

North Valley Hospital District

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

The public is invited to attend in person or virtually with Google Meet:

Meeting ID: meet.google.com/gfk-skvn-fir; Phone Numbers: (US)+1 617-675-4444

PIN: 388 490 836 1057#

Board of Commissioners Regular Board Meeting

July 27, 2023 7:00 PM

Vision

Exceptional care that enhances the well-being of our communities.

Mission

Cultivate healthcare rooted in compassion, stewardship, and excellence.

Values

Trust-Accountability-Integrity-Safety-Diversity-Viability

Call to Order

Agenda

I. **Public Participation** – according to Resolution No. 488-Public Participation Policy

II. Reports:

- | | |
|--------------------------|----------------|
| a. Administration Report | J. McReynolds |
| b. Financial Report | M. Matthiessen |
| c. Committee Reports | Commissioners |
| i. Foundation | |
| ii. Building & Planning | |
| iii. Medical Staff | |
| iv. Safety | |
| v. CQI | |
| vi. Extended Care QAPI | |

- III. Approval of Minutes
 - a. Regular Board Meeting Minutes: June 29, 2023
 - b. Special Board Meeting Minutes: July 11, 2023

- IV. **Consent Agenda:**
 - a. Charity Care \$ 75,032.00
 - b. Bad Debt \$ 7,194.91
 - c. NVH A/P Vouchers No. 120119-120405 \$ 2,247,764.22
 - d. LTC A/P Vouchers No. 23266-23316 \$ 350,004.16

- V. **Old Business:**
 - a. Board Self-Assessment Commissioners

- VI. **New Business**
 - a. Medical Staff Appointments D. Larson
 - Courtesy Appointment
 - Michael Rimpler, CRNA (NVH)
 - b. **Consider Resolution No. 743-** Declaration & Disposition of Surplus M. Matthiessen
 - c. Swinerton Change Order J. McReynolds
 - d. Employee Satisfaction Survey J. McReynolds
 - e. Strategic Planning J. McReynolds

VII. **Adjournment:**

Upcoming Events-

- August 1, 2023 – National Night Out event in Oroville
- August 5, 2023 – Oroville Farmers Market
- August 25-26, 2023 – Tonasket Garlic Festival
- August 31, 2023 – Next Regular Board Meeting



Administration Report

07.27.23

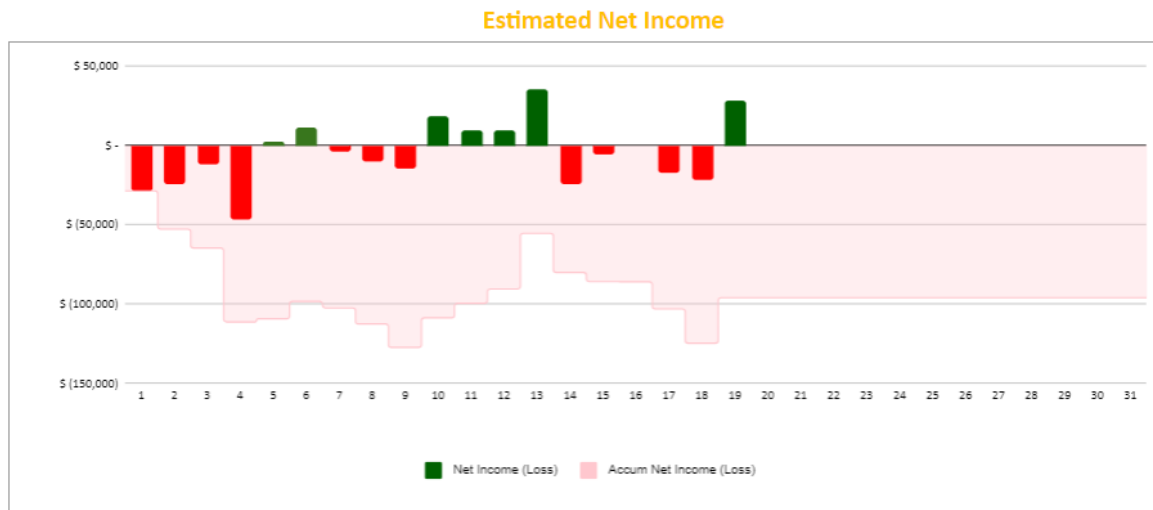
North Valley Hospital & Extended Care

Operational Overview:

The trend from the spring of lower volumes has continued into July, with numbers below target, with the exception of surgery and the ER.

Department	Month to Date Numbers		July	2023
	Number to Date	Target to Date	Variance	Variance Percent
Census	138	152	-14	-9%
Rehab Minutes	19445	22980	-3535	-15%
Rad Tests	485	517	-32	-6%
Lab Tests	2312	2237	75	3%
TFMC	131	240	-109	-45%
Surgery	17	12	5	42%
ER Visits	317	247	70	28%

Through the 20th of July, the lower volumes have created a modest estimated net loss position.



Financial Matters:

Matthew Matthiessen will provide a verbal report at the meeting.

Extended Care:

Activities:

NVEC residents enjoyed this Fourth of July with grilled hamburgers and hot dogs while meeting our new CFO.

Several residents are enjoying weekly lunches at the Senior Center as a way to get them out and about to mingle with the community. Activities have many other adventures planned for resident outings for the summer.

EC Quality and Staffing:

The Extended Care is actively pursuing staff to fill staffing needs. We have several travelers starting this month and next. Admissions are on hold until late August.

Extended Care continues to prepare for the Washington State survey with continuing education.

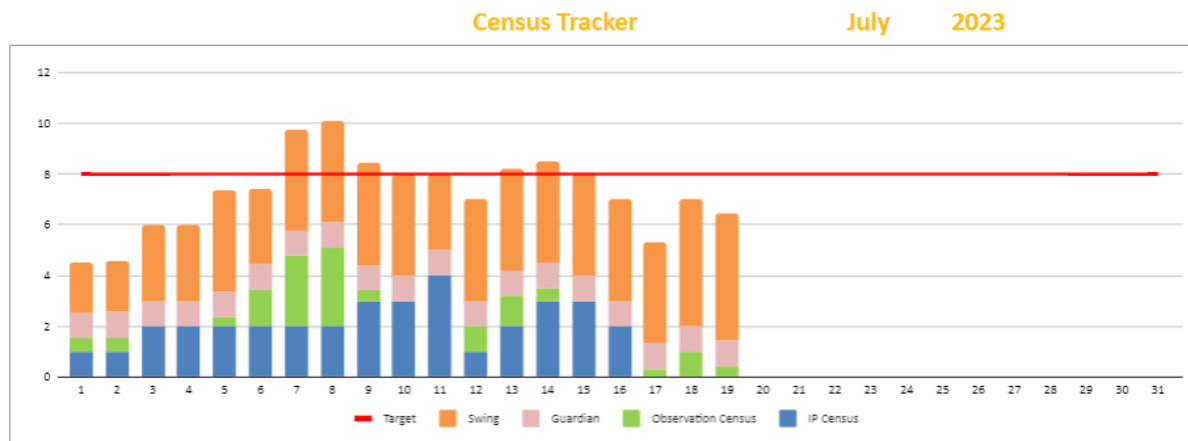
Rehab:

Extended Care Rehab has been quiet this month. With our EC PT being off with her new baby Liz, our OT has been covering the gap by screening for PT/OT scope overlap. We will have a PT traveler starting August 21st.

Nursing Administration:

This month we have been working with Dr. Julie Rickard as part of the grant funded ED Triage Model. She has been assisting with setting up workflows, interviewing prospective social workers or mental health professionals, and meeting with staff and providers. We are very excited about this work and will share more as we get closer to the program start.

Acute Care:



July's census increased compared to June thanks to new swing bed admissions. We are still below our goal for the month, and continue to have a guardian care patient in house.

Quality/Infection Prevention:

Quality has been working with our direct patient care staff on EMTALA education. Coverys, our risk management company, provided us and our contracted provider group with accredited Continuing Medical Education on the topic which has been a nice refresher for our admitting and direct patient care staff.

We are holding our 2nd Quarter CQI Council meeting on July 25th, 2023. We anticipate the attendance to be light due to vacations. The department managers have been working to complete their dashboards.

Infection Prevention is focusing on N95 fit testing. Currently 37% of annual fit tests have been completed. Recently we have seen an increase in our catheter device days, again so we are focusing on appropriate use of catheters on the acute care floor. Cassandra is registered to begin a Risk Management Development Program - Infection Prevention & Control Series which will begin on August 1st, 2023.

Emergency Department:

As discussed in the operational overview section, the ED has been very busy. The chart below looks back at the last two weeks of ED patients sorted by arrival day and time. As you look at some of the higher volume days you can see several hours with multiple patients (as many as 6!) arriving in the same hour. The provider, nursing team, and

registration work together to get everyone the care they need as soon as possible. Everyone's patience has been greatly appreciated.

Patient Volume By Hour Of Arrival - From 07/01/2023 To 07/15/2023

Hour Of Day	Hour Total	Sat 07/01	Sun 07/02	Mon 07/03	Tue 07/04	Wed 07/05	Thu 07/06	Fri 07/07	Sat 07/08	Sun 07/09	Mon 07/10	Tue 07/11	Wed 07/12	Thu 07/13	Fri 07/14	Sat 07/15
00:00	5					3								2		
01:00	2											1			1	
02:00	3				1				1		1					
03:00	2												1		1	
04:00	4							1						1	1	1
05:00	3					1		1							1	
06:00	5				2							1	1			1
07:00	7		3		1			1			1				1	
08:00	12	1	1	1	1	2		1	1		1		1	1		1
09:00	18	1		1	2	2	1	5		1	1	3				1
10:00	23	2		2	1	2		1	3	1	2	1	3		4	1
11:00	20	2	1	4	1	1	1	2		1		4		2		1
12:00	17		2		1	3	1	2	1	1	1	1	2			2
13:00	14	1	1	1	1				2	2	2	1		1		2
14:00	21		1	1		1	2	2		1	2	6	1	1	1	2
15:00	9		2		1	1	1				1			1	1	1
16:00	13	1	1	1		3					3	2	1		1	
17:00	19	1		3		1	1	4	1				2	3	2	1
18:00	13		1	3	2		1		1	1	2		1		1	
19:00	9				1	2	2	1					1		1	1
20:00	8				1	2	1			1	1	2				
21:00	8				1	1		1	1		1	1		2		
22:00	10		1		1	1	1	2				2		1	1	
23:00	10	1	2		2	1	1				1		1		1	
	255	10	16	17	20	27	13	24	11	9	20	25	15	15	18	15

Surgery:

Congratulations to Nadia Moreno, our clinic coordinator! Nadia has been accepted into the nursing program this fall and will be leaving us in September. She has been a great addition for our specialty clinics and a big help for Dr. Dhillon and Dr. Jex. We wish her well on her adventure. That being said, we will be looking for a replacement for her position ASAP.

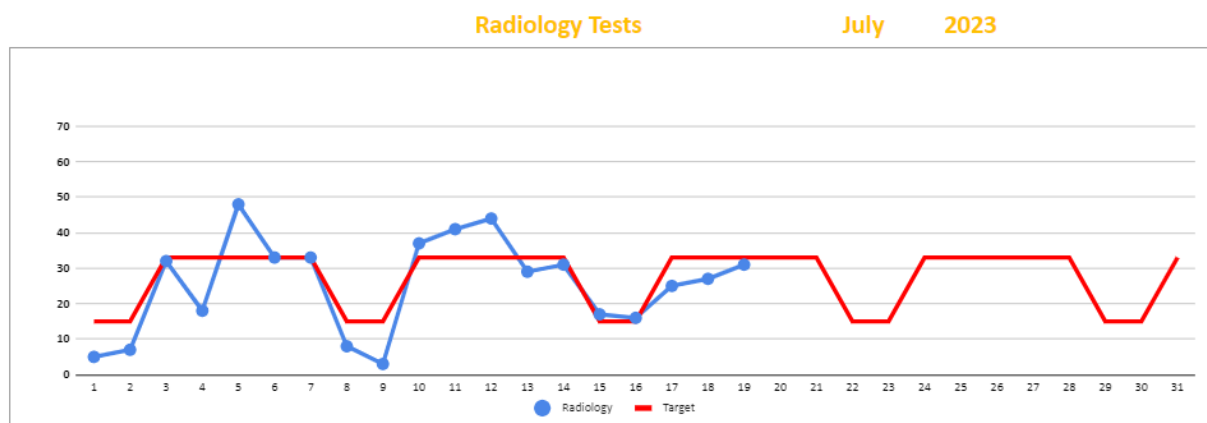
Laboratory:

Summer temperatures may be soaring outside however we are managing to keep the Laboratory instrumentation within operating ranges with the help of additional portable air conditioning units and both the Core Lab and Microbiology Lab. We are patiently waiting for the St. Martins HVAC project to alleviate heat and cold stress in our area. The

HVAC construction project is likely to significantly challenge Lab operations however we plan to maintain operations as close to usual as possible.

We are preparing for the impact of a possible UPS service interruption by taking inventories of supplies and ordering extra stock of highly utilized items.

Radiology:



The radiology department has started the process of looking for a new CT scanner. Our current unit was installed back in 2013.

We are still looking for a traveling technologist to help with coverage while a tech is on leave. The radiology crew is amazing and they have stepped up and taken on the extra responsibilities and call coverage while we are short staffed.

Allied Health:

Allied Health continues to grow and change in every department! We welcomed Kathy Williams in Respiratory Therapy, Wound Clinic continues to grow and are considering additional education they need to expand their service offerings. Our Diabetes Prevention Program is well underway, and we are taking referrals for the next group starting in January. Rehab welcomed the birth of our PTs, Katie and Eric's, new little girl and all the therapists and clerical team have stepped up to the plate to keep patient flow moving.

I would like to offer public recognition to Tia, Jeff, and Jorn who have been flexible in their work schedules and locations to reduce the impact of the absence of Katie and Eric, as well as Caitlynn and Liz, OTs who have filled in the gaps by looking at OT/PT scope of practice overlap as well as acted as communication liaison. I am grateful to them for being such great collaborators and team players...and I think we could say that about any

department in our organization. After over a year of recruitment efforts, we finally have two PT travelers to cover as Katie and Eric move through their Maternity/Paternity leave. As well, we will be interviewing a local PT for potential permanent placement.

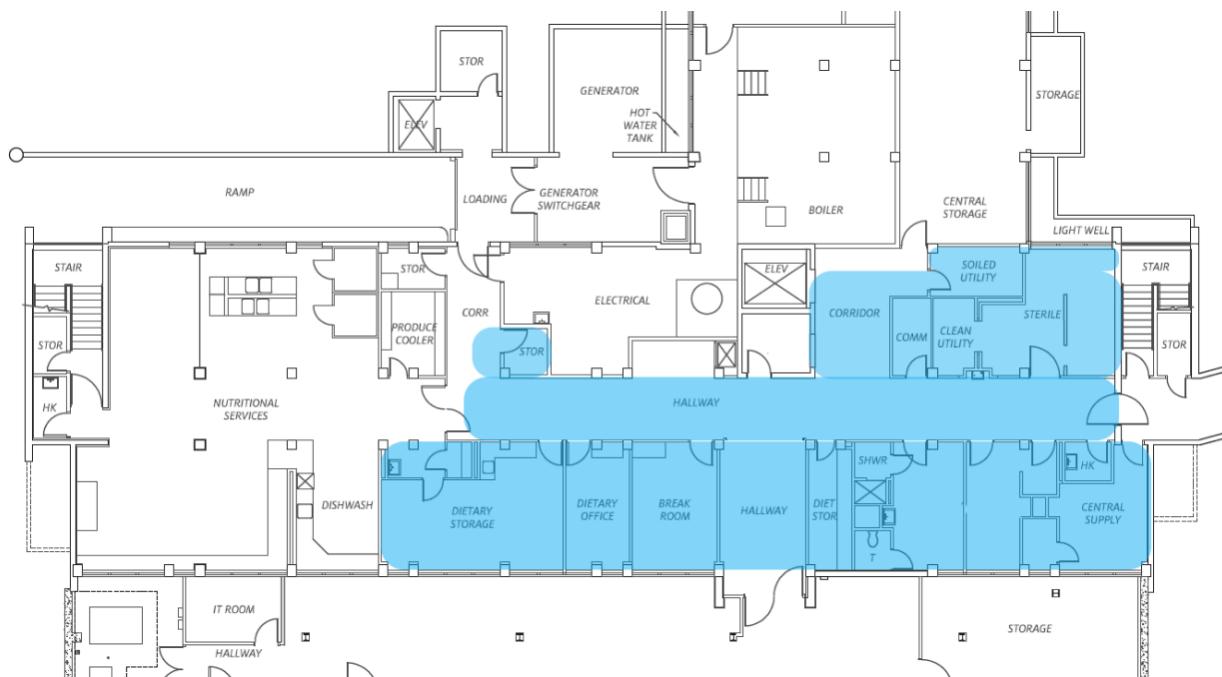
Human Resources:

Jeanette Hamilton, our new Director of Human Resources, joined the team on July 5th. Looking ahead, we are preparing for a positive and impactful contract negotiation process that will begin sometime in the middle of August. We will remain focused on recruitment in the months ahead and look forward to new employees joining NVH.

In July, we celebrated the end of our Annual Update with an employee BBQ on July 14th. Everyone who attended enjoyed great food thanks to the team in Dietary. Ten employees won gift baskets put together by our departments. Overall Annual Update and the celebration were a great success.

Maintenance:

We have had a busy week preparing for Phase One of the HVAC renovation. The demolition will start on 7/24 and requires us to relocate several offices and storage rooms. We have found homes for everyone and everything, but it was a lot of work!



Food Services:

As you can see from the floor plan above, the Dietary area is highly impacted by the Phase 1 of the construction project. The office area and three storage rooms have been relocated and will remain unavailable for several months. We have squeezed as much of the supplies and dry goods into the kitchen with the remaining items moving temporarily to the second floor. It will be a challenging and everyone has chipped in to make the moves possible.

Laundry:

Things have been pretty steady, as usual, and when we do have a little lag time, we are busy prepping back-up linens for those sudden shortages we often experience or when we just need to freshen up the circulating stock. Since January, we have processed 90,349 lbs. of laundry (56,098 lbs. LTC & 34,251 lbs. AC). For perspective, an extra large load in a household, HE washing machine filled to capacity weighs on average about 21 lbs. It would take about 4,320 loads to match our weights. Luckily, we have much bigger machines and three of them at that.

Safety:

Annual Update Fire Extinguisher practice went well, training around two dozen of our staff and another six from Family Health Center. The Safety Officer from Family Health Center Tonasket, introduced herself and hopes to partner with us on other education. The Safety Committee welcomed Jeanette H. from HR and Stephanie R. from TFMC.

Security:

The new and lengthy HVAC project will keep us on our toes for Security. With vendor staff in the building, door entries and walking routes changing will call for greater situational awareness from staff, Security Team and Security Guards.

Disaster:

Dr. Dhillon has made the reasonable request that we test our surge capacity in ER, to that effect, with Dr. Dhillon's and Jody's support and help, a Tabletop Exercise (TTX) will be conducted in August involving our NVH Disaster Team and other appropriate players. It is now in development, and our objectives are to challenge our internal systems with a realistic surge scenario. A tabletop will provide lower stress for staff to work out critical issues before doing a functional exercise.

Committee Work:

Policy and Procedure Committee:

The Policy & Procedure committee met July 20th. Workflows changes were addressed with the additions of new staff members. NVHD currently has 1352 documents in the Policy Stat system.

Grants Committee:

The Grants Committee has finalized the contract with Thriving Together for \$380,000 to fund a new ED Triage Model that will bring several mental health professionals to NVH for a two to three year trial project.

Topic	Request Amount	Status
PUD Incentives	Unknown	In Process
Strategic Planning	\$10,000	Awarded
Thriving Together NCW (NCACH)	\$380,000	Awarded

Long Range Focus Committee:

The Committee met on July 20th and reviewed the 2023 Employee Satisfaction Survey results and discussed the findings for this year. The group also provided input on the draft strategic plan focus areas and goals.

Foundation:

The Foundation met on July 10th. The committee approved covering the cost of repairs on the EC Van; the purchase of massage pads; and they will set up a booth at the Oroville Farmers Market on Saturday, August 5th. Two Extended Care employees have shown interest in joining the Foundation.

Building and Planning Committee:

Building and Planning met on July 20th and discussed the kick off of the first phase on the construction project. The team is currently busy clearing out the rooms in the basement impacted by the first phase. The group also heard reports on the progress for the Extended Care Flooring Project and the updated Family Health Centers lease.

Revenue Cycle:

Health Information Management

We have started to cross train the newer coders in other areas now that they are comfortable in what they were first trained in. We are hoping to get caught up in the ER accounts with the cross training.

I have been in contact with AAPC to have an outside auditor come in and look at documentation and coding to make sure we are following best practice and correct anything that may be needed. I am hoping to have information for the board by the next meeting. I want this auditor to come in and look at all documentation from when the patient is admitted to discharge. This would include notes from nursing, providers, radiology, lab, surgery, wound care, RHC, and therapy services.

Provider credentialing is up to date. We are still trying to recruit a part-time credentialing staff member.

Kristy is in the process of studying to take her test to become a certified credentialing specialist. She is hoping to complete this by the end of the summer.

Our electronic provider credentialing system is up and running and we have started to do all of our new credentialing and re-credentialing in VerityStream.

Patient Access

Patient Registration has been diligently auditing their accounts for accuracy. We are specifically reviewing two categories of information: errors that may have an impact on the revenue cycle, for example invalid or missing insurance information, and other demographic type errors or missing information that would not have an impact on the revenue cycle. Our goal is to reach 100% of accounts without any revenue cycle issues. This will cut down on billing turnaround time, corrected claims, write offs and reduce the credit balance. At baseline, our average percentage of accounts without revenue cycle issues was 79%. In less than a month, our average has increased to 85%. We are on the

right track to reach our goal and I am very pleased with these numbers and the hard work the registration clerks have been doing to achieve these numbers.

Centralized Scheduling will be adjusting their schedules. Two staff members are going to be working four-tens and the third will be starting a half an hour earlier. By doing this, we will be able to have the office staffed from 730 am to 630 pm Monday through Friday. This will provide better access for patients and referring clinicians to reach them as well as increasing employee satisfaction by allowing them to have an extra day to complete their personal errands.

