



Board of Trustees Meeting

Regular Meeting

1/27/2022

Minutes

10:00am

Members Present:

Rod Waeckerlin, *President*

Jerry Steele, *Secretary*

Garry Goergen, *Treasurer*

Mark Kostovny, *Member*

Absent Members:

Administration:

Ken Harman, Chief Executive Officer

Guests:

Abbi Forwood, *Legal Counsel* (via phone)

Woody White, *QHR, VP Finance* (via phone)

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:02 am. The Pledge of Allegiance and a moment of silence in recognition of those affected by COVID-19 followed.

Approval/Amendment of Agenda:

Rod Waeckerlin requested an amendment to the agenda under 13a. – Compliance Report, to be reported by Collin McDonald.

Mark Kostovny made a motion, and Gary Goergen seconded the motion to approve the agenda as amended. Motion carried unanimously.

Approval of Board of Trustees Open Session Minutes from 12.16.2022:

Gary Goergen made a motion, and Jerry Steele seconded the motion to accept the minutes from the regular meeting on 12.16.2022 as presented. Motion carried unanimously.

Employee Recognition presented by Rod Waeckerlin, Board President:

- President Waeckerlin recognized Keishah Edwards, Staff Recruiter, as January Employee of the Month, Jessica Seldomridge, OB RN, as Supervisor of the Quarter. Both employees represent the heart of MHCC by continually going above and beyond to help others.

Medical Staff Report presented by John Lumb, MD, Chief of Staff:

- Dr. Lumb informed the Board that the Medical Executive Committee that there were three reappointments (Pathology, Radiology, and Hospitalist). There was a recommendation to move a provider off provisional status to active staff (OB/GYN), a recommendation was made to move a provider to Courtesy Staff (Sleep Studies) and another provider was suggested to be moved to an unrestricted staff membership (Telemedicine).

Discussion: Mr. Goergen asked for clarification of a provider who performs our sleep study results. There was some confusion about the provider and the services he offered; Mr. Harman was able to make the clarification. Mr. Harman also noted that there were no concerns in any of the files that were submitted to Credentialing. Mr. Waeckerlin inquired about any issues at the MHCC Surgical Clinic. Dr. Lumb stated there were none and everything was going well.

Financial Report presented by Jon Smith, Chief Financial Officer:

- Mr. Smith reported both November and December financials. November 2021 showed a profit from operations of \$519,503 with a total net income of \$523,600 compared to a budgeted net income of \$201,214. Revenues for November were just over \$5.1 million, however the profit for the month came from other operating revenues which totaled \$923 thousand. COVID is still impacting our volumes in some services, our ability to appropriately staff many departments, as well as the overall costs for staffing (we currently have 10 traveler staff, 7 in nursing, 1 respiratory therapy, 1 in lab, and 1 in radiology-ultrasound) and supply chain.

Patient revenues for November were \$5.1 million (inpatient, \$1,408,063, outpatient, \$4,101,394). Volumes for surgical inpatients and swing-bed have been low to zero as we have put limitations on swing-bed admissions due to limited staffing. Outpatient volumes are slowing starting to rise again, which is a positive to report. Clinic volumes have continued to be at over 2,000 total visits for November, which assisted in supporting our outpatient revenues as well.

We received additional funds totaling \$923 thousand which helped the bottom-line significantly during the month of November. A breakdown of these funds were from the 340B pharmacy program for a total of \$134 thousand, \$200 thousand for the PPP, \$142 thousand for the Qualified Rate Adjustment and an additional \$384 thousand for the Phase 4 and Rural Distribution of the Cares Act Program. Mr. Smith stated the 340 pharmacy project for many years remained dormant. A lot of work was put in to make the necessary corrections and create a successful, revenue generating program.

Mr. Smith moved on to report November expenses, which were 4.7% above budget and are close to budget year-to-date. Traveler costs overall in various departments are the culprit for the increased expenses. Additionally, Mr. Smith reported that with the onboarding of Dr. Motley and a locums Emergency Room provider, expenses rose as well. Continued efforts are in place to hire a permanent ER provider (to replace Dr. Hodde). For November, employees and benefits were 52.4% of the total operating expenses. This is largely due to overtime pay and coverage in various departments.

Mr. Smith reported the day's cash on hand was 76.3 as of November 30th, compared to 68.4 on October 31st. Accounts receivable improvement efforts have played a large role in increased cash along with improvements made in the 340B program. Mr. Smith noted that the staff has surpassed the monthly cash goal from AR collections only for 4 months in succession. Mr. Smith gave an update on the CMS fund take back, which is currently at \$1.9 million. As of today, we are at a remaining balance of \$1.3 million. Days in AR stayed consistent at 54.5 net and 81.6 gross. Overall AR balances are \$13 million and credit balances are \$359 thousand. Days in AP were 44.3 and Inventory on hand is at 76.1 days due to our COVID supplies. Mr. Smith noted that our DNFB had a significant drop again, resulting in 4 days (5 days in the industry standard). Mr. Smith stated there has been success with the new patient payment program (BHG Lending). Cash collections as a percentage of net patient revenue were 154% overall (\$4.4 million).

December financials were also reported to the Board of Trustees. Overall, the month showed a profit from operations of \$821,699 with a total net income of \$824,173. Revenues for December were just over \$5.5 million. Mr. Smith noted to this has been the highest revenue month MHCC has had in over 2 years. December's profit came from other operating revenues with totaled over \$1.4 million; very

much like the month of November. The overall expenses for contract staff significantly increased this month due to 10 traveler staff. Overall staff wages have also increased due to overtime and shift bonuses. During the 4th quarter 2021 calendar year, wages were up \$800,000 compared to the 3rd quarter 2021. New staffing models and ways to save money are being evaluated daily.

Mr. Smith reported the patient revenues for December. Revenues were just over \$5.5 million with inpatient at \$1,228,416 and outpatient at \$4,266,336. Volumes for surgical inpatients have remained low, however, outpatient surgeries did see growth as there were 21 orthopedic surgeries performed during the month. Clinic volumes were just shy of 2,000 (1,993), but did show a slight drop in visits.

Mr. Smith reported the receiving of additional funds totaling \$1,452,776 that once again, helped the bottom-line significantly. These funds consisted of \$260 thousand for the 340B program, \$200 thousand for PPP, \$142 thousand for the monthly accrual of the Qualified Rate Adjustment, an additional \$475 thousand for the Phase 4 and Rural Distribution of the Cares Act Program, \$225 thousand from the county for capital reimbursements, and some additional grant funds for Wyoming Home Services and other programs.

Expenses were 19.6% above budget during December. Mr. Smith noted that after review, overall expenses were well above budget due to traveler costs and locum tenen physicians in OB (Dr. Tanner).

Mr. Smith reported the day's cash on hand were 72 on December 31st compared to 76.3 on November 30th. The CMS update for December is at \$1.45 million. As of today, we are at a remaining balances of \$1.3 million. Our DNFB stayed at 4 days, which is the lowest we have been in several years. Cash collections as a percentage of net patient revenue were 108% overall (\$3.2 million).

Discussion: Secretary Goergen requested the total amount of checks be reported on the Check Listing for each month. Mr. Smith agreed to do this. It was requested to show the balances for November and December check listing; November \$1,692,017.14, December \$1,949,580.60.

Mr. Goergen asked about the current asset going from \$20,309,606 to \$14,641,909. Mr. Smith stated that is due the purchasing of clinics and property.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to approve the financials for period ending November and December 2021 as presented. Motion carried unanimously.

Garry Goergen made a motion, and Jerry Steele seconded the motion to approve the vouchers for period ending November and December 2021 as presented. Motion carried unanimously.

Motion to Recess Board of Trustees Public Meeting to go to Executive Session:

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

Recess Board of Trustees Public Meeting for Executive Session:

Jerry Steele made a motion, and Garry Goergen seconded the motion to recess the Board of Trustees Public Meeting for Executive Session at 10:49 am. Motion carried unanimously.

The Board convened to Executive Session at 10:49am am to discuss personnel issues and to consider or receive any information classified as confidential by law.

Resume Board of Trustees Public Meeting:

Jerry Steele made a motion, and Gary Goergen seconded the motion to resume the Board of Trustees Public Meeting at 12:36 pm. Motion carried unanimously.

Administrative Report - Consent Agenda:

Discussion: President Waeckerlin, once again, thanked the staff for their time and efforts that are put into the reports, as they are read, and the amount of time that goes into it does not go unnoticed.

There was a discussion about around the phone issue at MHCC Family Practice Clinic (FPC). Matt Brooke came down to the Boardroom to explain the issue. He stated that due to the construction of the Court House up the street, the electrical had to be shut off during a portion of the remodel. We were supposed to have a few weeks' notice, however, we only had a few hours' notice of the power cut off, in turn, this no longer allows are microwave system to bounce off the court house microwaves and on to the hospitals. Matt has had to find some work arounds until we can visit with the County to see if they are able to supply temporary power to their microwaves so we can resume use with ours.

Garry Goergen also asked the question of the issue with calling 9-1-1 from the hospital. Matt was also to able explain the issue with this. Basically, if anyone who calls from an MHCC owned clinic, the address attached to the call shows up as 2221 W Elm Street (even if the call is placed from MHCC Health Center Platte Valley in Saratoga, WY). Matt is currently working with Century Link to get this fixed ASAP.

Secretary Steele had a question in regards to the errors coming out the ER. Jon Smith addressed this question and stated to the group that this is part of the error rate the Business Office is tracking for registrations. The Business Office Supervisor has identified one ER registrar to be the source of the problem and is working with the ER Supervisor to provide training and corrective action.

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

QHR Report presented by Woody White, QHR, Senior Vice President:

- Mr. White reported the Arizona conference has been postponed, not cancelled. QHR is still looking at hosting a regional conference later in the year. More to come from QHR when something is figured out.

Mr. White also touched on projects for the year:

1. Workforce Productivity
2. Updated Compliance Assessment
3. Clinical Quality Assessment
4. Construction and Design
5. Community Awareness

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

- Mr. Kostovny reported there was one call to the Compliance Line which resulted in an investigation as it was due to HIPAA. Ken Harman reported there should be a resolution in approximately one to two weeks.

Compliance Report presented by Collin McDonald, Director of Compliance and Risk Management:

- Mr. McDonald reported COVID is on the rise again, however, Christina is doing a great job at being consistent in maintaining the rules and keep staff as safe as possible. Mr. McDonald also reported that Joy and her time have done a wonderful time with their 340B audit. It was also reported by Mr. McDonald that space heaters are no longer allowed in the hospital, in any department and he will be on the lookout for these during his rounds.

Discussion: Mr. Harman reiterated that Administration follows the guidelines to a “T” as we are the example and must do well at setting it.

Quality Report presented by Christina Baugh, Director of Quality and Infection Prevention

- Christina Baugh discussed the outcome of the State Survey, which ended well for MHCC. We were able to submit the Plan of Correction along with the remaining documentation to the State Survey Department. The POC was accepted and MHCC has been put back into compliance.
- Mrs. Baugh also gave her departmental report verbally. There was a very lengthy discussion about the CDC guidelines update and what that means for employees who have had exposures, are ill, etc. Mrs. Baugh also covered new testing protocols and touched on the fact that each employee has to be handled differently as there are no longer “black and white” guidelines. Mrs. Baugh stated that there have been 38 employees out sick and some exemptions have been granted so employees can return to work sooner than expected. 22 employees were still out sick or waiting for their tests to come back so Mrs. Baugh can determine when employees are able to come back to work.

There was also a lengthy discussion about supply shortages. Mr. Waeckerlin noted that his pharmacy has been able to sell at home COVID tests since the beginning of the pandemic, now he is even struggling with being able to stock the tests.

Mr. Harman stated the guidelines for the employee and public quarantines will be shared with the COVID-19 Steering Committee and then with the staff.

President Waeckerlin asked Christina to provide brief reports to the Board as they would like to be able to deliver a consistent message to the community members when approached. Christina stated she would do that.

Mr. Kostovny asked for Christina to share this metric with the community. She stated Public Health has done so, but she would also be happy to work with our Marketing department to provide that information.

Return on Investment Report: To resume in February

- The board suggested bringing in Fremont Therapy to hear what they have been doing and to receive an update.

Old Business:

- Mr. Harman presented a brief update for the Master Plan. Mr. Harman touched on the removal of 23rd street and the approval granted by the council members. MHCC will still need to provide a new route into the church behind the hospital. Mr. Harman stated we will need to merge the two parcels together (MHCC and the newly purchased property). MHCC is to pay for the rerouting of the sewage line and road. The council members are very supportive of the new development to happen on the West side of town. Mr. Harman stated that QHR (David Anton) is going to create proposals for the engineers and architects. Mr. Harman stated the Board of Trustees involvement will be required as he strongly encourages their input and doesn't want to make decision without their input and approval. Mr. Goergen requested of Woody a timeline be presented to the Board

of the planning phases so they know what to expect. Mr. Waeckerlin requested a working session and for QHR to come onsite to present the Board.

- Mr. Harman also reported on the Strategy Update, which involves creating a process to learn from emergency responses. After Action Forms were created to use when reviewing the events of an emergency operations response to see what could have been done differently or better. Mr. Harman also stated that quarterly drills will be conducted to keep up on employee engagement and preparedness for the actual event.
- Improving Quality was reported by Mr. Harman, he touched on department report cards which are to be used in tracking for quality per department. This new template will make quality reporting easier for departments. Mr. Harman stated that Matt (IT) is working on sending files for the new patient satisfaction survey to our new vendor; this will help us better track patient satisfaction scores. New data to be shared at next board meeting.
- Employee Engagement was the next item on Mr. Harman's list. A new nursing model was presented and implemented to the MedSurg/ICU/OB units. This news will be shared with the nursing staff next week. We are still going to continue with our employee forums each quarter.
- Mr. Harman then presented Quality of Services. He would like to see more growth in orthopedics in the coming months. Mr. Steele was able to help bridge the gap between MHCC and the Wyoming State Penitentiary and assist in Dr. Levene sending patient cases to MHCC. The Highway to Health program has officially kick off in the Family Practice Clinics. This program is set to build patient provider relationships and allow 18 – 64 year olds to maintain their health. Health and Wellness blood draws are starting in the next few months. They were originally scheduled for February and March, however, with the continued rise in COVID-19 cases and supply chain issues, those dates have been pushed back to April and May.
- There was a lengthy conversation about the updated Vaccine Mandate Policy and how this will affect MHCC. It was stated the Supreme Court did not allow the OSHA requirements to pass as it was unconstitutional; however, the CMS mandate for healthcare employers did pass and as a result, MHCC must take step to be compliant with the new laws and regulations. Mr. Harman explained that on February 14th, employers are required to know what employees are willing to comply or not with the vaccine mandate. Employees must also put in for medical or religious exemptions if they wish to not comply. By March 15th, employers must be 100% compliant with the law and regulations in regards to the CMS mandate. Employees, students, providers, vendors, etc. must be able to show proof of vaccination. Mr. Harman stated there are instances were facilities may be granted additional timeframes in which they are still working on becoming compliant due to the interim periods of employees becoming fully vaccinated. Mr. Harman touched on some rules staff will have to follow who have had an approved exemption.

Discussion: There was some discussion about the different kinds of masks staff were wearing around the board room. Mr. Goergen asked about how comfortable the N95 masks were. Christina stated that unfortunately N95's are uncomfortable and there are some cons to them, but they are the most effective mask for healthcare workers to wear (along with respirators). Mr. Harman stated that we are very blessed to have the staff we do, but he is very fearful of the staff we will lose due to this mandate when we are already so short staffed.

Jerry Steele made a motion, and Mark Kostovny seconded the motion to approve the Vaccine Mandate Policy as presented. Motion carried unanimously.

New Business:

- Summit Contract (Aligned Providers) was presented by Mr. Ken Harman. He discussed pricing and compared the new contract to RPG. This contract is going to be a three year term, the first year is going to be a no out clause. Summit will carry their own malpractice insurance and the cost (RPG

would not), 12 hours of the provider's time will need to be spent in house. Summit is going to purchase or rent a home in Rawlins for the provider's family to spend time in along with the provider. If the provider is called into the hospital, then provider can leave the home and come in.

Discussion: There was discussion around some changes that needed to be made. Such as the response time Mr. Waeckerlin pointed out, he would like to see that brought down from 2 hours to 20 minutes. There was some discussion about the time being set to 40 minutes in the Medical Staff by Laws, however, Mr. President would still like to have the Summit contract response time set to 20 minutes. Mr. Goergen suggested having a section about a non-compete in Carbon County and/or to be affiliated with any other business (to avoid the same issue with Dr. Chiu).

Mr. Harman asked for the release of Dr. Matthew Rice from RPG. RPG declined to do so, Summit also offered to purchase out the contract and again, RPG declined the offer. Dr. Rice is going to speak with RPG and see if they will release him and not enforce the non-compete contract; we are still waiting to hear back on this. Dr. Rice is committed to MHCC and wants to continue to provide services at our organization.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the Summit Healthcare Contract as presented. Motion carried unanimously.

- Qler Contract was also presented by Mr. Harman; there was an amendment made from Qler stating they are going to increase our prices and we must now also commit to seeing 12 patients per month. This is due to the increase in need of Mental Health providers and the limited availability we have. If we see more than 12 patients per month, we will still be charged, however, we will not be penalized for going over the limitation.

Garry Goergen made a motion, and Jerry Steele seconded the motion to approve the Qler Contract as presented. Motion carried unanimously.

- Meraki ASA/Firewall have met the end of their life as of August for the hospital, MHCC Family Practice Clinic and MHCC Hanna Clinic. Cerner will also be requesting a new ASA and there have been known issues with supply chain items being delivered on time. This request was already projected to be filled in the next FY budget, however, with the supply chain issues and equipment being at end of life, IT wanted to request this purchase to stay proactive in obtaining supplies. Half the price will be charged at the time of purchase and the other half will be owed when the items show up on site. Mr. Smith stated that "trades" will be made in the budget in order to meet this purchase request.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the Meraki ASA/Firewall purchase approval as presented. Motion carried unanimously.

- Canon Service Agreement was presented by Phil Reints. There are four items that are going to be removed from the current GE service contract and a new Canon Service Contract will be created. This will save MHCC \$25,000 to switch. Jon Smith commented that GE struggles to service our equipment as there is not a tech close by; we will have better, quicker service with Canon.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the Canon Service Agreement purchase approval as presented. Motion carried unanimously.

- Phil Reints also presented a purchase request for an Osmometer machine for the Laboratory. The current machine died and although we don't use it all the time, it is of great importance to have when tests are ordered. The machine was 20+ years old and thought to have lasted a few more months until the capitol purchase could be made. Phil went more in depth about the importance of the machine and what it does. Mr. Goergen inquired about having the machine delivered in a reasonable time, Phil stated that yes and it would not be an issue.

Garry Goergen made a motion, and Mark Kostovny seconded the motion to approve the Osmometer purchase approval as presented. Motion carried unanimously.

Open Discussion/Citizen Participation:

- Mike Lujan from Mike's Big City came in to give a sincere and touching "thank you" to MHCC employees for always supporting his business and Thanksgiving/Christmas events.

New Business Continued:

• **Credentialing:**

1. Daniel Long, MD, Pathology – Recommended Reappointment
2. Myka Veigel, DO, Radiology – Recommended Reappointment
3. Tanner Tollett, MD, Hospitalist – Recommended Reappointment
4. Chuck Grant, CRNA – Recommended Temporary Diagnostic Lumbar Puncture Privileges
5. Jennifer Motley, MD, OB/GYN – Recommended Advancing Off Provisional Status and Inquire if she Would Like to Consider Moving to Active Staff
6. David Klein, MD, Sleep Study – Recommended Advancing Off Provisional Status and Back to Courtesy Staff
7. Richard Rossin, MD, Radiology – Recommended Taking Off Provisional Status and Placed on Unrestricted Telemedicine Staff Membership

Garry Goergen made a motion, and Mark Kostovny seconded the motion to accept the Medical Executive Committee's recommendation to approve credentialing privileges for the individuals listed above and as presented. Motion carried unanimously.

• **Employment Contracts**

1. Chere Bohr, Nurse Practitioner
2. Charles Grant, CRNA
3. Roy Bryan, MD, Emergency Room, PRN
4. Michael France, MD, Emergency Room

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

• **Provisional Reviews:**

None to present/approve.

• **Additional Privileges Request**

None to present/approve.

Adjournment:

Jerry Steele made a motion, and Mark Kostovny seconded the motion to adjourn Board of Trustees public meeting at 3:01 pm with no further business coming before the Board. Motion carried unanimously.



The next Board of Trustees meeting will be March 3rd, 2022.

Respectfully submitted.

Abbie Webster, *Executive Assistant*
Jerry Steele, Board of Trustees, *Secretary*

crb