

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 11:00 a.m. Tuesday, February 24, 2026. 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, Board Vice-Chair.

A quorum was present, including:

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

Others present:

Onsite

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

Via Teams

Brett Mallo, Chief Information Officer  
Jeremy Vandelac, Ancillary Services Director  
Antone Eek, Interim Chief Financial Officer  
Jennifer Bach, Accounting Controller  
Mike Oberg, Informatics RN  
Sandra Zamudio, Accounting Tech  
Dr. Ty Witt, Chief Medical Officer  
Daniel Dinjian, Environmental Services Manager  
Veronica Orozco, HR Assistant  
Jennifer Best, PR/Marketing  
Michelle Welton, OR Manager  
Zach Allison, Radiology Manager

**Vision, Mission & Values**

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

**Agenda**

A fifteen-minute executive session under RCW 42.30.110(i) was added to the end of the meeting. A motion was made by T. Shrable to accept the amended agenda as official; seconded by L. McNamara. Motion carried.

**Minutes from Previous Meeting**

A motion was made by T. Shrable to approve the January 27, 2025 Regular Board Meeting Minutes and the February 3, 2026 Special Meeting Minutes; seconded by L. McNamara. Motion carried.

**Public Comment**

L. McNamara recognized Roxane Cassezza as the employee of the month.

**Consent Items**

C. Thomas noted the payroll and vouchers listed on the agenda. There were no medical staff applications. L. McNamara recused herself from the 2/12/26 vouchers due to both a personal reimbursement and an invoice to Grover’s. Bad debt and charity care reports were unavailable.

Payroll Total:	Gross: <u>\$ 700,675.21</u>	Net: <u>\$ 495,829.87</u>
<u>1/18/26-1/31/26</u>	Gross: <u>\$ 344,727.85</u>	Net: <u>\$ 241,341.66</u>
<u>2/1/26-2/14/26</u>	Gross: <u>\$ 355,947.36</u>	Net: <u>\$ 254,488.21</u>
 Vouchers Total:		<u>\$ 841,592.39</u>
<u>1/29/2026</u>	<u>105641-105696</u>	<u>\$ 193,984.94</u>
<u>2/5/2026*</u>	<u>105727-105756</u>	<u>\$ 425,419.23</u>
<u>2/12/2026*</u>	<u>105757-105790</u>	<u>\$ 222,188.22</u>
 Bad Debt		<u>na</u>
Financial Assistance		<u>na</u>

A motion was made by L. McNamara to accept the consent items as presented; seconded by T. Shrable. A motion was made by M. Pruett to approve the 2/12/26 vouchers; seconded by T. Shrable. Motions carried.

**New Business**

Resolution 2026-02: ACH/EFT Payment Capabilities – A proposal to allow administration to approve EFT and ACH payments to vendors without individual board approval which would streamline vendors, reduce the number of items that need to be sent to county and eliminate paper and postage. A motion was made by L. McNamara to approve the resolution; seconded by T. Shrable. Motion carried.

**Foundation Report**

Dan Webster presented the Foundation Report. They forwarded the scholarship information to the regional schools and have already received an application. The Roots and Wings Foundation is wanting to schedule a Zoom interview to discuss 2027 grant funds. The replacement kitchen equipment has been ordered, and the request will be submitted to the Foundation for reimbursement.

**Physician’s Report**

Dr. Witt presented the Physician’s Report. Dr. Kremer has announced his retirement. MedStaff’s next meeting is scheduled for next week. Our new credentialer has started. Dr. Harris will be onsite for peer review.

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**Administration Report**

S. Graham presented the Administration Report. The group discussed the February 3<sup>rd</sup> strategic planning meeting. C. Thomas asked if there would be anything from the recent meeting with the three hospitals and facilitators that would impact the strategic planning; possibly as the other hospitals want to work together and share resources and oversight. There was a successful integrated hospital program in Colorado, and they will be scheduling a meeting with the program runner. The Methow group has met with the CEOs of North Valley and Mid Valley and have expressed disappointment with the outcome of the meetings with the facilitator. The group wants the hospitals to go in a different direction but our goal is not to consolidate but improve access to care. C. Thomas discussed the importance of reaching out and educating our constituents about the work we are doing.

The group reviewed strategic planning items for quality and safety, financial viability, culture of excellence, communication, and collaboration. C. Thomas would like us to investigate morbidity and mortality statistics for the district to help with service line development. We have had demos for the Meditech and Epic EMR systems. We will be working with The Foundation to create partnerships with local businesses. We will be focusing on leadership development and succession planning, communication and outreach. Suggest also developing a mobile clinic with the other hospitals.

In February we've seen an increase in swing bed volumes but a downturn in the ER. We are seeing a daily average of 9 visits when we usually see 12. We've performed 28 surgeries so far with a potential total of 30. We continue to control labor costs with low census when we can.

We've been working with WSHA regarding the Rural Health Transformation funds. Washington state will receive 180 million dollars and rural hospitals will receive 41 million. Three Rivers will receive 700k this year for projects focused on rural transformation, such as telemedicine and behavioral health. C. Thomas asked about reimbursement for telehealth visits; it has been extended to 2027. We will be applying for the Distressed Hospital grant this year. The group discussed advocacy work and PAC contributions. L. McNamara will be attending Senator Murray's press conference today.

The Bridge to Excellence group continues to meet weekly. Our paper reduction efforts have resulted in less paper being ordered. We brought on an IT consultant who is generating recommendations for us in that department. C. Thomas asked how the meeting with Epic went; Antone is doing research on ways to use the bond funds and working with our legal team on options for funding a new EMR system. S. Graham spoke with Dave Franklund regarding this year's bond proposal. We will need to draft a new agreement with him. Dave doesn't think the costs will increase much but a new study will need to be done. Suggest hiring a project manager like Joe Conkle, who worked on new hospitals for Quincy and Samaritan.

C. Thomas asked about security and security guards; we developed an internal system with MOAB. The local police have been responsive to the panic alarms. T. Shrable commented on our PT numbers being higher; yes, and OT. We also have a new family and marriage therapist who will start seeing patients next week.

**Finance Report**

A. Eek presented the Finance Report. Due to technical issues in CPSI the 2026 budget has not been loaded yet. They have received the new template and will be sending financial reports out soon. There will be a lot of write offs that cannot be recovered that will reflect on the January financials. C. Thomas asked about the AR days; they released 45-50 Medicare claims, but they are active claims which should

result in cash collection. This has caused an increase in AR. No motion needed as there was no financial report.

**Break**

A break was held between 12:13 p.m. – 12:33 p.m.

**Quality Report**

G. Meza presented the Quality Report. The Quality Council met last week to review quality metrics and the annual quality review for 2025. In 2025 we saw an increase in our surgeries and scopes. We also saw increases in the clinic and increases as a result of the addition of our PT and OT services. We saw increases in our near miss event reporting which helps with our quality improvement. The Council has decided to keep the same quality focuses in 2026. J. Boyer and G. Meza have been preparing to present our Bridge to Excellence program at the March Rural Health Conference in Spokane. C. Thomas asked if we will present at the June conference as well; M. Pruett has volunteered us. For the security team, they have finished the first round of training and will be scheduling a second round, as well as adding more people to the team.

January Quality Metrics

- Falls with injury: 0
- Medication events: 2
- Stroke: 10 cases. Meeting state threshold requirements.
- Trauma metrics have changed in 2026. We are updating our reports and visuals.
- Chest pain: 11 cases.
- ER surgery transfers: 2, one for ortho and one general surgery.

Patient Satisfaction

## January

- ER – 97% with 11 returned surveys.
- Inpatient – 100% with 1 returned survey.
- Clinic – 90% with 16 returned surveys.

The number of surveys will increase as Mandi will start receiving surveys this year and we are trying to be more proactive with educating patients on surveys. We have a 9.78% response rate for surveys. A focus is to work with registration to make sure patient contact information is correct.

C. Thomas asked about the REDDE program; we are live with Phase I and implementing payment plans in the system. Statements will be turned back on by the end of the month. We are preparing for Phase II, which will include text capabilities and cost estimates. We are looking into a module to help track referrals and convert that into a completely electronic process. C. Thomas asked if we track re-admits to the ER; yes, they are reviewed during peer review.

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

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**Old Business**

**Capital Improvements Update** – We continue to be in a holding pattern until there is more progress on the bond proposal. The equipment for the server upgrade has been purchased. We have several projects in progress but none that are capital. We will be working on renovating old rooms each month to create more workspace.

**Strategic Plans and Discussion**

M. Pruett was invited to join WSHA’s Hospital Governing Board Committee and will start attending those meetings. They will be working on advocacy and legislation and navigating the hospital transformation funds. The group discussed the June Health Leadership conference. C. Thomas and M. Pruett participated in a podcast to discuss our efforts.

**Upcoming Meetings & Events**

C. Thomas noted the upcoming schedule of meetings and events.

**Executive Session**

A fifteen-minute executive session under RCW 42.30.110(i) was held between 1:00 p.m. – 1:15 p.m. No action was taken.

**Adjournment**

A motion was made by T. Shrable to adjourn the meeting at 1:15 p.m.; seconded by M. Pruett. 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