

**Members Present:** Duffie Harrison, Chair; Kristin Anderson, Vice Chair; Myrtis Wynn, Secretary; David Harris MD; William Zester; Dolores Croom;

**Members Absent:**

**Staff Present:** David Walker, CEO; Ginny Griner, HR / Med Staff Coordinator; Courtney Alford, DON; Heather Huron, Admin Assistant; Richard Lewis, EMS Director; Kevin Ward, EagleTree Technologies

**Guests Present:** Donna Butterfield

**Zoom Attendees:** David Bowling, Alliant; Patrick Conrad, MD; Tom Ramsey, Alliant CFO; Lauren Faison-Clark, TMH

### CALL TO ORDER / VERIFICATION OF QUORUM

*Duffie Harrison, Chair*

- The meeting was called to order at 9:00am. Board quorum was confirmed. Public posting was confirmed.

### PUBLIC COMMENT

*Duffie Harrison, Chair*

- Donna Butterfield addressed the Board. She discussed her request for the Kolbe Detox contract, which was denied due to proprietary information. She discussed the need for the Board to approve, and then obtain BOCC approval for any contract over \$50,000.
- Following Butterfield's comment, Zester noted that the Kolbe agreement had not been reviewed or approved by Weems Governing Board. Zester stated that this should not happen again and emphasized the need for full transparency.
- Harrison addressed the Board regarding the recent BOCC meeting. He stated that the Board must increase communication and transparency with the BOCC, and thereby the county residents. Harrison plans to submit bullet points after each meeting to Michael Moron. Minutes will be provided as soon as possible following each meeting. Walker plans to provide weekly updates to the Board and BOCC. Harrison gave a reminder to follow Robert's Rules of Order in all meetings.

### IT UPDATE

Kevin Ward

A quote was presented by Ward to upgrade IT infrastructure to include access points and firewalls. The upgrade will add secure remote access for employees and outside users needing remote access. Board approval was requested for an IT quote in the amount of \$20,289.

### ACTION

**A motion was made by Zester to approve the quote as presented; seconded by Croom. The motion was carried unanimously.**

**APPROVAL OF MINUTES**

*Duffie Harrison, Chair*

- The 2/23/2023 minutes were presented for approval.

**ACTION**

**A motion was made by Zester to approve the minutes as presented; seconded by Dr. Harris. The motion was carried unanimously.**

**MEDICAL STAFF REPORT**

*Patrick Conrad, MD*

- Volume is up in the ER setting. The quality of care has remained excellent.
- Nursing staff has decreased, which affects the hospital's ability to accept swing bed admissions and acute care patients.
- A new physician, Dr. Dodge, will begin rotating with the Southland staff this month.
- Dr. Conrad addressed the quality of care provided at Weems. He noted the increased difficulty at Weems due to geographical isolation and distance from tertiary hospitals. He stated the greatest compliments come from visitors to the area. Dr. Conrad addressed the critical need to maintain Weems acute care setting, as opposed to a stand-alone ER. From a strategic planning standpoint, Dr. Conrad stated nursing retention was a top priority, followed by a new facility.
- Walker shared that Southland group would be renegotiating rates soon. Rates have not increased in 12 years. The existing Southland contract (2011) will be shared with all Board members for review.
- At Harrison's request, Griner confirmed that salary parity pay rate increases have been provided to Administration and would be addressed with the Board in the next couple of months.
- Walker reviewed a recent email in which a claim was made of a bad outcome for a Weems patient. The claim stated the bad outcome occurred due to no oxygen support during transport to a skilled nursing facility. Alford and Lewis investigated the claim and found the claim to be unsubstantiated. Lewis shared that the patient was on oxygen the entire time during transport. The patient subsequently died 5 days later at a tertiary hospital, not a skilled nursing facility.
- Dr. Conrad gave thanks to Dr. Newton for recently filling in for a physician who fell ill during his shift.

**HR REPORT**

*Ginny Griner, HR Director / Medical Staff Coordinator*

Griner gave a quarterly update:

- 6 new hires, 6 terminations / resignations

- Position changes: The Financial Assistance Counselor has been promoted to Patient Access Supervisor. Three (3) full time staff transitioned to PRN.
- Continue to have 2 travelers, both in lab.
- Full time vacancies include ADON, Radiology Manager, Controller, Weems Medical Center Registration Clerk, Med Tech (lab), Swing bed Coordinator.
- Upcoming new hires include the following: full-time administrative assistant, full-time outpatient registration clerk, full time mammography technician, full time EVS, and PRN paramedic.
- Weems staff recently attended the Franklin County School College and Career Day. Special thanks was given to EMS, Amanda Byrd, and Courtney Alford for their participation
- Board approval was sought for 2023 Holiday Policy (Declared Days).

**ACTION**

**A motion was made by Anderson to approve the Holiday policy as presented; seconded by Zester. The motion was carried unanimously.**

- Griner shared her appreciation of Southland physician group.
- Walker informed the Board that staff salaries were provided to the BOCC per their request.
- Harrison discussed employee recruitment challenges in relation to housing. Dr. Conrad questioned the feasibility of temporary mobile home housing located on the Weems campus.
- Walker stated that a formal MOU was being developed between Calhoun Liberty Hospital and Weems for shared HR services.

**EMS REPORT**

*Richard Lewis, EMS Director*

- Call volume increased significantly in March. Lewis expects a dip in April, followed by an increase for the summer. Lewis shared that EMS is on the border of a staffing crisis. He has 6 full-time vacancies. Most days are fully staffed, but on some days, he is only able to staff 2 ambulances. This will cause an issue during the upcoming summer months. Lewis confirmed that staff are working overtime, but that they are at the limit of safe working hours. Out of the sixteen full-time employees, only two live in Franklin County. He stated the top priority is retaining current staff. The long-term goal is to increase local staff. Lewis is waiting to receive grant funding that will provide EMT training. He currently has 4 interested parties on SGI. Croom shared her concern over staffing shortages, especially considering her experience as a sheriff dispatcher 20 years prior when the county only staffed two

ambulances. Lewis explained that the EMS service also staffs a QRV, Quick Response Vehicle, which can do anything an ALS ambulance can do except transport.

- Walker, Harrison, Griner, Lewis, and Ramsey will meet to discuss staffing strategies. Staffing strategies will also be discussed at the upcoming Strategic Planning workshop.

#### **TMH UPDATE**

*Lauren Faison-Clark, TMH*

- Lauren expressed that the EMS staffing shortage is a regional problem which is being addressed.
- TMH now has a fully staffed nursing department with no travelers. Lauren shared that this took 4 years and a long-term plan to accomplish.

#### **CFO REPORT**

*Tom Ramsey, CFO Alliant*

- The February 2023 Balance Sheet and Income Statement were presented and reviewed in detail.
  - Balance Sheet
    - Cash is up over the previous month.
    - Accounts payable have decreased.
  - Income Statement
    - Net operating income is up. One challenge is bad debt reduction. CRS is a vendor who has been engaged to identify and assist patients in obtaining Medicaid coverage.
    - Reduction in contract labor costs, including travelers, is a priority.
    - Supply costs are up. One area of concern is pharmaceuticals and reimbursement for the expensive medications. Supply costs will continue to be monitored.
    - Revenue from 340b program has been positive.
    - Ad valorem and sales tax revenue reported on the income statement are accrual based. Anticipated accrual is lower for this fiscal year.

Zester questioned the increase in revenue deductions. Ramsey explained that recent charge master increases had been made, which often immediately increase the revenue deductions.

- Alliant dashboards were reviewed in detail.
  - Net Revenue
  - Net Income
  - Patient A/R Collections
  - Total Cash Collections

- Days Cash on Hand
- County Subsidy- Hospital (Sales Tax)
- Admissions
- OP Visits
- ER Visits
- Ambulance Runs- Billable
- Clinic Visits
- Operating Indicators
- The annual audit is underway.
- Preparation for the 2022 Cost Report is almost complete. Shawn Adams with Blue & Co will be on-site tomorrow.

### **CLINICAL SERVICES REPORT**

*Courtney Alford, DON*

- Admissions are up. Current admissions include two swing bed patients.
- Hospice room renovation is underway. Completion goal date is June 1<sup>st</sup>.
- Renovations continue in the mammogram room. An interview was held last week for a full-time mammography tech. If hired, that may speed up the start date for the service line.
- TNCC course for nursing staff is pending.

**A break was taken at 10:50am. The meeting resumed at 10:57am.**

### **CEO REPORT**

*David Walker, CEO*

- Weems Governing Board By-Laws: Clarification was received regarding contracts over \$50,000. Initially, it was thought that it was \$50,000 per month. In actuality, any contract costing \$50,000 per year must receive BOCC approval. Going forward, all contracts will be presented to the Weems Board before execution. An increase in contract cost threshold will be addressed with the BOCC.
- Kolbe Detox Program: The Kolbe Detox contract has been cancelled. The fee for the first two months was initially discounted. Following the cancellation of the contract, the initial two months rate are in discussion.
- ED Renovation plans: Walker thinks the best action moving forward is to go along with the existing hospital plans minus the inpatient unit that AHCA has already approved. Walker would like to proceed with the approved plans minus the in-patient unit.
- BOCC Financial Presentation: Alliant and Weems will make a financial presentation to the BOCC on April 18<sup>th</sup>.

- Nurse Call Center purchase: A request was made to the BOCC to pay for the call center from the HCTF. Once BOCC approval is received, the purchase will be made.
- Mobile Dialysis Center: There is a potential for mobile dialysis services in Franklin County. Walker will update the Board as soon as more information is available.
- Security: Deputies from Apalachicola Police Department have been making rounds in the hospital. A sub-station (room) has been designated for Franklin County Sheriff's Office / City of Apalachicola Police Department deputies outside of the ER entrance.
- Strategic Planning: Interviews were held with Weems leadership in March. The Governing Board workshop will be held at the Gibson Inn on April 13<sup>th</sup> beginning at 11am.
- Regional Marketing Specialist: The regional marketing specialist started orientation 4/3/23 at TMH.
- Senator Corey Simon: Walker, along with other regional CEOs and the Florida Hospital Association, met with Senator Corey Simon last week. Senator Simon was very engaged on rural health care issues.
- Keiser University Intern: A Keiser radiology intern recently completed clinicals at Weems.
- The next Governing Board meeting will be held on 4/27/23.

#### **FOUNDATION UPDATE**

*William Zester*

- Interim results of the Community Perception Survey were discussed:
  - The survey was distributed 3/8/23. The best response was received during the first week. Response has declined following the initial week. Distribution channels have included D. T. Simmons, MPH, Public Information Officer with the FL Department of Health; Terrence Watts, Community Development Administrator for My FL Families; and the Weems Hospital database.
  - There have been 74 respondents to date with a 100% completion rate.
  - There have been 9 respondents who expressed interest in volunteering on the Foundation Board.
  - Respondent Profile/demos:
    - 75% were patients, about 10% were visitors.
    - Age: 55-64 50%, 65+ 30%, 35-44 25%
    - 64% female
    - 65% respondents were in the 32320/21 zip code.
  - Patient care experience split between Hospital and clinic.
  - Split between outpatient & ER with about 70% admitted

through ER.

- If inpatient, most were 1-night stays.
- Best experience equally split between admission, nursing care and time to be seen.
- Worst experience has the highest reply in “other.”
- 2<sup>nd</sup> distribution upcoming

Available information will be presented at the Strategic Planning workshop.

**OTHER BUSINESS**

*Duffie Harrison, Chair*

- Governing Board By-Laws: Terms of Board members will be reviewed. Expired terms will be submitted to Michael Moron for reappointment. Following needed reappointments, officer elections will be addressed.

**ADJOURNMENT**

*Duffie Harrison, Chair*

- The meeting was adjourned at 11:33am.

