

# Three Rivers Hospital

## Board of Commissioners Regular Meeting

March 29, 2016

Minutes

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The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 8:01 a.m. Tuesday, March 29, 2016 in the Hillcrest Commons Area, 415 Hospital Way, Brewster, WA 98812. The presiding officer was Vicki Orford, Chair.

A quorum was present, including:

Vicki Orford, Chair  
Mike Pruett, Vice Chair  
Tracy Shrable, Secretary  
Cherri Thomas, Member

Others present:

J. Scott Graham, Chief Executive Officer  
Melanie Neddo, Chief Operating Officer  
Jennifer Munson, Chief Financial Officer  
Gretchen Aguilar, Chief Nursing Officer  
Anita Fisk, Director of Human Resources  
Jennifer Marshall, Administrative Assistant  
Robert Johnson, Radiology Manager  
Nicky Markey, Director of Health Information Management,  
Quality & Risk  
Dr. John Maxwell, Radiologist  
Ty Witt, M.D.  
Tonya Vallance, DOCFD15 EMS Director  
Brian Paine, Brewster Boys & Girls Club Director

### Mission, Vision & Values

Board members took turns reading the mission, vision, and values statements.

### Agenda

C. Thomas motioned and M. Pruett seconded to accept the agenda as official. Motion passed unanimously.

### Previous Meeting Minutes

T. Shrable motioned and C. Thomas seconded to accept the February 23, 2016 minutes as presented. Motion passed unanimously.

### Consent Items

V. Orford noted the payroll and vouchers as listed on the agenda, and read the figures for bad debt and financial assistance.

1. Payroll/Vouchers

a. Payroll total:	Gross: \$459,405.07	Net: \$311,531.23
2/14/16-2/27/16	Gross: \$228,235.78	Net: \$153,677.10
2/28/16-3/12/16	Gross: \$231,169.29	Net: \$157,854.13
b. Vouchers total: \$1,038,747.30		
2/15/16 78110-78175	\$233,148.20	
3/3/16 78176-78219	\$309,735.58	
3/10/16 78220-78275	\$147,741.49	
3/17/16 78276-78333	\$348,122.03	
c. Bad Debt: \$122,485.32	Financial Assistance: \$48,315.43	

V. Orford read the list of medical staff applicants. T. Shrable motioned and C. Thomas seconded accepting the consent items as presented. Motion passed unanimously.

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### Community Health Report

Brian Paine introduced himself as the director of the Brewster Boys & Girls Club. One of the greatest needs is giving access to children in towns outside of Brewster. There are currently about 250 members, and his goal is to reach 500 members by the end of the year. He's applying for grants to help fund a community garden behind the Columbia Cove Recreation Center. Volunteers are always needed. He's also been working on a childhood obesity prevention program that's emotion-based, and help from the hospital would be great. Red Cross Blood Drives are hosted there; the first one will be in April.

V. Orford asked if the kids would like to take tours of the hospital; yes, but transportation is an issue. She asked what the age range is; 5-18, and he's working on developing a teen center.

M. Neddo asked about volunteers. During the school year, the Boys & Girls Club is open from 3-6 p.m. and in the summer, from 6 a.m. to 6 p.m. Volunteers are always welcome.

S. Graham asked if they'd be interested in a shadowing program with doctors and nurses; yes.

Funding mostly comes from donations and grants, and the rest is membership fees. S. Graham said the hospital would like to give leave to leadership to volunteer in the community during the day. Staff can sign up online to be a volunteer. He asked if Boys & Girls Club is open to working with Scouts; yes.

### Old Business

None.

V. Orford mentioned that Commissioner Position No. 2 is still vacant, and the hospital is past its time to appoint a new member. If no candidates turn up, the board will have to notify the county to potentially appoint someone. T. Shrable and V. Orford will contact potential candidates.

### New Business

Ultrasound Upgrade Proposal: The upgrade is estimated at \$6,000, and it would be added to our current monthly lease. B. Johnson said the upgrade will improve the contrast and Doppler sensitivity, and it would come with a new probe at half price. M. Pruettt asked if Toshiba offers training and support; yes. J. Munson asked the board for authorization to revise and sign contract documents. C. Thomas motioned to upgrade the Toshiba ultrasound machine according to the proposal, and M. Pruettt seconded. M. Pruettt motioned to authorize J. Munson to make the necessary changes to the contract. T. Shrable seconded. Both motions passed unanimously.

2015 Critical Access Hospital Program Evaluation: N. Markey explained that this review is required annually, to ensure we're compliant with regulations and meeting the needs of the community. Overall patient satisfaction scores increased in the Emergency Department in 2015, primarily due to staffing 24/7 with physicians from Coast to Coast. She reviewed progress made in acute care, pharmacy, information technology, obstetrics, laboratory, infection control, employee health, environmental services, health information management, and administration. V. Orford thinks the hospital is moving forward overall and we have a great crew. The board thanked N. Markey for the report. C. Thomas motioned and T. Shrable seconded to accept the 2015 Critical Access Hospital Program Evaluation as presented. Motion passed unanimously.

Quality Program Review: N. Markey is already working on the report for 2016, with a focus on continuous improvement and fostering a culture of safety. M. Pruettt motioned and C. Thomas seconded to accept the Quality Program Continuous Improvement Plan as presented. Motion passed unanimously.

V. Orford will become a more active member of the Quality Council.

Centralized Monitoring System Proposal: M. Neddo noted that our current system was built in 1984. Administration and staff have received quotes from three different vendors, and they are recommending GE. The proposal includes the centralized monitoring system, vital signs equipment, and a new EKG machine.

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Some leases have ended recently, so the hospital has some flexibility to take on another lease.

C. Thomas asked if the new system could be interfaced with other facilities; yes, it has that capability. GE offers double the training time for the same price. Other area facilities use GE equipment, and some of our nursing staff have already been trained on it. V. Orford asked how this would work with the ER move; equipment will be installed there and in the operating room as well. J. Munson noted that this has already been budgeted into the ER move expenses.

C. Thomas asked if fetal monitors are fairly new; yes. Discussed sending feedback from the monitors to a centralized station, which currently isn't done. G. Aguilar said nurses prefer to work closely one-on-one with OB patients. Dr. Witt noted that providers may like to be able to keep an eye on the strip remotely.

M. Pruettt motioned to authorize J. Munson to move forward negotiating a lease for the centralized monitoring system. C. Thomas seconded. Motion passed unanimously.

### Finance Report

J. Munson reviewed the February finance packet. There was a net profit of about \$16,300. Admissions were 42, compared to 19 in 2015. Inpatient revenue was over budget, and outpatient was under. Professional fees were over budget for the month. The state auditors were on-site at the beginning of this year for a 2014 compliance audit, which has caused us to be over budget. There have also been some locums in labor and delivery, and fees paid to Caribou Trail Orthopedics were a bit over budget. Prosthetic costs were over budget, but that goes along with an increase in surgeries. Two large Medicare checks came in this month. There should be a drop in warrants by the end of May when the first batch of property tax revenue comes in. So far this month, revenue is slightly under budget but there are orthopedic charges pending. Unbilled is \$324,000. DZA was on-site earlier this month to do a cost report audit. The auditors suggested some areas of improvement, but overall it was a clean audit. She anticipates a Medicare receivable. She is working on training Controller Jennifer Bach on more tasks to further separate duties. C. Thomas asked if the hospital has been audited for Meaningful Use; yes. A Stryker sales rep is coming this week to discuss financing options for new patient beds. We have two newer beds on the floor, but the rest are more than 30 years old. She is working on developing chargemaster policies for auditing and is re-training managers on accounting policies. The hospital's price increase goes into effect April 1, and getting ready for that is a top priority. C. Thomas asked if the charge master is reviewed periodically; yes, and another review is due this year.

### Foundation Report

M. Pruettt hasn't had an opportunity yet to connect with Dan Webster. Dr. Witt asked about the non-profit status; that should be completed at this point. He spoke with a foundation member who said there have been some significant hurdles obtaining that status. S. Graham noted that the process is a lot of work, but the foundation hired an attorney to do it. V. Orford would like to meet with D. Webster within the next week.

### Physician Report

Dr. Witt noted that Dr. Kate Schmitz recently started working for Family Health Centers and has observed five births here at the hospital, so she's ready to start taking call without another physician in attendance.

### Administration Report

S. Graham has centered the strategic plan around our top two Wildly Important Goals: providing the ideal patient experience and achieving operational break-even. We're working on Lean training, building improvements, preparation for the annual Department of Health survey, educational documentation about the levies, and more. DZA told us that we're past the point of being able to make more cuts; we need to grow to success. S. Graham gave kudos to all of the leadership who have been working hard to make us as efficient as possible in order to grow, while keeping expenses low. We need to grow even more and be even more efficient to keep raising revenues, so we can in turn pay down warrants.

S. Graham believes the hospital's quality of care is much improved because we're measuring our processes.

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Tracking data inevitably leads to improvement. Our priority areas are patient falls and medication events. One of our barriers is changing methods for doing things and adopting new ideas. That can make people uncomfortable, but we're seeing more staff embrace it. In some areas we're lagging behind our goals, such as the clinic. We take into account that Michele Hansen is the clinic manager and the only clinician. At this point the timing isn't right to support another clinician, but there appear to be family practice doctors who are interested in moving to this area.

C. Thomas asked if we advertise the 24/7 physicians in our ER; we have done some advertising. We have received lots of positive feedback from patients and staff about Dr. Huffman as well as others. T. Vallance said EMS staff's relationship with the ER providers is good, and they really appreciate G. Aguilar's efforts to provide follow-up information about patients. We have some real work to do in improving volumes and encouraging people to use our ER. It takes time to make building improvements and change culture.

V. Orford asked if we're still using nursing travelers; if we have any travelers contracted then we're obligated to use them. The nurses we hire will be able to replace the travelers once those contracts end. G. Aguilar has done a great job reaching out regionally and will be visiting Wenatchee Valley College to talk to students.

### Education

C. Thomas shared the annual report of health rankings in the United States. They look at smoking, immunizations, infant mortality, air pollution, obesity, life expectancy, and more. Washington state was one of the most improved, going from 13th to 9th place in 2015. V. Orford asked J. Marshall to share that information on our website. Dr. Maxwell noted that some countries may spend less money on health care than the U.S., but the quality isn't as good. V. Orford will do board education next month.

### Public Comment

J. Munson stated that we may have a finding for financial condition and materials management in the DZA audit.

V. Orford reminded the board members to fill out their personal financial information statements.

### Upcoming Meetings

V. Orford read the meetings as listed on the agenda.

### Adjournment

C. Thomas motioned and T. Shrable seconded to adjourn the meeting at 9:58 a.m. Motion passed unanimously.

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Vicki Orford, Chair

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Mike Pruett, Vice Chair

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Tracy Shrable, Secretary

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Cherri Thomas, Member