

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:16 a.m. Wednesday, March 31, 2021. 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, Board Chairman.

A quorum was present, including:

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

Others present:

J. Scott Graham, Chief Executive Officer  
Anita Fisk, Director of Human Resources  
Jennifer Munson, Chief Financial Officer  
Gretchen Aguilar, Chief Nursing Officer  
Dr. Ty Witt, Chief Medical Officer  
Chad Schmitt, Chief Information Officer  
Jennifer Best, PR and Marketing  
Shauna Field, Administrative Assistant  
Rosie Poole, Materials Manager  
Jeremy Vandelac, Ancillary Manager  
Nancy DeFord, Quality Director  
Zachary Allison, Radiology  
Devon Ehlert, Employee Health

### **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 C. Thomas. Motion carried.

### **Minutes from Previous Meeting**

A motion was made by L. McNamara to approve the February 24, 2021 Regular Meeting minutes; seconded by C. Thomas. Motion carried.

**Consent Items**

M. Pruett noted the payroll and vouchers as listed on the agenda. L. McNamara recused herself from approving the March 11, 2021 and March 18, 2021 vouchers due to the presence of invoices paid to Grover’s Building Supply.

Payroll Total:	Gross: <u>\$526,303.41</u>	Net: <u>\$364,829.01</u>
<u>2/07/21 to 2/20/21</u>	Gross: <u>\$258,652.89</u>	Net: <u>\$179,702.43</u>
<u>2/21/21 to 3/6/21</u>	Gross: <u>\$267,650.52</u>	Net: <u>\$185,126.58</u>
Vouchers Total:		<u>\$1,288,642.29</u>
<u>02/18/21</u>	<u>091918-091958</u>	<u>\$191,048.08</u>
<u>02/25/21</u>	<u>091959-091985</u>	<u>\$340,794.34</u>
<u>03/04/21</u>	<u>091986-092036</u>	<u>\$196,587.02</u>
<u>03/11/21</u>	<u>092037-092068</u>	<u>\$383,054.52</u>
<u>03/18/21</u>	<u>092069-092129</u>	<u>\$177,158.33</u>
Bad Debt:		<u>\$31,542.50</u>
Financial Assistance:		<u>\$14,123.59</u>
Medical Staff Applications		

A motion was made by C. Thomas to accept the consent items as presented; seconded by T. Shrable. Motion carried.

**Foundation Report**

J. Best presented the Foundation Report. Jennifer will be meeting with Dan Webster to discuss adding a PayPal donation option to the Foundation’s website and converting their website platform from SquareSpace to WordPress to be consistent with the hospital’s website.

**Physicians Report**

During this month’s MedStaff meeting, Dr. Elizabeth Hsu from Coulee Medical Center met with the group to discuss dietary and diabetic referrals to her endocrinology practice. New committee chairs were assigned. Dr. James Wallace gave an update from Public Health on COVID-19 vaccination and infection rates. CNO Gretchen Aguilar discussed the plans to test and vaccinate incoming agricultural workers. Our inpatient and ER volumes have been increasing so the ERx Group will be bringing on two additional providers to help with coverage and PA-C Bob Brown will be providing parttime hospitalist coverage. Dr. Stephen White has been added to the staff as an independent contractor.

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**Administration Report**

S. Graham presented the Administration Report.

**Strategic Plan Updates:** We made good progress in the first quarter. We've been advertising our orthopedic and swing bed programs in newspapers, on the radio and social media. Numbers in acute care, the clinic, the ER and ancillary services have seen improvement. In March, there was a daily average of 3.6 patients in swing bed and 4.7 for inpatient. L. McNamara would like to see more posts about our services on our Facebook page and social media to balance with the COVID-19 information. We exceeded our monthly goal of 20 surgeries with a total of 23 as of the 29<sup>th</sup>. Clinic volumes are not quite reaching goals, but numbers are moving in the right direction and specialty service numbers are high. In the ER, we saw an average of 8 patients per day with volume spikes between 13-14. In March, we reached our goal of 2M in revenue. We received our ACR accreditation for the mammography program. We are seeing 3-4 patients per day and they have been giving positive feedback on their care and real time consultations. Letters will be sent to patients who are past due for their exams. Nancy will forward the provider information for the panel of breast specialists we are using to the board members.

**Vaccine Efforts:** We continue to meet regularly and work with Public Health and regional partners to share resources and organize and assist each other with vaccination events. 22,000 doses have been given in our county (population 42,000). Gretchen and her team have been going downtown to do direct outreach and registrations for the Hispanic community. Public Health is unsure of how many doses will be allocated to the county in the next three weeks. Tina and Devon have been helping Mid Valley Hospital with their Friday events at the Agriplex. We will be helping with a Family Health Centers event at the Pateros Firehall this Friday to test and vaccinate incoming agriculture workers. In reviewing the race and ethnicity statistics for the county, Three Rivers has a 38% rate of Hispanic patients who have received vaccine, compared to 9% before direct outreach and the less than 5% in other regional facilities. Okanogan County was recently recognized for having one of the highest rates of vaccinations in the state which was made possible through the efforts of all our local organizations and volunteers. The clinic has completed their application to receive and administer vaccine. Gretchen will order the Johnson and Johnson vaccine for use in the clinic because it is only one dose and easier to store. We will continue to use Moderna for bigger vaccine events.

**Culture of Excellence:** We are developing and planning a customer service training this summer and continue to focus on developing our culture of excellence to provide the highest standard of patient care, security, and safety.

**Building and Planning:** The city is installing a new water main by the hospital and there are concerns about the potential effects of increased water pressure on our older water system and pipes. The building is aging and we are trying to make investments to keep us functional and sound as an environment of care, but the need for a new building is increasing. We are recruiting for a Revenue Cycle Director, Quality Director, and OR Manger but additional office space is needed for these positions. We have been looking into options such as renting or

leasing temporary modular buildings or portable classrooms. A new law, the Washington Clean Buildings Act, will require all buildings to meet new energy efficient targets by 2026.

### **IT Report**

C. Schmitt presented the IT Report. He completed a dark web scan for the hospital and found no patient information or records, although he did find information related to members of leadership such as names and emails which he expected. Our O365 license has been upgraded and we now have access to improved security tools, such as geofencing which only allows logins from within the US. With content filtering we have seen a 25% decrease in internet bound requests. The EMR Committee has been meeting to discuss the scope and budget of the project. The process to prepare for and transition to a new EMR will take approximately 16 months.

### **Finance Report**

Jennifer Munson presented the Finance Report. She began by reviewing the 30% private pay discount amounts in 2020; in January \$2,000, February \$8,900, and in March \$13,000. In 2020 with the general 50% billing discount the amount was \$40,000 for the year. In March 2021, we saw \$31,000 while promoting the 50% discount.

We have submitted our PPP loan forgiveness application, which is due within 10 months of the initial loan. We applied for 1.2M in the second round of PPP loans and it is pending approval.

In February, volumes and revenue were lower due to the shorter month. Inpatient was underbudget and targets with 83 inpatient days and an average daily census of .79. Swing bed exceeded budget with 61 days but did not meet its target average with 2.1. We had 16 surgeries in February and a cash balance of 1.4M at the end of the month. 3.5M was rolled over into our short-term investments. Patient revenue overall was 1.56M. Expenses were \$64,000 underbudget. We had an operating loss of \$32,000 and a net gain of \$175,000.

We exceeded our 2M revenue goal in March. Inpatient revenues are at \$352,000 as of 3/31/21 with outpatient revenue at 1.6M. Depending on final expenses and contractuals, we will likely see an operating profit this month. The lab pricing structure has been adjusted and will go into effect tomorrow. Professional fees for the mammography program have been adjusted and Jennifer is working on the fee structure for colonoscopies as well which will hopefully improve our revenue and reimbursement in those departments. Chief Joseph Dam has inquired about us performing their physicals and Jennifer is working on that arrangement.

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

### **Break**

A five-minute break was called at 12:53 p.m. The meeting reconvened at 1:00 p.m.

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**Old Business**

None.

**New Business**

**Resolution 2021-05: Surplus Equipment** – A motion was made by L. McNamara to approve the surplus equipment; seconded by C. Thomas. Motion carried.

**Resolution 2021-06: PPP Loan** – A resolution approving the application of the second Paycheck Protection Program loan. A motion was made by C. Thomas to approve the application; seconded by T. Shrable. Motion carried.

**2022 Excess Levy Tax** – The group discussed putting a 2022 maintenance and operations levy tax up for vote to help with hospital recovery from the pandemic with the same conditions as the 2021 levy. The deadline for the August primary is May 14, 2021 and August 3, 2021 for the November general election ballot. The group agreed to move forward with filing on May 14, 2021. A resolution will be presented at the next meeting.

**Laundry Department Replacement Washer** – A replacement industrial washer has been ordered and is on the way. The cost was within the CEO's spending authority so there will be no action required by the board. The group discussed looking into a potential laundry service, but the hospital prefers to keep the jobs and service in house. The hospital's hot water heater is aging out and the kitchen and laundry will need their own dedicated hot water systems. Another M&O levy could help us upgrade the system to be more reliable and energy efficient.

**Public Comment**

Jennifer Best – Dr. Maxwell's wife donated a TV and monitor to the hospital. Jennifer will be sending her a thank you card.

Mike Pruett – Reminded the Board to complete their F-1 filings by April 18, 2021.

**Upcoming Meetings & Events**

M. Pruett noted the upcoming meetings and events listed on the agenda. The WSHA Spring eSeries is five online keynotes held between April and August. There is a price break if the entire organization registers.

**Adjournment**

A motion was made by C. Thomas to adjourn the meeting at 1:26 p.m.; seconded by T. Shrable. Motion carried.

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Mike Pruett, Board Chair

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Cherri Thomas, Board Vice Chair

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Leslie McNamara, Board Secretary

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Tracy Shrable, Board Member

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David Garcia, Board Member