



Board of Trustees Meeting
Regular Meeting
November 30th, 2023
Minutes
10:00 am

Members Present:

Rod Waeckerlin, *President*
Mark Kostovny, *Vice President*
Jerry Steele, *Secretary*
Garry Goergen, *Treasurer*
Lisa Engstrom, *Member*

Administration:

Rex Walk, *Interim Chief Executive Officer*
Wayne Colson, *Interim Chief Financial Officer*
Woody White, *Ovation Healthcare (via Zoom)*
Alexis Martinez, *Executive Assistant*

Guests:

Abbi Forwood, *Legal Counsel (via zoom)*
Emily Weber, *Director of Revenue Cycle*
Veronica Lynch, *Amplify (via Zoom)*
Lindsay Gabbert, *Amplify (via Zoom)*
Stephanie Hinkle, *Director of Marketing and Communications*
Dr. Duane Abels, *Medical Executive Chairman*
Dr. Mikesell, *Chief of Staff*
Josephine Stratton and Surgical Team Members, *Surgical Services Department*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:00 AM. The Pledge of Allegiance and a moment of silence followed.

Welcome Guests:

President Waeckerlin introduced Scott Miller, *Interim Chief Financial Officer* to the Board of Trustees. The Board of Trustees welcomed Mr. Miller to the organization.

Approval of Agenda:

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the agenda as presented. Motion carried unanimously.

Approval of Consent Agenda:

Lisa Engstrom made a motion, and Garry Goergen seconded the motion to approve the agenda as presented. Motion carried unanimously.

Approval of Board of Trustees Open Session Minutes from October 26th, 2023:

Lisa Engstrom made a motion, and Mark Kostovny seconded the motion to accept the minutes from the regular meeting on October 26th, 2023 as presented. Motion carried unanimously.

Employee Recognition Presented by Rod Waeckerlin, *Board of Trustees President*:

President Waeckerlin recognized Corey Davis, as the November Employee of the Month. The maintenance crew joined the Board of Trustees in congratulating him for his hard work at Memorial Hospital of Carbon County. President Waeckerlin believes that the current Maintenance crew is the strongest the Maintenance Department has ever been at MHCC. He is truly impressed with performances. President Waeckerlin commends Mr. Davis on a job well done and gives thanks to the Maintenance team.

Mr. Walk quickly reviews his operational report to the Board of Trustees, touching on each topic.

Sophie Baxter has officially moved to Rawlins, Wyoming. President Waeckerlin requests to bring Sophie in to the next Board of Trustees meeting. Sophie Baxter has been on boarded to MHCC to work in Wound Care. Dr. Abels indicated that the Cerner implementation has affected production. Mr. Walk explains that Jan will provide specific highlights for the board members. Mr. Walk briefly reviews providers with deficiencies. The recorded follow-up have not been great. Mr. Walk explains that Dr. Mikesell is going to look further into this. There are issues with the Pyxis in the Emergency Department. Dr. Johnson has planned to communicate this with the other Emergency Room physicians.

Medical Staff Report Presented by Dr. Mikesell, *Chief of Staff* and Dr. Abels, *Medical Executive Chairman*:

HIPAA Compliance Committee is currently in the process of completing education. They have reviewed where the mistakes were made and they are working through assuring the situation is resolved. President Waeckerlin questioned if there has been any “headway” for results on MHCC’s census. Dr. Abels explained the processes for the clinic providers. He stated that it is such an important topic to address and the survival of the hospital.

Dr. Mikesell arrived at the Board of Trustees Meeting to finish the Chief of Staff Presentation.

Dr. Mikesell explains his concerns with the HIPAA handling. President Waeckerlin agreed and stated that he believed it was an issue and hopefully the issues have been resolved. Dr. Abels believes that Ovation Healthcare was the problem. President Waeckerlin requests if the organization can possibly make any headway with the round tables. Dr. Abels stated that he believes the community has a bad view on the hospital. President Waeckerlin believes that the community doesn’t know unless they have been admitted to the hospital. In addition, he stated that he has recently heard great comments about MHCC and the services.

Welcome Guests:

President Waeckerlin welcomed the surgical team members. Mrs. Stratton, Surgical Services Manager, introduces the OR team members to the Board of Trustees. President Waeckerlin states that he truly appreciates the surgical team and their services. Mrs. Stratton expresses that the Operating Room team members are learning a lot throughout each and every day. She indicated that the team has recently lost employees that she wished they could have kept. Mr. Kostovny questioned if MHCC has gained any cases. Mrs. Stratton responded that the OR department is booked out within the next 3 weeks with Dr. Allred. They are working on “ramping up” the Pain Clinic. The OR is booked out a month with Dr. Cooper. Additionally, they are “ramping up” outside providers for infusions. President Waeckerlin doesn’t believe that there have been any negative comments pertaining to the surgical services/team

within the organization. Mr. Goergen inquired about staff scheduling (times). Mrs. Stratton explains that the surgical staff work 5 days a week- 40 hours/8 hour shifts with rotating on-call time and call-back time. Mr. Goergen questioned if the team members are disturbed everyday while being on-call. Mrs. Stratton indicated that when Memorial Hospital of Carbon County's OB department was still available, it required quite a bit of call-back time. However, with organizational changes, call-backs are kept at a minimum. Dr. Lumb prefers to only call-back to team members if there is a true emergency. The call-back time is broken down for the Board of Trustees. The call-back time for Anesthesia and Providers is 20 minutes and 45 minutes for the OR surgical staff. The call-back times just recently changed.

It has been previously discussed to set up a meeting with Mr. Walk and the Operating Room Surgical Staff to plan for the future to see review areas that would implement growth at MHCC. Mrs. Stratton has taken many initiatives to bring Dr. Allred to the other clinics to encourage providers to refer patients to him and to educate with the various services that are available. Dr. Allred comes to MHCC every Tuesday. Further discussion continued pertaining to patients who travel from various states in order to specifically see Dr. Allred.

The Board of Trustees thanks the Surgical Team for their hard work and dedication to MHCC.

Operational Report Presented by Rex Walk, *Interim Chief Executive Officer* and Jan Gulbrandson, *Director of Ancillary Services*:

Mrs. Gulbrandson presented the Oracle-Cerner Report. She worked directly with Cerner representative, Kris, when they were last onsite. (6) Business Office- improve process, (1) registration, (1) training in Multiview- hopefully within the next week. Mrs. Gulbrandson has been actively tracking and trending reports in Cerner. She indicated that MHCC needs to be better about reporting. Some of the tracked areas has helped define GL codes and other items. Furthermore, Mrs. Gulbrandson has been sending out scorecards daily. The scorecards are a great overview. President Waeckerlin questioned one of the items was gross revenue. Mrs. Gulbrandson stated it is the gross revenue and is the overview of everything. The total numbers in the categories. She would like to get more broken down reports in the future. Dr. Abels expressed that Med/Surg isn't what it used to be. Mrs. Gulbrandson continued to explain that the numbers are generalized. President Waeckerlin and Mr. Kostovny were very pleased with the documents that were provided. They loved that the data was "black and white." Mr. Kostovny requested if this could be something that is provided to the Board of Trustees on a monthly basis. Mrs. Gulbrandson agrees and will supply the data to the Board of Trustees. She anticipates to also send templates. Present Waeckerlin thinks that this should be presented on a monthly basis at Board of Trustees Meetings. Mrs. Weber, Director of Revenue Cycle adds that she is capable of supplying and adding to it. Mr. Miller, (Interim) Chief Financial Officer indicates that they will be "jumping in on it" as well. President Waeckerlin and Mr. Kostovny are impressed with the format of the data and how everything was simplified for their review. Mr. Kostovny stated, "We don't need a lot of unnecessary details." Mr. Goergen added, "I love the report. Cerner doesn't typically bring warm fuzzy feelings." Mr. Walk stated that his old friend, Michael Vincent was the individual who was able to get a Cerner representative onsite for MHCC. Mr. Walk explains that during the visit with Cerner, we found that most of the issues were SR tickets that were opened. There were items that MHCC didn't prioritize. Mr. Goergen questioned if Cerner agreed to help MHCC. Mr. Walk explained that it is becoming apparent on the phone calls that we didn't have the proper information to implement correctly. He also added that Cerner issues are starting to minimize. The Board of Trustees thanks Mrs. Gulbrandson for her excellent reporting.

Mr. Walk continues to discuss additional items on the operational updates. MHCC open enrollment, pricing studies, returning employees (Autumn Hardy), Oracle-Cerner site report, FEMA- Wyoming Template Completion (spoken about for 3 months- revenue before COVID and revenue after COVID), All-Staff Meetings, Initial All-Provider Meetings, Christmas Party, Chaplaincy Program Status Update.

Ms. Edwards entered the Board Room and briefly presented New York Life (Life Insurance Policy Program).

Mr. Walk continues with his presentation indicating that the 1st all-provider meeting was a great 1st start. December 16th, 2023 is Memorial Hospital of Carbon County's Christmas Party. Cocktail hour starts at 5:30pm. HF Sinclair is allowing MHCC to use their comedian and utilize their space and decorations. The MHCC Foundation is donating \$6,000 for the staff Christmas party. Mrs. Hardy has a meeting with ministerial contacts. 5 attended the meeting regarding the Chaplaincy program and agreed to help with it. The process has started to create policies and add additional details to present at the beginning of the year. Mr. Walk expresses that MHCC needs to support this program for various situations- patients, staff members, etc. This will also allow for the organization to have additional religious resources for staff members, should they need or request it.

Mr. Goergen reviews the organization chart during the Board of Trustees Meeting. In his opinion, everything needs to go through to the Chief Executive Officer's desk. The HIPAA letter is an example. He states that it is imperative to remind everyone that these items need to go through the Chief Executive Officer. He would like to remind everyone to ensure that everything goes through the CEO. He also indicated that he does not believe that anyone broke the law in the HIPAA violations. President Waeckerlin stated that Mr. Walk could not help fix anything if he was unaware of the situation. President Waeckerlin thanks Mr. Walk.

Financials by Scott Miller, *Interim Chief Financial Officer:*

October Financials are unavailable.

Cost Report:

Mr. Miller sent the cost report on November 30th, 2023. Mr. Walk must sign the final and send back. Mr. Kostovny questioned who files the cost report. Mr. Walk stated that DZA will file the cost report electronically. Mr. White adds that MHCC is "good" to file today. The 2022 cost report has been amended. The 2021 has been amended. This will benefit the organization. Mr. Miller explains that he is still learning and trying to understand where we are on Accounts Receivable. He expresses that after seeing what he has seen today, he realizes that there are going to be significant challenges. Audits are scheduled to be completed by the middle of January. He is looking into everything to review if there is a mess. Mr. Kostovny questioned Mr. Miller about when the Board of Trustees can start seeing results. He also stated to let the board know if there is anything they can assist with. Mr. Kostovny adds that the Board of Trustees are aware that the finance department has recently lost two employees: Leah Ford and Earlane Schneider. Nate is expected to be the backup for both of the positions. Mr. Walk clarifies that Alyssa Barto (former Finance Department Manager) has a contract with MHCC and is working at night to assist with Accounts Payable. Alexis Martinez (executive assistant) is continuing to help the finance department with payroll and will be the backup for the payroll position. Truly Garcia (materials department) has agreed to be a backup for accounts payable in the future. Mr. Miller states that he is going to define the areas that the organization is on credit hold for.

Amplify Report Presented by Veronica Lynch and Lindsay Gabbert:

Ms. Lynch reviews the data and the 90 day balances which are an estimated 2 ½ week project. Mrs. Weber and Ms. Smith have demonstrated great effort with collections. Amplify and the business office are currently holding weekly team meetings regarding fast cash, collections, resolving old aging, late charges from the prior month, cleanup on wound care accounts. Claims have been rebilled and sent out. Ms. Lynch requests if there are any questions so far from the Board of Trustees. Mr. Goergen inquires

what the average gross revenue. Ms. Lynch indicates \$5.1 million monthly. She explains that tracking and trending will share data. Mr. Goergen stated, "I assume that will go up." President Waeckerlin states that radiology is not doing well. Ms. Gabbert explains that there are 20% billing errors, there has been a drop in registration denials, and medical necessity has had a huge jump (they are reviewing the coding.) Monies denied increased. The clean claim remained the same. She anticipates that October will be better in November. Mr. Goergen questioned if the count is denials or numbers. Ms. Gabbert states it is 18% denied registration. Ms. Gabbert continues to review the data pertaining to denials management. Mr. Kostovny questions the data and states that Amplify is confusing him with the 44% billing errors. Ms. Gabbert reviewed the processes implemented for denials and clean claim rates. Mr. Kostovny thanks Ms. Gabbert for the clarification.

Ms. Gabbert continues reviewing the slide deck and starts with self-pay. There has been \$1,000 increase from Mrs. Weber's team for upfront self-pay collections. Amplify has 2 week projects consisting of cold calling patients, collecting over \$9,000 found in insurances. Payment plans are in process for patients. She indicates that they are doing as much as they are able to, in house. President Waeckerlin inquires if Amplify would have a figure of what the net number is and what we should be able to collect. Ms. Gabbert explains that the AR is over 365 days and it makes it difficult for patients to pay. They plan to collect 7 million and they anticipate to collect \$3.5 out of the \$9.1 million. She continues to review percentages. Mr. White adds that the Board of Trustees can expect to see some of those things on the next cost report. \$6.2 million is currently over 180 days (6 month old.) \$3 million is under 6 months old. They have been working on educating registration in their processes. The COB challenges that they are facing are patients not updating their insurances, which then leads to a patient getting charged as a "self-pay." There needs to be consistent eligibility checks. Amplify's goal is to turn patient statements to bad debt by the end of the year. They would like to start collecting more deductibles for the first 8 weeks of January into the New Year 2024. In October, they started to update more project plans to improve processes.

Ms. Gabbert announced that an MHCC staff member, Jennifer Daniels, is transferring out of the business office. She continues to review different challenges and barriers that they have come across. MHCC anticipates to keep Savista (nThrive) until March of 2024. Amplify coding will take over later on. Mr. Walk requests to remain in the loop with Savista. The business office is losing a registration clerk. They have interviews scheduled for tomorrow. Ms. Gabbert reviews YesCare. Ms. Gabbert stated, "It is on our end that we need to complete the reconciliations." Mr. Goergen questions if this is the way YesCare treats us. Ms. Lynch added that the bulk pay has started challenges. They are uncertain of what is truly outstanding. Mrs. Weber addresses Mr. Goergen. She stated that rev springs is sending the statements out now. The Cerner representative indicated that was the way it was split. There has to be 25-30 days. She reviews different examples about scheduling of statements. Mr. Goergen questioned if MHCC are the only people in the world that deal with situations like these. There's always excuses. Ms. Lynch and Ms. Gabbert inform the Board of Trustees that they are training registration to collect money. Mrs. Weber states that they are notifying patients of balances prior to their provider visits. Mr. Walk inquires whether or not the statements are electronic or paper. Mrs. Weber stated that they are sending out paper statements to patients. President Waeckerlin expressed, "Wouldn't that simplify things to send statements electronically into today's world?" He then stated that he would like this process reinstated going forward. Everything should be accessible to be completed in the MHCC portal and online. The Board of Trustees agree, as this is a data driven world. President Waeckerlin requests if there are any additional questions for Mrs. Weber or Amplify?

Motion to Recess Board of Trustees Public Meeting to go to Executive Session at 12:32 PM

Motion to Recess Executive Session to go to Board of Trustees Public Meeting at 3:58 PM

Adjournment:

Garry Goergen made a motion, and Mark Kostovny seconded the motion to adjourn the Board of Trustees public meeting at 4:00 pm and to reconvene for a continuation on December 7th, 2023. Motion carried unanimously.

Respectfully Submitted,

Alexis Martinez, *MHCC Executive Assistant*
Abbi Forwood, *Legal Counsel*

The next Board of Trustees meeting will be on December 7th, 2023 at 10:00 am.