

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:00 a.m. Thursday, March 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 Mike Pruett, Board Chair.

A quorum was present, including:

Mike Pruett, Board Chair  
Cherri Thomas, Vice-Chair  
Leslie McNamara, Secretary  
Tracy Shrable, 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  
Shauna Field, Administrative Assistant  
German Meza, Quality Director  
Mike Oberg, Informatics RN  
Dave Franklund, Theorem Architecture  
Dan Webster, Foundation President  
Mike Maltais, Quad City Herald

Via Teams

Jeremy Vandelac, Ancillary Services Director  
Tina Smith, Chief Nursing Officer  
Amy Thomas, Chief Information Officer  
Rosie Hartmann, Revenue Cycle Director  
Michele Graham, Quality Director  
Rosie Poole, HIM and CS Manager  
Dr. Ty Witt, Chief Medical Officer  
Zac Allison, Radiology Supervisor

**Vision, Mission & Values**

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

**Agenda**

Discussion and action on an addendum to our sign on incentive policy was added to new business. A motion was made by C. Thomas to accept the amended agenda as official; seconded by L. McNamara. Motion carried.

**Minutes from Previous Meeting**

A motion was made by L. McNamara to approve the February 27, 2025 Regular Board Meeting Minutes; seconded by T. Shrable. Motion carried.

**Public Comment**

L. McNamara recognized this month’s employee spotlight, Dr. Witt. She also commented on the recent Northwest Rural Health Conference in Spokane, which she attended and found there to be a lot of good information provided.

**Consent Items**

M. Pruett noted the Medical Staff applications, payroll, bad debt, charity care, and vouchers listed on the agenda. L. McNamara recused herself from the 3/6/25 and 3/13/25 vouchers due to invoices for personal reimbursement and Grover’s Supply.

Payroll Total:	Gross: <u>\$ 703,897.09</u>	Net: <u>\$ 494,547.32</u>
<u>2/16/25-3/1/25</u>	Gross: <u>\$ 355,722.75</u>	Net: <u>\$ 248,430.71</u>
	Gross: <u>\$ 348,174.34</u>	Net: <u>\$ 246,116.61</u>
Vouchers Total:		<u>\$ 2,254,942.62</u>
<u>2/27/2025</u>	<u>103205-103257</u>	<u>\$ 521,297.07</u>
<u>3/6/2025*</u>	<u>103259-103297</u>	<u>\$ 491,577.25</u>
<u>3/13/2025*</u>	<u>103298-103374</u>	<u>\$ 500,353.44</u>
<u>3/20/2025</u>	<u>103375-103470</u>	<u>\$ 741,714.86</u>
Bad Debt		<u>\$ 44,856.36</u>
Financial Assistance		<u>\$ 93,562.58</u>

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

**New Renovation Design Discussion**

Dave Franklund presented the new building designs and potential costs. The plans involved building a two-story addition to the facility next to the current ER, which would create new space for OR and surgery, lab and radiology, physical therapy, sterile processing and central supply, pre and post operation rooms, a surgery waiting room, a centralized registration area and entrance, with a new roof for the entire building and the helipad moved to the roof of the new structure. The plans also included remodeling and modernization of acute care patient rooms. He presented three potential cost plans, a low of 36M, medium, and high level estimate of 56M. The economy and inflation will impact costs, as well as any unknown factors that might be discovered during construction. Remodeling and renovation could potentially be more expensive in some ways than building new due to those unknowns.

**Foundation Report**

Dan Webster presented the Foundation Report. A representative from the Roots and Wings Foundation came onsite for a meeting and tour of the hospital on March 17<sup>th</sup>. He hopes to continue that relationship into the future. The Foundation is gathering applications for this year’s scholarships. L. McNamara appreciated the list provided of how we are using the Roots and Wings funds.

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**Physician's Report**

Dr. Witt presented the Physician's Report. The new renovation design was discussed at MedStaff. The providers gave feedback on the location of the MRI and potentially connecting it to the radiology department for easy access. The active shooter drill was completed. 45 staff participated in 4 drills across campus. Three Brewster Police Department officers were onsite during the drill. More drills will be held, including a potential city-wide drill with the police department. The i2i program is coming to the clinic. The new anesthesia machine is running. The 2025 Infection Prevention Plan was approved. Peer review was done. MedStaff discussed privileges and board certification and CMEs; they want us to hold up to the standard of board certified or equivalent providers in our facility. L. McNamara asked for any updates on the topic of med students from Yakima doing rotations here; more discussion is needed. M. Pruett asked about the quarterly meeting schedule; Dr. Witt feels it is effective but there can be issues with consistent provider attendance.

**Administration Report**

S. Graham presented the Administration Report. He expressed appreciation to those who attended the Northwest Rural Health conference in Spokane.

The staff are engaged with our Virginia Mason program, Bridge to Excellence. We are developing a logo and integrating departmental communication boards. The work is challenging but he is impressed by the level of commitment. As his personal project, he has started intentional rounding to each department; his first one focused on dietary. Genba walks are being done as well as a weekly debrief meeting. The process is empowering staff to suggest and implement solutions to problems in their departments. Some investment is required to replace equipment and supplies.

We are preparing to start community outreach for the new renovation project. A virtual tour of the current facility will be filmed. We have been working with WSHA to address legislative issues, advocating for rural hospitals, writing letters and attending virtual sessions with regional representatives. The potential SNAP cuts are not likely to go forward on state level, but there is uncertainty on a federal level. We are holding off on paying the tax until we know for sure.

Patient volumes have been low compared to January and February. The H2A workers are coming in. Surgery and clinic volumes are growing, though we saw a decrease in surgery from 25 to 18-19 this month. Swing bed referrals have decreased significantly. We have partnered with Allevant to help with the program.

L. McNamara asked when the annual performance review for Scott would be scheduled; May. She also asked about the recent all-staff meeting; topics of discussion were the new building renovation, the Bridge to Excellence program, our statement and stance regarding current immigration actions, and the active shooter drill.

**Finance Report**

J. Munson presented the February Finance Report. There were 69 inpatient days, 13 swing bed days, 515 clinic visits, 102 FTEs, and both inpatient and outpatient were over budget in revenue. Gross revenue was 2.6M, net revenue was 1.8M, with expenses of 1.8M which resulted in a 49k operating loss, but we had a net gain of 225k with tax funds. We are hoping to see volumes improve with the weather. Year to date we are doing better than last year. Historically during the tax season, we have offered a private pay discount to help get high dollar accounts paid off; she would like to offer a 50% discount this

year with an end date of May 31<sup>st</sup>. The amount of applications submitted for the property tax discount has increased.

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

### **Break**

A break was held between 12:26 p.m. – 12:45 p.m.

### **Quality Report**

G. Meza presented the Quality Report. The plan of corrections is at 52% implementation. Results were reviewed at the Quality Council meeting on the 18<sup>th</sup>. He will meet with Tina Smith for Nursing and Rob Wylie for Maintenance to follow up on their outstanding items. The MOAB de-escalation training is moving forward with the next steps to implement facility-wide training. The ECQM reports were successfully submitted and accepted. The MBQIP data has been reported through an annual survey and the ECQMs. He will be assisting with an informational Spanish radio interview.

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

### **Old Business**

**Capital Improvements Update** – Administration has identified the top five capital purchases to focus on in 2025; a fracture table, a new oven for the dietary department, a scope cleaner, a slit lamp for the ER, and a LogiQ E10 Elastography for ultrasound. Capital projects will focus on A/C for CT, Pharmacy and the Lab. M. Pruett asked if there was any grant funding we can utilize; we will look into funding options.

### **New Business**

#### **2025 Infection Prevention Plan**

J. Vandelac provided the 2025 Infection Prevention Plan for review and board approval. The plan has also been approved by MedStaff. A motion was made by C. Thomas to approve the plan; seconded by T. Shrable. Motion carried.

#### **Board Bylaws**

The Board bylaws were identified during the CMS survey as needing review and update. The Board would like to form a committee to fully examine the bylaws and discuss necessary changes, but they approved making two edits to start; that the bylaws would be reviewed every four years going forward and to use the title of CEO consistently throughout the document instead of superintendent or administrator. A motion was made by L. McNamara to approve the discussed edits; seconded by C. Thomas. Motion carried.

#### **Sign on Incentive Policy Addendum**

The night shift ER RN position has been open for years and we've had difficulty filling it. J. Munson and A. Fisk propose increasing the sign-on incentive to 20k for the position and would like approval to update the hospital's policy. The incentive would be paid in installments; the first half when hired and

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the second half after one year with a 2-year service agreement. A motion was made by C. Thomas to approve the increase; seconded by T. Shrable. Motion carried.

**Strategic Plans and Discussion**

None.

**Upcoming Meetings & Events**

M. Pruett noted the upcoming schedule of meetings and events. L. McNamara would like to attend April's Quality Council meeting to present information from the Northwest Rural Health conference. The Quality Council meeting will need to be rescheduled as it conflicts with an onsite Virginia Mason workshop.

**Adjournment**

A motion was made by L. McNamara to adjourn the meeting at 1:10 p.m.; seconded by T. Shrable. 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