

Three Rivers Hospital

Board of Commissioners Regular Meeting

January 27, 2015

Minutes

The Three Rivers Hospital Board of Commissioners called a regular meeting to order at 8:03 a.m. Tuesday, January 27, 2015 in the Hillcrest Commons Area, 415 Hospital Way, Brewster, WA 98812. The presiding officer was Vicki Orford, Chair.

A quorum was present, including:

Vicki Orford, Chair
Jerry Tretwold, Vice Chair
Tracy Shrable, Secretary Arrived at 8:05 a.m.
Mike Pruett, Member
Cherri Thomas, Member

Others present:

J. Scott Graham, Chief Executive Officer
Melanie Neddo, Director of Operations and Continuous Improvement
(via phone)
Jennifer Munson, Chief Financial Officer
Gretchen Aguilar, Chief Nursing Officer
Edgar Arellano, Director of Information Technology
Anita Fisk, Director of Human Resources
Jennifer Marshall, Administrative Assistant
Michele Hansen, ARNP
April Vanscoy, Anesthesia
Dan Webster, TRH Foundation President

Vision, Mission & Values

Board members took turns reading the mission, vision, and values statements.

Agenda

There will be no ICU-10 update because Nicky Markey has been out of the office longer than she anticipated. V. Orford added discussion on agenda items and self-assessments. M. Pruett motioned to accept the agenda as official, and C. Thomas seconded. Motion approved unanimously.

Minutes from Previous Meeting

J. Tretwold motioned to accept the December 15, 2014 minutes as presented. M. Pruett seconded. Motion approved unanimously.

Consent Items

J. Munson clarified that the payroll total is included in the AP/vouchers. Vicki noted the payroll and vouchers on the agenda. Bad debt was \$88,736.75, and charity care was \$54,016.57.

- Payroll/Vouchers
 - Payroll total: Gross: \$807,224.33 Net: \$559,957.04
 - 12/7 – 12/20/14 Gross: \$257,798.68 Net: \$181,633.39 Employees: 109
 - 12/21 – 1/3/15 Gross: \$282,294.82 Net: \$193,615.89 Employees: 107
 - 1/4 – 1/17/15 Gross: \$267,130.83 Net: \$184,707.76 Employees: 109
- Vouchers total: \$1,392,598.76
 - 12/18/14 75330-75386 \$196,393.78
 - 12/23/14 75387-75406 \$356,054.62
 - 12/30/14 75407-75461 \$108,591.35

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- o 1/8/15 75462-75511 \$411,840.99
- o 1/22/15 75512-75530 \$319,718.02

Medical staff applications included Anne Dubosky, M.D., and Christopher Sidden, M.D. T. Shrable asked how Dr. Dubosky's level of privilege might affect the ER. This is a stepping stone; she will admit no more than 12 patients per year, as the medical staff bylaws state.

M. Pruett motioned to accept the consent items as presented on the agenda. J. Tretwold seconded. Motion approved unanimously.

Old Business

Resolution 2015-2: J. Tretwold asked if the new board meeting time will continue through the whole year or change during the winter months as it has been. This will be the set time all year round. J. Tretwold motioned to accept the resolution, and C. Thomas seconded. Motion approved unanimously.

S. Graham made the board aware that J. Tretwold's seat will be up for re-election this year. Administrative staff will help take care of filing for re-election, should he choose to do so.

Board bylaws: The amended bylaws include the new board meeting change and added the Building & Planning Committee. C. Thomas motioned to approve the bylaws as presented, and T. Shrable seconded. A legal notice of the meeting time change will be published.

Self-assessments: V. Orford will distribute them to board members. She would like to meet with each board member within the month one-on-one, so everyone gets feedback on how they're doing.

Agenda items: V. Orford asked each board member to give an update at every meeting on their committees.

New Business

Resolution 2015-1: This is an annual resolution for checks that have been outstanding for longer than one year.

Accounting tries to track them all down first. M. Pruett motioned to accept the resolution, and C. Thomas seconded. Motion approved unanimously.

Finance Report

J. Munson presented a condensed finance packet. The numbers for December and year-to-date are preliminary. There will be more adjustments. Inpatient and outpatient revenues won't change. Salaries and wages in December were high mostly due to sick and vacation accrual. We had 27 admissions in December. Contractuals were 43 percent, higher than usual. Accounts Payable have not closed yet for year-end. The total loss in December was \$178,000.

J. Tretwold asked where J. Munson thinks we'll be year-end. It's hard to tell because we're still waiting on the settlement from Medicare, and we might have a payable to Medicaid. S. Graham noted that at this time last year, the hospital was over half a million dollars in the red. We didn't achieve our budget target, but we did better than the year before.

M. Pruett asked about professional fees being over budget. S. Graham said the personnel changes in the clinic were part of that, and we've had a significant amount of locum coverage in the ER. J. Munson said we don't have locums in surgery or labor and delivery, but some costs may come up in acute care.

J. Tretwold asked if the hospital is still supporting the clinic. S. Graham and J. Munson estimated the hospital is supporting the clinic by 80-95 percent. Patient volumes are building slowly, but we expected that. M. Hansen said she's been to Harmony House twice.

Accounts receivable is \$3.5 million as of this morning. Inpatient days are an average of 3.59 per day, which is an improvement. January's revenue will likely be under budget. J. Munson held accounts payable for the last two weeks to try to keep our warrants balance under \$2 million. She hopes to see the Medicaid settlement by February 12. She and S. Graham will meet soon with Leah McCormack.

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Foundation Report

D. Webster said the springtime goals are to increase the Foundation's board membership from three to seven. They're also planning a fundraising event for springtime.

Physician Report

M. Hansen said the clinic is working on a postcard to mail to area residents promoting things we can do to help them get healthy in 2015. The word is out that she's a certified CDL provider, and she has given physicals to a lot of truck drivers. She has been doing more L&I, as well. A flyer was posted at the senior center promoting foot care services, and that has brought in some patients. We've had more walk-ins over the past week. S. Graham said she's highly productive and appreciated.

At the last medical staff meeting, they reviewed some quality issues related to ER care, and issues with completing documentation. Some credentialing was done as well.

Administration Report

The next strategic planning retreat will likely be set in April. S. Graham explained the hospital's two Wildly Important Goals: to provide the ideal patient experience and to break even operationally. Any additional revenues will be used to pay down warrants.

S. Graham reviewed the monthly strategic plan tasks, the Four Disciplines of Execution, and the administrative team's scoreboard to track progress and keep everyone accountable.

Overall, the Department of Health's recent survey was positive and the surveyors said they've seen a huge improvement since the last one in 2012. The survey was unannounced. Hospital staff is expecting the complete report today, and from there have 60 days to come up with an action plan to address issues. C. Thomas asked for a copy of the report. There was a fire marshal inspection during the survey as well, and S. Graham reviewed what the staff is doing to fix issues identified.

S. Graham reviewed patient falls, medication events, left-without-being-seen figures, and patient satisfaction. G. Aguilar has asked staff to document why patients leave without being seen. All acute care nurses are completing customer service training on HealthStream.

S. Graham reviewed Meaningful Use statistics through the end of 2014. The end of the reporting year is September 30. He shared the progress of inventory tracking and installing the Omnicell pharmacy dispensing system.

V. Orford asked if the board can have access to the electronic master calendar.

The Building & Planning Committee is going to evaluate switching the clinic and ER, and M. Neddo is working with the Department of Health to determine what needs to be done to accomplish this. The other alternative is to share clinic and ER space. C. Thomas noted that patient satisfaction could go up considerably. M. Hansen noted a concern about sick people having to walk from the lobby through acute care and potentially spreading germs.

S. Graham reviewed targets for patient volumes and revenue, and progress during the fourth quarter of 2014.

Registered warrants were \$1.85 million this morning. Labor is higher than it should be given the low patient volumes. Leadership is learning about labor ratios and the need to low-census.

S. Graham reviewed 2014 employment figures, the Customer Service Committee, managers' training, performance evaluations, and job descriptions.

S. Graham reminded the board about the town hall meeting happening tonight. A strategic planning retreat will be held before April 15, and a quarterly newsletter is being created for the community.

S. Graham is working with Mike Hassing of Family Health Centers on ideas such as providing radiology services at Dr. Jensen's clinic in the Methow Valley. M. Hansen said FHC sends their Molina patients to our clinic. A website committee is being created, and the hospital is participating in the Accountable Communities of Health Initiative. Collaboration continues with regional hospitals regarding Caribou Trail Orthopedics.

Dr. Drumm has brought more patients here for surgeries. J. Munson said the surgery department has new equipment from Stryker.

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T. Shrable asked about the status of the radiologist who expressed interest in working here. That has been moved to the back burner due to financial issues.

In the future, V. Orford would like to review the administrative report before board meetings and then ask the board if they have any questions during meetings.

J. Munson provided a state compliance audit update. The report will be coming out in the next couple weeks. There were only two exit items – one is to record minutes for every board-related meeting, and the other is to better track credit card purchases. The state issued a management letter explaining the exit items.

Education

J. Tretwold discussed tips for working with legislative staff.

Public Comment

None.

Upcoming Meetings

Town Hall Meeting, January 27, 2015, 6 p.m., Hillcrest Commons: Vicki, Jerry, and Tracy may attend.

Regional Rural Hospital Conferences in Spokane, March 17-19: Due to our warrant situation, V. Orford, J. Munson and M. Neddo will be the only ones to attend.

Adjournment

C. Thomas motioned to adjourn the meeting at 10:03 a.m. The motion was seconded by T. Shrable and passed unanimously.



Vicki Orford, Chair

Jerry Tretwold, Vice-Chair



Tracy Shrable, Secretary



Mike Pruett, Member



Cherri Thomas, Member