



## **BOARD OF TRUSTEES**

### **Regular Meeting**

October 29, 2020

Minutes

10:00 am

#### **Members Present:**

Rod Waeckerlin, *President*  
Jason Campbell, *Vice President* (via phone)  
Garry Goergen, *Treasurer*  
Jerry Steele, *Secretary*  
Mark Kostovny, *Member*

#### **Administration:**

Ken Harman, *Chief Executive Officer*  
Jon Smith, *Chief Financial Officer*  
Collin McDonald, *Compliance and Risk Management Director*  
Lisa Woodcock, *Director of Human Resources* (via phone)  
Dr. Johnson, *Chief of Staff*  
Stephanie Hinkle, *Marketing and Communications Director*

#### **Guests:**

Abbi Forwood, *Legal Counsel* (via phone)  
Woody White, QHR, *Vice President, Finance* (via phone)  
Jan Gulbrandson, *Radiology Manager*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:01am.

#### **Approval/Amendment of Agenda:**

President Waeckerlin requested to move *Executive Session* to item "7" and to move *QHR Report* to item "14".

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

#### **Approval of Regular Board Minutes from Board of Trustees 9.24.2020:**

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

#### **Department Report (Radiology) presented by Jan Gulbrandson, Radiology Manager:**

- Mrs. Gulbrandson presented a PowerPoint presentation giving an overview of the Radiology Department staff, equipment, services, quality measures, and yearly volumes. She also addressed the capital equipment cost of replacing the MRI, as requested by the Board last month. Mrs. Gulbrandson recommended that we purchase a wide bore rather than an open bore machine, as it provides better resolution on the images and allows more space for larger patients. She requested to move forward with obtaining quotes from Hitachi and GE to bring back to the Board in December.

Discussion: President Waeckerlin asked what the down time is costing us, to which Mrs. Gulbrandson replied \$4,000 per exam at 25 days down this year. CEO Harman added that it is likely that we will hit 30 days down by the end of the year. Mr. Waeckerlin also asked if a wide bore machine would require remodeling and whether the unit could be moved if we move to a new building. Mrs. Gulbrandson explained that very minimal remodeling would be needed, and it could be moved with a crane, although it would be very expensive. She noted that a mobile unit would also have to be used during that process. The cost for a new machine is estimated to cost between \$1.2 and \$1.3 Million, plus the cost of the remodel, and Mrs. Gulbrandson reported that she has not found any grants that can be used for this purchase. It was also noted that a new unit would offer a path for unit coils to keep up with technology and software updates. All of the Board Members agreed that they would like a proposal to be prepared in order to explore all of the options. Treasurer Goergen commended Mrs. Gulbrandson and her department for their outstanding work. Mrs. Gulbrandson will bring a report back to the Board to review at the December 3<sup>rd</sup> meeting.

In addition, President Waeckerlin inquired about how the 3D mammograms were going. Mrs. Gulbrandson expressed that it is wonderful, although, the numbers have been down this year due to COVID-19. However, the call-back rate has been greatly reduced, and patient satisfaction is higher.

There was additional discussion regarding MHCC's imaging costs, as compared to other facilities. CFO Smith explained that our Charge Master Review shows our pricing as competitive with other similar facilities; however, patients are comparing us to imaging centers in Denver, for example, which is not a fair comparison.

#### **Medical Staff Report presented by Greg Johnson, MD, Chief of Staff:**

- Dr. Johnson reported that the Medical Executive Committee approved the following individuals for credentialing privileges:
  - Wilbur Hitt, MD - OB/GYN: Courtesy Staff
  - Michael Wilkinson, DPM - Podiatry: Courtesy Staff Appointment
- Dr. Johnson added that Dr. Chiu requested special privileges for emergency vaginal deliveries. He clarified that this would be for emergent cases only, and Dr. Lumb would be available for C-Sections. This would allow us to have a plan in place for a worst case scenario.
- The Medical Executive Committee also approved provisional status for the following individuals:
  - Frederick Jones, MD - Radiology: Telemedicine Staff
  - Charles Westin, MD - Radiology: Telemedicine Staff

#### **Administrative Report: Consent Agenda**

Discussion: Mr. Kostovny commented that, although the information is great and very valuable, the Consent Agenda is getting longer and harder to review in just two days. He requested to have the report sent earlier, perhaps on the Friday before the board meeting if possible, in order to allow more time to review it.

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

#### **Motion Recess Board of Trustees Public Meeting to go into Executive Session.**

Garry Goergen made a motion, and Jerry Steele seconded the motion to move the Board of Trustees into Executive Session. Motion carried.

Jerry Steele made a motion, and Mark Kostovny seconded the motion to recess the Board of Trustees Public Meeting for Executive Session at 11:10am. Motion carried.

Board convened to Executive Session at 11:10am to discuss personnel issues and to consider or receive any information classified as confidential by law.

## **Resume Board of Trustees Public Meeting.**

Mark Kostovny made a motion, and Jerry Steele seconded the motion to resume the Board of Trustees public meeting at 1:45pm. Motion carried.

### **QHR Report presented by Woody White, QHR, Vice President, Finance:**

- Mr. White reported that QHR continues to look at shared services, including Ambulatory Surgery Centers, Behavioral Health programs and Supply Chain System options.

### **Corporate Compliance Report presented by Mark Kostovny, Board of Trustees, Member:**

- Mr. Kostovny reported that there were two calls on the Compliance Line within the last month. One was an HR issue, and the other one involved policy discussion regarding PTO and COVID, which will be discussed the next board meeting.

### **Compliance and Risk Report presented by Collin McDonald, Compliance/Risk Management Director:**

- Mr. McDonald informed the Board that the Compliance Committee had a meeting yesterday. There had been one patient call on the Compliance Line, and the issue has been resolved.
- Mr. McDonald also added that the RFP for insurance bids went out, and we will have three groups here to present packages to us at the beginning of December.

Discussion: Treasurer Goergen asked who was on the Compliance Committee, to which Mr. McDonald replied Mark Kostovny, Ken Harman, Bill Minion, Jon Smith, Becky Forney Nancy Tanner, Christina Baugh and himself.

### **Financial Report presented by Jon Smith, CFO:**

- September 2020 Summary: September 2020 showed a profit from operations of \$18,877 and a total net income of \$19,037, as compared to a budgeted net loss of \$115,297. Volumes have been up and down across the first quarter of FY21, and September was very indicative of that trend. We were down compared to the first few months in inpatient services and surgery, but maintained, or even gained, volume in many of the ancillary and clinic service lines. The positive net income for the month was related to an overall decrease in expenses. Mr. Smith noted that gross patient revenues were 14% below budget, while expenses were also 7% below budget. Net patient revenue is trending well at 4% above budget, or \$2.6 Million, for September.

The Profit and Loss report for the clinics shows an overall profit of \$73,718 for the month of September, bringing the year-to-date overall loss to \$36,494. Mr. Smith added that we opened our clinic in Saratoga on October 19<sup>th</sup>, and we are looking for new opportunities. We have also seen a positive response to our Allergy Clinic in recent weeks, which has led to new revenues.

Other mentions included that the denials management tool has been implemented, which will help us identify claim issues on the front end and improve our clean claim rate the first time they are submitted to insurance. We were also notified that CMS will take back the \$3.1 Million in April 2021, so we are planning to pay this back in full in March to avoid a 10% interest payment. We have these funds in reserve and will keep them there for this. And, finally, the ambulance bid process has started, and the County will place the order once the vendor has been selected through the bid process.

Discussion: Treasurer Goergen asked for clarification as to why transfers were higher than ambulance runs, to which CFO Smith explained that some runs actually resulted in a transfer back to MHCC.

Jerry Steele made a motion, and Mark Kostovny seconded the motion to approve the financials for the period ending 9.30.2020 as presented. Motion carried.

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the vouchers for the period ending 9.30.2020 as presented. Motion carried.

**Old Business:**

- There were no agenda items.

**New Business:**

- Diagnostics Imaging Service of Idaho-Nuclear Medicine Provider and Lease Agreement - Ken Harman, *CEO*: Mr. Harman presented the agreement for nuclear medicine with Diagnostics Imaging Service of Idaho. Dr. Lumb and Jan Gulbrandson have been working very hard to get nuclear medicine back to MHCC, and we are excited to be able to offer this service. This service will require a slight modification to the Radiology room, which will have to include shielding to the new hot lab, but our own MHCC staff will do this work. This is a 5-year contract, but contains the ability for us to give them just a 24-hour notice that we do not have any patients, and we are not charged.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the Diagnostics Imaging Service of Idaho-Nuclear Medicine Provider and Lease Agreement as presented. Motion carried.

- Social Media Policy (new) - Lisa Woodcock, *Director of Human Resources*: Ms. Woodcock presented a new Social Media Policy, as MHCC does not currently have one.

Discussion: Board Member Kostovny requested to change “Marketing Department” to “Marketing and Communications Department”.

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

- Patient Payment Policy (revised) - Jon Smith, *CFO*: Mr. Smith presented a revised Patient Payment Policy, which is intended to establish expectations for both staff and patients when collecting copays, coinsurance, or a deposit toward services. He noted that the policy also includes the Sliding Fee Scale for RHC status requirements, and the current 50% discount will continue through December 31<sup>st</sup>.

Discussion: Mr. Goergen asked how this information is being communicated, as people don’t always know what is expected or that there are discounts available. CFO Smith informed him that every statement that is sent out contains this message, and the Business Office staff are also notifying patients. He also noted that the website billing tab is being revamped to be more user friendly.

Garry Goergen made a motion, and Jerry Steele seconded the motion to approve the Patient Payment Policy as presented. Motion carried.

- Nurse Residency and Lippincott Programs – Phil Reints, *CNO* and Becky Forney, *Director of Inpatient Services*: Mr. Reints and Mrs. Forney presented a Nurse Residency Program, which includes the integration of the Lippincott web-based program to the Board. Mr. Reints explained that the residency program provides a pipeline to new nurses and also provides critical training and coaching that helps retain them, even after the two-year commitment is exhausted. In addition, this program will allow us to move away from hiring travelers, which are very expensive. Mrs. Forney explained that the addition of the web-based Lippincott program would meet the CMS requirement to have reference and research material available to our staff, as well as provide the education curriculum that would be needed for the Nurse Residency Program.

Discussion: Board Member Kostovny asked how this enhancement will get us staff that we can’t get now and how we’ll know that this program worked two years down the road. Mrs. Forney explained that new graduates are looking for these kinds of programs in order to receive additional hands-on training that they don’t receive in school, and her hope is to have some of the residents share their stories with the Board in two years to show our success. President Waeckerlin expressed that he feels this program will make MHCC stronger, as it is a step to assist with clinical training, and asked the Board to consider the request. Mrs. Forney agreed that her staff, as well as other clinical staff, would greatly benefit from the additional training offered by the Lippincott program.

CEO Harman also noted that much of the cost is already budgeted for under “education”, and we are saving on travel costs as well. Mr. Waeckerlin asked for a 6-month update on the programs.

Garry Goergen made a motion, and Jerry Steele seconded the motion to approve the Nurse Residency and Lippincott programs as presented. Motion carried.

**Open Discussion/Citizen Participation:**

Board Member Kostovny asked for a follow-up on the Hospitalist program, as well as all other programs that have been implemented within the last year and a half, as requested in February. CFO Smith will provide a list.

**New Business Continued:**

- Credentialing:
  - Wilbur Hitt, MD - OB/GYN: Courtesy Staff
  - Michael Wilkinson, DPM - Podiatry: Courtesy Staff Appointment

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

- Provisional Reviews:
  - Frederick Jones, MD - Radiology: Telemedicine Staff
  - Charles Westin, MD - Radiology: Telemedicine Staff

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve provisional status of the individuals listed above and as presented. Motion carried.

- Employment Contracts

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the Nurse Practitioner Employment Contract for Margaret R. Lake, ARNP, FNP-C as presented. Motion carried.

Mark Kostovny made a motion, and Jason Campbell seconded the motion to approve the Physician Employment Contract for Lincoln Westfall, DO as presented. Motion carried.

- Consideration and/or approval of contracts and additional Board business:

Jason Campbell made a motion, and Jerry Steele seconded the motion to extend the offer of a Guaranteed Maximum Price Agreement to Shepard Construction, Inc. as presented. Motion carried.

**Adjournment:**

Jerry Steele made a motion, and Mark Kostovny seconded the motion to adjourn the Board of Trustees public meeting at 3:30pm with no further business coming before the Board.

The next Board of Trustees meeting will be December 3, 2020.

Respectfully Submitted.

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

crb