

BOARD OF TRUSTEES MEETING MINUTES
Thursday, October 27, 2022, Board Room/ZOOM, 6:00 p.m.

5:00 p.m. Board of Trustees Dinner/Education. Amber Turvey, Revenue Cycle Manager, presented to the board and provided an in-depth overview of the department.

6:00 p.m. Board of Trustees Regular Meeting.

Call to Order. The meeting was called to order at 6:00 p.m. by Dr. Kelly Hepworth, Chair.

Board of Trustees present: Forrest Luke, Denise Arola (via ZOOM), Terry Carwile, Dr. Kelly Hepworth, Roger Richmond, and Amy Updike.

Board of Trustees member absent: Dr. Allan Reishus.

Staff Present: Jennifer Riley, Dr. Jeff Womble, Kristine Cooper, Brittany Johnson, Rebecca Forney, Dr. Kyle Miller, Carol Bolt, Michael Buda (via ZOOM), Dr. Linda Couillard, Olivia Scheele, Amber Turvey, Zachary Johnson, and Julie Hanna.

Guests Present: Kirstie McPherson.

Opportunity for Public to Address the Board. There were no requests.

Agenda Review. There were no changes to the agenda.

CNCC/CMC Presentation. Kirstie McPherson appeared before the board via ZOOM to request support for a feasibility study at no cost to the board to identify if the Colorado Northwestern Community Craig campus would be a fit within the Colorado Mountain College system. Such a study would be the starting place for a change to the existing structure. As a satellite campus of Rangely, CNCC/Craig has no say in the direction higher education in the community should take even though the college receives \$1.2 million annually in local taxes.

MOTION 2022:69 – Moved by Amy Updike, seconded by Forrest Luke, That the Board of Trustees send a letter of support to Colorado Mountain College. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, abstain; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, 6. One abstention. Motion carries.

2023 Organization Priorities and Goals. Jennifer Riley presented the proposed goals stressing that the focus for 2023 is on goals, not projects. These represent the biggest takeaways from the strategic planning that was done in July and August 2022 with stakeholders including Department leaders, the Board, the Medical Staff and Senior Leaders.

2023 MRH Organizational Goals

People:

- 1) Increase Employee Engagement
Measures: Overall Employee Satisfaction (question 1) will increase from 87.09% to

90% as measured by the Employee Engagement Survey conducted each year in August.

2) Increase Employee Retention

Measures: Overall Voluntary Employee Turnover Rate will decrease by 6% from 29% to 23% as measured by Human Resource Employee Turnover Report.

Financial:

1) Improve Overall Financial Stability

Measures: Reduce Days in Accounts Receivable to no greater than 60 days by December 31, 2023.

2) Strengthen Cash Position

Measure: Achieve 65 days cash on hand (unrestricted and self/board-restricted) by December 31, 2023

Quality:

1) Improve patient experience by focusing on Customer Service

Measures: By December 31st, 2023, we will increase by 5% the “Likely to Recommend” question on the Inpatient Press Ganey survey, from 68% to 73%.

2) Provide high-quality care

Measures: All measures reported on Quality Assurance and Performance Improvement (QAPI) dashboard will be better than stated benchmark.

MOTION 2022:70 – Moved by Terry Carwile, seconded by Forrest Luke, That the Board of Trustees approve the 2023 MRH Organizational Goals. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; Dr. Allan Reishus, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries.

November, 2022 Calendar. The board reviewed and accepted the November 2023, Calendar. Because of the Thanksgiving Holiday, the November Finance Meeting will be moved to Monday, November 21. The Board of Trustees Meeting will be moved to Tuesday, Nov. 22.

Board of Trustees Member Facility Visits.

Forrest Luke spoke about his recent visit to surgery and radiology. He was very impressed with the cleanliness of the facility. In OR he observed a spine surgery in process which was very impressive. While visiting radiology, he became aware of the many modalities available to patients. MRH has first rate equipment in all but pet scan. He felt we have a lot to be proud of.

Roger Richmond did a quick review of the grounds in September, and noted the good upkeep of everything outside. During a patient visit he was very impressed with EVS’s good work.

Consent Agenda – Meeting Minutes.

MOTION 2022:70 - Moved by Terry Carwile, seconded by Roger Richmond, That the MRH Board of Trustees Meeting Minutes for 9-22-2022 be approved; the MRH Finance Committee Meeting Minutes for 10-26-2022 be accepted; and the Quality Steering Committee Meeting Minutes for 9-14-2022 and 10-12-2022 be accepted. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries

Projects and Capital Purchases (as recommended by Finance Committee on 10-26-2022).

Credit Service Company Procurement, Revenue Cycle. Amber Turvey, Revenue Cycle Manager, presented an analysis of two collection companies from which she has requested proposals. A third was contacted, but MRH was considered too small for them to contract with. Problems have occurred with the current collection company which is the reason to seek a more responsive vendor. She reviewed each of the proposals and believes Credit Service Company is the best fit for MRH.

MOTION 2022:71 – Moved by Roger Richmond, seconded by Amy Updike, That MRH enter into a contract with Collection Service Company. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries

Consent Agenda – Medical Staff Privileges. Dr. Jeffrey Womble, Chief of Staff, presented the medical staff privileges.

MOTION 2022:72 – Moved by Forrest Luke, seconded by Terry Carwile, That the following privileges be approved as reviewed and recommended by the Credentials Committee and approved by the Medical Executive Committee:

The following files are presented to the Board of Trustees for **Provisional Staff** appointment:

Josef Witt-Doerring, MD -- Tele-Neurology (proxy). The committees reviewed and approved the application and file for Dr. Witt-Doerring, and they recommend his appointment to the Provisional Staff of The Memorial Hospital.

The following files are presented to the Board of Trustees for **Advancement** of privileges:

Robert Samuelson, MD – Obstetrics/Gynecology. The committees reviewed and approved the application and file for Dr. Samuelson, and they recommend his advancement of privileges and appointment to the Active Staff of The Memorial Hospital.

Kyle Work, DO – Hematology/Oncology. The committees reviewed and approved the application and file for Dr. Work, and they recommend his advancement of privileges and appointment to the Associate Staff of The Memorial Hospital.

The following files are presented to the Board of Trustees for **Reappointment** of privileges:

Gerald Myers, MD – Cardiology. The committees reviewed and approved the application and file for Dr. Myers, and they recommend his reappointment to the Active Staff of The Memorial Hospital.

Christopher Fanale, MD – Tele-Neurology (proxy). The committees reviewed and approved the application and file for Dr. Fanale, and they recommend his reappointment to the Associate Staff of The Memorial Hospital.

Zachary Norman, MD – Tele-Neurology (proxy). The committees reviewed and approved the application and file for Dr. Norman, and they recommend his reappointment to the Associate Staff of The Memorial Hospital. **Jeffrey Hare, MD – Tele-Radiology (proxy).** The committees reviewed and approved the application and file for Dr. Hare, and they recommend his reappointment to the Associate Staff of The Memorial Hospital.

Robert Miller, MD – Tele-Radiology (proxy). The committees reviewed and approved the

application and file for Dr. Miller, and they recommend his reappointment to the Associate Staff of The Memorial Hospital.

Michael Seymour, MD – Tele-Radiology (proxy). The committees reviewed and approved the application and file for Dr. Seymour, and they recommend his reappointment to the Associate Staff of The Memorial Hospital.

Roll Call Vote: Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries.

2022 Q3 Quality Report. Zachary Johnson. All our data are better than the national averages. We are doing a lot of work around psych patients. This is to him the best dashboard he has ever had the privilege of presenting to the Board of Trustees.

2022 Q3 Infection Control. Olivia Scheele presented the report to the board and noted no surgical site infections. During safety rounds several items were identified and resolved on the spot. Additional hand sanitizer stations will be added to the inpatient hallway, surgery, concierge/radiology and the hallway entrance to the kitchen.

9-2022 CEO's Report. Jennifer Riley presented her report concerning the housing initiative. She participated in completion of the pre application with city and DOLA. She feels there is a good chance to apply for funding, and a good chance the city may receive funding to set up a developer for success in this housing effort. She will keep the board updated.

MRH is preparing for a mass casualty event to be held later this year. Focus will be on surge capacity and lockdown procedures.

9-2022 Clinics Report. Jennifer Riley presented the monthly report. There were quite a few providers out resulting in a slight decrease overall in numbers.

9-30-2022 Financial Report including Home Health and Hospice. Brittany Johnson, CFO.

Income Statement

Gross revenue for the month of September was at \$10.8m (Column A, Line 4) compared to a budget of \$10.3m. Prior year gross revenue was \$10.7m. Net Patient Revenue was \$5.1m (Column A, Line 10) for September on a budget of

\$5.4m and prior year at \$5.5m.

Other Adjustments (Column A, Line 7)- There was about \$200k written off due to aged accounts of deceased patients.

Expenses: Contract Labor continues to be high due to short staffing. We are over budget for September on this line item by about \$311k (Column C, Line 18).

Currently we have 22 travelers. On Column A, line 29 we did receive our final credit from the Colorado Hospital Association related to their Provider Fee Redistribution. Total expenses for the month were under budget by \$454k (Column C, Line 33).

Gain/Loss on Investment- Community Clinics loss for the month was (\$132k) in

total, (\$4k) was from EMS, (\$45k) from OHA, (\$63k) from Retail

Pharmacy, (\$0) from School Nurse, and (\$19k) from HH&H.

The Net Profit for September was \$288k, and YTD Net Profit is \$1m on a budget of \$654k. Prior Year was at a Net Profit of \$2m.

Balance Sheet

Cash for the month is at \$5.2m (column A, line 1) which is up slightly from \$5.1m in the prior month.

Under Limited Use Assets (Column A, Line 17), we have \$1.4m reserved for

future Cost Reports. On Column A, Line 18 we have \$1.1m that we have self- reserved for future capital purchases. \$150k of this will be used towards a spine microscope that was approved in April.

In July, we implemented a process to use a Cost Reporting Model to estimate our current payable or receivable to Medicare for 2022.

Days in AR

Days in AR are down from last month's 71 to 68 in September.

Days Cash on Hand

Days Cash on Hand is at 33 days, which is down slightly from prior month of 33.7 days. We also have 15.9 additional days of cash on hand in self-restricted accounts.

Total Profit Margin (TPM)

Our TPM for the month is at 2.7%. Our 2022 average is 0.9%.

MOTION 2022:73 – Moved by Terry Carwile, seconded by Forrest Luke, That the Board of Trustees adjourn to Executive Session for matters required to be kept confidential pursuant to the Colorado Open Meetings Law, C.R.S. § 24-6-402(4)(c) subject to the Colorado Professional Review Act, C.R.S. § 12-36.5-104(15). - 2022 Q3 – Risk Management Summary Report - Zachary Johnson. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries.

MOTION 2022:74 – Moved by Terry Carwile, seconded by Forrest Luke, That the Board of Trustees adjourn to Executive Session for determining positions concerning matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators in connection with MRH Home Health and Hospice pursuant to C.R.S. § 24-6-402(4)(e)(I). **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries.

Executive Session. The board adjourned to Executive Session at 6:58 p.m.

At 7:15 p.m. the board returned to regular session. No decisions or motions were made.

MOTION 2022:75 – Moved by Terry Carwile, seconded by Forrest Luke, That the Board of Trustees approve the 2022 Q3 – Risk Management Summary Report. **Roll Call Vote:** Denise Arola, Yes; Terry Carwile, Yes; Dr. Kelly Hepworth, Yes; Forrest Luke, Yes; Amy Updike, Yes; and Roger Richmond, Yes. Ayes, all. Motion carries.

Adjourn. The meeting was adjourned at 7:19 p.m.

Respectfully submitted, *Julie Hanna*, Julie Hanna, Executive Assistant and Recorder