

# North Valley Hospital District



Okanogan County Public Hospital District No. 4  
North Valley Hospital/Clinic/Long Term Care Division  
Administration Boardroom

Virtual Attendance:

Google Meet Meeting ID: [meet.google.com/gfk-skvn-fir](https://meet.google.com/gfk-skvn-fir)

Phone: (US)+1 617-675-4444 PIN: 388 490 836 1057#

## Board of Commissioners Regular Meeting

**April 25, 2024 7:00 PM**

### Agenda

- I. **Call Meeting to Order** Adam Tibbs, President
- II. **Public Participation** – according to Resolution No. 488-Public Participation Policy
- III. **Reports:**
  - a. Administration Report J. McReynolds, CEO
    - i. Strategic Plan-Q1
  - b. Financial Report M. Matthiessen, CFO
  - c. Commissioner Reports Commissioners
- IV. **Approval of Minutes**
  - a. Regular Board Meeting Minutes-March 28, 2024
- V. **Consent Agenda**

a. Charity Care	\$	49,706.89
b. Bad Debt	\$	23,328.98
c. NVH A/P Vouchers No. 122631-122820	\$	2,836,887.26
d. LTC A/P Vouchers No. 23857-23917	\$	451,948.78
e. Construction Voucher No. 2000	\$	118,688.69
- VI. **Old Business**
- VII. **New Business**
  - a. CAH Annual Program Evaluation C. Fox, Quality Mgr.

**VIII. Board Education**

- a. Goal Setting as Part of Board Assessment
  - i. Community Feedback

Commissioners

**IX. Adjournment:**

**Upcoming Events-**

May 30, 2024 – Regular Board Meeting



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# Administration Report

04.25.2024

North Valley Hospital & Extended Care

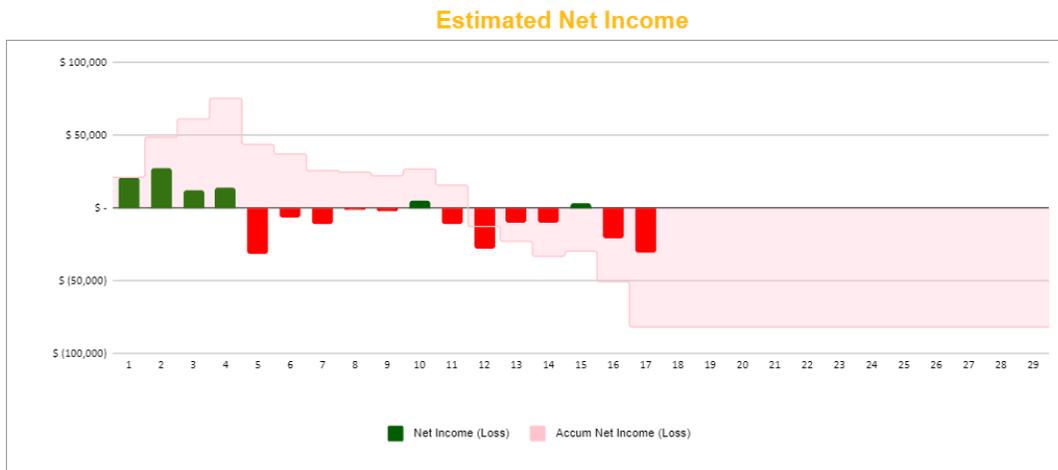


## Operational Overview:

April continued the trend of high ER volumes, which are helping to improve radiology and lab numbers, but the acute care census declined precipitously from March.

Department	Month to Date Numbers		Variance	Variance Percent
	Number to Date	Target to Date		
Census	96	136	-40	-29%
Rehab Minutes	25085	24895	190	1%
Rad Tests	526	477	49	10%
Lab Tests	2175	2081	94	5%
TFMC	171	260	-89	-34%
Surgery	6.0	4.7	1	27%
ER Visits	294	221	73	33%

At the halfway point, this has contributed to a challenging revenue month:



## Extended Care:

### Operational Update:

The current census is thirty-seven, with an on-admission planned for 4/19. This new admission is coming in Med A as the primary payor source. Once that is complete, the primary payor will be private pay, as they have long-term care insurance.



The team is also looking at another strong potential admission coming in at the end of April/first of May. We anticipate our census being at 39 (at a minimum) for May. We will continue to strive to reach the budgeted goal of 40.

### Staffing:

Today is the last day for one of the two traveling licensed nurses (we have two). With additional support from PTs and per diem RNs, we are able to reduce our number of travelers.

The NAC class graduates on May 3rd, and we have two traveling NACs whose contracts are up on the first of May. This is good timing, and we are looking to hire some of the newly minted folks from the class to replace the travelers.

Based on these changes, we anticipate a reduction in labor costs.

### Nursing Administration:

Marcia applied to be the North Valley Extended Care NAC class director and that was accepted by the Washington Board of Nursing. Rochelle Allen will continue as NAC instructor and LTC staff development coordinator. The NVEC NAC renewal application is Due May 3rd. We have completed that process and submitted the application. The biggest change to the application process was that we needed an HR policy that allows students who choose on a case-by-case basis to complete their training hours as an NA-R in a care facility under the supervision of a licensed nurse.

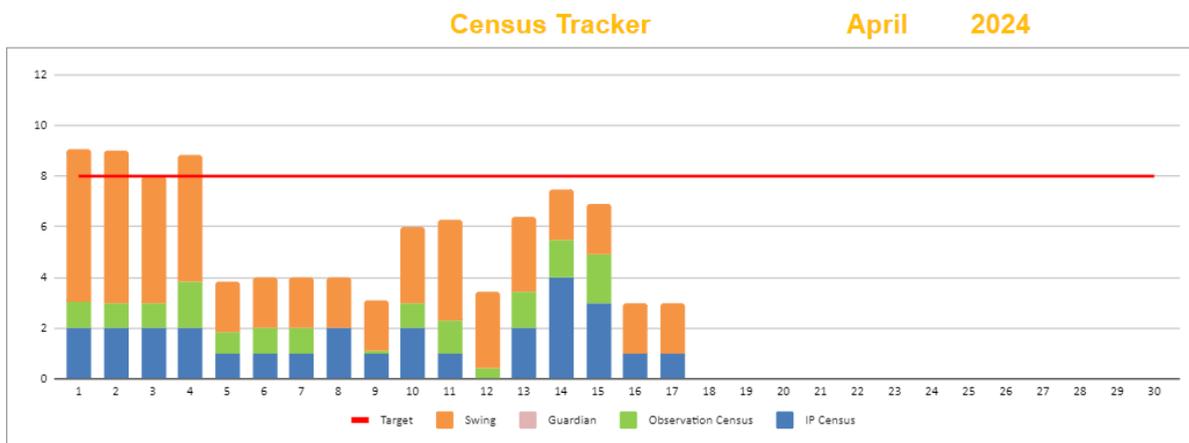
We are offering an UltraSound Guided IV class here at NVH on May 28th and 29th. This class will enhance our skills and give the Nurses an increased level of confidence in using this tool, which has been underutilized in the past.

On April 19th, NVH held a functional drill emphasizing a large emergency Department surge. The Nursing team walked away from the drill with a better understanding of emergency management. The feedback among the team has been insightful and positive.

The Clinical team leaders have put together some activities for Nurses Week. Nurses Week is May 6th through the 12th. Although we always have a strong appreciation for Nurses, this week gives us the opportunity to express that gratitude.

Jody Anderson, ED Manager, Cassandra Fox, Quality Manager, and Marcia Naillon attended a motivational interviewing seminar in Wenatchee on April 11th and 12th. This seminar focused on a method of communication that utilizes the acronym OARS. This style of communication is a method that can be used with leadership and with patients. The three walked away feeling that this method could be helpful with improving communication and empowering the patient or employee in the process.

## Acute Care:



Our patient volumes have declined significantly from March, with fewer swing beds and inpatients. We typically slow down a bit in spring and early summer, but this change is larger than our typical seasonal variation. We continue to review swing bed referrals for appropriateness and work to increase our census.

## Quality/Infection Prevention:

Quality hosted its first Quarter CQI Council meeting on April 23rd, 2024. The Critical Access Hospital Annual Program Evaluation has been completed and presented to the manager

group, which will then be presented to The Board of Commissioners for final endorsement on April 25th, 2024.

The MRSA and Tuberculosis annual risk assessments have been completed. They are still categorized as low-risk, resulting in no changes to our current practices.

Cassi attended a Motivational Interviewing workshop, and is looking forward to using "OARS" when working on Quality Improvement Projects.

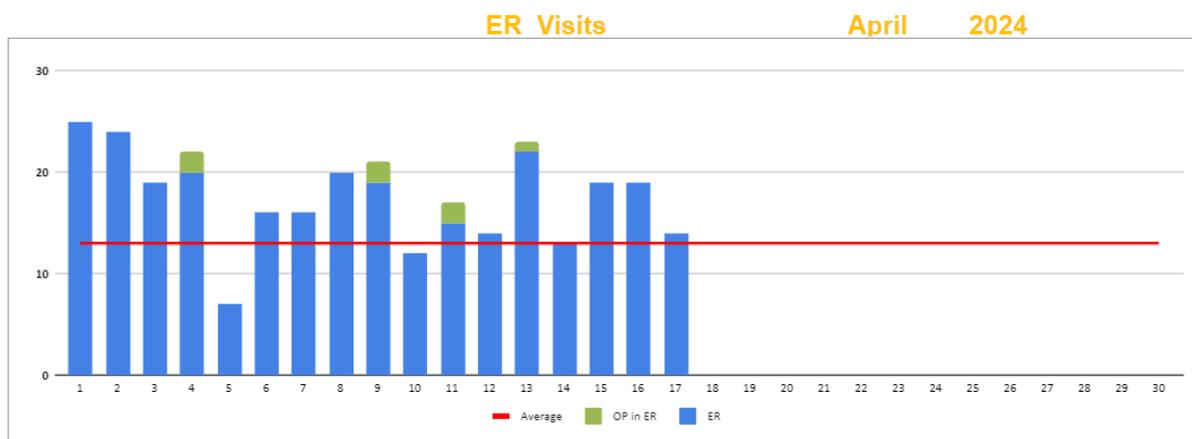
O = Open Ended Questions. Promotes trust for enhanced communication. Avoids Yes and No questions.

A = Affirmations. Validates positive attributes and efforts.

R = Reflection. Demonstrates active listening.

S = Summary. Demonstrates understanding and invites elaboration.

## Emergency Department:



The Emergency Department has continued to experience elevated patient visits for several days this month with over twenty patients. On 4/19, we conducted a mass casualty drill and sent twenty mock patients to the ED in just over an hour. Dr. Scott and the clinical team did a great job managing the influx of patients.

## Laboratory



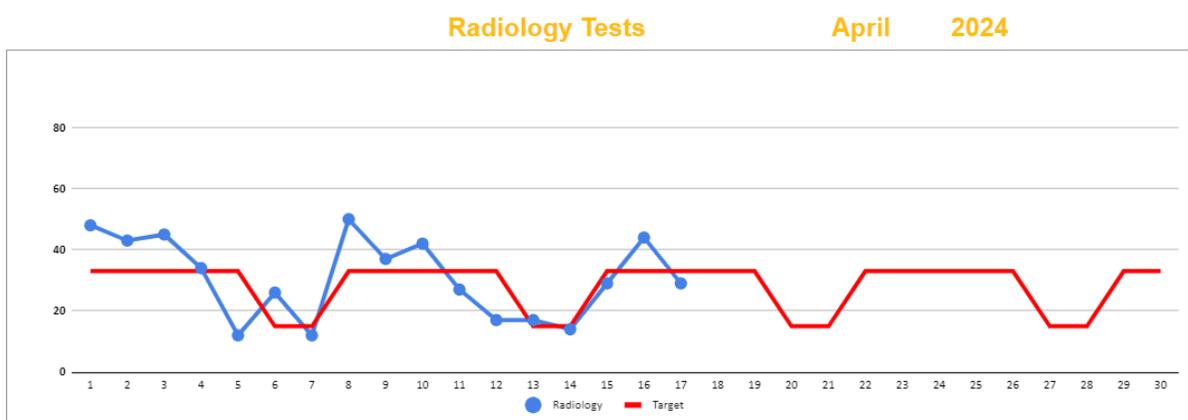
April 14-20th is National Medical Laboratory Professionals Week this year. We have spent the week recognizing our highly skilled and dedicated Lab Team. In addition we always try to incorporate all district staff and have been providing daily games and puzzles for all. Anyone that enters has a chance to be named an Honorary Lab Tech.

NVH Lab is staffed 24 hours a day, 365 days a year (366 this year!). We take pride in the test menu that we offer and the high-tech instrumentation that we have in our laboratory. Volumes may rise or fall, but our dedicated team is always here serving our patients, residents, co-workers, and community.

April volumes have been above budget and considerably higher than March volumes. The new Blood Gas analyzer - the NOVA Prime, arrived today and will be installed and validated during the next few weeks. The Lab is preparing for operation on "Crane Day" when it will be necessary for us to evacuate the St. Martin's building. We will be able to offer a very limited test menu and set up a temporary lab space in the Emergency Department when we must be out of the building. In addition, we are working on a continued operation plan when the HVAC construction project begins on the 1st floor of the St. Martin's Building. It will be necessary to move the entire Microbiology department to another location on campus and consolidate instrumentation and workstations in the Core Lab and Blood Bank.

Our part-time technologist has resigned, and that position has been posted along with our continued opening for a Full-Time and per diem tech. We have hired a traveler to cover the weekend night shift for six months.

## Radiology:



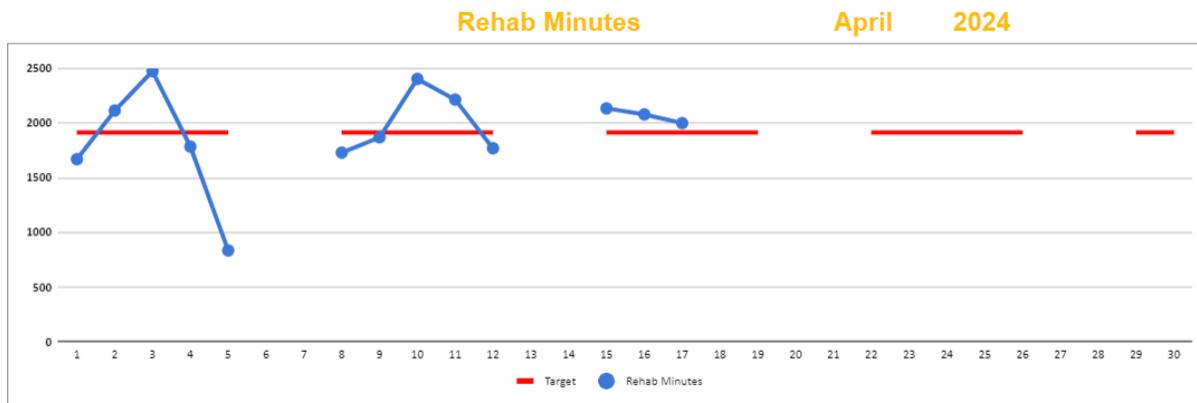
The Radiology Department is planning for the next stage of the construction project, which will have a major impact on clinical operations. We are working to relocate offices and some machines out of the impacted area and planning different routes for patients for the units we are unable to move.

## Allied Health:

We are recognizing several disciplines in April. April 14 - 20 is *National Wound Care Nurses Week*. The wound clinic saw 129 patients in March between the clinic, acute care, and ER. I want to thank Colleen, Megan, and Serene for their tremendous job in healing complex wounds.



Rehab also has a celebration this month, which is *National Occupational Therapy Month*. We have a great rehab team, and Caitlynn and Liz, along with the rest of the rehab team, have enhanced the reputation of rehab at NVH, expanded outpatient services, and offered their services in various community volunteer opportunities. Caitlynn and Liz met in college nine years ago and ended up here together. Caitlynn joined NVH four years ago and Liz three years ago. A big KUDOS to the OT Team



## Human Resources:

The Human Resources department continues to review and improve our people processes and policies.



Our priorities in the months ahead include supporting managers in completing department succession planning and using our increased library resources in Relias to complete our annual training requirements.

We're excited about the updated New Employee Orientation in May. New Employee Orientation (NEO) will continue to create a foundation for employee retention and success. NEO allows employees to meet colleagues and department managers while ensuring a systematic and comprehensive approach to mandatory training and employee education that will now be supported through Relias.

Our work in April includes preparing for Hospital Week, May 12 - 18. We look forward to an all-staff appreciation luncheon at the Hospital on Tuesday, May 14th.

1. Recruitment Success:

- Successfully filled key positions, enhancing your staff capabilities and service quality:
  - 1 Full-Time (FT) Emergency Department Registered Nurse (RN)
  - 1 FT Health Information Management (HIM) Technician

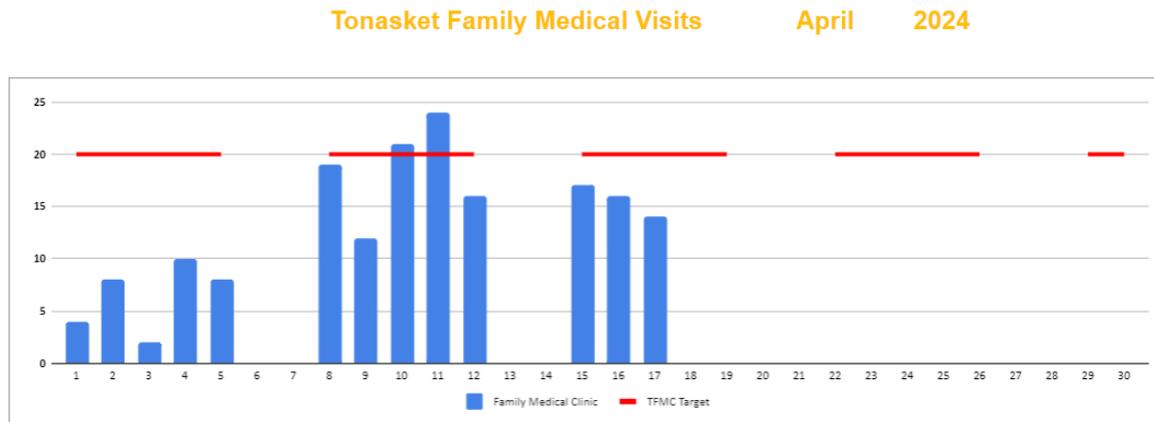
2. Strategic Transfers:

- Optimized workforce distribution to meet departmental needs and improve patient care:
  - Transferred 2 FT Acute Care Certified Nursing Assistants (CNAs)
  - Transferred 1 FT Extended Care Certified Nursing Assistant (CNA)

3. Ongoing Recruitment:

- Actively pursuing a qualified candidate for a critical leadership role:
  - The search for a permanent Director of Nursing at Extended Care is progressing well, with increasing interest from capable candidates.

## Tonasket Family Medical Clinic:



The clinic was happy to participate in the ED Surge Exercise on 4/19 and to test our ability to assist the ED in a mass casualty event. This also meets our requirement for a biannual disaster drill.

We are exploring additional patient services, including at-home colorectal cancer screening, which would help identify cancer early and bring patients to the hospital for colonoscopy.

## Support Services:

### Food Services:

We are so happy to be back in our kitchen! There has been a lot of deep cleaning, sprucing up, and reorganizing. Thank you to Mark from Maintenance for our freshly painted cupboards. Coming up in May will begin BBQ season for our residents and patients every Thursday.

### Maintenance:



The second-floor construction project has transitioned to primarily finish work, but this week, fire sprinkler modifications required a fire watch. I'm happy to report that the system is fully back online. We have been working with a local HVAC contractor to repair a unit that cools the laundry and hope to have that work start soon.

### Safety:

The safety committee has a few ongoing topics, Code call changes, construction area safety for NVH staff, and reminders to keep locked doors closed. We incorporated a safety Jeopardy game for fun education on a variety of safety topics.

### Security:

Security events in the ED were present this month, and Okanogan Sheriff Department deputies assisted several times. A current effort is being made to encourage staff to report all incidents so that reporting reflects the actual work environment activity. We continue to appreciate the presence of Security Guards during the late hours.

### Disaster:

This month, we've continued preparing for the ED surge exercise with a Just-in-Time Incident Command System training. Our Allied Health Massage Therapist, Darrel Verney has many skills, including a Search and Rescue background. From his experiences, he presented a user-friendly version of Incident Command to Department Leaders and managers who might participate in the April 19th exercise. He created a Jeopardy game to test knowledge afterward, and participant feedback showed the approach was unique and useful.

### Laundry:

We are still waiting for one of our dryers to be fixed (or whatever is causing it not to work). Laundry does get a little backed up here, so it is very important to keep things balanced, and timing is everything.

Laundry Week is this month, and this year, in lieu of putting together a prize Laundry Basket, we have decided to collect food items for the Tonasket Sr. Center instead. I can always count on the hard-working Laundry Staff to help, no matter the need. I am very grateful for their skills and compassion.

## Revenue Cycle:

The business office is on a positive trajectory, with improved financial performance and operational efficiency. Continued efforts by the billing department following up on claims that were delayed by the Change Health Cyber attack have started to pay off as we now see those claims trickle in. Thank you to Denise Wood for managing the paper remits as they require all manual entry, but she has continued to keep up with posting. I want to thank the entire Business Office staff for their hard work and dedication to North Valley Hospital.

## Patient Access:

Due to the cyber attack on Change Healthcare, we have had to do some workarounds to get some insurance eligibility. While we have managed, we do look forward to having our simple, streamlined process back.

As construction gears up for the first floor, we look forward to coming out on the other side. There will be some interruptions to both scheduling (who will need to relocate temporarily) and patient registration (who will continue to work with other departments that have been relocated), as well as the noise factor. But we appreciate the work that is being done and know we will be more comfortable when it is all finished.

We are pleased to welcome Kerrie Allie to the team. She will be our new per diem in registration and scheduling. Her first day will be Monday, April 22. She has previously worked in rehab, and we are excited to have her back in the NVH family!

## Committees:

### Grants Committee:

The Distressed Hospital Fund was awarded in April to 19 eligible hospitals, splitting \$10M. The funds were distributed based on size, with NVH receiving \$283,000.

Topic	Request Amount	Status
DOH SHIP	\$13,000	Awarded
Distressed Hospital Fund	\$283,000	Awarded
Dry Needling Training Course	\$10,000	Awarded

### Long Range Focus Committee:

On April 10th, the LRFCC met and discussed the recent Board of Commissioners conversation about soliciting feedback from the community. In the past, the LRFCC played a role in collecting and sharing information with the public. This led to a conversation about the effectiveness of the bi-annual newsletter mailed to all households. The group decided to transition to an electronic version, which would be less expensive, more targeted, and might provide a better platform for bidirectional communication.

### Foundation (North Valley Community Health Association):

The Foundation voted to award three \$1,000 scholarships in 2024. The scholarship committee will review the program, intended for those students on a healthcare pathway, and announce the application period after their May meeting.

The Foundation received donations in memory of an Extended Care resident who passed away recently. The funds were used to help purchase new songbooks for the Extended Care Eldergrow church services. Bernice Hailey, Extended Care's resident care manager, attended the Foundation meeting to express gratitude for the new songbooks and shared highlights from the Sunday services. We might have a new member!

As a reminder, at their August 2023 meeting, the Foundation voted to pledge up to \$100k towards the buildout of two ED rooms. The group is staying informed on the progress of the construction project and managing its investments to determine when to make the funds available to the hospital.

### QAPI:



The QAPI Committee met on 4/17 and reviewed quality metrics, including skin assessments, wounds, therapy, infections, and caseload. There were nineteen residents in restorative programs in the first quarter. The programs include walking, AROM, PROM, transfer, dressing & grooming, eating, communication, and splint application.

Infection Prevention reported the number of infections in the quarter and noted a decline in the fourth quarter.

### **Building and Planning Committee:**

Building and Planning met on April 11th and discussed the next phase of the construction project and the upcoming road closures for a crane to lift HVAC units on the building of the St. Martins building. The Commissioners toured the second floor of the St. Martins to see the work in progress.

