



Sublette County Hospital District

Mission: To excel at providing comprehensive health services in Sublette County through efficient, high quality, patient centered care.

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Sublette County Hospital District Board Meeting Agenda October 20th – 5:30 pm Marbleton Town Hall Marbleton, WY

5:30 Board Education: Strategic Planning and Initiatives Processes, Board Committees Follow Up

5 Pillars

People – This is the start of any organization.

Service – What do you want to offer?

Growth – Where do we want to end up? How do we want to grow?

Quality - Medicare focuses on 4 or 5 quality standards. Right now, mental health is a Quality measure. These measures are what you need to set Strategic plans around so you are sure you are hitting those benchmarks.

Financial – You will want to set benchmarks. These benchmarks can include cash on hand, or a 3% margin, for example. If you have more than 90 days cash on hand then you are doing well in Hospital standards. Star Valley Health costs \$200,000 per day to operate. They have 105 days cash on hand. If Dave Doorn set a number to SCHD, it would be interesting to know.

Strategic Planning will start with a Providers' retreat in November. After that meeting, we will put together a list of potential Strategic Planning Initiatives. Then we put it out to the Leadership Team and they discuss it further. That process develops proposed Strategies for the Board to consider. Then the Board layers on their input. It's important that the original proposals come from the staff, so the Board doesn't have to start from scratch. The Board will get together in January to discuss the bare bones of the proposals and then add some meat. By late Spring you want a solid Strategic Plan to start tackling July 1 with the new fiscal year.

Examples of Star Valley Health's Planning Initiatives: Learn to Manage Medicare / Medicaid margins. (This forces Star Valley to be more cost conscious.) Partner for Success with other healthcare organizations. (Working with the SCHD is a great example of doing that.) Keep the market share. (aka: Fighting the run off to St. John's. The farther north in the market you go in Star Valley, the more folks go to Jackson. They have to deliver value so that it makes more sense to stay local than drive to Jackson. St. Johns is a tough competitor.) These are a few examples of their Initiatives.

Then you layer on metrics on how you measure these goals. Need to set the key performance indicators.

You will have Strategies and then Tactics to achieve those Strategies. Tactics can include better process training, doing a salary wages and benefits analysis, focusing on employee housing, etc.

Finally, focus on things that are wildly important to the organization. The most vital elements.

You'll want a Strategic Plan in place for the start of the next fiscal year. You'll check in periodically throughout the year. This is how the Board can measure the performance of the staff and the organization as a whole.



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Meeting Call to Order 6:03 p.m.

Board Members in Attendance

Tonia Hoffman – Board Chair
Jamison Ziegler – Vice President
Kenda Tanner – Secretary/Treasurer
Wendy Boman – Trustee
Dave Bell – Trustee

Pledge of Allegiance

Set Agenda – DB moved and Wendy seconded. The motion passed unanimously.

Department Reports:

Administrative and Finance: Dave Doorn – First off start with a thank you for all the community support and all the meals that have been donated. It helps make the staff feel appreciated and get through some long days and nights. There was a First Responder appreciation dinner last week, and we are proud of Bill and his EMS crew. The theme of the night was how well all the departments (EMS, SCSO, Highway Patrol, Red Cross, Unified Fire, etc) how they all work together. It really makes our community safer.

We have started the Quality Committee, which is a big step for us to start improving and solving problems. Also had an Insurance Committee meeting with employees from both SCHD and Sublette Center. Finally, we are also starting a new form of employee evaluations called Rounding, which involves meeting with your direct reports monthly. It's a great system that Star Valley has shared with us, and the staff managers are eager to implement it.

In funding we received a \$226,000 check from FEMA for COVID reimbursement. It's great to have that cash on hand. There are two other FEMA grants in the works – for \$25,000 and about \$80,000.

An update on recruiting: Dr. Bush is out of Colorado and licensed in Wyoming. He's very interested in moving to Wyoming. He's going to come up and do some shifts in the clinic. We'll be sure he can meet with everyone, both staff and board. We also have an interested Physician out of Billings, that is trying to figure out when she can come down and see Sublette County. Finally, we hired an MA this week and interviewed two nurses today. A big thank you to all the staff for working so hard. It hasn't been easy.

Tonia asked if the FEMA funding is tied to having a Hospital status. Dave answered it isn't. He also added that it's a continuing struggle, that some funding is tied to having the CAH designation and some isn't.

Mike Hunsaker – nothing to add.

EMS: Bill Kluck – continuing ACLS, BLS and PALS classes. It's also the time of year for licensures, working on getting all the EMT's certified. Watching for weather, pedestrians and animals. As far as COVID Sept was an exceptional month. October seems a little lighter. For events they did stand by for a rodeo. Ambulance 256 is still in the shop. Finally, Bill wanted to publicly thank the Community and Mayor Matt Murdock for hosting that event. It makes such a difference to feel appreciated. Tonia asked if we have an ETA

for 256 to be fixed, and Bill said no. The County shop tried, E&L in Diamondville tried, now Angry Irish repair is trying but they are dealing with staffing issues.

Dave Bell asked if we had pursued funding for new ambulances. Bill said Kari has that info in her grant report. Dave Bell also asked what was wrong with 256 and Bill described the mechanics. Wendy asked if we are liking the new ambulance from Canada. Bill said it's a little rough for Wyoming roads. It's great for 911 calls but not for long transfers. Now we know that it's better to spring for the extra \$15,000 for the suspension for a smoother ride. But overall the ambulance is great and working well.

Clinical: Sharon Rutsch/Vicky Marshall – neither could attend. Dave reports that Sharon reports that lab volumes have remained high. Vicky is struggling with nurse staffing and to let everyone know that she's working hard on hiring. Bill stepped up and got creative and offered EMT's to help as nurses. EMT's can do the same medical procedures in an ER, we just need to figure out getting records into EPIC and pay scale. Bill reports that we have four nurses, covering a 24/7 ER and two clinics and it's wearing on them quickly. They are hanging in there, but it's been extremely difficult. Tonia asked if the board can do anything to help. Dave Doorn mentioned that the retention bonuses are critical right now. Tonia asked if we could hire travelling nurses right now, and Mike said that while usually a travelling RN is about \$80/hr right now it costs about \$240/hr for a travelling RN. And that's only if you can find one. Star Valley is also down nurses. It's a nationwide problem. We are hoping to keep tracking down candidates, down to individually calling nurses and trying to recruit them.

Dave Doorn added that as far as providers, we've had good luck with LOCUMS. Both Tyler and Amanda have come and worked a long weekend and done great. Ironically, it's easier to find a PA than a RN right now.

Dave Bell asked if UW has a nursing program and Tonia said there are 7 nursing programs around the state. The problem is that so many people have left the profession, and it's hard to find nurses. Dave Bell asked if there was an opportunity for the private sector to step up and drive training. Tonia said it's a complicated problem and a longer conversation. Mike Husaker said that Western Wyoming has a nursing program and that Star Valley currently has 6 student nurses. Star Valley pays people to get their CNA license and do on the job training. Many people go on to become RN's. They have a sponsorship program for RN's where they will help pay for tuition. 90% of the time can be spent in Star Valley, with occasional trips to Rock Springs. Once those students graduate, they offer them a job. They have some really great home grown nurses that have really contributed. This might be a program to consider in Sublette County. Western Wyoming really likes if you have a Clinical Educator in your facility so they don't have to provide that person. It's seamless for them to bring in new students. We might want to explore if SCHD staff want to become Clinical Educators. This might be a good strategic planning initiative. Jamison asked how we currently recruit nurses. Dave Doorn answered that we are boosting our Indeed ads nationwide and hitting specific markets in Wyoming because we know that Banner Health is going to be mandating vaccines. Star Valley focuses their ads in Northern Utah. They also offer a retention bonus for staying at least two years and housing is another consideration. Mike says that bedside care is so difficult right now watching patients struggling with COVID. And it's hard to fill all the shifts so nurses aren't seeing their families right now. It's really difficult problem that is going to be hard to fix.

Public Relations: Kari DeWitt – The Naming Contest has 272 people having voted. 46% prefer Sublette County Health. 28% prefer Mountain Air Healthcare. Kari asked if they wanted to close it or anything and the Board agreed to keep the contest open and keep trying to drive votes. The Architect Plan boards are in both ends of the County. Big Piney Rec and PAC. Kari also presented at the Airport Fly In.

She's working on a Jackson Hole News and Guide article. Sublette County Magazine two-page article is done and the author is working on taking it further to different wire services which might pick it up.

Any sort of Ground Breaking Event is on hold, awaiting USDA approval. Kari's working with the Centennial Committee on "A Century of Healthcare in Sublette County" display that can travel the County. Finally, she's working on the Annual Report for 2021. She passed out the 2017 Annual Report (which was the last one done) and said that if the Board has input to let her know.

Grant Report: Kari DeWitt - Governor's Office / American Recovery Plan Funding – Joined with the Wyoming Hospital Association ask for \$10million to help mitigate the effects of COVID. The 3- part ask includes: HVAC system help, 10 in-patient rooms, and the additional square footage of having the new Sublette Center private rooms vs double rooms.

Governor Gordon released \$30million in Healthcare Staff Retention. Sublette Center did get a portion. We fell through the cracks – not having licensed beds. It's disappointing not to receive this funding.

ARPA / EMS funding is available through the statewide group of County Commissioners. Kari worked with Bill and Dave to request \$375,000 per year for 2022 and 2023 for a new ambulance, simulation mannequin, zoll monitors, Harris mobile radios and Stryker cots. The grant also noted we spend \$1.2 million annually on EMS. There may be a possibility to recoup some of that funding.

Wyoming Business Council – Surgical Suite grant application / pending USDA approval

EDA Economic Adjustment Assistance – MRI grant application / pending USDA approval

Health Resources Services Admin (HRSA) – new COVID reimbursement.

FEMA part 1: March 2020 – March 2021 \$226,499.77 – check received. FEMA traditionally waits for a disaster to "end" before releasing payment. For example, there's a flood. The rain stops, the town rebuilds the bridge, FEMA releases the funds. Kari made a strong case to release our first batch of reimbursement now, even though COVID hasn't "ended". The Wyoming Department of Homeland Security had to consult with the Denver Regional office, but in the end they agreed. They are using Sublette County as a test case on how to get these funds moving more quickly for facilities that are affected by COVID. Kari wanted to thank Homeland Security Director Budd for working with her on this process.

FEMA part 2: April 1, 2021 – June 30, 2021 \$25,017.58 - in process. Coming soon.

FEMA part 3: July 1, 2021 – Sept 30, 2021 will be about \$80,000. Calculating those expenses now. It's great to have a funding stream that isn't "pending USDA approval."

Committee Reports:

Finance Committee – Kenda reports an average September. Spent time in the Committee meeting talking about bad debt and why that number is what it is. It's always concerning to see what we write off. These are some things we are going to work on to more accurately reflect. We have to charge a certain amount for what get from BCBS or Medicaid. Mike said there is a way to get reimbursed for charitable care, which might help with alleviating some of this. We need to work on how we report our bad debt write off. Sept was a 3-payroll month, so we are down this month by \$173,000. But looking at year to date, we are up

\$132,000 positive, so pretty much break even over the year. Marbleton is up 50% year to date and Pinedale is up 4%. Dave and Mike are going investigate getting a Rural Health Clinic designation now and see if that will give us better reimbursements. We know that in about three years we will have a CAH designation for the Hospital portion, but this RHC designation will be for the Clinic portions. They are going to run some numbers and see if a RHC designation makes sense. The FinanCe Committee is looking for ways to increase revenue.

They want to authorize Dave Doorn to transfer \$300,000 from reserves IF the tax revenue of \$2.4 million hasn't arrived in time. If the check comes in the first or second week of November, then we will probably be fine. In 2021 the tax revenue arrived the second week of November. However, we might need to make the transfer if the check arrives any later.

Dave Bell moved that we authorize the Finance Committee the authority to work with the Administrator to transfer up to \$300,000 out of reserves depending on status of receipt of tax revenues from Sublette County. Jamison seconded. Motion passed unanimously.

We had a health insurance committee meeting with both the Sublette Center representatives and SCHD representatives and considered 4 brokers. We asked for RFQ from 4 brokers: Hub, Tegeler and Associates, Buckner, Leavitt. All four submitted strong proposals. There was some great discussion on what each organization offers. Mike said that the Committee recommends going with the local option, so our broker is in town and readily available and that we support local. Also, both organizations currently use Tegelers so it's easy to transfer the information. Mike added that the Sublette Center is bidding their insurance as a small group in case USDA approval isn't received by Dec 31. We need to do the same. Kenda pointed out that can bid our plan as a group of over 100. If we roll in the Sublette Center employees, we will remain over 100. So our bid wouldn't have to be completely redone. Mike agreed, and added the more people in the plan the better. Tonia asked for comments on the Committee suggestion to go with Tegelers.

Dave Bell thinks some good work has been done here. We have four highly qualified agencies that have submitted RFQ's. We need to make sure we have fulfilled our fiduciary responsibilities to the taxpayers to be sure we have investigated what each can offer. Dave thinks we should send out requests for proposals to the other three. Let's see what they bring to the table and not stop the process yet. He would encourage us to proceed with all four. Tonia said that sitting in on the meeting she wants to support local. We also have an obligation to employees of both facilities (because they have legitimate fears about this process) and we have promised that we will give them a product that is equal to or better than what they currently have. Mike pointed out that many of these brokers will go to the same marketplace. Jamison said that the school board opened it up and went through a process looking at different insurance brokers. They ended up going with the local option in the end, because they had the best product and the best service, but the process of opening it up was good overall. It freshened the relationship. Wendy thinks it's worthwhile to send out and get information and save money if we can. Kenda also agrees.

The Board sent back a two part recommendation to the Committee: to inform the committee that the board wants to ask for RFP's from all four brokers. And to keep Sublette Center involved in the process.

Kari asked if we needed to address market assignment, as Dave Bell brought that up in the September board meeting. Dave Bell said in short it's not an issue. Insurance companies will offer different quotes to different brokers for the same group.

Building Committee – Just waiting on USDA. The discussion has started on winter conditions vs escalation. Getting roofing is going to be an issue, in addition to getting steel which was the previous issue.

There are some cases where now companies won't give you a price till the product ships. That's unprecedented. Mike said that Star Valley bid the steel for the Alpine project and the company wouldn't honor the bid 90 days out. They ended up paying an extra \$60,000 for their steel and were happy to get away with that little of an increase.

Jamison asked how we are going to cover unforeseen costs. Do we cut the scope of the project or do we raise new monies? Mike said there are still opportunities for value engineering and the Board shouldn't be worried about the unknown. Dave Bell said that at some point Layton is going to give us Guaranteed Maximum Price, and that 's when the board is going to get sticker shock.

Tonia said one of the discussions was that once we secure funding, we can purchase the materials and warehouse them. Tonia discussed with the County and they were very amenable to providing space to warehouse building materials. Tonia will coordinate with Matt Gaffney to facilitate that.

Merger Committee-Merger Status Update – In the same boat as everything else, pending USDA approval. Both attorneys are working with OHLS to see what this agreement will look like. Neither board has seen the draft Merger agreement yet, as the attorneys want to get it very finalized before they release it. The process is moving forward. Mike attended the Sublette Center board meeting today and answered questions.

Quality Committee – Wendy reports that we had a Quality meeting today and Mike was helpful in giving us some direction and some homework. We have identified 7 areas to potentially focus on and narrowed it to our top three. Mike gave us a Plan, Do, Study, Act procedure that we will use to tackle these. The top three are: 1) get a better survey response. We currently get about 2-3 per month. We want to get regular survey feedback, preferably as soon as the patient leaves the building. We are looking at texting a quick survey link to the patients phone, and working with MyChart to see how that might work. 2) more communication between the departments to improve communication with the patients so they understand what is happening. For example, if the ER is slammed then letting the Front Desk know so they can let patients in the lobby know why they are having to wait. Internal communication is key. 3) outside chart reviews. We haven't traditionally done these and want to start. These can help Providers improve their charting, help point out opportunities where charting better could lead to better reimbursement, and overall improve patient care. We are setting up a system to see how many charts are reviewed and how they are selected. Kenda asked who is on the Quality Committee and Dave answered staff and managers. Mike said once we become a CAH we will have to have a third party do surveys for us. It will be required. This will be a great preparation for that by doing our own surveys. There are some internal things we can work on right now to improve quality. This will need to become second nature to us when we are a CAH.

Jamison noted this will be some of the most important work that we do in the coming years as we head towards a CAH. Dave Bell echoed these sentiments.

New Business

Update County Commissioner Meeting October 19th/ Delegation Agreement Approval. – Tonia reports that as of Oct 1 we are renting the property on Tyler as a future home for public health. There are some small improvements needed, and Tonia has bids in hand from a contractor, but we want to wait for USDA approval before we begin the remodeling. Public Health designed the remodeling details, which are small in scope.

Tonia sent us a Delegation agreement from the County Commissioners. Abbi has been bantering back and forth with the Deputy County Attorney about one provision in that contract. We are also trying to figure out if we need to have a separate agreement with Public Health. Abbi stated that the liquidated damages provision states that if we don't complete the move of Public Health within 5 business days, then we start paying \$1000 per day for every day that we don't have them moved into the new space. Abbi has fought as tough as she can, but they are sticking to that provision. Abbi has also been unable to this day to figure out what the County pays for Public Health. She doesn't know if they are paying money to the County to provide Public Health services. Once you become a CAH, there are significant rules about having an entity sublease from a CAH. Her personal recommendation is that we reach out to Public Health and get an agreement in place about what we will provide, who pays utilities and internet, etc.

Dave Bell asked in the liquidated damages section is there anything put on Public Health to be prepared for the move. Abbi said she couldn't agree more, and the answer is that there is not. Abbi said the agreement was given to us for signature, and she pushed back because Public Health is not involved with this agreement, so if Public Health decides not to be ready to move than we are going to be hit with the \$1000 a day charge. Tonia stated that we could combat that by forming an agreement with Public Health prior to any of this taking place. Abbi would be willing to do that if she was directed who to talk to. Abbi said if we weren't willing to sign the agreement tonight, we could give Tonia authorization to sign it pending an agreement with Public Health being completed. Tonia reiterated that the Commissioners have already stood behind this agreement. The only answer Abbi was able to get from Clayton was that the Commissioners agree with his heavy handedness. Dave Bell mentioned that if we sign we lose our leverage. Abbi said we could approve the agreement as to form, but hold on the Execution until there is an agreement in place with Public Health. Mike suggests that "up and running" needs to be very clearly defined. There is too little definition on that. Do their computers need to be up and running? Do they need to be able to see patients? And perhaps an agreed upon amount of warning to start the move. For example, we will give them 7 days warning, and they need to begin boxing materials etc.

Dave Bell asked if we can add an Amendment about what will trigger the Liquidated Damages clause. Abbi hates liquidated damages, but she thinks there is a decent amount of time to move them. It's just simply that we need to talk to Public Health and get their buy in. Tonia can say we agree with the Delegation Agreement but we need to be able to get our ducks in a row. Abbi thinks the SCHD needs an agreement with Public Health – good contracts make good neighbors.

This discussion was tabled for Executive Session.

Addendum to SVH Management Agreement – Tonia asked if everyone had a chance to review the addendum that the USDA suggested. There is some question to the term, but that can be addressed.

Dave Bell motions and Wendy seconded to approve the Addendum as presented. Motion passed unanimously.

Approval of AIA with Layton Construction – Tonia asked if we could approve this document which is the same as the one signed with Davis Architects. Abbi has no questions on this one, it's a standard AIA agreement. Dave Bell noted that it requires us to purchase Builders Risk Insurance. It also asks us to appoint a designated representative. We need to select someone at a future date. Tonia said we are prepared to go down that road.



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Jamison motioned to approve the AIA contact with Layton Construction. Kenda seconded. Motion passed unanimously.

Transfer of funds from reserves – Handled under the Finance Committee.

Employee Retention Bonuses proposal/Dave Doorn - Dave Doorn is proposing a two-part bonus with \$1500 now and \$1000 in 6 months. It tapers down if someone has worked less than 6 months, is part time or if they are a PRN. The cost of the first payment is \$96,000 and the second payment is \$62,000 pre tax. Tonia notes that we are in a tough spot financially but we also can't afford to lose any more staff. Kari pointed out that we can pursue a HRSA grant to get this money reimbursed. Dave said the stress is wearing people out and it's important to keep the staff we have on hand. Kari said that many other regional hospitals are doing this, including Star Valley, Saratoga, and a long list of other Wyoming CAH's. Bill said that the retention bonus should come with a letter from the Board. That will show that the board is aware of how hard this is and be more heartfelt. The Board thought that was an excellent idea.

Dave Bell motioned that we approve the Employee Retention Bonuses as presented by Dave Doorn. Kenda seconded. Wendy discussed doing the smaller amount first, and had heartburn about the funding, but felt the staff deserved it. Motion passed unanimously.

Old Business

- USDA Application Updates-Dave Doorn – Waiting patiently for our National Loan Committee hearing. Jamison asked if the Continuing Resolution from the Federal Government is affecting this process. Dave Doorn and Tonia said that we don't have that information. We've asked Lorraine Werner and Colliers and no one has a clear answer. We were asked to put one form into a portal this week, which Colliers did. And Stroudwater has an internal form that needs signed. Other than those small items we continue to wait for direction or information.
- Employee Health Insurance update – Covered above.
- Wendy motioned to approve all of the Minutes listed below:
Approval of meeting minutes September 15th, 2021
Approval of Minutes from Special Board Meetings: 1/27, 3/29, 4/7
Approval of Minutes from Executive Sessions: 1/21, 2/2, 3/10, 5/18, 6/2
Jamison seconded. Four ayes. Dave Bell abstained as he did not attend all of these meetings.
- Approval of Payroll and Bills \$1,286,448.86 Kenda motioned and Jamison seconded. Motion passed unanimously.

Public Comment – Jen Adam commented that she wanted to thank Kari DeWitt for all of the community support she had rallied. She also said she wanted to thank the Board. That she had attended the meeting and was amazed at the support and consideration she had seen. She thanked them for valuing their employees.

Executive Session 8:25pm: Kenda motioned, Dave Bell seconded. Motion passed unanimously.



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Personnel and Legal

Out of Executive Session 9:06pm: Dave Bell motioned that we approve to form the Delegation Agreement with Sublette County pending discussions with Public Health. Wendy seconded. The motion passed unanimously.

Jamison moved to approve the Minutes from Executive Session for August 18 and September 15. Dave Bell seconded and the motion passed unanimously.

Adjournment - 9:09pm. Kenda motioned and Wendy seconded. Motion passed unanimously.

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date