



Sublette County Hospital District Board Meeting Minutes
April 26th at 5:30pm
Marbleton Town Hall

Board Members in Attendance

Tonia Hoffman – Board Chair
Jamison Ziegler – Vice Chair
Kenda Tanner – Secretary
Dave Bell – Treasurer (absent)
Ashli Tatro – Member

5:30pm: Board Education – Budgeting by Mike Hunsaker

You should have a budget philosophy, about how you deal with a budget and what you focus on when you make a budget. This is our administration’s philosophy that we’ve settled on and are sharing it with you. We want to hear your feedback and make adjustments as necessary so we all agree this is our philosophy. Here are the priorities, in no particular order. It’s based loosely on Star Valley, as we have similar populations, both collect three mils, both have similar challenges with inflation and both have to prioritize maintaining staff in a very competitive environment.

The first priority is to ensure responsible and effective use of the tax payer dollars. We don’t want to spend tax dollars to be able to pay the electrical bill. We want to spend tax dollars on capital items or ways that add revenue streams. We aren’t there yet, but we want to get there within a number of years. Next, the budget process must be in synch with our strategic initiatives. It has to match what we want to accomplish over the next fiscal year.

Next, the budget must support excellent patient care at fair prices. Star Valley went through a 3 year period where the board said we aren’t going to raise prices. We have paid for that dearly. We are still trying to catch up to the market. And not being at market level for charges means we might not be able to maintain staff or give raises to employees, or hire a new position. We don’t want to be missing opportunity because we haven’t kept up with the market in terms of charges. Each board member might have a differing view on this, but it’s something we need to be on the same page about. We are battling high inflation. When you look at the map of Wyoming, the Southwest region is experiencing the highest inflation in the state of Wyoming. Uintah, Sublette, Lincoln and Sweetwater make up the southwest region. That inflation number is an important thing that we need to consider in terms of our philosophy. Page four breaks down these costs by County, and you will see that Sublette County is in the 98 percentile for the cost of medical care, which is about average. Afton is 107 percentile and Kemmerer is 117 percentile. Sweetwater is 105 percentile. The philosophy that Star Valley has taken is that we never want to be the

highest price but also don't want to be the lowest price. We want to be the middle of the road. We need to decide how we handle our pricing this year.

Number four is that the process must support fair employee compensation. How do you provide healthcare if you don't have staff to do it? Sometimes the benefits mean more to an employee than the wages. We need to stay competitive on benefits to retain employees and have solid recruiting tools. We don't want to lose staff. Number five, the budget must support adequate levels of providers and staff to support access to healthcare in our community. If we don't have a Provider to see a patient that needs it, then we aren't providing access. There's a balance in how we pay for it. The revenue is a piece of it, the patient paying for their care. But we have to provide the service to get the payments. Number six is that the process must account for the Sublette Center merge. This year our tax revenues this year are expected to be high, and that funding needs to be put into reserves as unexpected expenses come up as we work on merging the two cultures, meeting conditions of participation, and building a CAH. You all know that in good years you save for the bad years. We need to live by that. We need to build reserves.

Seven, as part of the budget process we must manage our supply costs, and explore group purchasing options. We have discovered we have five accounts with Henry Schein, a supplier of hospital supplies and every account has different prices. Sharon has taken on working that out, to be sure we get the best pricing. SVH belongs to Health Trust Purchasing, a group purchasing organization. We all get the same pricing. You have to be sure the vendors are giving you the HTP pricing. There will be some cost savings there to realize. Ashli asked who handles purchasing, and right now we have two nursing accounts (Marbleton and Pinedale), two lab accounts (Marbleton and Pinedale) and one for EMS. Each department does their own ordering and each one has an account rep. There are discrepancies in what we are paying. But we're going to get it figured out. As we become a hospital, we'll have a central supply department who will be in charge of purchasing. And when we are able to join HTP as a hospital, that will realize more savings. In another example, Kayla is looking at Radiology equipment right now, and she's being a good negotiator. Your supply person will have to be a very good negotiator. Eight is to identify forces that affect your economic picture year to year. We will adjust year to year based on the state of the world, for example is interest rates go down. Nine is to support new development, to improve access to care. This is based on Providers. When we are at the point that we want to add new providers, we'll develop a proforma to see what that looks like and how many hours are needed for how much revenue. You also need to consider what the community needs. What do patients need? What services can we get? Number ten is that the process must account for managing Medicare and Medicaid margins. The Sublette Center will be dependent on those rates. And when we become a CAH, we will go through this process every year and make adjustments to that as needed.

To wrap up budgeting, Dave Doorn notes they put together a "worst-case scenario budget". We put everything in. We put in COLA raises for staff. We put in "what if" we add the positions we need? It included the increases on utilities. We know we own the buildings now, so maintenance is up. Insurance costs are up. This budget has a lot of moving parts. We know that we are going to have a spike in our tax revenues. How much do we want to save? We know we need positions to get ready for CAH, but when do we implement them? Now? 6 months from now? That's where we are at. And going forward, we will let you know when we might add those people and what that will do to our bottom line. We wanted to give you the full picture first and what they all might cost. There are going to be judgement calls. And there will be educated guesses on when to do these things. Mike added that we want the board to consider the budget philosophy and get their concurrence. Ultimately, this is your budget philosophy too, and we want to be sure we are in line with what you want. That will guide the budgeting process. Tonia thanked Mike and Dave for laying out the priorities.

Meeting Call to Order 6:00 p.m.

Pledge of Allegiance / Set Agenda Tonia is excusing Dave Bell. He's on the road. Dave Doorn asked to add "Board member appointment to Credentialing Committee" under new business. Jamison motioned to accept the agenda with the addition of new business. Ashli seconded. Motion passed unanimously.

Department Reports:

Building Committee- Jamison Ziegler/Tonia Hoffman & Owner's Rep Update - Karl Lueschow

Karl Lueschow thanked Chair Tonia Hoffman for pushing the contract through and signing everything in a timely manner. That's the trigger for everything moving forward. We expect that Justin Bailey will provide us with a concurrence letter tomorrow. That will allow Layton Construction to let all the subcontractors moved forward.

You will see an update to the construction budget. We moved the Helmsley Grant medical equipment out of the project, as we don't have the commitment yet. So, we have removed that, which changes the bottom line of the project but changes nothing with Layton Construction or the GMP.

Starting construction is a function of financing. We are focusing on a June 1 start of construction. They will be mobilizing and starting then. Dave Doorn assures us that the bond company is moving forward. We agreed with the Commissioners to provide a Town Hall meeting. That has been scheduled for 6pm, May 23rd. Karl and Jeremy Hobbs with Layton construction will be in attendance. The intent of this meeting is to have the community informed about the project and answer any questions about how it's moving forward. Our board and the Commissioners are all invited to be in attendance.

Permits are taken care of, with both the Town of Pinedale and at the state level. Teletractors is on sight moving the irrigation ditch this week. As we drive towards the start of the project, there are a lot of questions about how we draw money. We had a meeting with the USDA and the SLIB board OSFI office on how to spend the \$10 million ARPA grant. Jeremy from Layton Construction is coming up with a process to submit invoices to SLIB. The ARPA grant is reimbursable and requires a one-to-one match. Those invoices need to go through the USDA then to SLIB. There will be a process about submittal and approvals. There is a lot of discussion around how to draw funds. The county money is another level of complexity. A lot of attention will be given to this over the next four to five weeks. Karl then asked for questions. There were no questions. Karl will be in person for the town hall and the next May board meeting.

Dave Doorn added that we went through the process of selecting Municipal Capital to provide the revenue bonds. They are working on selling those bonds and getting us the funding. Everything is in process. It's tight to hit June 1, but we are confident we will make it. Looking at draws, we've been looking at how we can spend the ARPA money and the County money first, as there is no interest attached to it. When Municipal sells those bonds, we get the funds. The bonds we are selling are revenue bonds, NOT general obligation bonds. There has been confusion in the community about if we are putting bonds on the ballot to raise taxes. We aren't. The next step in the process is getting the guaranteed loan financed. That's the \$3.2 million 30-year loan. We are trying to get a local bank involved in that. We are talking with First Bank and Jonah Bank. That financing doesn't have to be completed before construction, but we need the term sheet done by June 1 before we can start. The construction loan and the guaranteed loan have to be in place. By any luck we have answers on Friday. As a backup, we have the Greater Commercial Lending loan if needed, but once again the bonds will offer a better interest rate.

Administrator's Report: Dave Doorn/Mike Hunsaker

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

EMS continues to do education. The EMT B class that started with 18 students only has 8 left. We have a verbal yes that we got the education grant for the Community EMS program. They are working on

the contract. Bill is working on exact numbers from Hennepin College on what the education costs. That grant will lower the cost of starting that program. It will bring the start up costs to less than \$10,000. We just got a motor fixed in one ambulance for \$25,000. Sublette County is offering to allow EMS to use the Daniel Firehall when the ambulances are staged between towns. The county tabled that decision till next meeting. They are looking at a lease agreement for the Daniel Fire Hall, for example that we might pay for the electricity. Bill noted we would only use it about 100 times a year, and probably only for a couple of hours. We'll have to find a fair price. We want to support each other as we and the County have been great partners.

It's national Lab week. Lab is giving out "Who Moved My Cheese" to help everyone learn about dealing with change. COVID numbers are down and strep is up. President Biden is declaring the end of the COVID emergency on May 15th. Nursing reports that Vicky Marshall and Kristy Bartlett have both graduated with their BSN in Nursing. A big round of applause. We are working to institute a Care Coordinator to help patients access care. We are also planning an active shooter drill on Saturday, April 29th. Kayla reports that Radiology has fixed the equipment problems in the Big Piney x-ray equipment. We have hired two PRN staff – one with echo certification and another with Mamo certification.

Public Relations reports is continuing to do health roundtables at both senior centers. Also passing out annual reports to local businesses. The website is updated and has improved navigation. For grants, Helmsley Foundation would like to do a site visit when the snow is gone. Our last FEMA grant will be about \$18,000. We are also working on bidding out the HVAC grant and the lead time is 40-50 weeks. It's going to be a four-day process to install. We'll need a plan when it's time for it to happen. We also received Employee Retention Credits. At first government healthcare was unable to apply, but the rules changed. Michelle did all the legwork for that ERC. It came to an additional \$600,000. Tonia asked for clarification on the HVAC systems, and Dave confirmed it is 4 days per clinic. We know it will be over the weekend, and we will try to stay open. Finally, there is still a \$14 million pot of ARPA money that we are eligible to apply for that

Business office is working on the 2023/2024 fee schedule and running different scenarios. Kelli is attempting to lower our credit card fees. Our certified coder Dorraine is working with providers to improve coding. Dr. Burnett is continuing his mentorship program with the providers, and going to many many meetings. Dr. Wallace is working on getting badges for each staff member to assure every patient can tell every employees role. Dr. Wallace is also working on polices and procedures, and met with EIRMC to address quality of care concerns with recent patients.

Lindsey took over the EMS and Billing employee departments. Lindsey is working on a staffing model for providers. How many do we need in each position moving into the future.

Sublette Center report (Dawn Walker) This month has been about progress. If we need inspiration, then drive past the ballfields. Seeing the construction equipment shows progress!! You need to do it. It's good for your soul. The Sublette Center two board integrated the Committees of both organizations. We are also learning, as Sublette Center hasn't done committees in the way the hospital district has, so it's been a process. Sub Center staff want to thank Lindsey and Michelle for leading the process on the compensation committee. We're learning a lot and think the process is going well. Dawn's theme is "progress". Also, our backup generator lost its automatic transfer switch, and it was a 30 week wait for the new part to arrive. But we're happy to report it's fixed.

Finally, Sublette Center wasn't included in the original round of grant requests from Sublette County, but we went to a meeting and are now included in the process. The first step is a meeting with Dawn and the County Clerk. At some point the Commissioners may ask for a presentation from our

combined group, and Dawn thinks asking Tonia and Kenda to join that, as they are on the merger committee.

Committee Reports:

Finance Committee-Kenda Tanner: The committee choose to recommend Eide Baily to be the auditor for the next three years. Kenda motioned to retain Eide Baily to perform our annual audit and cost reporting activities for the next three years. Ashli thanked being able to see both proposals. Ashli seconded and motion passed unanimously.

Budget – The Finance Committee asked the staff continue to work on the budget numbers. They are meeting next week to review the next draft of the budget. The Finance Committee also recommends hiring a contractor to perform the work of exploring the Rural Health Care designation. This has the potential to increase revenues to both the Pinedale and Marbleton clinics. Mike has a person in mind who helped South Lincoln go through the RHC designation for the Kemmerer facility. Ashli asked about timeline and Mike answered that it could be 60-90 days if we want to go at that pace. We did both a study with the Office of Rural Health and with DZA and the projected revenues. The Office of Rural Health estimates on increased income were significant. We think it's important to add revenue to both clinics, so we can do the things we want such as increasing access to care in Marbleton or increasing hours or whatever we like. We can continue to be Rural Health Clinics even after we get the CAH on line.

Kenda motioned that we hire a consultant to perform the needed work to achieve a Rural Health Clinic designation for both clinics not to exceed \$10,000 to achieve that purpose. Ashli seconded. Motion passed unanimously.

Reviewed the financial statements for March, which weren't great in terms of profit and loss. We had some large expenditures including a \$98,000 downpayment on an ambulance rebuild and a \$80,000 for insurance renewals. Our tax payment was smaller than expected and this all combined to make a loss just under \$400,000. We reviewed the check register and looked at expenses over \$15,000, some of which are Henry Schein. We are meeting again next week to continue looking at the budget. Mike informed the board that Star Valley Health hasn't billed the SCHD for Lindsey's services yet. Mike asked Star Valley Health to spread it out over a few months, so it isn't a shock to the bottom line.

Ashli asked about the budget timeline. The draft budget is due in May, so there will be one presented to the board at the next board meeting. And then the final budget is due the fourth Thursday in July, but Michelle would like it done by the June board meeting.

Merger Committee -Tonia Hoffman/Kenda Tanner – As Dawn reported, we are merging committees between the Sublette Center board members and the SCHD board. Other than that, things continue to move forward.

Compensation Committee -Tonia Hoffman/Kenda Tanner – We are at the point where we are trying to figure out what we want our total compensation package to be for the whole organization (including the Sublette Center). We have been meeting twice a month, and will bring requests to the Finance Committee. We have a meeting tomorrow to show combined numbers. Tonia thanked Rhonda for her help pulling these numbers together.

Quality Committee – Ashli Tatro We have a new Quality Department; Kristy Bartlett is the new Director of Quality and Sue Briggs Stanfill is Quality manager. Press Ganey shows our patient satisfaction is trending up, which is good news. Patient experience and grievances: working on creating a standardized letter and policy. Talked about After Visit Summary and Discharge Summary to tighten up the process of getting that sheet. It's usually Front Desk giving that to the patient, but not every patient stops by the front desk to check out. The Front Desk will continue printing those and trying to catch people. After hours, the Nurses will print those and get them to the

patients. The other topic was merit-based payments incentive system or MIPS. If we score high, then we get a higher reimbursement. If we score less, then we get lower reimbursement. Our scores are lower than we want them to be. We want to raise them by being certain that everything gets documented properly. The quality care is happening, but it's not always getting documented. They are trying to make a workflow being sure that this is handled better.

Mike wanted to recognize the work that the Quality Committee is doing. This is new to the organization. The upcoming merger with Sublette Center has implications that we haven't always thought through. How can we make best use of everyone's skills? We know we need to stand these things up quickly, but by no means are they a final product of how it's going to look moving forward. We have to keep an open mind about how we start these things and how they grow. Sometimes we have to let things go from how we've done it in the past, and we need to look to the future. We need to bring these two organizations together be sure everyone is in the right spot. Mike is thrilled about having the Sublette Center Two board involved in our committees. There are talented people in both organizations and we need to be sure we are utilizing their talents and putting the best people in the best places. Dawn and Mike have been talking about are their departments and if there are ones that we can bring closer together now. Does it make sense to do some things now before we move into the same building? We'll be working through those details on how everyone has a voice and everyone can share their thoughts. We want to create a vibrant organization.

Sublette County Health Foundation – Kari DeWitt Tonia reported that we've built this board from the ground up, and we finally have everyone together and we had our first Foundation Board meeting with the full 9 person board. Tonia appointed Sharron Ziegler to the Foundation board. Sid Stanfill attended as the newly appointed Chair of the foundation. He was the former Director of the Library here and is married to fourth generation rancher Sue Briggs. He worked with Kari at the Pinedale Fine Arts Council, serving on that board, and looks forward to this new project. The Foundation board appointed Sid Stanfill as Chair, Nancy Espenscheid as Vice Chair, Louann Heydt as Secretary and Sharon Rutsch as Treasurer. The SCHD board approved of these recommendations. Kari also reported that Tegeler and Associates have donated \$50,000. It's an incredible donation, and we are very grateful. Jamison Ziegler submitted his resignation from the Foundation board. The Foundation Board bylaws state there must be two SCHD elected board members on the Foundation board. Currently Tonia Hoffman and Dave Bell are filling these two positions. It feels great to get going with fundraising.

New Business

- Policies – Chartis – Credentialling Policy – Lindsey let the board know that a ton of policies are coming their way. Leanne from EMS has joined the Committee. And Shelli Davis from Sublette Center. Both have been crucial to the committee functioning as intended and they bring great insight. The policy has been through Medical Executive Committee and the Policy Action Committee. Ashli asked about the effective date of the policy, and if it needs to be corrected tonight. It mistakenly says June. Ashli asked about typographical errors, and Lindsey answered that the formatter is on vacation. Sharon clarified that the Policy on Policies (which the SCHD board approved) gives the Policy Action Committee the ability to make small changes as needed (like typos). The board is approving the content. Dr. Burnett added that this policy was evaluated extensively with the Medical Executive Committee and it is timely, as they need to move forward with credentialling new Providers. Delaying approval of the policy would affect the work of the Med Exec Committee. This Med Exec is also working on their bylaws, which will come later.

Ashli motioned to approve the Credentialling Policy as presented. Jamison seconded. Motion carried unanimously.

Board member appointment to Credentialing Committee. Tonia formally appointed Jamison Ziegler to the Credentialing Committee.

Old Business

- Marbleton Services – They will be included in the budget talks about how to address the needed architecture fees to remodel the Emergency Room to meet new regulations which go into effect 2025.
- Jamison motioned to approve the meeting minutes from March 29, April 10, April 14, 2023. Kenda seconded. Motion passed unanimously.
- Approval of Payroll and Bills – Kenda motioned to approve payroll and bills from March 11, 2023 – April 14, 2023 (which includes three payrolls) for \$1,504,028.01. Ashli seconded.

Public Comment - none

Executive Session: *Personnel and Legal* 7:12pm Jamison motioned and Kenda seconded to go into Executive Session for the propose of discussing legal and personnel. Motion passed unanimously.

8:01pm – Out of Executive Session. No business was taken.

Adjournment – Jamison motioned and Kenda seconded to adjourn. 8:02pm