



March 31, 2021

**Welcome Announcement of Open Meeting Law Posting**

Karen Dahlkoetter called the Meeting of the Thayer County Health Services Board of Trustees to order on March 31, 2021, at 7:01 pm, in the TCHS Bruning Conference Room, 120 Park Avenue, Hebron, NE. The open meeting laws are posted and viewable in the conference room. Present on roll call were Karen Dahlkoetter, Loren Wiedel, Connie Lichty, Laura Tuma, and Mike Long. Others in attendance: Paul Edwards, Pam Gallagher, Shawn Petras, Jamie Koch, Marie Knedler, Lori Grummert, Rita Luongo, Eric Dill, McCarthy, Mike Dougherty, and Ryan Dick. Recorder: Bridget Behrends, Executive Assistant.

**Approval of Agenda & Approval of February Board Meeting Minutes: Loren motioned to approve the agenda along with February Board Meeting Minutes as amended. Connie seconded. Roll call vote, all yes. Motion carried.**

**Financial Statements- February 2021:**

Pam reviewed the financial statement packet for the Eight Months Ended February 28, 2021 and 2020 with the Board:

Month of December: Operating gain 385, 517 or 17.5, total loss of (\$2,678) or (0.1%), and an EBIDA of \$539,828 or 24.9%. The operating gain is attributed to lower benefits, lower CHI expenses and additional revenue from the Retail Pharmacy. No CARES Act funding was released into operations in February. Cash and equivalents increased by \$164K to \$11.3M, from prior year. Days cash remain strong at 183.2, higher than NE and National benchmarks.

Year to Date: Operating Income was \$1,515,156 or 8.6%, total margin of \$1,542,151 or 8.7%, and an EBIDA of \$2,787,587 or 15.7%. AR Days at the end of December were 48.1 (gross) and 46.6 (net). TCHS AR days are very good and considerably better than comparable benchmarks. Age of plant continues to rise depreciation expenses continue to drop along with capital investments.

Additional Information: TCHS has received multiple CARES Act stimulus payments. Regulations are being continually reviewed regarding these funds so they can be properly accounted for. TCHS continues to invest in the community and Health System. The new HR/Payroll system implementation in continuing as is the work on a comprehensive review of the design for building and services expansion. The retail pharmacy that was purchased in December is off to a good start as business operations are improving and expanding. Investment in the employees continues as evidence by the upcoming employee engagement survey. Management uses this survey to help direct any needed changes for an improved work team.

Pam concluded the Financial Statements of February 2021 by thanking Lori Grummert, Controller, for her help, as well as the entire TCHS Organization for their assistance, as she has been Interim CFO at Thayer County Health Services for two months. **Loren made a motion to approve the February 2021 Financial Statements, Laura seconded. Roll call vote, all yes. Motion carried.**

**Officers Reports:**

**Chief Executive Officer Report- Paul Edwards**

- a. **Consent Agenda (February) – Loren made a motion to approve the December consent agenda as written; Mike seconded. Roll call vote, all yes. Motion Carried.** Discussion before approval: Karen asked information regarding accepting H&Ps. Paul responded that currently TCHS does not accept H&Ps from outside providers due to an adverse event. As a result, TCHS does their own H&Ps on the patient. Physicians have provided feedback that this was a burden

on patients and have requested outside H&Ps to be accepted instead. This has been brought to the Medical Staff and a process is being created.

- b. **Facility Expansion Update:** Paul reported that TCHS is finishing up with Design Development Meetings for the Conference Room and Specialty Clinic Expansions. Paul explained that TCHS did receive estimates from McCarthy. Although, there are still missing pieces. McCarthy will be re-evaluating with TCHS taking on some components that can be done internally. Paul reported that McCarthy strives to have some solid numbers that will be brought to the board upon the Subcommittee Meeting. Eric Dill from McCarthy stated that the numbers are out there and requested the best format to deliver. Continuing on, Eric explained that there was a lot of good feedback from the Design Development Meetings with user groups. Eric stated that McCarthy wants to make certain that everyone is happy with the layout. Then, the construction documents will be sent out for bids. Eric stated that the bid in Bid Package 1 includes the Isolation Rooms. Mike asked the board for their input regarding the conference room expansion. Karen reported that there seems to be concerns with the costs of the conference room. In response, Eric explained that the current buyout is with both the upper and lower level as it is cheaper to build out both at the same time. Mike stated that this project does not include the maintenance or ambulance sheds. Eric explained that regardless if the conference room is put on hold, the key is to move forward with the construction time. Eric stated that McCarthy is afraid of additional costs of winter construction. Eric reported that a preliminary GMP estimate for the rest of the costs will be provided at the end of May. Loren recommended to set aside the conference room and has asked to discontinue documents at an architectural level. Loren recommended to expedite architectural partner of bids out to the market place and push on Design Development Meetings for construction documents to be refined by GMP. Eric responded that the goal of the Design Development Meeting on Tuesday, April 6<sup>th</sup> is to get the go ahead on the Specialty Clinic layout. Eric stated that McCarthy hopes to have answers on the chiller and Med Gas Room as well. Loren requested to have a bid out for every line item. In closing, there was discussion of TCHS utilizing their resources and determining what could be done by TCHS.
- c. **Thayer County Pharmacy Update:** Paul reported that December 7, 2020 was the first day of operation for Thayer County Pharmacy. Since opening, things have been going well. The biggest challenge so far has been updating payer contracts. Paul stated that the building itself will require money to fix leaks in the roof along with other existing issues. Paul explained that this may not be the Thayer County Pharmacy 10-15 years from now. Although, some money will need to be invested into the building. Rita stated that TCHS is investigating potential grant funding for the downtown pharmacy renovation.
- d. **Board Member Education:** Paul requested the board's perspective on continuing education. Paul explained the value of educating board members. Laura stated that in the past, a yearly 12-hour program has been encouraged but not required due to outside positions of board members. Karen reported that she has attended the program and has been certified for three years in a row. Following this information, there was discussion of interest in legislative changes to Critical Access Hospitals. Paul stated that TCHS should invest in board members and will pay for continuing education. By doing so, this adds value and opportunities to meet other board members. Karen stated that online education is preferred.
- e. **Chartis Top 100 Award:** Paul reported that Thayer County Health Services is a Chartis Top 100 Critical Access Hospital. Paul reviewed the Chartis Index Summary Report with the board. Some of the components of this report involve: inpatient market share, outpatient market share, quality, outcomes, patient perspective, cost, charge, and finance. Paul stated that TCHS is marketing this accomplishment. Paul explained that all of the surrounding hospitals have received this award as well. This displays the level of care provided in this part of the state. Connie asked about Chartis Group. Paul responded that this is based upon all publically available information. Karen stated that the TCHS TV Commercials were nicely done. In closing, there was discussion of Senior Life Solutions remaining hybrid for the time being. TCHS is working to get everyone back in person starting in April.
- f. **New Hires:** Bridget reported that there were no new hires in the month of March.

#### **Chief Nursing Officer Report- Jamie Koch**

- a. **Physician Credentialing:** Laura motioned to approve the initial appointment and re-appointments as recommended by the Medical Staff. Connie seconded. Roll call vote, discussion prior to approval: none.
- b. **COVID-19 Vaccination Program:** Jamie reported that Thayer County Health Services held a Community COVID-19 Vaccine Clinic on Saturday, March 27<sup>th</sup>. This vaccine clinic administered 300 vaccines. Jamie reported that

everyone 65 years and older should have their first dose. During this time, the Public Health District has opened vaccinations to anyone 18 years and older. Jamie explained that TCHS is only receiving 20 first doses a week. Therefore, TCHS is not calling individuals. Although, TCHS is vaccinating those who have received their first dose. Karen asked what if someone wants to wait until summer to receive their vaccine. In response, Jamie stated that vaccines from TCHS will be very limited in hopes that community vaccine clinics will be held. Jamie stated that there has not been many people signing up for the community clinic. Jamie reported that Public Health will conduct a Community Vaccine Clinic at the Thayer County Fairgrounds in Deshler on Thursday, April 29<sup>th</sup>. There will be 648 vaccine appointments available. Anyone who would like to be vaccinated must sign up on [vaccinate.ne.gov](https://vaccinate.ne.gov). Overall, TCHS COVID-19 Vaccine Clinics continue to go well, and TCHS has received many compliments.

- c. **HHS Update:** Jamie reported that Thayer County Health Services contracted with HHS Culinary and Nutrition Solutions, LLC in December. Since then, it has been going well. HHS has hired a full time Chef and Director of Food and Nutrition that will be at TCHS permanently. Jamie reported that Bruce Pearson, Director of Food and Nutrition will meet with her weekly and will attend Operation Team Meetings.
- d. **Quality Department Update:** Jamie reported that over the past few months, TCHS has focused on patient safety and experience. This has determined what the proper number of employees should be for the quality department. Jamie reported that the quality department will be a team of five individuals with the quality consultant continuing to work and develop transition of care. This process of transition of care will involve follow-up calls that will help prevent 30 day readmissions and enhance the quality of care. Jamie reported that when the quality consultant moves on TCHS will internally look for a quality director.

#### **Chief Financial Officer Report- Pam Gallagher**

- a. **Productivity:** Pam reported that a productivity matrix has been introduced to departments. Pam recognized that it was good to see the engagement and interaction from departments. This productivity matrix will be a helpful reference for departments in the future.
- b. **Fiscal Year 2022 Budget:** Pam reported that Lori Grummert, Controller is doing a great job with the budget. Pam reported that the Capital Budget will be presented at the next Board Meeting. Following this information, Pam reported that the 2022 Budget will be presented at the Board Meeting in June.
- c. **Approval Grid:** Pam presented the Approval Grid to the board. Pam reported that all contracts will be signed by Paul.
- d. **Vice President of Clinic Services- Shawn Petras**
  - a. **Clinic ACO Quality Update:** Shawn reported that last August the board was presented a spreadsheet that listed out the Accountable Care Organization Measures. Previously, TCHS's performance was not stellar. Shawn was pleased to report that the result for 2020 have improved drastically. These measures include: falls screenings, mammography screenings, colorectal cancer screenings, influenza immunizations, tobacco screenings, depression screenings, statin management, diabetes management, and blood pressure management. Shawn reported that TCHS has increased by 30% year over year. Shawn acknowledged the clinic staff for accomplishing this improvement and thanked them for their efforts in this time of COVID-19.
  - b. **Recruitment Update:** Shawn reported that TCHS is currently recruiting a Family Practice Physician with or without Obstetrics. Additionally, Shawn reported that Dr. Bohlen has signed with a group in Omaha and will remain committed to TCHS.

**Old Business for The Board:** There was discussion of follow-up with the Chester Medical Clinic. TCHS will meet with key community members of Chester to discuss the status of the clinic.

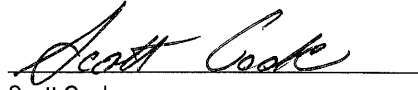
**Miscellaneous/New Business for the Board:** Paul reported that Shannon Fox, CFO will start at TCHS on June 7<sup>th</sup>. Paul thanked Pam Gallagher, Interim CFO for her efforts, as her last day with TCHS will be on May 14<sup>th</sup>.

**Visitor Comments:** Mike Dougherty reported that he is in attendance on behalf of the Facilities Department. Mike explain that facility expansion is great. Mike would like to remind everyone to not forget about structural issues that need repair such as the roof, air handler, and chiller. Paul reported that the air handler is in this year's capital budget. Laura stated that the air handler is a necessity. Mike reported that the air handler fell off of the expansion trend log and needs to be addressed. Jamie asked if the board would like to be presented the 1 Year Budget or 5 Year again. Laura stated that seeing the 5 Year Capital Budget Plan would be helpful to see the immediate needs.

**Executive Session: Loren moved to go into Executive Session at 8:22pm, Connie seconded. Roll call vote, all yes. Motion Carried.** (See *Executive Session* minutes attached).



Bridget Behrends  
Executive Assistant



Scott Cook  
Interim CEO