

**MID VALLEY HOSPITAL AND CLINIC
BOARD OF COMMISSIONERS MEETING**

December 13, 2022, 5:00 p.m.

Family Medical Building Conference Room C/D and via Zoom

MINUTES

BOARD:

Richard Johnson, Ed.D, Chair
Ellen Delaney, Vice-Chair
Evon LaGrou, Member

Rebecca Christoph, RN, Secretary (scribe)
Becky Corson, MBA, Member

STAFF:

John White, CEO
Randy Coffell, HR Director
Sean Prater, IT
Carrie Anthony, Controller
Dr. Jennifer Thill, CMO

Holly Stanley, CFO
Carlo Piraino, RN, Director of Nursing
Dianna Osborne, RN, Clinic Administrator
Carol Neely, RN, OB Manager
Pat McKinnon, RN, Quality Director

Guests:

Sandy Johnson, Attorney

1. Meeting was called to order in due form.
2. Acceptance/Changes to Agenda. **Commissioner LaGrou motioned to approve the agenda as presented. Commissioner Delaney seconded the motion which passed unanimously.**
3. Public Comments: None made.
4. Consent Agenda Items: **Commissioner Christoph moved to approve the minutes from the meeting held November 29, 2022 as presented. Commissioner Delaney seconded the motion which passed unanimously.**
5. Board Education: none scheduled.
6. Continuing Business. None.
7. **Commissioner Christoph moved to approve Resolution 658 Surplus Assets as presented. Commissioner LaGrou seconded the motion which passed unanimously.**
8. Emergency Approval of Hospital Chiller Repair. The main chiller in the hospital is a two-part system that was installed when the hospital was first built. One part started to leak and impacted one of the compressors. It needs to be repaired in time for when warmer weather comes. **Commissioner LaGrou moved to approve the emergency chiller repair as presented in the Board packet. Commissioner Delaney seconded the motion which passed unanimously.**
9. Appointment of Privacy Officer; Public Records Officer. Melissa Bingham, HIM Manager, began her position last week. Randy Coffell, HR Director, had been appointed as the Privacy Officer while her position was vacant. The current public records officer has resigned her position. **Commissioner Corson moved to appoint Melissa Bingham**

- as the Privacy Officer and John White, CEO, as the Public Records officer. Commissioner Delaney seconded the motion which passed unanimously.
10. Medical Staff Bylaws Adoption, Previous Revision. Commissioner LaGrou moved to approve the Medical Staff Bylaws as emailed to the Board with the Board Packet. Commissioner Delaney seconded the motion which passed unanimously.
 11. Ratification of Union Contract. Commissioner LaGrou moved to approve the UFCW Registered Nurse Union and UFCW Hospital and Clinic Union contracts as emailed with the Board Packets. Commissioner Corson seconded the motion which passed unanimously.
 12. Annual Meeting Calendar. Starting in January, 2023, there will be one Board business meeting held on the fourth Thursday of the month. In order to allow the public time to travel after work to the Board meeting, the meeting time was changed to 5:30 p.m. Commissioner LaGrou moved to approve the 2023 Board Calendar as presented in the Board Packet. Commissioner Christoph seconded the motion which passed unanimously. Commissioner LaGrou asked that Board education meetings be planned ahead to give advance notice to accommodate Board Member schedules. The Board Executive committee will evaluate topics and Board education plans and bring back to the Board with possible meeting dates and times.
 13. Purchase approval: Autoclave; Synergi System. The purchase of two autoclaves and Synergi Software should have come before the Board for approval. Commissioner Corson moved to retroactively approve the purchases of two autoclaves and the Synergi Software as presented in the Board Packet. Commissioner LaGrou seconded the motion which passed unanimously.
 14. CEO Report. John outlined key vacant positions and their status of being filled.
 - Melissa Bingham, HIM Manager, arrived Monday last week.
 - Have recently interviewed possible CNO candidates.
 - Camile Sorenson interviewed onsite yesterday for the Director of Marketing Position; awaiting signature of the offer letter.
 - Currently Pat McKinnon, RN is filling the position of Director of Quality and Risk
 - Mindy Stewart, Assistant Controller will be arriving the end of this month.
 - A promising candidate for Executive Office Manager will be interviewed soon.
 - Sara Twolde, RN, who is currently residing in the Washington DC area, had a promising interview for Clinical Informatics, and was offered the position contingent upon an onsite interview scheduled for January 13, 2023.
 - An RN is in the process of being contracted to work remotely as the Infection Control Nurse at approximately 25 hours per month.
 - After a great interview, an RN Case Manager and Utilization Review Nurse has been offered a position awaiting her confirmation of the offer. This candidate has great experience and knows the area well. She may also take the position as the Acute Care Manager.
 - A local dietician was interviewed, and offered the position, working onsite three days and remotely two days; awaiting confirmation.

- Caitlin Davies, PT, will be serving as the PT Manager for Rehab Vision when she starts her position the end of the month.

John is preparing to begin the strategic planning process which will occur in two phases. Phase I will entail meeting with community healthcare organizations, community social agencies, community groups and general public sessions to get community input. Phase II will be conducted internally and involve department and employee input. Then, the information will be compiled and presented to the Board in a strategic planning event. This process will take about three months to accomplish, but it makes a difference to engage with the community at large as well as internally.

Currently, the pharmacist is on leave. Medication Review, Inc., which was contracted to supply telepharmacy services, is now supplying an on-site pharmacist and enhanced telepharmacy coverage. MRI is also working with Marne Cleveland, Pharmacy Tech via cameras to provide her required supervision.

Bill, Manager of Rehab Vision, PT services, and ERX face a difficult recruiting environment. John is proposing to both groups to allow the Hospital to staff alongside them to increase the pool of possible candidates overall as some personnel prefer direct employment rather than working for a contract agency such as theirs. Bill has been on-site providing PT services while continuing to search for viable PT providers. Inpatient PT is especially needed both for inpatient and swing bed patients.

15. CFO Report. The Revenue Cycle team has been actively involved in the 3-part Wipfli Engagement. The Chargemaster review is almost complete. The Team will receive a file of recommendations and will have to manually update the chargemaster in Cerner. The strategic pricing analysis is underway and will help the hospital, especially with recent pricing transparency requirements and patients price shopping for services, to align with peers locally. Aligning pricing with peers is complicated by the need to ensure pricing stays within the threshold of payer contracts. Charge capture review will begin when the chargemaster is updated. Reviewing 30 charts, Wipfli will look at charts first for compliance, but then for charge capture, Cerner workflow, etc. This will be a three to six month process as workflow analysis and corresponding changes will need to be identified and implemented.

Holly reported that Melissa Bingham, the new HIM manager is a great addition to the team.

November financials will be presented in January and draft 2022 year end financials will be presented the end of February. The approved 2023 operating budget was presented to the management team for a high level review. See report. For Washington State hospitals, Professional fees have increased 199% and days cash on hand have declined by 20%. Mid Valley has certainly experienced the substantial increase in professional fees and cash on hand has declined 17% since the first of the year. In addition to professional fees, other expenses are up which is presenting a significant increase in expenses from \$100,000 per day to approaching \$125,000 per day. Revenue generation has declined and collections are correspondingly down. There was also a 2% decline in Medicare reimbursement from 2021. Medicare rates are going up for 2023, but will again be adjusted with the cost report. A Dashboard of the

Sustainability Plan is being compiled and will be presented to the Board at future meetings.

16. Nursing/Patient Care Services Report. There is one night shift OB nurse position remaining which will be filled by a new RN grad this summer. PACU is the number 1 area of traveler expense.

There has been an increase in deliveries this month.

Swing beds have been used more lately, especially as the need for waiting for bed availability has materialized. There is a corresponding increase in acuity related to the inability to transfer patients to a needed higher level of care, and patients have been boarded in the ED for up to a few days before they are able to be transferred or have improved enough to be admitted to the acute care floor. The inability to transfer patients is exacerbated by tertiary hospital capacity due to staffing shortages – not necessarily the number of their facility beds.

The hospital is currently seeing a lot of influenza A, which is especially affecting older patients over 60.

Many nursing jobs aren't necessarily full time – like an acute care nurse manager and case manager – so these positions could possibly be combined.

Carlo became aware that the trauma program deadline was November 30, 2022. Carlo and Pat have been working on the Level 4 Trauma designation and were granted an extension to the end of February for filing with the Dept. of Health.

Carlo is working with Carol Neely to present a report of what is happening in the hospital daily.


There is currently a nationwide shortage of Tamiflu as well as a shortage of several antibiotics. Hospital Pharmacy has asked for an emergency distribution of these. Antibiotics that are available must be assessed to determine best options to administer to patients.


17. Clinic Administrator Report. Dianna reported she is looking at security system options and getting quotes.
18. Human Resources Report. Randy reported that five new employees have been hired from the employee referral program. The turnover rate for 2022 is expected to be 31.5%. Randy is getting references on the traveler company that can staff all positions. Cost analysis by using this company vs. working with several agencies is expected to save \$450,000 annually. Several nurses that had left have applied and are now being hired back
19. Quality and Patient Experience Report. Pat is developing a Performance Improvement grid to report progress monthly from each department. She wants to get staff involved to ensure positive frontline impact on patient care. Nadine has been helping Pat with NHSN reporting requirements to be compliant. Patient satisfaction survey shows patients are very satisfied with nursing care and comments to that effect are very positive. Satisfaction with providers is also positive. Metrics are very competitive now that hospitals nationwide are being evaluated. Top box rating of communication with nurses, for example, can be 96%, but national average is 96.15% in comparison, yet 96% is a high rating. Physician satisfaction scoring has been very low as some providers are

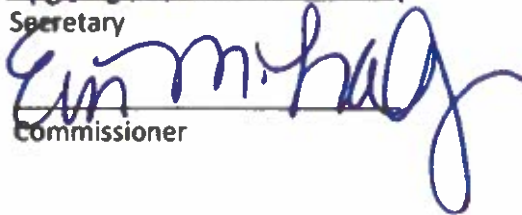
- rated in the top box while others in the bottom box. These issues are being addressed. Preparations for the DNV Hospital survey, which is expected in January, are underway.
20. **Medical Staff Report.** Dr. Thill reported that she and Atty. Sandy Johnson have been developing a cogent process to handle complaints against ED providers. She plans to ferret out issues sited in the Press Ganey Patient Satisfaction report, looking at individual metrics. She will also be looking at provider meeting attendance and participation in performance improvement projects. There is currently an uptick in flu and they have had to board patients in the ER due to unavailable beds in tertiary hospitals. That has impacted patient flow in the ED as the beds are occupied. In an effort to look at implementing a fast track program in the ED, Hospitalist providers staffed a fast track clinic from 2-6 p.m. in September. September reported a one hour reduction of time in the ER and patients leaving without being seen went down from 3% to 1%. However, as the ER has been boarding patients, patients leaving without being seen stats were back up to 2.5% in October and 3% in November. The goal is to reduce time from bed to time being seen by a provider and length of stay, which is expected to improve patient satisfaction.
 21. **Acceptance of Board, Medical Staff, and Administration Reports.** Commissioner LaGrou moved to accept Administration Reports and Medical Staff reports. Commissioner Corson seconded the motion which passed unanimously.
 22. **Commissioner's Open Discussion, Meeting Evaluation and Planning for Future Meetings.** The Board expressed their appreciation of the new format for Board meetings, and the preparation and presentation of reports, especially without an executive assistant.
 23. **Executive Session: RCW 42.30.110(i)** To discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency.
 - a. Executive session began at 6:35 p.m. for 10 minutes to 6:45 p.m.
- Extended 10 minutes to 6:55 p.m.
 - b. The Board reconvened into regular session at 6:53 p.m.

Commissioner LaGrou moved to adjourn the meeting. Commissioner Delaney seconded the motion which passed unanimously.


Chairperson


Secretary


Vice Chairperson


Commissioner


Commissioner