

WMH Governing Board of Directors

February 25, 2016

Members Present: Duffie Harrison, Acting Chair; Anne Wilson; Doug Creamer; Hank Kozlowsky; Deborah Huckeba; Robert Davis

Members Absent: Jim Bachrach, Chair; Patrick Conrad, MD

Staff Present: Mike Cooper, CEO; John Graham, CFO; Becky Gibson, DON; Craig Gibson, Plant Operations; Ginny Griner, HR/ Med Staff; Heather Huron, Administrative Assistant

Guests Present: Tim Templeton, Ajax Construction; Lauren Faison, TMH (via phone), Susan Leach

Call to Order / Approval of Minutes

The meeting was called to order at 9:00am. Huron confirmed public posting of the meeting. Minutes for the 1/28/2016 meeting were emailed prior to the meeting for review.

Action

A motion was made by Creamer to approve the minutes as presented, seconded by Kozlowsky. The motion was carried unanimously.

TMH Report

Affiliation Agreement

- Faison reported working with attorneys to allow clinical alignment, training, and shared educational opportunities.
- Faison stated she was also seeking to arrange Board meeting attendance by TMH service line administrators. The goal would be to determine specific needs and how TMH may better support Weems. Services could be added to an affiliation agreement as addendums. Faison stated she hoped to have something set up in the next 2 weeks.

Telemedicine Bill

- Faison stated the telemedicine bill was expected to pass legislation. An increase in payer reimbursement had already been seen. Per Faison, TMH has begun follow-up on high risk patients via smart phones.

Doctors' Memorial Hospital

- Effective April 4, 2016, Doctors' Memorial Hospital will have a new CEO, Thomas Stone.

Madison County Memorial Hospital

- Per Faison, she and Cooper recently visited Madison County Memorial Hospital to review their new facility.

EMS Update

Cooper introduced Jarrod Wester as the new EMS Director, which was followed by Wester's update on the ambulance service.

Assets

- Fleet maintenance has been a top priority since Wester's arrival. All immediate needs have been met. Wester met with a gentleman last week regarding the purchase / auction of Weems' old vehicles. Responding to Harrison, Wester stated 2 ALS trucks were available 24/7. Wester anticipated the expansion to 3 full-time ALS trucks within the next couple of months.
- Per Wester, the "chase vehicle" was a tremendous asset. The vehicle had been built up with ALS equipment purchased with county grant funds. Cooper elaborated on the chase vehicle. If an ambulance goes out of the county with a transfer, Wester can respond to a call and start ALS care, which allows the ambulance crew to pick up and go. It also allows for faster response on this side of county when trucks are on the other side of county.
- Wester praised the EMS equipment as being top of the line. He stated the annual EMS matching grant application had been submitted with the hope of increasing the state of the art innovation equipment.

Operations

- Per Wester, EMS procedures were in need of review and revision. A "Unit Check" sheet was one of the first procedures to be implemented. This procedure would support maintenance of appropriate supplies and equipment on the trucks. Wester stated he was ensuring clarity in his department in regards to station and vehicle duties.
- Anything on paper has been moved to electronic format.
- Mobile internet access has been extended to all vehicles. Mobile access will increase staff productivity as it allows medics to work on patient reports while traveling out of town.
- The EMS scheduling system was under revision.
- Protocols are being updated. When finished, Wester will educate all staff on changes.
- Responding to Creamer, Wester gave assurance that he has been communicating the changes with local fire departments and first responders. Wester also would like to collaborate with volunteers to provide extended training.

Personnel

- Two full-time paramedics and two full-time EMTs had been hired. Per Cooper, the EMS department had previously consisted of so many PRN staff members that it interfered with continuity. Wester is filling previous PRN positions with full-time staff. Cooper feels full-time employees have increased commitment.

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- Wester and Griner met with Sheriff Mock, FCSO. Harrison recommended Wester meet with the Franklin Correction Institution's warden to determine FCI's procedures.

Financials

- Wester expressed his satisfaction with the EMS billing vendor. He stated he would continue to trend and track the EMS income, collections, bad debt, etc.

CEO Report

Organizational Chart

Cooper requested Board approval for organizational revisions as detailed below.

1. EMS and IT report directly to the CEO
2. Revenue Cycle Management and Accounts Payable report directly to the CFO
3. Medical Records, Admissions and Data Entry report to Revenue Cycle Management

CEO	CFO	Revenue Cycle Management
<ul style="list-style-type: none">• EMS• IT	<ul style="list-style-type: none">• Revenue Cycle Management• Accounts Payable	<ul style="list-style-type: none">• Medical Records• Admissions• Data Entry

Action

A motion was made by Harrison to approve the organizational revisions; seconded by Creamer. Davis clarified the CFO and financial reporting would continue to be Graham. The motion was carried unanimously.

Physician Recruitment

- Per Cooper, Dr. Stoll continues to do well. Volume was low the first 2 weeks due to her time out of the office, while attending community functions and learning the electronic health record. A clinic staff meeting, to include all staff members and providers, had been held last week. Discussion included clinic financials, pending policies, and ways to increase revenue. The message Cooper sought to relay was to take ownership of the clinics with the goal to become financially independent of outside subsidies.

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- Another physician candidate, Dr. Heather Wells, had been in attendance at the reception for Dr. Stoll. Dr. Wells will not be available until August of 2017. Cooper has met with Dr. Wells twice, though she is entertaining other offers in the area. Cooper would like to sign her onto a contract now with implementation in 2017.

USDA Construction Update

- Harrison, Cooper, Nick Hill (Adams Management), Joe Bynum (TRO JB), and Mark Currenton (county representative) individually evaluated the CM proposals. Cooper stated the process was very extensive. Moron aggregated the scores. The group met in an open meeting yesterday to evaluate. Cooper stated the recommendation was to negotiate with Ajax. The recommendation will be presented to the commissioners for approval.

Cash Flow Update

- Recent communication had been received regarding audits of 2010, 2011, and 2012 Cost Reports. The audits, contracted by the state and performed by a 3rd party vendor, are done with the purpose of determining appropriate Medicaid reimbursements. The vendor audit of 2010, 2011, and 2012 showed the state owed \$400,000 to Weems. When Graham called Medicaid to determine when we would receive the payment(s), he was told the state of FL had not processed any audits for reimbursement since 2003. Cooper consulted with Rich Rasmussen at the FL Hospital Association (FHA). FHA agreed to approach state officials regarding the delinquent audits. The task was assigned to a former AHCA Chief of Staff, who is now an FHA employee. Harrison recommended Cooper meet with Senator Montford.
- Cooper stressed the need to ensure receipt of all possible monies. Cooper reviewed potential ways to increase cash flow.
 - Geriatric Psych Program: Cooper stated everything was ready for program implementation, except for the psychiatrist. A psychiatrist must perform all initial and exit screenings of the program participants.
 - Chronic Care Program: Clinic patients with comorbidities are identified. Once a month, a phone call is made to the patient for follow up. Reimbursement is almost \$42 per call. Cooper estimated an additional \$100,000 per year if implemented.
 - Reference Lab: Specimens would be sent to the Weems lab each night and we would supply results within 24 hours. Additional potential income is estimated at \$40,000 per month. Weems would not bill patients or insurances, but would be paid directly by the contracting company.
 - LIP: House and Senate budgets both show an increase of LIP money from \$145,000 to \$1.2 million
- Cooper reviewed changes made in the revenue cycle over past year, which included changing billing vendors twice. Per Cooper, Weems has seen a 3 month lag on cash flow. As a note, there has been a \$13,000 decrease per month for the billing

vendor.

AR Presentation

Fulkerson presented and reviewed the following:

- Total AR from Insurance: Per Fulkerson, there were many problems following implementation of the new financial system in August. Account receivables were low in November, increased to about \$900,000 in December, and topped over \$1 million in January, showing a steady increase.
- Total AR from Insurance Aging: Fulkerson explained there would always be a higher AR in the first 30 days. Typical process time for a claim is 60 days.
- Collection % of a 2 month Prior Gross Revenue: Chart showed the bottom out after beginning new financial system in August. Fulkerson expressed his goal of 45% collection for a few months. Anticipates decrease in collection % in February.
- AP Aging 2/10/2016: Per Fulkerson, most of the AP amount is due to TMH.

CFO Report

- Graham presented and reviewed the following reports:
 - Balance Sheet January 2016
 - Income Statement FY 2016
 - Income Statement January 2016 (all departments)
 - EMS Income Statement month ending January 2016
 - Clinics Income Statement month ending January 2016
- Davis questioned the high accrued personal & sick leave and wondered if there was a threshold on paid leave hours employees may carry over. Griner confirmed the threshold, noting that it runs per calendar year. Cooper discussed not including sick leave in accrued liabilities because sick leave is not paid out when an employee leaves.
- Graham noted half of AP is due to TMH. Cooper stated he has discussed with Mark O'Bryant and this is not an issue.
- Cooper elaborated on the plan to convert the BLS truck from 12 hours/ 4 days a week to a 24/7 ALS truck. Cooper stated the conversion would be incremental. Cooper will need to take the conversion plan to the BOCC as the conversion process will be costly. Additionally, the county subsidy will not be sufficient to support 3 full-time trucks. Wester will develop a proforma for

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presentation to the Commissioners. Wester elaborated on the differences between BLS & ALS, confirming that the BLS truck doesn't meet the county needs. Wester stated that with our volume, current trucks should be sufficient, however transport times to other counties take 3 hours minimum. Both trucks could and have been out of the county simultaneously. Wester stated this is absolutely not acceptable.

DON Report

E.H.R. Update

- Per B. Gibson, employees were currently in E.H.R. training with go-live next week. Super-user training for the clinic piece would begin today with go-live in March. Full implementation was anticipated by the end of the year. Providers have been very engaged as they are ready for a system that works properly.

Quality Update

- Per Gibson, the quality reporting program was in a process of revision. Gibson was currently engaged in setting benchmarks for quality assessment in each department.

Old Business/ New Business

- Creamer questioned marketing. Cooper stated he had hoped the local vendor would be able to take daily opportunities that were currently being missed. Billboards were discussed. Following the end of billboard contracts, the focus will be on direct mail. Cooper stated he was ready to move forward with hiring a part-time marketing person and would like to share the same employee as a Director for the Foundation.

Public Comment

- Griner recognized visitors, Susan Leach of St. George Island and Tim Templeton with Ajax Construction.

Adjournment

- The regular meeting was adjourned at 11:00am, followed by an executive session.