



Board of Trustees Meeting
Regular Meeting
July 25th, 2024
Minutes
10:00 am

Members Present:

Rod Waeckerlin, *President*
Mark Kostovny, *Vice President*
Jerry Steele, *Secretary*
Gary Goergen, *Treasurer*
Lisa Engstrom, *Member (via zoom)*
Dr. Duane Abels, *Chief Medical Officer*

Administration:

Gerald Parton, *Interim Chief Executive Officer*
Chelle Keplinger, *Interim Chief Financial Officer*
Stephanie Hinkle, *Director of Strategic Operations*
Lisa Boston, *Interim Director of Compliance*
Alexis Martinez, *Executive Assistant*
Chip Holmes, *Ovation Healthcare (via zoom)*

Guests:

Felicia Kimble, *Director of Revenue Cycle*
Micaela WallsSuarez, *Elevate Patient Financial Solutions*
Chris Pulver, *Elevate Patient Financial Solutions*
Jennifer Fields, *Elevate Patient Financial Solutions*

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.

Approval of Agenda:

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

Approval of Board of Trustees Open Session Minutes for June 25th, 2024:

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to accept the minutes from the regular meeting on June 25th, 2024, as presented. Motion carried unanimously.

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

- Employee of the Month for July 2024 was presented and awarded to Nancy Tanner, Contract Manager. Nancy has assisted with Accounts Payable recently. The Board thanked her for her hard work.

Personnel Introductions Presented by Rod Waeckerlin, *Board of Trustees President* and Gerald Parton, *CEO*:

George Wadsworth, *Five Nines (Onsite) IT Technician*: Introductions were made with Mr. Wadsworth. He explained some of the IT processes and projects that he has completed with Five Nines. He answered IT-related questions for the board members and others who were present.

Blair Nelson, *RN BSN Director of Clinic Operations*: Introductions were made with the new director of MHCC clinics. Mrs. Nelson reviewed that her main office will be in the Rawlins Family Practice Clinic. Mr. Parton stated that Mrs. Nelson is doing a great job. Mrs. Nelson answered clinic-related questions for the board members and others who were present.

Open Public Discussion:

There was not any citizen participation.

Approval of Consent Agenda:

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

**Price Transparency Project Presented by Elevate Financial Solutions Team:
(Micaela WallsSuarez, Chris Pulver, Jennifer Fields)**

The focus of the price transparency was to comply with all federal regulations. The goal is to allow patients to have a great experience within their budgets. During the implementation project, Elevate had one on one conversations with the auditors (SKRO). MHCC is now compliant with federal regulations. Mr. Pulver and Ms. Fields played a pivotal role in the implementation of the project. Ms. WallsSuarez reviewed the demo of the product. There is a live demonstration available for patients who access the price transparency on the website. She explained that the link located on the footer of the page is a CMS regulation. Per CMS, there are two files: Charge File and Shoppable File. The Shoppable File has each procedure and each individual insurance plan listed, with a methodology to it. Charges are built from the CDM, CSV wide format and tall format. Elevate utilized wide format for MHCC. These include percentages, fee charges, rates, etc. with a minimum to a maximum estimate. These estimated charges with insurances included are to provide an idea to the patient of what they will be charged, prior to a procedure. Updates will be completed quarterly.

Elevate was able to identify various payors for MHCC. They reviewed with the Board of Trustees how to navigate through the price transparency website. Patients will have the option to add a procedure to their shopping cart, select their health insurance company or select self-pay, choose a date of service, and gross charges, allowed amounts, de-identified max negotiated and de-identified minimum negotiated rates are provided prior to services rendered. The systems are user friendly. Elevate anticipates staying in contact with their partners at Memorial Hospital of Carbon County. Other facilities in the surrounding area were reviewed and MHCC compares to other facilities prices for services. MHCC is either matching or offering lower prices than the other facilities.

Mr. Kostovny and other board members enjoyed the presentation and the new system for the hospital's price transparency tool. They are satisfied that MHCC is compliant with federal regulations and thanked Elevate.

Chief of Staff Report Presented by Dr. Gary Mikesell, *Chief of Staff*:

Dr. Mikesell shared an overview of current events taking place around MHCC including accounts payable, the hospital district and PAC, the upcoming fair booths, ER providers, Sinclair Grants, Walmart donations, and other items. The Medical Executive Committee has made the decision to continue with QuantiFERON testing employees, as it is highly recommended by the CDC. The Board of Trustees thanked Dr. Mikesell for his presentation.

Operational Report Presented by Gerald Parton, *Interim Chief Executive Officer*

- Reviewed recent incident with employees who were exposed to a disease. Continuous testing is in progress.
- Mr. Parton, Mrs. Keplinger, Mr. Miller have a scheduled meeting with MIA (Radiology) on Friday to discuss payment plan options.
- Town Halls have been a success. There are more scheduled for next week, following the Board of Trustees meeting.
- Cerner Repayment Plan
- Reviewed an old incinerator that Mr. Hardy, Director of Plant Operations, will be disassembling with his team.
- Mr. Hardy and the maintenance crew will be building a trash bin and will maintain the trash bin. This will save \$30,000.00.
- Mr. Parton deferred to Mrs. Stephanie Hinkle to discuss the Hospital District.

President Waeckerlin appreciated and thanked Mr. Parton for his report.

A hospital district meeting will be held next week. They have completed several interviews this week. People have already started to donate. The board members have established a separate bank account for donated funds to the PAC. The Hospital District will be separate from the Memorial Hospital of Carbon County Facebook page. The Hospital District's own Facebook page has gone live. In addition, it was agreed upon to place hospital district banners on the side of the ambulances during the county fair for campaigning purposes.

Mrs. Hinkle has sent an email out to (25) different businesses around the community, laying the framework of what the committee is trying to pursue. Comments have been requested to obtain an idea of other business's thoughts. She has received (3) statements from (3) organizations so far. The big milestone will be on August 6th whether we will be permitted to pursue the hospital district. The Annual Carbon County Fair Week will commence on August 5th.

Ovation Healthcare Report Presented by Chip Holmes:

The Ovation Healthcare report will be sent to the board members' emails to review. Mr. Holmes apologized for not sending it sooner. MOR calls have been consistent. The Ovation Team and Felicia Kimble's team are focused on the revenue cycle. Ovation is trying to assist with supply chain needs for MHCC. They have been reconnecting on workforce and assisting workforce productivity. Mr. Dwayne Gunter has stayed connected with the issues pertaining to MedHost and Oracle Cerner. President Waeckerlin requested an update on Cerner. Mr. Parton submitted a repayment plan which will consist of a (36) month timeframe. He has not received a response to his proposal yet. The Board of Trustees thanked Mr. Holmes for his presentation and all the work that he has done for MHCC.

Break at 11:10 AM

Return from Break to Open Public Session at 11:18 AM

Quality Update Presented by Gerald Parton, *Interim Chief Executive Officer*

Mr. Parton has a plan for the Quality Program and a Director. Ovation previously sent Michele Back to assist with the Revamp of the Quality Program and will continue to utilize her expertise.

Compliance Report Presented by Lisa Boston, *Interim Director of Compliance*

Compliance is reviewed thoroughly at the new employee orientation. Mrs. Boston recently conducted EMTALA refresher courses for employees and clinic employees. Policies and procedures have been reviewed and written. Mrs. Boston is working with Mrs. Kimble for good faith estimates. Mrs. Boston and Mrs. Nelson are working on audits for the clinics. A Board of Trustees education will be provided soon. She continues to internally audit and monitor. Hot line calls and open issues have been reviewed. Specific issues will be deferred to the Executive Session. She is working on billing issues. MedHost will be further discussed in Executive Session.

June 2024 Financials Presented by Chelle Keplinger, *Interim Chief Financial Officer*

Mrs. Keplinger is wrapping up this fiscal year. She reviewed the various trends with gross revenue, year to date totals, previous year gross revenue, previous year to date totals, and net revenue from current to prior year. Net revenue is significantly down. Gross revenue is also down. Redihealth had a discussion with Mrs. Keplinger and Mr. Parton. Mrs. Keplinger explained that she disagreed with Redihealth's statement to collect 70/80 %. She believes that collecting 50% is a normal expectation. Redihealth has agreed to pause their work for 30-40 days. A deeper dive needs to be completed soon. Mrs. Keplinger will be implementing her contractual model that she has utilized previously. Redihealth has agreed to review processes to improve.

Revenue Enterprises are continuing to work on accounts. MHCC is starting to see cash in the door. A project is underway with Elevate Patient Financial Solutions. After (18) months, Elevate can review appeals, refile claims, retrieve percentages, etc.

Mrs. Keplinger will be onsite in Rawlins on August 12th. President Waeckerlin questioned Amplify's numbers. Mrs. Keplinger is confident that Amplify has implemented necessary changes. The clean claim rate is over 70%. It is going to take a lot of work. President Waeckerlin's biggest concern is the net revenue significantly down. The hospital census has increased tremendously. However, there is still the risk of possibly not billing correctly.

The Board of Trustees requested that surgical and ortho numbers are provided, going forward. Scheduling for appointments has been going better for the clinics. Surgical and ortho numbers will be prepared and presented at the next Board of Trustees meeting. The Swing Bed Program has not produced, as an OT is still needed. Per the Board of Trustees, they expect this remedied before they are forced to look at alternatives.

Amplify Board Report Presented by Felicia Kimble, Director of Revenue Cycle MHCC:

Ms. Kimble reviewed that it is greater than 2.3M. Revenue Enterprises is assisting with the bad debt, turning in October. Statements are sent in May, and they must prove the 120 days. A portion of the debts are a couple of years old. They are placing inserts to put information and payment options on the website portal. Ms. Kimble reviewed the payor mix, decreased self-pay, and upfront collections. She encourages additional upfront collections. She is working on getting cash drawers for all departments and implementing process improvements.

President Waeckerlin stated that more and more hospitals are moving away from Medicare Advantage. AR is at \$2.6M. Monthly gross revenue is \$4.7M. AR Days are at (8) lowered. Ms. Kimble is attempting to clean it up. President Waeckerlin questioned what Ms. Kimble's DNFB goal would look like. Ms. Kimble's idea DNFB is at (5) days. She has the goal to get MHCC there. The clean claim rates are unacceptable. Staff education would help. Clean claim rates are getting worse. This is an in-house problem. Ms. Kimble is reviewing charges before they are pushed through. President Waeckerlin requested for a plan to be created and presented before the Board of Trustees. This plan will need to consist of a (30) day, (60) day, and (90) day plan. Insurance AR days are at 49. Self-pay is not doing well. Full AR days are 131 days.

Ms. Kimble reviewed the HSI continuum decrease. Self-Pay AR is (82) days but will start to decrease. Slow progress is being made. Mr. Kostovny questioned how the organization gets a patient in self-pay for over \$400,000.00. Mrs. Boston indicated that the patient entered through the Emergency Department as a trauma. There is power of attorney issues that staff and others are working diligently to resolve.

President Waeckerlin requested an internal AR Summary Report for the board packets, going forward.

AP/Vouchers for June 2024 Presented by Chelle Keplinger, Interim Chief Financial Officer:

MHCC is now with Five Nines (IT) company. Cardinal is ongoing. Invoices are getting better. Mrs. Keplinger would like to focus on insurance, travelers, and Cardinal this week. Funds have been breaking even or staying completely flat. Mr. Parton would like to bring the pharmacy back to in-house. The pharmacist's availability for jobs has increased. Summit Hospitalists (Aligned Providers of Wyoming) will be paid in full this week. The Board of Trustees thanked Mrs. Keplinger for her reports.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to accept the financial reports and the AP Invoices and Vouchers for June 2024 as presented. Motion carried unanimously.

Motion to Recess Board of Trustees Public Meeting to go to Executive Session at 12:16 PM**Motion to Recess Board of Trustees Executive Session to go to Open Session at 3:06 PM****Old Business****RFP Discussion: *The Board of Trustees***

The Board of Trustees has seen positive and good changes. As MHCC tries to pursue a hospital district, they indicated that they do not feel that it would be a good move to move forward with the RFP. The Board of Trustees all concurred with one another. The board members stated the decision was made to extend Ovation Healthcare's contract another year. President Waeckerlin asked Mrs. Hinkle for her stance and opinion on the matter. Mrs. Hinkle agreed with the board members that MHCC should not move

forward with the RFP and extending Ovation’s contract would be the best decision for the organization right now.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to suspend the RFP search. Motion carried unanimously.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to extend Ovation Healthcare’s contract for (1) year. Motion carried unanimously.

Mr. Kostovny apologized to those who helped communicate for the RFP. Mrs. Hinkle will draft communications to the RFP candidates and will also prepare a press release for the community and staff members. She stated that proper communication will provide all parties to understand the “why” of the decision. The Board of Trustees thanked Mrs. Hinkle. Mr. Holmes thanked the Board of Trustees for giving Ovation Healthcare for the opportunity. The board members have placed Mr. Parton in charge of the contract negotiations for the extended year.

New Business

QDC Reporting Tool Presented by Lisa Hardy, Social Services

Mrs. Hardy reviewed the stats provided to the Board of Trustees from April 1st- June 30th. There were (64) incidents. She reviewed each incident and complaint received by month. She recently provided all-staff and manager training and refresher on how to utilize the QDC reporting tool. This will provide a specific technique to track, trend, monitor, and streamline without the risk of excessive human error. Incidents are internal. Grievances, incidents, and complaints may come from patients, but they are recorded for MHCC to correct and modify procedures internally. This is a promotion to adjust the culture now. Mrs. Hardy is following up to remedy situations, and implement changes, while also adjusting accordingly. Mrs. Hardy is the keeper of incidents, complaints, and grievances. She will forward these onto the appropriate parties, as needed. The Board of Trustees are pleased with the new tool.

New Policies and Procedures

The Board of Trustees reviewed the following policies and procedures:

- Incident Reporting Policy
- Complaints and Grievances Policy

Mark Kostovny made a motion, and Jerry Steele seconded the motion to accept and approve the Incident Reporting Policy and the Complaints and Grievances Policy as presented. Motion carried unanimously.

Credentialing

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve and accept the MEC recommendations for appointments 1-2. Motion carried unanimously.

- James Phillips, MD—Rural Physicians Group—Hospitalist
- ❖ Recommend Appointment to Active Staff

- David Gonzalez, MD—Star Valley Health—Cardiology
- ❖ Recommend Appointment to Telemedicine Staff

(Dr. Gonzalez, MD change from Telemedicine Staff to Courtesy Staff)

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve and accept the MEC recommendations for a reappointment. Motion carried unanimously.

- Gary Idelchik, MD—WyoHeart—Cardiology
- ❖ Recommend Reappointment to Courtesy Staff

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve and accept the MEC recommendations for provisional reviews to transition to full, unrestricted staff 1-2. Motion carried unanimously.

- Taniya Pradhan, MD—Qler—Psychiatry
- ❖ Recommend transition to full, unrestricted Telemedicine Staff
- Benjamin Chamberlain, MD—Summit—Pathology
- ❖ Recommend transition to full, unrestricted Courtesy Staff

Provider Contracts

- **Dr. John Brooks, PRN Emergency Department Provider**

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve physician's contract. Motion carried unanimously.

- **Dr. Kristel Lessard, Internal Medicine Physician (Addendum)**

Mark Kostovny made a motion, and Jerry Steele seconded the motion to approve physician's addendum as presented. Motion carried unanimously.

- **Dr. Gregory Johnson, Emergency Department Provider (Renewal)**

Mark Kostovny made a motion, Jerry Steele seconded the motion to approve the physician's contract as presented. Motion carried unanimously.

- **Patti Shue, Pediatric Nurse Practitioner (Renewal)**

Mark Kostovny made a motion, Jerry Steele seconded the motion to approve the provider's contract as presented. Motion carried unanimously.

- **Dr. Gary Mikesell, Rawlins Family Practice Provider (Amendment)**

Mark Kostovny made a motion, Jerry Steele seconded the motion to approve the physician's contract as presented. Motion carried unanimously.

- **Dr. Roger Blake, Barton and Associates Locums Provider**
- Mark Kostovny made a motion, Jerry Steele seconded the motion to approve the physician's contract as presented. Motion carried unanimously.



Mark Kostovny made a motion, Jerry Steele seconded the motion to grant Mr. Parton privileges to approve contract negotiations. Motion carried unanimously.

Adjournment:

Mark Kostovny made a motion, and Jerry Steele seconded the motion to adjourn the Board of Trustees public meeting at 3:26 pm and to reconvene on August 22nd, 2024. Motion carried unanimously.

The next Board of Trustees meeting will be on August 22nd, 2024, at 10:00 am.

Respectfully Submitted,

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