

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT #2  
Meeting of the Board of Commissioners  
**February 28, 2024**  
East Adams Rural Healthcare  
Conference Room  
Ritzville, WA

- I) Call to Order
- II) Additions or Corrections to the Agenda
- III) Public Comment
- IV) Approval of Minutes-Regular Board Meeting Minutes January 24, 2024  
Approval of Minutes-Special Board Meeting Minutes February 14, 2024
- V) Consent Agenda
  - i) Chief Nursing Officer Report
  - ii) HR Report
  - iii) Quality Report
- VI) Medical Staff Report
- VII) CEO Report
- VIII) Committee Reports
  - i) Finance Committee
    - (1) Financials – January
    - (2) Approval of Warrants and Vouchers
  - ii) Building Committee
  - iii) Compliance Committee
- IX) Old Business
  - i) EMS Update
- X) New Business
  - i)
- XI) Public Comment
- XII) Executive Session- Medical Staff Credentialing & RCW 42.30.110 (g) To review the performance of a public employee
- XIII) Next Board Meeting March 27, 2024 at 5:30 p.m.
- XIII) Adjourn

Washington State law states that all meetings of public bodies such as ours be open to attendance by the public, save for executive sessions or if a meeting has been closed owing to disruption. But that law is equally clear that there is no requirement that public attendees at such meetings be permitted to take any part in the proceedings. This Board, however, promotes open dealings with our community, and welcomes appropriate public participation; but, considering interests such as efficiency and simple civility, we do have rules governing that participation.

We generally have on our agenda a period intended for public comments and questions, and we ask that members of the public confine questions and comments to that period. If, however, during our deliberations on a given matter a member of the public believes that he or she has some clearly relevant information that we have not considered, he or she may raise his or her hand and the Board Chair, in his or her discretion, may allow that member of the public to provide a brief factual comment.

Moreover, both during meetings and in the specified comment period, we require that questions or comments be concise, factual, and, notably, that they be civil. We willingly accept tough questions and critical comments, but we will not accept generalized negative opinions, rambling, personal attacks, or perceived disparagement of individuals. Comments are limited to three minutes.

The Board reserves the right to terminate a question or comment at any point if the Board determines in its discretion that the comment or question is unacceptable or disruptive. Please remember the need for civility and compliance with our rules.

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2  
East Adams Rural Hospital  
903 S. Adams  
Ritzville, WA 99169  
Meeting of the Board of Commissioners  
January 24, 2024

PRESENT:	John Kragt	Board Chairman
	Eric Walker	Vice-Chair
	Riley Hille	Commissioner/Secretary
	Dan Duff	Commissioner
	Matt Kubik	Commissioner
	Corey Fedie	CEO
	Matt Gosman	CFO
	Lexie Zuver	Chief of Staff

ABSENT:

GUESTS:

There were nine community members present.

Board Chair, John Kragt, called the meeting to order at 5:30 p.m.

### **INTRODUCTIONS**

Board Chair John Kragt welcomed Riley Hille. She will be sworn in at the next board meeting.

### **ADDITIONS AND CORRECTIONS**

Corey Fedie asked to remove Medical Staff credentialing.

**PUBLIC COMMENT**-None

### **APPROVAL OF MINUTES**

The December 21 Board meeting minutes were presented. Commissioner Riley Hille clarified that she was not a commissioner at the December meeting. Commissioner Eric Walker made a motion to approve the December 21 Board meeting minutes as corrected. Commissioner Dan Duff seconded. The motion passed unanimously.

### **CONSENT AGENDA**

Board Chair, John Kragt, polled the Board if they would like anything off the consent agenda moved to the regular agenda. Nothing was requested.

## **MEDICAL STAFF REPORT**

Dr. Zuver reported that Med Staff met for their regular meeting and discussed some equipment updates and potentially some changes with lab. Annual reports were reviewed for each committee and everything was in order. Dr. Zuver reported that pharmacy has stated that we could possibly share a box of shingles vaccine with Odessa so, there is a possibility of having that vaccine available. The COVID vaccine is not really in high demand and there is the issue of the amount that has to be ordered and then expires before it is all used. Flu vaccines are going well and we have seen some cases of flu in the last few weeks. Board Chair John Kragt asked how the providers will be scheduled with a new Nurse Practitioner coming on and two providers leaving. Dr. Zuver explained that Docs Who Care will help cover the ED and walk-in clinic and Dr. Zuver and Marnie will cover the clinic so there is less disruption to patient care. Paramedics have also been helping in the ED. The NP will help cover some of the ED shifts when she starts and we will reduce the Docs Who Care. John asked how providers handle a busy ED and clinic patients. Dr. Zuver explained that usually walk-in clinic patients are turned away and the providers continue to treat ED and scheduled clinic patients. Dr. Zuver explained the call schedule and how they are trying to split up some of the shifts so providers are not getting burnt out. Corey explained that we are hoping to have a full-time ED physician and a clinic physician with a NP and PA on each side as well. John asked about how the Washtucna Fire Dept. can call for a helicopter. Dr. Zuver explained that it could be because of access to care for the patients. John asked if we still need to do that with having a paramedic in Washtucna. Mike Harness explained that depending on the call sometimes they do initiate the helicopter and if not needed, they can cancel.

### **CEO REPORT- See attached**

Corey Fedie reported that we are continuing to work through the Medicare issues. There is lots of movement but, it will take months to get through some of the claims. Corey suggested that Matt Gosman could possibly provide some financial education to the board. John Kragt suggested that the board have scheduled department visits so that the board can talk to the departments about equipment needs, work flows etc. Corey reported that we are still working on recruiting medical staff. Dr. Zuver explained that providers are considering using a platform called "open schedule" that will help fill in some of the open appointments for patients to see their primary provider. Commissioner Eric Walker asked where we were at with the master plan. Corey explained that we have put that on hold until the Medicare issues are resolved. We will now have a full year of information to provide them. The estimated time for a preliminary report is March.

## **COMMITTEE REPORTS**

### **FINANCE COMMITTEE**

#### **CFO REPORT – See attached**

Matt Gosman gave an overview of December financials. Gross patient revenue reached \$1,172,506 for December which is slightly up from the previous month. Matt explained the adjustments to patient revenue. The operating revenue fell 16% below budget. There was a net loss of \$150,591 but finished the year with a \$1,229,410 gain. The Medicare validation is resolved however; it will take time for the payments to be collected. John Kragt asked how much Matt felt that we should still be able to collect. Matt believes that there should still be \$1.5 million that we should be getting. The revenue cycle continues to work on collections and amounted in \$610,607 for December. Days cash on hand as of December 30, 2023 was 30.41. There was a discussion regarding the profit margins. Riley Hille asked if there was a way to get some departmental reports that shows where the revenues are coming from.

## **WARRANTS & VOUCHERS**

Commissioner Riley Hille presented the following warrants for approval Accounts Payable Warrants #67012 to #67067 for \$228,233.02. Commissioner Eric Walker made a motion to approve. Commissioner Dan Duff seconded. Motion passed unanimously.

**BUILDING COMMITTEE-** Nothing to report

**COMPLIANCE COMMITTEE-** Nothing to report.

## **OLD BUSINESS**

### **EMS UPDATE**

Mike Harness provided the update. Mike Harness and Sara Bayless have been signed off as lead paramedics by Dr. Hodges, Medical Director. We are still working on getting ALS certified through the state. There have to be 20 ALS calls that are signed off by a field training officer. John Kragt asked how long it would take to get the required calls. Mike reported that of the four patient contacts from today two of them were ALS. We have two-full time paramedics and two-part time paramedics. One of our part-time paramedics will become the new training officer for EMS. Criteria is being established regarding transfers. There is a CPR class being held today and a new EMT class starts on February 6. Commissioner Riley Hille asked if the EMT students pay for the class. It was explained that if they complete the class and sign up for shifts within the district they are reimbursed. There are currently 10 students signed up for the next class. AMR has pulled out of Grant County. We have been working with the surrounding areas to do IFT's (Inter-facility transfers). Mike assured the board that we will not provide the service if it leaves our district with no coverage.

### **NEW BUSINESS**

The Board reviewed the Code of Conduct policy which is required annually.

John Kragt gave a recap of the current committee assignments. There need to be two commissioners to each committee. Commissioners Dan Duff and Matt Kubik volunteered for Finance Committee. Commissioners Eric Walker and Dan Duff agreed to stay on the Building Committee. Commissioner Riley Hille and Board Chair John Kragt will be on Quality and Compliance. Commissioner Eric Walker and Matt Kubik will be on CEO Recruitment committee and commissioners Riley Hille and Chair John Kragt will be on Provider Recruitment committee.

### **PUBLIC COMMENT**

Steve Meye expressed his concerns over patient care and delay of care that he received here.

Sonja Sievers said that her contract for employment was terminated for doing the right thing. She felt that she was retaliated against for reporting negligence.

Commissioner Eric Walker made a motion, seconded by Commissioner Dan Duff to adjourn the meeting. The motion passed unanimously.

The meeting adjourned at 6:53 p.m.

Respectfully submitted,  
Kylie Buell, Executive Assistant

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2  
East Adams Rural Hospital  
903 S. Adams  
Ritzville, WA 99169  
Special Meeting of the Board of Commissioners  
February 14, 2024

Present:	John Kragt	Board Chair
	Eric Walker	Commissioner
	Dan Duff	Commissioner
	Matt Kubik	Commissioner
	Riley Hille	Commissioner
	Corey Fedie	CEO
	Matt Gosman	CFO

John Kragt, Board Chair, called the meeting to order at 1:00 p.m.

Resolution 24-01 was read aloud by Matt Gosman, CFO. Commissioner Eric Walker made a motion to approve the resolution as presented. Commissioner Matt Kubik seconded. Motion passed.

John Kragt asked if there was any public comment. There was one-member of the public in attendance.

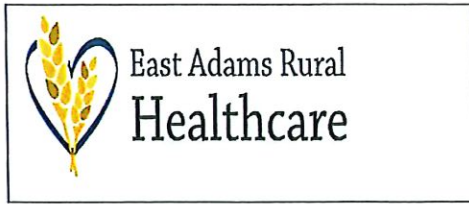
Commissioner Eric Walker made a motion, seconded by Commissioner Matt Kubik to adjourn the meeting. The motion passed.

The meeting was adjourned at 1:03 p.m.

Respectfully Submitted,  
Kylie Buell  
Executive Administrative Assistant

# Job Openings

Department	Job Opening	Date Open	Status	Notes
Imaging	Per Diem Rad Tech	08/08/2022	Open	Job posted, rehired per diem Imaging tech 11/6/23
EMS	EMT	08/31/2022	Open	Open per-diem positions. <b>Hired 6 EMT's on 02/14/24</b>
EMS	Paramedic	07/12/2023	Open	2 offers sent out. Offers accepted. One offer was a current employee and the other offer was accepted and will orientate 10/13/23.
Nursing	RN (2)	10/01/2022	Open	Passport RN will orientate 10/23/23, RN noc shift/weekend RN hired 10/13/23, <b>Noc shift RN hired 12/12/23</b>
Nursing	Day Shift NAC (2)	03/22/2023	Open	Passport Nursing contract signed, 2 RNs will be on-site in November- <b>pushed out to 2024</b>
Nursing	NOC Shift NAC	03/25/2023	Open	Reviewing applications and contacting applicants for interviews. Ads in local papers as well as Ziprecruiter
Clinic/ER/Hospital	Nurse Practitioner/PA-C	07/24/2023	Open	Posted: Interviews and on-site visits are on-going. <b>Refer to Corey Fedie, CEO</b>
Administration	Accounting Clerk	09/28/2023	Open	<b>Hired remote to help with entering invoices</b>
Information Technology	IT Help Desk	12/01/2023	Open	Position posted. Interviews are being conducted. <b>Internal hire, will transition over the next few weeks</b>
Dietary	Dietary Tech/Cook	02/01/2024	Filled	<b>New hire started 02/14/24</b>
Administration	ACNO	02/13/2024	Open	Position posted
Administration	CNO	02/12/2024	Open	Position posted



# MINUTES

East Adams Rural Healthcare

1/24/2024 at 10:30am | Meeting called to order by Charlene Morgan

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## In Attendance

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Terri Abney, Matt Gosman, Tyler Dennis, Amelia Bernal, Corey Fedie, Michelle Swartz, Pam Gilmore, Dan Crisp, John Kragt, Neil Verberne, Amanda Osborne,

Missing: Charlene Morgan, Todd Nida, Bruce Garner, Beth Passmore, Sheena Starkel

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## Approval of Minutes

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No issues with previous month minutes.

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## Board

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John Kragt

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## New Business

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PowerPoint was presented for September data. All managers explaining current tracking measures, goals, and action plans. Discussion on current measures, questions asked and answered, and current data documented and previous measures referenced as needed. Highlights from discussion below.

Lab: Waiting for Vitalant to say that we are in compliance for blood bank. They may be waiting for signed competencies. There has been some failed documentation after the action plan has been submitted. Dan suggested doing some training for staff on documentation. There are some issues of charges not coming through.

Safety: Focusing on Emergency Room safety and communicating with staff. We did not receive the \$2500 grant award.

Medical records: No report.

Therapy: Saw over 100 patients. 90% completion of referrals. 3.21 units per patient. Speech caseload is increasing. Everything is going well at the schools. Still working on getting storage cleaned out. Corey would like to get a bariatric wheelchair and pediatric wheelchair. There was discussion about possibly donating some of the old wheelchairs.

Patient Safe Handling: December there was one patient fall. January meeting was canceled. Michelle will send out an invite soon. Will be down to four committee members. Next month will be discussing patient fall standards and policies.

Radiology: No report.

Maintenance: No report.

Dietary: Temps were ok. Freezer went down and we lost some items. We have an old one being used now but should be getting a new one. Audits are all good. Still doing training for speech patients. Looking at getting some new meal transport bags.

SS: Three discharges last month. One survey was completed. Will start tracking care conferences.

IT: Clicks on phishing is still high at 67%. Going to add a measure for emergency phone line. We will be rolling out Office 365 either late this quarter or early next quarter. This will add security.

Medical Staff: No report.

Nursing: Care Plan documentation has improved. Two new hires for the ER. They have learned EPIC and work flows well. There are revenue guardian issues between nursing and lab.

ED Measures: For the month of December there were 100 ER visits, 10 transfers and 13 patients were in the ED for over 6 hours.

Infection Control: No report.

Antibiotic Stewardship/ Pharmacy and Therapeutics: No report.

HR: Carelearning has been renewed. Should be available to staff February 1.

Referrals: Pam will be working on doing a slide and providing updates.

Business Office: AR days peaked in July and began to peak again in October due to the Medicare validation. It should be getting resolved. Still some issues with claims. Denial rates are going down.

Registration: Pam and Kelly will work together and get a report.

QA: No report.

There was no compliance meeting.

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## Announcements

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Next Meeting February 28, 2024

Current PowerPoint and Minutes available on I drive

February slides will be January data

Adjournment at 11:30 am





# East Adams Rural Healthcare

903 South Adams  
Ritzville, Washington 99169  
509-659-1200

CEO Report to the Board

Board of Commissioners  
East Adams Rural Healthcare  
February 28<sup>th</sup>, 2024

Our core work continues. First, completing Medicare rebilling that resulted from revalidation along with catching up outstanding accounts receivables from other payors. This work along will take many months to fully resolve, so our continued focus in this area is prudent. We will tackle this both internally as well as in partnership with the Wipfli financial team. We have made incredible strides improving the entire revenue cycle this past year across the board from registrations to referrals, prescriptions refills, documentation and billing. And although EPIC challenges continue, they are continually getting resolved at an ever increasing rate. We are fortunate to have many experts helping us through these challenges. Identifying small issues that are having significant system impacts that have been holding up claims. Slowly we are seeing improvements in charge capture and claims processing. However, cash flows continue to be slow and the team is fighting at every corner to bring it in.

Second, we are already laser focused on rebuilding the medical staff after one of our Family Medicine providers resigned and the other staying on board but covering the emergency room only, stepping away from family practice. As previously reported we are transitioning away from the traditional Family Medicine model that also covers the Hospital and Emergency Room due to provider shortages and burnout working and being on call. What that means is that we are staffing the Emergency Room with specific providers that nearly exclusively work Emergency Room and are fully qualified to do so. This will give us greater depth in this specialty as well. We have been interviewing several physicians, Nurse Practitioners and Physician Assistants in the past few weeks with hopes to bring some on soon. On site visits soon to be scheduled. As we work through recruitment we are also planning on events to showcase current and future providers both internally and externally so the public is more aware of who our providers are and what they have to offer.

In addition, we have contracted with Docs Who Care to provide a Physician Assistant who works at both Othello and here to cover the upcoming Wednesday mobile clinic at Othello Community Hospital. He will be covering this role until we can fill the position with permanent staff. We look forward to growing and improving that service line. We are also in talks with three different Orthopedic providers and hope to come to an agreement in the next few months.

Lastly, our CNO Charlene Morgan has resigned and we have begun recruitment. An interim has been assigned for a 13-week contract while we go through this process. We will be focused on recruiting a leader that has a passion to rebuild our nursing teams and make improvements in their areas of responsibility. We do already have great staff that provide good care and we are up to the challenge to do all we can to make it better. We know we are not perfect and greet these challenges whole heartedly so the community will know we are here for them.

As always, it is a privilege to serve the board and our community.

Respectfully,

A handwritten signature in black ink, appearing to read "Corey Fedie". The signature is written in a cursive, flowing style with a prominent initial "C".

Corey Fedie, CEO



# East Adams Rural Healthcare

903 South Adams  
Ritzville, Washington 99169  
509-659-1200

## EMS Report to the Board

Board of Commissioners  
East Adams Rural Healthcare

### February EMS Highlights: Responding with Heart, Serving with Pride!

- ❖ Paramedic KC has successfully completed his vetting process through MPD Hodges and is all set to embark on solo runs starting this March. Congratulations, KC, on reaching this significant milestone in your career! Your dedication and hard work have truly paid off, and we have full confidence in his abilities to take on this new role. Meanwhile, Paramedic Jason has been diligently balancing his call duties alongside teaching the EMT class and fulfilling his responsibilities as the training officer.
- ❖ We're on the verge of a significant milestone in our journey towards ALS licensing. Our collective efforts have brought us to the brink of submission, with just a few final steps remaining. As we focus on refining our supply list and ensuring full compliance with state and federal requirements, we will continue to maintain our meticulous attention to detail. Anticipating an upcoming audit, it's crucial that every aspect of our operation is in impeccable order. With the last few supply items expected to arrive in March and Jason's clearance also on the horizon, we're poised to submit our application next month. I'm incredibly proud of the dedication and diligence each of the EMS team has shown throughout this process. EMS will continue to stay focused, working collaboratively, and will aim for a successful licensing approval, which we're optimistically targeting for April/May.
- ❖ As far as staffing: we currently have our 2 full time Paramedics Mike and Sara, 2 part time paramedics KC, Jason, then additional part time paramedics that will be onboarding in the next couple of months Morgan Lane (from our service), Brady Norvell, Amanda Lynn (from our service), Brian Mendoza (from our service), and possibly Clare Pryne. Additionally, we have hired 6 additional EMT-Bs who have worked in ALS systems, 2 drivers and we have 8 in the EMT class. These hires were in the works for several months. You may have heard of several individuals who have left our service. Those individuals were not pulling any shifts or were pulling very few shifts and therefore their exit made very little impact on our schedule. Throughout February, our dedicated EMS team demonstrated exceptional resilience and professionalism and rose admirably to the occasion, showcasing their unwavering commitment to our mission of serving the community. Their ability to adapt, collaborate, and maintain high standards of care amidst adversity is truly commendable, and their tireless efforts reflect the very essence of our organization's values. I extend my heartfelt gratitude to each member of our team for their unwavering dedication and exemplary performance during this demanding period of change.
- ❖ I think it's important to address a rumor that's been circulating regarding out-of-agency IFTs and concerns about leaving our district unmanned. Let me assure you that this is simply not the case.

- ❖ The landscape of EMS in our region is facing unprecedented challenges. With the recent pullout of AMR in Grant County, coupled with the nationwide shortage of paramedics, and the struggles of neighboring communities like Odessa in staffing EMS services, there's an undeniable critical shortage of EMS resources in all directions. In response to this challenging environment, our EMS unit has made a strategic decision. Instead of burdening the public with additional tax requests to fund upgrades in equipment and staffing, we've chosen to leverage the shortage of EMS services in the area to our advantage. By providing assistance through out-of-agency IFTs, we are not only filling a critical void but also ensuring that our neighboring communities receive the care they desperately need. Rest assured, our commitment to serving our district remains unwavering and we never go level 0 for these IFTs. We will continue to prioritize our primary responsibilities while also extending a helping hand to those in need whenever possible. Together, we're making a positive impact on the broader EMS community, and I'm proud of the dedication and professionalism each of my team members brings to the table every day. We represent EARH proudly and are quickly becoming leaders in healthcare in our region.
  
- ❖ Additionally by expanding rural EMS services numerous benefits can be quickly seen:
  - ✓ Improved Access to Healthcare: By expanding EMS services, rural residents gain better access to emergency medical care, reducing travel times to reach healthcare facilities and ensuring prompt treatment during emergencies.
  - ✓ Enhanced Emergency Response: Increased coverage and availability of EMS services mean faster response times to emergency calls in rural areas, potentially saving lives and reducing the severity of injuries by providing timely medical intervention.
  - ✓ Reduced Mortality Rates: Access to timely medical care through expanded EMS services can lead to reduced mortality rates for various medical emergencies, including heart attacks, strokes, traumatic injuries, and other critical conditions.
  - ✓ Increased Community Safety: With improved access to EMS services, rural communities become safer overall. Residents have peace of mind knowing that trained medical professionals are readily available to respond to emergencies, contributing to overall community well-being.
  - ✓ Enhanced Disaster Preparedness: Expanded EMS services bolster a community's ability to respond to disasters and mass casualty incidents. Trained EMS personnel can provide critical medical care during emergencies, coordinate evacuation efforts, and assist with disaster response and recovery operations. As evidenced by our recent tabletop exercise with CF Industries, local fire and Sandi Duffey the County Emergency Manger
  - ✓ Quality Improvement and Innovation: With expansion comes opportunities for quality improvement and innovation within EMS systems. This may include upgrading medical equipment, implementing new protocols and procedures, and providing advanced training to EMS personnel, ultimately leading to better patient outcomes.
  - ✓ Community Engagement and Education: Expanded EMS services provide platforms for community engagement and education on topics such as injury prevention, basic life

support training, and emergency preparedness. This empowers residents to take proactive measures to safeguard their health and well-being. We are currently looking to put on community CPR classes, bystander CPR, stop the bleeding and middle school and high school CPP/First Aid classes as well as the babysitter classes again.

Overall, expanding rural EMS services plays a vital role in ensuring equitable access to healthcare, promoting community resilience, and improving overall health outcomes in underserved rural areas.

Warm regards,

Vanessa Ann Grimm  
EARH EMS Manager