

BOARD OF TRUSTEES
Regular Meeting Minutes
August 28, 2024

Presiding Chairperson: Greg Cure, Chairman

Recording Secretary: Bre McEwen

Attendance:

Board Members present:

Greg Cure, Chairman
Patricia (Patty) Eckhardt, Vice Chairman
Sabrina Thompson, Secretary
Valerie Gavin, Treasurer
Vicki Baker
Terry Nash
Travis Daise, MD, ex-officio

Members absent:

Brian James

Guests:

Harry Henderson – Anchor Consulting

Administrative Team Staff Present:

Amie Powell, Chief Operations Officer
Gina Eastin, Regional Analyst
Heather Prideaux, Regional CFO
Ryan Marvin, Support Services Director
Stephanie Klinge, SPC Clinical Coordinator – via Teams
Allison Mulch, CCO
Tina Whisnant, Risk/Compliance Manager
Jeanette Filpi, Interim CEO
Gail Shepherd, HRD
Suzanna Koel, Foundation Director – via Teams
Josh Neff – Common Spirit VP of Rural Outreach – via Teams
Dawn Stasser, Quality Manager – via Teams

GRMC Staff Present:

Thomas Eddy, DPM
Jonathan Spellmeier, PA

Community Members Present:

Janet Craft

Call to Order:

- Board Chairman, Greg Cure, called the meeting to order at 5:02p.m. and opened the floor for Public Comments.
- Public Comments: none
- Recognition of Special Guests and Announcements: None
- Ms. Thompson moved, and Ms. Baker seconded to approve the agenda with the discussed addition. Motion carried.
 - Discussion: Move Josh Neff, Common Spirit up to after the consent agenda.

Consent Agenda:

- Minutes from the July 24, 2024, meeting presented for approval.
- Reminder of the next regular board meeting date of Wednesday, September 25, 2024, at 5:00 pm.
- Ms. Thompson moved, and Ms. Gavin seconded to approve the Consent Agenda. Motion carried.

Common Spirit Report:

- Josh Neff provided an update on the CEO. Craig Loveless will not be able to return to work. Common Spirit HR will start working on recruitment. Would like to have two board members to work with Josh to work through candidates and initial interviews. Will have this 'CEO search committee' with the two members from each board and Josh. Posting is supposed to go out this Friday. Jeanette Filpi, interim CEO, contract is up in November. She is willing to extend as needed, whatever GRMC needs. Anticipating this process to last quite a few months. Committee involvement will mostly be via emails initially. Once there is a pool of candidates, will have a zoom meeting to review each of them. Will then move to hour long initial interviews. Once the committee narrows it down, the rest of the board and leadership team will be brought in. Once the posting is put together, Josh will email out to board prior to posting. Jeanette is here to help as much or as little as the board would like with the CEO search process. Board to send who the members will be to Josh later this evening.
- Josh has put together a notice to go out regarding the leave of Craig. Josh to send to Greg, GRMC board chair, and Harlan, RCHC board chair first, then disseminate.

Presentations:

- Harry Henderson with Anchor Consulting joined to discuss federal funding opportunities. This company generally helps find three types of funding: contractual, grant and loans. A questionnaire has already been sent over to gather more information on GRMC. Wanting to know what's going well, what could be improved, what is GRMC proud of, what is needed. The federal government generally likes to support things that will bring the most improvement and/or benefit to the community. Over the next 30-60 days, company will be working with senior team to gather information. Will submit a report of the data with options for the next 12-24 months. A final report to be put together outlining selected opportunities with timelines and projects. This group is made up of 16 people that all help in different areas. Next steps are to work with Jeanette on the questionnaire then set up interviews with senior staff to obtain as much information as possible to put together a report. Anticipating the first draft back in 60 days, final draft in 90 days. Report will show what might be available, then GRMC can decide to move forward or not.

Senior Leadership Department Updates:

- Chief Operating Officer / Clinics – Amie Powell, COO
 - GFHC / Specialty: Graphs this month included prior data back to 2022 through current. New graph shows gross and net revenue for each clinic. Providers' visit per day graphs only including the actual days in the clinic. Have specifically reached out about orthopedics due to clinic cancellations and declining numbers over the last year. Western Orthopaedics will be partnering with HCA (like Common Spirit but much bigger) in November which should build the practice. Western Kansas is a primary focus for Western Orthopaedics and they have let HCA know it's a large part of the practice. By building internally, they should be able to do more for outreach than is currently happening.
 - Questions: How much really are 'some' inaccuracies in reference to the gross/net revenues and payment posting? Finding some discrepancies in Athena's payment postings. From an overall picture, it is nothing to be concerned about. It affects the accounting department, causing more work. Where there may be concern is later in the year if the trend lines don't

come back up. – Is there a large need for ortho here still? Yes. Western Orthopaedics’ goal is to have every provider here a full day a month. Numbers would support this. – Why are there so many cancelations from the orthos? Are they canceling ahead of schedule, or are we having to cancel and move already scheduled patients? Generally, there has been a heads up given with time to close the day. Per the board, this is not a new issue, and we need to get ahead of it. This has been going on for months and it’s effecting our patients.

- Rehab: Gross and net revenue graph provided. Reviewed numbers by specialty.
- Chief Clinical Officer
 - Allison Mulch, CCO, presented graphs for each ancillary department. Biggest concern is the lack of specialists and lower numbers in the clinic. Bring those up and surgery numbers will increase, orders will increase, hospital side as a whole will increase.
- Human Resources Director
 - Gail Shepherd, HRD, presented new hires, turnover rate, and open positions. Biggest need is still nurses. Currently have 7 travelers filling shifts. Working hard on recruitment. Looking at sign-on bonuses, offering different shifts, and what surrounding communities are doing. Currently have two employees utilizing tuition reimbursement / student loan repayments. Fine tuning the pulse survey to go out in September. Had 189 students participate in the free sports physicals this year! Had a good number of employees volunteer at the fair. Working on improving orientation for new employees.
- Support Services Director
 - Ryan Marvin, SSD gave an update on the helipad. Worked with Grant and the engineers to look into the rules and guidelines. Have a few options to look at price wise. Can go minimum with just a walkway out to there the helicopter would land or up to a whole pad with the right lights and windsock and such. Looked into the issue with the bathrooms in the clinic. A long time ago a sanitary Y was installed backwards. This will need to be cleaned regularly. Working with McClures to correct this. – Finishing up the exterior cameras. – Should be live with the new apparel website next month.

Marketing:

- Suzanna Koel, Foundation Director, gave an update on marketing for July through September. Working on getting more personal posts on social media. Dr. V, dermatologist, will be pushed starting in October. Reviewed timeline for social media posts, newspapers, etc. Golf tournament resulted in over \$20,000 in sponsorships and 24 teams! Looking for community member to join the Medical Foundation. Will start boosting some posts on social media. Tried it out with a respiratory post and proved to be successful. Jet Marketing is able to pull analytics to show how well social media is doing. Will use this report moving forward.

Medical Executive Committee:

- The August 2024 Medical Executive Committee Report with Credentialing as well as August Policy and Procedures were presented by Travis Daise, MD, for board approval. There were 11 policies and procedures recommended for approval this month. Included four initial appointments and four reappointments. Dr. Levitt with Dr. Fante’s office will start soon to provide additional oculoplastic services.
 - Ms. Eckhardt moved, and Ms. Thompson seconded to approve the August Medical Executive Committee Report with Credentialing and all policies and procedures. Motion carried.

Financials:

- Heather Prideaux, CFO, presented a review of the June 2024 financials.
 - Total net loss for the month of -\$65,766. June invoices for pharmacy hit this month and were a large part of this. Down 7% patient revenue for the month. Health insurance claims are \$52,000 over budget. Being self-insured, this can fluctuate. The price of chemo drugs has gone up significantly. Received a small donation in the month as well as money from a SHIP grant. GRMC had a check that ended up in criminal hands who ultimately forged the check to someone else and cashed the \$10,000 check. Turned into crime insurance. After deductible, GRMC got \$9,500 back. Reviewed comparison of prior year to this 12-month budget and actual projected for the year. Expecting to end the year with a \$1.8M net income.

- Included graphs to show the 5-year trend of days cash on hand and daily operating expense. Concern about the loss of 52 days from October 2023 to current. This follows the trend of slow summer months. Daily expenses are still an upward trend. Looking at ways to bring this down. Second graph shows how well the cash collections are improving with the all the work the revenue cycle team is doing.
- Motion to approve the June 2024 financials as presented by Ms. Thompson, seconded by Ms. Gavin. Motion carried.
- Days liquid cash on hand: 241 from July 2024 stat report.
- Days in A/R: 48.72 from July 2024 stat report.

Risk / Quality:

- Dawn Stasser submitted the 2nd Quarter HCAHPS reports. There were 15 patients that filled out the survey. Composite score of 8.4, only slightly down from 8.46 in the first quarter. Not too many comments submitted. Only negative response was about the pillows.

Board Committee Reports:

- By-Laws Committee:
 - Patty sent information to Tina last week to send along to legal for review. Asked about the 10-day window for new board members to be sworn in. Ashley, county clerk, suggested her contacting executive assistant to be in contact with the new board member to give them more information.
- Building Committee:
 - .

Action and Discussion

- CredentialStream Proposal submitted for implementation of credentialing software. Currently the process is all manual. Total annual cost of \$11,194.70 with first year implantation fee of \$2,000. Contract includes set price for 5 years for a grand total of \$57,973.50. Motion by Ms. Eckhardt to approve the HealthStream proposal in the amount of \$57,973.50, seconded by Ms. Gavin. Motion carried.
- Ryan Marvin submitted a quote for a new well pump in the amount of \$13,684.67. Had to do an emergency repair on the irrigation well. GRMC has its own well that feeds the sprinkler system. This was an issue all summer but struggled with getting anyone to come out and look. Thomas Brothers, LLC, finally came out and determined the pump was bad and needed replaced. This was not budgeted, but necessary. Just information for the board; no action required.
- Eide Bailly proposal went in the packet last month. This is for Jana Smith as the next steps in the building project to include strategic planning. She will be on-site 2 days in October and will be meeting with senior leadership, board members, etc. Ms. Eckhardt had requested information last month regarding numbers on patients going from GRMC or to GRMC from surrounding areas. Information has been received, finance to put it together in an easily readable format. Will bring it back next month. No action required as this is included with what was approved with the \$75,000 budgeted allotment.

Items-Updates and New Business:

- No new business.

Interim CEO Report:

- Seeing positives on the swing bed project. Would like to look at the spending limit for CEO and CFO. Currently sitting at \$5,000 and anything more must be brought to the board. A limit that small ties leaderships hands. This limit is set in the current Common Spirit agreement. Suggesting a new limit of \$15,000. Jeanette wrote an addendum to the contract and sent it to Josh Neff. Waiting for that to be returned. Still working with Tony Blake, HR consultant, to finish up the 360 surveys on department managers. Looking into housing.

Other New Business:

- None.

Old Business:

- None.

Executive Session:

- None.

Adjournment:

- With no further business to discuss, Mr. Nash moved, and Ms. Thompson seconded to adjourn at 7:04pm.

Sabrina Thompson, Secretary