

**DELTA HEALTH**  
**Board of Directors Meeting**  
Monday, September 18, 2023  
Classroom A, B & Zoom

**PRESENT:**

Doug Speedie, M.D, Chairman	Davis Walton, Member	Larin Jones, Director of Accounting
Bruce Mixter, M.D., Secretary/ Treasurer	Julie Huffman, CLO/Interim CEO	Vickie Moore, Executive Director Clinic Operations
Tammy Smith, Member	Kelly Johnston, Interim CFO (via ZOOM)	Melissa Palmer, Executive Director of Nursing Jacqueline Davis, Marketing Director
Matt Soper, Member (via ZOOM)	Jarred Freese, MD, COS	Rhonda Katzdorn, Human Resource Executive Director

**MEETING MINUTES:**

Viewing of this meeting was made available to the public via video conferencing as well as in-person.

**I. CALL TO ORDER**

The Board of Directors meeting was called to order at 5:30 p.m. by Board Chairman Dr Speedie.

**II. AGENDA CHANGES**

Julie Huffman asked to add an update from Jacqueline Davis under Administration Reports.

**III. PUBLIC COMMENT**

There were no public comments.

**IV. APPROVAL OF PREVIOUS BOARD MEETING MINUTES**

The minutes from the August 24, 2023 Board meeting were presented by Dr Speedie.

**ACTION:** Davis Walton made a motion to accept the minutes of the August 21, 2023 Board Meeting with the following corrections;

- Correct the spelling of Rhonda Katzdorn on page 3.
- Change the header to reflect the date of August 21, 2023
- Correct to times moving into Executive Session @ 6:37 pm, adjourning at 7:30 pm.

Tammy Smith seconded the motion. None were opposed. Motion carried.

The minutes from the September 7, 2023 Strategic Planning Board Retreat were presented by Dr Speedie.

**ACTION:** Tammy Smith made a motion to accept the minutes of the September 7, 2023 Strategic Planning Board Retreat minutes. Davis Walton seconded the motion. None were opposed. Motion carried.

**V. FINANCIAL REPORTS** - Interim CFO Kelly Johnston presented the financial reports. *The following is her written report submitted along with the Balance Sheet, Profit & Loss, Statement of Cash, and Statistical Summary.*

**Balance Sheet**

- Accounts Receivable – The accounts receivable has gone up due to the holds that we are seeing in outpatient billing. Due to United Healthcare changing their billing requirements and how claims are

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submitted to the clearing house, we have over \$900k in holds that are sitting in our aging. Darla Ballard and her team have been working tirelessly on this and it is going down, but at a slow rate. Kelly Johnston will be stepping in to help Darla Ballard get resolution as United Healthcare continues to deny claims and are not paying existing claims.

- Prepays – These are expenses that we pay in advance that are for a period of time. This has gone down for the month of August as we did not have to prepay many items, but rather amortized already established expenses. We do anticipate seeing a change in September due to our insurance renewals.
- Accounts Payable – There has been an uptick in spending and as a result the leadership team has tasked department leaders with a challenge around necessary spending for the month of September. This educational process is getting our department leaders to think about their spending as a return on investment for their individual departments. When looking at our days cash on hand calculation this is why that number has not gone up as rapidly yet.
- Accrued Payroll and Benefits – Benefits continue to be a large expense for our organization. Mitigating our costs here over the next year will be important for our organization.

### Statements of Revenues and Expenses

- Net Revenue at 42% collection! This needs to be celebrated! Having hit this percentage in the month of August is encouraging and shows that 42% is a good and attainable goal for 2024.
- Operating Loss of \$489,633.00 for the month of August 2023.

**ACTION:** Tammy Smith made a motion to accept the Financial Reports as given by Kelly Johnston. Motion seconded by Matt Soper. None were opposed. Motion carried.

## VI. ADMINISTRATION

### A. Administrative Update, CLO/Interim CEO Julie Huffman

1. Jacqueline Davis presented the Board with a draft copy of the 2024 Strategic Plan that was formulated at the Board's Strategic Plan Retreat. Julie suggested that the Executive Team would develop the strategies for each goal. Davis Walton affirmed the team should formulate the strategies. Matt Soper commented that the Board would still like to see a draft before the plan is finalized. Jacqueline gave the price to have the strategic plan boards resurfaced with the 2024 Strategic Plan;
  - a. 4 large boards @ \$185.00 each = \$740.00
  - b. 40 smaller boards @ \$120.00 each = \$4,800.00There was discussion around this cost. One idea is to have a shared drive that houses a worksheet for each department. This would allow the department leaders to see what other departments are doing in setting the department specific goals & strategies without incurring the cost to resurface all of the boards for a one year plan. The Board agreed this was a sound plan.
2. Julie announced that Vickie Moore has received the WHA Member of the Year Award. In addition, Matt Soper has been honored with the Colorado's Representative of the Year.
3. Update on the Senior Director of Revenue Cycle. Eduard Berghoffer has withdrawn for personal reasons and will not be accepting the position. Position has been reposted.
4. The Executive Team is actively interviewing COO applicants. On-site interviews begin this week. Julie Huffman opened the times for Board members to attend, but no one was able to attend all four applicants so it was decided the Board members would not participate. Matt Soper suggested hosting a dinner with the new COO and the Board once the COO is in town.
5. Julie Huffman let the Board members know of the need to replace flooring. There has been some sample testing done on the current flooring in selected sections. The floors have been stripped & worn down to the linoleum. This causes brown stains when the stripper is applied. It has been suggested that the floors be replaced with an industrial hospital tile. By replacing the floor, room by room, the project cost would be more manageable.
6. The Pharmacy remodel is finishing ahead of schedule. There was a surprise inspection by the Pharmacy Board that passed without exceptions.

### B. Travelers Update, Human Resources Executive Director, Rhonda Katzdorn

Rhonda Katzdorn reviewed the travelers' report as submitted to the board. There are several contracts that are not renewing as the positions have been filled. Davis Walton asked about the company we are currently using to supply the travelers. Medefis is a third party vendor and talent management who we contract with for the traveling staff. St Mary's is currently utilizing 98 travelers and Montrose 50. Melissa Palmer noted that there are currently 3 nurses who will be graduating with their RN degree. Dr Freese suggested offering a sign on bonus with the open nurse positions.

**VII. MEDICAL STAFF**

**A. Medical Staff Credentialing, Dr Bruce Mixter**

<u>New Applications Approved</u>	<u>Specialty</u>
Steven Brizendine, MD	Hospitalist
Ashley Lee, MD	Tele-radiology
Joshua Pearson, DO	Gynecology
Lori Wittman, MD	Gynecology
Heather Bourkovski, DO	Gynecology
DuWayne Carlson, MD	Orthopedics
Laura Ross, MD	Emergency Medicine

<u>End-of-Provisional Status</u>	<u>Specialty</u>
None	

<u>Medical Staff Re-Appointments</u>	<u>Specialty</u>
David Call, MD	Hospitalist
Derick Fenton, MD	Gynecology
Robert Baron, MD	Hospitalist
Jennifer Craig, MD	Emergency Medicine
Dustin Cunningham, M.D.	Emergency Medicine
Richard Hanley, M.D.	Gynecology

<u>Stat-Rad Re-Applications</u>	<u>Specialty</u>
See below	Tele-Radiologists
a. Neil Anand M.D.	f. Justin McCoy, M.D.
b. Xavier Garcia Rojas M.D.	g. Matthew Thompson, M.D.
c. John Hotchkiss, M.D.	h. Shota Yamamoto, M.D.
d. Jeremiah Jansen, M.D.	i. Theresa Yuh, M.D.
e. Robert Maxey, M.D.	

**ACTION;** Dr Bruce Mixter made a motion that the Board Approve the Credentialing Report. Matt Soper seconded the motion. All were in favor. None were opposed. Motion carried.

**VIII. Chief Medical Officer Dr Jarred Freese**

Dr Freese reported that the clinic needs more receptionists. A creative discussion regarding possible solutions occurred. Davis Walton asked if there was a way for the clinic managers, HR and Kelly Johnston to work together to put together some analysis to help better understand the needs. Kelly Johnston did some calculations to show that the Return on Investment isn't going to be dollar for dollar. Tammy Smith asked about the scheduling and if it could be done more accurately. The clinic has an online scheduling tool through Athena that is being tested at Delta Family and will be rolled out to the other clinics soon.

Matt Soper spoke of the generational shift in the ways we do business. New and more efficient programs are rolling out, such as a phone app that will help with scheduling. We don't want to hang onto the old technology. Educating the patients on how to maneuver the online systems that help manage their healthcare such as the patient portal and scheduling abilities. Vickie Moore let the Board know that the Digital Check-in will be launching in the West Elk Clinic soon.

**IX. Other Business – No other business.**

**ACTION:** Tammy Smith moved that the Board go into Executive Session under;

1. C.R.S. §24-6-402(4) (a) The purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest, specifically the property located at 155 Stafford Lane.
2. C.R.S. §24-6-402(4) (f) Personal matters, specifically Dr Doug Huene.

Davis Walton seconded the motion. All were in favor. None were opposed. Motion carried. Dr. Douglas Huene and Dr. Jarred Freese were invited to participate in the Executive Session topic regarding Dr. Douglas Huene.

**X. EXECUTIVE SESSION**

Executive session convened at 6:56 p.m.  
Executive session adjourned at 8:04 p.m.

Davis Walton moved to purchase the property at 155 Stafford. Matt Soper seconded the motion. All voted in favor, none opposed. Motion carried,

**XI. ADJOURNMENT**

With no further discussion, Dr Speedie moved to adjourn the meeting at 8:06 p.m.

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**Bruce Mixter, M.D., DCMHD Board Secretary/Treasurer**

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**Date**