

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS
April 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 Michael Young, President. Members present:

*Jennifer Jones
Marguerite Mastascusa*

*Philip McDowell
Donald Musnicki*

*Susan Ross
Cheryl Steckly
Michael Young*

Others
Present

*Gerald R. Cayer, Chief Executive Officer
Kerry Herbine, Chief Operating Officer
Sean Harney, M.D., CMO, Employed Provider Clinics
Jeff Hellinger, CFO
Marcy Teal, Chief Nursing Officer
Debra Wurz, Nursing Home Administrator
Robert Fargo, Director of Facilities Management
Michelle Kelley, Administrative Assistant
Christina Flint, Public Relations
Jessica Skiff, Director of Human Services
Dr. Steven Lyndaker, Medical Director {entered at 4:52 p.m.}
Marylou Feilmeier, Medical Staff President {entered at 4:57 p.m.}
Scott Sauter, Network Administrator
JoAnne Rhubarb, Lewis County Hospital Foundation Director
Michael Nuffer, Project Manager, C&S
Rick Tague, Architect, BCA
Ryan Piche, County Manager {entered at 4:43 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. Sue Ross.

EXCUSE ABSENT MEMBERS

#36. Motion by Mrs. Mastascusa, seconded by Mrs. Jones, the board excused Dr. Howard Meny, John Lehman, Karen Rennie and Richard Chartrand from the meeting. Approved.

VOTE: yes 7 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:

- **Hospital Foundation:** Ms. JoAnne Rhubarb, Director of Lewis County Hospital Foundation, Inc. shared the following updates with the Board via a PowerPoint presentation:
 - **Restricted Accounts:**
 - ✓ Fund for Hope – has given \$40,000 to 57 people in 2022 for travel expenses related to their cancer treatment.
 - ✓ Lewis County Hospice – Received \$14,051 in restricted donations for Lewis County Hospice in 2022.
 - **Capital Campaign Update**
 - ✓ Quiet Phase: May 2022 – May 2023
 - ✓ Public Phase: June 2023 – June 2024
 - ✓ Have raised \$1M for campaign to date and have \$1.4M left to raise

- Hospital Funding Update
 - ✓ The \$9M DOH Transformation III grant submitted in January 2022 to assist with the capital project was not awarded.
 - ✓ An appropriation request totaling \$3,250,000 has been submitted for kitchen expansion/renovation.
 - ✓ Submitted a \$730,000 FEMA grant for a generator
 - ✓ In the process of submitting an, Increasing Training Capacity in Statewide Healthcare Facilities, through the NYSDOH for \$1,220,421
- 2023 Event Update:
 - ✓ Annual Golf Tournament, Friday, June 16th at Brantingham Golf Course
 - ✓ The Gala, Saturday, October 14th at the Tug Hill Estates
 - ✓ The Great Pumpkin Run, Saturday, October 21st at Lewis County Fairgrounds
- Environment of Care: Mr. Robert Fargo, Director of Facilities Management, shared a PowerPoint with the board titled “Environment of Care”. A few topics of discussion were.
 - Public Address System
 - ✓ The installation of a new public address system has been scheduled.
 - The replacement of medical air pumps facility wide
 - Air Conditioning
 - ✓ A new air conditioning unit in lab area to accommodate the additional heat load of the new analyzer.
 - Installation of a synchronized clock system is scheduled for the health system
 - Completion of the cat scan room renovation
 - Radiology room renovations completed
 - Medical gas alarm plan
 - ✓ As a Department of Health requirement, the medical gas alarm panels were replaced throughout the facility.
 - Maintenance Work Order System
 - ✓ All employees were given access to enter an electronic routine maintenance work order via WorxHub.
 - Environment of Care Rounds
 - ✓ Environment of Care rounds are conducted with Quality Assurance and Department Managers to identify potential issues to assist in educating staff.
 - Fire Alarms
 - ✓ Revisions were made to the Fire Alarm checklist to include an after-action review and with a question-and-answer session for staff education.

□ **OPERATIONAL UPDATES:**

- ◆ Patient Safety/Quality: Mrs. Sue Ross, Chair of the Quality Council Committee, provided a brief update:
 - ✓ The Acute Care QAPI Committee met on April 12, 2023 – a copy of the minutes is in the board portal.
 - ✓ The LTC QAPI Committee met on April 18, 2023 – a copy of the minutes is in the board portal.
 - ✓ The Quality Council Committee met on April 17, 2023 – a copy of the minutes is in the board portal.
 - ✓ The Left Without Being Seen numbers in the ED in Q1 2023 have been improving largely due to nurse rounding. Our internal goal is 2% or less.
 - ✓ The No Pass Zone initiative is under development by Ms. Marcy Teal. There is much to learn and more information is forthcoming.
 - ✓ We are in the process of initiating a more robust discharge process from the hospital with more of a “team approach”, including better communication for patients and families.
 - ✓ Currently, the RHCF and CHHA have been brought under the Quality. Mr. Herbine noted that Mrs. Lyndsey Allen is doing a great job pulling all of this together and standardizing the reporting structure.

- ◆ **Finance:** Mr. Phil McDowell, Chair of the Finance Committee, introduced the finance update by Mr. Jeff Hellinger, CFO. The group discussed the following topics:
 - There was a gain of \$168,053 versus a budgeted loss of \$28,606 for the month of March. The YTD loss is \$246,237 versus a budgeted loss of \$673,455.
 - Outpatient gross revenue was higher in ER (~\$138k), OR (~\$375k), Lab – Chemistry (~\$159k), Radiology (~\$56k), Ultrasound (~\$86k), CATScan (~\$240k), and MRI (~\$65k). The departments that had lower revenue were Observation (~\$43k), Nuclear Medicine (~\$52k), Speech (~\$42k) and CHHA (~\$43k).
 - Contractual Allowances were higher than budget due to more gross revenue as well as a higher contractual allowance reserve percentage compared to budget. (~\$62 better).
 - IGT was over budget due to recording the 2019 additional IGT award in the month of March for the Hospital. Mr. Hellinger briefed the group on the complexity of IGT. He added he is currently working with our third-party auditors to determine what IGT funds we get to keep. He shared the 2019 audit just got completed in 2023.
 - Overall expenses were higher than budget:
 - ✓ Salaries were under budget due to fewer staff members than budgeted.
 - ✓ Supplies were over budget due to more lab reagents and implant costs.
 - ✓ Purchased services were over budget due to traveling nursing staff totaling ~\$132k.
 - In response to a question by board member, Mrs. Ross, regarding the current Radiology contract, Mr. Hellinger will determine and email the Board if any additional payments were received in 2023 from the Radiology group per the contract and Mr. Kerry Herbine will determine and report when and if this contract auto renewed.
 - 2022 Audited Financial Statements: Copies of the Draft Financial Statements and Supplementary Information for December 31, 2022, and 2021 were shared with the Board for their review and comment. Mr. Eric Fehrman and Mr. Robert Smith of Fust Charles Chambers presented the Audited Financial Statements at the April 24, 2023, Finance Committee Meeting. Mr. Hellinger shared he will review the variances from the year end financials versus the outcome of the audited financial statements at the May Finance Committee Meeting. Mr. Cayer shared FCC was very complimentary of Mr. Hellinger, Mrs. Trista Mullin and the Finance team for their great job managing the financial statements for our facility and getting the needed documents for the audit.
- #37. Motion by Mr. Musnicki, seconded by Mrs. Mastascusa, the Board approved the 2022 Audited Financial Statements as presented. Approved.

VOTE: yes 7, no 0.

- ◆ **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, April 24, 2023, which was discussed in more detail.
 - Mr. Musnicki shared the project timeline is holding at this time with a completion date in early 2024 and noted both Mr. Rick Tague, Architect, and Mr. Mike Nuffer, Project Manager, are in attendance at tonight's meeting if anyone has any questions or concerns regarding the project.
 - Mr. Musnicki shared we continue to work through material lead times, more specifically, the medical switches which are scheduled to arrive in May and the boom supports for the operating rooms.
 - Mr. Fargo noted 95% of the drywall in the new addition is completed and the painters will be coming in soon to get started.
 - Mr. Cayer offered to conduct tours of the project in groups of 2-3 if anyone is interested. The tours typically take 45 minutes, and good footwear is requested.

- ◆ Human Resources: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the April 19, 2023, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations' new hires, resignations, retirements, and terminations were included in Board packets.
 - Briefed the Board on the progress of the Employee Opinion Survey and Handbook for the Exempt Staff.
 - There are 14 civil service cards to abolish on tonight's agenda and will have more as HR goes through the titles.

#38. Motion by Mrs. Jones, seconded by Mrs. Steckly, to request the Board of Legislators to Create 1 FT Phlebotomist position card with a salary of \$18.60 - \$24.41 per hour. Approved

VOTE: yes 7, no 0.

#39. Motion by Mrs. Jones, seconded by Mrs. Steckly, to request the Board of Legislators to Create 2 FT Clinic LPN position cards with a salary of \$21.87 - \$27.14 per hour. Approved

VOTE: yes 7, no 0.

#40. Motion by Mrs. Jones, seconded by Mrs. Ross, to request the Board of Legislators to Create 2 FT Registered Nurses position cards with a salary of \$35.97 - \$44.96 per hour. Approved

VOTE: yes 7, no 0.

#41. Motion by Mrs. Jones, seconded by Mr. McDowell, to request the Board of Legislators to ABOLISH the following fourteen (14) Civil Service cards:

- Electrocardiograph Tech - FT
- Keyboard Specialist - FT
- Nurse Care Manager x2 - PT
- Tumor Registrar - PT
- Medical Records Technician x2 - PT
- Human Resources Technician x2 - PT
- RHCF Medical director - PT
- Senior Account Clerk - FT
- Data Entry Machine Operator - FT
- Telephone Operator - FT
- Registration Supervisor - FT
- Group Practice Administrator - FT

Approved

VOTE: yes 7, no 0.

□ **PRESIDENT'S REPORT:**

- ◆ Finance Committee Meeting: President, Mr. Young, requested Mr. McDowell, Chair of the Finance Committee meeting, find another day for the monthly Finance Committee Meeting as Mr. Ryan Piche has a standing conflict with the 3rd Monday of the month, which prevents him from being able to attend.
- ◆ CNA Classes: President, Mr. Young, informed the group he has been notified by the Jeff-Lewis BOCES Superintendent, Mr. Stephen Todd, that BOCES application through the NYSDOH to conduct the CNA class has been granted, they have a teacher for the course and a backup teacher. Mr. Young thanked both Mrs. Jenny Jones and Mr. Jerry Cayer for their due diligence in this initiative.

❑ **CHIEF OPERATOR'S REPORT:** Mr. Kerry Herbine provided a brief update on the following:

- ◆ Lab Outreach Program: Mr. Herbine provided a brief update regarding the new Lab Outreach Program and noted that the Lease at Lowville Medical Associates is slated to begin on May 1, 2023. He shared a phlebotomist, which will be the health system's team member, will be working at this location conducting the blood draws. The samples will then be couriered back to the laboratory for on-site testing. He added the official start is scheduled for July 1, 2023.
- ◆ Alignment – Goals & Action: Mr. Herbine noted this initiative will be discussed later in the evening in executive session.

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

- ◆ Strategic Planning Update: Mr. Cayer noted the first draft of the strategic priorities and measures of success will be shared with the Board at the end of the open meeting in executive session.
- ◆ BOCES CNA Update: Mr. Cayer provided an update on the BOCES/LCHS CNA training initiative.
- ◆ Release of Endowment Funds: Mr. Cayer briefed the Board regarding four (4) endowment funds totaling ~\$27k which are currently being held at the County Treasurer's office. He added Mr. Eric Virkler, County Treasurer, will be speaking with the County Attorney regarding the process for the release of the funds back to the Lewis County Hospital Foundation.

#42. Motion by Mr. McDowell, seconded by Mrs. Ross, the Board hereby authorizes CEO, Gerald R. Cayer, MPH, to seek judicial release, if necessary, of endowment funds held at the County of Lewis with a principal balance of \$26,963.54. Original donor restricted gifts are from four (4) individuals who are now deceased. The request would include seeking a release of endowment spending restrictions for the four endowments and transfer the monies to the Lewis County Hospital Foundation, which is a 501(c)(3), and restrict the same to the Capital Campaign fund. Approved

VOTE: yes 7, no 0.

❑ **PRESIDENT'S REPORT:**

- ◆ Strategic Topics for May 2023:
 - ✓ IT Status {R. Uttendorfsky}
- ◆ General: The Board received a copy of the April 2023 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of March.

❑ **CONSENT ITEMS:**

#43. Motion by Mrs. Mastascusa, seconded by Mrs. Jones, to approve the March 29, 2023, Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 04/17/2023 Quality Council Committee Minutes
- 04/19/2023 Human Resources Committee Minutes

Approved.

VOTE: yes 7, no 0.

- **MEDICAL STAFF:** Dr. Marylou Feilmeier, President of the Medical Staff provided the following update.
- ◆ The Annual Barnes Memorial Lecture was held April 25, 2023. The speaker was David Vivas, M.D. who spoke on common anorectal problems.
 - ◆ The Ethics Committee will be hosting a speaker, Ed McArdle, Esq., from the Center for Bioethics and Humanities at Upstate Medical University, on May 11, 2023, at 6:00 p.m. regarding Supported Decision-Making Agreement Act which was signed into law in NYS last summer.

#44. Motion by Mr. Musnicki, seconded by Mrs. Ross, to enter executive session at 5:30 p.m. for credentialing matters. Approved.

VOTE: yes 7, no 0.

#45. Motion by Mrs. Steckly, seconded by Mr. Musnicki, to return to regular session at 5:35 p.m. Approved.

VOTE: yes 7, no 0.

□ **Credentialing/Recredentialing:**

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

Reappointments:

- Gerard Crawford, M.D. – Active Staff, OB/GYN Service, with Clinic privileges as requested.
- Toby Davis, Ph.D. – Courtesy Adjunct Staff, Family Practice Service, with Psychiatry (Category I) privileges as requested.
- Abdelrahman Elgallad, M.D. – Active Staff, Anesthesia Service, with privileges as requested.
- Vinod Garg, M.D. – Courtesy Staff, Emergency Medicine Service, with privileges as requested.
- Gerry Love, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.
- Steven Lyndaker, M.D. – Active Staff, Internal Medicine Service, with privileges as requested.
- James Mason, D.O. – Courtesy Staff, Surgery Service, with Orthopedic and Clinic privileges as requested.

Delegated Reappointments:

- Jeffrey Way, M.D. – Active Staff, Radiology Service, with privileges as requested.
- David Wells, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.

Appointments:

- Ashley Falkner, N.P. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.
- James Golberg, M.D. – Associate Staff, Emergency Medicine Service, with privileges as requested.
- Gary Wakeman, M.D. – Associate Staff, Emergency Medicine Service, with privileges as requested.

Delegated Appointments:

- Craig Feeney, M.D. – Associate Staff, Radiology Service, with privileges as requested.
- William Zinn, M.D. – Associate Staff, Radiology Service, with privileges as requested.

Advancements:

- None
- Approved.

VOTE: yes 7, no 0.

☐ **Other:**

#47. Motion by Mr. Musnicki, seconded by Mrs. Mastascusa, to enter executive session at 5:36 p.m. to discuss strategic priorities and a personnel matter. Approved.

VOTE: yes 7, no 0.

#48. Motion by Mr. Musnicki, seconded by Mrs. Steckly, to return to regular session at 7:05 p.m. Approved.

VOTE: yes 7, no 0.

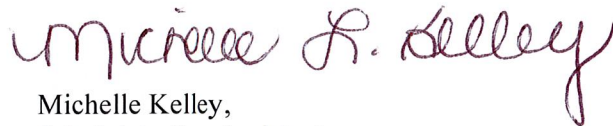
#49. Motion by Mrs. Mastascusa, seconded by Mr. Musnicki, to approve the CEO Contract with performance criteria to be provided by Mr. Cayer. Approved.

VOTE: yes 6, no 0, abstain 1 (Mrs. Ross).

#50. Motion by Mr. Musnicki, seconded by Mrs. Mastascusa, to adjourn at 7:06 p.m. Approved.

VOTE: yes 7, no 0.

Respectfully submitted,



Michelle Kelley,
Administrative Assistant

Countersigned:

Philip McDowell,
Secretary Board of Managers