



Sublette County Hospital District

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

Excellence | Compassion | Partnership
Trustworthiness | Stewardship | Communication

Sublette County Hospital District Board Meeting Minutes December 15th – 5:30 pm Marbleton Town Hall Marbleton, WY

Board Members in Attendance

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

5:30 Board Education: Revenue Bonds

Mike Hunsaker explained there are a few versions of Bonds that apply to Hospitals. One type is an Election Bond. As a hypothetical example, right now, SCHD collects 3 mils of tax revenue. If we wanted to do a Bond Election for a capital project, and the County Commissioners were willing to put it on the ballot and the voters approved it, we could get additional mils, (if the voters chose to approve that). That guaranteed revenue stream from the additional mils would pay the bonds off. We aren't proposing this, it's just an example of how bonds work.

Star Valley Health did this in 2002 to build their hospital. They did a bond election and really sold it to the community that they needed a hospital and the voters approved it by a 75% margin. They borrowed \$6 million through the bonds and the voters paid it off for the next 8 years to build the hospital. That is one version of bonds, and once these are paid off the mill levy paid by the voters goes back down.

Another way, a more common way to do bonds, is called Revenue Bonds. This is how we are going to guarantee the loan from the USDA and the loan from Colliers. Colliers seemed to think we could mortgage our property, but this isn't allowed for Hospital Districts in the state of Wyoming. It's funny, because Colorado has the same law, and Stroudwater/Colliers is based in Colorado, but they just recently realized that we can't do a mortgage. So that's settled and both Colliers and the USDA know that this project is going to require Revenue Bonds. Now that everyone is on the same page, it's going well and continues to move forward.

Now that you know the different types of bonds, let's talk about the Revenue Bonds and how those work. The USDA has said we'll take your Revenue Bonds and you'll guarantee the loan that we give to you with your Revenue Bonds. What that means is we go to bond council; we find an attorney willing to do revenue bonds for tax-exempt districts like ours and they develop the bond package and all the instruments that are needed. The USDA actually buys the bonds. They don't pay premium or anything, but they buy the bonds from the Hospital District. And those bonds are a guarantee that this District will pay those bonds off and make our payments. And if we don't make payments, there is a guarantee in the bonds that the USDA can come and take the District's revenue to make the payment. That's patient revenue, tax revenue, or any revenue that they can take if we are in default on the loan. So that's how this all works for Special Tax Hospital Districts. This is also how Towns do it and sometimes Counties. Their revenue bonds are based on the mil levy they

already collect. Ours is a little different for a Hospital District, because we have multiple sources of revenue. We may have rent income from Visiting Providers, Patient Income, EMS income, Tax Revenues, etc. They'll take a first position on all of it, so we'll be committed to the USDA. We'll be committed for 30 years. You *can* do multiple issues of revenue bonds, but not very often. For example, Star Valley Health did an issuing of Revenue Bonds with First Bank, across the way, for \$15 million for a project they are building and now if they want to go borrow more money, guess what? They have to pay those off in order to borrow more money. You are committed with all of your revenue until those bonds are paid off. If SCHD ever wants to build something else, maybe in Big Piney / Marbleton, to build something that would augment the Hospital, we would have to have approval by the USDA or have already paid the USDA off to do more borrowing. So, it limits us just a bit, but it's really our only vehicle to do this.

Dave Bell asked if you wanted to build something additional, would the USDA issue a second additional new loan agreement? Or would they want to cancel out the existing loan agreement and issue a single entirely new one. Mike said they probably want to do the later, and we would be taking a chance because we are getting an amazing interest rate of 2 and an eighth percent. You're taking a chance that in 10 or more years when you want to do something additional, the rate might be more like 5 percent. Another way to finance your future projects is with cash reserves. The USDA is going to be involved if you want to spend your cash reserves, but we can save up our reserves to finance something in the future.

Tonia had a few questions, noting that this isn't tangible money but really a mechanism for the USDA loan. She asked if the bonds are backed by investors and Mike said no, they are simply backed by our revenue. Tonia asked as the bonds are backed by our revenue, how does this differ from making a mortgage payment? Can the USDA vary the amount of monthly payment they request? Mike said no, the monthly payment will be set with principal and interest. Mike said they are perfectly happy with a steady repayment schedule. If we miss payments, then they will come and work with us to solve any issues. Mike doesn't foresee any issues whatsoever with making the payment, but the Board needs to understand this process and be aware of it before we ask you to sign on the dotted line. You are signing off on Revenue Bonds.

Bill Kluck asked about a "penny tax" and Mike said yes, in Teton County they do a penny tax for large projects and just renewed a penny tax for a project at St. John's. The difference is that it is sales tax. The one in Teton County raised about \$12 million dollars, but that's Jackson.

Mike went on to say the USDA is going to put some covenants on the loan. For example, Star Valley Health was asked by First Bank (who did their revenue bonds) to keep 90 days cash on hand. They had to figure out how much per day it takes to keep their doors open and they are expected to keep 90 days on hand at all times. If SVH slipped below that, First Bank would reach out to inquire what is going on. This hasn't happened, but this is how it works. There might be other covenants, but a common one is making sure you have cash reserves.

Tonia asked out of curiosity how much cash on hand we had and Mike said he estimates about 150 days. He said SCHD is really in pretty good shape. Some days it might not feel like that, but honestly from a cash reserve perspective and the expenses going out the door we are in pretty good shape. This is where we want to keep it.

These are all the things Mike wants the Board to be aware of as we finalize the loan.

Dave Bell asked what sort of reporting requirements the USDA is going to have and Mike said it will be pretty strict. They'll probably want monthly reports until we develop an experience rating with them. And then it might go to quarterly or annually. And, of course, they will ask for audited financial statements.

Dave said as we go forward developing what monthly reports the Finance Committee wants to see, maybe we should also know what Lorraine wants to see for the USDA. Mike laughed and said Lorraine will be more than happy to share that with us. She's a stickler on that stuff, which is good, so she will have detailed direction for us. The USDA will also closely manage the construction project. They have a very strict construction draw process and a change order process that is very detailed. They work very carefully to be sure their funds are being managed correctly.

Mike asked if that was clear as mud and Tonia said it was very helpful. Jamison said he couldn't even imagine mounting another campaign to do a bond issue (not that we are considering this). Tonia said she didn't think it would have very much support. Mike said that over time that could change. If there was possibly a need in, say 10 years or 15 years to build more patient rooms and augment the surgery department and possibly a need for more long-term care rooms, that might be the time. Wendy noted we had a hard enough time selling a one mil increase. Mike said that longer we provide great care for the community and the more they see the value that could change. He also noted that Star Valley Health was very successful in 2002 doing a Bond issue, but in 2013 they were NOT successful. They took it to the voters to fund a new ER and some remodeling and they got turned down flat. So, it can go like that. These are just thoughts for the very long-term future.

Mike thanked the board for their time and said eventually the Board will be asked to approve a USDA loan that includes Revenue Bonds, so he wanted everyone to feel informed. The Board thanked him for the education.

Meeting Call to Order 6:00 p.m.

Pledge of Allegiance

Set Agenda – Dave Bell wants to add Vaccine Mandate to Old Business. Wendy moved to set the agenda and Jamison seconded. Motion passed Unanimously.

6:03pm Executive Session: Dave motioned and Wendy seconded to go into Executive Session. Motioned passed unanimously.

Personnel and Legal

Out of Executive Session – 7:38pm

No action was taken out of Executive Session. But Tonia did want to say that they have been looking to add some cohesion to the medical staff by adding a new Medical Director. Dave Doorn wanted to introduce Dr. David Burnett as the new Medical Director for both the Pinedale and Marbleton/Big Piney Clinics.

Dr. Burnett took a moment to speak, noting that he did not take this decision lightly, and it's a testament to the staff wearing so many hats that he wants to help. As we move forward, we have to be proactive about giving the staff resources. His focus has been providing care in Marbleton, and he wants to now help with the Hospital process. He looks forward to working with the staff in place. He's been in their arena and knows what they are facing. In trying to work on cooperation and understanding. He can also work with the

community to trust us and take their services to us. Dr. Burnett is glad he can help and will give his best effort to do the job that is needed.

Dave Doorn said that he looks forward to working with Dr. Burnett. Dave also noted that we know how busy our providers are, and that this breaks with the tradition of putting the load of being Medical Director on already busy providers. The load as we move towards Hospital will only increase, and it's great to have someone in the role who is ready to tackle all the work to come. Tonia said the board whole heartedly supports this appointment.

Department Reports:

Administrative and Finance: Dave Doorn – Quick update on Sharon's Med Tech program. Sharon went to Casper College last weekend to see their labs and learn what she needs to do to hold remote labs for our students in the Marbleton Clinic on the weekends. Casper College is calling this the "Pinedale Cohort" and is using it as a model across the state. Dave hopes it can lead to more possibility for replicating this program for nursing or radiology.

COVID update – things are slowing down for the moment. We had a long interview / visit from Dr. Bush last weekend and it was a good process. We don't have an answer from him about coming to work here, but are hopeful. We have another MD, Dr. Hastey coming on Jan 3rd for his extended interview. Finally, we made a decision on the Insurance broker, which will be Tegeler and the insurance will be Cigna. We are interested in keeping everything as same as possible for the employees – out of pocket, premiums, deductibles, etc. The biggest difference is that we are working with a new network. We are working with employees who need specific doctors or medications to be sure that it's still in network for them. Open enrollment ends Dec 20th.

EMS: Bill Kluck – Continuing education is ongoing, as always. A big shout out to Air Idaho for coming over yesterday and today and doing an airway training for our employees. It was fantastic. Safety is at the forefront. Animals are on the road and the EMS staff are continuing to wear masks even though COVID transmission is slowing down. Have a stand by for Middle School wrestling this weekend. 256 blew its engine again and is completely out of service. Waiting on shocks for MS15 and MS14 that hit the deer cost \$5200 to repair. He took the insurance reimbursement to Precision Auto and they need to wait till January to fix it. Repair times are longer than in the past. It's more difficult to get things fixed than it was in the past.

Vicky Marshall – Not a lot to report. No new RN applicants, so she is continuing to do her best to fill those spots and thank the Paramedics for filling in when they have slots they cannot fill. Went to a National Healthcare Collation in Florida. She was on a regional healthcare coalition call about mental health and how to get people to seek help. Finally, she filled in on County meeting for Emergency response, which focused on power outages. Dave Bell asked about the nursing staffing situation and wanted to get the big picture. Vicky reported there are 4 RN's covering 365 days, 24 hours a day. It's exhausting. They have a new RN (bringing the total to 5) but she isn't taking call on her own yet as she's still new. Vicky also had a nurse that had left us to take a travelling job and had thought she might be willing to pick up some shifts here and there, but she's since said no. Tonia is working on recruiting a Nurse for Vicky. Vicky also has a possible LOCUM nurse, but hasn't heard back from her in weeks. Tonia said to hang in there, it's a hard situation.

Public Relations: Kari DeWitt – Continue to do FB live updates, Pinedale Online, press releases and KPIN interviews. Reports that for the Naming Competition 100 new people voted. The totals are 45% of people want Sublette County Health, followed by 27% who want Mountain Air Healthcare. At some point we will want to start developing a new logo so we are prepared for the unveiling. Sublette County Magazine ran a

great spread on the Hospital project. Kari had a great interview with Jackson Hole News and Guide, but the reporter wants to wait till USDA approval to print the article. Kari was chagrined to hear of yet another item pending USDA approval, but understood his perspective. Working on a draft for the Annual report which will be ready in January for the Board to review.

Grants – Kari noted Dave reported on the success of Sharon’s Med Tech remote training program. Kari added that the Governor actually went to Casper College last week to see the program as a new innovative solution to fill holes in healthcare staffing. Kudos to Casper College and Sharon. We’ve applied to the Green River Valley Health Foundation for \$8,700 per year divided between the 4 Med Tech students. Kari is doing a Wyoming Workforce training grant for \$5,600 (also to be divided 4 ways). And Sublette BOCES passed their policy reimbursing adults for up to \$1000 of educational expenses per year. Overall, the funding looks solid for these students.

CARES Funding – some still remains, but the Dec 31st deadline is approaching fast. Kari convinced the Wyoming Hospital Association to reimburse our LOCUMS as they have done other facility’s Travelling staff. We as SCHD chose not to bring in travelling nurses (not that we could get one if we tried) but it’s also obnoxious to have someone making \$200/hr working beside our regular nurses at their regular pay. So we haven’t had travellers, but we have had LOCUMS (temporary staff) who are PA’s and the WHA is willing to reimburse us with CARES funding. Kari asked for \$57,290.

ARPA Funding – The Governor is presenting his strike teams’ recommendations tomorrow morning to the Joint Appropriations Committee. They are looking for projects that have a long-term impact on community, are one-time funding needs, create jobs, leverage other dollars, create capacity for the future and benefit a wide group of citizens. Can anyone say Hospital?

Kari gave the Board a one-sheet that outlines the Governor’s proposals divided into 10 Goals. Goal #5 is Healthcare. This is great to see the Governor’s Office prioritizing healthcare for these federal funds.

We received a \$45,013 HRSA grant, which is funding we have never applied to before. Kari also listed all the FEMA grants, which have been teamwork between herself and Michelle Stauthamer. She wants to be sure Michelle shares the credit. With all the grants received since July when Kari started, the total comes to \$386,333. She is pleased with the amount. If you look at the pending FEMA applications and the potential WHA funding, Kari is hoping to pass half a million dollars in grants by January.

Kari mentioned that she will be asking folks to give feedback on the Governor’s website. Tonia asked if we could also tie our Title 25 rooms into something, as mental health seems to be a focus on the Governor’s plan. Kari thought this was an excellent idea!

Committee Reports:

Finance Committee-Kenda Tanner/Dave Bell – Revenues are good. Nov was a little slower than October but that’s probably because COVID is going down a bit. Expenses were higher, including \$700,000 for Davis Partnerships (the architects for the Hospital project). Year to date we are up \$347,000. Marbleton scheduled visits were up 79%. Labs were consistent and EMS is a bit down due to less COVID runs. Michelle Stauthamer joined the Finance Committee and it’s great to have her insight. Her and Dave are going to bring new ideas to the Finance Committee each month. Kari submitted from the Quality Committee the financial info for Press Ganey, which is a survey module that the Quality Committee is recommending and the Finance Committee wants to move forward. It fits into the budget already, so that’s an easy call. We do need to

discuss an ambulance situation. MS 256 has blown its engine 5 times. Bill gave a presentation of options, and they decided the best solution is to purchase a used 2014 ambulance that Bill found. This would give us a second “new” ambulance, in addition to the one we bought last year, so we would have two “new” ones and the other four quite a bit older. In the future, we will need a rotation to continue to update the fleet. Bill added that it’s taken a month to find someone to replace a head gasket on another rig, and repair was out of the question for 256. The time to order a new one was 18 months to a year and quite expensive. Kenda is asking that we amend the budget to purchase this ambulance for \$140,000. It’s in Ferguson Falls MN and only has 15,000 miles on it. It’s four-wheel drive with a Horton box. A new Horton runs about \$260,000. Wendy asked why they want to sell it, and Bill said they are a gas company and want to sell one because they don’t need three. Tonia asked and Bill answered that if we waited until budget sessions in June to decide to purchase, it would take about 18 months to find another used ambulance. Tonia noted that would mean two years if we waited till July to solve this. Bill reminded them he can rob pieces off of the old ones, but parts are expensive. Dave Bell said that at some point you are throwing good money after bad. Dave Bell commended Bill for his hard work in diligence in making so many calls to find this one.

Dave Bell motioned that we purchase the F450 2014 Ambulance for \$140,000 and include a budget amendment. Kenda seconded. For discussion Wendy asked if they would buy the old one, and Bill said it was too old and had a Lifetime box so they wouldn’t touch it. Bill also said quotes for a remount were more than this used ambulance. Bill said he called about 15 places pursuing a remount. Motion carried unanimously. Tonia thanked Bill for all of his work. Dave Doorn thanked the Board for their support, because he loses sleep about the ages of our Ambulances and the thought of them breaking down, especially in the winter. Bill pointed out it’s great timing as he is getting a new lift from the County so he can put that in the new rig.

Building Committee- Jamison Ziegler/Tonia Hoffman – Nothing new to report, pending USDA approval.

Merger Committee-Merger Status Update -Tonia Hoffman/Kenda Tanner – Also nothing new to report pending USDA approval.

Quality Committee-Wendy Boman – Wendy does have stuff to report! Mike had suggested Press Ganey as a third-party survey company, which will be required once we become a hospital. Wendy said the benefit is drawing care back to our clinics. Mike added that this is a good first step for patient satisfaction and help our staff get used to it. It’s an opportunity to find out where we have gaps and begin to fix those. Wendy mentioned the original quote was \$15,000 annually for this service, but Kari talked them down to \$9000. Kenda reiterated there is space for it in the budget. Wendy said that they are the industry standard and it will be great to work with them.

For external chart review, Dr. Kirk in Star Valley is willing to do those to give us a third-party perspective. Dorraine attended our Quality meeting and stressed how important charting is to revenue and how to capitalize on the care given, especially in relation to chronic conditions. Mike had brought up in the meeting that healthcare is currently fee for service but may in the future become accountable care, which would require institutions to keep patients healthier. Mike also had brought up that SVH uses the MA’s to “scrub” the chart and be sure annual exams are up to date before people come in. We discussed sending birthday postcards, reminding folks to come get their annual check-up. This is something we haven’t done in the past.

Finally, to improve internal communication we are putting up comment boxes in the break rooms in Marbleton and Pinedale. We will announce these at staff meetings tomorrow. Our Customer Complaint

Policy is ready to go and Sharon will get it numbered and into the system. Finally, we did an AIDET training, which covers Acknowledge (greet the patient), Introduce yourself and your department, D is for “duration” which means keeping the patient informed on how long the process will take, E is explanation being sure the patient understands what is happening and T is thanking the patient for choosing Sublette County Hospital District for their business. We are going to do AIDET training for the full staff, and Mike suggested that we could do it for the Board.

Wendy motioned that we make the time to do an AIDET training for the Board, and Dave seconded. Motion passed unanimously.

New Business

RFP for Auditor – Tonia said we have used Leo Riley regularly, but Mike suggested that it’s good business practice to go out every 3 or 4 years and check that your auditor is still in the market, has a fair price, and as we move towards a CAH then it’s important to be sure that our Auditor has CAH experience. It’s important to be thinking about this. In our most recent call with the USDA, they and the Stroudwater team had suggested strongly that we get auditors with CAH auditing capability. Dave Doorn had also pointed out that our fiscal year ends June 30, and we don’t get the report until Feb or March. At the very minimum we need to reengage our current auditor to get a more timely audit. The USDA is interested in getting a timelier audit, Stroudwater is interested in a timelier audit. It’s time to revisit this.

Tonia thought this was a great idea and asked about timeline. Mike thought if we went out Feb or March to engage someone to do our audit for the end of this fiscal year it would be fine. This is the time to go after someone with more critical access hospital experience. Those firms might have experience with Rural Healthcare, which could benefit us as well. Tonia asked if they would make a list of important criteria. Mike said they would be happy to, but pointed out this is the Board’s audit. They have to feel comfortable with it. But a general rule of thumb is not to stay with an auditor for more than five years, so you can get a fresh set of eyes and don’t get too cozy with anyone. Tonia pointed out that a fresh set of eyes would be good. Mike pointed out that we have a new level of scrutiny, with the USDA, Stroudwater and even the Department of Health will be interested in this audit.

Annual Election of Officers – As it is December, it’s time to revisit the officers. Wendy proposed keeping the officers the same. Dave seconded it. Kenda asked if they wanted to separate Secretary and Treasurer, and Tonia said that is up to Kenda. After some discussion, the Board agreed it was going well. The motion passed unanimously to retain the current slate of officers.

Old Business

- USDA Application Updates-Dave Doorn. We’ve been working through the revenue bonds and have that almost figured out. We’ve been talking with the County and how to disperse the \$20 million, so we are working on that process. And we know from the USDA that they are mostly on Christmas vacations so we will not have a national loan committee hearing until after Jan 1.
- Employee Health Insurance update – Dave noted that in his report previously.
- Approval of meeting minutes November 17th, 2021 – Dave motioned and Kenda seconded. Motion passed unanimously.
- Approval of Payroll and Bills \$1,631,955.75. Kenda motioned, and Dave seconded. Motion passed unanimously.



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- Approval of the Oct 20th and Nov 17th Executive Session minutes. Dave motioned and Wendy seconded. Motion passed unanimously.
- Vaccine Mandate Update – There was a lawsuit that paused the CMS Vaccine mandate. Dave had sent a question to Abbi if we needed to respond in any way. She recommended that while everything was on hold, we continue to plan and be proactive if things were to change. In response, we continued to collect the exemption forms, both medical and religious, so we are ready to move forward with an exemption process if needed. In the meantime, we haven't read any exemption applications and are keeping them in a locked file in HR.

Public Comment - Dr. Burnett asked if he was to begin after the first of the year. Tonia said that was her understanding. There was no further public comment.

Adjournment - 8:33pm -

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date