

Crawford County Memorial Hospital

**Board of Trustees**

February 26, 2024

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, February 26, 2024, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa, and via WebEx.

Present on site during the meeting were David Reisz, Vernon Sid Leise, Jay Mendlik, Amy Schultz, Jon Schuttinga, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Theresa Sheer (CNO), Rachel Melby (CFO), Erin Muck (CEO), Dr. Michael Luft (Chief Medical Officer arrived at 5:56 and left at 6:15), and Heather Wight (Recorder). In addition, Tahlia Nelson (Revenue Cycle Director), Bob Fink (Director of Plant Operations), and Kelby Eck (Director of Emergency Services). Not present was Dr. David Wright (Chief of Staff).

Present via WebEx were Mark Hasik (Graham Construction left at 7:08), Brandon Griffin (Graham Construction left at 7:08), Heidi Willis (INVISION joined at 5:37 and left at 7:11), Matt Cramer (INVISION joined at 5:40 and left at 7:08), Angie Nees (INVISION joined at 5:49 and left at 7:08), and Becky Hansel (INVISION joined at 6:10 and left at 7:08).

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 5:32 p.m. by Mendlik.

**APPROVAL OF MINUTES**

A motion was made by Reisz, second by Schuttinga, to approve the January 29, 2024, minutes as presented. Motion carried unanimously.

A motion was made by Schultz, second by Leise, to approve the February 20, 2024, minutes as presented. Motion carried unanimously.

**BUDGET HEARING FY2025**

**Fiscal Year Ending 2025 County Property Tax Budget**

The floor was open for public input. Objections were heard via email from Rich Knowles.

A motion was made by Schuttinga, second by Reisz, to approve the tax asking rate of \$1.56739 per \$1,000 of assessed value. Motion carried unanimously.

**COMMUNITY**

**Board Chair Comments**

Mendlik shared that it is getting closer to final decision whether to move forward or not with the expansion project. INVISION and Graham will be sharing important details regarding timelines and we want to make sure that everyone is as educated as possible for when the decision is made.

**LUCAS Device**

Eck gave a demonstration to the board of the mechanical chest compression device known as the LUCAS device. The Hospital Foundation of Crawford County donated \$15,000, raised from the annual golf outing, toward the purchase of two devices. One LUCAS device is in the first out ambulance that is used for emergency calls and the other is in the emergency department. These machines are an incredible asset as they give consistent chest compressions and take the physical strain of CPR from the first responders, allowing them to perform other potentially life-saving tasks such as administering medicine.

Eck also shared the recent celebration for Samantha Pauley, RN, Emergency Department, as she was nominated and selected as one of Iowa's Top 100 Nurses.

**Board of Trustees**

February 26, 2024

**QUALITY CARE AND SERVICES**

**Quality Committee Report**

- Rasmussen gave a brief update of the Quality Committee activities including December 23 HCHAPS scores, communication with doctors is trending up from quarter 1 to quarter 2. Rehab Services patient satisfaction scores have been trending up over the last few months and are currently at 98% and a celebration is being planned for them. PFAC was unable to meet in February but their next meeting is March 6th @ 6:30. CCMH receives an annual letter from Iowa Lions Eye Bank saying how many patients have been helped in that time frame. Four people donated last year and those donations helped 8 others with their eyesight.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

**Medical Staff Report**

Rasmussen gave a summary of the recent Medical Staff meeting which included updates from the swing bed process and the progress of Cerner training.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Sheer shared the recent Service Excellence Council Refocus and Review and Executive Leadership meeting with our Custom Learning Systems Implementation Specialist Andrew and Train the Trainer meeting.

**PEOPLE**

**Credentialing**

A motion was made by Leise, second by Reisz, to approve Medical Staff appointment of Spencer and reappointments of Graeve, Blackwill, Brownmiller, Eckert, Eicher, Elson, Gupta, Kilnoski, List, and Liu as presented. Motion carried unanimously.

**Mission Committee Report**

Muck shared recent union negotiations were held and agreed to one year contract. As part of recruiting efforts, an 8-week summer intern program is being created to help with the hard to recruit positions. A grant has been applied for to help with funding for this program. Recruitment efforts for orthopedics and a general surgeon are ongoing, with biweekly meetings with the recruiter. An orthopedist will be onsite to interview on March 6<sup>th</sup>.

**GROWTH**

**Department Reports**

**Environmental Services**

Fink shared that EVS became fully staffed this month and that each staff member has been trained and certified as a Certified Healthcare Environmental Services Technician through AHE/AHA, with the exception of the new hires who will begin the certification process after orientation. Currently the department is working with Dana Neemann on consistent daily rounding on the med unit, scripting, and key words and phrases at key times to improve patient satisfaction scores. The most significant improvement and goal accomplishment for FY24 has been the creation and implementation of a cleaning/disinfection verification program that is used throughout the hospital to test for infection and cleanliness.

**Maintenance**

Fink shared that maintenance is also fully staffed with 5 staff including himself. They are responsible for the routine maintenance and inspection of the physical plant, including mechanical, electrical, and plumbing, as well as groundskeeping. We also assist Bio-Med with equipment and help maintain the Good Samaritan Thrift Store. One of the largest current projects is replacing all the lighting in the facility with LED lighting, which is about 2/3 through

**Board of Trustees**

February 26, 2024

phase 2. They are also continuing prep work in the previous Luft building for future needs. A recently completed project was adding Glycol to the HVAC system to improve function during cold weather. The next capital project is replacing the flooring in the hallways and several department work areas and is anticipated to be completed in April.

**Revenue Cycle & Registration**

Nelson shared highlights from the six departments that report to her which are the billing office, coders, prior authorization, financial counselors, patient access and greeters. These departments are instrumental behind the scenes and often don't get the recognition they deserve. The billing department sends out an average of 9,112 claims per month and are constantly adapting to the ever-changing insurance companies' rules. The coding department has met their major goal of being at 7 coding days or less for the last year. The newly created Prior Authorization team handles all the prior authorization requests for all the outpatient departments and services and since their creation in August, have seen a large decrease in denial of claims. All three financial counselors are certified by the State of Iowa as Medicaid application counselors which allows them to process presumptive Medicaid coverage for eligible applicants in addition to regular Medicaid applications and two of the three are Certified Application Counselors for the Healthcare Marketplace. The patient access staff are responsible for registering every patient that comes into the building for their service along with insurance verification and time of service collections. Patient Access Representatives are also responsible for scheduling, document prep and answering all inbound calls. Recent success' include having AR days remaining in the low 50s for over 18 months and have been at or below goal of 50 days for 3 of the last 6 months, meeting the upfront collection's goal of 1.3% of net patient revenue in January by collecting \$45,294.86 and ending the month at 1.52%, and implementing an upfront copay process for self-pay patients with scheduled clinic appointments which has led to an average of \$7,500 more collected each month. Current goals include successful Cerner/Oracle implementation, meeting or exceeding all financial goals and implementing an upfront collections process for surgeries.

Melby shared an update about the recent nationwide cyberattack involving Change Healthcare clearing house and how it will and could affect CCMH. Currently, we are unable to send out claims but since this is a nationwide situation, many other hospitals and pharmacies are also affected. It is still early in the response so not a lot of information is available but the board will be updated as the situation evolves.

**Building Project**

**Review Prequalified Bidders**

INVISION and Graham Construction shared an updated timeline for the proposed renovation project, a virtual walkthrough of the completed space and reviewed the list of prequalified bidders for the different aspects of the project.

**CEO Report**

Muck shared that she will be attending the Iowa Hospital Association Governance Forum on Tuesday, March 5<sup>th</sup> in Des Moines and encourages members of the board to attend if they are able. She would also like to recognize the employees and their families that are part of the Cerner implementation. These employees are putting in an incredible amount of additional work during this process and we would like to send a card to each of their families to thank them for their continued patience and support during this transition.

**FINANCIAL STABILITY**

**Finance Committee Report**

1. Total Payroll & Accounts Payable of \$3,083,322.41 for payment.

A motion was made by Schultz, second by Schuttinga, to approve the financial report, total payroll, and accounts payables in the amount of \$3,083,322.41. Motion carried unanimously.

Crawford County Memorial Hospital

**Board of Trustees**

February 26, 2024

**Anesthesia Vaporizers - Capital Purchase**

Vaporizers for the anesthesia machines are no longer functioning and need to be replaced. To not delay patient care, 2 vaporizers have been ordered under the CEO's signing authority. As standard procedure, the board will also need to sign off on the capital purchase as the amount was just over the capital threshold of \$5,000.

A motion was made by Reisz, second by Leise, to approve the purchase of anesthesia vaporizers not to exceed the amount of \$5,680. Motion carried unanimously.

**ADJOURNMENT**

A motion was made by Reisz, second by Leise, that the meeting be adjourned at 7:31 p.m. Motion carried unanimously.