

## Board of Commissioners Meeting

October 14<sup>th</sup>, 2021

Snoqualmie Valley Hospital

King County Public Hospital District No. 4

*Zoom Link by request*

Call In Phone Number: 1-253-215-8782

Meeting ID: 971 5314 9556/ Passcode: 477746

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### Agenda

- 1. 6:30PM - CALL TO ORDER/ROLL CALL**
- 2. 6:32PM – APPROVAL OF THE AGENDA - *Action (vote)***
- 3. 6:35PM - BUSINESS FROM AUDIENCE – *Information***
  - a. Public Comment (*please limit comments to 3 min.*)
- 4. 6:38PM - CONSENT AGENDA– See Separate Consent Agenda - *Action (vote)***
- 5. 6:40PM – COMMUNICATIONS - *Information***
  - a. Emma Herron, President
  - b. Skip Houser, General Legal Counsel
    - RCW 70.44.320 and RCW 70.44.300 - Disposal of Personal property and Sale of Surplus Real Property
    - King County COVID Update
  - c. CEO Report - Renée K. Jensen, CEO
- 6. 7:15PM – COMMITTEE REPORTS– *Information/Discussion***
  - a. 7:15PM – Finance Committee – Commissioners Speikers/Herron
  - b. 7:30PM – Medical Committee – Commissioners Herron/Norris
  - c. 7:40PM - Facilities Committee – Commissioners Hauglie/Carter
- 7. 7:50PM – NEW BUSINESS**
  - a. None.
- 8. 7:55PM - GOOD OF THE ORDER/COMMISSIONER COMMENT**
- 9. 8:00PM- EXECUTIVE SESSION- *Discussion***

Executive Session is convened to discuss the following topic, as permitted by the cited sections of the Revised Code of Washington (RCW 42.30.110)

(g) To evaluate the qualifications of an applicant for the public employment or to review the performance of a public employee.
- 10. 8:15PM – ADJOURNMENT**

## **Board of Commissioners Meeting**

October 14<sup>th</sup>, 2021

Snoqualmie Valley Hospital

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### *Upcoming Meetings - Information*

- Finance Committee Meeting – Tuesday October 26, 2021 12:00pm
- Facilities Committee Meeting – Wednesday October 27, 2021 11:30am
- Medical Committee Meeting – Tuesday November 2, 2021- 4:00pm
- Budget Hearing Meeting – Thursday November 11, 2021 4:30-6:00pm
- Monthly Business Meeting – Thursday November 11, 2021 6:30pm
- Facilities Committee Meeting – Wednesday November 24, 2021 12:00pm
- Finance Committee Meeting – Tuesday November 30, 2021 11:30pm
- Medical Committee Meeting – Tuesday December 7, 2021 4:00pm
- Quality Steering Committee Meeting – Thursday December 16, 2021 3:00pm
- Facilities Committee Meeting – Wednesday December 22, 2021 12:00pm
- Finance Committee Meeting – Tuesday December 28, 2021 11:30pm

1. Work Study Minutes – September 9, 2021
2. Regular Meeting Minutes – September 9, 2021
3. Physician Credentialing
  - a. Erika Schroeder, MD – Emergency Medicine- Initial Privileging
  - b. Ann Smith, MD – Emergency Medicine - Initial Privileging
  - c. Duane Anderson, MD – Emergency Medicine- Renewal to Active
  - d. Jonathan Halper, MD – Emergency Medicine- Renewal to Active
  - e. Brent D. Benjamin, MD – Pathology - Renewal to Telemedicine
  - f. Archimedes Garbes, MD – Pathology - Renewal to Telemedicine
  - g. Peter Herreid, MD – Pathology - Renewal to Telemedicine
  - h. Andrew Hing, MD – Pathology- Renewal to Telemedicine
  - i. Hongxiu Ji, MD – Pathology- Renewal to Telemedicine
  - j. Lawrence Lee, MD – Radiology- Renewal to Telemedicine
  - k. Stanley Leung, MD – Pathology- Renewal to Telemedicine
  - l. Garland McQuinn, MD – Radiology- Renewal to Telemedicine
  - m. Novae Simper, MD – Pathology- Renewal to Telemedicine
  - n. Lennart Tan, MD – Pathology- Renewal to Telemedicine
  - o. Veronica Thoroughgood, MD – Pathology- Renewal to Telemedicine
  - p. Dana Wolinsky, MD – Pathology- Renewal to Telemedicine
  - q. Naomi Yoo, MD – Pathology- Renewal to Telemedicine
  - r. Ron Bennett, RPh – Pharmacy- Renewal to Affiliate Staff
  - s. Ozra (Candy) Naderi-Asrami, BS Pharm – Pharmacy - Renewal to Affiliate Staff
  - t. Tran Tran, PharmD, – Pharmacy- Renewal to Affiliate Staff
4. Authorization: Verbal authorization from President Herron and Secretary Hauglie for CEO to sign minutes and Physician Credentialing on their behalf.



**DRAFT**

**PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY**  
**Board of Commissioners**  
**September 9, 2021**  
**MINUTES**  
**WORK/STUDY**  
**4:30pm-6pm**  
**Via Zoom**

**PRESENT:**

Emma Herron, President  
Dariel Norris, Vice President  
Kevin Hauglie, Secretary  
David Speikers, Commissioner  
Jen Carter, Commissioner

**ALSO PRESENT:**

Renée Jensen, CEO  
Karyn Denton, COO/CNO  
Patrick Ritter, CFO  
Amy Johnson, Director of Rehabilitation and Transitional Services  
Charles (Skip) Houser, General Counsel (Pro tem recording clerk)

**CALL TO ORDER:** The meeting was called to order by Pres. Herron at 4:31 pm followed by roll call. This meeting was held via Zoom virtual meeting pursuant to Proclamation 20-28 issued by Washington State Governor Inslee. All parties listed above were on the call. For public attendance the call-in number was posted prior to the meeting.

**APPROVAL OF AGENDA:**

**There were no objections or changes to the Agenda.**

**PUBLIC COMMENT:** None.

**EXECUTIVE REPORT:**

- a. CEO – Renée Jensen
- b. Rehabilitation and Transitional Services Presentation- presentation and slide deck provided by Amy Johnson, Director of Rehabilitation and Transitional Services

Minutes of this meeting, once approved, are available on the District's website at [www.snoqualmiehospital.org](http://www.snoqualmiehospital.org) under the Governance page. Copies of any presentations and/or documents are available upon request by contacting Administration at 425.831.2362.

Upcoming Meetings -

- Education Work/Study – Thursday, October 14, 2021 – 4:30pm-6pm
- Monthly Business Meeting – Thursday, October 14, 2021 – 6:30pm

The meeting adjourned at 5:24 pm.

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Kevin Hauglie, Secretary

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Recording Clerk

**DRAFT**



**PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY**  
**Board of Commissioners**  
**September 9, 2021, 6:30 pm**  
**MINUTES**  
**Via Zoom**

**PRESENT:**

Emma Herron, President  
Dariel Norris, Vice President  
Kevin Hauglie, Secretary  
David Speikers, Commissioner  
Jen Carter, Commissioner

**ALSO PRESENT:**

Renée Jensen, CEO  
Karyn Denton, COO/CNO  
Patrick Ritter, CFO  
Rachel Thompson, MD  
Tammy Moore, MD  
Alex Johnson, RN  
Charles (Skip) Houser, General Counsel

**CALL TO ORDER:** The meeting was called to order by Pres. Herron at 6:30pm, followed by roll call. This meeting was held via Zoom pursuant to Proclamation 20-28 issued by Washington State Governor Inslee. The information to attend the meeting was posted prior to the meeting.

**APPROVAL OF THE AGENDA:**

**A motion was made and seconded to approve the agenda as amended. M/Speikers S/Hauglie**

**The motion passed by unanimous vote.**

**PUBLIC COMMENT:**

Sidney Zvara was present but declined to provide any comments. Bryan Holloway, Snoqualmie City Council Member, provided information later in the meeting that the local zip code is 96% vaccinated. He also identified that he would bring back additional information about the I-90 interchange.

## **CONSENT AGENDA:**

**A motion was made and seconded to approve the consent agenda as amended, which included the approval of minutes of the work study and regular meeting minutes and the removal of the physician credentialing agenda item which will be addressed under the Medical Committee Report. M/Speikers S/Hauglie**

**The motion passed by unanimous vote.**

## **COMMUNICATIONS:**

- President Herron: identified that the consent agenda was modified to reflect the Medical Committee not meeting and that Dr. Thompson would address this later in the meeting. The District continues to be very busy and engaged with the community in providing services. President Herron also acknowledged the public attending the meeting as well as Dr. Tammy Moore.
- General Counsel Houser:
  - RCW 70.44.062 Commissioners', meetings, proceedings, and deliberations concerning health care provider's clinical or staff privileges to be confidential- Final action in public session.
  - Updates on federal vaccine requirements, Washington State Vaccine Proclamations and other requirements, and King County COVID-19 updates.
- CEO Report: Reference CEO Report. CEO Jensen introduced and welcomed Dr. Tammy Moore to the Board.

## **COMMITTEE REPORTS**

**1. Finance Committee Report - Approval of warrants, payroll and payroll taxes – July 1 thru July 30, 2021.** Written minutes from the August 31, 2021 meeting for the July 2021 finances were provided as part of the board packet and reported by Commissioner Speikers, Committee Chair. Both Commissioners Speikers and Herron attended the meeting via Zoom. The committee is scheduled to next meet on September 28, 2021 to review August 2021 finances.

**1(a). Approval of Warrants, Payroll and Payroll taxes – July 2021.**

**A motion was made and seconded to approve total disbursements that includes payroll warrants, hospital and clinic payroll, auto deposits, hospital and clinic payroll taxes, retirement and matching plans, as well as all accounts payable warrants in the total amount of \$4,478,485.96 for July 1 thru July 30, 2021, as recommended by the Finance Committee.**

**M/Speikers S/Hauglie**

**The motion carried by unanimous vote.**

**2. Medical Committee Report.** The Medical Committee was unable to meet this month and Dr. Thompson provided the following update: COVID testing continues to occur at one site of approximately a hundred individuals per day and based on current trends, it is anticipated it will continue to go up. The other site is handling approximately forty tests per day. She then identified

that positivity rate is approximately 6%.

She identified that the Hospital inpatient numbers for August were 24.2 and the year to date is 23.7. She identified that twenty-six beds are available in the Hospital and that an existing waiver will allow up to twenty-eight beds.

She also identified a new hospitalist is now on board and welcomed them. She further identified that “Wally,” the telemedicine robot has been established and is working well with doctors being assigned to the nightshifts through Wally each night.

She identified that in the emergency room, they are experiencing 13.7 visits and ahead of budget and for the year to date, 11.4 visits. Further, the patient satisfaction scores are outstanding.

a. Dr. Thompson and CEO Jensen provided the information from the consent agenda, the notice of, and request for physician credentialing.

**Motion to approve the physician credentialing list as proposed and endorsed by Dr. Thompson and CEO Jensen.**

M/Hauglie S/Speikers

**The motion passed by unanimous vote.**

**3. Facilities Committee Report.** Written minutes from the August 25, 2021 meeting were provided as part of the board packet and reported by Commissioner Hauglie, Committee Chair. Commissioner Hauglie did not attend the meeting due to an excused absence. The committee is scheduled to next meet on September 27, 2021.

**NOTE:** Any documents presented at this meeting are available upon request. Minutes are posted on the District Website at [www.snoqualmiehospital.org](http://www.snoqualmiehospital.org) under the Governance Page. For questions or further information, please contact Administration at 425.831.2362.

**NEW BUSINESS:**

a. Strategic Plan- President Herron provided comments about the Strategic Plan and presented it to the Board for formal adoption/approval.

**A motion to adopt the Strategic Plan was made.**

M/Carter S/Hauglie

**The motion carried by unanimous vote.**

**GOOD OF THE ORDER/COMMISSIONER COMMENT:**

The Board of Commissioners provided comments welcoming Dr. Moore and their appreciation for the efforts that Dr. Thompson has been undertaking for the last month. Additional comments were provided as to the positive cash flow and the ability of the Hospital to invest in staff and community. Commissioners reflected upon the changes occurring and the positive nature of such and excitement for the future. The Board President thanked the executive team and identified that there is a hundred

and ten days left in 2021 and is looking forward to a positive future in 2022.

**UPCOMING PUBLIC MEETINGS:**

**Education Work/Study** – Thursday, October 14, 2021, 4:30-6:00pm

**Monthly Business Meeting** – Thursday, October 14, 2021 2021, 6:30pm

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Kevin Hauglie, Board Secretary

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Recording Clerk

**RCW 70.44.320****Disposal of surplus personal property.**

The board of commissioners of any public hospital district may sell or otherwise dispose of surplus personal property of the district which the board has determined by resolution is no longer required for public hospital district purposes in such manner and upon such terms and conditions as the board in its discretion finds to be in the best interest of the district.

[ 1982 c 84 § 4.]

**RCW 70.44.300****Sale of surplus real property.**

(1) The board of commissioners of any public hospital district may sell and convey at public or private sale real property of the district if the board determines by resolution that the property is no longer required for public hospital district purposes or determines by resolution that the sale of the property will further the purposes of the public hospital district.

(2) Any sale of district real property authorized pursuant to this section shall be preceded, not more than one year prior to the date of sale, by market value appraisals by three licensed real estate brokers or professionally designated real estate appraisers as defined in \*RCW 74.46.020 or three independent experts in valuing health care property, selected by the board of commissioners, and no sale shall take place if the sale price would be less than ninety percent of the average of such appraisals.

(3) When the board of commissioners of any public hospital district proposes a sale of district real property pursuant to this section and the value of the property exceeds one hundred thousand dollars, the board shall publish a notice of its intention to sell the property. The notice shall be published at least once each week during two consecutive weeks in a legal newspaper of general circulation within the public hospital district. The notice shall describe the property to be sold and designate the place where and the day and hour when a hearing will be held. The board shall hold a public hearing upon the proposal to dispose of the public hospital district property at the place and the day and hour fixed in the notice and consider evidence offered for and against the propriety and advisability of the proposed sale.

(4) If in the judgment of the board of commissioners of any district the sale of any district real property not needed for public hospital district purposes would be facilitated and greater value realized through use of the services of licensed real estate brokers, a contract for such services may be negotiated and concluded. The fee or commissions charged for any broker service shall not exceed seven percent of the resulting sale price for a single parcel. No licensed real estate broker or professionally designated real estate appraisers as defined in \*RCW 74.46.020 or independent expert in valuing health care property selected by the board to appraise the market value of a parcel of property to be sold may be a party to any contract with the public hospital district to sell such property for a period of three years after the appraisal.

[ 1997 c 332 § 17; 1984 c 103 § 4; 1982 c 84 § 2.]

**NOTES:**

**\*Reviser's note:** RCW 74.46.020 was amended by 2010 1st sp.s. c 34 § 2, deleting the definition of "professionally designated real estate appraiser."

*“Culture does not change because we desire to change it. Culture changes when the organization is transformed – the culture reflects the realities of people working together every day.”*

## **Foundational Elements**

*Building essential infrastructure to support a healthy future.*

- **Electronic Medical Record (EMR)** – Overlake Finance Committee has approved the non-binding Letter of Intent. The terms of the agreement for review by our legal department are being drafted by Overlake. Dr. Moore and CFO Ritter meet the week of October 11th with the principal project managers at Overlake to begin project kick-off. CFO Ritter interviewed multiple Project Managers for EPIC project installation with 3<sup>rd</sup> party vendors. Currently working with top choice vendor on terms of potential contract.
- **Executive Assistant** – Our new Executive Assistant, Jamie Palermo begins October 4<sup>th</sup>. She will be training with our current administrative assistant for one week before she is on her own. Jamie brings a wealth of healthcare experience and knowledge to us however, she will be learning all about public hospitals. Please be patient as she learns the PHD nuisances and gets to know the board processes.
- **Night time hospitalist coverage** – We are live with our new nocturnal medicine program. The physicians have been amazing and providing excellent, real time care for our patients. This night time coverage has greatly improved access for patients and nursing.
- **Hospitalist Coverage** – Our new hospitalist team has hit the ground running with ARNP Debbie Martin providing coverage 4-5 days per week. Dr. Thompson and Dr. Moore have been sharing the remaining coverage for Thursday – Saturday as we recruit for a second permanent ARNP to join our team and compliment the schedule with Debbie Martin.

## **Health System of Choice**

*Develop a brand of the future and define the “New SVH”.*

- **City of Snoqualmie** – CEO Jensen participated in a stakeholder meeting for the City of Snoqualmie which was a facilitated SWOT analysis to inform the city council and to be used as a tool to build upon for future community engagement efforts.
- **Media Coverage** – KIRO 7 news team was on site two times this month to cover news stories. The first story focused on the announcement of booster vaccines and highlighted the barn and drive through facility. The second story was a piece in partnership with the department of health that highlighted the shortage and usage of monoclonal antibodies for the treatment of qualified COVID-19 patients. SVH was an important part of the story and had great coverage!

- **Community Engagement Efforts –**

- **Community Engagement Events**

- Hosted Dept. Commerce Secretary Graves and Congresswoman Schrier at SVH. The focus was telehealth. They were able to speak to Eagle Medicine's Telenocturnist Dr. Basaly through Wall-E the patient care robot.

- **Meetings/Collaboration**

- Met with Dr. Terry Maresca to discuss the hospital's history with the Snoqualmie Tribe and where we go from here to begin building a more collaborative relationship.
    - Healthy Start Coffee Chat/regional organizations discussed support for young mothers and children, COVID Update and outreach for Dr. Jain.
    - Meeting with team from Bellewood Issaquah to discuss upcoming flu and COVID vaccine clinics and continued support for their residents.
    - SnoValley Chamber of Commerce, COVID Update.
    - Snoqualmie Valley Government Association, relevant information pertaining to I-90/18 Interchange Construction, community COVID updates.
    - Fall City Community Association, COVID Update.

- **COVID Outreach**

- Rolled out Pfizer Booster Communication Plan across all platforms and internally to team.
    - Participating in KC Vaccine Delivery Partner meetings (bi-weekly).
    - Outreach to SVSD to create mandated 5-11 vaccination plan for SKCPHD.
    - Bellewood Senior Living discussions about booster vaccines for residents and staff.
    - Outreach to Riverview School District to remind them about our COVID vaccine support.
    - Sno-King Arena 5-11 Vaccination event possibility.
    - Spacelabs coordination on potential upcoming COVID-Flu Clinic.

- **Added exposure**

- Sno Valley Community Center Fall Prevention Event with Rehabilitation Team.

- **Continued exposure**

- Living Snoqualmie
    - Social Media
    - Chambers of Commerce Listings

## People

*Recruit and retain the highest caliber SVH team to successfully execute the vision of the “New SVH”.*

- **Staff Vaccination Rate** – We are 95% COVID fully vaccinated! Out of 331 full time, part time and all contracted staff 321 are vaccinated. We granted 17 exemptions, one staff member were unable to accommodate and 2 staff members remain undecided.
- **Staff Town Hall Meetings** – CEO Jensen held several staff town hall meetings to answer questions from staff and engage the organization in the strategic initiatives for the future. This is a great opportunity for staff to see how changes and work in their department will help the organization and enhance services for patients. It also a great time for the staff to give feedback and input to the CEO.
- **WSHA Annual Meetings** – SVH is participating as an organization in the educational e-series presented by WSHA. The leadership team is invited to participate as a group in the conference room which offers the opportunity for team discussion. The educational programs are also offered via Zoom for board members and others who are not able to attend in person.
- **Preventing Workplace Harm** – We are offering several opportunities for all staff to attend an in person educational session presented by WSHA which focuses on de-escalation skills and providing staff with tools to respond in difficult situations. This education is one of the number one requested topics from staff in our ED and registration however, all staff members are finding value in attending.
- **Facilities Leadership** – SVH’s long time Facilities Director is retiring this month!! Scott N has over 17 years of knowledge with SVH. We are busy extracting every piece of information that we need to keep things running smoothly until a replacement is identified. Scott will leave the organization in great shape with a good team of people to carry on behind him.

## Community Health Needs

*Develop our programs and infrastructure to meet and support the needs of our community.*

- **Ridge Clinic Expansion/Urgent Care** – Weekly contractor/owner meetings are occurring at the ridge clinic. With Scott N retiring, we have hired an experience project manager 2-4 hours per week to assist with getting this project across the finish line. With the projected project schedule nearing the first of December we are planning to staff our first shift December 16<sup>th</sup> or January 7<sup>th</sup> depending on recruitment of additional providers and staff scheduling.
- **COVID Testing** – We are very close to providing PCR testing in house. All of the correlation studies and initial testing are complete and finalizing review this week. There is a reagent shortage across the nation but with help of our sales rep and our King County PH partnership the team is assisting in ensuing we have the volumes necessary to begin on site testing.
- **COVID treatment and follow up care** – We are offering monoclonal antibody treatment through our emergency department. The state is experiencing a shortage of mAb which caused us to be out of supply for a couple of weeks. We did receive a shipment this week and have enough in stock to treat local residents that qualify for treatment of this type.

- **The Rural Collaborative (TRC)** – SVH is an active participant in the Rural Collaborative in which we receive great value. Recently TRC has begun activities to provide additional value to members which would lessen the dependency of the organization on dues and support activities through group purchase models and activities of scale. This is an important activity for the board members to be tracking. Here is the summary from the Director's report, *"The Rural Collaborative Enterprise is a separate legal entity made up of a collective of rural health system participants. With the organizational and dues structure of the Collaborative, we can only get so far. The Enterprise will be structured to provide the option of adding other rural healthcare organization beyond the current TRC membership. This will provide us with the ability to gain scale advantages of large systems and become a significant service provider to support rural hospitals and providers"*.
- **Association of Washington Public Hospital Districts** – CEO Jensen has been invited to participate on the Board for AWPHD as an at large member. Representing SVH on this board will be an honor and provide valuable direction to AWPHD to support a diverse group of rural PHD's. Membership on association boards at local/state/national levels is an important part of leveraging strategic partnerships in our strategic plan.

## **Financial Stewardship**

*Ensuring we have comfortable financial resources to support our ability to provide excellent care and service to our community.*

- **See finance summary prepared by CFO Ritter for more details on financial performance.**
- **Budget Meetings** – CFO Ritter and the finance team have been hard at work developing the 2022 budget. Instead of rolling the 2021 budget forward and including high level assumptions, we are asking all managers to complete a zero based budget. This exercise tasks managers to think about how the strategic initiatives will impact their budgets and what resources will be necessary to support the initiatives they have committed to during the strategic planning process. This type of a budget is extremely labor intensive but develops great buy in, understanding, and ownership by the leaders.

## **Board Education Opportunities**

September 16<sup>th</sup> – Dec 9<sup>th</sup>

### **WSHA Annual Meeting** - eSeries (10:00 – 11:00AM PST)

- **October 28** - Nicole Malachowski, USAF Pilot, Resiliency Expert
  - WSHA Business Meeting & Award Presentation
- **November 11** - Phil Gwoke, Multi-Generational Workforce Expert
- **December 9** - Dr. Abdul El-Sayed, America Dissected Podcast Host

***Respectfully Submitted, Renée K. Jensen***



**Public Hospital District No. 4, King County**  
**Finance Committee**  
**Minutes**  
**Tuesday, September 28 2021**  
**12:30 am -2:00 pm**  
*Zoom Link in Calendar Invite*  
**Dial-in: (253) 215-8782/ ID: 914 0916 5727/ Passcode: 166444**

**Committee Members:**

<b>David Speikers</b>	<b>Commissioner, Chair of Finance</b>
<b>Emma Herron</b>	<b>Commissioner, President (absent)</b>
<b>Daniel Norris</b>	<b>Commissioner, Vice President (proxy for Commissioner Herron)</b>
<b>Renee Jensen</b>	<b>CEO</b>
<b>Patrick Ritter</b>	<b>CFO</b>
<b>Karyn Denton</b>	<b>COO</b>
<b>Jim Baldauf</b>	<b>Finance Director</b>
<b>Marie Cabrera</b>	<b>Finance Director</b>

**Income Statement Narrative:**

Income exceeded budgeted levels by 21% in August. The increase in revenue came from the following:

- 24.2 Average Daily Census
- 400+ ED Visits for the third month in a row.
- 4000 more lab tests with increased COVID testing.
- Increased Imaging visits

The increased patient visits and revenues in inpatient and outpatient services resulted in a positive \$450,000 operating margin.

Operating Expenses were 10% above budgeted projections for August. The negative variances were mainly due to increased patient volumes in the inpatient, laboratory, and emergency departs and some equipment expense purchases in advance of the September reorganization of the Med Surge team. SVH had a positive net income of about \$283,000 in August, 122% above budgeted projections.

**Expense Variances**

**Professional Fees were \$15,000 above budget.** The increase in pro fees is due to continued lab staff shortages. In August, there were two open positions filled with agency staff. The lab filled one open position in September, and one open position remains.

**Supplies were \$132,000 above budget.** — Lab supplies increased \$16,000 due to volume increases. Med Surge robot “Wally” was purchased for \$50,000. Volume increases in the MedSurg unit led to an \$11,000 increase. ER supplies increased by \$7,000 due to volume increase. Pharmacy costs were up due to inpatient mix and volume by \$14,000. IT Services and software licenses for new SharePoint and new Firewall systems were about \$26,000.

**Repairs and Maintenance were \$14000 above budget.** MRI repairs.

**Utilities were \$5000 above budget.** – Due to electricity usage. Rates went up 5.8% in May 2022.

**Purchased Services were \$137,000 above budget.** – \$72,000 in COVID-related expenditures in Med Svcs. We recognize non-vaccine-related COVID expenses separately for tracking purposes. \$32000 in Patient Accounting due to increased collection of net revenues from Trubridge. \$22,000 increase in COVID testing and SML lab revenue.

**Balance Sheet Highlights:**

- Assets increase
  - Cash Up ~119,000
    - Net Income and AR decrease
- Current Liabilities Decrease
  - AP Decrease
  - Current payment for CMS Advances
- Long Term Liabilities Decrease
  - Lease payments for Long Term Leases
- Increase in Equity
  - Net Income \$450,000

**Cash Flow Statement Highlights:**

- **Operating Activities Increase ~\$120,000**
  - Positive Net Income
  - Reduction in AR Days

**AR Days Goal 55**

- 53.3 Days
  - AR decrease in August.

**Bond Covenants: (Snapshot forecast)**

- Debt Coverage 4.02 requirement 1.20
- Reserve Requirement is at \$3,675,188 as required.
- Days cash is 200. The bond requirement is 60

**Commissioner Comments:**

There was discussion regarding Commissioner Budget for 2022.

**NEXT MEETING:** Tuesday, October 26, 2021 – 11:30am-1:00pm – Zoom

Approved:

# PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY

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AUGUST 2021 FINANCE COMMITTEE

SLIDES

SEPTEMBER 28, 2021

# Financial Statements

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KING COUNTY HOSPITAL DISTRICT # 4  
HOSPITAL & CLINICS COMBINED  
STATEMENT OF OPERATIONS  
ACTUAL vs BUDGET  
AUGUST 2021

CURRENT MONTH					YEAR TO DATE			
ACTUAL	BUDGET	VARIANCE	% VARIANCE		ACTUAL	BUDGET	VARIANCE	% VARIANCE
\$ 4,186,371	\$ 3,463,583	\$ 722,788	21%	NET PATIENT SERVICE REVENUE	\$ 28,912,800	\$ 26,905,945	\$ 2,006,855	7%
78,715	87,161	(8,446)	-10%	TAXATION FOR OPERATIONS	652,927	683,232	(30,305)	-4%
30,269	44,067	(13,798)	-31%	OTHER	334,845	354,152	(19,307)	-5%
4,295,355	3,594,811	700,544	19%	TOTAL OPERATING REVENUE	29,900,573	27,943,329	1,957,244	7%
				OPERATING EXPENSES				
1,780,740	1,657,285	(123,455)	-7%	SALARIES	13,549,403	13,258,280	(291,123)	-2%
325,091	385,504	60,413	16%	EMPLOYEE BENEFITS	2,987,900	3,084,032	96,132	3%
335,501	322,250	(13,251)	-4%	PROFESSIONAL FEES	3,462,240	2,576,293	(885,947)	-34%
387,041	254,720	(132,321)	-52%	SUPPLIES	2,439,266	2,037,760	(401,506)	-20%
34,187	21,639	(12,548)	-58%	REPAIRS AND MAINTENANCE	205,919	173,112	(32,807)	-19%
42,008	36,262	(5,746)	-16%	UTILITIES	354,718	290,096	(64,622)	-22%
465,462	327,921	(137,541)	-42%	PURCHASED SERVICES	2,893,149	2,623,368	(269,781)	-10%
14,084	14,583	499	3%	INSURANCE	109,002	116,664	7,662	7%
76,923	63,641	(13,282)	-21%	LEASE AND RENTALS	500,310	509,128	8,818	2%
333,016	328,882	(4,134)	-1%	DEPRECIATION	2,637,317	2,631,056	(6,261)	0%
50,692	48,122	(2,570)	-5%	OTHER	427,886	387,526	(40,360)	-10%
3,844,745	3,460,809	(383,936)	-11%	TOTAL OPERATING EXPENSES	29,567,110	27,687,315	(1,879,795)	-7%
450,610	134,002	316,608	236%	OPERATING INCOME	333,463	256,014	77,449	-30%
6,670	10,701	(4,031)	-38%	INVESTMENT INCOME, NET OF AMOUNT CAPITALIZED	55,277	83,883	(28,606)	-34%
262,118	260,160	1,958	1%	TAXATION FOR BOND PRINCIPAL & INTEREST	2,082,960	2,039,319	43,641	2%
(427,319)	(428,346)	1,027	0%	INTEREST EXPENSE, NET OF AMOUNT CAPITALIZED	(3,410,050)	(3,424,853)	14,803	0%
(9,096)	(9,096)	(0)	0%	BOND ISSUANCE AND FINANCING COSTS	(72,771)	(72,768)	(3)	0%
-	148,015	(148,015)	100%	NON OPERATING REV - PROVIDER RELIEF FUNDS	6,540,212	1,160,248	5,379,964	-464%
105	11,882	(11,777)	-99%	OTHER NET	220,026	93,139	126,887	136%
(167,522)	(6,684)	(160,838)	-2406%	NON OPERATING, NET	5,415,654	(121,032)	5,536,686	4575%
283,088	127,318	155,770	122%	CHANGE IN NET POSITION	5,749,118	134,982	5,614,136	4159%
\$ 283,088	\$ 127,318	\$ 155,770	122%	NET POSITION	\$ 5,749,118	\$ 134,982	\$ 5,614,136	4159%

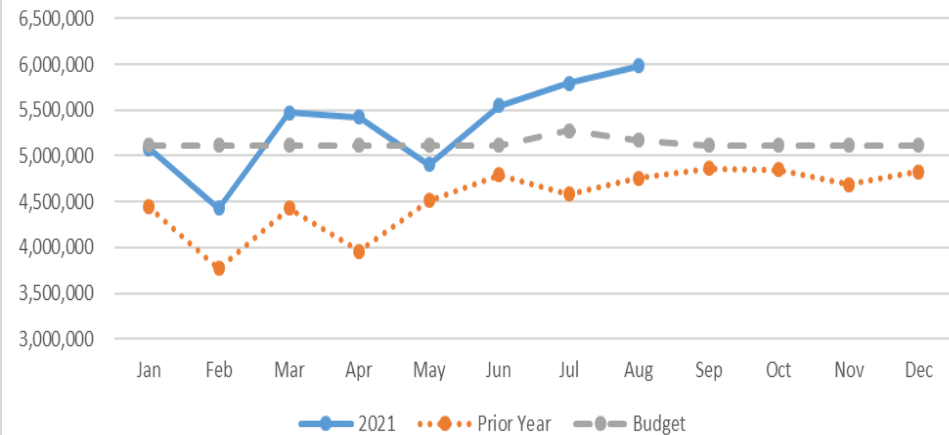
SNOQUALMIE VALLEY HOSPITAL COMBINED BALANCE SHEET	JULY 2021	AUGUST 2021
ASSETS		
<b>CURRENT ASSETS</b>		
UNRESTRICTED CASH	12,104,878	12,694,245
BOARD RESTRICTED FUNDS	102,277	102,277
CMS ADVANCE PAYMENT	9,721,065	9,227,088
MANDATED RESERVE FUNDS	10,389,529	10,413,497
<b>TOTAL CASH</b>	<b>32,317,748</b>	<b>32,437,107</b>
ACCOUNTS RECEIVABLE	9,520,193	9,384,248
LESS A/R ALLOWANCES	3,155,053	3,162,468
COST REPORTS RECEIVABLE	463,926	463,926
EMR MEANINGFUL USE	-	-
<b>TOTAL NET RECEIVABLE</b>	<b>6,829,066</b>	<b>6,685,706</b>
TAXES RECEIVABLE	1,998,622	1,977,782
INVENTORY	251,254	192,926
PREPAID EXPENSES	81,981	89,326
INTANGIBLE ASSETS	3,107,486	3,098,390
OTHER RECEIVABLES	34,126	24,484
<b>TOTAL CURRENT ASSETS</b>	<b>44,620,283</b>	<b>44,505,722</b>
<b>FIXED ASSETS</b>		
LAND AND IMPROVEMENTS	26,604,969	26,604,969
BUILDINGS	32,475,968	32,479,582
MOVABLE EQUIPMENT	8,915,959	8,917,868
INFORMATION SYSTEMS	4,702,979	4,702,979
RIGHT TO USE ASSET	1,214,780	1,137,018
LESS: ACCUMULATED DEPRECIATION	24,211,157	24,466,411
<b>NET FIXED ASSETS</b>	<b>49,703,498</b>	<b>49,376,005</b>
<b>TOTAL ASSETS</b>	<b>94,323,781</b>	<b>93,881,727</b>

SNOQUALMIE VALLEY HOSPITAL COMBINED BALANCE SHEET	JULY 2021	AUGUST 2021
<b>LIABILITIES AND FUND BALANCES</b>		
<b>CURRENT LIABILITES</b>		
NOTES PAYABLE	966,000	966,000
COST REPORTS PAYABLE	-	-
ACCOUNTS PAYABLE	832,345	909,007
ACCRUED PAYROLL & TAXES	2,211,686	2,193,229
ACCRUED INTEREST (BONDS)	328,837	477,601
OTHER CURRENT LIABILITIES	(68,091)	(49,768)
CURRENT PORTION LONG TERM DEBT	1,547,917	1,506,250
CURRENT PORTION CMS ADVANCE PAYMENT	2,857,179	2,363,202
DEFERRED STIMULUS REVENUE	-	-
DEFERRED TAX REVENUE	1,655,392	1,314,101
<b>TOTAL CURRENT LIABILITIES</b>	<b>10,331,264</b>	<b>9,679,623</b>
<b>LONG TERM LIABILITIES</b>		
LIABILITY RIGHT TO USE ASSET	1,202,815	1,129,315
CMS ADVANCE PAYMENT PAYABLE	6,863,886	6,863,886
LONG TERM LIABILITIES (LTGO BONDS)	45,790,000	45,790,000
REVENUE BONDS	45,453,321	45,453,321
<b>TOTAL LONG TERM LIABILITIES</b>	<b>99,310,022</b>	<b>99,236,521</b>
<b>EQUITY/FUND BALANCE PERIOD END</b>	<b>(15,317,505)</b>	<b>(15,034,417)</b>
<b>TOTAL LIABILITY + EQUITY/FUND BALANCE</b>	<b>94,323,781</b>	<b>93,881,727</b>

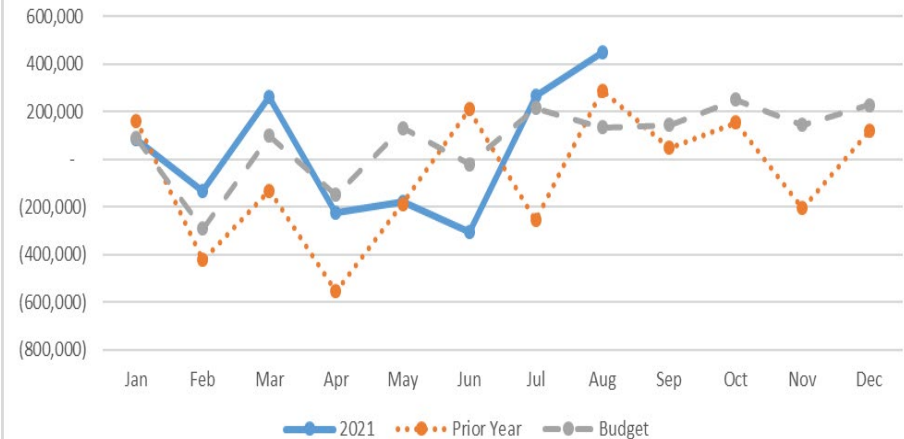
STATEMENT OF CASH FLOWS		
SOURCE AND APPLICATION OF FUNDS	JULY 2021	AUGUST 2021
<b>Net Income</b>	90,593	283,088
Add (Deduct) items not affecting cash:		
Depreciation expense	255,254	255,254
(Increase) decrease in accounts receivable	(45,142)	143,360
(Increase) decrease in current assets		
Tax Receivable/Other Receivable	1,395,409	30,482
Inventory	(8,698)	58,327
PrePaid Expenses	22,968	(7,346)
Intangible Assets	9,096	9,096
Increase (decrease) in current liabilities		
Notes and Loans Payable	-	-
Accounts Payable	(39,826)	76,662
Accrued Payroll & Taxes	(485,007)	(18,456)
Accrued Interest (Bonds)	148,763	148,763
Other Current Liabilities	3,460	18,324
Deferred Stimulus Funds	(497,345)	(493,977)
Current Long Term Debt	(41,667)	(41,667)
Deferred Tax Revenue	(341,291)	(341,291)
Other (net)	-	-
<b>Net Cash provided by operating activities</b>	466,569	120,621
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Investment in plant and equipment		
Land	-	-
Buildings	(1,165)	(3,614)
Equipment	(11,078)	(1,909)
Right to Use Assets	89,081	77,762
<b>Net cash used for investing activities</b>	76,839	72,238
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Change in long-term liabilities	(77,249)	(73,500)
<b>Increase (decrease) in cash</b>	<b>\$ 466,158</b>	<b>\$ 119,359</b>
<b>Beginning Cash Balance</b>	<b>31,851,590</b>	<b>32,317,748</b>
<b>Ending Cash Balance</b>	<b>32,317,748</b>	<b>32,437,107</b>

# Financial Dashboards (Revenue & Income)

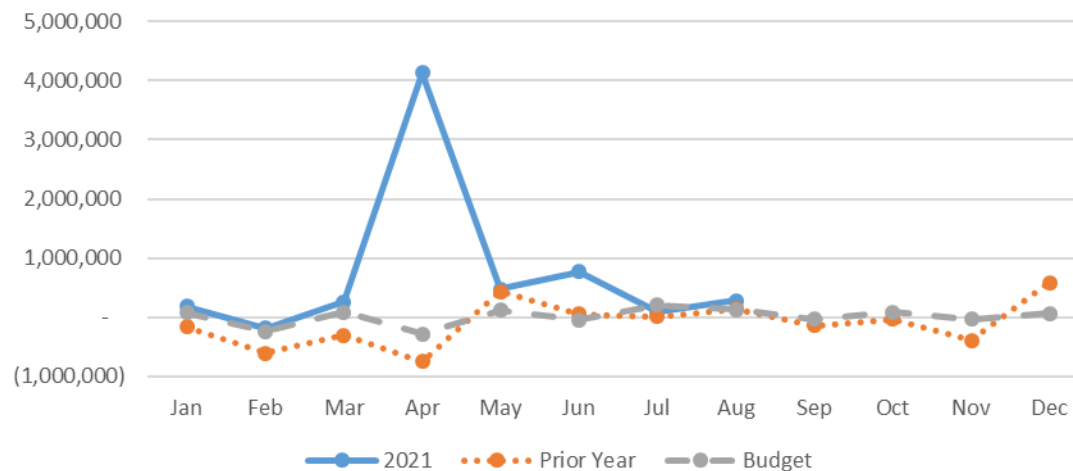
## Gross Revenue



## Operating Income

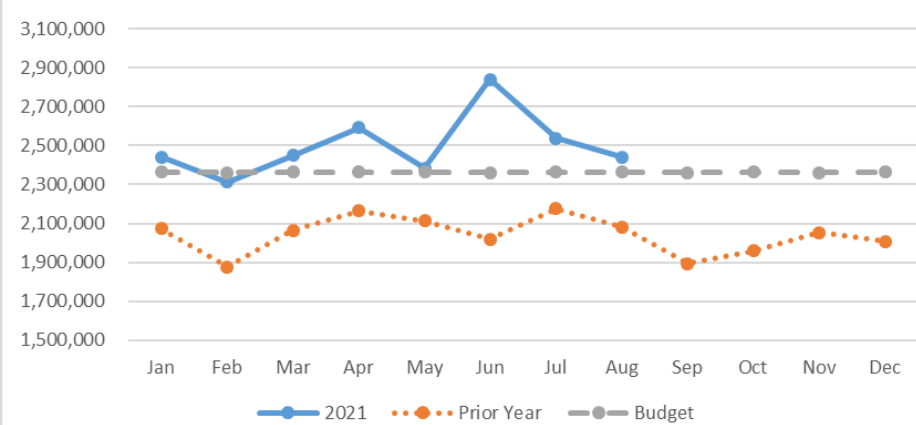


## Net Income

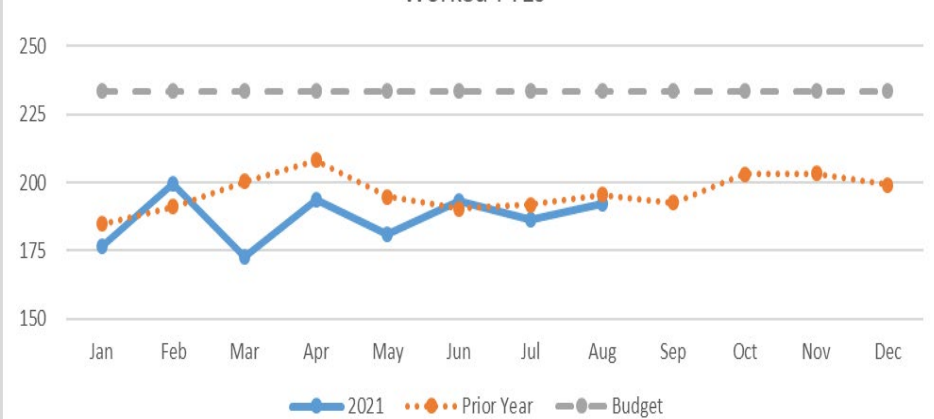


# Financial Dashboards (Expenses)

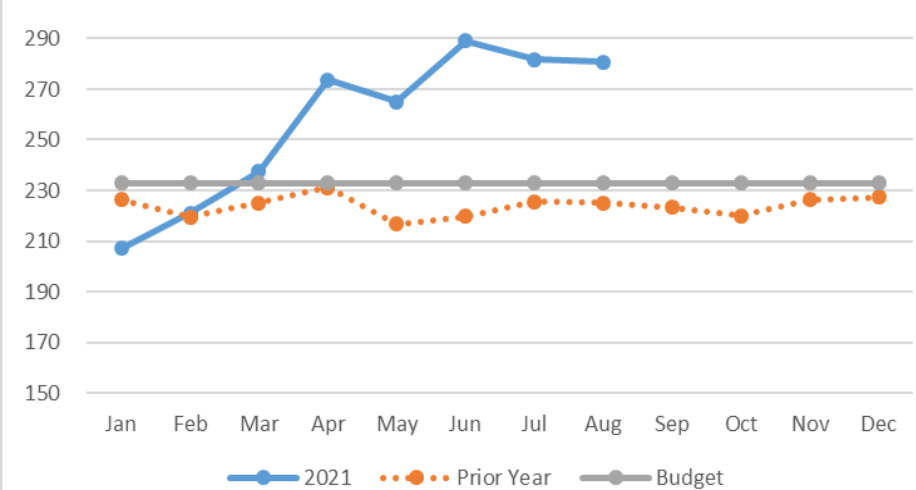
## Salary Wages and Benefits



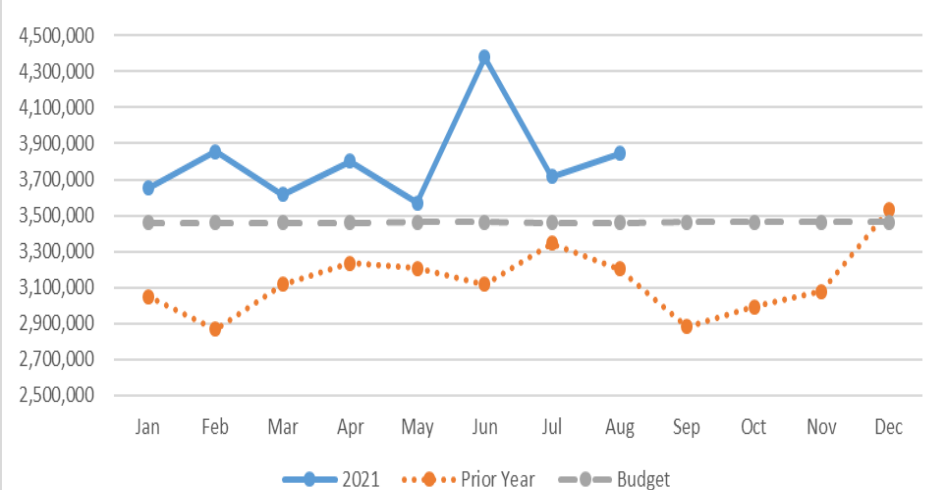
## Worked FTEs



## Paid FTEs

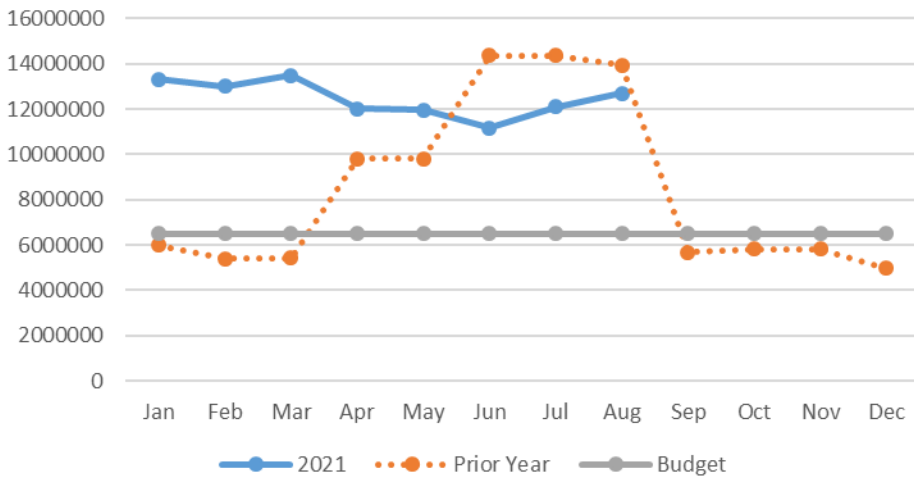


## Operating Expenses

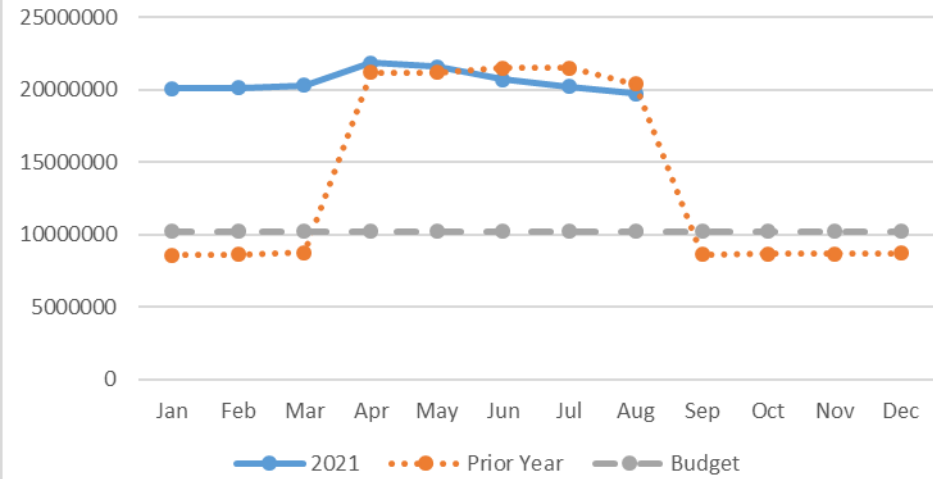


# Financial Dashboards (Cash)

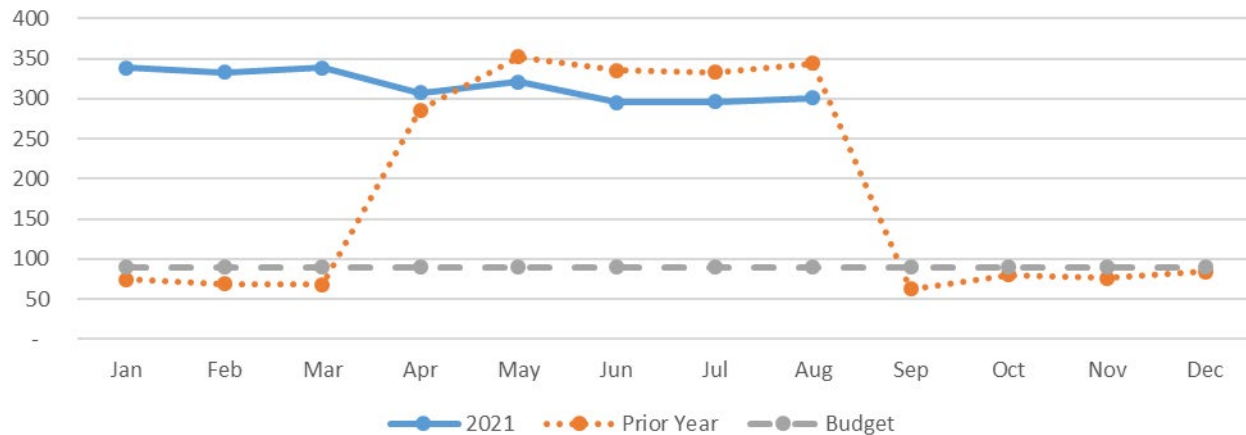
## Unrestricted Cash



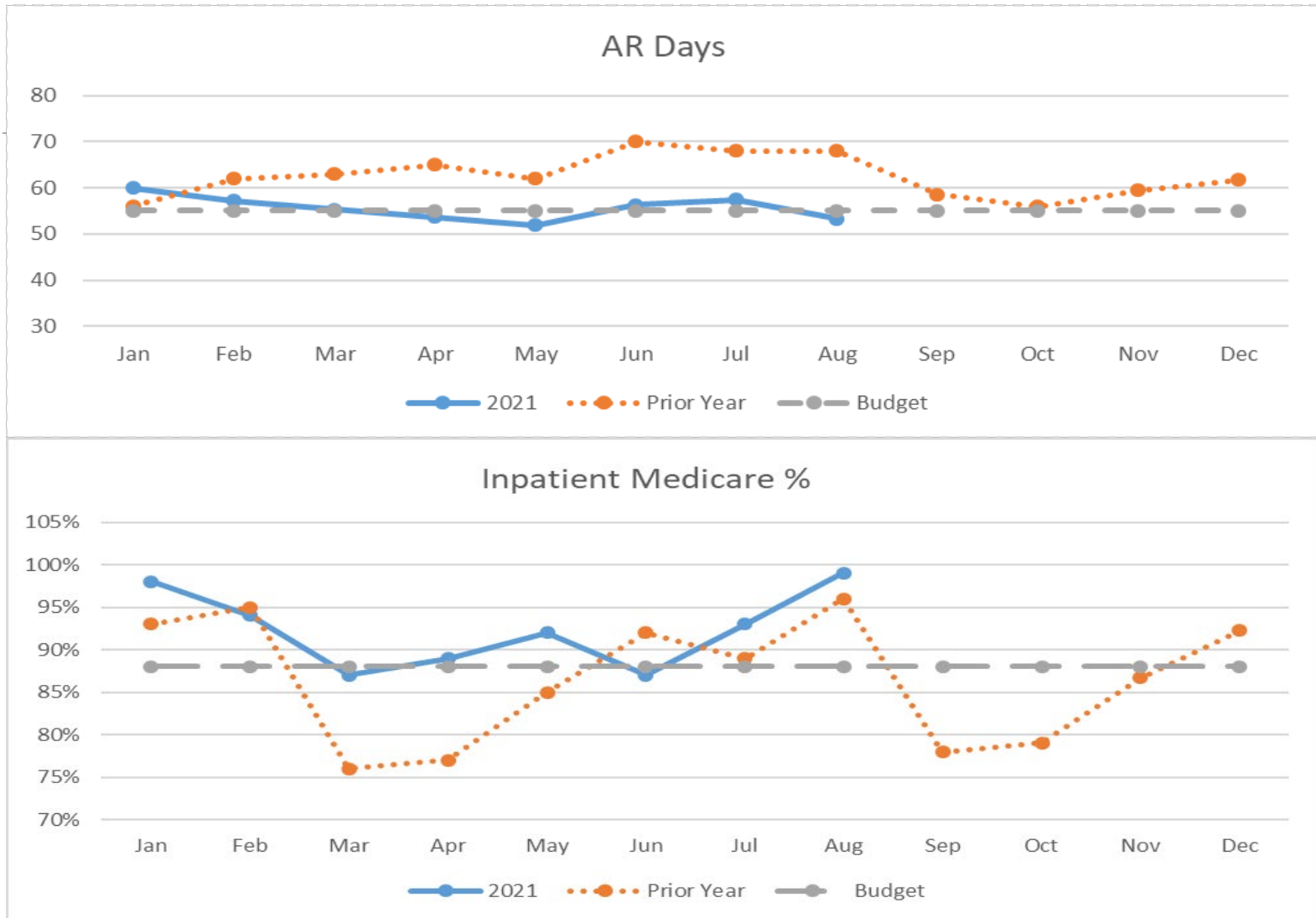
## Restricted Cash



## Days Cash

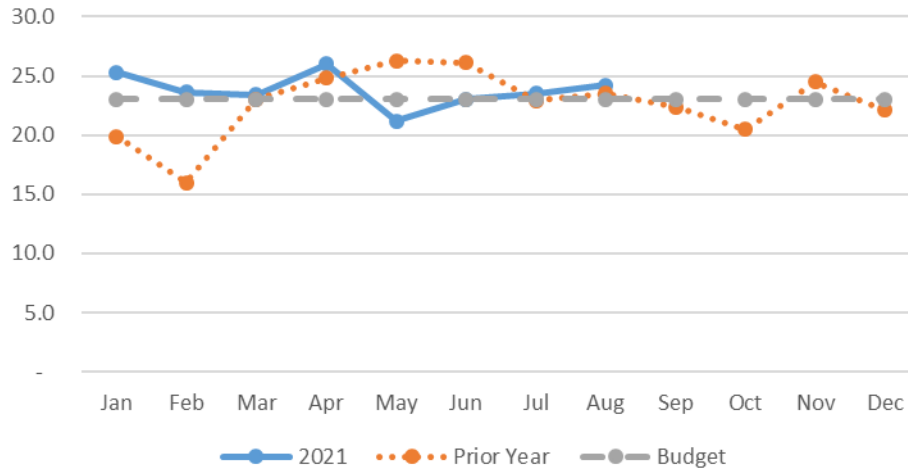


# Productivity Dashboards (AR/Payor Mix)

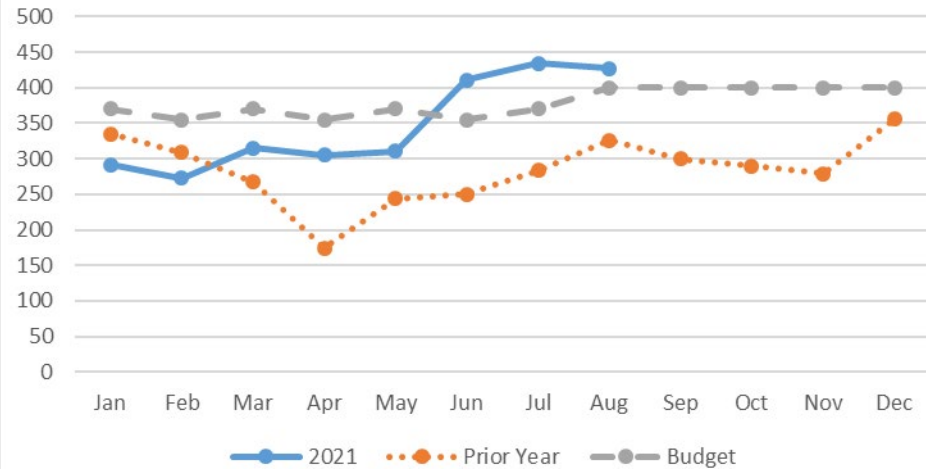


# Productivity Dashboards ( Census Visits)

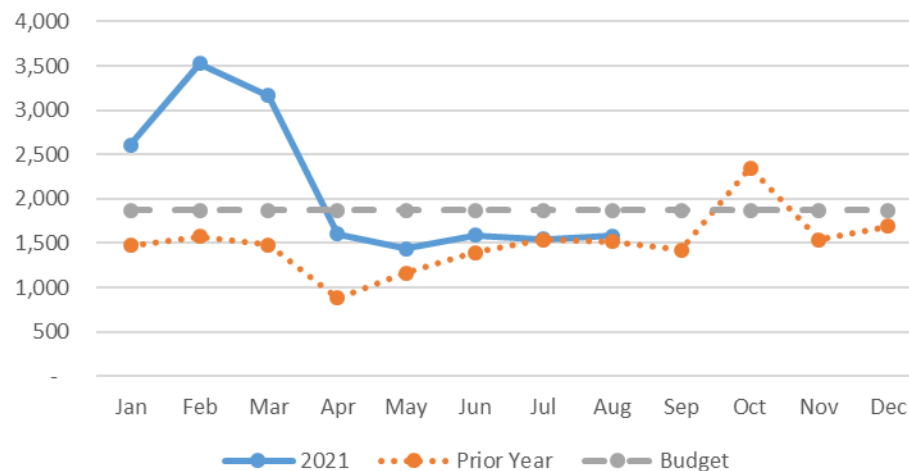
Acute/Swingbed Avg Daily Census



ER Visits

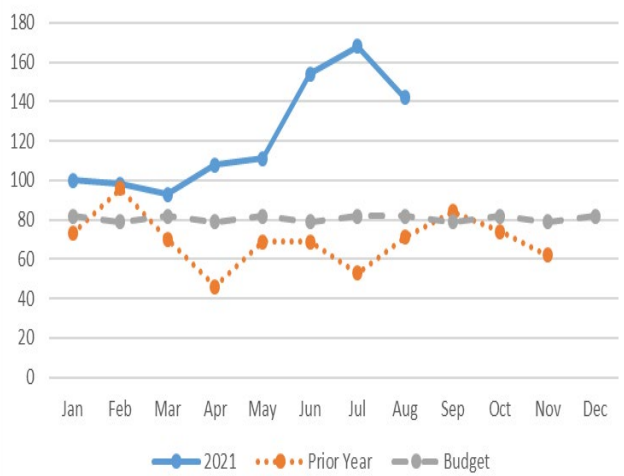


Clinic Visits

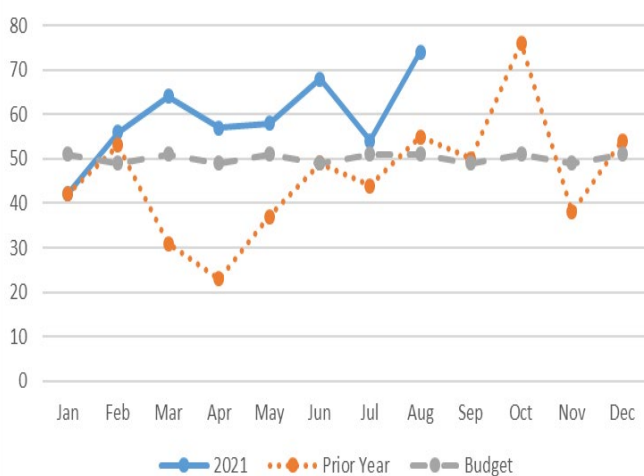


# Productivity Dashboards (Procedures)

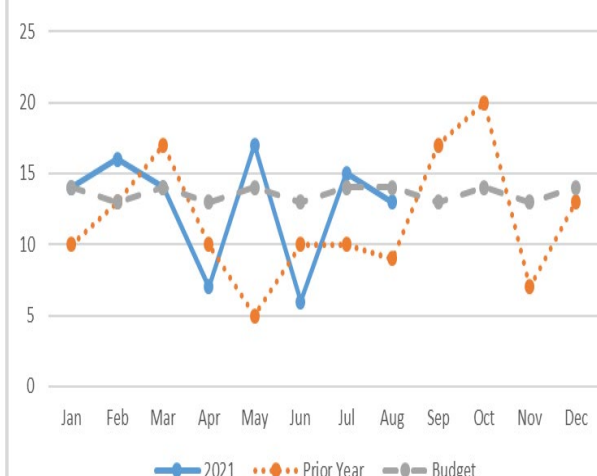
CT



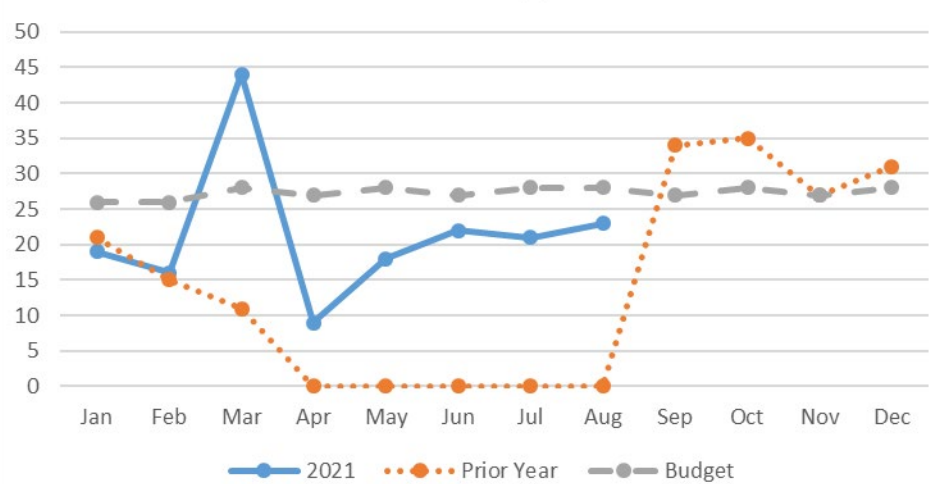
Ultrasound



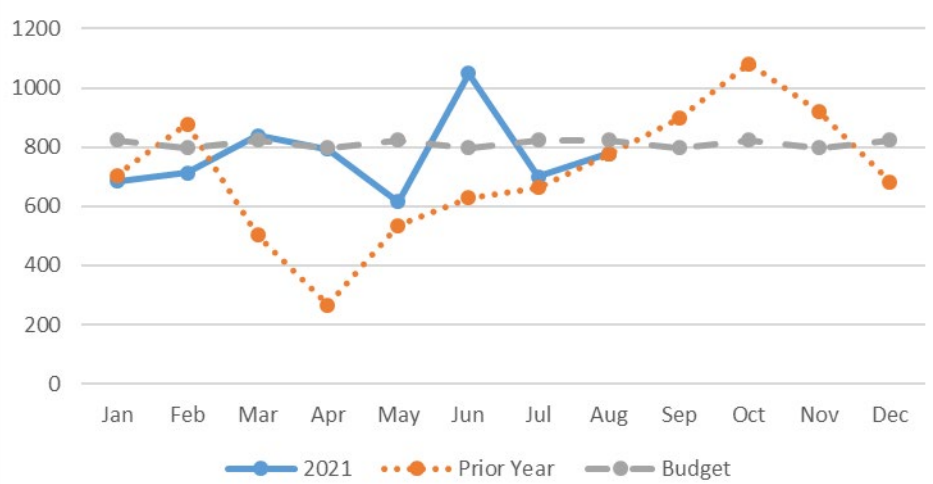
MRI



Endoscopy



Outpatient Rehab



## August 2021

### Financials Write-Up

#### Income Statement Narrative:

Income exceeded budgeted levels by 21% in August. The increase in revenue came from the following:

- 24.2 Average Daily Census
- 400+ ED Visits for the third month in a row.
- 4000 more lab tests with increased COVID testing.
- Increased Imaging visits

The increased patient visits and revenues in inpatient and outpatient services resulted in a positive \$450,000 operating margin.

Operating Expenses were 10% above budgeted projections for August. The negative variances were mainly due to increased patient volumes in the inpatient, laboratory, and emergency departments and some equipment expense purchases in advance of the September reorganization of the Med Surge team.

SVH had a positive net income of about \$283,000 in August, 122% above budgeted projections.

#### Expense Variances

**Professional Fees were \$15,000 above budget.** The increase in pro fees is due to continued lab staff shortages. In August, there were two open positions filled with agency staff. The lab filled one open position in September, and one open position remains.

**Supplies were \$132,000 above budget.** — Lab supplies increased \$16,000 due to volume increases. Med Surge robot “Wally” was purchased for \$50,000. Volume increases in the MedSurg unit led to an \$11,000 increase. ER supplies increased by \$7,000 due to volume increase. Pharmacy costs were up due to inpatient mix and volume by \$14,000. IT Services and software licenses for new SharePoint and new Firewall systems were about \$26,000.

**Repairs and Maintenance were \$14,000 above budget.** MRI repairs.

**Utilities were \$5,000 above budget.** — Due to electricity usage. Rates went up 5.8% in May 2022.

**Purchased Services were \$137,000 above budget.** — \$72,000 in COVID-related expenditures in Med Svcs. We recognize non-vaccine-related COVID expenses separately for tracking purposes. \$32,000 in Patient Accounting due to increased collection of net revenues from TruBridge. \$22,000 increase in COVID testing and SML lab revenue.

#### **Balance Sheet Highlights:**

- Assets increase
  - Cash Up ~\$119,000
    - Net Income and AR decrease

- Current Liabilities Decrease
    - AP Decrease
    - Current payment for CMS Advances
  - Long Term Liabilities Decrease
    - Lease payments for Long Term Leases
  - Increase in Equity
    - Net Income \$450,000
- 

#### **Cash Flow Statement Highlights:**

- **Operating Activities Increase** ~\$120,000
    - Positive Net Income
    - Reduction in AR Days
- 

#### **AR Days Goal 55**

- 53.3 Days
  - AR decrease in August.

#### **Bond Covenants: (Snapshot forecast)**

- Debt Coverage 4.02 requirement 1.20
- Reserve Requirement is at \$3,675,188 as required.
- Days cash is 200. The bond requirement is 60

## **PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY**

### **Snoqualmie Valley Hospital**

9801 Frontier Ave. S.E. Snoqualmie, WA 98065

Phone: 425-831-2300, FAX: 425-831-1994

### **Cash Disbursements for the period August 1 to August 31, 2021**

#### **Northwest Bank Accounts Payable Warrants**

\$1,772,231.98 Accounts Payable Warrants  
Warrants #76665 to #76913

\$1,772,231.98

#### **Northwest Bank Payroll Warrants & EFT**

\$0.00 Payroll Warrants #  
1,183,644.63 Hospital & Clinic Payroll Auto Deposits  
407,274.78 Hospital & Clinic Payroll Tax  
80,279.87 Hospital & Clinic Retirement 457, 403B, & 403B Match Plans

\$1,671,199.28

#### **GRAND TOTAL**

\$3,443,431.26

I hereby certify that the described supplies have been received or services rendered in behalf of Public Hospital District No. 4 of King County.

\_\_\_\_\_  
Renee Jense, Chief Executive Officer

\_\_\_\_\_  
Kevin Hauglie, Commissioner, Secretary

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, and that the claim is a just, due and paid obligation against Public Hospital District #4, King County and that I am authorized to authenticate and certify to said claim.

\_\_\_\_\_  
Carolyn Marks, Assistant Director Finance

I:\Carrie\Board Report & Monthly Reports\BOARD-Cash Disbursements\BOARD-Cash disbursements 2021.xls\Aug21

# MEDICAL COMMITTEE OF THE BOARD

## AGENDA

[by teleconference]

Date: October 5, 2021 4:00 – 5:00 pm



**PARTICIPANTS:** Commissioner Dariel Norris-chair; Commissioner Emma Herron, Rachel Thompson, MD, CMO; Karyn Denton, COO/CNO; Renee Jensen, CEO; Patrick Ritter, CFO

**ABSENT:**

Community	COVID	<ul style="list-style-type: none"><li>478 test per week with positivity rate of 7%.</li><li>New temporary testing site being set up, anticipating go live in the next week.</li></ul>																																					
Hospital	System Wide	<ul style="list-style-type: none"><li>Influenza vaccination scheduling has started.</li><li>Employee Health flu vaccine clinic days scheduled.</li></ul>																																					
	Inpatient/ Swing	<ul style="list-style-type: none"><li>Average Daily Census:<table border="1"><tr><td>2021 Budget (pts/day and % Occup)</td><td>September 2021 (pts/day and % Occup)</td><td>September YTD (pts/day and % Occup)</td></tr><tr><td>23 (92%)</td><td>23.6 (94.4%)</td><td>23.7 (95%)</td></tr></table></li><li>Bed-occupancy waiver remains in effect December 2021.</li><li>New Hospitalist Model in effect since 9/1.</li><li>Eagle TeleNocturnists launched 9/7.</li></ul>													2021 Budget (pts/day and % Occup)	September 2021 (pts/day and % Occup)	September YTD (pts/day and % Occup)	23 (92%)	23.6 (94.4%)	23.7 (95%)																			
	2021 Budget (pts/day and % Occup)	September 2021 (pts/day and % Occup)	September YTD (pts/day and % Occup)																																				
	23 (92%)	23.6 (94.4%)	23.7 (95%)																																				
Emergency	Visit Volumes for month: <table border="1"><tr><td colspan="2">2021 Budget (visits/day)</td><td colspan="4">September 2021 (visits/day)</td><td colspan="3">September 2021 YTD (visits/day)</td></tr><tr><td colspan="2">12</td><td colspan="4">12</td><td colspan="3">11</td></tr></table>													2021 Budget (visits/day)		September 2021 (visits/day)				September 2021 YTD (visits/day)			12		12				11										
2021 Budget (visits/day)		September 2021 (visits/day)				September 2021 YTD (visits/day)																																	
12		12				11																																	
Endoscopy	<table><tr><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td><td>May</td><td>Jun</td><td>Jul</td><td>Aug</td><td>Sep</td><td colspan="4"></td></tr><tr><td>14</td><td>11</td><td>32</td><td>8</td><td>14</td><td>14</td><td>17</td><td>23</td><td>15</td><td colspan="4"></td></tr></table>													Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep					14	11	32	8	14	14	17	23	15				
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep																															
14	11	32	8	14	14	17	23	15																															
Clinics	Volumes																																						
		Number of Visits		1601	1439	1592	1542	1582	1588																														
		Average per day		66.7	64.0	66.3	65.6	65.9	72.3																														
	Updates	<ul style="list-style-type: none"><li>Urgent Care construction has begun.</li><li>Behavioral Health: Dawn Finney going to full time.</li><li>Primary Care: Mapping patient flow in clinics and planning for expansion.</li></ul>																																					
Medical Staff	MEC & Med Cmmte Recommend- ations:	<u>Initial Privileging to Provisional Status:</u> <ul style="list-style-type: none"><li>Ann Smith, MD – Emergency Medicine</li></ul>																																					
		<u>Renewal to Active Staff:</u> <ul style="list-style-type: none"><li>Duane Anderson, MD – Emergency Medicine</li><li>Jonathan Halper, MD – Emergency Medicine</li></ul>																																					
		<u>Renewal to Telemedicine:</u> <ul style="list-style-type: none"><li>Brent D. Benjamin, MD – Pathology</li><li>Archimedes Garbes, MD – Pathology</li><li>Peter Herreid, MD – Pathology</li><li>Andrew Hing, MD – Pathology</li><li>Hongxiu Ji, MD – Pathology</li><li>Lawrence Lee, MD – Radiology</li><li>Stanley Leung, MD – Pathology</li><li>Garland McQuinn, MD – Radiology</li><li>Novae Simper, MD – Pathology</li><li>Lennart Tan, MD – Pathology</li><li>Veronica Thoroughgood, MD – Pathology</li><li>Dana Wolinsky, MD – Pathology</li><li>Naomi Yoo, MD - Pathology</li></ul>																																					
		<u>Renewal to Affiliate Staff</u> <ul style="list-style-type: none"><li>Ron Bennett, RPh – Pharmacy</li><li>Ozra (Candy) Naderi-Asrami, BS Pharm – Pharmacy</li><li>Tran Tran, PharmD, – Pharmacy</li></ul>																																					
Next Meeting	November 2, 2021 - 4pm-5pm																																						



## **FACILITIES COMMITTEE MEETING MINUTES**

September 22, 2021

12:00 pm – 1:00 pm

Snoqualmie Valley Hospital

Via Zoom

### **Committee Members:**

Commissioner Kevin Hauglie, Chair

Commissioner Jen Carter

Karyn Denton, COO/CNO, Executive Chair

Renee Jensen, CEO

Patrick Ritter, CFO

Scott Nohavec, Facilities Director- Absent

### **Old Business:**

- 1. SRMC TI project:** Demolition underway in SRMC clinic space. Providers have been moved to their new temporary locations. Project manager has been identified who will provide support to SVH. **Opening is not expected before December 2021.**
- 2. New Business:** Scott Nohavec will be retiring in mid-October 2021, after 15 years with the District. Thank you Scott for your years of service and commitment! A recruitment is underway for a new Facilities Director. **Commissioners expressed thanks to Scott for his service.**

**Maintenance Issues** – No report

**Facility Usage – As of April 2020**

- a. Due to COVID-19, all external uses of the community room are cancelled until further notice

### **Environment of Care:**

**Emergency Management**– Looking for a new snow management service for this coming year. Local service used in the past has been challenging to schedule, leaving the Facilities staff to take responsibility for maintaining safe roads, sidewalks and access areas.

**Fire Safety Management** - Conducting Executive team Incident Commander training

**Hazardous Materials Waste Management** - Clinics to receive new Haz/Mat stickers for their hazardous waste containers per Rural Health Clinic audit findings. **Staff reported that Facilities would now be actively supporting clinics in Fire/Life /Safety preparation as well as maintenance needs including fire drills and incident command training.**

**Medical Equipment Management** – No report

**Physical Plant** – No report

**Safe Patient Handling** – No report

**Safety Management** –Revamping Safety Committee starting with new charter and developing new membership and scope.

**Security Management** – No report

**Utilities management** – No report

**Workplace Harm** - No report

**East Campus** - 10 new work stations are built and ready to occupy employees who are temporary staff.

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**OTHER:**

Drive through testing site being developed for the winter weather.

Room 18 workstations have been occupied by the displaced staff of SRMC during construction of the new clinic.

**Next meeting: October 27, 2021 – 12:00pm– 1:00 pm – Location Teleconference**

**Approved:**