

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:04 a.m. Thursday, December 28, 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  
David Garcia, Member

Others present:

J. Scott Graham, Chief Executive Officer  
Tina Smith, Chief Nursing Officer  
Jennifer Munson, Chief Financial Officer  
Shauna Field, Administrative Assistant  
Jeremy Vandelac, Ancillary Services Director  
Rosie Hartmann, Revenue Cycle Director  
German Meza, Quality Director  
Amy Thomas, Chief Information Officer  
Jennifer Best, PR/Marketing  
Jamie Boyer, Clinic Manager  
DJ Dinjian, Environmental Services Manager  
Zach Allison, Radiology Supervisor  
Michele Graham, Quality Coordinator  
Mike Oberg, Informatics RN

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

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

### **Agenda**

The purchase of a new lab analyzer was added to new business. A motion was made by L. McNamara to accept the amended agenda as official; seconded by D. Garcia. Motion carried.

### **Minutes from Previous Meeting**

A motion was made by L. McNamara to approve the November 29, 2023, Regular Meeting Minutes; seconded by C. Thomas. Motion carried.

### **Public Comment**

None.

**Consent Items**

M. Pruett noted the payroll and vouchers listed on the agenda. There were no Medical Staff applications. L. McNamara recused herself from approving the 11/16/23 vouchers due to a check for travel reimbursements and 12/14/23 due to an invoice from Grover’s Building Supply.

Payroll Total:	Gross: <u>\$ 649,543.09</u>	Net: <u>\$ 467,630.46</u>
<u>11/12/23 to 11/25/23</u>	Gross: <u>\$ 309,556.71</u>	Net: <u>\$ 222,090.66</u>
<u>11/26/23 to 12/09/23</u>	Gross: <u>\$ 339,986.38</u>	Net: <u>\$ 245,539.80</u>

Vouchers Total:		<u>\$ 1,763,273.34</u>
<u>11/16/2023</u>	<u>099730-099767</u>	<u>\$ 413,048.93</u>
<u>11/29/2023</u>	<u>099768-099768</u>	<u>\$ 89,171.80</u>
<u>11/30/2023</u>	<u>099769-099820</u>	<u>\$ 459,002.01</u>
<u>12/7/2023</u>	<u>099821-099885</u>	<u>\$ 374,708.69</u>
<u>12/8/2023</u>	<u>099886-099886</u>	<u>\$ 15,624.54</u>
<u>12/14/2023*</u>	<u>099887-099929</u>	<u>\$ 411,717.37</u>

Bad Debt	<u>\$ 40,138.28</u>
Financial Assistance	<u>\$ 17,117.84</u>

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

**Foundation Report**

S. Graham provided an overview of the last Foundation meeting. They have 100k in funds primarily through staff donations. The purchase of a vaccine fridge for the clinic was approved. They discussed the new billboard lease and running another new building campaign. We will be tracking how many patients list the billboard as how they heard about us through a survey.

**Administration Report**

S. Graham presented the Administration Report. We are in a holding pattern until the Strategic Board Meeting and whether we decide to run the new building proposal again in 2024. We will need to continue to maintain the current building regardless. 44% of the vote was encouraging but we’ll need to consider the opposition and concerns from the community.

December Metrics - December volumes were better than expected with approximately 2M in revenue anticipated. Current gross revenue is 1.7M. For December the average inpatient census is 2.9 and swing bed is 0.8. Clinic volumes are down but that is typical for this time of year. We should reach 20 surgeries by the end of the month. Extending Dr. Ebaugh’s schedule has had good results, and we hope to bring him on full time in the future. ER has 255 visits.

DOH Survey – We had good results and positive feedback from the surveyors thanks to German’s prep work. This new year’s survey will be the CMS survey which is typically much tougher.

New Providers – Greg Fisk, Roy Huffstetler, and an additional family practice provider accepted positions at our clinic based on our reputation. Dr. Goodall was hired as the new site director for ERx.

Facility Improvements – We completed upgrades and improvements to the campus landscaping. We did a video tour of the facility to show the community our need for a new hospital.

Quality Improvements – Our focus for quality improvement in 2023 and the new year is emergency preparedness. Dr. Witt has been the lead on this project, is regularly attending regional meetings, and has been working to make sure our decontamination trailer is operational and in compliance. We have been working on improving security in the ER and installing a panic alarm system. We arranged an active shooter response training for all staff. We’ve also put all staff through customer service training. Our new building proposal involved working with an architect and engineers to complete studies of the grounds and facility to identify issues that need addressing. J. Boyer is working with Ingenium Advisors to improve our telehealth capabilities and create a dedicated telehealth room in the clinic. Dr. Ellingson was appointed to the WA Medical Association Board. Scott has joined the WSHA Safety and Quality Committee. Mike, Leslie, and Scott met with our legislators in Washington D.C. for Advocacy Days. Scott thanked Jennifer Best for all her work on the new building campaign and coordinating the community outreach events. L. McNamara thanked the CORE Committee for their good work hosting the most recent all-staff meeting. She also provided a summary of this month’s MedStaff meeting and appreciated the thoroughness of their topics and discussion. M. Pruettt thanked the maintenance staff for keeping our aging facility working and presentable so we can continue to provide services to the community.

### **Finance Report**

J. Munson presented the November Finance Report. There were 52 inpatient days and 10 swing bed days. ER volumes were down. There were 31 days of cash on hand at the end of the month. We are at 29 today with payroll this week. Total patient revenue was 1.8M, net revenue was 1.1M. We received a letter from Medicare showing we have a 240k payable. She calculates a payable of 90k and will be submitting an appeal. Expenses were 1.6M. There was an operating loss of 490k, with a net loss of 264k. She will accrual the payable in December depending on the appeal decision. We have a better financial picture this year compared to last year. Overall, we had a better bottom line last year due to PPP loan forgiveness, but this year the 681k net income year to date is all operational and tax related. We’ve been able to increase our investment funds. AR is down. Contractual allowance is down. Assets are down, which means we have some opportunities for investment in capital items, but cash flow needs to be considered. Long-term liabilities are down. In 2024, she would like to see AR continue to go down, cash go up, and make some capital purchases. 80% of our operation goes to labor costs.

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

### **Quality Report**

G. Meza presented the Quality Report. He will be meeting with departments affected by the expanded demographics collection House Bill 1272 to develop policies and procedures. Our November waiver for compliance was extended to February. Roy Huffstetler and Dr. Ebaugh have been added to our provider surveys through Press Ganey. In 2025 inpatient surveys will be sent electronically via text and email

which will hopefully improve our return rate in that department. Currently, paper surveys are sent for inpatient services. Year to date survey returns: 181 for the ER, 13 for inpatient, and 204 for the clinic. We are 85% compliant with our departmental quality improvement plans for 2023 and he anticipates that number will be over 90% by year end as some managers still have data to enter. In anticipation of the next CMS survey, German has started a risk management training with Physician's Insurance. He will also be co-chairing the Rural Health Collaborative's Compliance Committee. The next Quality Council meeting is scheduled for January 17<sup>th</sup>. He will be meeting with department heads to discuss the 2024 quality plan and bring that to the meeting to approve.

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

#### **Break**

A break was held between 12:13 p.m. – 12:34 p.m.

#### **Old Business**

**Capital Improvements Update** – The OR needs an anesthesia machine and a fracture table. Maintenance will be replacing the door to the OR. The PUD installed three new light poles to improve lighting in the parking lot. The Building and Planning Committee meeting is scheduled for next Friday.

#### **New Business**

##### **Lab Analyzer Purchase**

J. Munson presented the proposal for purchasing a new lab analyzer. She would like to hold off on the purchase until August to give us time to make payment arrangements or find financing, but if we commit to the purchase now, the vendor will honor the current special pricing and hold the equipment until we are ready to buy. The cost is 64k for the instrument and 27k for system access. We can cancel the agreement at any time. A motion was made by L. McNamara to approve the purchase; seconded by C. Thomas. Motion carried.

##### **2024 Oaths of Office**

D. Garcia read his 2024 oath of office, witnessed by the group and public notary, Jamie Boyer. T. Shrable was absent.

**Board Officer Elections, Committee Assignments, and Meeting Schedule** – A motion was made by L. McNamara to keep all assignments the same for 2024; seconded by C. Thomas. Motion carried. D. Garcia expressed interest in attending other committee meetings. He will reach out to Shauna for invites.

##### **Strategic Plans and Discussion**

The group discussed the dialysis service proposal from RenaSolve. The costs to have a nephrologist on call 24/7 are very high and we are exploring other potential arrangements.

##### **Upcoming Meetings & Events**

M. Pruett noted the upcoming schedule of meetings and events. Mike has a conflict on the 23<sup>rd</sup> and so the date of the Special Board Meeting was moved to January 16<sup>th</sup>, pending T. Shrable's availability. The WSHA 2024 Advocacy Day in Olympia is scheduled for the final week in January, so the Finance

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Committee meeting was moved to January 26<sup>th</sup> and the Regular Board Meeting was moved to February 6<sup>th</sup>.

**Executive Session RCW 42.30.110(g)**

A thirty-minute execution session to evaluate the performance of a public employee was held between 12:56 p.m. – 1:25 p.m. No action was taken.

**Adjournment**

A motion was made by L. McNamara to adjourn the meeting at 1:25 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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ABSENT

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Tracy Shrable, Board Member

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David Garcia, Board Member