



**Sublette County Hospital District Board Meeting Minutes  
November 29, 2023 at 5:30pm  
Sublette County Commissioner's Room  
Pinedale, Wyoming**

The Sublette County Hospital District Board of Trustees met in regular session in the Sublette County Commissioner's Room, Pinedale, WY on November 29, 2023 at 5:30 p.m. with Tonia Hoffman, Kenda Tanner, Dave Bell, and Ashli Tatro present with Jamison Ziegler present via Zoom. Also present were Lindsey Bond, Kari DeWitt, Karl Lueschow, Dr. Burnett, Teresa Lindenmeier, Jen Adam, Kayla Bowers, Jann Maxfield, Sharon Rutsch, Dawn Walker, Mike Hunsaker (SVH), Dan Ordyna (SVH), Lena Moeller, Abbi Forwood, Kathy Donaldson and Brian Gray. Ryan Grove appeared via Zoom.

**Board Education**

Dan Ordyna from SVH provided board training regarding board governance. Dan gave guidance on how much a board should be involved and on what end of the spectrum does our board want to function on. Gave board members a handout about board involvement posturing. Some boards just want to be good listeners and others want to be involved in every aspect of the operations. There is no right answer but what is important is alignment and consistency. Dan asked the board members to do a self-assessment about where their posturing is at as an individual board member. Board needs to decide after assessment if they want to be an activist board, an engaged board, a guiding board or a fiduciary board. He said the most important decision of this board is the hiring of a CEO and whether they are going to give that CEO autonomy or not. Most CEO's want to be allowed to be held accountable and do not want the board to manage operations.

Mike Hunsaker added that traditionally boards do a self-evaluation form and that is collated and gives the board direction on where their strength and weaknesses are. This is a good self-reflection time and should be done once a year. Mike does have a template for that evaluation if the board is interested. Mike also went over a document he handed out about board oversight and credentialing of medical staff. They need to find good providers with an employment history, letters of recommendation, character references, etc. and all of that information should go to the MEC committee for review. If the MEC approves, they then make a recommendation to the board credentialing committee which the medical director should be part of. Ultimately the board is responsible and cannot discuss a provider in an open meeting but when they approve the provider, that must be done in an open meeting, enough information should be gathered on the potential provider until comfort level of the MEC and board is met. Credentialing and a contract offer can happen concurrently. Board needs to trust the process that is in place to offer high quality care at our facilities.

**Pledge of Allegiance**

At 6:03 p.m., the meeting was called to Order and Chairwoman Hoffman led those present in the Pledge of Allegiance.

### Set Agenda

The agenda was approved. Dave Bell moved to set the agenda. Kenda Tanner seconded. All in favor and motion carried.

### Department Reports

Linsley highlighted that the revenue cycle will be going to central scheduling or “call center” and it will be located in the Marbleton Clinic. The staff will remain the same but just moved around. You will be able to reach someone right away and they will help with insurance payments, insurance eligibility, etc. and this will free up front desk people to take care of patients who are in the office at the time.

Kayla Bowers from Radiology reported that they have hired several PRN and one full time technologist. The full time technologist will be cross trained in CT. Kayla has been working with the district foundation to fund an x-ray, CT, mammogram and MRI and also a sono site (laptop ultrasound machine) for the Marbleton clinic. Hopefully Dr. Gonzalez will be able to utilize it when he starts coming to the Marbleton clinic.

Jen Adams, EMS, thanked the board for all of their support and feels like they are up an running well because of it. New ambulances will be arriving soon. The county will be picking up an ambulance for them. Plans are in the works to have a huge celebration when new ambulance arrives. Director search is going well. Round 2 of interviews will end on Monday and there are two really good candidates. There were 10 applicants narrowed down to 5 for second round and will narrow down to 2 for third round, none of them are internal. There will be a blood drive in 12/11 in Pinedale and 12/12 in Big Piney. There are 3 new hires, they travel to Sublette to work, 2 from Lander and 1 from Rock Springs and they have expressed that they love the culture here. There were 150 calls in October and 29 calls just during the Thanksgiving weekend. Jen is looking forward to beefing up protocols. Daniel is working out great to plug in to. There will be an EMT class beginning on January 9<sup>th</sup> and 15 are registered. The board asked Jen to thank the county for picking up our ambulance. Jen will create card for the board to sign to give it to the county.

Dr. Burnett, Medical Director, reported that MEC met yesterday and they are comfortable submitting by-laws to legal for their review. When they are returned, they will discuss a timeline to adopt. We will need to have them in place sometime between June & December 2024. Once we have by-laws adopted, we are supposed to have an Administrator and Chief of Staff in place. Marbleton/BP clinic staff agreed to do a 3-month trial for extended hours back in September. He has met with staff again about extending those hours for another 3 months as the program has not caught on fire yet. We only saw 9 patients in an 8-week period but have made progress in getting the information out to the public by flyers and changing the phone messages. We are working on getting a community mailing out. Dr. Burnett still feels optimistic about the extended hours and would like the board to agree to another 3-month extension. Marbleton Clinic saw 50 patients/visits on the Monday after Thanksgiving. Dr. Burnett and Lindsey are working on recruitment of specialty providers. Dr. Gonzalez from SVH visited today in Marbleton and we are working on getting an ENT and dermatology from Star Valley as well. He and Lindsey are in talks with a GYN from Jackson and we are close to offering a contract to Dr. Wortham based on the credentialing process. Dr. Burnett asked if we can offer a contract conditional upon credentialing? Lena confirmed that you absolutely can have an offer conditional upon credentialing. Tonia asked how the Marbleton staff feels about trying the extended hours for the next 3 months and Dr. Burnett said there was no opposition at all and decision was unanimous by the staff to go ahead and continue to try it.

## **Sublette Center**

Dawn handed out a packet to each board member. From feedback on QAP with residents and their families the biggest thing it showed is they needed improvement on their communication with residents and their families. They wanted to know more about the future and regulatory compliance. She has implemented a resident council at the center and they vote on leadership amongst themselves. Completed a full scale evacuation this week and went much better than last year. Evacuation site is the LDS church and they discovered that the keys were so old that they didn't work but were able to find an open door so everyone was safe inside. Onboarding training will be on the 5<sup>th</sup> & the 12<sup>th</sup> so we are ready for the 1<sup>st</sup> of January. For the last 90 days they have been tracking how much they are spending on traveling staff. \$200,000 has been spent since July on traveling staff. We have hired a Director of Nursing, 2 floor nurses and 2 CNA's and the cost was significant. There was a closure of 579 nursing homes in 2020 and is still noted as a crisis and doesn't look to improve until 2026. We need to retain our staff and offer competitive pay and benefits. Professional salaries are benchmarked from other agencies. Typically, we lose CNA's, dietary and housekeeping staff to Sublette County businesses and we lose educated health care workers. Sublette Center is offering educational reimbursement programs and CNA classes. They are playing around with different shift work from 6-2, 2-10, 10-6 and piloting a program for nursing staff only for a 9-5 shift. They are talking to staff about work life balances and have talked with school district to change bus routes and will start doing a snack in the morning as well as snacks in the afternoon for those that utilize the program. Partnering with Proactive for gym memberships and we are trying to get more community partnerships. Have a pilot program called a workplace partnership where co-workers check in on each other from a different department. Moving to acuity based admissions so we are sure to have the staff to take care of residents. One sentence job descriptions have also been implemented to increase engagement amongst the staff. Have 2 different recruitment models, one for line staff and one for professional staff. Offered CNA class and completed cross training pathways. Have partnered with Western Wyoming Community College to be a clinical site. Dawn gave gold star cookies to all those in attendance for the designation of a 5-star facility, 5 out of 5. That represents top 10% in the nation.

## **Building Committee**

Karl Leuschow gave an update on building site. They have moved from south to north and tomorrow will be the the last major concrete pour for stem walls so foundation and stem walls will be complete. 60 pieces of steel went up yesterday by the end of the week hoping to have Section A completed. Weather has been fortunate but the nighttime low has been hurting us dropping the ground frost 2" every day. Came to an agreement with USDA today for winter conditions which will allow more ground heaters to show up. Dave asked if that was within the budget. Karl explained that there was a \$500,000 change order submitted for the winter conditions which will provide Layton ability to maintain that ground temperature with more snow blankets, labor and tenting. Fuel for the heaters are expensive as well as labor in this area. Pay application for October has been approved and working with consultants to make invoices correct for the USDA. We have increased the face time with USDA and it has been beneficial. Consultants are coming on board such as low voltage and IT. Introduced Brian Gray who is a Civil Engineer and will be consulting on the project. Brian has worked on the drainage system and was able to come up with a significant cost saving plan. Utilities are moving forward. We will still need to use both Centurylink and Union. Rocky Mountain Power will be relocating a transformer and we will lose power for a short time but there is a generator. Lindsey, Karl and Sam White (commissioner) met together to discuss pay app and it was very beneficial and productive and will have that meeting on a monthly basis. Ashli asked if change order is a not to exceed amount. Karl stated that they are moving money from contingency to Layton GMP. Layton will be as cost effective as they can but they will probably exceed that amount and we expect that but have been given extensive documentation on how they anticipate using that money. We have \$2.7

contingency and we are currently at about \$1 million committed out of that money so far including the winter condition amount of \$500,000. May have more items coming that are big ticket items such as generator but Karl is looking already as how we are going to manage those change orders.

### **Finance Committee**

Dave asked if there were any questions on his report. He has asked for a complete budget review and a 30-month projection. Recommended to the board to begin transition of accounts to Bank of Jackson Hole. All accounts will be moved at the appropriate time.

Dave Bell motioned to begin transition of bank accounts to Bank of Jackson Hole at appropriate times for each account. Kenda Tanner seconded. All in favor and motion carried.

Call center discussion was briefly touched on in finance committee meeting and Dave followed up later with Lindsey. We need \$50,000 to get email migration completed and will need a motion to approve. Plan to bring a budget reconciliation report for December meeting.

Dave Bell moved to allocate up to \$50,000 for the email migration project subject to a budget reconciliation report to the board at the December meeting. Kenda Tanner seconded. All in favor and motion carried.

Owner's contribution numbers are not lining up by what we were told by our previous administrator. Dave had a call with Lindsey and Tim Delaney, our newest finance committee member. We focused on the exceedingly high administrative expenses. We discovered that there was \$332,000 of closing costs on a loan that were included in administrative which may account for the high numbers. Dave has confirmed that we have met our match for the USDA of 4.999. Lindsey spoke to Net Suite who is through Ochin which are financial systems. We currently use Sage and Star Valley uses Net Suite and highly recommends it. There is room for improvement and we need to manage a 30-month report and Net Suite will manage that for us. Lindsey has a scoping call with Net Suite and there may be a \$12,000 savings if the board approves this month. Wants to keep within the parameters of \$43,000 but this is not in the budget. Tonia asked why a \$12,000 savings and are we relatively certain that we are going to use Ochin in the future? Lindsey stated that the savings is probably just an end of the year quota they want to fill and she is working with the salesman and wants to continue to negotiate with them. She would like a future relationship with OCHIN as they have a catalog of services we want to participate in. Dan from SVH said they moved from MediTech to Net Suite and as long as management felt good with that this is a platform you want to go with then it would be a good decision. Lindsey did not feel it was critical to make a decision now. Tonia asked if that change to Net Suite could be put into the next budget? Lindsey is comparing labor hours due to the lack of CFO. Lindsey wants to be a good steward of the money and get a savings if possible. She is trying to teach staff to manage off of financials and there are not good reports from the past. It was suggested that we propose to Net Suite that we will commit to product but want the cost savings but will not put cash out until we put it in next year's budget. Mike mentioned that that Net Suite may require a PO to be signed.

Dave Bell moved to proceed with Net Suite acquisition of approximately \$42,000 allowing a PO to be submitted to vendor for payment at a later date. Ashli seconded. All in favor and motioned carried.

### **Merger Committee**

Nothing to report at this time. Lena reported that Eide Bailly is working on 855 and Lena says they are right on track.

### **Compensation Committee**

A special meeting was held on November 20<sup>th</sup> to approve the implementation of the new health care and benefit package. Sharon said that we need to focus on employ classifications and how we are going to handle

the 30-hour employees at the Sublette Center. The Sublette Center was presented 4 options and they chose Option 4 which is the employee classification policy that is up for approval tonight on the Consent Agenda. With the onboarding of the Sublette Center, it has been complicated. Tonia thanked Sharon for all of her hard work.

### **Quality Committee**

Ashli reported that Press Gainey scores are down a little this month. National average is around 80% so we are average. Using data for positive comments during staff meeting and will quickly go over negative comments and use them as teaching moments. Working on getting event reporting to all user desktops. We have a 75% goal by June for MEPS. There has been additional training to staff and providers to bring those scores up. We need to do better at AVS (After Visit Summary) and Lindsey has requested a plan of action beginning with the providers. Lindsey is counting on them to work on improvement in that area. Hand Hygiene Policy will move to the PAC Committee & Medication Errors and TB screening and Prevention went back for more editing.

### **Sublette County Health Foundation**

Governor will be coming to Pinedale on December 15<sup>th</sup>. He will have a Town Hall regarding mental health at 9:30 and then at 2:45 he will come to the construction site to do a beam signing. The steel beam will be there for about a week or so and if you can't make it to the signing swing by and sign it within that week. Foundation is doing well as last week it raised \$175,000. \$50,000 came from Ridley's, \$50,000 from Obo's and \$75,000 of it from the Moyes. A playground committee has been organized and will pick the equipment from 4 options when the time comes. Working on getting a Sanctuary committee formed with representatives from different church groups and Sharon Ziegler is helping out with that. Community gifts are going well also. Rocky Mountain Power has a foundation that gives up to \$5,000 for grants and we will write a grant to use that for garden beds and working on getting a larger donation from them as well. The Hemsley grant of \$1,000,000 will be used to purchase a CT, x-ray, mammogram machines and an ultrasound machine at the Marbleton clinic. \$1.57 million has been raised for the MRI machine so we are still clawing our way to the \$2 million that is needed. Ashli asked when the equipment needs to be purchased to be in place when building is done. Kari stated that with shipping and lead times, they should be purchased as soon as possible. Goal is to have it in place by September. We may have to store equipment at the Daniel fire hall if it shows up early. Dave asked if some of the \$3.9 million ARPA money could be used to help with MRI? Tonia stated that we will be forced soon to make some decisions about how that money is spent. Kari said that we presented that grant for inflation costs of the project and funds will have to be used to pay district back but it is up to the board how to prioritize those funds.

### **New Business – HVAC Grant for Pinedale and Marbleton Clinic**

Kari wrote a grant for \$910,000 and received it. Part of the COVID funds were slated to replace the HVAC systems in both Pinedale and Marbleton clinics. We need to award the bid to either COBB or Von's Plumbing. Dave stated that the finance committee discussed both bids and would like to award the bid to Von's Plumbing. Kari stated that we need to spend the money by May of 2024, Ashli questioned paying the money upfront before work was completed as they showed on the bid there is a 50-week lead time. Kari said she would look to see if she could get time line extended. Mike suggested that we check to see if the money would be given to us if we have a signed PO or signed commitment from Von's for the work but we will wait to pay after the work is completed or they will hold the funds until job is complete. Finance committee felt like money was well spent even though Von's bid was over the \$910,000 and the district will need to cover the additional \$140,000 that was over the grant.

Dave Bell moved to approve awarding the bid to Von's Plumbing and Heating of Rock Springs in the amount of their bid subject to confirming that we need to obligate the funds beforehand and not fall out of bounds of the terms of the grant agreement. Ashli seconded. All in favor, motion carried.

### **New Business - Policies**

Kathy Donaldson presented the following policies to the board for approval:

1. Patient Safety Program
2. Quality Assessment and Performance Improvement Plan
3. Employee Classifications and Benefits Eligibility

The following job descriptions were also presented to the board for approval:

1. Emergency Services Assistant Medical Director
2. Emergency Room Assistant Medical Director

Discussion was had about whether by-laws had to be approved before implementing policy #2 above. Abby from Crank Legal Group confirmed that the by-laws do not have to be in place first and you have to start somewhere so if something referred to by-laws that were not approved yet then it would just not be pertinent.

Dave Bell moved to approve the three (3) policies and two (2) job descriptions, as contained in the Consent Agenda. Kenda Tanner seconded. All in favor and motion carried.

### **New Business – Housing Development**

In anticipation of incoming staff, Tonia has had conversations with a local realtor and there are 35 or so lots that are available in Marbleton and some of them are zoned multi-family. Dave has also spoken to a builder that may be interested in building some units but we just don't know what we need yet. Tonia wanted to introduce the subject and begin talks and ask Star Valley Health how they handle their employee housing. Star Valley entered into an agreement with a local building there to build a 4-plex and the health district signed a 5-year lease with him for all 4 of the units. SVH takes care of collecting rent out of the employee's paycheck and does all of the inspections. They offer the housing as an interim solution for 6 months to one year. They do subsidize some staff positions for a certain amount each month and use it as a recruitment tool. They highly recommend that they partner with someone who will put up the money and make the financial commitment rather than SCHD put the money out. Units in Star Valley are around 1300 sq. ft., 2 bed, 2 bath. Rent is \$1,600/mo. for pets and \$1,500/mo. for not pets. They also rent from another developer near the hospital and some private homes with long term leases so they are ready to have housing for potential employees. Old Marbleton clinic was discussed as a possible housing option but no plans for the building have been found. Mike suggested that you protect the value in that building by doing some maintenance on that building so we can get some future use out of it. Ashli stated that we need to determine a need first based on our staffing model. Discussion will be tabled until the January or February meeting.

### **New Business – Resolution supporting Administration reporting duties to Medicare/Medicaid**

As part of the CHOW process Lena said that Eide Bailly has been reviewing bylaws and part of the 855 requirements is that we designate an officer for the sole purpose of reporting.

Ashli Tatro moved to designate the Administrator or Interim Administrator be designated as an officer under the bylaws for the sole purpose of reporting to Medicare and Medicaid. Dave seconded. All in favor and motion carried.

**Old Business – CEO Search**

Interviews for some search firms were done but board is currently in a holding position. Item will be tabled for discussion at a later date.

**Approval of Meeting Minutes**

October 25, 2023 meeting minutes were previously approved and signed.

**Approval of Payroll and Bills**

Dave Bell moved to approve payroll and bills from October 14, 2023 to November 10, 2023 in the amount of \$2,462,577.66 with \$1,422,030.77 being CAH expenses. Kenda Tanner seconded. All in favor and motion carried.

**Public Comment**

None

**Executive Session**

At 7:57 p.m., Ashli Tatro moved, and Kenda Tanner seconded, to go into Executive Session for the purpose of discussing legal and personnel issues. Motion carried.

At 11:34 p.m. the board came out of Executive Session.

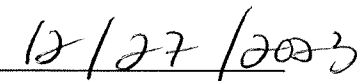
Motion was made by Dave Bell to amend provider’s contracts to provide standard language pertaining to on call. Ashli Tatro seconded. All in favor and motion carried.

**Adjournment**

Dave bell moved, and Ashli Tatro seconded, to adjourn at 11:37 p.m. All in favor and motion carried.

Minutes taken by Jann Maxfield, Executive Assistant.

  
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Tonia Hoffman, Board Chair

  
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Date