

WASHINGTON COUNTY HOSPITAL AND CLINICS

Meeting of the Board of Trustees

October 26, 2023 – 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, October 26, 2023 at 4:00 p.m. Board Members present were David Bruns, Ann Williams, Sue Basten, Mike Driscoll, Mike Van Osdol, and David Mitchell. Also present were Todd Patterson, Andrea Leyden, Stephan Schomer, MD, Lisa Zavala, and Shelli Cleverley.

Recorder: Rachelle Sobaski

Press: None

Medical Staff: None

Public: None

Guest: John Nelson with FORVIS

WCHC Staff: Jessica Reed, Crystal Herbert, Tracy Ousey, Amanda Kemp, Paige Chalupa, John Woodard, Amanda Van Weeldon, Greta Clemons, Chelsy Sellers, Katy Samo, Tiffany Halverson, and Andrew Billhardt.

Bruns called the meeting to order at 4:05 p.m.

REVIEW AGENDA

- No Changes

MINUTES (Bruns)

The September 28, 2023 Board meeting minutes were presented. Minutes were reviewed and approved with a motion made by Basten, seconded by Mitchell. Motion approved 6-0.

BOARD EDUCATION

- **HR Update FY23**
 - Current Status
 - Full-Time: 258
 - Part-Time: 18
 - PRN: 41
 - Turnover
 - Full-Time: 37
 - Part-Time: 4
 - PRN: 12
 - Turnover Categories
 - Resigned: 31
 - Retired: 12
 - Relocated: 6
 - Terminated: 4
 - Tenure
 - <1 year: 15
 - 1-4 years: 20
 - 5-9 years: 11
 - 10+ years: 7
 - FY23 overall turnover: 19% Goal: 12%

FINANCE

FY 2023 Audit Review (Nelson) *Includes both Hospital and Foundation Financials

- Change in net position, as internally reported \$3,963,584
- Adjustments

- Management proposed entries \$202,447
- Entries outsourced to FORVIS
 - Cost report settlement \$367,008
 - GASB 87, Leases (\$4,870)
 - Adoption of GASB 96, Subscription-Based Technology Assets (\$5,162)
- Audit Adjustments
 - Accrued Series 2023 bond interest (\$37,506)
 - Accounts payable cut-off (\$65,416)
 - Accounts receivable detail to general ledger (\$89,809)
- Change in net position, per audited financial statements \$4,330,276
- Financial Ratios
 - Days Cash on Hand: **2022**-254 **2023**- 240
 - Net Days in AR: **2022**-45.9 **2023**-49.5
 - Operating margin: **2022**-6.4% **2023**-1.95%
 - Total Margin: **2022**-13.3% **2023**-7.8%
- Matters Discussed with Management
 - Issuance of Loan Series 2023
 - Implementation of GASB 96
 - GASB Nos. 68 and 72 disclosures- IPERS
- Deficiencies
 - Purchases Cycle- Recommendation: Another person be responsible for check signing and access to those checks after they are signed.
 - Revenue and Cash Receipts Cycle- Recommendation: Separating duties of persons receiving cash and the ability to record transactions.
- Washington County Hospital Audit FY23



DRAFT -
Washington County

The Board of Trustees approved the FORVIS FY2023 Financial Audit with a motion by Driscoll; seconded by Mitchell. Motion carried 6-0.

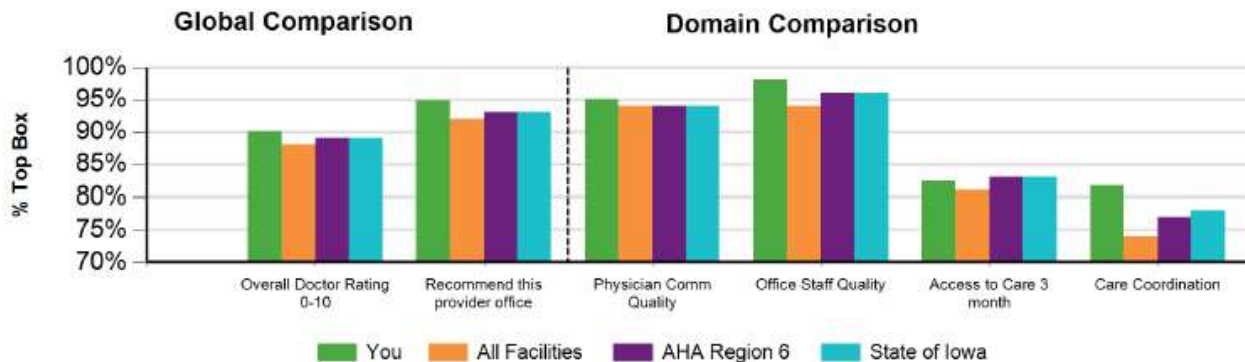
September 2023 Financial Report (Cleverley)

- Admissions
 - Acute- 33
 - Skilled- 6
 - Observation- 61
- Patient Days
 - Acute- 99
 - Skilled- 30
 - Observation- 91
- Outpatient Volumes
 - Lab- 15,331
 - Imaging- 1,920
 - Surgeries- 22
 - Other Procedures- 105
 - ED Visits- 720
 - Ancillary Visits- 4,877
 - Primary Care Clinic- 3,560

- Specialists Clinic- 893
- Outreach Visits- 540
- Key Indicators
 - Days Cash on Hand—Target: 195, Month: 161, FYTD: 165
 - Operating Margin—Target: 0%, Month: 2.6%, FYTD: (2.7)%
 - Total Margin—Target: 4.0%, Month: 1.8%, FYTD: (1.3)%
 - EBIDA Margin—Target: 10%, Month: 6.5%, FYTD: 3.6%
 - Gross AR Days—Target: 40, Month: 45, FYTD: 45
- Operating Income Statement – Month
 - Patient Service Revenue: \$7.7M – 1% above budget
 - Contractuals: \$3.7M – 2% under budget
 - Net Patient Service Revenue: \$4M – 11% above budget
 - Other Operating Revenue: \$710k
 - Total Operating Revenue: \$4.7M – 10% above budget
 - Total Operating Expenses: \$4.6M – 4% above budget
 - Loss from Operations: (\$120k)
 - Net Income: \$87k – Unrealized gain on investments = (\$33,280)
 - EBIDA: \$304k
- Capital Requests
 - AXIS Microscope- Splitting the cost with Dr. Reeds (ENT) office.
 - Microscope was already purchased due to \$2k increase on 10/16/2023.
The Board of Trustees approved the AXIS Microscope with a motion by Williams; seconded by Basten. Motion carried 6-0.
 - Commercial Double Deck Oven
 - This was originally budgeted for FY24, then bumped to FY25. However, it has now broke down.
The Board of Trustees approved the Commercial Double Deck Oven with a motion by Driscoll; seconded by Mitchell. Motion carried 6-0

Patient Experience

- Reviewed Care Slide
 - Started the year off rough, but we are noticing improvement. Items impacting the results are access (provider retirements, shifting in clinics, Epic training) and short staff. Improving the score is increased imaging.
- Review Press Ganey
 - Global and Domain comparisons show everyone is experiencing access issues.



MEDICAL STAFF REPORT (Schomer)

- The MEC met on 10/23/23 and Schomer shared in Policy and Procedures there was a long list of policies that needed reviewed due to Epic implementation:
 - Imaging Exam Orders and Results
 - Radiation Safety
 - Electronic Signature
 - Coding Guidelines
 - Personal Representative
 - Chart Maintenance for Patients Transferred from Acute to Skilled Status
 - Billing Integrity
 - Medicare Billing for Provider-Based Clinics
 - Medical Record Monitoring
 - Sanitization of Pharmacy Controlled Sterile Compounding Environments
 - Hazardous Drug Procedures for Pharmacy Sterile Compounding Environments
 - Hazardous Drug Policy for Pharmacy
 - Hand Hygiene, Garbing, Aseptic Technique and conduct of Pharmacy Personnel in Controlled Area Overview
 - Quality Assurance for Pharmacy Sterile Compounding Staff and Environments
 - Blood and Blood Product Transfusion
 - Critical Lab Results
 - Procedure: Computerized Protocol, Verbal, and Telephone Orders
 - Outpatient Blood Testing for Law Enforcement Purposes

ER nursing protocols were approved at med exec with the addition of renal insufficiency as a contraindication for Ibuprofen to the treatment of symptomatic fever or pain protocol.

- Quality & Safety
 - 6 medication errors (4-Inpatient, 2-Beans), 2 patient falls (1-Inpatient, 1-Specialty Clinic), 3 complaints (2-ED, 1-Inpatient).
 - Our new incident command reporting system will take effect January 1st. We are currently closing out open QSTATIM cases.
 - Leyden will be taking over Quality and Peer Review in Denyse Gipple departure.
 - Two TB exposures have been reported.
 - There is 1 peer review still under review. This will be discussed in closed session.

PERSONNEL

➤ Personnel/Credentials Request (Basten)

- The Personnel Committee met on October 26, 2023 to review and approve the following credentialing/privileging files:

Last Name	First Name	Credential	Employer	Specialty	Medical Staff Category	Appointment Type	Delineation of Privileges	Effective Date
Initial Appointment (Provisional)								
Whaley	Lisbeth	ARNP	WCHC	Family Medicine	Active	Provisional	Family Medicine/Mental Health	10/23/23
Lambrecht*	Emily	ARNP	WCHC	Inpatient Medicine	Contracted	Provisional	Inpatient Medicine/Hospitalist	11/01/23
Provisional to Full								
None								
Reappointments								

Dugdale*	Brooke	MD	UIHC	Emergency Medicine	Courtesy	Reappointment	Urgent Care Medicine, Pediatric and Adult Emergency Medicine	11/01/23
Ghosheh	Tanner	MD	RCI	Radiology	Courtesy	Reappointment	Ancillary Medicine/Radiology, Radiology/Diagnostic, Vascular and Interventional Radiology	11/01/23
Hanigan	Michael	MD	RCI	Radiology	Courtesy	Reappointment	Ancillary Medicine/Radiology, Radiology/Diagnostic, Vascular and Interventional Radiology	11/01/23
King	Dana	MD	UIHC	Emergency Medicine	Courtesy	Reappointment	Urgent Care Medicine, Pediatric and Adult Emergency Medicine	11/01/23
Term/Relinquish								
None								
Other								
Lambrecht	Emily	ARNP	WCHC	Inpatient Medicine	Contracted	Provisional	Inpatient Medicine/Hospitalist	
Dugdale	Brooke	MD	UIHC	Emergency Medicine	Courtesy	Reappointment	Urgent Care Medicine, Pediatric and Adult Emergency Medicine	

- Basten reported that the Personnel Committee unanimously approved all credentialing/privileging files.
- Basten reported that the following policies, as mentioned by Schomer in the Medical Staff Report were reviewed and approved with no recommended changes.

CEO REPORT (Patterson)

➤ Epic Update (Zavala)

- Epic received an ISO certification related to information security management, which would apply to PHI information. This applies to Epic and the parent and child host site.
- Overall status: Watch
- Budget is on track
- Training is on track and will continue after Go-Live.
- Build/Integration is on watch status. Reported as 95% complete
- Epic Conversions- 11/3-11/4, Epic Cutover- 11/10-11/11, and Go-Live 11/10-11/24

GO-LIVE COMMAND CENTER

Category	Detail
What is the Command Center	Established to ensure the logistics and processes necessary to support the organization are in place and functioning before and throughout the go-live period.
Functions of the Command Center	<ul style="list-style-type: none"> ✓ Central governance and support structure ✓ Go-live communications management ✓ Issue management and resolution tracking ✓ Fielding questions and educational needs ✓ Deployment of resources when needed ✓ Facilitate daily debrief meetings
Location	<ul style="list-style-type: none"> ✓ WCHC RNCR conference room reserved the week of go-live ✓ Zoom virtual meeting/break-out rooms to be scheduled
Who will be Staffing	<ul style="list-style-type: none"> ✓ WCHC and UIHC Project Management ✓ Note: WCHC Informatics, IT, and Super Users will provide end-user floor support
Dates and Hours of Support	<ul style="list-style-type: none"> ✓ Dates: Friday 11/10 – Friday 11/17 ✓ Hours: 8 AM – 5 PM
Method of Communication	<ul style="list-style-type: none"> ✓ Epic Teams site ✓ Zoom virtual conference bridge
Issues Escalation & Management	<ul style="list-style-type: none"> ✓ Epic related issues will be tracked centrally by the Command Center to ensure timely resolution. Logistics of ticket submission will be shared with WCHC leaders.
Go-live Resources	<ul style="list-style-type: none"> ✓ Epic Go-live support binders to be distributed <ul style="list-style-type: none"> • Examples: <ul style="list-style-type: none"> ▪ Issues sheets ▪ Escalation path for urgent issues ▪ Phone number to command center & hours of operation ▪ Onsite support schedule ▪ Tip sheets

- Marketing Communications
 - Press Release
 - Patient Portal
 - News: Newspaper, Radio
 - Social Media
 - Hand-outs/Signs with QR Codes
 - Washington Live
 - WaterCooler
 - Go-Live Support Binders
- Revenue Cycle training happens after Go-Live for best practices.
- **Annual Report (Clemons)**
 - Provided all board members with a draft. They will contact Greta with any recommended changes. Final will be sent out in November.
 - Wells Park Landscaping 11/03/2023 tree planting will be completed. The engraved rock for Dr. Cappers memorial will be at this location as well. Apple Cider, Hot Chocolate, and cookies will be provided.
- Reviewed Town Hall
 - Attending the Coolest Places To Work Dinner on November 30th.
 - All employee bonus, which will be paid out on November 16, 2023. With the help of the WCHFoundation to fund the giving.
 - Annual PTO payout has been moved to quarterly
- Primary Care
 - Lisbeth Whaley, ARNP starts seeing patients on 11/13 as a mental health provider.
 - Brian Murphy ARNP will start seeing acute patients in November two days a week under a 1-year contract.
 - Courtney Cochran will start in January. She will work with Dr. Prihoda seeing his patients every Monday and Wednesday, then seeing her own patients two days a week.
 - Dr. Debbie Gibbs has added Thursdays to her normal schedule in Columbus Junction. As of January 1st, she will be in Columbus Junction full time.
 - Holiday Party, February 2, 2024. All invited plus 1. Invitations will be sent out. RSVP to Emme.
 - Judy and Jean Driscoll Drive for Excellent award winners: Chelsey Fisher and Josh Sample. Driscoll All Star Award is given to those who are nominated 3 times in a row. They get to pick from WCHC items.

PLAN NEXT MEETING AGENDA

The next regular Board of Trustees meeting will be held on November 29, 2023 at 4:00 p.m.

November 21, 2023 next Board Member/Provider discussion, Williams and Driscoll with Dana King, MD and Peter Georgakakos, MD, Emergency Medicine providers.

Closed Session

At 5:27 p.m. Driscoll moved to go into closed session, seconded by Mitchell 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 Mike Van Osdol. 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, Van Osdol-yes, Driscoll-yes, and Mitchell-yes.

At 6:00pm the Board of Trustees remained and admin left for the CEO Performance Review.

At 6:30 p.m. the Board moved to go into open session. Mitchell made a motion to return to open session, seconded by Driscoll. The motion carried 6-0 with the vote as follows: Bruns-yes, Basten-yes, Williams-yes, Mitchell-yes, Driscoll-yes, and Van Osdol-yes.

The Board of Trustees approved the CEO incentive pay bouse for FY2023 and CEO base salary for FY2024 with motion by Driscoll, seconded by Van Osdol as discussed in closed. Motion carried 6-0

Adjourned at 6:31 p.m.

David C. Bruns
David C. Bruns (Nov 30, 2023 07:22 CST)

David Bruns, Chair

Ann C. Williams
Ann C. Williams (Nov 30, 2023 17:33 CST)

Ann C. Williams, Secretary











October BOT Minutes 10.26.23

Final Audit Report

2023-11-30

Created:	2023-11-29
By:	Rachelle Sobaski (rsobaski@wchc.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAIr_CdWTtpoykFSg8Y9XyX1X6CkS4Anhk

"October BOT Minutes 10.26.23" History

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-  Signer david.bruns@edwardjones.com entered name at signing as David C. Bruns
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-  Signer ann.c.williams@fbfs.com entered name at signing as Ann C. Williams
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-  Document e-signed by Ann C. Williams (ann.c.williams@fbfs.com)
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