

DELTA HEALTH
Board of Directors Meeting
Monday, July 17, 2023
Classroom B and ZOOM

PRESENT:

Doug Speedie, M.D, Chairman	Julie Huffman, CLO / Interim CEO	Rhonda Katzdorn, Exec. Director, Human Resources
Tammy Smith, Vice Chairman	Kelly Johnston, Interim CFO	Jarred Freese, M.D. Chief of Staff
Bruce Mixter, M.D., Secretary/ Treasurer	Jody Roeber, CCO	
Matt Soper, Member	Melissa Palmer, EDON	
Davis Walton, Member		

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 Chairman Dr. Speedie.

II. APPROVAL OF PREVIOUS BOARD MEETING MINUTES

The minutes from the June 19, 2023 Board meeting were presented by Dr. Speedie.

ACTION: Davis Walton made a motion to accept the minutes of the June 19, 2023 Board meeting as presented. Tammy Smith seconded the motion. All were in favor. None were opposed. Motion carried.

III. GUEST SPEAKERS

A. Foundation Update. *Foundation Director Darnell Place-Wise*

- A.** Darnell Place-Wise reported on the 12th Annual Pea Green Pedal; the event yielded \$12,045.54 in donations with 61 riders from several counties.
- B.** Financial update with income of \$90,732.33; expenditures of \$65,348.43; \$12,735 given in scholarships.
- C.** Darnell attended Rural Philanthropy Days in Durango the first part of June. She met with 3 organizations reviewing the requirements to apply for these grants. One in particular to upgrade the Sleep House.

IV. FINANCIAL

A. Financial Updates. *Interim CFO Kelly Johnston*

- Kelly Johnston informed the Board she would be presenting 2 different things.
 - 1. A review of the Financial Statements and how they tie back to the 4 central themes previously identified: Revenue Cycle, Reimbursement, Departmental Performance and Project Management
 - 2. A teaser for what she will be presenting tomorrow at the Department Heads Meeting, an overview of the Revenue Cycle.

- June Financial Report Highlights.
 - Kelly Johnston added a section to the statements called “notes to the financial statements” that will provide clarity in understanding in regard to these statements.
 - June ended with a loss of (\$367,367).
 - Kelly Johnston went into detail with defining several line items on the financial reports and how those lines fit into the overall picture of revenue and expenses.

Kelly Johnston then tied this financial report back to the 4 central themes:

Reimbursement – Payers are just not paying according to their contracts. Gathering information in order to hold their feet to the fire and make them uphold their contracts.

Departmental Performance -We’ve done a lot of the behind the scenes work. The Board has read the case studies as presented. We have started to understand the cycles and see where the gaps are so that we can address them and improve the process so we get paid for the work we do. Julie Huffman & Kelly Johnston have been interviewing the department heads to help create an awareness of their financial reports. These interviews have provided training to help the managers see how their department is functioning and affecting the financial reports. They have also provided the managers with tools to help make changes in their departments that will allow each manager the ability to read the reports, see what information is missing from those reports, and then understand what they can do to change it.

Project Management – What is the planning process for Capital Purchases? We will be looking at a better process to manage our capital decisions.

An incredible amount of financial filing is required for the hospital. The administrative role is changing with more time being spent on required reporting. Julie Huffman added that not only are the financial reports increasing, but the reporting required by the Quality Department is also at an extreme. How many of our resources are now devoted to data mining instead of taking care of our patients?

Revenue Cycle – Kelly Johnston presented a power point on the Revenue Cycle that she will be sharing with the department heads. The presentation explained each step of the revenue cycle process. .

- The importance of gathering correct patient information at registration.
- Pre-Authorizations and insurance verification for services ordered by the provider.
- Patient is seen and documentation of the visit.
- Chart logged and completed within 3 days.
- Coding of the claim, encounter review. Questions to Physicians when information is needed for correct codes or documentation. Coders cannot tell Physicians what to say or which code to use as this is a violation of the coding ethics and they could lose their certification. Frustration from Physicians in understanding what exactly the coders are asking.
- Billing works claims through Clearing House. If needed, billers work with coders to correct claims when needed. Appeal process and how long that can take. Insurance companies choosing not to pay and lengthening the process with extra requirements for payment.
- Payment Remitted; Posting and bank reconciliation.

Matt Soper asked that Administration schedule a tour of the various components of the Revenue Cycle.

V. ADMINISTRATION

A. Administrative Updates. *CLO / Interim CEO Julie Huffman and Executive Director of Human Resources, Rhonda Katzdorn*

1. Administrative Update. *CLO / Interim CEO, Julie Huffman*

- Seeking additional legal assistance with the payer contract issue. Looking for an expert who can review the contracts and renegotiating the payer contracts. No one has been engaged or hired at this time.
- Requested a full time grant writer position to be created. There is so much money passing us by, we need a human who has the time and skill set to go after that money for Delta Health. It can be a remote position with the salary being dependent on the amount of grant money brought in to Delta Health.
- Partnership with St Mary's Obstetrics Care. Due to their religious charter they are unable to perform C-sections with tubal ligations. They are looking for a health care facility that takes Monument Health Insurance. Delta Health is the closest facility that accepts Monument Health Insurance. We don't have a religious charter that would prohibit us from doing the procedure. This partnership will not be limited to patients who have Monument Health Insurance, but will also include any patient who is to deliver by C-section and wants a tubal ligation. Our providers have met with the St Mary's providers to talk about what happens when someone goes into labor early, creating flow charts and call trees. Putting together information the expecting mothers regarding out facilities, housing options in Delta and scheduling tours. Waiting for a draft from Professional Services to finalize what has already been agreed to.
- Partnership with Cedar Point to do their lab work here at Delta Health. We have adopted a service agreement. The lab will be able to absorb the additional work and will not have to hire additional employees.
- Patient monitoring system truly needs to be replaced. Submitted grant request. Waiting for that decision. Nihon Kohden will be onsite to look at the needs; willing to extend 6 months payment plan; Melissa Palmer will be presenting at the special called meeting to review this need.

2. Travelers Update and Turnover Report. *Executive Director of Human Resources, Rhonda Katzdorn* provided an updated summary of scheduled travel staff through July 2023. Rhonda Katzdorn utilizes a company called Medefis to send candidates. In addition, Rhonda Katzdorn presented Turnover Report stating the Turnover Rate has increased to 8.56% from 1st quarter rate of 5.03%; 2022 rate covering the same time was 12.35%. Request made by Matt Soper for more information on the breakout given, he would like to have departments included. Rhonda Katzdorn said she would provide that information.

VI. MEDICAL STAFF

A. Medical Staff Credentialing. *Dr. Mixter* presented the following update from the Med Exec Committee:

The following credentialing applications were reviewed and approved in the July 17, 2023 Med Exec meeting:

New Applications: Larry Nickell, M.D., Radiology

Re-Applications: Marvin Lee, M.D., Hospitalist
David Talbott, M.D., ER

ACTION: Dr. Mixer made a motion for the Board of Directors to accept the credentialing report of the Med Exec Committee as presented. Davis Walton seconded the motion. All were in favor. None were opposed. Motion carried.

B. Chief of Staff Report. The Med Exec Committee met on July 11, 2023 and COS *Dr. Jarred Freese* reported the following:

1. ER is very close to becoming a certified Pediatric ER.
2. Gwen Conrad's replacement has been hired. Her name is Kaitlyn Mance. Doctors were happy to be included in the interview process.
3. Streamline a way to track medical provider education, to ensure our providers are aware of upcoming expirations of certificates and to track that they are getting a minimum of 10 CMEs annually.

VII. OTHER BUSINESS

- A.** Dr Mixer asked about the case studies that were discussed at the Delta Health Board Training last month. Board members discussed the studies that Kelly Johnston had presented.
- B.** Matt commented on the amount of compliments he has received recently about the hospital. Lately he has received more compliments than he has ever heard before.
- C.** Dr Freeze informed the Board that he has been appointed to be Statewide Health Care Review. First person ever from the Western Slope to serve.

VIII. EXECUTIVE SESSION

ACTION: At 7:50 p.m. Tammy Smith made a motion to go into Executive Session for the purpose of determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators, specifically C-Suite Leadership and that will include the Board, the CEO and Kelly Johnston. C.R.S. §24-6-402(4)(e). Matt Soper seconded the motion. All were in favor. None were opposed. Motioned carried.

Dr Freese left as board members went into Executive Session.
Executive Session adjourned at 8:45 p.m.

With no further business from the floor, Board Chairman Dr. Speedie **ADJOURNED** the meeting at 8:45 p.m.

Bruce Mixer, M.D., DCMHD Board Secretary/Treasurer

Date