

**HUMBOLDT GENERAL HOSPITAL  
DISTRICT BOARD OF TRUSTEES  
MARCH 14, 2020 SPECIAL MEETING  
SARAH WINNEMUCCA CONFERENCE ROOM**

**BOARD PRESENT:**

Michelle Miller, Secretary  
Bill Hammargren, Member  
Gene Hunt, Member  
Alicia Cramer, Member  
Ken Tipton, County Comm. Member

Kent Maher, Legal Counsel

**STAFF PRESENT:**

Karen Cole, Interim CEO  
Tim Powers, Interim CFO  
Kim Plummer, Controller  
Didi Almendares, HR Director  
Alicia Wogan, Executive Assistant  
LeeAnn Cushway, CNO  
Tiffany Love, COO

**BOARD ABSENT:**

JoAnn Casalez, Chairman

**MEDICAL STAFF PRESENT:**

Robert Johnson, PA

**GUESTS:**

There were no guests.

**CALL TO ORDER:**

Board Secretary Miller called the March 14, 2020 board meeting to order at 8:30 a.m.

**PUBLIC COMMENT:**

There were no comments from the public.

**BUSINESS ITEMS-OTHER REPORTS:**

**1. Hospital Administration / FY2020-2021 budget workshop for presentation, review and discussion of Hospital District revenues, expenditures and funding and budget projections and proposals which may include additions or deletions to personnel, equipment, supplies and services, and tentative approval of the proposed budget subject to final approval and action at the time final budgets are submitted / Administration-CFO**

Tim Powers, Interim CFO, read the narrative previously distributed. Powers noted he compared the proposed budget to the 2019 budget and anticipates the numbers will increase. Expenses are up significantly with the Cerner conversion. Board member Miller questioned if the projections were primarily bad debt and Powers advised they are. Kim Plummer, Controller, explained the expense items for the Harmony van and the GBC donation. There was discussion about the Giving Committee function. COO Love advised there are guidelines.

The following individual reports were considered:

Infection Control: Interim CEO Cole said the Coronavirus situation has increased costs, including overtime. Cole advised that one person is currently working both OR and Infection Control and the proposed budget contemplates a 1.5 FTE, with one person for OR and a half time employee in SNF.

Social Services: Powers advised overtime is out of control and the efforts are directed at reducing it. Cole said with the number of mental health visits it has been difficult to reduce the personnel time. A couple of students are assisting. Currently, the facility is averaging ten consults a day. Board member Hammargren suggested checking with Rural Mental Health, it should be their responsibility during the daytime hours. Miller remarked the financial matters should be transferred to a financial counselor.

Occupational Therapy: Board member Hunt inquired about the wages. Cole advised there is currently a traveler on staff due to regular staff being on maternity leave.

Wellness: Employee health and data measurements were discussed.

Accounting: Powers stated the hospital is a complicated organization and is not a typical CAH due to SNF and EMS. An analyst has been added and there is some increase in wages. A consulting firm has been hired to help manage the transition. Miller questioned the bank fees. Plummer advised they are in discussions with Wells Fargo about the fees; credit cards are a problem with the processing fees.

Quality Assurance: No questions.

Building and Grounds-Maintenance: The budget is combined with another report. Hammargren suggested the groundskeeping function be taken care of by an outside contractor because the quality of the care was much better when the service was contracted; the hospital personnel need to deal with emergent matters and focus on maintenance.

Burning Man: Hammargren said he believes the contract is not beneficial to the hospital and it should be discontinued after the current term expires.

Cardiac Rehab: No questions.

Ambulance: Miller asked if the service is close to breaking even. Powers said he will check and report back.

Central Storage: The recommendation is for chargeable supplies to be stored.

Café RX: The costs, overtime and tracking the employee time between departments were discussed.

Dietary: No questions.

Nuclear Medicine: Powers advised with new providers the expectation is the number of tests will increase.

Radiology: No questions.

Business Office: Powers explained the need for personnel to collect the self-pay accounts. The Communication Center staff has been recruited, but more staff is needed. On July 1 centralized

registration will begin. There will be additional training which should improve services. Board member Tipton suggested there be an explanation of services on the billing statement. Miller commented on having a portal to deal with payment of bills and related matters. Powers has discussed it with Cerner.

Respiratory: A full time equivalent was added. There has been traveler for the last year. The new director will review and make recommendations for additional changes.

EMS outside events: Cole advised that EMS will not provide services for Night in the Country this year, but there are several events planned for the community. Hammargren said NIC was good training for EMS staff and there is a need to find another event like it.

Emergency Department: No questions.

Harmony Manor: No questions.

Housekeeping: Tipton said for a couple of years he has brought up increasing the number of employees and wages. Powers commented housekeeping and dietary wages are being increased by 10%. Hammargren noted that for a number of years it has been recommended the best employees be placed in central registration and they be paid appropriately.

HR: No questions.

ICU: The focus is on replacing contractors and educating staff. Training is expected to start in May. Tipton asked if ICU nurses are shared with OR. CNO Cushway advised there is some sharing at night.

Infusion Services: An increase in usage is projected. More patients are being seen.

Labor: The function will be consolidated with OB.

Lab: No questions.

Laundry: No questions.

Maintenance: No questions.

Materials Management: No questions.

Med Surge: The average daily census increased to seven this year. Cole said with additional physicians the services will increase. Cushway said the goal for the swing beds is 2.5 per day. Powers explained the benefits. Miller asked if both surgery rooms are being utilized. Cushway said Interim OR Manager Montgomery is doing a great job at maximizing use. Cole remarked there is opportunity with RPG and Synergy for more utilization.

Nursery: The function was moved to OB.

Nutrition Services: The budget funds a registered dietitian who does patient appointments and wellness programs. Powers said it is a very important job.

OB: No questions.

OR: No additional questions.

Harmony Manor: No additional questions.

Recovery: No questions.

Swing bed: The numbers are conservative.

Pharmacy: There is a need for an additional employee.

Cerner: Powers explained some of the issues being experienced. The mapping needs to be reanalyzed. Miller questioned if the Cerner system was helping with the follow-up by staff when a provider has recommended a service. Practice Administrator Johnson and Cole updated on the steps taken to ensure more accountability.

Governing Board: Cole suggested education should be added.

Grants: Grants are not booked until they are received.

Physician Recruiting: No questions.

Sleep Medicine: The services will not be started until the Coronavirus pandemic is abated.

Administration: There are a couple more full-time equivalents added to the budget, including a COO position and a third administrative person.

Community Education: Miller questioned if there were analytics on the services, noting it seems like quite a bit of cost to her. Tipton said he does not feel it is a big number when considered with the other budget numbers.

Quality Assurance: No questions.

Anesthesia: No questions.

Central Processing: No questions.

Clinics: Powers said a rule of the thumb for projections is about \$100,000 per physician and with the RHC there is an expectation of a higher reimbursement. Cole noted Dr. Adajar is frequently seeing eight to ten new patients a day. Johnson advised the revenue for February is very high.

Orthopedics: Johnson remarked the hospital is not collecting revenue from the clinic as the company is billing. Powers suggested looking at recruiting a general surgeon. Powers explained the process for clinic reimbursement.

Pain Management: Miller said it looks the service is losing money. Johnson commented that with OR time and procedure time the numbers will be offset. Hammargren said he does not think it will pay off

any time soon due to the government approach to pain management medications. Cole advised if the services break even, it will be a good thing because it helps the other physicians if they do not have to deal with it

Pediatrics: No questions.

Podiatry: No questions.

RHC: No questions.

Telehealth: No questions.

Women's Health: The revenue projections will be reviewed further.

Capital: Cushway went over the capital expenditure items and advised why the items are needed. Miller asked if the copiers are leased or purchased and expressed her view that leasing is preferable.

**2. Hospital Administration / proposal to enter into a contract with Timothy Musick, MD for Supervision of Physician Assistants / Administration**

Motion by board member Hammargren and second by board member Tipton to approve the contract for Timothy Musick, MD as presented. Motion carried unanimously.

**PUBLIC COMMENT:**

There were no comments from the public.

Board secretary Miller adjourned the March 14, 2020 meeting of the Humboldt County Hospital District Board of Trustees at 11:03 a.m.

**APPROVED:**

**ATTEST:**

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JoAnn Casalez, Board Chairman

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Alicia Wogan, Executive Assistant