

# STEELE MEMORIAL MEDICAL CENTER

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## **BOARD OF DIRECTOR'S MEETING**

**September 27, 2022**

### **MINUTES**

**MEMBERS PRESENT:** Kristin Troy, Chair  
Dennis Lile, Vice Chair  
Dennis Krasowski  
David Weston  
Ingrid Fulstone, Secretary/Treasurer  
Chuck Bloodgood  
Chuck Mark  
Leah Madsen, Lemhi County Commissioner  
Ex Officio:  
Linda Powell, MD, Chief of Staff  
Preston Becker, CEO

**OTHERS PRESENT:** Kelly Casey, Vice President, CMC Insurance  
Joshua Corbridge, CHRO  
Shawn Huston, CQO  
Marsha Sensat, Interim CNO  
Justin Voorhees, CPSO  
Ryan Larson, Fiscal Services Director

Minutes recorded by Judy Washbon, Med Staff Services Director / Executive Assistant

**CALL TO ORDER:** The meeting was called to order at 4:30 p.m. by K. Troy.

**EXECUTIVE SESSION:** **MOTION:** Motion was made and seconded to move into executive session under Idaho Code 74-206(1)(a)(b) to consider: Provider Credentialing; Motion carried unanimously by rollcall. Executive session adjourned at 4:34 p.m.

**PUBLIC COMMENT:** J. Anders thanked the board for recommending her as a trustee on the SMMC Board of Directors.

**PRESENTATION:**  
Yellowstone Insurance  
Kelly Casey, Vice President of CMC and underwriter for Yellowstone Insurance Exchange delivered a PP presentation. Highlights included:

- Company was created in 2003, Yellowstone is a professional and general liability insurance risk retention group owned and operated by its members;
- SMMC joined as an original charter member;
- Reviewed the company's background and key successes;
- Review of services offered;
- Reviewed total SMMC claims history to date;

Q&A discussion followed. YIE is cautious and strict with a very robust risk management program.

FINANCE

COMMITTEE REPORT:

*August Financial Report:*

R. Larson reviewed and discussed the August financial report and provided a brief overview of the financial narrative. Total Patient Services Revenue was very strong, expenses were high. Total day's cash on hand is 122 days. Contract labor was discussed. K. Troy noted a recent hospital survey of over 900 hospitals, 50% are operating in the red. Continued discussions followed.

**MOTION:** Motion was made and seconded to approve the August Finance report as presented. Motion carried unanimously.

*FY2023 Operating and  
Capital Budget Proposal:*

R. Larson reviewed the FY2023 proposed budget. The budget narrative, projections and assumptions were discussed; the capital equipment budget was reviewed. A real emphasis has been placed on process; Meetings have been held with all department directors to ensure a culture of teamwork and shared accountability in creating the budget. This process will continue with monthly check-ins with all departments. It was noted that this is a very aggressive, yet attainable budget. It is a break-even budget for SMMC and will require diligence, and hard work from all leadership. The contract labor budget is being cut dramatically as long as it does not affect patient care. Continued discussions followed. A conversation was held on the importance of EBITDA as a valuable way that gives a true picture of our financial health.

**MOTION:** Motion was made and seconded by to approve and present the FY2023 Budget to the County Commissioners as discussed. Motion carried unanimously.

*MedTrainer Proposal:*

S. Huston delivered a brief review on the proposal for MedTrainer. MedTrainer is software that holds our policies, contract management, Healthstream compliance, education, MSDS and credentialing. Credentialing will be the most costly, but should pay for itself in the long run. Discussion followed. P. Becker noted there is a lot of value to be recognized in having all the components together instead of in separate programs.

**MOTION:** Motion was made and seconded to approve the MedTrainer proposal as presented to the committee. Motion carried unanimously.

*Provider A Contract  
Amendment Revision:*

**MOTION:** Motion was made and seconded to approve the contract amendment for Provider A as presented. Motion carried unanimously.

*Board Candidate Review  
Committee:*

D. Lile, Committee Chair reported the following individuals were presented and approved by the Lemhi County Commissioners at their September 12<sup>th</sup> board meeting:

Chuck Bloodgood – Reappointment

Chuck Mark - Reappointment

Jean Anders – New Appointment

Diana Ketterling - Alternate  
Board members will be installed at the October 26<sup>th</sup> board meeting.

**Other Business:**

*Provider A New Appointment*

*Credentialing Report:*

**MOTION:** Motion was made and seconded to approve Provider A New Appointment Credentialing Report as presented. Motion carried unanimously.

*Providers A-E Reappointments*

*Credentialing Report:*

**MOTION:** Motion was made and seconded to approve Providers A-E Reappointment Credentialing Reports as presented. Motion carried unanimously.

*FY2023 Strategic Plan*

*Proposal:*

The draft proposal for the FY2023-2025 Strategic plan was discussed. The board previously met for a strategic planning work session on September 21<sup>st</sup>. P. Becker reported a few revisions were made on proposed goals and an increase of incident reporting. It is important to create a culture of encouraging employees to report incidents, it is not punitive, rather a path to improve patient care. Continued discussions followed. The goals and measurements have not yet been determined, discussion was held regarding when the actual goals will be set. The board was asked to consider taking action on the first part of the plan, so it can be presented and discussed with employees. The 2<sup>nd</sup> part of the plan, setting the actual goals, measurements and percentages can be presented and approved at a later date. Further discussion followed.

**MOTION:** Motion was made and seconded to approve the first part of the FY2023-2025 Strategic Plan as presented. Part 2, the scorecard measurements and goals will be presented to the board at a later date. D. Weston abstained; Motion carried.

*AHA Committee on*

*Governance Report:*

K. Troy recently attended an AHA Governance Committee board meeting and reported:

- The meeting covered financial stability in hospitals across the country. It was noted among the AHA committee members that 75% of their hospitals were operating in the red. Discussed the concerning news of the amount of hospital closures, particularly rural hospitals;
- The AHA won a supreme court case on a \$10b underpayment of the 340b program;
- There is bi-partisan support and agreement in Washington regarding rural healthcare;
- Telehealth and “Hospital at Home” discussed. It is a way of making healthcare more affordable;
- Lots of focus on behavioral health concerns among healthcare workers;
- The AHA is developing a packet on gun violence and how hospitals can protect themselves;
- Discussed the shortages in the workforce and equity of care;

**CONSENT CALENDAR:** Included in the consent calendar were the following items:

SMMC Board Meeting Minutes: September 27, 2022

- Minutes from the August 23, 2022 Meeting;
- CEO Report – P. Becker reported:
  - Congratulations to R. Larson who has accepted the CFO position;
  - Discussing a better way for senior leadership to present their reports to the board, e.g., a collective report that follows our strategic plan. Feedback and suggestions are welcome;
  - Still recruiting for a CNO;
  - The annual Years of Service Recognition dinner and the Auxiliary Appreciation lunch were held earlier this month;
  - Dr. Lee is extremely busy, discussing additional work days. We would like to do a story on Dr. Lee soon for the newspaper;
  - Dr. Francisco, oncology is retiring at the end of next month, working on partner options and hope to have proposals soon, so there is no gap in oncology service;
  - Dr. Wilde, podiatrist is leaving, at this time there are no plans to replace him, it is being discussed with Primary Care;
  - Making progress with the Master Facilities Plan and working through the financial feasibility. Hoping for a plan draft by the end of Oct.;
  - Planning to conduct a Community Health Needs Assessment survey in the near future;
  - The SMMC Auxiliary Pink Tea event is Oct 7<sup>th</sup> ;
  - Reviewed the white paper handout from the Idaho Business for Education report. It discusses the challenges in workforce across the state. Also discussed culture/work-life balance and burnout. The message to the governor is to educate students and how to incentivize for future healthcare;
- Patient Care Services Report – M. Sensat, Interim CNO reported:
  - Covid boosters are available, Flu vaccines starting next month;
  - Discussed burn-out and why we sometimes have to hire contract labor, so as not to overwork and stress staff;
  - Working on a creating a relaxation anti-stress room with a massage chair, soft music, etc. as a way to de-compress;
- S. Huston, CQO reported:
  - Attended a recent risk management conference in Boston, the big take away was addressing employee satisfaction and burn-out;

**MOTION:** Motion was made and seconded to approve the Consent Calendar.  
Motion carried unanimously.

**ADJOURNMENT:** Meeting was adjourned at 6:56 p.m.