

- Mr. Cayer shared he discussed the original Minutes from the August 31, 2022 meeting with Mr. Herbine, and both concluded no changes were necessary. Mr. Herbine's Operations Report from the August 31, 2022 Board of Manager's meeting will be appended to the meeting minutes.

#114. Motion by Mr. Lehman, seconded by Mr. Musnicki, the Board approved the August 31, 2022 Board of Manager Minutes as presented.

Approved.

VOTE: Yes 6, no 0.

❑ STRATEGIC FOCUS TOPICS:

- ◆ Environment of Care: Mr. Robert Fargo began his presentation by thanking Mr. Frank Pace for leaving him in good hands in his new position as Director of Facilities Management. Mr. Fargo provided a brief overview on the following topics via a PowerPoint presentation (a copy of the full presentation is in the Board portal):
 - ❑ Environment of Care Committee
 - ❑ Environment of Care
 - ❑ The Environment of Care is made of three basic elements
 - ❑ Important Aspects of the EOC Environment of Care Management Plans
 - ❑ Environment of Care Performance Indicators
- ◆ IT Status: Mr. Robert Uttendorfsky, Director of Information Systems, briefed the Board on the following:
 - ❑ The IT Department currently consists of 10 employees and has one opening for a Clinic Coordinator.
 - ❑ The implementation of the Meditech 2.2 system over the last several months had been the focus.
 - ❑ Projects focusing on before year's end are "Patient Portal" and "Continuity of Care".
 - ❑ Projects to focus on after the first of year will be infrastructure improvements with the capital project and a network refresh.
 - ❑ Cyber security continues to be prevalent in the IT world. We continue to conduct phishing testing and user education with our staff and remain on high surveillance with our systems.

❑ OPERATIONAL UPDATES:

- ◆ Patient Safety/Quality: Mrs. Susan Ross, Chair of the Quality Committee, provided the following update to the board:
 - Quality Council Meetings:
 - ◆ Quality Assurance/Performance Improvement Committee – This committee last met on October 12, 2022 and the minutes from this monthly meeting have been placed in the board portal.
 - ◆ Quality Council Committee – This committee meets quarterly and last met on October 17, 2022. The minutes from this meeting has also been placed in the board portal.
 - ◆ Mrs. Lyndsey Allen, Director of Quality, is newly involved in the Nursing Home's Plan of Corrections, surveys, etc. with all regulatory agencies. She also will be overseeing the Nursing Home's incident management and will be more involved in their QAPI process.
 - ◆ Please feel free to reach out to Mrs. Ross or Mrs. Allen with any questions or for further clarification of a matter.
 - Mrs. Lyndsey Allen, Director of Quality, provided a brief overview to the board on the following topics:
 - ◆ 2022 Patient Safety – Preventable Harm Events (Quarter 3 and YTD, 2022)
 - ◆ 2022 Preventable Harm Supplemental Info - Falls
- ◆ Finance: Mr. Jeff Hellinger, CFO, shared the following updates:

Period 9 Review:

 - There was a loss of \$687,393 versus a budgeted gain of \$49,503 for the month of September. The YTD loss is \$3,078,540 versus a budgeted loss of \$122,535.
 - Inpatient revenue was lower due to low volumes experienced in several inpatient areas.

- Grant revenue was over budget due to the receipt of the Healthcare Workforce Bonus from NYS totaling ~\$550k.
- Salaries were over budget due to the accruing for the Healthcare Workforce Bonus from NYS totaling ~\$550k. Salaries would have been under budget without this due to fewer staff member than budget.
- Purchased services were over budget due the continuation of traveling nurses in several departments totaling ~\$263k.
- Some areas that experienced positive results for the month of September are as follows:
 - ✓ SLCH – 2nd highest all-time
 - ✓ Ortho – highest in 3 years
 - ✓ Family Practice: Dr. Kwicklis – highest in 1.5 years and Stacy Walton – 2nd highest since joining our health system 10 months ago.
- Additional revenue opportunities:
 - ✓ 340B – Referral program
 - ✓ Cost Report – will refile tomorrow which will generate monies totaling ~\$500k which we hope to receive at the end of November or early December
- Mr. Hellinger also provided a brief overview of the FY2023 Budget, a copy of which was included in the Board packet:
 - ✓ Reflected the changes made to the budget after the last Board meeting on October 18th
 - ✓ The budget reflects the following volume increases:
 - Acute IP - 10.2%
 - SNF – 7.6%
 - OP – 3.2%
 - Employed Provider Practices - 13.8%
 - ✓ Included a 5% charge increase effective January 1, 2023 except for NH bed rate.
 - ✓ Includes a 4% wage increase for union employees per the new CSEA contract which was ratified and approved by this Board on October 18th, 4.0% to exempt employees and 0-4% increase for providers.
 - ✓ The employee health insurance contribution level of 25% of the premium remains the same.
 - ✓ The budget will reflect 530 FTE's which is a slight increase from the FY 2022 Budget.
 - ✓ Includes the 2024 Retirement fund payment in Q4 to receive a prepayment discount.
 - ✓ A breakeven FY 2023 budget will be submitted to the County of Lewis for inclusion in their budget as requested by the Board of Legislators.

#115. Motion by Mr. Lehman, seconded by Mr. McDowell, to approve the 2023 Budget, as proposed, to the Board of Legislators for inclusion in the 2023 County Budget.
Approved.

VOTE: Yes 7, no 0.

◆ Capital Improvement Oversight Committee Report:

- Chair, Mr. Donald Musnicki, presented a copy of the Capital Improvement Oversight Committee Monthly Report to the board members prepared by Project Manager, Michael Nuffer, from C&S Companies. A copy of this report was also shared with the Capital Improvement Oversight Committee at their monthly meeting on Monday, October 24, 2022, which was discussed in more detail.
- Mr. Musnicki shared work production on the project has accelerated as the general contractor increased their employees' workdays from 8 to 10-hour days and added Saturdays to their work schedule. The weather has also been very accommodating over the last several weeks for the erection of the steel and pouring of concrete. Mr. Musnicki added the project remains fluid and we continue to have supply chain issues with electrical gear, etc. He shared 7 rooms in Med/Surg have been brought back online which is great news. Rock removal is nearing its end and the roof is scheduled to be put on in the first week of December which will allow interior work all winter. He added blocking on the roof will begin on Monday.

- A discussion ensued regarding the letter received from Black Horse, the General Contractor in the project, on October 14, 2022, requesting an extended schedule in the project. Mr. Tague responded and noted the hospital attorney is currently in the process of reviewing the rebuttal letter developed by him and C&S to Black Horse's letter. Mr. Tague shared we have seen progression recently with the GC and they are getting back on schedule. Mr. Frank Pace added the letter from the GC was unfounded and we are making the appropriate response at this time.
 - A Q&A session with Mr. Rick Tague, Architect, BCA and Mr. Mike Nuffer, Project Manager, C&S, for the building project was held.
 - ◆ **Human Resources:** Mr. Michael Young, a member of the HR Committee, shared the following updates from the October 13, 2022, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements, and terminations were included in Board packets.
 - The CSEA Contract was ratified by its members and approved by the Board of Managers on October 18, 2022.
 - Mr. McDowell questioned why 3 CNA's from the NH resigned without notice on the same day. Mrs. Jessica Skiff noted the three CNA's were mandated to work overtime in the NH due to staff call ins, were unhappy and walked out with no notice.
- **CHIEF OPERATOR'S REPORT:** Mr. Kerry Herbine provided a brief update on the following topics through a PowerPoint presentation with the Board (a copy of the full presentation is in the Board portal):
- ◆ Just Culture
 - ◆ Just Culture Decision Guide
 - ◆ Linkage between Just Culture and Results
- Incident Management: Mr. Herbine shared for two months in his position as COO he reviewed the daily incidents. He then moved the review of incidents to Mrs. Lyndsey Allen, Director of Quality, who brought the challenge of receiving incidents from both paper and Meditech together to make the process more streamlined. He added that we saw an increase in incidents when this happened; however, we will start to see a systematic decrease in time. Mr. Herbine meets daily with Mrs. Allen at 7:45 a.m. to review incidents reported in both the NH and Hospital and recently requested the attendance of Ms. Debra Wurz as well. He noted that they discuss how to manage the incidents and remedy them. Mrs. Allen has also become the point person to report out to regulatory for both the NH and Hospital.
- Board Member, Mr. McDowell, questioned how does Just Culture come to the Board? Mr. Herbine responded by saying through an "accountable culture", "not having one voice – everyone's voice is equal", and "leading by example". He noted that the staff will want to stay and work here and added there is no downside to it. Employees will feel like they can speak directly without blame and we won't have CNA's leaving. We need to earn everyone's trust which will be very difficult. Mr. McDowell responded by noting that the Board should be held accountable as well.
- **PRESIDENT'S REPORT:**
- ◆ The Lewis County Hospital Foundation's Gala is scheduled for Saturday, November 12th from 6-11 p.m. at the Lowville Elks Club. Board President Mr. Young shared currently there are only 3 board members signed up to attend. He asked the remaining board members to please consider attending as the Foundation's only mission is to support the Hospital. Please call Ms. JoAnne Rhubarb, Executive Director, at 315-376-5110 to purchase tickets.
 - ◆ Strategic Topics for November 2022:
 - ✓Hospital Foundation {J. Rhubarb}

- ◆ 2023 Nominating Committee: Board President, Mr. Young, appointed the following members to this Committee:
 - ✓ Cheryl Steckly, Chairman
 - ✓ Dick Chartrand
 - ✓ Marguerite Mastascusa
- Mrs. Steckly, Chair of the 2023 Nominating Committee, requested all board members who are currently in good standing who may be interested in serving as President, Vice-President and Secretary for a term of one year make it known to her in writing his or her willingness to serve as a Board officer by Friday, November 11th. She further added that an eligible Board member may offer himself or herself for office at the annual meeting, which will take place on December 28, 2022, notwithstanding whether he or she is endorsed by the Nominating Committee or whether he or she submits a statement of interest. An email directly to Mrs. Steckly or to the administrative office would suffice.
- ◆ News In General: The Board received a copy of the October 2022 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of September.

□ **CONSENT ITEMS:**

#116. Motion by Mr. Musnicki, seconded by Mrs. Ross, the Board acknowledged receipt of the following minutes (all minutes were previously distributed with the board packets):

- 09/26/2022 Capital Improvement Oversight Committee
- 09/27/2022 Board of Managers Minutes
- 09/29/2022 Standards Review Committee Minutes
- 10/13/2022 Human Resources Committee Minutes
- 10/17/2022 Quality Council Committee Minutes
- 10/17/2022 Finance Committee Minutes
- 10/18/2022 Special Board of Managers Minutes
- 10/18/2022 Finance Committee Minutes

Approved.

VOTE: yes 7, no 0.

□ **MEDICAL STAFF:** Dr. Steven Lyndaker, Medical Director, and Dr. Marylou Feilmeier, President of the Medical Staff provided the following update.

- ◆ Credentialing/Recredentialing on tonight's agenda will be discussed in Executive session.

#117. Motion by Mr. Chartrand, seconded by Mr. Musnicki, to enter executive session at 5:50 p.m. for credentialing matters. Approved.

VOTE: yes 7, no 0.

#118. Motion by Mr. Musnicki, seconded by Mr. Chartrand, to return to regular session at 6:00 p.m. Approved.

VOTE: yes 7, no 0.

□ **Credentialing/Recredentialing:**

#119. Motion by Mr. Lehman, seconded by Mrs. Mastascusa, to approve the following:

Reappointments:

- Ibrahim Al-Bassiony, M.D. – Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Mary Lou Feilmeier, M.D. – Active Staff, Pediatric Service, with privileges as requested.
- Stephanie Hunziker, CRNFA – Active Adjunct Staff, Surgery Service, with First Assistant privileges as requested.
- Alison Kiser, N.P. – Courtesy Adjunct Staff, Internal Medicine Service, with privileges as

- requested.
- Monica Kwicklis, M.D. – Active Staff, Family Practice Service, with Clinic privileges as requested.
- Hugh MacIsaac, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Mark Schug, D.P.M. – Courtesy Staff, Surgery Service, with Podiatry privileges as requested.
- Ryan Smith, P.A. – Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Prabhat Varma, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Manoj Vora, M.D. – Active Staff, Internal Medicine Service, with Clinic privileges as requested.

Delegated Re-appointment:

- Paul Lampert, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Appointments:

- Mercedes Behar, M.D. – Associate Staff, with Internal Medicine and Emergency Medicine Services, with privileges as requested.
- Benjamin Hodson, M.D. – Associate Staff, Emergency Medicine Service, with privileges as requested.
- Ifeanyi Nzegwu, M.D. – Associate Staff, Surgery Service, with Orthopedic and Clinic privileges as requested.
- Shane Woolf, M.D. – Associate Staff, Surgery Service, with Orthopedic and Clinic privileges as requested.

Delegated Appointments:

- Christopher Hampson, M.D. – Associate Staff, Radiology Service, with privileges as requested.

Advancements:

- Ahmed Ebeid, M.D. – Hold one year due to lack of volume.
- Heramb Singh, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Stacey Walton, N.P. – Active Adjunct Staff, Family Practice Service, with Clinic privileges as requested.

Additional Privilege:

- Yulian Yestin, M.D. – Approval of Internal Medicine Service privileges as requested.
- Approved.

VOTE: yes 7, no 0.

Other:

CHIEF EXECUTIVE'S REPORT: Mr. Cayer provided to the Board a brief overview on the following topics:

- ◆ FY 2023 Budget Reflections
- ◆ Med/Surg Beds – 7 patient beds will be added on west side of East Wing to accommodate our volume.
- ◆ 2nd draft of 2023 Board Calendars – no changes were requested to the Board calendars
- ◆ Hospital Auxiliary Report
- ◆ Harrisville Health Center

#120. Motion by Mr. Lehman, seconded by Mr. Musnicki, to enter executive session at 6:15 p.m. to discuss a personal matter. Approved.

VOTE: yes 6, no 0.

#121. Motion by Mrs. Ross, seconded by Mr. Musnicki, to return to regular session at 7:23 p.m. Approved.

VOTE: yes 6, no 0.

#122. Motion by Mrs. Mastascusa, seconded by Mrs. Ross, to adjourn at 7:23 p.m. Approved.

VOTE: yes 6, no 0.

Respectfully submitted,

A handwritten signature in black ink that reads "Michelle Kelley". The signature is written in a cursive, flowing style.

Michelle Kelley
Administrative Assistant

Countersigned:

Philip McDowell, Secretary
Board of Managers