



BOARD OF TRUSTEES MEETING MINUTES
Thursday, September 22, 2022, Board Room/ ZOOM, 6:00 p.m.

5:00 p.m. Board of Trustees Dinner/Education. Kyle Miller discussed the Pharmacy Benefit Manager plan with WHA that MRH will join in 2023.

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, Dr. Allan Reishus, Denise Arola, Terry Carwile, Dr. Kelly Hepworth, and Amy Updike.

Board of Trustees absent: Roger Richmond.

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, RJ Palmer and Julie Hanna

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

Recognitions of Staff. Rebecca Forney was recognized for her first year of service to MRH as VP of Nursing; Brittany Johnson for six years of Service to MRH as VP of Finance; and Jennifer Riley for twelve years of service to MRH as VP of Operations and CEO. The board extended their congratulations.

Agenda Review. There were no changes to the agenda and it was accepted by the board.

October, 2022 Calendar. The calendar was reviewed and accepted by the board.

Meeting Minutes – Consent Agenda.

MOTION 2022 – 65: Moved by Terry Carwile, Seconded by Denise Arola, That the MRH Board of Trustees Meeting Minutes for 8-25-2022 be approved; The MRH Finance Committee Meeting Minutes for 9-20-2022 be accepted; and the MRH Foundation Committee Meeting Minutes for 8-23-2022 be accepted. Roll Call Vote: Dr. Kelly Hepworth, Yes; Denise Arola, Vice Chair, Yes; Dr. Allan Reishus, Secretary/Treasurer, Yes; Amy Updike, Yes; Terry Carwile, Yes; and Forrest Luke, Yes. Yes, all. Motion carried.

Projects and Capital Purchases (as recommended by Finance Committee on 8-24-2022).

Radiometer America, Inc. – ABL Blood Gas Analyzer - Lab. Kristine Cooper presented this

request for the \$16,436.00 purchase of the equipment resulting in a reduction in costs and improvement in quality of critical tests. The Finance Committee recommended the request be forwarded to the Board of Trustees.

MOTION 2022 – 66: Moved by Denise Arola seconded by Dr. Allan Reishus, That the Board of Trustees approve the purchase of the Radiometer America, Inc. – ABL Blood Gas Analyzer for Lab in the amount of \$16,436.00. Roll Call Vote: Dr. Kelly Hepworth, Yes; Denise Arola, Vice Chair, Yes; Dr. Allan Reishus, Secretary/Treasurer, Yes; Amy Updike, Yes; Terry Carwile, Yes; and Forrest Luke, Yes. Yes, all. Motion carried.

Covidien-Medtronic Vein Ablation instrument - OR. Kristine Cooper and RJ Palmer presented this request. This generator is currently rented for vein ablation procedures and is in house. The equipment has been rented since 2018, and all supplies are stocked. Drs. Womble and Miller are using it for about six cases per month. By purchasing it for \$25,000, the equipment will belong to the hospital, come with an eight year warranty, and there will be a cost savings to the hospital. The Finance Committee recommended the request be forwarded to the Board of Trustees.

Fuji File – Sonosite Ultra Sound Machine – OR. RJ Palmer presented this request. The present equipment will reach end of life and will no longer be supported after 4-2023. The new equipment will be used for surgical blocks and vascular access with better images displayed including all software to send images to PACS. The Sonosite US costs \$50,248 and comes with a five year warranty. Since there is a 2 to 3 month lead time, it should be ordered now. MRH will receive \$8400 trade in for our present machine. The Finance Committee recommended the request be forwarded to the Board of Trustees.

MOTION 2022 – 67: Moved by Terry Carwile, seconded by Dr. Allan Reishus, That the Board of Trustees approve the purchase of the Covidien-Medtronic Vein Ablation instrument for the OR at a cost of \$25,000; and approve the purchase of the Sonosite Ultra Sound Machine for OR at a cost of \$50,248.00. Roll Call Vote: Dr. Kelly Hepworth, Yes; Denise Arola, Vice Chair, Yes; Dr. Allan Reishus, Secretary/Treasurer, Yes; Amy Updike, Yes; Terry Carwile, Yes; and Forrest Luke, Yes. Yes, all. Motion carried.

Medical Staff Privileges. Dr. Jeffrey Womble, Chief of Staff, presented the privileges.

MOTION 20022 – 68: Moved by Denise Arola, seconded by Forrest Luke, That the Board of Trustees approve the Medical Staff Privileges as 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:

- **Alexandra Donovan, MD – Hematology/Oncology.** The committees reviewed and approved the application and file for Dr. Donovan and they recommend her appointment to the Provisional Staff of The Memorial Hospital.

- **Inhyup Kim, MD – Tele-Neurology (proxy).** The committees reviewed and approved the application and file for Dr. Kim, and they recommend his appointment to the Provisional Staff of The Memorial Hospital.
- **Todd Lempert, MD – Tele-Radiology (proxy).** The committees reviewed and approved the application and file for Dr. Lempert, and they recommend his appointment to the Provisional Staff of The Memorial Hospital.
- **David Nordin, MD – Pathology.** The committees reviewed and approved the application and file for Dr. Nordin and they recommend his appointment to the Provisional Staff of The Memorial Hospital.
- **Andrew Walshak, MD – Emergency Medicine.** The committees reviewed and approved the application and file for Dr. Walshak 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:

- **Matthew Rice, MD – Family Medicine.** The committees reviewed and approved the application and file for Dr. Rice, and they recommend his advancement of privileges and appointment to the Associate Staff of The Memorial Hospital.
- **Christopher Willison – Emergency Medicine.** The committees reviewed and approved the application and file for Dr. Willison, and they recommend his advancement of privilege and appointment to the Associate Staff of The Memorial Hospital. The following files are presented to the Board of Trustees for **Reappointment** of privileges:
- **Linda Couillard, DO – Pediatric Medicine.** The committees reviewed and approved the application and file for Dr. Couillard, and they recommend her appointment to the Active Staff of The Memorial Hospital.
- **Tara Herrero, CRNA – Certified Registered Nurse Anesthetist.** The committees reviewed and approved the application and file for Ms. Herrero, and they recommend her appointment to the Non-Physician Provider Staff of The Memorial Hospital.
- **Maysen Ali, MD – Tele-Psychiatry (proxy).** The committees reviewed and approved the application and file for Dr. Ali, and they recommend his appointment to the Associate Staff of The Memorial Hospital.
- **Russell Bartt, MD – Tele-Psychiatry (proxy).** The committees reviewed and approved the application and file for Dr. Bartt, and they recommend his appointment to the Associate Staff of The Memorial Hospital.

- **Andrew Graham, MD – Tele-Psychiatry (proxy).** The committees reviewed and approved the application and file for Dr. Graham, and they recommend his appointment to the Associate Staff of The Memorial Hospital.
- **Ray Bogitch, MD – Tele-Psychiatry (proxy).** The committees reviewed and approved the application and file for Dr. Bogitch, and they recommend his appointment to the Associate Staff of The Memorial Hospital.

Roll Call Vote: Dr. Kelly Hepworth, Yes; Denise Arola, Vice Chair, Yes; Dr. Allan Reishus, Secretary/Treasurer, Yes; Amy Updike, Yes; Terry Carwile, Yes; and Forrest Luke, Yes. Yes, all. Motion carried.

8-2022 CEO's Report. Jennifer Riley reported.

September 2022 Update:

Employee Engagement Survey: We ended with a 75% response rate, which is the same response rate we had in 2021. Overall, the responses were very positive, and all but three questions improved from last year. The largest improvement was in the question asking about how satisfied employees are with MRH as a place to work. That question improved 17% with 87% of the responses being satisfied.

PROPS Team: On Thursday, September 15 the PROPS team held an End of Summer Popcorn Party for staff. They also revealed their curated MRH Spotify Road Trip Playlist with the contributions provided by the staff earlier in the month.

Compensation Analysis: We have some preliminary data from the Compensation Analysis. This project was supposed to take 12 weeks and it has taken over 20. We will look at the current wages compared to the proposed wages and start analyzing the impact to budget. We will put together a recommendation for implementation.

Housing Development:

- a. Explore multiple options and partnerships to develop housing on old hospital property.
- b. Completion Date: December 2022

September 2022 Update: Nothing new to report.

EMS Transition Project:

- a. Develop plan for the transition of EMS Service to a new district assuming successful passage of EMS District ballot in November 2021.
- b. Terminate MRH EMS Service by 12/31/2022

c. Completion Date: 12/31/2022

September 2022 Update: The EMS Task Force presented its recommendation to the Board of County Commissioners on September 6th. Their recommendation was that all EMS should come under the County’s oversight as a department of the County. Further discussion led to the need for a deeper examination of how to support EMS needs in Dinosaur and the western-most portion of the County. A big thank you is owed to Becky Forney and Justin Doubrava for participating in this Task Force. It was a difficult process at times, and they represented MRH and EMS professionally. Their work on the Task Force is complete.

4. Other Major Items:

September Update:

EMS Cost Report: The 2021 EMS cost report is done and we have a \$72,000 receivable. This is a little lower than what we received for the 2020 cost report, but we believe it is accurate. Justin Doubrava has done an excellent job of tracking and reporting data.

Hospital Cost Report: This week Brittany received notice that CMS is requesting another \$128,000 related to our 2021 Cost Report. We talked with our auditors, and they said CMS is applying an “error rate” from 2019 and charging us more based upon that. We won’t be able to recoup any of that until we get the final settlement on 2019 in 3 years. Also this week, we received from Medicare a notification that they are refunding \$300,000 from the 2021 payable they sent earlier this year (remember we had an \$800,000 as a “rate adjustment” for 2021).

Family Medicine Physician: Dr. Colin Stewart has signed an employment agreement and will begin his practice at MRH in February 2023. Dr. Stewart is the brother of Dr. Aaron Stewart, one of our current family medicine doctors.

Family Medicine Physician Assistant: Lindsey Harr signed a contract to join our Family Practice team in November 2022.

8-2022 Clinics Report. Jennifer Riley presented the report and responded to questions.

8-31-2022 Financial and Statistical Report Including Home Health and Hospice. Brittany Johnson, CFO, presented the report.

Income Statement

Gross revenue for the month of August was at \$11.1m (Column A, Line 4) compared to a budget of \$10.7m. Prior year gross revenue was \$11.4m. Net Patient Revenue was \$5.4m (Column A, Line 10) for August on a budget of \$5.6m and prior year at \$5.6m. Other Adjustments (Column A, Line 7) were up compared to previous months due to some large denials and credentialing issues from 2021.

Expenses: Contract Labor continues to be high due to short staffing. We are over budget for August on this line item by about \$239k (Column C, Line 18). On Column A, line 29 we did receive another large unexpected credit from the Colorado Hospital Association related to their Provider Fee Redistribution. Total expenses for the month were under budget by \$260k (Column C, Line 33).

Gain/Loss on Investment- Community Clinics loss for the month was (\$160k) in total, (\$13k) was from EMS, (\$14k) from OHA, (\$73k) from Retail Pharmacy, (\$17k) from School Nurse, and (\$44k) from HH&H.

The Net Profit for August was \$268k, and YTD Net Profit is \$759k on a budget of \$653k. Prior Year was at a Net Profit of \$1.7m.

Balance Sheet

Cash for the month is at \$4.6m (column A, line 1) which is up from \$4.2m in the prior month.

Under Limited Use Assets (Column A, Line 17), we paid \$1.8m for our 2021 Cost

Report Payable and also \$876k related to our Interim Rate Adjustment for the 2022 Cost Report in July. On Column A, Line 18 we have \$901k 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 up from last month's 66 to 71 in August. There are numerous factors contributing to this. Some of the issues identified include duplicate accounts, increased denials, patient refund delays, and collection agency holds. The Revenue Cycle team is diligently working to correct the issues as they find them.

Days Cash on Hand

Days Cash on Hand is at 33.7 days, which is up from prior month of 30.5 days. We also have 15.3 additional days of cash on hand in self-restricted accounts.

Total Profit Margin (TPM)

Our TPM for the month is at 2.4%. Our 2022 average is 0.6%.

Adjourn. The meeting was adjourned at 6:38 p.m.

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