

**WESTON COUNTY HOSPITAL DISTRICT
BOARD OF TRUSTEES MEETING
September 19, 2024**

Present: Ann Slagle, President; Mary Rankin, Secretary; Karen Drost, Treasurer (via Zoom); Karine Wright West, Trustee; Ted Ertman, Trustee; Nathan West, Trustee

Absent:

Also Present: Catherine Harshbarger, Interim Chief Executive Officer; Allison Gee, Lubnau Law Office (via Zoom); Kim Scharf, Quality and Compliance Director; John Gantner, Interim CFO; John Swiney, CHRO; Sharla Zerbst, Human Resource Generalist; Hannah Hennesy, Human Resource Generalist; Keisha Bruggeman, Radiology Manager; Denice Piscioti, Executive Assistant

Visitors: Walter Sprague, NLJ videographer

Call to Order: Ann Slagle called the meeting to order at 5:30 pm.

Quorum: Nathan Ballard declared a quorum to conduct the business of Weston County Hospital District.

Additions/Changes to the Agenda- Under new business between E. meeting dates, agenda process and consider not having legal at meetings. Add Tony Blake's name with the Proposed Board of Trustees Bylaw changes as the presenter.

NATHAN BALLARD MADE THE MOTION TO ACCEPT THE ADDITIONS TO THE AGENDA AND APPROVE AUGUST AND JULY BOARD MEETING MINUTES, KARINE WRIGHT WEST SECONDED. THE MOTION CARRIED.

Visitor Comments: None

Strategic Initiatives

CHRO REPORT –

- Have had positive conversations in the community about Cathy Harshbarger
- Appreciates being able to work with Cathy and the team, he believes we are headed in the right direction
- HR is working on action items, and auditing policies and will be adding new ones
- A procedure guide is being set so no matter who is in the chair, it will be done the same way.
- There have been payroll problems and timekeeping problems due to software programs not speaking with each other. We have a performance action sheet for any change for an employee which will be signed by leadership. PPL and EIAB

balances have not been accurate for employees, however we believe we have it fixed.

- There is no position control to guide department managers with their FTE's. If they want to make changes there will be a process.
- Benefit enrollment is coming up. Right now we are looking at a 20% increase in insurance for next year.
- The EIBA is also being reviewed. It can cap out at 720 hours depending on how long an employee has been here. We are looking at the calculation of what it costs but in the long run it would be better to have a long-term or short-term disability plan.
- We have been working on Mill Levy education.
- Leadership development is another area we are working on.
- I have been doing a lot of rounding.
- We are working on confidentiality. We have moved offices around to be able to do a better job of that.

CFO REOIRT

- See attached sheet
- With the 2023 audit completed, it is time to look at the 2024 audit which is more complicated because our books and records are not in good shape. It is getting better every day. Hopefully, we can give the auditors the financial information they need in about 60 days.
- The item that is most concerning is the Medicare Cost Report. Because Medicare is very strict on filing on time. It is due December 2, 2024. The information all together in time and we will need an extension. A letter is being drafted asking for a three-month extension. We will do everything we can to avoid a penalty and get the report in on time.
- We are going to go with a 5% charge increase – looking carefully at our prices.
- Cash flow numbers are not clean or comparable because of catching up on billing.
- We are running historically close to what we usually do with a couple of exceptions. The acute care of the hospital is running lower, so that is not a good thing for us.
- The nursing home is a wonderful facility but it only has 40 residents and has the capacity for 50. That is the difference between making money and losing money. We need to get to full capacity, with some expense management and the nursing home will be carrying its weight including the expense of running it.
- The clinics were down in June and July due to provider staffing shortage, but they picked back up in August with about 700 visits. Which is good news for us.
- Imaging has remained strong. It's a busy and solid service for us.

CEO REPORT – See Strategic Operating Model attached

- The current model has a declining financial profile – mimicking 2018-2019 finances. We need to fight it out, transform or affiliate.
- Staffing challenges, low inpatient numbers, administrative complexities, and staff recruitment and retention.
- We have seven months of operational costs. We want to get on top of it.
- Ideas we have been looking at converting to a Rural Emergency Hospital. It allows you to retain all of your outpatient services. We will have patients in the ER and observation stays for a certain amount of time. The buy-in is that Medicare pays \$276,000 a month. Instead of losing money, we get money to help support our organization. Our model looks like this. We want to do a feasibility study which has no costs. The process could tell us if this is right for us. We call this transformational because it could transform us into something better for our community.
- We have a brochure educating the county about what Mill Levy does for Weston County Health Services.
- We have a policy saying we will provide EAP for staff but right now we have no way to do it. We have a proposal for one and will bring it to you next month.
- Potential changes in PPL and EIBA, we would be better off to do short-term and long-term disability pay instead.
- On October 7, 2024, we will be having training to be able to take credit cards via MyChart. The system will pick up on co-pay payment.

KAREN DROST MADE A MOTION FOR THE TEAM TO ENGAGE WITH A FEASIBILITY STUDY FOR A RURAL EMERGENCY HOSPITAL. KARINE WRIGHT WEST SECONDED, THE MOTION PASSED.

QUALITY

Medical Staff Credentialing

Medical Staff Report –

- Pharmacy backorders with alternative medications for providers to order was discussed.
- Phillips will be here on October 8th & 9th for a follow-up on the new X-ray machine.
- Ladies Night Out will be held here on October 16th. Walk-in Mammograms will be available. Dr. Ashley Simmons will be here to discuss genetic testing for women.
- Lab had a CLIA inspection which went with one minor deficiency.
- Nursing Home census was 39.

Quality Report

- ED wait times and EMS issues. Manor census and staffing
- Pharmacy pill packaging machine died so they are recruiting help in packing pills. Transition of staff.

- HR working on ADP.
- Working with managers on Smart Goals to be more efficient

H&H

- The total cost we spent with nine contracts with H&H is \$392,734. We are done with H&H.

KARINE WRIGHT WEST MOVED TO APPROVE CATHY HARSHBARGER TO APPROVE THE CONTRACT WITH EPIC FOR \$325,912. NATHAN BALLARD SECONDED. MOTION PASSED.

KAREN DROST WITH A HEAVY HEART MADE THE MOTION THAT THIS BOARD ACCEPTS NICK JOHNSONS RESIGNATION WITH ALL THE THANKS FOR HIS ACCOMPLISHMENTS ON THE BOARD. TED ERTMAN SECONDED AND THE MOTION CARRIED.

TED ERTMAN MADE A MOTION TO POST THE POSITION FOR THREE WEEKS ON ALL AVENUES INCLUDING THE COURTHOUSE. WE WILL ADVERTISE FOR THREE WEEKS, DEADLINE TO BE OCTOBER 11, 2024, WITH APPLICATIONS WILL BE TAKEN TO THE ADMINISTRATION OFFICE. MARY RANKIN SECONDED AND THE MOTION PASSED UNANIMOUSLY.

ANN SLAGLE APPOINTED MARY RANKIN AS SECRETARY.

NATHAN BALLARD MADE A MOTION TO SCHEDULE A SPECIAL MEETING ON THE FIRST THURSDAY OF EACH MONTH AS NEEDED AT 5:30 PM. KARINE WRIGHT WEST SECONDED. MOTION CARRIED.

NATHAN BALLARD MADE THE MOTION TO DESIGNATE THE ADMINISTRATION TEAM TO HAVE THE AGENDA IN SHAREPOINT, KARINE WRIGHT WEST SECONDED THE MOTION. MOTION WITHDRAWN.

NATHAN BALLAR MADE THE MOTION EFFECTIVE AT THE NEXT MEETING WITHOUT ALISON GEE. KARINE WRIGHT WEST SECONDED THE MEETING. MOTION FAILED.

TED ERTMAN MADE A MOTION TO HAVE AN OFFICIAL BOARD TRAINING AS SOON AS REASONABLY POSSIBLE AFTER THE NEW BOARD MEMBER IS SEATED. KARINE WRIGHT WEST SECONDED. THE MOTION PASSED.

KAREN DROST MADE A MOTION TO AUTHORIZE CATHY HARSHBARGER TO SPEND UP TO \$50,000 TO REPAIR THE CHILLER WHICH IS A LIFE SAFETY ISSUE. NATHAN BALLARD SECONDED. THE MOTION CARRIED.

KARINE WRIGHT WEST MOVE FORWARD WITH THE COMMUNITY NEEDS ASSESSMENT FOR \$10,000 WITH THE CYCLE OF BUSINESS. MARY RANKIN SECONDED. THE MOTION CARRIED.

NATHAN BALLARD MADE MOTION TO GO INTO EXECUTIVE SESSION AT 9:33 PM FOR W.S.16-4-405(a) (ii) TO CONSIDER THE APPOINTMENT OF A PROFESSIONAL PERSON OR EMPLOYEE,

(iii) ON MATTERS CONCERNING LITIGATION OR PROPOSED LITIGATION, KARINE WRIGHT WEST SECONDED AND THE MOTION CARRIED.

The Board Rejoined the public session at 10:15 pm.

NATHAN BALLARD MOVED TO APPROVE THE CONTRACTS DISCUSSED IN THE EXECUTIVE SESSION FOR LORA KOENIG AND SHERRI BLANCHARD. KARINE SECONDED THE MOTION. THE MOTION PASSED UNANIMOUSLY

MARY RANKIN MOVED TO ADJOURN THE MEETING. NATHAN BALLARD SECONDED IT. THE MOTION WAS UNANIMOUSLY APPROVED, AND THE MEETING WAS ADJOURNED AT 10:17 PM.

Ann Slagle, President

Mary Rankin, Secretary