

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS
November 30, 2022**

The regular monthly meeting of the Board of Managers of Lewis County General Hospital was called to order at 4:30 p.m. by Michael Young, President. Members present:

<i>Richard Chartrand {left at 5:40 pm}</i>	<i>Marguerite Mastascusa</i>	<i>Donald Musnicki</i>
<i>Jennifer Jones</i>	<i>Philip McDowell</i>	<i>Karen Rennie</i>
<i>John Lehman</i>	<i>Howard Meny, M.D.</i>	<i>Cheryl Steckly {entered at 4:43 pm}</i>
		<i>Michael Young</i>

Others
Present

Gerald R. Cayer, Chief Executive Officer
Jeff Hellinger, Chief Financial Officer
Kerry Herbine, Chief Operating Officer
Marcy Teal, Chief Nursing Officer
Sean Harney, M.D., CMO, Employed Provider Clinics
Debra Wurz, Nursing Home Administrator
Frank Pace, Construction Project Consultant
Robert Fargo, Director of Facilities Management
Michelle Kelley, Administrative Assistant
Jessica Skiff, Director of Human Services
Lyndsey Allen, Director of Quality
Dr. Steven Lyndaker, Medical Director {entered at 4:51 p.m.}
Marylou Feilmeier, Medical Staff President {Entered at 4:50 p.m.}
JoAnne Rhubart, Executive Director, Lewis County Hospital Foundation
Scott Sauter, Network Administrator
Julie Abbass, Reporter WDT {Entered at 4:37 p.m.}

PLEDGE OF ALLEGIANCE

- VISION, MISSION & VALUE STATEMENTS:** The health system's Vision, Mission and Value Statements were read with the group at the start of the meeting by board member, Mrs. Jennifer Jones.

EXCUSE ABSENT MEMBERS

#123. Motion by Mr. Chartrand, seconded by Mrs. Mastascusa, the board excused Susan Ross from the meeting. Approved.

VOTE: yes 9, no 0.

- CONFLICT INQUIRY:** No known conflicts were identified on tonight's agenda for any board member.

- PUBLIC COMMENT:** Anyone wishing to send a public comment may do so by sending an email to info@lcgh.net. Mrs. Michelle Kelley noted no emails were received.

STRATEGIC FOCUS TOPICS:

- ◆ Lewis County Hospital Foundation: Ms. JoAnne Rhubart, Executive Director, shared the following information with the Board regarding the fundraising status for the Honoring the Legacy, Building the Future Capital Campaign:
 - ◆ Secured funding raised to date totals ~\$786k and there is an additional ~\$800k of requests in process. Ms. Rhubart added ~\$375k in requests have been denied to date.
 - Presented to the Lewis County Government Health and Human Services Committee on November 15th and requested \$400,000 to support the Endowment Fund and Capital Campaign costs.
 - Received capital campaign donations/pledges from three members of the Board of Managers to date totaling \$45,000. Ms. Rhubart shared she will be reaching out to the remaining members of the Board of Managers to discuss their participation in the Capital Campaign.
 - The Employee Pledge Campaign will begin next week at the health system which will allow for two-year pledges for the employees to the Capital campaign
 - The fundraising video was shared with the group. Ms. Rhubart noted this was debuted at the Foundations Gala held on November 12th.

□ OPERATIONAL UPDATES:

- ◆ **Patient Safety/Quality:** Mrs. Lyndsey Allen, Director of Quality, provided a brief update on the following topics through a PowerPoint presentation with the board as Mrs. Ross, Chair of the Quality Committee, was excused from the meeting (a copy of the full presentation is in the Board portal).

- American Heart Association – Get With The Guidelines Rural Health Care Outcomes Accelerator
- Get With The Guidelines Rural Hospitals
- Challenges for Rural Health Settings
- How to Address These Challenges
- Programs of Participation
- Benefits of Participation

Mrs. Allen noted that we were 1 of 700 facilities selected to participate in this program, which is free of costs for three years, and will begin on January 1, 2023. She noted that we also currently participate in a, “Get With the Guidelines Stroke Program,” – kudos to Ms. Teal who initiated this initiative. Mrs. Allen noted she will be presenting our facilities Stroke data dashboard at the December’s Board meeting.

- ◆ **Finance:** Mr. Jeff Hellinger, CFO, shared the following updates:

Period 10 Review:

- There was a loss of \$899,481 versus a budgeted gain of \$645,043 for the month of October. The YTD loss is \$3,978,021 versus a budgeted gain of \$533,508.
- Mr. Hellinger shared the October budget included a second hospital health insurance holiday totaling \$700,000, which was not granted by the County. If the hospital would have received the health insurance holiday, the October loss would have decreased to \$199,481.
- Other Operating Revenue was under budget due to no stimulus payments and lower 340B revenue due to continued restrictions put in place by the pharmaceutical industry.
- A few expenses that were higher than budgeted included:
 - ✓ Salaries were under budget due to fewer employed staff members than budgeted
 - ✓ Employee benefits were over budget as the health insurance holiday that was included in the budget was not granted by the County.
 - ✓ Professional fees were under budget due to reduced Ortho costs from not having a provider for several weeks.
 - ✓ Purchased Services were over budget due to the continuation of traveling nurses in several departments totaling approximately \$192k. Mr. Hellinger noted that we currently have 18-19 travelers at the facility.
- Some areas that experienced positive results for the month of October are as follows:
 - ✓ ER transfers – lowest in 2022
 - ✓ SLHC – highest all-time volume
 - ✓ South Lewis School – highest volume in 3 years, highest all-time
- Mr. Hellinger noted he will be presenting the financials tomorrow to all staff at the health system via Google meet for informational purposes. He added he will begin sharing this information with staff the day after each board meeting.

- ◆ **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, November 28, 2022, which was discussed in more detail.
- Mr. Musnicki shared the project is currently on target and is approximately 30% complete having spent ~\$9.45M to date. He noted both foundation and steel work are complete. He added the roof is scheduled to be completed on December 24th and once the shell is enclosed it will allow interior work to be performed during the winter months. Mr. Pace reported to efficiently heat the new addition during the winter months, in the next 2-3 weeks we will be running steam lines from our existing natural gas boiler into the new building allowing for 4 units at points in the building to provide the necessary heat.

- Rock removal has been ceased for the season. He noted much more rock was removed from the site than anticipated and added an additional cost of ~\$469k to the project (which is about 1.5% of the total project costs of \$31,700,000). The remainder portion of the rock which includes the last section of the retaining wall is scheduled to be removed in the Spring of 2023. A discussion ensued regarding the additional costs to the project for the removal of rock, and Mr. Musnicki noted he will follow up with the engineer on the project.
 - Mr. Musnicki shared the contractors are all doing a fantastic job with approximately 50-60 construction workers on site daily.
 - ◆ **Human Resources:** Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the November 10, 2022, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements, and terminations were included in Board packets. Mrs. Jones noted the changes made in these forms by HR at the Board's request.
 - Mrs. Jones noted the HR Committee discussed the new tracking tools put into place in the HR Department with regarding to applications.
 - Mrs. Jones noted that we cannot offer the CNA class currently at this time.
- **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
- Mr. Herbine shared he, Mrs. Allen and Mrs. Wurz continue to meet daily at 7:45 a.m. to review incidents which occurred the day before and action planning. He also shared typically the vast majority of the decisions we make goes across the top of the Algorithm (included in PowerPoint) and down the right-hand side. Mr. Herbine noted the importance of Just Culture across the whole system and added it will help to improve clinical outcomes, and financial & operational results in a positive manner. He shared we still have a lot of work to do, but it should allow our employees to be more pliable and open to change.
- **CHIEF EXECUTIVE'S REPORT:** Mr. Cayer provided to the Board a brief overview on the following topics:
- ◆ Organizational Chart:
 - Operations
 - Compliance
 - Provider Recruiting & ContractingMr. Cayer noted both he and Mr. Herbine worked together updating the Organizational Chart. Mr. Herbine's role is operations with the remaining yellow boxes Mr. Cayer's responsibility. He noted that there is a dotted line going to the Compliance Officer, Mr. David Hoffman, which represents both Mr. Herbine and Mr. Cayer working together in support of the compliance program. Mr. Cayer also shared in order to drive more consistency and become more engaged in provider recruitment, he, Mr. Herbine, Mr. Hellinger and Dr. Harney have been working on restructuring provider recruitment and contracting.
 - ◆ RHCF Survey Update: The appeal submitted to CMS for a deficiency remains outstanding at this time and Mr. Cayer noted that this can take up to 60 days for a decision to be made. He added a Hardship Exemption was filed with the NYSDOH for the CNA Training program and have had no response to date. He added both Mrs. Wurz and Ms. Teal have reached out seeking updates on this exemption.
 - ◆ Strategic Planning: Mr. Cayer shared with the group a brief update on the strategic planning for our facility. He noted we need to decide whether we are updating the current Strategic Plan or are developing a new one. He added that we are currently in the early stages of mapping this out and will bring back more information to the group.
 - ◆ Mr. Cayer shared an article with the board titled "More pain, no gain for hospitals' operating margins," written by Molly Gamble.

□ PRESIDENT'S REPORT:

- ◆ Strategic Topics for December 2022:
 - ✓ Board President, Mr. Young, shared he will be extending an invitation to Mr. David Hoffman, Compliance Officer, and Mr. Raymond Meier, Esq., hospital attorney, to attend the December board meeting to conduct a short presentation regarding employment contracts.
- ◆ 2023 Nominating Committee: Mrs. Steckly, Chair of the 2023 Nominating Committee, shared she did receive a few emails of interest from board members who are currently in good standing who are interested in serving as President, Vice-President and/or Secretary for a term of one year by the deadline of Friday, November 11th. She added the Nominating Committee will convene and review the submissions before the annual meeting scheduled for December 28, 2022.
- ◆ 2023 Schedule of Board Updates – No edits were suggested to the 2023 Schedule. Board President, Mr. Young, requested any suggested edits be forwarded to him and/or Mr. Cayer. Mr. Cayer added he has invited the FBI Agent, who presented on the topic of Cyber Security at the Annual Trustee Conference held in the fall, to our facility to meet with our IS team and to present to the board. This date is yet to be determined.
- ◆ Request for 2023 Committee Assignments – Board President Mr. Young request Mrs. Michelle Kelley send out the requests for committee assignments to the full board.
- ◆ December's Board Calendar Reminders:
 - Medical Staff Meeting: 12/12th at 6:15 p.m.
Cheryl Steckly and Dr. Howard Meny
 - Board of Manager's Meeting: 12/28th at 4:30 p.m.
- ◆ Reappointments to the Board of Managers: Board President, Mr. Young, shared with the group that Mr. McDowell, Mrs. Steckly and Mrs. Mastascusa have consented to serve another 5-year term on the Board and he has sent a letter to the Chairman of the Board of Legislators for their reappointments. Mr. Young also noted Mr. Chartrand's term will also expire on December 31, 2022 and his reappointment to the Board of Managers will be up to the Chairman of the Board of Legislators.
- ◆ General: The Board received a copy of the November 2022 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of October.

□ CONSENT ITEMS:

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

- 10/24/2022 Capital Improvement Oversight Committee
- 10/26/2022 Board of Managers Minutes
- 10/26/2022 Environment of Care Committee Minutes
- 11/10/2022 Human Resources Committee Minutes
- 11/21/2022 Finance Committee Minutes

Approved.

VOTE: yes 10, no 0.

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

- ◆ The Annual Brooks Memorial Lecture will be held on Wednesday, December 7, 2022, with Yahia Lodi, M.D. an Interventional Neurologist from Mohawk Valley Health System presenting on "Neuroendovascular Strategies in Cerebrovascular Disease in the 21st Century".
- ◆ Medical staff is currently seeing an increase in both inpatient and outpatient settings due to respiratory illnesses.
- ◆ Credentialing/Recredentialing on tonight's agenda will be discussed in Executive session.

#125. Motion by Mrs. Rennie, seconded by Mrs. Jones, to enter executive session at 5:32 p.m. for credentialing matters. Approved.

VOTE: yes 10, no 0.

#126. Motion by Mr. Musnicki, seconded by Dr. Meny, to return to regular session at 5:40 p.m. Approved.

VOTE: yes 10, no 0.

□ Credentialing/Recredentialing:

#127. Motion by Mrs. Steckly, seconded by Mrs. Mastascusa, to approve the following:

Reappointments:

- Jon M. Baker, M.D. – Reappointment to the Active Staff, Surgery Service, with Clinic privileges as requested.
- Sung “Steve” Kwon, M.D. – Reappointment to the Courtesy Staff, Surgery Service, with Clinic privileges as requested.

Delegated Re-appointment:

- Eugene Barasch, M.D. – Reappointment to Courtesy Staff, Radiology Service, with privileges as requested.
- Dwight Townsend, M.D. – Reappointment to Courtesy Staff, Radiology Service, with privileges as requested.

Delegated Appointments:

- Justin Shafa, M.D. – Appointment to the Associate Staff, Radiology Service, with privileges as requested.

Approved.

VOTE: yes 10, no 0.

□ Other:

#128. Motion by Mrs. Jones, seconded by Mrs. Rennie, to enter executive session at 5:42 p.m. to discuss a personal matter. Approved.

VOTE: yes 9, no 0.

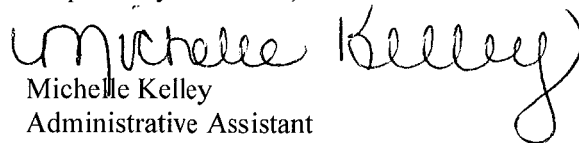
#129. Motion by Mrs. Steckly, seconded by Dr. Meny, to return to regular session at 6:31 p.m. Approved.

VOTE: yes 9, no 0.

#130. Motion by Mr. Lehman, seconded by Dr. Meny, to adjourn at 6:32 p.m. Approved.

VOTE: yes 9, no 0.

Respectfully submitted,


Michelle Kelley
Administrative Assistant

Countersigned:

Philip McDowell, Secretary
Board of Managers