



Committee: Board of Trustees Monthly Meeting - Public Session

Meeting Date: January 30, 2020

Minutes Prepared By: Shannon Stec, Executive Assistant

Members Present:

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

Members Absent:

Others Present:

Paul Beaupre, CEO
John Kren, COO/CFO
Tom Hallberg, JHN&G
Richelle Heldwein
Marcia Lux, MD
Thom Kinney
John Goettler
Morgan Gurney
Jonathan Crosby
Inna Counts
Julia Brady
Christine Houlton
Marsha Sensat
Tom Lubnau (phone)
Jim Johnston
Sandip Ray
Alisa Lane
Karen Connelly
Katie Abbott
Marty Trott, MD
Lance Spranger
Amy Russian
John Goettler
Michele Farrell
Katie Tozier

Board Advisors Present:

Bill Best
Debby Hopkins
Dave Robertson

Call to Order

The public board meeting was called to order at 4:00 p.m. by Chair Cynthia Hogan.

Approval of Minutes

Ms. Hogan asked for any questions or changes to the minutes of November 21, 2019. Mr. Albright noted that Addie Donnan's last name on page 6 was misspelled.

A motion was made by Mike Tennican to approve the minutes of the November 21, 2019 Board of Trustees regular meeting with the correction of Ms. Donnan's last name, the motion was seconded by Linda Aurelio, and the motion passed unanimously.

Department Recognition

Dr. Beaupré recognized the Home Health & Hospice Department for all of their hard work. Katie Abbott came to us a little while ago and has completely reorganized the department since becoming the director. Those who work in the department really have a challenging job; they go into people's home on their own often not knowing what to expect and many times there can be great distances in between patient's homes. We have always had a really great staff who are incredibly dedicated to their jobs. Home Health is one of the most regulated areas of healthcare and it's very important that we have discipline around our documentation to ensure compliance. Under Ms. Abbott's guidance this department is taking off and doing some really wonderful work. Dr. Beaupré asked Ms. Abbott to introduce her team. Ms. Hogan thanked the team and noted that her mom had home health for several years and because of the care she received it allowed Ms. Hogan and her family to continue on with their lives while knowing their mom was in the capable hands of the home health team where they lived.

Comments from the Chair

Ms. Hogan declined to make any comments but instead, because it is the first meeting of the year, we will review committees, officers, and advisors.

One of the goals from the board retreat last year was to streamline our committees. We had seven committees and the goal was to reduce the number in part to lessen the amount of time our administrative teams spends in committee meetings. Ms. Hogan thanked everyone who worked on this project, specifically Dave Robertson, who spear headed much of the work. Today we'll vote on the four new committees and their board membership.

Joint Compliance and Quality Committee (JCQC) will now be the combination of Joint Committee on Quality and Safety and Quality Council. Sue Critzer will be the chair with members Joe Albright and Dr. Bruce Hayse. Finance, IT, and Facilities Committee with combine Finance, IT, and Audit Committee with the Facilities Committee. Scott Gibson will chair with members Linda Aurelio and Joe Albright. Strategy, Development, and Human Resources Committee will combine Strategy and HR Committees. Cynthia Hogan will chair with members Sue Critzer and Mike Tennican. Lastly, we will replace Organizational Committee with Governance Committee. Linda Aurelio will be the chair and Cynthia Hogan and Scott Gibson will be members.

Community members for each committee will be chosen by the committee chair, with the exception of JCQC which does not allow for public members.

Mr. Albright moved to approve the four new committees as presented. Mr. Tennican seconded the motion. The motion passed unanimously.

Ms. Hogan reviewed the proposed officers and advisors for 2020. Ms. Hogan will serve as Chair, Ms. Critzer will become Vice Chair, Mr. Gibson will be Treasurer, and Ms. Aurelio will be Secretary. Dave Robertson is up for reappointment as advisor and Marc Domsy, DO is up for new appointment as advisor. As a reminder Bill Best and Debby Hopkins are current board advisors, but not up for reappointment as this time. Ms. Hogan asked for any comment. Ms. Aurelio read a brief bio on Dr. Domsy. Ms. Aurelio said we are very fortunate to have Dr. Domsy be so engaged and interested in becoming a board advisor.

Mr. Albright moved to approve the officers and advisors as presented. Ms. Critzer seconded the motion. The motion passed unanimously.

Lastly, Ms. Hogan noted that at the retreat the board discussed having more education for the board and those attending the meetings. In reducing the number of committees we hope to allow more time for education topics and other items of interest. Ms. Hogan shared the proposed list of education topics for 2020, noting that they are subject to change.

Proposed 2020 Education Topics:

February – Quality & Telemedicine

March – Home Health & Hospice

May – Peer Review Process

June – Competition

July – Round Table with Local Electeds

August – Mental Health
September – Oncology
October – Sage Living
December - Trauma

Lastly, Ms. Hogan noted that we will have the revised board bylaws ready for approval at next month's meeting.

CEO Report

Quality

- Dr. Beaupré provided an update on the novel coronavirus.
- As of today, the CDC has verified the coronavirus in four states with five confirmed cases. 68 people have tested negative and another 95 have been tested and are still awaiting results.
- Currently there are 34 countries with verified cases.
- The virus is easily communicable and can be spread without symptoms therefore making checkpoints ineffective.
- The fatality rate is very low and so far this season's flu has been much more lethal.
- Good hand hygiene is very important and there is currently a ban on any non-essential travel to China.
- Mr. Gibson asked about masks and their effectiveness in spreading the virus. Dr. Beaupré replied that masks are effective but also noted that because 95% of masks are made in China we are expecting a shortage in the near future. Our surgery department will go back to cloth masks and gowns and launder them if necessary during a shortage.

Sage Living

- Last week we finished up a series of staff meetings with the purpose being to talk about the opportunities that will come with the change into a neighborhood setting. We also wanted to take this time to reassure all staff that their jobs are safe once we transition to Sage Living, in fact we will be adding additional staff once Sage Living is opened.
- We have invited the staff to begin setting up work groups to address some of the issues that will come up once we move to the new facility. Staff are really excited about the work groups and coming up with solutions.
- We have finished up several significant concrete pours and the basement is nearly complete.
- There are two structures coming up out of the ground now and those will be the stairwells.
- Next week we will start seeing steel come on site.

Personnel Update

- We had a Meet and Greet last week at the Wort. It was a really wonderful event. The quality of the providers at the event and their desire to engage in the community is really phenomenal. We had Dr. Benjamin Solomon and Beth Dannewald, NP-C from Oncology, Dr. Yonathan Melman and Stephanie Ferris, NP-C from Cardiology, Dr. Stephanie Lyden from Neurology, and Dr. Haven Malish and Shawna Giles, NP-C from Pulmonology/Sleep Medicine. Thank you to everyone who attended the event.
- We are excited to have commitment from a new general surgeon who will replace Dr. Rosenberg who retired last year.

Brachytherapy Update

- We are now about a year into our new brachytherapy program and wanted to give an update on how things have gone.
- Our proforma had us set to treat 20 patients in our first year and estimated we would do 115 individual treatments. Our actual numbers showed that we treated 26 patients and provided

156 individual treatments.

- We are really encouraged by these first year numbers. Last week we spoke to Dr. Bair who is doing the brachy treatments and he had treated three breast patients during the week which is nearly as many as we had done all of last year.

Facilities Update

- We are in phase 2 of the Diagnostic Imaging project. We will soon be pouring the foundation that will support our new CT scanner and nuclear medicine camera.
- Our Director of Patient Experience has moved out of her office that is adjacent to the wellness space which will allow us to use that office for our new lifestyle medicine program.
- We are done with the drawings for the new cardiopulmonary space. The department will be sharing some of their space with oncology as that department continues to grow exponentially. The drawings will soon be sent to the Department of Health for approval. Once we have approval we will begin the build out of the space.
- Suite 220 in the office building has been cleared out and we are looking at converting that into additional clinical space.
- We are currently out of office space and are beginning to look at options for commercial space in town. We have also considered the idea of putting a modular on campus to provide further office space.

Community Events

- We will be conducting another community survey in the near future to begin to feel out the community and get a sense of who they believe St. John's Health is and what it means to them to have a community hospital that is owned by the community. We will likely do some education around this topic later this year as part of our strategic plan.
- Our physical therapy department, along with some other PT places around town, will be conducting more concussion screenings on February 22nd. This time they will be screening the boys and girls lacrosse clubs as well as the mens and womens rugby clubs.

Annual Website Report

- Overall website traffic volume is up year over year.
- The majority of our traffic (64%) comes from search engines.
- We are continuously working on search engine optimization and the marketing department has just renewed their contract with Scorpion Healthcare who has been working with us to improve optimization.
- www.stjohns.health is now live.
- We are working on our website redesign which will better reflect the SJH brand, improve content, improve coding & development, and be more ADA compliant.

Dr. Beaupré asked for any questions.

Joint Committee on Quality and Safety – Ms. Critzer gave the report from the January 27, 2020 meeting. Medical staff elections were held for 2020. Dr. Marcia Lux announced those who were elected. Ms. Heldwein reported to the committee that the Annual Performance Improvement Plan/QAPI review was approved at Quality Council. This report will be provided for review at the next board meeting.

Ms. Critzer noted that the committee reviewed changes to the Medical Staff Bylaws and asked Dr. Lux to brief the board on those proposed changes. Ms. Lux noted that the credentialing cycle has been changed from 2 years to 3 years. In addition, the voting representation was updated.

Ms. Hogan moved to approve the Medical Staff Bylaw changes as presented. Mr. Gibson seconded the

motion. The motion passed unanimously.

Dr. Lux reviewed the credentialing report and noted it was very straight forward with no issues brought up by the committee.

Ms. Aurelio moved to approve the credentialing report as presented. Mr. Albright seconded the motion and the motion was passed unanimously.

The full credentialing report appears in Appendix A.

Ms. Aurelio asked about the note in the MEC report about obstetricians and NRP (Neonatal Resuscitation Program). Ms. Heldwein explained that obstetricians have been required to take the NRP class as part of their reappointment but that the Perinatal Committee is discussing removing this requirement as generally the obstetrician is busy taking care of the mom while nurses and/or pediatricians are tending to the baby. Ms. Heldwein said that this removal has not been through all of the proper committees yet and will continue to be a requirement until it is approved through all of the channels. The board will continue to be updated as necessary.

Finance, Audit and IT Committee – Scott Gibson reported on the committee meeting of January 29, 2020. December was a very good month for the hospital. We now have six months of the fiscal year under our belt. The best news the committee celebrated was that net revenue grew \$10 million in six months. That growth was not from orthopedics which speaks to our strategy and execution of diversifying our revenue stream. Salaries and wages are on budget for the six months. Our benefits for the six months are significantly off. This is from random health effects from employees and their families. We are 16% worse than budget and 22% worse than last year. These excess benefits costs ate into our net revenue. Supplies, which tends to map the volume, were also up but we are beginning to better control this expense. We currently have an operating profit of about \$1 million. Our revenues over expenses are at about \$10.7 million which is a behind budget, in part because we are still about \$2 million behind with Blue Cross Blue Shield on payments.

The committee approved three capital items. The first was a cardiac ultrasound machine for \$147K which was a donation. The second was for the expansion of child care at an expense not to exceed \$200K. This expansion will accommodate approximately 40 more children. The third item was an office renovation for the foundation at an amount not to exceed \$200K.

Mr. Gibson asked for any further questions or discussion.

Ms. Hogan asked about the high benefits expense. Mr. Kren explained that we are self-insured and we currently have four employees or family members that are attributing to this overage, two of whom have very high costs. Ms. Critzer asked if this will be the norm and Ms. Hogan asked if we should be budgeting more for benefits in the future. Mr. Kren said that we base this number off of a three year average and will continue to do that. Dr. Beaupré noted that Thom Kinney is looking into whether there is any way to ameliorate this expense but we are very restricted on what we can and cannot do surrounding a perspective employee and their family's health. Dr. Beaupré said we may look into the consortium we are part of as most of the members are self-insured to see if there is an option to collaborate on health insurance.

Ms. Critzer asked about bad debt and charity care expense. Mr. Gibson said that these expenses vary greatly from month-to-month. Our mill levy used to cover our charity care and bad debt and now it

doesn't even come close to covering it. Mr. Kren noted that as revenue increases contractuals, bad debt, and charity care will increase proportionately.

Strategy Committee – Ms. Hogan discussed topics from the January 29, 2020 meeting. The committee discussed other area hospitals and the financial and quality issues they're experiencing because of the increased competition in their area. The increased competition has impacted their volumes, reduced the services they are able to offer, and decreased affordability. While we are having a profitable year so far the group lead a discussion around the impact of even one or two service lines going into the red and not only how that would impact the entire organization but how would we react.

The group talked about pending legislation in Cheyenne. We would be significantly impacted if the proposed property tax legislation went through that would have us taxed on any of our real estate that isn't being used for health care, ie child care, employee housing, etc.

The group would like to begin working on an enhanced facility for our rehabilitation department. We have an incredibly talented rehab staff and we need to have a better facility in which to offer services.

Dr. Beaupré updated the committee on Lander, which was discussed earlier.

Ms. Hogan asked Karen Connelly, Chief Communications Officer, to give a final report on the St. John's Health brand launch. Ms. Connelly started by thanking all of those who participated in the process and helped with the success of the launch. St. John's has changed so much over the last decade and we knew that we needed to better find a way to identify that. We redefined our purpose and vision and then aligned our new brand with our standards and values. This project was not about a logo but rather something much bigger. One of the most positive impacts we saw in the community was featuring our employees in the quick videos about St. John's and what health means to them. We have created a visual and verbal identity guide providing discipline around the new brand and how we use it with various audiences.

Ms. Connelly presented our purpose, vision, values, and standards. We are now in the process of activating our brand including the change of signage, badges & uniforms, website/digital communications, paid advertising, collateral, logo wear/items, and videos. Lastly, Ms. Connelly talked about our plan for 2020 with connecting our new brand and then our digital rollout.

Ms. Connelly asked for any questions. The board thanked and congratulated the marketing team for a successful launch.

Facilities Committee – Mr. Albright reported on the meeting held on January 23, 2020. Mr. Albright gave a brief overview of a report from Kyle Gillette, Owner's Representative, on the Sage Living project.

The committee discussed the plans to build out Suite 220 in the office building. The projected project costs are around \$1.25 million. We have identified a contractor and the plans have been approved by the Department of Health. The committee supports this project and has passed their recommendation on to the Finance Committee for further action.

Mr. Kren reported that we completed the sale of a 7 acre parcel south of town to Lower Valley Energy. The sale of this parcel largely offsets the cost of the land we purchased in Alpine.

Dr. Beaupré reported that we will need approximately \$200,000 to renovate a building on West Gill that will serve as additional daycare space. The hospital is leasing the building for five years and has the option to extend for an additional five years. The Facilities Committee unanimously supports this project.

The committee spent time addressing possible solutions for the limited space available to Oncology and Cardiopulmonary, two departments that are growing significantly.

The radiology remodel has encountered an unexpected issue in that the existing concrete slab does not have rebar reinforcing rods which are necessary for the heavy equipment being installed. The old slab will be removed and replaced, and it is expected that this can be completed within the project costs already approved by the Board.

Mr. Albright asked for any questions.

Organizational Committee – Ms. Aurelio gave a brief update on the post action items from the retreat. Most trustees have already completed their assignments and all will need to be finished by March.

Foundation Report – John Goettler shared that we have completed counting funds for 2019. We received over 2,400 contributions and \$20 million which is a new record.

The foundation has appointed four new board members: Tom Fay, Richard King, Paul Vogelheim, and May Herr.

There will be a foundation board offsite retreat on February 10th.

Ms. Hopkins made comment on Brian Smith, the new accountant from finance who is working with the foundation and how wonderful he has been.

Old Business – No old business.

New Business – No new business.

Public Comment – No public comment.

Next Meeting

The next regular monthly meeting will be Monday, February 24, 2020. Public session will be held at 4:00 p.m., executive session will be held at 3:00 p.m.

Adjournment

Ms. Hogan adjourned the meeting at 5:19 p.m.

Respectfully submitted,
Shannon Stec, Executive Assistant

Appendix A

Initial Appointment Applications

The Credentials Committee reviewed and recommends approval of the following initial appointments from February 1, 2020 to January 31, 2021:

- A. Dannewald, Elizabeth, NP; Allied Health; Nurse Practitioner- Oncology
 - Temporary Privileges Granted: 12/09/2019
 - Supervising Physicians: Dr. Solomon and Dr. Ward
- B. Ferris, Stephanie, NP; Allied Health; Nurse Practitioner- Cardiology
 - Temporary Privileges Granted: 12/23/2019
 - Supervising Physician: Dr. Mullen
- C. Leonard, Anthony, NP; Allied Health; Nurse Practitioner- Family Medicine
 - Temporary Privileges Granted: 10/14/2019
 - Supervising Physician: Dr. Sanville
- D. Lyden, Stephanie, MD; Active- Provisional; Neurology
 - Temporary Privileges: 12/17/2019
- E. Melman, Yonathan, MD; Active- Provisional; Cardiovascular Disease

Three Year Reappointment Applications

After review of the reappointment file, including OPPE information, the Credentials Committee recommends approval of the following reappointments from February 1, 2020 to January 31, 2023:

- A. Boschen, Marianne "Rosie", PA; Allied Health Professional
 - Supervising Physician: Dr. Williams
- B. Conway, Lars, MD; Active; Pathology
- C. Draper, Michael, MD; Courtesy to Active Staff, Perinatology
- D. Enright, Teresa, NP; Allied Health Professional
 - Supervising Physician: Dr. Menolascino
 - Provider requested privilege removals: 2
- E. Hinkle, Lauren, CNM; Allied Health Professional
 - Supervising Physician: Dr. Lofaro and Dr. Roberts
 - Two references were reviewed. Dr. Lux spoke directly with each of these references and Ms. Hinkle's supervising physicians, Dr. Lofaro and Dr. Roberts are monitoring her performance closely. No action deemed necessary at this time.
 - Provider requested new privilege: 1
- F. Lowe, Phillip, MD; Courtesy, Urology
- G. Wieman, Eric, MD; Active, General Surgery

Two Year Reappointment Applications

After review of the reappointment file, including OPPE information, the Credentials Committee recommends approval of the following reappointments from February 1, 2020 to January 31, 2022:

- H. Colonna, Alexander, MD; Consulting; General Surgery- Telemedicine ONLY
 - Delegated Credentialing- University of Utah
- I. Ennis, Toby, MD; Consulting; General Surgery- Telemedicine ONLY
 - Delegated Credentialing- University of Utah
- J. Kimball, Edward, MD; Consulting; General Surgery- Telemedicine ONLY
 - Delegated Credentialing- University of Utah
- K. Nirula, Raminder, MD; Consulting; General Surgery- Telemedicine ONLY

- Delegated Credentialing- University of Utah
- NPDB Report reviewed with no action deemed necessary at this time.
- L. Nunez, Jade, MD; Consulting; General Surgery- Telemedicine ONLY
 - Delegated Credentialing- University of Utah
- M. Young, Jason, MD; Consulting; General Surgery- Telemedicine ONLY
 - Delegated Credentialing- University of Utah

Practitioner Resignations

The Credentials Committee reviewed and acknowledges the following resignations:

- A. Anderson, Christian, DO; Consulting; Dermatology
 - Failure to maintain malpractice insurance; effective: 11/01/2019
- B. Durboraw, Catherine, MD; Courtesy; Ophthalmology
 - Failure to maintain malpractice insurance; effective: 10/22/2019
- C. Harris, Charles, PA; Allied Health Professional
 - Resignation; effective: 01/31/2020
- D. Lyon, Lauren, PA; Allied Health Professional
 - Failure to maintain malpractice insurance; effective: 10/22/2019
- E. Nelson, Steven, PhD; Non-Physician Professional Staff; Psychology
Resignation; effective: 01/31/2020