

**LEWIS COUNTY GENERAL HOSPITAL  
BOARD OF MANAGERS  
September 27, 2022**

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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:

*John Lehman  
Jennifer Jones  
Howard Meny, M.D.*

*Marguerite Mastascusa  
Philip McDowell  
Donald Musnicki*

*Susan Ross  
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, Construction Project Consultant  
Robert Fargo, 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 4:50 p.m.}  
Marylou Feilmeier, Medical Staff President {Entered at 4:45 p.m.}  
Scott Sauter, Network Administrator  
Ryan Piche, County Manager  
Ray Meier, Esq., Hospital Attorney {Entered at 4:55 p.m.}  
David Hoffman, Chief Compliance Officer  
Michael Nuffer, Project Manager C&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.

**EXCUSE ABSENT MEMBERS**

#98. Motion by Mr. McDowell, seconded by Mrs. Ross, the board excused Richard Chartrand from the meeting. Approved.

*VOTE: yes 9, no 0.*

- **INTRODUCTION** Mr. Jeff Hellinger, CFO, welcomed and introduced Mr. Robert Fargo to the group as the new Director of Facilities Management having joined the health system on September 6, 2022. Mr. Hellinger shared from Mr. Fargo has 28 years of hospital experience and has been a great addition to the team. He noted Mr. Frank Pace 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.

**EMPLOYEE OF THE MONTH**

#99. Motion by Mrs. Jones, seconded by Mrs. Ross, the Board congratulated Jacqueline Pate, RN, as the August Employee of the Month. 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](mailto:info@lcgh.net). Mrs. Michelle Kelley noted no emails were received.

**❑ STRATEGIC FOCUS TOPICS:**

- ◆ Community Relations / Marketing Highlights: Mrs. Christina Flint briefed the Board on the following topics via a PowerPoint presentation:
  - Marketing Highlights
  - New Medical Staff & Access to Care
  - Expansion & Renovation Project
  - Community
  - Social Medical Vaccine Campaign
  - Nursing Recruitment
  - Mrs. Flint also shared the newly developed three (3) minute nurse recruitment video with the Board as part of her presentation.
- ◆ Nursing Home Update: Ms. Debra Wurz, Nursing Home Administrator, briefed the Board through a PowerPoint presentation regarding the new Requirements of Participation (RoP) through the Centers for Medicare and Medicaid Services for Nursing Homes effective in October of 2022 regarding section 483.12 Freedom From Abuse, Neglect and Exploitation for residents.

**❑ 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 September 14, 2022 and the minutes from this monthly meeting have been placed in the board portal. A few updates from this meeting were:
      - Just Culture language be included
      - Mrs. Ross noted that the Sepsis number are improving. She added that the Sepsis Team meetings have been occurring; however, are not well attended by staff. She was wondering if this meeting should require mandatory attendance.
      - Currently all departments are working to ready their departments for the Joint Commission reaccreditation.
      - The left without being seen (LWOBS) number continue to be high.
      - Mrs. Ross spoke regarding the 2022 Quality Management Plan and noted that this document covers the whole health system.
    - ◆ Quality Council Committee – This committee meets quarterly.
  - Mrs. Lyndsey Allen, Director of Quality, provided a brief overview to the board on the following topics through a PowerPoint presentation:
    - ◆ Left without being seen (LWOBS): To date in September, 31 patients total have left the ED without being seen. Mrs. Allen noted that this is down from 67 in August which is improvement. She added that both she and Mrs. Tracy Davoy, ER Nurse Manager, have been following up with every person who has left the ED without being seen and have implemented the following interventions to correct the problem:
      - ✓ Hourly rounding
      - ✓ Process flow improved: Triage nurse 11a-11p
      - ✓ Observation/rounding in waiting room every 30-60 minutes.
- ◆ Mrs. Allen noted that communication is key with our patients while they are visiting our ED.
- ◆ Myocardial Infarction (MI) and stroke:
  - ✓ Meditech trigger set up for real time audit to ensure care is performed in a timely manner and process improvement to alert physicians and staff of gaps.

- ◆ Finance: Mr. Jeff Hellinger, CFO, shared the following updates:  
Period 8 Review:
  - There was a loss of \$771,521 versus a budgeted gain of \$295,027 for the month of August. The YTD loss is \$2,391,147 versus a budgeted loss of \$73,032.
  - Swing bed admissions were the highest of all time in August.
  - Employee benefits were under budget due to a decrease in the pension accrual as we received notice from the County that our pension payment will be less than anticipated.
  - We continue to try to find additional revenue opportunities: For example, we are trying to enhance the 340B program; will be re-filing our Cost report; and we are currently requesting funds from the County to help cover the costs associated with our screening tables.
  - Purchased services were over budget due to traveling nurses in several departments (~\$277k); Korn Ferry consulting (~\$78k) and PCO (Radiology) (~\$116k).
  - Mr. Hellinger shared a copy of the final 2023 budget will be presented to the Board at the October Board meeting for their approval in order for it to be included in the County's 2023 budget in November. Mr. Hellinger added he is currently working on the FTE and Operating budgets. He noted at this time we are still 34 FTE's over the FY 22 budget and \$10M over the FY 22 Operating Budget of \$82M.
  
- ◆ 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, September 26, which was discussed in more detail.
  - Mr. Musnicki also handed out to the members of the Board a copy of the weekly project update Mr. Frank Place provides to all employees at the organization to keep everyone informed of the progress of the project.
  - It was noted that the Adirondack Edge and circle driveway were reopened on Monday, September 26<sup>th</sup>.
  - Mr. Musnicki shared although we continue to struggle with supply chain challenges, the project continues to be on track to be completed in December of 2023. Mr. Musnicki added the construction crew continues with the erection of the steel on the new addition in order to be able to get the roof on the new structure by late November or early December to allow for winter work inside the new addition.
  - Mr. Cayer noted that if anyone would like a tour of the project, please feel free to reach out to him.
  
- ◆ Human Resources: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the September 9, 2022, HR Committee Meeting:
  - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements, and terminations were included in Board packets. Please note the new format.
  - An update on the tentative agreement with the CSEA Union will be discussed at the end of the meeting in Executive session.
  - Mrs. Jessica Skiff provided a brief update regarding the NYS Health Care Worker Bonus (HWB) Program. She noted our facility received the first payment from the NYSDOH last Thursday and added we have 30 days from then to get the money out to the eligible staff. She has also reached out to the 15 individuals that did not meet the criteria to receive the bonus in the last period in order to give them the opportunity to qualify in the 2<sup>nd</sup> period which closes Friday, September 30<sup>th</sup>. Mr. Cayer, in response to the inquiry of Mrs. Ross, shared with the group the County of Lewis will not consider paying the hospital employees who are not eligible to receive the bonus.

#100. Motion by Mrs. Jones, seconded by Mr. McDowell, to request the Board of Legislators to create one (1) part-time position card for a Clinical Laboratory Technician with a salary range of \$26.46 - \$33.81 per hour. Approved

VOTE: yes 9, no 0.

**☐ CHIEF OPERATOR'S REPORT:** Mr. Kerry Herbine shared the following update with the board:

- ◆ Just Culture: Mr. Herbine again shared the definition of a “Just Culture” with the group and noted that this is the most important initiative we can do as an organization and added it will hold the organization accountable and will create a safer culture for our employees.
- ◆ Just Culture Algorithm: A copy of the Fair and Just Culture Decision Guide for Just Culture was also shared with group. Mr. Herbine noted that both he and Mrs. Allen use this algorithm to help solve issues as they arise and also review the vision and mission statements of the organization. Mr. Herbine noted a copy of the algorithm will be placed in the board portal for the boards review.

**☐ CHIEF EXECUTIVE'S REPORT:**

- ◆ Mr. Cayer yielded his time to Mrs. Kelley and Mr. Hoffman (due to the full agenda).
- ◆ 1<sup>st</sup> draft of 2023 Board Calendars: Mrs. Michelle Kelley reviewed the 1<sup>st</sup> Board Calendars with the group. Mrs. Jones requested the HR Committee be moved to the 2<sup>nd</sup> Wednesday monthly instead of Thursdays as she has a standing conflict on Thursdays. A second reading with the revisions suggested will be held at the October 25, 2022 Board meeting.
- ◆ Mr. David Hoffman, Chief Compliance Officer, briefed the Board regarding the new DOJ Corporate Crime Guidelines. He shared that on September 15, 2022, the Deputy Attorney General, Lisa O. Monaco, announced a series of substantive change the Department of Justice (DOJ) is implementing in order to further strengthen how DOJ prioritizes and prosecutes corporate crime. He shared two articles with the Board (in the board portal) and requested that each member of the Board review these articles and familiarize themselves with the changes. He noted that the 2 major changes are:
  1. Voluntary Self-Disclosure – Mr. Hoffman stressed the importance of voluntarily self-disclosing misconduct as soon as possible as an indicator of an effective compliance program and a healthy corporate culture; and
  2. Incorporating the understanding of these as part of the employees' annual evaluations.

**☐ PRESIDENT'S REPORT:**

- ◆ Strategic Topics for October 2022:
  - ✓ Environment of Care {R. Fargo}
  - ✓ IT Status {R. Uttendorfsky}
- ◆ Mr. Young reminded the group that the 2023 Budget will need to be approved at the October 25, 2022 Board of Managers Meeting and therefore requested the proposed budget be made available to the Board for their review as soon as possible.
- ◆ News In General: The Board received a copy of the September 2022 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of August.

**☐ CONSENT ITEMS:**

- #101. Motion by Mrs. Steckly, seconded by Dr. Meny, the Board acknowledged receipt of the following minutes (all minutes were previously distributed with the board packets):
- 08/29/2022 Capital Improvement Oversight Committee
  - 09/09/2022 Human Resources Committee Minutes
  - 09/12/2022 Medical Staff Committee Minutes
  - 09/19/2022 Finance Committee Minutes

Approved.

*VOTE: yes 9, no 0.*

*\*Please note the August 31, 2022 Board of Manager Minutes were pulled from the vote for approval to allow for further discussion on the report of the COO, Mr. Kerry Herbine.*

- **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.

- #102. Motion by Mrs. Steckly, seconded by Mrs. Mastascusa, to enter executive session at 5:50 p.m. for credentialing matters. Approved.

*VOTE: yes 9, no 0.*

- #103. Motion by Mrs. Jones, seconded by Mrs. Mastascusa, to return to regular session at 6:17 p.m. Approved.

*VOTE: yes 9, no 0.*

□ **Credentialing/Recredentialing:**

- #104. Motion by Mrs. Steckly, seconded by Dr. Meny, to approve the following:

**Reappointments:**

- Evan Leibelsperger, P.A. – Active Adjunct Staff, Surgery Service, with Orthopedics and Clinic privileges as requested.
- Kimberly Leibelsperger, P.A. – Active Adjunct Staff, Family Practice Service, with Clinic privileges as requested.
- Noaman Sanni, M.D. – Courtesy Staff, Surgery Service, with Ophthalmology privileges as requested.
- David Vivas, M.D. – Courtesy Staff, Surgery Service, with Clinic privileges as requested.

**Appointments:**

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

**Delegated Appointments:**

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

**Advancements:**

- Jordan Zeigler, M.D. – Advancement to the Courtesy Staff, Radiology Service, with privileges as requested.

Approved.

*VOTE: yes 9, no 0.*

- **Other:** Mr. Cayer and a team from LCHS met with Mr. Stephen Todd, The BOCES District Superintendent, and his team to discuss initiating an LPN training program in Lewis County and, in the future, the possibility of housing it on the health system campus. The possibility of the health system providing transportation to the Watertown BOCES was also discussed.

- #105. Motion by Mrs. Jones, seconded by Mrs. Mastascusa, to enter executive session at 6:23 p.m. to discuss a particular corporation and persons. Approved.

*VOTE: yes 9, no 0.*

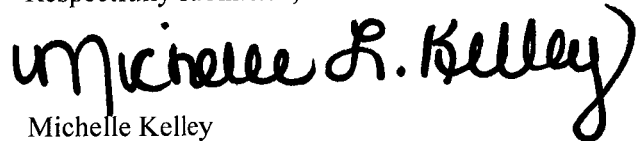
- #106. Motion by Mrs. Mastascusa, seconded by Dr. Meny, to return to regular session at 8:35 p.m. Approved.

*VOTE: yes 9, no 0.*

#107. Motion by Mrs. Jones, seconded by Mrs. Steckly, to adjourn at 8:36 p.m. Approved.

*VOTE: yes 9, no 0.*

Respectfully submitted,

A handwritten signature in black ink that reads "Michelle R. Kelley". The signature is written in a cursive style with a large, looped initial "M".

Michelle Kelley  
Administrative Assistant

*Countersigned:*

Philip McDowell, Secretary  
Board of Managers