

Sublette County Rural Health Care District  
Board of Trustees  
Regular Meeting  
November 19, 2018

**Venue:** Sublette County Commissioners Room, Pinedale, WY

**Trustees Present:**

Wendy Boman, Chairman  
Bill Johnson, Vice-Chairman  
Tonia Hoffman, Secretary/Treasurer  
Mike Pompy, Trustee  
Marti Seipp, Trustee

**Call to Order**

Ms. Boman called the meeting to order at 6:00 pm.

Ms. Boman led the public in the Pledge of Allegiance

**Election of Officers**

Ms. Boman called for an election of officers. Mr. Johnson nominated Ms. Boman for Chairman. Ms. Seipp seconded the motion. Motion carried unanimously. Ms. Seipp nominated Mr. Johnson for Vice-Chairman. Ms. Hoffman seconded the motion. Motion carried unanimously. Ms. Seipp nominated Ms. Hoffman for Secretary/Treasurer. Mr. Pompy seconded the motion. Motion carried unanimously.

**Set Agenda**

Ms. Boman stated that she wished to add Public Meetings Training with Holly Dabb under New Business. Ms. Hoffman made a motion to approve the amended agenda. Ms. Seipp seconded the motion. Motion carried unanimously.

**Routine Business**

Finance Report/Lorraine Gatzke: The first mill levy was deposited into the regular checking account today in the amount of \$2,298,047.18. The current regular checking account balance is now \$3,264,318.54. The monthly board financials have a small change to provide a better representation of departmental expenses. Capital expenditures have been removed from each department and lumped together as its own department. The only current capital expenditures have been costs regarding the critical access hospital. This is the way the state requires reporting for budget purposes. As of October, 33% of the revenues and expenditures should be charged and expended. District operating revenues and expenditures are at 29% each. Non-operating revenues are at 3% since we had not received a mill levy until November. 43% of October charges were written off as insurance adjustments. A total of 55% of the October charges were written off for insurance adjustments, bad debt, refunds, or discounts. Marbleton/Big Piney Clinic and Pinedale Clinic visits were up in October. EMS runs were down. There were 18 potential CAH patients seen in our emergency rooms. Of those 18, 9 were Medicare patients.

Mr. Johnson asked what the \$6000 that is set aside for board expenditures is for. Ms. Gatzke replied it includes board educational expenses, surety bonding, and mileage if needed.

Mr. Johnson asked if the District is done paying Sletten Construction. Ms. Gatzke answered all invoices received have been paid. Mr. Johnson asked what BKD did for the CAH. Ms. Gatzke informed him BKD was the company hired to complete the feasibility study required for the USDA loan application. Mr. Johnson questioned the payments to Dougherty Mortgage and was unaware they had been working for the District in securing the USDA loan since September of 2017. Mr. Johnson asked it be entered into the minutes that \$862,835 has been spent on the critical access hospital prior to the seating of the new board members. Ms. Gatzke stated the appraisal was included in the payment to Dougherty Mortgage and some of the items included in the \$862,835 were required for submittal of the USDA loan application.

Mr. Johnson asked what we are paying locum nurses at the present. Ms. Key informed him there are no locum nurses currently working for the District. He asked how we pay for recruiting needs; monthly, annual, etc. and how much. Ms. Gatzke told Mr. Johnson it depends on what position we are looking for. Nurses, Lab Techs, Radiology Techs, etc. are advertised locally or on a state website. Maybe at the most, the cost is \$800. Providers are usually recruited through a professional recruiting firm with a monthly fee for so many months and then a final fee for hiring the person. Also, all travel expenses for the candidate are paid by the District. Usually costing \$50,000 to \$70,000.

Mr. Johnson asked what buildings the District owns. Ms. Gatzke stated the District owns a duplex in Pinedale with two of our current employees renting the space. The duplex was purchased back when housing was so hard to find for our staff in Sublette County. The District also owns a trailer house in Marbleton in Spotsylvania Mobile Home Park that is currently rented. Mr. Johnson asked if we need to hang onto these properties. Ms. Gatzke informed the board she had asked realtors in the past what these properties might be worth. Their value has declined considerably due to the market. We have attempted to sell the trailer in Marbleton but have not been successful. The duplex was estimated to be worth approximately 40% of its original cost. Mr. Johnson asked what vehicles are included on the balance sheet. Ms. Gatzke stated it includes six ambulances, 2 maintenance trucks, EMS 1 and EMS 2 fly cars, and a training vehicle.

Ms. Seipp asked why we are writing off 43% in insurance adjustments. Ms. Gatzke introduced Kelli Lovell, Patient Accounts Director, to the board to answer Ms. Seipp's question. Ms. Lovell explained the District has a vast amount of insurance contracts. Most commercial contracts are paid at 80% of charges and the other 20% is written off. Governmental contracts (Medicare and Medicaid) are paid at a much lower rate; 30% and the rest is written off. Ms. Seipp asked if the District is billing excessively to experience these types of write-offs. Ms. Lovell stated the District collection ratios are pretty standard for healthcare. Approximately 37% of Sublette County's population uses governmental insurances. With a CAH, the District would be capturing over 70% more in revenues. Dr. Kappenman explained the 30% of the population that is on Medicare utilizes probably 60% of the services. Mr. Bill Kluck reminded the board Medicare patients that travel via ambulance to the clinic and do not go onto a hospital do not provide any Medicare reimbursement to the District.

Ms. Boman asked where co-pays fit in regarding the adjustments. Ms. Lovell explained co-pays are not included in the adjustments. It is an adjustment to the percentage commercial insurances pay. She then asked where the conversion factor comes from in regard to figuring the District's fee schedule. Ms. Lovell stated it is complicated and based on a Medicare RVU value (amount of provider's work to perform the service, cost of overhead, and malpractice). CMS provides those conversion factors based

on the Medicare RVU and national averages.

Operations Report/Amanda Key: Ms. Key informed the board a team from the University of Utah and Dr. Stephen Morris brought the Advanced Burn Life Support class to Sublette County on November 7<sup>th</sup>. Staff is still working on the lab and radiology interfaces with St. John's new Cerner EMR. Tele-medicine visits are up and running with the providers in Jackson. Ms. Boman asked what financial gain the District gets from tele-medicine. Ms. Key informed her it is not a revenue generator, but a service to our patients. Ms. Key will find out how broad this will go with all specialists. Ms. Kris Klute has been hired as the Communications Coordinator and will be reaching out to the board members to discuss public relations, marketing, and what could be done better. Annual employee evaluations should be completed by the end of the calendar year. Sue Holz and team from Proactive have met with providers and nurses to discuss services offered. Dr. Kappeman, Dr. Dorrity, and Ms. Key met with Dawn Walker, Sublette Center Administrator, to discuss improvements on workflows and coordination of patient care. Public Health Prevention Specialist, Trisha Scott, met with each District provider to conduct a 30 minutes needs assessment focusing on addictions and mental health. A life flight information meeting will be held for the public at the Pinedale Library Lovatt room on November 20<sup>th</sup> at 6:30 pm. Ms. Key is currently working on a report utilizing zip codes within Sublette County to see what patients are utilizing both clinics and emergency departments. Ms. Key deferred to Ms. Sharon Rutsch, Clinical Services Coordinator and Lab Director, to explain why Alpha Wasserman has chosen Sublette County Rural Health Care District as the recipient of a new Axcel machine. This instrument costs approximately \$36,000 in addition to the cost of travel for training, and some reagents. Earlier in the year, the Marbleton/Big Piney Clinic received a free Axcel machine because they were chosen as the nationwide success story for Alpha Wasserman instruments. Now the Pinedale Clinic will receive the same free machine. Ms. Rutsch asked the board if they would approve signing a thank you letter to Alpha Wasserman for giving the District this second machine. Ms. Hoffman asked which chemistries this machine will run and has the District been sending those to an outside lab in the past. Ms. Rutsch told Ms. Hoffman the District has been using Axcel machines in-house for the past 13 years. The board thanked Ms. Rutsch for acquiring these pieces of lab equipment.

Ms. Boman asked Ms. Key to get a list of doctors that are willing to come from Jackson to Sublette County to perform surgeries in the hospital. Ms. Key stated she will ask for that information at her meeting with St. John's tomorrow.

EMS Report/Bill Kluck: EMS is making sure all recertifications are completed before the end of the year. Mr. Kluck stated he would like to thank the Regional Health Coalition for payment for the Advance Burn Life Support class with the University of Utah. There were 23 total healthcare providers in attendance. Five of the total attendees were from neighboring counties. Mr. Kluck reminded everyone to watch for animals and make sure they dress warmly. Four life flight companies will be attending the informational meeting at the library. November 30<sup>th</sup> a Battle of the Badges dodgeball game will take place with the possibility the funds raised will go to the Hoback Ranches. The Sublette County Sheriff's office and Wyoming Highway Patrol will face the Sublette County Unified Fire and EMS.

Mr. Pompy asked if there is a possibility of holding a similar life flight informational meeting in Big Piney. Mr. Kluck stated that he would like to see how this meeting goes and if well received, set up a meeting in Big Piney with the companies after the holidays. Mr. Pompy also thanked EMS and clinic staff for saving his friend's life.

Mr. Johnson asked how many paramedics are on full time staff. Mr. Kluck stated there are four full

time and four part time paramedics. Mr. Johnson asked the total number of EMS staff. Mr. Kluck answered approximately 30. He asked if EMS staff gets a lot of overtime. Mr. Kluck explained the EMS schedule and how part time EMTs are utilized. Ms. Gatzke explained the EMTs took a cut in pay several years ago and went to an 8 and 80 schedule. The first 8 hours of their 24 hour day is paid at their regular pay and the other 16 hours is paid at an overtime rate. Mr. Johnson asked how Mr. Kluck decides how many employees need to be on staff to balance out so overtime is not excessive. Mr. Kluck stated part time employees are required to take a minimum of 8 hours a month or one shift (which is 12 hours). That helps to minimize the overtime.

Ms. Boman asked about the helicopter pattern complaints and if Mr. Kluck had spoken with all the helicopter companies. Mr. Kluck said he has addressed it with two of the companies and plans to speak with the others at the life flight membership meeting tomorrow night. FAA regulations require the helicopter to circle the landing pad for survey of the zone. Wind shear is another factor in the direction of helicopter approach. Mr. Kluck will ask them to circle at a higher level. The light poles also play into the direction of their approach.

### **New Business:**

2019 Holiday Schedule: Ms. Gatzke provided a list of 8 holidays for the 2019 calendar year. They are the same holidays observed in 2018. Mr. Johnson made a motion to approve the 2019 holiday schedule as presented. Ms. Seipp seconded the motion. Motion carried unanimously.

2019 Board Meeting Schedule: Mr. Pompy stated he would like to see the meetings moved from the Big Piney Town Hall to the Marbleton Town Hall. Mr. Pompy made a motion to move the board meetings from the Big Piney Town Hall to the Marbleton Town Hall; seconded by Mr. Johnson. Motion carried unanimously. Ms. Gatzke asked if the December meeting needs to be moved to Marbleton as well. She was tasked to see if this move can take place in December. Mr. Pompy made a motion to approve the amended 2019 Board Meeting Schedule. Ms. Seipp seconded the motion. Motion carried unanimously.

### **Board Appointees for Committees:**

CAH Committee: Mr. Pompy and Ms. Boman volunteered as board representatives to the CAH Committee.

Building Committee: Mr. Pompy stated he has been a member of the old building committee so would be happy to volunteer again.

Policy Committee: Ms. Key stated that the policy committee probably only needs one board member. Ms. Hoffman and Ms. Seipp both volunteered for the policy committee

Budget Committee: Ms. Hoffman and Ms. Boman volunteered for the budget committee

Policy Overviews: Ms. Key presented five policies for board review. These policies are old and need updating. As reviewers, Ms. Key would like feedback as to the changes they see need to be made. Changes will be made after receiving feedback from the members of the policy committee and new policies will be presented at the December meeting for board approval.

Administrative Assistant and Patient Accounts Director job descriptions: Ms. Gatzke asked the board

to take action on these job descriptions tonight so she can proceed with employee performance evaluations. There has never been a job description for the position Sandy Patterson currently holds in the Administration department. Since she wears multiple hats, Ms. Gatzke has named her position Administrative Assistant. Ms. Hoffman made a motion to approve the Administrative Assistant job description. Mr. Pompy seconded the motion. Motion carried unanimously. The Patient Accounts Director job description was presented with only a few changes in wording. Ms. Hoffman made a motion to approve the Patient Accounts Director job description. Ms. Seipp seconded the motion. Motion carried unanimously.

Mediation Discussion: Mr. Pompy stated he feels mediation should be terminated. Ms. Seipp and Mr. Johnson both agreed it isn't necessary. Mr. Johnson asked if the mediation was to go after a 7% loan. Mr. Pompy went on to explain why the previous board approved going into mediation with the USDA for the loan for the Bloomfield site and stated he hoped if a new idea for a CAH was submitted to the USDA, it would be approved on the first try. Mr. Pompy made a motion not to pursue mediation with the USDA on the Bloomfield site application. Ms. Seipp seconded the motion. Motion carried unanimously.

Representatives for Mediation Discussion: Ms. Boman stated since the board has decided to stop the mediation, all representatives that had planned to attend the mediation must be notified. Ms. Seipp asked Doug Mason, SCRHCD attorney, to notify all mediation representatives of the board decision to not pursue mediation. Mr. Pompy stated Scott Scherbel has sent a letter to all board members regarding who is included in the notification process.

Bloomfield Property Discussion: Ms. Boman asked if the Bloomfield property contract was contingent upon approval. Mr. Mason stated it is contingent upon financing approval with USDA. Mr. Johnson stated all medical assets are on the hill and there is no need to start all over. Mr. Johnson made a motion to let go of the Bloomfield property. Ms. Hoffman seconded the motion. Motion carried unanimously. Mr. Mason asked if the board would like him to notify the seller. Ms. Boman stated yes.

Escrow Refund Discussion: Mr. Johnson asked if the board is still liable for the \$100,000 if in the future, the District receives approval for a USDA loan for a CAH on the hill. Mr. Mason stated it would be a different loan, not for the Bloomfield property, so a completely different deal. Mr. Pompy made a motion to retrieve the \$100,000 held in escrow and put back into the District's regular account. Ms. Seipp seconded the motion. Motion carried unanimously.

Public Meeting Training: Holly Dabb stated she is looking at putting together an information workshop for all public entities after the first of the year. Ms. Dabb will let the board know when she has it all put together.

### **Public Comments:**

Mayor Matt Murdock welcomed and thanked the new board for their service.

Mr. Ron Davison told the board to be sure to remove the sign on the Bloomfield property stating "Future Home of the Hospital".

Mayor Jim Robinson congratulated the new board members and stated he would be happy to work with them.

Joan Mitchell stated patients are complaining about not having a primary provider because they see a different provider each time they go to the clinic; particularly at the Marbleton Clinic. Ms. Key explained Dr. Fitzsimmons and Jason Ray see patients three days a week in Marbleton. They have requested a day in the Pinedale Clinic to keep up their skill sets due to the volume of patients seen in the Pinedale Clinic as compared to the Marbleton Clinic. They are also on call at the Pinedale Clinic one night a week. Working in the clinic that day has them in the correct location for call. Dr. Fitzsimmons and Jason Ray's schedules are not filled so patients most likely do not have a problem getting a same day appointment when they are at the Marbleton Clinic. Dr. Dorrity and Brian Barton rotate to the Marbleton Clinic one day a week and are establishing with patients. Ms. Jerry Chandler stated the patient can request the provider they wish to see and they will be worked into the next available appointment with that provider or with the provider that has an opening on that particular day if the patient requests this.

Ms. Mitchell went on to say she has an issue with coding. She has compared the cost of an EKG at the clinic to other places and the clinic charges twice as much. Coding on a level V is higher than even seeing a cardiologist in Idaho Falls and Salt Lake. She feels the prices are too high in comparison to clinics in Evanston, Kemmerer and Rock Springs. Ms. Hoffman stated she feels it is a very valid concern and the board will definitely address the fee schedule. Ms. Hoffman stated the board's intent is not to run off any of the current providers and will work to recruit new providers to work through the problems the District currently faces. Ms. Boman asked Ms. Lovell to explain charge determination. Ms. Lovell stated there are three factors to determining a level of service by the American Medical Association. A review of all provider notes to increase the quality of care for the patient takes place by the coder. All District coders are certified and use a checklist to ensure the work is accounted for and proper level of service is captured. The family practice provider is actually going through all the systems to determine where the underlying problem is prior to sending the patient to the specialist. So in a sense, the family practice provider is doing the majority of the work for the specialist. Ms. Key stated it won't be long before entities will be posting their fee schedules on their websites to improve transparency and allow the public to shop around for their services. Ms. Key and Ms. Lovell will work together gathering the facts about various fee schedules from the surrounding area and compare apples to apples. Mr. Pompy stated it is hard to follow through on generalizations. Ms. Key and Ms. Lovell need to see the actual documentation Ms. Mitchell is referring to so that a proper investigation can take place.

Mr. Pompy stated that even though this board has just done a very drastic move by shutting down mediation, mediation representatives, the Bloomfield property, and getting back the \$100,000 in escrow, it doesn't mean this board is not going to discuss a CAH anymore. It just means the USDA doesn't like what it has seen already. This board will be working with the commissioners, towns, etc. to come up with a comprehensive solution for a CAH. He believes a CAH on the hill will give the District a "yes" on a USDA loan.

Ms. Gatzke asked Mr. Pompy if this means the brakes will not be applied to the forward momentum of the critical access hospital or does it mean, as Ms. Hoffman suggested at the forum, stop and let the dust settle and wait. Mr. Pompy stated he is ready to hit the ground running. They have made a clean slate and have an opportunity to look at all possibilities.

Ms. Hoffman stated there are bigger issues that need to be addressed. It may take two months, it may take a year. Some things need to be looked at before we can jump into pursuing a CAH. Ms. Key asked what those items might be. Ms. Hoffman suggested the billing issues, fee schedule, retention of staff, and maybe cutting some costs.

Mr. Johnson feels there needs to be some work done before now and January when Mr. Vickery takes his seat as a commissioner. There are problems that need to be solved with expenses being one of them. Ms. Key asked Mr. Johnson to elaborate on what expenses he is referring to. Mr. Johnson stated he is not talking about cutting wages but are there positions that need to be cut? The profit/loss statement shows a deficit in net operating funds that needs to be more in balance.

Dr. Kappenman explained the board needs to understand the District is getting paid \$.40 on the dollar. If we qualified as a critical access hospital, we would be getting \$1.01 on the dollar. You should be fighting for the quickest way to get to that designation. It doesn't matter where the hospital is located, we need the designation. The assets on the hill belong to Sublette County, not the District. If you want stability of the staff, don't leave them in this uncertainty of our future. Ms. Hoffman stated the community voted they do not want the hospital in the manner it was presented. Dr. Kappenman stated he would not be here if the board took a year to move forward. Mr. Johnson stated nothing can be done until the new commission is set in January and prices can be negotiated. Dr. Kappenman stated he has yet to see any documentation showing the District how much acreage would be included in the sale of the ballfields by the Town of Pinedale. Mr. Johnson stated there is no documentation but discussion included 10 of the 14 acres located on the ballfields. Ms. Boman stated the board now has the ability to work with the commissioners and the towns. They were not willing to work with the last board. Mr. Pompy stated there is no reason to do anything with the Pinedale Clinic and just continue renting while building a CAH on the ballfield. He would like to see hospital construction start in the spring.

Ron Davison stated the cheapest route to building a hospital is to put it in Marbleton. No roads to build, no ballfields to buy, and the room is there. Ms. Boman stated the population and Hwy 191 need to be taken into consideration. Mr. Davison stated the CAH isn't needed, just fix up the clinics and bring them up to standard. He gave the Riverton Hospital as an example of going down the tubes. Dr. Kappenman stated that simply is not true. Riverton Hospital is still open.

### **Old Business:**

Medical Assistant and Certified Nursing Assistant Job Descriptions: Ms. Key informed the board these are two new job descriptions that have been put together in preparation of a hospital. Registered nurses will be moved to the hospital to work and MA's and CNA's will replace them in the clinics. Ms. Hoffman made a motion to approve both job descriptions. Seconded by Ms. Seipp. Motion carried unanimously.

Approval of Minutes-Regular Meeting, October 17, 2018: Mr. Mason told the board these minutes cannot be approved since Ms. Boman was the only sitting board member present at the last meeting. They will still be posted on the website, but not approved.

Diane Davison asked if all employees received a 4% raise at the last meeting. A COLA was given to all non-contracted employees. She stated there are not emergency room services in the south end of the county but these employees got a raise. Ms. Key explained it was a cost of living adjustment, not a raise. The staff had not received a COLA since 2012. There have been two bonuses given between 2012 and 2018. Ms. Gatzke stated this is a 4% COLA for six years.

### **Routine Business:**

Approval of Payroll and Bills: Ms. Seipp made a motion to approve payroll and bills in the amount of

\$821,611.60. Ms. Hoffman seconded the motion. Motion carried unanimously

**Executive Session:**

Ms. Hoffman made a motion to move into executive session for personnel at 7:55 pm; Ms. Seipp seconded the motion. Motion carried unanimously.

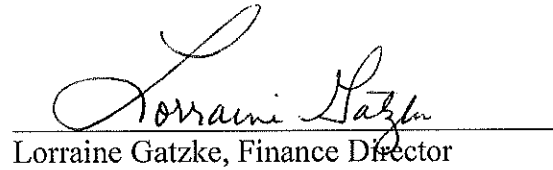
The board returned to regular session at 9:14 pm. Ms. Boman made a motion to adjourn the executive session; seconded by Ms. Seipp. Motion carried unanimously.

**Adjournment:**

Ms. Boman motioned to adjourn at 9:15 pm; seconded by Mr. Johnson. Motion carried unanimously.

Minutes taken by Lorraine Gatzke, Finance Director

  
Wendy Boman, Board Chairman

  
Lorraine Gatzke, Finance Director