



BOARD OF TRUSTEES

Regular Meeting

February 27, 2020

Minutes

10:00 am

Members Present:

Rod Waeckerlin, President
Jason Campbell, Vice President
Garry Goergen, Treasurer
Jerry Steele, Secretary
Mark Kostovny, Member

Administration:

Ken Harman, CEO
Jon Smith, CFO
Collin McDonald, Compliance and Risk Management Director
Lisa Woodcock, Human Resources Director
Dr. Johnson, Chief of Staff
Chandra Buchholz, Executive Assistant

Guests:

Woody White, QHR ARVP (via phone)
Abbi Forwood, Legal Counsel (via phone)
Christina Baugh, Quality and Infection Prevention Director
Stephanie Hinkle, Marketing and Communications Director
Jan Gulbrandson, Radiology Manager
Ray Erku, Rawlins Daily Times

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:00am. Mr. Waeckerlin thanked all of the employees of MHCC for their extraordinary work during the flood disaster.

Approval of Agenda:

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the agenda as presented. Motion carried.

Approval of Regular Board Minutes: Board of Trustees 1.23.2020.

Garry Goergen made a motion, and Jason Campbell seconded the motion to accept the minutes as presented. Motion carried.

Department Report presented by Becky Forney, Director of Inpatient Care Services:

- Mrs. Forney gave a brief department report and expressed that her primary focus right now, as always, is on patient safety. She has assigned a committee to review all falls in order to identify common issues and risks. There are protocols already in place, but her goal is to insure that they are doing everything possible to eliminate any risks for patient falls. Mrs. Forney also stated that one of her plans is to implement more peer education with her staff, hoping to ignite their passion for their jobs again. She also thanked the Board and Administration for their support and how they handled all of the employees during the disaster.

Medical Staff Report presented by Greg Johnson, MD:

- Dr. Johnson reported that although this has been a difficult time with his team having to do several transfers and stabilizations, we have a good team who has really pulled through. He also thanked the Board for their support.
- We are moving forward with a Tele-Psych option to help with Emergency Detention evaluations.
- The following individuals were recommended for Credentialing/Provisional Reviews:
 - Mehdi Gheshlaghi, MD
 - Roy Bryan, MD
 - Jennifer Webb, LCSW
 - Vicki Macy, MD
 - Weston Swindlehurst, APRN
 - Stephanie Chiu, MD
 - Kevin Simonelic, MD

Corporate Compliance Report presented by Mark Kostovny:

- There were no calls to report.

Administrative Report: Consent Agenda

Discussion: President Waeckerlin, gave another heartfelt thank you to all of the employees of MHCC for all of their tremendous work during the disaster.

Garry Goergen, Treasurer, inquired about why some reports had year-to-date numbers and some didn't. Jon Smith, CFO, acknowledged that and assured him that he will work on generating a monthly summary that will show current, prior year and prior two years, as he is trying to be consistent while also updating records. Mr. Goergen also asked about the amount of cash on hand in comparison to the year-to-date numbers showing we have spent over \$5,000,000, which is half of our reserves. CFO Smith confirmed that those numbers are accurate and due to building the new clinic and some large capital budget items in the first part of the year. He added that next month will be even more due to the HVAC disaster; although, most of that will come back from the insurance claim. He explained that efforts have been focused on AR and improving cash flow, which should show results by the end of March. There will also be adjustments made to some of the budgeted items in light of the recent events. Board Member Mark Kostovny pointed out that just because it was in the budget, does not mean it necessarily has to be spent. He expressed that he would like to see the increased revenue as promised. Vice President Jason Campbell noted that not all returns on investments are in a dollar amount and great strides have been made from a patient perspective. CEO Ken Harman offered to go back and look at some of the business plans for the programs that have been implemented to see if the projected return on investments are being accomplished.

Treasurer Goergen asked Lisa Woodcock, HR Director, for any updates in her department. Ms. Woodcock said the annual turnover is going up and down due to adding new jobs and cleaning up PRN positions. She added that the average years of service that was inquired about at last month's meeting is due to short-term hires, which she said they are now making sure we hire the right people in the right jobs. She noted that the salary review and benefits update has been helpful in recruiting and retention.

Mr. Goergen also commended Stephanie Hinkle, Marketing and Communications Director, on her involvement in Kids' Day for the fair.

Vice President Campbell asked Christina Baugh, Quality and Infection Prevention Director, if she had a timeline on when the Board would be seeing reports from the new processes she's implementing. Mrs. Baugh informed him that they went to the Medical Executive Committee for approval in February, and she will be doing quarterly reports, with the first one starting in May.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to accept the items within the Consent Agenda as presented. Motion carried.

Financial Report presented by Jon Smith, CFO:

- Mr. Smith highlighted that there were over 2,000 visits at the Family Practice Clinic for the first time ever. In addition, allowances were down and net revenue was in the positive. However, expenses were over budget by 16%, mostly due to the lag in BCBS claims and moving away from contract positions. He also noted that cash collections were at 72%, which should be 100%. A 40% discount is being offered if balances are paid in full in order to increase cash collections. The Care Credit program is also active now.

YTD Highlights for January 2020 included:

- Gross Patient Revenue was \$5,208,644
- Net Operating Revenue was \$2,996,859
- Deductions were 42.5% of gross revenue
- Total operating expenses were \$2,939,066
- Salaries and Benefits were \$1,433,630 combined
- Month-to-Date Net Gain/(Loss) was \$185,729 positive
- Year-to-Date Net Gain/(Loss) is \$277,558 gain through the first 7-months of FY2020
- Current Days Cash on Hand were 74.1 as of January 31, 2020
- Current Net Days in Accounts Receivable is 108.1

Discussion: Treasurer Goergen asked how patients are being made aware of the 40% discount. Mr. Smith replied that it is being advertised on Facebook and being printed on patient statements. Melissa Yowell, Clinic Director, added that they are going to be providing documentation training to the Providers in order to improve billing accuracy. Board Member Kostovny expressed his concern about how he thought the scribe program was supposed to improve the coding and billing processes. It was explained that the scribes only capture the data that the Provider tells them, but the Provider has to dictate the level and coding for billing purposes themselves, as well as actually close the chart out. Dr. Johnson, Chief of Staff, inquired why the Emergency Department wasn't given the option to have scribes. CEO Harman assured him that that is something they can definitely look into and discuss further. President Waeckerlin asked Dr. Johnson to bring a report back next month on his thoughts and findings on that possibility. It was agreed that there are many things that were agreed to before the current Administration Team was in place, and there are going to be some growing pains. Mr. Waeckerlin reiterated the fact that there are many positive things happening right now.

Approval of all Financials for period ending 1.31.2020 was requested.

Jerry Steele made a motion, and Jason Campbell seconded the motion to approve the financials for the period ending 1.31.2020 as presented. Motion carried.

Garry Goergen made a motion, and Mark Kostovny seconded the motion to approve the vouchers for the period ending 1.31.2020 as presented. Motion carried.

Open Session dismissed for a 10-minute restroom break at 11:15am.

Open Session resumed at 11:25am.

Compliance Report presented by Collin McDonald, Director Compliance/Risk:

- Mr. McDonald commended the Revenue Cycle Committee on addressing and fixing issues.
- There haven't been any falls reported since the flood, which makes it zero patient falls for two months.
- The disaster has been reported to the State and to our insurance company. The State said to fix what needs to be fixed, and then they will address it later. The insurance adjustor has been here twice and was amazed at how much damage was contained. Mr. McDonald reported that he is compiling damages and has a USI Advocate to assist with how to present everything to the insurance company. An initial cost summary will be presented to the insurance company on Monday.

Old Business:

- MHCC Health Center-Platte Valley – Business Plan Update Ken Harman, CEO: Mr. Harman reported that we continue to move forward with plans in Saratoga. The subcommittee has two options for sites to consider. Progress has slowed down slightly, due to the disaster, but we are still committed to taking care of the residents of Carbon County.
- Employee Turnover Report – Lisa Woodcock, HR Director: Ms. Woodcock had nothing else to add the previous discussion during Consent Agenda.
- City of Rawlins EMS MOU – Ken Harman, CEO: Mr. Harman explained that this MOU reflects the practice of how we treat and want to be treated in regards to assistance with EMS runs. Abbigail Forward, Legal Counsel, said it is MHCC's intent to maintain the current relationship with the City and Fire Department. Chief of Staff Dr. Johnson added that all of the organizations involved work very well together, and there aren't any issues that need to be addressed.

Discussion: Board Member Kostovny asked if the City was okay with item 7. D. of the MOU, addressing indemnification and damages. Legal Counsel Forwood explained that there is a Wyoming Governmental Claims Act granting immunity from tort liability. Mr. Kostovny also asked about 6. A. stating the hospital will provide an ALS unit if the hospital is unable to respond. He questioned how the hospital can provide support if we aren't able to respond to it ourselves. CEO Harman explained that there are usually more than one ALS crew running.

Jason Campbell made a motion, and Jerry Steele seconded the motion to approve the City of Rawlins EMS MOU as presented. Motion carried.

New Business:

- Heating System/Water Damage Discussion – Ken Harman, CEO: Mr. Harman explained that, as everyone is already aware, we had a failure in our HVAC system that caused significant flooding and damages to most of 2nd and 3rd floors of the hospital. Administration has been very transparent throughout the process, holding employee meetings every day to give everyone the opportunity to know the latest information and ask any questions. He reported that the short-term plan is to get the system put together and operative and to remediate the damage, which we are very close to having done. They system has been slowly pressurized, and Dynamic Controls and

our engineering staff have gone through every single VAV and pipe to make sure it is safe for our patients and staff. While our inpatient services were shut down, our ER, Pharmacy, Radiology and Lab were always functioning. Mr. Harman pointed out that our number one goal was to take care of the people, including our staff. For this reason, we made a conscious decision to use employees to do a lot of the work, and the response has been remarkable. Although this event will hurt a little financially, with a \$400,000-\$500,000 total loss, it has actually galvanized us as a group.

CEO Harman added that the long-term plan is, with Board approval, to put a plan together for a major remodel of the current building or to do a new build. The County Commissioners have encouraged this to be done sooner, rather than later. He stated that he will bring a report back in March for some milestones that need to take place going forward.

Discussion: Vice President Campbell asked how morale was. Aimee Hickman, HR Specialist, who has been painting for two weeks, answered that everyone is okay, just tired. Inpatient Care Services Director Becky Forney added that employees are just thankful they still have jobs. Dr. Johnson said Phil Reints, CNO, has been coming to ER every morning informing them of the status, and, although the ER Doctors have been struggling, the transparency has been helpful. Mr. Campbell stated that he is in full support of investigating a new building or remodel. Mr. Harman replied that we need \$1.8 million additional revenue per year for amortization of a new building. We have some ideas, but we will need tax support, so he expressed that the decision needs to be reflective of the community.

- Suicide Prevention/qler Solutions Presentation – Ken Harman, CEO: Mr. Harman reported that Phil Reints, our CNO, has a passion for mental health and suicide prevention, and he has been working tirelessly to find a solution to our mental health evaluation issues. After the retirement of Glenn Biggs, it has been a problem getting someone to do our evaluations. qler Solutions offers a tele-psychiatry solution that would allow us to utilize psychiatrists to give our doctors the evaluations needed to determine treatment. Mr. Harman said this comes as a recommendation from our Medical Staff and will only supplement our local resources and already great care.

Discussion: President Waeckerlin asked if this will solve the Carbon County jail issue. Collin McDonald, Compliance and Risk Management Director, answered that our County Attorney is very supportive of this, and there are funds available through the county to help with the cost. Mr. Harman pointed out that there won't necessarily be a monetary return on investment, but it is more of a functional investment and is the right thing to do to take care of people.

Mark Kostovny made a motion, and Jason Campbell seconded the motion to approve the qler Solutions Service Agreement as presented. Motion carried.

Open Discussion/Citizen Participation:

Jan Gulbrandson, Radiology Manager, expressed her gratitude to the Board for their support during the disaster. It was an unfortunate event that created a better culture of teamwork, and has opened eyes to what others do.

Recess Board of Trustees Public Meeting to Executive Session.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to go into Executive Session. Motion carried.

Board convened to Executive Session at 1:05pm to discuss personnel issues, to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price, and to consider or receive any information classified as confidential by law.

Resume Board of Trustees Public Meeting.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to resume the Board of Trustees public meeting at 2:50pm. Motion carried.

New Business Continued:

- Credentialing:
 - Mehdi Gheshlaghi, MD – Cardiology: Courtesy Staff Appointment
 - Roy Bryan, MD – Emergency Medicine: Courtesy Staff Reappointment
 - Jennifer Webb, LCSW: Mental Health: Allied Health Staff Appointment
 - Vicki Macy, MD – OB/GYN: Active Staff Reappointment

Mark Kostovny made a motion, and Jerry Garry Goergen seconded the motion to approve Credentialing Privileges for the individuals listed above and as presented. Motion carried.

- Provisional Reviews:
 - Weston Swindlehurst, APRN – Certified Registered Nurse Anesthetist: Allied Health Staff
 - Stephanie Chiu, MD – Family Medicine: Active Staff
 - Kevin Simonelic, MD – Internal Medicine: Active Staff

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve Provisional Reviews for the individuals listed above and as presented. Motion carried.

- Resignation of Privileges
 - Joanna Carlson, MD – Radiology: Telemedicine Staff
 - William Woodard, MD – Radiology: Telemedicine Staff

Mark Kostovny made a motion, and Jason Campbell seconded the motion to approve the Resignation of Privileges for the individuals listed above and as presented. Motion carried.

Jason Campbell made a motion, and Mark Kostovny seconded the motion to authorize Abbi Forwood, Legal Counsel, to draft an Offer to Purchase for the property identified and recommended by the Saratoga Clinic Committee. Purchase of the property will be contingent on final Board approval and appraisal of the property being completed. Additionally, I would like to authorize Ken Harman, as CEO of MHCC, to execute and deliver the Offer to Purchase. Motion carried.

Adjournment:

Mark Kostovny made a motion, and Garry Goergen seconded the motion to adjourn the Board of Trustees public meeting at 3:50pm with no further business coming before the Board.

The next Board of Trustees meeting will be March 26, 2020.

Respectfully Submitted.

Chandra Buchholz, Executive Assistant
Jerry Steele, Secretary, Board of Trustees

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