

**MINUTES FROM THE REGULAR MEETING  
MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
BOARD OF TRUSTEES**

**November 6, 2019**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on November 6, 2019, at 2:00 p.m. with Mr. Taylor Jones, President, presiding.

**CALL TO ORDER**

Mr. Jones called the meeting to order. The following Trustees were present: Mr. Taylor Jones, Mr. Marty Kelsey, Mr. Richard Mathey, Dr. Barbara Sowada, and Mr. Ed Tardoni.

Officially present: Ms. Irene Richardson, Chief Executive Officer, and Dr. Lawrence Lauridsen, Medical Staff President.

**Pledge of Allegiance**

Mr. Jones led the audience in the Pledge of Allegiance.

**Our Mission and Vision**

Mr. Kelsey read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson shared a mission moment. A group from the University of Wyoming recently visited. The person leading the group said she had her babies at MHSC and everything always went well. She spoke highly of the Hospital and Ms. Richardson said it was a great experience to be in the room listening to a person who was a patient share her feelings about MHSC. Ms. Richardson invited people to let us know about the good things going on at the Hospital.

**APPROVAL OF AGENDA**

Mr. Jones said the Board planned to move into Executive Session at 5:00 PM so the agenda order may need to change as the meeting progressed. The motion to approve the agenda as presented was made by Mr. Kelsey; second by Dr. Sowada. Motion carried.

**APPROVAL OF MINUTES**

The motion to approve the minutes of the October 2, 2019, regular meeting as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the September 30, 2019, special meeting as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

## **COMMUNITY COMMUNICATION**

There were no comments.

## **OLD BUSINESS**

### **Professional Practice Evaluation Committee Policy**

The motion to approve the policy as presented was made by Mr. Mathey; second by Mr. Tardoni. Dr. Sowada asked if the Medical Staff has seen the policy. Ms. Kerry Downs, Medical Staff Services Supervisor, said the Medical Executive Committee (MEC) has reviewed it but not the General Medical Staff. The policy will come before them at the next meeting. Ms. Downs said usually MEC approves the policies. Mr. Tardoni and Mr. Kelsey requested grammar corrections on Pg. 14 of 202, item G under "professional behavior will be address[ed] by [the] MEC." Ms. Downs said she would forward the information to Ms. Kara Jackson, Quality Director, to make the corrections. Following discussion, the motion carried.

### **Credentialing Policy**

Ms. Downs said the policy is finished. We are waiting until the bylaws are done to make sure the policy correlates to the new bylaws. She said it will probably be a few months before the policy is presented to the Board for approval.

## **NEW BUSINESS**

There was no new business presented.

## **CHIEF EXECUTIVE OFFICER REPORT**

Ms. Richardson provided a Strategic Plan update. She said approximately 49% of staff have completed the person centered care workshops. She said she has attended three sessions and has cleared her schedule to attend four more before the end of the year. Ms. Richardson said she can already see results. She said she is excited to be a workshop trainer and said we have had good feedback on the information presented. Ms. Richardson said the 2021 contract is in effect with HeathtechS3. We are re-evaluating our direction with Lean. Ms. Richardson has a call with Simpler November 8. Ms. Richardson reported the Community Health Needs Assessment Steering Committee met and continue discussions around behavioral health. We have created a multi-disciplinary group where we collaborate. The senior leaders talked to all directors about ways to be more efficient to improve. They came up with some good, creative ideas and we are looking forward to implementing some of those ideas. Ms. Richardson presented the MHSC six-penny projects to the Board of County Commissioners October 15. The Medical Staff Bylaws Committee met October 14. We hope to schedule a Joint Conference Committee meeting by the end of November. Ms. Richardson said representatives from the University of Utah (U of U) Emergency Department (ED) and others met with us onsite October 8 to tour the ED and have meetings. They were very complimentary of our hospital and ED. We talked about completing an ED survey and are developing plans for quarterly calls with the U of U. The U of U invited Ms. Richardson, Dr. Sowada, and Dr. Melinda Poyer, Chief Medical Officer, to attend one of their Board meetings and attend the March 30 and 31 U of U affiliate symposium. Ms. Richardson said the group looked at

services the U can provide to help keep patients here. She said they discussed the patient experience, ED thru-put times, and overall feedback. Ms. Richardson reported it was a good, collaborative meeting. We are looking at what is out there for electronic health record systems (EHR). Epic Connect is available through the U of U. Cerner and Meditech have offered to provide on-site demos. We have five or six physicians on the EHR Committee. Ms. Richardson reported the Cancer Center was awarded an American Society of Clinical Oncology (ASCO) grant for studies. They provide collaboration and support with the grant for 3.5 years. Dr. Banu Symington was appointed to an ASCO committee. She had to turn the appointment down due to timing but asked if we could apply for the grant. Ms. Richardson reported the MHSC community Halloween event brought over 1,200 children to the Hospital. Ms. Richardson thanked all of the numerous volunteers. The community Veteran's Day lunch will be November 11. The community Christmas event will be December 6. Ms. Richardson thanked everyone for all the work they have been doing. She said she appreciates everyone and said all the work has been challenging but fun.

## **COMMITTEE REPORTS**

### **Quality Committee**

Dr. Sowada said the minutes of the last meeting and narrative to the dashboard are in the meeting packet. She highlighted the quarterly HCAHP scores. Dr. Sowada said they have improved and she said she is happy for everyone involved. She said "hats off" to the Quality Department for sharing information with leaders from the patient satisfaction survey vendor to help coach and train. Department leaders have been using the tools with staff to help improve.

### **Human Resources Committee**

Mr. Tardoni said his comments are in the meeting packet. He said last month had historic low turnover and the trend continues. Mr. Tardoni said we may see an impact from local employment activity. He said the Committee is working on the telecommuting policy.

### **Finance and Audit Committee**

**Narratives:** Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights for September included in the meeting packet. Revenue was over budget. There were 47.6 days in accounts receivable, which is down eight days. There were 60 days in accounts receivable for the clinic. Debt service was 3.19. September was one of the highest collections months ever. Days of cash on hand was 133, which was up six days from the previous month. Expenses were under budget. The shift in payer mix and delays in reimbursement are impacting the losses. Ms. Love said we are focusing with departments on charges. We are also looking at point-of-service collection opportunities. Ms. Love said we are forecasting to break even for October if reductions of revenue stay at about 51%. She noted the debt service information in the packet. Mr. Kelsey asked Ms. Love to share her greatest concern. Ms. Love said it is the shift in the payer mix. She thinks we will keep seeing that and said gross revenue and expenses are the key. Ms. Love said the high point is the revenue cycle team and that is going well. Ms. Love said we had a great senior leadership meeting where we shared ideas from our teams. Dr. Sowada asked for Committee draft minutes to be included in the Board meeting packet if possible. She said it is more meaningful to see the current information. Mr. Kelsey said net patient revenue is a concern. He said we need to

follow best practices to try to make a dent and he said he thinks staff are doing the best they can. Ms. Richardson said we are focusing on being more efficient.

***Bad Debt:*** The motion to approve the net potential bad debt as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

Mr. Jones thanked the Finance Department for their hard work.

### **Building & Grounds Committee**

Mr. Tardoni said his comments are in the meeting packet. He noted the LED lighting and fixtures. Mr. Jim Horan, Facilities Director, thanked the Board for approving the funding for the LED lighting. We recently converted the kitchen from electric to gas and Mr. Horan said that is more energy efficient. He said BHI has mobilized on-site and is doing some preliminary groundwork. The ED concrete renovation and crosswalks are complete. Mr. Horan said the rest of the project information is included in the meeting packet.

### **Foundation Board**

Ms. Tiffany Marshall, Foundation Director, said the Foundation Board meeting was canceled due to so many people being sick and unable to attend. The December 6 community Christmas event theme is "Gingerbread Village." She said we have been mailing out Gala invitations and we are doing well with table reservations. Ms. Marshall said she sent out donor wall information. The Can Am is on display and we have started selling tickets.

### **Governance Committee**

Dr. Sowada distributed self-assessment information. She said the Board completed a self-assessment survey in 2018 using The Governance Institute (TGI) tool. The overall average score for MHSC was 7.6 out of 10. The overall average score for all TGI hospitals completing the survey was 8.3. Dr. Sowada said a brand new Board came together quite well. She said there were things we could not cover at that time and did well under some strenuous conditions. Dr. Sowada said The Joint Commission (TJC) requires a Board self-assessment. She said the purpose of the current conversation is to see where we can improve. She said she would like to approach it as a conversation and expects to hear the voices of Dr. Lauridsen and Ms. Richardson also. In supporting the mission, the group agreed they think the way they are doing it is right. Mr. Jones said one of his concerns is still governing versus managing. The group agreed to work on goals and expectations for the CEO. Dr. Lauridsen said the Medical Staff has enjoyed the great communication with administration and the Board. Regarding industry trends and developments, Dr. Sowada said her take on this is the Board does this amongst themselves on an informal rather than formal basis. Mr. Jones said the Trustees should be here for Committee meetings and that's about it. If more than that, they are doing more than they should. He said every time we walk in we should ask are we here for the right reason? Mr. Kelsey said he liked the longer self-assessment format better. Mr. Mathey said he wants to know what staff think of the Board and what they need to do better. Ms. Love said she feels the Finance & Audit Committee has come a long way. She said she thinks the changes have helped her think and be better. Dr. Kristy Nielson, Chief Nursing Officer, said at first it was overbearing and an impediment. She said relationships evolve and we

have to learn and grow the relationship. She said she appreciates the desire to let us work because there is so much going on. Mr. Tardoni suggested a special listening session meeting. Ms. Richardson said she appreciates the transparency and likes the open communication.

Mr. Jones announced a ten-minute break.

Mr. Jones called the meeting back to order at 4:07 PM.

### **CONTRACT REVIEW**

Ms. Suzan Campbell, Chief Legal Executive and General Counsel, said the current agreement presented for approval is for one survey. Ms. Richardson said we talked about becoming an employer of choice and we meant within Sweetwater County. As we were looking at the information received, we found there are actual employer of choice awards. The first step is to complete an assessment and then complete an employee engagement survey. The motion to approve the Gallagher Employee Engagement Survey agreement as presented and authorize the CEO to execute the contract on behalf of MHSC was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

### **MEDICAL STAFF REPORT**

Dr. Lauridsen reported the Bylaws Committee convened October 14. Some cleanup work was needed and he feels they are on the home stretch. The Medical Executive Committee met October 15. The meeting was largely informational. The Medical Staff bids a fond farewell to Dr. Wallace Curry and Dr. Preetpal Grewal. New Frontier imaging is closing and that will put a large burden on our radiology department. Dr. Lauridsen said there will probably be some requests for support coming from some current providers that will be time-critical. Dr. Alicia Gray and Dr. Tony Pedri are doing great. Dr. Lauridsen said the Medical Staff enjoyed a fun Halloween party and there is high morale.

### **GOOD OF THE ORDER**

Mr. Ron Cheese, Patient Financial Services Director, said he has heard some amazing things about Dr. Cody Christensen. Mr. Cheese shared a personal experience regarding his health and the need to see Dr. Christensen. Mr. Cheese said it is the best personal experience with a physician he has ever had in his entire life.

Dr. Sowada said Western Wyoming Community College featured Dr. Pedri on their website and it was a nice article and picture. Dr. Sowada said it's nice when community agencies support each other.

### **EXECUTIVE SESSION**

The motion to go into Executive Session for personnel reasons was made by Mr. Mathey; second by Mr. Kelsey. Motion carried.

## RECONVENE INTO REGULAR SESSION

The motion to reconvene the meeting at 5:51 PM was made by Dr. Sowada; second by Mr. Mathey. Motion carried.

## ACTION FOLLOWING EXECUTIVE SESSION

### Approval of Privileges

The motion to approve the October 8, 2019, Credentials Committee Recommendations for physician and healthcare provider privileges as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Associate Staff (1 year)
  - Dr. Tony Pedri, Orthopaedic Surgery
2. Initial Appointment to Locum Tenens Staff (1 year)
  - Dr. Gabrielle Grundy, OB/GYN
  - Dr. Mary Bundy, Pediatrics
3. Reappointment to Active Staff (2 years)
  - Dr. Melinda Poyer, Family Practice
  - Dr. John Iliya, General Surgery
4. Reappointment to Locum Tenens Staff (1 year)
  - Dr. Jonathan Roddy, Emergency Medicine
  - Dr. Philip Najm, Emergency Medicine
  - Dr. Wagner Veronese, OB/GYN
5. Reappointment to Consulting Staff (2 years)
  - Dr. Barbara McCorvey, Tele Radiology (VRad)
  - Dr. Keiron Kennedy, Tele Radiology (VRad)
6. Old Business
  - Surgical 1<sup>st</sup> Assistant Privileges
7. New Business
  - OPPE Profile Statement

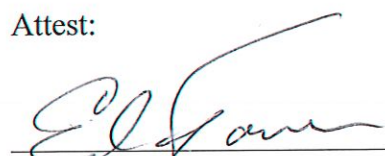
The motion to authorize the CEO to sign physician contracts as discussed in executive session was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

## ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 5:52 PM.

  
Mr. Taylor Jones, President

Attest:

  
Mr. Ed Tardoni, Secretary