LEWIS COUNTY GENERAL HOSPITAL BOARD OF MANAGERS

August 31, 2022

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

Richard Chartrand

Howard Meny, M.D.

Donald Musnicki*

John Lehman

Marguerite Mastascusa {entered 4:40 pm}

Susan Ross

Jennifer Jones

Philip McDowell

Cheryl Steckly Michael Young

Others

Present

Gerald R. Cayer, Chief Executive Officer

Jeff Hellinger, Chief Financial Officer Kerry Herbine, Chief Operating Officer Michelle Kelley, Administrative Assistant Jessica Skiff, Director of Human Services

Marcy Teal, CNO

Sean Harney, M.D., CMO, Employed Provider Clinics

Frank Pace, Director of Facilities Management

Debra Wurz, Nursing Home Administrator

Christina Flint, Community Services Coordinator

Lyndsey Allen, Director of Quality

Dr. Steven Lyndaker, Medical Director {entered at 4:40 p.m.}

Marylou Feilmeier, Medical Staff President

JoAnne Rhubart, Executive Director, Lewis County Hospital Foundation, Inc.

Scott Sauter, Network Administrator

Ryan Piche, County Manager

Phil Hathway, Board of Legislator {via telephone}

Bea Grause, RN, JD, President, HANY's

Nicholas Henley, MPH, HANY's

☐ 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, Susan Ross.	

☐ EMPLOYEE OF THE MONTH

#90. Motion by Mrs. Jones, seconded by Mr. McDowell, the Board congratulated Johnna Lane, Physician Office Assistant, as the July Employee of the Month. Approved.

VOTE: yes 8, no 0.

- **CONFLICT INQUIRY:** No known conflicts were identified on tonight's agenda for any board member.
- <u>PUBLIC COMMENT</u>: Anyone wishing to send a public comment may do so by sending an email to <u>info@lcgh.net</u>. Mrs. Michelle Kelley noted no emails were received.
- ☐ GENERATIVE DISCUSSION: Mr. Cayer welcomed and introduced Ms. Bea Grouse, RN, JD, President and Mr. Nicholas Henley, MPH, VP, External Affairs, from HANY's to the Board of Managers. Ms. Grouse and Mr. Henley shared a PowerPoint with the group entitled "State and Federal Update for Lewis County Health System" which covered the following topics:
 - ✓ Covering your landscape
 - ✓ Kudos and thank you!
 - ✓ Federal priorities
 - ✓ Preserving CAH status
 - ✓ HANYS' fall 2022 federal priorities
 - ✓ State Priorities

^{*}Donald Musnicki, Board Member, participated via Google Meet (could not participate in vote).

- ✓ Looking forward SFY 2023-2024
- ✓ Politics and Elections (in a divided nation)
- ✓ New Market Headwinds
- ✓ The Pandemic Aftermath The Gap

□ STRATEGIC FOCUS TOPICS:

✓ Ms. JoAnne Rhubart, Executive Director of the Lewis County Hospital Foundation, Inc. updated the group on the progress of the capital campaign and stated that she and Mrs. Karen Rennie would be reaching out to them to solicit individual donations for the capital campaign.

□ OPERATIONAL UPDATES:

- Patient Safety/Quality: Mrs. Susan Ross, Chair of the Quality Committee, provided the following update to the board:
 - Quality Council Meetings:
 - ✓ Quality Council Committee This committee meets quarterly. Mrs. Ross shared the minutes from this meeting will be placed in the board portal quarterly for the boards review.
 - ✓ Quality Assurance/Performance Improvement Committee This committee meets monthly. The minutes from this meeting will also be placed in the board portal monthly.
 - Mrs. Ross welcomed and introduced Mrs. Lyndsey Allen, Director of Quality, to the board and Mrs. Allen provided a brief overview to the board on the following topics:
 - ✓ Incident management Just Culture
 - ✓ Upcoming CMS measurer: This is a new measurer for 2023:
 - Hypo/Hyperglycemia this measurer is currently in trial, and we are meeting 100% of the requirements at this time.
 - ✓ Current measure update:
 - Safe use of opioids
 - Venous Thromboembolism (VTE) prophylaxis
 - ✓ Joint Commission survey update: Mrs. Allen noted that our facility is currently in the 18th month window for the reaccreditation survey with JC and she is preparing daily in anticipation of their arrival.
 - ✓ Mrs. Allen also shared with the board a copy of the 2022 patient Safety Preventable Harm Events (Q2 & YTD, 2022).
 - Please feel free to contact Mrs. Allen at 315-376-9697 or at lallen@lcgh.net if you have any questions.
- <u>Finance</u>: Mr. Jeff Hellinger, CFO, shared the following updates: Period 7 Review:
 - There was a loss of \$1,142,708 versus a budgeted loss of \$55,400 for the month of July. The YTD loss is \$1,619,626 versus a budgeted loss of \$368,059.
 - He noted the lower acute admissions on the inpatient side in the month of July were one of the factors for the reported loss. Another factor was the decrease in outpatient revenue, and the added expense for traveling staff which cost the facility ~\$300k in the month of July.
 - He noted expenses were better in the month of July with lower salary costs due to open positions.
 - The ED continues to be very busy and we are seeing ~1,000 visits month after month at this time.
 - In the month of July, ~\$1M was paid out in the capital project. Mr. Hellinger shared this is a separate line item on the financials.
 - Mr. Hellinger also provided a brief overview of the 1st draft of the 2023 Budgeted Volumes with the board. He also shared a copy of the final draft of the 2023 Capital Budget. Mr. Hellinger noted he has budgeted 850 acute admissions in the 2023 budget versus the 771 projected total for 2022 and has increased the RHCF occupancy from 75% to 80% in the 2023 budget.
 - The FTE and Operating Budget budgets for 2023 have been submitted from the department managers and Mr. Hellinger is in the process of reviewing.

o 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 29th, which was discussed in more detail. Mr. Musnicki noted the foundation for the building is currently in the process of being poured at this time with the roof being placed on the building in December. Currently there are 4 phases left in the project and the project remains slated to be completed by December 28, 2023. He added this is a fluid project and adjustments are being made, as necessary. He shared Mike Nuffer, Project Manager, continues to do a great leading this project for our facility.
- Improvement Oversight Committee: Mr. Musnicki shared with the group the intent of the Capital Improvement Oversight Committee to create a sub-Landscaping Committee for the purpose of making the final landscaping decisions once the capital project is in its final stages as it is the committee's intent to have an attractive environment for the Nursing Home residents which also compliments the hospital's campus. Board member, Mrs. Susan Ross, expressed her interest to be on this sub-Committee. Ms. Deb Wurz will be reaching out to residents and their families to see there is any interest for 3-4 individuals to also serve on this sub-Committee.
- Director of Facilities Management Update: Mr. Jeff Hellinger shared Mr. Robert Fargo has accepted the Director of Facilities Maintenance position and will begin on September 6, 2022. He noted Mr. Frank Pace has developed a transition plan and will continue with the Health System in his temporary exempt position through January 27, 2023, to oversee the building project and assist Mr. Fargo in the transition of his new position.
- o <u>Human Resources</u>: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the August 11, 2022, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements, and terminations for the period of July 18, 2022 August 8, 2022, were included in Board packets.
 - An update on the tentative agreement with the CSEA Union will be discussed at the end of the meeting in Executive session.
 - The Employee Survey will be going out to staff to complete at the beginning of October 2022.
 - Mrs. Jessica Skiff briefed the group regarding the NYS Health Care Worker Bonus (HWB) Program through a PowerPoint presentation. This was enacted as part of the 2022-23 NYS Budget Governor Hochul and the State Legislature who allocated \$1,2 billion in funding to this program for the payment of bonuses for certain frontline health care workers. The HWB provision allows for the payment of bonuses to "recruit, retain, and reward health care and mental hygiene workers" meeting certain eligibility requirements. Mrs. Skiff noted our facility information is due to the NYSDOH by Friday, September 2nd, and she is currently in the process of evaluating each employee's attestation that was submitted to determine whether or not they meet the eligibility criteria. Currently, Mrs. Skiff noted we have approximately 35 employees who do not meet the criteria and 338 who do. Board President, Mr. Young, questioned Mr. Ryan Piche, County Manager, could any of the hospital employees who do not meet the State's criteria (who are also County employees) be paid a bonus from the County as the County employees are currently slated to receive a 3% bonus pending Legislative approval at the September board meeting. Mr. Piche responded by noting it was his understanding hospital employees did receive a retention bonus before in 2021 if they were employed at that time. He noted he would speak Mr. Cayer regarding this request after the meeting as the Board of Legislators will be voting on this initiative for their employees on Tuesday, September 6th, at their monthly board meeting.

☐ <u>CHIEF OPERATOR'S REPORT</u>: Mr. Kerry Herbine shared the following update with the board:

- ♦ Capital Update:
 - ✓ Radiology CT Scanner we are currently in the process of vetting and purchasing the new CT scanner, which should be completed by the end of September. Mr. Herbine noted the current CT machine has been down 25% of the time over the last 3 months. The cost of the new scanner will be between approximately \$850,000 and \$900,000 and will take up to six months to implement and install.
 - ✓ <u>Lab Analyzer</u> we are currently in the process of replacing the analyzer in the Laboratory. The new analyzer will be able to run more tests and will have built-in redundancy with two lines built in. This will diminish our downtime.
- ♦ Quality Update:
 - ✓ <u>ED Left Without Being Seen (LWBS)</u>: Mr. Kerry shared an action team consisting of Marcy Teal, Tracie Davoy, Lyndsey Allen, Michele Prince (Delphi) and Dr. Mathis and himself has been established to review the LWBS in the ED. He shared five action items and three placeholders the team has implemented or is in the process of implementing to reduce this initiative.
 - ✓ <u>Just Culture</u>: Mr. Herbine shared the definition of a "Just Culture" with the group which is "a concept related to systems thinking which emphasizes that mistakes are generally a product of faulty organizational cultures, rather than solely brought about by the person or persons directly involved." Mr. Herbine noted "Just Culture" is very critical to work on as an organization and he and his team have invested many hours on this initiative.

☐ CHIEF EXECUTIVE'S REPORT:

♦ Time allocated to Generative Discussion

☐ PRESIDENT'S REPORT:

- ♦ Strategic Topics for September 2022:
 - ✓ Public Relations {C. Flint}
- ♦ News In General: The Board received a copy of the August 2022 News In General.
- News Notes: The Board received a copy of the News Notes from the media for the month of July.

☐ CONSENT ITEMS:

- #91. Motion by Mr. Lehman, seconded by Mrs. Steckly, to approve the July 27, 2022, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):
 - 07/18/2022 Quality Council Committee Minutes
 - 07/27/2022 Environment of Care Committee Minutes
 - 08/11/2022 Human Resources Committee Minutes
 - 08/15/2022 Executive Committee Minutes
 - 08/15/2022 Finance Committee Minutes

Approved.

VOTE: yes 9, no 0.

- ☐ <u>MEDICAL STAFF</u>: 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.
 - #92. Motion by Mrs. Mastascusa, seconded by Mr. Chartrand, to enter executive session at 6:40 p.m. for credentialing matters. Approved.

VOTE: yes 9, no 0.

#93. Motion by Mr. Lehman, seconded by Mrs. Jones, to return to regular session at 6:57 p.m. Approved.

VOTE: yes 9, no 0.

☐ Credentialing/Recredentialing:

#94. Motion by Mrs. Steckly, seconded by Mrs. Ross, to approve the following:

Reappointments:

- o Peter Hotvedt, M.D. Reappointment to the Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- o Francis A.J. Seigers, M.D. Reappointment to the Active Staff, Internal Medicine Service, with Clinic privileges as requested.
- o Shirley Tuttle-Malone, D.O. Active Staff, Family Practice Service, Clinics

Delegated Appointments:

- o James Chatham, M.D. Courtesy Staff, Radiology Service
- o Charles Davis, M.D. Reappointment to the Courtesy Staff, Radiology Service, with privileges as requested.
- o Jonathan Meyer, M.D. Reappointment to the Courtesy Staff, Radiology Service, with privileges as requested.
- o Michael Witkosky, M.D. Reappointment to the Courtesy Staff, Radiology Service, with privileges as requested.

Appointments:

Yulian Yestin, M.D. – Appointment to the Associate Staff, Emergency Medicine Service, with privileges as requested

Advancements:

- Elizabeth Bassity, N.P. Advancement to the Active Adjunct Staff, Family Practice Service, with Clinic privileges as requested.
- Tom Chen, M.D. Advancement to Courtesy Staff, Anesthesia Service, with privileges as requested.
- O Yohetsor Hargoe, N.P. Advancement to Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Jake King, Ph.D. Advancement to Courtesy Adjunct Staff, Family Practice Service, with Psychiatry (Category I) privileges as requested.
- o Rebecca Matteson, N.P. Advancement to Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.
- O Angelo Porcari, M.D. Hold for one year due to lack of volume
- Yu Sung, D.O. Advancement to Courtesy Staff, Internal Medicine Service, with privileges as requested.

Delegated Advancements:

- o Reema Choudhry, M.D. Advancement to Consulting Staff, Internal Medicine Service, with Neurology (Tele-Medicine) privileges as requested.
- John Pohl, M.D. Advancement to Courtesy Staff, Radiology Service, with privileges as requested

Approved.

VOTE: yes 9, no 0.

□ Other: None

#95. Motion by Mr. Chartrand, seconded by Mrs. Mastascusa, to enter executive session at 6:52 p.m. to discuss a personnel matter. Approved.

VOTE: yes 9, no 0.

#96. Motion by Mrs. Mastascusa, seconded by Mr. Chartrand, to return to regular session at 6:53 p.m. Approved.

VOTE: yes 9, no 0.

#97. Motion by Mrs. Ross, seconded by Mr. Musnicki, to adjourn at 7:34 p.m. Approved.

VOTE: yes 9, no 0.

Respectfully submitted, elle F. Kelley

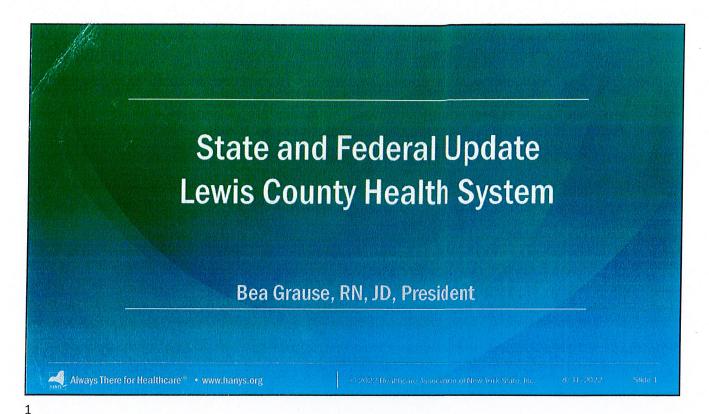
Michelle Kelley

Administrative Assistant

Countersigned:

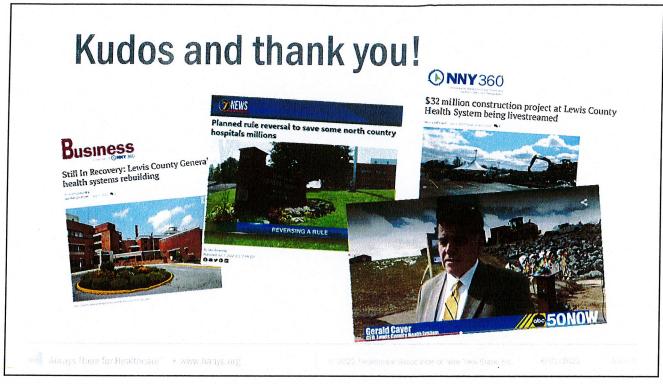
Philip McDowell, Secretary

Board of Managers



Covering your landscape

- Focus on your priorities
- Review of federal and state issues, mid-term elections and political dynamic
- · Discuss the market environment
- Outline HANYS' draft advocacy priorities
- Brainstorm on hospital messages that could help close the gap between increased expenses and flat revenue streams





Preserving CAH status

- In 2015, CMS made regulatory changes to the mileage definition of "primary road" as it relates to mileage requirements for CAH status to include any road in the "National Highway system."
- The new definition jeopardizes the status of hospitals that received CAH status under the previous guidance.



guet 11, 2020 UR 489

> Congress of the United States Washington, DC 20515

> > June 7, 2021

The Honorable Chiquita Brooks-LaSure Administrator U.S. Centers for Medicare & Medicard Services 7500 Security Boulevard Baltianore, MD 21244

Dear Administrator Brooks-La Sue:

We congranulate you on your recent confirmation as Administrator of the U.S. Centers of Medicare and Medicard Services (CMS) and look forward to working with you on the issues facing our healthcare system. We write today to bring an alamning issue to your attention that will ieopardue healthcare sixtess for rural communities across the country.

As you know, millions of Americans foring a rural communities depend on their local hospital to provide lifesaving care and treatments, yor the marque challenges of serving remote areas has led an increasing number ofront all hospitals to shut down over the past decade. We are concerned that a policy implemented by CMS in 2015 only service to accelerate this alarming retried and, if the mandersease will continue to these an access to ear for many valurables neoutlations.

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Member Update

July 1, 2022

CMS proposes changes to CAH mileage criteria and REH and CAH CoPs

Yesterday, CMS released the <u>Condition of Participation for Rural Emergency</u>

<u>Hospitals and Critical Access Hospitals</u> proposed rule which contains long-awaited

CAH mileage criteria changes. The CAH mileage definition/criteria is a high-priority

advocacy issue for HANYS. We are pleased that CMS proposes to revert almost

exactly to the 2015 primary road definition with one modification in the proposed rule.

HANYS' fall 2022 federal priorities

Address 2% Medicare sequestration cut

Delay 4% Medicare statutory "PAYGO" cut Amend Medicaid DSH cap calculation impacting New York's public hospitals Extend Medicare Dependent Hospital Program and low volume adjustment

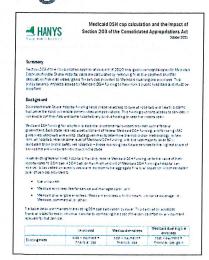
Address Medicaid DSH cuts that are set to go into effect the start of the next federal fiscal year (Oct. 2023) Streamline overutilization of prior authorizations by MA plans by passing the Improving Seniors' Timely Access to Care Act Invest in the healthcare workforce:
Resident Physician Shortage
Reduction Act, the Opioid
Workforce Act/Substance Use
Disorder Workforce Act; and
enhance transparency into staffing
agency behavior by passing the
Travel Nursing Agency
Transparency Study Act

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DSH cap calculation changes

- Section 203 of CAA negatively impacts access to Medicaid DSH funding to certain hospitals by eliminating Medicaid dualeligible enrollees from the DSH cap calculation.
- Efforts underway to amend how hospitalspecific DSH caps are calculated to hold harmless hospitals disadvantaged by Section 203 that took effect Oct. 1, 2021.





Key healthcare SFY 2022-23 budget provisions

\$1.6 billion capital investment

1.5% ATB Medicaid cut reversal

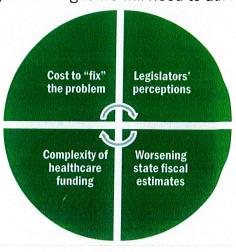
1% Medicaid rate increase

Financially distressed hospital funding Other provisions:

- Telehealth payment parity
- Medicaid global cap revisions
- Workforce support
- Healthcare worker bonuses
- Coverage expansion

Looking toward SFY 2023-2024

No shortage of budget challenges we will need to address ...

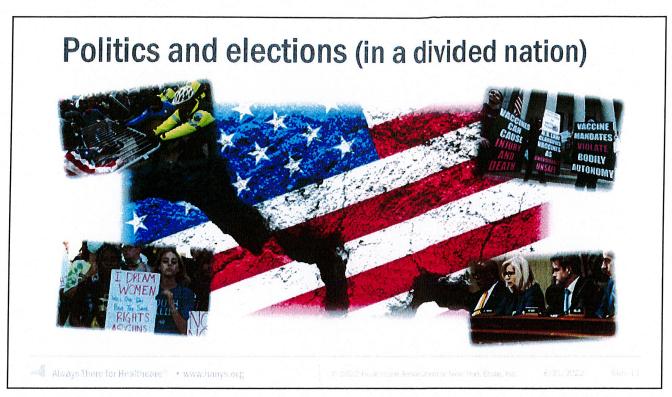


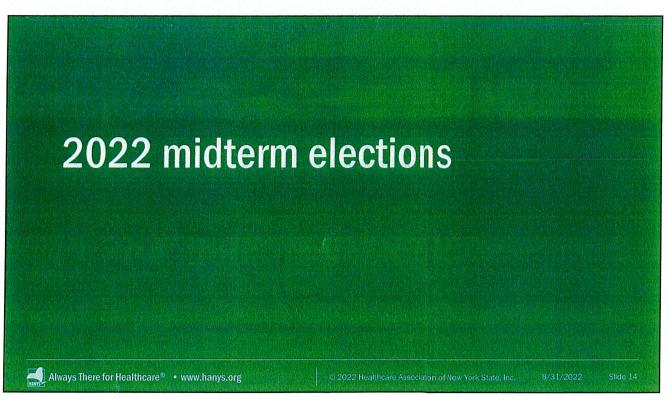
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Looking toward SFY 2023-2024

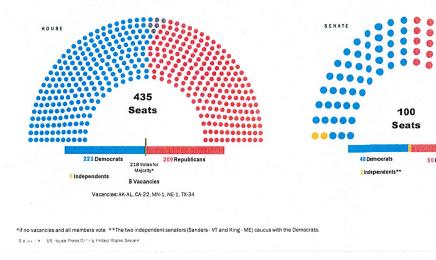
Need a multi-faceted approach to stabilize hospitals and health systems:

- State supportive funding Continue current support and secure additional investments
- Medicaid rates Build upon last year's rate increase to begin closing the growing shortfall
- Capital support Secure additional investments to provide needed debt relief and infrastructure support
- Other budget and policy areas Advance proposals related to commercial insurer practices, workforce and other areas to drive hospital fiscal and administrative relief





Composition of the 117th Congress



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NY congressional delegation changes

Retiring from Congress









(R-Camillus) (D-Garden City)

Ran/running for Governor/Lt. Governor



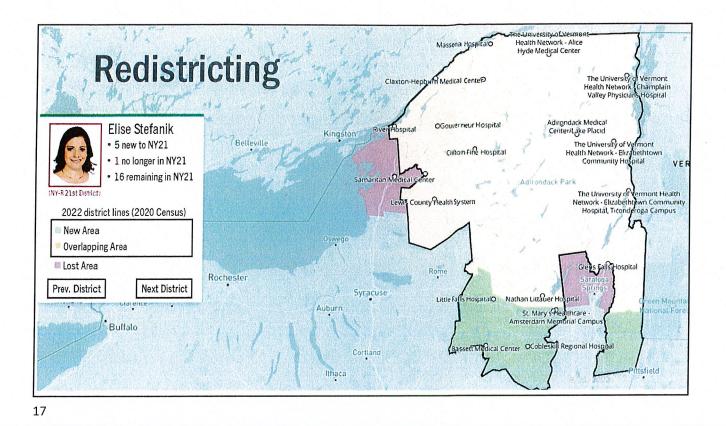
(D-Glen Cove)

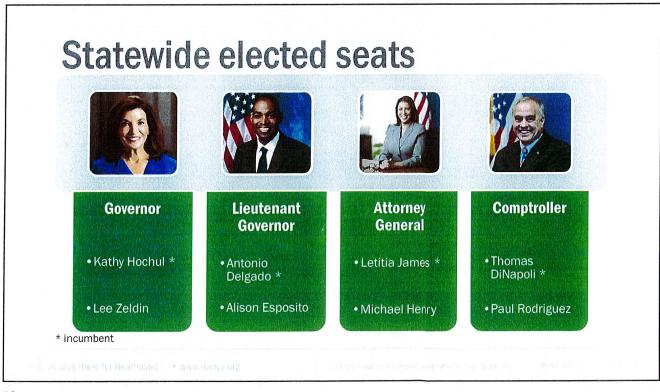


(R-Shirley)



Rep. Lee Zeldin Rep. Antonio Delgado (D-Rhinebeck)





Impact of redistricting on state reps



NYS Senator Joseph Griffo

 Will continue representing Lewis County Health System through Dec. 31, 2022.



Member Mark Walczyk

 Anticipated to represent Lewis County Health System in the new 49th Senate District beginning Jan. 1, 2023.







Member Ken Blankenbush

- Will continue representing Lewis County Health System until Dec. 31, 2022. · No changes are
- anticipated in

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Changes in key legislative roles



Senator Gustavo Rivera

- Chair, Senate Health Committee
- · Likely to win re-election bid on 11/8



Assemblyman Richard Gottfried

- Chair, Assembly Health Committee
- RETIRING



Senator Neil D. Breslin

- Chair, Senate Insurance Committee
- · Likely to win re-election bid on 11/8



Assemblyman Kevin Cahill

- Chair, Assembly Insurance Committee
- LOST primary challenge on June 28

New market headwinds - Severe workforce challenges persist: - Critical staffing shortages - Rising labor costs - Impacts of using contract staff - Consolidation - Physician competition - Always There for Healthcare* - www.hanys.org - Consolidation -

The pandemic aftermath — the gap Increase in Hospital Expenses Per Patient from 2019 to 2021 40% 36.9% 35% 30% 25% 20.6% 20,1% 20% 19.1% 15% 10% 5% Drug Labor Supply

Source: January 2022 Kaufman Hall National Hospital Flash Report

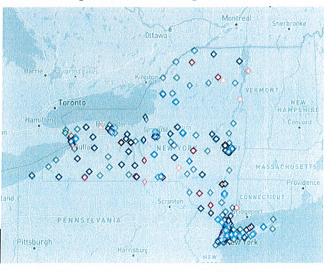


Every hospital/health system impacted

Rural, urban, public, independent community hospitals, large academic medical centers . . .

<u>all face intense fiscal</u> <u>pressures.</u>





HANYS' draft efforts to close the gap

- Advocacy to release appropriated state funds
- Urge state to release additional emergency funds
- HANYS survey on hospital finances
- Compiling budget requests for next session
- Packaging regulatory reform and workforce initiatives

Always There for Healthcare * www.hanys.org

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Challenges in closing the gap

- The size of the gap
- Government ability to close the gap
- Mid-term elections
- COVID fatigue
- Vague urgency and conflicting media messages





To the rescue! (again)

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Union messages

- Hospitals are institutions that don't care
 - About patients
 - About nurses
 - About their community
- They overpay their executives at the expense of everyone else
- Poor quality (because they don't have enough nurses)



Commercial payer messages

- They care about consumer health (and hospitals don't)
- They will keep consumers out of hospitals (so they make more from consumer premiums)
- Hospital prices are outrageously high

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How you can help

- Keep speaking out the more messengers and messages the better
- Share your connection with your community
- Highlight your involvement in community settings
- Support your CEO and other hospital leaders
- Advocate, advocate, advocate





