

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:18 a.m. Wednesday, February 23, 2022. The meeting was held 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, Chair.

A quorum was present, including:

Mike Pruett, Chair
Cherri Thomas, Vice-Chair
Leslie McNamara, Secretary
Tracy Shrable, Member

Others present:

J. Scott Graham, Chief Executive Officer
Jennifer Munson, Chief Financial Officer
Tina Smith, Chief Nursing Officer
Anita Fisk, Human Resources Director
Shauna Field, Administrative Assistant
Jennifer Best, Business Development Coordinator
Dr. Ty Witt, Chief Medical Officer
Jamie Boyer, Clinic Manager
Rosie Hartmann, Revenue Cycle Director
Jeremy Vandelac, Ancillary Services Director
Grace Gordon, Interim Quality Director
Terri Mail, Quality Director
Teresa Stout, Discharge Planning
Jennifer Bach, Accounting Controller
Rosie Poole, Materials Manager
Rob Wylie, Facilities Manager
Zac Allison, Radiology Tech

Vision, Mission & Values

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

Agenda

S. Graham requested a 15-minute executive session be added after public comment, RCW 42.30.110(g) to discuss the performance of a public employee.

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 January 26, 2022 Regular Meeting minutes; seconded by T. Shrable. Motion carried.

Consent Items

M. Pruettt noted the payroll, vouchers, and Medical Staff applications as listed on the agenda. L. McNamara recused herself from approving the 02/10/2022 vouchers due to an invoice from Grover’s Building Supply.

Payroll/Vouchers

Payroll Total:	Gross: <u>\$ 524,602.50</u>	Net: <u>\$ 375,385.53</u>
<u>1/9/22 to 1/22/22</u>	Gross: <u>\$ 262,126.24</u>	Net: <u>\$ 188,264.05</u>
<u>1/23/22 to 2/5/22</u>	Gross: <u>\$ 262,476.26</u>	Net: <u>\$ 187,121.48</u>

Vouchers Total:		<u>\$ 1,553,091.32</u>
<u>1/27/2022</u>	<u>094523-094576</u>	<u>\$ 442,132.86</u>
<u>2/3/2022</u>	<u>094577-094616</u>	<u>\$ 232,852.07</u>
<u>2/10/2022*</u>	<u>094670-094722</u>	<u>\$ 442,020.12</u>
<u>2/17/2022</u>	<u>094725-094762</u>	<u>\$ 436,086.27</u>

Bad Debt:		<u>\$ 50,875.45</u>
Financial Assistance:		<u>\$ 41,155.91</u>
Medical Staff Applications		

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

Employee Spotlight

Terri Mail, Director of Quality, discussed her role in risk management to ensure the safety of our facility and staff, as well as keeping us in compliance with regulatory guidelines.

Foundation Report

J. Best presented the Foundation Report. The Foundation met last month to discuss fundraising, purchases, and projects and will be reaching out to other hospital foundations for more ideas on how to best use their funds. They are working on a press release to discuss the recent \$30,000 Roots and Wings grant and the \$5,000 donation from a local family. Due to the grant and other donations, The Foundation has a current balance of \$63k.

Physicians Report

Dr. Witt presented the Physician’s Report. CPSI’s onsite visit was very productive, and we continue to meet with them weekly to discuss system functionality. The MedStaff bylaws are being updated to change the monthly meeting to quarterly. Radiology is exploring a move to a different imaging vendor. We hired an echocardiogram technician who will be on campus 1-2 days a week and filled the open full-time position in Radiology.

Administration Report

S. Graham presented the Administration Report. Volumes have been low since October. In February operations were impacted by the Omicron surge and the Governor's moratorium on surgeries, which ended on 2/17. We've had 8 surgeries this month, with 7 more scheduled. In February our averages were 2.1 for inpatient, 0.8 for swing beds, 151 total clinic visits, 152 ER visits, and a 68.4 daily average in laboratory tests. To breakeven, we need to reach 2.4M in revenue each month. Currently our revenue for February is less than 1M. Cash on hand is 700k. We are monitoring our labor costs and asking staff to take low census when they can.

Plan A – We are increasing our Plan A goals to 22 surgeries and an average of 3 inpatient and swing bed patients per month. Quorum Health will be onsite to consult on our swing bed program in March and we are looking into hiring a speech therapist to expand our services. We are exploring how to increase our clinic's productivity as Medicare requires a certain level of volume to maintain our Rural Health Clinic designation. We are developing an all-staff training on customer service.

CPSI – CPSI was onsite for a two-day system optimization visit. They worked with each department and there was good staff attendance and engagement. We've chosen to stay with CPSI rather than incur the expense of a new EMR system.

CHART – The CHART Advisory Council held its first meeting to discuss an overview of the aims of the project. The pilot is scheduled to last until 2028. We have until November to decide if we will participate or not.

Legislative Session – There are two bills being considered that would have a negative impact on the hospital. One bill, to increase the amount of charity care provided, would drastically impact our financials and viability and the other would set rigid nurse staff ratios which would be difficult to fulfill given the shortage of nurses. We are working with legislators to make them aware of the issues created by these two bills.

New Building – In order to compare the costs of building new vs renovation, our architect is suggesting studies be done on the building and grounds which would cost approximately \$60k to complete. We are looking into grant funding to help offset the costs.

New Employee Gym – The employee gym has been moved to the newly renovated basement in the Hillcrest building. It is available 24/7 to employees for a \$10 monthly fee.

Break

A ten-minute break was held between 12:17 p.m. – 12:27 p.m.

Finance Report

J. Munson presented the January Financial Report. January 2022 saw the lowest volumes in the past 10 years. 65 inpatient days, inpatient average of .55, 1.55 swing beds, 228 ER visits, 7 surgeries, average 48 lab tests, average of 12 in radiology, 1M cash balance, 24 days of cash on hand, 91 FTEs, 151 AR days, net revenue of 1M, and 1.3M in expenses. She withheld 1M last month from our short-term investments and will withhold another 1M this month to help cover costs. At the end of January, we had 4.6M in bonds and investments. We had an operating loss of 350k, and a net loss of 129k. She has adjusted the cash flow projections so that larger expenses and wage increases will occur later throughout the year.

The billing office continues to work on improving our clean claim rate and resolving system and coding issues to bring down the number of our accounts receivable days.

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. We are negotiating an offer with a clinical informatics nurse to help improve CPSI use.

Quality Report

G. Gordon presented the Quality Report. Each month a different department will present their quality improvement project to the Board. T. Smith presented the nursing plan to improve confirmation rates of patient home medications and communication to receiving facilities during ER transfers. She is working with CPSI on a system process to assist with reporting.

Compliance Committee Charter – The group reviewed the Compliance Committee Charter. A compliance committee focuses on the regulatory and legal aspects of the Quality program instead of clinical care aspects. Terri Mail is our Compliance Officer. We have reached out to the Rural Collaborative for information on their Compliance Hotline service. The committee would meet quarterly and present an annual compliance plan to the Board.

A motion was made by C. Thomas to accept the Compliance Committee Charter and Quality Report; seconded by L. McNamara. Motion carried.

Marketing Report

J. Best presented the Marketing Report. Services and information currently being promoted in local newspapers, radio ads, and on social media include: physical therapy, the clinic, echocardiograms, nurse recruitment display ads, senior focus ads, women's health, COVID-19 testing turnaround times and vaccines, American Heart Month, blood donation. We've received good feedback on our newsletter but also some concerns about the cost. The total cost was about \$2,700 cheaper than expected using the newsprint quality of paper and will only be a quarterly expense. Jennifer is working on changes to the cover design for the next issue. The group discussed ideas for future articles such as next year's M&O levy, the new building plans, the hospital Foundation, our swing bed program, and employee spotlights. She is planning an onsite visit in April. Current internal PR for staff includes recruitment campaigns, referral incentives, masking, and vaccine boosters.

Old Business

Capital Improvements: Current projects include: identifying additional office space, replacing the carpet in the clinic, updating the furnishings in the McKinley Building sleep room, and installing new security cameras. An inspection was completed on our medical gas system. The inspector reported the system is functional but becoming obsolete due to age. The group discussed replacing the carpet in the McKinley building with laminate flooring for improved cleanliness; the Board approved.

New Business

Privacy Officer – German Meza will be assuming the Privacy Officer role. A motion was made by C. Thomas to approve the appointment; seconded by L. McNamara. Motion carried.

Resolution 2022-03: Surplus Equipment – A motion was made by C. Thomas to approve the surplus of two countertops with bases; seconded by T. Shrable. Motion carried.

Public Comment

None

Upcoming Meetings & Events

M. Pruett noted the upcoming meetings and events listed on the agenda. The next Regular Board Meeting will be held on March 30, 2022. A strategic Board Retreat will be held on April 5, 2022.

Executive Session – RCW 42.30.110(g)

A fifteen-minute executive session was held between 1:37 p.m. - 1:53 p.m. No action was taken.

Adjournment

A motion was made by C. Thomas to adjourn the meeting at 1:56 p.m.; seconded by T. Shrable. Motion carried.

Mike Pruett, Board Chair

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

David Garcia, Board Member