

BOARD OF TRUSTEES MEETING MINUTES
Thursday, May 26, 2022, Board Room, 6:00 p.m.

5:00 p.m. Board of Trustees Dinner/Education. Kevin Keilbach and Patrick Ryder of HUB International spoke with the board about their Directors' and Operators' Liability Insurance.

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

Board of Trustees present: Denise Arola (VIA ZOOM), Dr. Kelly Hepworth, Dr. Allan Reishus, Roger Richmond, and Amy Updike.

Board of Trustees absent: Terry Carwile and Forrest Luke.

Staff present: Brittany Johnson, Jennifer Riley, Dr. Jeff Womble, Dr. Kyle Miller, Michael Buda (VIA ZOOM), Carol Bolt, Becky Forney, Dr. Linda Couillard, Rod Compton, and Julie Hanna.

Call to Order. The meeting was called to order by Dr. Kelly Hepworth, Chair.

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

Agenda Review. The agenda was reviewed and accepted by the board as presented.

June, 2022 Calendar. The calendar was reviewed and accepted by the board as presented.

Board of Trustees Member Facility Visits. Amy Updike reported on her visit on 5-16-2022 to the Environmental Services and Revenue Cycle Departments. She stated she has a better understanding of the large areas and facilities cleaned by EVS. The direction the Revenue Cycle Department is taking will have a huge impact on the community in solving billing problems. She remarked on how positive it is to have an onsite person to help patients with payments.

Consent Agenda – Meeting Minutes

MOTION 2022 - 41: Moved by Amy Updike, seconded by Dr. Allan Reishus, That the Board of Trustees approve MRH Board of Trustees Meeting Minutes for 4-28-2022; accept the MRH Finance Committee Meeting Minutes for 5-26-2022; and accept the Quality Steering Committee Meeting Minutes for 5-11-2022. Ayes, all. Motion carried.

Projects and Capital Purchases (as recommended by Finance Committee on 5-23-2022).

Matrixcare EMR. Kyle Miller presented this Capital Lease for Home Health and Hospice to replace the current EMR. This EMR will allow real time off site charting and bring specific attention to referrals. Several different avenues have been reviewed and analyzed. The three year term costs \$126,176.32. This item is not budgeted, but will be funded through a Rocky Mountain Health Plan donation/grant for \$100,000.00. The Finance Committee reviewed and recommended this request be forwarded to the Board of Trustees for consideration.

Epiphany. Kyle Miller presented this Capital Software integration for cardiopulmonary to integrate the holter, event monitors and PFT studies into EPIC. This is a single expense of \$20,600.00 on a budgeted amount of \$30,000.00. The Finance Committee reviewed and recommended this request be forwarded to the Board of Trustees for consideration.

MOTION 2022 – 42: Moved by Dr. Allan Reishus, seconded by Amy Updike, That the Matrixcare EMR and Epiphany projects be approved as presented. Ayes, all. Motion carried.

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

MOTION 2022 - 43: Moved by Amy Updike, seconded by Roger Richmond, 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 Reappointment of privileges:

Derek Harper, DPM – Podiatry. The committee reviewed and approved the application and file for Dr. Harper and they recommend his reappointment to Associate Staff of The Memorial Hospital.

Christine Charles, MD – Tele-Psychiatry (Proxy). The committees reviewed and approved the application and file for Dr. Charles and they recommend her reappointment to Associate Staff of The Memorial Hospital.

Ayes, all. Motion carried.

2023 MRH Five Year Capital Master Equipment Budget. Brittany Johnson presented and reviewed with the committee the USDA required Five Year Capital Master Equipment Replacement Budget. Brittany Johnson worked with the department managers to update this list. It is an informational piece only that allows for planning and budgeting for replacement equipment in the future. The Finance Committee reviewed and recommended the budget be forwarded to the Board of Trustees for their approval.

MOTION 2022 - 44: Moved by Dr. Allan Reishus, seconded by Roger Richmond, That the Board of Trustees approve the 2023 MRH Five Year Capital Master Equipment Budget as presented. Ayes, all. Motion carried.

MRH 2023 Preliminary Budget Timeline. Brittany Johnson presented the proposed 2023 Budget Timeline which was discussed at length. The Finance Committee reviewed and recommended the timeline be forwarded to the Board of Trustees for their approval.

MOTION 2022 - 45: Moved by Dr. Allan Reishus, seconded by Roger Richmond, That the 2023 Budget Timeline be approved as presented. Ayes, all. Motion carried.

Credentials Committee appointment of Amy Updike. Jennifer Riley presented this request. A change was made a number of years ago that removed participation in the Credentials Committee by a board member. It is felt that as part of board oversight this be reinstated. She suggested Amy Updike serve because of her previous background in medical staffing.

MOTION 2022 – 46: Moved by Roger Richmond, seconded by Dr. Allan Reishus, That Amy Updike be appointed to the Credentials Committee. Ayes, all. Motion carried.

CEO's Report. Jennifer Riley presented her report.

VP of Clinical Support Services. Kristine Cooper is now the Vice President of Clinical Support Services. We will restructure our organizational chart now that we have another member of the team. Once the restructure is finalized, I will share the new Org Chart.

Hospital Week: May's Hospital Week activities were well-attended, and culminated in an organization-wide BBQ on Friday. The theme for the week was Excellence Through the Decades, starting with the 50s and ending with the 90s. Many departments participated and had some great retro-outfits.

Retention: One area we are focusing on is Patient Access. This department is vitally important to the success of our organization, as it's often a patient's first encounter with us. Cuyler Meade, our Culture Ambassador, is working with the department to re-build from the ground up. In summary, Cuyler shared this: In order to get the patient access and billing teams rowing in the same direction, we need to clarify and align around our vision for the department. We have an opportunity to redefine this department's vision and direction at this moment, and we're going to take advantage of that to strengthen the team, sharpen and improve the output, and increase trust and confidence throughout the department.

May 2022 EMS Update: This week I learned that the Joint Budget Committee included a rate increase for EMS Medicaid transports. Currently EMS gets about 40% of Medicare rates for emergency transports. Beginning July 1, that will increase to 80% of Medicare rates. This will certainly help offset some of the revenue short-fall in the department. We are also working on receiving Supplemental Payments that we are eligible to receive. We are eligible for these payments because we are a public EMS service. In FY19-20 the payment was \$129,000. Brittany confirmed that we have submitted the Comprehensive Audit Review for FY20-21. The next step is completing the Ambulance Service Cost Report in July or August.

We also met with Sean Durham and Karen Burley, who are part of the County's EMS Task Force. Sean was appointed to the task force to help them understand EMS financials. We answered a lot of questions about our financial statements and helped clarify some misunderstandings. The taskforce met again on Tuesday (5/17), and now they want to dig into staffing models. There is a belief that EMS can be on-call only at night. We will participate in the discussion and share our experiences with this.

Housing. Adena, the potential developer for the 785 Russell property, is most not likely going to move forward with project. The cost of construction at this time is high and risky.

Bylaws Review: The Bylaws Workshop is scheduled for June 20th from 5 – 7 p.m. Craig Haran, one of the attorneys we use from Franz Ward, will be leading the review. Craig was engaged by the board several years ago to help review and revise the Bylaws. Craig is most familiar with the work done, and can be an excellent resource for the Board as the Bylaws are again reviewed.

Physician Burnout Case Study: On June 14th, we are hosting a presentation of a case study, "The Burnout of a Good Doctor." This will be presented over lunch from 12-1:30 p.m. This case study was co-written by Benjamin Anderson, the Colorado Hospital Association's Vice President of Rural Health and Hospitals. If you are planning to attend, please let me know.

Clinics Report. Jennifer Riley reviewed the volumes.

4-30-2022 Financial and Statistical Report Including Home Health and Hospice. Brittany Johnson, CFO, presented the report.

Statistics.

Patient Days are at 126 for April, which is down from prior month of 188 and down from prior year at 180.

ED Visits are at 482. This is trending with our 2021 average of 497 and down from March which was at 487.

Clinic Visits are at 2,455 for April, which is down from March at 2,862, and down from April 2021 which was 2,638.

Surgeries & Procedures are at 127 for April, which is lower than March at 167, and lower than our 2021 average of 149.

Income Statement.

Gross revenue for the month of April was at \$9.5m (Column A, Line 4) compared to a budget of \$10.3m. Prior year gross revenue was \$9.3m.

Net Patient Revenue for April was at \$4.7m (Column A, Line 10) on a budget of \$5.5m and prior year at \$5.0m

Expenses: Contract Labor continues to be high due to short staffing. We are over budget for April on this line item by about \$492k (Column C, Line 18).

Supplies were over budget in April by \$98k. Total expenses for the month were over budget by \$367k (Column C, Line 33).

Gain/Loss on Investment- Community Clinics loss for the month was (\$268k) in total, (\$75k) was from EMS, (\$25k) from OHA, (\$158k) from Retail Pharmacy, and (\$12k) from Home Health and Hospice.

The Net Loss for April was (\$954k).

YTD Net Loss is (\$540k) on a budget of \$164k.

Prior Year was at a Net Loss of (\$871k).

Balance Sheet

Cash for the month is at \$3.9m (column A, line 1) which is down from \$4.3m in the prior month. Under Limited Use Assets (Column A, Line 18-19), we have \$1.4m set aside for our 2021 Cost Report Payable, and also \$702k from our HHS funds to use as needed. \$150k will be used towards a microscope that was approved in April.

Days in AR

Days in AR are down from last month's 61 to 58 in April.

Days Cash on Hand

Days Cash on Hand is at 25.3 days, which is down slightly from prior month of 28.0. The Revenue Cycle and Patient Access teams began providing estimates and collecting upfront payments of 20% on April 1st for non-urgent services.

Total Profit Margin (TPM)

Our TPM for the month is at -10.0%.

Adjourn. The meeting was adjourned at 7:06 p.m.

Respectfully submitted,

Julie Hanna

Julie Hanna

Executive Assistant and Recorder