

Three Rivers Hospital

Board of Commissioners Regular Meeting

March 27, 2019

Minutes

The Three Rivers Hospital Board of Commissioners called a special meeting to order at 11:15 a.m. Wednesday, March 27, 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 (left at 1:35 p.m.)
Vicki Orford, Vice Chair
Tracy Shrable, Secretary
Cherri Thomas, Member
Leslie McNamara, 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
Christine Smith, Assistant Chief Nursing Officer
Jennifer Best, Administrative Assistant
Jamie Boyer, Health Information, Patient Registration & Clinic Manager
Cole Renfroe, Information Technology Manager
Dr. Ty Witt, Three Rivers Family Medicine

Vision, Mission & Values

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

Agenda

J. Munson requested that all three resolutions be moved under the Finance Report. C. Thomas motioned and L. McNamara seconded to approve the agenda as amended. Motion passed unanimously.

Minutes from Previous Meeting

L. McNamara motioned and T. Shrable seconded to accept the February 27, 2019 regular meeting minutes as presented. Motion passed unanimously.

Consent Items

M. Pruett noted the payroll and vouchers as listed on the agenda and read aloud the bad debt and financial assistance figures. There are no vouchers from Grover's Building Supply, so L. McNamara will not need to recuse herself.

- Payroll total: Gross: \$517,092.31 Net: \$355,091.12
 - 2/10/19-2/23/19 Gross: \$263,854.93 Net: \$180,811.90
 - 2/24/19-3/9/19 Gross: \$253,237.38 Net: \$174,279.22
- Vouchers total: \$1,503,214.89
 - 2/21/19 86416-86475 \$442,188.66
 - 2/28/19 86476-86553 \$499,957.11
 - 3/7/19 86554-86601 \$167,681.62
 - 3/14/19 86602-86625 \$393,387.50

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- Bad Debt: \$58,977.48 Financial Assistance: \$27,518.47

M. Pruett read aloud the names of providers applying or re-applying for privileges.

V. Orford motioned and C. Thomas seconded to accept the consent items as presented. Motion passed unanimously.

Foundation Report

J. Best reported on the Three Rivers Hospital Foundation's meeting on March 11. M. Neddo attended to introduce J. Best in her new role as Business Development Coordinator and delivered an update about the ER move. They discussed sponsoring a women's health fair, a children's play corner in the lobby, and hosting another fundraiser in late spring or early summer. They discussed ideas to boost their presence in the communities, such as parades and setting up booths outside of businesses to collect donations. The Foundation decided to let their agreement with DonorPerfect expire and asked J. Best to research other methods of allowing donors to contribute through the website and Facebook page.

Physician Report

Dr. Witt reported that the biggest issue recently is the call schedule, given providers' limited availability. He had been approached last year about serving as the Medical Staff president this year, and in June he may be able to take that role from Dr. Wallace if he is still amenable to that. This would allow Dr. Wallace to resume the responsibility of assembling the monthly call schedule. L. McNamara attended the last Medical Staff meeting, and she thought the discussion about patient rounding was interesting. Dr. Witt noted that this would require the physicians to rearrange their clinic schedules. L. McNamara asked if electronic prescriptions are new for Three Rivers; no, but M. Neddo stated that some work in the EMR needs to happen to streamline that process.

Administrative Report

S. Graham discussed the ER move that took place on March 19. He thanked all the employees who made it happen in a smooth and successful way. There was no interruption to patient care. M. Neddo, C. Smith, C. Renfro, and Maintenance/Plant Manager Rob Wylie led the effort. C. Smith reported that things are going well. Providers and nursing staff are getting used to the new surroundings and workflow. Some patients are still coming in through the front lobby, but we have staff available to help them get to the ER. M. Pruett asked about setting some uplighting on signs that aren't lit up, to make them more visible at night.

S. Graham stated that Fire District 15 EMS would prefer to use the east end entrance to get patients to the ER more quickly. The state Department of Health indicated via phone that it would be fine for ambulances to use that entrance, but S. Graham would like to get that approval in writing before moving forward. M. Neddo explained that the state would allow the east doors to be used as an alternative EMS entrance only for specific emergent cases, such as patients suffering from strokes or other high-priority traumas. In addition, we only see about 30 patients per year with that level of trauma. Some internal workflow changes and staff education will be required if EMS is permitted to use the east doors as an alternate entrance. The state requires us to submit a proposal for this. V. Orford asked when the hospital assumes responsibility of patients brought in via ambulance. As M. Neddo understands it, the hospital assumes responsibility once EMS signs over the patient. We have offered to meet EMS crews at the back entrance to take over responsibility for the patients, thus relieving them of the need to transport patients down the hall to the new ER. S. Graham stated that the hospital is

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ultimately required to follow federal and state guidelines, and those laws cannot and should not be circumvented.

Discussed scheduling the strategic planning retreat for June 5-6. M. Pruett encouraged the board members to promote this to stakeholders to get as much participation as possible.

S. Graham thanked the board for its support in moving forward with local healthcare integration and the partnership with North Valley Hospital. He has been approached by Alan Fisher, CEO of Mid-Valley Hospital, who would also like to be part of the effort. Each hospital is currently committed to maintaining their OB programs for their communities. If any of the hospitals must give up their OB programs, we'd move to the next stage of planning one OB center of excellence. Local providers would like to keep OB at Three Rivers.

S. Graham would like the Three Rivers and North Valley commissioners to consider having a joint board meeting, in order to further the effort toward unifying the hospital districts.

Collaboration efforts continue with Family Health Centers, but their operational strategies sometimes differ from ours. S. Graham was invited to participate in FHC's board retreat earlier this month. We're hopeful to negotiate something that will be in the best interest of both entities.

We have extended an offer to Dr. Rosie Dhillon, and contract negotiations are still underway. If all goes well, she would likely start working here and at North Valley in the fall. Another physician from the area may be interested in working in our clinic. The physician met yesterday with S. Graham, M. Neddo and J. Boyer. In the meantime, J. Boyer brought in a locum ARNP to resume primary care in the clinic.

Confluence Health is offering to send some specialists out to our communities to do visits on a biweekly or bimonthly basis, such as cardiology or podiatry. L. McNamara asked if there have been further talks with Dr. Pavlic. M. Neddo stated that an agreement with him has been started and he's still interested in coming to work here. J. Boyer is working on establishing Three Rivers Family Medicine as a Rural Health Clinic, with the hopes of starting that this year. There will be a cost to establish this, including hiring providers. C. Thomas asked if we have enough space to accommodate all the providers. S. Graham thinks it's currently fine as-is, but if the clinic continues to grow, we may need to allocate all of Hillcrest House to the clinic.

M. Neddo arranged a call with consultant Nathan Dean of Ziegler, which S. Graham and J. Munson also attended. It was a positive meeting wherein they reviewed options for financing a new building. The reality is that our financial position affects our opportunities, and there is some potential for grants through the USDA and other agencies. Jody Carona of Health Facilities Planning & Development is also involved in this process, to help gather the right data needed to make decisions.

Administration has been reaching out to our legislators regarding bills up for consideration that affect health care. L. McNamara asked S. Graham to draft a generic email to share with board members and other stakeholders to help them when they contact legislators.

L. McNamara asked about the Evident issue. C. Renfro explained that their service isn't optimized to work on the cloud servers for the west coast as effectively. Three Rivers would like to bring the servers back on-site, but Evident asked for more time to determine alternate solutions. The Notes module for physicians -- to streamline information sharing between the ER, Acute Care, and the clinic -- is ready for release, but more training for staff will be needed. C. Renfro stated that we did submit an equipment request for the grant, but he still isn't sure if it was submitted by their deadline. L. McNamara asked if the arrangement with Klickitat Valley Health is in place; not yet, but it's close to being finalized.

V. Orford has heard from three different community members wanting to know when the open house will be for the new ER and clinic. It would be scheduled after the downstairs work in Hillcrest is complete. C. Thomas thinks guided tours would help avoid any potential HIPAA violations.

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Break

M. Pruett announced a 15-minute break at 12:21 p.m., to reconvene at 12:36 p.m.

M. Pruett reconvened the meeting at 12:36 p.m.

Finance Report

J. Munson reviewed the February financials. March figures so far have come in below budget.

L. McNamara motioned and C. Thomas seconded to accept the financial report as presented.

J. Munson is working on a calendar for the board to help them become trained on their fiduciary duties.

One of these is to annually review the CEO authority, so the board has a clear understanding of what needs to happen on a daily operational basis that doesn't require the commissioners' involvement.

V. Orford asked for the previous iteration of this resolution before a new one is approved.

Resolution 2019-3: Wells Fargo Banking Authority. J. Munson reported that Wells Fargo is trying to cut costs and no longer wants to do the bimonthly transfer of funds to the Okanogan County Treasurer. Instead, Wells Fargo would like the hospital to sign up for online banking. During that process, J. Munson discovered that they had not updated our account with the correct employees who have access. This account is a depository account only, except for a withdrawal for the state Department of Revenue. Any other withdrawals or transfers will require board approval, per the resolution. L. McNamara noted a correction: V. Orford should be authorized for A, D, and E, not for online banking. L. McNamara motioned and C. Thomas seconded to accept Resolution 2019-3 as amended. Motion passed unanimously.

Resolution 2019-4: Surplus equipment. L. McNamara asked if there will be a public auction for these surplus items; yes, those that have worth are offered up for sale and advertised. Items that are in disrepair and don't have value will be disposed of. J. Munson explained that there are some internal policies separating executives and staff from selling surplus items directly. L. McNamara motioned and T. Shrable seconded to accept Resolution 2019-4 as presented. Motion passed unanimously. C. Thomas asked if all the equipment in the downstairs hallway of McKinley is surplus; no.

Resolution 2019-5: CEO Authority. This supersedes Resolution 2014-8. J. Munson explained that some of the language has been updated to clarify review protocols. L. McNamara asked for a red-lined version of the old versus the new. She requested to table this resolution until the old version can be reviewed.

J. Munson reviewed TruBridge Revenue Cycle Management Software being considered. C. Thomas asked if this integrates with CPSI; yes. It's an upgrade to Evident's financial package. L. McNamara asked if this would be cloud-based; C. Renfro said yes, as that's the platform we currently use. She asked if there are any negatives; no. The system is meant to help collect more revenue, so it would ultimately pay for itself. L. McNamara motioned and C. Thomas seconded to authorize J. Munson to purchase the TruBridge software. Motion passed unanimously.

J. Munson suggested the commissioners attend Finance 101 and Board Ethics 101 webinars through WSHA. They are free. J. Best will forward the email to the board.

Old Business

Capital Improvements Update: This was covered primarily in the Administrative Report. M. Neddo added that the Business Office will be moved into the old ER soon.

CEO Contract Amendment Update: V. Orford and L. McNamara will meet with the hospital's attorney, S. Graham, and A. Fisk on March 29 to review their recommendations and questions.

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New Business

None.

Board Education

J. Best showed a video from the Washington State Attorney General's Office about the Open Public Meetings Act. This meets the state's annual training requirements for board commissioners.

Next meeting assignment: J. Best will provide training on the Public Records Act. L. McNamara spoke to someone interested in talking to the board about home health care benefits. She will send the information to M. Pruett.

Public Comment

L. McNamara loves the postcards we mailed out district-wide regarding the ER move.

The commissioners' F1 filing is due on April 15.

Filing week is in May. J. Best will send information to the board members up for election and re-election.

Upcoming Meetings and Events

V. Orford will attend the next TRH Foundation meeting on April 8. She noted the rest of the meetings as listed on the agenda, adding in the strategic planning retreat on June 5-6.

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? A bit.
4. Did the meeting run too long? No.

Adjournment

T. Shrable motioned and C. Thomas seconded to adjourn the meeting at 1:43 p.m. Motion passed unanimously.

Mike Pruett, Chair

Vicki Orford, Vice Chair

Tracy Shrable, Secretary

Cherri Thomas, Member

Leslie McNamara, Member