



Board of Trustees Meeting
Regular Meeting
January 4th, 2024
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*
Scott Miller, *Interim Chief Financial Officer*
Chelle Keplinger, *Interim Chief Financial Officer*
Stephanie Hinkle, *Director of Strategic Operations*
Woody White, *Ovation Healthcare*
Abbie Webster, *Director of Clinics (Covered minutes on 01/04/2024)*

Guests:

Abbi Forwood, *Legal Counsel (via zoom)*
Emily Weber, *Director of Revenue Cycle*
Veronica Lynch, *Amplify Business Office Manager*
Christina Baugh, *Director of Quality, Compliance/Risk and Infection Control*
Dr. Duane Abels, *Medical Executive Chairman*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:07 AM. The Pledge of Allegiance and a moment of silence followed.

Approval of Agenda:

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

Amendments to the Agenda: Remove Fremont Therapy Group Presentation. FTG will present at the next Board of Trustees Meeting on January 25th, 2024.

Approval of Consent Agenda:

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

Mr. Kostovny added that there have not been regular reports from the Emergency Department. He would like to see those reports going forward in the consent agenda. The Board of Trustees indicate that the board reports are well done and the managers are doing a fantastic job. However, they feel it is too much information to review and would like to see reports shortened in the future. In addition, financials will need to be addressed in the reports. E.g. what do patient visits equate to in financials. Financials and a

budget would also be helpful to review. Financials are a group effort down to the management level. It is helpful for the providers to understand the financials as well. The Board of Trustees propose that financials are presented and explained during the all provider meetings.

Approval of Board of Trustees Open Session Minutes from November 30th, 2023 and December 7th, 2023:

Mark Kostovny made a motion, and Jerry Steele seconded the motion to accept the minutes from the regular meeting on November 30th, 2023 and December 7th, 2023 as presented. Motion carried unanimously.

The Board of Trustees continued with the discussion regarding the board minutes. Great job to Alexis Martinez, Executive Assistant on the continued excellent detailed minutes.

Department Highlight of the Month:

Mr. Walk reviews new employment within the organization, specifically welcoming Ms. Chelle Keplinger, as she returned to assist with Chief Financial Officer duties within the organization. Changes need to be ratified prior to the agreement. Further information will be discussed during Executive Session.

Mr. Walk presents Ms. Alexis Martinez for the department highlight of the month. She continues to work on payroll in addition to carrying out all other duties as Memorial Hospital of Carbon County's Executive Assistant. The Board of Trustees state that there have been very strong Executive Assistant's throughout the years and agree that Ms. Martinez is doing a fantastic job with both roles.

Medical Staff Report Presented by Dr. Abels, *Medical Executive Director*:

Dr. Duane Abels states that finances are concerning to MEC (Medical Executive Committee.) Specifically provider contracts which will be deferred to Executive Session for further discussion. There will be approval of 2 sets of credentialing files in Executive Session. There are several policies for review. Other items for the board approval are scheduled down the road. Additionally, they have further questions for Ms. Seldomridge in Executive Session.

Ovation Healthcare Report by Woody White:

Mr. White continues with the discussion as this is a new calendar year and new planning for 2024. He has scheduled items to discuss in Executive Session. Hospitalist agreements are being worked on. Mr. White reviews the 2nd quarter clinic assessments and all of the clinics improvements. Ovation has assisted Mrs. Baugh with the Quality project improvements. The report is still being finalized. Lisa Boston will be the interim Compliance Officer to improve compliance within the organization. Mr. White briefly reviews revenue cycle. There are early out items. Cerner reports are still issues. President Waeckerlin questioned why Cerner can't complete this and "get this done?" Multiview should also help with identifying financial issues. Multiview will provide better training on reports in order to complete. Ms. Keplinger questioned how Memorial Hospital of Carbon County is going to work with Ms. Boston for compliance. Further discussion will commence in Executive Session. Ovation Healthcare is in the process of developing a strategic plan. Mr. Walk states he is working to narrow down items that have not been addressed in two years. On February 20th- 24th the leadership team will take a retreat down the road for planning. Finances are holding MHCC up at this time.

Quality Report Update Presented by Christina Baugh, *Director of Quality and Infection Prevention, Compliance and Risk Management*:

Mrs. Baugh has had zoom meetings with Michele Back from Ovation Healthcare on a regular basis. She has reviewed with Mrs. Baugh processes and priorities. Mrs. Baugh discusses UR, admission rates (ER/Floor), transfers, etc. There are several key players that are going to pull quality from Cerner. Mr. Kostovny questioned if the quality committee will return. Mrs. Baugh states that it will and changes will be made to the committee and how it operates. She intends to make it shorter and to the point. It will tie to HCAHPS and improvement measurements overall. E.g. QHI report measures for WHA. They will better align data to match our quality program. WDOH chose our hospital to complete financial assessments. The SHIP Grant of \$13k is in progress. MHCC has been approved for a CMS extensions until February 4th to complete the price transparency. AUR reporting is also in progress. CAH outpatient CAHS doesn't need to be reports as we are exempt.

Further discussion continued. Mr. Walk is working on setting up appropriate training session for reporting. He believes that the organization needs to be more involved with the WHA. Mr. Kostovny questioned if quality will be in two separate parts. Yes and no. There are many parts to make everything work. Dr. Abels states that he would like to see reports prior to meetings. The Board of Trustees agree. The Peer Review Committee will need to review and approve the benchmarked measures. The Board of Trustees is impressed with Mrs. Baugh and the work she has done. They thanked her for her quality report presentation. Meetings will be schedule monthly.

Operational Report Presented by Rex Walk, *Interim Chief Executive Officer* and Stephanie Hinkle, *Director of Marketing and Communications*:

Mr. Walk reminds the Board of Trustees that the general surgeon will be departing from MHCC on April 15th, 2024. The team has reviewed resumes for a new candidate. Mr. Walk has also met other general surgeons in town that are pursuing a career. The hospitalist agreement with Aligned Providers will be terminated on March 7th, 2024. He reviews the CRNA approval with the Board of Trustees and the withholding on the 2023 cost report. He received notification from Noridian about missing documentation. This was addressed and turned in just in time prior to the deadline. Ms. Martinez and Ms. Stratton were key players in ensuring that this happened on time and efficiently. Without these two completing this timely, it could have potentially costed MHCC \$11 million dollars. Mr. Walk intends to stop these fires and start adding to employee's calendars to address.

Mr. Walk reviews the Elevate annual report, GPO updates, HIPPA Training (Mrs. Forwood and Ms. Boston will be onsite to provide this to staff members.) Landscaping is coming along. Bushes around the facilities need to be removed. A tree near the ER needs to be removed and the trees trimmed. The Board of Trustees is OK with maintenance to complete the landscaping needs. Purchased SVC's are still in the process for review. Holiday pay hours need to be considers as regular hours. Mr. Kostovny reviewed the payroll policies. He provided the following example: Employee who is not scheduled to work must utilize a PTO day. An EMT who works does not receive a PTO day, but has the option to keep it for later. The Board of Trustees requests to review the policies and make them a priority. Job descriptions need to be reviewed for all of the employees at MHCC.

Mr. Walk continues that he has 1:1 extended meetings scheduled to review administration's goals for the year. Managers review and update the CDM for price comparison. All 4 of the elevators are up and running smoothly. On 1/3/24, the first PM was performed. It has never been completed in the past and they will be monitoring going forward. The Carbon County Commissioners meeting is interested in the finances. President Waeckerlin states that the Carbon County Commissioners are interest in the finances but not interested in assisting Memorial Hospital of Carbon County with their financial situations. Mr. Walk explains that there are now two Carbon County Commissioners meetings scheduled monthly. The first meeting of the month will cover operations of the organization. The second meeting of the month

will cover the financials of the organization. Mr. Walk continues to review quality improvements, organization structure, and provider updates. Mr. Walk states that the commissioners were very impressed. Mr. Kostovny stated that the cost report did not come across as intended. This was not completed. We may owe money rather than receiving money. Mr. Kostovny explained further in depth. They must amend 2021 in order to make 2022 accurate. There is potential that more issues may be discovered when the cost reports are reopened. President Waeckerlin stated, "Potential issues?" Mr. Walk assured President Waeckerlin that there shouldn't be further findings. They need the cost report management instructions and trainings. The financials need to be presented to the commissioners by the next Carbon County Commissioners meeting in 2 weeks. Mrs. Hinkle expresses that the commissioners are more accepting of MHCC. Mr. White questioned if the county commissioners are requesting the presented information. He feels as though there is too much detail and this is not recommended by other facilities. He states that MHCC is only obligated to provide financials to the commissioners. Mr. Walk responded to Mr. White advising that administration is very careful about the delivery of updates and insight. Information is very high level and the goal is to make the commissioners an advocate for Memorial Hospital of Carbon County. Mr. Kostovny states that MHCC has always provided this information. He believes that MHCC can utilize it as a marketing tool, as the commissioners meeting is streamed live. This affects patient trust with the organization again.

Mr. Walk reviews his 90 day plan with the Board of Trustees. The 90 day report entails what has been accomplished and what is still outstanding.

Motion to Recess Board of Trustees Public Meeting for Break at 11:15AM

Motion to Resume Board of Trustees Public Meeting at 11:29 AM

Financials Presented by Scott Miller, *Interim Chief Financial Officer*: (Oct and Nov)

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve the financials for October 2023 and November 2023 as presented. Motion carried unanimously.

There is currently 4.9 million patient revenue, continuing at 50%. Reasonable compared to previous months. Supplies has gone up by \$500-\$700k. November is still open. Mr. Miller states that the balance sheet is not worth discussing. The cost report was filed and \$580k returned to MHCC. Mr. Miller anticipates the funds in February or March. There is \$1.4 million in the bank, as of today. The BOC Loan was paid back in full. The Board of Trustees thanks Bank of Commerce for the support. Mr. Miller noted to include Mr. Kostovny and Mr. Steele for sign off going forward. Discussion continued about vendors who have been paid. President Waeckerlin questioned who the vendors are and the services that we are currently paying for. He is questioned if MHCC is paying for services that are not being utilized. Mrs. Hinkle responded to Mr. Waeckerlin and stated that is a valid question. The Administrative Team has been reviewing vendors after recent events. Mr. Miller indicated that he is still working through all the vendor invoices. 60 days by January 31st. 30 days by June 30th. It has become constant to manage cash. Mr. Miller adds that he would like if everyone would stop with the fire drills. Education needs to be provided for the managers about the priorities with vendors. He stated that managers buy in to these vendors. They know what their invoices are for. The responsibility should not fall solely on the Chief Financial Officer. Managers should prioritize vendors and keep track of credit holds to fix processes. Mrs. Hinkle explains that we need to empower our managers to make phone calls about invoices.

Mr. Steele questioned if the Medhost issues had been resolved. Mr. Walk explained that the issue had been resolved. The necessary documentation was located to support and terminate the contract.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve AP invoices/vouchers as presented. Motion carried unanimously.

Amplify Board Report by Veronica Lynch and Lindsay Gabbert:

Ms. Lynch and Ms. Gabbert provided clarification of the total amount in \$2.1 million dollars. The Board of Trustees would like the report toned down, going forward. Amplify reviewed the various wins in November. DNFB is 52 days, clean claim rates down due to the holidays, late charges are up with holiday/bank day/MCR day, and total month in AR has dropped \$1 M. Coding denials are down 4% in the prior month. Regular errors are up 4% in the prior month. The total denial is 9.26% of total billed in November. President Waeckerlin stated that they are making headway. Mr. Kostovny questioned if the monthly corrections were permanent corrects. The corrections are permanently identifying the errors and are fixing them. Mr. Kostovny states the AR numbers are showing fixes and questioned if that is correct to Ms. Gabbert. Ms. Gabber agrees. There is a drop in the DNFB and charts are closing timely.

Amplify continues and states that they are getting a good grip on everything. The POS is trending numbers. They have collected \$14k since November by making phone calls. Upfront collecting is going very well. The patient payments are improving. It is trending in a good direction, but they are still seeking more permanent fixes. A project plan is in progress. The deficiencies are in process as well. Payers are sending payments.

Announcements from Amplify:

There are offshore team members with low dollar focus \$0-1500 are starting on 12/27/23. They are seeking to backfill 1 FTE and start 1/8/24. 2 FTE will be calling and collecting amounts that are over \$5k. They are developing an aggressive plan for January and February. MHCC is still on track to term Savista. Regular training went well in the Emergency Room. YesCare accounts are remaining current. A review was completed for late charges and completed by the department heads. Mr. Walk is determined to “fix” the issue of returning phone calls. This makes business easier and more efficient. Online bill payment is difficult, stated Mr. Waeckerlin. Mrs. Hinkle responded and stated that she tied it to price transparency with an updated link on the “quick link” on the web wages. Over 90% of bills in this day of age are paid online. Mr. Waeckerlin questioned if we can sell old AR. Mr. Miller believes that we can take a look at it. Bad debt already hit financial statements. 1 work with Frost Arnette. There are 2 360 days old, sell for 2-3 cents on the dollar. There is no advantage to keeping it already allocated. If 2021 and 2022 are re-opened, we may need to keep it on the books to correct bad debts. That could be an 18 month review. Mr. Miller recommends to wait on selling bad debt. He would like to get the cost reports closed and then proceed to move on.

The Board of Trustees state that overall headway is certainly being made. They thank Amplify for their presentation and all of the work they are doing.

Motion to Recess the Board of Trustees Public Meeting at 12:10 PM

Motion to move the Board of Trustees to Executive Meeting at 12:10 PM



Motion to Recess the Board of Trustees Executive Meeting at 4:46 PM

Motion to Resume the Board of Trustees Public Meeting at 4:46 PM

Mark Kostovny made a motion, and Jerry Steele seconded the motion to follow the MEC recommendations and approve 1-8 credentialing. Motion carried unanimously.

Adjournment:

Mark Kostovny made a motion, and Jerry Steele seconded the motion to adjourn the Board of Trustees public meeting at 4:46pm and to reconvene for a continuation on January 11th, 2024. Motion carried unanimously.

The next Board of Trustees meeting will be on January 11th, 2024 at 10:00 am.

Respectfully Submitted,

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