

**LEWIS COUNTY GENERAL HOSPITAL  
BOARD OF MANAGERS**

**March 30, 2022**

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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 Michael Young, President. Members present:

*Richard Chartrand*  
*Jennifer Jones*  
*John Lehman*

*Marguerite Mastascusa*  
*Philip McDowell*  
*Donald Musnicki {via videoconferencing}*

*Karen Rennie*  
*Susan Ross*  
*Michael Young*

Others

Present

*Gerald R. Cayer, Chief Executive Officer*  
*Jeff Hellinger, Chief Financial Officer*  
*Kerry Herbine, Chief Operating Officer*  
*Michelle Kelley, Administrative Assistant*  
*Jessica Skiff, Director of Human Services*  
*Mary Teal, CNO*  
*Debra Wurz, Nursing Home Administrator*  
*Frank Pace, Director of Facilities Management*  
*Christina Flint, Community Services Coordinator {left at 5:15 p.m.}*  
*Dr. Sean Harney, CMO, Employed Provider Clinics*  
*Dr. Shereen Palmer, President of the Medical Staff {entered at 5:15 p.m.}*  
*Dr. Steven Lyndaker, Medical Director {entered at 5:15 p.m.}*  
*Julie Abbass, Reporter {entered at 4:35 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, John Lehman.

**EXCUSE ABSENT MEMBERS**

- #20. Motion by Mr. McDowell, seconded by Mrs. Mastascusa, the board excused Dr. Howard Meny, from the meeting. Approved.

*VOTE: yes 9, no 0.*

**EMPLOYEE OF THE MONTH**

- #21. Motion by Mrs. Jones, seconded by Mrs. Ross, the Board congratulated:
- ✓ Melissa Bush, Senior Food Service Helper, as the January Employee of the Month
  - ✓ Patricia Hellinger, LPN, as the February Employee of the Month
- 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). Mrs. Michelle Kelley noted no emails were received.

**❑ PROCLAMATIONS:**

Mr. Cayer welcomed and introduced Mrs. Christina Schell to the Board of Managers and shared with the group the following Proclamation in honor of Mrs. Schell who, retired from the health system in 2021:

*“Whereas, Mrs. Schell was a dedicated employee at Lewis County Health System with 29 years of service at the time of her retirement on November 8, 2021. She began her steadfast career in June of 1992 in the Laboratory in the role of Histologist / Pathologist Assistant.*

*Whereas, Mrs. Schell was committed throughout her career to the vision and mission of the health system over the years in her role in the Laboratory. She was instrumental in the development of the on campus Farmer’s Market through the Wellness Committee. This included writing a grant for the Farmer’s Market pavilion which is used in the summer months to house the market. The market has grown to be very popular with the employees and local community members. Mrs. Schell was also a huge advocate of the Wellness Committee for many years including planning the annual Health & Wellness Day.*

*We wish Mrs. Schell a continued happy and healthy retirement and wish for her great joy spending time with her family and traveling!”*

Mr. Cayer welcomed and introduced Mr. Jon Schell to the Board of Managers and shared with the group the following Proclamation in honor of Mr. Schell, who retired from the health system in 2020:

*“Whereas, Mr. Schell was a dedicated employee at Lewis County Health System with 39 years of service at the time of his retirement in February of 2020. He began his steadfast career in 1981 in the Maintenance Department as a Building Service Maintenance Worker, and working his way up to Facilities Maintenance Supervisor and ending his career as Director of Facilities Management before his retirement.*

*Whereas, Mr. Schell was committed throughout his career to the vision and mission of the health system over the years in his roles in the Maintenance Department. He was instrumental in many building projects at the facility over the years and his expertise in the facility landscape was a passion he took pride in.*

*We wish Mr. Schell a continued happy and healthy retirement and wish for him great joy in spending time with his family and golfing!”*

Mr. Cayer shared with the group the following Proclamation in honor of Mrs. Margaret (Peggy) Arnold, HIM Clerk, who retired from the health system on March 26, 2022:

*“Whereas, Mrs. Arnold was a dedicated employee at Lewis County Health System with 20 years of service at the time of her retirement on March 26, 2022. She began her career in July of 2002 in the Health Information Department as a HIM Clerk.*

*Whereas, Mrs. Arnold was committed throughout her career to the vision and mission of the health system in her role over the years in the HIM Department trained in Medical Terminology and Release of Information.*

*We wish Mrs. Arnold a happy and healthy retirement and wish for her great joy as she spends time with her family!”*

Board President, Mr. Young, shared with the group the following Proclamation in recognition of outstanding Physicians, Nurse Practitioners and Physician Assistants as today, March 30, 2022, we celebrate National Doctors’ Day:

*“You’re the true hero’s of our community! Thank you for your continued dedication and hard work especially over the last two years during the COVID-19 pandemic and always putting your patients and residents first!”*

**☐ RECOGNIZING THE IS TEAM:**

Mr. Cayer presented to Mr. Rob Uttendorfsky, Director of Information Systems, and the IS team the 2021 “Most Wired Award” for our health system including:

- Acute Level 7
- Ambulatory Level 7
- LTPAC Level 7

Mr. Cayer shared he brought this initiative forward to Mr. Uttendorfsky in 2018 and the IS Department did a wonderful job carrying it out. Technology makes it much easier for our patients and providers to interact, thus improving communication, safety and patient-provider relationships.

#22. Motion by Mr. McDowell, seconded by Mrs. Rennie, to enter executive session at 4:42 p.m. for an update on contract negotiations. Approved.

*VOTE: yes 9, no 0.*

#23. Motion by Mr. Chartrand, seconded by Mrs. Mastascusa, to return to regular session at 5:30 p.m. Approved.

*VOTE: yes 9, no 0.*

**☐ EXCUSE ABSENT MEMBERS – REVISED:**

#24. Motion by Mr. Chartrand, seconded by Mrs. Ross, the board revised Motion #20 to add Mrs. Cheryl Steckly to the excused list for tonight’s meeting along with Dr. Howard Meny. Approved.

*VOTE: yes 9, no 0.*

**☐ STRATEGIC FOCUS TOPICS:**

◆ 2021 Human Resources Annual Report: Mrs. Jessica Skiff, HR Director, shared a snapshot of health system’s Human Resources’ activities for 2021 with the Board. The topics discussed were:

- Recruitment/Retention of Staff
- Performance Evaluation Comparison
- Turnover Reporting
- Labor Relations - Grievance Log
- Workers Compensation
- Scope of Service

In 2021, the performance Evaluation completion rate was 78.45% under 89.31% in 2020. She noted with the many staff changes to the middle management group in 2021, with retirements and resignations due vaccination mandates, the HR department continues to work the new managers to get the evaluations completed from 2020 and 2021. One of the key challenges for HR in the next 2 years will be recruitment of nurses during a nationwide shortage.

Mrs. Skiff, in response to a question of Mrs. Jones, reported the Nursing Open House held on March 10, 2022 was a huge success. Mrs. Skiff noted eight graduate nurses in attendance were hired. Nurses met with key leadership and nursing staff, toured the facility, enjoyed conversation and a delicious dinner.

**☐ OPERATIONAL UPDATES:**

▪ Patient Safety/Quality: Mrs. Karen Rennie, Chair of the Quality Committee, shared the following update regarding Department reports in March:

- ◆ All departments were represented at the March 7<sup>th</sup> QAPI workgroup.
- ◆ Press Ganey patient satisfaction scores were reported for the 4<sup>th</sup> quarter of 2021. Quarters 3 and 4 represented the most challenging periods for this facility, with significant staff turnover due to state mandates, high COVID and census numbers.

- ◆ Overall, approximately 25% of satisfaction scores improved in the 4<sup>th</sup> quarter over the 3<sup>rd</sup> for inpatient care. Improvement was noted in physician interactions with patients, nursing care and patient education and discharge planning, food service, environmental services, and overall quality of care. The report for Ambulatory services showed improvement in over 60% of all service areas in the 4<sup>th</sup> quarter compared to the previous quarter.
  - ◆ Additionally, the committee reviewed the CMS reportable measures which showed significant improvement in outpatient surgery and medication management. Of note, our influenza vaccination rates for healthcare workers has improved from 47% in the 4<sup>th</sup> quarter to 86% as of the QAPI meeting on March 7<sup>th</sup>.
  - ◆ The final Quality Reporting Schedule was presented to the committee as well as the 2022 Quality Management Plan, which will be forwarded for final approval to the Quality Council meeting in April. Under the 2022 Quality Management Plan, we are developing teams to focus on different aspects of patient satisfaction, and staff turnover. We will also work on new process improvement changes such as the patient satisfaction cards provided to every patient on admission. We are targeting an 80%+ goal in each patient satisfaction category for Press Ganey and CMS reportable measures.
  - ◆ Finally, we will undergo JACHO's (Critical Access Hospital) Accreditation in approximately 1 year from now. The new process and reporting measures were distributed to department managers to begin developing processes and policies in time to operationalize them in advance of the upcoming JCAHO survey.
- Finance: Mr. Jeff Hellinger, CFO, shared the following updates:
- Period 2 Review:
- ◆ There was a loss of \$639,069 versus a budgeted loss of \$242,613 for the month of February. The YTD loss is \$1,544,960 versus a budgeted loss of \$561,414.
  - ◆ Mr. Hellinger, in response to a concern noted by Board Vice President, Mr. Musnicki, regarding the \$1.5M loss reported in the first 60 days of 2022, shared the health system experienced lower than anticipated census on the acute side of the health system during that timeframe. He added the Finance Dept. is currently in the process of completing the 2021 Cost Report and is considering filing an interim Cost Report for 2022.
- Environment of Care:
- ◆ Mr. Musnicki, Chair of the Capital Improvement Oversight Committee, provided a brief introduction of the management plans and the Emergency Operation Plan that are before the board to be approved tonight:
    - Medical Equipment Management
    - Hazardous Materials and Waste Management
    - Life Safety
    - Security Management
    - Utility Management
    - Safety Management
- Mr. Musnicki shared the 2021 annual Evaluation of the six Management Plans and the Emergency Operation Plan and the six 2022 Management Plans have already been reviewed by EOC and the Capital Improvement Oversight Committee of the Board in detail.
- #25. Motion by Mr. Musnicki, seconded by Mr. McDowell, the Board accepted the 2021 Annual Evaluation of the Six (6) Management Plans & the Emergency Operation Plan (EOP) as presented (copies attached to the original minutes). Approved.

*VOTE: yes 9, no 0.*

- #26. Motion by Mr. Musnicki, seconded by Mr. McDowell, the Board accepted the 2022 Six (6) Management Plans as presented (copies attached to the original minutes). Approved.

*VOTE: yes 9, no 0.*

- Human Resources: Mrs. Jennifer Jones, Chair of the HR Committee, shared the following updates from the March 10, 2022 HR Committee Meeting:
  - New Hires, Resignations, Retirements & Terminations: The organizations new hires, resignations, retirements and terminations for the period of February 7, 2022 – March 7, 2022 were included in Board packets.
  - The next Human Resources meeting has been rescheduled to April 20, 2022 at 8:30 a.m., prior the Groundbreaking Ceremony which is scheduled for 10:30 a.m.

- #27. Motion by Mrs. Jones, seconded by Mrs. Mastascusa, to request the Board of Legislators to create 4 FT Unit Helper position cards with a salary of \$13.20 - \$16.56 per hour.  
Approved

*VOTE: yes 9, no 0.*

**□ CHIEF EXECUTIVE'S REPORT:**

- ◆ Vaccination Booster Update: Mr. Cayer provided an update on the booster mandate, which remains paused at this time. He added our health system lost 53 colleagues due to the vaccination requirement. He also shared Mr. Herbine, COO, is currently in the process of reevaluating the COVID screening process for patients, staff and visitors at the health system.
- ◆ Construction Project Update: Mr. Cayer shared through a PowerPoint presentation a budget update on the \$32M construction project.

Mr. Cayer also shared the Groundbreaking Ceremony for the project is scheduled for Wednesday, April 20, 2022, at 10:30 a.m. and will take place in parking Lot 6 on the health system's main campus.

**□ PRESIDENT'S REPORT:**

- ◆ Strategic Topics for April 2022:
  - ✓ Environment of Care {F. Pace}
  - ✓ Hospital Foundation {J. Rhubart}
- ◆ News In General: The Board received a copy of the March 2022 News In General.
- ◆ News Notes: The Board received a copy of the News Notes from the media for the month of February.

**☐ CONSENT ITEMS:**

**#28.** Motion by Mrs. Rennie, seconded by Mrs. Jones, to approve the February 23, 2022 Board of Managers' meetings and acknowledge receipt of the following minutes (all minutes were previously distributed with the board packets):

- 02/21/2022 Executive Committee Minutes
- 02/21/2022 Finance Committee Minutes
- 02/24/2022 Standards Review Committee Minutes
- 03/10/2022 Human Resources Committee Minutes
- 03/14/2022 Medical Staff Committee Minutes
- 03/21/2022 Finance Committee Minutes
- 03/24/2022 Standards Review Committee Minutes

Approved.

*VOTE: yes 9, no 0.*

**☐ MEDICAL STAFF:** Dr. Shereen Palmer, President of the Medical Staff, provided the following update.

- ◆ Credentialing/Rec credentialing on tonight's agenda will be discussed in Executive session.
- ◆ The Medical Staff held their quarterly meeting on March 14, 2022. Dr. Palmer shared the guest speaker at the meeting was Dr. Daniel Welchons, Urologist, who discussed his practice, AMP Urology, to the group and added he will be establishing a practice at the health system sometime this summer.
- ◆ Medical Staff – Chief of Service:

**#29.** Motion by Mr. Lehman, seconded by Mrs. Ross, the Board accept the revision to the 2021-2022 Medical Staff Chiefs of Service as follows:

- Emergency Medicine: Dr. Timothy Mathis
- Approved.

*VOTE: yes 9, no 0.*

**#30.** Motion by Mrs. Rennie, seconded by Mr. McDowell, to enter executive session at 6:11 p.m. for credentialing matter. Approved.

*VOTE: yes 9, no 0.*

**#31.** Motion by Mrs. Ross, seconded by Mr. Chartrand, to return to regular session at 6:25 p.m. Approved.

*VOTE: yes 9, no 0.*

**☐ Credentialing/Recredentialing:**

#32. Motion by Mrs. Rennie, seconded by Mrs. Mastascusa, to approve the following:

**Reappointments:**

- Karen Albright, D.O. – Consulting Staff, Internal Medicine Service, with Stroke Tele-Medicine privileges as requested.
- Michael DiBella, M.D. – Courtesy Staff, Emergency Medicine Service, with privileges as requested.
- John Wat, D.O. – Active Staff, Family Practice Service, with Clinic privileges as requested.

**Appointments:**

- Teresa Dombek-Lang, M.D. – Associate Staff, Internal Medicine Service, with privileges as requested.
- Abdul Elfar, M.D. – Associate Staff, Emergency Medicine Service, with privileges as requested.
- Daisy Jaganathan, M.D. – Associate Staff, Internal Medicine Service, with privileges as requested.
- Felipe Orellana, D.O. – Associate Staff, Surgery Service, with Clinic privileges as requested.
- Jewel Songo, P.A. – Initial Provisional Adjunct Staff, Internal Medicine Service, with privileges as requested.

**Advancements:**

- Julie Emery, N.P. – Permanent Adjunct Staff, Family Practice Service, with Clinic privileges as requested.
  - Steven Klepac, M.D. – Courtesy Staff, Radiology Service, with privileges as requested.
- Approved.

*VOTE: yes 9, no 0.*

**☐ Other: None**

#33. Motion by Mrs. Jones, seconded by Mrs. Rennie, to enter executive session at 6:27 p.m. for a personnel matter. Approved.

*VOTE: yes 9, no 0.*

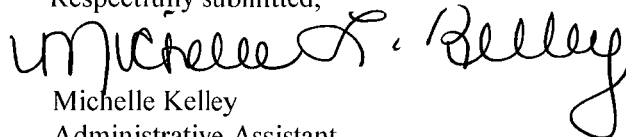
#34. Motion by Mrs. Ross, seconded by Mrs. Rennie, to return to regular session at 6:36 p.m. Approved.

*VOTE: yes 9, no 0.*

#35. Motion by Mr. Musnicki, seconded by Mrs. Jones, to adjourn at 6:37 p.m. Approved.

*VOTE: yes 9, no 0.*

Respectfully submitted,



Michelle Kelley  
Administrative Assistant

*Countersigned:*

Philip McDowell, Secretary  
Board of Managers