

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:01 a.m. Wednesday, May 31, 2023. 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, Board Chair.

A quorum was present, including:

Mike Pruett, Board Chair
Cherri Thomas, Vice Chair
Leslie McNamara, Secretary
Tracy Shrable, Member
David Garcia, Member

Others present:

J. Scott Graham, Chief Executive Officer
Anita Fisk, Human Resources Director
Tina Smith, Chief Nursing Officer
Dr. Ty Witt, Chief Medical Officer
Shauna Field, Administrative Assistant
Jennifer Best, Business Development Coordinator
Jeremy Vandelac, Ancillary Services Director
Amy Thomas, Chief Information Officer
Rosie Hartmann, Revenue Cycle Director
Jamie Boyer, Clinic Manager
German Meza, Quality Director
Malinda Valdovinos, Dietary Manager
Zac Allison, Radiology Supervisor
Mike Oberg, Informatics RN
Rosie Poole, Materials and HIM Manager
Dan Webster, Foundation President
Jennifer Bach, Accounting Controller
Teresa Stout, Discharge Planner
Sonia McCracken, Credentialing Specialist
Veronica Orozco, HR Assistant

Vision, Mission & Values

All took turns reading the vision, mission, and values statements and discussed the ways in which we act as a trusted community partner with our collaborations with other facilities and 24/7 ER services.

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 April 26, 2023 Regular Meeting Minutes, the May 10, 2023 Special Meeting Minutes, and the May 19, 2023 Special Meeting Minutes; seconded by C. Thomas. Motion carried.

Public Comment

Lynda Wagoner’s retirement party is scheduled for tomorrow, June 1st. The Board expressed their gratitude for her years of service.

Consent Items

M. Pruett noted the payroll, vouchers, and Medical Staff applications as listed on the agenda. L. McNamara recused herself from approving the 5/11/23 and 5/25/23 vouchers due to invoices from Grover’s Building Supply.

Payroll Total:	Gross: <u>\$ 592,119.41</u>	Net: <u>\$ 425,586.63</u>
<u>4/16/23 to 4/29/23</u>	Gross: <u>\$ 290,030.94</u>	Net: <u>\$ 205,203.71</u>
<u>4/30/23 to 5/13/23</u>	Gross: <u>\$ 302,088.47</u>	Net: <u>\$ 220,382.92</u>
Vouchers Total:		<u>\$ 1,690,936.22</u>
<u>4/27/2023</u>	<u>098043-098122</u>	<u>\$ 350,016.01</u>
<u>5/4/2023</u>	<u>098123-098165</u>	<u>\$ 413,170.37</u>
<u>5/11/2023*</u>	<u>098211-098255</u>	<u>\$ 202,854.35</u>
<u>5/17/2023</u>	<u>098257-098299</u>	<u>\$ 422,535.49</u>
<u>5/25/23*</u>	<u>098300-098497</u>	<u>\$ 302,360.00</u>
Bad Debt:		<u>\$ 11,779.53</u>
Financial Assistance:		<u>\$ 36,565.87</u>

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

Employee Spotlight

The CORE Committee discussed their role in organizing hospital staff recognition and events, such as All Staff Meetings and Hospital Week.

Foundation Report

Dan Webster presented the Foundation Report. The Foundation met with Scott, Jennifer Best, and Mike Pruett on May 4th in Twisp to discuss the future direction of the hospital. They offered five \$1,000 scholarships to the high schools in our district for students interested in the medical field and approved four applications received from the Bridgeport and Liberty Bell schools.

Physician Report

Dr. Witt presented the Physician Report. Dr. Ebaugh has been running the Surgery Team meetings which are productive and well attended. The credentialing applications go through the Credential Committee and then are reviewed at the quarterly MedStaff meeting. We will have staff out on maternity leave which will create some staffing shortages. L. McNamara and C. Thomas asked about our surgical coverage and if we handle appendicitis. Dr. Ebaugh is here for the first two weeks of every month, and

we do not have a night surgery crew. Surgeries that fall outside of our schedule need to be transferred. The board requested we complete a financial analysis of lost revenue, including ancillary services, associated with transfers to see if it would justify the cost of a full-time surgeon. Ultrasound services are available Tuesday – Thursday and CT service is 24/7.

Administration Report

S. Graham presented the Administration Report. The group reviewed our current metrics for May. Acute volumes saw some improvement to a daily average of 2.3, swing bed has stayed consistent with one patient, clinic volumes were down due to providers being out of the office, radiology numbers are picking up and lab is over their target goal. C. Thomas asked about our mammography statistics; we are averaging 3 per day but would like to be at 6. Estimate 300 patients per year. Numbers for women’s health have fallen since the loss of OB. We have more openings and less waiting time for mammo and colonoscopy appointments than other facilities, but we are not getting many referrals from them. The Board would like to see us advertise our availability more so patients know their options and do not have to wait. We are wanting to build on outpatient physical therapy as there is a shortage in the region. 27 surgeries were performed in May. ER volumes were up. Revenue was nearly 2M but we need 2.3M to break even.

The group discussed a recent incident with a violent patient and a 45-minute delayed response from law enforcement. Administration would like to explore hiring private security. The board approved moving forward with research and gathering pricing and options.

We received a grant to work with Ingenium Advisors to improve our telehealth services. Jamie and our steering committee meet with them regularly. They are working on setting up a hub in the county and a virtual room in the clinic, as well as acquiring some home monitoring equipment. Kiosks have been set up in Oroville and in Leavenworth. C. Thomas asked about behavioral health; would require partnering with other medical professionals.

Scott’s CEO performance evaluation has been completed.

Finance Report

S. Graham presented the April Finance Report. L. McNamara asked why the bad debt number is higher in the finance packet than on the income statement; the income statement is an estimate. R. Hartmann will run an updated report during the break. The business office has been doing more research on bad debt accounts to make sure claims are clean, as well as contacting patients to arrange payment options, prior to sending the data out. Gross AR days, clean claim rates, and denial percentages went up in April due to this new approach. Net AR days are 73. Professional fees were high due to invoices that were sent to us late, otherwise expenses were under budget. Inpatient and outpatient revenue was under budget by 378k. We had an operational loss of 300k, with a net loss of 11k after receiving tax revenue. We were able to move 500k into our investment fund, bringing it back up to 3M.

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

IT Report

M. Oberg and A. Thomas presented the IT Report. Current projects include improving the onboarding process, new GE vitals monitors, overseeing the 3R implementation, CPSI/Thrive, the Medication Review to CPSI interface, Lippincott, tracking demographics, improving acute care nursing documentation,

installing Communication Center, working on the nursing infusion protocols, and enhancing telehealth services. For April, 162 tickets were opened, 167 were completed, with 15 still pending in May. 46 technical support requests were closed by informatics. There are 16 active projects. M. Oberg provided a debrief on the recent CPSI Conference. He attended 20 different sessions.

Break

A break was held between 12:43 p.m. – 1:03 p.m.

Quality Report

G. Meza presented the Quality Report.

Quality Metrics

- Falls with Injury – None.
- Medication Events and Scan Rate – There was one medication event but there was no harm to the patient. The medication scan rate for April was 98%.
- Hospital Acquired Infection and Surgical Complications – None.

Patient Satisfaction

- ER – 95% with 13 returned surveys. Patient comments: 92% positive with 2% negative. C. Thomas praised the high ER scores.
- Inpatient – 84% with 1 returned survey. No patient comments but year to date 45% positive with 27% negative based on 11 surveys.
- Clinic – 96% with 16 returned surveys. Patient comments: 69% positive with 19% negative.

Patient satisfaction data is skewed due to low number of returns, but German is following up with the patients and forwarding complaints to department heads.

Trauma, Stroke, and Chest Pain – There were no trauma or stroke cases. There were 15 chest pain cases and 4 surgery transfers. German is working with Pharmacy on how to report on our antibiotic therapy data.

Departmental Quality Improvement – Departments will begin presenting their plans to Leadership and Quality Council.

DOH Survey Preparedness – German is doing regular walkarounds to address any issues. He has sent a survey preparedness guide to Leadership, as well as a pre-survey checklist.

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

Marketing Report

J. Best presented the Marketing Report. She will be working with Matt Ellsworth on the new building campaign materials. Other projects include drafting the content for the next newsletter, finishing the swing bed promotional video with Tim Matsui, radio spots for The Foundation, interviews on women's health services and the 2023 M&O levy, advertising for pediatrics, colonoscopies, echocardiograms and mammography, summer parades and other community outreach events, sending out postcards for our

new providers, and updating our website homepage. Once the swing bed video is done being edited it will be posted to our website and social media.

Old Business

Capital Improvements: The new rock has been placed and flowers planted in the new flowerpots around the campus. We were able to create more parking spaces. Maintenance is staying busy with A/C and air handling repairs. We continue to prepare for this year's DOH survey. The Building and Planning Committee will be meeting this Friday.

New Business

Insurance Probation Period – In order to modernize our benefits package, Administration proposes the removal of the 60-day probationary period for medical insurance. Insurance would become effective the first day of the first full month after hire date. A motion was made by L. McNamara to approve the proposal; seconded by T. Shrable. Motion carried.

New Building Levy – Our debt capacity was recalculated to 86M which will allow us to move forward with our original plans. We are working with our attorney on a resolution to submit for the November ballot and will be meeting with Matt Ellsworth, architect Dave Franklund, and financial consultant Jeff Fivecoat to begin planning the campaign. The project will cost approximately 68M. A levy is our only option to cover the costs of building a new facility, as we cannot afford a loan or mortgage and there are no grants that would offer enough funds. The next steps will be to create a strategy for community outreach and education. A 60% super majority will be needed for the resolution to pass. The Board agreed to move forward with the new building initiative.

Upcoming Meetings & Events

M. Pruett noted the upcoming schedule of meetings and events. Due to the WSHA Rural Leadership Conference at the end of June, the Regular Board Meeting will be moved to Thursday, June 29, 2023 at 11:00 a.m.

Adjournment

A motion was made by L. McNamara to adjourn the meeting at 2:24 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

David Garcia, Board Member