

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES**

Special Meeting

October 26, 2017

5:30pm Dinner

6:00pm Workshop with Foundation Board

Classrooms 1, 2 & 3

Call to Order

Mr. Mathey called the meeting to order at 6:07pm. He also noted that all MHSC Board of Trustees were present so a quorum was established.

Welcome Hospital Foundation Board Members

Mr. Mathey welcomed the Foundation Board Members to the quarterly meeting.

Foundation Board Update

Mr. Van Over, President of the MHSC Foundation Board, thanked Mr. Mathey and the MHSC Trustees for the quarterly meeting to discuss the hospital and Foundation. Mr. Over reported that the Foundation is gearing up for the Red Tie Gala and will again host the annual CanAm raffle. He invited the Trustees to attend the Red Tie Gala noting that it's a fun event. Mr. Van Over also reported that the Waldner House has new front steps that enables patients with limited mobility more access to enter the home. The Foundation will be honored by the Marine Corps. with a donation at their annual ball that will be held on November 11, 2017; the Foundation is also up for another nomination for donation from another community group; Mr. Van Over will update the board once the decision is made.

Mr. Van Over asked the Trustees if there had been progress in updating the hospital's mission statement or if a strategic plan had been created. Mr. Mathey responded noting that it was at the top of his list of updates.

Foundation Director Update

Ms. Marshall informed the Trustees that Dr. Franks had resigned from the Foundation Board as the required Medical Staff Representative and asked the Trustees to ratify the decision of recruiting Dr. Jake Johnson from Family Practice/Occupational Medicine to fill that role. Mr. Kelsey motioned to approve Dr. Jake Johnson as the new Medical Staff Representative on the Foundation Board of Directors; Mr. Jones second the motion; motion carried.

Ms. Marshall reported that she had begun the planning process for the Red Tie Gala and informed the Trustees that the event would take place on February 3, 2018 at the Sweetwater Events Complex. She also asked the Trustees to consider donating to the auctions and attending the event. She noted that it's the ideal platform to show the community that the Trustees, the Foundation, and the County Commissioners are behind the hospital and support the staff and operations, together.

Mr. Kolb, County Commissioner, told both Boards that he and his fellow Commissioners support the hospital, staff, and board and he would work with his fellow Commissioners in getting an auction item donation and promote their attendance. Ms. Marshall and Mr. Mathey thanked Mr. Kolb for his support and assistance.

Ms. Marshall also reported to the Trustees that while the Waldner House was unoccupied, she had the House Manager working with local vendors to create discounts for MHSC staff as a way to support and thank the staff for their hard work.

Hospital Board Update

Mr. Mathey reported that the Mission/Vision statements as well as a Strategic Plan are important to move forward and that there is a Joint Conference Committee that has been working on these. The committee has invited staff to provide their ideas and suggestions on what the mission, vision, and strategy should look like. Mr. Mathey added that they want to create the proper statements that have substance and meaning; not empty words. Mr. Mathey invited the Foundation Board to participate and to send any suggestions or ideas to himself or Ms. Richardson.

Mr. Mathey discussed the Joint Commission Survey and noted that there have been and will be follow-up visits. He added that some of the issues that were found weren't shocking and have been dealt with and they will continue to learn about regulations and what the hospital needs.

Mr. Mathey noted that the wind against the board is strong and there is still a lot to do moving forward including revisions of policies, improving moral, managing staff, and more which is all a slow process as things don't change overnight. He also address the hospital's reputation and understands the reputation is a concern of the Foundation as it plays a role in collecting donations.

Mr. Mathey discussed working on quality so that the hospital may receive the up to 4% extra in reimbursements; a key to assisting the financials. He noted that there is a lot of work to be done and he's pleased that on a positive note, a lot is getting done at the board and committee level.

Mr. Mathey reported that there are still a few lawsuits going on and that in the upcoming weeks, many hospital representatives will be involved in depositions and that it isn't too pleasant, but necessary in dealing with the past.

Ms. Sugihara asked Mr. Mathey if the hospital conducts staff reviews so that staff can feel supported and involved. Mr. Mathey deferred to Ms. Richardson who noted that there are annual reviews and that's an area to improve on. Mr. Jones added that it the hospital was pretty dark in February and he feels that the staff are turning some corners in some places and celebrating and acknowledging positive things is important. Mr. Von Ahrens added that many times in business, things will get worse before they get better but we'll get there. He encouraged Ms. Richardson and the board to work together with the staff and their teams and talk to them.

Mr. Tardoni discussed staff engagement and noted that once people are engaged and bring their ideas to the table, they tend to care more. He added that it's great when people disagree because it opens up discussion and dialogue and helps resolve issues. Ms. Sugihara agreed and noted that sometimes as leaders, we forget to listen and that's key in improving staff morale.

Mr. Van Over asked Mr. Mathey if there was anything the Foundation could assist in, in helping improve quality so that the hospital may receive the 4% reimbursement. Mr. Mathey thanked Mr. Van Over for the support but responded that the Foundation couldn't really assist in the quality, but if there was anything that the Foundation could do to help assist with staff who meets with the public, or patient facing staff, he would appreciate it.

Ms. Blazovich included that the Foundation wants to support the staff and hospital and it's a privilege to purchase items as needed and requested. She asked that everyone read the thank you card that was given

to the Foundation by the Pharmacy and added that it's those things that help support the staff. It's showing them that we care about them through supporting their departments and the Foundation looks forward to continuing with purchasing items and supporting the staff, their departments, and the hospital.

Ms. Noble asked about the Big Sandy Clinic in Farson. She reported that the community in Farson has been upset that their physician's visits in the Clinic were cut to once a week and they have asked Ms. Noble about it. Ms. Noble told the Trustees that she didn't know what to say when asked because she didn't know why the visits were cut. Ms. Richardson told Ms. Noble that she would look into it to see why visits were cut and discuss with Ms. Noble.

Chief Executive Officer Update

Ms. Richardson reported that there had been several Joint Commission visits and that all of the surveys had gone well. She informed the boards that MHSC was hosting a Halloween stroll on October 31st from 5-7 and would also participate in the lighted parade on December 2nd.

Ms. Richardson reported that October was a busy month because of flu season and that hopefully that would get the hospital's occupancy up.

Ms. Richardson reported that Dr. Sharma, hospitalist, has started and that Dr. Stuart, internal medicine, would be starting in November in the Family Practice/Occupational Medicine Offices.

Ms. Richardson noted that she appreciates all of the feedback she's been receiving as it helps with her goal to get things fixed. She added that she will always make time to meet with anyone who has feedback and wants to talk to her.

Ms. Richardson said that her first goal on her priority list was to get the finances in order. Now that they are improving, the team can start working on patient experience, quality, and other items on her priority list.

Ms. Richardson explained that a barrier they had been facing was that in the previous years, the hospital brought on numerous providers but didn't have the infrastructure to support them so the hospital has been playing catchup. She also noted that MHSC has amazing services and the goal is to grow those services to support the community, and with that, there is a lot of work to be done.

Ms. Richardson was excited to report a \$137k gain in September, the first gain in 17 months. She added that the hospital still has a loss of around \$500k for the year, but the staff is monitoring expenses and evaluating the service line, access to care, and volume. She also reported that expenses were under \$7M for the first time in over a year and the goals are now shifting to quality.

Ms. Blazovich congratulated Ms. Richardson on accepting the CEO position and asked if there had been a new CFO appointed. Ms. Richardson explained that the position has been posted and she will review applicants.

Ms. Richardson finished her report by acknowledging her staff noting she has enjoyed working with them for the past 8 years and added that she wouldn't have been able to step up in the past year to assist and make changes if her staff wouldn't have supported her and stepped up to help with additional duties. Mr. Jones added that Ms. Richardson has done a great job and the Trustees have seen a huge turnaround. He acknowledged the whole MHSC staff for doing a tremendous job.

Executive Session

Mr. Mathey stated that there were no matters to be discussed in Executive Session.

Adjournment

Mr. Mathey adjourned the Trustees at 7:50pm.

Submitted by: Tiffany Marshall

