

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:18 a.m. Wednesday, October 27, 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  
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  
Jennifer Best, PR and Marketing  
Shauna Field, Administrative Assistant  
Jeremy Vandelac, Ancillary Manager  
Rosie Pool, Materials Manager  
Jennifer Bach, Accounting Controller  
Jamie Boyer, Clinic Director  
Grace Gordon, Quality Director  
Rosie Hartmann, Revenue Cycle Director  
Tina Smith, Assistant Chief Nursing Office  
Felipe Aparicio, Privacy Officer

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

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

### **Agenda**

M. Pruett added a third item under new business, to discuss rescheduling the November and December regular meeting dates.

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

### **Minutes from Previous Meeting**

A motion was made by C. Thomas to approve the September 29, 2021 regular meeting minutes; seconded by L. McNamara. Motion carried.

**Consent Items**

M. Pruett noted the payroll and vouchers as listed on the agenda. Included was a revised and corrected version of the medical staff letter from September’s meeting.

Payroll Total:	Gross:	<u>\$ 549,228.34</u>	Net:	<u>\$ 389,983.04</u>
<u>9/5/21 to 9/18/21</u>	Gross:	<u>\$ 274,614.17</u>	Net:	<u>\$ 194,991.52</u>
<u>9/19/21 to 10/2/21</u>	Gross:	<u>\$ 274,614.17</u>	Net:	<u>\$ 194,991.52</u>

Vouchers Total:		<u>\$ 1,430,801.80</u>
<u>9/23/2021</u>	<u>093541-093601</u>	<u>\$ 462,300.30</u>
<u>9/30/2021</u>	<u>093602-093651</u>	<u>\$ 190,765.02</u>
<u>10/7/2021</u>	<u>093652-093701</u>	<u>\$ 499,556.30</u>
<u>10/14/2021</u>	<u>093702-093753</u>	<u>\$ 278,180.18</u>

Bad Debt:	<u>\$ 11,047.27</u>
Financial Assistance:	<u>\$ 32,995.45</u>
Medical Staff Applications	

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

**Employee Spotlight**

Jeremy Vandelac, Ancillary Services Manager. Jeremy has been with the hospital for 25 years and has work in each department. He is currently overseeing the lab, radiology and ultrasound and has been lab manager since he was 23. He discussed being on the frontlines throughout the pandemic and difficulties with recruiting and staffing as well as his work with the local schools to encourage students to enter the field.

**Foundation Report**

None.

**Physician Report**

Dr. Witt presented the Physician’s Report. The usual administration and nursing reports were presented at the MedStaff meeting. Dr. Wallace continues to join monthly to discuss county COVID-19 statistics. The number of cases has plateaued and started to drop, along with hospitalizations. Dr. Barbara with the Colville Confederated Tribe presented on their new rehabilitation and detox center in Keller. They are hoping to partner with regional hospitals to assist with their patients, but there are concerns about nurse staffing. Omnicure is a service provided by a group of retired ICU consultants to help rural hospitals with managing high acuity patients during the pandemic. The program is a federally subsidized program but only for 45

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days. We are trying the program out and assessing need and potential future costs. More information to come. Dr. Harris performed chart reviews and presented an educational case.

### **Administration Report**

S. Graham presented the Administration Report.

Plan A Progress – Volumes were not as high in October, which is to be expected going into fall. Clinic, the ER, lab, and radiology are doing well. We have performed 16 surgeries month to date. Revenue is at 1.7M. We are working to lower our accounts receivable days which will increase our cash on hand. Overall, 2021 has been one of the best years financially since he started here.

Staffing – Volumes have improved but the nurse and provider shortages we were seeing before the pandemic have worsened. About 85% of our staff have been vaccinated per the state mandate, 10% received exemptions, 2% chose not to be vaccinated and left the organization. This is consistent with state and nationwide healthcare worker vaccination rates. Staffing and recruiting will continue to be difficult as education and training for medical positions takes a long time and colleges are also struggling with nursing staff for their programs. Costs to recruit, hire, and retain have been higher during the pandemic. Regional facilities are working with the federal government to improve the J1 Visa program.

The CHART Model – There is a meeting on November 9<sup>th</sup>, 2021 to discuss the status of the pilot program. If certain elements of the program are not removed or changed, we will not participate. The program would allow us to focus more on quality improvement and wellness and home health programs instead of relying entirely on patient volumes to be sustainable.

New Building Updates – The architect will be here next week to discuss needs and wants for the new building with the department leaders. He advised that our current location is limiting, so we are looking into other possible locations for construction. The money required to repair and renovate the current building would be better spent on a new facility. We are working on developing a community newsletter which will address the need for a new building. We are also working with legislatures on infrastructure funding programs such as the Hill Burton 2.0 Act.

### **Break**

A ten-minute break was called at 12:22 p.m. The meeting reconvened at 12:33 p.m.

### **Finance Report**

J. Munson presented the September Finance Report. We had 73 inpatient days, 36 swing bed days, 25 surgeries and 327 ER visits with a 1.7M cash balance. She reinvested 4M dollars and transferred 1M into our general fund to help cover processing delays in our account receivable. There were 91 FTEs, but we still have open positions. We hired a grant writer, Revenue Cycle Director, and a Dietary Manager. We had a record 2.4M year to date in total patient revenue. She ran a cost report model and she anticipates we will have a 800K payable to Medicare due to increased revenue. She will accrue 100K each month toward the payable. Our net revenue

was 1.5M. Expenses were 1.5M. There was a billing issue with some of the locums in the amount of 130K which impacted our bottom line for the month. There were increased supply costs, COVID-19 pharmaceuticals, repairs and maintenance, increased insurance costs, property tax, and locums and recruiting costs. We had an operating loss of \$5,243 but a net gain of \$304,186. We received 100K in CARES funds. She has submitted the application for the Phase 4 CARES funds. We were approved for a DOH grant of \$7,000 to provide mammograms for low-income patients. QHR has submitted a swing bed proposal to help grow our program. The accounts receivable balance has decreased from 7M to 6.8M. The billing office is working to improve and optimize the AR system and processes.

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

### **IT Report**

S. Graham presented the IT report for C. Schmitt. The CareShare staffing agreement with Scaled Data will begin on November 1, 2021 and will provide 24/7 IT support. Chad is drafting the report on the security penetration test which went well. An EMR demo is scheduled for next week with Athena to present their clinic module. Meditech has approached us with new pricing.

### **Quality Report**

G. Gordon presented the Quality Report. She is identifying quality indicators and drafting the quality department improvement plan. She is modifying the safety event reporting to remove the term "error." We have 971 active policies and procedures, but there is a high amount of duplication and redundancy. 377 were past due for review. Her main objectives are to develop a meaningful report to present to the board and work with each department on their quality indicators and improvement plans.

### **Marketing Report**

J. Best presented the Marketing Report. For our newsletter, it will cost \$1,300 to print 7,100 copies through The Chronicle. They will only charge \$50 to deliver to the post office. She is working on our bulk mailing permit with the post office, which will cost \$245. Some of our staff will help with translation, so there will be no cost for that. The layout is done. It will be 8 pages long, standard letter size, and delivered quarterly. She took a PR training on how to counter social media misinformation and boost social media's benefits. She is working on a Youtube video with John Hurley and KOZI interviews and ads for the other providers. Dr. Miller will be returning to cover Dr. White's upcoming leave. The clinic will attend the Bridgeport School District's resource fair on November 4<sup>th</sup>, 2021. She continues to give interviews with local news sources to provide updates on COVID-19, the vaccines and boosters, and the vaccine mandate and posts current information to our website and Facebook.

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**Old Business**

**Capital Improvements Update:** The ER registration office project is on hold pending approval by the regulators. There have been supply issues causing delays in carpet replacement projects. The cracks in the parking lot have been sealed and the lines repainted but the full repaving will occur next year. Maintenance has been working on winterizing. The employee gym is being moved to the basement of the Hillcrest building. The generator was able to be repaired and so we did not need to purchase a replacement. The Building and Planning Committee will meet next week when the architect is onsite. We are looking into a 250K line of lease credit to help with capital purchases.

**New Business**

Group Medical Insurance for 2022 – Asuris came in with the lowest quote for 2022 and offers a lower deductible plan of \$750 which would give us a rate decrease of 4.9. It is an 80/20 plan with similar coverage to WCIF. Prescription costs are higher, but copays are comparable. The lower deductible plan may help with recruiting. If we move from the WCIF group pool to Asuris, we can move back if we decide to in the future as we are keeping our dental and long-term disability through them. Jessica Carr has offered to come onsite to help with the new enrollment. A motion was made by L. McNamara to approve changing the medical insurance plan from WCIF to Asuris for 2022; seconded by D. Garcia. Motion carried.

Nurse Union Negotiations/Agreement Approval – Changes made to the current agreement include: Nurses with national certifications will receive \$1 for their first certification and \$1 (increased from .50) for any subsequent certifications. The weekend premium differential was increased from \$2.25 to \$2.50 and will be a facility wide change. There was an agreed 5% increase to the current wage scale upon ratification with 2% increases scheduled for November 2022 and November 2023. There was a request to increase vacation accruals, but that is something we'd like to provide globally for all staff in the future. The contract will be for 3 years. A motion was made by L. McNamara to accept the union agreement as proposed; seconded by C. Thomas. Motion carried.

November and December Meeting Dates – November's regular meeting will be held on November 17<sup>th</sup> at 11:00 a.m. December's regular meeting will be held on December 22<sup>nd</sup> at 11:15 a.m. A meeting will need to be scheduled in November to approve the 2022 budget.

**Public Comment**

L. McNamara thanked Scott for visiting one of her relatives who was a recent patient at the hospital. She asked if the hospital has the ability to drain water from the lungs; yes, but the surgeon bases the decision on the risk of needing a ventilator or intensive care.

M. Pruett asked for an update on the vaccine booster shots. The Moderna and Pfizer shots can be mixed and matched for the boosters for eligible patients who are over 65 years old,

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immunocompromised, or living with an immunocompromised person and healthcare workers. We are putting together our protocols for booster shot appointments.

**Upcoming Meetings & Events**

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

**Executive Session RCW 42.30.110(g)** – A 30-minute executive session was held between 1:57 p.m. – 2:27 p.m. The open meeting reconvened at 2:27 p.m. A motion was made by C. Thomas to accept the changes made to the CEO compensation contract, Addendum B; seconded by L. McNamara. Motion carried.

**Adjournment**

A motion was made by C. Thomas to adjourn the meeting at 2:28 p.m.; seconded by D. Garcia. 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