

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS
August 30, 2023**

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:

*Jennifer Jones
John Lehman*

*Dr. Howard Meny
Donald Musnicki*

*Susan Ross
Michael Young*

Via Google Meet: Philip McDowell {not included in the vote}

Others
Present

*Gerald R. Cayer, Chief Executive Officer
Kerry Herbine, Chief Operating Officer
Jeff Hellinger, CFO
Dr. Sean Harney, CMO, Employed Provider Clinics
Robert Fargo, Director of Facilities Management
Michelle Kelley, Administrative Assistant
Jessica Skiff, Director of Human Services
Debra Wurz, Nursing Home Administrator
Mary Teal, Director of Nursing
Dr. Steven Lyndaker, Medical Director {entered at 4:51 p.m.}
Marylou Feilmeier, Medical Staff President {entered at 4:55 p.m.}
M. Lynn Pisaniello, M.D. {entered at 5:08 p.m.}
Scott Sauter, Network Administrator*

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, Mr. John Lehman.

MOMENT OF SILENCE: The Board memorialized Gerard Crawford, II, M.D., a member of our Medical Staff, in a moment of silence to celebrate his life, February 18, 1949 – August 24, 2023. Dr. Crawford provided compassionate health care to generations of women in Lewis County and will be greatly missed.

EXCUSE ABSENT MEMBERS

#93. Motion by Mr. Lehman, seconded by Mrs. Jones, the board excused Cheryl Steckly, Marguerite Mastascusa, Philip McDowell, Karen Rennie, and Richard Chartrand from the meeting. Approved.

VOTE: yes 6 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.

□ GENERATIVE DISCUSSION:

- ✓ Mr. Jeff Hellinger, CFO, briefed the board regarding Contractual Allowances for the health system. He shared two spreadsheets prepared by the Finance Department with the group, “Zero Balance Accounts” and “Accounts Receivable Analysis” that are used to determine contractual allowances for the facility from January 1, 2023 – July 31, 2023. He added that this is a very complicated process. Mr. Hellinger explained that contractual allowances are the difference between what a healthcare provider bills for the service rendered versus what will be contractually paid (or should be paid) based on the terms of its contracts with third party insurance companies and/or government programs (Medicaid/Medicare). Often the reimbursement amount is lower than the billed amount. He added, as one of the largest Critical Access Hospitals in NYS, our contractual allowance percentage is -60.63% compared to other NYS CAH’s at -51.90%.

□ OPERATIONAL UPDATES:

- ◆ Patient Safety/Quality: Mrs. Sue Ross, Chair of the Quality Council Committee, and Mr. Kerry Herbine, COO, provided a brief update:
 - ✓ The Acute Care QAPI (Ancillary) Committee met on August 9, 2023.
 - ✓ The LTC QAPI (Ancillary) Committee met on August 15, 2023.
 - ✓ Copies of all the above minutes are in the board portal.
 - ✓ Mrs. Ross reported we are excited to announce that Lewis County Health System received the 2023 American Heart Association / American Stroke Association’s Get With The Guidelines {GWTG}- Stroke Bronze Quality Achievement Award. This award reaffirms our pursuit to provide excellence in stroke care for our patients in our community.
 - ✓ Mrs. Ross shared the EOC deficiencies received from the Joint Commission survey have been completed by the September 5th deadline except for one in the kitchen storeroom for a penetration in the fire wall. Per Mr. Fargo, this deficiency is expected to be completed by the project’s General Contractor in the next week. Mrs. Ross added Joint Commission is expected to return to our facility to follow up on the Infection control deficiencies.
 - ✓ Mrs. Ross noted that Mrs. Allen has now brought the acute, nursing home, and Home Health and Hospice all into the quality program.

- ◆ Finance: Mr. Phil McDowell, Chair of the Finance Committee, introduced the finance update by Mr. Jeff Hellinger, CFO. The group discussed the following topics:
 - There was a gain of \$425,237 versus a budgeted gain of \$152,200 for the month of July. The YTD loss is \$156,231 versus a budgeted loss of \$325,524.
 - Overall net patient revenue was less than budget due to more contractual allowances.
 - Inpatient revenue was higher in ICU (~\$146k) and Respiratory Therapy (~\$88k). The departments that had lower revenue were OR (~\$60k) and Drugs Sold – IV (~\$58k).
 - Outpatient gross revenue was higher in OR (~\$82k), Amb Surg (~\$65k), Lab – Chemistry (~\$174k), CATScan (~\$179k) and Nuclear Medicine (~\$60k). The departments that had lower revenue was Lab-Bacteriology (~\$77k).
 - Contractual Allowances were higher than budget due to more gross revenue as well as a higher contractual allowance reserve percentage compared to budget. The 2023 Cost Report settlement amount of \$800,844 was recorded this month.
 - Stats for July: Areas that experienced positive results for the month are as follows:
 - ✓ SNF Patient Days – highest in 2.5 years
 - ✓ Total ER visits – highest in 1 year
 - ✓ ER Treated and Released – highest in 2 years
 - Overall expenses were higher than budget:
 - ✓ Salaries were under budget due to fewer staff members than budgeted.
 - ✓ Employee Benefits were over budget due to the increase in health insurance premiums.
 - ✓ Purchased services were over budget due to traveling nursing staff totaling ~\$155k.

- Mr. McDowell shared he would like to defer the alternatives to hosting the Grant Writer and Physician Recruiter positions to next month's Finance Committee meeting.
- FY 24 Budget. Mr. Hellinger noted the Capital budget will be reviewed in October. The 2nd draft of the revenue, operating and FTE budgets will be reviewed by the Finance Committee at the September meeting together with the 1st and 2nd quarter 2023 Key Financial Metrics. Mr. Hellinger shared the Senior Team met today to discuss the revenue side of the FY 24 budget.
- ◆ 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, August 28, 2023, which was discussed in detail.
 - Mr. Musnicki noted the biggest hurdle with the project currently is not enough workers on site which is a continuing struggle for the General Contractor. He added that the Bond company has been put on notice to this effect and we have seen some improvement. We are hoping with the schools back in session during the 1st part of September, we will see an increase in workers on site as the school projects should be completed. Mr. Cayer shared a meeting has been scheduled for next week with the General Contractor regarding the schedule.
 - The vinyl sheet flooring is currently being installed in all common areas in the new addition. Mr. Rob Fargo reported we are substituting the vinyl sheet flooring in the project's four (4) OR's with a rubber composite flooring which will have no seams and to support infection control best practices. Mr. Fargo noted the flooring company will be on site this Thursday, Friday, Saturday, Sunday and Monday to complete the installation of the flooring in the OR's. He added that this new rubber composite flooring will also be better for our staff's backs and joints.
 - We are currently in Phase 3 of the renovation project on Med/Surg with dry walling currently being completed.
 - The General Contractor is currently targeting the end of October for the completion of the Surgical suites, which is not accepted by Administration and is currently being addressed.
 - March 8, 2024 is currently the date for the completion of the project.
 - Mr. Cayer noted that he will report back to the Capital Oversight Committee next month regarding the request for additional funding ~(\$300k) by C&S for the Project Manager oversight and others due to the extension of the completion of the project to March 8, 2024.
 - Board President, Mr. Young, expressed his concern with the current overages in the project:
 - ✓ Barrett Paving \$700,000 (Rock Removal)
 - ✓ C&S \$300,000 (Additional Oversight due to extension)
 - ✓ BCA \$200,000 (Drawing Modifications)
and added that the construction contingency of ~\$1M is nearly depleted.
- ◆ Human Resources: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the August 11, 2023, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations' new hires, resignations, retirements, and terminations were included in Board packets.
 - Discussed Worker's Compensation for employees.
 - The MAT Agreement between the Health System and the Lewis County Jail is currently in place. Mrs. Jones shared that approximately five Registered Nurses have volunteered to work at the jail to administer MAT medications to the inmates at an overtime rate, which will be reimbursed by the County for coverage on weekends, holidays, and vacation days when the jail nurse is not available.
 - Discussed Nursing Home's minimum staffing requirements.
 - Vacancy/Turnover rates for CNA's, LPN's, RN's, Clerk's, FSH's and EVS's were shared and discussed.
 - Noted a new column "Civil Service" was added to the Vacancy Report created by HR.

- ❑ **CHIEF OPERATOR'S REPORT:** Mr. Kerry Herbine provided a brief update on the following:
- ◆ LMA Lab Drawing Station: Mr. Herbine shared the lab outreach at Lowville Medical Associates, which was fully implemented during the month of June, is going well with 446 patient visits experienced during the month of June.
 - ◆ Mr. Herbine shared it has been a very busy summer in all the outpatient areas, acute nursing and nursing home and added that we have been running between 19-20 patients on Med/Surg daily and have had to hold 3-4 patients in the ED daily as well. He noted that we have also experienced staffing challenges in all the areas as well and the team is working to recruit and maintain staffing levels in all the areas.
- ❑ **CHIEF EXECUTIVE'S REPORT:** Mr. Cayer provided to the Board a brief overview on the following topics:
- ◆ Compliance Update: Mr. Cayer briefed the group regarding the status of our compliance program with the health system. He noted that Mr. Kerry Herbine, Compliance Coordinator, and Mrs. Lyndsey Allen, Director of Quality, continue to manage the internal Compliance program and meetings in house, and added, he is currently working with Bond, Schoeneck and King for "hotline" coverage as the Chief Corporate Compliance Officer with the resignation of Mr. David Hoffman, Esq.
 - ◆ 43rd Annual Trustee Conference – HANYs 43rd Annual Trustee Conference is scheduled for September 21-23, 2023, at the Saratoga Hilton, Saratoga, NY. Mrs. Michelle Kelley delivered folders to the Board members that will be attending with all the pertinent information for the conference. Please reach out to her with any questions.
 - ◆ Welcome to New CSEA Leadership:
 - Jim Aucter, President
Building Maintenance Worker in Plant Ops
6 years (2017)
 - Tina Johnson, Vice President
CNA on Med/Surg
7 years (2016)
 - Nikki Brotherton, Secretary
Senior Keyboard Specialist in Staff Development
8 years (2015)
 - Ashley DeSantis, Treasurer
Ward Clerk on RHCF 2nd Floor
6 years (2016)
 - ◆ Downtown Revitalization Initiative – Village of Lowville: Mr. Cayer informed the group that he was asked by the County of Lewis to be part of this initiative as it has the potential of bringing \$10M to the Village of Lowville.
- ❑ **PRESIDENT'S REPORT:**
- ◆ Strategic Topics for September 2023:
 - ✓ Elder Care Services {D. Wurz}
 - ✓ Communications {C. Flint}
 - ◆ General: The Board received a copy of the August 2023 News In General.
 - ◆ News Notes: The Board received a copy of the News Notes from the media for the month of July.

CONSENT ITEMS:

#94. Motion by Mr. Lehman, seconded by Mrs. Ross, to approve the July 26, 2023, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 07/24/2023 Capital Improvement Oversight Committee Minutes
- 07/24/2023 Quality Council Committee Minutes
- 07/26/2023 Environment of Care Committee Minutes
- 08/11/2023 Human Resources Committee Minutes
- 08/21/2023 Finance Committee Minutes

Approved.

VOTE: yes 6, no 0.

☐ **MEDICAL STAFF:** Dr. Marylou Feilmeier, President of the Medical Staff provided the following update.

- ◆ Credentialing/Rec credentialing on tonight's agenda will be discussed in Executive session.
- ◆ The Medical Staff made a \$2,500 donation to the Lewis County Hospital Foundation's "Honoring the Legacy, Building the Future" capital campaign and has requested each member of the Medical Staff to match the Medical Staff's donation.

☐ **Medical Staff Chiefs of Service:**

#95. Motion by Mrs. Jones, seconded by Dr. Meny, to accept the revision to the 2023-2024 Medical Staff Chiefs of Service as follows:

- Obstetrics and Gynecology: F. Lee Dutton, M.D.

Approved.

VOTE: yes 6, no 0.

#96. Motion by Mr. Musnicki, seconded by Mrs. Jones, to enter executive session at 5:37 p.m. for credentialing matters. Approved.

VOTE: yes 6, no 0.

#97. Motion by Mr. Musnicki, seconded by Dr. Meny, to return to regular session at 5:45 p.m. Approved.

VOTE: yes 6, no 0.

☐ **Credentialing/Rec credentialing:**

#98. Motion by Mr. Lehman, seconded by Dr. Meny, to approve the following:

Reappointments:

- Darius Marhamati, M.D. – Consulting Adjunct Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Yu Sung, D.O. – Courtesy Staff, Internal Medicine Service, with privileges as requested.

Delegated Reappointments:

- Jordan Ziegler, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Appointments:

- Ammar Arnautovic, N.P. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.

Delegated Appointments:

- Karl Magsamen, M.D. – Associate Staff, Radiology Service, with privileges as requested.

Advancements:

- None

Delegated Advancements:

- Keith McGuire, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- John Sanico, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Lance Williams, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Approved.

VOTE: yes 6, no 0.

Executive Session:

#99. Motion by Mr. Musnicki, seconded by Mrs. Jones, to enter executive session at 5:46 p.m. to discuss a personnel matter. Approved.

VOTE: yes 6, no 0.

#100. Motion by Mr. Lehman, seconded by Dr. Meny, to return to regular session at 5:55 p.m. Approved.

VOTE: yes 6, no 0.

Other:

#101. Motion by Mr. Musnicki, seconded by Mr. Lehman, the Board approved the extension of Gerald R. Cayer's Contract as Chief Executive Officer to May 3, 2025. Approved.

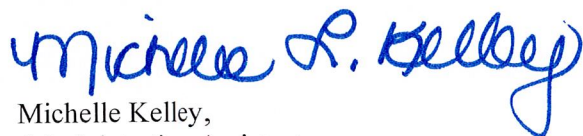
VOTE: yes 5, no 1, (Mrs. Ross).

Adjourn:

#102. Motion by Mr. Musnicki, seconded by Mr. Lehman, to adjourn at 5:58 p.m. Approved.

VOTE: yes 6, no 0.

Respectfully submitted,



Michelle Kelley,
Administrative Assistant

Countersigned:

Philip McDowell,
Secretary Board of Managers