

Sublette County Hospital District Board Meeting Agenda
August 18th – 5:30 pm
Marbleton Town Hall
Marbleton, WY

Trustees Present:

Tonia Hoffman – Chair

Jaimson Ziegler – Vice Chair

Kenda Tanner – Treasurer / Secretary

Wendy Boman – Trustee

Dave Bell - Trustee

5:30 Board Education: 5 Board Priorities and Committee Structure and Function – Led by Mike Hunsaker

Distinguishing Governance from Management – Fiduciary responsibility to act in the best interest of the public and in the interest of the stakeholders.

- 1) Choosing the CEO
- 2) Approving major policies
- 3) Making major decisions
- 4) Overseeing performance
- 5) Serving as external advocates

Overseeing performance. Board works with the staff to develop an annual operating plan. This gives you a mechanism to measure the organization on those goals. This will include operations, strategic initiatives, strategic goals, which then you can measure quarterly based on those metrics.

Making major decisions includes big things such as it time to get an MRI machine. Not being part of corporate healthcare, but being a smaller independent organization, this board will have a lot of decision-making power to guide the organization.

Strategic Planning – what do we look like 5 years or 10 years from now?

Adopting policies that are tailored to the needs of this District.

Choosing the CEO. He or she is the one employee that reports to the board. Any complaints or concerns should go to that person.

Hospital Board Committee structure and function.

Recommend three committees: These can include community members.

Finance. Use metrics to know the financial health of the organization.

Building Committee:

Quality Committee:

The board is responsible for approving the credentials of your providers, including both every provider you employee and every one that comes to your facilities to provide services. It's your fiduciary responsibility to the community to be sure that they are good providers.

Meeting Call to Order 6:05 p.m.

Pledge of Allegiance

Set Agenda – Strike health insurance for employees' update; need more data. Add Cash Transfer and Add approval of Mission, Vision and Core Values.

Dave Bell motioned to set the agenda and Kenda seconded. Motion passed unanimously.

Department Reports:

Administrative and Finance: Dave Doorn/Mike Hunsaker – Stats- ER has been busy. If we averaged in the tax revenues monthly, we would be in the black. Wendy asked about differences between South county and North county. Jamison asked if they were tourists or locals. Dave says that the majority is local business. Search and Rescue has been quiet this summer until last week. We've transferred 3 COVID patients in the past month. The COVID numbers spiked earlier this month. Neighboring counties are seeing high numbers of COVID patients.

Stats show nice increases in scheduled visits and non-scheduled visits in both Pinedale and Marbleton. Unscheduled visits are up 29% in Pinedale. Lab numbers are higher than ever.

Misc: we brought in a shredding truck to clear out the basement of the Billing office. Have started installing internet at the 3 Sublette Center apartments where our billing department will go. The bid to increase door security came back at \$2700 – need to decide about that. Also having a meeting with University of Utah to start talking about Epic. Sept 7th -9th Mike and Dave will have a face to face with Lorraine Werner in Cheyenne.

Have had 4 applicants for the Controller job which Dave and Mike are examining.

Just in: St John's is no longer accepting patients. Mike reports that Star Valley has 4 COVID beds available. St John's won't take ANY Sublette County patients. Neither will Sweetwater County. Kemmerer is a good back up as well. EIRMC is about to fill up quickly.

Dave Bell asked if we are looking for a new Doctor. Dave had a preliminary meeting with a Dr that used to work locally. It went well to start. Also looking at utilizing a recruiter that Star Valley uses. And Abi is reviewing a LOCUM contract that will be used to fill in holes where needed.

EMS: Bill Kluck A big thank you to Classic Air Medical who brought their trailer over for educational simulations. As more tourists are in town, watch out for pedestrians. Did a stand by for the Soda Lake Fire for 4 days. The green ambulance – 129, blew a head gasket. Dave asked about a repair budget. Bill reports that is usually costs about \$60,000 a year in maintenance. Dave Doorn says that we need to be on a schedule to replace ambulances as needed, so we don't have to repair many of the ambulances at once. The Commissioners gave us \$25,000 (a portion of the sale from the old red ambulance) to buy a new lift system.

We own 6 ambulances: 2020, 2012, 2012, 2008, 2007, 2003. Mike Hunsaker says that both Dodge and Ford have fleet programs that save money. Star Valley is going to take the box off one ambulance and put it on a new truck. Bill says we used to be on that, but now have a mix of Ford and Dodge.

Clinical: Vicky Marshall – Had a demonstration of the new Hospital beds that we will have. It went well. For school physicals we had 62 kids in Marbleton and 173 kids in Pinedale school physicals. Had 2

employees resign in the past two weeks and foresee 2 more in the next month or two. Tonia asked why they left and Vicky says it's a combination of transition and things we need to work on. Dave asked what the process is for identifying the issues and Mike said that Vicky, Sharon, Dave and him have met and are addressing it.

Public Relations: Kari DeWitt – Web updates continue. The new headshots and bios look great. Taking a six-prong approach to any press release: Newspaper, Pinedale Online, FB Live, Website, Email newsletter and KPIN interview. That seems to cover getting the word out.

Working on an employee event for Tues, Sept 14th at 5pm. Asking the SCHD Board to serve food. Penciling in a potential ground breaking for Oct 5th. Ready to invite dignitaries, pending USDA approval. Mike offered use of their gold shovels. Working on the naming competition for the new facility. The architect plans are on boards on both ends of the County that will shift location periodically.

The August marketing campaign was using our Labs and getting your healthcare close to home. The September ad will be Hiring Nurses. Upcoming Press is: Cowboy State News Network, Wyoming Business Report and Sublette County Magazine. Tonia asked what we are paying for the Sublette County magazine and Kari said nothing, we are a feature story.

Grants Report – continue to work on pursuing ARPA funding from the Governor's Office, and the Wyoming Business Council (for the surgery suites). The Economic Development Authority just released a new program as did the USDA Emergency Rural Healthcare Grants.

Committee Reports:

Finance Committee: Kenda has been on this committee and brought up adding a second person. Dave Bell offered to join the Finance Committee. Tonia said that after our Board training tonight it might be beneficial to identify community members that could also help.

Building Committee: Jamison reports that the budget is getting closer and closer. Only \$97,000 off budget and honing in. The second piece is that steel is 6 months out and that will affect the project schedule. Tonia notes that this project continues to change and we all have to think on our feet.

Merger Committee-Merger Status Update: Have a date for the merger to be done – Dec 31. Established Mission, Vision and Core Values. Working on Employee Event. Working on a naming contest. And we have a draft Merger agreement. The attorneys still have the document and are working to get it to the Boards. Tonia notes we made great strides yesterday.

New Business

Introduction and Updates: Layton Construction Team, Matt Miller: Lines of communication are key. Layton thanks the Board for choosing them and their team. Working on getting the value engineering as close as possible. The steel and the winter weather are the key factors to focus on with this process. We have one date we need to set: when steel will be available. After that date we will work the rest of the schedule around that. Layton's core focus is Schedule, Quality, Safety and Budget.

Dave Bell asked for more specifics. Matt has the stamped permit set of steel drawings ready to go. The plan was to already have that in market. But with the USDA requirements they are still working to get that approved by the State Architect before it can go to market. As we don't have a State Architect in Wyoming, we have to use the Montana State Architect. The full package will be done by the end of the month. Matt thinks that both packages will hit the market at the same time. Matt says like the USDA application was submitted and then had follow up questions, the state architect process is similar in that our information was submitted and now the State Architect is following up.

In terms of subs, the USDA requires 3 weeks of advertising for subs. It's ready to go, but we are waiting for the State Architect to say okay. In the meantime, Layton has been talking to local subcontractors. When it's ready to go we will have a prebid meeting in the Lovatt Room and over Zoom. This will happen a week and a half after the CD's have been put out to bid. That gives the subs time to study the package and have questions ready.

Dave Bell asked what the schedule is looking like now. Matt said if we were to go now, and we are prepared to do that, then we would be looking at steel in mid-March. This is pushed back from the original schedule of doing foundations in the Fall and hanging steel in January. There's plenty of opportunity to do dirt work / grading / etc. Dave asked and Matt confirmed that there is still an opportunity to use the specialized tamping machine. Matt stresses that it is a possibility but we don't want to insist on a system to build that impedes certain people from bidding; so the tamping method will be optional.

Dave Bell asked if anything unexpected has happened. Matt said that they are always ready for something, but no, nothing has popped up yet that would cause concern. The market always dictates the prices.

Dave Bell pointed out that an incredible number of meetings are coming at the Building Committee. Tonia acknowledged that and noted that while she, Jamison and Wendy are on that Committee, only two can attend at a time, of course. Tonia said that after the USDA piece of the AOC meetings is finished, then she would like to see more board members involved with this process.

Matt pointed out that until the steel is approved and we start moving on a certain steel and a certain source, that is when the risk begins. Mike notes that we appreciate Layton's approach to the project. The amount of effort they have put into getting us down to the budget. Mike also noted that they have a large portion of budget for Winter Conditions. Mike says that we want to be careful with that money so we aren't using that money in a place where it could have been used better.

Mike also pointed out that Justin the state architect, works for the USDA. He's in charge of the USDA approval process. Davis has been working with the Wyoming Department of Health as well. Mike reiterated how good the project is moving along. Dave Doorn added that another part of the Fall work they could do was working on the ditch. It would be great to have that done this Fall so that when they are ready to turn on the water in the Spring the ditch is ready to go.

Tonia reiterated that she is absolutely confident in the decision to choose Layton. They have been working very hard on our behalf.

Wendy asked if they will try to use local contractors. Matt answered that the Commissioners asked the same thing. There are parts of the proposal that will cast a wide net. They aren't required to take the lowest bidder. They will be very transparent about who was chosen and why. They will be sure that the local contractors have the doors open and communication to be able to bid effectively. That's the reason Matt was here last week and is here this week. It's a high priority for him.

Jamison asked if Matt would recommend that we go forward with an owners' representative for a project of this scope. Mike said that it is a large project, but he's always been assigned to be the owner's representative. Mike won't be able to be over here 24/7. Between Dave Doorn and Mike they can watch it. If we start this Fall with the dirt work and ditch work, we might not need an owner's rep for that. Maybe readdress it in the Spring when the work gears up and see if it is necessary. Dave Doorn asked Matt and he confirmed that the USDA sends out a person that will be there at least weekly. Matt pointed out that you'll have the USDA person, the testers, the commissioning agent, and many other eyes on the project. Matt will also provide clear communication.

Mike Hunsaker pointed out that the Wyoming Department of Health might require that we provide our own third party person to do inspections. Someone that is qualified and the state approves.

USDA Application Completion and Updates – Application is done and signed. We are now just answering questions. We completed another item today, signing a form that we aren't related to anyone at the USDA. Lorraine is working hard. Dave has his hopes that we will have an answer by August 27th. The bigger items such as the Financial Forecast as done. Mike notes that it's important to get in before the Government fiscal year end of September 30th. Lorraine has more than half her annual budget remaining and there is only a month and a half left in the fiscal year.

Update County Commissioner Meetings – Tonia wants to express gratitude to the Board of County Commissioners for committing the revenue from Aspen Grove Apartments to the healthcare system.

Tonia is working on a lease agreement to get Public Health into a great temporary home so they can move in October and we can start demolition of the old building.

At some point we need to work out a new lease agreement for Aspen Grove, but that won't happen till after the Merger. Meeting next Commissioners' meeting to talk about Title 25 and the jail contract and what they are wanting to see there. Dave added that our attorney and Clayton Melinkovich are discussing the transfers that need to take place.

Jamison asked if we could quantify the Aspen Grove revenue. Tonia said that it is about \$400,000 per year. Dave Doorn stated that one of our major goals is to keep that set of apartments in the healthcare system and that the people that have been caring for those residents stay the same.

Cash Transfer. We did one on July 29th. We are in the middle of transition for our tax revenue. It will start coming monthly in Sept which will help us. We also have a large number of CAH development costs that will be reimbursed with approval of a USDA loan. Tonia suggested \$500,000. Dave Bell asked if that was enough. Dave Doorn said it would be better to do it a month at a time. Wendy asked and Dave answered that we have spent about \$2.8M on CAH expenses, which includes the land, the architecture, the financial forecasts, etc. These should all be qualified expenses which can be reimbursed by the USDA loan.

Dave Bell motions that the board authorizes a \$500,000 transfer from the WYO Star account into our First Bank account to cover up front CAH expenses. Dave motioned, Kenda seconded. The motion passes unanimously.

Health Insurance for Employees updates: Dave Doorn – STRUCK

Tonia brought forward the suggested Mission / Vision and Core Values:

Mission: To excel at providing comprehensive health services in Sublette County through efficient, high-quality, patient-centered care.

Vision: To be a reliable community partner known for ~~meeting~~ (suggested: **exceeding**) the healthcare needs of the entire community through affordable patient care, and excellent customer service.

Values:

~~Commitment to~~ Excellence (suggested just: Excellence)

Compassion

Partnership

Trustworthiness

Stewardship

Communication

Dave Bell suggested striking “commitment to” and just have excellence. He also suggested exceeding, rather than meeting community expectations. Wendy asked about adding Transparency. The board felt it might be covered by Trustworthiness or Stewardship.

Old Business

- Approval of meeting minutes June 16, 2021 / July 12th, 2021 / July 21st, 2021 / July 29th, 2021
Jamison moved to approve all the above minutes. Kenda seconded. The motion passed unanimously.
- Surety Bonding for signatory board members (from July meeting) Tonia asked if any further discussion was needed? The board said no, so Tonia asked Dave Doorn to work with Kelli to get bonds for Kenda, Tonia and Dave Doorn.
- Approval of Payroll and Bills. Kenda moved to approve payroll and bills in the \$1,027,710.44. Dave seconded. Motion passes unanimously.

Public Comment – Bill wanted to add that now EIRMC is only accepting severe traumas. There’s a patient with a broken hip that they are sending to Star Valley. Tonia noted the lack of beds is of great concern.

Executive Session: 7:44pm Wendy motioned and Dave seconded.

Personnel and Legal - no action taken

Adjournment – 9:01 pm

Dave Bell motioned. Kenda Tanner seconded. Motion passed unanimously.

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date