



KITTITAS COUNTY PUBLIC HOSPITAL DISTRICT No. 1
BOARD OF COMMISSIONERS' SPECIAL 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

November 30, 2023

- 1. Call Regular Meeting to Order**
- 2. Approval of Agenda ****
(Items to be pulled from the Consent Agenda) (1-2)
- 3. Consent Agenda ****
 - a. Minutes of Board Meetings: October 26, 2023 (3-7)
 - b. Approval of Checks (8)
 - c. Report: Foundation (9-10)
 - d. Minutes: Finance Committee October 24, 2023 (11-12)
- 4. Public Comment and Announcements**
- 5. Presentations:**
 - a. Safe Catch Award
- 6. Reports and Dashboards**
 - a. Quality – Mandee Olsen, Chief Quality Officer (13-20)
 - b. Chief Executive Officer – Julie Petersen
 - i. Humans Resources & Staff Development – Manda Scott (21-22)
 - ii. Expansion Project Update – Ron Urlacher (23-29)
 - c. Operations
 - i. Dede Utley, Chief Nursing Officer (30-31)
 - ii. Rhonda Holden, Chief Ancillary Officer (32)
 - iii. Stacy Olea, Chief of Clinic Operations (33-35)
 - d. Medical Staff
 - i. Chief of Staff, Roberta Hoppe, MD
 1. MEC Recommendations for Appointment and Re-Appointment ** (36)
 - ii. Chief Medical Officer, Kevin Martin MD (37-38)
 - e. Finance – Chief Financial Officer – Jason Adler (39-48)
 - i. Operations Report
 - ii. Capital Expenditure Request: GE Precision 500D X-ray System ** (49)
 - f. Community Relations Report – Michele Wurl, Chief Public Relations Officer (50-53)
- 7. Education and Board Reports**
- 8. Old Business**
 - a. CEO Annual Evaluation
- 9. New Business**



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10. Executive Session

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

11. Adjournment

Future Meetings

- January 4, 2024 Special Meeting
- January 25, 2024 Regular Meeting

Future Agenda Items



KITTITAS COUNTY PUBLIC HOSPITAL DISTRICT No. 1

BOARD OF COMMISSIONERS' REGULAR MEETING

KVH Conference Room A & B & Via Zoom

October 26, 2023

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

KVH STAFF PRESENT: Julie Petersen, Jason Adler, Manda Scott, Mandee Olsen, Ron Urlacher, Stacy Olea, Michele Wurl, Dede Utley, Tricia Sinek, Nassar Basmeh, Jeff Yamada, Kara Henderson, Katy Bellotti

MEDICAL STAFF PRESENT: Dr. Roberta Hoppe

1. At 5:00 p.m., President Matt Altman called the Budget Hearing to order. The Board members reviewed the 2024 budget with Jason Adler.

ACTION: On motion of Erica Libenow and second of Jon Ward, the Board members unanimously approved Resolution No. 23-04 adopting the 2024 budget.

ACTION: On motion of Erica Libenow and second of Bob Davis, the Board members unanimously approved Resolution No. 23-05 authorizing the regular property tax levy.

President Altman adjourned the Budget Hearing at 5:03 p.m.

2. At 5:04 p.m., President Matt Altman called the regular board meeting to order.

3. **Approval of Agenda:**

ACTION: On motion of Jon Ward and second of Erica Libenow, the Board members unanimously approved the agenda as presented.

4. **Consent Agenda:**

ACTION: On motion of Bob Davis and second of Terry Clark, the Board members unanimously approved the consent agenda as presented.

5. **Public Comment/Announcements:**

None

6. **Presentation:**

President Altman presented Safe Catch Awards for 2023 as follows: 2nd Quarter Clinical Award to Hanna Hester, Patient Care Technician, Emergency Services for

recognizing potential complications and taking practice action.; 2nd Quarter Non-Clinical to Terry Yenter, HR Division Assistant, Human Resources for following up on a hunch that something didn't seem right; 3rd Quarter Non-Clinical to Kristi Ridlon, Materials Management for taking action when she discovered water in the OR hallway.

Manda Scott, Chief Human Resource Officer and Patrick Gibney, Director of Training & Operations at AVADE gave a presentation on Workplace Violence Prevention. Scott reviewed the components of our Workplace Violence Committee as well as our strategies and education. Gibney stated that healthcare workers are ranked #1 for Workplace Violence events and further stated that healthcare workers are 5 times more likely to be assaulted than any other profession. Gibney reviewed the levels of training provided by AVADE

7. Reports and Dashboards:

Mandee Olsen reviewed the QI dashboard and summary as well as the topics that were covered at the last QI Council meeting. Olsen stated that out of 820 employees we are compliant with 608 with either being vaccinated or having received documentation for flu vaccines to date.

The Board members reviewed the CEO report with Julie Petersen. Petersen stated that the QAPI's are allowing us to develop care from the ground up and we will be creating some focus groups and reengaging with PFAC (Patient Family Advisory Committee).

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

Ron Urlacher stated that the expansion project is moving along. They are planning to pour concrete next week and will start to erect steel. Urlacher reviewed some of the construction progress pictures with the Board.

The Board members reviewed the operations report with Dede Utey, Nasser Besmah filling in for Rhonda Holden and Stacy Olea. Utey stated that Med Surg just welcomed their first international nurse. Olea stated that they have recruited two hospital nurses and they are in the process of expanding walk-in services in Rapid Access.

Chief of Staff Dr. Roberta Hoppe stated that the recent Chartis meeting was a big success and very well attended. Dr. Hoppe presented the MEC's recommendations for appointments and reappointments to the Board.

ACTION: On motion of Terry Clark and second of Erica Libenow, the Board members unanimously approved the appointments for Dr. Natalie Cassell, Dr. John Dawson, Dr. Lisa Galbraith, Dr. Richard George, Dr. Jacintha Raj, Rhonda Ramm, ARNP, Kelly Sargent, PA-C, Dr. Daniel Smith, Hanh Truong, CRNA and the reappointments for Dr. Brian Cox, Dr. Stewart Kerr, Dr. Sheila Lynam, Dr. Daniel Thorner, Dr. Andrew Gustavson, and Carissa Dahl, ARNP, as recommended by the Medical Executive Committee.

The Board members reviewed the Chief Medical Officer report.

Jason Adler reported on KVH's financial performance for September. Adler stated that our in-patient numbers continue to be lower due to lower amounts of deliveries and with the increase in observation patients. Adler stated that clinic visits were down in the month of September and 14% below budget due to provider absences. Adler stated that salaries continue to be below budget but that is offset by our locums and contracted services.

ACTION: On motion of Bob Davis and second of Jon Ward, the Board members unanimously approved the capital expenditure request for the infant resuscitation plumbing for medical air.

The Board members reviewed the Community Relations report with Michele Wurl. Wurl stated that she recently attended a meeting regarding the I-90 Vantage bridge rebuild that will begin in the spring. Wurl stated that they are expecting some significant delays due to lane reductions and it is expected to be a 4-year project.

8. Education and Board Reports:

President Altman stated that he and Commissioner Clark attended the annual WSHA meeting this week.

9. Old Business:

None.

10. New Business:

ACTION: On motion of Erica Libenow and second of Bob Davis, the Board members unanimously approved the 2024 Board Officers: Matt Altman as President, Jon Ward as Vice-President, and Terry Clark as Secretary.

ACTION: On motion of Erica Libenow and second of Jon Ward, the Board members unanimously approved the 2024 Board Committees.

The Board Calendar was reviewed and will be redistributed with date changes and additional meetings as they are scheduled.

President Altman reviewed the process used last year for the CEO evaluation and stated that the evaluation tool will be emailed out and they will then summarize it and meet with SLT.

11. Executive Session:

At 7:14 p.m., President Altman announced that there would be a 6-minute recess followed by a 20-minute executive session regarding real estate and personnel. RCW 42.30.110(b)(g). Action was anticipated.

At 7:40 pm, the meeting was reconvened into open session.

ACTION: On motion of Erica Libenow and second of Bob Davis, the Board members unanimously authorized Administration to establish a minimum wage of \$18.00 per hour for the noncontract employees of the district effective for the calendar year 2024. Further, the Board encouraged administration to negotiate wages for employees covered by collective bargaining agreements to ensure that the \$18.00 minimum wage is reflected in the 2024 wage scales for employees covered by collective bargaining agreements.

12. Adjournment:

With no further action and business, the meeting was adjourned at 7:42 p.m.

CONCLUSIONS:

1. Motion passed to approve Resolution No. 23-04 for adoption of the 2024 Budget.
2. Motion passed to approve Resolution No. 23-05 for authorization for the 2024 Regular Property Tax Levy.
3. Motion passed to approve the board agenda as presented.
4. Motion passed to approve the consent agenda as presented.
5. Motion passed to approve the reappointments as recommended by the Medical Executive Committee.
6. Motion passed to approve capital expenditure request for the infant resuscitation plumbing for medical air.
7. Motion passed to approve the slate of Board Officers for 2023.
8. Motion passed to approve the Board Committee assignments for 2023.

9. Motion passed to establish a minimum wage of \$18.00 per hour for the noncontract employees of the district effective for the calendar year 2024. Further, the Board encouraged administration to negotiate wages for employees covered by collective bargaining agreements to ensure that the \$18.00 minimum wage is reflected in the 2024 wage scales for employees covered by collective bargaining agreements.

Respectfully submitted,

Mandy Weed/Jon Ward
Executive Assistant, Board of Commissioners



DATE OF BOARD MEETING: November 30, 2023

ACCOUNTS PAYABLE CHECKS/EFTS TO BE APPROVED:

#1	AP CHECK NUMBERS	<u>297780-298569</u>	NET AMOUNT:	<u>\$9,090,098.39</u>
		SUB-TOTAL:		<u>\$9,090,098.39</u>

PAYROLL CHECKS/EFTS TO BE APPROVED:

#1	PAYROLL CHECK NUMBERS	<u>82160-82161</u>	NET AMOUNT:	<u>\$3,842.71</u>
#2	PAYROLL CHECK NUMBERS	<u>82162-82164</u>	NET AMOUNT:	<u>\$5,492.77</u>
#3	PAYROLL DIRECT DEPOSIT	<u>EFT</u>	NET AMOUNT:	<u>\$1,587,127.06</u>
#4	PAYROLL DIRECT DEPOSIT	<u>EFT</u>	NET AMOUNT:	<u>\$1,752,170.32</u>
		SUB-TOTAL:		<u>\$3,348,632.86</u>

TOTAL CHECKS & EFTs: \$12,438,731.25

Prepared by

Sharoll Cummins
Sharoll Cummins
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 \$14,950.00 which was presented to KVH by Rodeo Board President, Carl Jensvold, in mid-October. Additionally, long-term community partner, Gard Vintners, donated \$1 per every glass and \$3 for every bottle sold during October to the TETWP fund. We are grateful for the support of our generous partners who help fight breast cancer locally.



Annual Appeal

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

The Foundation’s 5th annual Gobble Wobble 5K fun run benefitting Community Wellness was November 11, at Rotary Park. Our largest event to date featured over 62 runners who braved the cold conditions.



Benefit Dinner

Save the date! Our 20th Annual Fund-A-Need Benefit is slated for Saturday, April 20, 2024, at the Hotel Windrow.

Respectfully submitted,
Laura Bobovski, Assistant
The Foundation at KVH

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

November 28, 2023

Tuesday

7:30 A.M.

Join Zoom Meeting

<https://us06web.zoom.us/j/82788146652?pwd=bgeKlx2wF34bVUigNE69o4z69DIK7f.1>

Meeting ID: 827 8814 6652

Passcode: 714652

Dial by your location

877 853 5257 US Toll-free

888 475 4499 US Toll-free

Meeting ID: 827 8814 6652

AGENDA

- **Call to Order**
- **Approval of Agenda**
- **Approval of Minutes: October 24, 2023**
- **October Financial Highlights**
- **Capital Expenditure Request**
 - **GE Precision 500D R&F X-ray System - *Lease Buyout***
- **Adjourn**

Next Meeting Scheduled: January 2, 2024 (*Tuesday*)

Kittitas Valley Healthcare
Audit & Finance Committee Meeting Minutes
October 24, 2023

Members Present: Jon Ward, Bob Davis, Jerry Grebb, Julie Petersen, Jason Adler

Members Excused: NA

Staff Present: James Sivonen

Guests Present: Bonnie Vidonne

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 Sept 26, 2023 minutes. Both motions passed.

Jason presented the highlights of the September 2023 financial results. Statistics show a shift from inpatient services to more outpatient services. This is reflected in revenue. Revenue was below budget by \$208,828. Statistics are mixed with ER visits consistently exceeding budget while clinic visits fell below budget for the month by 14.0%.

Expenses exceeded budget by \$448,723. Professional fees exceeded budget as related to the continued use of Locum's providers in Woman's Health, Pediatrics, Internal Medicine, Emergency Services, and a new contract for expanding Anesthesia Services. Extended leaves of absences have contributed to the increased locum utilization and decrease in clinic visits. The result is an operating income of \$204,756 for September 2023. With non-operating being positive, the September 2023 net income is \$408,092. Day's cash on hand is 205.1. The details are in the CFO Report.

Bonnie Vidonne, Materials Management Director, presented to the committee some projects her team has been focused. These include GHX vender pricing system implementation, DJO orthopedic implants pricing negotiations, and office supply standardization and cost savings efforts.

With no further business, the meeting was adjourned at 8:25 a.m.



QUALITY IMPROVEMENT REPORT – Mandee Olsen, BSN RN CPHQ
November, 2023

Welcome DOH!

KVH had a surprise one-day visit by a DOH/CMS inspector on Tuesday, November 7th related to an EMTALA concern. Because the investigation is related to both federal and state regulation, the report on their findings may take several weeks for both CMS and DOH to review and finalize. Once we receive the report, we have 10 calendar days to return a plan of correction, if there are any findings of noncompliance. We have heard that DOH/CMS is making its way through a large backlog of complaints that were delayed during the COVID-19 pandemic, or were deferred to hospital licensure inspection surveys. We are anticipating we may have another visit by inspectors before the end of the year.

Speaking of hospital licensure surveys, on Tuesday, November 14th, two surveyors from the DOH arrived to inspect our compliance with state hospital licensing requirements, laws, and regulations. They have to survey every three years, with their last visit being in 2021. Their processes included:

- Observations of care and staff work
- Inspections of buildings and care areas
- Interviews with patients and staff
- Reviews of documents, records, policies, meeting minutes, etc.

Normally the Fire Marshal also accompanies the nurse and environment of care surveyors, but this survey, the Fire Marshal arrived separately on Monday, November 20th, and completed the final exit meeting of the inspection that day. The surveyors have 10 business days to provide us with our final report. We will then have 10 calendar days to submit a plan of correction for any identified deficiencies.

In all cases, KVH staff were praised for their friendliness, responsiveness, and transparency. Huge thank you to everyone involved.

QAPI (Quality Assessment and Performance Improvement) “Refresh”

We will be preparing our final QAPI plans to go to QI Council December 11th. The drafts were sent to board members, please provide any comments or feedback as soon as possible. QI Council will then make a recommendation to the board about whether to approve the QAPI plan and QI Dashboard at the January 4th board meeting.

Quality Improvement Dashboard Data Summary – through September 2023

Summary of Areas Meeting Goal or Showing Improvement

- FM-E, FM-CE, and IAM all above goal for fall risk screening for three months!



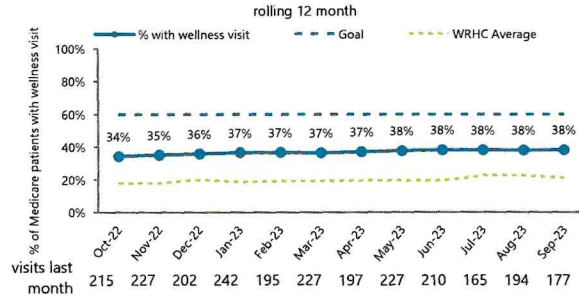
- *Improvement* in management of oral medications increased to 77% in September, and no patients had a decline
- Sepsis care remained above goal
- Median time to ECG was under the 10 minute goal.
- Restraints documentation in MS/CCU has been 100% for four months.
- There were no surgical site infections or other hospital acquired infections for two months.
- There were no needlesticks or other bloodborne pathogen exposures fir the last three months.
- No adverse medication events reported in the month of September.

Summary of Improvement Opportunities

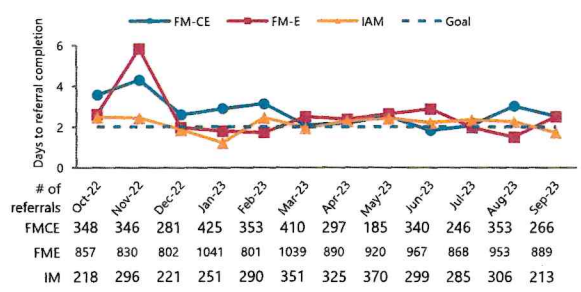
- We will be starting to limit our alternate start dates, and so expect that measure to decline, before improving. Alternate start dates are meant to only be used in an emergency.
- The median time to lytics was higher than goal. Improvement in pharmacy communication and labeling has been initiated.
- There was one fall in the month of September that resulted in a skin tear.
- Cluster of cases identified as a delay in radiology reads. Ongoing monitoring and improvement plans are in place. Fortunately, none of the reports of occurrences that required additional monitoring resulted in any patient harm.

QI Council

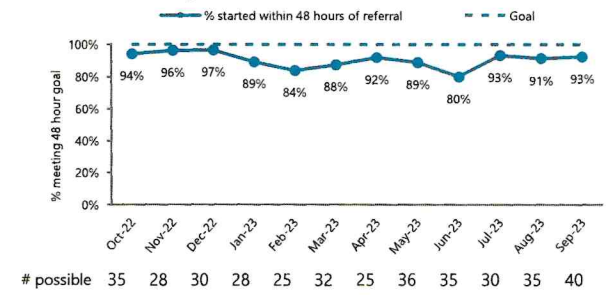
Medicare Wellness Visits



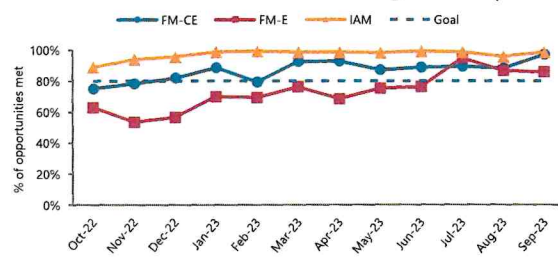
Time to Outbound Referral Sent



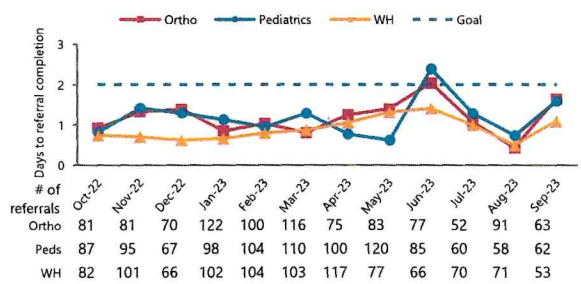
Timely Start for Home Health



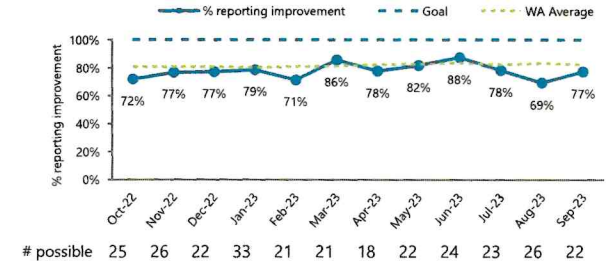
Fall Risk Screening



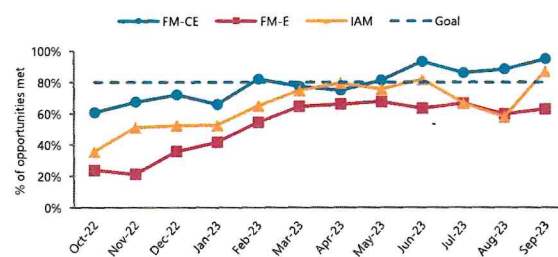
Time to Outbound Referral Sent



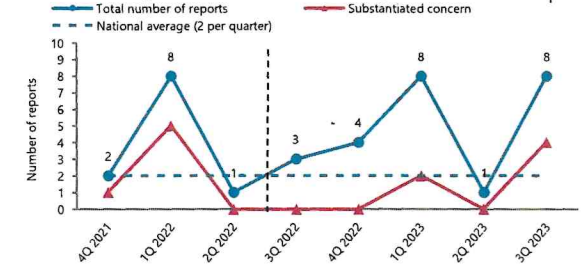
Improvement in Management of Oral Meds (Home Health)



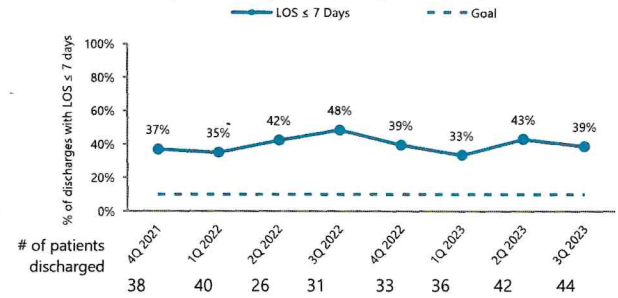
Diabetic Foot Checks

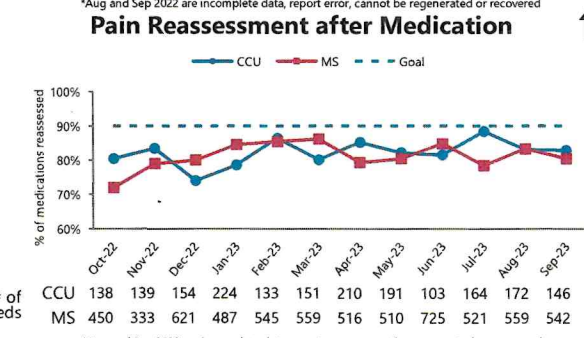
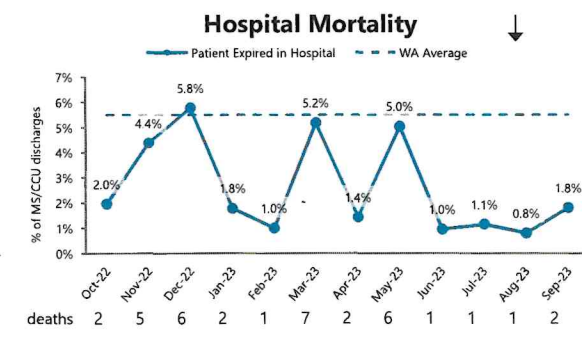
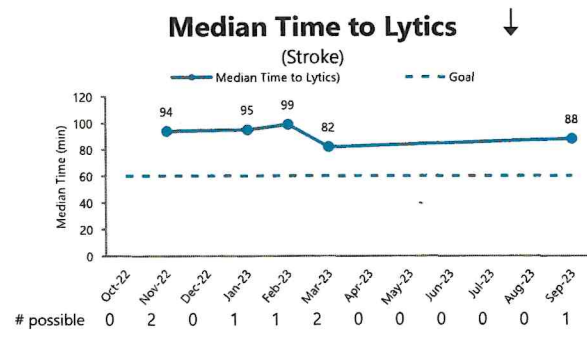
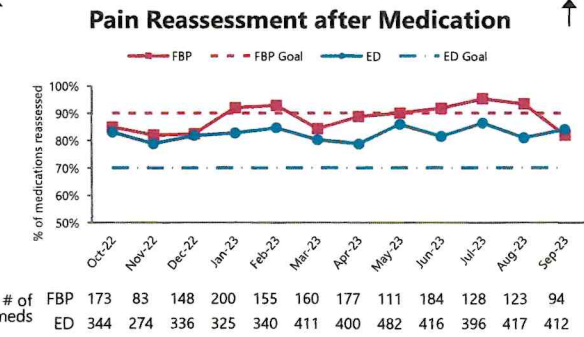
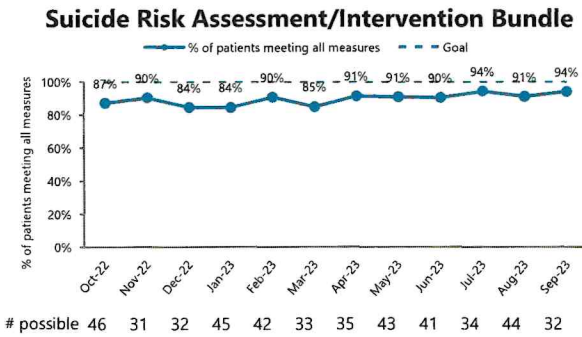
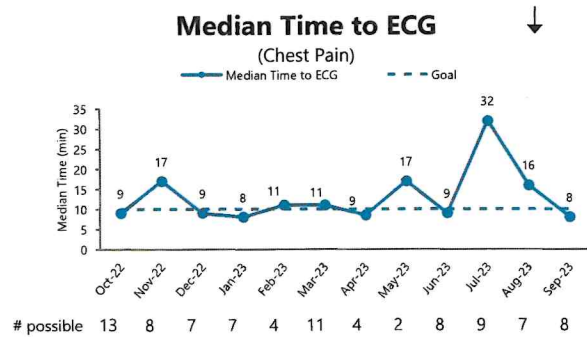
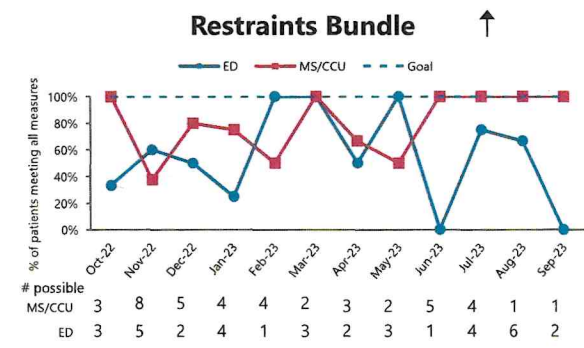
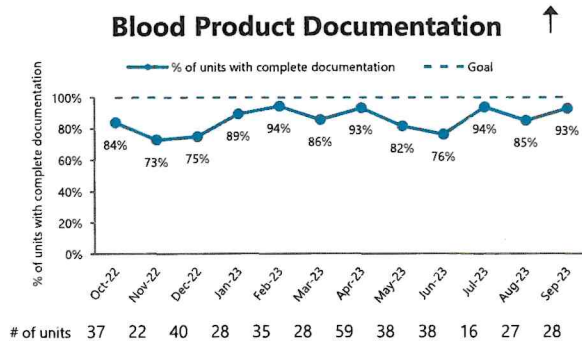
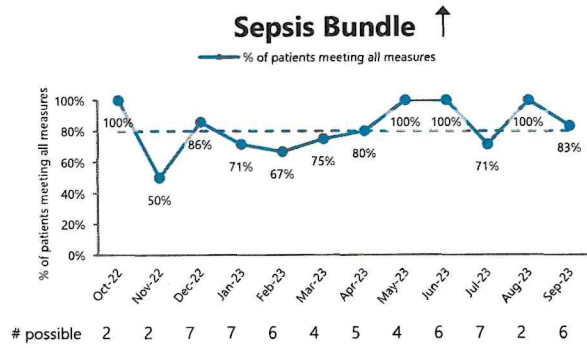


Compliance Concerns Reported

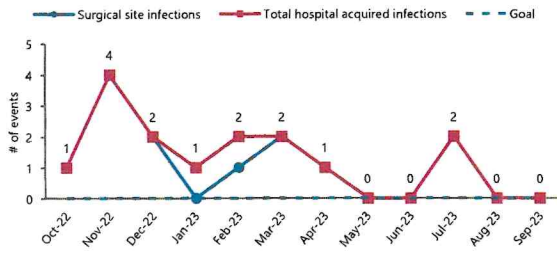


Hospice Length of Stay ≤ 7 Days

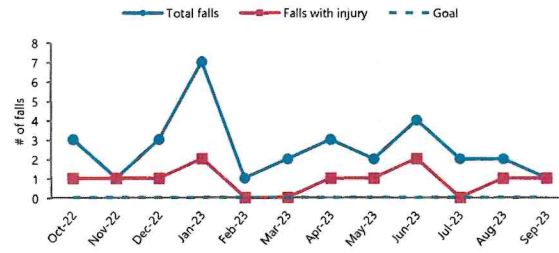




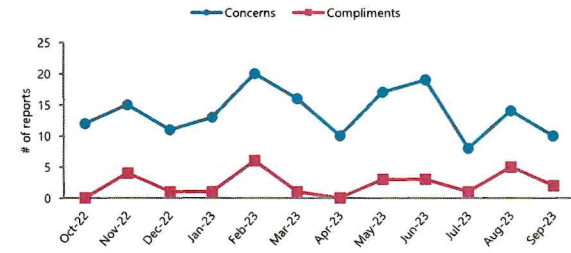
Hospital Acquired Infections



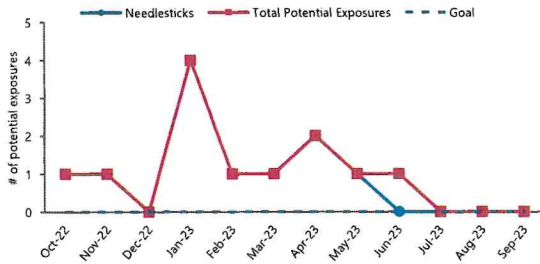
Falls



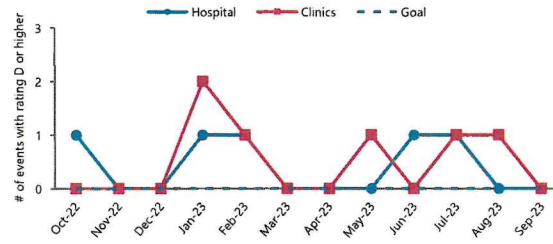
Care and Service Reports



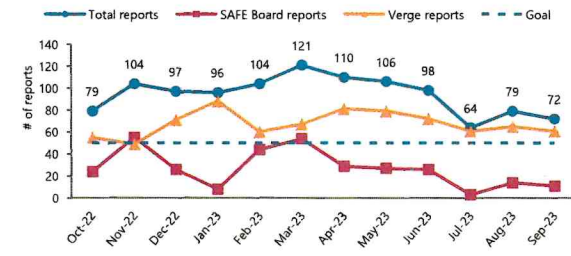
Potential Bloodborne Pathogen Exposures



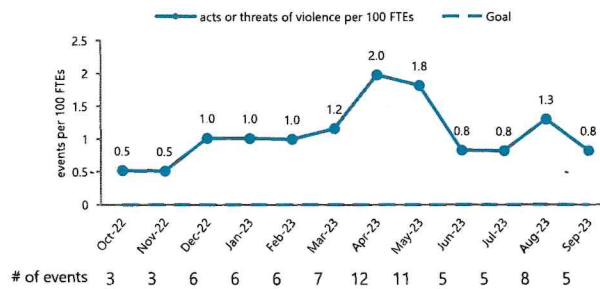
Adverse Medication Events that require additional monitoring or cause patient harm



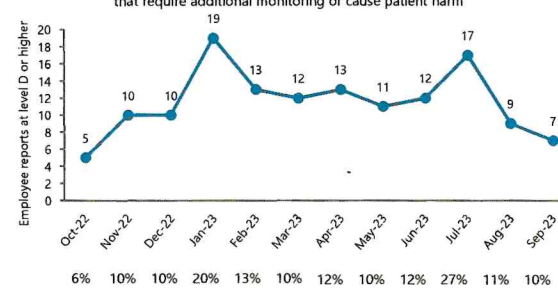
Employee Reports



Workplace Violence Events

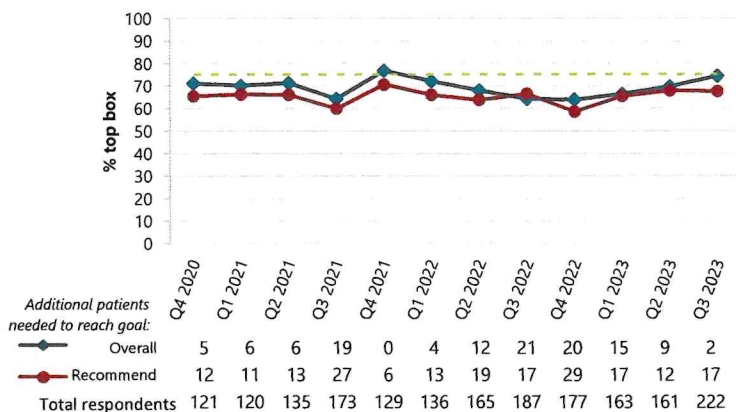


Reports of Occurrences that require additional monitoring or cause patient harm

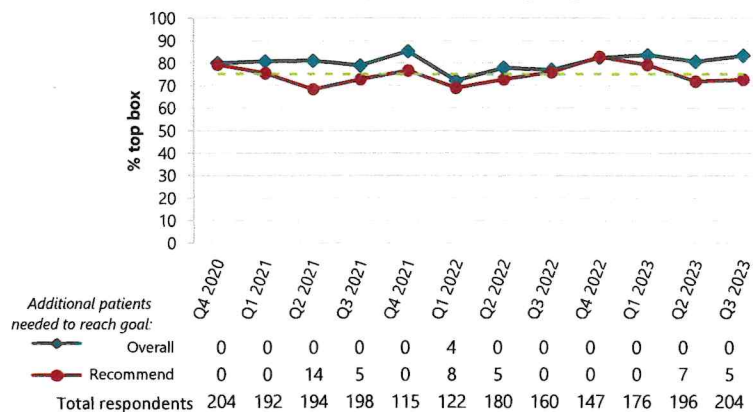


Patient Satisfaction Dashboard

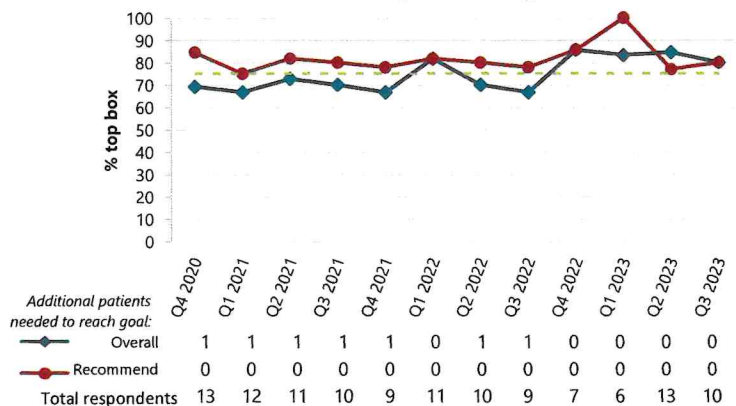
Emergency Department



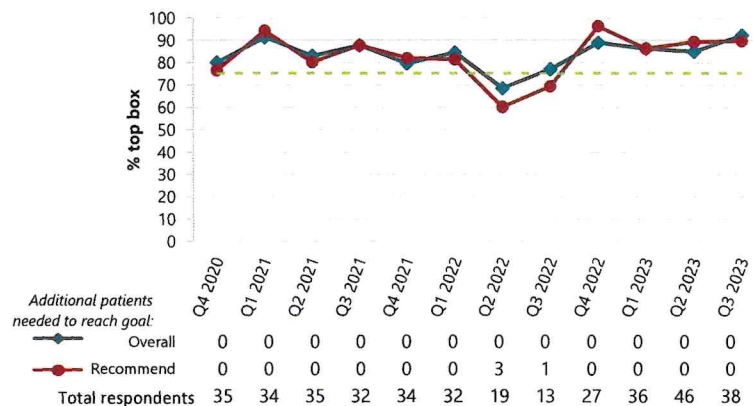
Outpatient Surgery



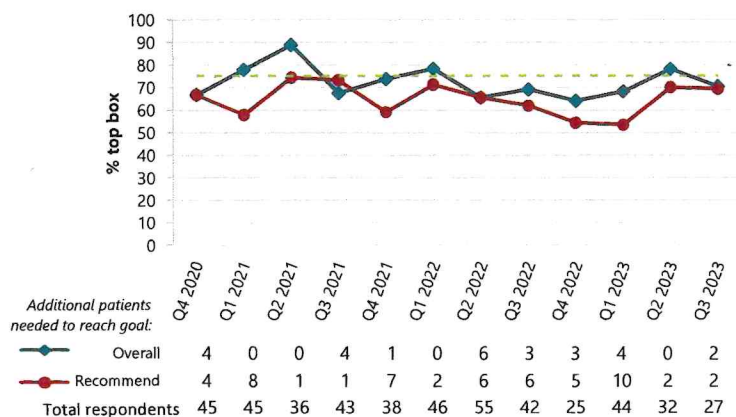
Family Birthing



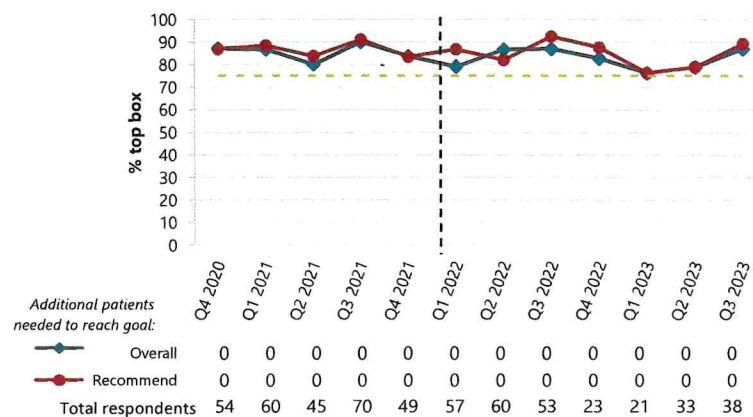
Outpatient Rehab



MedSurg/CCU

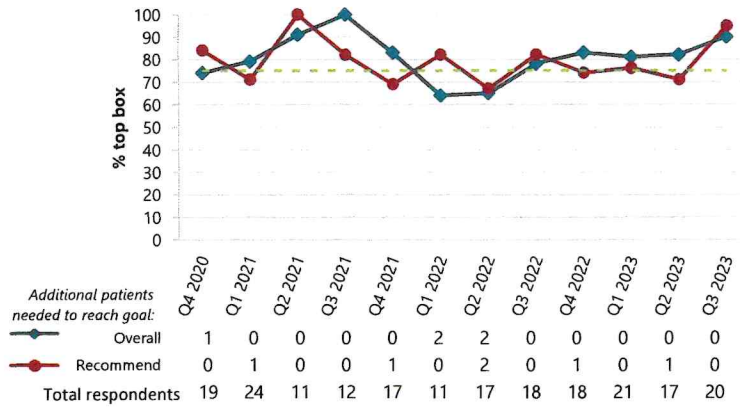


Urgent Care - Cle Elum

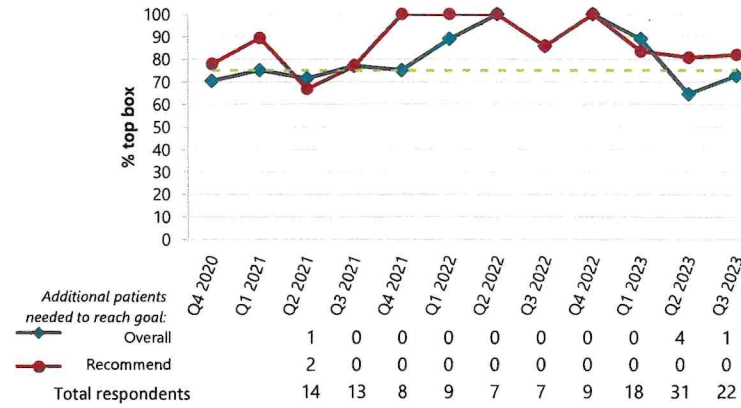


Patient Satisfaction Dashboard

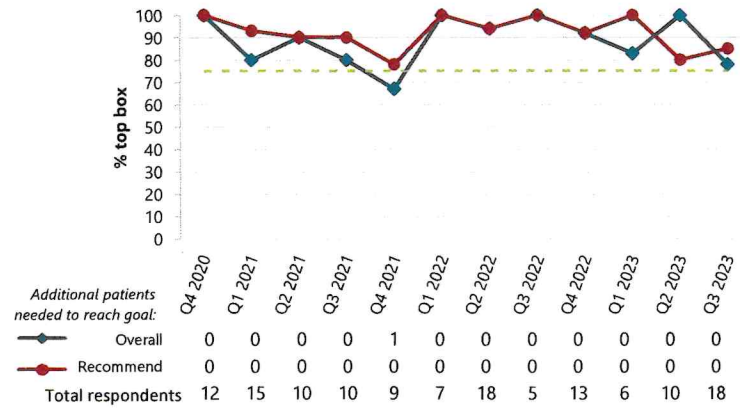
Home Health



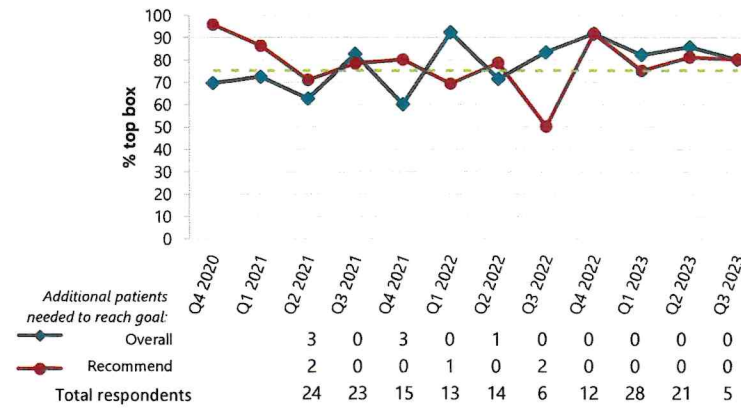
ENT & Allergy



Hospice

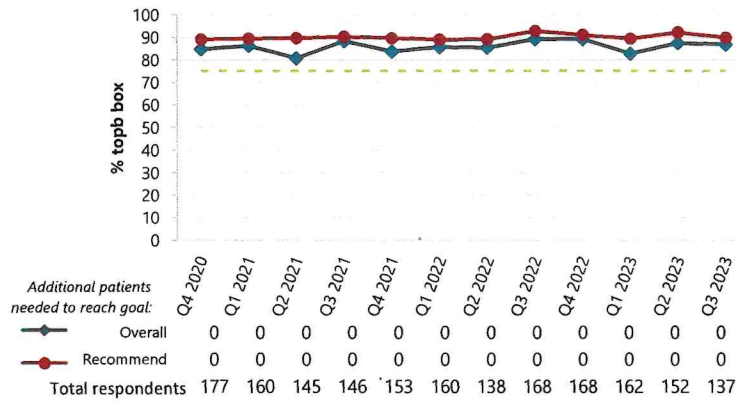


Pediatrics

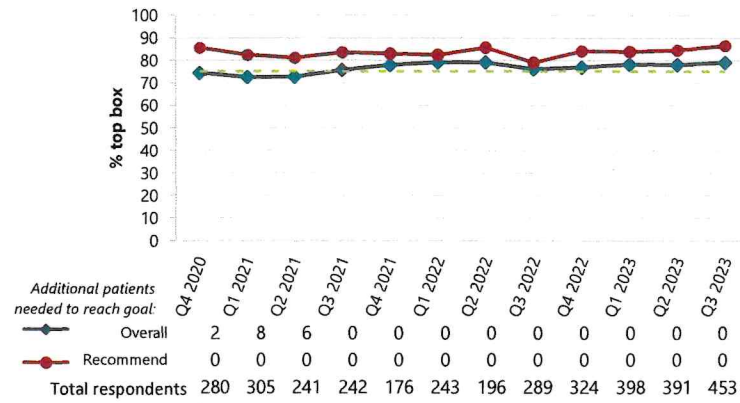


Patient Satisfaction Dashboard

Family Medicine - Cle Elum

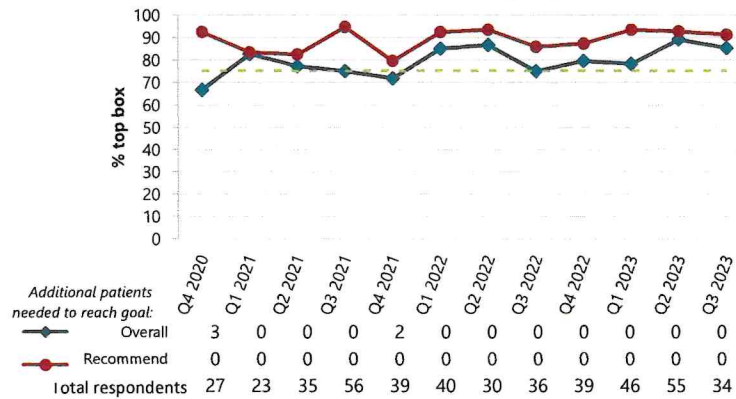


Family Medicine - Ellensburg

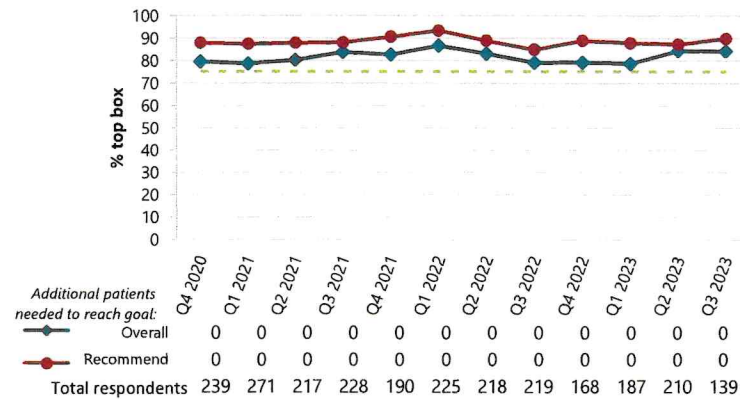


*also contains Dermatology and Orthopedics at the MAC

General Surgery

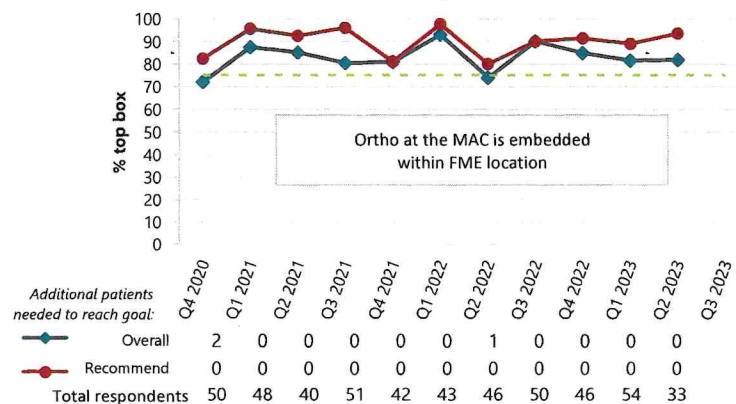


Internal & Adult Medicine

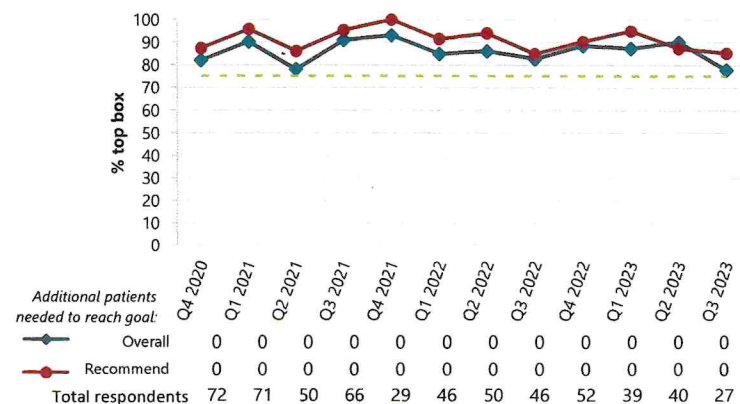


*also contains Cardiology and Neurology specialty services

Orthopedics



Women's Health



Human Resources & Staff Development- November 2023

October 2023 Metrics

<i>Employee Population</i>				
	<i>21-Oct</i>	<i>23-Sept</i>	<i>23-Aug</i>	<i>23-Jul</i>
Full-time	518	517	517	512
Part-time	106	105	105	110
Per Diem	135	135	135	133
Total Employees	759	757	757	755

<i>Turnover</i>			
	<i>YTD</i>	<i>23-Oct</i>	<i>2022 Year End</i>
Turnover (People)	162	23	149
Turnover (Percentage)	21.25%	3%	20%
Voluntary	152	22	140
Involuntary	10	1	9

<i>General Recruitment</i>				
	<i>23-Oct</i>	<i>23-Sept</i>	<i>23-Aug</i>	<i>23-Jul</i>
Open Postings	15	30	24	24
Unique Applications Received	247	211	271	177
Employees Hired	21	17	16	12
Time to Fill (Median)	73	37	44	49.5
Time to Fill (Average)	69	30.4	62.16	48.17

<i>Annual Evaluations</i>	
	<i>YTD</i>
Percent complete	82.3%
Total evaluations over due	178
# of employee evals over due	152
# of provider evals over due	26

Recruitment: The Time to Fill numbers are significantly higher this month as a Patient Access Representative position was posted in February and was not filled until October as well as a Home Health Aide position posted in July and filled in October. The Medical Assistant Apprenticeship kick-off was held in October with two internal candidates and one returning employee. In addition to the high number of external hires (21), we had a fairly high number of internal job offers as well (10). October was a successful month for the Employee Referral Program - two Registered Nurses, a Home Health Aide and a Clinic Medical Assistant were all referred and hired.

Student and Volunteer Services: Currently we have 27 learners on-site from the following groups: 2 Pharmacy students, 2 Nursing students, 7 Imaging Tech students, 1 Sterile Processing student, 7 Job Shadow students, 1 Dietetic Intern, 3 Nurse Practitioner students, 1 Physician Assistant student, 1 Medical student, and 2 Family Medicine Residents. On 11/30 we completed our third high school outreach event with students visiting for the day to learn about jobs in healthcare. We hosted students from Cle Elum-Roslyn, Ellensburg, Ellensburg Alternative, Kittitas and Thorp High Schools. These sessions have been a great opportunity to showcase our apprenticeship programs and educate the students about the variety of career options in healthcare beyond what they have seen in the media. We appreciate the collaboration with our local high schools in arranging these outreach events.

Recently our new volunteers have been very interested in helping with the Reach out and Read program at KVH Pediatrics. In this role the volunteer reads to children waiting for their appointment in the Pediatric clinic lobby, showcases the books that are available through Reach out and Read, and explains how they will receive one of these books at their well-child appointments. We now have four volunteers helping with Reach out and Read. Three of these volunteers are students in the CWU Child Development and Family Science program. It has been great to have these students helping us serve our patients and the students are excited to apply what they are learning in school when they volunteer. In turn we have been able to help the students meet the practicum requirements of their program by volunteering at KVH. This creates a volunteer experience that is a win-win-win for everyone.

Labor Relations: Since the last board meeting, we have continued discussions with Teamsters regarding our proposal for \$18.00 KVH minimum wage. KVH offered an MOU to increase wages to this minimum. As we are not in a negotiations year with Teamsters, this is a special offer from KVH. This is still in progress.

Staff Development: Our team had an exciting month in staff development. We began with a successful first TeamSTEPS training and are currently working hard behind the scenes to improve it even further. We received positive feedback from our staff on the TIPS (infection control) pilot training, and we are discussing annual compliance for the upcoming year. Some of our objectives include decreasing time spent and increasing diverse training modules and delivery. Lastly, we are happy to report that our staff members continue to pass the Spanish proficiency examination and show interest in this certification.

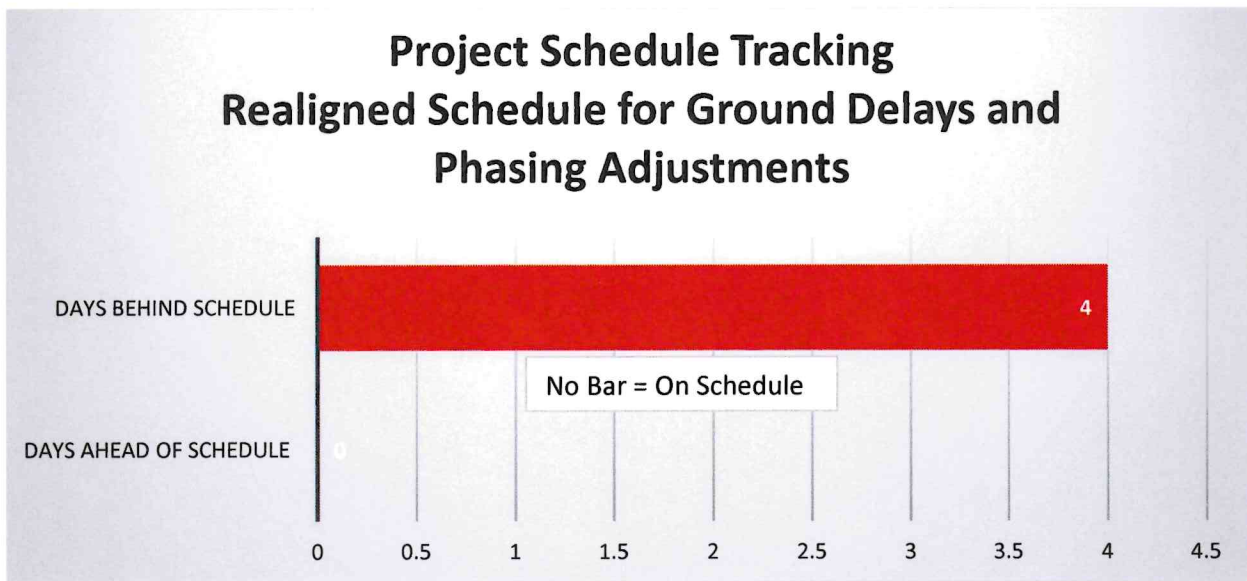
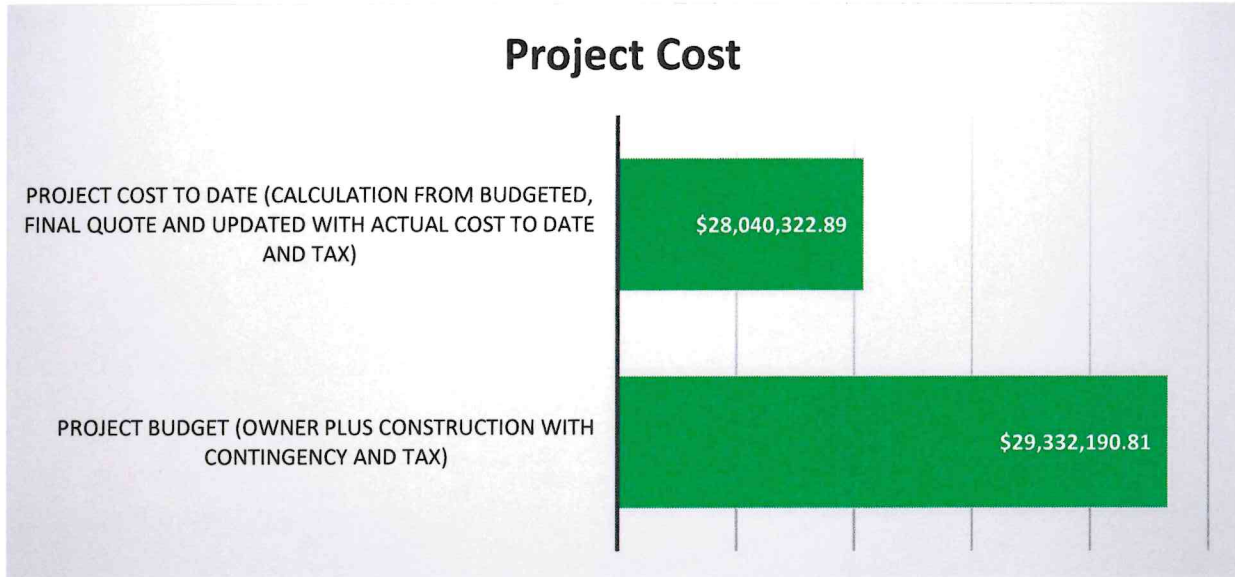
Leadership Development: Julie and Manda continue to meet with all new leaders (and newly promoted) to discuss leadership philosophy and resources at KVH. We had great meetings in October with Jason Adler, Dave Swory, Carolyn McCain, Cody Staub, and James Sivonen. We have another great group of new leaders!

Additionally, we offered training to our Nursing Directors on working with our lawyer to learn about labor relations.

Total Rewards: October was busy with benefits and open enrollment preparation with the Benefits Advisory Committee. We had our 2023 Benefits Fair with just over 100 employees who visited. The vendors all indicated they were consistently busy throughout the afternoon. Thanks to everyone who put this together!

HR Operations: We are sad to say that Rhonda Pruitt, our HR Recruiter, has accepted a different role here at KVH. We thank her for the nearly 200 hires year-to-date (!!!!!) and wish her nothing but the best on this next adventure. We are recruiting for our Recruiter with interviews taking place over the next few weeks.

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.
- 11/20 we received notice that the instrument air compressor is 23 weeks out. An apparent problem with the manufacturer. This puts us at the end of April. Schedule puts phase one completion at the early May. We are working with the

manufacturer to reduce lead time. One interim solution may be to pipe the existing nitrogen gas system to the equipment that needs this air.

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

- I am currently tracking all activities that will, or have the potential to disrupt hospital operations. There are 2 other project that will affect hospital operations and those are the new OR HVAC equipment and ducting, and new surgical lights and boom arms in the existing OR's. See Phase 1 Owner Planning Details action decision log
- There is a second team that will focus on the operational continuity side during construction.

Item	Follow up	Point Person	Item Start Date	Item Due Date	Status
Phase 1 Owner Planning Details					
OPS North Rooms Move					
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. This work reviewed with Walker and is contractor responsibility.	Ron	10/12/2023	10/30/2023	Complete
Track down source of undocumented industrial cold water line. Line will need to get demoed.	source found and serves ice machine.	Trent	10/16/2023	10/20/2023	Complete
Provide temporary water sources to ice machine	Ron detailed out plan. Trent to pipe to new sources and shut off water to industrial cold.	Ron/Trent	10/16/2023	10/27/2023	Complete
Submit infection control plan to IC for OPS north	Temporary wall will go up to structure. North side of temporary wall will be outside. 10/17 Reviewed Walker plan at meeting. 10/17 sent my updates to Nicole and was approved.	Ron	10/9/2023	10/30/2023	Complete
Install monitor on temp wall.	10/17 discussed at meeting. 10/17 emailed John with change. 10/19 John looking into using smaller monitor at nurse station.	Ron/John	10/24/2023	10/27/2023	Complete
Balance SOP so positive pressure by adding supply air and reducing return air.	Document air flow readings and AHU conditions. Planned reviewed by IC and approved.	Ron/Trent	10/23/2023	10/31/2023	Complete
Install room pressure monitor on temp wall	Work with contractor to until target pressure achieved	Ron	10/27/2023	10/31/2023	Complete
Pin down dates for demo work so particulate count can be scheduled.	Demo will be week of 11/6	Ron	10/20/2023	10/23/2023	Complete
Schedule particulate count for during SOP demo work	Test Com will be here 11/6 during demo work.	Ron	10/20/2023	11/3/2023	Complete
OR Equipment Room					
Submit infection control plan for wall construction and on going demo work this area	Submitted 10/20.	Ron/Nicole	10/20/2023	10/23/2023	Complete
Move all items out of OR equipment storage for construction of temp wall	Amy created plan. Needs to happen Thursday afternoon.	Amy	10/26/2023	10/26/2023	Complete
Terminal clean OR equipment room before return of equipment	Notified Rick to terminal clean early morning 10/30	Rick	10/30/2023	10/30/2023	Complete
Balance OR to achieve positive pressure during construction	Document air flow readings. Supply air grills are on the construction side of temp wall and need to be moved to clean side. Balance will happen after that. 11/7 Wade said no further work until vent is moved. Will move vents 11/16. will balance 11/21.	Ron/Trent	10/23/2023	10/26/2023	Ready
IT work needed	John to review equipment room walls and demo any cabling in walls scheduled to get demoed. 10/31 no update. 11/7 John noted no cable in that room.	John	10/23/2023	10/26/2023	Complete
Temporary Breakout Room					
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.	May move early if all ready	Bonnie	10/26/2023	10/26/2023	Complete
Submit infection control plan to IC for MM work	Walker to have to by 10/12. Ron modified 10/20 and sent to IC for review	Ron/Nicole	10/9/2023	10/13/2023	Complete
Move Items West wall of MM Storage Room					
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..10/31 Will not be needed until this wall gets demoed. Due date TBD	Bonnie/Trent	8/15/2023	TBD	Ready
Submit infection control plan to IC for MM West wall work	Walker to have to by 10/12. Ron modified 10/20 and sent to IC for review	Ron	10/9/2023	10/26/2023	Complete
Open up walls on inside at columns for welding condition inspection.	Walker will open up walls on outside first and may not require inside to be open. Pending those results. 10/31 it was determined this will not need to happen, only on the outside.	Ron	10/16/2023	10/24/2023	Complete
Terminal clean	Will be needed at each location where the wall is opened up.	Rick			Ready

IT work needed	John to review MM store room west walls and demo any cabling in walls scheduled to get demoed. 10/31 no update. 11/7 John noted complete.	John	10/31/2023	11/10/2023	Complete
Move Surgery Locker Room to Gift Shop. Move ED Back to ED Break Room					
May be shared with ED for a period of time.	Walker schedule has as early January. Confirm locker room vacate date with Walker. 11/1 asked at construction meeting for date review. New schedule has planned for 1/15/24. Planned for	Ron	12/26/2023	1/2/2024	Complete
Disguard unused lockers	Need to verify that walker will have new lockers by the time ED moves back. May need to use existing ED lockers for a while. If ED lockers have to go back will the remaining lockers be enough for Surgery.	Ron/Amy	10/31/2023	TBD	Planning
Terminal clean		Rick	1/2/2024	1/2/2024	Planning
IT work needed	John to review surgery women's locker room walls and demo any cabling in walls scheduled to get demoed. 11/7 no cabling in locker room ready for demo.		10/31/2023	1/2/2024	Complete
Move Plan	10/31 need to confirm dates as we get closer.				Planning
Plan Layout and Move to new ED Storage Room					
Define and order shelving/racks		Cody/Dede	10/31/2023	12/1/2023	Planning
SS existing storage room and ED equipment		Cody/Leann	10/31/2023	12/1/2023	Planning
Make plan for new layout	This only applies to owner equipment and shelving.	Cody	10/31/2023	12/1/2023	Planning
Identify where equipment will go during existing storage room demo work and finish upgrade	Some equipment will get displace while cutting in opening to new storage, and existing store room will get new flooring and paint.	Cody	10/31/2023	12/1/2023	Planning
Provide update for functional program for storage room	10/21 emailed Erik to see if required, and just need a section added to the expansion functional program.	Cody/Dede	10/31/2023	12/1/2023	Planning
Terminal clean		Rick	1/2/2023	1/2/2024	Planning
IT work needed	review demoed walls in storage room and existing sleeping room demo cable.	John	10/31/2023	TBD	Planning
Move Plan	Will Facilities be needed	Cody	10/31/2023	12/1/2023	Planning
Phase 1 Energy Project Surgery Suite Ducting Modifications					
Construct mechanical penthouse and install new surgery zone equipment and ducting to surgery corridor.	All work in expansion project new construction area and stops inside containment in surgery non restricted corridor.	Ron	1/15/2024	2/19/2024	Ready
Submit and approve Infection control plan	work done inside existing containment for SOP	Ron/Nicole			Ready
IT work needed	check east wall of corridor for cabling conflicts above grid	John	10/31/2023	1/15/2024	Planning
Terminal clean	None needed.	Ron	10/23/2023	10/23/2023	Complete
Move Plan	None needed.	All			Complete
Phase 2 Energy Project All Surgery Suite Ducting Modifications					
Demo old duct work and reroute ducting mains to new mechanical penthouse. Work area will be PACU, clean and soiled, unrestricted corridor, and connecting corridor to restricted surgery corridor	Phasing plan pre approved with Amy. Will require changes in surgical services work flow. This phase requires shut down on Monday. See below for planning details.	Ron	2/16/2024	2/20/2024	Ready
Surgical Services phase work flow/shut down planning segment 1		Amy	10/24/2023	12/5/2023	Planning
Surgical Services phase work flow/shut down planning segment 2		Amy	10/24/2023	12/5/2023	Planning
Disable area smoke and heat detectors	Do at start of phase construction.	Trent	10/24/2023	2/16/2024	Ready
Enable area smoke and heat detectors	Do at end of phase construction	Trent	10/24/2023	2/20/2024	Ready
Analyze impact to other systems		Ron	10/24/2023	12/5/2023	Planning
Submit and approve Infection control plan		Ron/Nicole	10/24/2023	12/5/2023	Planning
Do interim life safety assessment (ILSM)		Trent	10/24/2023	12/5/2023	Planning
Create plan that clearly shows areas affected each phase. Wall are hard to see on phasing plan.	11/7 Ron noted plan made and ready to submit to contractor for review.	Ron	10/31/2023	12/5/2023	Planning
IT work needed	May need to move computers during this time.	Kathryn	2/16/2024	2/20/2024	Planning
Terminal clean	Work progress will need to be tracked and may terminal clean earlier. Plan out tracking and cleaning crew.	Rick	10/24/2023	12/5/2023	Planning
Move Plan	Will only be moving items around for access to ceiling and then back	All	2/16/2024	2/20/2024	Planning

Phase 3 Energy Project OR3 Surgery Suite Ducting Modifications					
Demo old duct work serving OR 3 and reroute ducting branch lines to new mechanical penthouse. Work area will be in Amy office, OR connecting corridor, sleep room, men's locker, break room, and surgery corridor.		Ron	2/16/2024	2/20/2024	Planning
Surgical Services phase work flow/shut down planning segment 1		Amy			Planning
Surgical Services phase work flow/shut down planning segment 2		Amy			Planning
Disable area smoke and heat detectors	Do at start of phase construction.	Trent	10/24/2023	2/16/2024	Ready
Enable area smoke and heat detectors	Do at end of phase construction	Trent	10/24/2023	2/20/2024	Ready
Analyze impact to other systems		Ron			Planning
Submit and approve Infection control plan		Ron/Nicole			Planning
Do interim life safety assessment (ILSM)		Trent			Planning
IT work needed					
Terminal clean	Work progress will need to be tracked and may terminal clean earlier. Plan out tracking and cleaning crew.	Rick			Planning
Move Plan					Planning
Look into aligning this work with new surgical light and equipment boom install.	Energy project job super ok with this alignment. Stryker is checking to see if they can get equipment in time and can do in this amount of time.	Ron	11/16/2023	1/15/2024	Planning
Phase 4 Energy Project OR 4 Surgery Suite Ducting Modifications					
Demo old duct work serving OR 2 and reroute ducting branch lines to new mechanical penthouse. Work area will be in surgery unrestricted corridor, sleeping room, men's locker, and surgery restricted corridor.		Ron	2/23/2024	2/26/2024	Planning
Surgical Services phase work flow/shut down planning segment 1		Amy			Planning
Surgical Services phase work flow/shut down planning segment 2		Amy			Planning
Disable area smoke and heat detectors		Trent			Planning
Analyze impact to other systems		Ron			Planning
Submit and approve Infection control plan		Ron/Nicole			Planning
Do interim life safety assessment (ILSM)		Trent			Planning
IT work needed					
Terminal clean	Work progress will need to be tracked and may terminal clean earlier. Plan out tracking and cleaning crew.	Rick			Planning
Move Plan					Planning
Look into aligning this work with new surgical light and equipment boom install.	Energy project job super ok with this alignment. Stryker is checking to see if they can get equipment in time and can do in this amount of time.	Ron	11/16/2023	1/15/2024	Planning
Phase 5 Energy Project Surgery Suite Ducting Modifications					
Demo old duct work serving OR 1 and reroute ducting branch lines to new mechanical penthouse. Work area will be in Amy office, OR connecting corridor, nurse station, unrestricted surgery corridor and restricted surgery corridor.		Ron	3/1/2024	3/4/2024	Planning
Surgical Services phase work flow/shut down planning segment 1		Amy			Planning
Surgical Services phase work flow/shut down planning segment 2		Amy			Planning
Disable area smoke and heat detectors		Trent			Planning
Analyze impact to other systems		Ron			Planning
Submit and approve Infection control plan		Ron/Nicole			Planning
Do interim life safety assessment (ILSM)		Trent			Planning
IT work needed					
Terminal clean	Work progress will need to be tracked and may terminal clean earlier. Plan out tracking and cleaning crew.	Rick			Planning
Move Plan					Planning
Look into aligning this work with new surgical light and equipment boom install.	Energy project job super ok with this alignment. Stryker is checking to see if they can get equipment in time and can do in this amount of time.	Ron	11/16/2023	1/15/2024	Planning

Electrical Shut Down for Panel ZDP1					
Medical air compressor	Measure air compressor cycle rate during evening hours. Will plan to reenergize panel as needed to keep storage levels up.	Trent	10/31/2023	12/1/2023	Planning
Medical vacuum pump	Measure vacuum pump cycle rate during evening hours. Will plan to reenergize panel as needed to keep storage levels up.	Trent	10/31/2023	12/1/2023	Planning
Pharmacy hood	Email Nasser for hours of operation	Ron	10/31/2023	12/1/2023	Planning
Kitchen hood	Email Jim for hours of operation. Kitch hood shuts off at 6:30.	Ron	10/31/2023	12/1/2023	Complete
FBP Fire dampers	Some Fire dampers will close. Determine if this affects both AHU's in FBP. Plan AHU shut down accordingly.	Trent	10/31/2023	12/1/2023	Planning
Find out how to keep ATS-5 from starting generator during shut down.		Ron	10/31/2023	12/1/2023	Planning
Determine shut down date		Ron	10/31/2023	12/1/2023	
Determine shut down start time.		Ron	10/31/2023	12/1/2023	Planning
Determine shut down duration	1.5 hours on the outside.	Ron	10/31/2023	12/1/2023	Ready
Determine what breakers to be shut off for shut down.	See ZDP1 shut down sheet.	Ron	10/31/2023	12/1/2023	Complete
Schedule 2 engineers for duration of shut down	one engineer to be posted at compressors for continuous pressure monitoring and one at ZDP1 for communications. Come in early to shut down equipment other then medical air and vacuum.	Trent	10/31/2023	12/1/2023	Planning
plan and spread out medial air cylinders and regulators as well as portable vacuum pumps as emergency back up.		Trent	10/31/2023	TBD	Planning
test portable vacuum pumps		Trent	10/31/2023	12/1/2023	Planning
					Planning
					Planning
Electrical Shut Down Panel ZDP2					
Breakers need to be added for AHU4 and S39 Steam sterilizer. Determine shut down date and time interval	panel shut down will shut down panels ZH1, ZIB,ZLC, ZH5, AHU2 for surgery,	Ron	11/17/2023	1/31/2024	Planning
Investigate all loads on effected panels to determine affect.		Ron	11/17/2023	1/31/2024	Planning
plan interim measures during shut down		Ron	11/17/2023	1/31/2024	Planning
Align new breakers needed for ZH5 with this shut down		Ron	11/17/2023	1/31/2024	Planning
Radiology AHU demo and Reconnection to AHU4					
Remove all items stored in Radiology mechanical room		Trent	11/2/2023		Planning
Schedule AHU control demo work		Ron	11/2/2023		Planning
Drain glycol from heating and cooling coils. Before demo work.		Trent	11/2/2023		Planning
Trial radiology room overheat potential with AHU down		Ron/Trent	11/2/2023		Planning
plan duration of down time		Ron/Walker	11/2/2023		Planning
Plan overheat mitigation if need be including down time.		Ron	11/2/2023		Planning
Plan duct sealing during demo work			11/2/2023		Planning
			11/2/2023		Planning
			11/2/2023		Planning
			11/2/2023		Planning
Medical Gas Tie Ins and Added O2 Source Valve					
Set date for Medical air tie in		Ron			Planning
Set date for Medical vacuum tie in		Ron			Planning
Set date for Nitrous Oxide tie in		Ron			Planning
Set date for Nitrogen tie in		Ron			Planning
Set date for O2 tie in and source valve installation		Ron			Planning
Determine temporary O2 sources and pressure regulation for O2 work		Ron			Complete
Determine temporary tie in locations		Ron			Complete
Determine affected areas for medical air tie in		Ron			Planning
Determine affected areas for medical vacuum tie in		Ron			Planning
					Planning
3rd Floor Construction					
Get their floor level cleared out of all KVH items		Trent	9/1/2023	11/13/2023	Complete

Coordinate helipad use with roof door demolition and new door install	Will use alternate landing zone at fire department.	Ron	11/15/2023	11/24/2023	Complete
Find alternate place for portable HEAR radios	Need to move during demolition phase.	Trent	11/15/2023	11/24/2023	Planning
Create permanent shelf for radios		Trent	11/15/2023	1/1/2024	Planning
					Planning
					Planning
Alternate air source for lab During Compressor Demo and install					
Lab centrifuge is the only piece of equipment on the existing air compressor. Find alternate source for new compressor install process.	Will use compressed gas H cylinder and regulator. Cylinder to be located in boiler room north wall. Use air hose tee to connect cylinder to system	Ron	10/1/2023		Complete
Find date for compressor change out, and lease tank and regulator.	Looks like it will be at the very end of the phase 1 due to long lead time.	Ron	10/1/2023		Planning
Add tank pressure inspection to round sheet		Trent	11/21/2023		Planning
Find cart or other securing method for tank		Trent	11/21/2023		Planning
Alternate air source new Central Sterile for delayed Compressor Delivery					
New instrument air compressor system has 23 week lead time. It is possible the rest of phase 1 will be ready to go before the compressor is online	look into using existing nitrogen system to temporarily feed CS equipment. Will need to check volumes of air usage for CS equipment.	Ron	11/17/2023	1/31/2024	Planning
layout intertie points of connection and added valves if need be.		Ron	11/17/2023	1/31/2024	Planning
Check nitrogen regulator capacity against calculated load		Ron	11/17/2023	1/31/2024	Planning
Bring Manitoba Domestic Water Main Back on line					
Work with contractor to develop flush line sanitization process.	look into using existing nitrogen system to temporarily feed CS equipment. Will need to check volumes of air usage for CS equipment. Contractor thinks the first or second week of December.	Ron	11/22/2023	12/4/2023	Planning
Have Contractor provide documentation of sanitization results		Ron	11/17/2023	12/4/2023	Planning
Plan date and time		Ron	11/17/2023	12/4/2023	Planning

Patient Care Services Nov. 2023

Mary Bridge Children's Hospital Visit: KVH hosted members of leadership from Mary Bridge Children's Hospital in Tacoma on 11/17/23. The visit included a round table and discussion on transfer referrals, specialty care services Mary Bridge provides, and education and outreach for both patients and staff. The team toured the ED and FBP. We invited members from both of those KVH departments and our clinics to make connections.

Department of Health State Licensing Survey: 11/14-16/23, two surveyors from the Washington State Department of Health (DOH) arrived to inspect our compliance with state hospital licensing requirements, laws, and regulations. The PCS department welcomed them and did very well during the tours. We now await the final results of this survey.

Medical/Surgical & CCU

- Our International RN started and is in orientation. Two new to KVH RN's have started orientation
- We continue to recruit for certified nursing assistants
- Working with others on our Dialysis Program

Surgical Services

- Moving MOPs to the Wound Care Clinic has been successful so far. A big thank you to the Wound Care team for sharing their space, and kudos to the SOP team for making it happen! So far we are able to maintain our surgical and endo volumes while our holding rooms are reduced. This is in large part to the creative thinking of the SOP team.

Emergency Department

- The floor replacements are complete in the ED now – culminating a 3 year-long project.
- We are beginning to see longer boarding times again as we head into the winter season.
- Upcoming goals for end of 2023-2024:
 - In the coming month, the ED will be undertaking a project to optimize supplies, space, and workflows. Official kickoff for the optimization team is 12/28/23.
 - The goal for the coming year is around optimizing our area and workflows to improve length of stays and patient satisfaction. This is to address increased patient volume and challenges of our current environment in the near-term while planning for future growth.

Urgent Care

- The medical providers are working on improved treatment protocols and education to ensure we are serving the community to the best of our abilities.
- The team is working on a project to optimize their supply levels to reduce waste, but also ensure they have the supplies they need – especially on the weekends.

Family Birth Place

- Cross Departmental Drills/Education
 - We have completed them for 2023 = 12 total

- 4 Acute Newborn code practice and education
 - Car seat challenge, blood transfusions, glucose gel
 - 2 STAT C-Section
 - 2 Postpartum Hemorrhage
 - 1 Substance Use Disorder education
 - 3 OR trainings provided by KVH OR Crew
- Settling into our current state with OB's -Through December 11 non-KVH providers taking turns covering OB
- Upcoming training: Fetal Monitoring training for RNs and providers

Food Nutrition Service

- Food Service: Staffing – most attention had been paid to staffing over this past month due to a large percentage of the staff having resigned within a short timeframe. Most all positions have been backfilled at this time and the emphasis is now on orientation and training.
- Clinical: Virtual dietitian services continue for Snoqualmie Valley Hospital and Lincoln County Hospital. New per diem registered dietitian has been hired and is orientating.
- Outpatient: Outpatient services continue at the usual volume with referrals coming from KVH providers and Community Health of Central Washington providers.

Case Management/Social Work: We welcome, Sarah Hammermaster, a new per diem Social Worker which will help support a full census to include FBP, Surgical Services, and the ED.

Clinical Education

- Interviews are scheduled for a Clinical Educator who will have responsibility for Nursing Assistant development and developing our CNA Education Program.
- Safe Patient Handling: The second offering of SPH for 2023 happened on 11/15/23. Topics presented were Restraints, Use of Lift Equipment and Assistive Devices, ECG Lead Placement, Falls Prevention and Post Fall Huddles.
- WSNA Nursing Staff Development Committee: Meets monthly and the new focus following the meeting on 11/16/23 is to begin to revise the Hospital Wide Orientation Checklist and Competency, to drop the term “competency” to better align with what the DOH and other regulatory bodies are looking for, and then apply those changes and standardizations to the individual Department Orientation Checklists, followed by the Annual Department Checklists.
- Collaboration: Nova StatStrip Glucometer training for Hospital and Clinics Nursing staff was successful. At first count 189 RNs, PCTs, and MACs were trained. Training occurred the week of 11/6-11/10/23. While the company provided the two trainers, it required collaboration not only with Education but with Katy Bellotti - Lab Director, Stacy Olea, Jaime Georgeson, and Shelly Contreras from the Clinics, our Unit Department Directors, and IS.

Dede Utley, MSN, RN, CEN

Chief Nursing Officer

Ancillary Services report to HD 1 Board of Commissioners November 2023

Ancillary Service Operation Report:

Imaging

A request to buy out the lease agreement for our fluoroscopy room is coming to the board meeting tonight. We are thrilled to have been able to hire an ultrasound technician.

Home Health & Hospice

We remain very busy with the implementation of our new EMR, billing and coding solutions. April Grant and Michelle Sexton have been putting in long hours to ensure our staff and patients have everything they need while we are implementing these changes. The changing workflow has a lot of duties formerly performed by our QA Coordinator falling to the clinical manager and we are working on a solution for that. Our QA Coordinator is currently out on a medical leave. We have one Home Health Aide out on a medical leave and are hoping to hire a per diem to backfill.

Lab

The new Nova Biomedical glucometers have been implemented system wide. Katy and our clinical educators put together a fantastic training schedule for staff and the go live went smoothly. The system interfaces directly with the patient's chart, allowing positive patient ID, uploads the result directly into the patient chart and drops a charge at the time of completion. The Department of Health surveyor was very complimentary of the new system and the integration with the EMR. Katy has been assisting with Team STEPPS training.

Cardiopulmonary

Carolyn McCain has been very helpful in training Hospice staff to care for a Hospice patient on a home ventilator and analyzing our home sleep study program.

Pharmacy

Pharmacy has been leading the plan for a Covid-19 vaccination clinic for KVH staff to ensure our vaccines are used up by their expiration date. If enough vaccines have been administered in clinics, we will not hold the vaccination clinic. Most staff are receiving their vaccination at their PCP or private pharmacies.

Respectfully submitted by Rhonda Holden, MSN, CENP

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

Staffing

Open positions:

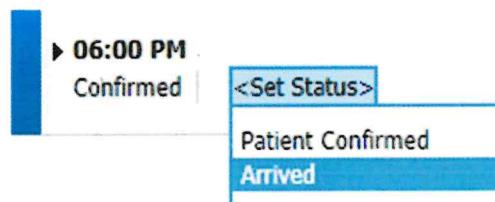
- Behavioral Health Care Manager (Integrated Behavioral Health): Pediatrics, Family Medicine of Ellensburg
- Nursing: Internal and Adult Medicine, Family Medicine Cle Elum per diem, Family Medicine Ellensburg per diem
- Medical Assistants: General & Vascular Surgery x2, Dermatology, Internal and Adult Medicine x2, Women's Health, Pediatrics
- MA Apprentice: Interviewing for 4 MA Apprentices to start January 2024

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

- Pediatrics: Providers from other clinics are working extra days to expand access.
- Dermatology: 2nd provider ramping up.
- 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: Single provider clinic
- FMCE: Had provider leaves that decreased access.

Arrived Status when Checking Patients In

This month we started using the "Arrived" status when starting the check in. Elena Swan, PSR Development Coordinator, discovered this status. This will more accurately capture the patient's true arrival time and allow us to determine how long it actually takes to check in patients. Once check in is completed the status will be updated to "Ready" and then MAS/RNs can room the patient.



FME Phone Project

- The 4 staff answering phones and 1 staff responding to voicemails have been relocated to the MAC Annex for a month. Staff appreciate the change as it allows them to better focus on the phones and not be pulled into other clinic tasks.
- With staff call outs, we are keeping the phones a priority and maintain 4 dedicated to answering the phone.
- We have been meeting for 1 year and have had 99 action items.

Pediatrics

- We have 4 volunteers that read to the children in the waiting room to highlight the Reach Out and Read! Program.
- Kat Tucholke, ARNP, will be starting in the clinic on 12/18/2023.
- Dr. Anderson will be returning from her leave on 11/27/2023.
- Dr. Young will return in January 2024.
- The following have filled in or picked up additional shifts to provide access: Dr. Wright, Dr. Wageneck, Carissa Dahl ARNP, Kat Tucholke ARNP, Dr. Bredin, and Christy Ward ARNP.
- Locum provider Dr. Batshon has been working 2 weeks a month.

Women's Health

- Continuing to work with OBHG on permanent staffing with a goal of them being fully staffed in February 2024.
- Continuing to use locums to cover call, clinic visits, and GYN surgeries.
- Providers are booking several weeks out and we are referring GYN cases due to limited provider GYN coverage.

Family Medicine Cle Elum

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

Internal and Adult Medicine

- Locums Dr. George and Dr. Dawson started in October.
- Dr. White's last day was 11/16/2023. He was with us for 10 months.
- Lisa Benson PA-C last day is 11/30/2023.
- Andy Schock PA-C last day is 01/11/2024.
- Dr. Woodard, a permanent physician, has a tentative start date of 01/08/2024.

Neurology

- Working on rotating MAs through the clinic on a regular basis to provide better coverage

Cardiology

- New referral guidelines will start 12/1/2023 with the goal of streamlining and standardizing what it needed for a referral to cardiology. Amy Claussen, PA-C, has been presenting the information at the clinic provider meetings.
- Aldrin Dimalanta, Cardiac Technician, is now located in the Cardiology clinic instead of the Cardio-Pulmonary department at the hospital. He works with the patients on devices.

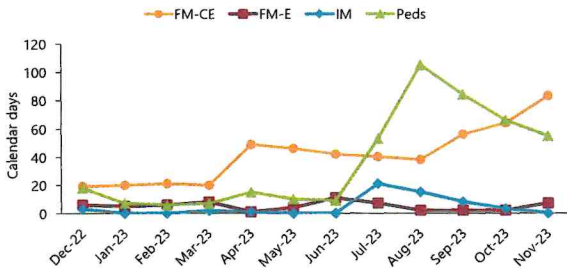
General and Vascular Surgery

- Starting 12/04/23 General Surgery staff will take over pre-op for all scopes done by Dr. Petty and Dr. Penoyar. Patients will receive their assigned date and time for the procedure and the clinic staff will be doing reminder calls to start the prep.

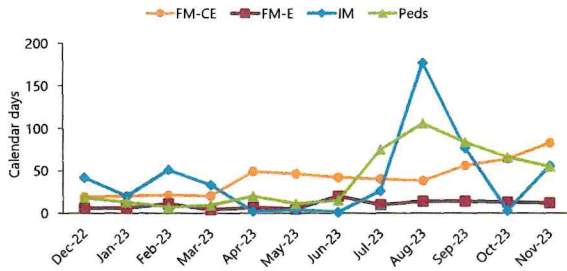
Respectfully submitted by Stacy Olea, MT(ASCP), CRHCP, FACHE

Clinic Operations Dashboard

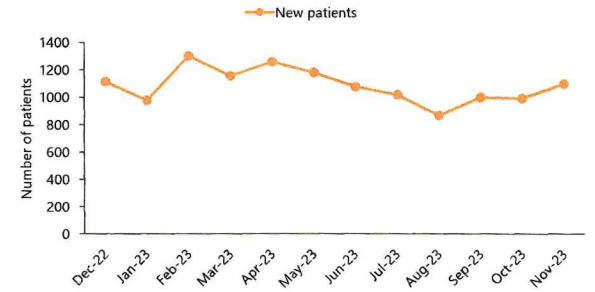
Third available appointment for established patients



Third available appointment for new patients

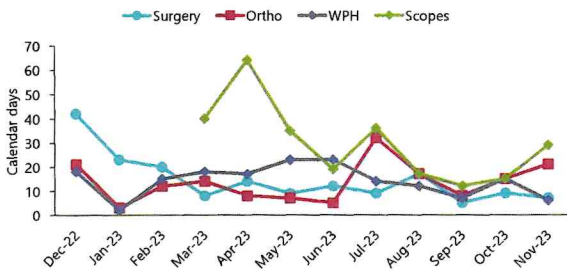


New patients

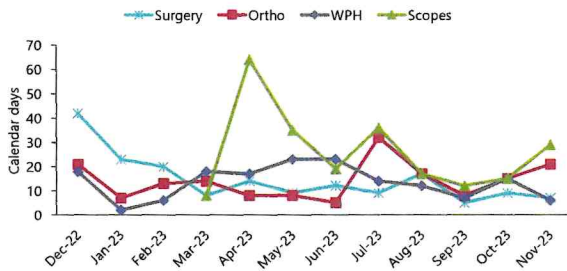


Effective March 2021, we began coding our "new" patients differently. The definition of "new" visits were changed as it was based on taxonomy code for the practice. Previously, we were only identifying the visit as "new" if the patient had not presented to any of the clinics

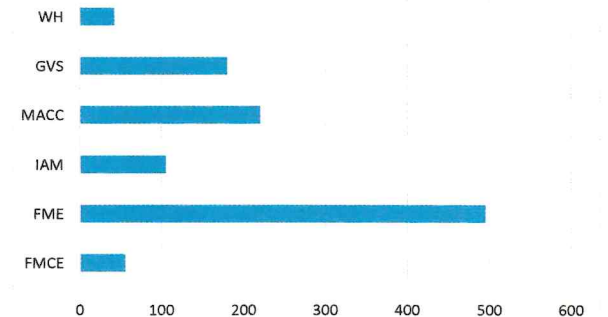
Third available appointment for established patients



Third available appointment for new patients

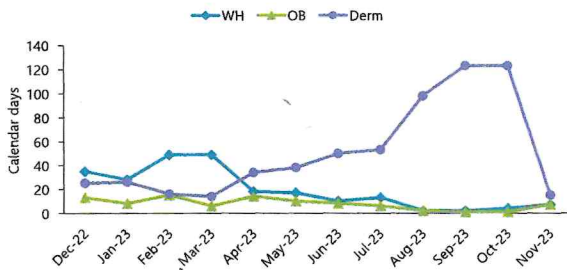


New Patients by Clinic

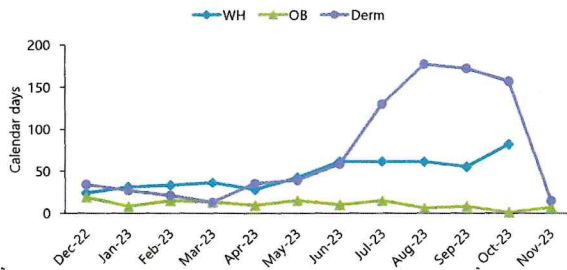


FME included FME, Dermatology, and Orthopedics
IAM includes IAM, Cardiology, and Neurology
MACC includes Pediatrics and ENT & Allergy

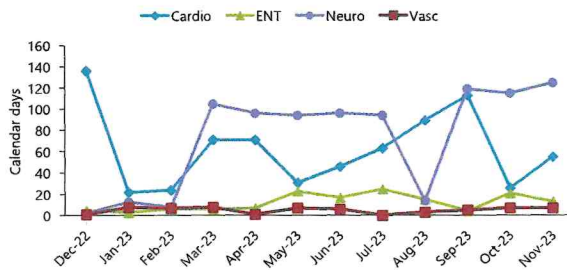
Third available appointment for established patients



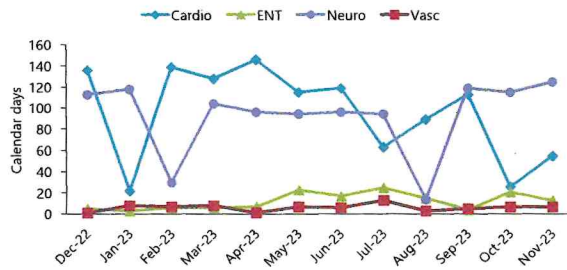
Third available appointment for new patients



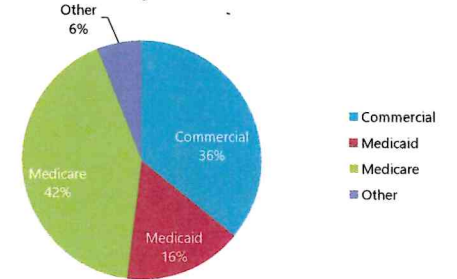
Third available appointment for established patients



Third available appointment for new patients



Payor Mix



For Nov-23

NOTIFICATION OF CREDENTIALS FILES
FOR REVIEW

Date November 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>
Callarman, Jay, DPM	Provisional	Initial Appointment	Cascade Foot & Ankle
Gatlin, Byron, MD	Provisional	Initial Appointment	OBHG
Hampson, Christopher, DO	Provisional	Initial Appointment	OnRad
Hansen, Leslie, ARNP	Provisional	Initial Appointment	KVH Emergency Dept.
Harrington, Catherine, MD	Provisional	Initial Appointment	Locum OB/GYN
Lanthiez, Pierre, MD	Provisional	Initial Appointment	OnRad
Love-Wells, Michele, ARNP	Provisional	Initial Appointment	KVH Rapid Access
McCarthy, Patrick, MD	Provisional	Initial Appointment	OnRad
McGuire, Keith, MD	Provisional	Initial Appointment	OnRad
Morley, Wendy, CRNA	Provisional	Initial Appointment	Evergreen Anesthesia
Sandefur, Jacob, CRNA	Provisional	Initial Appointment	Evergreen Anesthesia
Wang, Che-Yu, MD	Provisional	Initial Appointment	OBHG
Williams, Richard, MD	Provisional	Initial Appointment	OBHG
Witherspoon, Louise, MD	Provisional	Initial Appointment	Locum OB.GYN
Anderson, Amber, MD	Active	Re-Appointment	KVH Pediatrics
Blakley, Brad, MD	Active	Re-Appointment	KVH Emergency Dept.
Chapman, Scott, MD	Active	Re-Appointment	KVH Emergency Dept.
Dawson, Holly, MD	Active	Re-Appointment	KVH OB Call
Feng, Jamin, MD	Active	Re-Appointment	KVH Adult Medicine
Hutchins, Jeremy, DO	Active	Re-Appointment	KVH Emergency Dept.
Rishor-Olney, Colton, DO	Active	Re-Appointment	KVH Emergency Dept.
Schmelzer, Christopher, MD	Active	Re-Appointment	KVH Emergency Dept.
Ishimitsu, David, MD	Associate	Re-Appointment	OnRad
Ma, Kelvin, MD	Associate	Re-Appointment	VM TeleStroke
Mifred, Fatima, MD	Associate	Re-Appointment	VM TeleStroke
Summers, Shawn, DPM	Associate	Re-Appointment	Cascade Foot Ankle
Vincent, Alix, MD	Associate	Re-Appointment	OnRad
Collins, Anna ARNP	AHP	Re-Appointment	KVH GNP
Gavin, Cassandra, ARNP	AHP	Re-Appointment	KVH Emergency Dept.
McGee, Randy, CRNA	AHP	Re-Appointment	Anesthesia
Yoder, Emma Jean, ARNP	AHP	Re-Appointment	KVH GNP



CHIEF MEDICAL OFFICER – Kevin Martin, MD
November 2023

I am pleased to offer the following report:

Recruiting:

Incoming Providers:

- Pediatrics APC – Kat Tucholke - Internal transition December 18, 2023
- ED/UC APC – Accepted position – December 28, 2023 start date
- Internal & Adult Medicine Partnering Physician – Samuel Woodard, DO – January 8, 2024 start date
- Internal & Adult Medicine Partnering Physician – Accepted position – April 1, 2024 start date
- Rapid Access APC – Accepted Position – Start Date January 22, 2024
- Family Medicine Ellensburg APC – Accepted Position – Start Date February 15, 2024
- Family Practice Physician – August 2024 start – Accepted position with FMCE

Providers in Process:

- Internal & Adult Medicine APC – Letter of Intent
- Family Medicine Ellensburg APC – Interview December 8, 2023
- Family Medicine Ellensburg APC – Interview January 22, 2024
- Orthopedics APC – Phone Interview
- Local ARNP student – Letter of Intent for FME
- Pediatrics Locums – Ongoing – 1 physicians
- Internal & Adult Medicine Locum – Ongoing -- 2 physicians
- GNP Locums – 1 APC
- OBGYN locums – moving target
- Dermatologist -- 2025

Posted Positions

- **Physician**
 - Dermatology
 - Pediatrics
 - Cardiology
 - Vascular
- **APC**
 - Home Based Primary Care
 - Internal & Adult Medicine
 - ED/UC
 - Pediatrics
 - Family Medicine
 - Orthopedics

Medical staff:

- This month we have 11 providers being considered for initial appointment and 17 for reappointment. There are 16 pending applications.

CMO Activities:

- We are seeing the benefits of our partnerships. This time last year, our top priorities were emergency, anesthesia, and women's health. We have stabilized the first two, and are seeing the path forward for the latter. We are now starting to get back to the work of expanding services identified in our strategic plan as it is important for the community. This increasingly is focusing on our community-based services for our patients who find coming to our clinics is a challenge, developing and staffing the Partnering Physician Team model, and broadening specialty care.

Respectfully submitted,
Kevin Martin, MD
Chief Medical Officer



CHIEF FINANCIAL OFFICER REPORT- Jason Adler, CFO

Summary

- MRI was down for ten days. Utilizing a mobile unit until April 2024
- Seven ambulatory providers on family medical leave of absence (FMLA)
- Inpatient average length of stay remains below the 4.0 days required for a CAH
- Expansion project is still on target for the revised schedule and on budget
- October experienced a \$554K operating loss / \$229K net loss
- Day's cash on hand of 204.6 decreased due to increased spending on expansion project and lighter collections. It is anticipated that day's cash on hand will decrease further due to planned debt service payments in December and increased spending on expansion project.

Financial Highlights

- Financials for the month were less favorable due to shortfall in revenue. This is primarily driven due to having seven ambulatory providers on family medical leave of absences throughout the month. These leaves are all independent of one another and we look forward to their return. Revenue is down \$450K in Lab, \$223K in family birthing, \$208K Surgery, \$177K in MRI, and \$126K in Pharmacy
- Continue to have higher mix of observation patient status respective to inpatient, compared to prior year and budget. The total of inpatient and equivalent observation days are not as far off from budget when looked at together. We have dedicated additional resources to partner with the utilization review team to understand the shift in patient status. The daily inpatient census for the month is 3.8 which is below the 4.0 average days required of CAH's for the year.
- The mobile MRI unit was down from September 28th to October 9th. We have secured a contract with a new vender that was able to provide a temporary unit through November. We anticipate this temporary unit to be upgraded by the end of November with a mobile unit that we'll lease through June 2024. We project the MRI that will go in the expansion to be in operation by April 2024.

Accounting (Manager – James Sivonen, Controller - Libby Allgood)

- Two open positions, one accounting and one financial analyst. Both are replacement FTEs due to internal promotions.
- Staff development: Two staff attended the annual DZA Audit and Cost Report conference and one accountant attended the annual Multiview General Ledger conference.
- A few ongoing initiatives in the department include optimization of general ledger software, reducing paper processes, implementing new right of use accounting principles, and payroll processing cross training.

Materials Management (Director – Bonnie Vidonne)

- No open positions
- Staff development: All staff (3 techs and 2 buyers) are working toward a warehousing and procurement certification. The lead tech completed the certification in October.
- Completed project with GHX to streamline orders and matching to pricing agreements
- Expansion project is now into the materials management area and has squeezed them into tighter space
- Annual inventory count results were exceptional with less than 1.5% delta, or \$5,435
- Negotiated improved rates for orthopedic implant supplies
- Vascular consignment was reduced and streamlined to surgeon preference
- Analyze and implemented minor changes to charge master markup schedule
- Ongoing office supply cost savings initiatives so far has reduced from average \$13K monthly spend to \$7K

Sr. Director of Revenue Cycle Operations – Scott Olander

Revenue Cycle Management (Director – Tara Preciado)

- One full time open position for Patient Financial Specialist, primary for Medicare claims submission
- Recently filled a full time and a part time Patient Financial Specialist position
- Have two light duty RNs assisting with charge capture
- A few projects the department is working on include DEI data collection and feedback to registration staff, Cerner enhancements for more automation, collaboration with registration staff on accuracy and completeness of registration process, and charge master updates

Health Information Management (Director – Cindy Kelly)

- One open per diem position for HIM Specialist
- The lead hospital coder is anticipated to retire in 2024. Director is working on succession planning
- The HIM department is working on implementation of Lucidoc, compliance program effectiveness and risk evaluation assessment, clinical documentation improvement and participating in ICD11 workgroup with the AHA.

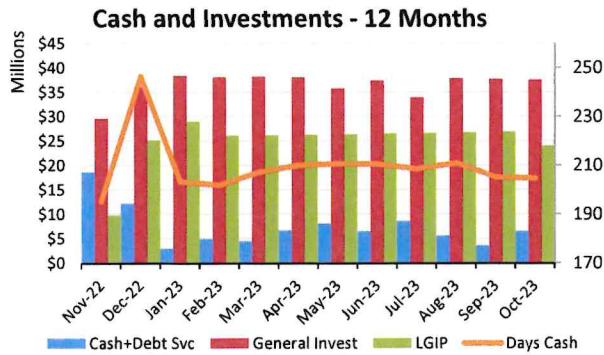
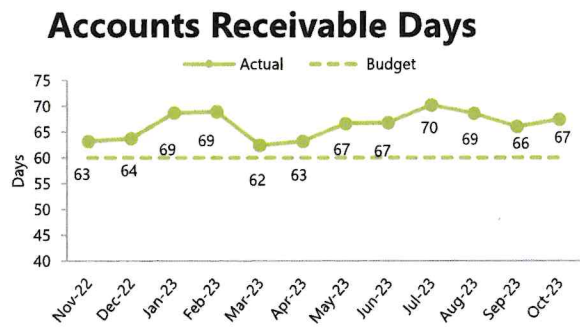
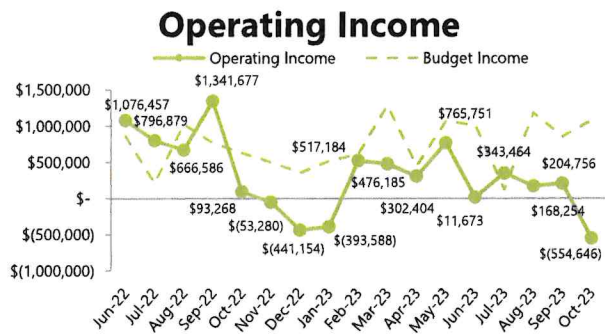
Kittitas Valley Healthcare
October 2023 - Key Statistics and Indicators

Activity Measures	Current Month			Year to Date			Prior YTD		
	Actual	Budget	Var. %	Actual	Budget	Var. %	Actual	Var. %	
01 Admissions w/Swingbed	67	99	-32.6%	717	961	-25.4%	916	-21.7%	01
02 Patient Days - W/O Newborn	255	395	-35.4%	2,910	3,820	-23.8%	3,608	-19.3%	02
03 Patient Days - Swingbed	3	8	-61.9%	21	76	-72.4%	53	-60.4%	03
04 Avg Daily IP Census w/Swingbed	8.3	13.0	-35.9%	9.6	12.8	-24.8%	12.0	-19.9%	04
05 Average Length of Stay	3.8	4.0	-4.2%	4.1	4.0	2.1%	3.9	3.0%	05
06 Average Length of Stay w/Swingbed	3.9	4.1	-5.0%	4.1	4.1	0.9%	4.0	2.3%	06
07 Deliveries	17	27	-37.9%	190	268	-29.2%	270	-29.6%	07
08 Case Mix Inpatient	1.17	1.00	17.3%	1.22	1.00	21.5%	1.13	7.5%	08
09 Surgery Minutes - Inpatient	1,536	3,742	-59.0%	18,819	36,261	-48.1%	33,219	-43.3%	09
10 Surgery Minutes - Outpatient	9,085	8,721	4.2%	97,174	84,507	15.0%	81,875	18.7%	10
11 Surgery Procedures - Inpatient	14	31	-54.3%	182	297	-38.7%	270	-32.6%	11
12 Surgery Procedures - Outpatient	186	138	34.8%	1,713	1,337	28.1%	1,277	34.1%	12
13 Gastrointestinal Procedures	151	138	9.2%	1,554	1,341	15.9%	1,179	31.8%	13
14 ER Visits	1,487	1,390	7.0%	14,411	13,461	7.1%	12,823	12.4%	14
15 Urgent Care Cle Elum Visits	425	519	-18.1%	4,569	5,029	-9.1%	4,688	-2.5%	15
16 Laboratory	23,540	26,171	-10.1%	236,350	253,489	-6.8%	233,346	1.3%	16
17 Radiology Exams	3,434	3,130	9.7%	33,202	30,316	9.5%	28,935	14.7%	17
18 Rehab Visit	1,593	1,766	-9.8%	16,064	17,136	-6.3%	14,366	11.8%	18
19 Outpatient Percent of Total Revenue	90.4%	85.5%	5.8%	89.9%	85.5%	5.1%	85.2%	5.5%	19
20 Adjusted Patient Days	2,669	2,727	-2.1%	28,758	26,365	9.1%	24,437	17.7%	20
21 Equivalent Observation Days	176	98	79.8%	1,451	945	53.5%	1,026	41.4%	21
22 Avg Daily Obs Census	5.7	3.2	79.8%	4.8	3.1	53.5%	3.4	41.4%	22
23 Home Care Visits	607	633	-4.1%	5,318	6,118	-13.1%	6,125	-13.2%	23
24 Hospice Days	588	638	-7.8%	7,509	6,255.1	20.0%	6,097	23.2%	24
25 Primary Clinic Visits	4,326	5,357	-19.2%	49,904	51,607	-3.3%	56,807	-12.2%	25
26 Specialty Clinic Visits	1,928	2,428	-20.6%	21,794	23,560	-7.5%	15,563	0.0%	26
27 Telehealth Visits	61	118	-48.2%	724	1,139	-36.4%	1,082	NA	27
28 Total Clinic Visits	6,315	7,903	-20.1%	72,422	76,306	-5.1%	73,452	-1.4%	28
Financial Measures									
29 Salaries as % of Operating Revenue	47.6%	46.9%	-1.5%	46.1%	47.9%	3.6%	45.6%	1.3%	29
30 Total Labor as % of Operating Revenue	60.1%	58.6%	-2.5%	57.8%	59.9%	3.6%	56.5%	2.3%	30
31 Revenue Deduction %	46.0%	45.3%	-1.5%	47.1%	45.6%	-3.3%	45.1%	4.6%	31
32 Operating Margin	-5.3%	9.5%		1.7%	7.5%		6.7%		32
Operating Measures									
33 Productive FTE's	550.1	548.0	-0.4%	540.2	548.0	1.4%	513.3	5.2%	33
34 Non-Productive FTE's	63.9	73.0	12.4%	67.6	73.0	7.4%	69.1	-2.2%	34
35 Paid FTE's	613.9	621.0	1.1%	607.8	621.0	2.1%	582.4	4.4%	35
36 Operating Expense per Adj Pat Day	\$ 4,149	\$ 3,737	-11.0%	\$ 3,695	\$ 3,799	2.7%	\$ 3,771	-2.0%	36
37 Operating Revenue per Adj Pat Day	\$ 3,942	\$ 4,131	-4.6%	\$ 3,759	\$ 4,108	-8.5%	\$ 4,040	-7.0%	37
38 A/R Days	67.4	60.0	-12.3%	67.4	60.0	-12.3%	66.4	1.5%	38
39 Days Cash on Hand	204.6	217.6	-6.0%	204.6	217.6	-6.0%	200.0	2.3%	39

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

L	Measure	2023 YTD	2023 Budget	2023 Annualize	2022	2021	2020	2019	2018	2017	2016
1	Total Charges	200,746,995	233,240,187	241,028,464	213,492,081	198,630,104	160,301,629	152,675,062	140,104,003	130,611,388	124,153,636
2	Net Revenue	108,108,954	129,100,000	129,801,869	120,219,085	114,372,961	89,905,245	83,527,969	78,753,810	71,490,964	71,506,819
3	Operating Income	1,841,437	8,000,000	2,210,936	6,074,001	14,127,110	620,732	2,901,869	474,120	885,655	(5,893)
4	Operating Margin %	1.7%	6.2%	1.7%	5.1%	12.4%	0.7%	3.5%	0.6%	1.2%	0.0%
5	Net Income	4,355,821.9	9,390,000	5,229,852	4,079,789	18,470,881	6,420,388	3,690,537	2,526,547	2,648,415	1,543,915
6	Net Margin %	4.0%	7.3%	4.0%	3.4%	16.1%	7.1%	4.4%	3.2%	3.7%	2.2%
7	Cash	67,917,497	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	204.6	197.0	NA	246.4	235.8	175.8	138.6	133.5	178.7	156.0
9	Surgeries	1,895	1,950	2,275	1,922	1,788	1,354	1,305	1,461	1,396	1,510
10	Gastrointestinal Procedures	1,554	1,600	1,866	1,404	1,321	1,211	1,416	1,250	1,383	1,396
11	Emergency Visits	14,411	16,790	17,303	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	236,350	302,431	283,775	277,627	288,552	237,710	209,144	207,040	190,587	181,082
14	Radiology Exams	33,202	36,169	39,864	35,222	32,016	29,338	30,397	30,843	33,836	33,471
15	Rehab Visits	16,064	20,447	19,287	17,060	21,390	16,724	18,718	16,359		
16	IP & Obs Days (no swing)	4,360	5,684	5,235	5,470	4,820	3,717	3,805	3,999	3,440	3,937
17	Deliveries	190	322	228	318	280	284	309	342	322	312
18	Admits w/Swing	717	1,147	861	1,066	949	860	941	984	899	1,043
19	Primary Clinic Visits	49,904	61,377	59,918	58,013	60,229	53,270	60,871			
20	Specialty Clinic Visits	21,794	28,113	26,167	22,778	19,865	13,135	11,840			
21	Telehealth Visits	724	1,359	869	1,263	1,391	3,793	-			
22	Total Clinic Visits	72,422	90,849	86,954	82,054	81,485	70,198	72,711	59,241	50,917	48,525
23											
24	FTEs	607.8	621.0	NA	560.9	529.9	499.0	477.4	469.4	457.6	449.1
25	AR Days	67.4	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	241,028,464	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%	8.04%	2.36%	21.48%	2.94%	5.46%	2.65%	1.16%	-1.05%
28	Operations Growth Exclude COVID Testing			9.37%	6.29%	19.23%	-0.61%				

Financial Dashboard



Payer Mix

	CY 2020	CY 2021	CY 2022	YTD 2023
Medicare	39.42%	40.24%	42.31%	43.65%
Medicaid	19.41%	19.08%	18.64%	18.43%
Commercial	34.97%	35.29%	33.66%	32.34%
Self Pay	2.66%	2.38%	2.10%	1.89%
Other	3.55%	3.01%	3.29%	3.69%

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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	1,821,751	2,930,999	(1,109,249)	20,312,002	28,342,701	(8,030,699)	25,985,624
OUTPATIENT REVENUE	13,376,137	13,851,926	(475,789)	144,259,904	133,953,071	10,306,832	120,282,108
PROF FEE REVENUE	3,865,621	3,460,398	405,223	36,175,089	33,327,491	2,847,598	29,742,359
REVENUE	19,063,509	20,243,323	(1,179,814)	200,746,995	195,623,264	5,123,731	176,010,091
CONTRACTUALS	7,926,164	8,421,087	(494,924)	85,123,944	81,656,347	3,467,598	72,114,101
PROVISION FOR BAD DEBTS	413,576	510,132	(96,557)	4,755,295	5,129,104	(373,809)	5,022,469
FINANCIAL ASSISTANCE	238,344	98,358	139,986	1,679,339	992,945	686,394	949,074
OTHER DEDUCTIONS	190,734	145,192	45,543	3,066,818	1,465,744	1,601,073	1,258,358
DEDUCTIONS FROM REVENUE	8,768,818	9,174,769	(405,951)	94,625,395	89,244,140	5,381,255	79,344,002
NET PATIENT SERVICE REVENUE	10,294,691	11,068,554	(773,863)	106,121,599	106,379,124	(257,524)	96,666,089
OTHER OPERATING REVENUE	224,467	197,432	27,035	1,987,354	1,924,741	62,614	2,062,183
TOTAL OPERATING REVENUE	10,519,158	11,265,986	(746,828)	108,108,954	108,303,864	(194,911)	98,728,272
SALARIES	5,009,473	5,284,825	(275,352)	49,867,888	51,825,382	(1,957,493)	44,972,157
TEMPORARY LABOR	382,995	256,035	126,961	3,569,931	2,510,790	1,059,141	4,824,712
BENEFITS	1,314,267	1,319,895	(5,628)	12,593,986	13,059,715	(465,730)	10,780,329
PROFESSIONAL FEES	473,130	164,705	308,424	4,122,536	1,615,172	2,507,365	2,060,787
SUPPLIES	1,376,586	1,057,775	318,811	12,948,275	10,275,295	2,672,980	9,786,918
UTILITIES	157,923	94,464	63,459	1,137,691	980,064	157,627	1,001,957
PURCHASED SERVICES	1,134,258	1,080,975	53,283	11,538,985	10,617,576	921,409	11,128,890
DEPRECIATION	576,899	467,386	109,513	5,364,781	4,656,400	708,381	3,641,750
RENTS AND LEASES	49,881	3,250	46,632	106,928	32,495	74,433	830,567
INSURANCE	188,134	157,592	30,542	1,717,599	1,575,917	141,683	1,001,576
LICENSES & TAXES	137,302	86,574	50,728	901,114	838,203	62,911	606,935
INTEREST	109,132	110,969	(1,837)	1,105,749	1,106,690	(941)	497,879
TRAVEL & EDUCATION	79,076	47,128	31,948	492,353	472,525	19,827	316,820
OTHER DIRECT	84,747	59,374	25,373	799,700	582,248	217,452	706,841
EXPENSES	11,073,804	10,190,945	882,858	106,267,517	100,148,471	6,119,045	92,158,116
OPERATING INCOME (LOSS)	(554,646)	1,075,040	(1,629,686)	1,841,437	8,155,393	(6,313,956)	6,570,156
OPERATING MARGIN	-5.27%	9.54%	218.21%	1.70%	7.53%	3239.41%	6.65%
NON-OPERATING REV/EXP	324,744	115,849	208,895	2,514,385	1,158,329	1,356,056	(1,659,511)
NET INCOME (LOSS)	(229,902)	1,190,889	(1,420,791)	4,355,822	9,313,722	(4,957,900)	4,910,645
UNIT OPERATING INCOME							
HOSPITAL	175,000	1,335,872	(1,160,872)	5,761,772	11,358,564	(5,596,791)	9,300,286
URGENT CARE	3,108	10,690	(7,582)	72,610	83,556	(10,946)	135,876
CLINICS	(621,418)	(212,639)	(408,779)	(3,780,567)	(2,668,678)	(1,111,888)	(2,590,356)
HOME CARE COMBINED	(119,873)	(58,883)	(60,990)	(212,379)	(618,048)	405,669	(275,651)
OPERATING INCOME	(563,183)	1,075,040	(1,638,223)	1,841,437	8,155,393	(6,313,956)	6,570,156

10/31/2023

Kittitas Valley Healthcare Balance Sheet and Cash Flow

Kittitas Valley Healthcare
Balance Sheet

	YEAR TO DATE	PRIOR YEAR END	CHANGE
CASH AND CASH EQUIVALENTS	4,627,003	11,162,290	(6,535,286)
ACCOUNTS RECEIVABLE	44,451,973	41,373,454	3,078,519
ALLOWANCE- CONTRACTUAL ADJUSTMENTS AI	(20,791,979)	(19,206,886)	(1,585,093)
ALLOWANCE FOR UNCOLLECTABLE	(8,609,731)	(7,575,402)	(1,034,329)
ALLOWANCE FOR CONTRACTUAL	(29,401,710)	(26,782,288)	(2,619,422)
THIRD PARTY RECEIVABLE	1,145,000	2,182,107	(1,037,107)
OTHER RECEIVABLES	1,152,033	2,007,557	(855,524)
INVENTORY	2,586,882	2,690,763	(103,881)
PREPAIDS	1,981,534	1,512,320	469,214
INVESTMENT FOR DEBT SVC	1,839,806	963,413	876,393
CURRENT ASSETS	28,382,521	35,109,615	(6,727,094)
INVESTMENTS	61,450,688	61,115,705	334,983
PLANT PROPERTY EQUIPMENT & ROU ASSET	117,500,240	106,089,339	11,410,901
ACCUMULATED DEPRECIATION & ROU AMORT	(58,499,005)	(53,865,018)	(4,633,987)
NET PROPERTY, PLANT, & EQUIP	59,001,235	52,224,321	6,776,914
OTHER ASSETS	0	0	0
NONCURRENT ASSETS	59,001,235	52,224,321	6,776,914
ASSETS	148,834,444	148,449,641	384,803
ACCOUNTS PAYABLE	2,989,708	4,228,424	(1,238,716)
ACCRUED PAYROLL	1,789,183	2,645,596	(856,413)
ACCRUED BENEFITS	389,416	985,345	(595,929)
ACCRUED VACATION PAYABLE	2,430,377	1,927,557	502,820
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	10,324,024	13,365,720	(3,041,696)
ACCRUED INTEREST	417,506	273,091	144,415
DEFERRED TAX COLLECTIONS	1,708	0	1,708
DEFERRED REVENUE HOME HEALTH	47,918	60,910	(12,992)
DEFERRED INFLOW RIGHT OF USE	564,543	628,695	(64,153)
DEFERRED OTHER	127,031	127,031	0
DEFERRED LIABILITIES	1,158,707	1,089,727	68,979
LTD RIGHT OF USE ASSETS	3,993,000	4,991,302	(998,302)
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 CON	(1,640,441)	(2,293,900)	653,459
LONG TERM DEBT	34,854,806	35,853,108	(998,302)
OTHER POST EMPLOYMENT BENEFITS LIABILITY	3,806,216	3,806,216	0
NONCURRENT LIABILITIES	39,819,729	40,749,051	(929,322)
LIABILITIES	50,143,753	54,114,771	(3,971,018)
FUND BALANCE	94,334,870	94,334,870	0
NET REVENUE OVER EXPENSES	4,355,822	0	4,355,822
FUND BALANCE	98,690,692	94,334,870	4,355,822
TOTAL LIABILITIES & FUND BALANCE	148,834,444	148,449,641	384,803

10/31/2023

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

Statement of Cash Flow

	CASH
NET BOOK INCOME	4,355,822
ADD BACK NON-CASH EXPENSE	
DEPRECIATION	4,633,987
PROVISION FOR BAD DEBTS	
LOSS ON SALE OF ASSETS	
NET CASH FROM OPERATIONS	8,989,809
CHANGE IN CURRENT ASSETS (\$)	
PATIENT ACCOUNTS	(459,097)
OTHER RECEIVABLES	1,892,631
INVENTORIES	103,881
PREPAID EXPENSES & DEPOSITS	(469,214)
INVESTMENT FOR DEBT SVC	(876,393)
TOTAL CURRENT ASSETS	191,808
INVESTMENTS	(334,983)
PROPERTY, PLANT, & EQUIP.	(11,410,901)
OTHER ASSETS	0
TOTAL ASSETS	(2,564,268)
CHANGE IN CURRENT LIABILITIES (\$)	
ACCOUNTS PAYABLE	(1,238,716)
ACCRUED SALARIES	(856,413)
ACCRUED EMPLOYEE BENEFITS	(595,929)
ACCRUED VACATIONS	502,820
COST REIMBURSEMENT PAYABLE	(200,000)
CURRENT MATURITIES OF LONG-TERM DEBT	(653,459)
CURRENT MATURITIES OF CAPITAL LEASES	0
TOTAL CURRENT LIABILITIES	(3,041,696)
CHANGE IN OTHER LIABILITIES (\$)	
ACCRUED INTEREST ON 1998, 1999 UTGO	144,415
DEFERRED TAX COLLECTIONS	1,708
DEFERRED REVENUE - HOME HEALTH	(12,992)
DEFERRED INFLOW RIGHT OF USE	(64,153)
DEFERRED OTHER	0
TOTAL OTHER LIABILITIES	68,979
CHANGE IN LT DEBT & CAPITAL LEASES (\$)	
LTD RIGHT OF USE ASSETS	(998,302)
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	(998,302)
OTHER POST EMPLOYMENT BENEFITS LIABILITY	0
TOTAL LIABILITIES	(3,971,018)
NET CHANGE IN CASH	(6,535,286)
BEGINNING CASH ON HAND	11,162,290
ENDING CASH ON HAND	4,627,003

**Kittitas Valley Healthcare
AR Days
October 2023**

Accounts Receivable	Unbilled	0-30	31-60	61-90	91-180	181-365	366+	Total	Days
Hospital Total	7,846,264	7,974,423	5,363,109	2,911,744	4,939,307	4,671,087	4,246,804	37,952,739	71
Family Medicine Ellensburg	443,610	602,434	214,624	79,525	128,323	69,808	13,968	1,552,292	43
Family Medicine Cle Elum	123,498	171,031	74,562	21,530	29,572	20,671	13,577	454,442	40
Pediatrics	41,939	96,146	19,575	9,494	(1,268)	10,407	4,813	181,106	27
Adult Medicine	153,396	118,026	91,919	19,156	37,977	22,398	(6,169)	436,703	34
Womens Health	30,304	66,307	18,594	5,813	11,534	4,913	6,792	144,256	27
ENT	19,606	95,459	25,330	11,007	28,840	13,130	14,652	208,024	42
Orthopedics	-	-	-	-	2,343	21,888	2,004	26,236	7
General Surgery	60,292	37,420	10,019	4,631	11,628	3,686	4,119	131,795	14
Hospitalist	2,053	6,225	4,302	1,974	4,824	6,626	871	26,875	634
Workplace Health	3,930	1,135	10,224	4,935	9,913	4,162	299	34,599	28
Home Care and Hospice	-	170,324	178,947	49,896	43,191	166,167	-	608,525	249
Paragon	-	-	-	-	-	-	426,526	426,526	
NextGen	-	-	-	-	-	-	116,546	116,546	
Total	8,724,891	9,338,932	6,011,204	3,119,706	5,246,184	5,014,943	4,844,803	42,300,663	67.4
							Total AR Days	67.4	
							AR Days (less 366+)	59.6	

KITTITAS VALLEY HEALTHCARE
US BANCORP INVESTMENTS
OCTOBER 31, 2023

INVESTMENT TYPE	CUSIP	INVESTMENT DATE	MATURITY DATE	YTM %	MATURITY AMOUNT	INVESTMENT AMOUNT	MARKET VALUE	UNREALIZED GAIN/(LOSS)
US TREASURY NOTES	91282CAW1	08/01/2023	11/15/2023	5.200%	1,520,000.00	1,498,625.00	1,516,848.25	18,223.25
FHLMC	3137EAF2	12/14/2022	12/04/2023	4.501%	2,000,000.00	1,920,000.00	1,990,001.42	70,001.42
US TREASURY NOTES	91282CBA8	12/19/2022	12/15/2023	4.419%	2,000,000.00	1,917,781.25	1,987,061.06	69,279.81
US TREASURY NOTES	91282CBE0	01/13/2023	01/15/2024	4.486%	1,500,000.00	1,436,385.00	1,483,476.57	47,091.57
US TREASURY NOTES	91282CBE0	05/01/2023	01/15/2024	4.779%	2,000,000.00	1,936,015.63	1,977,968.76	41,953.13
FFCB	3133EMNG3	02/25/2021	01/19/2024	0.190%	1,000,000.00	1,001,156.00	988,747.15	(12,408.85)
US TREASURY NOTES	91282CBV2	06/01/2023	04/15/2024	5.120%	2,080,000.00	1,996,893.60	2,032,550.00	35,656.40
FHLB	3130AMKX9	06/07/2021	06/07/2024	0.140%	2,000,000.00	2,002,598.00	1,939,642.08	(62,955.92)
FNMA	3136G4Z71	08/28/2020	08/26/2024	0.370%	1,000,000.00	1,001,588.00	959,103.03	(42,484.97)
FHLMC	3134GW3W4	10/28/2020	10/28/2024	0.350%	3,562,000.00	3,566,235.22	3,384,990.72	(181,244.50)
US TREASURY NOTES	912828YV6	06/15/2023	11/30/2024	4.751%	2,187,000.00	2,087,901.56	2,098,153.13	10,251.57
FHLB	3130ALB52	02/25/2021	02/25/2025	0.236%	2,800,000.00	2,803,892.00	2,616,957.45	(186,934.55)
FHLMC	3134GWK88	09/17/2020	03/17/2025	0.350%	4,500,000.00	4,510,089.00	4,205,194.61	(304,894.39)
US TREASURY NOTES	912828ZW3	12/09/2021	06/30/2025	1.000%	1,500,000.00	1,460,742.00	1,383,867.18	(76,874.82)
FHLB	3130ANZ29	09/30/2021	09/30/2025	0.383%	3,000,000.00	3,009,468.00	2,751,028.89	(258,439.11)
FNMA	3135G06B4	07/27/2021	10/22/2025	0.570%	1,500,000.00	1,499,371.50	1,368,194.84	(131,176.66)
FFCB	3133ENFR6	12/02/2021	12/01/2025	1.220%	1,775,000.00	1,783,285.70	1,636,511.00	(146,774.70)
FHLB	3130ALDB7	02/25/2021	02/25/2026	0.413%	1,800,000.00	1,804,426.20	1,619,240.49	(185,185.71)
US TREASURY NOTES	91282CCF6	08/01/2023	05/31/2026	4.400%	1,380,000.00	1,247,282.81	1,241,568.75	(5,714.06)
US TREASURY NOTES	91282CCW9	08/01/2023	08/31/2026	4.317%	1,385,000.00	1,243,868.50	1,234,705.87	(9,162.63)
FFCB	3133ENHA1	12/14/2021	12/14/2026	1.112%	1,000,000.00	1,003,850.00	893,883.89	(109,966.11)
TOTAL					41,489,000.00	40,731,454.97	39,309,695.14	(1,421,759.83)

KITTITAS VALLEY HEALTHCARE

Capital Expenditure Board Narrative

Requesting Department: Imaging Services

Capital Item Requested: GE Precision 500D R&F X-ray System - *Lease Buyout*

Function of Equipment: The GE Precision 500D is a *digital radiography* and *fluoroscopy* system. It provides exceptional image quality at a lower dose, and helps increase patient throughput and clinical productivity.

Radiography or X-ray and *fluoroscopy* procedures are similar in that they both use X-rays to generate images of the body. However, *radiography* uses gamma rays to develop a *static* image of the internal structures of the body, while *fluoroscopy* obtains real-time *moving* image of the interior of the body. The combination of *fluoroscopy* and *radiology* allows for a wide range of exams to be captured on a single system.

Reason Requested: The District has leased the GE Precision 500D R&F X-ray System since 2019. Owning an R&F X-ray System rather than leasing is more cost effective.

We considered replacing the system with a remote unit that would offer increased X-ray capability and address performance issues. Quotes came back at \$600,000. Dr. Jensen reviewed new equipment and preferred our current unit.

We considered a lease renewal of \$5,100 per month versus a lease buyout of \$146,340, which would give a return on investment if the equipment was kept more than two years. To ensure optimal up-time we will continue a maintenance service agreement on this piece of equipment which is \$2,762 per month.

Budget: \$ 0

Actual Cost: \$ 146,340

Submitted By: Kimme Greenwood, Director Imaging Services

Date: 11/30/23

Community Relations November 30, 2023 Board Report

November has been consumed with the planning of the 2nd Annual KVH Employee Appreciation Banquet on Saturday, December 2. As of the writing of this report, we have 264 people registered to attend the event. This is a 17% increase from our first event! Doors open at 5:00p.m. Buffet dinner starts at 6:00p.m. The program starts at 7:00p.m. and will include some opening remarks and thanks from Matt (surprise!) and Julie, a special video from our staff, and an awards ceremony. Prior to the program staff will be able to mingle, take photos, purchase tickets for a 50/50 raffle with proceeds benefiting the Foundation, and participate in the 2023 KVH staff art project. The 2022 art project "Hands of KVH" will also make its debut at this event. We will wrap the evening with our gratitude gift drawings. This has been a huge lift by Alisha, Kristl, Kirsten, and Jenn Strater and I can't thank them enough for the energy, creativity, and overall enthusiasm in creating the best event possible for their colleagues.

In addition to banquet planning, November has been busy with Emergency Preparedness activities around policy reviews, DOH site visits (they review our Emergency Preparedness plan, hazard vulnerability assessment, and 96-hour planning tools), and preparation for a county-wide full-scale mass casualty incident drill in early summer 2024.

Fostering diversity, equity, and inclusion in our workforce and delivery systems-

REaL (Race, Ethnicity, and Language), SOGI (Sexual Orientation and Gender Identity), and SDoH (Social Determinants of Health) data collection efforts in the Hospital Inpatient and observations areas began in full force on October 1st. Amy Diaz has created some graphs to track our compliance with collecting this information that is required to be submitted on a monthly basis to the State. We expect to see those reports from October shortly. This month, the team met to review any barriers to collecting similar information in the Clinics and we are ready to move forward. Thus far, I have not heard of any negative reactions from our patients or staff.

KVH's 60th Anniversary –

December 2024 marks the 60th Anniversary of the opening of Kittitas Valley Hospital. We have been busy making plans to celebrate our diamond jubilee throughout the entire year. Stay tuned for more info.

Kittitas Valley Healthcare Grant Report November 2023

Mitchell R. Rhodes, PhD



Pending Applications					
<i>Grantor</i>	<i>Program</i>	<i>Applicant Organization</i>	<i>Purpose</i>	<i>Amount</i>	<i>Start Date</i>
WA State Dept of Commerce	SAMFE VOCA #3	KVH	Funding to support the SANE program over two years. Funding would provide paid call 5 days a week and all WSNA holidays, program oversight, and training for a new SANE RN.	\$125,530	January 2024

Not Awarded					
<i>Grantor</i>	<i>Program</i>	<i>Applicant Organization</i>	<i>Purpose</i>	<i>Amount</i>	
SAMHSA	Adult Reentry Program	KCHN	Funding to assist in maintaining MAT services upon release from the jail	\$2,000,000	
HRSA	Rural Communities Opioid Response Program – Child & Adolescent Behavioral Health	KCHN	Funding to address the needs of children and adolescents with an emphasis on addiction prevention	\$4,000,000	
SAMHSA	Strategic Prevention Framework	KCHN	Leverage and expand upon the work of the current opioid programs in KCHN with an emphasis on prevention rather than treatment	\$1,875,000	
WA State Dept of Commerce	Child Care Partnership Program	KCHN	Funding to continue child care work within the Network and support Happy Feet’s expansion project	\$140,000	

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Researching and Works in Progress		
Grantor	Applicant Organization	Notes
Cigna	KCHN	\$100,000 to expand care coordination
Hearst Foundation	KVH	Funding focuses on professional development and addressing healthcare professional shortages
WA State and FEMA	KVH	Funding to implement and improve cyber security
Barclay-Giel Seed Grants	KVH	Funding for disease and injury prevention that impacts the community – focus on wellness, early detection, and early interventions with priority areas of health misinformation, health worker burnout, social connection, and youth mental health
<i>Searching for Grantor</i>	KVH	Collaboration with the school districts and technical schools for strategic planning and implementation to create health care training programs.
HRSA	KCHN	Rural Health Network Development Grant - \$100,000. KCHN will focus on planning activities surrounding the new Community Health Improvement Plan with an emphasis on new populations of children, youth, and families.
<i>Searching for Grantor</i>	KVH	Support for family birthing classes, breast feeding education, and fourth trimester services.
<i>Searching for Grantor</i>	KVH	Financial assistance for OB Care

Update on Happy Feet Academy Expansion: Construction is progressing – the foundation for the building was poured on November 21. It is anticipated that framing will begin the beginning of December.

Current Awards					
Grantor	Program	Applicant Organization	Purpose	Amount	Start Date
HRSA	Rural Health Care Coordination Program	KCHN	Improve care coordination and collaboration in Kittitas County	\$750,000	September 2020

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Kittitas County Jail	MAT and Behavioral Health	KCHN	Provide direct treatment services within the jail for addiction	\$600,000	July 2021
WA State Dept of Commerce	Early Learning Facilities Grant	Happy Feet Academy	Increase child care capacity in Kittitas County	\$1,000,000	April 2021
Kittitas County Board of Commissioners	American Rescue Plan	Happy Feet Academy	Increase child care capacity in Kittitas County	\$500,000	October 2022
HRSA	Rural Communities Opioid Response Program: Implementation	KCHN	Continue and expand upon previous work to address the needs of Kittitas County residents facing addiction	\$1,000,000	September 2022
HRSA	Rural Communities Opioid Response Program: Behavioral Health	KCHN	Expand the implementation of previous work to be more inclusive of other behavioral health needs beyond opioids	\$2,000,000	September 2022
WA State Dept of Health	SANE Education and Service Reimbursement	KVH	Support Sexual Assault Nurse Examiners (SANE) educational opportunities including RN time, travel, supplies, backfill, KVH incentives for SANE RNs, and performing SANE Exams. Reimburse for FY2022	\$37,677	June 2022
WA State Health Care Authority	Pediatric Behavioral Health Integration	KVH	Funding to implement Behavioral Health Integration into the pediatric clinic including a Pediatric Social Worker, and Care Coordination from KCHN.	\$200,000	September 2023
WA State Department of Health	Rural Health Clinic Innovative Programs	KVH	Funding to for innovative programs in Rural Health Clinics – focus is on the KVH Med Refill Project within Pharmacy and the clinics	\$6,500	October 2023

Total Current Grant Awards: \$5,594,677

Total Awarded Grants: \$8,493,263

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