

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:16 a.m. Wednesday, September 29, 2021 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
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
Joshua Emmil, Clinical Nutrition Manager
Jennifer Bach, Accounting Controller
Jamie Boyer, Clinic Director
Robert Wylie, Maintenance Manager

Vision, Mission & Values

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

Agenda

The time required for the second executive session under RCW 42.30.110(g) was changed from one hour to fifteen minutes.

A motion was made by L. McNamara 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 August 25, 2021 Regular Meeting minutes and the September 20, 2021 Special 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 9/9/21 vouchers due to an invoice from Grover’s Building Supply.

Payroll Total:	Gross: <u>\$ 559,848.77</u>	Net: <u>\$ 397,765.31</u>
<u>8/8/21 to 8/21/21</u>	Gross: <u>\$ 285,690.77</u>	Net: <u>\$ 204,300.70</u>
<u>8/22/21 to 9/4/21</u>	Gross: <u>\$ 274,158.00</u>	Net: <u>\$ 193,464.61</u>
Vouchers Total:		<u>\$ 1,690,523.94</u>
<u>8/19/2021</u>	<u>093281-093323</u>	<u>\$ 260,413.18</u>
<u>8/26/2021</u>	<u>093324-093382</u>	<u>\$ 487,466.00</u>
<u>9/2/2021</u>	<u>093383-093436</u>	<u>\$ 355,453.11</u>
<u>9/9/2021</u>	<u>093437-093495</u>	<u>\$ 437,767.88</u>
<u>9/16/2021</u>	<u>093496-093540</u>	<u>\$ 149,423.77</u>
Bad Debt:		<u>\$ 25,889.53</u>
Financial Assistance:		<u>\$ 31,282.93</u>

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

Employee Spotlight

Jamie Boyer, Clinic Director and Provider Relations, introduced herself and discussed her role and some of the challenges faced while developing a new family practice clinic.

Foundation Report

None.

Physician Report

During this month’s MedStaff meeting the providers reviewed their routine reports, Regen-COV doses, the new patient portal and CPSI’s web-based client. They reviewed the bylaws. The provider reception dinner has been postponed for now. Jamie is preparing for the Rural Health Clinic survey. Mammography numbers are down but hopefully will increase with Breast Cancer Awareness month.

Administration Report

S. Graham presented the Administration Report.

Plan A Progress – Scott reviewed our primary goals of increasing volumes in surgery, swing bed and the clinic. Surgery volumes have seen increases, but we are working with Dr. Dhillon’s

schedule in order to reach 15 cases per month for her. ER, lab, radiology, and clinic volumes are increasing. We have an increased demand for orthopedic services, and we are trying to give more clinic time to Greg Fisk. We continue to develop our interventional pain clinic. The group reviewed September's metrics: 4.1 inpatient average, 1.2 swing bed average, 15.8 clinic average, 24 surgeries, 18.8 in radiology, 75.9 average lab tests, 11.2 average ER visits. Revenue for September is 2.1M. We've achieved operational breakeven several times this year. Our cash on hand has seen a decrease due to delays in the billing office but that should be resolved soon.

COVID-19 Updates – Although our financial situation has improved, we are seeing an increase in COVID-19 cases and staff shortages. Staff are struggling mentally and emotionally due to the ongoing pandemic and criticism and anger from the public regarding vaccines. Staffing issues are further complicated by recruiting agency competition and increased prices. He has met with Senator Murray to discuss workforce shortages and the need to allocate more funds toward training programs for nurses and technicians. The vaccine mandate may also have an impact on our staffing.

Building Updates – Scott provided updates on the progress toward a new building. He discussed infrastructure funds and a Hill-Burton 2.0 Act with Senator Murray who was supportive. David Franklund, an architect who has worked on other facilities in the region will be onsite to assess the property this week and draft preliminary drawings. At this time, retrofitting and remodeling will be more costly than a new building. The Hillcrest House generator has failed and if it cannot be repaired will cost \$50K to replace.

Scott encouraged the group to attend this year's virtual WSHA Annual Meeting and reminded everyone about the Hospitals for a Healthy Future PAC donation.

L. McNamara has been approached with concerns from the public about patients being turned away. We do not turn anyone away, though we are limited as a facility and may need to transfer a patient to a higher level of care when necessary.

An All-Staff Meeting is scheduled for October 5, 2021.

Break

A ten-minute break was called at 12:22 p.m. The meeting reconvened at 12:32 p.m.

Finance Report

J. Munson presented the August Finance Report. Metrics for each department in August were 1.90 average for inpatient, 1.39 in swing bed, 59 acute care days, 43 swing bed days, 31 days of cash on hand, 97 FTEs. 41% of net revenue went to salaries. AR days were 80. 2.4M in total patient revenue. 1.4M in net revenue. Delays in the billing office have impacted our AR days and claims processing but that should be resolved in the next 14-30 days. The delays have impacted our cost model report and lowered our reimbursement rates, but she will continue to monitor and file an interim rate notice with Medicare. Total operating costs in August were 1.4M, 123K overbudget due to locums staffing and professional fees. We had an operating gain

of 22K with a net gain of 232K in August. Our new Revenue Cycle Director, Rosie Hartmann, will start on Friday.

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

IT Report

C. Schmitt presented the IT Report. He discussed the potential security impact if a vendor we utilize is the target of an attack. Chad is looking into upgrading our phone system, as it is outdated and no longer supported by the vendor. The IT department is doing security tests on our firewall and running a social engineering campaign on the staff. The new remote access platform, Parallels, is receiving good feedback. They want to set up a system to audit all Windows devices on our network. He has arranged for a black box security assessment with an outside company. They have been working with CPSI on an improved patient portal and creating a better end user experience.

Quality Report

The Quality Council met this month to discuss quality metrics. We had one controlled fall, but no falls for the past two months. Our medication scan rate is high which keeps our medication errors low. We've seen a decrease in Left Without Being Seen and Against Medical Advice events in the ER with the new location and providers. For patient satisfaction survey returns, the ER had 23 in August and 11 in September, but the inpatient department only had 2 in August and 1 this month. Grace is working remotely for now.

Marketing Report

J. Best presented the Marketing Report. She is preparing ads and doing radio interviews to promote services for Breast Cancer Awareness month and women's health. We have been getting negative comments on our Facebook nursing ads, so she has disabled those for now. She is working on COVID-19 testing messaging and boosting our physical therapy and family practice. Tim Matsui is a filmographer who would like to do film a project with us on the pandemic's impact. The first issue of our quarterly newsletter will be ready to send in November. She is working with The Chronicle on printing costs and the Brewster Postmaster on a bulk mailing permit. The HAWT Committee is working with Fletcher Ellingson on a class to address staff burnout.

Old Business

Capital Improvements Update: The parking lot is being cleaned and prepped to seal the cracks and repaint the lines prior to repaving in August of next year. The clinic carpet is being repaired and replaced. Current equipment needs: New dishwasher, washing machine, and water heaters.

New Business

Additional FTE positions – The hospital is requesting the following positions:

- An additional translator to address increased need in the clinic.
- Two temporary fulltime positions for COVID-19 door screeners and phone call coverage, which can be covered by CARES funds.
- A grant writer to focus on funding opportunities and to help with the Foundation’s fundraising.

A motion was made by C. Thomas to grant the new positions; seconded by L. McNamara. Motion carried.

Public Comment

L. McNamara let the group know that Vicki Orford sends her greetings.

Upcoming Meetings & Events

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

Executive Session RCW 42.30.110(b) – A 30-minute executive session was held between 1:40 p.m. – 2:10 p.m. No action was taken.

Executive Session RCW 42.30.110(g) – A 15-minute executive session was held between 2:10 p.m. – 2:25 p.m. A five-minute extension was requested. The open meeting reconvened at 2:30 p.m. No action was taken.

Adjournment

A motion was made by L. McNamara to adjourn the meeting at 2:31 p.m.; seconded by C. Thomas. Motion carried.

Mike Pruett, Board Chair

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

ABSENT

David Garcia, Board Member