

## WASHINGTON COUNTY HOSPITAL AND CLINICS

### Meeting of the Board of Trustees

Thursday, August 28, 2025 – 4:00 p.m.

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The Washington County Hospital and Clinics Board of Trustees met in the Hospital Conference Room to conduct the monthly Board meeting on Thursday, August 28, 2025 at 4:00 p.m. Board Members present were David Bruns, Sue Basten, David Mitchell, Ed Weeks, Mike Driscoll, and Ann Williams. Also present were Todd Patterson, Andrea Leyden, and Phil Roudabush

*Recorder:* Rachelle Sobaski

*Press:* None

*Medical Staff:* None

*Public:* None

*Guest:* None

*WCHC Staff:* Rachelle Sobaski, Andrew Billhardt, Greta Clemons, Sarah Adrian, Tonya Wageman, Chelsy Sellers, Bob Emry, Brian Bockting, Brianna Guyer (zoom), Dan DeWolf, Sarah Greiner, Kelsey Bayliss, Makyla Maize

Bruns called the meeting to order at 4:02 p.m.

#### REVIEW AGENDA

- None

#### MINUTES (Bruns)

*The Thursday, July 31, 2025 Board meeting minutes were reviewed and approved with a motion made by Weeks, seconded by Basten. Motion carried.*

#### BOARD EDUCATION

##### Provider Discussion (Basten & Williams)

Basten shared they met with Dr. Trevor Martin. He shared he enjoys using Dax Co-Pilot as he feels more present with the patients. He enjoys being able to see on his watch when a patient is being roomed, this helps him with time management. Dr. Martin gave compliments towards his staff. He shared concerns of cost and inflation and he hopes the hospital is focusing on quality care and will not sacrifice this due to cost.

#### FINANCE

##### Financial Report (Billhardt)

- Statistic Summery

<b>Admissions</b>						
	<u>25-Jul</u>	<u>24-Jul</u>	<u>Variance</u>	<u>YTD</u>	<u>Prior YTD</u>	<u>% Change</u>
Acute	36	14	22	36	14	61
Skilled	7	2	5	7	2	71
Observation	54	72	(18)	54	72	(33)
<b>Total Admissions</b>	<b>97</b>	<b>88</b>	<b>9</b>	<b>97</b>	<b>88</b>	<b>9</b>

<b>Patient Days</b>						
	<u>25-Jul</u>	<u>24-Jul</u>	<u>Variance</u>	<u>YTD</u>	<u>Prior YTD</u>	<u>% Change</u>
Acute	175	123	52	175	123	30
Skilled	28	12	16	28	12	57
Observation	112	109	3	112	109	3
<b>Total Patient Days</b>	<b>315</b>	<b>244</b>	<b>71</b>	<b>315</b>	<b>244</b>	<b>23</b>

<b>Outpatient Volumes</b>						
	<u>25-Jul</u>	<u>24-Jul</u>	<u>Variance</u>	<u>YTD</u>	<u>Prior YTD</u>	<u>% Change</u>
Lab	13,668	11,723	1,945	13,668	11,723	14
Imaging	2,196	1,962	234	2,196	1,962	11
Surgeries / Procedures *	188	157	31	188	157	16
Rehab Visits **	848	777	71	848	777	8
Emergency Department	712	697	15	712	697	2
OTIC	238	234	4	238	234	2
Wound	125	32	93	125	32	74
Ancillary Visits	5,222	4,725	497	5,222	4,725	10
Primary Care Clinic	5,098	1,381	3,717	5,098	1,381	73
Specialty Clinic	694	692	2	694	692	0
Outreach Visits	559	514	45	559	514	8

\*endoscopies, ophthalmology, pulmonology  
\*\*physical, occupational, speech therapies

○ Key Indicators

- Days Cash on Hand
  - Goal: 175
  - Month: 172
  - FYTD: 162
- Days in AR
  - Goal: 40
  - Month: 46.9
- Operating Margin
  - FYTD: 8%
  - Goal: 0%
- Total Margin
  - FYTD: 14%
  - Goal: 4%
- EBIDA
  - FYTD: 19%
  - Goal: 10%

➤ Revenue Cycle Report (Roudabush)

- Roudabush gave an overview of days in A/R, revenue cycle management, A.I and our plans with A.I, and Epic UGM.

**Quality (Leyden)**

➤ Final FY24 Press Ganey Results

- Leyden shared how FY25 ended compared FY24 with patient satisfaction. Shared things implemented in FY25, from adding providers and services to renovations. Leyden shared WCHC is continuously working on improving the patient satisfaction score.

## MEDICAL STAFF REPORT (Leyden)

- Medical Executive Committee met on Monday, August 25, 2025. Reviewed credentialing and privileging and policy and procedures.
  - Quality & Safety- Discussed CRM's and COPIC was on-site for a survey. This went well.
  - MRUR- Reviewed discharge summaries, ByLaws, and Left Without Being Seen Patients.

## PERSONNEL (Basten)

- Personnel/Credentials Request
  - The Personnel Committee met on Thursday, August 28, 2025 at 3:45pm 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	NOTES
<b>COMPLETED</b>							
<i>Initial Appointment (Provisional)</i>							
McDonald	Conner	MD	UIHC	Emergency Medicine	09/01/25		Initial period: 09/01/2025- 08/31/2027
Frier	Curtis	DO	WCHC	Family Medicine	09/01/25		Initial period: 09/01/2025- 08/31/2027
<b>Provisional-to-Full Privileges</b>							
Cassell	Austin	RRA	RCI	Radiology	N/A	N/A	*Provision to Courtesy
Singhal	Monika	MD	WCHC	Psychiatry	N/A	N/A	*Provision to Active
<b>Reappointment</b>							
Georgakakos	Peter	DO	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Heman	Laura	MD	RCI	Radiology	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
House	Hans	MD	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Junker	Christian	PA-C	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Murphy	Brian	ARNP	WCHC	Family Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Nugent	Andrew	MD	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Van Heukeleom	Jon	MD	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
Briggie	Katherine	DO	UIHC	Emergency Medicine	09/01/25	N/A	Reappointment period: 09/01/2025- 08/31/2027
<b>TERMINING PROVIDERS</b>							
DiCorso	Beverly	PA-C	UIHC	Emergency Medicine	09/01/25	N/A	Finished WCHC rotation
Landal de Almeida Lobo	Giovana	MD	UIHC	Emergency Medicine	09/01/25	N/A	Finished WCHC rotation

- Basten reported that the Personnel Committee unanimously approved all credentialing/privileging files and policies.
  - Bereavement Leave
  - Hospital Use of Force
  - Terminating Provider-Patient Relationship
 Approved By Compliance officer
  - Advanced Practice Provider Requirements
  - Employee Influenza Vaccination
  - Employee Illness
  - New Employee Orientation
  - Tobacco Free Campus
  - Mandatory Reporter Training
  - Clergy Visitation
  - Social Services Swing Bed
  - Emergency Medical Treatment and Active Labor Act- EMTALA
  - Antitrust Guidelines
  - Standard Disclosure of Change(s) in Ownership
  - Retention of records and Documents

## CEO REPORT (Patterson)

- FY25 Gold Standards
  - Metrics that will be covered at every board meeting. These metrics will help with future planning. They cover average age of plant, fixed asset turnover ratio, FTEs per \$1M revenue, salaries and benefits % of expenses, cash + investments to debt, debt capacity

- index, debt service coverage ratio, debt to capitalization, gross days in A/R, net collection rate, days cash on hand, operating margin, total margin, and EBIDA margin.
- If we achieve a 0% operating margin after close of December, staff will receive a \$500 bonus. If we achieve a 2% operating margin after close of December, staff will receive a \$1,000 bonus.
- Market Share analysis and IHA Hospital Impact was shared.
- Mediapolis
  - We continue to grow with patient visits. However, out imaging orders have dropped. We are looking into this.
  - Press Ganey scores were shared.
- Roundtable OBBBA
  - Patterson continues to attend roundtables regarding the OBBA.
- Personnel
  - Dena Prainito, LISW starts October 20<sup>th</sup>. She is strictly therapy with no medication.
  - Meredith Lumberg- Hospital Pharmacy Manager
  - Porsche Mulherin- Revenue Cycle Operations Director
- Renovations
  - Mental Health
    - Scheduled to be completed November 7<sup>th</sup>.
  - Oncology
    - Target start date: July 2026
    - Reviewed the current (not final) layout.
  - Physical Therapy
    - Currently cleaning out Old Family Medicine, with a walkthrough on October 1<sup>st</sup> for a sale. All proceeds go to the Washington County Hospital Foundation.
    - Reviewed potential layout of the new physical therapy location.
- StitchFin- AI
  - Toured St. Luke Community Healthcare in Ronan, Montana. They have implemented A.I in several areas.
  - We would like to use StitchFin A.I with: Document management, contract management, and call payors (insurance companies).
- Judy and Gene Driscoll Drive for Excellence Award
  - This was moved to monthly instead of quarterly.
- Philanthropy Naming Policy
- Washington County Cancer Center Proposal
  - Patterson introduced the philanthropy naming policy and the Washington County Cancer Center Proposal.
  - The purpose of this policy is to provide clear, consistent guidelines for recognizing philanthropic contributions through the naming of facilities, programs, positions, and other assists at Washington County Hospital and Clinics. Naming opportunities serve both as donor recognition and as a means to inspire community support while maintaining the hospital's missions, values, and reputation.

*Driscoll made a motion to approve the Philanthropic Naming Policy and the Cancer Center Naming Proposal, seconded by Weeks. Motion carried.*

#### **PLAN NEXT MEETING AGENDA**

The next regular Board of Trustees meeting will be held on Thursday, September 25, 2025 at 4:00 p.m.

Building Survey

Mitchell & Basten

At 5:15p.m. Weeks moved to go into go into closed session, seconded by Driscoll 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, David Mitchell, Ed Weeks, and Mike Driscoll. Also present were Todd Patterson and Andrea Leyden. All were present at the time of voting to go into the Closed Session. Motion to move into closed session by Weeks seconded by Driscoll. The motion carried 5-0 with the vote as follows: Bruns-yes, Basten- yes, Mitchell-yes, Weeks-yes, and Driscoll- yes.

At 5:34p.m. the Board moved to go into open session. Weeks motion to return to open session, second by Mitchell. The motion carried 5-0 with the vote as follows: Basten-yes, Mitchell-yes, Weeks-yes, Bruns-yes, and Williams-yes.

Meeting adjourned at 5:34 p.m.

*David C. Bruns*

David C. Bruns (Sep 26, 2025 07:38:41 CDT)

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David Bruns, Chair

*Ann C. Williams*

Ann C. Williams (Sep 26, 2025 09:17:59 CDT)

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Ann C. Williams, Secretary











# 08.28.2025 Board of Trustee Minutes

Final Audit Report

2025-09-26

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