



Sublette County Hospital District Board Meeting Minutes
March 27, 2024 at 5:30 p.m.
Commissioner's Room
Pinedale, Wyoming

The Sublette County Hospital District Board of Trustees met in regular session at the Commissioner's Room, Pinedale, WY on March 27, 2024 at 5:30 p.m. with Tonia Hoffman, Ashli Tatro, Kenda Tanner and Jamison Ziegler present. Dave Bell attended via Zoom. Also present were Lindsey Bond, Dawn Walker, Kathy Donaldson, Sharon Rutsch, Dr. Burnett, Dr. George, Nathan Pitman, Shawn Leisure, Vicky Marshall, Matt Strong, Adams Team and multiple members of the community. Also present by Zoom were Lena Moeller and JD Dryer.

Board Education @ 5:30 p.m.

Dawn Walker gave a training to the board regarding abuse and neglect in nursing homes.

Pledge of Allegiance

At 6:00 p.m., the meeting was called to Order and Chair Hoffman led those present in the Pledge of Allegiance.

Set Agenda

Chair Hoffman asked that a couple of items be added under New Business. First, some discussion of landscaping at the project and then a brief discussion of where we are with our CEO search. Chair Hoffman also asked to add another item under the Building Committee section that the board go back and revisit the Mind Ray purchase order that was discussed briefly in construction meeting last week.

Kenda Tanner moved to set the agenda with the changes requested. Ashli Tatro seconded. All in favor and motion carried.

Department Reports

Lindsey reported that Vicky, Kristy, Kathy and she went to Saratoga Springs this week to visit the hospital there. They met with CEO Jeff Menci and his team and received a lot of great advice on what to do and what not to do and they were very transparent. Lindsey felt that SCHED will benefit greatly because of them and our friendship with them.

Brian Merry is our new EMS director and he will be here on April 1st to begin. Lindsey read a report and statement from Interim EMS Director, Jen Adam thanking the board for supporting her during the last 7 ½ months and felt like her department has been able to shine and build a strong foundation because of their support. The EMS department is testing a new evaluation program for HR and that is going well with well received input and feedback on the process of those evaluations.

With the new addition to the Marbleton x-ray room, that department now has the ability to perform scoliosis imaging. Randy from lab has completed her online limited tech class and working on her competencies now which will help fill a hole in the lab that they have now.

Tyler Bell, our Director of Facilities, is developing a plan on how to mitigate clinic entry for visitors and parking during removal of the front end canopy and parking lot construction. This project is going to start happening in the next couple weeks and will be broken down into three phases which includes, removal of canopy, grading, asphalt, and curb and gutter.

Vicky Marshall, Director of Nursing reported that the Coordinated Care Program has added 11 new patients this month, and they now have a total of 21 patients which has doubled revenue for last month in that program. Due to this increase and the anticipated continued increase Vicky is making changes to the current way that she schedules to allow for Matt to be able to focus his time on the Coordinated Care patients. Matt also provided education about the program to the residents of Aspen Grove on Monday. A new MA has been welcomed to the nursing department. Vicky also reported that the clinic is averaging about 24 patients per month that could be possibly admitted to our future hospital.

Dr. Burnett introduced to the Board, Dr. Doug George, OB-GYN and Board-Certified Physician. A letter of intent has been signed by Rauli Perry, who is a Board-Certified Woman's Health Nurse Practitioner that is going to be working with Dr. George to help start a woman's health care program here in the county. Her anticipated start date is August 1st.

Discussion was had regarding the extended hours program that was started about six months ago in the Marbleton Clinic. It was originally set up as a pilot program and the hope was to see 6 additional patients per week during those after-hours. The first 3 months were reported as follows: October = 4, November = 4 and December = 6. It was decided at that point to continue for another 3 months and those numbers were: January = 11, February = 5, March (to date) = 4. Dr. Burnett will speak to the Marbleton staff to see if they are willing to continue program for few more months and if the lab hours should continue to be extended in the morning as well. He will report back to the Board after that meeting with the staff and a decision will be made then whether to continue the program or not.

Sublette Center

Dawn presented the Sublette Centers State Survey to the Board. Survey consists of multiple parts which were emergency preparedness, life safety, State regulations, comprehensive care plans and quality of care. Dawn reported that 60% of the Sublette Center staff had been there 90 days or less and on this survey there was no nursing errors reported. This survey was the 2nd best survey since Dawn has been there.

Licensing is continuing to progress. There are currently \$648,000 in claims ready to be filed when licensing is complete.

Building Committee

Adams team was introduced to everyone. They are the new Owner's Representative for the project. They were able to walk the construction site and meet with the financial team at SCHD. Aaron Anderson will be the Adams team project manager for the District.

Nathan gave an update on the construction project. They have poured all the concrete slabs in areas A, B, and C, which is the critical access hospital side of the building, and have moved over to start pouring slabs in the memory care portion of project. In the next week, they will have all the remaining slabs poured in area E, which is long-term care side. Steel is topped out and done. Fire proofers started in the hospital side of the building today and it should take about a week to two weeks to complete that. Interior framing will begin and within the next month, you'll be able to actually see what some of the rooms in the hospital are going to look like. There is about a week to two weeks of underground utilities and plumbing to put in. As soon as the no dig orders are lifted, Layton is looking at starting some of the exterior items that weren't finished last year. They anticipate about 3 ½-4 months of sight work, which will include parking lots, sidewalks, curb and gutter and landscaping. Lindsey and Layton are working on a plan right now to remove the canopy in front of the clinic.

Under cabinet lighting change order was discussed. There were approximately 18-20 locations that needed lighting which was not included in original plan and the bid came in at \$46,035.84. JD & Nathan will continue to finalize locations and other items regarding lighting and then they will bring this item back to the board at next weeks meeting.

The Mind Ray machine, for patient monitoring, through Henry Schein needs a PO by tomorrow in order for the machine to be ordered so it will arrive on time. The total cost for the whole unit, including the low voltage piece, is \$249,315.99.

Jamison Ziegler moved to approve the Mind Ray, from Henry Schein, purchase order for owner purchase equipment in the amount of \$249,315.99. Kenda Tanner seconded. All were in favor and motion carried.

Finance Committee

Finance Committee meeting minutes from March 20th and a Finance Committee memo were presented to the Board by Dave. Sublette Center shows \$91,000 profit for the year or net income for the year but that's after the Sublette County contribution of \$35,150 each month. There are currently \$450,000 in receivables and about 85% of those are Medicare/Medicaid but we are still unable to bill them until licensure is complete. Cash on hand for the Sublette Center is currently 152 operating days. Lena reported at the meeting that the Sublette Center should be able to bill out to Medicare/Medicaid very soon as part of the licensure has been approved. It will not be the initial 6 months of no billing as originally anticipated.

Hospital District lost \$535,436 for the month of February which included some capital expenses. The County mill levy payment was a little smaller than average also in February. Dave also reported that the Marbleton/Big Piney Clinic is a \$1 million ahead of budget in terms of income versus expenses. Cash on hand has fallen due to a large amount of construction expenses paid by the District. SCHD has been averaging about 200 days cash on hand over the last 24 months and it's now down to 128. The District has now contributed, as of February 29th, \$11,990,000 into the construction project. It was also mentioned that the 12-month rolling average for provider revenue is \$205,850 and last month it was \$238,840.

The potential new electronic medical records bid by OCHIN was discussed as it was presented to the Finance Committee meeting on the 20th. The total bid is \$961,130 with a \$376,826 annual maintenance cost which is based on usage so that annual cost will fluctuate. District would need to place 50% down within 10 days or contract signing, 25% down 90 days prior to going live and the final 25% due on the on the go live date. OCHIN also recommended having a project manager for the installation of the product and that would be handled with an outside source other than OCHIN. The District received a bid of around \$500,000 for a project manager but

after much consideration by the staff and the Finance Committee, the staff has agreed to take on that roll and save the District some money.

Dave Bell moved that we enter into a contract with OCHIN to begin the process of purchasing, acquiring, and installing the epic EMR system for our new hospital. Kenda Tanner seconded.

Discussion was had on how this project would be paid for, out of operating or somewhere else. It was reported that this cost would more than likely come from the inflation-based ARPA grant but that will need to be confirmed.

All were in favor and motion carried.

Finance Committee was also presented an opportunity from Serena, Lab Director, to purchase a new chemistry analyzer for the Marbleton clinic. The company that they are purchasing a new analyzer for the hospital is offering a large discount if two units are ordered. The Marbleton clinic analyzer is coming to its end of life and the lab would like to keep the same machines in both locations so the lab staff can comfortably move between clinics to work and to be able to stock the same supplies. Serena proposed to the Finance Committee that the current year's budget be adjusted by adding the 25% down payment of \$15,990 and that the remaining cost of \$47,970 be placed in the 24/25 budget. Dave has asked Michelle to come up with capital expenditures so far for this fiscal year so they can see where they are at compared to the budget for these capital items.

Dave Bell moved that we proceed to acquire the analyzer and adjust the budget for a \$15,990 down payment. Kenda Tanner seconded. All were in favor and motion carried.

Dave also mentioned that the Finance Committee has a huge task ahead of them to prepare budgets for both the Sublette Center and the Hospital District. Budgets will need to be completed by June so it can go through the proper channels of approval.

Dave Bell moved that we pay bills for the Sublette County Hospital District for the period of February 17, 2024 to March 15, 2024 in the amount of \$1,360,192.99 for operating expenses and \$2,244,350.93 for CAH expenses for a total of \$3,604,543.92. And then in addition to that, I would add that we pay bills for the Sublette Center in the amount of \$508,078.47.

Dave reminded board that the Sublette Center amount does not include Sublette Center payroll. The District is currently paying the payroll and then submitting an invoice to the Sublette Center to be reimbursed. They are currently running two financial systems that do not talk to one another so it is making reporting and payroll very difficult. They are currently looking into getting a new system in place that both the Sublette Center and the District can use but will probably not be in place before the new fiscal year begins.

Jamison Ziegler seconded the motion. All were in favor and motion carried.

Compensation Committee

Sharon reported that a smaller Compensation Committee met a few times and that they are working on a recommendation for the Board for a cost-of-living adjustment. The committee will also need to review 4 policies at their next meeting when all members are present.

Quality Committee

Press Ganey scores were down for the month of February as reported by Ashli to the Board. She did point out that the number of surveys submitted were almost half of what they were the month before and most likely skewed the data. Team is working on getting correct phone numbers in order to send survey out as a survey cannot be sent to a landline.

There were several new events reported this month. There has been a new committee formed that is called the Utilization Review Committee and that will be for any events that require chart reviews for quality of care concerns and they will meet on an as needed basis. Staff is using Health Stream to help with training needs that come up due to events as well as new rollouts for equipment and that is working really well.

Updated MIPS and quality measure scores are currently at 69.7%. Our goal is to have that up to 75%.

Committee also discussed doing a type of event page on the website so the public can access the information to the events a little easier. They also suggested doing informative interviews such as with Ryan on hot topics like the use of antibiotics, emergent versus non-emergent care and some other different ideas and provide that information to the public.

Advanced directive packet was discussed and reviewed by Committee as well as Bloodborne Pathogen Plan and Bloodborne Pathogen Procedure. Bloodborne plan and procedure will go back to policy committee for a little more work.

Sublette County Health Foundation

On Kari's behalf, Lindsey reported that Diana Archuleta donated \$1 million towards the MRI in memory of her late husband George. The Foundation Board approved funding in the amount of \$135,000 in miscellaneous MRI equipment

at their 3/25 meeting. Pure West donated \$116,000 from their leadership team to fund the nurse call system for the existing clinic. They also want to donate \$100,000 over 3 years to fund the ER beds. The Foundation made the first down payment of \$10,262 for 50% of the fireplace costs. The sanctuary committee met and were able to choose benches for the space as well as discussed the possibility of fundraising for a stained glass piece to put in the sanctuary. Foundation also made the first down payment in the amount of \$46,467 for 50% of the playground. They also received a \$5,000 donation from the Rocky Mountain Power Foundation grant to fund wheelchair accessible garden beds so that seniors can garden daily.

The Foundation would like a recommendation from the Board and how they want them to pay the District the \$300,000 from the women's health donation. Board agreed that the Foundation should just cut a check to the District in the lump sum of \$300,000 and a progress report of money spent will be sent to the donor.

Public Comment

Dr. Burnett thanked Kristy and the team for working so hard on getting our new EMR system and he also thanked the Board on behalf of the physicians who highly favor the EPIC EMR and are comfortable with it.

New Business –Children's Discovery Center/Easement Request

Two representatives from the Children's Discovery Center presented an overview of an easement request to the Board. They are expanding the preschool and are adding 3 new classes. The addition is going to jump out into existing staff and parent parking. Wanted to start the discussion with the Board on a possible easement on

property that is currently owned by Sublette Center for a road access to their existing parking lot. Goal is to open new addition in early Fall 2024. The easement would include a road and the Learning Center will maintain the road. There were some concerns with the potential easement splitting the property almost in the middle. Board will further look into size of property and options for possible easement and get back to the Discovery Center.

New Business – Landscaping

Chair Hoffman wanted to clear up some misconceptions with regards to the landscaping at the construction project. The piece that is in question was specifically towards the back of the project, a courtyard area, that was VE'd out last year. It's not part of the project budget presently. Anything that was VE'd out and is now being funded by the Foundation has to go back into the project budget as change orders, which are already backlogged, it further backlogs things. It could possibly take 2-3 month to get a change order approved at this time. Board has worked very hard to convince the USDA that adding these previously VE items back into the budget is worth it and they have fought back really hard. This landscaping project in questions is about \$600,000 and Foundation is not prepared to commit the funds as of now. Tonia asked the Foundation Board at their last meeting to continue to raise funds for the landscaping project and hopefully at the very end of the project, we could put this on as an owner-added piece but it will not be added back into the construction budget at this time. Nathan reported that what is included in the budget as of now in that area is ADA sidewalks from the building entrance and next to the parking lot areas as well as native grass seeding or vegetation in the remainder of the areas. The additional estimate of \$600,000 would include colored concrete, stem walls for the seating areas along with the fire pit, irrigation, and additional landscaping, which includes boulders, trees and shrubs. Discussion was had about the possibility of saving money if this project is done after completion of the hospital and being able to use local contractors.

New Business – Consent Agenda – Policies & Job Descriptions

Advance Directives Policy, Patient's Right to Visitation Policy, Payment of Bills Policy and Super Vendor Payment of Bills Policy was presented to the Board. Discussion had on the Super Vendor list and the intent of that Policy. Dave clarified to the Board that intent of this policy is that two board members would be able to approve a payment for a bill to one of the super vendors rather than the entire board having to approve payment of that bill so operations are not interrupted. Two Board members signatures will still be required on the checks paid to super vendors. Finance Committee will compile the super vendor list to recommend to the board at a later date.

Nurse Practitioner for Women's Health job description was also presented to the Board.

Jamison Ziegler moved to approve the consent agenda, which includes an Advanced Directives Policy, Patients' Right to Visitation Policy, Payment of Bills Policy and a Super Vendor Payment Policy as well. And also, to include the job description for a Nurse Practitioner, Women's Health. Ashli Tatro seconded. All were in favor and motion carried.

New Business - Financial Leadership Discussion

In past meetings it had been discussed that the Board wait until a management company was in place so they could help oversee some financial leadership or the hiring of someone that could. Chair Hoffman reported that it could be several months until a management company is in place. Lindsey reported to the Board that she has been in touch with Kurt Anderson out of Durango, Colorado where he is an Administrator currently but in the past was a CFO in Idaho at a company there. Lindsey & Kurt have worked together, ran a very successful

organization together and worked together during the build of a brand-new building. Lindsey stated that she needs to create some help for the finance department. She would like Kurt to create some budget templates and financial dashboards for us. He also knows a lot about cost-based reimbursement and has a background in health care financials. He will also be able to create the 36 months of projection that were needed. Lindsey will collect his resume and make a proposal to the Board so they can interview him but she needs some help in the interim from him. He would come up for a visit to meet with Lindsey and Michelle and get all of the information he needs to move forward and will then work remotely for approximately 10-20 hour per week. Lindsey will do some market research to come up with an amount to pay him.

Dave Bell moved that Board formally investigate options for financial leadership for the organization. Kenda Tanner seconded. All were in favor and motioned carried.

New Business – FOIA Requests

Chair Hoffman reported that the District has been under some pretty intense scrutiny in the area of public records requests. Michelle and the District's legal department have been working furiously on the District's behalf trying to stay ahead of this. Chair Hoffman wanted to state publicly some facts that were provided to her because there was some information in a letter to the editor last week which was largely inaccurate.

The Board adopted a policy in December 2021 that addressed public records requests and included some fees based on the hours required to provide the data. From 2020 to 2023, the District received 26 requests. Twenty of those requests have been from one particular person in the community. That particular person has turned the hospital district into the State Ombudsman 10 times. The Ombudsman has ruled in the district's favor all but one of those times. In 2024 thus far, we have received 5 public record requests from the same household. The State Ombudsman has been very involved in all of these requests and she met yesterday with our legal team and Michelle, who provides the records. She has consistently sided with Sublette County Hospital District and has found that we have not made any mistakes in how the requests are being handled. District is going to try to be better about posting documents on the public side of Board Docs that pertain to the board meetings. The documents that were requested such as Star Valley contract and employment contracts were given to the requestor without any fee and the records requests have been fulfilled. The State Ombudsman recommended that the District come up with a form letter that will have the date when records request was received and when the records are expected to be available.

FOIA requests will remain on the agenda for each monthly board meeting for as long as needed. The Board agreed that any public requests received will be placed on Board Docs as well as any responses by the District or the legal team regarding such requests. Lena reminded Board that legal does not get involved in these public requests until and unless the tone becomes aggressive, inappropriate, unprofessional, or for anything to that degree.

New Business – CEO Search

And update on the CEO search was given to the Board by Chair Hoffman. CEO search firm received 92 applications for the position. They have narrowed it down to 14 after a couple of interviews. Chair Hoffman asked the firm to narrow it down again to 5-7 applicants and then bring those names to the Board. Board should expect to receive the list somewhere between April 1-8th.

Old Business – Approval of Meeting Minutes

Jamison Ziegler moved to approve the meeting minutes from February 14th, February 15th, February 21st, February 27th, February 28th, March 13th, and March 20th, 2024 along with any Executive Session minutes. Ashli Tatro seconded. All were in favor and motion carried.

Old Business – Approval of Payroll and Bills

Approved this item earlier in the meeting under the Finance Committee report.

Executive Session

At 8:58 p.m., Ashli Tatro motioned to move into Executive Session to discuss personnel and legal. Jamison Ziegler seconded. All were in favor and motion carried.

At 11:09 p.m. the board came out of Executive Session.

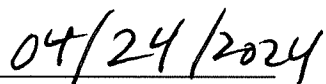
Adjournment

Ashli Tatro motioned to adjourn the meeting. Kenda Tanner seconded. All were in favor and motion carried. Meeting adjourned at 11:10 p.m.

Minutes taken by Jann Maxfield, Executive Assistant



Tonia Hoffman, Board Chair



Date