

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS
November 29, 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
Howard Meny, M.D.*

*Marguerite Mastascusa
Philip McDowell
Donald Musnicki {Virtually}
Karen Rennie*

*Susan Ross
Cheryl Steckly
Michael Young*

Others
Present

*Gerald R. Cayer, Chief Executive Officer
Kerry Herbine, Chief Operating Officer
Jeff Hellinger, CFO
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
Debra Wurz, Nursing Home Administrator
Christina Flint, Community Services Coordinator
Dr. Steven Lyndaker, Medical Director {entered at 4:56 p.m.}
Dr. Marylou Feilmeier, Medical Staff President {entered at 4:41 p.m.}
Dr. Rachel Zehr, General Surgeon {left at 4:34 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. Cheryl Steckly.

EXCUSE ABSENT MEMBERS

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

VOTE: yes 10 no 0.

- INTRODUCTION:** Mr. Cayer welcomed and introduced Rachel Zehr, MD, FACS, General Surgeon, to the board. Mr. added that Dr. Zehr is a great addition to the Lewis County Surgical Associates group. Dr. Zehr earned her MD degree in 2012 at SUNY Upstate Medical University, Syracuse, and her General Surgery Residency at Bassett Medical Center, Cooperstown. She is Board Certified by the American Board of Surgery and was recently initiated into the American College of Surgeons (ACS). Mr. Cayer added the first surgery in the new Surgical Pavilion is slated to take place on Wednesday, December 6th.

EMPLOYEE OF THE MONTH

#122. Motion by Mrs. Jones, seconded by Mrs. Ross, the Board congratulated:

- Julie Smith, Patient Access Clerk, as the July Employee of the Month
- Emily Koster, RN, as the August Employee of the Month

Approved.

VOTE: yes 10, 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. There were no emails 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:
 - The Foundation received a \$50,000 matching gift from any anonymous donor and to date the Foundation has raised \$26,400 towards the match.
 - The Foundation also received a \$250,000 grant from the Dyson Foundation. Ms. Rhubart noted they would like the second payment of the \$125,000 to be a matching gift.
 - Community appeal letters, pledge cards and envelopes will be mailed on Monday, December 4th to all zip codes in Lewis County to benefit the capital campaign.
 - Ms. Rhubart noted she continues to meet with potential donors to secure funding for the capital campaign.
 - The Foundation still has \$200k available in naming opportunities for the Surgical Pavilion.
 - Ms. Rhubart would like to wrap up the capital campaign in June of 2024.
 - The Ribbon Cutting Ceremony for the Surgical Pavilion is scheduled for Thursday, November 30th at 2:30 p.m. Everyone is welcome to attend.
 - The Gala held on October 14, 2023, at the Tug Hill Estates raised over \$47,000.
 - Secured funding raised to date is \$2,187,000 and the goal is \$2.4M.

□ 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 November 8, 2023.
 - The LTC QAPI (Full Team) Committee met on November 21, 2023.
 - Chair, Mrs. Ross, recently met with Mrs. Karen Rennie, board member, Mrs. Lyndsey Allen, Director of Quality, and Ms. Marcy Teal, CNO, to address related data from the last 2 years for stroke and therapeutic treatment services available through our ED. Mrs. Ross noted that this was a good meeting with good understanding and shared the importance of timely therapeutic services for diagnosis such as stroke for our patients. Mrs. Ross shared Ms. Teal and Mrs. Allen have put a lot of effort into our Stroke program at the health system.
 - Med Surg wait times were also discussed with patients being held in the ED until a bed becomes available. This has been related to construction, staffing availability, COVID, etc.
 - Patients left without being seen in the ED have declined greatly and 100% of the patients are still being called to put protocols in place to continue to improve these numbers. Mr. Cayer added that a PA has been added to the ED which has been a crucial piece in reducing patients leaving without being seen and has increased our patient satisfaction scores in the ED.
 - Mrs. Ross shared that Mrs. Lyndsey Allen continues to challenge each department throughout the facility to develop new performance improvement goals for their respective departments.
- ◆ Finance: Mr. Phil McDowell, Chair of the Finance Committee, introduced the finance update by Mr. Jeff Hellinger, CFO. The group discussed the following topics:
 - Chair, Mr. McDowell, noted he shared two articles recently with the board, “New York Plans Cyber Rules for Hospitals” and “Hospitals’ Cash on Hand Dwindles”. He added we are doing better than most hospitals regarding cash on hand at this time.
 - The Finance Committee met on November 20, 2023, and discussed the unpausing of the maternity department. Mr. Cayer shared the unpausa date will be announced tomorrow at the Ribbon Cutting ceremony for the Surgical Pavilion. The Committee also 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 will be revising the FY 24 budget in January of 2024. The Finance Committee requested \$1M of expenses and revenue be added to the FY 24 budget to cover the extra activity in unpausing maternity. Mr. Cayer noted the revised FY 24 will be submitted to the Board of Legislators in February of 2024 for final approval.

- Chair, Mr. McDowell, shared he has requested that Mr. Jeff Hellinger, CFO, discuss the health system reserves at the December 15th Finance Committee meeting and the initial meeting for the 2023 interim audit will also take place.
 - The new retiree health insurance program will take effect on January 1, 2024, and will be a savings for our facility.
 - Mr. Hellinger 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. He noted the County will be reducing our cost allocation methodology going forward.
 - There was a gain of \$502,288 versus a budgeted gain of \$330,084 for the month of October. The YTD gain is \$803,985 versus a budgeted gain of \$435,985.
 - Overall net patient revenue was less than the budget due to more contractual allowances.
 - Inpatient revenue was higher in ICU (~\$83k) and Drugs Sold - IV (~\$67k). The department that had lower revenue was Med/Surg (~\$48k).
 - Outpatient gross revenue was higher in ER (~\$102k), OR (~\$208k), Recovery (~\$55k), Med Surg (~\$56k), Drugs Sold – IV (~\$92k), Lab – Chemistry (~\$478k), Lab- Hematology (~\$57k), Radiology (~\$127k), CATScan (~\$387k), and MRI (~\$103k). The department that had lower revenue was CHHA (~\$53k).
 - IGT was over budget due to the recognition of ~\$850k from the Hospital 2020 reconciliation payment.
 - The 2024 pension payment to the County of Lewis is due December 1st, 2023, in the amount of \$3.56M.
 - Salaries were under budget due to fewer members than budgeted.
 - Purchased services were over budget due to the traveling nursing staff totaling ~\$323k. Mr. Hellinger shared we currently have 22 travelers total in the facility.
 - Supplies were primarily over budget due to additional reagent purchases (~\$101k) and pharmaceutical purchases (~\$101k) during the month.
- ◆ 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 27, 2023, which was discussed in detail.
 - Mr. Musnicki shared tomorrow is the big day with the Ribbon Cutting Ceremony scheduled at 2:30 p.m. for the Grand Opening of the Surgical Pavilion. He added he hoped everyone could attend to celebrate the huge accomplishment and noted the community should be very proud of the new surgical pavilion.
 - We continue to struggle with manpower issues with the GC, which continues to delay the completion of the project and punch list items in the surgical pavilion.
 - Mr. Musnicki wanted to take a moment and highlight the perseverance of Mr. Jerry Cayer, Mr. Jeff Hellinger and Mr. Rob Fargo for their difficult dealings with the GC and always continuing to stay on top of the project.
 - The next phase of the project is to continue with renovations to the existing space once the new OR's are up and running, which is scheduled for December 6, 2023. Mr. Musnicki added he doesn't expect any cost overruns at this time with site and rock removal.
 - Currently there is approximately 13% of the project to be completed and we currently have ~\$500k in contingency at this time.
- ◆ Human Resources: Board Chair, Mrs. Jones, shared the following updates from the November 10, 2023, HR Committee Meeting:
- New Hires, Resignations, Retirements & Terminations: The organizations' new hires, resignations, retirements, and terminations were included in Board packets.
 - The implementation of the Employee Sick Bank policy continues.
 - The response and action plans regarding the Employee Opinion Survey were discussed.
 - Physician recruitment and retention was discussed.
 - We can begin to offer the CNA class again in July of 2024.

#123. Motion by Mrs. Jones, seconded by Mrs. Mastascusa, the Board approved the:

- Creation of 3 FT Nursing Assistant position cards with a salary range of \$17.22 - \$21.93 per hour.
- Abolishment of 2 FT Certified Nursing Assistant cards.

Approved.

VOTE: yes 10, no 0.

#124. Motion by Mrs. Jones, seconded by Mrs. Steckly, the Board approved the:

- Creation of 5 FT Patient Access Clerk position cards with a salary range of \$16.35 – \$21.59 per hour.
- Abolishment of 5 Physician Office Assistant cards.

Approved.

VOTE: yes 10, no 0.

#125. Motion by Mrs. Jones, seconded by Mr. McDowell, the Board approved the creation of 1 PT Clerk position card with a salary range of \$15.18 – \$19.70 per hour. Approved.

VOTE: yes 10 no 0.

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

- ◆ Resolution - \$50,000 Gift FOLCH:

#126. Motion by Mr. McDowell, seconded by Mrs. Jones, the board approved the following Resolution:

**RECEIPT OF MONETARY GIFT FROM THE FRIENDS OF
LEWIS COUNTY HOSPICE ON BEHALF OF THE
PALLIATIVE CARE ROOM LOCATED ON THE
MEDICAL/SURGICAL UNIT**

Lewis County Health System fulfills the mission of providing end-of-life and palliative care to Lewis County residents to ensure the management of their symptoms and provide comfort and assistance. Furthermore, the health system has a critical need to revitalize the existing palliative care room, which will complement the facility’s other health care services.

WHEREAS, the Lewis County Health System Board of Managers accepts the \$50,000 gift from the Friends of Lewis County Hospice to support this initiative, and

WHEREAS, the Lewis County Health System Board of Managers considers this revitalization project a priority.

NOW, THEREFORE BE IT RESOLVED, that

Section 1. The Lewis County Health System’s Board of Managers proclaims its support for the revitalization of the palliative care room, and

Section 2. Accepts the \$50,000 gift from the Friends of Lewis County Hospice to support this initiative, and

Section 3. That the within resolution shall take effect immediately.

Approved

VOTE: Yes 10, No 0.

- ◆ Mr. Cayer shared he and Board member, Mr. Phil McDowell, recently visited the Jefferson County Hospice Home in Watertown, and received a tour of their wonderful buildings.
- ◆ County Loan Repayment to LCHS: Mr. Cayer reported the repayment of the 2018 Funds Transfer made by Lewis County Health System to Lewis County in the amount of \$5,497,355 will be partially returned to the health system. The Board of Legislators voted at their Health and Human Services Committee to return \$2.5M to the health system by December 31, 2023, and \$1M in 2024 and 2025, for a total of \$4.5M.
- ◆ 2024 Board Calendars: The Board conducted a second reading of the 2024 Board Calendars. Board President, Mr. Young, noted the monthly Finance Committee meetings will need to be rescheduled going into 2024 to accommodate the County Manager's attendance as he currently has a conflict with the 4th Monday at 8:30 a.m. Discussion ensued regarding moving the monthly board meetings to a 4:00 p.m. start rather than 4:30 p.m. and all board members appeared to consent.
- ◆ Mr. Cayer shared the Grand Opening of the Surgical Pavilion is scheduled for Thursday, November 30th, with the ribbon cutting at 2:30 p.m. and the Open House 3:00 – 5:00 p.m. All are welcome to attend. He added staff were invited to Sneak Peak of the new Surgical Pavilion today from 11-1:00 p.m.

□ **PRESIDENT'S REPORT:**

- ◆ Strategic Topics for December 2023:
 - ✓ None
- ◆ 2024 Nominating Committee: Mrs. Steckly, Chair of the 2024 Nominating Committee, shared she did receive 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 10th. She added the Nominating Committee has convened and reviewed the submissions and has a slate of officers for the annual meeting scheduled for December 19, 2023.
- ◆ 2024 Schedule of Board Updates – No edits were suggested to the 2024 Schedule.
- ◆ Request for 2024 Committee Assignments – Board President, Mr. Young, asked the members of the board to share their completed 2024 Committee Assignments with Mrs. Michelle Kelley, which were distributed at the meeting.
- ◆ December's Board Calendar Reminders:
 - Medical Staff Meeting: 12/11th at 6:15 p.m.
Cheryl Steckly and Dr. Howard Meny
 - Board of Manager's Meeting: 12/27th at 4:30 p.m.
It was discussed and decided that this meeting will be rescheduled to December 19, 2023.
- ◆ General: The Board received a copy of the November 2023 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of October.

CONSENT ITEMS:

#127. Motion by Dr. Meny, seconded by Mrs. Mastascusa, the Board approved the October 24, 2023, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 10/23/2023 Capital Improvement Oversight Committee Minutes
- 10/23/2023 Quality Council Committee Minutes
- 10/26/2023 Environment of Care Committee Minutes
- 11/10/2023 Human Resources Committee Minutes
- 11/20/2023 Finance Committee Minutes

Approved.

VOTE: yes 10, no 0.

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

- ◆ The Medical Staff is very excited about the facility improvements and look forward to the move into the new space.

#128. Motion by Mrs. Ross, seconded by Mrs. Jones, to enter executive session at 5:34 p.m. for credentialing matters. Approved.

VOTE: yes 10, no 0.

#129. Motion by Mr. Musnicki, seconded by Mr. Lehman, to return to regular session at 5:45 p.m. Approved.

VOTE: yes 10, no 0.

□ **Credentialing/Recredentialing:**

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

Reappointments:

- John Peter O'Laughlin, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Faisal Saiful, M.D. - Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Alex Strassburg, M.D. – Consulting Staff, Internal Medicine Service, with privileges as requested.
- Colin Wright, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.

Delegated Reappointments:

- Mahdiah Assar, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Jeffrey Caverly, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Linda Dew, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Supriya Gupta, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Christian Ingui, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Aaron Jun, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Surender Kurapati, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Daniel Lucas, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Kamiar Massrour, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Gregory Orth, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Jose Ospina, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Atul Patel, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Ari Plosker, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Huma Qureshi, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Peilin Reed, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Christin Reisenauer, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Farid Shafaie, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Alix Vincent, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Appointments:

- Georges Akl, M.D. - Associate Staff, OB/GYN Service, with Clinic privileges as requested.
- Mirza Ashraf, P.A. – Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Ronald Kane, DDS – Associate Staff, Surgery Service, with Dentistry privileges as requested.
- Carl Lemond, N.P. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.
- David Moretti, CRNA – Initial Provisional Adjunct Staff, Anesthesia Service, with privileges as requested.
- Marc Moyer, P.A. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Laci Reilly, N.P. – Initial Provisional Adjunct Staff, Family Practice Service, with Clinic privileges as requested.

Delegated Appointments:

- Jehanzeb Khan, M.D. – Associate Staff, Radiology Service, with privileges as requested.
- Pierre Lanthiez, M.D. - Associate Staff, Radiology Service, with privileges as requested.
- Abhijit Patil, M.D. - Associate Staff, Radiology Service, with privileges as requested.

Advancements:

- Courtney Case, P.A. – Recommendation to hold for one year for additional evaluation.
- Ian Gokey, P.A. – Courtesy Adjunct Staff, Emergency Medicine Service, with privileges as requested.
- Nicole Topits, N.P. – Active Adjunct Staff, Family Practice Service, with Clinic privileges as requested.

Delegated Advancements:

- None
Approved.

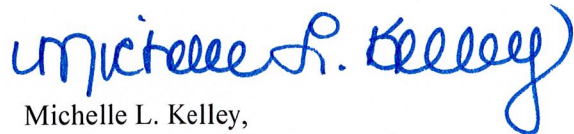
VOTE: yes 10, no 0.

Adjourn:

#131. Motion by Mrs. Rennie, seconded by Mrs. Ross, to adjourn at 5:47 p.m. Approved.

VOTE: yes 10, no 0.

Respectfully submitted,



Michelle L. Kelley,
Administrative Assistant to CEO

Countersigned:

Philip McDowell,
Secretary Board of Managers