

Garfield County Public Hospital District No. 1

Board of Commissioners

Minutes of Regular Meeting: Monday, August 5, 2019

Board Attending: Cindy Wolf, Chris Herres, Steven Cannon, and Gary Houser. Jen had an excused absence.

Staff Attending: Jayd Keener, Mat Slaybaugh, Ian Quarles, Stacy Linscott, Ken Moyer, Kayleen Bye and Caroline Moore.

Public Attending: Martha Lanman, Polly Scott, Jenness Evanson, Dave Boyer, Connie Boyer, Mike Field, Ray Caldwell, Marilyn Myers Louise Munday, Shirley Fischer, and Andrew Craigie.

Meeting Called to Order: 6:00 p.m.

Conflict of Interest Statement: None.

Consent Agenda:

- Board of Commissioners Regular Minutes (07/01/2019)
- Medical Staff Minutes (07/18/2019)
- QAPI and Infection Prevention (7/26/2019)
- Finance Committee Minutes (0729/2019)
- AP Vouchers 402431 -- 402667 (06/21/2019)— (07/24/2019)
- Payroll Vouchers 50659 – 50665 (06/19/2019) – (07/31/2019)

*Motion was made to approve consent agenda as presented
Moved by Steve Cannon and seconded by Chris Herres
Motion approved & passed by vote*

Old Business:

1. Strategic Planning Update

Cindy, Jen, Mat, and Jayd met by phone conference last week with Jody Carona who is the hospital's strategic planner and a consultant with Health Facilities Planning and Development. The Association of Washington Public Hospital District is paying her to help GCHD. She is working to compile information on plans that were investigated in the past in order not to duplicate. Apollo was discussed as a possible avenue for additional grant monies. Jody is also working with CFO, Jim Heilsberg, to work up the best financial option available for each scenario presented. She will have another meeting with Cindy and Jen and once the plans have been finalized, a Special Board Meeting will be held with Jody to present her findings and discuss the different options with the Board.

Gary and Chris will reach out to Prestige Care and Rehabilitation in Clarkston, to begin a discussion of interest in our facility. Cindy suggested it should be a fact-finding investigation and have a set of questions to ask and then report back to the Board.

2. Levy Planning

Mat put together levy informational flyers to inform the voters. The Board reviewed both flyers which will include the assessed value property tax, current services, financials, revenue, and days cash on hand. The dates of times of the Town Hall Meetings will be listed in the flyers along with comparisons to nine other rural hospitals in Washington, the hospital's economic impact, and comparisons to tax dollars of surrounding counties. Flyers will be mailed out to all the residents of Garfield County in October. Cindy asked that Board

members be available to talk with the community at the Fair this year. The assessed property tax value is \$1.41 per 1,000. The levy will be run on Tuesday, November 5, 2019 for \$860,000 with a collection in 2020. Levy signs are available for anyone who would like to display on their property. A Board subcommittee, of Steve and Chris, will attend two Town Hall Meetings on Thursday, September 26, and Wednesday, October 9 at 7 p.m. at the Senior Center. The levy mailers will be sent out two weeks prior to the Town Hall Meetings.

3. The State Grant Money

Jac Davies, Executive Director of Critical Access Hospital Network, was contacted by Martha Lanman who suggested she call Cindy Wolf to discuss grant writing. Jac is an accomplished grant writer who has worked with rural hospitals for several years and reached out to Cindy to offer her free services. Martha Lanman has also been extremely helpful passing along information whenever she sees a grant opportunity. Cindy expressed her gratitude for Martha's generosity and taking the time to help the hospital throughout the past several months. Group Health will be in Pomeroy on Thursday, August 8 to meet with Quality Behavioral Health and GCHD. This is a continuing grant for 15 million that will be distributed over the next 2 years and then 65 million over the years following. Representation from other organizations within the community will include Pomeroy School District and Garfield County Health District. Another grant, Lewis Clark Valley Healthcare Foundation, which derived from the RCCH purchase of Accession Health and SJRMC, was submitted last month.

Mat updated the Board concerning the \$250,000 funds from the legislative grant and stated the funds can be utilized up to June 2021. The challenge is showing where all the money is going to come from to fund the whole project which was estimated at 1.9 million. Before the funds become available, a solid plan needs to be in place. Another stipulation of the grant states the funds are not allowed to be used for project management fees or planning expenses.

Both Mat and Jayd had met with Apollo to discuss an Interagency Agreement through the Department of Enterprise Services (DES) who offered to manage a contract but the cost is based on a percentage of the total project cost. The goal of DES is to upgrade the facility's energy efficiency and not the electrical infrastructure. A better route is to work directly with contractors, engineers, and architects to save on expenses. The other issue is that the old side of the hospital that was built in 1947 is under a moratorium by the Washington state and the hospital is not allowed to add any new services because the electrical system will not handle additional loads.

New Business: None.

Committee Reports:

- **Medical Staff Committee Report – Jayd Keener**

State regulations have changed and now require a Perspective Drug Review on the permanent Swing Bed patients that receive their medications from the Pomeroy Pharmacy with the hospital's internal Pharmacist. Policy and procedures are now in place and staff education has been completed. Mat submitted a grant to the Lewis-Clark Valley Healthcare Foundation for an ultrasound electrical stimulation surfacing EMG machine which will allow PT to receive bio feedback for neuromuscular education therapy to treat headaches and neck pain. Sports Physicals are being offered on two Thursdays in August from 4 p.m. to 7 p.m. and are free to the students of the community. The Lab Department was cleared to add PT/INRs and arterial blood gases in-house. The policies and procedures have been completed and staff is in the process of being trained. Mat is working with the school district to offer provider coverage at all the local sporting events. Jayd, Mat, and Stacy will be attending the Medicare Bootcamp in Coeur d'Alene Idaho next week.

- **QAPI and Infection Prevention Committee Meeting** – Jayd Keener

July was the quarterly meeting and the committee reviewed the benchmarks and goals for all the departments of the hospital. Two internal performance plans are active and these areas require improvement in the quality measures which was discussed among the members.

- **Finance Committee Meeting** – Steven Cannon

Days cash on hand continues to decrease down to 84 days. In June the net loss was \$245,000. Jim is reviewing the payer mix that the hospital has. The expense control has improved from last year due to new process in place; however, the net revenue is down and the operating cash has decreased and has dropped again in July. AR days are at 60 and currently improving. Grant processes were discussed.

- **Safety Committee Meeting** – Cindy Wolf

A Safety Walk-Through Meeting took the place of the regular committee meeting in July. The members as well as several staff members participated in groups to walk through each department of the hospital looking for safety issues to include infection control, security, HIPPA, hazardous materials, etc.

- **Resident Council** – Cindy Wolf

Cindy was unable to attend and Sandy, Activities Director, went in her place.

- **Governance** – Cindy Wolf

The Regular Board Meeting for September was rescheduled due to Labor Day falling on the first Monday of the month. A Special Board Meeting will be held on Monday, September 9, 2019 at 6 p.m. at the Senior Center.

*Motion was made to reschedule the Board Meeting in September from Monday the 2nd to the 9th
And change from a Regular Board Meeting to a Special Board Meeting
Moved by Chris Herres and seconded by Steve Cannon
Motion approved & passed by vote*

The WSHA annual meeting will be on Wednesday, October 9, 2019 and the Governance Education Day will be on Thursday, October 10, 2019 in Seattle, Washington. If Board members are not able to attend, handouts will be available. The Community Health Prevention and Advisory Board will be meeting on in August 14 from 12 p.m. to 1 p.m. at the Nazarene Church in Pomeroy and Cindy, Mat, and Jayd will be attending.

- **HUGS Meeting** – Jenness Evanson

Members of HUGS in July spent time discussing the HUGS Gift Shop located at the hospital and a decision was made to discontinue it for the next few months. The current inventory will be displayed until it is depleted. If more interest is shown, the gift shop can be restarted again in the future.

- **Interim Co-CEO Report** – Mat Slaybaugh and Jayd Keener

Sonny, PA-C, recently accepted a new position at Tri-State ER as an on-call provider and his last full week in the Pomeroy Medical Clinic will be August 15, 2019. He will continue to see patients at the clinic on Mondays starting September 9, 2019 retaining the majority of his patients. Rhonda Freeman will begin seeing patients fulltime starting next week. Dr. Park's schedule will remain the same, seeing patients every other Thursday. The plan is to recruit two new providers and then begin rotating them with Rhonda in the ED in an effort to cut down on the locum providers through Omni Agency. Financial information has been submitted to DZA for completion of the 2017 audits and information for the 2018 audit is nearly completed. An interim cost report will begin in September. State survey is due to arrive anytime. Information for the levy is being put into flyers to be mailed to Garfield residents. The Employee of the Month has been re-implemented with the first recipient given to Makayla Brown, Certified Nursing Assistant. She was nominated by her peers for being a

team player by staying late and helping beyond her shift, and giving excellent care to the patients. Last week the Dean of the WSU Tri-Cities Campus Medical Program and his associates met with Mat and Jayd at the hospital. In the past, they have sent first year medical students to complete their clinical 2-day rotations with the providers which has been very successful and enriching for all involved. A 2-year medical student will be arriving the 3rd week of August to shadow with Rhonda at the clinic. The group discussed having 3 and 4-year medical students attend for week long rotations in the near future. An application is being processed with the National Provider Healthcare Corp which is a program to help rural and underserved facilities to recruit providers employ them for a specific amount of years and in return will receive federal student loan forgiveness.

Interim Co-CEOs met with Shaun Thurston from Dayton Pharmacy who is preparing to implement the 340B program which is a drug cost reduction program that provides an estimated \$100,000 to \$200,000 savings in medication expenses. The 90-day Interim Co-CEO evaluations were completed by Cindy. These are available to read at the HR department at the hospital for anyone that is interested. The Board is still actively recruiting for a CEO and two fulltime provider positions. National Night out is scheduled for August 26, from 5 to 8 pm at the City Park. GHCD will have a booth set up and offer watermelon slices to support healthy habits. Preparations for the Fair are being organized with plans for the hospital booth and a float in the Fair parade and then later in the year a float in the Christmas parade. The first patient testimonial will be in the local paper this week and will continue each week. Both the Board and the Interim Co-CEOs invited anyone who has a concern to contact them or the department involved and they will help resolve the issues.

Public Comment:

Martha Lanman, Garfield County Public Health District Administrator, informed the public that they have received a \$100,000 Health Resource Services Administration planning grant that encompasses Columbia, Garfield and Asotin Counties based on telehealth, care coordination and the identified gaps. A pilot program will begin in June of 2020 which will move into an operating grant over 3 years for a total of \$300,000.

Ray Caldwell, native of Pomeroy, is a retired M.D. As a pediatrician and an administrator of two clinics in Washington and the Medical Director of 5 pediatricians and 20 employees, his expertise in rural clinics and healthcare organizations are extensive. Ray offered to help facilitate a quality, affordable, and sustainable healthcare system for the community. He suggested, "in order to obtain this, GCHD would have to make some non-traditional changes" and has specific ideas he would like to share with the Board and the Interim Co-CEOs. He encouraged them and the public to contact him with questions and offered to help in any way he can.

Gary Houser stated that Ray Caldwell has had a very successful medical career and has contributed financially to many Pomeroy organizations over the years. Gary feels that Ray could be a great asset to GCHD and recommended the hospital utilize his services. Gary stated that Ray is a wonderful person and is proud to have him as his friend.

Dave Boyer had two comments to share. First, he recommend that GCHD take Ray Caldwell up on his offer to help the district as he feels he could be a tremendous help, not only the hospital but the community of Pomeroy as well. Dave's second comment was concerning the letter that the district sent on behalf of Sonny Talbot, PA-C, stating his departure. Dave felt that the letter was misleading and that it should have been more transparent and he did not appreciate the tone of the letter.

Mat Slaybaugh addressed Dave Boyer's comment stating that the letter was factual. The district had begun negotiations with Sonny and before agreements could be reached, he had resigned; however, he did agree to continue seeing his patients on Mondays only, starting October 9, 2019. Mat stated that recruitment for stable, long-term providers is a top priority for the clinic and the hospital.

Cindy Wolf stated the Board cannot discuss employee situations or provider negotiations with the public and the Board is limited to how much information of this nature can be shared. She agreed that the letter was accurate and it was intended to inform the public of Sonny's new arrangements regarding the clinic.

Gary Houser stated he is aware that the longevity of clinic providers is a concern in the community and commented that providers do not stay in one place for several years like they used in the past. He further stated the Board is continuing to research the healthcare system and investigate what types of major structural changes can be made to benefit our community.

Cindy Wolf did mentioned that the number one problem mentioned at healthcare conferences is the high turnover of providers and CEOs in rural healthcare and it's not just isolated to Pomeroy.

Connie Boyer asked what are some methods that GCHD can incorporate that will retain providers in this area. She encouraged the Board to question what is the key to keeping providers here or causing them to relocate.

Cindy Wolf replied some of the providers are drawn to this area for the recreation, for others raising children in a small community is appealing.

Steve Cannon stated that the bottom line is that financial reasons play a big part. The Board is responsible for making financial decisions for salaries based on the budget and resources that are available.

Jayd Keener commented that a general practitioner is required to be flexible according to the services that a rural hospitals offers. Currently the recruiting process is looking for mid-level providers and medical doctors.

Mat Slaybaugh mentioned that it is a challenge to find providers that want to practice medicine in the ED, to include on-call duties, and practice family medicine at clinic, as most providers prefer to do one or the other.

Kayleen Bye stated that some of the patients that did receive the letters were confused but the clinic staff was able to communicate to the patients they were not being turned away. The clinic is scheduling 6 months out on the Mondays that Sonny works from 7 a.m. to 5 p.m. She stated that Sonny really likes Pomeroy and he does not want to lose his patient-base. Patients who came in were satisfied and appointments are being scheduled. She encouraged anyone who has questions to call her so their concerns can be addressed. Rhonda will be fulltime the provider in clinic and is an excellent nurse practitioner who relocated from Odessa because she liked the people and this community so much. Kayleen also reiterated the clinic hours will remain the same, 7 a.m. to 5 p.m. Monday through Thursday, and closed on Fridays.

Connie Boyer commented that once patients have been established with a provider, it is difficult to find a new one, and to re-establish a new relationship and start over, particularly with patients who have chronic conditions, is very challenging.

Marilyn Myers stated the provider turnover is a problem in the Valley too and is not isolated to Pomeroy. Some providers retire or relocate for whatever reason, which is unfortunate for patients, but people have to adapt to that change and start over with a different practitioner.

Ken Moyer commented that he appreciated the comparisons of numbers that was mentioned in the levy flyers and suggested that there should be an emphases on the number of staff each organization employs. He stated it is not only to bring awareness about the services offered but also the amount of money that is brought back into the community and the economic impact each job has in relationship to Pomeroy.

Regular Meeting was adjourned at 7:37 p.m.

Executive Session was called to order at 7:45 p.m. for 40 minutes.

RCW 42.30.110 (1) (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee.

Executive Session adjourned at 8:20 p.m.


Cindy Wolf, President


Chris Herres, Secretary


Jen Dixon, Commissioner


Steve Cannon, Commissioner


Gary Houser, Commissioner