

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:16 a.m. Wednesday, May 26, 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
Gretchen Aguilar, Chief Nursing Officer
Jennifer Munson, Chief Financial Officer
Dr. Ty Witt, Chief Medical Officer
Chad Schmitt, Chief Information Officer
Jennifer Best, PR and Marketing
Shauna Field, Administrative Assistant
Jeremy Vandelac, Ancillary Manager
Rosie Pool, Materials Manager
Devon Ehlert, Employee Health Nurse
Jennifer Bach, Accounting Controller
Tina Smith, Assistant Chief Nursing Officer
Zachary Allison, Radiology Technician

Vision, Mission & Values

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

Agenda

M. Pruett added an item to new business to discuss returning to in-person meetings.

A motion was made by T. Shrable to accept the amended agenda as official; seconded by C. Thomas. Motion carried.

Minutes from Previous Meeting

A motion was made by L. McNamara to approve the April 28, 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 May 6, 2021 vouchers due to an invoice paid to Grover’s Building Supply.

Payroll Total:	Gross: <u>\$ 540,764.66</u>	Net: <u>\$ 375,802.80</u>
<u>4/04/21 to 4/17/21</u>	Gross: <u>\$ 271,229.11</u>	Net: <u>\$ 189,370.37</u>
<u>4/08/21 to 5/01/21</u>	Gross: <u>\$ 269,535.55</u>	Net: <u>\$ 186,432.43</u>

Vouchers Total:		<u>\$ 1,220,654.36</u>
<u>4/22/2021</u>	<u>092323 - 092363</u>	<u>\$ 428,001.42</u>
<u>4/29/2021</u>	<u>092364 - 092432</u>	<u>\$ 215,859.46</u>
<u>5/6/2021</u>	<u>092433 - 092473</u>	<u>\$ 399,203.44</u>
<u>5/13/2021</u>	<u>092474 - 092516</u>	<u>\$ 177,590.04</u>

Bad Debt:	<u>\$ 56,370.32</u>
Financial Assistance:	<u>\$ 26,048.20</u>

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

Foundation Report

J. Best presented the Foundation Report. She is waiting on information to finalize the Foundation’s charity status to set up online donations through Paypal. Tina Smith is gathering quotes for a bladder scanner purchase to submit for their consideration. The Foundation will be running an advertising campaign to promote our new levy. L. McNamara thanked Dan Webster for donating his highway signage.

Physician Report

Dr. Witt presented the Physician Report. Dr. Miller’s last day is today, the 26th but there is a possibility he might return in the future. CPSI will sunset the current provider documentation application, PhysDoc, effective June 1, 2021 and replace it with the Notes application. We have three midlevel ERx providers rotating weekend coverage on Friday – Sunday. Bob Brown has been assisting with inpatient rounding Monday – Thursday. Our new ultrasound machine provides improved, state of the art imaging. Nancy DeFord completed her ultrasound certification, and we are now able to expand our ultrasound service to five days a week. We are working to improve our peer chart review process. Contracts are being reviewed for a new wound care program and to provide occupational therapy for Chief Joseph Dam employees.

Administration Report

S. Graham presented the Administration Report.

Visitor Policy: We have updated our visitor policy to allow one visitor per patient. We worked with our county partners to ensure our policies were consistent across facilities. Visitors will be required to wear masks and remain in designated areas while in the hospital.

LifeNet Award: Three Rivers and Nurse Signe Hagerup received a LifeNet award for how well she handled an organ donor's end of life wishes.

Plan A Progress: Clinic volumes are increasing to an average of 12-13 patients per day. We have been interviewing for the open clinic provider position. Inpatient volumes have decreased. We've had 20 surgeries month to date. We've received 1.5M in gross revenue. Radiology and the lab are exceeding their targets. The new mammography program is going well, we are hearing positive feedback, and we are seeing higher numbers than our previous program from 8 years ago. Growth in the clinic has increased our lab volumes. ER visits are averaging 9.8 visits per day. Our cash on hand is 3M.

Quality: We are reviewing a contract for an interim Quality Director and will have an onsite interview with her in June. Fall rates are low and have trended downward over the years due to good fall mitigation. There were 3 falls reported in April. Medication events were also low with a medication scan rate of 95% in April. There were 2 patients who left against medical advice and no patients left without being seen. A nurse performs a follow up phone call with all ER patients. ICUs are full on this side of the mountain and our ability to transfer has been difficult over the past month. There were 7 ER patient surveys in May with an average score of 88.41%. There was only one inpatient survey giving a score of 71.88%. We will be reviewing the survey feedback for opportunities to improve. We are developing a facility-wide customer service training.

Culture of Excellence: The Leadership Council met yesterday and discussed our wildly important goals (WIGs): Bring our best every day, the ideal patient experience, and operational break even. The group discussed how well the Hospital Week events went. Administration would like to plan another staff BBQ in July.

Succession Planning: We continue to develop the members of our Senior Leadership Council. Scott will revisit the possibility of hiring a COO.

New Hospital Updates: He has been meeting with a consultant, Nathan Dean, to discuss financing options. Another board retreat will be needed to discuss incorporating a new building into our strategic planning.

CHART Reimbursement Model: The Health Care Authority has submitted the application for the CHART reimbursement model, but a decision will not be made until September or October.

Rural Health Clinic Update: Medicare requires we meet a certain quota of visits to maintain RHC reimbursement rates. We can apply for a waiver for 2020 due to COVID-19. We are not currently meeting target volumes, but we are working with our providers on ways to increase volume and build their practices, as well as fill the open provider position.

Break

A ten-minute break was called at 12:44 p.m. The meeting reconvened at 12:54 p.m.

Finance Report

J. Munson presented the April Finance Report. Our first PPP loan has been forgiven as of April 29, 2021. Our second PPP loan was approved for 1.2M. Because of the financial aid, we did not have to lay off any staff during the pandemic. In April there were 100 inpatient days with an average census of 1.27, 62 swing bed days with an average of 2.06, 238 ER visits and 23 surgeries. The end of month cash balance was 4.7M giving us 119 days of cash on hand. She invested 5M into our short-term investments with the county. Our FTE count is below the budgeted 99.4 with 92.4. 43% of our revenue went to salaries. The accounts receivable days are 54.99. Total patient revenue was 1.8M with 1.3M in net revenue. We had an operating profit of 100K. Our 50% discount is still going, and we collected 29K in patient account payments for April. Our total capital assets have increased to 15.7M, up from 8M last year, because of new equipment investments. If we maintain 1.8M in monthly revenue our cash on hand will last until July 2022. We need to reach 2M in monthly revenue to stay out of a negative cash flow. She is working on the cost report which is due May 31, 2021. The Revenue Cycle Director position has been filled and he will start in July, depending on housing. Our auto insurance carrier will no longer be covering hospitals, but she has renewed our coverage with another carrier with a more extensive policy. Our cyber insurance policy has been renewed and she is working on the physician liability insurance application, due July 1st.

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

IT Report

C. Schmitt presented the IT Report. In a 30-day period, we received 16M internet requests on our network. There are no concerning peaks of activity, and our traffic is staying relatively static. Our network security tools blocked a quarter of a million attempted connections, with 24K identified as reliable threats. There are some generic system accounts which IT is reviewing for vulnerabilities and making adjustments as needed. The number of active attempts on our network has decreased with our increased security measures. Multifactor authentication has been implemented on our email accounts. The EMR Committee met with Azalea Health for a high-level overview of their system, and they will be scheduling an inpatient demo. Meetings have been scheduled with Cerner in June, Meditech in July and CPSI, to discuss why we should not switch to another system.

Marketing Report

J. Best presented the Marketing Report. She and A. Fisk have been drafting a charter for the Marketing Committee. She has been working on ideas for new logo items to include in our PR packages for the swing bed program. She has been updating the Marketing budget. The 2020 budget was set at 52K, but we spent 56K total with the additional costs going toward combatting COVID-19 misinformation. A strategic marketing meeting is being planned. She is gathering cost quotes for a quarterly newsletter as well as promoting CDL physicals with marketing targeted at the county fruit growers. She is working on our social media Public Record compliance which requires we keep all comments. She is working with G. Aguilar on updating the visitor policy and creating a handout with our new guidelines and rules. She has converted our swing bed flyer into a trifold brochure and is reaching out to other facilities to schedule in-person and virtual meetings to discuss our services. The swing bed web page has been updated and new radio ads sent to KOZI. She has added Dr. Hsu's endocrinology services to our rotating ads and renewed the ads for our mammography services.

Old Business

Capital Improvements Update: Instead of purchasing portable office space, we will use our current space more efficiently and explore purchasing some cubicles. The city is laying new road after the water main replacement. There were some water outages during this time but the maintenance department had backups in place, so we did not experience any water loss. The new carpet for the McKinley building has been purchased, but not installed yet. The lab needs to replace an analyzer and Jeremy Vandelac is looking into vendors and scheduling demos.

New Business

Levy For/Against Committees: Per a new RCW requirement, we are required to form committees to submit for and against arguments for the tax levy voter pamphlet. Our proposed For Committee members are Jennifer Munson, Shauna Field, and Jennifer Best. We were unable to find members for the Against Committee. A motion was made by C. Thomas to approve the committee choices; seconded by D. Garcia.

Resolution 2021-08, Surplus Equipment: A motion was made by L. McNamara to approve the surplus of one end table; seconded by C. Thomas. Motion carried.

Colonoscopy Purchase: G. Aguilar submitted a request to purchase an additional colonoscopy for \$26,000. The additional scope would act as a backup in case our primary scope breaks and will also help increase the number of procedures Dr. Dhillon can perform. A motion was made by C. Thomas to approve the purchase; seconded by D. Garcia. Motion carried.

In-person Meetings: Per the Governor's Office, as of May 18, 2021 all counties have been moved to Phase III which allows for 50% capacity up to 1000 for in-person attendance at public meetings. After June 30, 2021 there will be no restrictions on in-person attendance and the

requirement for virtual meetings will end. The group discussed whether we should meet in-person at our next regularly scheduled Board meeting on June 30. It was decided the June meeting would be held virtually with an in-person meeting for July. There were concerns about a potential increase in positive cases once restrictions are lifted. The group agreed we should continue to utilize Teams as a connection option going forward.

Public Comment

None.

Upcoming Meetings & Events

M. Pruett noted the upcoming meetings and events listed on the agenda.

Executive Session

A thirty-minute executive session under RCW 42.30.110(g) to discuss the performance of a public hospital employee was called at 2:10 p.m. A fifteen-minute extension was requested at 2:40 p.m. The regular meeting reconvened at 2:55 p.m. No action was taken.

Adjournment

A motion was made by C. Thomas to adjourn the meeting at 2:55 p.m.; seconded by L. McNamra. Motion carried.

Mike Pruett, Board Chair

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

David Garcia, Board Member