

February 27, 2014

**Members Present:** Jim Bachrach, Acting Chair; Anne Wilson; Robert Davis; Deborah Hucekba; Rick Watson; and Homer McMillan

**Members Absent:** Duffie Harrison, Secretary; Pat Conrad, MD

**Staff Present:** Ray Brownsworth, CEO; Ginny Griner, HR/ Med Staff; Becky Gibson, DON; Craig Gibson, POD; Heather Huron, Admin. Assistant

**Guests Present:** Margie Solomon, Weems Healthcare Foundation

**Discussion**

**Action**

**Call to Order**

- The meeting was called to order at 9:07am.
- Minutes from 2/7/14 were presented for approval.

- Addressing the motion from 2/7/14 regarding public comments, Bachrach stated that he felt public input was critical. Following the previous meeting, he received negative feedback, in essence a perception that the board was closing down public involvement. Bachrach recommended that the motion be rescinded. McMillan discussed his reasons for presenting the motion. Davis stated that he felt the point of the motion had been misconstrued, as the idea was to remain time-conscious, not limit public input.

- A motion was made by Hucekba to approve the minutes as presented, seconded by McMillan. The motion carried unanimously.
- A motion was made by McMillan to rescind the 2/7/14 motion to limit public comment, seconded by Hucekba. The motion was carried unanimously.

**County Report**

- No report available. Bachrach stated that he made a request of the county commissioners for a county representative to be present at the Weems board meetings. Comm. Lockley indicated that he would be the representative. Bachrach requested that board notifications be sent to all county commissioners.

**TMH Report**

- Brownsworth stated that he is scheduled to meet with CRA, an architectural firm from Tallahassee. The company has worked with TMH. Mark O'Bryant and Lauren Faison suggested that Brownsworth meet with the company as there may be an opportunity for cost savings. Brownsworth shared that he met with Adams Management the previous day. He was referred to a section of FL law that provides guidance as to what must be included in the RFP process. The design-build process is addressed in the statute. Brownsworth is referring to Attorney Shuler for advice. He will look to TMH for guidance also.

#### **Medical Staff Report**

- The 2/11/14 Medical Staff committee minutes were provided for individual review.
- Medical Staff Verification & Credentialing reports were provided on ATA Ulhaq, MD and Roy Parker, PA-C. A recommendation was made by the Medical Staff committee to approve Ulhaq and Parker for associate staff privileges.
- Brownsworth informed the board that Dr. Ivers was not currently approved for GI privileges. Griner advised that every 2 years, reappointment privileges must be requested by the physician. Brownsworth stated that in addition to privileges, malpractice insurance in the amount of \$250,000/\$750,000 must be carried; which Dr. Ivers had not provided. Brownsworth will draft a letter to Dr. Ivers to address the issues.
- A motion was made by Brownsworth on behalf of the Medical Staff to approve associate privileges for Ulhaq, MD and Parker, PA-C, seconded by Davis. The motion was carried unanimously.

#### **CEO Report**

##### Consent Agenda

- The Patient Satisfaction Reports were presented for approval. Discussion was held regarding the results.
- A motion to approve the consent agenda as presented was made by McMillan, seconded by Watson. The motion was carried unanimously.

Financial Report

- The following were presented for review: 9/30/13 Balance Sheet, 9/30/13 Income Statement, 12/31/13 Balance Sheet, 12/31/13 Income Statement, Cash Balance as of 1/31/14, and Statement of Operations and Statistics.
- In regards to the September financials, Brownsworth advised that following the audit, an adjustment had been made of approximately \$120,000. As a result of the adjustment, the end of the year cash flow had changed to positive.
- The 12/31/13 financial statements were reviewed. Current month income or loss from operations were as follows:

Hospital	net profit	\$49,495
Clinic	net loss	(\$10,225)
Ambulance	net profit	\$22,094
Total	net profit	\$61,634

- Brownsworth advised that the ambulance billing company made large write-offs intermittently, which when done, would result in a significant drop in net profit.
- Davis questioned if the contractual adjustments were approximate or actual. Brownsworth stated that they were approximate which may result in future adjustments to the Income Statement. Brownsworth stated that on a quarterly basis, the contractals and revenue should be reconciled and appropriate adjustments made. In response to Bachrach and Davis' question, Brownsworth expressed his confidence in the accuracy of the financials as being as accurate as any financial statements for any other institution.
- Davis questioned depreciation on the Weems East building. Brownsworth will obtain the depreciation schedule for review.
- Brownsworth shared that he and Bachrach would be attending the next BOCC meeting. A discussion was held regarding recent expenditures and cash flow. Brownsworth explained that due to seasonal flux, the sales tax revenue and the net patient revenue would be lower. He shared his plan to request an advance on the quarterly EMS subsidy, which is normally paid on April 1<sup>st</sup>. Options for augmenting available cash were reviewed. Huckeba recommended accessing the reserve money through the money market account. Davis agreed with Huckeba and voiced his concern that a request for an advance would send mixed messages. Brownsworth expressed that

based on the consensus of the board; he would not request the advance. Brownsworth confirmed that the dip in revenue was typical for this time of year. McMillan recommended that the hospital look to reserves as needed, until no longer feasible, and then proceed to the county for advances, only if necessary. Brownsworth stated that while he had to request an advance on sales tax for the last payroll, if the payment had been required 24 hours later, he would not have had to make the request. Brownsworth explained that there is more oversight in the financial processes than there has been in years, with several team members involved. Bachrach requested that the board members communicate information to their commissioners.

Other

- Discussion was held regarding purposeful efforts to grow the skilled rehabilitation program. Brownsworth shared that he was working with Dr. Perkins from TMH to increase the skilled rehab volume. Dr. Perkins has assisted other regional hospitals significantly with volume. M. Solomon emphasized the need to market the program in the community. Brownsworth shared that the small increase in the program volume from last year
- Brownsworth informed the board that the ambulance billing company and the medical coding company would be changing.

Admin Team Updates

- B. Gibson stated that the organization was in the process of electronic health record (E.H.R.) implementation throughout several departments, including acute care, clinics, lab, and pharmacy. She shared that the emergency department's E.H.R. had already shown a positive impact on work and cash flow.
- Griner announced that the hospital's outpatient lab department was officially a draw station for Labcorp. This development would allow the hospital lab to provide for Capital Health Plan recipients, including the county employees. Griner stated that both clinics had been established as accepted lab draw sites for CHP; Weems East in 2012 and Weems West recently. Griner stated that an agreement had been signed with Quest Lab Company to provide 3<sup>rd</sup> party billing for county & Weems employees.
- Griner shared that the department managers had been challenged to increased responsibility for the finances of their individual department. Griner assured the board that patient care would not be compromised in any way.
- C. Gibson provided a BLS Cost Report reviewed a proposal to reduce the 478 truck service by 3 days. Bachrach questioned why the truck service could not be reduced more. Gibson responded
- A motion was made by Watson to approve the reduction of the

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that Friday through Monday have been shown to be the busiest days. Gibson reviewed the history of the 3<sup>rd</sup> ambulance, sharing that prior to the 2010 county directive for a 3<sup>rd</sup> ambulance; the truck had been made available on SGI for holidays and heavy tourist times. Gibson stated that an “on-call” system could not be established as most crew members worked multiple jobs.

3<sup>rd</sup> ambulance to 4 days per week, seconded by Wilson. The motion was carried unanimously.

**Old Business/ New Business**

- Watson requested an update on construction. Brownsworth replied that he had recently met with Adams, and information is being gathered to write a request for proposals. The process for RFP had slowed due to the need to seek legal advice. The anticipated timeframe for RFP is 30 days.
- Davis questioned if the clinics provided the same services as Crooms Transportation had experienced an increase in requests to transport from one end of the county to the other. Brownsworth speculated that the patients requesting transport were likely following their primary provider as Whaley and Charbonneau rotated clinics.
- Bachrach shared that the public response for the Weems West Open House had been positive.

**Adjournment**

- The meeting was adjourned at 10:39am.