

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:16 a.m. Wednesday, October 26, 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  
Tracy Shrable, Member  
David Garcia, Member

Others present:

J. Scott Graham, Chief Executive Officer  
Tina Smith, Chief Nursing Officer  
Jennifer Munson, Chief Financial Officer  
Anita Fisk, Human Resources Director  
Dr. Ty Witt, Chief Medical Officer  
Chad Schmitt, Chief Information Officer  
Shauna Field, Administrative Assistant  
Jennifer Best, Business Development Coordinator  
Jamie Boyer, Clinic Manager  
German Meza, Quality Director  
Malinda Valdovinos, Dietary Manager  
DJ Dinjian, Environmental Services Manager  
Rosie Hartmann, Revenue Cycle Director  
Rosie Poole, Central Supply Manager  
Zac Allison, Radiology Technician  
Jennifer Bach, Accounting Controller  
Rob Wylie, Facilities Manager  
Michele Graham, Quality Coordinator  
Sandra Garcia, HR and Benefits Specialist  
David Franklund, Architect

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

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

### **Agenda**

David Franklund's presentation was moved to take place after the employee spotlight.

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

### **Minutes from Previous Meeting**

A motion was made by C. Thomas to approve the September 28, 2022, Regular Meeting Minutes; seconded by D. Garcia. Motion carried.

**Public Comment**

None.

**Consent Items**

M. Pruett noted the payroll, vouchers, and Medical Staff applications as listed on the agenda.

Payroll Total:	Gross: <u>\$ 524,610.96</u>	Net: <u>\$ 378,588.96</u>
	Gross: <u>\$ 263,848.06</u>	Net: <u>\$ 189,088.10</u>
	Gross: <u>\$ 260,762.90</u>	Net: <u>\$ 189,500.86</u>
Vouchers Total:		<u>\$ 1,332,209.00</u>
<u>9/29/2022</u>	<u>096267-096321</u>	<u>\$ 316,162.47</u>
<u>10/6/2022</u>	<u>096322-096355</u>	<u>\$ 379,421.66</u>
<u>10/13/2022*</u>	<u>096356-096441</u>	<u>\$ 237,415.39</u>
<u>10/20/2022</u>	<u>096442-096482</u>	<u>\$ 399,209.48</u>
Bad Debt:		<u>\$ 12,105.69</u>
Financial Assistance:		<u>\$ 33,770.66</u>

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

**Employee Spotlight**

Sandra Garcia, HR and Benefits Specialist, has worked with the hospital for five years and her duties include assisting with day-to-day tasks for HR, onboarding new employees, interviews, and making sure we are in compliance with HR documentation. She also helped develop the new electronic onboarding system with IT.

**Architect Report**

David Franklund presented on his complete Master Planning Study which found our current building presents insurmountable challenges for creating an efficient, operational environment. His recommendation is a phased plan to replace the current facility with a new hospital that would serve the district for the next 50 years. The group reviewed and discussed his draft concept renderings for a new building. The next step is to complete a feasibility study and explore funding opportunities.

**Break**

A break was held between 12:34 p.m. – 12:48 p.m.

**Foundation Report**

No report.

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**Physicians Report**

Dr. Witt presented the Physicians Report. A peer review was conducted at this month's MedStaff meeting. Dr. Dhillon has resigned as of November 2, 2022 and we are currently exploring general surgeon recruitment opportunities.

**Administration and Quality Report**

S. Graham presented the Administration and Quality Reports. Our overall volumes are below target. Our swing bed volumes are also low and we require a speech therapist to increase the amount of referrals we can accept. At least 25 surgeries are anticipated by the end of the month. We are currently at 1.2M in revenue which falls short of the needed 2.4M. The cause of lower hospital volumes may be because the clinic is open and available to take the lower acuity patients. Clinic visits drive our ancillary services, but we need more referrals from primary care providers.

An all-staff meeting was held on Monday, October 24<sup>th</sup> and we will hold these meetings quarterly. M. Pruett was able to attend. Our customer service training program had its first session in October. We are at a 56% total completion rate for our performance evaluations.

The Quality Council met on October 11, 2022. We've had several falls recently which are being analyzed but there were no falls in September. We've had no medication events since July. There were no surgical complications or hospital acquired infections in September. Patient survey satisfactions scores averaged between 80-90%. German is working on updating informational signage and quality onboarding procedure, form usage and standardization, preparing for the next DOH survey, as well as working with the departments on their quality improvement projects and improving the QI process for the new year.

A motion was made by C. Thomas to accept the Quality Report; seconded by D. Garcia. Motion carried.

**Finance Report**

J. Munson presented the September Financial Report. In September we had 31 acute inpatient days, 49 swing bed days, 290 clinic visits, and 22 surgeries. We should be seeing 485 clinic visits per month per Rural Health Clinic requirements. Our AR days increased to 130 but overall accounts receivable decreased by 213k. Inpatient and outpatient revenues were underbudget. We had 1.6M in net revenue. She anticipates a 900k receivable from Medicare from the cost report model. She will submit a rate change request in November. We had 1.7M in expenses. We ended the month with a 1.4M cash balance and 27 days of cash on hand. There was an operating loss of 123k and a total net gain of 87k. We would not have had a profit without the cost report entry. Currently AR days are at 126 with a clean claim rate of 78%, improved from 23% earlier in the year. The business office made adjustments to enhancement rules and modifiers to improve claim processing and the clean claim rate. They are working through 1M of denials and meeting with payers to address aged AR. She will need to make an entry for the HCA grant for uninsured COVID-19 patients and possibly move it from miscellaneous to unearned funds. Tax funds will come in this month and next month. As long as expenses don't increase and revenue stays at 1.8M we should be ok through winter. The increased costs of labor and locum staff throughout the region is causing hospitals to close certain services and downsize. The Board would like to schedule a strategic planning meeting to discuss operations in December.

A motion was made by C. Thomas to accept the Finance report as presented; seconded by D. Garcia. Motion carried.

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**IT Report**

C. Schmitt presented the IT Report. IT has been working to improve the stability of our environment to prevent outages. They are seeing 75% less incidents than they were 18 months ago. There has been a dangerous uptick in phishing and malware campaigns but our backups, perimeter defenses, and firewalls are in good shape. Our security score has improved to 85%. Mike Oberg continues to make good progress with informatics and training for providers.

**Marketing Report**

J. Best presented the Marketing Report. The group discussed ways to improve the newsletter and use it in a more strategic way to reach the community. A special marketing strategic planning meeting will be scheduled for November. She is working on the PR and Marketing budget but there is a question on if we are moving in the right direction regarding traditional advertising vs community outreach. Feedback has shown that most people hear about us through word of mouth. The community outreach events this year were valuable for visibility, but staff capacity and availability are an issue.

**Old Business**

**Capital Improvements:** Dirt has been delivered to fill the new flowerpots with plans for flowers next spring. We will utilize holiday themed decorations over the fall and winter. The roof has been cleaned and painted. The new RFID doors will be installed by the end of the month. We are exploring sleep space options for the CRNAs. The ER registration office project is pending Department of Health approval.

**New Business**

**2023 Benefits** – Administration recommends staying with Asuris for medical benefits in 2023 with a move to higher deductible to offset the increased cost of premiums. Open enrollment is scheduled for November 15<sup>th</sup>, 2022. A motion was made by C. Thomas to accept the recommendation; seconded by D. Garcia. Motion carried.

**Resolution 2022-08: Cancelled Warrants** – A motion was made by C. Thomas to approve the list of 2022 cancelled warrants; seconded by D. Garcia. Motion carried. When uncashed warrants are cancelled they are either reissued or marked as unclaimed property and sent to the state.

**Upcoming Meetings & Events**

M. Pruettt noted the upcoming schedule of meetings and events. The 2023 Budget Hearing and Regular Board Meeting will be moved to November 29, 2022 at 11:00AM to allow the necessary resolutions to be filed on time. The start time for all future board meetings will be changed to 11:00AM.

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**Adjournment**

A motion was made by C. Thomas to adjourn the meeting at 2:27 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