



Sublette County Hospital District Board Meeting Minutes August 24th at 5:30pm - Marbleton Town Hall

Board Members in Attendance

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

5:30pm: Future Governance Responsibilities

As a board that is charged with governing two clinics, this presentation is important to understand your responsibilities. This doesn't mean that you have to do these things. You have to make sure Dave and Dawn do them. You will need to insure that the leadership team of the organization reports to you regularly about these things. First and foremost is to have a culture of safety. The basic premise is if you see something, say something. If you see something that might be a problem for a patient, you need to say something. It's not a culture of impunity, it's a culture of safety. We need to make sure there is an escalation from leadership to the governing body about Quality initiatives. You'll get a quarterly report about this topic. The culture of safety is all about transparency.

Mike showed graphs on what quality looks like. We want to create a trend line for safety going in the right direction. Charts included the magnitude, the rate of change, and more. For example, the number of falls with an injury. The average severity of medication errors. The board will need to think of benchmarks and goals. Are we going in the right direction? Variability is if this is trending in a smooth way or is it bumpy? Need to dig into patient safety and look at the rate of change. Is it slow and steady? Or is it a sharp change, and have we just discovered something that we should have figured out a while ago. This is what you need to be concerned with as board members. The quality of a facility should be one of the major things you think about, and ask for data on, because we are talking about people's lives and the health of the community.

Good data analysis informs this process. In order to make good decisions, the staff needs to provide you with good data. What do you need to see? The staff will distill the data and provide the board the results, the trendlines and where we are going as an organization from a community standpoint. We want to compare to national outcomes.

Press Ganey and the patient satisfaction surveys will be invaluable.

We'll want to define some outcomes once we get a handle on this. We'll figure out what items we want to track and then define some outcomes and decide where we want to be. We'll want to review significant adverse events. One is called a Never-Event. Another is called a Sentinel-Event. Those are both things we never want to have happen, but on occasion they do. When we are talking about patient care and patient lives, we have to take this seriously.

Root cause analysis is a good way to improve quality. One is the PDSA model is: Plan, Do, Study, Act. You make a plan to improve, try it, then study how it's working and take action on that study. We'll work with various models to do better and work on how our patients are served.

SVH has a board member, Marlowe Scherbel (you might know his family) who always asks are you telling me the truth, or are you sugar-coating it? It's important to bring the bad news to the board, so you have the full story. For example, hospital

acquired injuries, hospital acquired wounds, unanticipated re-admissions, unexpected fatalities. These are examples of things that we are required to track and report to the state. Another thing to track is patient complaints and grievances. Both SCHD and Sublette Center take those seriously now. We need to make sure people are getting their concerns taken care of. Another big concern is vacancies in our medical staff. How are we doing in filling positions that are open? How are we providing what is needed by the community? These are pieces of the quality puzzle that we will be bringing to the board.

In conclusion, Mike knows how tempting it is to want to jump in and fix something. It's easy to do that, jump in and say let me help you fix this. The overarching purpose of the board is leadership, but not management. Our task is to provide you with the data to lead us, and help us provide the services that the community needs.

One of your overarching responsibilities is to require and expect robust data. We should be able to provide you data, both good and bad. You should ask the hard questions and question our assumptions. You should be able to get answers to your questions.

The Wyoming Hospital Association conference is Sept 7 & 8th. Dave Bell would like to go. It's in Laramie this year. Dawn Walker is also attending. These are additional opportunities for more information, and Mike will continue to provide you additional opportunities. The WHA also does a Hospital Trustee workshop annually, which is usually in Lander.

The Sublette County Health is an engine, with many parts that all move. Every part needs to be working, to keep the engine moving.

Finally, the board needs to be acknowledging Conflict of Interest and signing a Conflict-of-Interest Statement. It's key to transparency. We'll get those for next month for the board to sign. Tonia asked how she could sign up for educational opportunities as a board member. Mike said the Wyoming Hospital Association has a trustees email list, and he will get the board the info for signing up for that.

Next Month will be: The Board Responsibility for Physician and Provider Credentialing.

Meeting Call to Order 6:00 p.m.

Pledge of Allegiance

Set Agenda - Dave Doorn asked to add Karl Lueschow to the agenda as the Owner's Rep. Dave Bell moved and Wendy seconded. Motion passed unanimously.

Department Reports: Administrator's Report: Dave Doorn/Mike Hunsaker

Welcome to Dr. Hastey – Dr. Hastey is here from Wisconsin. Tonia says she is hearing nothing but good things about Dr. Hastey.

Karl Lueschow introduced himself as the Owner's Rep for the project. He's also from Wisconsin. What are the chances. He's been working with Mike and his team in Star Valley and is looking forward to our project.

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

Bill wants us to know that all of EMS has gone through a driving test. He's also working with Dr. Wallace to change ER protocols. Bill has also negotiated a different path past the construction between Big Piney and La Barge. Bill wants to thank Tonia for helping get him in touch with the right people. Bill also negotiated a free display panel for one of the ambulances which was brand new and still under warranty.

Lab reports that volumes continue to be high! They went up during COVID and have stayed up. Sharon also passed the labs CLIA evaluation, which is a big step. Sharon reported they are looking to add vitamin B-12 and foliates and testosterone. We are also looking at volumes and might delete a few tests that the volume doesn't justify having them. Finally, second semester started for the lab employees who are studying to be Med Techs.

Nursing reports that the nurses have been enjoying their summers. She said for the first time that she's taking a week off and feels good. Brandi Kluck passed her MA certification.

Radiology report – echocardiograms are getting ready. Star Valley has a new cardiologist who is able to read those exams. Dr. Gonzalez will be reading our Sublette County echoes. Also had record CT scans for July, of 215 scans. It was our best month ever.

PR: All about the groundbreaking! Dave asked everyone to give Kari a thanks ahead of time for her work.

Grants: Kari got the \$10 million healthcare infrastructure grant submitted. We think the SLIB board meeting will be early October. Kari is helping set up meetings in Cheyenne with the SLIB board members. Two new ARPA grant cycles opened and are due Sept 1. It's a quick turnaround. She is going to try and submit a \$600,000 for the Memory Care wing to the Healthcare Innovation Fund. And submit another \$500,000 grant for the Marbleton Clinic remodel to the Small Infrastructure Projects Fund. Basically, the ER remodel that we have planned in Marbleton, (that the board set aside \$600,000 for) has grown with inflation and this grant will help get the project completed. Healthcare staffing stabilization and EMS grant cycles are not yet open, but Kari is watching them. Michelle and Kari continue to work on FEMA.

Dr. Wallace reports that ER and Urgent Care continue to be busy. Seeing advanced cardio events and think it's tied to COVID. We have flown more people with cardiac events than normal.

Dr. Burnett has been attending meetings, focusing on scheduling, staffing issues. Tonia asked how our Medical Staff by laws are coming. Dr. Burnett says we are going to rely heavily on Star Valley for help with that and have been working to get a draft.

Dave has been focused on getting the financing in place for the project with Bond Counsel and Greater Commercial Lending. He's also working with Brett on better IT security, with a program called Know Be4. They send fake phishing emails and test the employees not to click on anything dangerous.

Also had a meeting with the neighbors so they are informed of the project. That lead to another meeting about where to move the helipad, when it needs to move during construction. We are working closely with Clint from the Museum, the Town of Pinedale and Air Methods to make sure everyone is on the same page and we don't disrupt any traffic towards the Musuem.

Finally, Dr. Burnett says that we are working with a NP that specializes in pediatrics and are close to being able to offer that service.

Mike asked if we could report to make a report about the activities of the Sublette Center. Mike had a chance to meet some of the staff and do some one-on-one meetings. Dawn suggested that we meet with all of the staff at the Sublette Center in small groups and talk about transition of benefits, transition of years of service, transition of PTO and we want to be sure we can answer those questions to give those staff members peace of mind. There is nothing worse than being in the dark. Mike was at the Sublette Center Board meeting and felt like it's important that we begin to meet with Dawn and her leadership team. We want to make sure we start this process off on the right foot and that we work together as we begin to merge. Tonia asked if Mike would be facilitating that process, and he said yes, he will be involved.

Committee Reports:

Finance Committee-Kenda Tanner/Dave Bell – Dave reports that we had a good month. Stats for July were strong. We want to draw attention again to the record number of CT Scans. Urgent Care is off to a great start. We booked 174 visits for the month. Right out of the gate that's a good start. We had a net income of revenue over expenses of \$42,362. This is the kind of month that we dream of, in the black and very steady. The Committee asked for Michelle to make some changes to the reports and Dave Bell wants to commend Michelle for being responsive to their requests for changes in reporting.

We had an interesting discussion about our operating revenues. We netted about \$565,000 of income, but by the time you net all of that out for refunds, adjustments for insurance contracts, repayments, etc., we netted about \$465,000. You can have a good top income number, but as you net out a lot of the challenges that we face with reimbursement, that number is much much lower. As we move forward the challenge will be to make sure that we aren't over-billing our customers but that we aren't actually leaving money on the table when it comes to reimbursements. Very interesting discussion.

Dave wants to make a reference that the Committee is watching legal fees. We aren't recommending any action, but we are watching the amount spent on legal fees. Lena joked "duly noted."

EPIC discussion included that as we move forward, we need to have new modules for EPIC. We have a good relationship with the University of Utah and the EPIC system we have. We need to be sure that EPIC is willing to expand as we need. EPIC is the gold standard of medical records, but man is it expansive. A partnership with U of U is the best way to get the most bang for our buck for Sublette County tax payers.

Michelle has followed up on the Leo Riley audit. There was a thought that we might need a secondary audit due to the amount of grants that we received, but that is not the case. We will be able to get the results of our audit soon. Finally, we own a trailer in Marbleton that we inherited from the Rural Healthcare District that isn't occupied and hasn't been for some time. Tonia asked if it is costing us, and Dave Doorn reports that we are paying a lot fee. Tonia questioned if we wanted to sell it when we are looking at employee housing. Michelle said it isn't in the best condition. Kenda asked if the board could get the address so they can visit it. Tonia asked if we could do a little more research before deciding anything.

We need to spend over \$215,000 of HRSA grant money by December of 2023.

Building Committee- Jamison Ziegler/Tonia Hoffman Tonia reports that it's great to have Karl in the room. Dave Doorn reports that we have coverage for all the areas. We should know something in the next few weeks. Prices are up and inflation is high, but the first step is to get the GMP and then set a strategy to get the number where it needs to be and then we move forward.

Merger Committee-Merger Status Update -Tonia Hoffman/Kenda Tanner – The Sublette Center had a board meeting today. There was a change in attorneys recently and that has put the Sublette Center a little behind the eight ball. Dawn reports that their board went to the County Commissioners yesterday, and they are waiting for their attorney. It's going to be called a Membership Substitution which is a version of a merger. It's a two-phase process. They are going to have something signed by the next Commissioner meeting. Our SCHD have not seen a draft yet.

Kenda suggested having a Joint Planning Committee after the Merger agreement is signed.

Tonia reports that we set out originally to do a Change of Ownership, but it's now looking like a Membership Substitution is a better choice, but it is a two-step process. It will end up with the same result. Just a different road to get there.

Quality Committee-Wendy Boman – We are focused on three areas of the Strategic Plan: First is patient satisfaction. The Press Ganey surveys started August 1st. We want to track the time from door to CT scan for the ER. The team has developed criteria for evaluating pain management charts. We have found we need to set up a system for ER Provider call backs. If someone comes in and sees the ER provider, then we need a way for the next ER provider to make the follow up calls the next day. There will need to be a list of calls, scans, results etc. that need to be called the next day. Finally, we are getting echocardiograms set up and we have patients ready to get started. Mike reports that the Echo workstation that has been ordered hasn't arrived, but they found a work around to get the echoes read without the work station yet.

Wendy reported that 100% of the SCHD has completed their AIDET training, which is customer service improvement training. Wendy asked if Sublette Center uses the AIDET training and they haven't yet. Mike offered to get with Dawn and talk about it. Tonia thanked Wendy for all her hard work.

New Business

- **USDA – Greater Lending / Financing** - We are working on the construction loan. Greater Lending will provide that construction loan. As a hospital district, we cannot give regular collateral such as our property. Rick Thompson is serving as our Bond Counsel. He was the only person to apply to our RFP, but he's fantastic. As a hospital district, the regular things that you would use to secure a loan don't apply, so we are working on revenue bonds. Rick Thompson is out of Cheyenne and specializes in this. It's a complicated process, but very possible. As we get more details, we will let the board know. Rick is one of the only Bond Counsels in the state of Wyoming. If you look at his resume, he's done almost every project in Wyoming.
- **Marbleton Services** – There is a great opportunity. As part of the legislation that has come out of the pandemic, there has been rule making to provide CAH's that were forced to close or near closure, they can take the path of a Rural Emergency Hospital. They can change to this designation. There are no in-patient beds, only observation beds and it requires ER services 24 / 7. Dave and Mike have a meeting with the American Hospital Association who know the legislation and understand if we would qualify. They can tell us if we would be able to use this reimbursement to re-name the Marbleton Clinic as a Rural Emergency Hospital and take advantage of that reimbursement structure. It would potentially pay for that 24/7 service that is so costly. This designation is exciting, but we are also pursuing the Rural Health Clinic designation as well, which will improve the reimbursements for both the Marbleton and Pinedale clinics. This legislation might be perfectly tailored for the Marbleton Clinic. Dave and Mike have the meeting on Sept 12th. Sam Bixler asked if that 35 mile from a CAH rule still apply. Mike thought they would be more interested in

seeing distance to a larger hospital such as St. John's or Sweetwater Memorial. Mike says there's such a need in the community, that might outweigh any distance. Mike said he doesn't want to get everyone's hopes up, but it's an exciting opportunity.

Kari spoke to the ARPA grant for small capital construction that is due September 1. Since it's such a quick turnaround, we are going to apply for a \$500,000 for the Marbleton Clinic remodel. It's a project that we have all the plans for and all the backup data, so it's an easy one to apply for quickly. These are changes that are required by the State of Wyoming, that need to be completed by 2025. Tonia thanked everyone for bringing solid ideas to the board that will benefit Marbleton.

- Public Health update – We are in the process of making renovations to the Sublette Center Annex as a new home for Public Health. As demolishing the current Public Health building is one of the first steps in the construction process, we want to get their new home done quickly. Dave Doorn has taken the lead on the renovations, and the remodel includes building a few walls, paint, carpet, some electrical and data. Tonia thanked the Maintenance Department of the Sublette Center for being willing to move so quickly. We realize it's an inconvenience and we're trying to make it the best that we can.

Old Business

- Transfer Agreement - It's ready to execute as soon as we iron out the details of the Merger Agreement. Once we get that to fall into place, it's ready to sign.
- Merger Agreement – Already discussed above under the Merger Committee.
- Owner's Rep Update – Karl has no further updates to share.
- Approval of meeting minutes July 27, 2022 – Tonia reported that due to a tech glitch, the July minutes will need to be retyped up. Jamison moved to table approval of the minutes and Kenda seconded. Motion passed unanimously.
- Approval of Payroll and Bills – \$892,055.13 Kenda motioned and Jamison seconded. Motion passed unanimously.

Public Comment – Robert asked if someone could explain what the two processes are for the Sublette Center merger. Tonia answered a Membership Substitution is where the leadership team of another organization steps into the leadership of another one without a full transfer of the assets. That comes later, but it allows some time for everything to be handled and ready when the full transition takes place. That is what we are working towards; for the Membership Substitution to happen soon so we can get the Transfer Agreement signed and moving and then a change of ownership and full merge to take place within a 6-month timeline. Originally, we were seeking a Change of Ownership, as we asked the Department of Health for advice and that's what they recommended. Because no one else has ever done this. So the Department of Health recommended a Change of Ownership, but after further investigation a Membership Substitution is a better option.

Dr. Burnett asked if the Member Substitution would be enough for the Commissioner's to transfer the deeds and release the up to \$20 million. Tonia answered that yes, it would.

Executive Session: Personnel and Legal – Dave moved and Wendy seconded to go into Executive Session at 7:03pm

Adjournment 9:11pm Dave motioned and Kenda seconded to adjourn the meeting. Motion passed unanimously.

Minutes taken by Kari DeWitt

Tonia Hoffman, Board Chair

Date

Dave Doorn, Administrator

Date