

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. **6:37PM - CONSENT AGENDA– See Separate Consent Agenda - Action (vote)**
3. **6:40PM – COMMUNICATIONS - Information**
 - a. Emma Herron, President
 - b. Skip Houser, General Legal Council
 - c. CEO Report - Renée K. Jensen, CEO
4. **6:50PM – COMMITTEE REPORTS– Information/Discussion**
 - a. 6:50PM – Finance Committee – Commissioners Speikers/Herron
 - i. Approval of warrants, payroll and payroll taxes – Jan. 2021 – Action (vote)
 - b. 7:05PM – Medical Committee – Commissioners Herron/Norris
 - c. 7:15PM – Facilities Committee – Commissioners Hauglie/Carter
5. **7:25PM – NEW BUSINESS**
 - a. None
6. **7:25PM – GOOD OF THE ORDER/COMMISSIONER COMMENT**
7. **7:35PM – EXECUTIVE SESSION**

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

(o) To consider information regarding staff privileges or quality improvement committees under RCW 70.41.205.
8. **7:45 - ADJOURNMENT**

Upcoming Meetings - Information

- Education Work/Study – Thursday, April 8, 2021, 4:30-6:00pm
- Monthly Business Meeting – Thursday, April 8, 6:30pm

1. Work Study Minutes – February 11, 2021
2. Regular Meeting Minutes – February 11, 2021
3. Physician Credentialing
 - a. David Peters, MD – Emergency Medicine – Initial
 - b. Rachel Thompson, MD – Internal Medicine – Initial
 - c. Jason Rubin, MD – Family Medicine - Renewal
 - d. Rebecca Dale, MD – Ophthalmology - Renewal
 - e. Kimberly Lu, MD – Plastic Surgery - Renewal
4. Authorization: Verbal authorization from President Herron and Secretary Hauglie for CEO to sign minutes and Physician Credentialing on their behalf.
5. Authorization: Verbal authorization from Secretary Hauglie for Treasurer to sign on their behalf.



DRAFT

PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY
Board of Commissioners
February 11, 2021, 6:30 pm
MINUTES
Snoqualmie Valley Hospital
Via Zoom & Teleconference

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
Charles (Skip) Houser, General Counsel
Sandra Stanger, Clerk

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

PUBLIC COMMENT: None

CONSENT AGENDA

A motion was made and seconded to approve the consent agenda as proposed, which includes approval of minutes. M/ Speikers S/Norris

There was no further discussion and the motion unanimously passed.

COMMUNICATIONS:

- President Herron: Responsibility and relationship.
- Renée Jensen: CEO Report given. Reference written report.

- General Counsel Houser: Update on Governor's proclamation, OPMA and PRA.

COMMITTEE REPORTS

1. Finance Committee Report - Approval of warrants, payroll and payroll taxes – December 1 thru December 31, 2020. Written minutes from the January 26, 2021 meeting for the December 2020 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 teleconference. The committee is scheduled to next meet on March 2, 2021 to review January 2021 finances.

1(a). Approval of Warrants, Payroll and Payroll taxes – December 2020.

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 \$4,278,734.93 for December 1 thru December 31, 2020, as recommended by the Finance Committee.

M/Speikers S/Carter

The motion carried by unanimous vote.

2. Medical Committee Report. Written minutes from the February 2, 2021 meeting were provided as part of the board packet and reported by Commissioner Norris, Committee Chair. Both Commissioners Norris and Herron attended the meeting via teleconference. The committee is scheduled to next meet on March 2, 2021.

3. Facilities Committee Report. Written minutes from the January 27, 2021 meeting were provided as part of the board packet and reported by Commissioner Hauglie, Committee Chair. Both Commissioners Hauglie and Carter attended the meeting via teleconference. The committee is scheduled to next meet on February 23, 2021.

NOTE: Any documents presented at this meeting are available upon request. Audio recordings and Minutes are posted on the District Website at www.snoqualmiehospital.org under the Governance Page. For questions or further information, please contact Administration at 425.831.2362 or email sandras@snoqualmiehospital.org.

COMMISSIONER BUSINESS

1. Bylaws M/ Hauglie S/Speikers

There was no further discussion and the motion unanimously passed.

2. Resolution No. 675-0221 – Recognition of a Public Employee M/Carter S/Hauglie

There was no further discussion and the motion unanimously passed.

GOOD OF THE ORDER/COMMISSIONER COMMENT: Comments made by commissioners can be heard on the audio of this meeting posted on the District website.

UPCOMING PUBLIC MEETINGS:

Education Work/Study – Thursday, March 11, 2021, 4:30-6:00pm

Monthly Business Meeting – Thursday, March 11, 2021, 6:30pm

There being no further business the meeting was adjourned at 7:35pm.

Emma Herron, President

Dariel Norris, Vice President

+



DRAFT

PUBLIC HOSPITAL DISTRICT NO. 4, KING COUNTY
Board of Commissioners
February 11, 2021
MINUTES
WORK/STUDY
4:30pm-6pm
Via Teleconference

PRESENT:

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

ALSO PRESENT:

Renée Jensen, CEO
Kim Witkop, M.D., CMO
Karyn Denton, COO/CNO
Patrick Ritter, CFO
Charles (Skip) Houser, General Counsel
Sandra Stanger, Clerk

CALL TO ORDER: The meeting was called to order by Pres. Herron at 4:30pm followed by roll call. This meeting was held via conference call only 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:

A motion was made and seconded to approve the agenda as written. M/Carter S/Norris

The motion unanimously passed.

PUBLIC COMMENT: None.

TOPIC OF DISCUSSION:

1. Provider Credentialing – Dr. Witkop, CMO: Information presented.

2. Prep for Strategic Planning Renee Jensen, CEO
 - a. American Hospital Association Environmental Scan 2020
3. The Strategic Plan, Plan – Renee Jensen, CEO: Powerpoint presentation given.

Minutes of this meeting, once approved, are available on the District's website at 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 PUBLIC MEETINGS:

Regular Business Meeting – Thursday, February 11, 2021 – 6:30pm
Education Work/Study – Thursday, March 11, 2021 – 4:30pm-6pm
Regular Business Meeting – Thursday, March 11, 2021 – 6:30pm

The meeting adjourned at 7:40pm.

Emma Herron, President

Kevin Hauglie, Secretary

Kind words can be short and easy to speak, but their echos are truly endless.

Mother Teresa

Community feedback:

Please extend my deepest appreciation to your administrators and staff for your covid vaccination program. I received my second vaccination today and was as impressed this round as I was in the first round with the efficient manner, from texted notifications/confirmations to staff enthusiasm and care, by which this service was organized and delivered. My wife will receive her second vaccination in couple weeks and as aging seniors we both are extremely grateful for the care provided locally by your hospital.

I have shared my experience with others who are a bit envious...some have had to drive to Yakima for shots and others have yet to find appointments.

Sincerely, Carnation, WA

Growth

Growth initiatives must be measurable, consistent with our mission, financially sustainable, and responsive to the health needs of those we serve.

- **COVID Testing** – We continue to provide COVID and FLU testing in our drive up services. The number of tests being performed has decreased significantly to about 400 per month compared to a high of 2,000. The positive COVID rate is now down to 2.4% as compared to a high of 7.9%.
- **Ridge Clinic Expansion** – The city has worked very collaboratively with us to align the addresses of the clinic to be suite A & B at the same address. This is relieving us from having to do expensive infrastructure remodeling. The team has reevaluated this space and will be focusing on renovation opportunities that are focused around the consumer experience. Our goal will be do a formal grand opening and ribbon cutting in the summer months.
- **Walk-in Clinic** – Clinic volumes are still below existing capacity with most patients being able to find same day or next day appoints with their providers. We have not experience a high demand or utilization of the walk in clinic. The patients that are taking advantage of the option are our current patients. The team is evaluating several different options at this time.
- **SML lab** – SML is our partner with our reference lab testing. CFO Ritter has taken lead on this joint venture. He is working to improve our services to SML & their customers, reduce inefficiencies in our current processes and evaluate opportunities for growth. With some commitment to process changes on both sides, there is potential for future business development. CFO Ritter toured some of the SML sites and was pleased to learn that the SML

vision aligns very well with what we are hearing from staff during our strategic planning sessions.

Quality

The commitment and continuing efforts to use measurable interventions to propel and sustain improvement that contributes to better patient outcomes, better system performance, and more satisfying experiences.

- **MSA for Overlake ED performance** – The quality metrics and success indicators for the ED performance have been agreed upon and established for the period of one year. Those measures will be number of pts arriving by ambulance, SVH hospital admission volume and rates, transfers, visit length, and patient satisfaction.
- **Accountable Care Organization (ACO)** – SVH clinics participate in an ACO program. Being part of the ACO gives us greater opportunity to grow our infant population health program by providing us with additional resources and data. Much of the early work with the ACO is training to utilize the tools now available to us. This partnership opens up services to our patients such as transportation services, meal services, grocery vouchers, and gift cards to local businesses for meeting important health milestones. The quality payment program offers 5% incentive to eligible participant providers for meeting certain metrics. We have a lot of opportunity to learn about the ACO and how we can partner to improve the health of our patients.

Relationships

Relationships are at the core of our existence. Relationships, based on mutual respect and trust, are interactions that will make us better as individuals and an organization.

- **COVID Vaccinations** – We continue to provide drive through vaccinations as well as special vaccination clinics for our community. This past month we have received minimal first dose vaccination allocation forcing us to close our appointments to people seeking first dose vaccinations. We continue to receive our allocation of second dose vaccination and we have been able to vaccinate those needing 2nd doses. As soon as we receive additional 1st dose vaccine, we will open appointments for the community once again. We will also be working with the local schools to provide immunizations to teachers and child care providers who are now eligible.
- **COVID Mass Vaccination** – We are partnering with the Snoqualmie fire department to implement a plan and infrastructure to execute a mass vaccination clinic. We are targeting Saturday or Sunday and planning to have it on campus utilizing our drive through facilities. More info to come as details become available. Vaccine availability is driving the timing of this event.

- **CEO Rounding** – CEO Jensen completes formal staff rounding on a consistent basis. Once a quarter she works with the dietary staff to provide individual snacks for the staff. This is a fun way to recognize the staff, engage at the bedside, and learn more about our organization. The staff have received this new process well and enjoy seeing the executive team. Rounding will be a practice that we continue to introduce more formally across the organization to increase communication, transparency, and staff engagement.

Finance

Balanced budget, positive cash flow, debt repayment and positive financial returns on District investments.

- **See finance summary prepared by CFO Ritter for more details on financial performance.**
- **State Audit** – The state auditors conducted their exit conference at the February finance committee meeting. Congratulations to CFO Ritter and the finance team for a clean audit with no findings!
- **Cost Report** – The finance team is working diligently with DZA partners to prepare the 2020 cost report. A large additional scope of work for the 2020 year will be to ensure accurate reporting and documentation for any COVID related funds that were received.
- **2018 Noridian Desk Review.** Finance team and WIPFLI began submitting documentation for the 2018 Cost Report Audit.
- **WSRHIT** – Washington State Rural Healthcare Insurance Trust. This is a trust that SVH participated in the past. Due to the lack of participation from insurance plans, the trust is disbanding. The members have all secured health insurance for their organizations outside of the trust. When the trust is terminated, the remaining funds will be distributed among the remaining members. The distribution will be directly applied towards the purchase of current benefits/coverage for employees.

Operations

Functions or activities of an organization that are necessary to run its business and to support the core functions of treatment and payment.

- **Electronic Medical Record (EMR)** – The introduction of Epic in the ED has raised some new operational challenges highlighting the sense of urgency around creating a plan to select and implement a new EMR. We are putting a team together to evaluate the options and keep the board informed of our progress. This project is estimated to take about 18 - 24 months of time. We will need to be realistic about the resources needed to implement the new EMR as we define our strategic plan initiatives going forward.

30 Day priorities - updates:

1. Ensure a smooth, positive and confident transition for Dr. Witkop, the board, Executive team and the organization. (Includes hiring a new Chief Medical Officer and restructuring of the org chart and leadership responsibilities)
 - a. *Dr. Rachel Thompson starts full time April 19th.*
 - b. *Dr. Witkop is continuing to transition and hand off responsibilities through the first part of April. She has now transitioned to a support role for committees and operations. We are discovering areas that need additional knowledge transfer and gathering important documentation as needed.*
2. Creation of a strategic plan which will involve staff engagement, leadership input, Board guidance and executive team expertise which will result in the ability to operationalize strategies and keep the organization focused and on track.
 - a. *Board and leadership teams have all been briefed on the timeline and plan for completion of the strategic plan.*
 - b. *Background information such as the environmental scan for healthcare in the United States and the local community health needs assessment have been reviewed and considered.*
 - c. *Outstanding information on the current market analysis is still to come. Target date is mid-march.*
 - d. *Initial visioning, SWOT and prioritization sessions have been completed with the Executive team and Directors.*
 - e. *Foundational team building and foundational norms have begun with the management team.*
 - f. *Board 1:1 sessions are being scheduled.*
3. Growth across the system focusing on ED, outpatient services, acute care, and primary care. (part of this will initially focus on hiring a Director of Marketing, communications and community engagement)
 - a. *The Director of Engagement and Strategic Communications started this month. There is a tremendous amount of work to be done in this area and we will need to prioritize and stay focused. An initial work plan has been created and is underway.*
 - b. *Specific strategies for market growth in identified areas are being developed.*
4. Culture shift for the organization to increase accountability, structure, setting clear expectations and increased communications. The majority of changes in this area are targeted for March which will include introduction of huddles, CEO reports, more frequent leadership team meetings, and organization wide sharing of leadership team meeting minutes. Small expectations for performance are being introduced now as the opportunities arise naturally.

- a. *Huddles have been introduced to the organization. Currently there is a daily executive team safety huddle, a weekly leadership strategic huddle and the COVID meeting has shifted to be a weekly huddle format.*
 - b. *Organizational communications and information sharing have begun. We are identifying areas that staff would like to be more informed and the best way to provide this information to them.*
- 5. Development and implementation of an Operations Excellence program to continue to evaluate and capture cost reductions and revenue opportunities.
 - a. *Still in the discovery stage of this work. Gathering ideas, making the lists and beginning the research to determine feasibility of each item. Next steps will be to estimate the costs or revenue associated with each item before developing plans to recognize the R&E.*

Respectfully Submitted,

Renée K. Jensen

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 January 1 to January 31, 2021

Northwest Bank Accounts Payable Warrants

\$1,883,824.00	Accounts Payable Warrants
	Warrants #74742 to #75026
<u>\$1,883,824.00</u>	

Northwest Bank Payroll Warrants & EFT

\$10,519.75	Payroll Warrants #14052 to #14065
1,072,619.43	Hospital & Clinic Payroll Auto Deposits
394,689.34	Hospital & Clinic Payroll Tax
103,063.31	Hospital & Clinic Retirement 457, 403B, & 403B Match Plans
<u>\$1,580,891.83</u>	

GRAND TOTAL

\$3,464,715.83

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

Kim Witkop, M.D., Interim District Superintendent

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\Jan21

KING COUNTY HOSPITAL DISTRICT # 4 HOSPITAL & CLINICS COMBINED STATEMENT OF OPERATIONS ACTUAL vs BUDGET JANUARY 2021									
CURRENT MONTH					YEAR TO DATE				
ACTUAL	BUDGET	VARIANCE	% VARIANCE		ACTUAL	BUDGET	VARIANCE	% VARIANCE	
\$ 3,614,998	\$ 3,416,544	\$ 198,454	6%	NET PATIENT SERVICE REVENUE	\$ 3,614,998	\$ 3,416,544	\$ 198,454	6%	
77,791	87,161	(9,370)	-11%	TAXATION FOR OPERATIONS	77,791	87,161	(9,370)	-11%	
47,971	45,108	2,863	6%	OTHER	47,971	45,108	2,863	6%	
3,740,760	3,548,813	191,947	5%	TOTAL OPERATING REVENUE	3,740,760	3,548,813	191,947	5%	
				OPERATING EXPENSES					
1,501,781	1,657,285	155,504	9%	SALARIES	1,501,781	1,657,285	155,504	9%	
433,125	385,504	(47,621)	-12%	EMPLOYEE BENEFITS	433,125	385,504	(47,621)	-12%	
506,370	322,250	(184,120)	-57%	PROFESSIONAL FEES	506,370	322,250	(184,120)	-57%	
298,071	254,720	(43,351)	-17%	SUPPLIES	298,071	254,720	(43,351)	-17%	
29,567	21,639	(7,928)	-37%	REPAIRS AND MAINTENANCE	29,567	21,639	(7,928)	-37%	
50,169	36,262	(13,907)	-38%	UTILITIES	50,169	36,262	(13,907)	-38%	
383,157	327,921	(55,236)	-17%	PURCHASED SERVICES	383,157	327,921	(55,236)	-17%	
7,166	14,583	7,417	51%	INSURANCE	7,166	14,583	7,417	51%	
63,035	63,641	606	1%	LEASE AND RENTALS	63,035	63,641	606	1%	
337,791	328,882	(8,909)	-3%	DEPRECIATION	337,791	328,882	(8,909)	-3%	
43,200	48,358	5,158	11%	OTHER	43,200	48,358	5,158	11%	
3,653,430	3,461,045	(192,385)	-6%	TOTAL OPERATING EXPENSES	3,653,430	3,461,045	(192,385)	-6%	
87,330	87,768	(438)	0%	OPERATING INCOME	87,330	87,768	(438)	0%	
7,650	10,701	(3,051)	-29%	INVESTMENT INCOME, NET OF AMOUNT CAPITALIZED	7,650	10,701	(3,051)	-29%	
255,265	260,160	(4,895)	-2%	TAXATION FOR BOND PRINCIPAL & INTEREST	255,265	260,160	(4,895)	-2%	
(427,731)	(428,346)	615	0%	INTEREST EXPENSE, NET OF AMOUNT CAPITALIZED	(427,731)	(428,346)	615	0%	
(9,096)	(9,096)	(0)	0%	BOND ISSUANCE AND FINANCING COSTS	(9,096)	(9,096)	(0)	0%	
268,500	148,015			NON OPERATING REV - STIMULUS	268,500	148,015			
372	11,882	(11,510)	-97%	OTHER NET	372	11,882	(11,510)	-97%	
94,959	(6,684)	(18,842)	-282%	NON OPERATING, NET	94,959	(6,684)	(18,842)	-282%	
182,289	81,084	101,205	125%	CHANGE IN NET POSITION	182,289	81,084	101,205	125%	
-	-			NET POSITION BEGINNING OF YEAR	-	-	-		
									2
\$ 182,289	\$ 81,084	\$ 101,205	125%	NET POSITION	\$ 182,289	\$ 81,084	\$ 101,205	125%	

03/04/21

BALANCE SHEET

Page:1

15:01

Snoqualmie Valley Hospital

Application Code : GL

User Login Name:carolynm

Consolidated Balance Sheet

JANUARY 2021

DESCRIPTION	Current Year	Prior Year
	Actual	Actual
ASSETS		
CURRENT ASSETS		
UNRESTRICTED CASH	13,311,541.30	5,971,224.38
RESERVE FUND LTGO 2011	3,514,786.10	2,305,822.52
RESERVE FUND LTGO	1,743,154.97	2,478,434.89
RESERVE FUND 2015 REVENUE BOND	3,675,187.50	3,675,187.50
CMS ADVANCED PAYMENT	11,027,885.79	0.00

RESTRICTED FUNDS	19,961,014.36	8,459,444.91
BOARD RESTRICTED FUNDS	102,276.62	102,276.62

TOTAL CASH	33,374,832.28	14,532,945.91
ACCOUNTS RECEIVABLE	8,778,016.06	7,617,259.99
LESS A/R ALLOWANCES	2,239,406.60	1,095,978.12

NET PATIENT A/R	6,538,609.46	6,521,281.87

COST REPORT RECEIVABLE	121,956.00	264,571.00
EMR MEANINGFUL USE RCVBL	197,176.84	197,176.84

TOTAL NET RECEIVABLE	6,857,742.30	6,983,029.71
TAX RECEIVABLE	4,090,070.87	4,050,795.05
INVENTORY	267,755.60	222,024.74
PREPAID EXPENSES	2,814.45	46,573.36
INTANGIBLE ASSETS	3,162,064.81	2,225,378.20
OTHER RECEIVABLES	70,449.60	45,731.08

TOTAL CURRENT ASSETS	47,825,729.91	28,106,478.05
FIXED ASSETS		
LAND AND IMPROVEMENTS	26,604,969.22	26,587,059.86
BUILDINGS	32,451,609.14	32,029,211.04
EQUIPMENT	8,878,329.90	12,413,763.56
INFORMATION SYSTEMS	4,677,776.21	0.00
RIGHT TO USE ASSET	1,153,173.73	2,032,121.07
ACCUMULATED DEPRECIATION	22,679,632.28	19,482,856.48

NET FIXED ASSETS	51,086,225.92	53,579,299.05

TOTAL ASSETS	98,911,955.83	81,685,777.10
=====		

03/04/21

BALANCE SHEET

Page:2

15:01

Snoqualmie Valley Hospital

Application Code : GL

User Login Name:carolynm

Consolidated Balance Sheet

JANUARY 2021

DESCRIPTION	Current Year	Prior Year
	Actual	Actual
<hr/>		
LIABILITIES AND FUND BALANCES		
CURRENT LIABILITIES		
NOTES PAYABLE	966,000.00	0.00
COST REPORT PAYABLE	0.00	0.00
ACCOUNTS PAYABLE	935,802.83	292,294.62
ACCRUED PAYROLL & TAXES	2,238,790.37	1,995,422.49
ACCRUED INTEREST	523,925.10	539,832.29
OTHER CURRENT LIABILITIES	-37,071.39	-37,821.89
CURRENT PORTION LONG TERM DEBT	1,797,916.63	1,517,916.66
CMS ADVANCED PAYMENT PAYABLE	11,027,885.79	0.00
DEFERRED STIMULUS REVENUE	4,761,077.76	0.00
DEFERRED TAX REVENUE	3,617,630.20	3,576,917.16

TOTAL CURRENT LIABILITIES	25,831,957.29	7,884,561.33
LONG TERM LIABILITIES		
LTGO BONDS	45,790,000.00	45,600,000.00
REVENUE BONDS	45,453,321.10	46,333,321.10
LIABILITY RIGHT TO USE ASSET	1,213,763.15	2,033,688.34

TOTAL LONG TERM LIABILITIES	92,457,084.25	93,967,009.44

TOTAL LIABILITIES	118,289,041.54	101,851,570.77
NET INCOME/LOSS	182,289.16	-166,650.02
EQUITY FUND BALANCE	-19,559,374.87	-19,999,143.65

TOTAL EQUITY AND FUND BALANCE	98,911,955.83	81,685,777.10
	=====	



**Public Hospital District No. 4, King County
Finance Committee
Minutes
March 2, 2021**

Present:

David Speikers, Commissioner, Chair
Emma Herron, Commissioner
Renée K. Jensen, CEO
Patrick Ritter, CFO
Karyn Denton, COO/CNO
Kim Witkop, MD, CMO
Jim Baldauf, Director of Finance

- Audit Exit Conference conducted with representatives from State Auditor's Office.

January 2021 Finances

Income Statement Narrative:

Commissioner Speikers discussed the costs of hiring a marketing director. The basis for this was that the need to communicate and connect with "Ridge" citizens is great. The response was that we need to hire a marketing director and the ROI for operation "Excellence" will make sense.

Net patient revenue was 6% above our targeted monthly budget for January. A daily inpatient census of 25 attributed approximately \$2,200,000 in acute/swing bed revenue. January ER revenue increased \$100,000 over December, totaling just over \$1,000,000. Clinic revenues were down by about \$230,000 from December. There were about 1300 fewer visits to the clinics in January.

Increased revenues provided a small operating profit of \$87,000. Used \$268,500 of Stimulus Funds for net income of \$182,289.

Expense Variances

Salaries reported at \$155,500 below budget. Mainly due to open positions.

Professional Fees were \$184,000 over budget—covid19 agency-related expenses.

Supplies were \$43,886 above budget. Inpatient medical supplies and pharmaceuticals related to higher inpatient census caused the variance.

Utilities were \$13,907 above budget. Diesel Fuel, Gas, and Disposal increased.

Repairs and Maintenance \$7,928 above budget due to elevator repairs.

Purchased Services were \$55,236 above budget—\$20,000 of increased patient accounting fees due to increased net revenues and \$35,000 in COVID 19 expense.

Balance Sheet Highlights:

- Assets increase ~\$4,000,000
 - Annual Tax Receivable at the beginning of the year.
 - Cash increase
 - Total Liabilities increase ~\$3,860,000
 - Deferred Tax Revenue for the year
 - Note payable to Overlake (To be Forgiven in 3 years)
 - Increase in Equity \$140,000
 - Net income
-

Cash Flow Statement Highlights:

- Operating Activities increase of ~\$5,800,000
 - \$180,000 Net Income
 - AR decrease \$423,000
 - Decrease Stimulus funds (\$268,500)
 - Overlake Note Payable \$966,000
 - Deferred Tax Revenue \$3,668,000
 - Current Long Term Debt \$1,778,333
- Investing Activities decrease (~\$920,000)
 - Equipment Purchases
 -
- Financing Activities decrease (~\$1,900,000)
 - Long-term debt rolled to current liability.

Total cash increase \$462,921

AR Days Goal 55

- 60 Days
 - AR down \$423,000

Bond Covenants: (Snapshot forecast)

- Debt Coverage 2.32 requirement 1.20
- Reserve Requirement is at \$3,675,188 as required.
- Days cash is 123. The bond requirement is 60

Payor Mix:

	January
Medicare	85%
Medicare HMO	11%
TriWest / L&I	1%
Commercial	1%
Medicaid	0%
Self-Pay	0%

Comments:

- Patrick will update vendor contracts with collection agency from 2003.
- COVID funds can be used for signing bonuses to attract new employees.

NEXT MEETING: Tuesday, March 30, 2021 – 11:30am-1:00pm – Zoom

Approved:

MEDICAL COMMITTEE OF THE BOARD

[by teleconference]

Date: March 2, 2021 4:00 – 5:00 pm



PARTICIPANTS: Commissioner Daryl Norris-chair; Commissioner Emma Herron, Kim Witkop, MD, CMO; Karyn Denton, COO/CNO; Renee Jensen, CEO; Patrick Ritter, CFO

ABSENT:

Community	<ul style="list-style-type: none">• Drive thru services:<ul style="list-style-type: none">○ COVID testing utilization volumes and rates [at end] reviewed; testing demand falling off after holidays—also probably a reflection of newly infused confidence with introduction of vaccine. Current positive rates are consistent with remainder of county.○ First dose vaccinations on hold until re-supply; demand across the state exceeds what is allocated to the state. This is anticipated to resolve with introduction of new Janssen vaccine and upscaling of all manufacturing not to mention better weather. Continuing to provide second doses on schedule.○ In discussion with Snoqualmie Fire Dept regarding plans for a future mass vaccination event on SVH campus with the support of their workforce when/if supplies become available.								
Hospital	System-wide <ul style="list-style-type: none">• Dr Thompson-one day/week until April then FT; Dr Witkop continues to serve in role remotely• Still only the one COVID HAI in Dec (staff to staff; no patients impacted)• Pandemic Emergency Incidence Response team remains activated• De-escalation training scheduled for staff as part of workplace harm prevention								
	Inpatient/ Swing <ul style="list-style-type: none">• Average Daily Census:<table><tr><td>2021 Budget (pts/day and % Occup)</td><td>Feb 2021 (pts/day and % Occup)</td><td>Feb 2021 YTD (pts/day and % Occup)</td></tr><tr><td>23 (92%)</td><td>23.8 (95%)</td><td>24.5 (98%)</td></tr></table>• Bed-occupancy waiver remains in effect through April 2021	2021 Budget (pts/day and % Occup)	Feb 2021 (pts/day and % Occup)	Feb 2021 YTD (pts/day and % Occup)	23 (92%)	23.8 (95%)	24.5 (98%)		
	2021 Budget (pts/day and % Occup)	Feb 2021 (pts/day and % Occup)	Feb 2021 YTD (pts/day and % Occup)						
	23 (92%)	23.8 (95%)	24.5 (98%)						
Emergency <table><tr><td colspan="3">Visit Volumes for month: volumes steadily returning</td></tr><tr><td>2021 Budget (visits/day)</td><td>Feb 2021 (visits/day)</td><td>Feb 2021 YTD (visits/day)</td></tr><tr><td>12</td><td>9.8</td><td>9.6</td></tr></table> <ul style="list-style-type: none">• Affiliation measures of success have been established for year 1: ambulance deliveries, SVH hospital admissions, transfers, visit length, patient satisfaction, and patient acuity	Visit Volumes for month: volumes steadily returning			2021 Budget (visits/day)	Feb 2021 (visits/day)	Feb 2021 YTD (visits/day)	12	9.8	9.6
Visit Volumes for month: volumes steadily returning									
2021 Budget (visits/day)	Feb 2021 (visits/day)	Feb 2021 YTD (visits/day)							
12	9.8	9.6							
Rehab <ul style="list-style-type: none">• Outpatient volumes are continuing to increase									
Clinics	<ul style="list-style-type: none">• Walk-in clinic volumes slowly increasing—Endo volumes also increasing prompting reassessment of Walk-in Clinic physical location since sharing space is not turning out as well as planned with both growing.								
Medical Staff	<ul style="list-style-type: none">• <u>Initial Privileging to Provisional Status:</u><ul style="list-style-type: none">○ David Peters, MD – Emergency Medicine○ Rachel Thompson, MD – Internal Medicine• MEC & Med Cmmte<ul style="list-style-type: none">• <u>Extend Provisional Status 6 months (no patient contacts):</u>• <u>Transition from Provisional to Active:</u>• <u>Transition from Provisional to Courtesy:</u>								

Approved: __/__/2021__

	Recommend -ations: <ul style="list-style-type: none"> • <u>Transition from Provisional to Telemedicine:</u> • <u>Transition from Provisional to Affiliate:</u> • <u>Renewal to Active Staff:</u> <ul style="list-style-type: none"> ○ Jason Rubin, MD – Family Medicine (early renewal to change delineation of privileges from ED to Clinics) • <u>Renewal to Courtesy Staff:</u> <ul style="list-style-type: none"> ○ Rebecca Dale, MD – Ophthalmology ○ Kimberly Lu, MD – Plastic Surgery • <u>Renewal to Telemedicine:</u> • <u>Renewal to Telemedicine by Proxy (UW):</u> • <u>Renewal to Affiliate Staff:</u>
Next Meeting	<ul style="list-style-type: none"> • April 6th

COVID testing for Community:

	Total Number Tested	Total Number Positive	Rate of Positivity		Total Number Tested	Total Number Positive	Rate of Positivity
March 2020	555	36	6.5%	January 2021	1,198	85	7.1%
April	326	22	6.8%	February	422	10	2.4%
May	769	18	2.3%				
June	659	8	1.2%				
July ^{+ECF Outreach}	1,300	56	4.3%				
August	971	30	3.1%				
September	798	52	6.5%				
October	1,419	76	5.4%				
November	2,053	139	6.8%				
December	1,823	145	7.9%				

COVID Immunizations:

	Total First Doses	Total Second Doses		Total First Doses	Total Second Doses
March 2020	N/A	N/A	January 2021	1,100	128
April	N/A	N/A	February	526	1,071
May	N/A	N/A			
June	N/A	N/A			
July ^{+ECF Outreach}	N/A	N/A			
August	N/A	N/A			
September	N/A	N/A			
October	N/A	N/A			
November	N/A	N/A			
December	110	0			

Approved: __/__/2021__



FACILITIES COMMITTEE MEETING MINUTES

February 23, 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

Old Business:

1. **SRMC TI project:** City and Fire Marshall have confirmed that one address can be assigned to both office locations, which prevents the need for the construction previously proposed, and overall cost. (ADA lift, pass-through). Team is reviewing modifications to design.

New Business:

1. **Maintenance Issues** – HVAC system outages in early January that resulted in identification repair and maintenance needed to reduce condensation on the control station for the system. The system was shut down; wires reconfigured through the conduit and installed new/correct filters at the control box. This appears to have corrected the issue.
2. **Facility Usage – As of April 2020**
 - a. Due to COVID-19 all external uses of the community room are cancelled until further notice
3. **Environment of Care:**

Emergency Management – Continue in external triage due to pandemic.

Fire Safety Management – No report

Hazardous Materials Waste Management – No report

Medical Equipment Management – No report

Physical Plant – Experienced fumes from vehicle emissions and heater fumes within the vaccination drive through facility. Repairs made by building a small shelter inside the existing shelter to help trap the heat and moving away from the diesel fire heater.

Safe Patient Handling – Safety Management - Adherence to CDC and DOH guidelines regarding visitors, staff and patients.

Security Management –No report

Utilities management – No issues to report

Workplace Harm - We will be scheduling de-escalation training, which is offered by WSHA at no cost. This will focus on staff training and a review of the SVH Workplace Violence/Harm Prevention Plan.

East Campus: 1. Finance staff have now relocated to campus.

OTHER:

2. **Certificate of Occupancy update** - City continues to work on processes related to bill of sale transfer. No status report from the City Attorney. Commissioner Carter volunteered to reach out to her contacts at the City.
3. **SVSS** - Resuming discussion with King County regarding their interest in support for a year round shelter vs. temporary shelter. No new updates from SVSS.
4. EMR may potentially be placed into Facilities Committee in the near future.

Next meeting: March 24, 2021 – 12:00pm– 1:00 pm – Location Teleconference

Approved: