

WASHINGTON COUNTY HOSPITAL AND CLINICS
Meeting of the Board of Trustees
August, 2nd 2022 (July BOT Meeting) 4:00 p.m.

The Washington County Hospital and Clinics Board of Trustees met in the Robert Nicola Conference room to conduct the monthly Board meeting on Tuesday, August 2nd, 2022 at 4:00 p.m. Board Members present were David Bruns, Mike Driscoll, Ed Weeks and Dave Mitchell. Also present were Todd Patterson, Andrea Leyden, and Bridget Zell. Mike Van Osdol, Ann Williams, and Sue Basten were absent.

Press: None

Medical Staff: Andrea Ascencio

Public: None

WCHC Staff: Vina Seeley, Craig Pettit, Andrew Billhardt, Greta Clemons, Annie Dechant, and Jessica Reed.

Bruns called the meeting to order at 4:08 p.m.

REVIEW AGENDA

No changes.

MINUTES (Bruns)

- The June 28, 2022 Board meeting minutes were presented with a motion to accept by Driscoll, seconded by Weeks.

QUALITY

Quality Report (Zell)

- Zell will be participating on behalf of WCHC in the county-wide Disaster Recovery Planning session on August 4th, 2022.
- Annie Dechant has passed the compliance certification board, earning a certification in compliance.
- CMS Overall Hospital Quality Ratings – WCHC 2021 data displays 4-star ratings (which is the highest attainable score, due to the size of WCHC). Data can be accessed at <https://www.medicare.gov/care-compare/>

SERVICE

Patient Experience Dashboard (Leyden)

- Andrea Ascencio has been promoted to Inpatient ER Manager.
- Leyden displayed the Patient Experience Dashboard and shared the overall score for the fourth quarter and fiscal year.
 - Fourth quarter stats:
 - Clinic Patient Satisfaction – 89.76% with a goal of 91.89%
 - ER Patient Satisfaction – 87.42% with a goal of 89.74%. Leyden noted that there was an increase in satisfaction when UI providers began in the fourth quarter.
 - Inpatient Patient Satisfaction – 70.59% with a goal of 79.07%
 - Ambulatory Surgery Patient Satisfaction – 88.54% with a goal of 90.86%
 - FY22 Stats:
 - Clinics – Overall score of 90.31% with a goal of 91.89%.
 - Emergency – Overall score of 85.77% with a goal of 89.74%
 - Inpatient – Overall score of 73.44% with a goal of 79.07%
 - Surgery – Overall score of 86.41% with a goal of 90.89%
 - Lab tests and radiology have been added to survey satisfaction and will be tracked and reported more in this upcoming year.

PEOPLE

Provider Discussion in June (Driscoll)

Driscoll and Bruns had a conversation with Belinda Striegel. Striegel works with patients in care centers. Striegel mentioned that she is busy and having a full staff of nursing to help is important, which is a current struggle due to

short staffing. She also reported that our current software is slow and inefficient and is looking forward to EPIC integration. She enjoys working at WCHC due to its relaxing atmosphere and is happy with current management.

They also spoke with Dr. Todd Ajax. He reported that he enjoys working in WCHC and likes having weekends off. They discussed the need for neurology services, due to Fairfield, Burlington and Mercy no longer have neurology. Due to this, he is inundated with patients and is unable to see all patients that come to him. He enjoys the relaxing atmosphere at WCHC and would like to have another neurologist or full time NP on his crew. Regarding sleep studies, the current wait time to see Dr. Ajax is a two month wait, which causes him disappointment. He would like to have assistance to see more patients. Patterson reported that there is a plan to look into an operational model for bringing on an APP to assist Dr. Ajax, such as conducting screening and triaging patients, prior to Dr. Ajax seeing them.

Driscoll reported that the providers continue to suggest that the best way to meet their needs is by creating a comfortable environment where they can concentrate on helping patients. He went on to say that provider's continuously report that WCHC strives to make their experience better and the integration of EPIC will improve their experience.

GROWTH/FINANCE

Finance Committee Report (Billhardt)

- June Takeaways
 - Higher volumes compared to May
 - Decrease in cash collection, due to Medicare Accelerated Payments being recouped. (Referring to April 2020 \$5 million received from CMS in accelerated payments) Once payments are recouped CMS will begin to pay for the claims.
 - Substantial revenue and expenses (about \$600,000 in revenue) will get booked back into June during audit.
 - Auditors will be doing field work during August 2022 and final numbers will be released in either October or November.
- Stats Summary
 - Admissions up 28 from May, up 3% YOY (observation)
 - Hospital patient days up 53 from May (acute, skilled, and observation)
 - YOY Outpatient Volumes – have stayed up YOY
 - Lab is up 10%
 - Imaging is up 10%
 - Surgery is up 107 cases, ortho is up 59 cases, and general is up 22 cases. There is an overall 35% increase compared to last year.
 - ED is up 28% YOY – there were over 1,800 visits in FY22
 - Ancillary is up 14%
 - Clinic visits – Primary is up 13%, Specialty is up 18%, and Outreach is up 23%.
 - Disbursements were \$4.4 million for the month, including payroll.
- Key Indicators
 - Operating margin: 68%; Total margin: 65%; and EBIDA margin: 70%. These margins are currently skewed due to a YE IPERS entry.
 - Days Cash on Hand: 169 for the month and 179 for the year (target was 170 for the year)
 - Gross AR Days: 46 for June and 47 for the year (target was 39 gross AR days for the year)
- Balance Sheet
 - Estimated 3rd party payor liability: \$552,000 in reserve for FY22 and previous year cost report settlements. It is expected that there will be a receivable of about \$90,000, so this liability line will most likely be adjusted at audit.
 - Accelerated payment liability of \$1.4 million is now just over \$1 million as of late July
 - Net pension liability is due to the IPERS adjustment at YE which dropped the liability from over \$15 million at the beginning of the year to \$299,000 in June.

Operating Income Statement - June:

- PSR is 16% better than budget: \$3.8 million net PSR

- Other operating income is at \$548,000. There was no contract pharmacy revenue, due to a timing issue. The revenue will be booked back when received in July/August.
- Expenses are at \$1.4 million. There is a non-cash adjustment for IPERS and OPEB adjustments of \$2.8 million, which are usually an expense booked, but this year it is a credit balance. This occurred due to the stock market performance during FYE 2021. All Iowa entities that are enrolled in the IPERS plan are showing similar credit balances at year end, based on proportionate share (WCHC's is 0.21%)
- Employee Benefits are high due to an adjustment to ensure sufficient funding to for the 509A filing, since WCHC is self-insured.
- Purch Services displayed high expenses in June relating to purchasing an emergency temporary chiller which included set up work and the chiller itself. Going forward the rental of the equipment and part of the set-up will be paid for by the WCHF.
- Operating income is \$2.95 million (which is impacted by the large IPERS adjustment).
- There is a credit on the insurance line of \$35,000 due to not receiving a renewal invoice from the carrier, which will be booked back during the audit.

Overall Income Statement - FYE:

- Net PSR is at \$40.6 million which is 7% than budget and 8% better YOY
- Operating revenue is 18% better YOY
- Clinic revenue is 18% better YOY
- Other operating revenue is slighter under budget at \$7.7 million, although the audit adjustment will book back to June.
- Operating expenses is at \$46 million which is right at budget and 3% under YOY.
- YTD income from operations is at \$2.3 million
- Positive total margin was at \$7.3 million which exceeded budget and YOY. This was due to the \$3.8 million in PPP (Paycheck Protection Program) loan forgiveness.
- EBIDA has a positive margin of \$9.4 million that exceeded budget for prior year.

Overall Income Statement – Benefits Adjusted:

- There was \$110,000 positive operating margin for the month.
- YTD there is a \$546,000 loss, but revenue and some expenses will be moved back into FY22.
- Net income was \$7,000 for the month and \$4.5 million FYE which is impacted by the PPP loan forgiveness.
- EBIDA was \$214,000 positive for the month and \$6.5 million for the YE, which was better for projected budget, but under for the prior year.

Capital Budget:

- No major equipment was purchased or booked in June; only minor equipment purchases which totaled \$25,000 for the month. This includes \$19,000 in computer replacements and IT equipment which typically takes place at year end.

Driscoll moved to approve the June financial as presented, seconded by Weeks. Motion approved

4-0. Capital Requests

- None

PEOPLE

Personnel/Credentials Request (Mitchell)

The Personnel Committee met on August 2nd, 2022 and reviewed and recommended Board approval of the following credentials requests:

Initial Appointments:

Karen Cyndari, MD – Emergency Medicine – Courtesy
 Marielle Brenner, MD – Emergency Medicine – Courtesy
 Leslie Pyle, DPM – Surgery – Courtesy
 Chris Welder, MD – Ancillary Medicine – Courtesy

Keegan Overbey, ARNP – Inpatient Medicine – Courtesy
 Robert Jackson, DO – Specialty Medicine – Courtesy
 Melissa Gonzales, CRNA – Surgery – Courtesy
 Marian Del Rios, MD – Emergency Medicine – Courtesy

Initial to Full:

Olivia Bailey, MD – Emergency Medicine – Courtesy
 Azeemuddin Ahmed, MD – Emergency Medicine – Courtesy

Michal Takacs, MD – Emergency Medicine – Courtesy
 Thomas Striegel, DO – Emergency Medicine – Courtesy

Reappointments

Matthew Prihoda, MD – Family Medicine – Active
George Nacos, MD – Family Medicine – Active
Natalie Matics, MD – Pathology – Courtesy

Matthew Hines, ARNP – Inpatient Medicine – Active
Gerald Decker, MD – Radiology – Courtesy

Term/Relinquish

Jennifer Reece, ARNP – Emergency Med. – Courtesy
Tyler Meseke, PA-C - Emergency Medicine – Courtesy

James Hart, MD - Emergency Medicine – Courtesy
Jakob Olson, PA-C – Surgery – Courtesy

Mitchell reported that the Personnel Committee unanimously approved all credentialing requests.

Policy Updates

Mitchell reported that the Personnel Committee unanimously approved all policy updates.

Driscoll moved to approve the credentialing and personnel report as presented. Second by Weeks. Motion approved 4-0.

MANAGEMENT

CEO Report (Patterson)

- Battle salsa will be on August 26th. There are still open slots available.
- Bench installed in honor of Keith Lazar at the pickle ball court over by Redlinger
- Plant Ops Update (Pettit)
 - Under-slab rough in is 98% complete, backfill of project is 98% complete, steel erection is complete and overall project is nearly 30% complete.
 - Prep for exterior framing will begin later this week and roofing will begin next week.
 - Stego system has been installed to prevent moisture.
 - Change order logs are kept on all changes. Currently the contractor owes \$936.29 and there are pending \$7,158 that are being verified and negotiated.
 - The switch gear is projected to be delivered about six weeks later than current schedule.
 - Project schedule for the next four weeks:
 - Exterior structural stubs
 - Prepping for slab on grate
 - Concrete should be complete by 8/5, weather permitting
 - Roof blocking and roofing
 - Insulated panel delivery & install
- Dermatologist, Jessica Coffey starts at WCHC on August 10th.
- Currently beginning a marketing relationship with J.W. Morgan. They will be redesigning the look and feel with new colors, branding, logos, etc. for WCHC.
- Compliance Plan Update (Dechant)
 - Dechant reported that she removed FY22 from the beginning, removed appendix A due to inaccuracy, and updated the rest of the report for FY23.

Driscoll moved to approve the Compliance Plan Update for FY23, seconded by Weeks. Motion approved 4-0.

PLAN NEXT MEETING AGENDA

The next Board meeting will be held on August 25th, 2022 at 4:00 p.m.

Closed Session

At 5:24 the Board voted to go into closed session according to *State of Iowa Code Chapter 21.5(1)(l)* for Peer Review and for Strategic Planning/Community Based Care “*To discuss patient care quality and process improvement initiatives in a meeting of a public hospital or to discuss marketing and pricing strategies or similar proprietary information in a meeting of a public hospital, where public disclosure of such information would harm such a hospital’s competitive position when no public purpose would be served by public disclosure.*” Present for the closed session were David Bruns, Mike Driscoll, Ed Weeks (phone) and Dave Mitchell. Also present were

Todd Patterson, Andrea Leyden, Bridget Zell, Annie Dechant, and Vina Seeley. All were present at the time of voting to go into the Closed Session.

Bruns moved to go into closed session per *State of Iowa Code Chapter 21.5(1)(l)* for Peer Review and Strategic Planning/Community Based Care. Motion by Weeks, seconded by Driscoll. The motion carried 4-0 with the vote as follows: Mitchell-yes, Bruns-yes, Driscoll-yes, and Weeks-yes.

Dechant left at 5:36pm

At 5:52 p.m. the Board moved to go into open session. Driscoll made a motion to return to open session, seconded by Weeks. The motion carried 4-0 with the vote as follows: Mitchell-yes, Bruns-yes, Driscoll-yes, and Weeks-yes.

No action was taken in open session.

With there being no other business, the meeting adjourned at 5:52 p.m.

David C. Bruns, Chair

Ann C. Williams, Secretary