



Board of Trustees Meeting
Regular Meeting
December 19th, 2024
Open Session Minutes
10:00 am

Members Present:

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

Administration:

Gerald Parton, *Interim Chief Executive Officer*
Stephanie Hinkle, *Chief Operating Officer*
Scott Miller, *Ovation Healthcare (via zoom)*
Chelle Keplinger, *Interim Chief Financial Officer*
Lisa Boston, *Director of Compliance*
Alexis Martinez, *Executive Assistant*
Jessica Seldomridge, *Director of Nursing: Outpatient Services & Quality*
Abbie Webster, *Quality/EHR/Contract Coordinator*

Guests:

Abbi Forwood, *Legal Counsel*
Will Grant, *Ovation Healthcare*
Brad Hamilton, *Senior Vice President, Ovation Healthcare*
Paula Tucker, *Revenue Cycle Director, Amplify*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:04 AM. The Pledge of Allegiance and a moment of silence followed.

Introductions:

An introduction was made by President Waeckerlin, introducing Mr. Will Grant. Mr. Grant will be proposed to the Board of Trustees as the Interim Chief Financial Officer of MHCC, subject to approval by the board members.

Mr. Grant provided a summary of his background and career history. He indicated that he is not interested in working for MHCC full-time, but he will happily fill the position until the organization finds a permanent solution. Mr. Grant is employed with Ovation Healthcare.

An additional introduction was made by President Waeckerlin, introducing Mr. Brad Hamilton and Ms. Sue Dorsey. Mr. Hamilton was onsite and present. Ms. Dorsey was unable to attend due to illness.

Mr. Hamilton has been onsite at MHCC previously. He provided a summary of his background and insight on various supports he provides to hospitals around Wyoming. Mr. Hamilton and Ms. Dorsey will be the new point of contacts for the Ovation Representation at MHCC.

Approval of Agenda:

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

Approval of Board of Trustees Consent Agenda:

Mr. Kostovny stated that he found interesting data on page 34 of the consent agenda that he would like to discuss with the Board of Trustees during the Executive Session due to the sensitive content.

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to accept the consent agenda as presented. Motion carried unanimously.

Approval of Board of Trustees Open Session Minutes for November 18th, 2024:

Mark Kostovny made a motion, and Garry Goergen seconded the motion to accept the minutes from the regular meeting on November 18th, 2024, as presented. Motion carried unanimously.

Open Discussion/Citizen Participation

Mrs. Hinkle presented the Board of Trustees with Christmas gifts. She thanked the board members for their volunteer service at Memorial Hospital of Carbon County.

Chief of Staff Report Presented by Dr. Duane Ables, Medical Chief Officer

In the absence of Dr. Mikesell, Dr. Ables presented the Chief of Staff Report. Dr. Ables discussed peer reviews, full-time open EMT positions, full-time paramedic positions, Dr. Singleton's status update, and sleep studies, and updates with Dr. Ingersoll. In addition, he provided further information regarding PA and medical students. The students are currently rotating.

One issue regarding the students is that they are unable to complete orders until the provider provides a second approval within Cerner. Mr. Kostovny questioned if a policy should be in place for this process. President Waeckerlin agreed with Mr. Kostovny. A policy will need to be prepared for the student/physician order process.

Operational Report Presented by Gerald Parton, *Interim Chief Executive Officer* & Stephanie Hinkle, *Chief Operating Officer*

Mrs. Hinkle is in the process of the implementation phases of a comprehensive community survey initiative which will allow the public to be further informed about what MHCC is doing. This became relevant at the district meeting. They have done better with marketing and advertising, however, Mrs. Hinkle indicated that they need to improve telling the hospital's story. This will be an accountability tool for them to keep everyone on track. The survey will serve as a component of that. She anticipates rolling it out after the 1st of the 2025 new year. Her goal is to keep the survey simplistic and up to 10 questions. The questions will consist of asking the community to provide feedback regarding if they are traveling outside of Carbon County for healthcare services, why are they traveling for healthcare services, etc. Mrs. Hinkle is aware that some answers may not be surprising, but the survey will help the organization to remain integrated. The goal is to be more transparent with the community.

A new Family Nurse Practitioner, Mei Curley, will be starting in February of 2025. Dr. Wandsneider referred Ms. Curley to MHCC for a full-time position. He worked with her previously in acute care. She is a new graduate, moved to the United States in 2009, and is accustomed to Wyoming. Ms. Curley will be an excellent fit, she is eager to start, and Dr. Wandsneider provided great recommendations on her behalf. Mr. Parton added that he would like to recruit (2) additional clinic providers.

Marketing and planning promotional strategies are underway for Dr. Singleton, MHCC's new General Surgeon. Mrs. Hinkle is working on this.

Mr. Parton provided the Board of Trustees with an update regarding Dr. Singleton. There are still a few steps that must be taken and completed with his Wyoming license prior to starting. Mrs. Jennifer Daniels, Credentialing Coordinator, checks daily for status updates.

Mrs. Jessica Seldomridge and Mrs. Abbie Webster recently attended the Ovation Quality Seminars in Brentwood, Tennessee. Mr. Parton stated that this was a beneficial trip.

The MHCC annual Christmas party was a huge success. Everyone thanked HF Sinclair for allowing us to utilize their decorations and the MHCC Foundation for donating \$6K towards the Christmas party.

Administration is working hard on damage control. Further will be discussed in the Executive Session.

The Cepheid Laboratory contract was rediscussed. It was previously approved in the prior Board of Trustees meeting pending legal counsel approval. Mr. Parton reviewed changes suggested by Mrs. Forwood. Mrs. Forwood reviewed the changes and contract processes with the board members. The contract was finalized and approved by the Board of Trustees. A motion does not need to be made at this time.

Ovation Healthcare Report Presented by Brad Hamilton, *Senior VP Ovation Healthcare*

Mr. Hamilton reviewed Ovation Healthcare's new team approach and other new approaches. Team members have been attending learning seminars and institutes. An annual leadership seminar will be held from February 18th through February 20th. On the first day, it will review board member governance and on the second day, it will review board learning. Mr. Hamilton will be onsite for all the board meetings going forward. He will be present on the day of the board meeting and will remain onsite the day after the board meeting.

Quality Program Review Presented by Abbie Webster, *EHR/Quality/Contract Management Coordinator* and Jessica Seldomridge, *Director of Nursing: Outpatient Services/Quality*

Mrs. Webster and Mrs. Seldomridge shared that they recently attended Quality training in Brentwood, TN through Ovation Healthcare. They learned about quality, regulatory, life safety, etc. There were other teams who shared Quality contacts and assisted them in networking. They both shared that Ovation Healthcare have greatly assisted throughout the process, especially Jill and Michelle from Ovation.

Mrs. Webster shared key points of review for the QAPI plan. She and Mrs. Seldomridge reviewed different processes that will flow throughout each department, patient portals that will allow access to medical records, and their plan to connect with department managers to ensure they are tracking and trending appropriately. Providers will be on the Quality Committee. They anticipate identifying corrective action plans to hold departments accountable.

President Waeckerlin requested to provide the Board of Trustees updates quarterly.

The QAPI flow chart was presented and reviewed. Mr. Steele, the board secretary, has agreed to be on the Quality Committee. Mrs. Lisa Hardy will be on the Quality Committee from a patient perspective. They reviewed that by quarter two, everyone will have a project and will be expected to present projects by quarter three. Implementation phases are in progress for peer review policy and processes, as well as tracking and trending.

Mr. Kostovny stated he is hopeful that they have better luck than they have had in the past years. Unfortunately, there has been a noticeable lack of willingness among team members to acknowledge their own shortcomings and take responsibility for rectifying issues that have arisen in the past. He explained if issues arise, the board members need to become aware. Mrs. Seldomridge and Mrs. Webster are up for the challenge and assure the board members that they will work diligently to ensure accountability is being held and issues are corrected to provide the best patient care possible. Their goal is to be educated and informative to share with everyone.

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to approve the QAPI Plan as presented. Motion carried unanimously.

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

A new contractual model is in the implementation phase. A budget was provided as well.

Gross revenue was down \$2,415,704 from the previous year. Net revenue was down \$652,310 from the previous year. Expenses were down \$1,205,793 from the previous year. This has been good, as everyone has become more frugal and honing in on expenses this year to keep them down. Net income is down \$726,261 from the prior year. Mrs. Keplinger reviewed the cash summary. November collections were half a million dollars down. She explained that November and December are usually lower collection months. The Board of Trustees thanked Mrs. Keplinger and indicated they were excited to review the new budget.

Amplify Report Presented by Paula Tucker, *Director of Revenue Cycle (Amplify)*

MHCC is trending down in revenue and collections. The cause of this could be MHCC not performing any surgeries in the past months. Collections are trending down. October collections were at 51%. November collections are at 43%. They continue to work with Blue Cross Blue Shield. Medicare was in a downswing in November and is picking up this December. President Waeckerlin questioned what they attribute for November, as trends were going up during that time. Ms. Tucker explained that in-patient reimbursements were different and there were zero surgeries. In addition to this, November and December are generally slower months. Mr. Goergen questioned what 2nd and 3rd is quarter. Amplify displays a calendar year. MHCC displays a fiscal year. Moving forward, he would like for each quarter to be specific as to which months are being discussed. Ms. Tucker reviewed the insurance AR and the self-pay AR, comparing 2023-2024.

Mr. Goergen questioned if Amplify is continuing to work with regular staff in the business office and if improvements are being made. Ms. Tucker indicated that there has been excessive turnover in the business office and Ms. Kimble, MHCC Director of Revenue Cycle, has been utilizing staff members from the clinics. This has made it a bit difficult on their end to completely improve processes. Mr. Parton explained that there was a recent turnover in the business office, but the business office has just recruited (2) new hires that will start within the next few weeks. Floating has become a process around the organization, and that is the reason for staff sharing. His goal is to ensure that departments are cross-trained.

Mr. Kostovny questioned Ms. Tucker if there is a way to differentiate between self-pay categories. Mr. Parton asked if he is referring to uninsured vs. high deductibles and stated that it affects community service, non-profit status. He explained that it is vital to distinguish bad debt to charity care. Mr. Grant advised that problems come from bad debt and how it impacts a cost report. Mr. Kostovny questioned if it is differentiated, could it be beneficial. Ms. Tucker advised that differentiating the categories is an “easy” ask and she will do so moving forward.

Ms. Tucker continued to review the DNFB, KPI’s, clean claim rates, late charges and reviewed various statistics. They are also waiting on coding. Amplify and Ms. Kimble’s team have partnered together, increasing by 2-3%. They believe that this is sustainable. Late charges have greatly improved. Ms. Tucker reviewed updates of the 30-, 60-, and 90-day plan. The clean claim rate has increased up to 76%. This has been a 6% increase from July-November. They have implemented a denial reduction committee, focusing on Blue Cross Blue Shield and other high volumes. The surgical inpatient denials are a top priority, as this improves cash. The DNFB is focusing on the bad debt. They are working on coding initiatives and working with Blue Cross Blue Shield, YesCare (NaphCare). Billing has started with NaphCare and a high dollar focus review, expediting payments. The team meets weekly with everyone to improve physician documentation, etc. Dr. Abels questioned if they are collecting any of the old claims. Ms. Tucker explained that the old claims with YesCare were discussed in the September board meeting. They had collected from YesCare, totaling around \$125K in cash. The contract with YesCare ended and claims have been resolved and reconciliations have been conducted. NaphCare has taken over with the state penitentiary. An official contract has not been completed or signed yet.

Recess Board of Trustees Open Session for a Short Break at 11:33 AM

Reconvene Board of Trustees Open Session at 11:46 AM

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

Compliance Program Plan Policy

Mrs. Boston presented the Compliance Program Plan Policy to the board members. She proposed a couple of minor changes to the policy. The Compliance Plan puts a plan back into action for MHCC.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to approve the Compliance Program Plan Policy with the redlined corrections as presented. Motion carried unanimously.

Motion to Recess Board of Trustees Public Meeting to go to Executive Session at 11:54 AM

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

New Business

Credentialing

Mark Kostovny made a motion, and Jerry Steele seconded the motion to accept and grant credentialing privileges 1-5 of the MEC recommendations as presented. Motion carried unanimously.

1. Kimberly Weston, NP: (Holistic Pain Management) Nurse Practitioner – Recommend Appointment to Allied Health Staff
2. Alexandru David, MD: (RMID) Infectious Disease – Recommend Appointment to Telemedicine Staff
3. Ghazi Ghanem, MD: (RMID) Infectious Disease – Recommend Appointment to Telemedicine Staff
4. Kara Willenburg, MD: (RMID) Infectious Disease – Recommend Appointment to Telemedicine Staff
5. Chhavi Chaudhary, MD: (QLER) Psychiatry – Recommend Appointment to Telemedicine Staff

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to accept and grant credentialing privileges 6-8 of the MEC recommendations as presented. Motion carried unanimously.

6. Roderick Willmore, MD: Cardiology – Recommend Reappointment to Courtesy Staff
7. Jakub Stefka, MD: Pathology – Recommend Reappointment to Courtesy Staff
8. Shana Eaglefeathers, DO: Hospitalist – Recommend Reappointment to Active Staff

Mark Kostovny made a motion, and Jerry Steele seconded the motion to accept and grant credentialing transition to full, unrestricted Allied Health Staff the MEC recommendations as presented. Motion carried unanimously.

9. Sophie Baxter, PA: Physician Assistant – Recommend transition to full, unrestricted Allied Health Staff

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to allow President Waeckerlin to sign the lease agreement after legal counsel obtains closing documents as presented. Motion passed with (1) board member against the motion.

Mark Kostovny made a motion, and Jerry Steele seconded the motion to renew the Roche contract as presented. Motion carried unanimously.

Cost Report

The cost report met the deadline. Mr. Parton signed the cost report. His signature will need board approval.

Mark Kostovny made a motion, and Garry Goergen seconded the motion to approve Mr. Parton authority to sign the cost report. Motion carried unanimously.

November vouchers will be provided and presented at the next Board of Trustees meeting for approval.

Old Business

N/A

Adjournment:

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to adjourn the Board of Trustees public meeting at 4:07 pm and to reconvene on January 23rd, 2025. Motion carried unanimously.

The next Board of Trustees meeting will be on January 23rd, 2025, at 10:00 am.

Respectfully Submitted,

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