

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS**

July 26, 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 Donald Musnicki, Vice President. Members present:

*Richard Chartrand
Jennifer Jones
John Lehman*

*Marguerite Mastascusa
Dr. Howard Meny
Donald Musnicki*

*Susan Ross
Cheryl Steckly
Michael Young {entered at 4:45 pm}*

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
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
Lyndsey Allen, Director of Quality
Dr. Steven Lyndaker, Medical Director {entered at 4:37 p.m.}
Marylou Feilmeier, Medical Staff President {entered at 4:42 p.m.}
Scott Sauter, Network Administrator
Julie Abbass, Reporter, Watertown Daily Time {entered at 4:49 p.m.}
Michael Nuffer, Project Manager C&S, {left meeting at 5:41 p.m.}
Rick Tague, Architect, BCA, {left meeting at 5:41 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. Jennifer Jones.

EXCUSE ABSENT MEMBERS

#80. Motion by Mr. Chartrand, seconded by Mrs. Steckly, the board excused Philip McDowell and Karen Rennie from the meeting. Approved.

VOTE: yes 8 no 0.

EMPLOYEE OF THE MONTH

#81. Motion by Mrs. Jones, seconded by Mr. Lehman, the Board congratulated:
➤ Heather Bates, Surgical Technician, as the April Employee of the Month.
➤ Emily Paulsen, Staff Development Coordinator, as the May 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.

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.

❑ STRATEGIC FOCUS TOPICS:

- ✓ Dr. Sean Harney, CMO, Employed Provider Clinics, shared a PowerPoint with the Board titled “Employed Medical Practices” and provided a brief update to the Board on the Clinics since his last report in February of 2023:
 - LCGH Employed Providers
 - Lowville Medical Practice, PLLC Providers
 - Clinics on Main Campus
 - Clinics Off Site
 - Challenges / Opportunities / Concerns

❑ 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 July 12, 2023.
 - ✓ The LTC QAPI (Ancillary) Committee met on July 18, 2023.
 - ✓ The Quality Council Committee met on July 24, 2023.
 - ✓ Copies of all the above minutes are in the board portal.
 - ✓ Mrs. Lyndsey Allen, Director of Quality, briefed the board regarding the unannounced Joint Commission 3-year re-accreditation survey which took place June 27 – 29, 2023. She thanked Mr. Robert Fargo for completing the Life Safety portion of the survey and noted we received the following 48 findings/deficiencies between clinical and life safety based on the SAFER Matrix used by the Joint Commission:
 - ❖ 39 low {example – stain ceiling tile}
 - ❖ 3 moderate
 - ❖ 6 high {Infection Prevention – Mrs. Allen noted that the Joint Commission will be returning to our facility between the dates of July 27, 2023, and August 11, 2023, to be sure we have a solid plan in place to correct these deficiencies.}

Mrs. Allen noted that 33 of the 48 findings have already been corrected to date. Mr. Kerry Herbine, COO, added that Mrs. Allen and Mr. Fargo did a great job throughout the survey and their calming presence and professionalism were reflected in the survey results.
- ◆ **Finance:** Mr. Phil McDowell, Chair of the Finance Committee, introduced the finance update by Mr. Jeff Hellinger, CFO. The group discussed the following topics:
 - Mr. McDowell shared with the group an article from HANY’s reporting a 10% increase each year in health insurance costs is expected over the next 5 years.
 - There was a gain of \$8,596 versus a budgeted gain of \$286,313 for the month of June. The YTD loss is \$581,468 versus a budgeted loss of \$477,724.
 - Overall net patient revenue was less than budget due to contractual allowances.
 - Inpatient revenue was higher in ICU (~\$55k) OR (~\$50k), Med Surg Supply (~\$52k), CATScan (~\$40k) and MRI (~\$59k).
 - Outpatient gross revenue was higher in ER (~\$100k), OR (~\$62k), Lab – Chemistry (~\$291k), Radiology (~\$125k), Ultrasound (~\$60k), CATScan (~\$365k) and Sleep Lab (~\$49k). The departments that had lower revenue were Med/Surg (~\$132k), Lab-Bacteriology (~\$64k) and Nuclear Medicine (~\$73k).
 - Contractual Allowances were higher than budget due to the increase in more gross revenue.
 - Stats for June: Areas that experienced positive results for the month are as follows:
 - ✓ SNF Occupancy – highest in 2.5 years
 - ✓ Total OR cases – highest in 1.5 years
 - ✓ Surgical services – highest visits in 7 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 as well as adjustment to the workers comp reserve totaling ~\$174k.
 - ✓ Supplies were over budget due to more lab reagents.
 - ✓ Purchased services were over budget due to traveling nursing staff totaling ~\$127k.
 - FY 24 Budget. Mr. Hellinger reviewed the submitted \$6M FY 24 Capital requests along with the first round of revisions. He added the goal is to reduce the requests to \$3.5M, which he will report on at the August Board meeting.
 - Mr. McDowell also wanted to discuss the financial implication of hiring our own LPN's and CNA's in the Nursing Home versus having traveling staff fill the vacancies. Mr. Hellinger noted the goal is to have our own staff fill the positions; however, when you factor in benefits for these two positions, they are equivalent to what is paid for a traveler. Board President, Mr. Young, noted that the goal in the Nursing Home is to reduce the use of OT and mandating of staff and to improve morale, while ultimately managing expenses. Mr. Cayer added he recently met with Mr. Herbine, Mrs. Teal, and Ms. Wurz to discuss what is the current need for traveling staff and noted paperwork has already been completed for additional travelers to join our team. Mr. Cayer shared the ultimate goal is for continued recruitment and retention of LPNs and CNAs. It was noted we continue to work through the legal process in order to lift the exemption of CNA training at our facility.
 - Board President, Mr. Young, requested the leaders to look for ways to save money across the organization.
 - Mr. McDowell noted that he would like to have any new positions being created to be reviewed by the Finance Committee before going to the full board to be acted upon.
- ◆ 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, July 24, 2023, which was discussed in detail.
 - Mr. Musnicki noted the project has been moving along nicely over the last few weeks and noted we are currently moving into Phase 3 of the renovation project on Med/Surg. Mr. Robert Fargo shared the NYSDOH was on site on Tuesday, July 25th to inspect the nine (9) renovated patient rooms on the west side of Med/Surg for occupancy. He noted the DOH did find (5) deficiencies during the walk through, all of which have been corrected. Today at 4:02 p.m. Mr. Fargo noted he received word from the DOH we have been fully approved to occupy the nine (9) patient rooms, which concludes phases 1 and 2 of this project. Mr. Fargo thanked Mr. Rick Tague and Mr. Michael Nuffer for their great partnership in completing these two phases of the renovation project on Med/Surg and bring the nine (9) rooms online. At this time, Mr. Fargo noted the nine (9) rooms will be cleaned using appropriate infection prevention measures, and stocked with necessary supplies. Ms. Marcy Teal and her team will also be involved in this initiative.
 - It was noted that we are at a critical path moving forward with the installation of the sheet flooring out in the new surgical pavilion. Mr. Nuffer noted the installation of the ventilation system is scheduled to be installed on Monday, July 31st and therefore, the addition must be dust free from that point forward.
 - Mr. Musnicki noted that the project is currently within its budget.
 - A Q&A session with Mr. Mike Nuffer, Project Manager and Mr. Rick Tague, Architect, for the building project was held.

- ◆ **Human Resources:** Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the July 14, 2023, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations' new hires, resignations, retirements, and terminations were included in Board packets.
 - Discussed the increase in Workers Compensation due to employee injuries.
 - Currently, there are 37 Civil Service provisional employees at the Health System. 14 of the 37 employees' exams have been scheduled and 13 of the employees are awaiting the results from their exams.
 - Discussed the MAT Agreement between the Health System and the Lewis County Jail.
 - The Exempt Employee Handbook is ready to be distributed.
 - A Sick Leave Bank concept was discussed as a potential employee benefit.
 - Round 3 of the Healthcare Worker Bonus to be paid out to 78 eligible employees was discussed.

#82. Motion by Mrs. Jones, seconded by Mrs. Mastascusa, to approve a 1 FT Grant Administrator position card with a salary not to exceed \$87,739 annually.

Motion by Mr. McDowell, seconded by Mrs. Ross, the above Motion **#82** was requested to be TABLED and go back to the Finance Committee for further review.

VOTE: yes 3, no 6 (Jones | Steckly | Lehman | Mastascusa | Chartrand | Young.)
Motion to Table DEFEATED.

Therefore, original Motion **#82** approved:

VOTE: yes 9, no 0.

#83. Motion by Mrs. Jones, seconded by Mr. Lehman, to approve a 1 FT Provider Recruiter position card with a salary not to exceed \$121,511 annually. Approved

VOTE: yes 9, no 0.

#84. Motion by Mrs. Jones, seconded by Mr. Musnicki, to request:

- The creation of two (2) FT Health Information Management Clerks position cards with a salary of \$16.35 - \$21.59 per hour.
- ABOLISH 2 FT position cards for Health Information Management Transcriptionist with a salary range of \$17.62 - \$22.66 per hour.

Approved

VOTE: yes 9, no 0.

☐ **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 was fully implemented during the month of June. He noted that the Lab experienced 446 patient visits during the month of June {with most of them seen in the morning}. He added each patient had ~2.4 tests which equates to 1,341 tests being sent to our Laboratory at the health systems to be ran.

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

- ◆ Compliance Update: Mr. Cayer reminded the group Mr. David Hoffman, Esq., previously submitted his resignation as the Chief Corporate Compliance Officer, effective July 31st. Mr. Cayer noted Mr. Kerry Herbine, COO, will continue as compliance coordinator for the health system. Mr. Cayer is scheduled to speak with Mr. Hoffman regarding the logistics for the corporate compliance hotline number.
- ◆ 2023 Goals, Measures of Success: Mr. Cayer shared the outline of the 2023 Goals, Measures of Success with the Board and noted this document will be placed in the Board portal tomorrow morning for their review and comment.
- ◆ 43rd Annual Trustee Conference – HANYs 43rd Annual Trustee Conference is scheduled for September 21-23, 2023, at the Saratoga Hilton, Saratoga, NY. Mr. Cayer requested each of the Board members to let Mrs. Michelle Kelley know if they and their spouse plan on attending the conference.

☐ **PRESIDENT'S REPORT:**

- ◆ Strategic Topics for August 2023:
 - ✓ Tour of new facilities
- ◆ General: The Board received a copy of the July 2023 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of June.

☐ **CONSENT ITEMS:**

#85. Motion by Mr. Chartrand, seconded by Dr. Meny, to approve the June 28, 2023, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 06/26/2023 Capital Improvement Oversight Committee Minutes
- 07/14/2023 Human Resources Committee Minutes
- 07/17/2023 Finance Committee Minutes

Approved.

VOTE: yes 9, 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.
- ◆ Dr. Feilmeier reminded the group that ticks are prevalent in the County currently and providers are seeing Lyme disease in the community at this time.

☐ **Medical Staff Chiefs of Service:**

#86. Motion by Mr. Musnicki, seconded by Mrs. Ross, to accept the 2023-2024 Medical Staff Chiefs of Service as follows:

- | | |
|----------------------------------|---------------------------|
| • Anesthesia: | Mikhail Choubmesser, M.D. |
| • Emergency: | Timothy Mathis, M.D. |
| • Family Practice: | M. Lynn Pisaniello, M.D. |
| • Medicine/ICU | Manoj Vora, M.D. |
| • Obstetrics and Gynecology: | Gerard Crawford, M.D. |
| • Pathology/Clinical Laboratory: | Robert Coffin, M.D. |
| • Pediatrics: | Shereen Palmer, M.D. |
| • Radiology: | Jeffrey Way, M.D. |
| • Surgery: | Jon Baker, M.D. |

Approved.

VOTE: yes 9, no 0.

#87. Motion by Mrs. Mastascusa, seconded by Mrs. Jones, to enter executive session at 6:25 p.m. for credentialing matters. Approved.

VOTE: yes 9, no 0.

#88. Motion by Mr. Lehman, seconded by Dr. Meny, to return to regular session at 6:30 p.m. Approved.

VOTE: yes 8, no 0.

☐ Credentialing/Recredentialing:

#89. Motion by Mr. Musnicki, seconded by Mrs. Jones, to approve the following:

Reappointments:

- Jake King, Ph.D. – Reappointment to the Courtesy Adjunct Staff, Family Practice Service, with Psychiatry (Category I) privileges as requested.
- Yohetsor Hargoe, N.P. – Reappointment to the Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Rebecca Matteson, N.P. – Reappointment to the Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.

Delegated Reappointments:

- None

Appointments:

- None

Delegated Appointments:

- None

Advancements:

- Angelo Porcari, M.D. – Advancement to the Courtesy Staff, Internal Medicine Service, with privileges as requested.
- Yulian Yestin, M.D. – Advancement to the Courtesy Staff, Emergency Medicine Service and Internal Medicine Service, with privileges as requested.

Approved.

VOTE: yes 9, no 0.

Executive Session:

#90. Motion by Mrs. Mastascusa, seconded by Mrs. Ross, to enter executive session at 6:32 p.m. to discuss a personnel matter. Approved.

VOTE: yes 9, no 0.

#91. Motion by Mr. Chartrand, seconded by Mr. Lehman, to return to regular session at 7:12 p.m. Approved.

VOTE: yes 9, no 0.

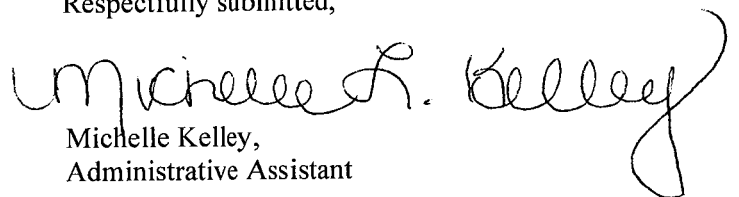
Other: None

Adjourn:

#92. Motion by Mr. Musnicki, seconded by Dr. Meny, to adjourn at 7:13 p.m. Approved.

VOTE: yes 0, no 0.

Respectfully submitted,


Michelle Kelley,
Administrative Assistant

Countersigned:

Philip McDowell,
Secretary Board of Managers