

WASHINGTON COUNTY HOSPITAL AND CLINICS

Meeting of the Board of Trustees

Thursday, January 25, 2024 – 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 Thursday, January 25, 2024 at 4:00 p.m. Board Members present were Ann Williams, David Mitchell, Ed Weeks, Mike Driscoll, David Bruns, and Sue Basten. Also present were Todd Patterson, Shelli Cleverley, Andrea Leyden, Lisa Zavala, and Steve Schomer.

Recorder: Rachelle Sobaski

Press: None

Medical Staff: None

Public: None

Guest: None

WCHC Staff: Kelsey Bayliss, Dr. Ryan Flannery, Greta Clemons, Jenny Allen, Makyla Maize, Rebecca Van Duren-Sample, Brianna Guyer, Tiffany Halverson, Brian Bockting, Andrew Billhardt, Jacki McKenzie, Angie Atkins-Adams, Amanda Kemp, Brian Bailey, Paige Chalupa, Katy Samo, Sarah J. Greiner, and Matt Dolter

Bruns called the meeting to order at 4:04 p.m.

REVIEW AGENDA

- Due to absence, there is no provider discussion.

MINUTES (Bruns)

The November 29, 2023 Board meeting minutes were presented. Minutes were reviewed and approved with a motion made by Weeks, seconded by Driscoll. Motion approved 6-0.

FINANCE

Financial Report (Cleverley)

- Post Epic Conversion Overview.
 - Multiview- ERP System. There are issues with Chart of Accounts and the build for reporting. These will be reported next week via email for approval.
 - July-October in the legacy system, finances were verified.
 - Focusing on Accounts Payable
 - Revenue Cycle, had training post go-live.
 - Billed so far for November, December, and half of January: \$12m
 - Matt Dolter is currently working on statistics
- Candidate for Billing Bucket: Charges needing verification. These have to be approved by coders and billers. Current Amount: \$4.1m
- Uncoated Candidate for Billing: Charges needing verification. These have to be approved by coders. Current amount: \$2.9m
- Rycan (Claim Scrubber): Claims that have issues, these do not get sent to the payer. Dollar Amount \$6.5m. Net Dollar Amount: Unknown
- Candidate for billing, Uncoated candidate for billing, and pre-AR: Amount: \$19.6M for 2 ½ months. FY24 thru October expected amount \$21m. \$1.5m difference. The \$1.5m is being accounted for in the Rycan bucket at this time.
 - Timeframe to correct: shortest timeframe to file claims is 90 days, 18 days until this takes effect. Timely Filing Bucket in Epic manages these claims. Revenue Cycle team are making these claims a priority.
 - USDA Grant left for the Epic Project, \$250k. Actively looking at spending \$30k-\$50k to bring on Tegria to help supplement a coder and a biller to catch up on all claims. Expectation is 30 days to catch up the back log.

- Patterson and Cleverley meet today with the director of revenue cycle and the business office manager to implement an action plan. Addressing prioritization, benchmarks in place for the team, and tracking productivity.
- Cash
 - Assessable cash: \$19.4m (Includes investments)
 - Foundation assets: \$9m
- County Budget
 - Required date to submit: April 30, 2024. Public hearing in the near future.

MEDICAL STAFF REPORT (Schomer)

- MEC met on Monday, January 22, 2024 and Schomer shared two policies that were reviewed and approved by MEC.
 - Diagnostic mammograms and breast ultrasounds. The standing order will allow patients to directly call the imaging Department Scheduler to schedule their follow up Diagnostic Mammogram and/or Breast Ultrasound.
 - Home INR Monitoring Policy. This policy is to establish a consistent process for managing using home INR monitors that involves a small number of end user staff in order to promote patient safety and minimize risks for patient harm.
- Incident Reporting
 - Adverse Event (2)- **Imaging**- imaging IV contrast infiltration. Process followed, ED provider assessed and RCI reviewed imaging for infiltration. **Emergency Department**- Medication error, weight-based Tylenol peds error. Appropriate follow up by ED provider.
 - Communication (1)- **Imaging**- Due to confusion on only MRI vs DEXA caused delay. Patient was also upset about needing to sign ROI.
 - Complaint (1)- **Inpatient**- Patient's family was wanting Nursing Home placement, patient alert and oriented at baseline, patient refused.
 - Process (3)- **Inpatient**- Ortho post op pain and location recovery. MedSurg staff education and training as OR's volume increases. **Inpatient**- Patient fell in room trying to get up without assistance, while staff was in the room. CT done to assess goose egg over left eye. Patient was moved to camera room. Implementing fall report off. **Inpatient**- Patient fell in room when walking through the bathroom doorway with walker and lost balance, no pain.
 - Rapid Response (1)- **Parking lot**- Patient fell in parking lot. Area assessed, unsure how patient fell. Small scrap on wrist.
 - Staff Safety Concern (2)- **Clinic**- 2 verbally aggressive patients towards staff. Working with providers to determine action plans for clinic visits. Both patients have been contacted and informed their behavior will not be tolerated.
 - Mechanical Failure (1)- PeriOp- 3 OR cancelations due to a belt going out on the air handling unit. This caused the OR temperature to rise. The 3 patients were rescheduled to later dates at WCHC.
- Infection Prevention
 - Candida Auris Education
 - An emerging drug-resistant fungus that can cause severe illness. Anyone can carry C. Auris on their body without being sick, otherwise known as colonization.
 - Currently, there is no decolonization strategy for C. Auris.
 - AFM (Acute Flaccid Myelitis) Education

- Serious neurologic condition that affects the nervous system, specifically the area of the spinal cord called gray matter. Thus, causing the muscles and reflexes in the body to become weak. Most common in pediatric patients, 90% cases are peds. Confirmation done by MRI

PERSONNEL

- Personnel/Credentials Request (Basten)
 - The Personnel Committee met on Thursday, January 25, 2024 to review and approve the following credentialing/privileging files:

Provider Last Name	Provider First Name	Credential	EMPLOYER	SERVICE/DEPT OF MEDICINE	PRIVILEGE Effective DATE	SCHEDULED START DATE
COMPLETED						
<i>Initial Appointment (Provisional)</i>						
Najmi-Varzaneh	Farnaz	MD	RCI	Radiology	2/1/2024	2/1/2024
Miniter	Michael	MD	UnityPoint Specialty Clinic	Rheumatology	02/01/24	2/20/2024
Steers	Laura	MD	UIHC	OBGYN	02/01/24	2/1/2024
Weaver	Corbin	MD	UIHC	OBGYN	02/01/24	2/1/2024
Porter	Lacie	ARNP	WCHC	Family Medicine	02/01/24	2/5/2024
<i>Provisional-to-Full Privileges</i>						
N/A						N/A
<i>Reappointment</i>						
Horcher	Alysia	PA-C	UIHC	Emergency Medicine	02/01/24	N/A
STILL PROCESSING						
Miller	Michael	MD	UIHC	Emergency Medicine	03/01/24	
Shafer	Sarah	MD	UIHC	Emergency Medicine	03/01/24	
TERMING PROVIDERS						
Mougey	Christopher	PA-C	UIHC	Emergency Medicine	N/A	N/A
OTHER						
Green	Benjamin	DO	WCHC	General Surgery	02/01/23	N/A

- Basten reported that the Personnel Committee unanimously approved all credentialing/privileging files.
- Two policies were reviewed and approved via email due to time. Home INR and Diagnostic Mammogram and Breast Ultrasound Follow-Up Standing Orders.

Quality (Leyden)

- CHIP (Community Health Improvement Project)
 - A Community Health Assessment and Community Health Improvement plan is a community-wide process for identifying the most important factors affecting health in the community, and developing a plan to improve health by utilizing community strengths and working to fill gaps that are identified. Done every 5 years.
 - Top priorities identified through the CHA include: mental health, access to health care, obesity/overweight, substance abuse, affordability of child care, housing, wages, and social connectedness.
 - Suggested Strategies
 - Distribute pamphlets with mental health resources specific to Washington County
 - Increase the number of events hosted by the Washington County Mental Health Coalition
 - Host community education sessions to discuss mental health stigma.

- Include substance abuse in the conversations and education surrounding mental health and well-being
 - Plan a farmers' event, including input from local farmers.
 - Collaborate with local businesses to help provide access to mental health services through Employee Assistance Programs.
 - Partner with local YMCA and/or schools to establish a free indoor walking program.
 - Establish community gardens and enhance those that already exist.
 - Map outdoor designated walking paths near business districts to encourage employees to be active throughout the day.
 - Partner with local organizations to host educational sessions to promote healthy eating to community members
 - Partner with Farmers' Markets to increase availability of healthy eating options.
 - Host online cooking demonstrations to encourage budget-friendly healthy food options
 - Increase awareness of existing healthy eating and active living activities in the community.
 - Collaborate with local businesses to promote worksite wellness initiatives.
 - Establish a 'snow buddies' program to assist older adults with snow removal.
 - Establish a Washington County volunteer network
 - Partner with local libraries to host support groups with likeminded needs and goals.
 - Partner with schools to increase opportunities for students to interact with older adults.
 - Utilize Farmers' Market partnerships to increase awareness of existing groups/coalitions
 - Plan a veterans' event, seeking input from VA Hospitals (possibly Iowa City's)
- WCHC Infection Preventionist- Appointment Sarah J. Greiner
- Greiner has been at a conference all week getting certified as an Infection Preventionist. Appointing Sarah J. Greiner as Infection Preventionists was approved at the Quality/Safety/Infection Prevention and MEC meeting.

Bruns made motion to approve appointing Sarah J. Greiner BSN, RN as Infection Preventionist, seconded by Weeks. Motion carried.

- Trauma Survey Report
- Iowa Public Health Survey for our level IV trauma care facility was completed virtual on January 11, 2024 by Dr. Amy Kumagai, Beth Fuchsen, and Sarah Eason. Tour consisted of the Emergency Department, lab, and imaging.
 - Strengths:
 - Knowledgeable and Commitment management to the trauma program
 - Dr. Hans House, Trauma Medical Director, is the strength to the trauma program. Provides insight and continuity of care for injured patients.

- Washington County Hospital and Clinics has an outstanding relation with The University of Iowa Hospital and Clinics. Demonstrated by contracting with UIHC to provide Emergency Medicine Boarded ED physicians. Not normally seen at a critical access hospital.
- EMS collaboration is evident and is a strength.
- Maintaining 24/7 in-house Hospitalists. Not normally seen at a critical access hospital.
- Integrating the Quality Department, including a data analyst.
- Recommendations:
 - Self-Assessment Categorization Application and supporting documents be submitted by the State's requested due date at the next verification in 2027.

CEO REPORT (Patterson)

- Introductions
 - Brianna Guyer- Compliance Officer
 - Rebecca Van Deuren-Sample- Project Manager
 - Jacki McKenzie- ED/Inpatient manager
 - Dr. Ryan Flannery, MD- CMIO
- Facilities Update
 - Russell Construction. Once agreement is finalized this
 - Robert Nicola
 - Emergency Entrance
 - McCreedy Renovation
 - Cafeteria
- Epic Update (Zavala)
 - Ongoing Support/Governance Structure: Epic Governance Committee meetings weekly, reporting Governance committee meetings monthly, and UIHC/Community Connect reoccurring meetings.
 - Budget Health Report
 - Budget Status: On Track
 - Funding: \$6.1m
 - Reserves: \$250k+
 - Considerations:
 - Epic enhancement & hardware optimization requests
 - Funding Epic newly released functionality
 - Epic focused projects
 - Revenue Cycle support
 - IT assessment/strategic planning
 - Certifications
 - Provider/Staff Feedback (Flannery)
 - Overall feedback: Providers are still in the "learning and adapting phase: Typical time is 6-9 months to full adapt to Epic.
 - Positives
 - Information sharing across the entire organization
 - Efficiencies in system for charting and completing work
 - Continued Opportunities/Focus
 - Taking longer time to complete work: Answering patient messages, loading patients' clinical information into new system, etc.

- Messages are more time consuming
- Organizing and clarifying patients' medications are difficult and time consuming
- Provider schedules are not yet up to full capacities as pre-Epic levels.
- MyChart
 - Support
 - Informatics team handles staff and patient related MyChart troubleshooting.
 - Most patient related calls are to unknown user name and/or password.
 - Educational Opportunities
 - Informatics is working with UIHC to create an employee MyChart engagement training
 - Looking to start mid-February
 - Will offer multiple 1-hour courses to staff to learn more about MyChart functions and features.
 - Staff will be given an opportunity to sign up for their own MyChart if they haven't done so already.
 - MyChart/eCheck-In Dashboard
 - MyChart WCHC activations by week
 - MyChart Scheduled appointments
 - MyChart Trended Status
 - MyChart eCheck-In Completion Rate
 - Epic Roadmap & Considerations:

Functionality	Description	Status
Bugsy	Infection prevention Epic module	Approved
Fast Pass	Waitlist functionality	Approved
Rover	Allows clinicians to record documentation and conduct barcode validation at the point of care, typically the patient bedside	Pending Approval
Welcome App	Facilitate patient check-in, documentation, and registration and simplify the process of capturing patient insurance information and other key metrics.	Roadmap
Secure Chat	Secure Chat lets users have conversations with a single recipient or with a group of colleagues securely in Hyperspace or on a mobile device using Haiku, Canto, or Rover	Roadmap
Compass Rose	Care Management tools in Epic	Roadmap

- Hardware/Imprivata Optimization (Maize)
 - Imprivata- Allows user's credentials to pass to Epic when Epic times out or if a user connects to another computer.
 - Hardware- Received 21 requests to date
 - 12 completed/closed approx. \$6.2k

- 4 pending investigation/further review approx. \$17.7k
 - 5 ordered/installing approx. \$2.2k
- WCHC Daily Pulse Check (Dolter)
 - Features: Embedded metric definitions, embedded trending, conditional formatting (favorable/unfavorable), conditional formatting (high/low).
 - Patient Access: Office visit volumes, lead days, new patient rates, cancel rates, etc.
 - Inpatient & Emergency: Inpatient metrics such as (Admits, discharges, census, length of stay, etc.). Emergency Department (arrivals, discharges, returns within 72 hours, etc.).
 - Revenue Cycle: Combines HB and PB metrics into one graph, trends AR days, CFB days, and PB AR Days.
 - Other support: Includes call date for clinics, cardiology/physical therapy, and registration. Includes CRM events entered in the Epic CRM module, Spiceworks tickets marked as Epic-related and the non-Epic related.
- Marketing Update (Clemons)
 - 2023 Review
 - Additional Neurology provider – Stephanie Sparks, ARNP
 - 5 providers:
 - Dr. Jamie Greiner (*Family Medicine*)
 - Tyler Bayliss, ARNP (*Family Medicine*)
 - Lisbeth Whaley, DNP (*Mental Health at McCreedy Medical*)
 - Dean Vantiger (*Long term Care Provider*)
 - Brian Murphy (*McCreedy Medical Clinic*)
 - Added Pulmonology – Dr. Andy Ashby to the KRHSC
 - Added Clinical Pharmacist, Sarah FitzPatrick
 - Epic/MyChart
 - Established the Ken and Rosemary Hanson Specialty Clinic
 - The Hub was established in Downtown Washington
 - Coolest Places to Work Honoree
 - 2023 Performance Leadership Award for Excellence in Patient Perspective
 - WCHC in the Community
 - Over 450 volunteer hours
 - Participated/sponsored 41 Community Events
 - KeWash Half Marathon
 - Blood Drives
 - Washington County Fair
 - Annual Dinner
 - And more!
 - Held 6 community events (Kidzfest, VIPink, Golf, Clay Shoot, Pickleball)
 - Current Projects
 - HR Recruiting Campaigns (*digital ads, social media*)
 - Updating Marketing Materials
 - Brochures, fliers, business cards, booklets, handouts, etc.
 - New Website (*JW Morton update*)
 - Gearing up for event season

- Upcoming Projects
 - Rater 8
 - External signage update
 - Strategic Planning
 - Legislative Briefing
 - February 9, 2024: Heather Hora and Dawn Driscoll
 - Lunch provided
 - WCHC Christmas Party, Friday February 2, 2024.
- Strategic Plan
 - 1 of 3 sessions begin on Friday February 2, at Marr Park.
 - Survey has been sent out to express strengths, comments, concerns, and room for improvement. Please let Patterson know if you would like it sent to you, if you haven't already received it.
- National Guard MOU
 - Job shadowing in the Emergency Room. Medics, lab techs, etc.
- Service Update
 - Outreach:
 - Podiatry, Dr. Bruce Fridinger, started 01/08/2024
 - OBGYN, Dr. Laura Steers and Dr. Corbin Weaver, started 01/05/2024
 - Surgical starting in the Spring
 - Possible Surgical Urology, more to come
 - Rheumatology, Dr. Michael Minitier, starts 02/27/2024
 - Family Medicine:
 - Courtney Cochran, ARNP started 01/01/2024, mentored by Dr. Matthew Pihoda
 - Lacie Porter, ARNP, starting 02/01/2024, mentored by Dr. David Nacos

PLAN NEXT MEETING AGENDA

The next regular Board of Trustees meeting will be held on February 29, 2024 at 4:00 p.m.

Wednesday, February 14, 2024 is the next building survey, Williams and Mitchell.

Closed Session

At 5:52 p.m. Driscoll moved to go into go into closed session, seconded by Williams according to:

State of Iowa Code Chapter 21.5(1)(I) 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, Sue Basten, Ann Williams, David Mitchell, Mike Driscoll, and Ed Weeks. Also present were Dr. Stephan Schomer, Todd Patterson, Andrea Leyden, Shelli Cleverley, Lisa Zavala and Rachelle Sobaski. All were present at the time of voting to go into the Closed Session. Motion to move into closed session by Driscoll, seconded by Williams. The motion carried 6-0 with the vote as follows: Bruns-yes, Basten-yes, Williams-yes, Weeks-yes, Driscoll-yes, and Mitchell-yes.

At 6:45 p.m. the Board moved to go into open session. Weeks made a motion to return to open session, seconded by Basten. The motion carried 6-0 with the vote as follows: Bruns-yes, Basten-yes, Williams-yes, Mitchell-yes, Driscoll-yes, and Weeks-yes.

Meeting Adjourned at 6:45 p.m.

David C. Bruns

David Bruns, Chair

Signature: David C. Bruns
David C. Bruns (Mar 4, 2024 07:08 CST)

Email: david.bruns@edwardjones.com

Ann C. Williams

Ann C. Williams, Secretary

Signature: Ann C. Williams
Ann C. Williams (Mar 4, 2024 11:06 CST)

Email: ann.c.williams@fbfs.com











Board of Trustees Minutes 01.25.2024

Final Audit Report

2024-03-04

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