

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 12:30 p.m. Tuesday, August 26, 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 Cherri Thomas, Vice Chair.

A quorum was present, including:

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

Others present:

Onsite

J. Scott Graham, Chief Executive Officer
Jamie Boyer, Chief Operating Officer
Anita Fisk, Chief Human Resources Officer
Dr. Ty Witt, Chief Medical Officer
Shauna Field, Administrative Assistant
German Meza, Quality Director
Tina Smith, Chief Nursing Officer
Beronica Lopez, Clinic Manager
Dan Webster, Foundation President

Via Teams

Jeremy Vandelac, Ancillary Services Director
Antone Eek, Interim Chief Financial Officer
Zac Allison, Radiology Supervisor
Jennifer Best, PR & Marketing
Mike Oberg, Informatics RN
Michele Graham, Quality Coordinator
DJ Dinjian, EVS Manager
Rosie Poole, CS/HIM Manager
Sandra Zamudio, Accounting Tech
Michelle Welton, OR Manager
Veronica Orozco, HR Assistant
Jennifer Munson, Community Member

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 L. McNamara. Motion carried.

Minutes from Previous Meeting

A motion was made by L. McNamara to approve the July 29, 2025 Regular Board Meeting Minutes; seconded by D. Garcia. Motion carried.

Public Comment

L. McNamara acknowledged the employee spotlight for the month, RN Belinda Denchfield.

Consent Items

C. Thomas noted the Medical Staff applications, payroll, bad debt, charity care, and vouchers listed on the agenda. L. McNamara recused herself from approving the 8/14 and 8/21 vouchers as there were some handwritten voucher amounts and she was not sure if there was a conflict.

Payroll Total:	Gross:	<u>\$697,718.04</u>	Net:	<u>\$488,184.14</u>
<u>7/6/25 to 7/19/25</u>	Gross:	<u>\$345,535.70</u>	Net:	<u>\$245,784.86</u>
<u>7/20/25 to 8/2/25</u>	Gross:	<u>\$352,182.34</u>	Net:	<u>\$242,399.28</u>
Vouchers Total:				<u>\$1,719,267.85</u>
<u>7/31/2025</u>	<u>104360-104425</u>			<u>\$360,871.98</u>
<u>8/7/2025</u>	<u>104426-104464</u>			<u>\$553,269.24</u>
<u>8/14/2025*</u>	<u>104465-104526</u>			<u>\$341,713.82</u>
<u>8/21/2025*</u>	<u>104527-104569</u>			<u>\$463,412.81</u>
Bad Debt				<u>\$105,586.25</u>
Financial Assistance				<u>\$30,247.08</u>

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

Physician’s Report

Dr. Witt presented the Physician’s Report. The next MedStaff meeting is scheduled for next month. We have two new ERx providers coming into rotation. MedStaff is working to expand the peer review process.

Foundation Report

Dan Webster presented the Foundation Report. They plan on meeting with hospital staff to discuss needs for the new renovation bond proposal. The Foundation is in good shape financially. Roots and Wings have committed to providing 85k in grant funds over the next couple of years. Because the laundry and kitchen are not part of the new renovation proposal, the Foundation is willing to help us update those areas as needed. We will be seeking grants and alternate funding sources to help cover other expenses and equipment costs.

Administration Report

S. Graham presented the Administration Report. Congressman Dan Newhouse was onsite this morning for a roundtable meeting with the regional healthcare facilities to discuss financial concerns and the impact of the HR1 bill and Medicaid cuts. The Rural People's Voices organization was here to attend the press conference held after and the Congressman took questions from the group. The Congressman responded to concerns by stating he feels more fiscal control is needed. KHQ News was onsite as well and interviewed Scott and Jamie.

We continue to struggle with patient volumes with an average of 1-2 inpatients per day. We had one swing bed patient for one week. We are not seeing the volumes we usually see in warmer months due to less seasonal workers and tourism. There have been 20 surgeries so far this month with more scheduled this week. The clinic volumes are increasing. We are working to recruit an occupational therapist to help improve our swing bed numbers. We performed sports physicals for the Pateros and Brewster schools.

We met with the Rural Health Redesign Center for a pre-work meeting to discuss the vision for Okanogan County and how the regional hospitals will operate together. They honored and respected our wish to maintain independence but enhance viability for all the hospitals. More discussion is needed. Consolidating the hospitals is not on the table, but there is a possibility for services and functions. C. Thomas would like to publish an article in the newspaper to dispel the idea of consolidation.

The WSHA Rural Committee is advocating with the state on the use of the rural transformation dollars coming out of HR1. The Clinical Excellence Committee wants to know how best to support rural hospitals. We will be attending the legislative Advocacy Day conference in Washington DC.

Bridge to Excellence Program – We have a coordinator position budgeted to help keep our Virginia Mason work going once the direct work with them ends. The next phase is the LEIPA program and a 360 evaluation. The feedback and response from the staff have been positive. We continue to meet weekly to discuss departmental progress. L. McNamara would like to see us present at next year's Leadership Conferences in Spokane and Chelan. A press release was published in the newspaper, and we have a program brochure to hand out. C. Thomas suggested sending our brochures to other provider offices.

S. Graham reminded the group about donations to the WSHA PAC. The M&O levy to fund the ER passed again for next year with 72% voting yes, which is encouraging for the renovation bond in November. Antone Eek has started as our interim CFO.

Finance Report

A. Eek presented the July Finance Report. We saw a 17% increase in patient revenue from June. We are working with DZA to analyze deductions from revenue. Overall, there was a 32% reduction in revenue over the last six months. We may need a journal adjustment in August after the DZA review. For net revenue we saw a 22% increase from June at 317k. Operating expenses were under budget. Pro fees were high as we had several travelers. We also had 15k in legal expenses. We had a prosthesis case which caused supply costs of \$6,000. We saw a net operating loss of 18k, with a net income of 520k. The AR days are 115; R. Hartmann and A. Eek are working on an AR reduction plan. We moved 500k back into our reserve funds.

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

Break

None.

Quality Report

G. Meza presented the Quality Report. The Quality Council met in July with the next meeting scheduled for October 21. They are pushing to get department projects finalized; 40% of departments have their projects. There is a goal in Revenue Cycle to get our AR days down to 90 by March 31, 2026. The clinic volumes are increasing. They want to track facility improvements based on changes implemented as a result of our Virginia Mason work.

There were no falls with injury in July, and one fall without injury. There were no medication events in July, 8 stroke cases, 9 trauma cases, and 1 surgical transfer. We are up to date on our antimicrobial stewardship.

Patient Satisfaction - There were 27 surveys for the ER with a 90% rating, 1 survey for inpatient at 100%, and 13 surveys for the clinic at 97%. Overall comments and feedback were 90% positive with no major concerns.

C. Thomas asked about our sepsis measures; we track it in Quality Council with measures on lactic acid, repeats, and antibiotic timing.

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

Old Business**Capital Improvements Update**

Minor repairs have been completed on the helipad to correct cracks. While we are working on the renovation proposal we are focusing on controlling expenses and necessary purchases only, such as a new AC unit for the ER and replacing the fridge in the kitchen. The Foundation is willing to help us purchase a new stove and ice machine.

New Business

Rescind Resolution 2025-06: Special M&O Levy (November ballot) – The resolution was not needed as the August measure passed. A motion was made by L. McNamara to rescind the resolution; seconded by D. Garcia. Motion carried.

Strategic Plans and Discussion

Whether the renovation proposal passes in November will drive our future activity. If inpatient volumes remain low, we may need to reassess our strategy. The group discussed our cardiology, mammo, and echo programs and how to better promote and expand those services. Jennifer Best has been promoting mammo for the past month, but we still receive feedback from the community that they are unaware we provide these services.

Upcoming Meetings & Events

C. Thomas noted the upcoming schedule of meetings and events. There are two Farmers Markets in September, and upcoming city and chamber council meetings to attend to discuss the renovation. The staff committees are arranging a staff BBQ, a sno-cone fundraiser, and a Thanksgiving holiday event.

Adjournment

A motion was made by L. McNamara to adjourn the meeting at 1:53 p.m.; seconded by T. Shrable. Motion carried.

Mike Pruett, Board Chair

Cherri Thomas, Board Vice Chair

Leslie McNamara, Board Secretary

Tracy Shrable, Board Member

David Garcia, Board Member