

Location: SCH Library and Video Conferencing via Zoom
Chairperson: Lori Fulk

Board Members attending in person: Lori Fulk-Chair, Joni Lloyd-Vice Chair, Joe Doubet-Secretary, Travis Trueblood-member and Robert Neese-Treasurer, Nic Hatfield, Member.

Leadership/Administration in person: R. Tobler, CEO, Dr. Celest Miller-Parish-COS, Lori Nelson, RN-Supervisor of RHCs, Ashley Ward, RN-CNO, Terri Schmitt-QI/HR Director, Dr. Neil Hoyal, Dr. Davis-Humes, Sonya See, WHNP, Alisa Kigar, Marketing and PR Director, Carla Cook, RN, LaDonna Sears-Coding/Billing, Michael Brandon, CFO, Lori Brewer, EA to CEO and B. Prather, recording

Zoom: Michael Buford-Patient Access Navigator, Chrissie Burkhiser, RN-, Jessica Christen, DNP, Angela Schmitter HIM/Revenue Cycle Manager

Guests: Amanda Hoover, Melanie Hoover, Emily Martin, Liza Zimmerman and Karlin High,

- I. **Call To Order** – Fulk calls the meeting to order at 5:35 pm.
 - A. **Approval of Open Session Agenda** –**Motion** by Lloyd to approve agenda with Hatfield offering second, then approved by all voting yes.
 - B. **Approval of Executive Session Agenda.** **Motion** by Trueblood, and second by Doubet to approve and discuss Sections (3) Hiring, firing and discipline of employees (13) individually identifiable personnel information, as Pursuant to Missouri Sunshine Law, 610.021. This was accepted with everyone voting yes.
 - C. **Public Comment-**
 - Karlin High was present to voice his feelings about the possible closing of the OB Services. He outlined his past experiences and appreciation for the hospital.
 - Dr. Tobler's mother sent thank you notes to Board and Executive Leadership members for the letters of condolence on Dr. Tobler's father's passing.
 - Also, a thank you for a recent donation on behalf of Mr. Tobler to the American Cancer Fund.
- II. **Consent Agenda and Approval of Minutes**
 - A. **Approval of Open Session Minutes-** Fulk asked for approval of the following.
 - 1) Minutes of May 31 and June 15, 2022 open sessions. **Motion** by Lloyd with second by Trueblood to accept both sets of minutes along with Consent Agenda Items B-J. Motion was unanimously approved.
 - B. **Chief Nursing Officer**
 - C. **Health Information Management**
 - D. **Human Resources**
 - E. **Maintenance**
 - F. **Materials Maintenance**
 - G. **Rural Health Clinic Updates**
 - H. **Supervisor Mtg.**
 - I. **List for equipment disposal**
 - J. **Contracts-**
 - 1) Radiology lease. Application to County funding for partial
 - 2) Quote IT-VM (Virtual Machines)
 - 3) Ability Insurance Verification

III. Quality Corner

A. **QIS/Safety Committee Minutes**– Attached with verbal review by T. Schmitt.

IV. Finance Report

A. **Finance Report**- Attached with Balance Sheet, Income Statement and Stats for April 2022.

Gross Patient Revenue- May	\$ 3,582,810	
Contractual Adjustments – YTD	57.71%	
Net Patient Revenue- May	\$ 1,555,085	Net Patient Revenue per day- \$55,120
Total Operating Expense- May	\$ 2,170,835	Expenses per day - \$67,263
Net Profit (Loss) May	\$ (604,950)	
Net Profit (Loss) before Depreciation May	\$ (514,760)	
Net Profit (Loss) YTD	\$ (3,529,770)	Net Profit (Loss) YTD '21 \$1,655,647
Net Profit (Loss) YTD before Depreciation	\$ (2,487,105)	

B. **Approval of Accounts Payable.** Motion by Hatfield to approve May accounts payable. Trueblood seconds and motion is approved by unanimous vote. Checkbook register attached.

V. Administrative Report Strategic Update**A. Operations**

- Updates on
 - USDA Emergency Healthcare Recovery funding,
 - FEMA funds for reimbursement of agency nursing costs,
 - Consultant assisted employee retention funds recovery
 - Amended cost reports for 2019-2021
 - Following progress of Scotland County funds through American Rescue funding.
- We have received Medicare cost report settlement funds, approximate \$680,000

B. Strategic Update

- ENT services are in negotiation.
- We have identified technical assistance strategic consulting through the National Rural Health Association to address operational improvements and financial stabilization.

C. Population Health

- Caravan ACO update. Report graphs identify 4th Quarter Interim Results and past year performance improvements.

D. Physical Plant

- Space modifications are completed and ready for installation of our new x-ray unit, anticipated by mid-July
- Dr. Hoyal's residence requires a new roof; capital budget modified accordingly. Dr Hoyal suggests spot repairs instead; Tobler will discuss with Maintenance dept. supervisor.
- Damaged concrete areas around the facility such as MMS, Surgery Center and Library/Conference entrances, will be repaired in July, with permanent stamps instead of embedded textured grids to avoid future replacement needs.

E. Recruiting

- Negotiations nearing completion for part-time FM physician graduating from SLIU program in Quincy.

- Southern Illinois Anesthesia and Moberly Anesthesia provided recent coverage for CRNA absences. Contract pending with Southern Illinois.
- We continue to search for FM with inpatient rounding capabilities. Dr. Davis-Humes called attention to another website that may be an alternate resource.
- Interview with two COO applicants.

F. New Equipment

- Ergonomic, back saving lift assists were provided by the Work Comp insurance trust we participate in. The SCH-SCCC Auxiliary provided and EKG recliner, lead aprons, scales, printer and AED to SCH. We thank them for their continued service to our patients.

G. Personnel

- We continue to utilize employed and contracted personnel in rev cycle operations as old claims are addressed and our AR is reduced.
- Hybrid remote/offsite models are carefully utilized for non-patient contact personnel, as we adapt to post-pandemic workforce market realities.

H. Regulatory/Advocacy

- U.S Supreme Court decisions regarding abortion, 340B and disproportionate share (DSH) disputes are being analyzed by MHA, with risk exposures for facilities and clinicians (abortion) and financial impact for our facility to be determined.
- I attended a Missouri Rural Health Association listening session on 6/10. Attendees included hospital, behavioral and health department leaders and other community health interests. Consensus problems: Upstream social determinants of health (poverty, transportation), facility problems, severe financial stress and workforce shortages were common challenges among attendees.

VI. Old Business**A. Service Line Report/discussion**

- a) High-cost low revenue/utilization areas discussed.
- b) OB bundle. Average cost \$3700/package. Normal charge approx. \$10,000 (utilities, dietary, nursing, supplies, administrative (cost reporting, etc.) These types of expenses are dispersed to all service areas proportionately.)
- c) Anesthesia costs, call coverage.
- d) Recommendation by Dr. Tobler, as a contingency plan, to suspend OB services at some point, pending the evaluation of Stroudwater/NRHA consultant results,
- e) Two more resignations in ED and Med Surg which will increase the need for continued utilization of travelers. Last contract for travelers was expected to terminate in September. Now, without new hires, travelers will need to be continued even with suspension of OB.
- f) Current revenue patterns should generate 4 months payroll coverage.
- g) Lengthy discussion followed over previously illustrated areas.
 - i. Volunteer salary cuts from practitioners if certain call responsibilities result from program changes
 - ii. Uncontrolled utilities.
 - iii. 12 hour/daily Urgent Care was presented as a turnaround component at a rural Iowa Hospital
 - iv. Important to have dollar amount in savings with closing of OB, or decreasing Med/Surg beds. Projected net impact on SCH financials desired.
- h) Chairman Fulk voiced her ongoing concern of suspending important service lines. Heartbreaking decision to make with OB. Her opinion, at this time, it would be smart to have

SCMH District Board – Monthly Meeting Minutes.

June 28, 2022- 5:30 pm

the Stroudwater evaluation but to be prepared to make the OB service change if their opinion is same. This is along the same lines as discussion in item d) above. She asked remainder of the Board for their thought.

- i. Doubet recommended OB bundle increase. Fulk suggested additional meetings with Elders to explain pricing increase. Letter of explanation. Karlin High will contact area Elders to set up a meeting in the next couple weeks to discuss Mennonite utilization/contracting needs
- i) Joining via ZOOM at approximately 7:40, Kevin DeRonde, CEO from Mahaska, Iowa CAH, shared their experience utilizing the Stroudwater group to analysis their financial/operational situation.

Guests exit. Mr. DeRonde was optimistic that with an emergency financial plan, and help from Stroudwater, SCH could expect benefit from the consultation like his facility did in a turnaround situation.

VII. New Business

A. FY 2022-2023 Operating Budget-

B. FT 2022-2035 Capital Budget –

Motion by Hatfield to approve both Operating and Capital Budgets as presented. Second offered by Lloyd with unanimous approval.

C. Audit Proposal—BDO Proposal \$142,000. Look for presentation from BDO rep next month.

D. Consider tax ceiling increase. Brief description of steps to raise tax rate Decision will be made next month. Filing must be completed by August 30.

E. MRHA/USDA Technical Assistance Project. No cost to SCH. Discussed earlier throughout evening. All Board members were in agreement to pursue this evaluation as quickly as possible. For now, hold off any major service line modifications pending the results of the 3rd independent study.

F. Credentialing – Motion by Lloyd to approve the submitted initial and reappointments as listed below as recommended by Medical Staff. Second offered by Hatfield with unanimous approval.

Initial

- 1) Elizabeth (Ennis) Brake, PMHNP – Telepsychiatry Services
- 2) Lisa Butler, CRNA – Anesthesia
- 3) Gabriel Skiba, DO – Emergency Medicine
- 4) Gregory Wilson, CRNA – Anesthesia

Reappointment

- 5) William Dixon, MD – Emergency Medicine/Family Practice
- 6) Lance Dorsey, MD – Radiology

VIII. Governance -Material from program two of MHA Trustee series. Robert's Rule of Order and Missouri Sunshine Law. Attached for discussion. Hatfield, Doubet and Fulk view online presentation on 6/14/22

Nelson, See, Cook, Kigar, Dr. Davis-Humes and Zoom participants exit.

IX. Executive Session

Motion by Hatfield to enter executive session pursuant to Sunshine Law Sections 610.021, to discuss matters that pertain to section (3) Hiring, firing and discipline of employees, (13) Individually identifiable personnel information. This received a second from Lloyd and approved by roll call vote: Doubet-yes, Hatfield-yes, Lloyd-yes, Neese-yes, Trueblood-yes. Time is 10:16 pm.

Those attending: L. Fulk, J. Lloyd, J. Doubet, R. Neese, N. Hatfield, M. Brandon, T. Schmitt, R. Tobler, C. Miller-Parish, Terri Schmitt, Angela Schmitter and B. Prather, recording secretary.

SCMH District Board – Monthly Meeting Minutes.

June 28, 2022- 5:30 pm

A. **Approval of Executive Session** minutes-May 31 and June 15 2022. **Motion** by Lloyd with second from Neese. This was approved by roll call vote: Doubet-yes, Hatfield-yes, Lloyd-yes, Neese-yes, Trueblood-yes.

B. **Personnel-**

- 1) Short discussion regarding letter from Angela Schmitter. It was very detailed and concise in outlining the many facets of the correction action the Revenue Cycle Team have developed and carrying out. Following this Angela exited.
- 2) Interviews with two COO applicants yesterday and today. HR and Administration assessments will be given to the board. It is the consensus of the BOD to schedule interviews by a select committee of board members as soon as possible after the holiday. This is to be announced.
- 3) Succession plan for August and September.
- 4) Ashley Ward submitted drafts of OB and Med/Surg staffing schedules which demonstrated the many gaps both with and without using travelers. This covered the period of July 31 through August 27.
- 5) Financial aid request. Deferred back to open session.

Motion by Hatfield with second by Lloyd to exit Executive and approval by roll call vote: Doubet-yes, Hatfield-yes, Lloyd-yes, Neese-yes, Trueblood-yes. Time is 11:00 pm.

Financial Aid Request: One last item that was omitted from earlier in the meeting. T. Schmitt described the ongoing development and participation of Ashley Ward toward achieving her BSN. This is in conjunction with EEAP. This will require board action to approve financial assistance according to the current SCH Financial Aid Policy. **Motion** by Lloyd to approve per policy. Hatfield seconds the motion and all present voting yes.

X. **Adjournment**

Motion by Hatfield with second by Lloyd to adjourn meeting. This is approval by all voting yes. Time is 11:05 pm.


Lori Fulk, Chair


Joseph Doubet, Secretary