

DELTA COUNTY MEMORIAL HOSPITAL

Board of Directors Meeting

Monday, January 18, 2021

Classroom B / Zoom for Public

PRESENT:

Jean Ceriani, Chairman	Matt Heyn, CEO	Melissa Palmer, Assistant CCO
Dr. Doug Speedie, M.D., Vice Chairman	Larry Vincent, CFO	Rhonda Katzdorn, Exec. Director, Human Resources
Dr. Bruce Mixter, Secretary/Treasurer	Jody Roeber, CCO	Vickie Schauster, Exec. Director, Clinics Operations
Tammy Smith, Member	Julie Huffman, CLO	
Matt Soper, Member	Laura McCrackin, M.D., Chief of Staff	Donica Harrison, Exec. Assistant

MEETING MINUTES:

I. CALL TO ORDER

The Board of Directors meeting was called to order at 5:30 p.m. by Chairman Jean Ceriani. Viewing of this meeting was made available to community members via video conferencing in an effort to reduce the number of people in the room during the coronavirus pandemic.

II. CONSENT AGENDA

A. Approval of Previous Board Meeting Minutes

- The minutes from the December 7, 2020 Board Meeting were presented by Jean Ceriani.

ACTION: Tammy Smith made a motion that the minutes of the December 7, 2020 Board meeting be accepted as presented. Dr. Mixter seconded the motion. All were in favor. None were opposed. Motion carried.

B. Approval of November and December 2020 Financial Reports

- **Overview of Finance Committee Meeting.** Committee Chair Matt Soper highlighted the following:
 - November was even worse than March financially since there was no incoming stimulus money and poor Medicare and Medicaid reimbursements for COVID patients.
 - Salaries were up in December due to three payrolls, a one-time severance, two sign-on bonuses and increased staffing for COVID patients.
 - ER visits were down, which is a nationwide trend.
 - General Surgeries were comparable to 2019 even though elective surgeries were not performed for two months due to COVID-19.
 - Future CER's will reflect a return on investment when possible.
 - Medicare Advantage and other Medicare replacement or supplemental plans reimburse at a lower rate than traditional Medicare. A report will be run in an effort to capture the percentage of patients on each type of Medicare Plan. Matt Soper encouraged the Admin team to write a letter to the congressional delegation regarding this matter.

ACTION: Matt Soper made a motion to accept the November and December financial reports for November and December 2020 as presented. Dr. Speedie seconded the motion. All were in favor. None were opposed. Motion carried.

III. GUEST SPEAKERS

- A. Emergency Preparedness & HVA.** ED Director Merri Brennecke spoke about the Emergency Management Plan for the hospital as well as the Hazard and Vulnerability Assessment providing highlights of each for the Board.
- B. Rebranding Rollout Plan.** Marketing Director Jacque Davis updated the Board of Directors on the timeline for the rebranding project. The initial phase of the rollout will take place over the next 4 months and will include transitioning printed products, clinic brand integration, sign design, communication to patients, community, vendors and press, digital changeover and possibly a launch party. Additional phases, including signage replacement, digital contract crossovers, emails and more will continue over an 18 month period.

IV. FINANCIAL

A. Capital Expenditure Request.

- 1. Radiologist Monitor Replacement.** CEO Matt Heyn presented a CER on behalf of the Radiology Departments for a Radiologist Monitor Replacement. The current monitors are at end of life and are needed for interpreting diagnostic images and mammography.

ACTION: Tammy Smith made a motion to approve the purchase of the Radiologist Monitor Replacement in the amount of \$36,824.00. Matt Soper seconded the motion. All were in favor. None were opposed. Motion carried.
- 2. CystoNephro Videoscope.** Matt Heyn presented a CER on behalf of the Urology Clinic for a CystoNephro Videoscope needed to view the lining of the bladder and urethra to detect abnormalities or tumors.

ACTION: Dr. Speedie made a motion to approve the purchase of a CystoNephro Videoscope in the amount of \$20,511.95. Tammy Smith seconded the motion. All were in favor. None were opposed. Motion carried.
- 3. Rigid Ureteroscope.** Matt Heyn presented a CER on behalf of the Surgery Department for a Rigid Ureteroscope needed to perform urethrosopes and lithotripsies.

ACTION: Dr. Mixer made a motion to approve the purchase of Rigid Ureteroscope in the amount of \$8,624.76. Dr. Speedie seconded the motion. All were in favor. None were opposed. Motion carried.
- 4. Urodynamic System and Procedure Chair.** Matt Heyn presented a CER on behalf of the Surgery Department for a Urodynamic System with Procedure Chair needed to analyze bladder function and assist the surgeon in choosing the type of bladder repair needed to cure incontinence.

ACTION: Matt Soper made a motion to approve the purchase of a Urodynamic System and Procedure Chair in the amount of \$39,040.00. Tammy Smith seconded the motion. Dr. Mixer was opposed. All others were in favor. Motion carried.
- 5. IT Infrastructure Hardware for Grand Mesa Medical Office Building.** Matt Heyn presented a CER on behalf of Information Systems for IT Infrastructure Hardware for Grand Mesa Medical Office Building needed to properly connect and configure data network to the DCMH domain controllers and network.

ACTION: Tammy Smith made a motion to approve the purchase of IT Infrastructure Hardware for the Grand Mesa Medical Office Building in the amount of \$93,724.79. Matt Soper

seconded the motion. Dr. Mixer was opposed. All others were in favor. Motion carried.

- 6. Trackless Doors for ED Rooms 8 and 10.** Matt Heyn presented a CER on behalf of the Emergency Department for Trackless Doors for ED Rooms 8 and 10 in the amount of \$15,552.00. These doors will eliminate the plastic doors currently in place.

ACTION: Dr. Speedie made a motion to approve the purchase of Trackless Doors for ED Rooms 8 and 10 in the total amount of \$15,552.00. Tammy Smith seconded the motion. All were in favor. None were opposed. Motion carried.

V. ADMINISTRATION

A. CEO Report.

- **Sole Community Hospital.** Matt Heyn informed the Board that DCMH's application for Sole Community Hospital is next in line for review, which is much sooner than expected.
- **Debt Restructure and Refinance.** Matt let the Board know a three year short term/long term financial plan is being developed that will also include a margin improvement plan. Areas of improvement will be identified to help achieve operating margin goals. Matt explained DCMH might have to utilize the current Emergency Department space longer than anticipated in order to first show a positive EBITDA margin as well as a positive operating margin over the next couple of years.
- **Physician Recruiting.** Family Medicine resident Dr. Catherine Jimenez has verbally accepted our offer of employment. Dr. Jimenez will be in her residency program for another 18 months. We are excited to add a female provider who practices obstetrics in the West Elk Clinic. We are confident that the patients in the North Fork Community will appreciate Dr. Jimenez joining the West Elk medical team in 2022.
- **Strategy Map/Alignment Boards.** Matt brought the Board's attention to the strategy map that was hung in the meeting room and explained the corresponding strategic alignment boards that will be in hung in each department. The alignment boards will show how each department will help the hospital achieve strategic goals. Quarterly all staff meetings will begin in February where staff will be brought up to speed on the strategic plan, alignment boards, BHAGs, etc.

- B. New Foundation Board Member.** In accordance with the Foundation Bylaws, Matt Heyn asked the Board to approve Mark Condon as a new Foundation Board member after sharing his bio information with the Board.

ACTION: Dr. Mixer made a motion to the Board of Directors for the Board to approve Mark Condon as a Foundation Board member. Tammy Smith seconded the motion. All were in favor. None were opposed. Motion carried.

- C. 2020 Employee Satisfaction Survey.** Executive Director of Human Resources Rhonda Katzdorn distributed a summary report of the 2020 DCMH Employee Survey. Discussion ensued regarding the results and suggestions for future survey summary reports.

- D. COVID Update.** CCO Jody Roeber provided an update for the Board on the COVID hospitalizations as well as the approximate Pfizer and Moderna vaccines administered to-date. Jody informed the Board about the upcoming vaccine clinic where 300 people will receive the COVID vaccine. Vaccines will continue to be administered to healthcare workers and the 70+ population by appointment only. The ultra-low freezer is up and running and a large quantity of Pfizer vaccines has been ordered. Once received, more vaccine clinics can be scheduled. Jody also discussed other locations being considered for future COVID vaccine clinics once a larger volume of vaccines has been received. Jody let the Board know that the hospital ordered 48 doses of monoclonal antibodies for the treatment of mild-to-moderate COVID-19 patients. Providers will select patients who are appropriate candidates for monoclonal antibody therapy. Jody encourages focus on the good Delta County Memorial Hospital bringing to this community.

VI. MEDICAL STAFF

- A. Medical Staff Credentialing.** Dr. Mixer presented the following update from the Med Exec Committee: The following credentialing applications were reviewed and approved in the January 13, 2021 Med Exec meeting:

New Applications: Ann Hedderman, M.D., Hematology
Phiet Bui, M.D., General Surgery Locum
Mohan Nuthaki, M.D., Oncology Locum

Re-application: Sara Knutson, M.D., Pulmonology/Critical Care Medicine

Resignations: Helen Goldberg, M.D., Oncology
Patrick Brighton, M.D., General Surgery

ACTION: Dr. Mixer made a motion to the Board of Directors for the Board to approve the applications as presented. Tammy Smith seconded the motion. All were in favor. None were opposed. Motion carried.

- B. Chief of Staff Report.** Chief of Staff Dr. Laura McCrackin shared with the Board the following:

- Vice Chief of Staff. Jonathan Richman, M.D. was voted Vice Chief of Staff.
- Med Exec. The roles of the Med Exec members were reviewed in the January 13th meeting as well as the goals for Dr. McCrackin as Chief of Staff.
- Medical Staff Rules & Regulations. Dr. McCrackin expressed the desire of the Med Exec Committee and medical staff to amend the Medical Staff Rules & Regulations changing the way in which providers receive communication with regard to incomplete medical records. After in-depth discussion, it was decided to temporarily suspend the protocol per the current Medical Staff Rules and Regulations and use an alternate peer to peer method of communication on a trial basis to confirm effectiveness before amending the Medical Staff Rules and Regulations. Med Exec will report back to the Board the efficacy of the peer to peer approach.

ACTION: Dr. Speedie made a motion to the Board of Directors to temporarily suspend the protocol outlined in the Medical Staff Rules and Regulations for addressing delinquent medical records and accept a peer to peer approach to communicating about delinquent medical records on a 90-day trial basis. Matt Soper seconded the motion. All were in favor. None were opposed. Motion carried.

VI. OTHER BUSINESS

- A. Future Digital Board Platform.** Matt Heyn suggested to the Board the need to work toward moving to a digital platform for Board packets rather than hard copies in binders. Options for digital platforms will be brought back to the Board for consideration at a future date.
- B. Legislative Update.** Board Member and Representative Matt Soper provided a legislative update on healthcare related bills discussed in the recent session.
- C. New Services on Reports.** Jean Ceriani made a request to add the new services to the 2021 financial reports.
- D. Board Retreat.** Jean Ceriani announced the Board's intention to have a Board retreat this fall in at a local venue.

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E. Pharmacy Remodel Tour. Jean Ceriani requested a tour of the new Pharmacy remodel that the Board agreed will take place at 4:30 p.m. on February 22, 2021 prior to the BOD meeting. No official business will take place. This tour will be closed to the public.

F. Update on RHC Payments. Larry Vincent informed the Board that the West Elk Clinic, the West Elk Walk-In Clinic, Delta Family Medicine and Premier Women's Clinic all obtained RHC status in 2020. While we have not yet received reimbursement, Larry has been told the reimbursement will be retroactive to the certification date for each clinic. He anticipates the Internal Medicine Clinic obtaining RHC status first quarter 2021.

VII. EXECUTIVE SESSION

Jean Ceriani recessed General Session at 7:52 p.m. and called for an Executive Session for the purpose of consideration of any documents protected by the mandatory nondisclosure provisions of the Open Records Act under C.R.S. §24-6-402(4)(g). No formal business was to be conducted after the Executive Session.

After a brief recess, Executive Session convened at 7:59 p.m.

Present for the Executive Session were Jean Ceriani, Dr. Speedie, Dr. Mixter, Tammy Smith, Matt Soper, Matt Heyn and Board Attorney Julie Huffman.

At 8:17 p.m. Jean Ceriani terminated Executive Session and General Session was reconvened.

VIII. ADJOURNMENT

With no further business from the floor, Board Chairman Jean Ceriani **ADJOURNED** the meeting at 8:17 p.m.

Bruce Mixter, M.D., DCMH Board Secretary/Treasurer

Date