

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:18 a.m. Wednesday, June 24<sup>th</sup>, 2020. In order to comply with State Governor's mandates regarding social distancing, the meeting was held virtually via the Microsoft Teams platform. The presiding officer was Mike Pruett, Chair.

A quorum was present, including:

Mike Pruett, Chair  
Cherri Thomas, Vice-Chair  
Tracy Shrable, Secretary  
Leslie McNamara, Member  
David Garcia, Member

Others present:

J. Scott Graham, Chief Executive Officer  
Melanie Neddo, Chief Operating Officer  
Anita Fisk, Director of Human Resources  
Jennifer Munson, Chief Financial Officer  
Gretchen Aguilar, Chief Nursing Officer  
Shauna Field, Administrative Assistant  
Jennifer Best, Public Relations  
Chad Schmitt, Chief Information Officer  
Jamie Boyer, Clinic Manager  
Teresa Stout, Discharge Planning  
Randall Klein, Pharmacist  
Nancy DeFord, Director of Quality  
Jennifer Bach, Accounting Controller  
Rosie Poole, Materials Manager  
Dr. Ty Witt, Chief Medical Officer  
Dr. Jill Jenkins

### **Vision, Mission & Values**

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

### **Agenda**

A motion was made by L. McNamara to accept the agenda as official; seconded by D. Garcia. Motion carried.

### **Minutes from Previous Meeting**

A motion was made by L. McNamara to approve the May 27<sup>th</sup>, 2020 Regular Meeting minutes and the June 3<sup>rd</sup>, 2020 Special Strategic Planning Meeting minutes; seconded by D. Garcia. Motion carried.

**Consent Items**

M. Pruett noted the payroll and vouchers as listed on the agenda.

Payroll Total:	Gross: <u>\$806,135.18</u>	Net: <u>\$556,455.51</u>
<u>05/03/20-05/16/20</u>	Gross: <u>\$258,813.03</u>	Net: <u>\$178,318.97</u>
<u>05/17/20-5/30/20</u>	Gross: <u>\$280,078.40</u>	Net: <u>\$191,620.19</u>
<u>05/31/20-06/13/20</u>	Gross: <u>\$267,243.75</u>	Net: <u>\$186,516.35</u>
Vouchers Total:		<u>\$1,490,033.52</u>
<u>05/21/20</u>	<u>090061-090088</u>	<u>\$378,098.26</u>
<u>05/28/20</u>	<u>090089-090128</u>	<u>\$202,460.19</u>
<u>06/04/20</u>	<u>090129-090156</u>	<u>\$432,447.11</u>
<u>06/11/20</u>	<u>090157-090184</u>	<u>\$105,787.00</u>
<u>06/18/20</u>	<u>090185-090216</u>	<u>\$371,240.96</u>
Bad Debt:		<u>\$58,289.30</u>
Financial Assistance:		<u>\$23,342.86</u>

M. Pruett noted the applicants for medical staff privileges.

A motion was made by L. McNamara to accept the consent items as presented; seconded by D. Garcia. Motion carried.

**Foundation Report**

S. Field presented the Foundation Report. Two medical grade stands for the iPad minis supplied to patients in acute care are expected to arrive on June 30, 2020. Jennifer Best will be working on PR for the project. She is also working with the Foundation to find a new program for online fundraising.

**Physicians Report**

Dr. Witt presented the Physician’s Report. Dr. Miller retired this week but may consult with us part-time in the future. Work continues on a new orthopedics agreement. The new telenoctrurnist program starts tonight and will cover night call from 7:00pm to 7:00am. The MedStaff meetings have continued as normal, being held virtually, and the team has been discussing the strategic planning goals set by the executive team. Dr. Witt plans to start physician’s evaluations with our providers to improve communications and serve as a learning tool. M. Pruett and J. Best will work together to compose a letter from the Board to Dr. Miller for his retirement.

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**Administration Report**

S. Graham presented the Administration Report. Scott started out by welcoming Dr. Witt as our new Chief Medical Officer, as well as giving collective thanks to Dr. Miller for his time with us. He also thanked David Garcia for his time attending orientation with the Admin Team. We had a quality and safety achievement of zero patient falls for an entire year. Our patient and surgery volumes continue to be low, which negatively impacts our revenue. Jennifer Best has been working on marketing about the importance of social distancing and masking that also encourages the community to come to the hospital when they need to and not wait for medical care. Our PPE and testing supply levels are doing well, and we are not running out of anything. Supply chains seem to be getting better. The Governor is extending restrictions through the summer which will continue to impact our volumes. We are using the government aid funds carefully. Our number one goal is to improve patient volumes by hiring a physical therapist and occupational therapist to increase our ability to take swing beds referrals. We continue to work collaboratively with our regional partners. We are sharing a revenue cycle manager with North Valley Hospital, Krista Zabreznik, and will also be creating a shared Chief Financial Officer position with their chief of finances, Alan Ulrich. For orthopedic services, we are working on an agreement with Mid-Valley Hospital's Dr. White. Chelan's hospital is looking for ways to collaborate in the way of a shared EMR system. Dr. Joshua Schkrohowsky has expressed interest in sharing space with us in his Winthrop clinic. WSHA and the ACA have reached out to restart discussions about the global budget pilot program which is timely and positive news. Our Chief Information Officer, Chad Schmitt, is negotiating a contract with North Valley Hospital for a shared position as well. The interlocal agreement for integration with North Valley is on hold for now but is still a goal for the future. We are working with Gebbers to develop a testing process for their workers and we are providing testing for school districts, law enforcement and EMS. There are concerns about surges and people who disregard social distancing and masking instructions. We recently submitted a letter to the editor in the Chronicle encouraging compliance.

**IT Report**

C. Schmitt presented the IT Report. The hospital has seen an increase in cyber-attacks. The IT department has taken steps to eliminate risks, such as working to complete the migration of staff to Office 365 and closing the legacy webmail portal, building internal communication to staff, and blocking suspicious emails on the server. They will be deploying web content filtering, which is currently in an auditing phase. He will also present a content filter solution for email to the Admin Team. He met with Melanie Neddo and clinic manager, Jamie Boyer, about the program, QSimple, which would allow the clinic staff to provide updates on appointments and room availability to patients via text message as they wait in their cars. The application can also be used for marketing and appointment reminders. They have implemented an online patient registration, which allows patients to upload documents, sign forms, and provide ID information prior to their appointment. The IT department is also looking into ways to use technology to create revenue opportunities.

**Finance Report**

J. Munson presented the Finance Report. May looks much like April in terms of operating loss and volume. Inpatient and outpatient revenue were significantly under budget. June is following the same trend and will likely be lower than May's. Overall, we had a negative operating margin of 54%. There were 40 inpatient days with an average daily census of 1.29. We received \$22,000 in grant funds for COVID supplies from WSHA and \$13,000 in WRAP funds. The two biggest cost areas we have control over are supplies and salaries, many other expenses are fixed. We had 82 FTEs in May and the net revenue per FTE was well below budget. Bad debt shows as a positive number, but this is due to contractual adjustments. Travel and training expenses are lower than usual due to COVID-19 restrictions. There was an overall decrease in accounts receivable days, but this is also due to the

decrease in our revenue. Days of cash on hand has lowered from 64.9 in April to 57.95 in May. We do not have the revenue coming in to offset our use of the CARES Act funds. The 4 million dollars invested in a short term 30-day investment was re-invested. We can request a lump sum payback of the Medicare advanced payments, which the Admin team will discuss. She is working with Shar Sheaffer and Dingus, Zarecor & Associates PLLC (DZA) to make sure we are accurately tracking our lost revenue for auditing purposes. For June, we've had 43 inpatient days, average daily census of 1.79. Our cash on hand is 1.7 million dollars, which includes the transfer from our line of credit payment as well as the month end bond payment. There will be a Medicare payment hold July 1<sup>st</sup> – 15<sup>th</sup> so they can update their tables. The cost report has been signed and filed, with a receivable of \$148,000. We may see some slight rate adjustments for inpatient (decrease) and outpatient (increase) reimbursements. She will be updating her rate review model. Based on our volume we should see an increase in our Medicare payments. We are waiting for our Medicare Rural Healthcare Clinic number which should be received in the next 30 days. The 2019 draft financial statement should be ready for review by Friday the 26<sup>th</sup>. Melanie will be sending in the application for our line of credit this week.

A motion was made by L. McNamara to accept the finance report as presented; seconded by C. Thomas. Motion carried.

#### **Break**

A five-minute break was called at 12:29 p.m. The meeting reconvened at 12:34 p.m.

#### **Old Business**

**Capital Improvements:** Building and planning projects are on hold for now. Scott, Melanie and Shauna will be moving their offices over into the Hillcrest building. There are concerns about the McKinley building and the liability it presents to the rest of the hospital. Due to its age and lack of fire suppression system we have difficulty with property insurance and the cost to upgrade is enormous.

#### **New Business**

1. **MedStaff Bylaw Amendments:** A motion was made by L. McNamara to approve the two Medical Staff bylaw amendments; seconded by C. Thomas. Motion carried.
2. **Surgical Equipment Purchases:** A motion was made by C. Thomas to authorize the purchase of replacement anesthesia and ultrasound equipment; seconded by L. McNamara. GE Healthcare is willing to package both together and offer financing. Motion carried.

#### **Public Comment**

C. Thomas advised the construction on Highway 153 is causing delays of 30-40 minutes.  
S. Graham introduced our new Director of Quality, Nancy DeFord.

#### **Upcoming Meetings & Events**

M. Pruett noted the upcoming meetings and events listed on the agenda. There is a second strategic planning meeting scheduled for July 8<sup>th</sup>, 2020.

#### **Adjournment**

A motion was made by T. Shrable to adjourn the meeting at 12:49 p.m.; seconded by C. Thomas. Motion carried.

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Mike Pruett, Board Chair

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Cherri Thomas, Board Vice Chair

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Tracy Shrable, Board Secretary

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Leslie McNamara, Board Member

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David Garcia, Board Member