



April 17, 2024

BOARD OF DIRECTORS

MEETING MINUTES

Members	Present	Virtual	Attendees	Present	Virtual
Jeff Petty, Chair	X		Joel Jackson, Chief Executive Officer	X	
Fred Werner, Vice Chair	X		Tamara Sawyer, JD, Human Resource, Compliance and Risk	X	
Janet Evans, Treasurer			Diane Heine, DNP, RN, CEN, Interim Director of Nursing	X	
Connie Werbelow, Board Member	X		Mark Schlattmann, Director of Plant Operations		
Trudy Craft, Board Member	X		Michael Garza, Finance Department Manager	X	
			Kelsey Sullivan, Director of Clinic and Ancillary Services	X	
Billings Clinic Advisory Members			Dr Christopher Robertson, MD, Chief of Staff		X
Patrick McConnell, Regional Controller		X			
Nicole Hobbs, VP Regional Operations			Guests		
Tracey Walker, RRT, Director of Regional Operations		X	Greybull Standard/Basin Republican	X	

TOPIC	DISCUSSION	PRESENTER	ACTION ITEM
CALL TO ORDER			
	5:30 pm	Jeff Petty, Chair	
MINUTES			
	Board minutes from March 2024 meeting	Jeff Petty, Chair	Connie Werbelow Motioned Trudy Craft 2 nd Approved March 2024 board minutes.
FINANCIAL REPORT			
	Financial report for March 2024	Michael Garza, Finance Department Manager	Connie Werbelow Motioned Fred Werner 2 nd



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	<p>Three Rivers Health is showing a net operating loss for the month of \$349,353.90, this is considering the allowance adjustment for our legacy system (MedWorxs) cleanup. The March Mill Levy amount was \$16,146.80 which brings the Service District Account to \$706,298.81 at month end. Accounts Payable total is \$3,085,376 as of 03/31/2024. Average Gross Patient Revenue per day for march was \$38,339 versus \$52,741 for February. Days COH as of March 29, 2024, was 53.5 days. Total Operating Expenses for March were \$1,009,514, giving us an expense per day of \$32,565. Our Gross AR days were 65.4 compared to 73.5 for last month. Our patient registrations (encounters) were 1257 for March versus 1488 for the month of February. Patient Gross Service revenue for March was \$1,179,742 compared to February's revenue of \$1,515,021, discounts and allowances were \$1,434,055 versus February's deductions of \$2,114,040. Bad Debt and Charity Care write-offs for March were \$878,605 compared to \$1,339,699 in February. March's 2024 Net Patient Service Revenue = \$624,293 while February's 2024 Net Patient Ser Revenue = \$740,681. We had 37 inpatient days compared to 19 the prior month. 123 ER Visits versus the prior month of 118. 537 Clinic visits compared to the 656 the prior month. This is the total for both inpatient and swing bed days. We included an allowance adjustment of \$498,899.35 for our Legacy system (MedWorxs) uncollectable accounts that have been worked by HRG. Our contracted labor decreased in this period. March's</p>		<p>Approved financials as presented for March 2024</p>
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	<p>total is \$57,315 compared to last month's cost of \$89,719, which brings our YTD total to \$880,709. March YTD total was \$1,609,225.</p>		
	<p>Corrected February Financials shows a loss of \$97,699.56 instead of a gain of \$115,625.</p>	<p>Michael Garza, Finance Department Manager</p>	<p>Trudy Craft Motioned Fred Werner 2nd Accepted corrected February 2024 financials</p>
EXECUTIVE REPORTS			
	<p><u>CEO Report</u> Follow Up Items from February meeting- Health Needs Assessment – Next Steering Committee mtg June 3rd Strategic Plan – In process Priority work Strategic Planning – Fiscal Goals Accounts Receivable Days – 70 days Days of Cash on Hand – 30 plus days Accounts Payable – 60 days out Patient Encounters/Registrations – No goal at this time, look for growth in the totals month to month. 2024 Trustee Conference (Billings) 4/25-26 – Tamara, Kelsey and I will be representing TRH along with BOD Chair Jeff Petty and Trudy Craft. The agenda includes presentations on Hospital/Foundation alignment, something we've identified as a priority over the next 1-2 years. There will be affinity group meetings covering compliance and practice management. Our</p>	<p>Joel Jackson, CEO Tamara Sawyer, CTO, Compliance and Risk Diane Heine, Interim DON Mark Schlattmann, Director of Plant Ops Kelsey Sullivan, Director of Clinic and Ancillary Services</p>	

	<p>participation will benefit TRH, helping build stronger relationships with our counterparts.</p> <p>2024 WHA Conference (Cody) 5/8-5/9 – Kelsey and I will be attending this meeting which will focus on Wy specific issue. It will be our first face-to-face interaction with many of my counterparts in the State. During this meeting a group of leaders from North Central Wyoming Hospitals will get together to discuss the merits of collaborations between attendees.</p> <p>Operating /Capital Budget 25’– The leadership team has met multiple times to review and adjust a draft budget covering both revenue and expense for next FY. This draft will be reviewed with department leadership in late April and early May. Then the draft will be presented to the Board Finance Committee in May with final budget approval in June. Please note that our capital budget list (deferred maintenance, equipment purchases) now exceeds \$900,000. Three of the items on the list are being purchased this year totaling \$214,000, lowering that total to \$686,000. Our capital budget for next year will be \$250000 with a \$50,000 contingency.</p> <p>Capital List- In the Spring of 2023 our outdated telemetry equipment failed. As we worked on both our community health needs assessment and strategic plan the Medical Staff and leadership identified its replacement as a priority. We originally planned to include the purchase in next</p>		
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	<p>fiscal year’s capital spending request. As financial conditions have improved the team would like to move the purchase forward into this year. Any purchase would take place after we receive expected reimbursement from our cost report in March. We would then request reimbursement from the Board designated account early next fiscal year. We anticipated this equipment would allow us to keep an additional 12-16 patients per year. Right now, those patients must be transported to a higher level of care. The equipment will improve the quality of care and keep the care closer to home. Mark outlined the purchase of Telemetry Equipment in his report, the cost will total \$100,000. We anticipate recovering that expense in 18 months. 3/20 Update: cost report settlement has been received and equipment ordered on 3.14.2024. 4/17 Update: no update at this time.</p> <p>A second item on our FY/25 capital equipment list is an analyzer for the lab, \$50,000. The existing machine is past its useful life and needs to be replaced. We may ask the board to approve moving that purchase forward as our financial condition allows. 4/17 Update: We will be purchasing this equipment this fiscal year, likely in early May.</p> <p>TRH Foundation – Will be investigating at the Trustee Conference in late April.</p> <p>Human Resources, Compliance and Risk</p>		
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	<p><u>Human Resources</u> Retention and Recognition: In April we recognized Dr. Robertson as our Employee of the Month. He is a great presence in our organization and continues to help us improve our culture. Here is what staff had to say about Dr. Robertson:</p> <p><i>“Patients and employees equally love Dr. Robertson. He is attentive and engaged in patient care. He ensures that each patient feels heard and understood before he finishes an appointment. I have heard from many patients that they think he is great! And as a patient myself I can attest this his commitment to total patient care. He is always so friendly, happy, and engaging with employees. He works hard to keep the atmosphere in the clinic positive and is always there with a smile. I appreciate his influence on the general atmosphere within the facility and know that as he moves throughout his day, he is spreading his positivity throughout the facility.”</i></p> <p>Employee Satisfaction: Our activities in April: Dirt Cups for Earth Day (employees get to make dirt cup treats with gummy worms, pudding and other items that represent dirt.) Snack Cart Upcoming events May:</p>		
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	<p>Hospital week: We have activities and events planned for the entire week. Hospital week is May 12th-18th.</p> <p>Staffing: We were happy to welcome two new employees to our organization in March. We welcomed Maliyah Porras a full-time dietary cook/aid and Christina Mendez a PRN dietary cook/aid.</p> <p>We have done a great job in filling positions and reducing travelers. As of the end of March we had three travelers. We have one RN traveler whose contract ended in April, and he has accepted an offer to join us as an internal temporary employee. Our current open positions include 3 full-time RN positions, DON, Provider, visiting Nurse, Laboratory MT and 3 hospital nurse PRN positions.</p> <p>Current Project all areas covered:</p> <ul style="list-style-type: none"> • Culture statement project. All input has been received from staff and we are currently working to combine this information into a meaningful statement. • Updating Employee Handbook • Provider credentialing- completed files for Dr. Scott Paulsen, Dr. Michael Caruso, and Dr. Gregory Parish • Payor Enrollment-working on affiliating Dr. Polley with our organization with BCBS WY, Cigna, Tri-west. Received confirmation from Medicare that our CAH 		
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	<p>is set up with Group B enrollment to allow for billing of professional fees.</p> <ul style="list-style-type: none"> • Compliance- working on creating the compliance workplan, which will be presented at the board meeting. • Policies- In March we had 8 new policies published, no policies are set for review. • <i>Contracting- upcoming project is to review contract tracking spreadsheet and contracts to identify items needing updated information.</i> • <i>Employee performance Evaluations- upcoming employee performance evaluations will begin in May and go to the middle of June.</i> <p><u>Director of Nursing</u></p> <p><u>Nurse Advancement</u></p> <p>Nurses’ reflections in practice is the act of thinking about our experiences to learn from them.</p> <ul style="list-style-type: none"> • Reflection is a critical component of nursing practice, allowing nurses to evaluate their actions and improve their care. • Reflective practice can improve clinical outcomes, enhance patient safety, and increase nurse job satisfaction. • Effective reflection requires self-awareness, critical thinking, and a willingness to learn from mistakes. 		
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	<ul style="list-style-type: none"> • Reflection can be challenging and uncomfortable, but it is essential for personal and professional growth. • By making reflection a habit, nurses can enhance their performance, reduce burnout, and improve their overall well-being. <p>The nurses at Three Rivers have been asked to submit their reflection of the training they received via guided journaling. The template is attached.</p> <p><u>Kudos</u> Last week, the ED staff had two patients with brain hemorrhage and one with a leaking aneurysm. All three are life-threatening and all three patients were moved to a higher level of care timely.</p> <p><u>New Hire</u> Megan Cline, RN will begin her onboarding for a full-time day shift position on Monday, May 20.</p> <p><u>Staffing</u> We are down to one traveler at this time which is an 80% decrease in usage over the past year.</p> <p><u>Quality Data*</u> <i>2024 Qtr. 1 Core Measures</i> Hospital Acquired Infections – 0.00 Unassisted Patient Falls – 0.00 ED 72-hour Readmission – 366 ED admissions, 8 of 11 readmissions for the same reason Readmission within 30 days – 0.00 16 patients</p> <p><i>2024 Qtr. 1 Care Management</i> Transfers out – 27</p>		
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	<p>Referrals to Swing Bed – 26, 19 accepted, 10 chose to rehab elsewhere. Average Length of Stay Inpatient - 2.8 days Average Length of Stay Swing – 6.6 days Outpatient Infusions – 67 <i>2024 Qtr. 1 American Heart Association Get with the Guidelines</i> Data will be presented at the meeting.</p> <p><u>Director of Plan Operations</u> <u>Maintenance:</u> We have been spearheading the facility-wide implementation of the new document retention policy. Every department in the facility has been participating in this big project and a lot of progress has been made.</p> <p><u>Telemetry:</u> The new Philips telemetry system for the hospital has been ordered and the project is being processed internally by the vendor. Planning and preparation activities have begun to ramp up and implementation dates will be forthcoming.</p> <p><u>Director of Clinic and Ancillary Services</u></p> <p>Clinic: Mary, Kristi, Rain and Audrie participated in an educational Diabetic CME webinar this last week and felt they were able to learn some new information. Rain has officially started her Diabetic Educator course and it sounds like it is going well so far. Several employees volunteered their arms to</p>		
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	<p>allow our Clinic LPN (Alexis Duncan) to practice her phlebotomy skills – the support was incredible. We are in the process of purchasing new credit card machines to improve the convenience and speed of upfront/payment collections.</p> <p>Radiology: We have seen an increase in the number of ECHOs compared to last year. Last year in March we did 8 and this year we did 12 in March. Both Katie and Margie will be going up to Billings Clinic in April and May on their days off to assist with Mammograms. It is required that they each perform 200 mammograms within 2 years to maintain the certification and this will ensure they both reach these requirements.</p> <p>Laboratory: We continue to work diligently with Billings Clinic on updating our policies and procedures, we are in a great position at the moment.</p> <p>Pharmacy: No update.</p> <p>Marketing: We are purchased ad space in the Senior Center newsletter to continue to expand our marketing reach. Kelsey will be designing 4 different ads that we can switch out throughout the year to ensure variety.</p>		
CHIEF OF STAFF			
	<p>No big update for MedStaff. Lots of training happening and a good provider culture is developing.</p>	<p>Christopher Robertson, MD Chief of Staff</p>	



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BILLINGS CLINIC REPORT			
	Tracey: No updates here, other than make sure that you have registered to attend the trustee conference.	Tracey Walker, RRT, Director of Regional Operations	
	Patrick: Put in his letter of retirement. Will be finished by the end of August.	Patrick McConnell, Regional Controller	
NEW BUSINESS			
	Motion to change signatory on bank accounts from Connie to Jeff	Tamara Sawyer, JD	Fred Werner Motioned Connie Werbelow 2 nd Approved motion to remove Connie Werbelow and add Jeff Petty as signatory on operations account, service district account, USDA Reserve Account and Medicare Account.
	Election information: Applications are due by June or July.	Tamara Sawyer, JD	
	Compliance workplan presentation	Tamara Sawyer, JD	
OLD BUSINESS			
		Fred Werner, Vice Chair	
	Credentialing and Privileging- Billings Clinic- Dr. Scott Paulsen	Tamara Sawyer, medstaff Coordinator Christopher Robertson, MD	Connie Werbelow Motioned Fred Werner 2 nd Approved Credentialing and Privileging- Billings Clinic- Scott Paulsen, MD
PUBLIC COMMENTS			



April 17, 2024

EXECUTIVE SESSION			
	WY § 16-4-405 – Personnel and legal	Jeff Petty, Chair	
ADJOURN			
	6:47 pm adjourned to executive session	Jeff Petty, Chair	
			Approved motion to Adjourn
	7:20 pm adjourned from executive session	Jeff Petty, Chair	