

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:01 a.m. Wednesday, May 29, 2024. 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, Chairman  
Cherri Thomas, Vice Chair  
Leslie McNamara, Secretary  
Tracy Shrable, Member  
David Garcia, Member

Others present:

J. Scott Graham, Chief Executive Officer  
Jamie Boyer, Chief Operating Officer  
Anita Fisk, HR Director  
Jennifer Munson, Chief Financial Officer  
Tina Smith, Chief Nursing Officer  
Shauna Field, Administrative Assistant  
Jeremy Vandelac, Ancillary Services Director  
Rosie Hartmann, Revenue Cycle Director  
Jennifer Best, PR and Marketing Director  
Dr. Ty Witt, Chief Medical Officer  
German Meza, Quality Director  
Michele Graham, Quality Coordinator  
Amy Thomas, Chief Information Officer  
Dan Webster, TRH Foundation President  
Jennifer Bach, Accounting Controller  
Zac Allison, Radiology Supervisor  
Beronica Lopez, TRFM Clinic Manager  
Jeff Pfeifer, ER Coordinator  
Teresa Stout, Discharge Planner  
Mike Maltais, Quad City Herald  
Nick Gonzales, Bouten Construction

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

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

### **Agenda**

The executive session was extended to 45 minutes. A motion was made by L. McNamara to accept the agenda as official; seconded by C. Thomas. Motion carried.

### **Minutes from Previous Meeting**

A motion was made by C. Thomas to approve the April 24, 2024 Regular Board Meeting Minutes; seconded by L. McNamara. Motion carried.

**Public Comment**

Nick Gonzales with Bouten Construction has been following our new hospital campaign and expressed interest in getting to know our organization, as they have worked on the construction of other hospitals in the region. L. McNamara recognized Stevie Sena, Dietary Manager, as this month’s employee spotlight. Tina read a thank you card received from a patient thanking the staff and providers for their care.

**Consent Items**

M. Pruett noted the MedStaff applications, payroll, bad debt, charity care, and vouchers listed on the agenda.

Payroll Total:	Gross:	<u>\$ 630,564.15</u>	Net:	<u>\$ 443,585.48</u>
<u>4/14/24 to 4/27/24</u>	Gross:	<u>\$ 320,052.69</u>	Net:	<u>\$ 222,540.82</u>
<u>4/28/24 to 5/11/24</u>	Gross:	<u>\$ 310,511.46</u>		<u>\$ 221,044.66</u>
Vouchers Total:				<u>\$ 1,689,525.81</u>
<u>4/24/2024</u>		<u>100865-100991</u>		<u>\$ 464,330.89</u>
<u>5/2/2024</u>		<u>100992-101017</u>		<u>\$ 502,029.57</u>
<u>5/9/2024</u>		<u>101018-101103</u>		<u>\$ 320,356.91</u>
<u>5/16/2024</u>		<u>101104-101149</u>		<u>\$ 402,808.44</u>
Bad Debt				<u>\$ 49,573.28</u>
Financial Assistance				<u>\$ 66,889.73</u>

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

**Foundation Report**

Dan Webster presented the Foundation Report. They are working with Jennifer Best to update the Foundation’s website. They approved \$2,000 in funds for the Health and Wellness Team. Reimbursements have been processed for an audiometer and a bath warmer. The Foundation provided pizza for the nursing staff during Nurses Week. Five applications were approved for the Foundation scholarship, 2 from Pateros, 2 from Brewster, and one from Mansfield. The students will receive \$2,000 each and the award will be presented during their graduation ceremonies. They will be scheduling another meeting to discuss current requests, as well as how to assist the new building citizen’s group and promotional signage. Dan will attend the all-staff meeting next Wednesday to discuss how the staff can support the Foundation.

**Physician’s Report**

Dr. Witt presented the Physician’s report. The next MedStaff meeting is scheduled for June 19. The surgeons are doing well and continue to build their practices here. Dr. Kingdon, our new ERx site director, will start in June. Natalie Koncz is a new mid-level who has moved to the area and is a local provider. Mandi Huffstetler has been well received in the clinic and is building a loyal practice.

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**Administration Report**

S. Graham presented the Administration Report. L. McNamara asked about our labor ratio; the ratio is normally high when our volumes are low and is affected by the amount of dollars for the day. Tina will show her where the new shower room is. With surgeries and swing beds the gross revenue for April was 2M and we are on track for that again in May. We are watching our labor costs by utilizing low census on low volume days. L. McNamara asked for follow up on lab collection times and accurate tracking.

Leadership is reading the 4 Disciplines of Execution to help hone our focus as an organization. Scott proposed that we make operational breakeven our main WIG as it is easier to measure than the others. We received the Distressed Hospital grant funds which can be used for LEAN training and efficiency training consultations. The group discussed the importance of quality being what will draw patients to us and some concerns over switching solely to focus on financials. The board members saw value in bringing in a consultant to evaluate us and help guide us on how to meet our goals, while never losing sight of quality of care and bringing our best every day.

L. McNamara asked IT for clarification on system patching and antivirus updates and how long it takes to complete; it is completed monthly for each device.

**Finance Report**

J. Munson presented the April Finance Report. There were 90 inpatient days with an average daily census of 3. The general fund was 1.4M at the end of the month. She moved 500k back into our investment fund and an additional 500k in May, bringing our reserve funds back up to 4M. Cash on hand was 27 days. 36% of revenue went to salaries. Contractuals were 23%. The AR days were 98. Total patient revenue was 2.4M, net revenue was 1.8M. Expenses were 1.6M. We had an operating profit of 247k and a net gain of 568k after taxes. M. Pruettt asked what she felt contributed to such a good P&L statement; the improvements in the Revenue Cycle office made by R. Hartmann and her team. We have had an operating loss year to date, but tax revenue has helped keep us in the black overall. Revenues are up compared to last year.

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

**Break**

A break was held between 12:03 p.m. – 12:25 p.m.

**Quality Report**

G. Meza presented the Quality Report.

Medication Events – There were 3 medication events in April with no harm to the patients. The events involved documentation and scanning issues. The medication scan rate was 95%. Out of 2,165 medications, 75 were not scanned and there were 19 where only the wristband was scanned.

Falls – There was 1 fall in April which resulted in an abrasion. They completed the root cause analysis for the spike in falls in February. Each incident had individual contributing factors, including difficult patients and gaps in knowledge on protocol. We do not perform fall assessment on patients in the ER and so he is working on a new policy to create an ER assessment, as well as a list of symptoms that would automatically classify a patient as a high fall risk.

Stroke – There were 3 cases in April, and we are hitting the state requirements and median times, but he feels there is room for improvement as we are not hitting 100% on every patient.

Trauma – There was one 1 case. The activation chart review was 96% complete. There is room for improvement regarding a lack of documentation.

Chest Pain – There were 7 cases, and all received an EKG, 4 were given aspirin, 4 were given repeat troponin, 5 were sent home and 2 were transferred out.

Surgical Case Transfers – There were 4 total transfers relating to appendicitis, bowel obstruction, orthopedics, and a closed fracture.

### Patient Satisfaction

- ER – 93% with 13 returned surveys.
- Inpatient – 78% with 3 returned surveys. With such a low return rate, one negative review can pull the whole percentage down.
- Clinic – 95% with 16 returned surveys.

Quality Improvement – We are 78% complete for Q1 data entry.

The next survey is anticipated for November, and he is working on rolling out survey preparation to departments. The new Security Team is meeting tomorrow; they are working to develop internal processes and identify training to better handle aggressive patients. C. Thomas asked for further discussion on the spike in falls; there were unpredictable patients, patients with dementia, each patient had different needs and they are working on ways to hone nursing staff's assessment skills.

A motion was made by L. McNamara to accept the Quality Report; seconded by T. Shrable. Motion carried.

### **Old Business**

**Capital Improvements Update** – Dave Franklund presented his new building designs for the Admin Team and discussed their feedback and exploring a different location. L. McNamara had questions about why the proposed energy plant would be a separate structure; it would give access to all the new utilities and act as a bridge while building the new facility. The new design would sacrifice new services but would give us a new ER and inpatient wing.

### **New Business**

#### **Resolution 2024-03: Surplus Equipment**

A motion was made by L. McNamara to approve the surplus equipment; seconded by D. Garcia. Motion carried.

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**Strategic Plans and Discussion**

None.

**Upcoming Meetings & Events**

M. Pruett noted the upcoming schedule of meetings and events. The next MedStaff meeting is scheduled for June 19<sup>th</sup>.

**Executive Session**

A 45-minute executive session to review the performance of a public employee was held between 12:43 p.m. – 1:30 p.m. No action was taken.

**Adjournment**

A motion was made by C. Thomas to adjourn the meeting at 1:30 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