



**Committee:** Board of Trustees Monthly Meeting - Public Session

**Meeting Date:** February 24, 2020

**Minutes Prepared By:** Shannon Stec, Executive Assistant

**Members Present:**

Cynthia Hogan, Chair  
Mike Tennican, Treasurer  
Linda Aurelio, Secretary  
Joe Albright  
Bruce Hayse, MD  
Scott Gibson  
Sue Critzer

**Members Absent:**

**Others Present:**

Paul Beaupre, CEO	Marsha Sensat
John Kren, COO/CFO	Tom Lubnau (phone)
Tom Hallberg,	Jim Johnston
JHN&G	Sandip Ray
Richelle Heldwein	Alisa Lane
Marc Domsky, DO	Karen Connelly
Thom Kinney	Marty Trott, MD
John Goettler	Lance Spranger

**Board Advisors Present:**

Bill Best  
Dave Robertson

**Call to Order**

The public board meeting was called to order at 4:05 p.m. by Chair Cynthia Hogan.

**Approval of Minutes**

Ms. Hogan asked for any questions or changes to the minutes of January 30, 2020.

A motion was made by Joe Albright to approve the minutes of the January 30, 2020 Board of Trustees regular meeting, the motion was seconded by Sue Critzer, and the motion passed unanimously.

**Comments from the Chair**

Ms. Hogan talked about the two years that we have spent working on board governance and streamlining meetings and committees. Part of improving board governance was the board retreat that Linda Aurelio setup last year that was a great success. One of the goals of streamlining meetings was to free up some time for the administrative staff as well as the board to focus on the future and things that really matter. Back in 2017 the board had 88 full meetings between the committees and full board. In 2020 we are down to just 40 meetings. This is a 54% reduction in meetings that will give us greater time to spend focused on the success of the hospital. One of the advantages of spending less times in meetings has already been additional time to spend reading articles and learning from other hospitals. In addition we are looking forward to doing more education at the board meetings and invite staff and the community to share any ideas they have for topics.

**Special Presentation – Telehealth**

Ms. Hogan welcomed Dr. Lisa Finkelstein and Sandip Ray to talk about telehealth at St. John's. We started our telehealth program about a year and a half ago and in that time have had our successes and challenges. Telemedicine can be applied to anything we do in medicine. Telemedicine allows us to bring healthcare access to patients and offers many benefits. For many of our patients, telehealth can reduce

costs and travel time which can be very beneficial in our area given the weather and the distance that many of our patients travel. Telemedicine allows quick access to care, cuts down on readmissions rates, enhances the coordination and quality of care, and reduces the cost of emergency transportation. We use a variety of technology for telehealth and continue to look at new and different options to enhance our services. Some of the challenges that come along with the use of telehealth include security/privacy issues, Medicare/Medicaid/third-party insurance company payments, and ease of use. Dr. Finkelstein addressed reimbursement and efforts we are making to get insurance companies on board with the use of telehealth. Ms. Hogan asked about reimbursement from Blue Cross Blue Shield of Wyoming. Dr. Finkelstein said they currently follow CMS rules which require an originating site for reimbursement. We encourage patients and administrators to send letters to BCBS encouraging them to get fully on board with telehealth. Currently the BCBS rules are very restrictive. Currently at St. John's Health we offer telehealth in the following areas: cardiology, urology, diabetes & nutrition, pulmonology, sleep consultation, general surgery, oncology, genetic counseling, child psychiatry, tele burn/stroke/ICU/neurology, and tele infection disease. Origination sites that we work with are in Jackson, Pinedale, Big Piney, Mountain Sage Clinic, Dubois Clinic, Lander Clinic, and Star Valley Health. These locations are all originating sites that allow patients to remain in their community and our providers to get paid. We are hoping by this summer to have an app based service which will be geared toward tourists, integrated with Cerner, and cash based. To learn more about telehealth you can visit the hospital's website or call 307.739.7588. Ms. Hogan suggested a learning session for the community so that people can be educated on telehealth.

The board thanked Dr. Finkelstein and Mr. Ray for their presentation.

## **CEO Report**

### ***Quality***

- One thing we are very passionate about at St. John's Health is patient experience.
- In the 4<sup>th</sup> quarter of 2019 we were in the 90% across all nine domains for patient experience.
- There was recently an article in the Jackson Hole News and Guide about a penalty we received under the Hospital Acquired Condition Reduction Program. This 1% penalty is related to surgical site infections for colon procedures and C-Diff acquisition. The penalty goes back to 2017 and 2018 but is just now being assessed.
- Back in 2017 we had 3 bundled colon infections. We worked very closely with each of these patients and then made changes to specifically address these issues. Since these changes have been implemented we have not had a repeat infection.
- In early 2018 we had a cluster of C-Diff. These happened prior to us having a more sophisticated lab system. We don't know if the patients came in with the C-Diff or if they acquired it in the hospital but we had to treat the infections as though they were acquired here. Fortunately we were able to contain the C-Diff in each of these cases and no other patient or staff member acquired the infection. We now have more sophisticated lab testing which allows us to test patients prior to coming in to know if they already have the infection prior to admittance.

### ***Sage Living***

- Steel work has begun.
- Foundation pours are occurring not only in the basement but now out on the larger property.
- All of the remaining occupants of the brown building between the office building and Living Center are in the process of moving out. Everyone will be out prior to the deadline and we will start taking the building down in April.

### **Community Events**

- Dr. Drew Ramsey will be presenting to the community tomorrow night at the Wildlife Art Museum. Dr. Ramsey is here as part of our Words on Wellness series.
- Dr. Eric Wieman is going to be featured this week on February 27<sup>th</sup> at a new event we are calling "Slopes and Scopes." Snow King is graciously donating free skiing and mountain coaster rides for the event. Dr. Wieman will be talking about colon health at the event.
- On February 28<sup>th</sup>, Dr. Bill Mullen and Stephanie Ferris, NP-C, will be presenting a talk about avoiding the cardiologist.
- Just a reminder that the US Census is coming up. Please participate in the census as these numbers drive many of our resources.

Dr. Beaupré asked for any questions. Mr. Albright asked about the hospital's preparedness for the coronavirus. Dr. Beaupré said we are very prepared and have been working to ensure our staff are all trained properly. Ms. Heldwein noted that we have already had a few dry runs as we have had a few patients present with travel history and symptoms associated with the coronavirus. Neither patient tested positive for the virus but it gave us an opportunity to implement the processes we have in place. We are participating in weekly calls with the CDC and Wyoming Department of Health to stay current on the virus.

### **Quality Education – Richelle Heldwein**

Ms. Heldwein started off the presentation with an overview of the quality structure at St. John's. Quality is really about culture. Quality is a leading pillar of our organizational strategy and is the number one thing on our agenda when we meet with the board and staff. While we have a quality department, it is the responsibility of every staff member. We monitor quality through internal dashboards and external surveys. We have facility quality which includes processes, training, and education as well as physician quality where we look at credentialing and the peer review process. Ms. Heldwein shared the St. John's Health Process Map which details the scope of our Quality Management System. When we look at processes within the organization and quality indicators we follow the Plan Do Check Act model. Any changes we make around quality our very methodical and follow a strict process. We look at the quality process as a big funnel. At the top you have all of the data gathering that occurs through various methods (incident reporting, audits, Cerner data, CAP survey, DNV survey, etc.). This data then funnels down to committees who filter the data and identify opportunities for improvement. These committees include Credentials Committee, Medical Executive Committee, Quality Council, and Joint Compliance and Quality Committee. The committees then filter information down to the Board of Trustees. Every year we analyze our quality plan and look at how it aligns with our strategic plan, with medical staff quality, with department quality, and with our process improvement. Ms. Heldwein reviewed our external and internal quality measurements. Action items are developed through these measurements. Ms. Heldwein showed the group our score card that we create quarterly. Dr. Beaupré noted that we now have a section on quality metrics on our employee performance reviews. Ms. Heldwein shared our quality dashboard that goes through the Quality Council and Joint Compliance and Quality Committee. Those dashboards get moved into action plans when there is room for improvement. Actions plans are very substantive and really lay out the ground work to what issues exist, the barriers in place, and how we break those barriers down.

Ms. Heldwein asked for questions or comments.

Ms. Heldwein presented the Quality Assurance and Performance Improvement Plan for review and approval. There are several changes to the plan as it is tied to our Strategic Plan and it is also tied to

DNV's ISO-9001 approval.

Ms. Hogan moved to approve the Quality Assurance and Performance Improvement Plan as presented. The motion was seconded by Ms. Critzer. The motion passed unanimously.

Dr. Domsy presented the Medical Staff QI Program policy for approval. Dr. Domsy noted that the policy has been updated to reflect changes to the peer review process and we have added DNV language.

Ms. Critzer moved to approve the Medical Staff QI Program policy as presented. Mr. Albright seconded the motion. The motion passed unanimously.

**Finance, IT and Facilities Committee** – Scott Gibson reported on the committee meeting of February 24, 2020. The group discussed the rebuild of Suite 220 in office building, in addition to the remodel of child care and the foundation office. These projects has been discussed previously with the Finance Committee and with the Facilities Committee but were discussed today as a newly combined group.

Mr. Gibson moved to approve the rebuild of Suite 220, the remodel of the new child care facility, and the remodel of the foundation office. The motion was seconded by Ms. Critzer. The motion passed unanimously.

January was a good month for the organization. The organization is delivering enormous amounts of revenue growth at 15.7%. That growth is phenomenal. During that same time, expenses have only grown 11.4% so we are very pleased. Last year at this time we had only generated \$8.4M of cash in comparison to this year where we have generated \$11.7M. Blue Cross Blue Shield is almost completely caught up at this point. Our benefits continue to be very high due to a few cases of employees or employee family members having a significant medical issue. We continue to work on ways in which we can address this issue. Mr. Albright commented that we are having a good year but we are still below budget for revenue over expenses. Our situation could easily change because of external factors.

Lastly, Mr. Gibson noted that the group discussed and will continue to discuss options given that interest rates are very low and we are underleveraged.

Next month the group will review the Sage Living proforma P&L.

Mr. Gibson asked for any further questions or discussion.

**Strategy, Development and HR Committee** – Ms. Hogan discussed topics from the February 17, 2020 meeting. The committee focused on HR this month. Thom Kinney brought the group information on all of the employee benefits we offer and the cost associated with those. We are not looking to cut back on benefits but rather increase employee satisfaction and grow the cost of benefits at a slower pace. Because the healthcare expense is so significant it doesn't give us a lot of flexibility in other areas. The discussion for now was educational but something we will address again in the future, possibly with an outside group with experience in this area.

Ms. Hogan asked for any questions.

**Governance Committee** – Ms. Aurelio gave a brief update on the changes being proposed to the Board of Trustee bylaws. We have adjusted the committee structures and duties to reflect the recent restructure.

Mr. Tennican moved to approve the changes to the Board of Trustee bylaws as presented. Mr. Albright seconded the motion. The motion passed unanimously.

In addition we updated the rules on board advisors. The Medical Executive Committee has expressed their wish to have the Chief of Staff hold an advisor position similar to the foundation chair. If the Chief of Staff is an employed physician than the MEC can nominate an alternate. The alternate must be approved by the full board. Board advisors will also have a two consecutive term limit.

Mr. Gibson moved to approve the Board of Trustee advisor bylaw changes as presented. Ms. Hogan seconded the motion. The motion pass unanimously.

**Foundation Report** – Bill Best, foundation chair, gave the report. The foundation met offsite earlier this month and had a very active discussion. There is strong support for going forward with a legacy program which Mr. Gibson will co-chair. The foundation also wishes to continue supporting the amenities that will go into Sage Living. In addition, we have seen the mental health and oncology funds dwindling so they will be a focus of support this coming year as well. Mr. Gibson noted that the legacy program will create an endowment but no goal has been determined yet.

**Old Business** – No old business.

**New Business** – No new business.

**Public Comment** – No public comment.

#### **Next Meeting**

The next regular monthly meeting will be Thursday, March 26, 2020. Public session will be held at 4:00 p.m., executive session will be held at 3:00 p.m.

#### **Adjournment**

Ms. Hogan adjourned the meeting at 5:27 p.m.

Respectfully submitted,  
Shannon Stec, Executive Assistant