

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT #2
Meeting of the Board of Commissioners
March 22, 2023
East Adams Rural Healthcare
Conference Room
Ritzville, WA

- I) Call to Order
- II) Additions or Corrections to the Agenda
- III) Public Comment
- IV) Approval of Minutes-Regular Board Meeting February 22, 2023
- V) Consent Agenda
 - i) Chief Nursing Officer Report
 - ii) EMS Report
 - iii) HR Report
 - iv) Quality Report
- VI) Medical Staff Report
- VII) CEO Report
- VIII) Committee Reports
 - i) Finance Committee
 - (1) Financials – February
 - (2) Approval of Warrants and Vouchers
 - ii) Building Committee
 - iii) Compliance Committee
- IX) Old Business
 - i) Daycare
- X) New Business
 - i) EMS Presentation by Jared Oscarson
 - ii) Resolution 23-03; Void warrants
- XI) Public Comment
- XII) Executive Session; RCW 42.30.110 (g); To review the performance of a public employee
- XIII) Next Board Meeting April 26, 2023 at 5:30 p.m.
- XIII) Adjourn

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2
East Adams Rural Hospital
903 S. Adams
Ritzville, WA 99169
Meeting of the Board of Commissioners
February 22, 2023

PRESENT:	John Kragt	Chairman
	Eric Walker	Commissioner
	Stacey Plummer	Vice Chair
	Jerry Crossler	Commissioner
	Dan Duff	Commissioner/Secretary
	Corey Fedie	CEO
	Charlene Morgan	CNO
	Kimberly Polanco	CFO

ABSENT: Dr. McKay, Chief of Staff

GUESTS: Jared Oscarson, EMS consultant

There were 8 community members present.

John Kragt, Board Chair, called the meeting to order at 5:31 p.m.

INTRODUCTIONS- None

ADDITIONS AND CORRECTIONS-

Commissioner Eric Walker asked that we add under new business; NW Rural Conference

PUBLIC COMMENT-None

APPROVAL OF MINUTES

The January 25 Board meeting minutes were presented. Commissioner Dan Duff made a motion to approve the January 25 Board meeting minutes. Commissioner Eric Walker seconded. The motion passed unanimously.

CONSENT AGENDA:

John Kragt, Board Chair polled the Board if they would like anything moved from the Consent Agenda to the regular agenda. The Board did not request anything to be moved.

MEDICAL STAFF REPORT:

Dr. McKay was not available to give report.

CEO REPORT- See attached

Corey Fedie, CEO reported a positive start to the year. There are patients in beds. There were ten RFP's sent out and we got three back for master planning. Have not had a chance to review them yet. Todd and the leadership team will get those reviewed over the next few weeks. Corey said that the building committee would review them first unless the board would like them to come directly to them. Chair John Kragt said that the building committee should review first. Executive Assistant, Kylie Buell will set a building committee meeting. Corey shared that Jared Oscarson is in attendance and will be giving an update on his findings and some recommendations.

COMMITTEE REPORTS

Finance Committee- See Attached Report

CFO REPORT - See attached

Kim Polanco, CFO reported that the financials that were included in the board packet are the unaudited year-end financials. January financials will be done soon, Kim is still working on gathering all of the reports needed out of EPIC. We did end the year on a positive with \$842,893 after applying grant monies, which were mostly from the mobile clinic and EMR. We did receive a grant of \$260,000 during the pandemic to replace lost revenue, which was indirect COVID funds. There was a loss in operations of \$1.9 million, which is why we need the levy funds and grants to help balance out. We need to increase outpatient services. There was a discussion about how there is not typically revenue in operations. Kim explained that we need to shorten the gap and get as close to breakeven as possible. Revenue collections are still good, but slightly down still in February due to the implementation of EPIC. Kim reported that Gross Accounts Receivable days are up to 134 days and Net Accounts Receivable Days are at 102 days due to not being able to collect for the first couple of months in EPIC. These are expected to drop to a more efficient level within the next three months. John asked about the positive revenue is more than budgeted however; we are 14% over budget on expenses due to contracted nursing services. John asked Charlene Morgan, CNO if this is getting any better. Charlene explained that it is still expensive however, it is getting better. Charlene just signed a contract for a nurse that is less than she has paid. She explained that we do a thorough review of the nurses we bring on. We do have the opportunity to buy out contracts if we have a nurse that fits well. Commissioner Eric Walker said that the professional fees are rather high as well. Chair John Kragt said that money is justifiable. Kim shared that some of the expenses were covered by grants. Chair John Kragt asked if the \$2.5 million budgeted for purchased services will be budgeted for next year, or could we lower that. Kim does not see it going down. John asked what the comparison is between what we pay our nurses compared to the contracted nurses. Charlene shared some of the different variables of what we pay our nurses based on their experience and what we pay for a contracted nurse and the explanation that what we pay the company is not necessarily, what the nurse is being paid.

WARRANTS & VOUCHERS: EARH

Commissioner Dan Duff presented the following warrants for approval Accounts Payable Warrants #065327 to #065513 for \$885,320.96 and an additional \$351,885.98 for payroll direct deposits and \$129,625.24 for payroll tax deposits. Commissioner Eric Walker made a motion to approve. Commissioner Dan Duff seconded. Motion passed unanimously.

BUILDING COMMITTEE- Nothing to report

COMPLIANCE COMMITTEE- Nothing to report

Board Chair John Kragt asked Charlene Morgan, CNO how everything is going. Charlene shared that she is happy to be here. She shared the census for patients in beds and that she has already started implementing some changes and lots of projects going on. She shared that they are working on making the nurses' station bigger for the Pyxis machine. John asked what that was. Charlene explained that is the medication-dispensing machine. Another project is updating the telemetry screens and getting additional education for staff. Commissioner Eric Walker asked if we have the ability remote a physician in. Charlene said that we do have the capability.

OLD BUSINESS

Daycare: Nothing new to report

NEW BUSINESS

EMS Consultant Jared Oscarson shared that he has been here for just over a month. He has found no red flags where operations had to stop. We are still providing services. Some of the items that are being worked on are training standards, staffing models, communication and equipment. For training standards, we will change to align with the medical director that oversees out of Yakima. There will be an education plan so that everyone is on the same scope. Part of the training will be reviewing 100% of charts and going through the NDP office for quality review. In regards to staffing, there was a lot of confusion and lack of communication. For instance, the schedule was just on a piece of paper. Not everyone knew where it was because it was always moved. Jared would like to leverage some technology to make things more easily accessible. There is a lack of department specific policies and procedures. There will be some policies created specific to EMS. There are many opportunities with staffing models. We can look at some different options. Chair John Kragt asked about the staffing and operations that we currently have. We currently have a primary crew and no secondary crew. Jared wants to look at the data and see how often we need or could use the secondary. We currently average approximately 730 calls per year. 14% of calls come between midnight and 7:00 a.m. There will be more data collected. Commissioner Eric Walker asked how soon we would have a plan. Jared said that he is cautiously optimistic that he can have the start of a plan at the next meeting. Some safety issues that need to be addressed, when EMS is responding into a home, they do not have any communication. It is a simple fix by getting radios for EMS to carry. Jared shared that the staff has been forthcoming and honest. He is impressed that we have four operating ambulances for this size of community. The leadership support has been great and committing to the growth of the department working on integrating EMS department into the hospital more. We can update some equipment to enhance patient care so there will be some capital purchases that will be requested. We want to build a staffing model that will grow the department and ensure future success.

Chair John Kragt asked how many EMS crew we currently have. Jared said that we have 25 on staff, with about half that are actively engaged. We do have engaged drivers. John said that he wants to know if we need to double the staff. He does not want to see the current active staff being burnt out. Corey shared that one of the possibilities that has been discussed to get more staff that are active is to see if we can offer them full time employment. That is something that we will continue to discuss. We will continue to offer EMS classes. John asked about how often we use AMR. The data is still being collected and reviewed. John asked what Jared thought would be the ideal staffing model for a district our size. Jared shared some different models that he has in other facilities. He has to complete the research to see if the numbers work. Jared explained some of the CMS guidelines that have to be followed as far as where EMS transports the patient. Corey said that if we can get some additional equipment, staff and education we could potentially keep the patients that need higher level of care.

Commissioner Eric Walker shared that anyone who is able should go to the NW Rural Conference that is being held at the end of March in Spokane. Board Chair John polled the board on who is going. Currently Commissioner Eric Walker, CEO Corey Fedie, CFO Kim Polanco and CNO Charlene Morgan are registered. Commissioner Stacey Plummer and Commissioner Jerry Crossler will not be going. Commissioner Dan Duff and Chair John Kragt said that they would only be able to commit to possibly one day.

PUBLIC COMMENT

Jeff Kissler suggested that administration and the board expedite the implementation of recommendations that are being provided by the EMS consultant.

EXECUTIVE SESSION

The Board went into executive session at 6:28 p.m. to discuss RCW 42.30.110(g); review the performance of a public employee. The estimated length of the executive session was 10 minutes. The Board came out of executive session at 6:38 p.m. Commissioner Eric Walker made a motion to approve a bonus of 62.5% of the contracted bonus potential amount for CEO Corey Fedie as presented by memo from CFO Kim Polanco. Commissioner Dan Duff seconded. The motion passed.

Commissioner Dan Duff made a motion, seconded by Commissioner Eric Walker to adjourn the meeting. The motion passed.

The meeting adjourned at 6:40 p.m.

Respectfully submitted,
Kylie Buell, Executive Assistant



East Adams Rural Healthcare

903 South Adams
Ritzville, Washington 99169
509-659-1200

CNO Report to the Board

Board of Commissioners
East Adams Rural Healthcare
March 22, 2023

March has been a very interesting month. Our census has held at an average of 6pts/day to 11pts/day for 2 (two) days for the initial 16days of March. We continue to move forward with our Swing Bed initiative working with Allevant, a company that specializes in swing bed programs, in hopes that we can increase our overall swing bed platform.

Staffing this month has been a challenge. We had three nurses leave our facility in March. (1) due to poor performance involving a request for ER service and the nurse diverted the patient to the Clinic. (2) due to family issues, and (3) due to the distance to and from work, (6hour) and he has children. This one is no surprise and he was forthcoming to us about his reasons early on. He drives (6) hours one way to work, so in essence his focus is on his home life and viewed responsibilities.

Nursing has recognized that we have an opportunity to perform PFT (Pulmonary Function Testing) in our hospital as ordered by our providers. This will generate revenue for our hospital while providing a service that is only available outside our organization and community. In conjunction with this opportunity we have also realized the need in our community and surrounding communities to perform N95 fit testing and/or Self Contained Breathing Apparatus (SCBA) testing. These test are required by all fire departments and manufactory companies that utilize harsh chemicals. This is a OSHA regulation/standard for safety. We are currently reviewing cost associated with these ventures.

Nursing is also looking at what opportunities would be in establishing a small Occupational Health clinic. This would be for DOT (Department of Transportation) and any industrial organization in our area.

As of April 1, patients will notice a huge change in our front lobby. We will begin a new process where our ER nurse will be sitting at the front lobby desk area to triage people who are seeking ER care. This is an effort to make our ER nursing staff visible and available for quick access to our community who are seeking our services. This also puts a licensed trained practitioner in a visible position for any needed emergency that should arrive in our lobby. This reduces the liability to our hospital that could be associated with any perceived delay in care and increases customer services. This change will also allow our ER nurse to pre-assess all walk-in clinic patients to obtain initial information about their visits.

AMBULANCE RUNS January 2023								
UNIT	TRANSPORT	EARH	REFUSAL/ NON- INJURY	CANCEL/ UTL	TREAT & RELEASE	OTHER FACILITY	LIFT ASSIST/ Standby	TOTAL
3		1		3				4
4	1	9	1	3		1	1	16
6		7	2					9
7		5		2				7
ALL	1	22	3	8	0	1	1	36
UNIT	STARTING MILEAGE	ENDING MILEAGE						TOTAL MILEAGE
3	91208	91367						159
4	167827	168233						406
6	78569	78681						112
7	24841	26872						31
		24872						
ALL								708

2022 YTD Total **_704_** runs

2023 YTD Total **_36_** runs

.05% Complete

Month 2022 **_70_** runs

Month 2023 **_36_** runs

Increase/Decrease of **_-34_** from

AMBULANCE RUNS 2023 February								
UNIT	TRANSPORT	EARH	REFUSAL/ NON- INJURY	CANCEL/ UTL	TREAT & RELEASE	OTHER FACILITY	LIFT ASSIST/ Standby	TOTAL
3	5	9	2	4		2	1	23
4								0
6		14					5	19
7	1							1
ALL	6	23	2	4	0	2	6	43
UNIT	STARTING MILEAGE	ENDING MILEAGE						TOTAL MILEAGE
3	91367	92434						1067
4	OOS							
6	78681	78833						152
7	24872	24997						125
ALL								1344

2022 YTD Total **_704_ runs**

2023 YTD Total runs **_79_ runs**

11% Complete

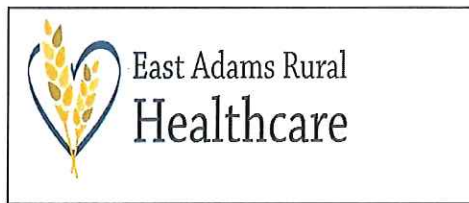
Month 2022 **_46_ runs**

Month 2023 **_43_ runs**

Increase/Decrease of **_-3_ from**

Job Openings

[illegible]



MINUTES

East Adams Rural Healthcare

1/25/2023 at 10:30am | Meeting called to order by Jackie Mathis

In Attendance

Jackie Mathis, Neil Verberne, Terri Abney, Dan Crisp, Bruce Garner, Corey Fedie, Kim Polanco, Charlene Morgan, Michelle Swartz, John Kragt, Stacey Plummer, Colene Hickman, Todd Nida

Missing: Amanda Osborne, Nelson McKay, Tyler Dennis

Approval of Minutes

No issues with January minutes, located on I drive.

Board

No questions or comments at this time.

New Business

PowerPoint was presented for January data. All managers explaining current tracking measures, goals, and action plans. Discussion on current measures, questions asked and answered, and current data documented and previous measures referenced as needed. Highlights from discussion below.

Lab: Blood bank paperwork in process of complete audit r/t pieces missing in EPIC blood build. Working on navigating new EMR, still learning reporting mechanisms this will be ongoing for the next several months in getting accurate data to track metrics.

Safety: Met prior to QA. Plan on incorporating Safe Patient Handling as a sub-committee. One needlestick incident reported in previous month. Policy followed and no harm found to employee.

Medical records: Overview of new metrics and goals with new EMR system. New goals explained, questions asked and answered. Will take some time in the new system to see improvement in metrics. Legacy system has been closed out and providers are being sent discrepancies via EPIC notifications.

Therapy: January numbers reported, some slowness related to the holidays, referral rates not as high as he would like to see. See PowerPoint for accurate data. Will continue to follow up with patients and referring providers. Working on navigating new EMR, still learning reporting mechanisms this will be ongoing for the next several months in getting accurate data to track metrics. Plans to shadow another facility to see additional workflows.

Patient Safe Handling: No falls in January. Looking to re-start PSH committee as a sub-committee of safety in the future, with cooperation of CNOP and House Supervisor. Continuing to audit for completion of admit paperwork, and follow-up on concerns on an individual basis as needed.

Radiology: See PowerPoint for data, continuing to meet goals, billing discrepancies remain low. Slide shows dates for expired items, Bruce to update and ensure all items are current. EPIC build missing some elements, tickets in for system fixes.

Maintenance: Continuing on measures for 2023. Goals being met, no additional action items at this time. All maintenance requests being worked on, in compliance for all state findings with continuation of measures put in place for POC. Checklists being completed timely. Fire drills completed as regulated.

Dietary: All goals were met, Dietician is reporting monthly inspections, RD checks, no issues found. Some weight changes with residents, however were not unexpected r/t goals and changes in life stages. No QMM or dietary issues identified. No complaints r/t dietary.

SS: Continuing with weekly care planning meetings. All referrals being monitored and reported monthly. All care plans active in EPIC updated at weekly meetings and daily as indicated. Case Management to be taken over by CNO and House Supervisor.

IT: Unavailable for meeting.

Nursing reported statistics, please see PowerPoint for specifics. No use of restraints reported, all blood transfusions spot checked for completeness by lab staff for their state POC compliance. All deaths are reviewed by Medstaff in peer review quarterly by Dr. Anderson in meeting including any ED deaths, next peer review in March. Organ procurement paperwork completed as needed on ongoing basis. Continuing chart audits and education as needed on excellent documentation of ASA given and actual EKG time for appropriate patients See PPT for current numbers. Some metrics missing as navigating new EMR, still learning reporting mechanisms this will be ongoing for the next several months in getting accurate data to track metrics. Possibly retiring metrics that have remained the same for long periods to look at new projects.

Infection control continues to monitor all things COVID and update policies as needed, Federal orders to expire in June but at this time WA DOH has not indicated changes. No COVID related transfers for the month of January. COVID visitor policy updated and is live, not restricting visitors at this time. Masking education provided to all staff on a continual basis, as well as PPE reminders, looking to update COVID Visitor Policy based on current mitigation and guidance from DOH and other area hospitals.

Antibiotic Stewardship/ Pharmacy and Therapeutics/ Infection Control Committee meeting to commence after EPIC implementation. All med errors/ near misses identified and ongoing issues being monitored closely by pharmacy and reviewed. IC concerns all reported back through Medstaff. Antibiotic usage at EARH remains low. TASP participation by IC and Pharmacy regularly.

HR reviewing personnel files as established at the last meeting and is at 100% of the five personnel audits per our POC. POC for missing "approvals" on exemption paperwork in place

and contingency policy live and being audited. Carelearning numbers continuing to increase. Following up on expired credentials by HR. Amanda out on VHP today.

Business Office tracking new measures within new EMR system. Please see PowerPoint for details on the metrics and action plan to track and trend these measures going forward. Will take some time in establishing new EMR to see some of these metrics improvement.

QMMs: Please see PowerPoint r/t additional QMMs reported through QA.

Announcements

Next Meeting March 22 , 2022

Current PowerPoint and Minutes available on I drive

Adjournment at 11:10am



East Adams Rural Healthcare

903 South Adams
Ritzville, Washington 99169
509-659-1200

CEO Report to the Board

Board of Commissioners
East Adams Rural Healthcare
March 16th, 2023

Welcome to March! We have had a few hints of spring and I think we are all excited for it. Many of us talk about "fresh spring air" and in April Health Care; organizations are getting some reprieve with masking which truly will get us a breath of fresh air. There are a number of Infection Control issues we must ensure happen, but we are looking forward to a little more normalcy.

As you know, Kim Polanco our Chief Financial Officer has resigned and will be leaving us the end of March. She has been a huge asset to our hospital in driving so many changes in our finance departments. She has also been a true partner, teammate and friend to so many here. Her leadership will be missed. We of course wish her all the best in her future. That said we must move forward. We have contracted with a firm to find an interim while we search for a permanent individual. We anticipate this being a month's long process. That said, all of the recruiters we have been talking to said there is significant movement of CFO's in the industry right now so it is possible it does not take as long as it typically does.

We continue to have some challenges to work out with EPIC. Specifically, there are some errors in the system that are not allowing some charges to drop. There are also some staff that do not have all the correct access permissions to their areas. All of these issues are being tracked, weekly meetings being held to address and update them and solutions are coming. Much more traction has been happening in recent weeks. We knew there would be continued challenges throughout the year and staff remain optimistic in the face of these challenges.

Our master planning project is moving forward. The building committee met March 8th to review the proposals. Their recommendation is to do formal in-person presentations by all three. We are scheduling them now. After interview, the committee will bring a recommendation to the full board on how to proceed. This process is geared to help us plan for the future of our facilities and how best plan for the future growth of the community and new services, we might provide along with expansion of current services.

Lastly, we have been very busy as of late. In fact, we were completely full on at least one occasion this past week. Staff do not recall this happening since the 1990's! We are excited for this growth and the confidence in our staff from the community.

As always, it is a privilege to serve the board and our community.

Respectfully,

Corey Fedie, CEO

**ADAMS COUNTY PUBLIC HOSPITAL DISTRICT #2
ADAMS COUNTY, WASHINGTON**

RESOLUTION NO. 23-03

RESOLUTION OF THE BOARD OF COMMISSIONERS OF ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2 (the "Board") for the following purpose: to authorize the Adams County Treasurer's to void and not reissue the following warrants:

WHEREAS, the Board desires to ratify the foregoing motion and action;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. The Board hereby approves the voiding of the following warrants: #61415 made payable to ----- in the amount of \$24.00; #62268 payable to ----- in the amount of \$20.00; #62296 payable to ----- in the amount of \$20.00; #62769 payable to -----in the amount of \$1,000.00; #64167 payable to ----- in the amount of \$20.00; #64308 payable to ----- in the amount of \$32.88 (663.00E.001). The Board hereby approves that these warrants will not be reissued.

Section 2. This Resolution shall be effective immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 22nd day of March, 2023 at a regular open meeting of the Board of Adams County Public Hospital District No. 2.

Daniel Duff, Secretary

Jeny Crossler, Commissioner

Stacey Plummer, Vice Chair

Eric Walker, Commissioner

John Kragt, Chair