

JULY 8TH, 2021

MINUTES FROM THE REGULAR MEETING
OF THE
BOARD OF DIRECTORS
OF
PLUMAS DISTRICT HOSPITAL

BOARD MEMBERS PRESENT: Andy Ryback, Bill Wickman, and Guy McNett

BOARD MEMEBERS ABSENT: John Kimmel and Valerie Flanigan

OTHERS PRESENT: JoDee Read CEO, Caleb Johnson CFO, Lisette Brown CCO, Megan McCrorey CNO, Darren Beatty COO, Liz Steffen, CIO, Amanda Maffei (Recording Secretary) and members of the public

• Call to Order and Introduction of Audience / Public Comment

Director Wickman called the meeting to order at 4:04p.m. and invited public input.

• Approval of Agenda

Director McNett motioned to approve the agenda. Director Ryback seconded. Motion carried.

• Approval of Minutes from Regular Board meeting on June 19, 2021 and Special Board meeting on June 29, 2021.

Director Ryback moved to approve the Regular Board meeting minutes from June 10, 2021 and Special Board meeting from June 29, 2021. Director McNett seconded. Motion carried.

• Approval of Resolution 2021-3, Approving a Debt Management Policy

Board discussion of the resolution to approve a debt management policy with Gary Hicks. Director Ryback moved to approve Plumas District Hospital's Approval of a Debt Management Policy. Director McNett seconded. Motion carried.

• Regular Staff Reports

• Medical Staff Update – Ben Hunt, MD, Chief of Staff

- Introduction of 4th-year UNR medical student, Charles Ronkon, is at PDH through July 16 for a Rural Surgical Rotation with Dr. Ben Hunt and Dr. Steen Jensen. Charles plans to apply to become a

Neurosurgeon. "Being that I would like to end up in the field of Neurosurgery, I wasn't really sure what to expect by completing a rotation in Rural Health, but after being here for three weeks I have a really great perspective of some of the unique challenges those in Rural Health might face in comparison to the large hospitals. I believe this rotation might be able to help me relate in the future if I ever get calls from Rural Health facilities, of some of the things they might be facing, and have a better understanding of their situations. Having the opportunity for one-on-one teaching with the doctors, and their direct oversight, as well as the one-on-one care with the patients has been very valuable for my training."

- It's great to see the volumes up as the pandemic and fear of the pandemic start to fade (at least in our county). Patients aren't as afraid to come in for their deferred care; colonoscopies, mammograms, ER visits, and other health maintenance, which is nice to see.
- Dr. Jensen is back, which is fantastic! We missed him and his unique perspective.
- I appreciate the help on getting policies up to date, in compliance, and approved.
- We have consistently received feedback and are seeing great results from the new Mammogram Machine. We have received a number of recalls for new lesions that weren't seen on seen previous images, this machine is much more sensitive. It is also more comfortable for patients with less compression.
- I would like to give huge praise to Dr. Mirrashed for her forward thinking and leadership through the pandemic. She is very much in tune with how we should be thinking, not only in the upcoming months, but years from now. Seeing the changes that she's done through the pandemic, and how she has led us with her testing ability, her ability to plan for the foreseeable shortages, and planning for what is around the corner, has been wonderful for our organization.

- **Organizational Report- JoDee Read CEO, MBA**

- **Organizational Highlights:**

- June/July Highlights

- Skilled Nursing Facility: We are in the final stages of preliminary design, environmental review, and the feasibility study. At this time, we anticipate putting the RFP for design-build out in August, complete environmental entitlements in September, and financing in October.
- One of our x-ray technicians will be receiving training to become a mammography technician which will allow for greater coverage for this service line.

- Developing a plan to installing glass doors between beds 3 and 4 in the ER. This will allow for negative air pressure to be available for ongoing infectious disease mitigation.
- Nurse Strategic Planning meeting held June 30th
- Completed Nurse Satisfaction Survey with great improvements since last survey in 2018
- ER Census has been increasing as expected during the summer season
- Valley Emergency Physicians has merged with USACS. We anticipate this will support more insurances being considered in network.
- The daycare building at 1018 Valley View Drive is nearly complete. We anticipate receiving the certificate of occupancy from the County the week of 7/5. The state will then need to license the building sometime in the coming weeks.
- Continuing to interview for an advanced practice provider
- We continue to offer COVID vaccines to patients. To date PDH has administered 2,010 COVID Vaccines.
- Purchased Imprivata from Cerner – Single sign-on for Cerner, Windows, and other applications that users have login information for. Project slated to start in August.

• **June/July Focus:**

- Survey Preparedness
- Standard Work Development
- Reduction of DNFB
- Building Projects
 - Daycare
 - Skilled Nursing
 - North Fork
- Organizational Policies
- OB Program
 - We are seeing a OB Nursing shortage, and may need to divert some of the nurses. Luckily, we were able to extend two of the traveling nurses until November, so it will give us about 90 days to look at our program and see what we can put together in regards to a plan. Too frequently, we have seen in the news/newspapers that OB Programs “go away” from small communities and rural health care, and our team is committed to do what we can to avoid that, as long as we can do this really well. I am asking the board for their support to engage our community, so we can hear from them as to what they feel is important in relation to OB services. This will help us so we can do some marketing around recruitment and retention for staff as well as patients. One of the issues we are seeing is the

number of deliveries going down over the years, which is tracked along with birth rates—so this is not unexpected, also with COVID, the number of home births has gone up; a local mid-wife delivered 35 babies in Plumas County over the past year. We want to have some dialog with the nurses and doctors, as well as the community, and market to the community as to do what we can to try and make this successful. I have also reached out to our other area hospital partners to see what other help they might be able to provide to us, and they are willing to help in any way they can. We have hope that we will be able to save this program, but it will be a lot of work. We are hoping to write the narrative that we saved this program opposed to shut it down due to lack of resources. At the end of the day we don't do OB because it's a profitable business line, we do it because it's the right thing to do for our community. Overall, we must have a sustainable model in order for this and this is what we are working toward. We have asked the county for some data of people in the community who are going elsewhere for deliveries, and will have that to present as well.

Finance Report- Caleb Johnson, CFO, MBA

- Caleb Johnson reviewed the May 2021 financials, highlighting the relationship to the 7 Financial Pillars.
 - i. Achieve positive FYTD Net Income before GO Bond
 - May monthly Net Income of \$1, 213, 898 decreased Fiscal Year to Date Net Loss (Before GO Bonds) to \$1, 541, 802.
 - ii. Goal is to decrease gross AR days to 50;
 - May Gross AR Days increased from 79 days to 81 days
 - iii. Goal is to decrease DNFB Days to 10;
 - May DNFB Days increased from 19 days to 23 days
 - iv. Decrease Denial Write-Off Percentage to 2%;
 - May Denial W/O percentage increased from 7% to 9%
 - v. Goal is to maintain days' cash on hand at or above 60 days;
 - Increased in May to 79 from 74 prior month
 - vi. Maintain current ratio at or above 3.0
 - Current ratio remained steady at to 1.8 from previous month
 - vii. Maintain long-term debt to capitalization percentage at or below 20%
 - Maintained 19% from 19% from previous month

- **Approval of Medical Staff Credentials**

Appointments

Kathleen Murphy, PhD Clinical Psychology Telemedicine

Reappointments

Jeff Chiu, MD Emergency Medicine Courtesy

Director Ryback motioned to approve the medical credentials presented above. Director Wickman seconded. Motion approved.

- **Director Remarks:**

Director Ryback – No Comment.

Director Wickman – A continuous thank you for everything that everyone does, this is such a fantastic organization. I was able to meet the newest team member, Liz Steffen, CIO, and passed along how grateful we are to have her on board to help with many different things on campus.


Director McNett – After our last session Darren took several of us over to view the new child care facility, and it is *gorgeous*. It is a statement of what this organization is about, and I hope it shows during recruitment; it's huge to have such a beautiful facility right across the parking lot of your place of business—this is wonderful! Kudos to all of those who have made this happen.

- **Next Board Meeting**

The next board meeting is scheduled for August 12, 2021 at 4:00 p.m. Board packets will be provided electronically.

- **Adjournment**

There being no further business to discuss, the meeting adjourned at 5:08 p.m.



Bill Wickman, Board President
Board of Directors



Guy McNett, Board Secretary
Board of Directors