

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:18 a.m. Wednesday, July 28, 2021 in the McKinley Building Conference Room at 507 Hospital Way, Brewster WA 98812 and 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

Others present:

J. Scott Graham, Chief Executive Officer
Anita Fisk, Director of Human Resources
Gretchen Aguilar, Chief Nursing Officer
Tina Smith, Assistant 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
Jamie Boyer, Clinic Manager
Joshua Emmil, Dietary Manager
Felipe Aparicio, Privacy Officer
Deborah Grace Gordon, Quality Director

Vision, Mission & Values

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

Agenda

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

Minutes from Previous Meeting

A motion was made by L. McNamara to approve the June 30, 2021 Regular Meeting minutes; seconded by C. Thomas. Motion carried.

Consent Items

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

Payroll Total:	Gross:	<u>\$ 554,012.51</u>	Net:	<u>\$ 387,769.69</u>
<u>06/13/21 - 06/26/21</u>	Gross:	<u>\$ 268,270.36</u>	Net:	<u>\$ 187,148.97</u>
<u>06/27/21 - 07/10/21</u>	Gross:	<u>\$ 285,742.15</u>	Net:	<u>\$ 200,620.72</u>
Vouchers Total:				<u>\$ 1,271,936.37</u>
<u>6/24/2021</u>	<u>092868-092923</u>			<u>\$ 211,136.91</u>
<u>7/1/2021</u>	<u>092924-092997</u>			<u>\$ 402,732.03</u>
<u>7/8/2021</u>	<u>092998-093043</u>			<u>\$ 248,372.72</u>
<u>7/15/2021</u>	<u>093044-093081</u>			<u>\$ 409,694.71</u>
Bad Debt:				<u>\$ 38,308.90</u>
Financial Assistance:				<u>\$ 23,883.62</u>

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

Employee Spotlight

Tina Smith, the Assistant Chief Nursing Officer, discussed her role, duties, history with the organization and accomplishments this year.

Foundation Report

J. Best presented the Foundation Report. Dan Webster has hung banners supporting the levy on the Webster Furniture sign on Highway 97 and placed ads on the local radio stations and in the newspapers. The Foundation has received \$30,000 in donations from the staff.

Physician Report

Dr. Witt presented the Physician Report. Dr. Ellingson has been working with trainers from CPSI to improve her productivity. The recent accident involving two buses worked as a soft drill for handling a multiple casualty event. The surgery department met and discussed the purchase of new Bovie generators and scheduling. Due to short staffing, there is only one person handling ER radiology reads for multiple hospitals. The report from the new peer reviewer, Dr. Harris, was right on target. The new clinic provider, John Hurley, has started. There will be less surgeries in July due to provider's time off and summer vacation.

Administration Report

S. Graham presented the Administration Report.

Plan A Progress: Overall volumes have seen improvement and we are meeting our strategic goals. There were 19 surgeries in June and 12 so far in July. We did not reach our revenue goal in June but we expect to exceed target in July.

Quality and Safety: Our new Quality Director, Grace Gordon, has been identifying areas for improvement and feels we are in good shape for the upcoming Department of Health survey.

Culture of Excellence: We have been working on developing customer service skills with Leadership but want to roll a program out to the entire staff using quality and safety metrics and patient satisfaction survey scores. We have had low return volumes on surveys through Press Ganey and may be considering another avenue for patient surveys. The All Staff Meeting and BBQ is tomorrow, and we are arranging for a provider appreciation reception in September.

New Building Update: We have been working with consultant Nathan Dean and architect, David Franklund, on a proposal for the new building.

M&O Levy: Our levy request to help fund ER operations for 2022 will be on the next ballot. We are not requesting an increase, just a continuation of the same levy that passed last year.

Reimbursement Reform: In progress. More information is expected in October.

Coastal Bank Line of Credit: The group discussed whether to renew our line of credit with Coastal Bank. We haven't had to use it and the cost to renew is \$10,000. We are in a better position financially than we were when we first applied. We have the PPP loans and 5M in investments as a reserve. Scott will schedule a meeting with our representative at Coastal Bank and bring the topic back for further discussion.

Break

A ten-minute break was called at 12:36 p.m. The meeting reconvened at 12:46 p.m.

Finance Report

J. Munson presented the June Finance Report. There were 51 inpatient days, 23 in acute and 28 in swing bed. There were 291 ER visits and 19 surgeries. Inpatient revenue was underbudget, outpatient revenue was overbudget. Net revenue was 1.2M. Total patient revenue was 1.9M. There was an insurance overpayment of \$24,000 which was recouped. Expenses were overbudget at 1.3M due to professional fees, locums staffing costs, medication, and supply costs. There was a \$118,000 operating loss but overall net gain of \$92,000. Our cash on hand is 3M. Both billers in the business office took opportunities elsewhere; one position has been filled internally; interviews are open for the second position. Our Revenue Cycle Director decided against taking the position due to lack of housing in the area, but interviews have been

scheduled to find another candidate. We had a meeting with Allevant regarding our swing bed program and are considering a consulting agreement with them.

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

IT Report

C. Schmitt presented the IT Report. He is working on a cybersecurity 60-day roadmap with ransomware as a high priority issue. Focus is on enhancing communication security by leveraging Teams as a hub and improving spam filters as well as empowering staff with education on phishing and social engineering. They are working on creating cybersecurity newsletters and a ransomware response plan. He would like to move to pass phrases instead of passwords. There will be multifactor authentication for remote access. We have local and cloud-based backup in case of a ransomware event, but we need to draft a recovery plan. The board agreed that moving to Teams for communication would be more secure. For the new EMR, there is a meeting with Cerner scheduled for the second week in August. We will not be moving forward with Azalea Health.

Quality Report

G. Gordon presented the Quality Report. She has been working on updating our policies and procedure processes and working with departments to create quality reports that are meaningful. She has been reviewing and addressing any outstanding safety events and complaints and following up with patients. She has updated the Quality Improvement Program Plan and Patient Complaint and Grievance policy and would like those approved before the DOH survey. She is working with Jamie Boyer on clinic policies and procedures.

Marketing Report

J. Best presented the Marketing Report. She is checking our Google information, advertising, and websites to make sure all information is current and updated. She has added John Hurley and Dr. Hsu to the advertising. The Foundation's Paypal donation link is active and she will post it to our websites and social media. She has completed The Foundation's online charity profile. She is updating the display ads for The Chronicle and Methow Valley News. She will be running ads for the clinic for immunizations, sports physicals and the Moderna vaccine. She is drafting "How did you hear about us?" survey cards for the clinic exam rooms. The hospital participated in the Apple Pie Jamboree parade.

Old Business

Capital Improvements Update: A car collided with a nearby power pole which caused a significant power outage at the hospital. A debrief meeting was held to identify and discuss issues encountered during the outage with the generator's sprinkler system, the server room's air conditioning and medication and lab supply storage.

New Business

Resolution 2021-09: Surplus Equipment – A motion was made by C. Thomas to approve the surplus of a hematology analyzer; seconded by T. Shrable. Motion carried.

Resolution 2021-10: Tax Levy (November ballot) – If the M&O levy does not pass on the August 3, 2021 ballot, a second resolution will be needed to submit for the November ballot. A motion was made by L. McNamara to approve the resolution; seconded by C. Thomas. Motion carried.

Quality Improvement Program Plan and Patient Complaints and Grievances Policy – G. Gordon submitted updated versions of these documents to the board for review. A motion was made by C. Thomas to approve; seconded by L. McNamara. Motion carried.

Ligasure Generator Equipment Purchase – Our current cauterizing equipment is beyond its lifespan and a replacement is needed for surgical cases. Buying two would give us a backup, allow for more surgeries to be performed, and we would receive a significant discount. A motion was made by C. Thomas to approve the purchase upon review of additional quotes; seconded by L. McNamara. Motion carried.

Public Comment

M. Pruettt encouraged the board members to attend the All Staff BBQ if possible.

Upcoming Meetings & Events

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

Adjournment

A motion was made by T. Shrable to adjourn the meeting at 2:16 p.m.; seconded by C. Thomas. Motion carried.

Mike Pruettt, Board Chair

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

David Garcia, Board Member