

Three Rivers Hospital

Board of Commissioners Regular Meeting

January 30, 2019

Minutes

The Three Rivers Hospital Board of Commissioners called a special meeting to order at 11:15 a.m. Wednesday, January 30, 2019 in the McKinley Building Conference Room at 507 Hospital Way, Brewster WA 98812. The presiding officer was Mike Pruett, Chair.

A quorum was present, including:

Mike Pruett, Chair
Vicki Orford, Vice Chair
Tracy Shrable, Secretary
Cherri Thomas, Member (via phone)
Leslie McNamara, Member

Others present:

J. Scott Graham, Chief Executive Officer
Melanie Neddo, Chief Operating Officer
Jennifer Munson, Chief Financial Officer
Anita Fisk, Director of Human Resources
Christine Smith, Assistant Chief Nursing Officer
Jennifer Best, Administrative Assistant
Christopher Majors, Business Development Coordinator

Vision, Mission & Values

All took turns reading the vision, mission, and values statements.

Agenda

L. McNamara requested to add the February 20 Finance Committee meeting to the list of Upcoming Meetings and Events. L. McNamara motioned and T. Shrable seconded to accept the agenda as amended. Motion passed unanimously.

Minutes from Previous Meeting

Under Resolution 2019-1, L. McNamara asked if M. Pruett should have seconded the motion as the board chair. M. Pruett pointed out that he was not yet elected chair when the vote was taken.

V. Orford motioned to accept the minutes from the January 2, 2019 regular meeting; the January 10, 2019 special meeting; and the January 16, 2019 special meeting. C. Thomas seconded. Motion passed unanimously.

Consent Items

V. Orford made a motion to eliminate the payroll, vouchers, bad debt, and financial assistance from the consent items until the Finance Committee meeting has a chance to review them, as they did not meet in January.

J. Munson pointed out that if bad debt and financial assistance are not approved this month, those numbers will be higher when including February's figures next month. V. Orford amended her motion to only postpone payroll and vouchers until the next regular board meeting. L. McNamara seconded. Motion passed unanimously.

T. Shrable asked about the charge of about \$23,000 under bad debt. J. Munson does not have that specific answer, but the amount has been reviewed by staff and Integra. She offered to research this and report back, and in the meantime that amount can be removed from the bad debt total for this month. The \$23,000 charge was removed, making the new bad debt balance \$93,336.18. Financial assistance totaled \$40,704.30.

M. Pruett read aloud the names of medical professionals applying or re-applying for privileges. V. Orford motioned to accept the consent items minus the payroll and vouchers, amending the bad debt to \$93,336.18. L. McNamara seconded. Motion passed unanimously.

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Foundation Report

C. Majors attended the January meeting of the Three Rivers Foundation board; only two members were able to make it. President Dan Webster and Kim Webster discussed with him their interest in helping the hospital with its upcoming celebration for the 70th birthday and ER/clinic grand openings.

V. Orford heard the Foundation was planning to set up a children's play corner. She stated the hospital had one before, but it was removed because keeping all the toys clean and sterilized was cumbersome. S. Graham said some health care facilities get around this by providing a fish tank, which offers some entertainment for kids.

Physicians Report

L. McNamara attended the January medical staff meeting. The new Chief of Staff was not present due to the recent birth of his baby. The IT team provided some training, and Kevin Walker offered a good presentation on MRSA testing. Providers discussed the call schedules. They'd like to see more swing bed patients. M. Pruett attended and was introduced to the medical staff as the new board chair. S. Graham thinks the medical staff puts a lot of thought into ways of helping the hospital.

Administration Report

L. McNamara asked if the nursing union negotiations have finished; no. That process should be wrapped up by the end of this week. She asked if the hospital should follow the state auditor's recommendation to amend S. Graham's contract to clarify his cell phone stipend. L. McNamara and V. Orford will form a CEO compensation committee, meet privately to discuss the contract, and then bring recommendations to the next board meeting. V. Orford asked for clarification in the Radiology report that referred to "the room." M. Neddo explained that it's the x-ray room. Referring to the Pharmacy report, V. Orford thinks K. Walker should receive some publicity about joining a state task force for advocating a reduction in cost for HIV medications. L. McNamara thanked the nurses for all their hard work. We've had a higher patient census lately, and everyone is stepping up to make sure patient care is well handled. M. Pruett asked for some community education about influenza, as the number of diagnoses have increased.

C. Thomas would like to see more posts on social media about what we're doing for the communities, and less about internal employee events and recognition. S. Graham would like to continue promoting recognition, but it could be done in a different way. C. Majors noted that it's a morale-booster for staff, but he'll revisit how those events are shared. A. Fisk stated that she has heard feedback from staff at other hospitals who like seeing our culture reflected in posts on Facebook.

T. Shrable asked S. Graham for his thoughts on offering positions to the two remaining OB providers in Tonasket, considering Confluence Health's decision not to recruit for any more OB providers. S. Graham said North Valley Hospital is discussing whether to recruit providers itself, because everyone hopes to keep the OB program. If the OB program is discontinued, those physicians have stated they would go work where they can continue to practice OB.

S. Graham reported that January patient volumes have been up. We're still recruiting for a general surgeon. A couple of candidates would like to work here, but their spouses don't want to move to this area. M. Neddo said another candidate is planning to visit in March. S. Graham noted that this is taking more time because we're looking for the right fit.

We have seen more swing bed patients, but there is still a sticking point with lining up rehab care for patients. North Valley has a rehab department, so we may be able to partner with them.

S. Graham thinks Three Rivers' financial position looks decent. Staff continues to watch expenses closely. He estimated that the hospital should have ended the year with a positive bottom line.

M. Pruett asked if there are traveling occupational and/or speech therapists, and whether swing beds could pay for that expense. M. Neddo explained that there's a capacity issue for therapists we work with, as they're already busy. The hospital isn't able to subsidize an occupational therapist or speech therapist on a more full-

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time basis. L. McNamara asked about the speech therapist at North Valley Hospital. M. Neddo stated that he is willing to help at Three Rivers, but he is new and still establishing himself. C. Thomas asked if there is telemedicine occupational therapy, and if an OT assistant could follow up with patients. S. Graham said Three Rivers is exploring that option with Confluence Health.

S. Graham discussed his perception of the collaboration with North Valley Hospital. On the high level it's going well, but there are some struggles day-to-day. He's excited about the prospect of creating a new health care model in our area. However, the movement toward those things is slower than he'd like because there are a lot of daily tasks and issues that require his attention. He has asked North Valley's HR director to meet with the board without him to get their perception of how it's going, and he requested the same of Three Rivers.

C. Thomas asked if video teleconferencing would help him have more of a presence at both hospitals when he's at one or the other. S. Graham thinks the Three Rivers team would be receptive to that, but North Valley's team is new and still getting to know him. V. Orford asked if North Valley would still be open to the same level of collaboration if they end up hiring a different full-time CEO. S. Graham isn't sure if another CEO would be open to it. V. Orford thinks this is a good time to evaluate the partnership.

S. Graham thinks there could be some streamlining of work to make things easier. T. Shrable suggested discussing this more in-depth at the strategic planning retreat. M. Pruett asked A. Fisk to reach out to each board member separately. S. Graham asked the board members to consider what their expectations are, whether they're being met, and whether they're satisfied with the partnership. V. Orford asked for a scoring system to be placed along with the questions.

S. Graham is still involved in WSHA, AWPMD, and other regional and state organizations. He feels it's important for a hospital CEO to be involved on that level. Collaboration efforts continue with Family Health Centers and other local healthcare organizations.

Regarding the strategic planning retreat, S. Graham would like to use HealthWorx as the facilitator as North Valley did. V. Orford would like to consider Ann Macfarlane from Jurassic Parliament, if she works in strategic planning. M. Pruett thinks it would be worthwhile to investigate that. He also liked what HealthWorx did with North Valley and its community, and it would be valuable for continuity's sake. L. McNamara suggested hiring HealthWorx to facilitate the Three Rivers strategic planning, then see if Jurassic Parliament would be available to do a joint retreat for both hospitals. S. Graham will research Jurassic Parliament and report back.

S. Graham discussed a tool North Valley is using called Focus&Execute as a means of following through on the new strategic plan. The Three Rivers administration team has seen a demo of this tool, and S. Graham would like to move forward on it. The program cost is \$3,000. Its value is in helping executives, managers, and assigned line staff to keep track and be accountable to the strategic plan. The board agreed that S. Graham should move forward on implementing the Focus&Execute program.

Break

M. Pruett announced a 15-minute break starting at 12:37 p.m.

M. Pruett reconvened the meeting at 12:53 p.m.

Finance Update

J. Munson shared that we received \$612,000 for Meaningful Use. Dingus, Zarecor & Associates will be conducting a routine financial audit for 2018 at the end of February. Medicare is scheduled to pay a \$216,000 swing bed bill, but it hasn't been approved yet on a state level. Once it's approved, it'll take about 30 days to receive the payment. Lenora Coenen in Billing found out that total knee replacement surgeries can be done on an outpatient basis, and J. Munson asked her to find out if shoulder replacements can also be done that way. We're working with Meridian on equipment purchases. The board agreed with offering another tax time discount to patients again this year, to those who pay their bills in full.

J. Munson is waiting for any last-minute financial items for 2018 to come through before she finalizes the year-

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end budget. A. Fisk will have her assistant send a link to TruBridge to all the board members so they can log in to get their W2 forms.

M. Pruett asked J. Munson to email the board members when final 2018 numbers are in, if it happens before the next regular board meeting.

Old Business

Capital Improvements Update: M. Neddo reported that McKinstry is on-site today and tomorrow to do a final inspection. They've been training our maintenance team on how to maintain the new HVAC system. This is part of the requirement to ensure we're hitting the energy savings measures. There are a couple of outstanding items with the Department of Health, such as the waiver for the 1,000-pound patient lift. We have not heard back yet on whether that will be granted. We also had to submit a humidity range plan and order some humidity monitors. We'll need to order a portable de-humidifier and a portable humidifier if the state approves our plan. The Department of Health will likely come out to do a final inspection in mid-February. Some equipment remains to be purchased. Defibrillators were ordered today. Maintenance Manager Rob Wylie has purchased new lighting for the parking lot outside what will become the new main ER entrance. A solid opening date will be set once the Department of Health comes out for an inspection. C. Thomas asked if M. Neddo is pleased with the progress made. Yes, although there were delays due to the contractors, hidden issues that needed to be addressed, and project manager turnover. C. Thomas thanked M. Neddo for her hard work in overseeing this project.

We'll be sending a down payment to the contractor hired to finish repairs in the lower level of Hillcrest House. We're working with Inline Group to recruit providers – family practice, internal medicine, nurse practitioner, and physician assistant. With the help of C. Majors, Inline built a website to promote the hospital to candidates. Other area hospitals are searching for the same type of providers, so there's some competition. S. Graham thinks we'll likely have to compensate them better than the market rate in order to draw them here. Regarding a new building, M. Neddo is compiling data from a consultant and our accounting firm. Once an estimated project cost is determined, we'll find out if we're eligible for certain financing options.

New Business

None.

Board Education

K. Walker discussed Three Rivers' antimicrobial stewardship program (see attached PowerPoint presentation). Antimicrobial stewardship involves doing the best we possibly can to use antibiotics effectively for patients. There's a two-pronged approach to this, which is to eliminate prescribing unnecessary antibiotics, and to prescribe the correct antibiotics. CMS wants every hospital to have a well-established program with proper tracking by 2020. We're working on developing quality reporting to upload into the WSHA system.

Everyone on the antimicrobial stewardship team is well-versed in the hospital's goals and measures we should be meeting, and as such providers look to them for guidance when prescribing medications.

Discussed how some drugs are being utilized less because of side effects. There's a new antibiotic tab inside our electronic health record (EHR), which tracks every prescribed antibiotic. Discharge Planner Teresa Stout helps K. Walker follow up with providers to clarify why those drugs are being used.

V. Orford asked if Three Rivers is set for handling measles cases; no. It's exceptionally expensive and not practical to carry drugs for that unless we hear of a local outbreak. K. Walker has provided some education about the importance of MMR vaccines. L. McNamara asked if we can admit patients with measles; yes, although since it's highly contagious extra measures to protect other patients and staff would need to be taken. M. Neddo added that the regional disaster preparedness group, REDi, has been reaching out to hospitals to determine who has what for medications in case this happens.

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Next month's board education will focus on Open Public Meetings Act/Public Records Act training.

Public Comment

None.

Upcoming Meetings and Events

M. Pruett read aloud the meetings listed on the agenda.

Regarding the Finance Committee meeting, when a quorum of commissioners is present it becomes an open public meeting. S. Graham thinks it would be better to keep this as an internal meeting, as sometimes sensitive information is discussed. M. Pruett suggested outlining how a Finance Committee meeting works during a Board Education segment.

Board Discussion

1. Was everyone present at the start time, and prepared to begin? Yes.
2. Were all the board members actively involved? Yes.
3. Did we follow the agenda or get sidetracked? M. Pruett thinks some topics went on a bit long, but they stuck to the agenda.
4. Did the meeting run too long? Yes, the meeting ran a bit longer than anticipated.

Adjournment

T. Shrable motioned and L. McNamara seconded to adjourn the meeting at 1:44 p.m. Motion passed unanimously.

Mike Pruett, Chair

Vicki Orford, Vice Chair

Tracy Shrable, Secretary

Cherri Thomas, Member

Leslie McNamara, Member