

North Valley Hospital District

Okanogan County Public Hospital District No. 4

North Valley Hospital/Clinic Division; and North Valley Long Term Care Division

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

The physical location of this meeting will be in the Clinical Training Lab, in the Verbeck Building Basement

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

April 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, CEO
 - b. Committee Reports Commissioners
 - i. Foundation
 - ii. Long Range Focus
 - iii. Medical Staff
 - iv. Safety
 - v. Finance
 - c. Financial Report A. Ulrich, CFO
- III. Approval of Minutes
 - a. Regular Board Meeting Minutes: March 30, 2023

IV. Consent Agenda:

- | | |
|---------------------------------------|-----------------|
| a. Charity Care | \$ 35,519.46 |
| b. Bad Debt | \$ 7,252.54 |
| c. NVH A/P Vouchers No. 119388-119644 | \$ 2,387,110.12 |
| d. LTC A/P Vouchers No. 23078-23130 | \$ 362,016.93 |

V. Old Business:

- | | |
|-----------------------|--------------------|
| a. Swinerton Contract | J. McReynolds, CEO |
|-----------------------|--------------------|

VI. New Business

- | | |
|---|-------------------------|
| a. Equipment Request-Update phones and wiring | A. Ulrich, CFO |
| b. Resolution 738 - Declaration & Disposition of Surplus; IT | A. Ulrich, CFO |
| c. Purchase Request-Extended Care Flooring | J. McReynolds, CEO |
| d. Board Education—Upcoming WSHA/AWPHD webinars | J. Pfeifer, Board Pres. |

VII. Adjournment:

Upcoming Events-

May 17, 2023 – Strategic Planning Working Sessions

May 25, 2023 – Regular Board Meeting

June 26-26, 2023 – AWPHD/WSHA CEO Retreat

June 27-28, 2023 – AWPHD/WSHA Rural Hospital Leadership Retreat

July 11, 2023 – BOC Strategic Planning Retreat

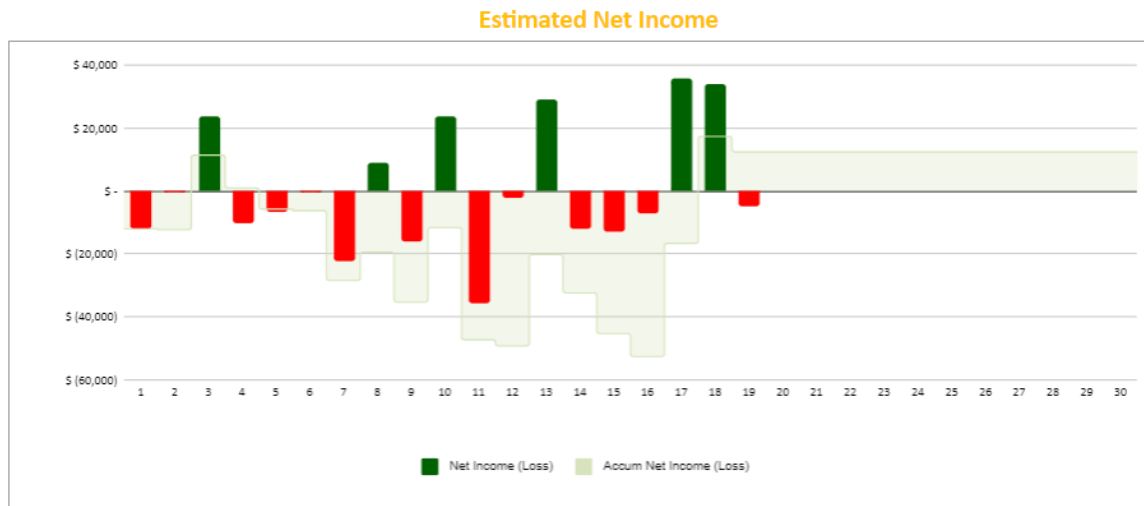


Administration Report

04.27.23

North Valley Hospital & Extended Care

Operational Overview:



As of the 20th, April's projected net income is positive, but unlikely March volumes have been below target in most areas.

Department	Month to Date Numbers		April 2023	
	Number to Date	Target to Date	Variance	Variance Percent
Census	141	152	-11	-7%
Rehab Minutes	22660	24895	-2235	-9%
Rad Tests	470	513	-43	-8%
Lab Tests	2387	2565	-178	-7%
TFMC	145	260	-115	-44%
Surgery	14	13	1	8%
ER Visits	282	247	35	14%

Financial Matters:

Alan and the Accounting team are preparing February 2023 financials with Multiview's general ledger software. Preparing the financials is very complex as financial information is found in the CPSI (legacy) and Multiview transaction registers. Special thanks to the team for adopting the new software!

Accounting hopes to present the completed February financials to the Finance Committee in its April 25 meeting. Copies will be released to the Board of Commissioners.

The administration team is working with Northwest Municipal Advisors and legal counsel to prepare a Request for Proposal for a \$5 million General Obligation debt instrument.

Accounting has prepared interim Fiscal 2021 and Fiscal 2022 financial statements for inclusion in the RFP. Northwest Municipal Advisors will release the RFP in early May. After Administration reviews responses from lenders in the second half of May, Administration will present a funding resolution to the Board of Commissioners in the May meeting.

The Accounting team continues to review and revise Fiscal 2021 and Fiscal 2022 documentation for the DZA auditors. To complete their audit of the District and the special audit for HHS, DZA has requested information about receipts and disbursements of CARES funds. The Hospital has identified additional funds due HHS after completing this thorough review.

The team has uploaded the Long Term Care Division's Fiscal 2022 results to DZA as the Division's Medicaid cost report for Long Term Care was submitted on March 31.

Kudos to Teresa for managing communications with the State of Washington DSHS concerning the Certificate of Deposit. The CD will be canceled in April. The District has arranged a surety bond in accordance with DSHS requirements.

Working with its broker, the District renewed its property and casualty insurance with Alaska National, albeit at a higher premium.

Kudos to Jeannie, Melissa, and Alan who reviewed overtime calculations for payroll periods from July through December! We are committed to paying employees in accordance with federal, state, and union contract requirements. Some employees received a second payroll check on April 20 following the Payroll team's review.

A big shout to the team for their efforts to cross-cover each other!

Extended Care:

Activities:

Birds are singing, and flowers are blooming! Greenhouses are doing well, and we will start planting around Mother's Day. NVH foundation approved cushions for the patio chairs and a new family-size table to be purchased. Our goal is to make the courtyard welcoming to residents and guests; we hope to add a conversation set in the future for large gatherings. Activities assistants are completing training to drive the EC bus; we will start group adventures as soon as possible.



EC Rehab:

Rehab caseload is slowly increasing. We are pleased to have a stable LTC team with good coverage available as needed.

EC Census:

Current census is 36. We admitted three residents in the last month, but the loss of two residents has kept our census close to where it has remained for some time. Both residents were loved by the staff who cared for them for years.

EC Staffing:

Not much change....Nurse staffing continues to be challenging, but NAC staffing has improved. Another CNA class is currently in planning so candidates should apply as soon as possible. There has been an initial interview for the open DNS position. Bernice and Kim are hoping for a positive outcome with a qualified candidate who will positively influence our team.

EC Quality:

Infection Prevention will continue to be a quality focus. There were no more positive COVID tests of residents and staff for a two-week period so the outbreak is considered to be over. We did lose one resident to COVID despite her fully vaccinated status.

NVEC continues to have a high percentage of psychotropic medication use. A second indicator is the percentage of residents whose behavior affects others. That number corresponds with the utilization of psychotropics.

Urinary track infection rate, unexpected weight loss, and unstageable pressure ulceration are all quality indicators we are seeking to improve.

EC Financial Update:

Bill Colomb, Social Services and Resident Service Manager, is making significant progress with recouping funds from the private accounts in arrears. He has whittled the number of accounts with outstanding balances to a handful. Two resident accounts were approved for Medicaid retroactive to August and November 2022. Bill regularly communicates with Victor and Alan regarding his outstanding balances and efforts. The Division has a new



process to ensure we receive payment from the time of admission of private pay individuals.

The Division hired a new RN, which has helped eliminate the need for a traveling nurse with immediate expense savings.

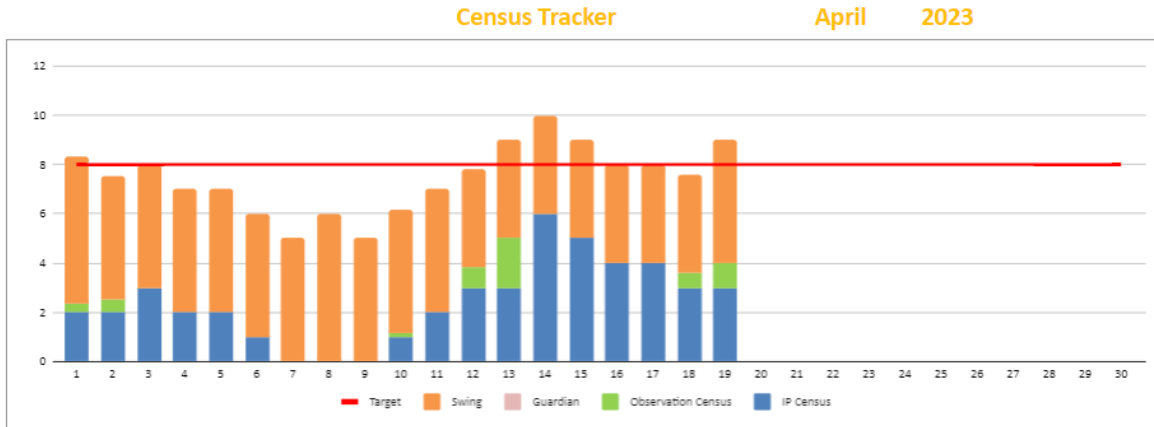
Nursing Administration:

During the week before the Board meeting we had surveyors from DOH come for an unannounced inspection. The standard surveys occur about every 18 months, with every other survey having additional items from CMS. The survey this year was a state-only survey and was, therefore, shorter and less involved compared to the one we can expect towards the end of 2024.

Surveys can be stressful, but the DOH team was knowledgeable and helpful, and we view these surveys as learning experiences. We won't have the final report until around May 1st, each surveyor shared a few deficiencies they found. Many issues can be corrected right away, but others might require updating a policy or procedure. Overall I was pleased with the organization's performance, and we should have little trouble writing and adhering to our Plan of Correction.

As mentioned below in the Grants Committee section, we are very excited to formalize the grant that will bring two behavioral health professionals to NVH for a two-year pilot program. We expect the recruitment to be challenging, but this is a great opportunity to bring a new service and address a growing need in our community.

Acute Care:

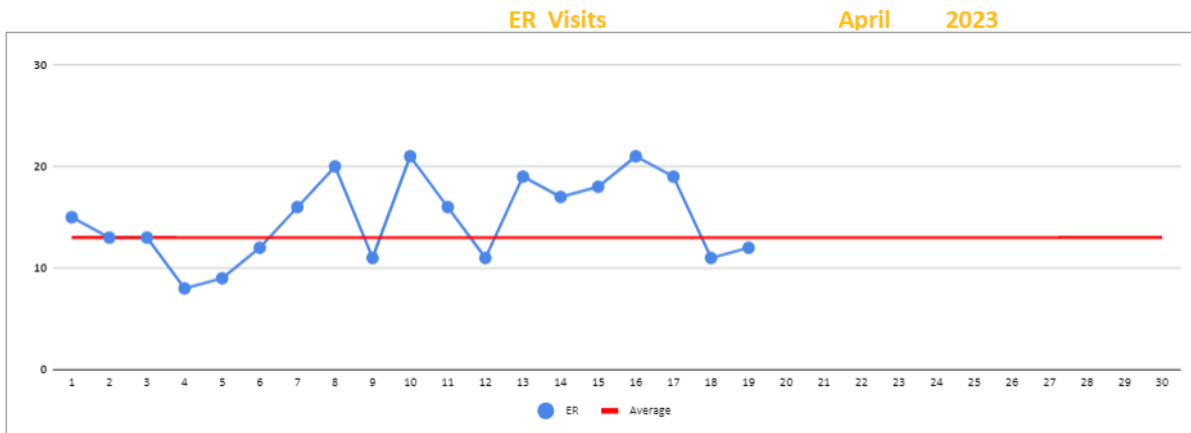


April has featured a return to a more typical volume level and patient mix with the average census of 7.5 and a higher proportion of swing bed patients compared to March.

Quality/Infection Prevention:

As we are writing this report we are preparing for the CQI Meeting on April 25th to review quarter one of 2023. The recent state survey will give us new opportunities to focus on in future dashboards, PDSA cycles, Respiratory Protection Program, and Annual Education for all staff.

Emergency Department:



One of the few areas with volumes that are above average is the ER, with our average visits at just under 15.

Surgery:

Dr. Dhillon has started seeing wound care patients in conjunction with the wound care clinic for surgical debridements and follow-up care. Dr. Jex and Toni continue to see patients at TFMC, generating referrals for the surgery department.

Laboratory:



National Medical Laboratory Professionals Week is April 23rd- 29th this year. The week has three goals: ***Celebrate, Engage, and Inspire.***

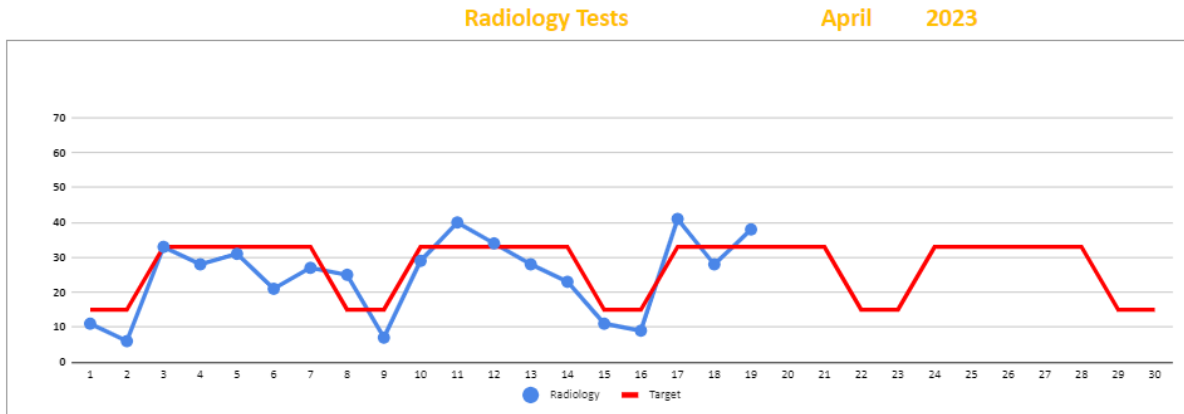
Celebrate- We will celebrate our Lab Staff with small gifts of appreciation, a potluck lunch and a Lab Trashion Show contest ~ where lab staff will create “something wearable” out of lab trash.

Engage- We will have Lab inspired word games and Sudoku puzzles for all district employees and ask those employees to vote for the Lab Trashion Show winner.

Inspire- Recruiting future Lab Techs is vital for us to continue to staff our lab well into the future. We

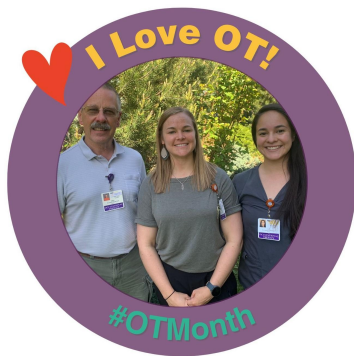
wrote an article for the internal NVH newsletter and created a brochure that will be placed in the DripLine alcove during Lab Week. We aim to focus on what we do in the lab and what personality traits are well-suited for a career in Laboratory Science.

Radiology:

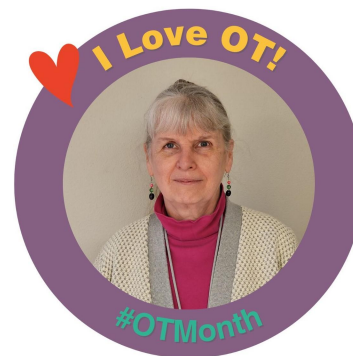


The radiology department received new high-megapixel color monitors for the radiologist reading room. The radiologists will now be able to view our ultrasound studies in color. We hope to have them installed next week. Our old monitors will then be transferred to the ER dictation room to improve their viewing capabilities.

Allied Health:



April is National Occupational Therapy Month, and I hope everyone will join me in recognizing our occupational therapists: Caitlynn Southerland, John Ehlers, Elizabeth Rodriguez, and Linda Oddo. Occupational therapists treat patients/residents/clients from pediatrics to geriatrics focusing on the improvement of daily functional activities, assessment of functional cognition, developmental and sensory-motor skills, as well as school readiness. OT's address pelvic floor function, wheelchair, and other equipment assessment, splinting and hand function, and so much more. Please give a big thanks to our occupational therapists. And speaking of OT, I received a lovely call from a patient stating, "You all do an awesome job!" He reported that he had had pain for a very long time that is now gone, thanks to the



therapy provided by Caitlynn Southerland. Thanks to Caitlynn for providing such good therapy to our patients!

Gaelen Ritter, Dietitian, Caitlynn Southerland, OT, and Liz Rodriguez, OT, will be hosting a diabetes prevention program free to the community. This year-long program is designed to help those with pre-diabetes symptoms develop a healthier lifestyle to manage and/or prevent the development of Type II Diabetes. The first group will be physician-referred and any NVH employees who meet the criteria and would like to participate. There will be an information session for those interested in learning more about this important program on May 4, from 5:30 - 6:30 in the TFMC lobby.

TFMC:

TFMC has a few open positions ready to be filled soon. We will soon have new faces in our team. Please welcome Dev DNP from the University of Seattle to complete her hours for her Doctorate in NP.

Human Resources:

We continue to actively recruit for several positions including CFO, HR Director, nursing, maintenance, and clinical positions. In the last month, we have welcomed Evelia Alfaro for the Laundry Laundry and Nadia Moreno for the OPC Coordinator.


Support Services

Food Service:

April has been very busy in the kitchen. We celebrated the holiday with Easter cookies and a nice Easter lunch for the Extended Care residents. May is looking challenging since we are short-staffed in the kitchen and Dripline right now. Hoping to get some new applicants to fill a few vacancies in our department.

Laundry:

In April, we welcomed a new member to our team. Evelia Alfaro has been training at all positions and is ready to step into her role as a per diem. We have all enjoyed her



eagerness to learn and her great sense of humor. She will be a great asset to our department and the District.

We quietly celebrated Laundry Week with daily treats and a drawing for this year's prize basket. This year, we chose to keep it in the Laundry and will probably continue to do that. The prize basket is completely made up of donated items that Laundry Staff contributed, as always, and the winner this year is..... Herica Wilson! Again! She won it last year when we included everyone in the drawing, and it was the first year that Laundry Staff were eligible to be in the drawing. Congratulations, Herica.

Plant Engineering:

On 4/16, the Fire Marshall came for a surprise visit as part of the State Survey. The Fire Marshall's focus is on life safety and code compliance. She spends time looking for improper electrical cord usage, wall penetrations that could allow smoke or fire to move faster through a building, emergency lighting, and power, and record review for maintenance on safety equipment.

Later in the week, we met with the DOH survey to review the Water Management Plan, Disaster Management Plan, the environment of care, and preventative maintenance program. All of those areas were found to be in good standing.

Materials Management:

Knock on wood! The work tempo continues at its normal pace - a blessing compared to earlier months when personal protective equipment was in short supply.

Thanks to Michelle and Lupe for their "steady" management of purchasing, inventory management, and stocking supplies in departments!

Safety:

The April Safety Committee meeting was full of lively discussions and suggestions, as evident by the minutes. We welcomed a new scribe and had a guest from Mid Valley Hospital, as well as our monthly support from Vicki Lewis. We spent time on the Environment of Care walk-throughs so staff can better understand what is being observed/required. Several members volunteered to participate. We look forward to contributing to this year's Annual Update safety topics.

Security:

Both our Security Guards have been through orientation now and have been actively participating in responses to the staff. Most interaction has been positive, with the acknowledgment that every incident brings new lessons.

We still need to have weekend day coverage as the warm weather brings more activity and patients that need care, and the inevitable agitated patron.

Committee Work:

HIT Committee:

The HIT Committee continues to focus on the Cerner implementation and is seeking additional information from Cerner about the next steps. Cerner has been asked to respond to NVH's questions by May 31.

The IT team is planning a migration from the Google suite of software to Office365.

The IT team focuses on employee education using the KnowBe4 software programs. This education supplements the technological software products and processes that protect the District's IT network, software, and data.

Policy and Procedure Committee:

There are currently 1339 documents in PolicyStat, with 152 pending approval and 207 due for review. The quarterly committee meeting was held on March 30th, 2023.

Grants Committee:

The Grants Committee is reviewing an MOU for the behavioral health grant from Thriving Together NCW (formerly the NCACH). This grant will pay the salary of a mental health professional and a peer coach for two years to provide services in the ED.

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

Long Range Focus Committee:

The LRFC met on 4/19 to launch the Strategic Planning Process in their role as an Advisory Committee. In a facilitated discussion with the consultant, the group discussed the current state of NVH, challenges, and opportunities. In May, they will reconvene to review multiple data sources that will further inform the current state of affairs and illuminate opportunities.

Foundation:

The Foundation met on April 3rd. The committee allocated additional funds in 2023 to help pay for mammograms for NVH patients with little or no insurance coverage. The purchase of additional patio furniture and chair cushions for the Extended Care courtyard was approved. The Foundation members discussed the need to recruit new members.

Building and Planning Committee:

Building and Planning was canceled for April.

Revenue Cycle:

Health Information Management

It was HIP week 04/17- 04/21. The team celebrated with a lunch for all their hard work.

All the cross-training is continuing, but we have been able to make some good headway on the outstanding accounts.

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

Patient Access

Registration and Scheduling happily welcome spring! After a long winter, the sun is a welcome sight!

In Patient Registration, Morgyne Hjaltason has transferred to a full-time Patient Registration Clerk. We are excited for her in this change!

Chelsea Vasquez has fully transitioned to LTC, but you may still see her in Patient Registration in a per diem role. Chelsea worked the weekend shift as we needed to fill that role. Tina Doran-Turner has graciously taken over that and is our new Weekend Warrior. Thank you, Tina!

Scheduling has implemented a new communication process with the Provider-Based Clinic for Sleep Study patients. This allows the clinic and Scheduling to ensure all our patients are scheduled as necessary. In turn, it also allows the clinic to follow up with the patients or referring providers as needed if appointments are unable to be scheduled. So far, it has proven to be a positive change.

Ricki would like to thank Krista and her staff for keeping everything afloat while she took two wonderful weeks of vacation. She had no worries and was confident that everything would run smoothly, and it did!

Patient Financial Services

We are excited to see the progress of our newest employees in the billing office. Cheyenne Keen and Sabrina Hagedorn have worked together to create a better experience for our

Spanish-speaking patients. Sabrina is bilingual, so we are able to assist our customers in a more comfortable manner for them.

Janet Zachman and Kathleen Miller are already deeply embedded in the daily billing and follow-up process. I am very thankful to Lesli Garcia, Lexi Gavin, and Jill Dalbey for taking the time to train our new hires and building their skills.

