

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

September 28, 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. Finance | |
| ii. Foundation | |
| iii. Long Range Focus | |
| iv. Building & Planning (did not meet) | |
| v. Medical Staff | |
| vi. Safety | |



Administration Report

09.28.23

North Valley Hospital & Extended Care

Operational Overview:

The Hospital census has improved from August but with a slow start to the month is still below target. This has impacted ancillary departments, including lab, rehab, and radiology. ER continues to outpace our historical average.

Department	Month to Date Numbers		September 2023	
	Number to Date	Target to Date	Variance	Variance Percent
Census	105	168	-63	-37%
Rehab Minutes	26265	26810	-545	-2%
Rad Tests	593	580	13	2%
Lab Tests	2227	2520	-293	-12%
TFMC	191	280	-89	-32%
Surgery	15	14	1	7%
ER Visits	355	273	82	30%

Extended Care:

Activities:

We are pleased to announce the new names the residents have picked for the new activities groups: The Happy Hookers ladies crocheting group & our Handsome male models group. The residents are having fun with the names and these activities. Halloween treats are in the works for our Trick or Treat path, last year we did 300 and had none left over so we will shoot for 350 this year!



Our Beloved Dixie chick passed away Saturday, She was a good old bird and will be missed by all.

EC Flooring Project:

The flooring materials have arrived and are being stored at EC for acclimation. We are awaiting final State approval pending their examination of materials, safety plan and installation methods

Staffing:

Staffing continues to be a challenge as our evening shift lost our two full time Licensed Nurses' in August; one retired, the other moved to Spain to pursue his Masters degree. Our outstanding team members continue to help cover these shifts until we can find replacements.

Nursing Administration:

We are very pleased and excited to announce that Christa Harbig has accepted the AC RN Manager position. Christa came to NVH as a Travel Nurse. She has proven her worth in many ways. She has extensive Nursing Experience. While working here as a traveler she has shared knowledge and is accepted by the other staff. Christa has been willing to support the team in any way that she could. She has shared her experience and knowledge mentoring our new on boarding nurse graduates. We feel confident that she will excel in her new position here at NVH and are appreciative that she has chosen NVH permanently. Please congratulate Christa and give her a big welcome!

Cassandra Fox, Quality Mgr. and Marica Naillon, CNO, are registered in the WSHA Rural DELTA Series Quality Improvement Workshop (DELTA = Design, Engage and Learn To Accelerate). Delta Day is WSHA's most intensive training to develop the skills and knowledge required to immediately implement quality programs. This is a collaborative, front-line improvement workshop focusing on shared learning and rapid cycle improvement. They will travel to Seattle for the first class and then join in for the rest of the series online. They have chosen our AC wound care project as our rural quality Improvement project. At this workshop they will work on the objectives below.

Objectives:

- Engage in WSHA's boot camp, our most intensive and fun, peer-driven experience!
- Utilize foundational elements and tools in quality improvement.
- Participate in an implementation-focused day, preparing your team to utilize your plans immediately.
- Apply learnings from key areas to your hospital setting and develop individualized plans, with coaching and feedback from our team of experts.
- Develop a work plan for the next 90 days regarding your implementation plan(s).
- Network with peers and establish a sustainable forum to stay connected as colleagues.

With this experience we will be able to apply this learned process with other projects here at NVH. Cassandra and Marcia are appreciative of this learning opportunity.

NVH Nurse Staffing committee met this month. The next project for the staffing committee will be understanding and implementing new staffing laws. Our staffing committee membership will now include the HUS and NAC staff. One of the requirements will be monitoring and reporting missed meals and rest breaks. The first deadline is to update the NVH staffing plan and submit it in January 2024. The other components of the law allow more time for critical access hospitals for implementation. We have formed a work group and will meet again in November.

Attention all NVH & LTC Staff



An employee flu clinic is scheduled for October 16th. Flyers have been posted as a reminder.

Topic: *FLU CLINIC Location **Please report to Marcia's Office for your flu shot*

Date: *October 16th, 2023*

Day: *Monday*

Where: *Rm # 301 2nd floor Verbeck building*

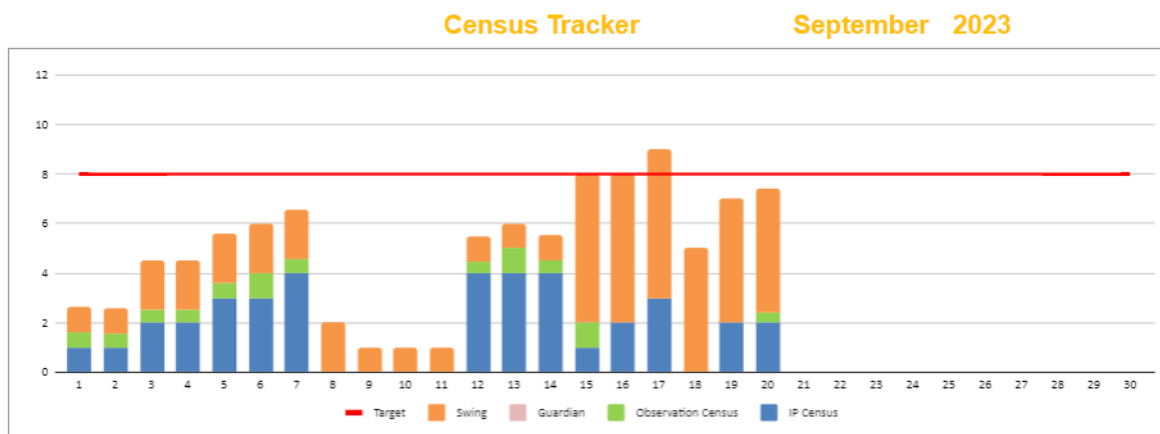
Time: *9am – 4:00pm*

Anyone one who wants to have the Influenza Vaccination here at NVH and cannot come to the employee flu clinic please contact me or call the NVH AC or LTC nurses' station to inquire if a nurse is available to administer the vaccine. If you choose to get your Flu shot elsewhere, please bring proof of influenza vaccination to me as soon as possible.

Deadline for proof of vaccination or declination is October 31, 2023

Thank You – Employee Health Nurse, Marcia Naillon RN

Acute Care:



The September census has improved markedly from August, but is still below target for the month. Our Swing Bed numbers have returned to a more typical census, but a slow start to the month puts us behind our expected level.

Quality/Infection Prevention:

Cassandra, Noreen, and Beth are participating in University of Washington Center for Stewardship in Medicine's Intensive Quality Improvement Cohort (IQIC) which will guide us to implement a process of quality improvement utilizing specific, measurable, achievable, relevant, and time-framed (SMART) goals unique to an individual healthcare environment. IQIC emphasizes a multimodal approach to stewardship including patient and provider education, clinician engagement, and use of local data to optimize care.

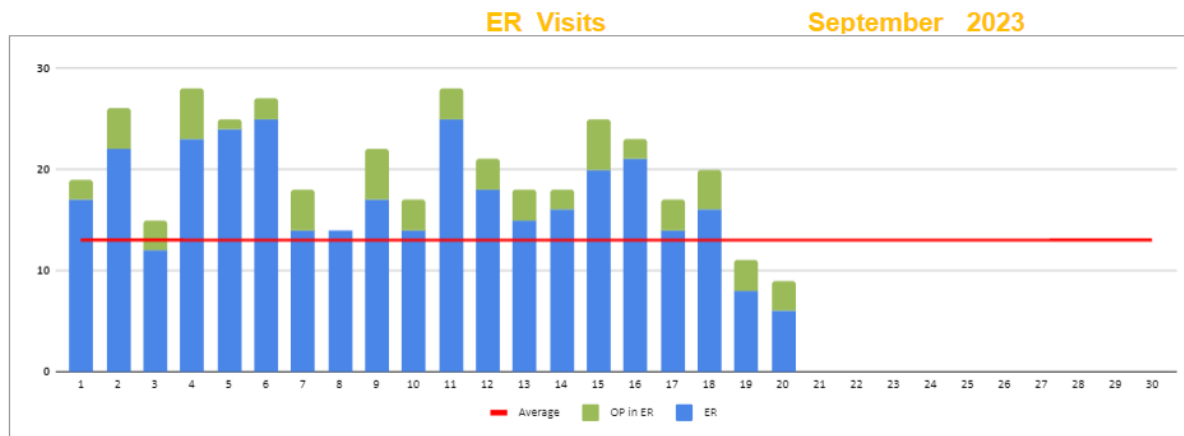
By the end of this cohort, we will have:

- Attended 8 monthly didactics
- Attended quarterly one-on-one meetings with IQIC faculty
- Submitted 1 data entry per week to the IQIC Redcap survey tool
- Developed a SMART goal and documented it in a PDSA cycle.

We intend to leverage this opportunity to develop our Antimicrobial Stewardship program at North Valley Hospital.

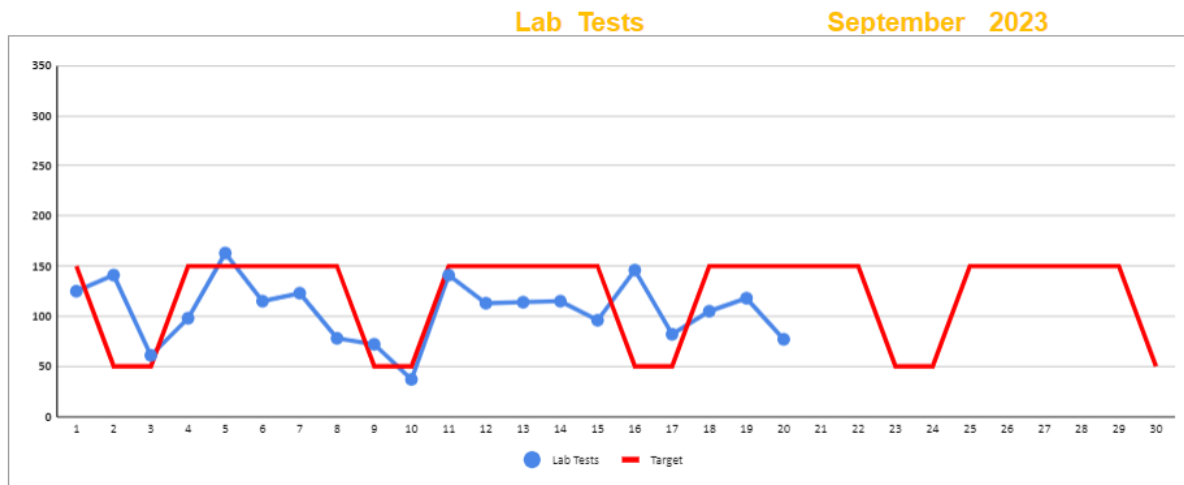
We are currently at 79% for Annual Hospital FIT testing complete. Many of the remaining employees are out on FMLA or per-diem employees that have not been working. We will continue to communicate, monitor and work towards compliance in this area.

Emergency Department:



September has been another big number month with staff stepping up to the challenge every day. We are working towards tightening our education around triage to make sure we assess and prioritize all patients quickly, thoroughly and accurately. On September 20th we participated in a tabletop exercise preparing for an ED patient surge. It was a great exercise and will help us prepare for a mass casualty event. Read the Disaster Preparedness section for more details.

Laboratory:

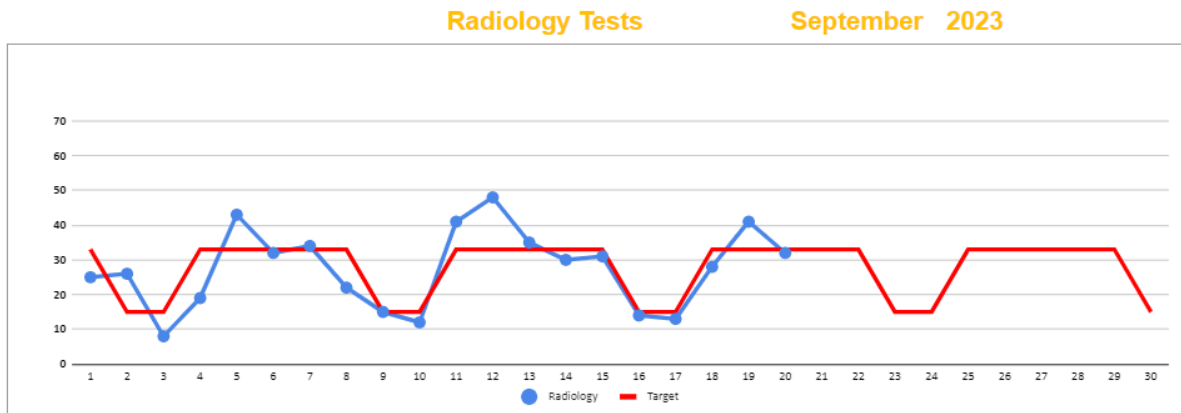


Laboratory volumes have been considerably down this month. Lower volumes are attributed to very low COVID testing numbers, decreased inpatient census days and the interruption in provider coverage for TFMC. Volumes from the Emergency Department are holding strong and remain the majority of the Lab workload.

The plan of correction that we submitted after our DOH Laboratory Quality Assurance survey in June has been accepted and all the correction actions are complete.

Just in time for cold and flu season we are bringing on board a new testing platform. The Biofire Spotfire will offer a 5 target panel- COVID-19, Influenza A, Influenza B, Respiratory Syncytial Virus and Human Rhinovirus. This is highly sensitive PCR testing and the panel will be complete in less than 20 minutes for a quick turnaround time to providers.

Radiology:



We recently had our state mammography inspection. We passed with zero areas of non compliance. This survey goes over how we provide reports to providers and patients, our quality control program and the credentialing of our radiologists.

The week following our mammo inspection, we had our annual physicist inspection. This inspection also goes over our quality control programs for our equipment that emits radiation. We passed with zero areas of non compliance.

On September 21st, the department had training and began scanning patients on our new Dexa unit. We are looking forward to providing this service to our patients once again.

Allied Health:

Sharing a wonderful email from the parent of one of our pediatric patients:

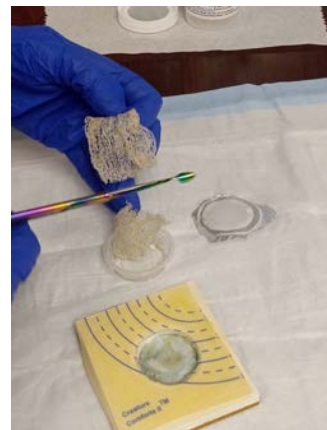
"Hey guys, thought I'd let you know that _____ had an awesome first day of school. She was staying on task doing puzzles as directed, participated in group circle for the first time ever, making good eye contact and a good attitude. School said night and day for performance from last year after doing therapy... good job and much appreciated your professionalism and caring."

Kudos to Liz and Dalia and all of the pediatric team for helping kids succeed!



The Wound Clinic RNs had an interesting day learning about maggot debridement therapy.

Although this has been practiced over the centuries, it is now FDA approved. We are happy to add this to our toolbox for healing wounds.



Ken Radford has been busy developing a course, *RT4Nurses*. This is a much awaited course for managing basic respiratory care when an RT is not available. It is a two-hour course that is taken online. So far it has been reviewed by nurse managers and supervisors and the reports are positive. We are hoping that all nurses can review it by year end. Thanks to Ken for putting together a very professional course.

Lastly, we said good-bye to Leza Wallace, Rehab Clerk, this month. Leza has provided clerical support for rehab for a number of years including scheduling, patient registration, insurance management, as well as looking after eight therapists.. I would like to thank her for her work with our outpatients and staff. We will miss Leza but wish her all the best in her future endeavors.

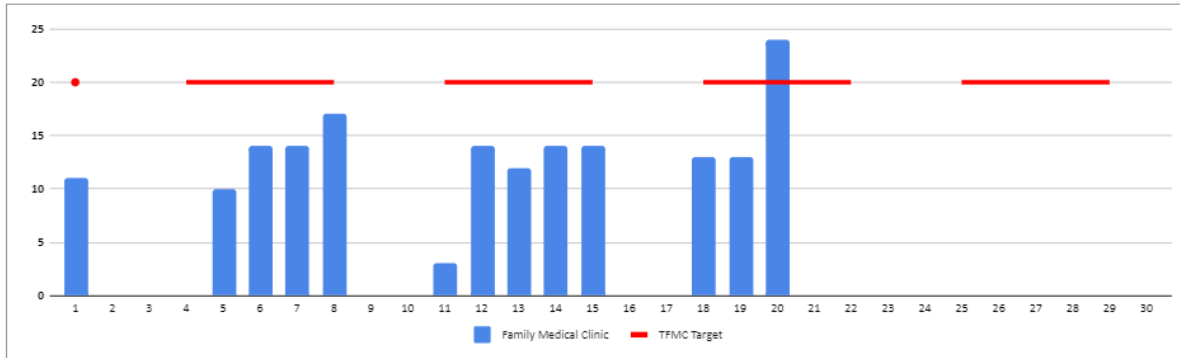
Human Resources:

The Human Resources Department welcomes the changing seasons and looks forward to the special time of Fall. During this transitional time many of our employees and community members have school age children back in the classroom and have changing schedules for sports and other seasonal events. We are currently working to implement an applicant tracking system that will support our recruitment efforts and our commitment to staff development opportunities.

Heather Coates and Julie Johnson joined the North Valley Team in September. Heather and Julie will be working together to support our ability to respond to mental healthcare needs and care coordination in our Emergency Department.

Tonasket Family Medical Clinic:

Tonasket Family Medical Visits September 2023



With Toni's departure we have had a busy month administratively, but have not been able to see as many patients. We have a locum provider here for the last two weeks of September that will help keep us moving forward while we recruit a replacement. We would like to thank Dr. Stefanelli for helping us in continuing to provide care to our established TFMC patients.

TFMC is now providing influenza vaccines to our established patients.



Support Services:

Environmental Services:

September 10-16 is National EVS (Environmental Services/Housekeeping) Week and our EVS Manager, Betty London shared this about her staff: "They are the most outstanding force we have here making sure NVH is clean and/or disinfected with a smile on their faces. We have a very dedicated team here and I, for one, am very happy indeed. They have dedication to their job with very little turnover. Thank you staff for all you and thank you Betty!

Food Services:

Our summer BBQ is coming to an end this month. Time to get ready for fall! Still have some staff shortages and are working on recruitment. The first week of October is National Healthcare Food Service week. I would like to thank our staff for adapting to all the moving around and volunteering to work extra shifts while we are short handed. We have an excellent team of caring people who go above and beyond. We are very fortunate to have them!

Maintenance:

In September we had several regulatory agencies inspecting our facility as part of their annual certification and Nursing Home survey. We've submitted the plan of correction for the items that were noted to be deficiencies.

Safety:

The big news in Safety is that Ethan Phillips has accepted the Safety Officer position opening up as Kim plans some kind of retirement. Since last month, the Extended Care was surveyed and the fire marshall's walkthrough went well with minimal hiccups. Hallways were clear, extinguishers checked and unblocked, one escutcheon was noted hanging low (in a closet!), one exit door was not secure. These were reviewed and discussed with the Safety Committee, and corrections are in the works.

Security:

The Security Team met last month to review restraint training, and documented our proficiencies. This month the team will be introduced to Ethan, now also part of the Security team.

We have chosen Verbal Judo de-escalation training, and Ethan and Kim will take a train-the-trainers class in October, and roll it out to staff prior to year's end.

Disaster:

The ED Surge Tabletop Exercise has been completed, a good number of staff attended and for some it was their first disaster training, others were well versed and able to move into the challenges easily. Communication was excellent between participants, and most felt like the next step to a functional drill was appropriate. Ethan and Kim will work on the After Action Plan, in preparation for a functional exercise.. Thanks to Dr. Dhillon for being the one to suggest this important practice!

Committee Work:

Policy and Procedure Committee:

NVHD currently has 1363 documents in the Policy Stat system. Currently there are 290 documents due for review and 225 pending reviews. The quarterly meeting of the P&P committee was held Thursday September 21st. A new Behavioral Health workflow has been created to meet the needs of the new services NVH is beginning to offer and much work is being done to have the appropriate policies and procedures in place.

Grants Committee:

The Grants Committee was awarded \$8,000 to fund an internal data project to analyze patient admissions. This work is important to ensure we are appropriately transferring and admitting patients from the ED when they are unable to be discharged.

Topic	Request Amount	Status

PUD Incentives	Unknown	In Process
Strategic Planning	\$10,000	Awarded
Thriving Together NCW (NCACH)	\$380,000	Awarded
State of Washington Distressed Hospital Fund	\$408,333	Awarded
ED Data Project	\$8,000	Awarded



Long Range Focus Committee:

The Committee met on September 6th to review a draft of the Fall Newsletter. The group hopes to complete the final version and begin printing, folding, and mailing by the end of the month.

Thank you to our team for writing and putting together our wonderful newsletter.

Foundation (North Valley Community Health Association):

The Foundation is participating in the [Give NCW](#) fundraising event which runs from Thanksgiving Day to December 31st. If the Foundation raises more than \$1,000 through the event, they can receive matching funds. The event also incentivizes people to donate to the Foundation and other 501c3 organizations, through Give NCW.



Five applications were submitted for the Foundation Scholarships. The applications are under review and two \$1,000 scholarships will be awarded. The recipients' names will be shared at the Board meeting.

Michelle McNally, EC DNS, is the newest member of the Foundation and it continues to encourage anyone interested to join.

Building and Planning Committee:

Building and Planning did not meet in September.

Revenue Cycle:

Business Office

As presented in the Financials we are actively working to reduce our accounts receivable and exploring innovative options to capture outstanding private pay patient balances. As HIM catches up with the backlog of accounts we will have additional work to do to keep up.

Health Information Management

Coronis Health has started to help code the backlog of ER accounts. Heather and Jensen are working on getting the accounts coded audited and giving feedback to the Coronis Team.

Janis and Barbie will continue to train and work on some ER accounts and also keeping caught up with the own assignments

Kristy has been working on the Behavior Health providers credentialing. All other Provider credentialing is up to date. We are still trying to recruit a part-time credentialing staff member.

Patient Access

It is business as usual for both Centralized Scheduling and Patient Registration. However, it has been busy, particularly in Registration with the influx of ED patients this month. With that in mind, we thought looking at the specific numbers might be interesting to see trends and compare.

In the graphs below, we have outlined the total accounts checked in by Hospital Patient Registration Staff and then have broken it down by service group. Specifically, Emergency Room visits, Provider Based Clinic visits, and the remaining Outpatient visits, such as labs, x-rays, MRI, etc.

Then we have a graph showing the volumes of patients that Centralized Scheduling has scheduled. These are broken down into Provider Based Clinic visits and then the remaining Outpatient visits that were pre-scheduled.

Please note that the September numbers only reflect 9/1/23 - 9/17/23.

