

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:03 a.m. Thursday, February 27, 2025. 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 Leslie McNamara, Board Secretary.

A quorum was present, including:

Leslie McNamara, Secretary
Tracy Shrable, Member
David Garcia, Member (Teams)

Others present:

Onsite

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
German Meza, Quality Director
Dan Webster, Foundation President

Via Teams

Jeremy Vandelac, Ancillary Services Director
Amy Thomas, Chief Information Officer
Jennifer Best, PR and Marketing
DJ Dinjian, Environmental Services
Rosie Hartmann, Revenue Cycle Director
Michele Graham, Quality Director
Rosie Poole, HIM and CS Manager
Jennifer Bach, Accounting Controller
Dr. Ty Witt, Chief Medical Officer
Zac Allison, Radiology Supervisor

Vision, Mission & Values

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

Agenda

A motion was made by T. Shrable to accept the agenda as official; seconded by D. Garcia. Motion carried.

Minutes from Previous Meeting

A motion was made by T. Shrable to approve the January 29, 2025 Regular Board Meeting Minutes; seconded by D. Garcia. Motion carried.

Public Comment

L. McNamara recognized the employee spotlight, Teresa Stout, Discharge Planner. She also reminded the group to be aware of upcoming legislation that may impact the hospital and how to contact state representatives through leg.wa.gov.

Consent Items

L. McNamara noted the Medical Staff applications, payroll, bad debt, charity care, and vouchers listed on the agenda.

Payroll Total:	Gross:	<u>\$ 698,718.09</u>	Net:	<u>\$ 495,517.29</u>
<u>1/19/25 - 2/1/25</u>	Gross:	<u>\$ 342,673.06</u>	Net:	<u>\$ 241,790.58</u>
<u>2/2/25 - 2/15/25</u>	Gross:	<u>\$ 356,045.03</u>	Net:	<u>\$ 253,726.71</u>
Vouchers Total:				<u>\$ 1,675,753.08</u>
<u>1/30/2025</u>		<u>103019-103111</u>		<u>\$ 362,038.95</u>
<u>2/6/2025</u>		<u>103112-103135</u>		<u>\$ 405,775.71</u>
<u>2/13/2025</u>		<u>103136-103172</u>		<u>\$ 451,882.12</u>
<u>2/20/2025</u>		<u>10373-103204</u>		<u>\$ 456,056.30</u>
Bad Debt				<u>\$ 113,644.66</u>
Financial Assistance				<u>\$ 60,805.39</u>

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

Foundation Report

Dan Webster presented the Foundation Report. The Foundation met yesterday via Zoom and reviewed expenditures for the past couple of years. They are establishing a budget to prioritize requests. They are starting the scholarship process for this year. They will offer 5 scholarships for \$1,500 each. One of the first recipients of the scholarship program is now working to become a PA and they will work with Jennifer Best on a piece in the Methow Valley News to recognize her. The Roots and Wings Foundation will be doing a site visit on March 17th. The hospital is in need of a fracture table which the Foundation is willing to help purchase. They have provided \$2,000 to help with painting our new cabulance.

Physician's Report

Dr. Witt presented the Physician's Report. The next MedStaff meeting is scheduled for March 19th. We've seen increases in patient volumes and number of surgeries. He and Dr. Ebaugh helped serve meals at the senior center in February. We are offering sports physicals this week and next week. There are some potential opportunities to expand clinic services that are being discussed. L. McNamara thanked him for being present in the community. A fracture table would help expand our orthopedic surgery capabilities.

Administration Report

S. Graham presented the Administration Report. Our CMS survey was completed last week. It went well overall, and the Quality Team made sure we were well prepared. We received the report of deficiencies, and we have been drafting the plan of corrections.

Scott, Jamie, and Leslie attended the Olympia Advocacy Day to meet with our legislators. Leslie shared her own recent personal experience in the hospital to show how important healthcare is in our area. They were receptive to our presentation and needs, especially regarding the Safety Net Assessment. WSHA has suggested holding off on paying the tax until the federal government makes a decision on if they will provide the federal match. There was discussion on the rural nurse education program which has moved through committee and appears it will have the votes to pass.

The second Virginia Mason leadership summit was this week. Their training program emphasizes process improvement and workflow to champion respect for all people, patients and staff. The board is pleased with the program. L. McNamara asked about staff reception; Scott feels the staff is excited, but they are busy, and this is asking them to do more. The training is time-consuming, but staff are enjoying content. Scott has committed to the goal of doing more regular and intentional rounding of the facility as a result of the training. Tina also has nursing staff going through a nurse leadership program

We've been seeing increases in volumes, and he appreciates all the staff who have been helping with the increased workload. He is receiving positive feedback from patients regarding patient care, and he feels there is more patient confidence which reflects our commitment to providing the ideal patient experience. We have been doing regional collaboration work with Mid Valley and North Valley. We are working with Thriving Together, who have acquired a grant to hire a facilitator to help sketch out a regional vision for the next decade. The hospitals feel comfortable moving forward as long as the facilitator remains neutral.

L. McNamara is happy to see the planned upgrades to the phone system. We are working with Ingenium to provide telemedicine services with local school districts. We are starting with Mansfield and their school board met last night to review the proposed plan; more updates next week. The clinic will be offering menopause care and hormone replacement therapy. We've also started the Reach Out and Read program, which is covered by grant funding and helps develop an at home reading program. This will go live in the next 30 days. T. Shrable asked about the reimbursement for the school telemedicine service; it is billed to insurance like any other telemedicine visit. We also offer OBHC appointments. The group discussed supporting the WSHA PAC as they advocate year-round for us with our legislators.

Finance Report

J. Munson presented the January Finance Report. There were 61 inpatient days, 48 swing bed days, ER visits were 280, and there were 25 surgeries. Lab and radiology volumes were overbudget. There has been growth in the clinic, which had 580 visits. There was 1.8M in the general fund which includes 1.5M in reserve funds. She hopes to return those funds to our investments in March. There were 34 days of cash on hand. 103 FTEs. 46% of net revenue went to salaries and benefits. The AR days were 124 which were down to 116 today. Total patient revenue was 2.4M. Both inpatient and outpatient revenue were overbudget. The net revenue was 1.7M. There were 1.7M in expenses. There was a \$5,535 operating profit with a 281k overall profit. The YTD revenue is 675k ahead of where we were last year. The group discussed what might happen if the federal government reduces funding such as SNAP; we would lose 450k. If revenue stays consistent it should be ok, but we would have less to invest in maintaining the facility and equipment.

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

Break

A break was held between 12:15 p.m. – 12:35 p.m.

Quality Report

G. Meza presented the Quality Report. L. McNamara asked about the number of people left without being seen in the ER and if we can refer patients to the clinic when the volumes are high; yes, but we have to adhere to EMTALA. She is proud of how prepared we were for the survey and how it well it went, even though German was away at training. We received the CMS survey report of deficiency and are actively working on the plan of corrections which is due March 3rd. German expressed thanks to the group for their teamwork while he was out. He completed the MOAB training he attended on February 4th – 6th and received his certification for passing the course. The next step is to roll out the de-escalation training to all staff. We are seeing improvements as we go through the Virginia Mason training and a change in thinking for departmental improvement projects using the SMART goal methodologies. German observed that it has helped the staff feel empowered to offer new ideas and concerns. The Quality Council met on the 18th to review the survey preliminary findings. There were no complicated cases for patient falls or medications recently, but we continue to track and watch for trends. The ER has been seeing more Press Ganey patient satisfaction surveys returned. Quality is working on ways to improve inpatient survey response rates.

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

Old Business

Capital Improvements Update – Dave Franklund is working on new designs for the renovation project. We want to run the new bond measure in summer and will need the drawings to present. Virginia Mason's building is older than ours at 109 years old, but they also have new constructions. Our facility could potentially continue operating for the next 100 years with the new renovations. Jamie has had a conversation with a Spokane company that helps with leveraging cost savings and grants; they want to do a site tour. There may be some other grants available as well. Capital improvements are mostly on hold for now. The clinic is exploring a new EMR solution for the family practice providers.

New Business

Resolution 2025-02 CEO Compensation – S. Graham's employment contract was renewed in May of 2024. The CEO compensation was set at 230k. A motion was made by T. Shrable to approve the resolution regarding the CEO compensation; seconded by D. Garcia. Motion carried.

2025 Addendum to CEO Employment Agreement – There was a cost-of-living salary increase at the beginning of 2025. S. Graham has chosen to take a reduced percentage of 3.5% instead of the full amount. A motion was made by T. Shrable to approve the amendment; seconded by D. Garcia. Motion carried.

Board Bylaws Discussion – The Board of Commissioner bylaws were identified during the CMS survey as needing to be updated. L. McNamara attended a WSHA webinar on the topic of bylaws that

recommended they be updated every 3-5 years. Our bylaws are past due for review; the board members will provide their feedback on any necessary changes.

Strategic Plans and Discussion

None.

Executive Session

A 15-minute executive session under RCW 42.30.110(i) was held between 1:12 p.m. – 1:29 p.m. There was no action taken.

Upcoming Meetings & Events

L. McNamara noted the upcoming schedule of meetings and events. The MedStaff meeting is scheduled for March 19th. The Rural Healthcare Conference in Spokane is scheduled for March 24-26th. Due to the conference, the Finance Committee meeting was moved to Friday the 21st and the Regular Board Meeting was moved to Thursday the 27th at 11:00 a.m.

A motion was made by T. Shrable to reschedule the March Board meeting; seconded by D. Garcia. Motion carried.

Adjournment

A motion was made by D. Garcia to adjourn the meeting at 1:29 p.m.; seconded by T. Shrable. Motion carried.

ABSENT

Mike Pruett, Board Chair

ABSENT

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

David Garcia, Board Member