

BOARD OF TRUSTEES
Regular Meeting Minutes
November 26, 2024

Presiding Chairperson: Greg Cure, Chairman

Recording Secretary: Bre McEwen

Attendance:

Board Members present:

Greg Cure, Chairman
Patricia (Patty) Eckhardt, Vice Chairman
Valerie Gavin, Treasurer
Vicki Baker – via Teams

Terry Nash
Travis Daise, MD, ex-officio

Brian James at 5:13pm

Members absent:

Guests:

Sarah Kay, Common Spirit

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
Allison Mulch, CCO
Tina Whisnant, Risk/Compliance Manager
Gail Shepherd, HRD – via Teams
Suzanna Koel, Foundation Director – via Teams
Jennifer Thompson, Community Educator
Lora Lake, Controller
Dawn Stasser, Quality Manager – via Teams

GRMC Staff Present:

Bre McEwen, Executive Assistant

Community Members Present:

Janet Craft

Blake Sanderson

Call to Order:

- Board Chairman, Greg Cure, called the meeting to order at 5:05p.m. and opened the floor for Public Comments.
- Public Comments: None.
- Recognition of Special Guests and Announcements: Sarah Kay with Common Spirit to present the pulse survey.
- Ms. Baker moved, and Ms. Eckhardt seconded to approve the agenda as submitted. Motion carried.
 - Discussion: none.

Consent Agenda:

- Minutes from the October 23, 2024, meeting presented for approval.
- Reminder of the next regular board meeting date of Tuesday, December 17, 2024, at 5:00 pm.
 - Discussion: none.
- Mr. Nash moved, and Ms. Baker seconded to approve the Consent Agenda as submitted. Motion carried.

Presentations:

- Sarah Kay with Common Spirit presented the pulse survey results. 83 out of 118 employees participated in the survey. GovernWell and New Measures ensure that this survey is 100% anonymous. State of Engagement is at 80%, which is amazing. This is 17 percentage points higher than March 2021. There are 5 key places to measure engagement. All of these areas continue to increase with each survey. The goal is not to please everyone, but to take those in the red and move them to the yellow, or bump from yellow to green. There were 7 survey items that scored 80% favorable or higher. There were only 2 items that scored below 60%. These were lack of communication between departments and support / collaboration across the organization. The results will now be passed along to the senior leadership team then distributed throughout the facility. Will plan to do a full survey in 2025. The culture shift that has happened at GRMC is huge. The first survey that was taken focused on a toxic environment, retaliation, and a lack of trust in senior management. These comments are now completely out of the survey results in a matter of 3 years.
 - Questions: Is there a feel for a more specific meaning on the lack of communication between groups / departments? This was asked for more in depth on the last survey to try and flush out a better answer. It was still a bit all over the place. It comes down to each department having empathy for the next and a better understanding of what each department does. There has been progress made in this area, still needs time and fine tuning.
- Jennifer Thompson, new Community Educator, gave an introduction and presentation on swing bed. One of the major responsibilities in this role is being in contact with all the case managers around and the community in general to promote and push swing bed. Primary focus is to get information out to the communities and how to best utilize what is offered. Swing bed, simplified, is a step down from acute care. Could be extra care for post-surgery patients, those needing IV therapy, or those who just need a bit more time as they're not ready to go home. All of this helps the patient go home or be ready for transfer.

Admission is based on the hospital's ability to provide care. This can help increase patient's independence.

- Questions: Will Jennifer be going out to different groups and give this presentation? That is the goal. Jennifer is happy to get out to any and every group. Wheat Ridge and Topside Manor would be a good place to start or the Senior Centers around the area.

Senior Leadership Department Updates:

- Chief Operating Officer / Clinics – Amie Powell
 - GFHC / Specialty: Overall rural health clinic primary care visits are starting to trend up. RHC specialists' visit numbers are holding steady. Specialty clinic have significantly increase over 2023. Biggest reason is having podiatry every day. Dr. Eddy's practice has increased day to day numbers. Dermatology had first clinic in October. Due to weather, had to cancel November clinic day.
 - Questions: none.
 - Rehab:
- Chief Clinical Officer - Allison Mulch
 - Respiratory and cardiac rehab numbers are doing well. Radiology numbers were up this month. Lab test numbers are up even with patient numbers staying flat. Outpatient infusion clinic continues to grow and do really well.
 - Questions: Is anyone taking advantage of direct access labs? There have not been any patients yet. Continue to promote this.
- Human Resources Director - Gail Shepherd
 - Held a zero percent turnover rate for October. Have 1 new hire for GRMC, Jennifer is a shared position between facilities. Reviewed open positions. Have interviews pending and two offers accepted as of today. The sign on bonus with a 2-year commitment has really helped. Open benefits enrollment went on this month. Had in person and online meetings for employees to review each benefit for 2025.
 - Questions: none.
- Support Services Director – Ryan Marvin
 - Spending a lot of time working on the rehab relocation. Waiting to hear back on a few quotes. Had a lead on some funds available through the County Commission. Plan to present at a meeting next month. Finishing up the camera project. Phase 3 is scheduled for next week. Entire project will be completed next year. Mass communication tool has been committed to Alert Media. This is used to send out texts, emails, calls, etc. to all staff on their preference for late starts, closures, IT downtime, etc. Hoping to have implemented very soon.
 - Questions: How long until rehab is moved, completed, and ready for use? Getting in the budget for 2025 and already moving employee offices. A lot will be contract work, so that will depend on them. Should see noticeable change in the first quarter. – Will the front entrance still be accessible to everyone after the move? No. The 'new' front entrance will be through the specialty clinic. This will also be renovated.

Marketing:

- Suzanna Koel, Foundation Director, gave an update on marketing. Sent out letters for match day last week. Have some new foundation board members. Usually boosted posts have higher interactions than regular posts. This was not the case with the Athlete of the Week post. This outperformed all of them. GRMC spent \$50 on the boosted post. Still mainly viewed by those in Kansas.

Medical Executive Committee:

- The November 2024 Medical Executive Committee Report with Credentialing as well as November Policy and Procedures were presented by Travis Daise, MD, for board approval. There were 73 policies and procedures recommended for approval this month. Had a meeting with Dr. Buzad and Dr. Weber, general orthopaedics and general surgery. Will start carrying and offering a RSV vaccine for babies under 1.
 - Ms. Eckhardt moved, and Ms. Gavin seconded to approve the November Medical Executive Committee Report with Credentialing and all policies and procedures. Motion carried.

Financials:

- Heather Prideaux, CFO, presented a review of the October 2024 financials.
 - Talked to the bank about rolling money into CD loans. This is the plan; to invest \$100,000 in each CD then reinvest the earned funds into each account. This will be through Western State Bank. Interest earned is at 0.06%. Net income of \$368,523 for the month. Patient revenue was down 3% this month against budget. Total expenses less than 1% variance year-to-date against budget. Operating income for October at \$275,953. Down 10% against budget year-to-date on net income.
 - Questions: none.
 - Motion to approve the October 2024 financials as presented by Ms. Baker, seconded by Mr. James. Motion carried.
- Days liquid cash on hand: 225 from October 2024 stat report.
- Days in A/R: 54.44 from October 2024 stat report.
- Average Daily Expense: \$63,433
- Engagement letter from WNNJ for the audit submitted for approval. Compared priced around the area and Heather received an almost 12% decrease. Motion to approve the WNNJ Engagement Letter as submitted by Ms. Eckhardt, seconded by Ms. Baker. Motion carried.
- Heather also presented the 2025 preliminary budget. Board recognizes that the daily expense is climbing. Hard to have an understanding of it not knowing the daily income. Will plan to meet with Ms. Gavin, treasurer, to review the budget and capital list prior to December meeting.

Risk / Quality:

- None.

Board Committee Reports:

- By-Laws Committee:
- Building Committee:

Action and Discussion

- Tina Whisnant, RN, submitted the 2025 Risk Management Plan for review and approval. The only update was adding Jeanette Filpe as Interim CEO. This plan is typically submitted once annually. Once GRMC has a new CEO in place, will have to be approved again. The only other times for resubmission are for risk manager or CEO changes. Motion to approve 2025 Risk Management Plan changes by Mr. James, seconded by Ms. Gavin. Motion carried.
- Tina Whisnant, RN, reviewed the 3rd quarter risk stats graph. Had a total of 89 occurrences. The majority of these were the cost of healthcare. All have been addressed, nothing outstanding. Having the patient advocate reach out to patients prior to anything now helps tremendously.
 - Questions: Do we have a big theft issue? No, they just fall into the same category as complaints.

Items-Updates and New Business:

- No new business.

Interim CEO Report:

- None.

Common Spirit Report:

- None.

Other New Business:

- One CEO interview yesterday, two today, and one more to complete tomorrow.
- Match day through the auxiliary is working for a children’s play area in the GFHC lobby.

Old Business:

- None.

Executive Session:

- Ms. Eckhardt moved, and Ms. Gavin seconded a motion to enter into executive session to discuss non-elected personnel with the board, Dr. Travis Daise and Ms. Whisnant for 10 minutes at 6:20 pm.
- Reconvened open meeting at 6:30 pm

Adjournment:

- With no further business to discuss, Ms. Gavin moved, and Mr. Nash seconded to adjourn at 6:31pm.

Secretary