

**LEWIS COUNTY GENERAL HOSPITAL  
BOARD OF MANAGERS  
December 19, 2023**

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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 Donald Musnicki, Vice President. Members present:

Jennifer Jones  
Howard Meny, M.D.  
Marguerite Mastascusa

Philip McDowell  
Donald Musnicki {Virtually}  
Karen Rennie

Susan Ross  
Cheryl Steckly  
Michael Young {entered at 4:33 p.m.}

**Others**

**Present**

Gerald R. Cayer, Chief Executive Officer  
Kerry Herbine, Chief Operating Officer  
Trista Mullin, Controller  
Sean Harney, M.D., CMO, Employed Provider Clinics  
Robert Fargo, Director of Facilities Management  
Michelle Kelley, Administrative Assistant to CEO  
Jessica Skiff, Director of Human Services  
Marcy Teal, Director of Nursing  
Debra Wurz, Nursing Home Administrator  
Christina Flint, Community Services Coordinator  
Dr. Steven Lyndaker, Medical Director {entered at 4:45 p.m.}  
Dr. Marylou Feilmeier, Medical Staff President {entered at 4:48 p.m.}  
Dr. Georges Akl, OB/GYN {left at 4:37 p.m.}  
Ryan Piche, County Manager {entered at 4:38 p.m.}  
Scott Sauter, Network Systems Analyst

**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, Philip McDowell.

**EXCUSE ABSENT MEMBERS**

#132. Motion by Mrs. Jones, seconded by Dr. Meny, the board excused Richard Chartrand and John Lehman from the meeting. Approved.

*VOTE: yes 9, no 0.*

**MOMENT OF SILENCE:** The Board memorialized William H. Wormuth, a past board member of the Lewis County Health System with a moment of silence to celebrate his life, June 19, 1942 – December 10, 2023. Mr. Wormuth served as a member of the Board from January 1, 2007 – August 19, 2014. He was a member of the Executive Committee of the Board for several years serving as Vice President in 2009, 2010 and 2011, and was named President in 2012. President, Mr. Young, noted Mr. Wormuth gave a great deal to this community as Superintendent as LACS and as a member of the Board of Managers. He added "he was known to be a man of integrity."

**INTRODUCTION:** Mr. Cayer welcomed and introduced George Akl, MD, FACOG, OB/GYN, to the board. Mr. Cayer added, "Dr. Akl is a wonderful addition to the Women's Health Center." Dr. Akl earned his medical degree in 2008 at Lebanese University, Beirut, Lebanon, after completing his OB/GYN residency at SUNY Upstate Medical University, Syracuse, NY. He is Board Certified in Obstetrics and Gynecology and brings over ten years of OB/GYN experience to the health system.

**EMPLOYEE OF THE MONTH**

#133. Motion by Mrs. Jones, seconded by Mr. McDowell, the Board congratulated:

- Bertha Snyder, Unit Helper, as the October Employee of the Month
- The September EOM will be presented to the employee tentatively on December 20<sup>th</sup> and to the Board in January of 2024.

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). There were no emails received.

❑ **STRATEGIC FOCUS TOPICS:**

Election of Officers for 2024: Mrs. Steckly, Chairman of the Nominating Committee, reported the committee is recommending the following slate of officers for 2024:

- ✓ Michael Young, President
- ✓ Donald Musnicki, Vice President
- ✓ Philip McDowell, Secretary

Mrs. Steckly asked if there were additional nominations from the floor. No further nominations were made.

#134. Motion by Mrs. Steckly, seconded by Mrs. Rennie, to close the nominations with the secretary casting one ballot for the Nominating Committee's recommended 2024 slate of officers: Michael Young, President; Donald Musnicki, Vice President; and Philip McDowell, Secretary. Approved.

*VOTE: yes 9, no 0.*

Mrs. Steckly thanked the Nominating Committee members, Mr. Chartrand, and Mrs. Mastascusa, for their due diligence in serving on this committee.

❑ **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 (Full Team) Committee met on December 13<sup>th</sup>.
  - The LTC QAPI (Full Team) Committee met today, December 19<sup>th</sup>.
  - Mrs. Ross shared Mrs. Lyndsey Allen, Director of Quality, has done a nice job collecting data; however, the information we receive from the current vendor, Press Ganey, was lagging. Therefore, Mrs. Allen secured a new vendor, OnCore, a group able to supply us with real-time data, with savings of ~\$49,000. Board Member, Mrs. Jones, wondered if Home Health and Hospice could also benefit from using OnCore. Mr. Herbine shared he will look into this option for them. Mr. Herbine did note we will continue to use Press Ganey for patient satisfaction information.
  - Mrs. Ross noted our Laboratory recently was surveyed by both the NYSDOH and the Joint Commission. The DOH issued no deficiencies and the JC found four (4) low end deficiencies. Mr. Herbin shared the four (4) deficiencies have already been rectified and shared our Lab Manager, Mr. Randy Mullin, does a great job overseeing the Lab.
  - Mrs. Ross reported the RHCF implemented a new intervention for their residents, "Rest & Relaxation" based on training through Teepa Snow which the Nursing Home have received. Mrs. Ross noted this initiative has already reduced the number of falls at the RHCF.
- ◆ **Finance:** Mr. Phil McDowell, Chair of the Finance Committee, introduced Mrs. Trista Mullin, Controller, who provided the finance update. The group discussed the following topics:
  - Chair, Mr. McDowell, reported the Finance Committee met on December 15, 2023, and discussed the unpausing of the maternity department on March 25, 2024. The Committee discussed revising the FY 24 budget due to the maternity department opening earlier than the expected date of July 1, 2024, and therefore, Mr. Hellinger revised the FY 24 budget and the Finance Committee approved to move the 2024 proposed budget adjustment forward to the full board for approval. Mr. Cayer noted the revised FY 24 will be submitted to the Board of Legislators in February of 2024 for their final approval.
  - Chair, Mr. McDowell, also shared Mr. Jeff Hellinger, CFO, discussed the health system reserves at the December 15<sup>th</sup> Finance Committee meeting and the initial meeting for the 2023 interim audit also took place. Mrs. Mullin shared with the Board the Compliance Reserve is \$8.4 as of

November 30, 2023, and discussed what it is comprised of. Chair, Mr. McDowell, noted this information will be reported monthly in the financials going forward. Board President, Mr. Young, noted we will be discussing next month with the County our current reserve fund requirement of \$14M, which equals two (2) months of expenses for the facility. It may need to increase to \$15.3M based on the FY 24 budget of \$93M or the policy may need to be changed.

- Mrs. Mullin noted the County will be repaying us \$2.5M by years end for the 2018 \$6M loan and will repay us \$1M in '24 and '25 for a total of \$4.5M.
- There was a gain of \$366,651 versus a budgeted loss of \$188,106 for the month of November. The YTD gain is \$1,170,636 versus a budgeted gain of \$247,803.
- Overall net patient revenue was less than the budget due to additional contractual allowances for a cost report compliance reserve.
- Inpatient revenue was higher in ICU (~\$90k), OR (~\$144k), and Med Surg Supply (~\$112k). The department that had lower revenue was Med/Surg (\$~69k).
- Outpatient gross revenue was higher in ER (~\$166k), OR (~\$259k), Med Surg (~\$76k), Lab – Chemistry (~\$417k), Lab- Hematology (~\$54k), Radiology (~\$107k), Ultrasound (~\$54k), and CATScan (~\$254k). The department that had lower revenue was Nuclear Medicine (~\$89k).
- The clinic revenue was higher at BRHC (~\$15k).
- IGT was over budget due to the recognition of ~\$3.5M from IGT payments received in 2023.
- Salaries were under budget due to fewer members than budgeted.
- Purchased services were over budget due to the traveling nursing staff totaling ~\$252k as well as the County Cost Allocation expense totaling ~\$188k for 2022.
- Supplies were primarily over budget due to additional Ortho implants and lab reagent purchases during the month.
- Mrs. Mullin also shared several stats for November that experienced positive results:
  - ✓ Inpatient OR Surgeries – highest in 2.5 years
  - ✓ Ambulatory Surgeries – highest in over 9.5 years
  - ✓ Total OR cases – highest in almost 4 years
  - ✓ Surgical Services – highest in over 7 years
  - ✓ Outpatient Visits – 2<sup>nd</sup> highest in over 2 years

#135. Motion by Mr. Musnicki, seconded by Mrs. Mastascusa, the Board approved the 2024 proposed budget adjustment and forward to the Board of Legislators for their approval as well. Approved.

*VOTE: yes 8, no 0, abstention 1 {Mr. McDowell}*

◆ 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, December 18, 2023, which was discussed in detail.
- Currently the project is approximately 85% completed with ~\$2M dollars left to be expended.
- We continue to struggle with manpower issues with the GC, which continues to delay the completion of the project and punch list items. Mr. Musnicki added we are working on resolutions regarding this with the GC.
- The next phase of the project is underway with renovations to the old OR's and ICU, which Mr. Robert Fargo noted is currently one week ahead of schedule and is slated to be completed by March 14<sup>th</sup>. With this phase of the project, the circle drive in front of the hospital has been closed and will remain closed until Spring.
- Chair, Mr. Musnicki, noted that the new window penetrations on the SE wall of East Wing (facing North State Street) will bring a new look to the façade of the building.

- ◆ Human Resources: Board Chair, Mrs. Jones, shared the following updates from the December 8, 2023, HR Committee Meeting:
  - New Hires, Resignations, Retirements & Terminations: The organizations' new hires, resignations, retirements, and terminations were included in Board packets.
  - Continue to work with the local union to implement the Employee Sick Bank policy.
  - Physician recruitment and retention was discussed.
  - Currently there are 19 travelers in the facility {8 RN, 3 CNA, 6 LPN, 2 NH Supervisors}.
  - The Healthcare Worker Bonus is currently in the 4<sup>th</sup> round of bonuses for employees, and we had 58 employees that have submitted for this bonus. Mrs. Jones noted that there is one more period left.

#136. Motion by Mrs. Jones, seconded by Mrs. Rennie, the Board approved the creation of 3 FT Nursing Assistant position cards for the Emergency Department with a salary range of \$17.87 - \$22.75 per hour. Approved.

*VOTE: yes 9, no 0.*

#137. Motion by Mrs. Jones, seconded by Mr. McDowell, the Board approved the creation of 4 FT Nurse Practitioner position cards with a salary not to exceed \$130,000 annually. Approved.

*VOTE: yes 9, no 0.*

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

- ◆ 2024 Board Calendars: The Board conducted a third reading of the 2024 Board Calendars. President, Mr. Young, requested the December board meeting be moved to Tuesday, December 17<sup>th</sup>, as there is a conflict with the Wednesday, December 18<sup>th</sup> date. No other changes were made.

☐ **ACKNOWLEDGEMENTS:** Board President, Mr. Young, and CEO, Mr. Cayer, presented Mrs. Cheryl Steckly with a plaque acknowledging her dedicated service on the Board of Managers, Lewis County Health System, January 2018- December 2023. Mr. Cayer also presented Mrs. Steckly with an honorary brick which will be installed at the main entrance of the Hospital in the Spring. Mr. Cayer noted that he will acknowledge Mr. Richard Chartrand with his plaque and brick on Thursday at the Board of Legislators meeting for his dedicated service on the Board of Managers, Lewis County Health System, August 1997 – December 2006 and as County Legislator on the Board of Managers, January 2014 - December 2023.

☐ **PRESIDENT'S REPORT:**

- ◆ Strategic Topics for January 2024:
  - ✓ Employed Provider Practices {Dr. Harney}
- ◆ 2024 Schedule of Board Updates – No edits were suggested to the 2024 Schedule.
- ◆ Request for 2024 Committee Assignments – President, Mr. Young, noted he will be reviewing and preparing the committee assignments for 2024 and will try to consider everyone's requests in doing so.
- ◆ General: The Board received a copy of the December 2023 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of November.

**CONSENT ITEMS:**

#138. Motion by Mrs. Ross, seconded by Dr. Meny, the Board approved the November 19, 2023, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 11/27/2023 Capital Improvement Oversight Committee Minutes
- 12/08/2023 Human Resources Committee Minutes
- 12/11/2023 Medical Staff Committee Minutes
- 12/15/2023 Finance Committee Minutes

Approved.

*VOTE: yes 9, no 0.*

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

- ◆ The Medical Staff has an upcoming Brooks lecture with Dr. Rachel Zehr, General Surgeon, presenting.

#139. Motion by Mr. McDowell, seconded by Mrs. Jones, to enter executive session at 5:39 p.m. for credentialing matters. Approved.

*VOTE: yes 9, no 0.*

#140. Motion by Mrs. Ross, seconded by Mrs. Mastascusa, to return to regular session at 5:53 p.m. Approved.

*VOTE: yes 9, no 0.*

**Credentialing/Recredentialing:**

#141. Motion by Mrs. Steckly, seconded by Mrs. Rennie, to approve the following:

**Reappointments:**

- Robert Coffin, M.D. – Courtesy Staff, Pathology Service, with privileges as requested.
- Steven Fogelman, M.D. – Courtesy Staff, Family Practice Service, with Psychiatry (Category III) privileges as requested.
- Daisy Jaganathan, M.D. – Courtesy Staff, Internal Medicine Service, with privileges as requested.
- Steven Kaplan, M.D. – Courtesy Staff, Surgery Service, with Orthopedic and Clinic privileges as requested.
- Felipe Orellana, D.O. – Courtesy Staff, Surgery Service, Clinic privileges as requested.

**Delegated Reappointments:**

- None

**Appointments:**

- None

**Delegated Appointments:**

- Kedar Sharbidre, M.D. – Associate Staff, Radiology Service, with privileges as requested.

**Advancements:**

- Hali Reid, N.P. – Active Adjunct Staff, OB/GYN Service, with Clinic privileges as requested.

**Delegated Advancements:**

- Patrick McCarthy, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Approved.

*VOTE: yes 9, no 0.*

**Adjourn:**

#142. Motion by Dr. Meny, seconded by Mrs. Ross, to enter executive session at 5:55 p.m. for personnel matters. Approved.

*VOTE: yes 9, no 0.*

#143. Motion by Mrs. Ross, seconded by Mrs. Rennie, to return to regular session at 6:15 p.m. Approved.

*VOTE: yes 9, no 0.*

#144. Motion by Mrs. Steckly, seconded by Mrs. Mastascusa, to adjourn at 6:16 p.m. Approved.

*VOTE: yes 9, no 0.*

Respectfully submitted,



Michelle L. Kelley,  
Administrative Assistant to CEO

*Countersigned:*

Philip McDowell,  
Secretary Board of Managers