

BOARD OF TRUSTEES
Regular Meeting Minutes
October 23, 2024

Presiding Chairperson: Greg Cure, Chairman

Recording Secretary: Bre McEwen

Attendance:

Board Members present:

Greg Cure, Chairman
Patricia (Patty) Eckhardt, Vice Chairman
Sabrina Thompson, Secretary
Vicki Baker – via Teams
Terry Nash
Travis Daise, MD, ex-officio
Brian James

Members absent:

Valerie Gavin, Treasurer

Guests:

Harry Henderson, Anchor Consulting

Administrative Team Staff Present:

Amie Powell, Chief Operations Officer
Gina Eastin, Regional Analyst
Heather Prideaux, Regional CFO
Ryan Marvin, Support Services Director
Stephanie Klinge, SPC Clinical Coordinator – via Teams
Allison Mulch, CCO
Tina Whisnant, Risk/Compliance Manager – via Teams
Jeanette Filpi, Interim CEO
Gail Shepherd, HRD – via Teams
Suzanna Koel, Foundation Director – via Teams

GRMC Staff Present:

Community Members Present:

Janet Craft
Harlan House

Call to Order:

- Board Chairman, Greg Cure, called the meeting to order at 5:00p.m. and opened the floor for Public Comments.
- Public Comments: Harlan House – Here to discuss the CommonSpirit contract. Does not feel that Common Spirit has lived up to their end of the contract. Would like to see the contract renegotiated with an attorney. Feels current interim CEO, Jeantte, should stay permanently, doing a very good job. There was a previous group who looked at a new hospital build. They did a wonderful job of looking 50 years ahead in that build. That needs to be kept in mind when looking again at building a new facility. Would like to look at delivering babies and bringing dialysis back. This is big part where he feels Common Spirit should have supported GRMC better. Feels that GRMC needs a full-time administrator on site. Suggested bringing in a wellness center with therapy / lap pool. Board would like to know specifics on what he feels Common Spirit is not doing. Mr. House is happy to schedule a time later to review further. First example is that the administrator and financial person are Common Spirit employees.
- Recognition of Special Guests and Announcements: none.
- Ms. Thompson moved, and Ms. Baker seconded to approve the agenda with discussed addition. Motion carried.
 - Discussion: Allison needs to add an invoice for an internal national nurse for approval.

Consent Agenda:

- Minutes from the September 25, 2024, meeting presented for approval.
- Reminder of the next regular board meeting date of Wednesday, November 27, 2024, at 5:00 pm.
 - Discussion: That is the day before Thanksgiving so there is a suggestion to move the meeting up a week to November 20th. Last year the budget was brought in November for review with approval in December. Will do this again this year if it can be done before the 20th. Suggestion for moving the board meeting up was just in regard to being so close to Thanksgiving, nothing else. Brought up moving it one night to Tuesday, November 26th. Talk of moving all board meetings to Tuesdays. All agree to move the next meeting to the 26th. Will move the December board meeting from the 25th to Tuesday the 17th.
- Mr. James moved, and Mr. Nash seconded to approve the Consent Agenda with the updated board meeting dates. Motion carried.

Presentations:

- Harry Henderson, Anchor Consulting gave an update. Still waiting on one board member meeting to be held. Completed interviews with everyone else. Draft of report pretty well together and running through another colleague. Ensuring there is a strong approach. Individuals were very open and direct. There are about 4 or 5 projects to proceed with. Looking at equipment dollars and improvements on physical plant and capital infrastructure. Looking at safety and security issues as well and retracting and recruiting nursing staff. There are a number of opportunities out there funded by the government. Basic findings include a universal statement saying the Chief Medical Officer is a key player and fantastic. Concerns were raised about the eye center, and equipment needs. There are different equipment opportunities to help offset costs through federal government resources. Will look at congressionally directed spending, direct grants and contracts, emergency funding opportunities, and loans/grant combinations. Discussed challenges with the specific infrastructure and how to potentially apply opportunities that currently exist. Identified 6 accounts that GRMC would qualify for. Will work closely with Suzanna for any money to come through the foundation. Expect to have a final report back in the next week or so. High confidence that GRMC has the right projects the federal government wants to help fund. Through Harry's company and their resources, GRMC will be in a good position. Congressionally directed spending requests would need to be submitted in January. Average equipment purchases would be over \$1M, physical plan would be in the \$4M-\$6M range. This is on the grant side, not loans. Have through second quarter of 2025 to request 2024 monies. GRMC has a good list of requests for proposal. Should have this ready before March. Have to be careful not to mix topics for request. All must be split out and sent to the specific department for funding. Easy to get denied if too many topics are added together. Example of a qualifying requests would be surgical, mammography, and eye center equipment. There would be some issues associated with radiology equipment. Recruiting and retaining nursing staff is high on the list. Security and safety at the hospital is an easily supported topic. Computer software upgrades/changes are also available for federal dollars.

Senior Leadership Department Updates:

- Chief Operating Officer / Clinics – Amie Powell, COO
 - GFHC / Specialty: Numbers are up for 2024 compared to 2023 for clinic numbers. Dr. Ray’s numbers have increased for September. Visits per day has stayed flat. RHC specialty providers are on an upward trajectory. Meeting with a group to discuss increasing orthopaedics. Visitation will be coming in November.
 - Questions: none.
 - Rehab: Outpatient volumes have significantly increased for OT. Most of these are her laduma treatments.
- Chief Clinical Officer
 - Allison Mulch, CCO, presented graphs for each ancillary department. No significant changes in numbers.
 - Questions: none.
- Human Resources Director
 - Gail Shepherd, HRD, reported a low turnover rate. Have focused on recruiting. Gave an overview of recruiting strategies.
 - Questions: Dawn James is starting a CNA program with Fort Hays Tech Northwest. Gail to reach out to the college. Ms. Eckhardt pointed out how impressive our low turnover rate is.
- Support Services Director
 - Ryan Marvin, SSD gave an update on the rehab relocation. Should have final number to review with staff end of next week. Working on a mass communication tool for inclement weather. Vehicle purchase placed with Dan Brenner Ford. Still waiting on a timeline. Fleet orders do take longer.
 - Questions: none.

Marketing:

- Suzanna Koel, Foundation Director, gave an update on marketing. Reviewed top performing Facebook ads. Rural Health Supplement will also include an article regarding vaping and smoking sensation from the Masonic Cancer Alliance that they will be adding GRMC’s logo to. Will get some ads written for Dr. Daise to record. Will have a men’s health and year end physicals ads. Continue to apply for Dane G. Hanson grants. Applied in 2022 through the hospital. The current one will run through the foundation. Planning on having this in by November 15th. Community concern about not utilizing everything GRMC could. Have to balance out requests with limited funds. Hanson Foundation is averaging 90 application a month.

Medical Executive Committee:

- The October 2024 Medical Executive Committee Report with Credentialing as well as October Policy and Procedures were presented by Travis Daise, MD, for board approval. There were 16 policies and procedures recommended for approval this month. Dr. Kathani’s first clinic is in 2 days and will come once a month for now. She is booked through the end of the year already. Pharmacy discussed the IV fluid shortage with the hurricane. GRMC is still in good supply and not worried. Phreesia survey results reviewed for 3rd quarter. Also included in the board packet.
 - Ms. Eckhardt moved, and Ms. Thompson seconded to approve the October Medical Executive Committee Report with Credentialing and all policies and procedures. Motion carried.

Financials:

- Heather Prideaux, CFO, presented a review of the September 2024 financials.
 - Had an issue with Athena holding claims. That caused A/R days to increase. Had over \$1M in claims sitting in hold. These have all been rebilled. Net income for the month of \$143,494.65. Up 1.5% this month in patient revenue compared to budget, still down 4.89% year-to-date. Over budget on the benefits budget due to high insurance claims and PTO payouts. Meeting with managers now to work on the 2025 budget.
 - Questions: When do you use funded depreciation? This is a board decision. Most beneficial to be used on non-budgeted expenses, like the rehab relocation for example. Currently being invested in a high-interest account. Will check on this. – For critical access criteria, is there still a 3-day or 96 hours for care still a stipulation? Yes. Stat

report shows the number of patients, not length of stay. Length of stay is still being monitored closely, just not reported. The utilization report tracks the length of stay and the case manager keeps an eye on this. It has never been an issue.

- Motion to approve the September 2024 financials as presented by Ms. Thompson, seconded by Mr. Nash. Motion carried.
- Received invoice for the architect time for the rehab project in the amount of \$10,216.20 needing to be approved. This will land in the repairs budget. Capital items will also come in under budget due to items coming in under budgeted quotes. Motion to approve CGID invoice for \$10,216.20 by Mr. James, seconded by Mr. Nash. Motion carried.
- Days liquid cash on hand: 232 from September 2024 stat report.
- Days in A/R: 51.01 from August 2024 stat report.
- Average Daily Expense: \$62,862

Risk / Quality:

- None.

Board Committee Reports:

- By-Laws Committee:
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- Building Committee:

Action and Discussion

- Allison Mulch, RN, submitted a TRS quote for international nurses in the amount of \$23,333.32. This came through a few months early. Would have come through in January originally. This will still save about \$100,000 per nurse going this route. Quotes will come through in phases to complete the process, this is just phase 1. Total cost is \$35,000 per nurse. These nurses are to be employed for 3 years. GRMC will be refunded in term is not completed. GRMC has protection in the contract. The international company takes care of everything on their end for the nurses, including finding housing. Held several interviews with qualified nurses. Hoping to have these nurses here by end of 2025. Motion to approve the quote for \$23,333.32 by Ms. Eckhardt, seconded by Ms. Thompson. Motion carried.

Items-Updates and New Business:

- No new business.

Interim CEO Report:

- CEO recruitment is underway. Had about 75 applicants. Josh will be getting the initial phone screenings after the recruiters. Will then forward to the CEO search committee for interviews. Committee will then narrow down and invite applicants for site-visits.
- Board governance manuals are completed and ready for distribution. Looking for suggestions for additions and other feedback. Board by-laws will be added once completed.
- Still waiting to hear from Common Spirit / Josh about the spending limit. Still sitting with Common Spirit legal and compliance. Still working on pushing Common Spirit for visiting specialists.
- Spoke at the Kiwanis meeting on October 8th. Same information that was given at the County Commissioners Meeting. Labor and delivery as well as dialysis came up and were addressed.
- Eide Bailly here this week. Will get out preliminary reports as soon as they are received. Looking at where GRMC is going in the next 3, 5, 10 years. The work with Harry Henderson will go hand in hand with this. Strategic priorities can be broken down into 5 categories. Will get them worked through and more defined.
- Business Development: have been working on recruitment. Had the position that was more marketing and advertising. Needed one that was more business development with community focus. Will break out this position with a direct report to the CEO with a high focus on swing bed.

Common Spirit Report:

- None.

Other New Business:

- None.

Old Business:

- Josh was going to provide quarterly reports from Common Spirit. Seems like we are due for another one.

Executive Session:

- Ms. Eckhardt moved, and Mr. Nash seconded a motion to go into executive session to discuss non-elected personnel with the board and the CEO for 30 mins at 6:45pm.
- Reconvened open meeting at 7:15pm.
- Ms. Eckhardt made a motion to renew Jeanette's interim CEO contract for an additional 4 months as presented. Mr. Nash seconded, all were in favor and motion passed.

Adjournment:

- With no further business to discuss, Mr. Nash moved, and Mr. James seconded to adjourn at 7:17pm.

Sabrina Thompson, Secretary