



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 January 26th – 5:30 pm Sublette County Commissioner’s Room Pinedale, WY

Board Members in Attendance

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

5:30 Board Education: Strategic Planning

Mike is attending the Star Valley Strategic Planning, so Dave is laying out our process. He would like feedback on good processes you’ve been a part of in the past. The first meeting will be February 22nd with the Providers and Dr. Burnett. At that meeting we will identify strategic goals; what are the providers seeing, what are they missing in their practice, how can we improve the quality of care that we are providing, etc. After this meeting we’ll identify the issues and opportunities and prioritize them. Through this process we are probably going to identify way more targets than we can handle, so at the end of the day we are going to need to select the top ten (or whatever that may be) but identify what we hope to achieve and then who is going to be accountable.

Then we will have a meeting with the Leadership staff and randomly include some other staff and go through the same process. After we’ve exhausted everyone that wants input, we’ll take that information and we’ll plug it into five Benchmarks: Patient Focus (customer service, trust, quality service). People (retention / talent / productivity). Growth (developing new services, increase revenues). Community (building trust, name recognition, how do we capitalize on Kari’s ability to connect with the community). Finance (improve operating efficiency, increase revenue). There’s a form for each of the five categories with action steps, ways to measure success and target dates. We’re going to take all the info we gather and plug them into these forms.

Tonight, Dave is looking for feedback on the process and if anyone has done anything they liked and want to add to the process. Dave Bell mentioned he’s used SWOT (Strengths, Weaknesses, Opportunities and Threats). He doesn’t see anything in this related to Threats. There might be threats out there to us as a Hospital and a provider of medical care for Sublette County. Tonia mentioned this might also be called risk assessment. Secondly, Dave Bell thinks that it’s important to get input from every employee in this process. From the person at the front desk down to the person that mows that lawn. He feels like it’s important that this touches everyone that works for us, not just a select group of staff. Tonia mentioned maybe the use of a full employee survey, or Dave Bell mentioned following the chain of command and doing it by department. Maybe Dave and Mike visit with each department and take the time to hear from them.

Dave Doorn mentioned that we want a steady process so we don’t get bogged down and we keep moving and keep it positive. Jamison had a thought on how to engage more constituents like our patients and it’s tricky to get what we need from them. He feels like the process might be the most important part of this to the community, (maybe more than the outcome) and that the public feel included and part of the process. Considering that things seem to be changing with folks coming and going in our community, it might be

important to bring the community along. Tonia agrees that if we had been doing this on an annual basis, then we might not need as much input. But we are in such a time of transition it would be good to reach out to the community. Dave Doorn said that we could set up meetings with the public. Jamison said there's something about having Board member in a meeting with front line staff and community that shows them we are all pulling this cart together. It's not easy, but we are working towards the same goals.

Tonia thought the challenge will be narrowing our priorities to what we can handle in the first year. Dave Doorn mentioned that the following year we will have feedback from the Press Ganey patient satisfaction surveys and can use that as a barometer. Dave Bell is leaving Feb 22nd to April 26th. He would have loved to sit in on a lot of these meetings. Dave Doorn said that we will start to get these meetings scheduled and can try to include up to two board members in each one.

Dave Doorn finished by asking what they've done that they don't like. Dragging on too long came up. Also figuring out what you really need, and filtering out the noise. Dave Bell said it will be important to prepare the constituents on what we are seeking, so they know the scope of what we are looking for (not small details like the coffee was cold this morning). Jamison mentioned that it's important to have a list that you can measure and see if you are reaching the goal or not. Making measurable attainable goals will be key. Jamison said that's critical because then you can count down: we're halfway there, we're almost there, we made it. Let's celebrate! Tonia asked what we need from the Board and Dave said to stay engaged in the process.

Meeting Call to Order 6:00 p.m.

Pledge of Allegiance

Set Agenda – Add Dr. Burnett under Department reports. Wendy Boman is on Zoom and Mike is unable to attend. Dave motioned, Jamison seconded to set the agenda, motion passed unanimously.

Executive Session: Personnel and Legal - 6:11pm – Dave Bell motioned and Kenda seconded to go into Executive Session. Motion passed unanimously.

Out of Executive Session at 6:51 pm – We put out an RFP for the renovation on the property at 26 S. Tyler to make a few changes to the building where we will be moving Public Health. We received two bids. Dave Bell motioned and Jamison seconded that we accept the low bid on the 26 Tyler remodel contingent on USDA approval.

Department Reports:

Administrative and Finance: Dave Doorn: We've had some COVID cases in the staff and some close calls in terms of covering staffing needs, but folks have been great about stepping up. EMS has been great about picking up extra nurse shifts in the ER. We know that COVID cases are coming, and we are hoping they are spaced out in a fashion that we can handle it. Sharon cannot attend tonight due to a prior commitment. She reports we are averaging about 15 positives a day. Dave Bell asked about what strain it is we are seeing, and Vicky Marshall said that the state does not give us this information.

We want to kick off strategic planning and our first meeting is Feb 22nd. That will be ongoing for a few months, and we want to get this process done before we start diving into next year's budget, that way if there are priorities we want to focus on we have that information.

Dr. Burnett will give his report in a moment.

Recruiting, we are finalizing a contract with an Internal Medicine Doctor. We have a Family Practice doctor from Billings coming on Feb 11th and she has CAH experience. And we have two Docs who are interested in the Emergency room. Dave also got a call from a Physician in Oregon who is interested in coming out here. The recruiting side has been busy. Bill just wanted to add that the two LOCUMS that Dave has found to cover weekends are awesome, so congrats to Dave for finding some top-notch people. Dave explained that Dr. Demetriou isn't taking call anymore starting in 2022 and with the loss of Dr. Fitzsimmons, the LOCUMS are helping cover the call. It's been working out great. The staff has enjoyed working with these excellent providers.

In the community we were approached by an ultrasound tech, Karen Noble, that retired from St. John's. She's certified in every procedure. Sara Simkins is only qualified on fewer tests. So Karen will be working one day a week. She can do a slew of procedures on that day and use that great new ultrasound we have and she will train Sara and Kayla. This will give us better ultrasound coverage.

Also working with Dr. Finkelstein from Jackson who is a guru of telemedicine. She helped set up the program in our ER. Now she's working with Dr. Demetriou to help increase and improve his telehealth visits. They've found that people like having both in person and telehealth options for their healthcare. We have a grant to cover the cost of Dr. Finkelstein's consultant costs.

Dave talked with JD of Davis Partnerships to get the Marbleton remodel going. The project has already made one round through the state of Wyoming, and we need to pick it up and figure out how to address their concerns. We're ready to get those plans solidified.

We also received the draft audit for FYE21 from Leo Riley and he will get that to the Board. Leo Riley will present in February.

Dave also wanted to thank the Knights of Columbus for providing lunch today. We've been receiving great community support and he wants to thank everyone who has reached out.

Dr. Burnett: He's been spending his time meeting with the staff. From those meetings, his focus has been that we need to maintain mutual trust among the staff. We talked about the perception of complaints among the staff. One of the critical pieces is that Dr. Burnett and Dave have formed a Med Executive Committee that consists of Dave, Dr. Burnett, Dr. Demetriou, Jason Ray and Cori Anderson. The purpose of the Committee is to develop policies that concern the medical staff. The purpose in initiating the committee is looking forward to becoming a Critical Access Hospital. In a Hospital the medical staff is responsible to governing themselves. This move will position us better for when the hospital comes along. Accountability is another issue that he's addressing with the medical staff, and we might be looking at some accountability training. Med Exec committee might handle credentialing, recredentialing, handling formularies, dealing with issues passed on from the Quality Committee and anything with processes for the medical staff. It's new. We are having our first meeting next week. It's a start towards working to deal with a number of issues, whether it has to do with providers, training, patient complaints, quality issues or risk management. Dr. Burnett can report on a monthly basis about what was discussed.

Dr. Burnett also did attend the Quality Meeting and they've made great strides in a short time, which Wendy can give a report on that. Dr. Burnett has also registered with the Department of Health for anti-viral medications to deal with COVID. It won't happen anytime soon, but at least we are on the list for those medication.

Dr. Burnett added that a group is going to Star Valley next week to start the Chart Review process. It's something we need to do. We're trying to be proactive and get those parts into place so that when we're ready to open the doors when we have a hospital.

EMS: Bill Kluck – Bill completed a First Aid / CPR class for 32 County employees at no charge. Dr. Lemon came over from EIRMC and taught a rural trauma course. We had 23 students (our employees) participating, which was a record. Thank you to EIRMC for doing that. The animals are out and please be careful. Everyone needs to have a warm jacket, cause the weather can change quickly. We are still getting 2-4 transfers per week for COVID, so we are still seeing it. A shout out to his crew, if anyone has been to Jackson lately and the road is rough. Bill is telling his staff to go slow and get there safely. There were no event standbys this past month. And we repaired the shocks in #124. Next week Bill is flying out of Rock Springs to Fargo ND, where he will drive to Fergus Falls MN and looking at that ambulance that we talked about purchasing. Bill said nothing is in stone till he gets there and makes sure he goes over it with a fine-tooth comb. If it's what we discussed, they will get the check and Bill will get the title and bring it home. It's 900 miles. It has better suspension than we thought, so Bill is excited to see it.

Clinical: Vicky Marshall - Vicky reported for Sharon first, who wants to thank the community for all of the food donations we have received. Sharon continues to have problems getting supplies with a nationwide supply shortage. She continues to search for a Med Tech applicant. In the meantime, her four employees have started their Med Tech schooling with Casper College.

Vicky wants to thank EIRMC for the Trauma lecture. Molly Landers resigned full time but has agreed to stay on as Trauma Program manager and occasional PRN. 3 Paramedics and 1 RN have applied for the weekend shift job. One she hasn't heard back from yet, but the other 3 she sent the pay scale information and that was the last she heard from them. 1 RN has applied for a full-time position, and will interview on Feb 11th. She has 2 MA's getting IV certified through a program offered by the Wyoming Healthcare Coalition. Vicky is looking forward to going to Star Valley to start the chart review process. This will be great to get started.

Tonia asked if there is something we can do to thank for donations. Kari said we are sending thank you cards and giving FB shout outs to everyone who donates.

Vicky wanted to add that she needs to thank EMS. Otherwise they couldn't do it. Bill has 5 Paramedics that have really stepped up and jumped in on call. We are really working as a team. Vicky only has 2 MA's to work with them, so Vicky has asked the EMS to start learning EPIC so that they can scribe. Otherwise, it leaves a lot on the MA's plates after the shift is over.

Public Relations: Kari DeWitt On the public relations front Kari continues to do newspaper press releases, Pinedale Online, FB Live, Website, our newsletter and KPIN. The naming competition has 40 new votes, and strangely the percentages are exactly the same. 46% want Sublette County Health and 27% want Mountain Air Healthcare. Kari has started meeting with small groups like Women's advocacy or MOPS or others to have small group conversations about the hospital. It's been really well received so far. She also started sharing newsletter space with the Sublette Center. So she puts a blurb in their newsletter and they do the same for us. Statewide press, everyone is waiting for the USDA yes. For the Museum, they are still doing a "Century of Healthcare" and we are going to focus on Dr. Montrose, Dr. Johnston, and Dr. Close as well as some midwives. It should be really cool. And the Annual Report is coming. She wanted to get a draft today, but it's looking like Friday.

Dave Bell asked if we are leaving the Naming Competition open until we get a yes? Tonia said that's a great question. Kari said that we went over the amount of "free" votes and now have to pay \$90 a month to keep it open. The board decided to go ahead and close it.

Grants: Kari continues to work with Sharon on grants for the Med Tech students and is working with Vicky as well for Nursing staff grant support. The CARES act funding wrapped up Dec 31, 2021 and we received \$20,500 for LOCUM reimbursement.

Our huge news is that Governor Gordon has allocated \$55 million of the ARPA funding to go towards Healthcare Infrastructure, with no more than \$5 million per facility. It's incredible news and Kari is happy to report we are well positioned to receive \$5 million with the strength of our project. Tonia pointed out that we've been in their ear for two years. Kari agreed, it was hard earned. Dave Bell asked about the timeline for distributing these funds. Kari said that the SLIB board meets Feb 2nd and we might have more info on what the process could look like. She thinks it might time out perfectly, as Lorraine Werner has said that she is hopeful to have us an answer this quarter in order to lock in the historically low interest rate of 2 and an eighth. Kari thinks it might turn out to be timed perfectly, and mentioned that we have a great legislative team. There is a Wyoming Workforce Safety grant which can cover key fob entry on both ER doors. Finally, the HRSA grant on this sheet is the most dramatic news to date. We applied for Provider Relief Phase Four (we haven't applied for the other three phases) but Kari and Michelle worked together to throw a dart in the dark at this one and we came back with an astounding \$675,019. It was jaw dropping. Kari didn't even celebrate for three days because she had to confirm, but she did confirm the number. Those dollars are in our bank account. So, we have this in addition to the FEMA grants. Kari had mentioned in December that she wanted to pass \$500,000 by Dec 31, but with everything to date, she has brought in \$1.2 million in the past six months. The board stated how fantastic that is and thanked her. Bill said she should stand up and take a bow. Kari thanked them. She had a gut feeling that this would be important for the project, but it's been proven beyond her wildest dreams. Tonia thanked her for her hard work.

Dave Doorn mentioned that they are going to come back with some options for how to use that HRSA money, which can be used for staff retention, bonuses, COLA raises. Dave is working with Sharon to review the payscale to see where we stand regionally in terms of paying people and is going to be coming back with ideas about how to use that money. Dave Bell asked if that money could be received again, and Kari this particular HRSA grant is a one time fund. Kari also mentioned that employees who have been here 10 years have had 2 Cost of Living Adjustments in that time. One of those was when the Wyoming Reiterment contribution went up, which made that COLA a 0.25% adjustment. So really, employees have had one COLA in 10 years. Dave asked if there were regular grants to apply for COLA's and Kari answered there have been indications that there will be a Phase Five of Provider Relief, but we don't know how much that would be. In her mind, any money spent on COLA's or retention would have to be spent knowing that as we work towards a hospital we could continue to keep those adjustments sustainable. Dave Doorn said this would really help us address the changes that have happened in the labor market. Dave said soon we should have a good read on what's been happening with wages in the region. And Star Valley Health has agreed to share their wage scale with us as well, so we can compare SCHD, SVH, and the region. Tonia said this is fantastic news, and the only concern is sustainability. We have to figure out how to make these changes and fund them in the future. Kari added that if Dave Bell wants to talk about risk, every other healthcare institution in the region got these same funds for retention and staff bonuses, so we need to stay competitive. Tonia commented on what a volatile labor market healthcare has right now. Dr. Burnett asked to add one final comment, and that was to emphasize the importance of retention. We've discussed recruitment, but retention is absolutely key to our existence and we need to do our best.

Committee Reports:

Finance Committee – Kenda reported that they had a meeting last week and Dec was a good month. Net profit of \$47,749 and are revenues are \$317,000 over what was expected year to date revenue. Expenses are about as expected, with the exception of salaries and wages being over \$200,000, but that can be attributed to overtime due to COVID. This can hopefully be recouped through FEMA grants. We've received \$175,000 so far this month from the tax mils. Remember this is the first month that we are receiving that income monthly. We are hoping to receive about \$400,000 per month. Cash flow is good. We had a net increase of \$134,000. Year to date is down \$715,000 from what was planned, but we also know that we have spent a little over \$760,000 in CAH expenses, which we are hoping to recoup with USDA funding. Kari already mentioned the HRSA grant. Some new metrics we started looking at this month: Our accounts receivable are sitting at 35 days outstanding, which is really great. And we currently have 283 days of cash on hand, which is a good sense of our financial standing. Dave Bell apologized for missing the meeting, being down for the count, but said these are some significant changes to the Financial Statement format which are really welcome. You can look at our statements now and are able to see how things are going and where we are headed. A big thank you to Dave and Michelle for the new format. The Board agreed this was a nice transition.

Dave Doorn just wanted to mention a few stats. Marbleton went from 256 visits in Dec 2020 to 293 visits in Dec 2021. They continue to show growth in Marbleton. Both clinics had good months. We were down a bit on lab side in Pinedale. Our visits went from 422 last year to 520 this year. EMS has another good month. The stats remain positive.

Tonia thanked the Finance Committee for their work and it feels like we're headed in the right direction. She also clarified that the Finance Committee doesn't yet have recommendations for the HRSA funds. Dave confirmed that they do not yet, but he is hoping to send something soon. Kari mentioned that we need to file a preliminary grant report in March of 2022 and a final report in March of 2023.

Building Committee - Jamison attended the OAC meeting last Wednesday and Lorraine had a few questions. Jamison was hoping for bigger news. The National Loan Committee meets every other Thursday. Lorraine wrapped up the meeting saying she wanted to get this wrapped up by the end of first quarter to lock in the interest rate. Jamison noted that without having Approval in the first quarter, we are going to face mounting escalation and more winter conditions. Tonia said she remains optimistic. The State Architect was also on the call and was very encouraging. Dave reminded that the yes from the USDA is a separate process from the USDA architect process.

Merger Committee – Everything is in place and ready to go. Nothing to report until we have the approval.

Quality Committee – Patient satisfaction: Press Ganey (a national patient survey company) is working on the survey for our patients and hoping to get it out in February. This will not give feedback about billing, so we will keep the survey monkey link on the bills. Kelli is going to develop the questions for that.

Internal Quality: Ted is hanging up the comment boxes for staff comments in both break rooms. We also discussed how orders from Providers get to the lab and x-ray. External Chart Review: Next week Dr. Burnett, Vicky, Cori and Dave are going to Star Valley to get the chart review process started.

With those three focuses going along so nicely, we've added two more items. First, getting Wyoming Hospital Association reports on how much care leaves the county. And then figuring out how to draw that care back



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closer to home. And Dorraine attended and talked about how to optimize revenue with coding. She talked about meeting with the Providers and discussing how they can improve their coding. Tonia thanked the Committee for their good work.

New Business

Marbleton Clinic – Status Updates Renovation – Dave covered this in his report. Tonia asked about the new CEO in Kemmerer and Dave Doorn said the new person hasn’t returned his calls. Tonia said that she hates that the La Barge clinic is sitting there vacant. Dave said it will be needed. In 2023, Exxon is doing a big upgrade down there and the nuclear plant is coming after that. He’s heard there will be 3000 workers in Kemmerer. Tonia said it will be such a benefit when we can work together and get that going.

County Commission Update from January 4th Commission meeting – Dave and Tonia attended and the Commissioners unanimously voted to reiterate their financial commitment to \$20 million for the Sublette Center side of the project and that money will go into some sort of escrow account with the USDA so the USDA can handle that portion of the funding. We are grateful for their support.

Old Business

- USDA Application Updates-Dave Doorn – already addressed above.
- Board Docs-Implementation Schedule – The Board would like to get started and asked Kari to work with Brett in IT to get this going.
- Approval of meeting minutes December 15th, 2021 and the Dec 15th Executive Session minutes – Dave Bell moved and Jamison seconded to approve these minutes. The Board thanked Kari for the very detailed notes on revenue bonds. Motion passed unanimously.
- Approval of Payroll and Bills – Kenda motioned and Jamison seconded to approve payroll and bills of \$869,525.40. Motion passed unanimously.

Public Comment - none

Adjournment Jamison motioned and Kenda seconded to Adjourn at 7:48pm

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date