

TITLE: Board of Trustees Regular Meeting
DATE/TIME: September 26, 2023, at 7:00 AM
LOCATION: Zoom and Valor Health Fernlee Conference Room

I. CALL TO ORDER

The Valor Health Board of Trustees meeting was called to order at 7:03 a.m. by Dave Shaw. The meeting was held in the Fernlee Conference Room and via Zoom.

Board Member Attendance: Dave Shaw (Chair), Earl DeFur (Vice Chair), Shane Roe (Vice Chair Elect), Larissa Kimball (Past Chair), Judy Barbera, Lisa Resinkin, Dr. Madison Beatty (President of the Medical Staff), Brad Turpen (CEO)

Staff and Guest Attendance: Corey Furin (CFO), Matt Godfrey (Exec. Dir. of Physician Services), Kathy Prindle (Exec. Dir. of Clinical Services), Victoria Mendoza (Executive Assistant/Med Staff Coordinator), Tahja Jensen, Dr. Bill Vetter, Mike Cummings, Susan Morgan, Matt Tucker

Absent: Anita Taylor, Kirk Wille

II. AGENDA AMENDMENTS – ACTION ITEM

III. STANDING AGENDA

A. Consent Agenda – ACTION ITEM

1. Approval of minutes
 - PICC 08/08/2023
 - Joint Finance/Planning 08/22/2023
 - Board 08/29/2023
 - Quarterly Board 08/03/2023

MOTION: Earl Defur moved to approve the consent agenda. Larissa Kimball seconded the motion. No objections, the motion passed.

B. Public Comment Period

- Matt Tucker and Susie Morgan, both new Board candidates, joined this Board meeting. Susie previously served on the nursing board and has extensive clinical and leadership knowledge. Matt Tucker has worked in business leadership for 20+ years and works with businesses across the Treasure Valley as a leadership consultant.
- The Board and Valor Team gave a brief introduction to the Board candidates.

C. Patient Story – *Anita Taylor*

- Brad shared a story about a gentleman who reached out and was very adamant about meeting in person. Once he came to meet with Brad, the gentleman shared pure gratitude for the hospital and Valor Family Medicine Clinic and Urgent Care team. He mentioned he has a long and complicated medical history and he felt very comfortable with each Clinic person he has met. From the moment he walked into the VHFM clinic, he was met with smiles and received the most empathetic approach for his treatment.

D. Commissioner Update – *Kirk Wille*

1. Kirk is absent from this meeting.

E. Emmett City Council Update – *Dave Shaw*

1. Dave reports the City Council is updating orders and primarily working on the budget for FY24.

F. Finance Committee – Earl DeFur

1. Committee Report

- Earl reported the Committee reviewed the August Financial Statement at the September Joint Finance and Planning meeting.

2. Financial Statements

- Volumes
 - The month of August showed higher volumes than July. There were 45 total patient days.
 - Surgery volumes were good on the General Surgery side compared to Orthopedics.
 - Infusion had 63 total visits.
 - Valor Health Family Medicine had upticks in their volumes. This was the first month without Dr. Mumford and the numbers did not drop.
- Income statement
 - The month of August ended at a negative \$17K, which was a prediction from the income bridge, but from a cash flow standpoint we ended this six month period with a positive \$111K from operations. .
 - This is the third month we have exceeded our expense reduction goal from the Oct-Jan run rate at 14%. This is the lowest our expense has been in over two years resulting in saving a total of \$1.3M.
 - Total days cash on hand is at 70 days which is an improvement from 34 days that we have been in the previous years.
 - Darlene, the Interim Revenue Cycle manager, has begun working on improving customer service and accuracy. She was recommended by the CFO with IHA and has 30 years of experience. Since she started the AR days have lowered from the high 70s down to 61. The goal would be to maintain that and hit a goal of 55 AR days.
 - Epic River 0% financing has started and have already received good engagement from patients. Corey is investigating a similar business model called AblePay that works as an insurance company and instead of a recourse rate the discount would be a contractual adjustment.

3. Finance Dashboard

- Earl provided an overview of the dashboard for August 2023

G. Planning Committee – Judy Barbera

1. Committee Report

- Judy reported the Planning committee will be shifting to quarterly meetings to allow more time to dive into details and concerns as well as ongoing projects.
- The FY24 draft of the Strategic Plan was reviewed and recommended for Board approval.
- The FY23 Strategic Plan was reviewed and there are certain items on hold that will be moved to focus in FY24.

2. Planning Committee Meetings FY24

- These meetings will now be quarterly on the second Thursday of every three months starting in FY24.

3. Committee Dashboard

- This was not discussed.

4. Board Goals Dashboard

- This was not discussed.

5. FY23 Strategic Plan Update

- This was not discussed.

6. FY24 Strategic Plan Draft

- There was a survey sent out that received two responses from Board members. We are now working into year two of the 5-year strategic plan.
- This is the final draft presented for the FY24 strategic plan. There is the possibility of improving the wording and reprioritizing objectives as we move forward but an overview includes:

- Organizational Framework
 - There will be continued focus to move towards independence from the County.
 - Execute a service needs analysis and prioritize a plan of expanding services to the community.
 - Develop partnerships that could fulfill the community needs.
 - Implementing culture with the Speed of Trust to the organization to focus on delivering quality customer service.
- Intentional Focus on Those We Serve
 - Restructure the Value Based Care program in a way that will help us continue to hit target goals and receive reimbursement.
 - Continue to focus on the pediatric population and take it a step further to target women and children's health, behavioral health, services for our educators.
 - Assess the feasibility of an occupational health program.
- Operational Excellence
 - Create consistency in our patient value with customer service across the entire organization. Standardize workflows that focus on intention to deliver quality service.
 - Optimize new service lines such as our Chemotherapy and Lab Outreach program. Continue ongoing assessments of service lines to assure we are maximizing capacity and investigate which services are being utilized.
 - Implement operations for our financial tool, NetSuite, and create a roadmap of financial viability to transition into our new Electronic Health Record (EHR).
- Fresh Facilities Fresh Places
 - Focus on completing the operational components for Valor Health Center.
 - Secure adjacent land to further expand services at the Valor Health Center.
 - Implement our public relations campaign to be able to leverage Valor Health and the value it brings to the community.
 - Create a master site facility plan.
 - Touch up on minor renovations throughout the Valor Health Hospital.

MOTION: Shane Roe motioned to approve the FY24 Strategic Plan final draft. Earl DeFur Seconded. No objections, the motion passed.

7. Valor Health Center Lease Approval – **ACTION ITEM**

- The Valor Health Center lease is not quite ready. Once it is it will be brought to the Board for approval to be able to move forward to groundbreaking and construction.

Discussion:

Earl commented the FY24 plan contains good objectives with lots of effort that will be needed. Tahja asked if the lease could be sent to her before it goes to the Planning committee for recommendation approval.

H. Performance Improvement Committee – Anita Taylor

1. Committee Report

- Brad reported the PICC committee reviewed policies, internal quality audits and reviewed the Board of Directors Executive Summary at the September PICC meeting.

2. BOD Executive Summary*

- Brad extended his gratitude to Stephanie Neys for her attention to detail and providing this report for the Board each month.
- Each department has been able to beat their goal and continue to increase 1-2% each month. The Emergency Department is now at 71% definitely recommend exceeding their goal of 69%
- The trends for patient comments highlight consistency and the staff efforts in providing quality care.
- Performance metrics focuses on any issues that need identifying and resolving. Currently we are focusing on improving the transfer times.
- There is work being done with the Idaho Hospital Association (IHA) in agreement

with the company that owns ActionCue to help create better visibility and track progress.

3. Internal Quality Audits

- Cardiorespiratory Services
 - This is included in the packet for review. IQA's are done to highlight any opportunities for improvement and create performance improvement plans.
- Emergency Care Services
 - This is included in the packet for review. IQA's are done to highlight any opportunities for improvement and create performance improvement plans.

Discussion: Dave asked if there have been more beds available at surrounding facilities to improve transfer times. Kathy noted there is bed availability, the main issue is staffing. Larissa asked how many days there are open for a PI. It was noted it depends on the situation. It could range from 24hrs to a few days depending on hearing back from patients and some that could involve peer review.

I. Medical Staff – **Dr. Madison Beatty**

1. September Medical Staff Meeting Summary* (*reference only*)
2. Committee Report: MEC, Labor & Delivery
 - Dr. Beatty reported Dr. Pittard was among the providers recommended for Board approval and it is wonderful to begin gynecology services again.
 - The MEC is working on a new Leave of Absence (LOA) policy to expand and explain the process when a provider requests an LOA. The Medical Staff Bylaws will be amended on the Leave of Absence portion to refer to the policy.
 - MEC is reviewing the Interventional Core and Procedures to determine which procedures we could potentially do at Valor Health to onboard Dr. Howard Sill as an associate provider.
 - Dr. Sebastian and Dr. Beatty continue to move forward to get credentialed with surrounding facilities for Labor & Delivery. Dr. Beatty extends her gratitude to Valor Health for the support they are providing in this process.

J. Patient Care Services – **Matt Godfrey/Kathy Prindle**

1. General Update
 - Matt
 - Matt reported Dr. Fox has started and is being utilized as a consulting pediatrician and specialist. We have partnered with Full Circle Health that has started a pediatric residency.
 - Matt reported since Dr. Fox has started, he has created a great energy shift in the clinic and has already jumped in and sees pediatric patients in urgent care. It is great to have this service to continue to elevate the Family medicine providers knowledge and collaborate with those providers.
 - Dr. Pittard will begin in October with Dr. Scott Armstrong being his back-up for any last-minute emergencies.
 - There is a contract signed with IHC Integrative Health Center. This offers Telepsych visits which could result in an enhancement to Behavioral health. This service line is a big need within the community. There are three other Behavioral Health providers in the area along with Camille Evans and Malerie Bettfreund, our social workers, and all providers are completely full with behavioral health appointments.
 - The West Idaho Anesthesia contract is complete and can now be utilized for any after-hours services.
 - The date for Valor Health Center Groundbreaking is still to be decided. There is still work in progress for the contract.
 - Jeralyn Kunz, a new physician assistant grad, has accepted the full-time urgent care position and has begun onboarding.
 - Kathy
 - Kathy reports she is placing lots of effort on continuing transparency and placing the right people in the right positions.

- There has been improvement flows and leadership coaching for the new clinical leaders.
- Radiology is still struggling with staffing. Brad Stokes and Kathy are working on determining which procedures Dr. Howard Sill will be able to do with Valor Health.
- Infusion is creating a new workflow and working with registration on the process for this new service.
- The Lab outreach program is facing issues with the interface.
- Nursing continues to have staffing issues. There have been new travelers hired to prevent burnout of our current nurses.
- Kathy extended her kudos to Jenni Kohl, our new surgical nurse manager who is doing great work at building relationships. Christopher Giambruno has also improved workflows with his strong mindset and leadership.

Discussion: Larissa mentioned there have been great improvements in urgent care. It was noted the Pharmacy will hopefully be open in November. Larissa mentioned it would be great to receive a tour of the pharmacy at the November quarterly board meeting.

K. Provider Privileging Approvals – ACTION ITEM

1. September 2023

MOTION: Dave Shaw recommended approving the listed providers. Larissa Kimball moved to approve the provider privileging for:

- Dr. Darren Pittard, Initial, Gynecology
- Dr. Rachael Steiner, Initial, Telemed Neurology
- Jane Spencer, CNS, Initial, Telemed Neurology

Earl Defur seconded. No objections. The motion passed.

L. Board of Trustees

1. General Update
 - Dave reports that IHA is looking to fill one of the three ~~new~~-trustee positions, if anyone on the Board is interested. The new term will start on the first of the year.
2. Other Upcoming Meetings
 - Medical Staff – October 3 at 7:30 a.m.
 - Judy Barbera will attend and report for the Board.
 - PFAC – October 19 at 12 p.m.
 - Earl Defur will attend and report for the Board.
3. Agenda Items – Submit by October 9

Discussion:

Larissa mentioned quarterly meeting is coming up and should be placed on the agenda. This will be held on Thursday, November 2 at 6:30pm.

M. Foundation Update – Brad Turpen

- Festival of Trees is coming up. There is a newsletter being developed. The event will take place on November 18.
- There will be a silent wreath auction and a dinner auction. Desserts are appreciated and encouraged.
- There will also be a photo booth with Santa and Mrs. Claus
- Bob Shaw recently met with Pat Goff, the PR2TA administrator and Dave Frisbee. The foundation will support the medical assistants program for the community and students.

N. Administration

1. General Update

- The executives are getting ready to roll out the Speed of Trust to the organization.
- Mike Cummings, our HR Manager, sent out a survey related to the Speed of Trust and requested unfiltered results that could help let the administration know where certain problems lie.
- Dr. Fox's marketing approval is in the final stage.
- The executive team plan to do a presentation for the City Council at one of their meetings on October 10.
- Brad also reported that Shelly Tilton hopes to get the new board candidates on the County Commissioners agenda for their next meeting.

IV. NEW BUSINESS

A. Executive Session – None

V. ADJOURNMENT

Being no further business, the meeting was adjourned at 8:42 a.m.