

Sublette County Hospital District Board Meeting Minutes
February 23rd – 5:30 pm
Marbleton Town Hall

Board Members in Attendance

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

5:30 Board Education: Community Needs Assessment – Mike noticed from the January meeting minutes that there was a question about how to include the broader community in the Strategic Planning. He is suggesting doing a Community Health Needs Assessment. It's a survey tool to ask the community about their health needs. It is better than in person meetings, which can be hard for some in the community to attend. This allows everyone to participate. When we are a hospital, this will be required to be done every three years. But we can do it this year to aid in our Strategic Planning process. SHV has done them in the past, and tried mailing paper copies, having in person meetings and emailing a link to the survey. SVH has found that emailing a link is the most effective way to get responses.

Mike brought a sample survey and the Board discussed the questions. Kari has loaded the survey on to Survey Monkey. It will take participants between 10-15 minutes to complete it. Mike said that this is just one of many things we are implementing that will be required when we are a hospital. Rather than getting to opening day for the hospital and then being overwhelmed with tasks, we are trying to tackle a few tasks at a time and get them going, so the load is lighter and we are ready to open the doors to our new CAH. Having a Community Health Needs Assessment every 3 years is one of these tasks. Mike said that SHV has really learned over the past 20 years, if you follow what the community is asking for, they will support you. This is important to remember as we get these responses. It's also important to let the community know the results, so they know what was asked for and how we are meeting those needs. Mike also noted that Strategic Plans are not supposed to be made and put on a shelf. They are dynamic. Something might not be as important in 6 months as it is today. New opportunities arise that we want to be able to pivot and take advantage of. Strategic Plans are relatively adjustable to meet the needs of the organization. We keep it active and keep it relevant.

Wendy asked about having paper copies out around the community for those that don't use computers. Mike said that can be done. Tonia asked about the timeline and Mike said it's usually 45 days. We are a little under the gun with Strategic Planning, but if we get it out in early March and then close it March 31 or first few weeks of April. Tonia asked about putting something in to incentivize people to finish it. Either a free cup or coffee or enter to win a gift card, that sort of thing. Mike said we could do that this year. In the future, as a hospital, that won't be allowed. But for now, we can do it. The board also discussed getting it widely distributed. Dave Bell weighed in on Zoom and said we could approach Jonah Energy or Ultra to see if they were willing to donate something to incentivize people. Tonia said there is a new oilfield company coming in a few weeks and they are aware of the Hospital and want to support it. The board is excited to get this going.



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

Meeting Call to Order at 6:00 p.m.

Pledge of Allegiance

Set Agenda – Jamison motioned and Dave seconded. Motion passed unanimously.

Financial Audit – Leo Riley – Leo Riley has completed an audit for the Fiscal Year End June 30, 2021. Leonard Garcia introduced himself over Zoom. He is with Leo Riley, who has been doing the Financial Audit for the District for the past 10 years. He will keep his presentation to about 10 minutes. The first page is the auditor's report. We both share responsibility for these financial statements. The board's job is to have the skills, knowledge and experience to be able to detect material misstatements in the financial statements provided. Leo Riley's job in this audit is to do testing to support an opinion on the financial statements presented. The report says they detected nothing in the financial records that would point to fraud or errors. He points out they only do a sampling of items and transactions. The District received about \$875,000 in CARES funding, which added to the audit some additional testing on the federal funding. On page 4, you will note you have two balance sheets and two income statements because you are a government organization. One has a business focus which shows long term liabilities. The other has a fund focus which highlights your operations. Cash is down about \$1.1 million and investments are down about \$1 million. And in assets you acquired about \$2 million. You basically liquidated assets and paid cash to acquire assets, mostly related to your future Critical Access Hospital. Otherwise, everything is pretty much like last year. You will notice that there is a liability for the Wyoming Retirement account. This was added a while ago, because companies were going bankrupt and leaving the liability on the Retirement account. On page 5, you will see that overall expenses are up about \$1 million, and almost every dime is attributed to payroll expenses, payroll taxes and health insurance claims. You got hit hard with all the additional expenses associated with COVID. But the good news is that you received some assistance from the Federal Government. Your charges for services are up about \$240,000. Your contributions are up about \$200,000. And your capital grants are up about \$400,000. Overall, your grants are up, which helps counter the additional expenses.

General revenues, property taxes fell. Assessments were down last year. Next year you will get an additional mil because you're a hospital, but assessments are expected to be down again next year. Page 6 is the balance sheet. This one does not show long term liabilities or long-term assets. On page 8 is your second Income Statement. It also does not reflect any of the activities associated with long term liabilities and long-term assets. On page 10 we start talking about the notes. This is pretty self-explanatory. There are three of note: Page 16 is a breakout of the assets and has the PPP Loan. Page 18 is your pension note which is your proportion or share of the Wyoming Retirement unfunded liability. On page 22 there is a more info on your liability and if your proportion were to change how it would affect that liability. On page 24 is the PPP loan. In the last fiscal year, you took out a \$984,000 PPP loan and in the past fiscal year this loan was forgiven. Congrats, that's just money to help you meet your obligations. Page 26 is your budgets, which the state of Wyoming takes very seriously. On page 31 is the yellow book report. On page 34 is a report to alert the reader to any compliance report problems in administering your federal programs. There were no problems. On page 36 talks about a separation of duties. To have a perfect control system you need to have a different person initiate the transaction, a different person to do the transaction, different person to approve the transaction, etc. That's five people. That just isn't feasible in an organization of this size. That's why we put that finding in there. There is a letter addressing the Districts' response to this item. You can edit that letter if you would like. It's just Leo Riley's suggestion as a response.

Finally, there is a three-page emphasis letter. We just put that in to make key points. Also required to discuss any difficulties in conducting the audit. There were none.

Dave Bell asked about the third item in the emphasis letter. Leonard said it involves cash expenses and accounts receivable. Dave asked if we need to make any changes in the way we are reporting that. Leonard said (in his opinion) not with our organization and gave some more details.

Dave Bell asked about our state pension liability and if hypothetically we opted out of Wyoming Retirement (and wanted to form our own plan hypothetically) would that liability follow us? Leonard said that as a government organization we are required to participate in Wyoming Retirement. So, we can't leave. But if in some scenario we were able to leave, then yes, the liability would follow us, hypothetically. But the realistic answer is that we are required to participate.

The Board thanked him for his time. Tonia asked if they take a month to read this over and then take action on it next month, would that be okay? Leonard said that it was on us, as his understanding was that this was important to the USDA application. Tonia said the Board received the Financial Statements this afternoon at 4pm. She said that they will take a month to look over these, and if we need to call a special meeting to approve them earlier, we can do that. Dave Doorn thanked Kelli and Michelle for all their work and that it was a clean audit.

Executive Session: Kenda motioned and Wendy seconded to go into Executive Session. Motion passed unanimously. 6:25pm.

Personnel and Legal -

Returned to open session at 7:15pm

Department Reports:

Administrative and Finance: Dave Doorn- Board Docs is coming. Training is Feb 28th. Recruitment is going well. Have a signed contract from Dr. Hastey. He will be the first internal medicine doctor we have ever hired. His family does have connections in Sublette County and they own a house in the county. We are excited about having him come on board. We are also talking with a Doctor out of Billings Montana. She's a family practice doctor that loves pediatrics. She's coming back in March to show her family the community. The nursing recruitment, which Vicky will report on, is going better.

The Rural Health Clinic designation that we started exploring months ago, is continuing. We are looking into whether having that RHC designation will make sense for us. They are going over all of our revenues, to see if that designation will help our bottom line. We should have more information next month.

Started Strategic Planning with the Providers last night. It went well and we will continue on the step by step through the process. The next step will be to include the leadership team at the Clinic. Dr. Burnett will talk about this, but we have a chart review process started. And finally, the business office did a great job on the audit this year. A big thank you to Michelle, Kelli and Brittany. Jamison asked to pass on to the team that the Board appreciates a nice clean audit. The board really appreciates it.

Mike Hunsaker asked that the Board set a special meeting time before the next meeting for a Strategic Planning session. If they could set aside a few hours on some evening that would be appreciated. It will be helpful to do it just after they meet with the Leadership team. Tonia said they can set that meeting.

EMS: Bill Kluck – Training is going well. We have a large class of Intermediates and another class of Advanced that are going to be finished this Spring. It's been a great class with about 9 of our employees in that class to upgrade their licensure. Hats off to Molly Landers for getting everyone together for the Trauma review. We are still wearing masks when in contact with patients. We did a stand by for Winter Carnival and the skijoring event. Knock on wood, another successful year. A big thank you to the Hospital Board for the new ambulance. It's fantastic. And a big thank you to the County Commissioners for the new lift system. Bill requested \$25,000 for a lift system and they agreed to it. It's installed and fits perfect. Thank you. Looking ahead, to replace the cot on the next one is looking like \$1000 for that one piece, but Bill can install it which will help save money. We won't have to pay someone from Colorado to put it in. One more thing, March 14 will be the next blood drive. Due to it being Spring Break in Big Piney, and shortage of staff, it will only be in Pinedale. Unfortunately, there won't be one in Big Piney. The company asked to cancel the Big Piney one due to staff shortages. Wendy asked if someone can donate blood if they've had COVID and the answer is yes. Tonia thanked Bill for finding the ambulance. Tonia also noted that they know they have to keep budgeting for new ambulances. Bill said that a hope is that the ARPA funds will help provide the next one. Bill said that he hopes to remount a box that we have, if we do get some ARPA funding. Prices have escalated so much that the best options are to find another used one (which is unlikely) or do a remount on the ambulance box that we have and put it on a new chassis.

Clinical: Vicky Marshall – We have started the internal chart review process and solidifying the process for selecting the charts. Two of our MA's – Melissa Furlong and Rose Scobey are becoming IV certified. Molly Landers has returned full time, which we are thrilled about. Offered a full time RN position to Torie Green who accepted that position and will start on April 11. She's from Big Piney. Offered a full time MA position to Taylor Pyle and he will start March 11. Continue to get Weekend Paramedic position applicants, and then they turn it down when they hear the salary. Have one more

School physicals will be early June and mid-August. Big Piney is June 1 and Aug 3. Starting with a day and a half in Marbleton, but we can increase it as needed. Pinedale is June 8 and Aug 4 – both all day. Kari is working on a flyer so we can start getting kids scheduled.

Medical Director: Dr. Burnett – A group of us went to Star Valley to meet with Dr. Kirk about the chart review process. Got two charts back from SVH and the first chart was stellar, saying that the quality of care saved this patient's life. It was excellent and timely care on a difficult case. The second chart has room for improvement, and that's exactly what we're looking for: ways to judge ourselves and stay accountable without making it punitive. We want to improve care and patient satisfaction. Other goals of the Medical Executive Committee include addressing the need for more ultrasound. It's a good tool to be used by all staff. This was a topic brought to the first committee meeting and the needs were diverse. An equitable compromise came forward on how we can continue with Radiology's equipment and still offer a tool to the providers. Also talked about things that might be helpful, but things we might not yet have the capacity for. We want to be looking forward to needs that we will have as we become a Critical Access Hospital. Talked about some lab tests, and this will be a topic for another time. The Medical Executive Committee consists of Dr. Burnett, Dr. Demetriou, Jason Ray, Cori Anderson, Mike Hunsaker and Dave Doorn. Haven't set the next meeting, but we know we will have charts to recommend for future review. In the future, we will need a Trauma Committee – and have some thoughts and ideas about moving forward with that. This will help us become more well-rounded as an organization. We are also going to be looking into patient complaints – to give better understanding on both sides.

Finally, the Strategic Planning last night with the Providers went well. This will help guide us during the transition years, (starting next year but before we have the CAH designation). Vicky is going to be looking into how we choose charts for external chart review. Eventually we want to be able to get two charts per provider per

month. It's already a good thing, and we are going to be the better for it. Tonia noted that Dr. Burnett has hit the ground running and thanked him for his service.

Public Relations: Kari DeWitt - Continue to work on keeping the community up to date about the hospital using Newspaper, Pinedale Online, FB Live, our website, the email newsletter and KPIN. The Naming Contest has finished and the winner (by 45% of the vote) was Sublette County Health. Kari will ask a few designers for draft logos to bring to the Joint Planning Committee. Kari has been giving small group (or "coffee group" presentations) to better explain the hospital and the improvements we are making in customer service. She is also working with the Centennial Committee on "A century of healthcare" display for the Museum of the Mountain Man. Kari is updating the Google, Bing and Yelp listings to update our online presence. The Annual Report is finalized and ready for printing. There is a draft here, if the board has any final comments. Finally, the Wyoming Arts Council is offering a grant with ARPA funds for individual artists to apply for a "community project." Full disclosure, Kari serves on the Wyoming Arts Council, but she has recused herself from any interaction with this ARPA grant because she would like to offer the hospital as a "community partner" in the grant. If the Board agrees, we could invite local Sublette County artists to apply as individuals to this ARPA grant and create project for the new hospital. The board thought this was a great idea. Tonia asked where the public display boards are currently. Kari said the Pinedale ones are in her office and the Marbleton ones are at Big Piney Rec. Tonia thought we could possibly restart the rotation, and Kari agreed, saying that in putting out the Community Health Needs Assessment that it might be possible to put the boards in the same locations.

Grants: Kari DeWitt - For grants, many have already been discussed, including the Med Tech program and the Nurses education program grants from the Wyoming Department of Workforce training grants. The big news is the ARPA funding update, which is what Kari has been working on since July - to be at the table when these funds come under discussion. Governor Gordon has socked half the ARPA funds away, being fiscally responsible. But there is Senate File 0066 which allocates ARPA funds, including \$10 million for healthcare staff stabilization, \$5 million for EMS stabilization (including updating equipment across the state) and \$55 million for healthcare infrastructure, with no more than \$7.5 million per facility. Last time I talked about this, it was \$5 million per facility. Now it is \$7.5 million. There's also discussion about needing to have a one to one match for these funds, which would be fine with us because the Sublette County funds and possibly the USDA funds would provide the match. But there has been some discussion at the state level that requiring a match is unfair, as smaller facilities (including most Long Term Care facilities) might not be in the position to have a match. So that is still under debate in the Legislature, but how ever it turns out we are well positioned to apply for these funds. The rest of the grant report includes all the FEMA funding. If Kari had to guess, she would think that the FEMA funds might be wrapping up soon. The current disaster, of COVID, goes through Tonia said that \$7.5 million for healthcare infrastructure would be really helpful. Dr. Burnett asked if the \$5 million in Healthcare innovation could be used for telemedicine. Kari said that they haven't released any guidelines on this funding, but that she was watching closely. When she has info, she will bring it to the Board and staff. Dr. Burnett mentioned that we have so many needs, he was sure we could find a way to utilize that funding once they set a direction. Tonia thanked Kari for her hard work and the excellent news.

Committee Reports:

Finance Committee-Kenda Tanner/Dave Bell - Revenues were consistent with last month. Expenses were a little higher but that is due to the purchase of the new ambulance. In looking at the HRSA funding, the decision was to purchase a new ultrasound machine for the Pinedale clinic, which will generate new revenue. And then old machine can go to the Marbleton Clinic, which will also generate revenue. Scheduled appointments are up and same day appointments are up. Back to the HRSA funding, a great deal of time was spent on how to spend

that money. Dave Doorn and Michelle did a great job giving options. After a great deal of discussion, it was suggested that the Board give the staff a 2.5% Cost of Living Adjustment raise that will be funded from the HRSA funds for the next two years. Jamison motioned and Dave Bell seconded. Discussion included: Tonia said it was a great use of those funds and the intention of those funds. The last COLA was 10 years ago, and these funds are meant to retain staff. Jamison wanted to clarify that the 2.5% was effective immediately, and while the HRSA funds will cover the next two years of it, the COLA was permanent. It will continue in perpetuity. Motion passed unanimously. In addition, the Finance Committee recommended giving the employees an additional paycheck equal to 80 hours of pay, which will be coming in a future paycheck. Contracted employees are not eligible. Jamison motioned and Kenda seconded. The motion passed unanimously. The rest of the HRSA money they will keep in reserves, as we have two years to spend it. They will be looking for future opportunities that make sense.

The Finance Committee also talked about the County revenue. And while we didn't receive as expected much last month, this is the first year that we are receiving payments monthly. Kenda would like to make an additional motion to also purchase a new ultrasound machine requested by providers. Jamison asked the cost of the ultrasound machine, and it is \$65,000 with the included probes. Jamison seconded and the motion passed unanimously. Dr. Burnett wanted to thank the Board for their support of the providers and adding more tools which will improve patient care.

At this point in the meeting Internet in the Marbleton Town Hall went down and we lost Zoom.

Building Committee- Jamison Ziegler/Tonia Hoffman – Jamison reported that there wasn't much to report. Dave Doorn wanted to thank Joel Bousman, who personally went to Representative Cheney's office and asked her to let the USDA know she supports the project. We are also getting support from Senator Barrasso and Senator Lummis. There's a 2pm meeting tomorrow with the USDA and the USDA architect. Dave Doorn reports that we keep responding to small questions and inching forward. Tonia said we also have a lot of support at the State level and we appreciate everyone supporting us.

Merger Committee-Merger Status Update -Tonia Hoffman/Kenda Tanner – We are unable to move forward with the Joint Planning Committee in terms of legal matters, but we now have a new logo to discuss and we want to have a meeting sooner rather than later.

Quality Committee-Wendy Boman – Dr. Burnett informed us about the chart review. The patient satisfaction survey is almost complete. We are just waiting for the University of Utah to be ready to send our EPIC records to the Press Ganey patient survey company. The comment boxes at both clinics are being used by employees and we are getting good feedback. Otherwise, we have already covered the other areas.

New Business

Discussion: RFP for Owner's Representative – It's become clear from the Owners / Architects / Construction meetings that we need an owners rep. Tonia says this has been known for a while, and its now time to move on it. Mike thinks it would be appropriate to prepare an RFP and start the process of choosing one. Mike thinks the timing is just fine, as he and Dave Doorn have been overseeing the process.

Discussion: Community Needs Assessment Survey – Tonia is excited about this prospect and thinks it very important to get feedback from our community. However, we can incentivize the public to take the time to do the survey, it's a good idea. Mike said that we will put together a plan on the incentive piece and let the board know before we release the survey. Dave Bell ask a few companies in the County to help fund these incentives.



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Old Business

- USDA Application Updates-Dave Doorn – We continue to address the USDA’s questions and “they haven’t stumped us yet”. Tomorrow’s meeting is a big one, to get the USDA architect to sign off on our plans. That will be another huge milestone.
- Approval of meeting minutes January 26th, 2022 and the ES minutes. Jamison moved and Kenda seconded. Motion passed unanimously, with Wendy noting that she was on Zoom last month and missed the Executive Session.
- Approval of Payroll and Bills. Kenda moved to approve payroll and bills in the amount of \$797,073.58. Jamison seconded. Motion passed unanimously.

Public Comment - None. Noting that this was the third meeting without public comment, Tonia mentioned we don’t know if that is a good thing or bad thing. Mike said that he would like to compliment the board on their hard work. In his opinion, they are doing some really good things which are generating trust in the community. That means Robert from the paper is there to report on what happens, but there aren’t negative public comments being brought forward. He wanted to compliment the board on doing things to rebuild public trust. He also thinks the Community Health Needs Assessment will be critical in getting feedback from the community and responding to their needs. We are headed in a great direction.

Dr. Burnett wants to add to his report that we now have the anti-viral medication to help fight the symptoms of COVID.

Wendy would like to compliment the staff. She is glad that they can give the staff a Cost of Living Adjustment and a bonus. The board hasn’t done that in the past, because it was unclear what the future held. But the staff truly deserve this, and the board is glad to acknowledge the time and the heart they have put in during this COVID pandemic. The staff has gone over and aboard for us, and she is glad they can do the COLA. Wendy is always worried about the finances, because the District has been in financial straits in the past, but my goodness the staff has deserved it. Wendy also noted that a 2.5% COLA doesn’t cover the actual cost of living increases, but it’s a start and they hope to be able to do more in the future.

Adjournment – Wendy moved and Kenda 8:09pm – motion passed unanimously.

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date