistant  
Guam Memorial Hospital Authority  
850 Governor Carlos G. Camacho Rd.  
Tamuning, GU 96913  
Phone: (671) 647-2357 | Fax: (671) 649-0145

**HEALTHCAREASIA**  
**AWARDS 2021**



**HEALTHCAREASIA**  
**AWARDS 2021**




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# GMHA Board of Trustees Meeting | 5:00 p.m., January 26, 2022

 PRINT

## GMHA Board of Trustees Meeting | 5:00 p.m., January 26, 2022

### Meeting

 Posted on: 01/19/2022 11:49 AM

 Posted by: Justine Camacho, Kamalin Toves, Administrative Assistant

 Department(s): GUAM MEMORIAL HOSPITAL AUTHORITY (/notices?department\_id=51)

 Division(s): ADMINISTRATION (/notices?division\_id=177)

 Notice Topic(s): BOARD MEETING (/notices?topic\_id=71)

 For Audience(s): PUBLIC (/notices?public=1)

 Share this notice

Hafa Adai!

The GMHA Board of Trustees will hold its regular meeting on Wednesday, January 26, 2022 at 5:00 p.m. via Zoom Video Conferencing.

Meeting ID: 913 5266 3119

Password: 556240

### Agenda:

I. Call to Order

II. Approval of the Minutes:

A. December 29, 2021 Regular Board Meeting

III. Old Business

IV. New Business

V. Management's Report

VI. Board Subcommittee Reports:

A. Joint Conference and Professional Support:

1. Res. 2022-17, Relative to the Appointment of Provisional Medical Staff Privileges



2. Res. 2022-18, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges

3. Res. 2022-19, Relative to the Reappointment of Active Medical Staff Privileges

4. Res. 2022-20, Relative to the Appointment of Active Medical Staff Privileges

B. Human Resources:

1. GMHA Nurse Recruitment and Retention Initiatives - Standing Report

C. Facilities, CIP and IT

D. Governance, Bylaws, and Strategic Planning:

1. CY2022 Strategic Plan - Standing Report

E. Quality and Safety

F. Finance and Audit:

1. Res. 2022-21, Relative to Approving Forty-Two (42) New Fees

VII. Public Comment

VIII. Adjournment

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

# Martin Luther King's family, Vice President Harris urge action for voting rights

By Jan Wolfe  
and Nathan Layne  
Reuters

WASHINGTON - The family of slain civil rights leader Martin Luther King Jr. and their supporters, some shouting, "Hey Hey! Ho Ho! Voter suppression has got to go," marched in Washington on Monday urging passage of a law to protect voters from racial discrimination.

As part of the annual Martin Luther King Jr. Day D.C. Peace Walk, the King family and more than 100 national and local civil rights groups strode across the Frederick Douglass Memorial Bridge calling on President Joe Biden's Democrats to pass a bill in the U.S. Senate.

The march followed a disappointing week for Biden, who went to the Capitol to urge Senate colleagues to change filibuster rules so they could overcome Republican opposition to the bill, only to be forcefully rejected by two conser-

vative Democrats who effectively hold veto power in the evenly split chamber.

In a separate speech livestreamed to the late Rev. King's Ebenezer Baptist Church in Atlanta, Vice President Kamala Harris also urged the Senate to act, warning that efforts to restrict voting in some U.S. states could make it more difficult for millions of Americans to vote.

"We must not be complacent or complicit," Harris said. "We must not give up, and we must not give in. To truly honor the legacy of the man we celebrate today, we must continue to fight for the freedom to vote, for freedom for all."

At a rally before Monday's March, King's son, Martin Luther King III, praised Democrats for passing a sweeping infrastructure bill last year, but implored them to push through voting-rights legislation.

"You were successful with infrastructure, which was a great thing," King said to a crowd of hundreds, "but



**REMEMBERING DR. KING:** U.S. Vice President Kamala Harris delivers virtual remarks to Historic Ebenezer Baptist Church for the Martin Luther King Jr. Beloved Community Commemorative Service, from the White House in Washington, D.C., Jan. 17.  
Kevin Lamarque/Reuters

dural vote on the bill by Monday, the federal holiday honoring King.

Republicans, who hold half the 100 seats in the Senate, are united in opposition to the bill, which they brand a partisan power grab. That leaves Biden and Schumer just one path to passing it: persuading conservative Democratic Sens. Joe Manchin and Kyrsten Sinema to agree to change the chamber's filibuster rule that requires at least 60 senators to agree on most legislation.

Yolanda Renee King addressed comments to the two holdout senators after the march.

"Senator Sinema, Senator Manchin, our future hinges on your decision, and history will remember what choice you make," she said.

Some civil rights groups in Georgia that helped propel Biden to presidential victory during the 2020 election boycotted his voting rights speech in Atlanta last week, saying they were disappointed by Biden's lack of action.

"Black voters risked everything - including their own health at the height of the pandemic - to vote Biden and Senate Democrats into office," wrote Cliff Albright and LaTosha Brown, co-founders of Black Voters Matter in a response to Biden's speech.

"It's time that officials in Washington treat us and our rights with the same level urgency."

Should these groups lose their enthusiasm for Democrats, it could increase the party's chances of losing their razor-thin majorities in at least one chamber of Congress in the Nov. 8, 2022, election.

Yolanda Townsend, who called herself a "senior" from the Washington, D.C., area, said at Monday's rally that she had found Biden's Georgia speech timely and forceful.

"I wish it was drawn earlier, but I think a line in the sand has been drawn and you're either with us or against us," Townsend said.

we need you to use that same energy to ensure that all Americans have the unencumbered right to vote."

King III, his wife, Arndrea Waters King, and their daughter Yolanda Renee King, led the march across the bridge.


"We need to make sure that everyone in this country can get to the polls, vote, and have their vote heard," said Lisa Meunier, 53, of Washington, who joined the marchers.

The bill before the Senate would expand access to mail-in voting, strengthen federal oversight of elections in states with a history of racial discrimination and tighten campaign finance rules. Democratic supporters argue it is needed to counter a wave of new restrictions on voting passed in Republican-led states that election observers say would make it harder for minority and low-income voters to cast ballots.

New restrictions have emerged following former President Donald Trump's false claims that his 2020 election defeat was the result of widespread fraud.

## 'History will remember'

Top Senate Democrat Chuck Schumer has said the chamber would take up the bill on Tuesday, a delay from his earlier plan to hold a proce-



**RETIREMENT FUND**

424 Route 8 • Maite, Guam 96910 T: 671.475.8900/O1 • F: 671.475.8922


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**PUBLIC NOTICE**

For: **Regular Board Meeting Date: Friday, January 21, 2022 Time: 12:30 p.m. Place: GGRF Conference Room**  
**Zoom Meeting Link:** <https://us06web.zoom.us/j/88403560261?pwd=VjN5QjZlZmp1U2U5Y3BEQmQlQkRzU0U0p1>  
**YouTube Channel:** [https://www.youtube.com/channel/UCGdR3yXRE32TB\\_K9d4J73UQ](https://www.youtube.com/channel/UCGdR3yXRE32TB_K9d4J73UQ)

<p><b>DEFINED CONTRIBUTION</b></p> <p>I. Call to Order</p> <p>II. Review and Approval of Board Minutes</p> <p style="padding-left: 20px;">A. 12/17/2021 Regular Meeting</p> <p>III. Correspondence</p> <p>IV. Director's Report</p> <p>V. Third Party Administrator's Report</p> <p style="padding-left: 20px;">A. Contribution Report - December 2021</p>	<p><b>DEFINED BENEFIT</b></p> <p>I. Call to Order</p> <p>II. Review and Approval of Board Minutes</p> <p style="padding-left: 20px;">A. 12/17/2021 Regular Meeting</p> <p>III. Correspondence</p> <p>IV. Director's Report</p> <p>V. Legal Counsel's Report</p> <p>VI. Treasurer's Report of Financial Status</p>
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For individuals requiring special accommodations, please contact 475-8900/01.  
 /s/ Paula M. Blas, Director  
 This ad is paid with government funds by GGRF.



**Guam Memorial Hospital Authority**

**Aturidat Espetat Mimuriat Guahan**

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
 Opera tor: (671) 647-2330 or 2552 | Fax: (671) 649-5508



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**Board of Trustees Meeting**

Date: Wednesday, January 26, 2022  
 Time: 5:00 p.m.

Meeting will take place via Zoom Video Conferencing.  
 Meeting ID: 913 5266 3119  
 Passcode: 556240

Agenda: I. Call to Order; II. Approval of the Minutes: A. December 29, 2021 Regular Board Meeting; III. Old Business; IV. New Business; V. Management's Report; VI. Board Subcommittee Reports: A. Joint Conference and Professional Support: 1. Res. 2022-17, Relative to the Appointment of Provisional Medical Staff Privileges, Res. 2022-18, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges, Res. 2022-19, Relative to the Reappointment of Active Medical Staff Privileges, Res. 2022-20, Relative to the Appointment of Active Medical Staff Privileges; B. Human Resources: 1. GMHA Nurse Recruitment and Retention Initiatives - Standing Report; C. Facilities, CIP and IT; D. Governance, Bylaws, and Strategic Planning: 1. CY2022 Strategic Plan - Standing Report; E. Quality and Safety; F. Finance and Audit: Res. 2022-21, Relative to Approving Forty-Two (42) New Fees; VIII. Adjournment

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Lillian Perez-Posadas, MN, RN  
 Hospital Administrator/CEO  
 This advertisement was paid for with government funds.

**I. Northern Soil and Water Conservation District Board**  
**Work Session 01/28/22 at UOG Room 104 from 3:30 to 4:30pm.**  
**Agenda:**

A. SOPs Discussion  
 B. Proposed Budget Allocations  
 C. Staff Recruitment

**Zoom Link:** <https://us02web.zoom.us/j/85732252143?pwd=MW5lOXBkY1RzMTZlTGZlZWQWNTUxJmZkdz09>

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**II. NGSWCD Monthly Board Meeting on January 28, 2022 from 4:30pm to 6:00pm.**  
**Zoom Link:** <https://us02web.zoom.us/j/82747006519?pwd=WXdwS1FBVVNUS3F5eDE4dkJlL200ZD09>

**Agenda:**

<p>1. Call to Order</p> <p>2. Roll Call</p> <p>3. Approval of Meeting Agenda</p> <p>4. Approval of Previous Mtg. Minutes</p> <p>5. Partners Reports</p> <p>6. Board Exec. Committee Reports</p>	<p>7. Adoption of SOPs</p> <p>8. Education &amp; Outreach</p> <p>9. Old Business</p> <p>10. New Business</p> <p>11. Announcement: Next Mtg. 02/04/22 &amp; 02/25/22 @3:30pm</p> <p>12. Adjournment</p>
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For any questions or concerns, please kindly email me at [hcrisobalmom@gmail.com](mailto:hcrisobalmom@gmail.com)  
**Hope Cristobal, Chairperson**

# Peru appeals for help to clean up major oil spill linked to the Tonga volcano eruption

By Claire Parker

The Washington Post

Peru has appealed for international assistance to respond to a major oil spill connected to the eruption of an underwater volcano near Tonga last week.

An Italian-flagged tanker spilled 6,000 barrels of oil in the Pacific Ocean on Jan. 15, close to La Pampilla refinery outside Lima, Peruvian authorities said. The Spanish company Repsol, which operates the refinery, blamed the volcanic eruption near Tonga that sent large tsunami waves across the ocean.

The eruption triggered tsunami warnings in neighboring countries Chile and Ecuador, but Peru did not issue a similar alert. Two women in northern Peru were reportedly swept out to sea and drowned when massive waves crashed over a beach.

The Italian shipping company transporting the oil said the tanker was unloading its cargo at La Pampilla, the country's largest refinery, when

the terminal's underwater pipeline ruptured. An oil spot was discovered near the ship, and the company, Fratelli d'Amico Armatori, said staff on board immediately turned off the valves and notified authorities.

Repsol said unusual waves linked to the volcanic eruption caused the accident.

The next day, Repsol characterized the spill as "limited" and said it had been "contained." But it quickly became clear that it was more significant than the company had initially claimed.

Peruvian authorities estimated that the spill affected nearly 200,000 square feet of beach on the country's Pacific coast. Twenty-one beaches were contaminated, the government said.

After touring blackened beaches and surveying the coast from a helicopter in recent days, Peruvian President Pedro Castillo pledged to mitigate the environmental effects of the spill and called on Repsol to take responsibility and provide compensation. He

said Thursday that he was convening a crisis committee to propose next steps.

The company has denied responsibility and said maritime authorities failed to warn of unusual waves after the volcanic eruption, according to Agence France-Presse.

Castillo described the spill as the biggest "ecological disaster" to befall the South American country in recent years, Al Jazeera reported. Dead seals, fish and birds smothered in oil have washed ashore and fishing in the affected area is temporarily prohibited.

"Fishermen used to go sell the seafood that we collect. But now everything smells like death," fisherman Walter de la Cruz told Reuters.

Crews wearing protective gear have fanned out across the affected beaches in a cleaning effort that Repsol said will take until the end of February. Repsol said it deployed more than 8,000 feet of containment booms - temporary floating barriers designed to contain oil spills - and 840 people to clean up the oil spill. More than 53,000 cubic

feet of oil had been removed as of Friday, the company said.

"Repsol reaffirms its commitment to continue mitigating and remedying the effects of the spill," it said in a statement Thursday, pledging to work with the authorities and local fishing community to respond effectively and transparently.

The company said it was conducting its own investigation into the spill.

Affected beaches were closed, and Peruvian health authorities warned locals to avoid affected areas, refrain from touching dead animals and immediately go to a health center if they experience signs of poisoning from toxic substances.

The Pacific waters around Peru are known for their biodiversity, and the spill has already caused devastating environmental impacts. Images showed beaches blanketed with oil and workers in overalls coated with the substance. Biologists from Peru's national service charged with managing protected areas have been working to scrub oil off drenched sea birds.

## U.S. and Japan pledge quick resolution on difficult tariff talks

(Bloomberg) - U.S. President Joe Biden and Japanese Prime Minister Fumio Kishida pledged to seek a swift resolution to continuing talks over trade and tariffs while pushing back on China's efforts to "change the status quo" in the East and South China Seas.

In a 90-minute video call on Friday, the two allies also agreed

to create a new high-level forum to help guide economic relations between their nations. Biden also accepted Kishida's invitation to visit Japan, likely in the spring during a meeting of the so-called Quad bloc of nations, according to a U.S. official who briefed reporters after the call.

Facing shared threats from China and North Korea, the two leaders agreed that the U.S.-Japan alliance "has never been stronger or more necessary," the White House said in a readout of the call.

Despite the bonhomie, the promise of a "swift" resolution to trade issues signals the leaders were unable to agree yet over whether to ease or eliminate tariffs imposed by the U.S., under the Trump administration in 2018, on Japanese steel and aluminum imports. The so-called Section 232 tariffs were applied on national security grounds and have been a thorn in otherwise close ties.

Beyond economic relations and security issues -- including a condemnation of North Korea's

recent missile launches -- China's actions in the region were a key focus of discussion, according to a White House statement.

"The two leaders resolved to push back against the People's Republic of China's attempts to change the status quo in the East China Sea and South China Sea; underscored the importance of peace and stability across the Taiwan Strait and the peaceful resolution of cross-strait issues; they shared concern about PRC practices in Xinjiang and Hong Kong," according to the statement.



## Guam Memorial Hospital Authority

Aturidat Espetat Mimuriat Guahan

850 Governor Carlos Camacho Road, Tamuning, Guam 96913

Opera tor: (671) 647-2330 or 2552 | Fax: (671) 649-5508



## Board of Trustees Meeting

Date: Wednesday, January 26, 2022

Time: 5:00 p.m.

Meeting will take place via Zoom Video Conferencing.

Meeting ID: 913 5266 3119

Passcode: 556240

Agenda: I. Call to Order; II. Approval of the Minutes: A. December 29, 2021 Regular Board Meeting; III. Old Business; IV. New Business; V. Management's Report; VI. Board Subcommittee Reports: A. Joint Conference and Professional Support: 1. Res. 2022-17, Relative to the Appointment of Provisional Medical Staff Privileges, Res. 2022-18, Relative to the Provisional Appointment of Allied Health Professional Medical Staff Privileges, Res. 2022-19, Relative to the Reappointment of Active Medical Staff Privileges, Res. 2022-20, Relative to the Appointment of Active Medical Staff Privileges; B. Human Resources: 1. GMHA Nurse Recruitment and Retention Initiatives - Standing Report; C. Facilities, CIP and IT; D. Governance, Bylaws, and Strategic Planning: 1. CY2022 Strategic Plan - Standing Report; E. Quality and Safety; F. Finance and Audit: Res. 2022-21, Relative to Approving Forty-Two (42) New Fees; VIII. Adjournment

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Lillian Perez-Posadas, MN, RN  
Hospital Administrator/CEO

This advertisement was paid for with government funds.

## Kumision I Tano Saina'ta Guam Ancestral Lands Commission

The Guam Ancestral Lands Commission Special Meeting will be held on **Wednesday, January 26, 2022 at 2:00 pm**. This meeting is open to the public via ZOOM.

### Join Zoom Meeting:

<https://us02web.zoom.us/j/85914815603?pwd=YXVMdU90NGhYanVLV0pBeWdVNFbVZz09>

Meeting ID: 858 8515 8030

Passcode: 2022

### AGENDA

Call to Order; Roll Call; Approval of Minutes, January 12, 2022 Summarization; Executive Director's Report; GEDA Progress Report; Old Business: GEDA MOU Status Update, Farmer's Cooperative Association of Guam Update on Financials, Petty Cash Resolution; New Business; Public Comments; Announcements: Next GALC Meeting; Adjournment

### To view Live streaming link:

<https://www.youtube.com/channel/UCbXB3Y05LKxz7lxy8MzMNjw>

Details and link to this meeting is also available on the GovGuam Public Notices Portal at <https://notices.guam.gov>. Individuals requiring special accommodations, auxiliary aids or services, may call GALC Administration Office at 671-473-5263 or email [admin@galc.guam.gov](mailto:admin@galc.guam.gov) for more information.

This ad is paid for by GALC Survey, Infrastructure & Development Funds.



# GUAM MEMORIAL HOSPITAL AUTHORITY

## ATURIDÁT ESPETÁT MIMURIÁT GUÅHÑ

850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



Date: **012822**

### VIA ELECTRONIC MAIL

Benjamin J.F. Cruz  
*Public Auditor*  
Office of Public Accountability  
Suite 401 DNA Building  
238 Archbishop Flores Street  
Hagåtña, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Mr. Cruz:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the recording for the January 26, 2022 GMHA Board of Trustees Meeting via Google Drive as guided by your office.

Please contact Kamalin Toves, Administrative Assistant – Board Office, at (671) 647-2367 or by email at [kamalin.toves@gmha.org](mailto:kamalin.toves@gmha.org) for any questions or clarifications.

Sincerely,

Lillian Perez-Posadas, RN, MN  
Hospital Administrator/CEO

*Submitted via electronic mail 1/28/22 KT*



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850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



Date: **012822**

**VIA ELECTRONIC MAIL**

Honorable Lourdes A. Leon Guerrero

*I Maga'hågan Guåhan*

Ricardo J. Bordallo Governor's Complex

Adelup, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Governor Leon Guerrero:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the materials presented and discussed at the January 26, 2022 Meeting of the GMHA Board of Trustees.

Please contact Kamalin Toves, Administrative Assistant – Board Office, at (671) 647-2367 or by email at [kamalin.toves@gmha.org](mailto:kamalin.toves@gmha.org) for any questions or clarifications.

Sincerely,

Lillian Perez-Poyadas, RN, MN  
Hospital Administrator/CEO

*Submitted via electronic mail 1/28/22 KT*





# GUAM MEMORIAL HOSPITAL AUTHORITY

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850 Governor Carlos Camacho Road, Tamuning, Guam 96913  
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



Date: **01 128 22**

**VIA ELECTRONIC MAIL**

Honorable Therese M. Terlaje  
*Speaker of I Minatrentai Sais Na Liheslaturan Guåhan*  
163 Chalan Santo Papa  
Hagåtña, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Speaker Terlaje:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the materials presented and discussed at the January 26, 2022 Meeting of the GMHA Board of Trustees.

Please contact Kamalin Toves, Administrative Assistant – Board Office, at (671) 647-2367 or by email at [kamalin.toves@gmha.org](mailto:kamalin.toves@gmha.org) for any questions or clarifications.

Sincerely,

Lillian Perez-Posadas, RN, MN  
Hospital Administrator/CEO

*submitted via electronic mail 1/28/22 KT*