



Sublette County Hospital District Board Meeting Minutes January 25th at 5:30pm - Marbleton Town Hall

Board Members in Attendance

Tonia Hoffman – Board Chair

Jamison Ziegler – Vice Chair

Kenda Tanner – Secretary

Dave Bell – Treasurer

Ashli Tatro – Trustee

5:30pm: Board Responsibilities

The Crank Legal Group, Abbi Forwood and Lena Moeller, presented on board responsibilities. Topics covered included: Duty of Loyalty, Duty of Care, Duty of Obedience. Conflicts of Interest. Basic Board responsibilities. Financial Responsibilities. Wyoming Public Meetings Act. Electronic Communications. They stopped at Types of Meetings due to lack of time, and will resume this board training at the February meeting.

Meeting Call to Order 6:05 p.m.

Pledge of Allegiance

Set Agenda - Dave Doorn asked to add a potential HVAC grant to the agenda under Building Committee. Dave Bell moved and Kenda seconded to set the agenda. Motion passed unanimously.

Audit by Leo Riley: Paul Stille attended the board meeting to discuss the Fiscal Year End 22 annual audit. He made sure the board understood the risk assessment and an understanding of the controls and procedures involved. He also examines the Financial Data that is provided to the Board every month. Then they test the controls over those procedures they feel are important. They cannot test every transaction, but they do a percentage. They also do confirmation – such as confirming bank balances are what is stated, etc.

From what is provided to them, they create the financial statements and put the information in order. The board has to accept responsibility for the end product. He started with the “Communication to Those in Governance.” He next covered management’s responsibility and significant disclosures. There were no disagreements with management. It was a clean audit with no issues. The full report was discussed in much detail.

6:39pm Department Reports: Administrator’s Report: Dave Doorn/Mike Hunsaker

(Nursing, Lab, Radiology, EMS, Business office, PR, Grants and Medical Directors’ reports) –

Welcome to Lindsey Bond – Lindsey started on Monday and has hit the ground running. She is from Kansas City and spent a couple of years in Durango. She says the staff has been incredible and Sharon Rutsch and Vicky Marshall are already keeping her in check. Mike passed a new Organizational Chart that shows Lindsey’s and Dave’s responsibilities. Lindsey is an Assistant Administrator who will be the Practice Manager and oversees Lab, Radiology, Nursing, HR, Quality, Patient Admissions and Customer Service, and the Medical Directors who oversee the Providers. Mike noted wryly that Lindsey will not be bored. Dave is Administrator over Billing, Controller, Public Relations / Foundation, EMS, Maintenance, and IT. Mike noted that the box on the Org Chart missing under Dave is “building a hospital”. Mike thanked the board for focusing on Administration and letting Lindsey focus on the practice and policies and quality, while Dave can focus on the CAH / LTC project. Finally, Dawn Walker remains Administrator of the Sublette Center and is reporting to the Sublette Center II board (which is the new Membership Substitution formed board). As we do the Change of Ownership, the Sublette Center staff will be added to this org chart in the future under the Sublette Center tab. The board thanked Mike for this very useful information.

Dave Doorn thanked Michelle, Kelli and Brittany for a clean audit. He also thanked Leo Riley for being quicker with the work. In Department reports: the EMT basic class has started and is going well. They will be doing stand-by’s for Winter Carnival. And they are offering the free EKG clinics in February which Dr. Wallace is reading.

EMS The winter has taken a toll on our rigs, and we have some repairs needed. Bill says it is a year to a year and half for a remount. He would like to budget half of one ambulance (or ambulance remount) per year, to always have one coming every two years or so. He would like to add that to the new budget starting with the next fiscal year. We have rigs that were built in 2005 to a 2020 being the newest ambulance, and they are starting to go out and break down. We’re starting to get to the point where we need to plan on doing something every year. Tonia noted we’ve been talking about that for a while now and haven’t done it. Dave noted we need a consistent rotation to keep new ambulances in the fleet and prevent having to pay costly repairs for old vehicles. Ashli asked if there was a target age and Bill said he drives them till they fall to pieces. He said after 200,000 miles, the repairs become costly, and we have two of six rigs that are at 180,000. Ashli asked how far they drive per year and he said in 2021 they drove 94,000 miles. In 2022 they drove over 80,000. Tonia noted that a new ambulance would be a great thing to find a grant for, and Kari noted that she’s been looking for 18 months and hasn’t found one. She didn’t want to mislead the board into thinking there might be something upcoming that would solve this problem.

Lab & Nursing Sharon wanted to report that one of the Med Tech students, Liz Wood, made the Dean’s Honor roll for Casper College. Vicky noted that Nursing is going strong. They are also working with Dorraine to find the best billing practices to get best reimbursement for services, so we are charting correctly.

Public Relations is focusing on setting up Health Roundtables with both Marbleton Senior Center and Rendezvous Pointe. Kari has also been busy introducing Lindsey to the community and will be setting up a photoshoot, newspaper interview, KPIN interview and more.

Grants – ARPA grants are wrapped up. The \$500,000 for the Marbleton ER remodel is still “may fund” and trying to figure out how we can get that over the finish line. The ARPA retention grants went to home health and other healthcare organizations that “aren’t hospitals.” Kari wrote an Electronic Medical Records (EMR) grant, and we received the \$99,6000 to connect our EMR to the WYIR which is the Wyoming Immunization Record. We did NOT receive a \$800,000 for a grant for EMR hardware for the new hospital. It was cited as “outside the scope of the project.”

There is one more FEMA grant possible for the last quarter of 2022, and then the Emergency is over. So we can expect one more payment once Kari finishes the last grant. She also continues to do Wyoming Workforce Training grants for employees.

Business Office, hit goal of collecting \$4 million! Dave Bell noted that’s awesome. Kelli has been working on the builder’s risk insurance policy which needs to be in place for construction.

Dr. Burnett has attended several meetings and participated in several recruitment interviews.

Dr. Wallace is also working on recruiting, as well as trauma reviews and wants to re-establish the concussion management protocols with the School Districts.

Recruitment is going well. We have one physician that is Family Practice that is planning to visit second week in February. And we have an NP with 7 years experience in an Emergency Room that we are talking to right now. She has connections to the community.

Statistics – Marbleton / Big Piney had a flat month – right with Dec 2021. Pinedale had a good month with 427 visits in Urgent Care last month. Pinedale had 607 visits December 2021 and we were at 799 this past December. Quite an improvement. Lab and Radiology are both up, and CT scans we did 84 last year and 134 this year! EMS has a comparable month to last year.

Committee Reports:

Finance Committee-Kenda Tanner/Dave Bell – Met for 2 hours on Jan 18th. We had a solid month, with a loss of \$71,000 but we spent \$285,000 on the CAH project and had about \$20,000 in bills from finishing up Public Health remodel. We are securely in the black ending last year, which is partly the benefit of increased tax payments. We have not yet moved the \$1 million as Michelle needs the approved meeting minutes. Once the December minutes are approved and signed tonight, Michelle will be able to make that happen.

Total capital that has gone into the CAH / LTC project is \$4.2 million to date. That's money that we'll be able to claw back (when the time is right) from the USDA loan. It's good to be keeping track of what we've spent so far. That will by far cover the \$2.2 million applicant contribution that the USDA requires.

We began a discussion about budgeting for next fiscal year. We need a solid capital budget for the year. We'll be working with the staff to build a capitol budget that we can work from. We have a couple of mountains to climb, and we need to build our reserves so that they can see us through until the hospital opens. Paul was here and talked us through the audit. Dave Bell said that he notes a number of things in the audit that are very much in the weeds, but worth looking at.

Finally, we talked about adding a Community Member to the Finance Committee. Mike has given that his blessing. Dave wanted to ask the SCHD board if it felt right to them to invite a person from the community to sit on the Finance Committee. We would want someone with an extensive knowledge of financial reporting. The board thought that was an excellent idea and supported the spirit of transparency, which is one of our core values.

Building Committee- Jamison Ziegler/Tonia Hoffman Dave Doorn noted that Kari has found an ARPA grant that would cover to replace the HVAC systems on both existing clinics, the Pinedale Clinic and Marbleton Clinic. The estimates are about \$700,000 for both Clinics, but we are working on getting updated quotes.

Jamison moved to approved RESOLUTION #1-2023: The Sublette County Hospital District board authorizes the application for COVID-19 Health Disparities Grant funds – specifically the Hospital and Healthcare Systems Preparedness and Infrastructure Grant - for the purpose of updating the HVAC systems for both the Pinedale and Marbleton clinics. Ashli seconded. Motion passed unanimously.

Tonia noted that we are still in the process of working towards final numbers for the project. We are facing budgetary shortfalls and are working to find the funds needed to get this project across the finish line. The Building Committee will now be meeting every month at a set time.

Dave Doorn added that the USDA has gotten the information about adding to our loan and that information has been given to National Office. They are seeing requests for additional funds to cover inflation in projects nationwide. Dave knows that National Office met on Monday and is waiting for a response. It would be more debt, but it would be added to our direct loan at the 2.5% interest rate. It also would not greatly affect our debt service ratio, which with our new tax revenues is well within the USDA guidelines and where we feel comfortable.

Merger Committee-Merger Status Update -Tonia Hoffman/Kenda Tanner – Tonia attended the Sublette Center board meeting in January. Dawn gave an extensive presentation on QUAPI (Quality Control) for Sublette Center at that board meeting. There will be later discussion about the “Sublette Center two Board” which is what they are calling the new board that was formed when the Membership Substitution was signed. Dawn thanked them for attending her board meeting. Tonia noted we all have a lot to learn about Long Term Care management. It will be a long educational process.

Compensation Committee- Tonia Hoffman, Kenda Tanner, Sharon Rutsch – This is a committee in the works and they didn’t meet last month. Sharon reported that the job descriptions that were approved in December were returned from Payscale, a national service we use that suggests pay scale. Now Sharon and Michelle can go in and set pay ranges for those positions. In other news, Michelle, Brittany and Sharon are making sure that every person at SCHD has a job description that matches what they are doing. Dawn has decided who she wants to serve on the Compensation Committee from the Sublette Center side.

Michelle is making “total compensation” forms to show employees what the District truly pays to have them. This will include their wages, benefits, Wyoming Retirement and other items which will help employees see they get so much more than just their salary. We are hoping it helps with moral around pay.

We want to bring Lindsey up to speed fairly quickly, and we want to have a compensation committee meeting after Feb 15th. They need times from Tonia and Kenda when that could happen.

Quality Committee-Ashli Tatro – Ashli noted that Pinedale ER saw 1530 patients and Marbleton ER saw 127 last year. 1770 patients used Urgent Care, which is an astounding number and shows the true need for it. Another interesting statistics is that the number of patients that could have been kept in a CAH was 144 in Pinedale and 17 from Marbleton. Ashli asked what happens to those patients, and while most are transferred, some are sent home or insist on going home. We are seeing a lot of “bounce back” where they go home, get sicker and return to the ER. It’s heartening to see the statistics around future hospital patients.

On the topic of improving access to primary care, Dr. Hastey is currently booked out quite a ways, and with Dr. Dorrity leaving for that sleep study in July, it was becoming hard to establish care in Pinedale. Dave and Dr. Burnett came up with a plan to have Jon Said in Pinedale on Wednesdays and Jason Ray and Cori Anderson alternating on Thursdays. It’s great to have other options to establish care for Pinedale patients.

We talked about patients having to fill out new paperwork every year, and they have a fix in progress where they can print your paperwork filled out with your information and you can mark any changes. They just need to work out a few kinks to get that going with EPIC. They are also looking at Ipad options, but the only problem is you can’t edit the info on the Ipad, only check it. So that would leave Front Desk staff editing your info, which would take time. There are options being explored. More next month.

Jackson Pediatrics is now coming every other week. We continue to talk about the Employee Satisfaction survey. Also talked about employee dissatisfaction with employee health insurance. Dave Bell asked what the specific complaints were and Ashli said that since we were self-insured before and aren't now, more claims are being denied. It's frustrating for our employees. Dave Doorn noted that our hope is that when SCHD and Sublette Center are together, and we'll have a larger group to have more clout in the marketplace. That might allow us to improve insurance.

Dave Bell asked about the Employee Satisfaction Survey Top Issue #3 is that we are lacking "a climate of trust at SCHD". Mike noted that the Executive Leadership Committee met today for the first time, (Dave, Dawn, Lindsey). They noted commonalities between the two organizations' employee satisfaction surveys. He noted SVH has worked for years to get to a 73%, and SCHD's first survey out of the gate has a 73% satisfaction. He wants the board to know that the Exec Leadership Committee is focused on Employee Satisfaction. Also, Mike wanted to note that prior to a year ago the District was with the Sublette County health insurance plan. It was determined that we couldn't remain there. Sublette County was a large enough group to be able to truly self-insure. Our goal is to get to back there, but right now we can't afford to be self-insured. Right now, we have a bit of a hybrid plan where if we have lower claims, we get some of the money back. Last year we benefited from about \$70,000 returned. We hope to continue with the hybrid plan until we can get back to self-insured. Dave Bell asked if the Wyoming Hospital Association offers a health insurance plan, and Mike says they do not.

Ashli notes that all of the Press Ganey categories dropped slightly (2%) but she doesn't feel we have enough data to properly track that. We are trying to figure out how to add surveys for lab and nurse visits. Chartis efforts on policies are on-going. We also discussed our financial aid policy. There was a young person sent to collections for \$190. We are investigating if our financial aid policy is too onerous and needs improvement. Finally, after getting complaints about noise between ER bays, we went ahead and had a contractor install walls to divide the bays.

Tonia asked about Pediatrics and Dave reported that Juli Forrester has given up on her house search and will not be returning. Today was her last day. Jackson Pediatrics is seeing 10-12 patients per day and are actually seeing patients jump from Teton Pediatrics to switch practices and save themselves the drive to Jackson. It's an unforeseen benefit for Jackson Pediatrics that they didn't see coming. They are pleased to be coming to Pinedale.

Dave Bell asked if there was a paper Press Ganey survey for people. Ashli and Kari explained that it goes by text first, and if the patient doesn't have a mobile number they get an email survey. If they also don't have an email, they get a paper survey sent in the mail. Dave Bell asked if we could hand them a paper survey and Mike said that when we are a hospital, it will be required to have a third party administer the surveys. And us handing out the survey would be in violation of that third party requirement. Dave thanked him for that insight.

Sublette County Health Foundation- Kari DeWitt – Kari reported that the Foundation had a board meeting on Monday and were off to a great start. There will be three divisions of the campaign, the Family Division (Board, Employees, etc), the Leadership Division (significant lead gifts with a goal for a total of \$8 million) and the Community Division (where the rest of the community, individuals, local businesses, etc can jump in and participate).

Kari noted that as part of launching the Family Division they would like to have a "Scrub Club" of employees who could donate payroll deductions as contributions. She presented a form that could be given to SCHD employees as soon as tomorrow's staff meeting. They would recommend waiting to approach Sublette Center employees until after the Change of Ownership and a bit of the dust has settled. With that discussion, Dave motioned and Ashli seconded to approve the Scrub Club form as presented. Motion passed unanimously.

Kari also noted that they are wanting to expand the board to between 9 and 11 people total. They Foundation Board wanted to make sure the SCHD board was in favor of appointing the following new members: Louann Heydt, Joan

Mitchell, and Sharon Rutsch. The entire board was in favor of these nominations and welcomed them to the team. Kari said she would reach out tomorrow with all the beginning information.

Dave Bell noted that the Case for Support is in Board Docs and encouraged the full board to read it. John Goettler has done an excellent job getting us off on the right foot. He and Kari have developed a list of about 40 potential lead donors, through her time at non-profits in Sublette County and his experience with Teton County. They have targeted three to approach to begin with.

New Business

Chartis – Lindsey reports that she’s made contact with J’Neil and started working with Sharon and Kathy Donaldson (who is working on this part-time). The Conditions of Participation was a light weekend read for Lindsey. Lindsey has also taken the lead on renegotiating the contract with Chartis where they are more of a leader and Lindsey and Kathy will take on the tedious work (rather than paying Chartis to do the tedious work). They will use Star Valley’s policies as a jumping off point. Lindsey notes that we have 135 hours of work left on the original phase, which will be used, but she’s trying to make it last as long as possible by making this change. After this first phase, they want to flip it to fees per service and try to realize some significant savings. J’Neil was on board and a great team player. Lindsey wants to applaud Kathy for what she’s been doing and say how amazing she’s been. It’s not everyone that up for tackling policies, and she’s incredible at doing it. Lindsey also wants to add a contract employee for a 3-6 month projected project to help Kathy with policies. Lindsey and Kathy will be joining the Quality Committee. There’s a big push on the clinician side and Vicky is helping identify educational needs within the Providers. We had discontinued our educational relationship with Jackson and she’s reaching out to Star Valley and establishing a new relationship for education for the Nurses.

Sharon thanked Lindsey for taking on Policies and also giving us some much-needed clarification about what we need moving forward. We need a Quality person. We need an Infection Control person. We need an Education person. And we’ve known that for a while, but Lindsey has tackled taking care of it and it’s time to do it.

Jamison motioned that we appoint Kristy Bartlett, RN as Infection Control Person. Mike suggested changing the name to Infection Prevention Specialist, which sounds better. Jamison amended his motion to appoint Kristy Bartlett, RN as Infection Prevention Specialist. Kenda seconded. Motion carried unanimously.

Ashli motioned and Jamison seconded. Motion carries unanimously.

Old Business

- Transfer Agreement - It’s ready to execute as soon as we iron out the details of the Merger Agreement. Once we get that to fall into place, it’s ready to sign.
- Marbleton Updates – no new updates this month besides the potential HVAC grant and the ER remodel grant. We are working on the RHC designation, which is now under Lindsey’s job description (as no one has had the time to properly tackle it before Lindsey). She already has some great thoughts and has been having conversations.

- Approval of meeting minutes Dec 21, 2022 and Jan 4, 2023 – Ashli motioned and Jamison seconded. Motion passed unanimously.
- Approval of Payroll and Bills – Dave Bell motion to approve \$1,316,634.10 in payroll and bills and Jamison seconded. Tonia asked if that had a third payroll and Dave noted it was a lot of CAH expenses and they had dug into it very carefully as it surprised them too. With that discussion, motion passed unanimously.

Public Comment – Vicky Marshall introduced Matt Strong, our weekend Paramedic who is covering the ER. He’s been an absolutely invaluable part of the team.

Executive Session: *Personnel and Legal* – Dave moved and Jamison seconded to go into Executive Session at 7:58pm. Motion passed unanimously.

9:40 pm – Out of Executive Session.

Upon coming out of ES, Tonia noted that they had appointed Tonia Hoffman, Ashli Tatro and Dave Bell to the “Sublette Center Two Board” which is the board formed by the Membership Substitution agreement. This board will work on the Merger.

Dave Bell motioned that SHCD attend the Sublette County Commissioners board meeting Feb 7, 2023 to update the Commissioners on the project and seek their assistance in completing the funding for the new Hospital and Long-Term Care skilled nursing facility. Jamison seconded. Motion passed unanimously.

Adjournment 9:43pm Dave motioned and Kenda seconded to adjourn the meeting. Motion passed unanimously.

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date