

KITTITAS COUNTY PUBLIC HOSPITAL DISTRICT No. 1
BOARD OF COMMISSIONERS' REGULAR MEETING
 Meeting in KVH Conference Room A/B/C with a call in option - 5:00 p.m.

Call in by phone: 888 475 4499 Meeting ID: 889 3315 0452 Passcode: 896068

October 26, 2023

1. Call Budget Hearing to Order:

- a. Review 2024 Budget
- b. Approval of Resolution No. 23-04: Adoption of 2024 Budget ** (3-4)
- c. Approval of Resolution No. 23-05: Authorization of 2024 Regular Property Tax Levy ** (5)
- d. Adjourn Budget Hearing

2. Call Regular Meeting to Order

3. Approval of Agenda **

(Items to be pulled from the Consent Agenda) (1-2)

4. Consent Agenda **

- a. Minutes of Board Meetings: September 28, 2023 (6-8)
- b. Approval of Checks (9)
- c. Report: Foundation (10)
- d. Minutes: Finance Committee September 26, 2023 (11-12)

5. Public Comment and Announcements

6. Presentations:

- a. Safe Catch Awards
- b. Patrick Gibney, Director of Training & Operations at AVADE: Workplace Violence Prevention

7. Reports and Dashboards

- a. Quality – Mandee Olsen, Chief Quality Officer (13-18)
- b. Chief Executive Officer – Julie Petersen
 - i. Humans Resources & Staff Development – Manda Scott (19-21)
 - ii. Expansion Project Update – Ron Urlacher (22-25)
- c. Operations
 - i. Dede Utley, Chief Nursing Officer (26-27)
 - ii. Rhonda Holden, Chief Ancillary Officer (28-30)
 - iii. Stacy Olea, Chief of Clinic Operations (31-33)
- d. Medical Staff
 - i. Chief of Staff, Roberta Hoppe, MD
 - 1. MEC Recommendations for Appointment and Re-Appointment ** (34)
 - ii. Chief Medical Officer, Kevin Martin MD (35-36)
- e. Finance – Chief Financial Officer – Jason Adler (37-48)
 - i. Operations Report
 - ii. Capital Expenditure Request: Infant Resuscitation Plumbing for Medical Air ** (49)



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- f. Community Relations Report – Michele Wurl, Chief Public Relations Officer (50-52)

8. Education and Board Reports

9. Old Business

10. New Business

- a. 2024 Board Officers **
- b. 2024 Board Committees ** (53)
- c. 2024 Board Calendar (54-55)
- d. CEO Annual Evaluation

11. Executive Session

- a. Recess into Executive Session, Real Estate & Personnel - RCW 42.30.110(b)(g)
- b. Convene to Open Session

12. Adjournment

Future Meetings

November 30, 2023 Special Meeting

January 4, 2024 Special Meeting

Future Agenda Items

KITTITAS VALLEY HEALTHCARE

RESOLUTION NO. 23-04

A resolution adopting the budget for Kittitas County Public Hospital District No. 1, dba Kittitas Valley Healthcare, for the calendar year 2024.

WHEREAS the Board of Commissioners of Public Hospital District No. 1, Kittitas County, is responsible for adopting an appropriate operating budget for District for the year 2024.

THEREFORE, BE IT RESOLVED, by the Board of Commissioners of Public Hospital District No. 1, Kittitas County, to adopt the 2024 operating budget (Exhibit A).

APPROVED at a regular meeting of the Commission this 26th day of October, 2023.

Matt Altman, President

Terry Clark, Vice-President

Jon Ward, Secretary

Bob Davis, Commissioner

Erica Libenow, Commissioner

Exhibit A

Kittitas County Public Hospital District 1, dba
Kittitas Valley Healthcare

2024 Projected Operating Budget

		<u>2024 Budget</u>
Net Operating Revenue	\$	138,500,000
Operating Expense	\$	<u>135,500,000</u>
Net from Operations	\$	3,000,000
Non-Operating		
Levy-Regular	\$	11,056
Other Non-Operating	\$	<u>300,000</u>
Net Non-Operating	\$	311,056
Net Gain/Loss	\$	3,311,056



Ordinance / Resolution No. 23-05
RCW 84.55.120

WHEREAS, the Board of Commissioners of Kittitas County Public Hospital District No. 1 has met and considered
(Governing body of the taxing district) (Name of the taxing district)
its budget for the calendar year 2024; and,

WHEREAS, the districts actual levy amount from the previous year was \$ 10,733.19; and,
(Previous year's levy amount)

WHEREAS, the population of this district is more than or less than 10,000; and now, therefore,
(Check one)

BE IT RESOLVED by the governing body of the taxing district that an increase in the regular property tax levy is hereby authorized for the levy to be collected in the 2024 tax year.
(Year of collection)

The dollar amount of the increase over the actual levy amount from the previous year shall be \$ 322.46
which is a percentage increase of 1.0 % from the previous year. This increase is exclusive of
(Percentage increase)

additional revenue resulting from new construction, improvements to property, newly constructed wind turbines, solar, biomass, and geothermal facilities, and any increase in the value of state assessed property, any annexations that have occurred and refunds made.

Adopted this 26 day of October, 2024.

If additional signatures are necessary, please attach additional page.

This form or its equivalent must be submitted to your county assessor prior to their calculation of the property tax levies. A certified budget/levy request, separate from this form is to be filed with the County Legislative Authority no later than November 30th. As required by RCW 84.52.020, that filing certifies the total amount to be levied by the regular property tax levy. The Department of Revenue provides the "Levy Certification" form (REV 64 0100) for this purpose. The form can be found at: <http://dor.wa.gov/docs/forms/PropTx/Forms/LevyCertf.doc>.

To ask about the availability of this publication in an alternate format, please call 1-800-647-7706. Teletype (TTY) users may use the Washington Relay Service by calling 711. For tax assistance, call (360) 534-1400.



KITTITAS COUNTY PUBLIC HOSPITAL DISTRICT No. 1

BOARD OF COMMISSIONERS' REGULAR MEETING

KVH Conference Room A & B & Via Zoom

September 28, 2023

BOARD MEMBERS PRESENT: Matt Altman, Terry Clark, Jon Ward, Bob Davis, Erica Libenow

KVH STAFF PRESENT: Julie Petersen, Scott Olander, Mandee Olsen, Dr. Kevin Martin, Michele Wurl, Jeff Yamada, Dr. Roberta Hoppe, Dede Utley, Stacy Olea, Nassar Basmeh, Jason Adler, Cindy Kelly, Suzette Johnson, Cody Staub, Brenda Hilligoss, Carolyn McCain

1. At 5:00 p.m., President Matt Altman called the regular board meeting to order.

2. **Approval of Agenda:**

ACTION: On motion of Jon Ward and second of Terry Clark the Board members unanimously approved the agenda as presented.

3. **Consent Agenda:**

ACTION: On motion of Bob Davis and second of Erica Libenow, the Board members unanimously approved the consent agenda as amended.

4. **Public Comment/Announcements:**

None.

5. **Presentations:**

Suzette Johnson and Cynthia Kelly presented the Compliance Work Plan Update for 2023.

6. **Reports and Dashboards:**

Julie Petersen introduced Carolyn McCain the new Director of Cardiopulmonary Services.

The Board members reviewed the QI dashboards and summary with Mandee Olsen. Olsen reviewed the QAPI process for this year. Olsen read a letter to the Board that was received by a patient who complimented Joey Castilla, Patient Service Representative and Olsen stated that it was a good reminder that everyone can make a difference to our patients.

The Board members reviewed the CEO report with Julie Petersen. Petersen stated that she along with Commissioners Ward and Clark attended the Advocacy Days in Washington DC and had the opportunity to meet with a number of our legislative representatives. Petersen stated that on October 18th our 13th Legislative District will be visiting KVH and the meeting will focus on the ED and length of stay as well as our OB staffing challenges. Petersen stated that we will be going to arbitration on a WSNA issue and that she wanted to acknowledge the concerns from a community member regarding Dr. Dawson's departure.

The Board members reviewed the Human Resources and Staff Development report with Manda Scott.

The Board members reviewed the operations report with Dede Utley and Stacy Olea.

Chief of Staff Dr. Roberta Hoppe presented the MEC's recommendations for initial appointments and reappointments to the Board.

ACTION: On motion of Erica Libenow and second of Terry Clark, the Board members unanimously approved the initial appointment for Dr. Andrea Batshon and the reappointments for Dr. Anthony Longo, Dr. Robert Greene, Lisa Benson, PA-C, Amy Claussen, PA-C, and Anna Phillips, PA-C, as recommended by the Medical Executive Committee.

The Board members reviewed the Chief Medical Officer report with Dr. Kevin Martin.

Scott Olander reported on KVH's financial performance for August. Olander stated that for the month we were below budget for admissions, exceeded budget for observation patients, and were also below budget for deliveries. Olander stated that there were also a number of provider and staffing vacations resulting in less procedures for the month. Olander stated that the ED continues to be busy and that 340b was right on budget.

ACTION: On motion of Jon Ward and second of Bob Davis, the Board members unanimously approved the Capital Expenditure Request for the Phillips Telemetry System.

ACTION: On motion of Jon Ward and second of Erica Libenow, the Board members unanimously approved Resolution No. 23-03 for Designation of Treasurer.

The Board members reviewed the Community Relations report with Michele Wurl.

7. Education and Board Reports:

Commissioner Clark stated that he and Commissioner Altman are planning on attending the upcoming Annual WSHA meeting in October.

8. Old Business:

None.

9. New Business:

None.

10. Executive Session:

At 6:54 p.m., President Altman announced that there would be a 6-minute recess followed by a 60-minute executive session regarding real estate and personnel. RCW 42.30.110(b)(g). Possible action was anticipated.

At 8:00 p.m., the meeting was reconvened into open session.

11. Adjournment:

ACTION: On motion of Erica Libenow and second of Jon Ward, the Board members unanimously authorized administration to enter into negotiations for the acquisition of property identified as a suitable site for a future replacement healthcare campus.

With no further action and business, the meeting was adjourned at 8:01 p.m.

CONCLUSIONS:

1. Motion passed to approve the board agenda as presented.
2. Motion passed to approve the consent agenda as amended.
3. Motions passed to approve the reappointments as recommended by the Medical Executive Committee.
4. Motion passed to approve the Capital Expenditure Request for the Phillips Telemetry System.
5. Motion passed to approve Resolution No. 23-03 for Designation of Treasurer.
6. Motion passed to authorize administration to enter into negotiations for the acquisition of property identified as suitable as the site for a future replacement healthcare campus.

Respectfully submitted,

Mandy Weed / Jon Ward
Executive Assistant / Secretary - Board of Commissioners



DATE OF BOARD MEETING: October 26, 2023

ACCOUNTS PAYABLE CHECKS/EFTS TO BE APPROVED:

#1	AP CHECK NUMBERS	<u>297038-297779</u>	NET AMOUNT:	<u>\$7,888,764.97</u>
			SUB-TOTAL:	<u>\$7,888,764.97</u>

PAYROLL CHECKS/EFTS TO BE APPROVED:

#1	PAYROLL CHECK NUMBERS	<u>82147-82152</u>	NET AMOUNT:	<u>\$14,369.90</u>
#2	PAYROLL CHECK NUMBERS	<u>82153-82154</u>	NET AMOUNT:	<u>\$4,050.71</u>
#3	PAYROLL CHECK NUMBERS	<u>82155-82159</u>	NET AMOUNT:	<u>\$13,355.22</u>
#4	PAYROLL DIRECT DEPOSIT	<u>EFT</u>	NET AMOUNT:	<u>\$1,564,930.64</u>
#5	PAYROLL DIRECT DEPOSIT	<u>EFT</u>	NET AMOUNT:	<u>\$1,611,359.11</u>
#6	PAYROLL DIRECT DEPOSIT	<u>EFT</u>	NET AMOUNT:	<u>\$1,703,273.93</u>
			SUB-TOTAL:	<u>\$4,911,339.51</u>

TOTAL CHECKS & EFTs: \$12,800,104.48

Prepared by

Sharoll Cummins

Sharoll Cummins
Staff Accountant



Tough Enough to Wear Pink

The Foundation at KVH and the Ellensburg Rodeo Association partner each year to raise funds to support breast cancer awareness and prevention services in Kittitas County. The Foundation at KVH uses the TETWP funds to provide free mammography screenings at Kittitas Valley Healthcare for patients in need and to support breast cancer education materials in our community. This year we raised \$14,575.00. Many thanks to the community and the Ellensburg Rodeo for their generous support.

We will be holding a check presentation soon featuring Ellensburg Rodeo leadership, KVH administration and Foundation TETWP committee members. A press release highlighting the photo and donation will be sent to local press.

Annual Appeal (Oct)

The Foundation's Annual Appeal for 2023-24 was mailed to the community September 29th. We extended our mailer to reach over 9,300 KVH patients, community members and staff. This is an increase of 300 households from last year. Already a record number of donations have been received.

Gobble Wobble – November

We are launching the Foundation's 5th annual Gobble Wobble 5K fun run benefitting Community Wellness. Slated for November 11, you can join the fun by registering online via our QR code featured below.

We are collaborating with KVH Employee Wellness to giveaway 10 registration slots to KVH employees through a contest being run in the Announcements this week. Winners will be picked at random from all entries received.

In addition to the fun run, we are seeking gently used sneakers as part of our used athletic shoe drive. Sneakers collected will be turned over to a charitable organization who works to redistribute or recycle thus keeping the sneakers out of area landfills. The Foundation receives a donation on behalf of all shoes received.



Respectfully submitted,
Laura Bobovski, Assistant
The Foundation at KVH

**KITTITAS COUNTY PUBLIC HOSPITAL DISTRICT #1
AUDIT & FINANCE COMMITTEE MEETING**

October 24, 2023
Tuesday

7:30 A.M.
Join Zoom Meeting

<https://us06web.zoom.us/j/82456757830>

Meeting ID: 824 5675 7830
Passcode: 459878

Dial by your location
888 475 4499 US Toll-free
877 853 5257 US Toll-free

AGENDA

- **Call to Order**
- **Approval of Agenda**
- **Approval of Minutes: September 26, 2023**
- **September Financial Highlights**
- **2024 Budget**
- **Materials Management Updates**
- **Adjourn**

Next Meeting Scheduled: November 28, 2023 (*Tuesday*)

Kittitas Valley Healthcare
Audit & Finance Committee Meeting Minutes
Sept 26, 2023

Members Present: Jon Ward, Jerry Grebb, Julie Petersen, Scott Olander and Jason Adler

Members Excused: NA

Staff Present: James Sivonen

Guests Present: NA

The meeting was called to order at 7:30 a.m.

Two motions were made, one to approve the agenda and one to approve the Aug 22, 2023 minutes. Both motions passed.

Olander presented the highlights of the August 2023 financial results. Statistics show a shift from inpatient services to more outpatient services. This is reflected in revenue. Revenue was below budget by \$334,166. Statistics are mixed with ER visits consistently exceeding budget while clinic visits fell below budget for the month by 8.6%.

Expenses exceeded budget by \$563,846. KVH signed agreement with 340B ESP vender for a program to try and capture more 340B revenue. We have experienced a positive variance for 340B revenue income over last few months. Temporary labor and professional fees exceeded budget as related to the continued use of agency nursing staff, Locum's providers, and contracted providers in Woman's Health, Internal Medicine, Emergency Services, and a new contract for expanding Anesthesia Services.

The result is an operating income of \$168,254 for August 2023. With non-operating being positive, the August 2023 net income is \$447,447. Days cash on hand is 211.0. The details are in the Chief Financial Officer Report.

The committee voted to recommend the capital expenditure request for a Phillips Telemetry System go to the full board for approval.

With no further business, the meeting was adjourned at 8:15 a.m.



QUALITY IMPROVEMENT REPORT – Mandee Olsen, BSN RN CPHQ

October, 2023

Quality Department Staffing

Holly, Brandee, and Toni are settling into their new roles, and we are already seeing some improved efficiencies and communication. Huge thanks to Linda for staying on awhile longer to pass on her knowledge and processes – it takes four people to do the work Linda accomplished! We are also enjoying our partnership with Medical Staff Services. The Chartis training was an exceptional opportunity to learn more about the support Quality provides to medical staff members, departments, and leaders. We are looking forward to providing quality data and expertise as they revise case and performance review processes such as OPPE.

October 15 – 21 is both Healthcare Quality week, and Infection Preventionist Week. We want to celebrate that one of our Infection Preventionists, Anna Scarlett, is now CIC (Certified in Infection Control)! Congrats, Anna! We celebrated with a Training Infection Prevention through Simulation (TIPS) course put on by the University of Washington pilot with funding from CDC/ProjectFirstline. It also covered great education about adult learning and improvement facilitation as well, and we were able to include staff from clinics, nursing, and central sterile as well. Huge thanks to Ashley Minyard in Staff Development for coordinating this event!

ACT NOW... BE A POSITIVE INFLUENCE

Employees who declined the influenza vaccine must wear a mask starting on November 1st. Employees who were vaccinated after October 17th must also mask until two weeks post vaccination starting November 1st. Employees can choose to receive vaccinations from KVH Workplace Health clinic or rounding at sites, or their own pharmacy or PCP. This will be our first year where we will have Immuware tracking of employee vaccination status which will allow Employee Health and supervisors to better monitor compliance to the mandatory employee health program. Staff and leaders have received reminders through the Immuware system, and we will be able to more easily communicate with leaders which employees need to mask.

QAPI (Quality Assessment and Performance Improvement) “Refresh”

Senior leaders are in the process of revising our drafted QAPI plans. They will be sent to board members for feedback during the month of November. The QAPI plans and measures will be brought to the December QI Council and Board of Commissioners meetings for recommendation and anticipated approval.

Quality Improvement Council

QI Council was held October 9th. Topics discussed include:

- QI Dashboard review (see below and following pages)
- DNV Corrective Action Plan update



- QAPI Process review and update
- 3rd Quarter SAFE Catch nomination review and winner selection
- Discussion of “protected quality improvement” labeling of QI Council documents

Quality Improvement Dashboard Data Summary – through August 2023

Summary of Areas Meeting Goal or Showing Improvement

- Though the *improvement* in the management of oral medications was only at 69% in the month of August, there were no patients who had a decline in their management or oral medications.
- There were no surgical site infections or other hospital acquired infections in the month of August.
- There were no needlesticks or other bloodborne pathogen exposures.

Summary of Improvement Opportunities

- Most of the blood product documentation that was missing was consent forms rather than missing clinical documentation. In many cases the consent form is signed but does not end up being scanned into the chart.
- The median time to ECG was slightly higher than goal.
- There were two falls in the month of August. Both were on the medical surgical unit. One of the falls resulted in an abrasion so it is considered a fall with injury. The patient was a known fall risk and was actually in the hospital for a fall at home.

Patient Stories

“I came in today for an MRI. I previously was in for one year ago and it didn't go well, I walked out. Today I had dye in my shoulder Dr. Jensen was great with procedure and “Wally” the Imaging Tech was very polite and explained everything well. The ladies in MRI made me comfortable and I actually made it through the MRI with “NO problem”! So my thank you is for those that made me comfortable with my procedure today.”

“I just wanted to let you know that I took mom to the Rapid Access clinic on Monday, and Chris [Bentley] is the most amazing human!!! She treated Mom with so much kindness respect, humor, and amazing care that although mom doesn't remember why we were there, she remembers Chris and wants her as her doctor.”

“I was seen with my kids [at Rapid Access], and I can't say enough wonderful things! From the Peds triage nurse calling me right back, scheduling me in first thing for Rapid Access the next day, to the awesome team at Rapid Access who considered the whole family, to the KVH Pharmacy filling my meds in 15 minutes and bringing them out curbside. Seamless!”



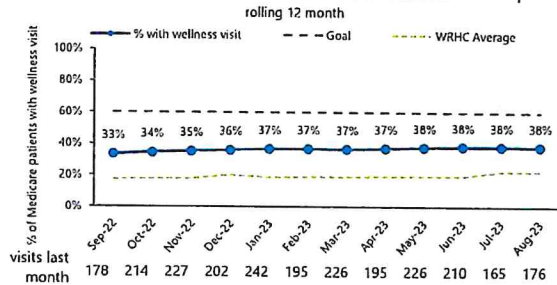
"Thank you to Kara Henderson (RN), Joshua Smith (RN), Paul Guernsey (DO) and the rest of the ER staff. I would like to personally thank these three health care team members for taking such good of care of me. My wife was taking care of as well, as she waited for me to be worked on. Very good experience."

"I came into the ER... with symptoms of a heart attack. ER staff was phenomenal! The care I received was awesome and staff was extremely diligent and respectful! Dr. Owens was doctor on staff and he went above and beyond to get me the outcome I needed. He helped with my insurance as well as contacted Dr. Hoppe. Together they collaborated and I was transported to Virginia Mason with having a pacemaker installed. I just want those in charge to know how extremely pleased I am with the care I received."

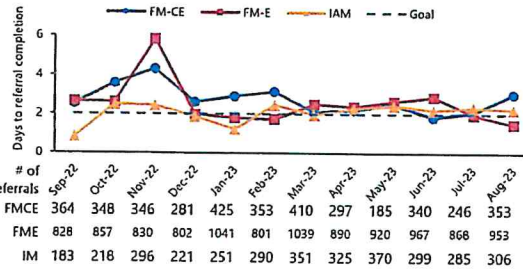
"I brought my husband to the emergency room at about 6 p.m. Staff quickly diagnosed that he was having a heart attack, gave him some meds, and prepared to have him transported to Yakima. Perhaps all they did was merely routine, but I credit the staff and the subsequent ambulance care with saving his life. By the time I got to Yakima, he had a stent put in – half an hour later when we saw him, he was awake, cheerful and feeling great. Our thanks to all the folks at KVH for their professionalism and kindness."

QI Council

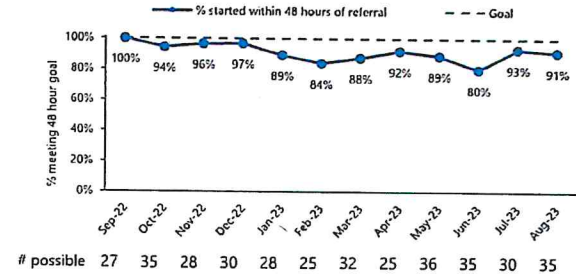
Medicare Wellness Visits ↑



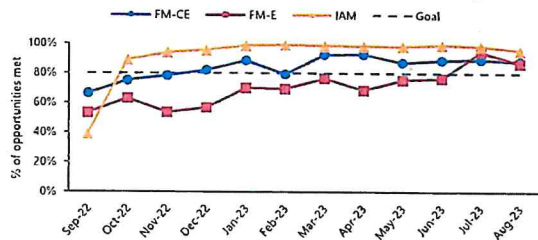
Time to Outbound Referral Sent ↓



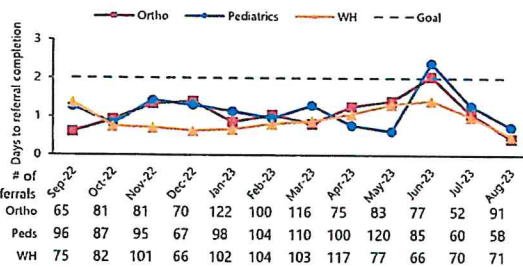
Timely Start for Home Health ↑



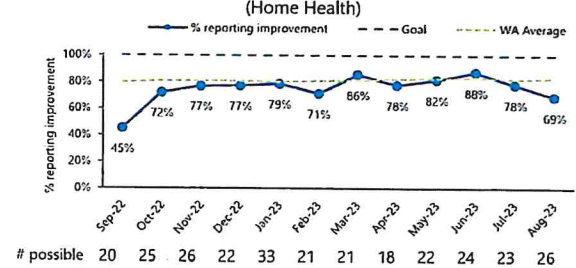
Fall Risk Screening ↑



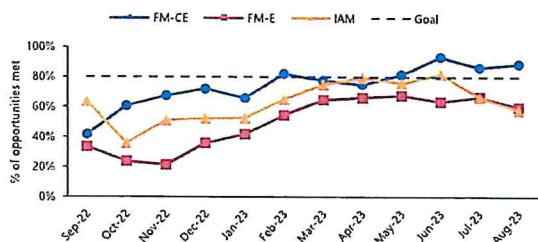
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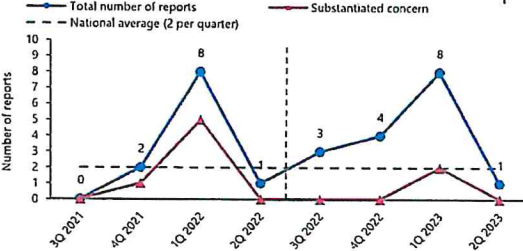
Improvement in Management of Oral Meds (Home Health) ↑



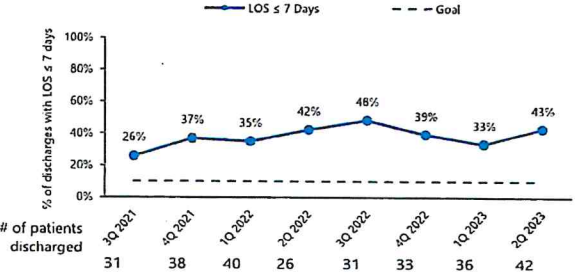
Diabetic Foot Checks ↑

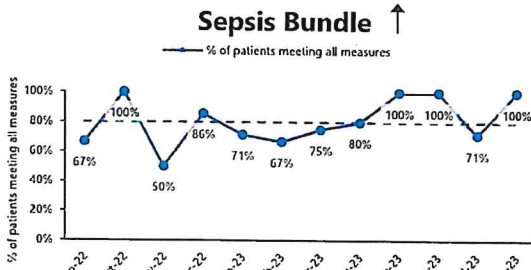


Compliance Concerns Reported ↑

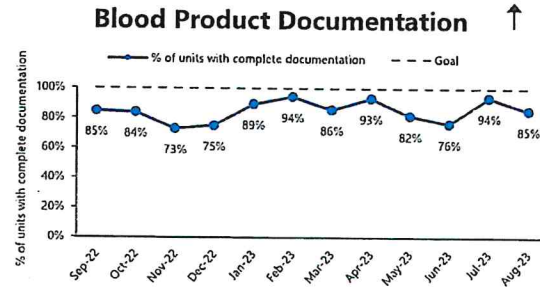


Hospice Length of Stay ≤ 7 Days ↓

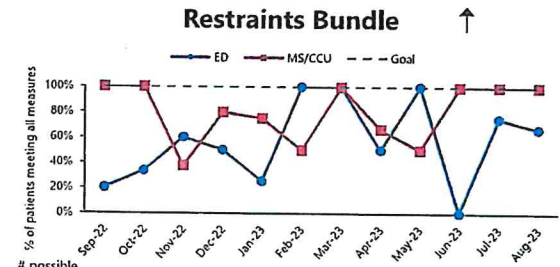




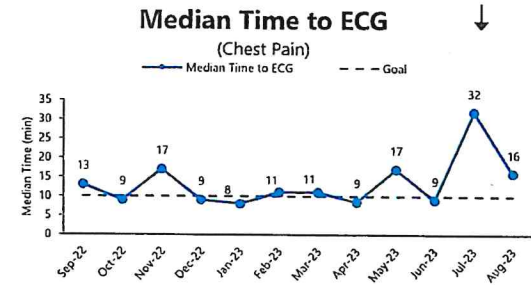
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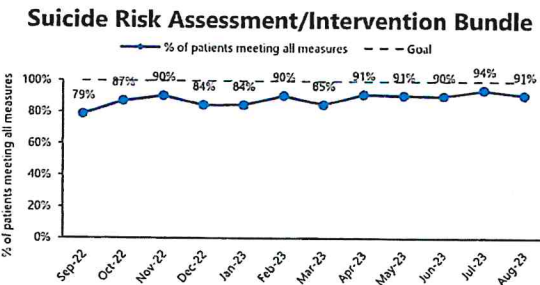
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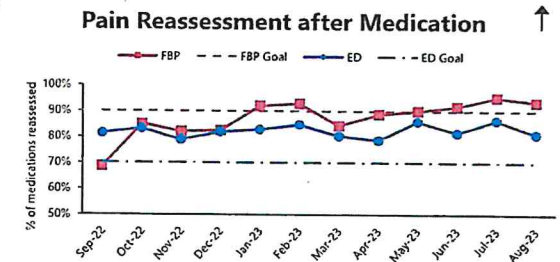
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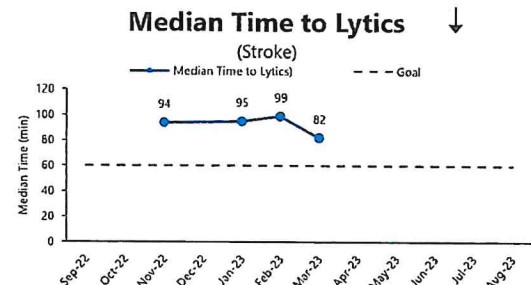
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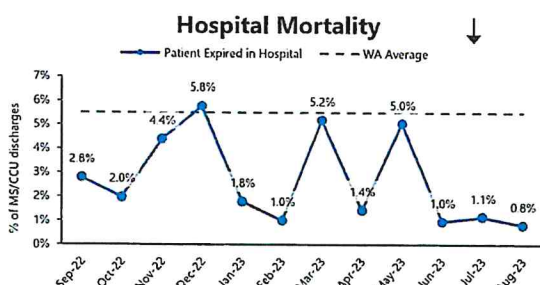
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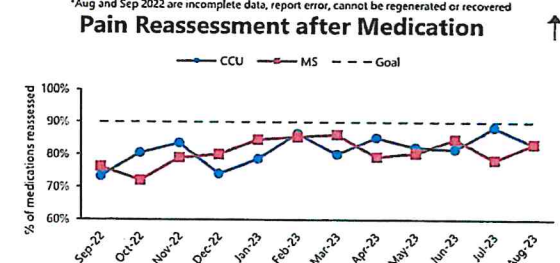
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ED 285 344 274 336 325 340 411 400 482 416 396 417



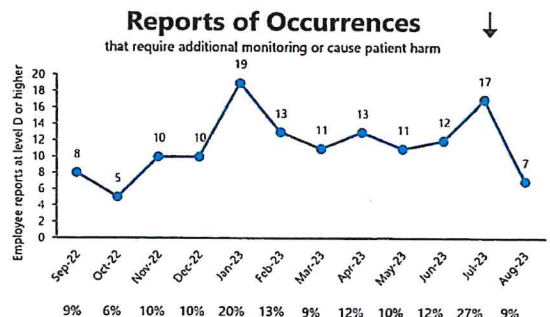
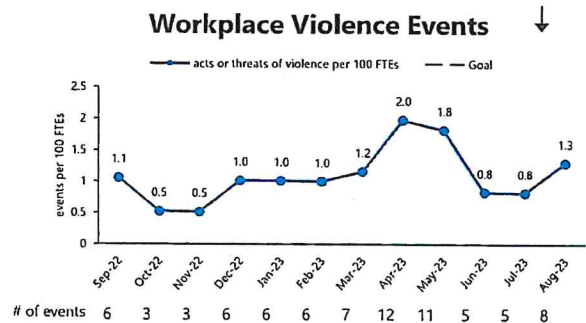
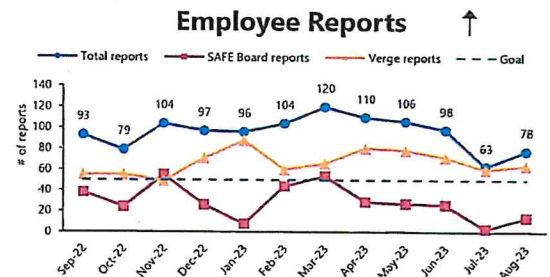
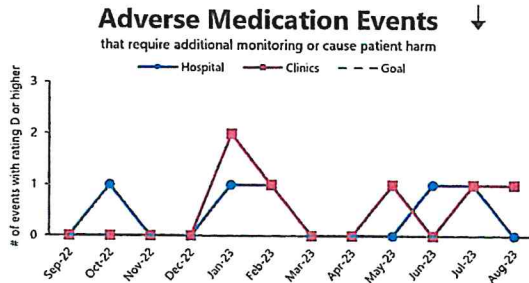
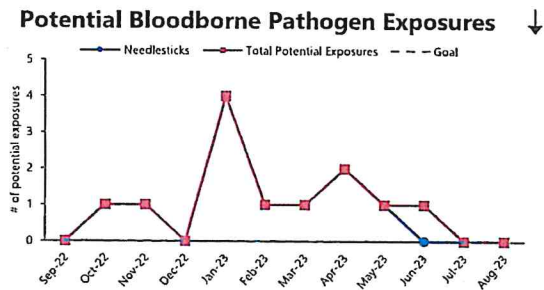
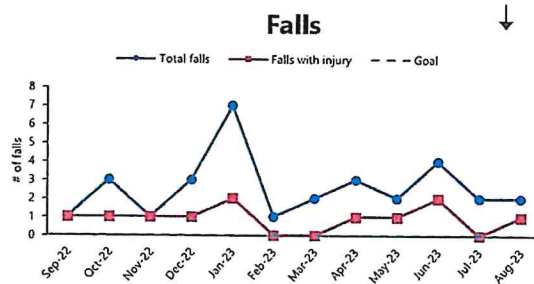
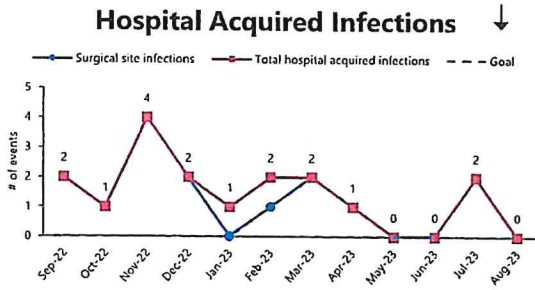
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of meds CCU 243 138 139 154 224 133 151 210 191 103 164 172
MS 520 450 333 621 487 545 559 516 510 725 521 559



Chief Executive Report October 2023

QAPI

We continue to refine the charters for the QAPIs that administration will be bringing forward to the Board. I have been telling people that these are all initiatives with which the Board is familiar including redesigning our primary care teams, employer of choice, revenue cycle enhancement, service line improvement, Cerner optimization in the clinics, community based care and expansion optimization. Mande is coordinating the ISO 9001 QAPI that will capture the measures and metrics our leaders identify for their own departments.

Focus Groups, Jolly Neighbors, Rotary and others

I have asked Michele to conduct two focus groups. We have ground floor opportunities to design how our new clinic care teams and our new GYN service meets the need of our community. These focus groups will help us keep the patient front and center as the QAPI work moves forward. I met with the Jolly Neighbors this week and invited them to participate and will be making similar invitation to service clubs and organization. Please feel free to nominate community members for a coffee and cookie discussion about the ideal patient experience.

OB Hospitalist Group and OB Call

The OB call schedule for October and November continues to be fragile but it is complete thanks to the work Tricia Sinek and Kathryn Brunner. We are getting to know some of the local OBHG providers as they rotate through shifts and I understand that OBHG has interviewed a number outstanding candidates for the permanent positions.

Chartis Training

The two day training for medical staff and hospital leadership was excellent. There were more than 40 attendees including representatives from four other Rural Collaborative hospitals. In addition to being informative and clarifying, it was a great networking opportunity.

Upper County

The Board of HD#2 and the IAFF bargaining unit have agreed to a one year wage opener that incorporates a 13% increase to the wage matrix. The change is effective for the first full pay period in October 2023.

13th Legislative Meeting

Senator Judy Warnick and Representative Alex Ybarra attended our educational forum here on Wednesday the 18th. I unfortunately was not able to make it (COVID negative) so I will let Commissioner Ward and others tell the story. Thanks to Rhonda Holden for stepping in for me.

Human Resources & Staff Development- October 2023

September 2023 Metrics

<i>Employee Population</i>				
	<i>23 - Sept</i>	<i>23-Aug</i>	<i>23-Jul</i>	<i>23-Jun</i>
Full-time	517	517	512	511
Part-time	105	105	110	113
Per Diem	135	135	133	143
Total Employees	757	757	755	767

<i>Turnover</i>			
	<i>YTD</i>	<i>23-Sept</i>	<i>2022 Year End</i>
Turnover (People)	139	22	149
Turnover (Percentage)	18.25%	3%	20%
Voluntary	130	21	140
Involuntary	9	1	9

<i>General Recruitment</i>				
	<i>23-Sept</i>	<i>23-Aug</i>	<i>23-Jul</i>	<i>23-Jun</i>
Open Postings	30	24	24	19
Unique Applications Received	211	271	177	179
Employees Hired	17	16	12	22
Time to Fill (Median)	37	44	49.5	32
Time to Fill (Average)	30.4	62.16	48.17	32.4

<i>Annual Evaluations</i>	
	YTD
Percent complete	81.7 %
Total evaluations over due	169
# of employee evals over due	145
# of provider evals over due	24

Recruitment: Employee Health partnered with HR and Workplace Health to launch Immuware, a system to track pre-employment employee health requirements. We are working through logistics to prevent delays to onboarding.

Two new positions to KVH were filled: External candidate, Holly Purrazzo was hired for the Risk Manager position. Internal candidate Ashley Wilde was hired for the Medical Staff Services Assistant position. In addition to the external hires, we had a fairly high number of internal job offers as well (12).

Student and Volunteer Services: Currently we have 24 learners on-site from the following groups: 3 Pharmacy students, 1 Nursing Student, 6 Imaging Tech students, 4 Job Shadow students, 3 Nurse Practitioner students, 2 Physician Assistant students, 2 Medical students, and 3 Family Medicine Residents. Our first group of 30 high school students visiting for a one day session learning about healthcare careers was October 24th. We have a second group of 30 students visiting on November 21st. We have students from Cle Elum-Roslyn, Thorp, Ellensburg and Kittitas attending.

We are preparing a preceptor education event on November 4th in partnership with Central Washington University, Pacific Northwest University of Health Sciences, University of Washington, and Washington State University. Our events are designed for preceptors who are Nurse Practitioners, Physicians and Physician Assistants. The past preceptor education events have been a great opportunity to network with other medical educators in the area and share ideas.

Labor Relations: Continuing to build the relationship with our WSNA representative. We have been complimented on our new staff development committee.

Staff Development: This month, our team has been focused on implementing the NIH Diversity Implicit Bias Training and TeamSTEPPS. We've recently introduced cutting-edge software and text-to-speech technology, which has greatly enhanced the learning experience.

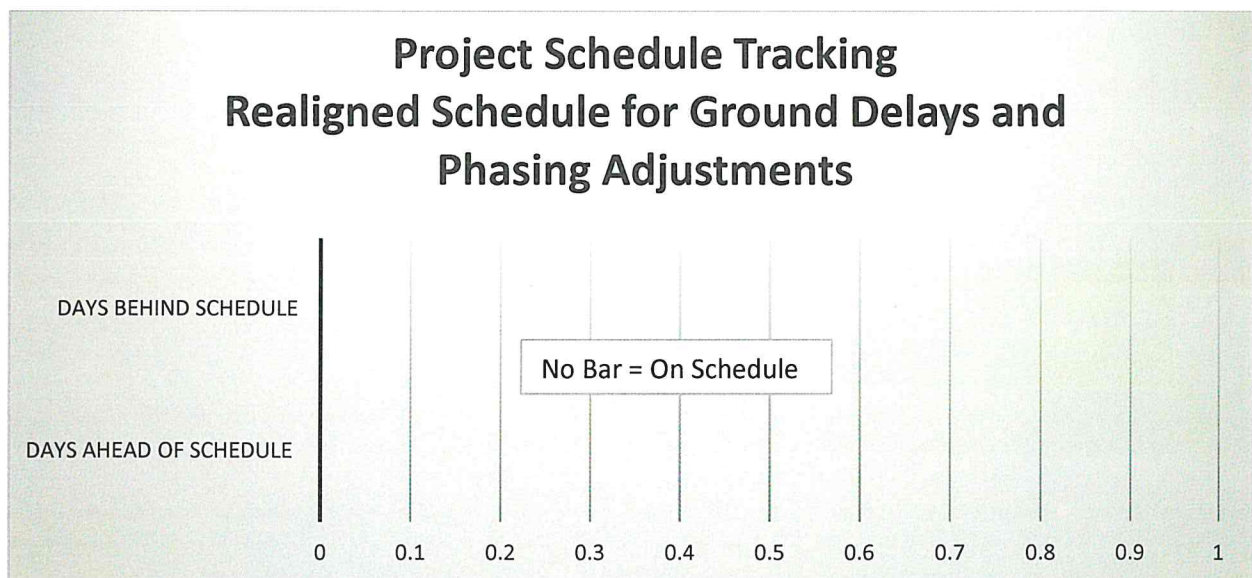
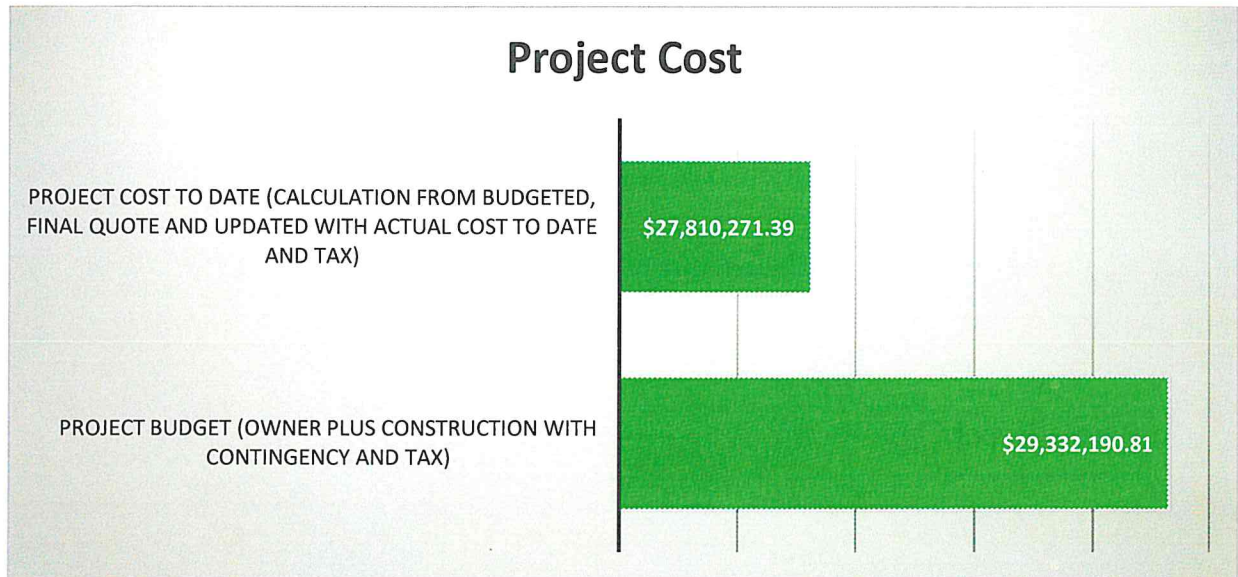
Furthermore, we also have designed an Introduction to TeamsTEPPS course, which will be available as a comprehensive playlist for our employees to complete before their initial training on October 23rd. It is now live, and all employees have access to sign up. A big thank you to Erin Marshall in imaging services for volunteering to be one of the first facilitators to teach TeamSTEPPS with the re-launch.

Leadership Development: We continue our work with our new leader Cohort program. On September 22nd, we had our 2nd quarterly session which included about 15 leaders. We kicked off our session with a facilitated discussion with Mande Olsen, Chief Quality Officer, about daily management and balancing your personal and professional life as a leader.

Benefits/ Wellness: Preparing for open enrollment, still no major changes to benefits this year. We have spent this month concentrating on the Wellness and Benefits fair. It will be held on November 6, 2023 from 10:00AM-3:00PM in the conference room. There will be a variety of vendors there to support employee benefits and wellness including, Delta Dental, Corebridge, AFLAC, VSP, First Choice Health, Garage Studio Fitness, Happy Feet, and Anytime Fitness. We look forward to supporting the staff on their Wellness journey. The board is also invited to attend.

HR Operations: September was a big month of HR networking. On the 15th, Manda and the HR Business Partners traveled to Cascade Health in Leavenworth for the South Central Washington Health Care Human Resources meeting. Manda and Serena attend a training in labor arbitration the following week. Manda continues to chair the HR Rural Collaborative meetings through WSHA and sits on the state advisory committee for implementation of SB 5236- Hospital staffing law.

KVH Surgical Services, Materials Management and Radiology Expansion Project



Equipment Delivery Status

- Most all owner purchased equipment and furnishings have been secured with shipping dates within time line needed. Pending is a small amount of clinical equipment not selected yet.
- There are no known delivery issues with contractor supplied materials and equipment.

Current Challenges

- Though winter is still off a ways we are planning to mitigate storm water on the existing roof system and the new roof, as the storm drain system will be incomplete, and the existing storm water drains tie in the new storm drain system.
- The project is at the point of connecting the expansion to the existing building. This work will increase risk to KVH and the following are the identified risks.
 - ❖ Fire risks from welding work.
 - ❖ Freezing potential of various systems through breached and temporary walls.
 - ❖ Unintended disruptions to building systems.
 - ❖ intended disruptions to building systems,
 - ❖ Intended and unintended disruptions to hospital work flow and capacity.
 - ❖ Infection control risks through breached uncontrolled temporary physical barriers.
 - ❖ Infection control risks caused from increased vibration, introduction of water borne pathogens in the domestic water system, movement of construction debris, increased dust production and alterations to the HVAC system.
- All these risks are being considered in each segment of each phase of construction.

Hospital Operational Planning During Construction

- Currently planning phase 1 moves. See Phase 1 Owner Planning Details action decision log

Item	Follow up	Point Person	Item Start Date	Item Due Date	Status
Phase 1 Owner Planning Details					
OPS North Rooms Move					
MOPS to move to Wound Care	No equipment needed to move. Amy has already trialed and has no need for data and power.	Amy	10/16/2023	10/20/2023	Ready
"IV start" move	Amy would like to use blood draw as temporary site. Amy will discuss with Katy. Confirmed will use blood draw.	Amy	10/16/2023	10/20/2023	Ready
All PC's will need to be removed from these rooms and stowed By IT.	9/5 no update. 10/10 no update	John	10/16/2023	10/20/2023	Ready
Data cabling will need to be decommissioned in all North rooms	9/5 no update 10/10 no update	John	10/16/2023	10/20/2023	Ready
Nurse call will need to be demoed in OPS north	9/5 emailed Evco. Date set for week of 10/17.	Ron	10/17/2023	10/20/2023	Ready
HVAC controls will need to demoed in OPS north	Will be done by Basin Building solutions week of 10/23. Contractor to save controls for owner.	Ron	10/23/2023	10/20/2023	Ready
Identify all valves or reheat zones to be demoed in OPS north. Owner to drain and save glycol heating solution.	Valves identified and plan shared with contractor.	Ron	10/17/2023	10/20/2023	Ready
Industrial cold water needs to be demoed in OPS north	Industrial cold water line not on existing plans and discovered in ceiling. Origin looks to be inside wall of clean utility. Need to open wall and to expose point of connection. Contractor to install valve serving industrial line. Work will need to be after hours. Industrial line to be demoed in phase 2. Plan shared with contractor.	Ron	10/16/2023	10/20/2023	Ready
Identify and shut off all power to North Rooms. Need to separate from other that is still active.	9/5 no update. Facilities has identified all circuits. A shut down after hours will be required to separate demo area from operational area. Plan shared with contractor.	Trent	9/5/2023	10/20/2023	Ready
Shut off water to north plumbing fixtures.	added 9/5 after meeting. Need to see if there are valves for each fixture. Facilities has identified all valve locations and a department shut down will be required after hours to separate demo area from in use area. Plan has been developed and shared with contractor.	Ron/Trent	9/5/2023	10/20/2023	Ready
Identify and shut off all medical gasses to North Rooms. Need to separate from other that are still operational. Work to be done after hours. Plan shared with contractor.	Unknown if medical gas certification is needed for capping lines.	Ron	10/17/2023	10/20/2023	Planning
Demo OPS north room fire suppression sprinkler lines from system after temporary wall is installed.	This measure to be accomplished before north wall is opened up to avoid any potential of freezing pipes. Plan shared with contractor. May have to be accomplished after hours to avoid further disruption to KVH operations.	Ron	10/12/2023	10/30/2023	Planning
Gurney storage and use	Amy will vet out whether she will need to store any gurneys or keep in circulation. Original plan is to keep in circulation. May need to adjust after move.	Amy	10/16/2023	10/20/2023	Ready
Gurney storage area	Need to identify will gurneys will be stowed if not remaining in circulation. Can be basement.	Amy	10/16/2023	10/20/2023	Ready
Submit infection control plan to IC for OPS north	Temporary wall will go up to structure. North side of temporary wall will be outside.	Ron	10/9/2023	10/30/2023	Planning
Procedure RN office					
Procedure RN office to move to old lactation room	Will move to old reading room instead. That is ready.	Team	10/11/2023	10/11/2023	Ready
Temporary RN office will need one PC and phone and WOW	9/5 no update. 10/10 is WOW still needed?	John	10/16/2023	10/20/2023	Ready
Desk in existing RN office will not be needed in new location but may stow there.	Trent will check dimensions and review with Amy. 9/5 will not be needed for temp office or permanent. Trent to put in inventory at time of move.	Trent	10/16/2023	10/20/2023	Ready
OR Equipment Room					
Move select low use items from OR equipment storage room to Ron's old office.	Amy has identified items. Amy will do test move to insure we can free up the space needed. 3' clearance west and north wall is needed. Facilities can assist with test move.	Amy	10/30/2023	10/31/2023	Ready

	During test move identify if there is enough receptacles in temporary OR equipment storage. 9/5 power adequate. Test move appeared to free up enough space in OR4 with some room left in temp storage room.	Trent	TBD	TBD	Ready
Test equipment move					
Equipment cleaning process from temporary storage room	Will separate plan be needed for equipment in this room? 10/10 Amy reports process in place.	Amy	10/30/2023	10/31/2023	Ready
	in order to build temp walls some equipment will need to be relocated to corridor. May do in evening or start on Friday with equipment moved to one of the unused OR's. Final plan to move equipment Thursday evening into unused OR and contractor to complete walls by Sunday. equipment to be moved back Monday morning.	Amy	10/26/2023	10/29/2023	Ready
Equipment remaining in OR 4 during construction					
Submit infection control plan to IC for OR4	Walker to have to by 10/12.	Ron	10/9/2023	10/13/2023	Ready
Temporary Breakout Room					
Vacate existing buyers office of all materials	9/5 no update	Bonnie	8/15/2023	10/13/2023	Ready
	Need to determine where it will be displaced and temporary par levels. 9/5 no update	Bonnie/Amy	8/15/2023	10/13/2023	Ready
Vacate existing clean storage adjacent to buyers office					
Need 2 work stations and with PC and phone and power for 1 WOW.	Identify where data an power needed. 9/5 no update.	Bonnie	8/15/2023	9/8/2023	Ready
Create detail plan for temp break out room and distribute	Sent out 8/29 and plan for MM storage accepted. 9/5 no update on layout for temp break out room.	Ron	8/15/2023	9/8/2023	Ready
Install power where needed	9/5 no update None needed.	Ron	9/8/2023	10/25/2023	Ready
Install data where needed.	9/5 no update. None needed	John	9/8/2023	10/25/2023	Ready
Procure temporary desks for break out room	9/5 no update. Due in on 10/16	Bonnie	8/15/2023	10/16/2023	Ready
Discard existing desk in break out room		Trent	10/25/2023	10/25/2023	Ready
Move break out room to temp location. Temp location is existing buyers office and adjacent clean storage room. The wall between will be removed and a 4' door will be installed.		Bonnie	10/26/2023	10/26/2023	Ready
Submit infection control plan to IC for MM work	Walker to have to by 10/12.	Ron	10/9/2023	10/13/2023	Ready
Move Items West wall of MM Storage Room and Surgery Clean Storage and Equipment Storage					
Consider demoing Mm director office early to accomodate more temporary shelving during phase 1.	Space is used now for break out storage. 9/5 no update. 10/10 will do this demo early on 10/16	Bonnie	8/15/2023	9/8/2023	Ready
		Ron/Bonnie/Trent	8/15/2023	9/8/2023	Ready
layout existing MM storage for temporary racking	will layout as per accepted plan.				
No data on west wall.		John	N/A	N/A	Ready
Assess power on west wall that needs to be demoed for this phase	Facilities to identify circuit and j-box. Circuit and equipment served identified.	Ron/Trent	8/15/2023	9/8/2023	Ready
Rearrange shelving as needed for temporary layout during this phase.	Bonnie will order wheels for existing racks this phase. 9/5 Need to make sure not all wheels. 10/10 wheels on west racks and ready to move after demo of MM director office.	Bonnie/Trent	8/15/2023	10/26/2023	Ready
Tie in of new expansion to each column of the existing building on the west face. OUTSIDE wall breach.	Walker will need to open up the wall on the outside for connection to each column. Walker will provide temporary water seal on each connection.	Ron.	10/16/2023	10/27/2023	Ready
Tie in of new expansion to each column of the existing building on the west face. INSIDE wall breach.	Walker will need to open up the wall on the inside for connection to each column. Walker will provide temporary infection containment walls around each column during welding work. This work will only provide the containment one column at a time to minimize displacement of KVH operational materials.	Ron	10/23/2023	10/27/2023	Planning
Submit infection control plan to IC for MM West wall work	Walker to have to by 10/12.	Ron	10/9/2023	10/26/2023	Planning
Move Surgery Locker Room to Gift Shop					
May be shared with ED for a period of time.	Confirm locker room vacate date with Walker	Ron	12/26/2023	1/2/2024	Planning

Patient Care Services
Oct. 2023

Medical/Surgical & CCU

- MS and CCU continue to struggle with staffing needs. We are actively recruiting for Certified Nursing Assistants
- Both department remain very busy with many days we are at capacity with our census. We continue to work on our admit process and our difficult to discharge patients ensuring we find them safe places to go.

Surgical Services

- Wow! Exciting stuff happening in SOP and OR. Temporary walls go up next week and construction inside the building will begin! (I'm sure Ron will give an update on this as well). We are making some workflow changes to make up for lost space and maintain our surgical/endoscopy volume. Most of the expansion stuff is repeat info, so a bit of a refresher.
- We are losing 4 holding rooms in SOP. To help with volumes we are moving all CT IV starts into a lab draw station. Procedural RN and SOP staff will still do the work of starting the IVs, just in a different location.
- MOP/ROPs will be done in the Wound Care office. A HUGE thank you to that team for being willing to share their space with us 😊 Not all MOPs can be done in a remote location, we are evaluating them on a case by case basis.

Emergency Department

- We continue to see a sustained percentage of our patients coming from out-of-county. This appears to be coming from word-of-mouth, and many of these patients express that they are impressed with our care.
- Work begins on reconstruction of our break room soon. With this project, we were able to find some additional storage space in our existing footprint. Once construction is finished, not only will we have a new break room, but will also be able to reduce some of our clutter.
- We are beginning work on improving workplace culture and triage processes. This will be long and ongoing work, with a goal of improving both the patient and employee experience.
- Cody was in Kansas City this week with Jeff Yamada and Brenda Hilligoss speaking at the Cerner CommunityWorks Conference about using AdaptX for process improvement work in the ED.
- We are working with Yakima Memorial on using Pulsara (a communication tool) for our STEMI transfers. KVH is very familiar with Pulsara, and is collaborating with Memorial to make it successful there.

Urgent Care

- Cody is meeting the team and learning about the Urgent Care environment. He is impressed with their strong team dynamics and processes for operation.
- The team is working on a project to optimize supplies tracking and ordering, especially focused on durable medical equipment.

- The team is very grateful for the upgraded x-ray equipment!

Family Birth Place

- FBP has had 173 KVH deliveries as of 10/1/23 and look forward to this number growing
- 4th Trimester Clinic has had 214 visits to date (10/17/23) and has cared for ~90% of our moms and babes we have delivered
- Lactation Services has had 249 YTD appointments and 71% of inpatients are seen by this consultant
- Welcoming new OB Providers through the OB Hospitalist Group to help with the call schedule for deliveries

Food Nutrition Service

- Food Service: Staffing has dominated this past month. We have experienced a series of resignations followed by not being able to onboard qualified candidates. There are currently six open positions out of 19 positions in the department.
- Clinical: New dietitian, Maria Ximena Williams, has been doing well managing the virtual dietitian program with two outside hospitals. She is also covering KVH inpatient for Jim.
- Diabetes Education: Nicole Norton continues with providing outpatient nutrition and diabetes education for KVH patients and referrals from CHCW. The CHCW referral numbers continued at a higher level the past few months.

Case Management/Social Work

- We welcome, Ari Bobadilla, our second full-time Social Worker which will help support a full census to include FBP, Surgical Services, and the ED.

Clinical Education

- Charge Nurses Leadership Development: This was the second installment of the Leadership Development course, this time offered to [Charge] RNs in FBP and CCU. SOP also sent staff who were unable to attend last time. The response was overwhelmingly positive from the RNs. On breaks the FBP RNs were going back to their unit and sharing what they were learning, especially their Impact Styles. They appreciated it being offered in-house, plus there was food!
- WSNA Nursing Staff Development Committee: Meets monthly and are currently working on standardizing and updating annual departmental competencies.
- Collaboration:
 - Nova StatStrip Glucometer Implementation and training for Hospital and Clinics Nursing staff
 - KVH Tablo Project-for dialysis
 - Pyxis Automated Medication Dispensing Units Implementation for KVH Family Medicine Ellensburg, KVH Family Medicine Cle Elum, and KVH Women's Health.
 - Baxter IV Pumps Upgrade

Respectfully submitted,
Dede Utley, MSN, RN, CEN
Chief Nursing Officer

Ancillary Services report to HD 1 Board of Commissioners
October 2023

Ancillary Service Operation Report:

47 Degrees North

The City of Cle Elum published a timeline for the review of 47 Degrees North. It is included in your packet. Jamie Carmody has been in discussions with Davis, Wright, Tremaine regarding the attempts made by KVH and Hospital District 2 to explain to Sun Communities leadership the impact of the project on our services. Jamie will be reaching out to City staff regarding our concerns not being addressed, in hopes that this will have an impact on the staff report that is due in December.

Ground Ambulance Patient Billing

The Washington State OIC has completed the Ground Ambulance Balance Billing Report for the Washington State Legislature. The Executive Summary is included in your packet and the full report can be reviewed at the following link: [OIC report template \(wa.gov\)](#). The federal Ground Ambulance Patient Billing committee is continuing to meet weekly and likely won't have a report to legislature until March 2024.

Imaging

Sadly, Randy Hiner, one of our long term CT technicians passed away on October 16th. He had been unable to return to work after an extensive medical leave and recently retired. Randy's wife Johnna was formerly employed in the KVH gift shop. Our hearts go out to their family.

Our MRI leased from Alliance/Akumen failed on September 28 and they were unable to repair the MRI or give us a timely replacement. We reached out to Heritage immediately and they are providing us with a GE MRI to lease until a newer Siemens model is available in November. The trailer from Heritage was a trailer that they recently obtained and had not deployed previously and it needed a repair to the air conditioning. Heritage has been very responsive to our needs and understand how valuable this service is to our community. The staff have added Saturday and Sunday appointments to help with the backlog. Many thanks to Stacy Olea, Ron Urlacher, Jeff Yamada, Jason Adler, Scott Olander and Julie Petersen for helping with this while Kimme and I were both on PTO.

We are just beginning to feel the impact of the expansion project and departments are working well together to share space. The SOP/Imaging procedure RN's are now housed in the old radiologist office in imaging and we are performing IV starts for imaging patients in the lab.

Imaging will begin as a clinical site for Yakima Valley Community College CT students in January.

Home Health & Hospice

Speaking of PTO, just as I returned from Alaska, the DOH showed up to do our Home Health CMS survey during the middle of our staff training on how to use our new EMR. I'm convinced they

have a sixth sense or a crystal ball telling them when it is the most chaotic time to survey. Our staff were wonderful and she accompanied them on home visits. We will receive our survey results within 10 business days (October 20th) and we will have 10 calendar days to respond with our corrective action plans. All corrective action must be in place within 60 days.

The HomeCare HomeBase (HCHB) training and implementation is going well. It's a lot of changes for staff and they are currently documenting in two EMR's until we can transition completely over to HCHB on November 1 for Hospice patients. Home Health patients will be fully transitioned by mid-December. We will also be changing our coding and billing service with the EMR transition.

Lab

The MAC lab move went smoothly and staff are operating out of their new space. Katy is working with Beckman-Coulter to upgrade our new chemistry analyzer to include new tests that will be available in 2025. This new panel of tests includes HIV, Hepatitis, A, B, C, D, Rubella, and Rubeola. This will eliminate us sending these studies out to a reference lab and will allow for quicker results on pre-employment testing for Workplace Health

Cadrdiopulmonary

Carolyn McCain started on September 21 and is already busy looking at our chargemaster, staffing, staff competencies, policies, and learning our systems. It is wonderful to see her enthusiasm and vision for the department.

Pharmacy

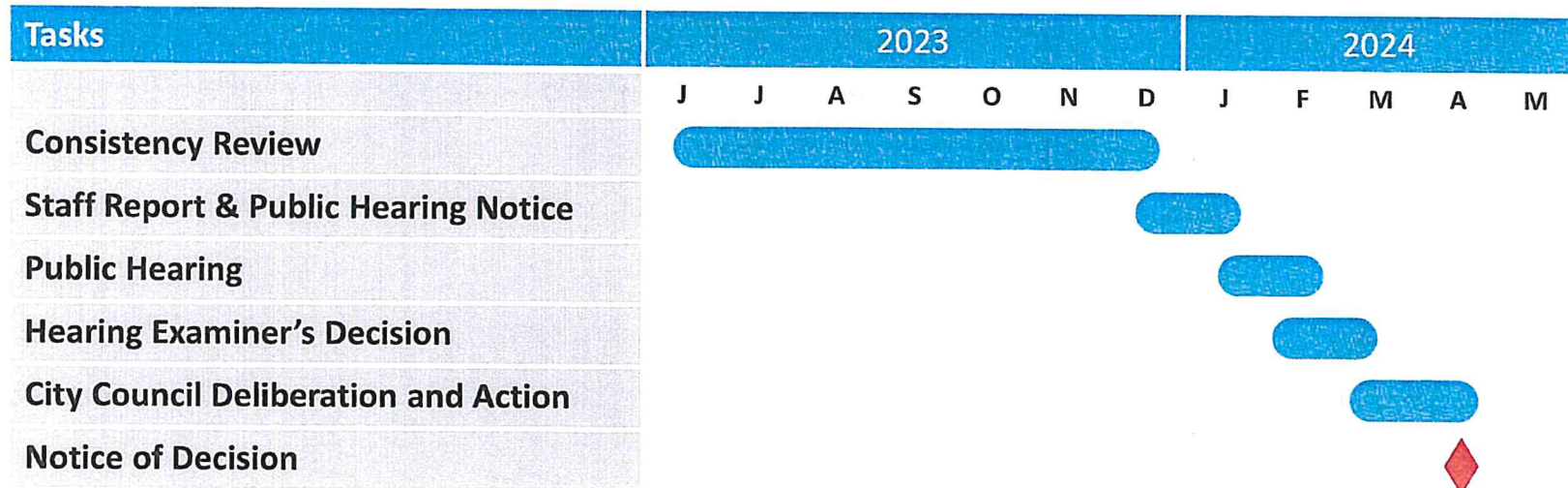
With the help of IT and our clinical educators, Pharmacy was able to upgrade the software in our Baxter Infusion Pumps on 10/19/23.

FME has received a \$6,500 RHC Greatest Need Grant for the centralized medication refill program that pharmacy has implemented. We will be expanding the medication refill program to FMC on December 19.

Respectfully submitted by Rhonda Holden, MSN, CENP

47 N PROJECT REVIEW TIMELINE

Timeline is subject to change



Updated 9/19/2023

Clinic Operations report to Hospital District #1 Board of Commissioners October 2023

Staffing

Open positions:

- Patient Service Representatives: Family Medicine Ellensburg, Women's Health, Orthopedics
- Referral Coordinator: ENT & Allergy, FME
- Licensed Social Workers (Integrated Behavioral Health): Pediatrics, Family Medicine of Ellensburg
- Nursing: Internal and Adult Medicine, Neurology, Family Medicine Cle Elum,
- Medical Assistants: General & Vascular Surgery, Family Medicine Cle Elum, ENT & Allergy, Dermatology, Internal and Adult Medicine, Orthopedics, Work Place Health

Days to Third Available Established and New Appointments (See charts)

- Pediatrics: Providers from other clinics are working in the clinic extra days while 2 of their providers are out on leaves.
- Dermatology: Tentative start date for a 2nd provider is November.
- Women's Health: Opened OB and will open to complex GYN once we have OBHG scheduled in the clinic which is tentative for February 2024.
- Neurology: We have a nurse starting there in mid-October which will help the provider see more patients
- Cardiology: Changes in scheduling have had an impact as Dr. Hoppe has increased the number of patients she is able to see in a week by 9.

WorkPlace Health

- Employee vaccinations continuing through October 27th.

Dermatology

- Staff have adapted to having the Lab in the old infusion space.
- Kelly Sargent PA-C starts in November.

Rapid Access

- Clinic RN will start on October 23rd. She will work Monday – Friday and focus on performing triage on the walk-in patients in the two new rooms.
- New scheduling template coming soon which has 1 schedule appointment and more open slots for walk-in patients.

Internal and Adult Medicine

- Locums Dr. George and Dr. Dawson started in October.
- Dr. White's last day is 11/16/2023
- Lisa Benson PA-C last day is 11/30/2023
- Andy Schock PA-C last day is 01/11/2024

Cardiology

- Amy Claussen PA-C working at FME the week Dr. Hoppe is on vacation.
- Rolled out 4 10's to clinical staff.

Neurology

- Rolled out 4 10's to clinical staff.
- Clinic nurse started on 10/17/2023.

Family Medicine Cle Elum

- 12/19/23 is when Pharmacy will take over prescription refills.

Orthopedics

- Starting in November Dr. Longo will have clinic 2 days a week to help with patient access while we only have 1 PA –C.

General and Vascular Surgery

- Remodel plans have been submitted to DOH.

Family Medicine Ellensburg

- Site visit at Mason General provided us with ideas on how to implement a Patient Experience Center.
- Provider out on a leave of absence required 240 appointments to be rescheduled.

Pediatrics

- Locum providers have been hired to cover while 2 physicians are out on leave

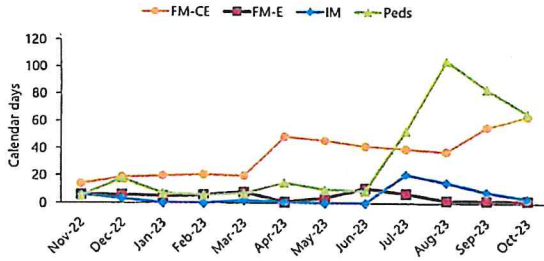
Women's Health

- Continuing to work with OBHG on staff and anticipate them being fully staffed in February 2024
- Continuing to use locums to cover call

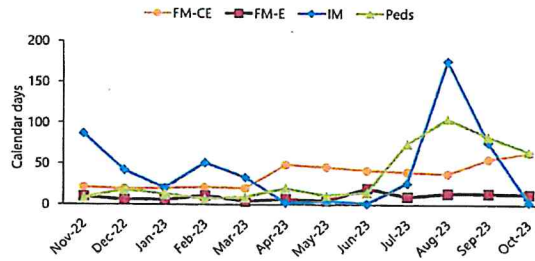
Respectfully submitted by Stacy Olea, MT(ASCP), CRHCP, FACHE

Clinic Operations Dashboard

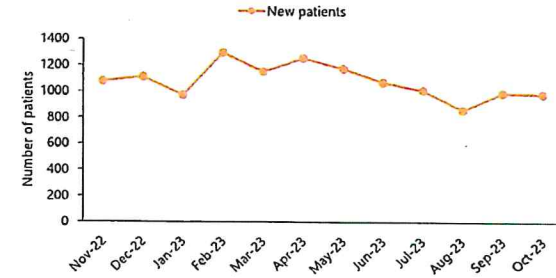
Third available appointment for established patients



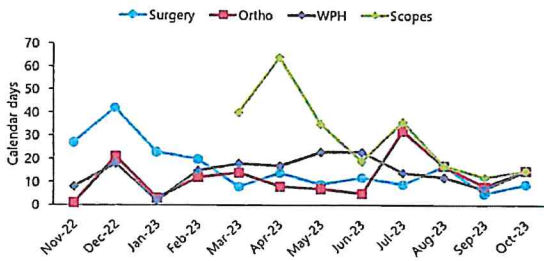
Third available appointment for new patients



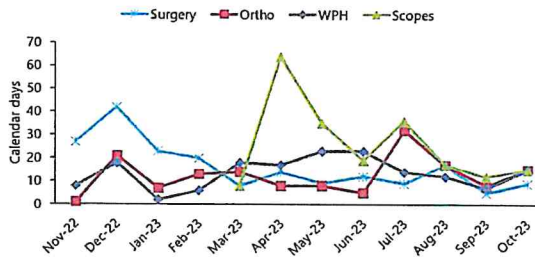
New patients



Third available appointment for established patients

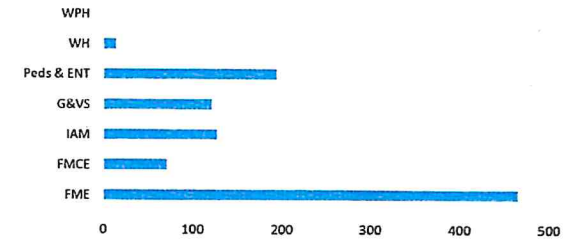


Third available appointment for new patients



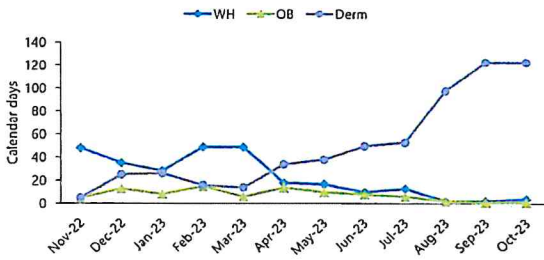
Effective March 2021, we began coding our "new" patients differently. The definition of "new" visits were changed as it was based on taxonomy code for the practice. Previously, we were only identifying the visit as "new" if the patient had not presented to any of the clinics

September New Patients per Clinic

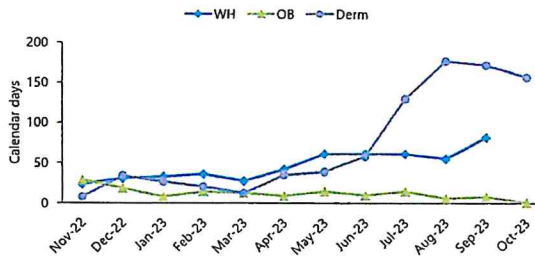


FME included FME, Dermatology, and Orthopedics
IAM includes IAM, Cardiology, and Neurology

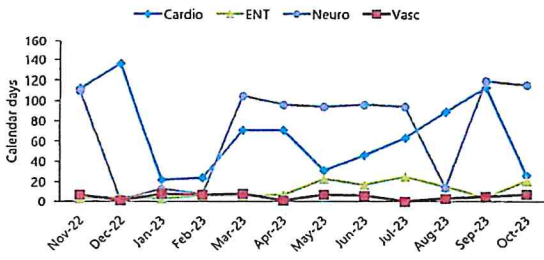
Third available appointment for established patients



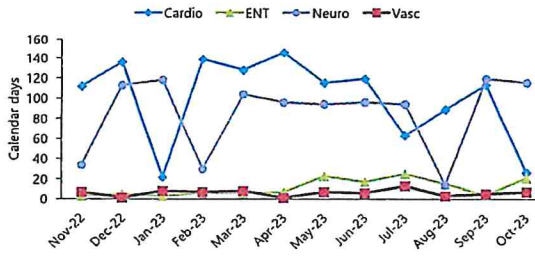
Third available appointment for new patients



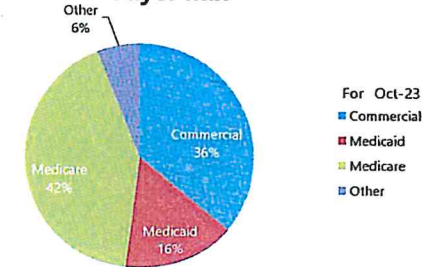
Third available appointment for established patients



Third available appointment for new patients



Payor Mix



NOTIFICATION OF CREDENTIALS FILES
FOR REVIEW

Date October 20, 2023

TO: Board of Commissioners
 Kevin Martin, MD

FROM: Shannon Carlson, CPCS
 Medical Staff Services

The Medical Executive Committee has reviewed the applications for appointment or reappointment for the practitioners listed below. They recommend to the Board that these practitioners be granted appointment and privileges as noted in each file.

<u>PRACTITIONER</u>	<u>STATUS</u>	<u>APT/REAPT</u>	<u>SITE</u>
Cassell, Natalie, MD	Provisional	Initial Appointment	Pediatric Locum
Dawson, John, MD	Provisional	Initial Appointment	KVH Adult Med Locum
Galbraith, Lisa, DO	Provisional	Initial Appointment	OBHG
George, Richard, MD	Provisional	Initial Appointment	KVH Adult Med Locum
Raj, Jacintha, MD	Provisional	Initial Appointment	OBHG
Ramm, Rhonda, ARNP	Provisional	Initial Appointment	GNP Adult Medicine
Sargent, Kelly, PA-C	Provisional	Initial Appointment	KVH Dermatology
Smith, Daniel, DO	Provisional	Initial Appointment	KVH General Surgery
Truong, Hanh, CRNA	Provisional	Initial Appointment	Evergreen Anesthesia
Cox, Brian, MD	Associate	Re-Appointment	Yakima Urology
Kerr, Stewart, MD	Associate	Re-Appointment	Ortho Contract Call
Lynam, Sheila, MD	Associate	Re-Appointment	Incyte Pathology
Thorner, Daniel, DO	Associate	Re-Appointment	Yakima Urology
Uhlman, Matthew, MD	Associate	Re-Appointment	Yakima Urology
Gustavson, Andrew, MD	Ambulatory	Re-Appointment	KVH Neuro
Dahl, Carissa, ARNP	AHP	Re-Appointment	KVH FME



CHIEF MEDICAL OFFICER – Kevin Martin, MD
October 2023

I am pleased to offer the following report:

Recruiting:

Incoming Providers:

- Family Practice Physician – August 2024 start – Accepted position with FMCE
- Dermatology APC – Kelly Sargent, November 1, 2023
- ED/UC APC – Jim Repsher - Internal APC transition, November 1
- ED/UC APC – Accepted position – January/February Start
- Internal & Adult Medicine Partnering Physician – Accepted position – April 1, 2024 start date
- Pediatrics APC – Kat Tucholke - Internal transition

Providers in Progress:

- Rapid Access APC – Interviewed October 2, Letter of Intent
- Internal & Adult Medicine Partnering Physician – Interview October 18
- Internal & Adult Medicine – Interviewed September 22, declined offer (location and call)
- Internal & Adult Medicine APC
- Orthopedics APC
- Dermatologist -- 2025
- Vascular APC
- Local ARNP student – Letter of Intent for FME
- Pediatrics Locums – Ongoing – 2 physicians, 1 APC
- Internal & Adult Medicine Locum – Ongoing -- 3 physicians
- GNP Locums – 1 APC
- OBGYN locums – 8 physicians

Posted Positions

- **Physician**
 - Internal & Adult Medicine Partnering Physician
 - Pediatrics
 - Dermatology
 - Cardiology
 - Vascular
- **APC**
 - GNP
 - Internal & Adult Medicine
 - ED/UC
 - Pediatrics

- Family Medicine
- Rapid Access
- Orthopedics

Medical staff:

- This month we have 9 providers being considered for initial appointment and 7 for reappointment. There are 19 pending applications.
- Ashley Wilde started as our Medical Staff Assistant 12 October.

CMO Activities:

- Most the month's work has revolved around ensuring OB coverage until OB Hospitalist Group is fully staffed in February. This has involved intense work by Kat Brunner, Shannon Carlson, Tricia Sinek, and Jessie Rasmussen. We are now intact through November, and have only a few days to fill in December and January. In particular, Kat has been tasked with coordinating the schedule and housing needs of 32 different locums from around the country to continue to provide vital service to this community.

Respectfully submitted,
Kevin Martin, MD
Chief Medical Officer



CHIEF FINANCIAL OFFICER REPORT- Jason Adler, CFO

September Volume and Financial Summary

- September inpatient volumes were below budget continuing the volume shift from inpatient status to outpatient status that KVH has experienced. The 59 admissions to the hospital were 36, or 38.1% below budget. Patient days of 249 were below budget by 130 days. YTD KVH is 213 admissions below budget and 185 below prior year. YTD patient days are below budget by 770 days and below prior year by 625 days. KVH's acute care average length of stay was 4.2 days in September and 4.1 YTD. As care continues to shift from inpatient status to outpatient status there has been an increase in observation days in 2023. In the month of September, there were 135 observation days compared to budgeted observation days of 94. YTD observation days total 1,275 days compared to budgeted observation days of 847, and 2022 YTD of 839 observation days. This is a year over year increase of over 50%.
- The Family Birthing Place delivered 18 infants in September; 8 deliveries less than budget. YTD deliveries are 68 deliveries below budget and 71 deliveries less than 2022 deliveries.
- Inpatient surgery cases of 12 were below budget by 17 cases. Outpatient surgery cases of 165 exceeded budget by 32 cases for the month and exceed budget by 328 cases YTD. GI procedures of 134 exceeded budget by 1 procedure. YTD GI procedures volume exceeds budget by 200 cases. Imaging exams of 3,202 exceeded budget by 196 exams in September and YTD exceed budget by 2,582 exams. September clinic visits of 6,520 were below budgeted visits by 1,065 visits. YTD clinic visits are 2,296 visits below budget and 238 visits more than 2022.
- September ER visits of 1,460 exceeded budget by 125 visits. YTD ER visits exceed budget by 853 visits. A positive variance of 7.1% and 13.9 % greater than 2022 ER volumes.
- September gross revenue of \$19,195,557 was below budget by \$208,828. Reflecting volume trends inpatient revenue was below budget by \$861,587; outpatient revenue exceeded budget by \$656,187. Professional fee revenue was essentially at budget.
- Deductions from revenue for September were below budget by \$31,959. Contractual adjustments were below budget by \$160,853. Bad debt deductions were below budget by \$101,549. September financial assistance totaled \$189,433 and exceeded budget by \$91,075. Other deductions totaled \$284,560 and exceeded budget by \$139,369. For September adjustments for not medically necessary totaled \$187,379, adjustments for out of timely billing totaled \$17,199 and adjustments for no prior authorization totaled \$22,541. YTD total other deductions exceed budget by \$1,555,530.

- September expenses exceeded budget by \$448,723. Salaries were below budget by \$347,489. Temporary labor was below budget by \$50,992. Professional fees exceeded budget by \$439,947. In September KVH paid \$139,994 for overlapping Anesthesia coverage; \$85,000 for OB hospitalist start up fees; \$11,799 for Yakima Valley Dermatology and various amounts for locums. Supply expenses exceeded budget in September by \$198,354 due to higher outpatient surgery case volumes. Purchased services were over budget for the month by \$350,911 as KVH continued to process catch up of Cerner invoices. Depreciation expense exceeded budget for September by \$43,358 and will exceed budget for the remainder of the year due to shortening the estimated useful life on some hospital owned buildings. Insurance expense exceeded budget by \$30,816.
- For September KVH posted operating income of \$204,756 compared to a budgeted operating income of \$851,732; a negative variance of \$646,977. YTD operating income is \$2,396,086 compared to budgeted operating income of \$7,080,353; a negative variance of \$4,684,270.
- Non-operating income exceeded budget by \$87,515 due to an unrealized gain on investments of \$44,086 and higher than budgeted interest income. In September KVH recorded interest income of \$143,797.
- KVH reported a Net Income for September of \$408,092. YTD Net Income is \$4,585,724 compared to budgeted Net Income of \$8,122,833, a negative variance of \$3,537,109.
- September Days in accounts receivable of 66 days decreased 2.6 days from 68.6 in July. Gross accounts receivables decreased by \$1,976,629 from \$46,661,194 in August to \$44,684,565 in September. Total cash receipts in September from payers, patients and other sources totaled \$10,543,954. Total Cerner receipts posted in September were \$10,096,583.
- Average daily cash collections per working day increased from \$515,497 in August to \$527,198 in September.
- Days cash on hand decreased 5.9 days to 205.1 days in September from 211 days in August. Actual cash and investments on hand decreased by \$2,052,539 from \$69,976,297 in August to \$67,923,758 in September. Note that there were three payrolls in September.

Kittitas Valley Healthcare
September 2023 - Key Statistics and Indicators

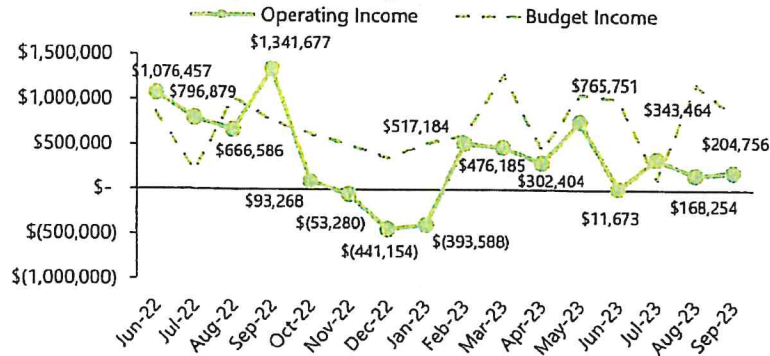
Activity Measures	Current Month			Year to Date			Prior YTD		
	Actual	Budget	Var. %	Actual	Budget	Var. %	Actual	Var. %	
01 Admissions w/Swingbed	60	95	-37.0%	650	862	-24.6%	834	-22.1%	01
02 Patient Days - W/O Newborn	249	379	-34.2%	2,655	3,425	-22.5%	3,280	-19.1%	02
03 Patient Days - Swingbed	9	8	19.2%	18	68	-73.6%	53	-66.0%	03
04 Avg Daily IP Census w/Swingbed	8.6	12.9	-33.2%	9.8	12.8	-23.5%	12.2	-19.8%	04
05 Average Length of Stay	4.2	4.0	4.5%	4.1	4.0	2.8%	3.9	3.9%	05
06 Average Length of Stay w/Swingbed	4.3	4.1	6.2%	4.1	4.1	1.5%	4.0	2.9%	06
07 Deliveries	18	26	-32.0%	173	241	-28.2%	244	-29.1%	07
08 Case Mix Inpatient	1.22	1.00	21.9%	1.17	1.00	16.8%	1.13	3.4%	08
09 Surgery Minutes - Inpatient	1,446	3,596	-59.8%	17,283	32,519	-46.9%	30,335	-43.0%	09
10 Surgery Minutes - Outpatient	9,076	8,381	8.3%	88,089	75,786	16.2%	70,696	24.6%	10
11 Surgery Procedures - Inpatient	12	29	-59.3%	168	266	-36.9%	248	-32.3%	11
12 Surgery Procedures - Outpatient	165	133	24.4%	1,527	1,199	27.3%	1,119	36.5%	12
13 Gastrointestinal Procedures	134	133	0.7%	1,403	1,203	16.6%	1,064	31.9%	13
14 ER Visits	1,460	1,335	9.4%	12,924	12,071	7.1%	11,346	13.9%	14
15 Urgent Care Cle Elum Visits	456	499	-8.6%	4,144	4,510	-8.1%	4,237	-2.2%	15
16 Laboratory	22,205	25,136	-11.7%	212,810	227,318	-6.4%	209,870	1.4%	16
17 Radiology Exams	3,202	3,006	6.5%	29,768	27,186	9.5%	25,657	16.0%	17
18 Rehab Visit	1,314	1,700	-22.7%	14,471	15,369	-5.8%	12,947	11.8%	18
19 Outpatient Percent of Total Revenue	89.9%	85.5%	5.1%	89.8%	85.5%	5.0%	85.0%	5.7%	19
20 Adjusted Patient Days	2,455	2,615	-6.1%	26,086	23,638	10.4%	21,860	19.3%	20
21 Equivalent Observation Days	135	94	44.4%	1,275	847	50.4%	839	51.9%	21
22 Avg Daily Obs Census	4.5	3.1	44.4%	4.7	3.1	50.4%	3.1	51.9%	22
23 Home Care Visits	528	606	-12.9%	4,711	5,485	-14.1%	5,489	-14.2%	23
24 Hospice Days	624	617	1.1%	6,921	5,617.3	23.2%	5,505	25.7%	24
25 Primary Clinic Visits	4,569	5,135	-11.0%	45,578	46,250	-1.5%	51,021	-10.7%	25
26 Specialty Clinic Visits	1,877	2,337	-19.7%	19,866	21,131	-6.0%	13,828	0.0%	26
27 Telehealth Visits	74	113	-34.5%	663	1,021	-35.1%	1,020	NA	27
28 Total Clinic Visits	6,520	7,585	-14.0%	66,107	68,403	-3.4%	65,869	0.4%	27
Financial Measures									
29 Salaries as % of Operating Revenue	45.2%	47.6%	5.0%	46.0%	48.0%	4.2%	45.7%	0.6%	29
30 Total Labor as % of Operating Revenue	56.3%	59.7%	5.6%	57.5%	60.1%	4.2%	56.7%	1.5%	30
31 Revenue Deduction %	45.9%	45.6%	-0.7%	47.3%	45.7%	-3.5%	45.2%	4.6%	31
32 Operating Margin	1.9%	7.9%		2.5%	7.3%		7.4%		32
Operating Measures									
33 Productive FTE's	527.6	548.0	3.7%	539.2	548.0	1.6%	513.3	5.0%	33
34 Non-Productive FTE's	82.7	73.0	-13.3%	68.0	73.0	6.8%	69.1	-1.6%	34
35 Paid FTE's	610.2	621.0	1.7%	607.2	621.0	2.2%	582.4	4.3%	35
36 Operating Expense per Adj Pat Day	\$ 4,212	\$ 3,782	-11.4%	\$ 3,649	\$ 3,806	4.1%	\$ 3,721	-1.9%	36
37 Operating Revenue per Adj Pat Day	\$ 4,296	\$ 4,108	4.6%	\$ 3,741	\$ 4,105	-8.9%	\$ 4,018	-6.9%	37
38 A/R Days	66.0	60.0	-10.0%	66.0	60.0	-10.0%	66.4	-0.6%	38
39 Days Cash on Hand	205.1	217.6	-5.7%	205.1	217.6	-5.7%	209.2	-2.0%	39

Kittitas Valley Healthcare
 Year over Year Financial and Operating Indicator Trends
 September 2023 - Key Statistics and Indicators

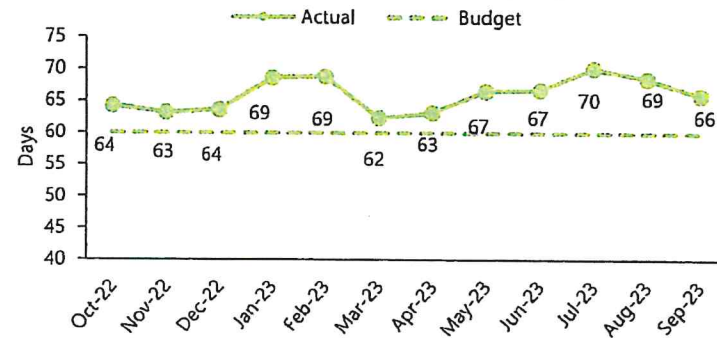
L	Measure	2023 YTD	2023 Budget	2023 Annualize	2022	2021	2020	2019	2018	2017	2016
1	Total Charges	181,683,485	233,240,187	242,910,154	213,492,081	198,630,104	160,301,629	152,675,062	140,104,003	130,611,388	124,153,636
2	Net Revenue	97,589,796	129,100,000	130,477,199	120,219,085	114,372,961	89,905,245	83,527,969	78,753,810	71,490,964	71,506,819
3	Operating Income	2,396,083	8,000,000	3,203,554	6,074,001	14,127,110	620,732	2,901,869	474,120	885,655	(5,893)
4	Operating Margin %	2.5%	6.2%	2.5%	5.1%	12.4%	0.7%	3.5%	0.6%	1.2%	0.0%
5	Net Income	4,585,723.6	9,390,000	6,131,096	4,079,789	18,470,881	6,420,388	3,690,537	2,526,547	2,648,415	1,543,915
6	Net Margin %	4.7%	7.3%	4.7%	3.4%	16.1%	7.1%	4.4%	3.2%	3.7%	2.2%
7	Cash	67,923,758	62,853,786	NA	73,241,408	61,914,502	40,852,244	29,218,516	27,408,625	33,213,447	29,859,717
8	Days Cash on Hand	205.1	197.0	NA	246.4	235.8	175.8	138.6	133.5	178.7	156.0
9	Surgeries	1,695	1,950	2,266	1,922	1,788	1,354	1,305	1,461	1,396	1,510
10	Gastrointestinal Procedures	1,403	1,600	1,876	1,404	1,321	1,211	1,416	1,250	1,383	1,396
11	Emergency Visits	12,924	16,790	17,279	15,643	13,988	12,207	13,861	13,930	13,162	13,789
12	% ED visits To Bed	7.7%	10.0%	7.7%	7.7%	9.2%	10.1%	9.5%	n/a	n/a	n/a
13	Laboratory Tests	212,810	302,431	284,526	277,627	288,552	237,710	209,144	207,040	190,587	181,082
14	Radiology Exams	29,768	36,169	39,800	35,222	32,016	29,338	30,397	30,843	33,836	33,471
15	Rehab Visits	14,471	20,447	19,348	17,060	21,390	16,724	18,718	16,359		
16	IP & Obs Days (no swing)	3,930	5,684	5,254	5,470	4,820	3,717	3,805	3,999	3,440	3,937
17	Deliveries	173	322	231	318	280	284	309	342	322	312
18	Admits w/Swing	649	1,147	868	1,066	949	860	941	984	899	1,043
19	Primary Clinic Visits	45,578	61,377	60,938	58,013	60,229	53,270	60,871			
20	Specialty Clinic Visits	19,866	28,113	26,561	22,778	19,865	13,135	11,840			
21	Telehealth Visits	663	1,359	886	1,263	1,391	3,793				
22	Total Clinic Visits	66,107	90,849	88,385	82,054	81,485	70,198	72,711	59,241	50,917	48,525
23											
24	FTEs	607.2	621.0	NA	560.9	529.9	499.0	477.4	469.4	457.6	449.1
25	AR Days	66.0	60.0	NA	63.7	63.9	73.5	88.1	92.0	50.8	47.5
Normalize charges by adjusting for charge master increases:											
26	Normalized Charges to 2023		233,240,187	242,910,154	223,099,225	217,946,882	179,408,782	174,290,630	165,265,768	161,001,417	159,162,750
27	Operations Growth		4.55%	8.88%	2.36%	21.48%	2.94%	5.46%	2.65%	1.16%	-1.05%
28	Operations Growth Exclude COVID Testing			10.21%	6.29%	19.23%	-0.61%				

Financial Dashboard

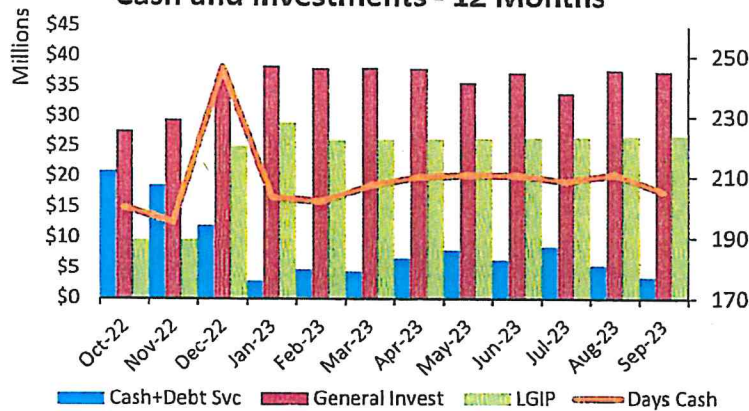
Operating Income



Accounts Receivable Days



Cash and Investments - 12 Months



Payer Mix

	CY 2020	CY 2021	CY 2022	YTD 2023
Medicare	39.42%	40.24%	42.31%	43.31%
Medicaid	19.41%	19.08%	18.64%	18.54%
Commercial	34.97%	35.29%	33.66%	32.62%
Self Pay	2.66%	2.38%	2.10%	1.77%
Other	3.55%	3.01%	3.29%	3.75%

Kittitas Valley Healthcare
Statement of Revenue and Expense

	Current Month			Year to Date			Prior Y t D
	Actual	Budget	Variance	Actual	Budget	Variance	Actual
INPATIENT REVENUE	1,948,057	2,809,645	(861,587)	18,490,251	25,411,702	(6,921,450)	23,526,540
OUTPATIENT REVENUE	13,935,208	13,279,021	656,187	130,883,766	120,101,145	10,782,621	106,656,371
PROF FEE REVENUE	3,312,292	3,315,720	(3,428)	32,309,468	29,867,093	2,442,375	26,612,819
REVENUE	19,195,557	19,404,385	(208,828)	181,683,485	175,379,940	6,303,545	156,795,731
CONTRACTUALS	7,939,543	8,100,396	(160,853)	77,197,780	73,235,259	3,962,521	64,481,250
PROVISION FOR BAD DEBTS	406,260	507,809	(101,549)	4,341,719	4,618,972	(277,253)	4,444,656
FINANCIAL ASSISTANCE	189,433	98,358	91,075	1,440,995	894,587	546,408	833,228
OTHER DEDUCTIONS	284,560	145,192	139,369	2,876,083	1,320,553	1,555,530	1,074,395
DEDUCTIONS FROM REVENUE	8,819,795	8,851,754	(31,959)	85,856,577	80,069,371	5,787,207	70,833,528
NET PATIENT SERVICE REVENUE	10,375,762	10,552,631	(176,869)	95,826,908	95,310,570	516,338	85,962,202
OTHER OPERATING REVENUE	168,980	190,364	(21,385)	1,762,888	1,727,309	35,579	1,863,192
TOTAL OPERATING REVENUE	10,544,741	10,742,995	(198,254)	97,589,796	97,037,879	551,917	87,825,394
SALARIES	4,766,858	5,114,347	(347,489)	44,858,415	46,540,557	(1,682,141)	40,112,873
TEMPORARY LABOR	196,784	247,775	(50,992)	3,186,936	2,254,756	932,180	4,011,149
BENEFITS	1,171,612	1,296,689	(125,077)	11,279,718	11,739,820	(460,102)	9,664,119
PROFESSIONAL FEES	599,339	159,392	439,947	3,649,407	1,450,467	2,198,940	1,847,754
SUPPLIES	1,216,691	1,018,337	198,354	11,571,689	9,217,520	2,354,169	8,301,151
UTILITIES	96,568	82,656	13,912	979,768	885,600	94,168	828,040
PURCHASED SERVICES	1,399,855	1,048,944	350,911	10,404,727	9,536,601	868,126	9,816,758
DEPRECIATION	507,835	464,476	43,358	4,787,882	4,189,015	598,868	3,284,680
RENTS AND LEASES	9,301	3,250	6,051	57,047	29,246	27,801	762,719
INSURANCE	188,408	157,592	30,816	1,529,465	1,418,325	111,140	893,940
LICENSES & TAXES	93,237	83,111	10,125	763,812	751,629	12,183	491,740
INTEREST	109,398	110,469	(1,071)	996,617	995,721	896	447,295
TRAVEL & EDUCATION	28,756	46,766	(18,010)	413,276	425,397	(12,121)	269,629
OTHER DIRECT	(44,654)	57,459	(102,113)	714,953	522,874	192,079	616,660
EXPENSES	10,339,986	9,891,263	448,723	95,193,713	89,957,526	5,236,187	81,348,506
OPERATING INCOME (LOSS)	204,756	851,732	(646,977)	2,396,083	7,080,353	(4,684,270)	6,476,888
OPERATING MARGIN	1.94%	7.93%	326.34%	2.46%	7.30%	-848.73%	7.37%
NON-OPERATING REV/EXP	203,337	115,822	87,515	2,189,641	1,042,480	1,147,161	(1,664,181)
NET INCOME (LOSS)	408,092	967,554	(559,462)	4,585,724	8,122,833	(3,537,109)	4,812,707
UNIT OPERATING INCOME							
HOSPITAL	697,881	1,152,257	(454,377)	5,586,772	10,022,692	(4,435,920)	8,724,412
URGENT CARE	(11,072)	8,805	(19,877)	69,502	72,866	(3,363)	142,724
CLINICS	(412,488)	(249,396)	(163,091)	(3,159,149)	(2,456,039)	(703,109)	(2,108,374)
HOME CARE COMBINED	(61,029)	(59,934)	(1,095)	(92,506)	(559,165)	466,659	(281,874)
OPERATING INCOME	213,292	851,732	(638,440)	2,404,620	7,080,353	(4,675,733)	6,476,888

Financial Metrics

Outpatient % Total Charge	89.9%	85.5%	4.3%	89.8%	85.5%	4.3%	85.0%
Labor % of Operating Income	58.2%	62.0%	-3.8%	60.8%	62.4%	-1.6%	61.2%
Labor % of Operating Expense	59.3%	67.3%	-8.0%	62.3%	67.3%	-5.0%	66.1%
Operating Margin	1.9%	7.9%	-6.0%	2.5%	7.3%	-4.8%	7.4%
Net Margin	3.9%	9.0%	-5.1%	4.7%	8.4%	-3.7%	5.5%

09/30/2023

Kittitas Valley Healthcare
Balance SheetKittitas Valley Healthcare
Balance Sheet and Cash Flow

	YEAR TO DATE	PRIOR YEAR END	CHANGE
CASH AND CASH EQUIVALENTS	1,905,006	11,162,290	(9,257,283)
ACCOUNTS RECEIVABLE	44,684,565	41,373,454	3,311,111
ALLOWANCE FOR CONTRACTUAL	(28,866,003)	(26,782,288)	(2,083,715)
THIRD PARTY RECEIVABLE	2,000,000	2,182,107	(182,107)
OTHER RECEIVABLES	1,036,406	2,007,557	(971,151)
INVENTORY	2,638,261	2,690,763	(52,502)
PREPAIDS	2,210,121	1,512,320	697,801
INVESTMENT FOR DEBT SVC	1,603,914	963,413	640,501
CURRENT ASSETS	27,212,270	35,109,615	(7,897,346)
INVESTMENTS	64,414,838	61,115,705	3,299,133
PLANT PROPERTY EQUIPMENT & ROU ASSET	116,255,321	106,089,339	10,165,983
ACCUMULATED DEPRECIATION & ROU AMORT	(57,920,254)	(53,865,018)	(4,055,237)
NET PROPERTY, PLANT, & EQUIP	58,335,067	52,224,321	6,110,746
OTHER ASSETS	0	0	0
NONCURRENT ASSETS	58,335,067	52,224,321	6,110,746
ASSETS	149,962,175	148,449,641	1,512,534
ACCOUNTS PAYABLE	3,563,493	4,228,424	(664,931)
ACCRUED PAYROLL	1,484,689	2,645,596	(1,160,906)
ACCRUED BENEFITS	1,042,582	985,345	57,237
ACCRUED VACATION PAYABLE	2,371,914	1,927,557	444,358
THIRD PARTY PAYABLES	1,084,899	1,284,899	(200,000)
CURRENT PORTION OF LONG TERM DEBT	1,640,441	2,293,900	(653,459)
OTHER CURRENT LIABILITIES	0	0	0
CURRENT LIABILITIES	11,188,019	13,365,720	(2,177,701)
ACCRUED INTEREST	320,157	273,091	47,067
DEFERRED TAX COLLECTIONS	2,563	0	2,563
DEFERRED REVENUE HOME HEALTH	84,714	60,910	23,804
DEFERRED INFLOW RIGHT OF USE	570,958	628,695	(57,737)
DEFERRED OTHER	127,031	127,031	0
DEFERRED LIABILITIES	1,105,423	1,089,727	15,695
LTD RIGHT OF USE ASSETS	4,080,118	4,991,302	(911,184)
LTD - 2017 REVENUE BONDS	11,194,095	11,667,554	(473,459)
LTD - 2018 REVENUE BOND	5,100,000	5,280,000	(180,000)
LTD - 2018 LTGO & REVENUE REFUND BONDS	898,152	898,152	0
LTD - 2022 REVENUE BOND	15,310,000	15,310,000	0
CURRENT PORTION OF LONG TERM DEBT CONT	(1,640,441)	(2,293,900)	653,459
LONG TERM DEBT	34,941,924	35,853,108	(911,184)
OTHER POST EMPLOYMENT BENEFITS LIABILITY	3,806,216	3,806,216	0
NONCURRENT LIABILITIES	39,853,563	40,749,051	(895,488)
LIABILITIES	51,041,582	54,114,771	(3,073,190)
FUND BALANCE	94,334,870	94,334,870	0
NET REVENUE OVER EXPENSES	4,585,724	0	4,585,724
FUND BALANCE	98,920,593	94,334,870	4,585,724
TOTAL LIABILITIES & FUND BALANCE	149,962,175	148,449,641	1,512,534

09/30/2023

Kittitas Valley Healthcare
Balance Sheet and Cash Flow

Statement of Cash Flow

	CASH
NET BOOK INCOME	4,585,724
ADD BACK NON-CASH EXPENSE	
DEPRECIATION	4,055,237
PROVISION FOR BAD DEBTS	
LOSS ON SALE OF ASSETS	
NET CASH FROM OPERATIONS	8,640,960
CHANGE IN CURRENT ASSETS (\$)	
PATIENT ACCOUNTS	(1,227,396)
OTHER RECEIVABLES	1,153,258
INVENTORIES	52,502
PREPAID EXPENSES & DEPOSITS	(697,801)
INVESTMENT FOR DEBT SVC	(640,501)
TOTAL CURRENT ASSETS	(1,359,938)
INVESTMENTS	(3,299,133)
PROPERTY, PLANT, & EQUIP.	(10,165,983)
OTHER ASSETS	0
TOTAL ASSETS	(6,184,094)
CHANGE IN CURRENT LIABILITIES (\$)	
ACCOUNTS PAYABLE	(664,931)
ACCRUED SALARIES	(1,160,906)
ACCRUED EMPLOYEE BENEFITS	57,237
ACCRUED VACATIONS	444,358
COST REIMBURSEMENT PAYABLE	(200,000)
CURRENT MATURITIES OF LONG-TERM DEBT	(653,459)
CURRENT MATURITIES OF CAPITAL LEASES	0
TOTAL CURRENT LIABILITIES	(2,177,701)
CHANGE IN OTHER LIABILITIES (\$)	
ACCRUED INTEREST ON 1998, 1999 UTGO	47,067
DEFERRED TAX COLLECTIONS	2,563
DEFERRED REVENUE - HOME HEALTH	23,804
DEFERRED INFLOW RIGHT OF USE	(57,737)
DEFERRED OTHER	0
TOTAL OTHER LIABILITIES	15,695
CHANGE IN LT DEBT & CAPITAL LEASES (\$)	
LTD RIGHT OF USE ASSETS	(911,184)
LTD - 2017 REVENUE BONDS	(473,459)
LTD - 2018 REVENUE BOND	(180,000)
LTD - 2018 LTGO & REVENUE REFUND BONDS	0
LTD - 2022 REVENUE BOND	0
CURRENT PORTION OF LONG TERM DEBT	653,459
TOTAL LONG-TERM DEBT & LEASES	(911,184)
OTHER POST EMPLOYMENT BENEFITS LIABILITY	0
TOTAL LIABILITIES	(3,073,190)
NET CHANGE IN CASH	(9,257,283)
BEGINNING CASH ON HAND	11,162,290
ENDING CASH ON HAND	1,905,006

Quarterly Capital Project Update

Surgery Expansion Project – Third quarter spending on the surgery expansion project totaled \$3,230,100. The balance in Construction in Progress for the expansion project as of 9/30/2023 is \$6,394,501. KVH did not draw down any funds from the LGIP investment pool in the quarter to pay for the expansion project.

Laboratory Expansion – The lab project construction is completed but invoices continue to trickle in. Through 9/30/2023 KVH has spent \$2,150,071. Third quarter spending towards the project totaled \$21,138. KVH has received \$389,060 reimbursement on 4/28/2023 from the legislature towards this project.

Energy Efficiency Project – The lighting, domestic hot water, ER fan wall and surgery fan wall phases of the project are completed. Through 9/30/2023, KVH has spent \$2,811,154 on the energy efficiency project. Third quarter spending towards the project totaled \$360,958. KVH began capitalizing \$2,450,196 of the completed portions of the project in May 2023.

Total spending for these projects in the third quarter was \$3,612,196.

Grant	Grantee/ Applicant	Funding Category	Funding Source	Amount	Status	Funds Leveraged/Complimented	Partnerships	Purpose
Opioid Implementation Grant	KCHN	Opioids	HRSA	\$1,000,000	Awarded	Opioid Planning and Opioid Resource Network Manager	KCHN Participants	Implement plan created in Opioid Planning Grant to address opioid addiction in our county
Care Coordination	KCHN	Care Coordination	HRSA	\$750,000	Awarded	HRSA Rural Health Network Development, GCACH	KCHN Participants	Funding to improve care coordination in our community
Community World of Difference	KCHN	Care Coordination	Cigna	\$100,000	WIP	HRSA Rural Health Network Development, GCACH, HRSA Care Coordination	KCH Participants	Funding to improve care coordination in our community
Rural Mental Health Integration	KVH	PCMH	UW/AIMS	\$245,000	Awarded	GCACH	Greater Columbia	Provides training and education for integrated mental health at FMCE
Child Care Partnerships Grant	KCHN	Child Care	WS Department of Commerce	\$80,000	Awarded		KCHN	Provides funding to explore options and strategically plan how to increase childcare capacity in our community
Drive Thru Vaccinations Clinic	KVH	Pharmacy/ Clinics	Capture Cares	\$24,879	Awarded			Funds to implement a vaccination drive-thru clinic for flu and child immunizations.
Rural Mental Health Integration	KVH	PCMH	UW/AIMS	\$245,000	Awarded	GCACH	Greater Columbia	Provides training and education for integrated mental health at FME
Capital Funding Request	District 2	Facilities	Washington State Legislature	\$761,080	Awarded			Capital Funding to assist in the construction of Station 99
Capital Funding Request	KVH	Facilities	Washington State Legislature	\$385,627	Awarded			Capital Funding to assist in the remodel of KVH Lab
Kittitas County Jail MAT and Behavioral Health RFP	KCHN	Behavioral Health	Kittitas County Corrections	\$600,000	Awarded	HRSA RCORP, HRSA Care Coordination	KCHN	KCHN is applying with a joint application with its partners to provide direct treatment services in the jail. Three year Contract
COVID-19 RHC Vaccine Funding	KVH	COVID	HHS	\$ 150,000	Awarded			Funding to assist in the COVID-19 Vaccination efforts
Early Learning Facilities Grant	Happy Feet Academy / KCHN / KVH	Child Care	Department of Commerce	\$1,000,000	Awarded	HRSA Care Coordination	KCHN	Funding would increase childcare capacity in our community
Opioid Implementation Grant	KCHN	Opioids	HRSA	\$1,000,000	Awarded	Opioid Planning and Opioid Implementation Grant	KCHN Participants	Expanding on the work of the first Opioid response grant
RCORP Behavioral Health	KCHN	Opioids	HRSA	\$2,000,000	Awarded	Opioid Planning and Opioid Implementation Grant	KCHN Participants	Funding would expand the work of the implementation grant to go beyond opioids and work to find solutions for other behavioral health issues
ALTA Training	KVH	Education/Staff Development	DOH	\$7,500	Awarded			Funding would support getting staff members through ALTA Language testing and help them to become certified.
Professional Development	KVH	Education/Staff Development	Hearst Foundation		Researching			Funding focuses on professional development and addressing healthcare professional shortages.
Coordinated Care	KCHN	Care Coordination	Coordinated Care Yakima Valley Community Foundation		Applied	HRSA Care Coordination		Funding focuses on improving care management for underserved populations and improinb service delivery for LGBTQ+ individuals
Care Coordination Expansion	KCHN	Care Coordination	Coordinated Care Yakima Valley Community Foundation	\$25,000	Applied	HRSA Care Coordination		Funding to extend care coordinators to fulltime.

Family Resource Center Capacity Building	KCHN	Care Coordination	DCYF	\$60,000	Applied	HRSA Care Coordination		Funding to provide care coordination for individuals and families at risk for abuse and neglect
Technical Education Grant	KVH	Education/Staff Development			Researching		School Districts, YVCC, Technical Programs, CHCW	In collaboration with school districts, technical schools, and health care providers, KVH is proposing strategic planning activities to create training programs for training new employees and addressing the workforce shortage. Currently searching for a grant program that will be a better fit for this work.
Cyber Security Grant Programs	KVH	IT	State and FEMA		Researching			Funds to implement and improve cyber security at KVH.
Strategic Prevention Framework	KCHN	Opioids	SAMHSA	\$1,875,000	Applied	Opioid Implementation, Care Coordination	KCHN Participants	Funds would assist in leveraging and expanding upon the work of the current opioid work the network is already doing with an emphasis on prevention. Funding is for \$375,000 per year for 5 years.
SANE Education and Service Reimbursement	KVH	Staff Development	DOH	\$37,677	Awarded			Funding to support Sexual Assault Nurse Examiners (SANE) educational opportunities including RN time and travel, supplies, backfill from other departments, KVH incentives for SANE RNs, and for SANE RNs time in performing examinations. Funds would reimburse for SANE Program activities for FY 2022
Behavioral Health Integration Grant	KVH		Washington State Health Care Authority	\$200,000	Awarded	UW/AIMS	UW/AIMS, KCHN	Funding to provide behavioral health integration AIMS model within KVH Pediatrics. Additional funding will be used to partner with KCHN for Care Coordination for Peds patients with complex needs.
Barclay-Giel Seed Grants	KVH	Staff Development	The PHS Commissioned Officers Foundation	\$10,000	Researching			Funding for disease and injury prevention that impacts community by promoting wellness, early detection, and early interventions with priority areas in health misinformation, health worker burnout, social connection, and youth mental health.
Pharmacy Clinic Med Refills	KVH	Staff Development	DOH Rural Health Clinic Innovative Programs	\$6,500	Awarded			<i>Funding for innovative programs in Rural Health Clinics. Funding will be used to expand the Med Refill project with pharmacy.</i>

* Grants under research may not have a grant amount associated yet

** Bold and larger fonts are new opportunities

*** Denied Applications

**** ***Bold, italicized, larger font size are newly awarded grants***

KITTITAS VALLEY HEALTHCARE

Capital Expenditure Board Narrative

Requesting Department: Labor and Delivery

Capital Item Requested: Infant Resuscitation Plumbing for Medical Air

Function of Project: Bring in medical air to Labor and Delivery unit to enhance the services.

Reason Requested: Labor and Delivery is going to have maintenance work done to walls, floors, and ceilings which provides optimal time to bring in medical gas and pipe it into Panda Warmers. The current practice is using mobile medical air tanks that need to be changed out during critical patient care as they run low. Bringing in medical gas will eliminate the worry and strain of changing tanks during patient care. This capital request is for the costs associated with the plumbing to bring in medical gas to three LDRP rooms, surgical suite, and two nurseries.

Budget: \$ 0

Actual Cost: \$140,247

Submitted By: Dede Utley, Chief Nursing Officer
Stacey Botten, Director of Family Birthing

Date: 10/26/2023

Community Relations October 26, 2023 Board Report

13th Legislative District Representative Meeting –

Senator Judy Warnick and Representative Alex Ybarra met with KVH staff, leadership, and Commissioner Ward on Wednesday, 10/18 to hear about the continuously changing and challenging healthcare environment in Washington State and the impact those changes are having on staff and patients in the Emergency Department and the spectrum of Women's Health services. Dede Utley and Cody Staub shared information on the increasing Emergency Department volumes, the increasing number of patients traveling from Yakima for services, and the impacts of the mental health crisis on our patient population and the staff caring for them. Stacey Botten and Dr. Wageneck talked about the fragility of OB care not only across the country but right here in Kittitas County. We were able to celebrate the success stories we have around our Blue Band Initiative, lactation services, and the 4th Trimester program. We also shared information on our MA and Pharmacy Tech development programs to help build our workforce. Commissioner Ward asked the Representatives to support our workforce with expanded funding for trainings, expanded schooling options for nurses and rural physicians, to help prevent rigid staffing standards and to always remember that rural healthcare is made up of a system of partners, and that system is very fragile. In the upcoming months, we will be following up with Representative Ybarra on possible funding opportunities for training and funding for EMS services in Upper County.

QAPI Development:

I'm happy to be partnering with Manda Scott on the Employer of Choice 2024 QAPI. Using the feedback we received from the Survey of Patient Safety, our goal next year is to be the employer of choice through a culture of communication, safety, and development for our employees. We will listen to the voices of the employees to drive improvement opportunities. We are finalizing our core team members and developing the 2024 action plan, which you will see in upcoming board meetings.

2023 Customer Experience – Fostering diversity, equity, and inclusion in our workforce

We went "live" with enhanced DEI data collection efforts on October 1. We have also initiated Unconscious Bias training for staff and have produced informational material for our patients and staff around why we are asking specific questions and what we will do with this information. As we roll out this new work, everyone is watching closely how the data flows through Oracle (i.e., Cerner) so we have a clear understanding of how to measure our success and subsequently work with the data.

Patient Family Advisory Committee (PFAC)

After falling victim to COVID, Toni Clayton, KVH Patient Experience Coordinator, and I are looking to relaunch the KVH PFAC in early 2024. We will start planning for this in mid-November. The PFAC is one way to hear the patient voice and engage our community in the work and changes happening throughout the organization. Please be thinking about anyone you feel would be a good fit for this work. We are looking to create a committee that is a diverse representation of our community. Erica is currently the Board representative for this committee, with Jon as the alternate.

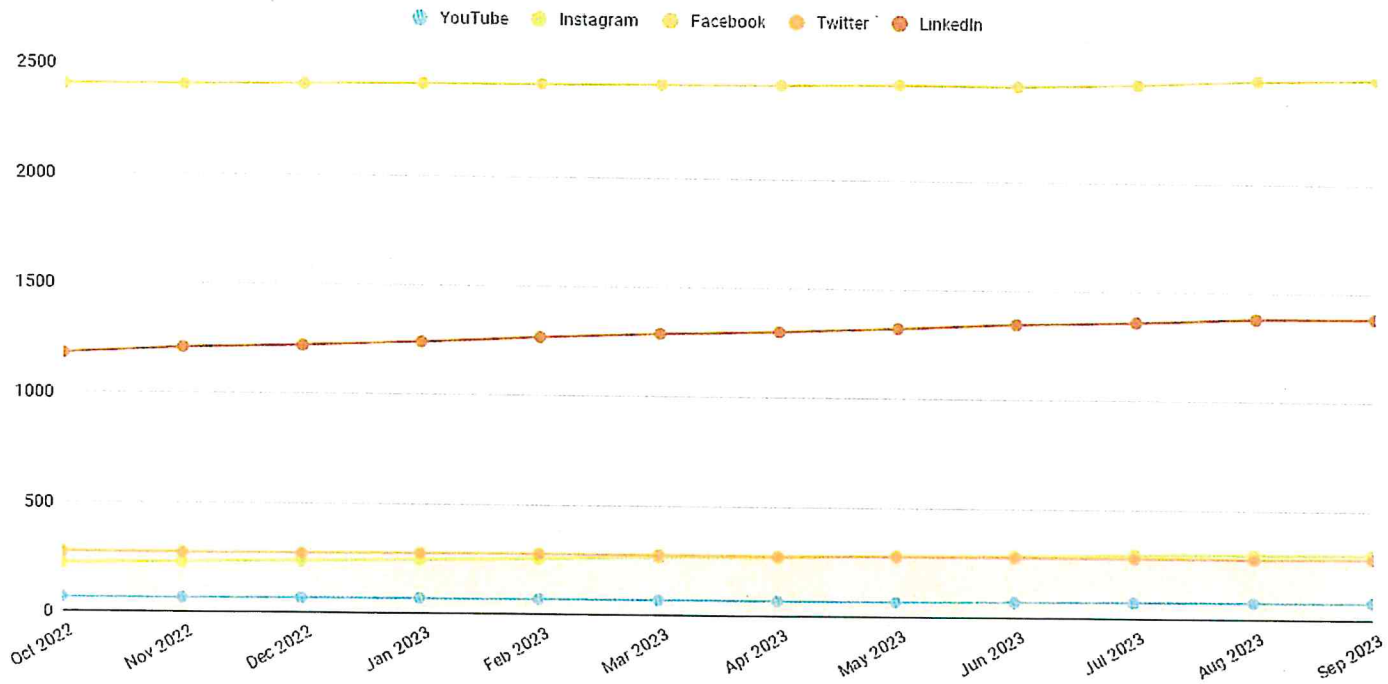
Mitchell Rhodes transition

Mitchell Rhodes, KVH Grant Writer, has been working in the fiscal services department under our CFO. Mitchell has a passion for outreach and would like to do more collaborative work in this area. As a result, effective October 22 he will be moving to the Community Relations team. Mitchell will continue to research, submit, and monitor grants for KVH while he also increases his work in developing and maintaining strong relationships and partnerships with other organizations in our community.

2nd Annual KVH Appreciation Banquet – Save the Date! December 2, 2023

Social Metrics Overview

Follower Growth

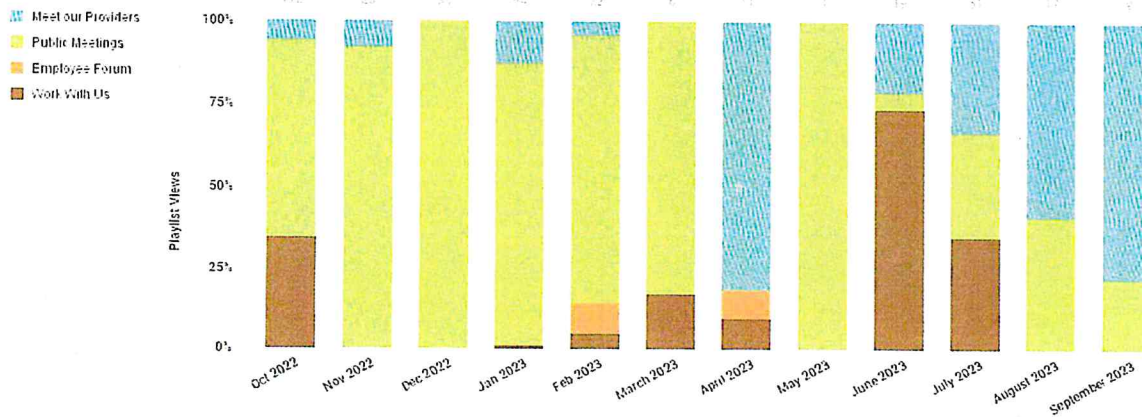


New Followers
25

Total Followers
4,204
↑ 0.27% since last month

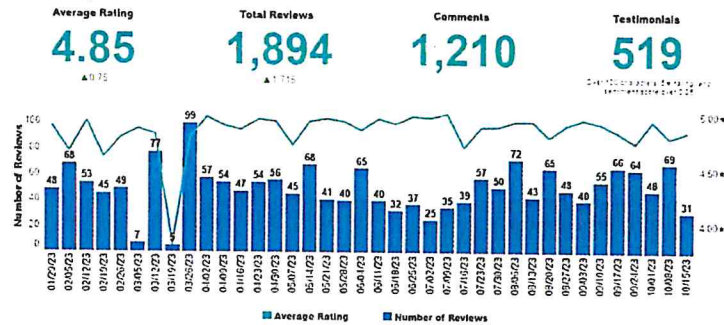
Growth
4,204
↑ 0.24% since last year

YouTube Playlist Views

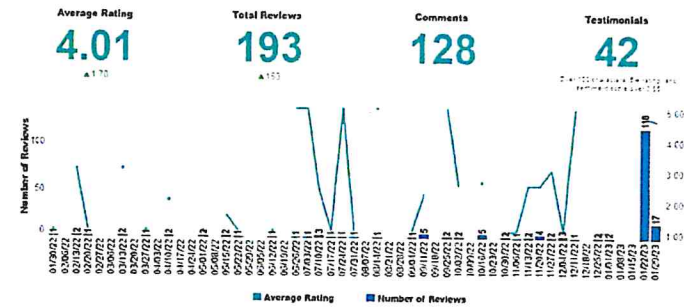


Reputation Management (rater8) –

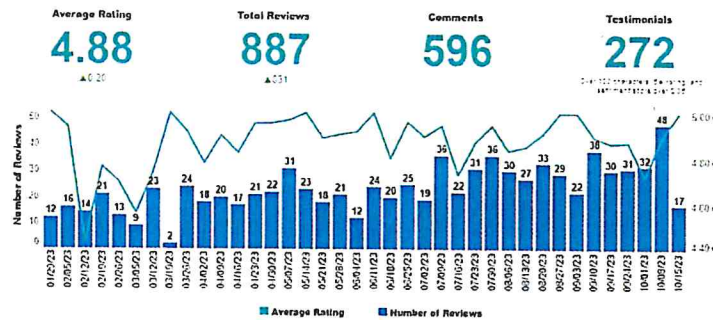
KVH Locations since go live on 2/1/23



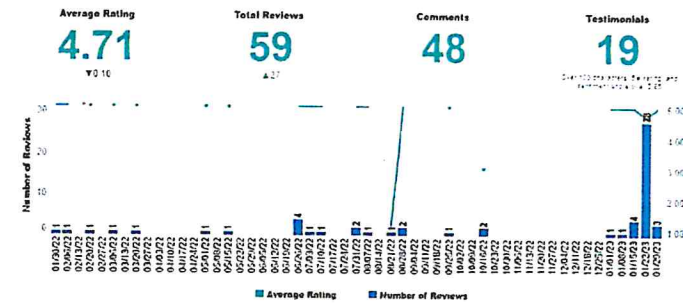
KVH Locations 12 months *pre go live*



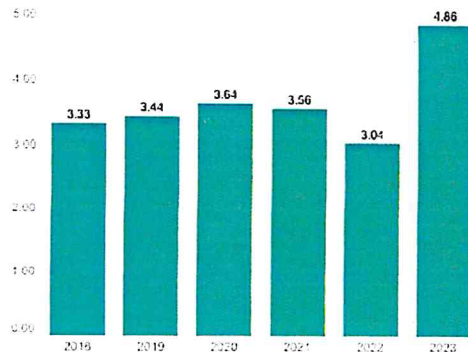
KVH Providers since go live on 2/1/23



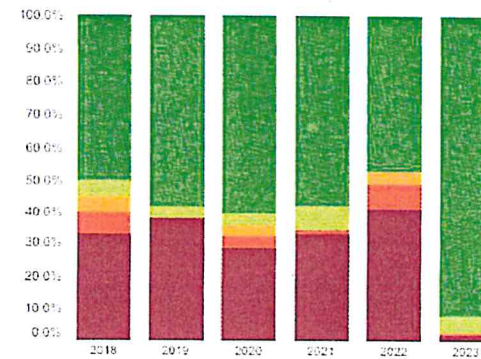
KVH Providers 12 months *pre go live*



Average Star Rating



Online Reviews Added by Star Rating



KITTITAS VALLEY HEALTHCARE
BOARD OF COMMISSIONERS
2024 COMMITTEES & MEETINGS

Standing Board Committee/ Assignments	Meeting Schedule	2023 Members	2024 Members	Alternates
Quality Improvement Council	Bi-Monthly – 3 rd Monday at 3:00pm	Chair: Matt Altman Terry Clark		<i>Erica Libenow</i>
Finance Committee	Monthly – Tuesday preceding Board Meeting at 7:30 am	Chair: Jon Ward Bob Davis		<i>Matt Altman</i>
Medical Executive Committee – Board of Commissioners Liaison	Monthly – 2 nd Wednesday at 5:15 pm	Matt Altman Jon Ward		<i>Bob Davis</i>
Compliance Committee	Monthly - 2 nd Thursday at 4:00 pm	Terry Clark		<i>Bob Davis</i>
Patient Family Advisory Committee (PFAC)	Quarterly	Erica Libenow		Jon Ward
The Foundation at KVH – Liaisons to Foundation’s Board	Bi-Monthly – 4 th Tuesday at 5:30 pm	Bob Davis		<i>Terry Clark</i>

Ad Hoc	Meeting Schedule	2023 Members	2024 Members	Alternates
Provider Values Alignment Committee	Varies	Bob Davis Matt Altman		<i>Jon Ward</i>
CEO Evaluation Sub-Committee	Varies	Matt Altman Terry Clark		N/A
Joint Districts Committee: Hospital Districts #1 & #2	Schedule to be determined	Erica Libenow Terry Clark		<i>Matt Altman</i>

Kittitas Valley Healthcare Board of Commissioners Planning Calendar 2024

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Regular Meeting	25 5pm	22 5pm	28 5pm	25 5pm	23 5pm	27 5pm	25 5pm	22 5pm	26 5pm	24 5pm	12/5 5pm Special Meeting	1/2/25 5pm Special Meeting
Standing Items		Board Self-Evaluation		Compliance Plan and Policies	Acceptance of Financial Audit			Approve Budget Assumptions (Operating & Capital)	Plan Board Retreat	Budget Hearing Annual CEO Evaluation Election of 2025 Officers Approve 2025 Board Committees 2025 Board Calendar	Approve 2024 Operating and Capital Budgets	Update 2023 Operating Budget 2025 QAPI Approval
Presentation Subject to Change												
EDUCATION, CONFERENCES & SPECIAL MEETINGS	1/30 WSHA Advocacy Day Olympia	2/11-2/14 AHA Rural Health Care Leadership Conference Orlando, FL		4/14-4/16 AHA Annual Meeting WA DC		6/27-6/28 AWPHD & WSHA Rural Hospital Leadership Conference Chelan, WA	7/21-7/23 AHA Leadership Summit San Diego, CA		TBD Federal WSHA Rural Advocacy Days WA DC	TBD WSHA Annual Meeting		

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Events				4/20 @ 5:30 pm Foundation Fundraiser Elks Ballroom Hotel Windrow								
Board Finance	23 7:30am	19 7:30am	26 7:30am	23 7:30am	21 3:00pm	25 7:30am	23 7:30am	20 7:30am	20 7:30am	22 7:30am	12/3 7:30am	12/31 7:30am
MEC	10 5:15pm	14 5:15pm	13 5:15pm	10 5:15pm	8 5:15pm	12 5:15pm	10 5:15pm	14 5:15pm	11 5:15pm	9 5:15pm	13 5:15pm	11 5:15pm
QI Council		12 3:00pm		8 3:00pm		10 3:00pm		12 3:00pm		15 3:00pm		9 3:00pm
Foundation Board	23 5:30pm		26 5:30pm	4/20 @ 5:30 pm Foundatio n Fundraiser	28 5:30pm		23 5:30pm		24 5:30pm		19 5:30pm	
Compliance	11 4:00pm	8 4:00pm	14 4:00pm	11 4:00pm	9 4:00pm	13 4:00pm	11 4:00pm	8 4:00pm	12 4:00pm	10 4:00pm	14 4:00pm	12 4:00pm
Strategic Planning												
Joint Districts												
HD #2	15 6:30pm	19 6:30pm	18 6:30pm	15 6:30pm	20 6:30pm	17 6:30pm	15 6:30pm	19 6:30pm	16 6:30pm	21 6:30pm	18 6:30pm	16 6:30pm

Emerging Topics:

WRHC Initiatives
 Kittitas County Health Department
 WRHA
 ACO
 WSHA/AWPHD