

Committee: Board of Trustees Monthly Meeting - Public Session

Meeting Date: November 21, 2019

Minutes Prepared By: Shannon Stec, Executive Assistant

Members Present:

Cynthia Hogan, Chair (phone)
Mike Tennican, Treasurer
Linda Aurelio, Secretary
Joe Albright (phone)
Bruce Hayse, MD
Scott Gibson (phone)
Sue Critzer

Members Absent:

Others Present:

Paul Beaupre, CEO	Marsha Sensat
John Kren, COO/CFO	Tom Lubnau (phone)
Tom Hallberg,	Jim Johnston
JHN&G	Sandip Ray
Richelle Heldwein	Alisa Lane
Marc Domskey, DO	Karen Connelly
Thom Kinney	Brian Smith
John Goettler	Jessica Romo
Leslie Turner	Judi Kraft
Laurie Fukawa	

Board Advisors Present:

Bill Best

Call to Order

The public board meeting was called to order at 4:00 p.m. by Secretary Linda Aurelio.

Approval of Minutes

Ms. Aurelio asked for any questions or changes to the minutes of October 29, 2019.

A motion was made by Mike Tennican to approve the minutes of the October 29, 2019 Board of Trustees regular meeting, the motion was seconded by Dr. Bruce Hayse, and the motion passed unanimously.

Department Recognition

Dr. Beaupré recognized the Finance Department for all of their hard work. The department has converted to a new system over the last year and just completed their annual audit this fall. Once again our team received high marks and praise from our auditors on a job well done. Dr. Beaupré asked John Kren, COO/CFO, to say a few words about the finance team. Mr. Kren highlighted just some of the responsibilities of the team including payroll, accounts payable, budgeting, and the financials of over 100 hospital departments, the Living Center, and the foundation. Mr. Kren asked Alisa Lane, Director of Finance, to introduce the team. The board thanked the team for all of their contributions and Karen Connelly, Chief Communications Officer, made comment about the work of the team and the growth of the department over the years.

Comments from the Chair

Ms. Aurelio had no comments but read a letter of gratitude from a patient.

CEO Report

Quality

- We have been awarded the following recognitions from Women's Choice Awards for 2020:
 - America's Best Hospitals for Obstetrics
 - America's Best Hospital for Emergency Care

- America's Best Hospitals for Orthopedics

Potential Challenges

- One of the challenges we are currently trying to address is the introduction of a property tax bill to the Wyoming House that would exempt many entities from property tax, but the district hospitals would not be included. If passed, the bill would require us to pay tax on any properties we own that are not directly related to the provision of healthcare. While the hospital itself would be tax exempt our employee housing, childcare center, Hitching Post, etc., would not be. We are in the process of trying to develop additional workforce housing and because taxes in Teton County are significant, this bill would make it very challenging for us to continue to provide employee housing and daycare. We are hoping to either get all of our properties exempt or that the bill doesn't pass in the Wyoming House.
- We were recently informed by a community member that there is a private investment group looking to buy phase I of the Grove development in town. The investment group is the same one that opened up the Teton Sports & Spine MRI scanner in the Grove development. The case we'd like to make to the town and county is that this is a community hospital and we want to be able to continue our mission and promise to provide services to everyone, regardless of their ability to pay. For us to be able to fulfill that promise we need to maintain our margins. We use the profits we make to support many of our programs and services including mental health, OB, wellness, and emergency. Many of these services do not make money but rather are supported by our departments that are profitable. In rural communities where competition is introduced we typically see one of two things happen: prices increase or the hospital gets put up for sale to an outside entity. The ability of us to meet the needs of our community would no longer be our decision anymore if we were bought. We are making our opposition to this private investment group sale known and will continue to follow this situation as it develops.

Specialty Clinic Update

- We are seeing a lot of success and new talent in our specialty clinics.
- We have Drs. Mahoney, Lyden, and Moretti joining us in our neurology clinic. Dr. Mahoney has already started clinic and Drs. Lyden and Moretti are going through the credentialing process. These doctors will be joining Dr. Bromberg who will continue to see patients.
- Dr. Ben Solomon has joined Dr. Ward in our oncology department, and we are also adding an additional nurse practitioner to join Kerry Carr. These additions will allow us to enhance our services and provide them to a greater number of patients.
- Dr. Haven Malish, pulmonologist/sleep physician, is currently here one week a month and we are looking at ways to increase his presence. Dr. Boltax continues to come up every other month from the U. We also have a nurse practitioner in pulmonology who is helping to coordinate clinic flow and has enhanced our ability to provide sleep studies.

Behind the Scenes

- We will have three Behind the Scenes presentations on December 2nd at 7:30am, 12:00pm, and 5:30pm. All presentations will be in the boardroom.
- Topics for this Behind the Scenes are Challenges in Rural Healthcare and What's New in Nursing.

Sage Living

- Ground foundation work continues. The weather and lack of snow has been helping to move the project forward in a timely manner.
- We will be starting staff education on the new service lines very soon. Staff will be highly trained in providing care in a neighborhood nursing model.
- There will be staff kick off events on January 20th and January 24th. These events will help

alleviate any fears staff have with moving into the new building and a new setting.

Community Events

- We have a number of athletes in our community that are at high risk for concussions. Several physical therapy groups in town, including ours, developed a 14 minute screening that allows us to get a baseline on each athlete who is screened so that the athlete can then be assessed quickly on the sideline should an injury occur. Over the course of the last few months we have screened around 300 athletes including the entire JH Ski and Snowboard Club and most of the youth hockey team.
- Once again we are offering free diabetes screenings for the month of November.
- The annual turkey trot is coming up on November 28th.
- December 2nd is Behind the Scenes as well as the Mustaches for Men's Health celebration.
- December 4th is Light Up a Life, a really beautiful event that supports St. John's Hospice.
- December 9th we will have an open house at our newly opened Lander Medical Clinic.

Dr. Beaupré asked for any questions.

Joint Committee on Quality and Safety – Ms. Hogan gave the report from the November 18, 2019 meeting. The group had an excellent meeting. There was discussion about updating the medical staff bylaws and it's important that those get approved at today's meeting, along with the credentialing.

We introduced Sue Critzer who just joined the Board of Trustees and JCQS. Ms. Critzer was able to talk about her extensive quality background. The group is excited to have a board member who is so passionate about quality.

The group was able to read and review the annual report from the Quality Council. The report highlights successes and goals for the next year. Ms. Hogan encouraged the whole board to review this annual report.

Dr. Payne gave an update on the OB peer review process. We have invited Dr. Payne to a board meeting in 2020 to educate the board on the peer review process.

Ms. Hogan invited Dr. Domsy to review the credentialing report and medical staff bylaw changes. Dr. Domsy reviewed the credentialing report and noted no concerns or issues. Ms. Aurelio asked for any questions from the group.

Ms. Hogan moved to approve the credentialing report as presented. Ms. Critzer seconded the motion. The motion passed unanimously.

The full credentialing report can be found in Appendix A.

Dr. Domsy discussed the changes made to the medical staff bylaws. Many of these changes are working towards the end goal of changing the composition of the MEC to be more inclusive. These changes will allow for more membership into the MEC and increases physician representation from 7-8 to 10-11. We will continue to update the membership and may grow it again as the hospital based departments grow. The change to the MEC composition was the primary modification to the medical staff bylaws. We also have a change to the Medical Staff Application Policy. The pre-application process has now been put into the application process. In addition, the query of practitioner's past/present hospital affiliations has been modified to only verifying 8 or 10%, whichever is greater. We previously verified every

affiliation which sometimes could be as many as 40 or 50. Lastly, at the end of the policy the reinstatement of membership previously left room for interpretation. That section has now been updated to state that if a practitioner resigns or their privileges expire they must go through the entire application process again. Ms. Aurelio asked why members of MEC have to be elected annually. Dr. Domskey said he doesn't know the exact reason for it but is happy to bring it up at the next meeting. Ms. Aurelio commented on how impressed she is with the thorough process the MEC and medical staff bylaws go through. Dr. Domskey said that the medical staff bylaws in the past would not be updated regularly but we are now proactively working to change them to keep up with the growth of the hospital.

Ms. Aurelio asked for any further comments or questions.

Mr. Gibson moved to approve the medical staff bylaw changes and Medical Staff Application Policy as presented. Mr. Tennican seconded the motion. The motion passed unanimously.

Finance, Audit and IT Committee – Scott Gibson reported on the committee meeting of November 21, 2019. October was a good month, not a great month. We came very close to budget in many categories. It's important that we not look at just one month's financials but rather look at all the months so far of the fiscal year. We now have the first third of the year behind us and we are doing extremely well, much better than last year. Our payer mix has improved this year and we believe our consistent quality results are working in our favor. We have been able to build up \$5M in additional cash as we continue to work through the delayed payments from Blue Cross Blue Shield. These payments have also helped to decrease our accounts receivable. Our cash and accounts receivable levels are now getting back to numbers that we are more accustomed to. We believe these changes are all healthy and positive signs. In the committee meeting the group also discussed the new service lines and their role in increasing our net revenues.

Mr. Gibson asked for any further questions or discussion.

Strategy Committee – Ms. Hogan discussed topics from the November 15, 2019 meeting. The group discussed the impact of the proposed tax changes that Dr. Beaupré talked about in his CEO report and the hardship those changes would impose. The group also talked about the opening of the new Lander Medical Clinic. Ms. Hogan asked Dr. Beaupré to give a brief update about the clinic's first week. We had a soft opening and on our first day we had more patients than we anticipated. This past week we sent up a couple of sub-specialists and our urologist saw 14 patients on his first day. We are seeing a number of patients who have been referred to the clinic by a local IM doctor in Lander who is retiring in the near future. The physician has been very supportive of the clinic. Mr. Gibson asked Dr. Beaupré to explain to the audience why residents of Teton County should care about our expansion into the Lander market. Dr. Beaupré explained that we have a lot of fixed overhead and in order to continue recruiting top notch specialists and grow our services we need to increase our market share. We do not ever want to increase market share in a hostile manner; in the case of Lander we were approached by a multi-specialty group and a retiring physician about coming up and helping them address some of the issues they have been having in healthcare. When we are recruiting specialists, like general surgeons, pulmonologists, neurologists, etc., it is important for us to have a base of year-round residents that can support those specialties.

Ms. Hogan asked for any questions.

Human Resources Committee – Ms. Hogan reported on the November 15, 2019 meeting. While the group discussed several items at the meeting, probably the most interesting was the development of a leadership program. Ms. Hogan asked Thom Kinney, Director of Human Resources, to talk further about the program that he and Marsha Sensat, CNO, have been developing over the past several months. We are really excited about the development of this program and believe it is a high leverage thing that we can do in HR that will help to successfully transition employees to leaders, improve current leaders, and in turn, positively affect teams within departments. Teams become more engaged, more productive, and have less turnover when they have an effective leader. We find that leadership development often fails and that it is much more successful when it is integrated into the employee's work. We will be implementing the 70/20/10 model in our program. Under this model, 10% of learning happens in the formal setting, 20% from impactful people, and 70% happens when we “do it” or during key experiences. We will have approximately 35-40 managers in our first cohort. Each month we will have a Lunch and Learn introducing a topic. Topics will be aligned with the time of year, for example the group will learn to read and understand a financial statement as we complete year end. There will also be online learnings which will provide little “bites” for the group to look at. Finally, the managers will put the lessons into action and then they will meet with their peer coach to discuss what is and isn't working. We will do some form of recognition for all of the managers who complete the year-long program.

Mr. Kinney asked for any questions. Ms. Critzer asked how the work of the cohort will be integrated into the performance management system. Mr. Kinney noted that this will get incorporated into our mid-year conversations and year-end performance reviews. In addition we will set expectations for managers that will align with topics from the program and those topics will be used to manage success. Ms. Aurelio asked if Mr. Kinney and Ms. Sensat have heard of PDSA (Plan, Do, Study, Act). Ms. Sensat said that this topic was very integrated into Studer learning and that it is something we already incorporate into our quality.

Dr. Domskey said he has also met with Mr. Kinney to discuss how we develop physician leaders. Many of the principles are the same but the content and mentors may change with a physician leadership program.

Ms. Hogan asked for any questions.

Facilities Committee – Mr. Albright reported on the meeting held on November 21, 2019. Dr. Beaupré gave the committee an update on the Wyoming State House of Representatives vote that proposed property taxes on certain properties, as was discussed in today's CEO report. If the bill were to pass unchanged it would put a permanent property tax burden on the land owned by the hospital district. The group discussed the adverse impacts to the hospital.

The committee was given an update on Sage Living. The project is currently on schedule. A large hole for the basement has been excavated, the major concrete walls of the foundation have been poured, a grease trap for the Sage Living kitchen has been installed deep underground, and utility lines have been buried. All of this progress has occurred over the past several months, due in part to the favorable weather conditions that have reduced the need for expensive “winter conditions” payments.

Mr. Kren reported to the group that we expect to have our final inspections with the Town of Jackson before Thanksgiving on the new modular office building. Once inspections are complete we will receive the Certificate of Occupancy. If weather allows, occupancy of the building will begin the last few days of November.

Mr. Albright asked for any questions.

Organizational Committee – Ms. Aurelio reported on the committee's November 19, 2019 meeting. The group is putting the final touches on the action plan developed from the board's retreat this fall. Some board members have already started working on their goals. We will continue working on these in the new year and hope to finish the action plan by March.

Ms. Aurelio shared some photographs and stories from a recent trip to Kenya where her daughter is working on her doctorate at a local hospital. Ms. Aurelio was able to spend a day at the 200 bed hospital located about 90 minutes from Nairobi.

Compliance Committee – Richelle Heldwein, Chief Risk and Compliance Officer, gave a report from the committee's quarterly meeting. The group addressed 38 items that we found through audits and have completed action plans on all of them. We have addressed 58 items from the OIG worklist over the past year. Ms. Heldwein sent out some educational materials this morning to the board. These materials highlight what we focus on in compliance and the implications of not being compliant.

Foundation Report – John Goettler shared that we have 73 men growing facial hair for Mustaches for Men, part of our Men's Health Month. We had two lunch and learns during the month to educate the community on men's health topics. We had 35 participants at the first lunch and 44 at today's second lunch. The physicians who spoke at the lunches did a fantastic job.

The foundation will have their board meeting in December and discuss their goals and objectives for 2020. The officers will stay the same for 2020. We will be adding a recruit from Pulse Committee, Tom Fay, owner of Pinky G's. We are also adding three other new board members. Annual appeals are going out. The Pulse Committee met yesterday and they would like to get more active in the mental health space in the future.

Mr. Tennican asked Mr. Goettler to better explain to the audience what the Pulse Committee is. Mr. Goettler explained that we wanted to interact with a younger demographic in the community and so we created a committee of 20 younger, talented community leaders. The group has been meeting quarterly but they want to be more engaged so they will be meeting more frequently and forming committees.

Old Business – Mr. Albright noted the passing of Addie Donnan. Ms. Donnan was a great friend to the hospital and to the foundation. We should all remember what great contributions Ms. Donnan made to the hospital. Mr. Goettler noted there will be a reception next summer for Ms. Donnan. She will be greatly missed.

New Business – Ms. Sensat asked the board to approve Katie Abbott as administrator of Home Health and Hospice. Ms. Sensat gave a quick background on Ms. Abbott and all of the improvements she has made to the department since she arrived.

Mr. Tennican moved to approve Ms. Abbott as Home Health and Hospice administrator. Ms. Aurelio seconded the motion. The motion passed unanimously.

Public Comment – No public comment.

Next Meeting

The next regular monthly meeting will be Thursday, January 30, 2020. Public session will be held at 4:00 p.m., executive session will be held at 3:00 p.m.

Adjournment

Ms. Aurelio adjourned the meeting at 5:14 p.m.

Respectfully submitted,
Shannon Stec, Executive Assistant

Appendix A

Initial Appointment Applications

The Credentials Committee and Medical Executive Committee reviewed, and recommends approval, of the following initial appointments from December 1, 2019 to November 30, 2020:

- A. Miller, Daniel, MD; Active- Provisional; Oncology
- B. Solomon, Benjamin, MD; Active- Provisional; Oncology
- C. Yoler, Katharine, MD; Active- Provisional; Radiology

Delegated Credentialing- University of Utah

- A. Throneberry, Steven, MD; Consulting- Provisional; Infectious Disease- Telemedicine
- B. Webb, Brandon, MD; Consulting- Provisional; Infectious Disease- Telemedicine

The Credentials Committee reviewed and recommends deferment of the following initial appointment application:

- A. Beck, Joshua, MD; Active- Provisional; Orthopaedic Surgery
 - Deferred for a period of two (2) weeks in order to allow committee members time to review extensive application material prior to making a recommendation.

Reappointment Applications

After review of the reappointment file, including OPPE information, the Credentials Committee and Medical Executive Committee reviewed, and recommends approval, of the following reappointments from December 1, 2019 to November 30, 2021:

- A. Almond, Jennifer, PA; Allied Health; Physician Assistant & Surgical Assistant
 - Supervising Physician: M. Trott, MD
- B. Ansari, Safdar, MD; Consulting; Neurology- Telemedicine
 - Delegated Credentialing- University of Utah
- C. Boschen, Taug, MSOM; Allied Health; Acupuncture
 - Supervising Physician: R. Williams, MD
- D. Bullington, Andrew, MD; Active; Orthopaedics
- E. Giles, Shawna, FNP; Allied Health; Nurse Practitioner
 - Supervising Physician: H. Malish, MD & K. Sundar, MD
- F. Glenn, Andrew, DDS, MD; Courtesy; Oral and Maxillofacial Surgery
 - Courtesy- Provisional→Courtesy
- G. Hochheiser, Margaret, PsyD; Non-Physician Professional Staff; Psychology
- H. Howard, Karson, DPM; Non-Physician Professional Staff; Podiatry
- I. Majersik, Jennifer, MD; Consulting; Neurology- Telemedicine
 - Delegated Credentialing- University of Utah
- J. Monroe, Jamie, MD; Courtesy; Ophthalmology
 - After review of OPPE information, including patient contact data from November 1, 2018 to September 30, 2019, it is clear this provider no longer meets the criteria for Courtesy staff. Recommendation provider move to the Active Staff Category. Medical Staff Services will notify Dr. Monroe and assist her in making this change.
- K. Noyes, Katie, MD; Active; Family Medicine with Obstetrics
 - Privileges Removed: 2
- L. Ramsay, William, MD; Courtesy; Ophthalmology
- M. Rosenberg, Michael, MD; Active; General Surgery

- N. Sanville, Kevin, MD; Active; Family Medicine
 - Active- Provisional→ Active
 - New Privileges Requested: 8
- O. Schenk, Calvin, PA; Allied Health; Physician Assistant
 - Supervising Physician: D. Khoury, MD
 - New Privilege Requests: 1
- P. Stearn, Martha, MD; Courtesy; Internal Medicine
- Q. Sugarman, Stuart, MD; Courtesy, Psychiatry
- R. Tomlinson, David, MD; Active; Anesthesia
- S. Wold, Jana, MD; Consulting; Neurology- Telemedicine
 - Delegated Credentialing- University of Utah

Request for Change of Status

The Medical Executive reviewed, and recommends approval, of the following change of status request:

- A. Finkelstein, Lisa, DO; Active Staff to Courtesy Staff

Resident Applications

The Credentials Committee and Medical Executive reviewed, and recommends approval, of the following resident rotations during the dates noted:

1. James, Kyle, MD; Emergency Medicine; 12/01/2019-12/31/2019
 - A. Supervising Physician: A. Wheeler, MD; W. Smith, MD

Practitioner Resignations

- A. Barron, James, MD; Active- Provisional; Internal Medicine Hospitalist
 - Failure to Reappoint- Voluntary Resignation; Effective: 11/30/2019
- B. Davis, Sheila, NP; Allied Health; Nurse Practitioner- Psychiatric
 - Voluntary Resignation; Effective: 11/30/2019
- C. Johnson, Lansworth, PA; Allied Health; Physician Assistant & Surgical Assistant
 - Voluntary Resignation- medical reasons; Effective: 11/30/2019
- D. Blue Sky Neurology Contact Cancellation- Effective: 08/30/2019
 - Bartt, Russell, MD; Consulting; Neurology- Telemedicine
 - Bennett, Alicia, MD; Consulting; Neurology- Telemedicine
 - Bogitch, Ray, MD; Consulting; Neurology- Telemedicine
 - Burrell, Christian, MD; Consulting; Neurology- Telemedicine
 - Chung, Ira, MD; Consulting; Neurology- Telemedicine
 - Fanale, Christopher, MD; Consulting; Neurology- Telemedicine
 - Graham, Adam, MD; Consulting; Neurology- Telemedicine
 - Spencer, Byron, MD; Consulting; Neurology- Telemedicine
 - Wagner, Jeffrey, MD; Consulting; Neurology- Telemedicine