

CALL TO ORDER

The meeting was called to order at 5:30 p.m. by Mary Mae Kilpatrick, Northern Inyo Healthcare District (NIHD) Board Chair.

PRESENT

Mary Mae Kilpatrick, Chair
Melissa Best-Baker, Vice Chair
Jean Turner, Secretary
Ted Gardner, Treasurer
Jody Veenker, Member-at-Large
Stephen DelRossi, MSA, Interim Chief Executive Officer / Chief Financial Officer
Allison Partridge RN, MSN, Chief Nursing Officer / Chief Operations Officer (present via zoom)
Adam Hawkins, DO, Chief Medical Officer
Alison Murray, Chief Human Resources Officer, present via Zoom

OPPORTUNITY FOR PUBLIC COMMENT

Chair Kilpatrick reported that at this time, members of the audience may speak on any items not on the agenda on any matter within the jurisdiction of the District Board. Public comments shall be received at the beginning of the meeting and are limited to three minutes per speaker, with a total time limit of thirty minutes for all public comment unless otherwise modified by the Chair. The general Public Comment portion of the meeting allows the public to address any item within the jurisdiction of the Board of Directors on matters not appearing on the agenda. Public comments on agenda items should be made at the time each item is considered. No comments were heard from the public.

NEW BUSINESS

CHIEF OF STAFF REPORT
(TAKEN OUT OF ORDER)

Chair Kilpatrick called attention to the Chief of Staff report. Dr. Bourne presented the MEC report.

Dr. Bourne provided an overview of the policies and procedures for approval.

- a. *Medical Ethics Referrals and Consultation*
- b. *Medical Records Delinquency Policy*
- c. *Medical Staff History & Physical (H&P) Policy*

It was motioned by Jody Veenker to approve the policies as written, Melissa Best-Baker seconded, and the motion passed 5-0.

MEDICAL EXECUTIVE COMMITTEE REPORT

Dr. Bourne provided a report of the Medical Executive Committee meeting.

- From the ED committee, it was reported Reach has replaced Coast to Coast for local EMS services.
- They are continuing to work with UASI to get feedback on provider documentation.

- The Surgery Tissue committee is looking into optimizing OR room utilization.
- The District welcomed Dr. Conner Wiles of general surgery and Dr. Clayton Davis in urology.
- Dr. Lindsey Ricci is our new Peri-peds chair

Dr. Arndal reported she received 45 minutes of great feedback on coding from USAI.

AD HOC COMMITTEE REPORTS

Chair Kilpatrick called attention to Ad Hoc Committee reports.

Governance, Jean Turner reported the consent agenda includes Board policies that are up for annual review. She called attention to corrections needed to replace the titles “President” and “Vice President” with “Chair” and “Vice Chair” as was approved in August 2020.

Finance, Melissa Best-Baker reported she attended the Finance Meeting. Stephen did good job explaining the financials and budget.

CHIEF EXECUTIVE OFFICER REPORT

Chair Kilpatrick introduced the Chief Executive Officer Report. Interim CEO Stephen DelRossi provided updates on the following items:

- The Chiller project has been completed ahead of schedule, we have moved Internal Medicine into the RHC.
- The Executive Team is looking at 11 topics they are going to work on over next month.
- We have signed an agreement with Dr. Rowan to provide cardiology services once a month. This service has no extra cost resulting in a pure contribution margin.
- Greg Bissonette provided an update on the Foundation’s FY 2024 budget. They are implementing the Grateful Patient program, and are holding a fundraiser in October.

Jean Turner asked if the total budget for the Foundation is \$30,000 or is the District subsidizing the Foundation at all. CEO DelRossi stated this department runs the Foundation and Grant Writing with a combined budget which is considerably more than \$30,000. Greg stated grants tend to bring in hundreds of thousands of dollars and the Foundation typically brings in \$20,000 to \$30,000 per year through fundraising efforts.

Ted Gardner stated it is important to look back 5-10 years for what has occurred in fundraising and he is very proud of the Foundation’s efforts.

- CEO DelRossi introduced the new Chief Medical Officer, Dr. Adam Hawkins.

CHIEF FINANCIAL
OFFICER REPORT

Chair Kilpatrick introduced the Chief Financial Officer report.

FINANCIAL &
STATISTICAL REPORTS

CFO DelRossi reported the FY 2023 audit has started; the auditors, CLA, are satisfied at this point, there are no surprises, and the audit is well underway.

CFO DelRossi highlighted several projects:

- RSM finished their official engagement and are now in the maintenance phase which will last six months.
- Staff is looking at Chart Assist in Cerner, which looks for missing documentation with a charge. If documentation is missing or does not match a charge, it sends a message to the provider.
- Staff is also looking at the Insurance Contract Management portion of the software. This provides guidance on whether we have been underpaid by insurance.
- Staff has sent over 18,000 charts to Novus, our Medicaid data clearing house.
- Staff has also been working on I2I, a software solution for reminding patients.
- Staff is working to optimize the accounting software Multiview, which was implemented incorrectly. Multiview has the ability to propose a budget using statistics. It is also capable of using optical character recognition where we can scan invoices and the software will code them for payment. This will free up time for the AP team to check for variances and work on other projects.

CEO DelRossi introduced Andrea Mossman to present the financials for the month of June.

- June was pretty strong, volumes are stable year over year. Surgical volume was down due to issues with anesthesia, resulting in the OR being down for one week.
- Net patient revenue was down about \$3,000,000 from the prior year due to methodology changes in revenue analysis.
- Expenses were up for the month of June, as well as year to date. The main driver of that is wages. MOU negotiations this year resulted in wage increases. The increases are offset by savings in benefits which will result in a net zero increase, but the savings are not realized in this month.
- Net income showed a \$5,000,000 loss of for June, and a loss of \$17,400,000 for the year.

It was motioned by Jody Veenker to approve the financial and statistical reports, seconded by Melissa Best-Baker and the motion passed 5-0.

TAG UPDATE

CEO DelRossi stated the TAG committee's efforts are making a difference, however some of the savings are anticipated and not yet realized. Changes to the benefit plans will go into effect in August. Reduction in labor will show benefits. The Internal Medicine clinic's relocation to the RHC was just completed and has not yet yielded the financial benefits that will result. Relocation of surgery clinic to the PMA building will eliminate a modular building and the related expense. RSM's work has already shown positive net cash flow with an expectation that it will increase over time. TAG committee has a list of eleven places to look for more revenue, better cost savings, or more efficient work flow throughout the hospital.

Chair Kilpatrick asked if the hospital will pay to have the vacated modular buildings removed. CEO DelRossi stated Scott Hooker was able to confirm the company that owns the buildings is responsible for the cost of removing them.

Chair Kilpatrick asked if staff is still looking at services that may have to be eliminated. CEO DelRossi stated staff is looking at this but they are not ready to report on it.

Jean Turner stated she appreciates the high level of detail reported every month with respect to the financials.

Melissa Best-Baker asked if RSM gave us the tools to continue the work they implemented, and CEO DelRossi confirmed they did.

REVENUE CYCLE
REPORT

Chair Kilpatrick called attention the Revenue Cycle Report. CEO DelRossi stated we have seen tremendous professional growth in staff, and we have seen 45 - 52 corrections in Cerner. The front end staff is working very well in onboarding patients. Our billing and coding companies are stepping up their dedication to us as a result of Gloria Sacco, Revenue Cycle Director, working with them every day and pushing them very hard.

SECURITY REPORT

Chair Kilpatrick called attention to the Security Report. Bryan Harper, ITS Director, introduced Jon Sternstein, CEO of Stern Security. Mr. Sternstein presented results of the 2023 Penetration Test.

Ted Gardner asked if Mr. Sternstein had any observations in general on the types of detrimental activity in the healthcare industry. Mr. Sternstein reported physical theft used to be the highest risk and is now the lowest form of breach. Hacking is now the top form of breach, including an increase in ransomware and phishing.

ITS Director Bryan Harper reported the IT department is addressing the vulnerabilities sited in the penetration test.

DISASTER PLAN
MANUAL

Chair Kilpatrick called attention to the Disaster Plan Manual. Bryan Harper, ITS Director, presented the Disaster Plan Manual.

Jody Veenker and Jean Turner commended Bryan for creating the plan and preparing for a table top exercise.

It was motioned by Jean Turner to approve the Disaster Plan Manual, seconded by Ted Gardner and the motion passed 5-0.

BUSD AND NIHD MOU
FOR BRONCO CLINIC

Chair Kilpatrick called attention to the BUSD and NIHD MOU for Bronco Clinic.

Patty Dickson, Compliance Officer, stated this is an update to the MOU to be sure it is consistent with regulations and District policy. The MOU allows the hospital to continue the Bronco Clinic.

Melissa Best-Baker asked if NIHD is providing services the school nurse is capable of providing. CNO Allison Partridge stated the scope of services we provide as outlined in the MOU are not within the purview of the school nurse.

Jean Turner asked if the hospital is billing for services performed at the Bronco Clinic. CEO DelRossi stated every patient is billed and we should be at break even with the cuts to the schedule.

Jody Veenker stated students and parents appreciate the access to healthcare provided by the Bronco Clinic and she thanked Colleen McEvoy, NP for her efforts.

It was motioned by Melissa Best-Baker to approve the BUSD and NIHD MOU for Bronco Clinic, seconded by Jean Turner and the motion passed 5-0.

CONSENT AGENDA

Chair Kilpatrick called attention to the consent agenda which contained the following items.

1. *Approval of minutes of the July 17, 2023 Regular Board Meeting*
2. *Approval of Policies and Procedures – Biennial Review*
 - i. *Attendance at Meetings*
 - ii. *NIHD Board Meeting Minutes*
 - iii. *Northern Inyo Healthcare District Board of Directors Meetings*
 - iv. *Officers and Committees of the Board of Directors*
 - v. *Requests for Public Funds, Community Grants, Sponsorships*
 - vi. *Use by NIHD Directors of District Email Accounts*

It was motioned by Jean Turner to approve the Consent Agenda with the corrections noticed in the Board policies and previously discussed, Ted Gardner seconded, and the motion passed 5-0.

REPORTS FROM BOARD
MEMBERS

Chair Kilpatrick opened up reports to Board Members.

Jody Veenker reported this will be her last meeting as a Board member and she submitted a letter of resignation to Chair Kilpatrick and CEO DeRossi.

Jean Turner reported SB525, the healthcare minimum wage law, was heard in the Assembly Appropriations Committee and was moved to the suspense file. It will be heard last week of this month and is expected to pass the Assembly.

ADJOURNMENT

Adjournment at 6:52 p.m.

Mary Mae Kilpatrick, Northern Inyo Healthcare
District, Chair

Attest:

Jean Turner, Northern Inyo Healthcare District,
Secretary