

Sublette County Hospital District Board Meeting Minutes
Dec 21, 2022 – 5:30 pm
Marbleton Town Hall
Marbleton, WY

Board Members in Attendance

Tonia Hoffman – Board Chair
Jamison Ziegler – Vice Chair
Kenda Tanner – Secretary / Treasurer
Dave Bell – Trustee
Ashli Tatro – Trustee

5:30 Board Education: No board education tonight as the presenter was sick.

Meeting Call to Order 6:00 p.m.

Pledge of Allegiance

Set Agenda – Tonia added an Executive Session at the top of the agenda to revisit the Membership Substitution Agreement. She also moved the Merger to the top of the agenda. Mr. John Goettler was unable to attend, so he will not be part of the Sublette County Health Foundation presentation. And the board added the Reimbursement Resolution under new business. Dave motioned and Kenda seconded to set the agenda. Motion passed unanimously.

6:03pm – Jamison motioned and Dave seconded to go into a brief Executive Session to discuss the Membership Substitution agreement.

6:37pm – Out of ES.

Merger with Sublette Center – Tonia wanted to thank everyone that had a part in this. Given our discussion in ES regarding the Membership Substitution she would accept a motion to sign the document this evening. Kenda motioned to approve and execute the Membership Substitution Agreement between the Sublette Center and SCHD contingent on receipt and approval of the Sublette Center’s schedules prior to Closing. Additionally, she would make a motion to authorize Tonia Hoffman to approve the MSA schedules and needed SCHD Board Resolutions after receipt and review of the same by legal counsel. Jamison seconded. Motion passed unanimously.

Sublette Center board chair Patty Racich and board members Marilyn Jensen and Kerry Majhanovich joined the SCHD for photos signing the document.

Department Reports:

Administrative and Finance: Dave Doorn/Mike Hunsaker

EMT report states that the EMS class is ready to start in January. The class is full with 21 students. Our EMS did standbys at both Christmas parades. And MS 15 broke down badly, and needs a \$15,000 repair. If this repair had been done a year ago, it would have been \$8000. Inflation has almost

doubled the price. There is another ambulance the same age as MS 15 with the same number of miles. It is also at risk of breaking down – to keep that on everyone’s radar.

Bill thanked the board for agreeing to pay the employer taxes on the EMS ARPA bonus money. Bill has seen a surge in moral and a real pep in the step.

EMS assisted Wyoming Highway Patrol in delivering holiday gift baskets to families in need. It’s a great program. Bill wanted to add on a more somber note that a semi on I-80 hit an EMS crew responding to a scene and one EMT was killed and another injured. It’s somber news. The board asked if it would be appropriate to send something to the family of the EMT who passed away. Abbi added that this affected her community and the other hospital she represents. The EMT who passed is a young father with three children. Abbi will pass along the information of both EMT’s involved so our board can reach out to them.

Lab reports that the Med Tech students went to Casper for finals and all did well. COVID numbers are down, but Flu and RSV are high. Please get your flu shots, if you have not already. We received the piccolo machine, and are adding C-Reactive Protein and Lactic Acids. These are two tests that were requested by Dr. Wallace.

Vicky with nursing attended various meetings. Tele-health mock tests with EIRMC for tele-psych and tele-stroke will now be quarterly, as it’s been going so well, they don’t need to be done monthly.

Radiology reports overall exams have increased from last year’s stats with November radiology numbers being quite high. And CT contrast is stocked piled in hopes to get through until it comes off allocation. There has been a nationwide shortage.

Public Relations report that the Kindergartners in Big Piney Elementary and Pinedale Elementary decorated the lobby Christmas trees. It has gotten a great response from the community. Working on Promoting Dr. Hastey in Marbleton and Juli Forrester seeing Pediatrics. Continue to stress that the Pinedale Clinic is open 7am to 7pm. And announcing Jackson Pediatrics is coming starting January 2023.

Grants – the big report is that we got the \$10 million from ARPA! The \$500,000 ARPA grant for the Marbleton Clinic is listed as “maybe fund” and Kari is chasing down what it needs to get over the finish line. We are waiting to see if they will have a retention bonus ARPA grant that could be spread to the rest of the employees, as only EMS got a bonus this year. The EMS Regionalization grant applied for \$55,000 for new equipment such as mannequins and trainer arms for the EMS class. Also applied for an EMR grant for \$99,000 to connect our EPIC to the WYIR which is the state department of Immunizations.

In news not ARPA – Kari has had some great initial conversations with the Helmsley Charitable Trust about getting Radiology equipment for the new hospital. And we received \$500 from the Wyoming Healthcare Coalition for supplies for the EMS class, which is a great number.

Finally, we received Wyoming Workforce Training grants for two nurses, Kristy Bartlett, Vicky Marshall, for January as well as three med tech students. Waiting to hear about a grant for Kelli Lovell in Billing.

To date, for this fiscal year - Total grants received are \$10,329,568. And there is still \$2.86 million pending.

Kelli reports that our cash revenue is holding steady. She's been working with the Front Desk team to improve patient experience. They are still catching up on a charge entry backlog.

Dr. Burnett reports that he attended meetings, reviewed audits for pain management and diabetes. He met with equipment reps selling equipment for the future hospital.

Dr. Wallace has started doing an in-person day with EMS and doing ride-along's not to provide medical care, but to learn their processes. So far Ryan Grove is the only ER Provider able to proceed with the internal credentialing policy that we are establishing.

Dave Doorn reports that Dr. Hagge took another position in another hospital. He wanted to continue to have surgery experience with labor / delivery and scoping, etc. He didn't want to wait for our hospital. We have a PA interview scheduled at the end of January. We have Wyoming Health Resource Network and the recruiter helping look for us. Tonia asked about Dr. Casagrande, and Dave said he hasn't received a response from her recently. Dave Bell asked about Juli Forrester. She is still part time and looking for a house. If she can solve that, she might be able to come on full time.

Mike added that we did two interviews for the Assistant Administrator over Physician Services and Clinic Operations. This position also has an HR component. This is part of Dave's load that needs to be lightened so that he can focus on hospital construction. SVH interviewed two candidates. One was Lindsey Bond, who is very interested in moving to Sublette County from Kansas City and Durango CO. The second candidate is from Idaho Falls ID, and is a practice manager there. He doesn't have quite as much experience as they were hoping, in the SVH Leadership teams' opinion. Mike says that SVH is ready to make an offer to Lindsey, and she would fit in well with our team. He passed it back to Dave to comment on Sublette's opinion of her.

Dave added that our team felt both candidates were good. Our staff would be okay with either, but Lindsey got the nod. Her HR experience would come in useful looking towards the Merger. She's the type of person that the more you talk to her, the more you like her. Our staff would vote for Lindsey. Dave asked Mike if there was a timeline and Mike said she could be prepared to start Feb 1. This would be perfect because we need to get her feet on the ground and get her acclimated before Dave is fully into the construction process. She would be on-boarded before construction season starts. Tonia asked if there would be another opportunity for other board members to meet her. Mike said he would hesitate to have her come back from Kansas City. Perhaps a zoom meeting would be a good choice. Dave Bell and Kenda agreed that a zoom would be great. Mike will set that up for towards the end of the first week of January. Tonia said we might have meetings scheduled Jan 4th, and perhaps that would dovetail nicely.

Bill Kluck asked if this position is over Clinic Operations and Physicians and HR. He wondered who was over EMS. Dave Doorn said this hasn't been determined yet. Finally, Dave Doorn reported that Dr. Burnett signed his contract for an additional year.

Dave Bell added that there is a clean audit on the Board Docs. Dave Doorn said when we moved the Dec meeting back a week, that we missed having them come in person. They will attend our Jan 25th meeting. The reports are there for the Board to read ahead of time.

Committee Reports:

Finance Committee-Kenda Tanner/Dave Bell – They had a shortened meeting with Michelle on vacation and Mike out of town. Everything discussed is in the report. We currently are blessed with some great tax revenue and we have the opportunity to send \$1 million back to the Wyo Star account in Cheyenne. With the large tax payment received, we have our cash on hand up to 268 or 295 days cash on hand (the discrepancy is due to how you calculate the formula.) From having people come salvage the clinic, we raised about \$900 and a lot of goodwill. Jamison pointed the that the goal is 225 days cash on hand, so no matter how you calculate it we are good.

Kenda motioned that we move \$1 million from the First Bank account to the WyoStar account. Dave seconded. Motion passed unanimously. Dave Bell wryly noted that someone needs to let Wendy Boman know.

Building Committee- Jamison Ziegler/Tonia Hoffman We are still working on the GMP. Layton Construction travelled in person to meet with the Mechanical contractor and their goal is to take \$2 million out of the cost for the system. The want to find a system and be sure it is still good for our climate.

Dave Bell added that the cost for housing that they are seeing in the bids is quite high. Every contractor knows they will need housing. High Country Suites has submitted a proposal to Layton to say that contractors can contract those rooms. Dave Doorn said in the Mechanical bid alone they had \$1.5 million in housing allowance. The hotel would be willing to commit to a certain rate for workers, and a better rate if someone is willing to secure the rooms in advance.

Jamison said that Layton should know how many contractors are going to be on site at any time. Dave said that Layton has given those numbers to the hotel. Dave says for example, if the contractors want to book the rooms then they would go for say \$100 (for example). If the District is willing to contract those rooms and commit, then the hotel would consider \$75 (for example). We could save 25% on housing costs. This needs more discussion. There was no action taken.

Dave Doorn added that while we were in Cheyenne we heard that at a state level, every project is about 40% above budget. So we are not alone in fighting inflation. He added that demolition is already complete and the asbestos abatement was done ahead of time. The sub contractor wants to wait till March to move more dirt, as there is a culvert that needs to be salvaged. They will wait for some thaw before they start moving that.

Merger Committee-Tonia Hoffman/Kenda Tanner – Only one thing to report, we got the job done! Jamison asked if we needed a motion to dissolve the Merger Committee. Tonia said soon.

Compensation Committee – Tonia Hoffman /Kenda Tanner – Sharon reported that now that we have signed the Merger, we need someone from the Sublette Center to serve on the Compensation Committee. That person will look over the Sublette Center job descriptions and they will be brought as a whole to the board for approval.

She added there are 7 job descriptions for the Sublette County Hospital District that need approval today. Dave Bell motioned to approve the Controller, Foundation Director, Public Relations Director, Systems Administrator, EMS Operations Assistant Director, Clinic Weekend Paramedic, Pain Management Coordinator with the change that the Controller reports to the Administrator. Kenda seconded. Jamison asked if these were all current employees and Dave Doorn answered that they are.

The Pain Management Coordinator is an existing employee who took on the additional responsibilities. Motion passed unanimously.

Tonia asked how we get a Sublette Center person on this Committee and Dave Doorn suggested asking Dawn who she would suggest and who would have the time.

Quality Committee-Ashli Tatro Ashli noted that Dave Doorn's department report has covered some of her report, which she will skip. We have start tackling Policies, and there are a few on the agenda tonight. Urgent Care has been very popular with the community, especially from 5pm -7pm. Providers are seeing quite a workload, sometimes 28 patients per day for Urgent Care on top of the Emergencies that come in. We are trying to space out patients. We are seeing complaints on the curtains between the ER bays, as there is no privacy. We will be in the current ER for about two more years, and Dave has tasked Vicky with pricing some potential solutions for more permanent walls. We are working on improving collecting patient insurance information. Finally, working on pushing that we are now offering Pediatrics: both Juli Forrester and Jackson Pediatrics coming every other Tuesday. Finally, working on offering more specialty visiting providers. We are hoping to have some from Star Valley Health that could start early 2023.

The top three areas that need improvement are 1) My pay is comparable to others working in healthcare in the region, 2) Culture of Trust; SCHD values my ideas and opinions 3) There is a climate of trust throughout SCHD.

In response, we want to issue total compensation statements to employees, showing what they are really paid by the District (their pay plus benefits and retirement). Also want to have the Leadership Team have frank discussions about pay. It was also discussed that the new Assistant Administrator will help fill the HR gap, which might improve the culture. Finally, Press Ganey patient satisfaction surveys have passed to Melissa Furlong from Kari (due to bandwidth) so she is working on running reports, figuring out how our peer group is, and then making sure patients are getting the surveys. Melissa will generate a report on how many surveys are sent vs how many patients were seen.

Dave Bell asked if there is a way that the clinic can print off what we have on file for patient forms and THEN have patients check it for accuracy, rather than asking the patient to fill out a new form every year. Ashli said she will take it to the Quality Committee. Dave Bell said that would make it easier for the patients, and would increase satisfaction.

Dave Doorn added that total visits in Pinedale are up 25%, which is great news. Tonia said it would be so good to have an Urgent Care down in Marbleton. Staffing is the struggle. Kenda asked if it could be one day a week. Dave Doorn said it is hard to get Nursing, Providers, Lab, Radiology and Front Desk all on site at the same time. We have a full-time staff for Mon – Fri from 8am to 5pm, but don't have any extra staff to cover extra hours.

The board congratulated Ashli for a great first report!

New Business

Election of Officers – Dave Bell would like to be Treasurer and Kenda felt good about splitting that up. Kenda nominated Dave Bell for Treasurer and Jamison seconded. Ashli agreed thoroughly. Motion passed unanimously.

Dave Bell nominated Tonia Hoffman as Chair. Tonia said we don't need to make a motion if we aren't changing. Jamison motioned to keep all other officers remaining. Kenda seconded. Motion passed unanimously.

Policies – Chartis. Sharon stated that these need to be stated as written, as they will be part of our Conditions for Participation as we move towards hospital.

Dave Bell moved that we approve the Grievance Policy and board resolution as stated: Because of the importance of high-quality care and customer satisfaction to the wellbeing of Sublette County Health, and

Because the meeting frequency of the Board of Trustees is not consistent with the timely resolution of difficult patient grievances

The Board hereby establishes the Grievance Committee, membership to be determined by the Chief Executive Officer, and hereby delegates to it the Board's responsibility to review and resolve all grievances according to the currently-approved Patient Complaint and Grievance Policy and Guidelines. Ashli seconded. Tonia asked for discussion.

Dave Bell asked for more detail surrounding the Grievance Committee. Abbi further clarified that the way she's seen it work in other hospitals, typically there is a board member that sits on the Grievance Committee and reports back to the board. Sometimes they are part of the Quality Committee. She further added that any monetary settlement based on a grievance would go back to the board and anything over a certain amount would also need board approval.

Jamison asked if there is an appeal process or next step if the Grievance Committee cannot find resolution. Abbi said that the first step is the formation of a Grievance Committee. Then the board gets to set up the policies within that. Abbi encourages the board to set up whatever sort of appeal process or review process that they want. Sharon confirmed that this sets the Grievance Committee in place and then other policies follow. Dave Doorn said we want to be approving processes every month. We have a mountain to climb. Abbi said that even if it's not required for every policy to come before the board, she recommended that they do. Sharon said that anything dealing with HR, Compensation, Benefits, will have to come directly before the board. There are others that within Policy on Policies can be approved by the DON or Administrator. And these will be presented to the board in a consent agenda.

With that discussion, the motion passed unanimously.

Jamison then motioned to approve the Policy on Policies as presented. Dave Bell seconded. Motion passed unanimously.

Tonia asked what a consent agenda is, and Sharon said that there will be a batch of policies on the consent agenda that have been approved by CEO, COO, Administrator or DON and then by approving the consent agenda the board approves the batch of policies together. If the board wants to pull one off for further discussion, they can do so. But this allows a large number of policies to be approved with great efficiency.

Sublette County Health Foundation – Kari reported that Jorgensen are our first donor! It's great news. The fundraising will kick off much more in January. Kari has had great conversations with the Helmsley Foundation. We are looking at expanding the board shortly.

Reimbursement Resolution. Dave Doorn said that this is a resolution just in case we want to do an early draw against our revenue bonds. Dave Doorn doesn't think we'll need it, but Bond Counsel Rick Thompson thought this would be a good protection to have in place. Dave Bell motioned and Kenda seconded to approve the Reimbursement Resolution as presented. Dave Bell asked to clarify that the amount listed of \$32 million is the amount of the USDA loan. Dave Doorn confirmed that it is. Motion passed unanimously.

Old Business

- SLIB Board update – Dave Doorn wanted to recognize Kari for her hard work and that we had great support at the state level. Dan Dockstader, and Albert Sommers were key in advocating for us. The whole accomplishment was a team effort. It was quite amazing.
- Marbleton Services – Mike and Dave are chasing having Marbleton be a pilot project for the state. They are exploring that. They are also waiting for more details on getting the Rural Health Clinic designation for the Marbleton (and Pinedale) clinics.
- Approval of regular meeting minutes and ES meeting minutes for November 30th, 2022. Dave motioned and Kenda seconded. Motion passed unanimously.
- Dave Bell motioned Approval of Payroll and Bills in the amount of \$936,274.53. Kenda seconded. Motion passed unanimously.

Public Comment - Louann Heydt expressed concern that South Lincoln closed their Urgent Care so there is a vast swath of country without Urgent Care, after hours care or weekend care. Kemmerer has lost their Urgent Care in the evenings and on weekends. She asked if there is a look at having a Saturday service anytime in the near future? Dave Doorn said that we have a Provider on the call 24/7 and you can call and talk to them. And if you did have to come in, we can only bill as a Clinic so you won't get hit with a huge ER bill. Joan Mitchell asked if there is an after-hours charge and Dave didn't know.

Louann said that it's not known that we have a Provider and a Nurse there 24/7. We need to do more PR around this. People need to know they can call. Dave Bell said knowing that such a large area has no evening or weekend Urgent Care, it might make sense to consider staffing a La Barge Clinic. Tonia said the problem is staffing. Louann would like to see us keep working in that direction. Dave Bell wondered if there was a grant to try it for 6 months, but staffing would still be a problem. Tonia said that is the difficulty.

The Board noted they would like to discuss the employee satisfaction surveys next month.

Executive Session: none needed.

Personnel and Legal

Adjournment – 8:13pm – Jamison motioned to adjourn and Dave seconded. Motion passed unanimously.

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date