

**LEWIS COUNTY GENERAL HOSPITAL
BOARD OF MANAGERS
December 28, 2022**

The regular monthly meeting of the Board of Managers of Lewis County General Hospital was called to order at 4:31 p.m. by Michael Young, President. Members present:

<i>Richard Chartrand</i>	<i>Marguerite Mastascusa</i>	<i>Susan Ross</i>
<i>Jennifer Jones</i>	<i>Philip McDowell</i>	<i>Cheryl Steckly</i>
<i>John Lehman</i>	<i>Howard Meny, M.D. {Google meet – Not included in Vote}</i>	<i>Michael Young</i>

Others

Present

Gerald R. Cayer, Chief Executive Officer
Kerry Herbine, Chief Operating Officer
Sean Harney, M.D., CMO, Employed Provider Clinics
Debra Wurz, Nursing Home Administrator
Robert Fargo, Director of Facilities Management
Michelle Kelley, Administrative Assistant
Trista Mullin, Controller
Jessica Skiff, Director of Human Services
Lyndsey Allen, Director of Quality
Frank Pace, Construction Project Consultant {via Google meet}
Dr. Steven Lyndaker, Medical Director {entered at 5:15 p.m.}
Marylou Feilmeier, Medical Staff President {entered at 5:15 p.m.}
Scott Sauter, Network Administrator
Caitlyn Smith, Lewis County Personnel Officer and Director of Human Resources
Julie Abbass, Reporter WDT {entered at 5:15 p.m.}
Raymond Meier, Esq., Hospital Attorney {via Google meet - left meeting at 5:15 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. Mastascusa.

EXCUSE ABSENT MEMBERS

- #131. Motion by Mrs. Jones, seconded by Mrs. Ross, the board excused Karen Rennie and Donald Musnicki from the meeting. Approved.

VOTE: yes 8, no 0.

EXECUTIVE SESSION:

- #132. Motion by Mrs. Steckly, seconded by Mrs. Mastascusa, to enter executive session at 4:34 p.m. to discuss a personnel matter. Approved.

VOTE: yes 8, no 0.

- #133. Motion by Mr. Chartrand, seconded by Mr. Lehman, to return to regular session at 5:14 p.m. 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.

❑ PROCLAMATIONS:

Mr. Cayer shared with the group the following Proclamation in honor of Mrs. Holly O'Donnell, RN, who retired from the health system on December 21, 2022.

"Whereas Mrs. O'Donnell was a dedicated employee at Lewis County Health System with 34 years of service at the time of her retirement on December 21, 2022. She began her career in May of 1988 as an RN on Med- Surg, transferred to Lewis County Public Health in September of 1989, and then to CHHA/Hospice on January 1, 2013, where she worked until the end of her career.

Whereas Mrs. O'Donnell was committed to the vision and mission of the health system with a particular focus on the progression of technology in the medical field over the years. Mrs. O'Donnell believed it was an honor to care for the residents of Lewis County in their homes during her tenure at the CHHA and Hospice, and she cherishes the many friendships she has made over the years working at the health system.

We wish Mrs. O'Donnell a happy and healthy retirement and great joy as she spends time camping and traveling with her family and three grandchildren!"

❑ STRATEGIC FOCUS TOPICS:

Election of Officers for 2023: Mrs. Steckly, Chairman of the Nominating Committee, reported the committee is recommending the following slate of officers for 2023:

- ✓ 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 Mr. Lehman, seconded by Mrs. Mastascusa, to close the nominations with the secretary casting one ballot for the Nominating Committee's recommended 2023 slate of officers: Michael Young, President; Donald Musnicki, Vice President; and Philip McDowell, Secretary. Approved.

VOTE: yes 8, 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. Lyndsey Allen, Director of Quality, provided an update on the 2022 Performance Measurers for Strokes for Quarters 1-3 (a copy of the full presentation is in the Board portal). Mrs. Allen also shared a copy of the 2023 Hospital Recognition Criteria from the American Heart Association regarding the Rural Acute Stroke Composite Score Criteria outlining the 10 measurers for our health system, which requires a minimum score of 75%. Mrs. Allen noted, we will set our benchmark at 85% and increase to 100% over time. Mrs. Sue Ross, Chair of the Quality Committee, also provided a brief update.
 - The Health Systems QAPI meeting was held on December 14, 2022, and the Nursing Home's QAPI meeting was held on December 21, 2022. Mrs. Ross noted in 2023 a member of the Quality Council Committee will be required to attend both monthly meetings.

- Finance: Mrs. Trista Mullin, Controller, shared the following updates:
Period 11 Review:
 - There was a loss of \$375,480 versus a budgeted loss of \$275,193 for the month of November. The YTD loss is \$4,353,501 versus a budgeted gain of \$247,315.
 - Overall net patient revenue was less than budget due to lower inpatient volume and higher contractual allowances. Zero balance report was run resulting in an increase in contractual allowance of ~\$335k. This adjustment is for the period 1/22 – 10/22.
 - Overall expenses were lower than budget:
 - ✓ Salaries were over budget due to the retro CSEA contract payments to employees.
 - ✓ Employee benefits were under budget due to a decrease in the Pension accrual.
 - ✓ Professional fees were under budget due to reduced Ortho costs from not having a provider for several weeks.
 - ✓ Supplies were over budget due to increased pharmaceutical costs.
 - ✓ Purchased Services were over budget due to the continuation of traveling nurses in several departments totaling ~\$331k.
 - ✓ Non-operating expense was over budget due to the recording of the interest for the Bond.
 - Stats (November) – Some areas that experienced positive results from the month are as follows:
 - ✓ Acute admissions – highest in 2022
 - ✓ Acute + Observation – highest in 1.5 years
 - ✓ ER admissions – 2nd highest in 1.5 years
 - ✓ BRHC – 2nd highest in 9 years
 - Additional Revenue Opportunities:
 - ✓ 340B – Referral program
 - ✓ 340B – ESP data submission
- ◆ Capital Improvement Oversight Committee Report:
 - Copies of the Capital Improvement Oversight Committee Monthly Report was shared with 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 19, 2022, which was discussed in more detail.
 - Mr. John Lehman, in the absence of Chair, Mr. Musnicki, shared the project is currently running on schedule, the contractors really have continued to work together, the roof is almost completed, and once the shell is enclosed it will allow interior work to be performed during the winter months. He added the oxygen tank (which doubled in capacity) is up and operational. Mr. Cayer shared a project schedule with the Board for the next two weeks and noted work continues on the west side of the East Wing at this time, as well.
- ◆ Human Resources: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the December 8, 2022, HR Committee Meeting:
 - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements, and terminations were included in Board packets.
 - The first draft of the Exempt Employee Handbook was reviewed, and the final version should be ready for review at the next meeting.
 - The EOM is currently due for October and November, and we are trying to increase the number of nominations received.
 - The HR Committee reviewed the outcomes from the Employee Opinion Survey through Press Ganey. The next step is for management to review the data with team members and begin preparing improvement plans.
 - Mrs. Jessica Skiff shared the CSEA Union is currently reviewing the draft copy of the Contract.

❑ **CHIEF OPERATOR'S REPORT:** Mr. Kerry Herbine provided a brief update on the following topics through a PowerPoint presentation with the Board (a copy of the full presentation is in the Board portal):

- ◆ **Physician Contracting:**
 - Best practice implementation: J. Hellinger, J. Cayer, Dr. Harney and K. Herbine continue to meet to discuss all providers. Mr. Herbine noted J. Hellinger, CFO, will lead the engagement with all providers initially and for renewals which we are in the process of moving to 3-year terms instead of annual renewals. Mr. Hellinger's signature will also be added to the contract together with the CEO and the COO.
- ◆ **Physician Recruiting:**
 - Best practice implementation: Mr. Herbine noted we are on the front end of this initiative with more information to follow at the next meeting.
- ◆ **Nursing Home:**
 - Occurrence Log: The Nursing Home staff in the past has followed a very strict attendance policy and obviously this is not a Just Culture that we want to promote for our team members. Therefore, to increase the moral and promote more just culture in the Nursing Home, Ms. Deb Wurz has been meeting with staff through Townhall meetings to discuss implementing a "clean slate" regarding the attendance log.
 - Incident Management: Ms. Deb Wurz shared with the group the new guidelines put in place that are more in line with Just Culture in the NH for staff regarding state reportable incidents. The staff member will no longer be suspended immediately after an incident; rather the staff member will be removed from the situation and interviewed to gather more information and determine if the staff member can return to work while the team finishes the investigation. Mrs. Lyndsey Allen, Director of Quality, shared she has become more involved in the state reportable incidents and share a recent experience with the group. Mr. Herbine noted that he continues to meet with Mrs. Allen and Ms. Wurz every morning to follow up on incidents in the Nursing Home.
- ◆ **ED Throughput:**
 - PA: Mr. Herbine noted we are currently trialing a PA assigned to work 8 hours per day in ED and will continue to look at this model to help reduce the left without being seen numbers in the ED.
 - Left without being seen: We continue to see positive gains in this initiative. Mr. Herbine noted both he and Dr. Harney are looking at opening a "Lewis County Care Now Practice" for residents where no appointment would be required.

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

- ◆ **RHCF Survey Update:** Mr. Cayer shared we received notice this week that a virtual hearing has been scheduled for February 1-2, 2023, before a Law Judge to hear our appeal. He added prep work for the appeal will begin this week to get ready.
- ◆ **OB/GYN Recruiting – Opening April 3rd:** Mr. Cayer noted at this moment April 2023 continues to be the targeted date for the Maternity Department to reopen at the health system. He did note the recent OB/GYN candidate did decline our offer.
- ◆ **Access to Gynecological Care:** Mr. Cayer shared two Family Nurse Practitioners have been hired to join our Women's Health practice.
- ◆ **CNY Aim ACO:** Mr. Cayer recognized Dr. Sean Harney's efforts in this initiative for our health system and shared a list of the measures this ACO strives to meet. Mr. Cayer noted we received a \$94,800 check from the ACO recently which is our portion of the savings.
- ◆ **Strategic Planning:** Mr. Cayer shared two questions, a projected timeline, a design, and action items for the implantation of a 2023-2026 Strategic Plan for our Health System.

#135. Motion by Mr. Lehman, seconded by Mr. McDowell, the Board approved the following planning process for the 2023-2026 Strategic Plan for our Health System as follows:

- Commit to responding to questions 1 and 2 and submitting your thoughts to the CEO by January 3, 2023.
 - Commit to reading and studying in advance of scheduled work sessions.
 - Commit to providing 1 full and 2 half days between 2/8 – 2/27 to the CEO by January 6, 2023.
 - Commit to being an active participant.
- Approved.

VOTE: yes 8, no 0.

- ◆ Board of Manager's 2023 Informational Packet: Mr. Cayer shared a 5-page packet with each Board Member pertaining to the 2023 board of manager membership, including emails, phone numbers, addresses, committee assignments and term expiration dates for each member.
- ◆ Board Member, Mr. Lehman, wanted to thank Mr. Cayer and his team for the great experience his son recently experienced as a patient at our health system.

□ PRESIDENT'S REPORT:

- ◆ Strategic Topics for January 2023:
 - ✓ Employed Provider Practices {Dr. Harney}
- ◆ 2023 Committee Assignments – Board President Mr. Young discussed his Committee Assignments for the board members in 2023 after meeting with Mr. Cayer and Mr. Herbine. He noted he did try to give everyone their choices. He requested the Chair of each committee reach out to Mrs. Kelley to arrange for each committee's meeting dates.
- ◆ General: The Board received a copy of the December 2022 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of November.
- ◆ Mr. Young thanked the members of the Board for their confidence in appointing him for another year as the President of the Board of Managers. He added with building a \$32M improvement to this facility, it is important that we fill it to maintain services, that we find staff and improve the culture of the organization. He noted that we also need to improve the bottom line, as well, for the facility.

□ CONSENT ITEMS:

#136. Motion by Mrs. Steckly, seconded by Mrs. Mastascusa, the Board acknowledged receipt of the following minutes (all minutes were previously distributed with the board packets):

- 11/28/2022 Capital Improvement Oversight Committee
- 11/30/2022 Board of Managers Minutes
- 12/08/2022 Human Resources Committee Minutes
- 12/12/2022 Medical Staff Committee Minutes
- 12/19/2022 Capital Improvement Oversight Committee Minutes
- 12/19/2022 Finance Committee Minutes

Approved.

VOTE: yes 8, no 0.

- **MEDICAL STAFF:** Dr. Steven Lyndaker, Medical Director, and Dr. Marylou Feilmeier, President of the Medical Staff provided the following update.

- ◆ A retirement dinner party was held for Dr. 's Root and Williams on December 10, 2022, at Jeb's in Lowville. Dr. Feilmeier noted they are both enjoying their retirement and their first grandchild.
- ◆ The Medical Staff held their 4th quarter meeting on December 12, 2022 and noted currently there are no issues. Dr. Feilmeier added the Medical Staff appreciates the Board of Managers support in their recruitment efforts.
- ◆ Credentialing/Recredentialing on tonight's agenda will be discussed in Executive session.

#137. Motion by Mr. Chartrand, seconded by Mrs. Ross, to enter executive session at 6:12 p.m. for credentialing matters. Approved.

VOTE: yes 8, no 0.

#138. Motion by Mrs. Ross, seconded by Mrs. Mastascusa, to return to regular session at 6:24 p.m. Approved.

VOTE: yes 8, no 0.

□ **Credentialing/Recredentialing:**

#139. Motion by Mr. Lehman, seconded by Mrs. Jones, to approve the following:

Reappointments:

- Mohsin Ali, M.D. – Courtesy Staff, Internal Medicine Service, with EEG Interpretation privileges as requested.
- Samuel Rubenzahl, Ph.D. – Courtesy Adjunct Staff, Family Practice Service, with Psychiatry (Category I) privileges as requested.
- Jeffrey Smith, P.A. – Courtesy Adjunct Staff, Internal Medicine Service, with privileges as requested.

Appointments:

- Courtney Case, P.A. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.
- Ian Gokey, P.A. – Initial Provisional Adjunct Staff, Emergency Medicine Service, with privileges as requested.
- Timothy Karnuth, P.A. – Initial Provisional Adjunct Staff, Emergency Medicine Service, with privileges as requested.
- Nicole Topits, N.P. – Initial Provisional Adjunct Staff, Family Practice Service, with Clinic privileges as requested.
- William Turner, M.D. – Associate Staff, Emergency Medicine Service, with privileges as requested.

Advancements:

- 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.
- Colin Wright, M.D. – Consulting Staff, Internal Medicine Service, with Cardiology privileges as requested.

Delegated Advancements:

- Mahdieh Assar, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
 - Gregory Orth, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
 - Christin Reisenauer, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Approved.

VOTE: yes 8, no 0.

☐ **Other:**

#140. Motion by Mrs. Mastascusa, seconded by Mr. Chartrand, to enter executive session at 6:15 p.m. to discuss a personnel matter. Approved.

VOTE: yes 8, no 0.

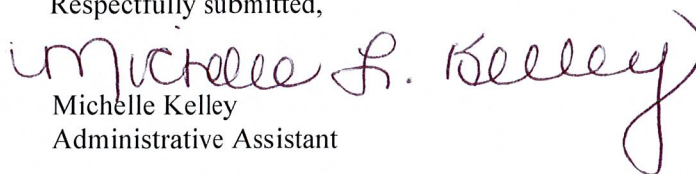
#141. Motion by Mr. Chartrand, seconded by Mr. Lehman, to return to regular session at 6:40 p.m. Approved.

VOTE: yes 8, no 0.

#142. Motion by Mr. Lehman, seconded by Mrs. Ross, to adjourn at 6:41 p.m. Approved.

VOTE: yes 8, no 0.

Respectfully submitted,


Michelle Kelley
Administrative Assistant

Countersigned:

Philip McDowell, Secretary
Board of Managers