Minidoka Memorial Hospital

BOARD OF TRUSTEES

August 24, 2023
Meeting Minutes

Present:

Jeff Heins - Chair	Jayne Parker – Vice-Chair	David Molina - Treasurer	Garth Baker - Trustee
Laurie Rasmussen – Trustee	Loren West – Trustee	Jared Orton – Co. Commissioner	Tom Murphy – CEO
Jason Gibbons - CFO	Anne Taylor – COO/Legal	Sara Zielinski, DNP –CNO	Tammy Day- Admin. Assistant
Excused: Charles Clair, MD	Julie Hunsaker - Secretary		

CALL TO ORDER: The meeting was called to order at 12:00 p.m. in hospital conference room.

Previous Minutes: Minutes of the prior Board Retreat and the Board meeting held on 7/27/2023 were reviewed. Mr. Baker made a motion to approve the Board Retreat and the Board meeting minutes as presented. Mr. Molina seconded the motion. The motion was unanimously approved.

Reports:

Finance Committee: Mr. Gibbons reported that the financial reports for April-July are currently not available. The report building continues in the new financial software system. Epic system went live in June. Data comparisons are being completed to ensure that the financial information from the prior system flows correctly into the new system. The issues for April and May reports have been identified and there are a few accounting adjustments needed prior to closing those months.

The cash collections in June were good as the accounts receivable is being closed out from the Centriq system. We can verify that bills are going out and payments coming in with the new system. A delay in cash collections with the new system was expected. Cash collections for July were approximately $1.5 million less than budget projections. Motion by Mr. Baker to approve the financial report as presented. Seconded by Mrs. Rasmussen. The motion was unanimously approved.

Proposed Budget for Fiscal Year 2024: Mr. Gibbons presented the following information:

- Schedule A – Utilization Projections: This is a very conservative estimate. It has been difficult to determine what the true trends will be going forward post pandemic. In most areas only a slight increase has been budgeted.
  - Rural Health Clinic visits are projected to increase 8% due to the addition of three new physicians.
  - OR Clinic visits are projected to increase 95% with the addition of Dr. Crane's office.
  - Outpatient visits are projected to increase 3% with the addition of procedures performed by the new doctors.
  - Other areas were left at 0% or a small % increase to be conservative.
- Schedule B – Full Time Equivalents: FTEs are budgeted at an increase due to the addition of new doctors in the clinics and their associated staff. ER, Medical, and Surgical have had posted open positions that have gone unfilled. The addition of Dr. Crane's clinic adds 20-22 FTEs.
- Schedule C - Statement of Cash Flow – The capital purchases for FY 2023 are the biggest driver. It is projected to spend $4 million due to Epic, Surgery OR wing remodel, OR trauma set, new med/surg beds, ER parking lot. FY 2024 capital purchases are budgeted at $750,000.
- Schedule Ca – Capital Budget – List of requested & planned Capital purchases. Those planned to use financing funds are noted beside each item.
- Schedule D – Statement of Operations – Shows Audited 2022, Projected 2023, and Budgeted 2024:
  - Salary & Wages: reflect increase in FTE's from Schedule B.
  - Medical Supply costs have seen a leveling off from previous highs.
  - Gross Revenue is being driven by the utilization numbers from Schedule A, showing limited growth.
  - Repairs & Maintenance reflect increase due to Epic.
  - The profit that is shown for 2024 is mostly due to the increased volume from the new doctors and leveling off of expenses.

Board Approval to Include:

1. Average Charge Increase of no greater than 6%.
   a. Some departments will be lower
2. Average Salary Increase of 2.5%.
   a. Based on finances and labor market softening

3. Capital Budget of $750,000 as presented, with a list of current needs as indicated; subject to possible changes throughout the year as necessary and approved by Administration.
    - Board approval to begin process of pursuing financing through IHFA for approximately $6.5 million.

4. The 2024 Budged as presented.

Mr. Baker made a motion to approve the Fiscal Year 2024 Budget as presented including Average Charge Increase, Average Salary Increase, Capital Budget of $750,000 with approval to begin process of pursuing financing through IHFA for approximately $6.5 million as presented. Mrs. Rasmussen seconded the motion. The motion was unanimously approved.

Administration Report:

Administrative Update

- **Physician Recruitment:** Mr. Murphy reported that there is a General Surgeon and Orthopedic Surgeon candidate that we are interested in and have invited them to come for a site visit.
- **Imaging Center:** Ms. Taylor reported that we are still waiting for the final plans. Contractors have been identified who are interested in reviewing the plans when they are available. With the delays, it is anticipated that the Imaging Center will not open until late FY 2024.
- **Computer System Update:** Mr. Gibbons had nothing further to report.
- **Construction Update:** Mr. Gibbons reported that the finishing touches are being completed on the ECF tub room. It is anticipated that the residents will be able to use the room the beginning the third week of September.

  The next project is the remodel of Suite 14 for Dr. Greenwell and ENT. The following project will be remodeling some of the radiology space to accommodate Dr. Greenwell procedure spaces.

  The hospital is one of the finalists for a grant from the Elk's Foundation to be used for the addition of oxygen to the Swing Bed wing.

Medical Staff Credentialing: Ms. Parker reported that the following new applications and re-applications for Medical Staff privileges have been reviewed by the Chief of the Department and the Medical Executive Committee who recommend approval as listed. She presented the requests for privileges on behalf of the following:

New Applications:

- Nichole Shumway, DO for Associate Staff privileges in Medicine/Internal
- Lanny Campbell, MD for Associate Staff privileges in Family Medicine
- Christopher Burns, MD for Associate Staff privileges in Family Medicine
- Allison Serr, NP for Allied Health Professional privileges to assist Dr. Greenwell in Medicine/ Physical & Rehab/Pain Medicine
- Michael Hunt, CRNA for Associate Allied Health Professional privileges in Surgery/Anesthesia

Re-Applications:

- Charles M. Clair, Jr., MD for Active Staff privileges in Family Medicine- Hospital & Emergency Medicine
- Patrick Cindrich, MD for Active Staff privileges in Surgery/Neurospine
- Chase Nelson, DO for Active Staff privileges in Surgery/Otolaryngology
- William Robar, DO for Active Staff privileges in Emergency Medicine
- Andrew Ewell, CRNA to transfer from Associate to Active Allied Health Professionals privileges in Surgery/Anesthesia

Mr. Baker made a motion to approve the new applications and re-applications for Medical Staff privileges as presented. Mrs. Rasmussen seconded the motion. The motion was unanimously approved.

Policy Committee:

Ms. Taylor noted that the following summary of policies/documents were reviewed, no major changes were made, and the language was updated for the Epic processes.

- Pharmacy: Pyxis – Controlled Substances; Pyxis-Medication Dispensing; Self-Administration and Bedside Medications; Emergency Room Outpatient Prescription; MMH Do Not Crush List; MMH High Alert Medications;

- MMH Pyxis Critical Override List; Pharmacy Renal Dosing Protocol; Medication Administration; Patient's Own Medications; High Alert Medication.
- Infection Control: Handwashing Procedure Checklist; Signage-Masking; Influenza, Inactivated or Recombinant VIS-Spanish; Pneumococcal Conjugate Vaccine (PCV13) – Spanish; Td VIS – Spanish; Tdap VIS – Spanish; Pneumococcal Polysaccharide Vaccine VIS – Spanish.
- Patient Care Services: Clinical Alarms – Maintenance and Use of; CCU Staffing Guidelines; Oral Care for Ventilator Patients; Transfusion Blood/Blood Components; Restraint and Seclusion.
- Emergency Preparedness: Code Gray or Silver Policy; Emergency Room Contamination Plan Policy; Medical Staff EOP Summary; Managers and Employee EOP Summary; MMH Emergency Operations Plan (EOP).
- Human Resources: Additional Pay Form; Additional Pay Policy; Employee Status Policy; Equal Employment Opportunity; FMLA Policy; Professional Scope; Employee Corrective Action Appeal Form.
- Ambulance: AED Self Check; Air Medical Triage Protocol.

Mr. West made a motion to approve the policy documents summary for August as presented. Mrs. Rasmussen seconded the motion. The motion was unanimously approved.

NEW BUSINESS:

Nominating Committee for Board Officers for Fiscal Year 2024: Mr. Heins reported that he has appointed Mr. Baker as the Nominating Committee for Board Officers for Fiscal Year 2024.

EXECUTIVE SESSION:

Enter Into Executive Session: Mr. Baker made a motion to enter into Executive Session per Idaho Code 74-206(a) for the CEO Evaluation. Roll Call vote: Mr. Heins – Yes; Mr. West – Yes; Ms. Parker – Yes; Mrs. Rasmussen – Yes; Mr. Molina – Yes; Mr. Baker - Yes. Motion carried.

Exit Executive Session and Return to Regular Board Meeting: Executive Session was exited at 2:15 p.m.

CEO Evaluation: The Board members reviewed and discussed Mr. Murphy's annual evaluation. Mr. Baker made a motion to approve the following:

- a Fourth Amendment to the CEO Employment Contract to increase Mr. Murphy's annual compensation by 3% effective the first full pay period of FY 2024, October 20, 2022.

Adjournment: Being no further business to discuss, meeting was adjourned.

Jeff Heins, Chair

Minutes recorded by Tammy Day

MINIDOKA MEMORIAL HOSPITAL
STATISTICAL REPORT
BUDGET FOR FISCAL YEAR 2024

Schedule A

Change from 2023 Projected to 2024 Budget	2023 Projected Monthly Avg	2024 Monthly Budget	DESCRIPTION	2024 Annual Budget	2023 Projected Year End	Change from 2023 Projected to 2024 Budget
1%	26	27	TOTAL PATIENTS ADMITTED	319	315	1%
1%	100	101	TOTAL PATIENT DAYS	1,213	1,197	1%
4%	46	48	SWING BED DAYS	580	557	4%
2%	867	884	EXTENDED CARE FACILITY DAYS	10,605	10,401	2%
3%	120	123	SURGICAL PROCEDURES	1,480	1,439	3%
3%	505	520	EMERGENCY ROOM VISITS	6,240	6,060	3%
3%	1,544	1,588	OUTPATIENT VISITS	19,055	18,532	3%
0%	279	279	HOME HEALTH VISITS	3,350	3,353	0%
8%	1,744	1,883	RURAL HEALTH CLINIC VISITS	22,600	20,925	8%
95%	196	382	OR CLINIC VISITS	4,589	2,353	95%
2%	158	162	AMBULANCE RUNS	1,938	1,900	2%

Minidoka Memorial Hospital
Budget for Fiscal Year 2024
Full Time Equivalents

Schedule B

Department Name	Actual Fiscal Year 2022	Projected Fiscal Year 2023	Budget Fiscal Year 2024	Change from 2022 to Projected 2023	Change from Projected 2023 to Budget 2024	
ACCOUNTING	3.65	4.00	4.15	9.59%	3.75%	
ACTIVITIES	3.15	3.00	3.00	-4.76%	0.00%	
ADMINISTRATION	2.90	3.50	3.50	20.69%	0.00%	
AMBULANCE	13.75	13.60	13.60	-1.09%	0.00%	
ANESTHESIA	2.40	3.00	3.00	25.00%	0.00%	
BUSINESS OFFICE	9.65	8.00	8.00	-17.10%	0.00%	
CENTRAL SUPPLY	3.95	4.00	4.00	1.27%	0.00%	
COMMUNITY RELATIONS	1.20	1.00	1.00	-16.67%	0.00%	
DIETARY	0.95	1.00	1.00	5.26%	0.00%	
DIRECTOR OF NURSING	1.00	1.00	1.00	0.00%	0.00%	
E C F	35.90	36.30	37.00	1.11%	1.93%	
EKG / EEG	0.30	0.50	0.50	66.67%	0.00%	
EMERGENCY SERVICES	15.40	14.00	14.80	-9.09%	5.71%	Currently Short Staff
FOUNDATION/GRANTS	0.75	0.75	0.75	0.00%	0.00%	
HOME & COMM BASED SERV	0.00	0.00	0.00	0.00%	0.00%	
HOME HEALTH	0.00	0.00	0.00	0.00%	0.00%	
HOSPICE	0.00	0.00	0.00	0.00%	0.00%	
HOUSEKEEPING	18.00	20.00	20.00	11.11%	0.00%	
HUMAN RESOURCES	2.55	3.00	3.00	17.65%	0.00%	
ICCU	0.00	0.00	0.00	0.00%	0.00%	
INFORMATION SYSTEMS	4.30	5.25	5.00	22.09%	-4.76%	
INSERVICE	2.30	2.25	2.25	-2.17%	0.00%	
LABORATORY	15.50	17.75	17.80	14.52%	0.28%	
LAUNDRY	4.60	4.70	4.80	2.17%	2.13%	
MAINTENANCE	5.05	5.00	6.00	-0.99%	20.00%	Adding BioMed
MEDICAL / SURGICAL	40.80	37.50	40.00	-8.09%	6.67%	Currently Short Staff
MEDICAL RECORDS	3.40	4.00	4.40	17.65%	10.00%	
OR CLINIC	10.30	10.75	10.65	4.37%	-0.93%	
ORTHOPEDIC CLINIC	0.00	2.50	6.50	#DIV/0!	160.00%	Dr. Crane's Clinic
OUTPATIENT THERAPY	2.25	4.00	4.50	77.78%	12.50%	
PATIENT ACCESS	7.60	8.00	9.00	5.26%	12.50%	Authorization/Scan
PHARMACY	5.65	5.50	5.50	-2.65%	0.00%	
PRIVATE DUTY SERVICES	4.85	4.00	4.00	-17.53%	0.00%	
RADIOLOGY	8.95	8.60	8.65	-3.91%	0.58%	
RADIOLOGY - CT	2.60	2.30	2.25	-11.54%	-2.17%	
RADIOLOGY - MAMMOGRAPHY	0.95	1.40	1.35	47.37%	-3.57%	
RADIOLOGY - MRI	0.85	1.20	1.20	41.18%	0.00%	
RADIOLOGY - NUCLEAR MEDICINE	0.45	0.80	0.80	77.78%	0.00%	
RADIOLOGY - ULTRASOUND	1.00	1.50	1.50	50.00%	0.00%	
RESPIRATORY THERAPY	5.70	5.75	5.80	0.88%	0.87%	
RISK MANAGEMENT	2.75	2.50	3.00	-9.09%	20.00%	
RURAL HEALTH CLINIC	41.10	42.50	52.00	3.41%	22.35%	Dr's/Nurse's/Sup
SOCIAL SERVICES	1.10	1.05	1.00	-4.55%	-4.76%	
SURGERY	15.45	15.50	16.75	0.32%	8.06%	Currently Short Staff
UTILIZATION REVIEW	1.25	1.00	1.00	-20.00%	0.00%	
Total FTE's	304.25	311.95	334.00	2.53%	7.07%	

Minidoka Memorial Hospital
Budget for Fiscal Year 2024
Statement of Cash Flows

Schedule C

	Projected FY 2023	Budget FY 2024
Beginning Cash Balance - Projected	**$ 14,105,976**	**$ 10,310,310**
Increases In Cash:		
Patient Services	$ 49,754,901	$ 56,457,202
County Taxes	$ 164,000	$ 164,000
Other Revenue	$ 846,000	$ 856,274
Additional Cash Payments	$ -	$ -
Total Increases in Cash	**$ 50,764,901**	**$ 57,477,475**
Decreases in Cash:		
Operating Cash Expenses	$ (49,323,911)	$ (53,520,928)
Loan Principal Payments	$ (920,289)	$ (954,304)
Interest Payments	$ (316,367)	$ (273,152)
Capital Purchases	$ (4,000,000)	$ (750,000)
Total Decreases in Cash:	**$ (54,560,567)**	**$ (55,498,384)**
Ending Cash Balance	**$ 10,310,310**	**$ 12,289,402**
Change in Cash Position	**$ (3,795,666)**	**$ 1,979,091**

MINIDOKA MEMORIAL HOSPITAL
STATEMENT OF OPERATIONS
BUDGET 2024

Schedule D

DESCRIPTION	Audited 2022	Projected 2023	Budget 2024	% Change Audited 2022 to Projected 2023	% Change Projected 2023 to Budget 2024
REVENUE					
PATIENT REVENUE					
INPATIENT	7,414,421	5,484,423	5,897,636	-26.03%	7.53%
OUTPATIENT	45,712,409	49,940,327	54,741,395	9.25%	9.61%
EMERGENCY SERVICES	13,525,384	16,945,304	18,277,197	25.29%	7.86%
SWING BED	1,305,639	1,281,369	1,410,880	-1.86%	10.11%
EXTENDED CARE FACILITY	4,291,522	4,514,330	4,613,477	5.19%	2.20%
HOME HEALTH	125,462	129,201	129,220	2.98%	0.01%
CLINIC SERVICES	9,729,129	6,675,803	7,642,460	-31.38%	14.48%
TOTAL PATIENT REVENUE	82,103,966	84,970,757	92,712,266	3.49%	9.11%
CONTRACTUAL ADJ MEDICARE	(10,610,805)	(10,158,370)	(11,589,033)	-4.26%	14.08%
CONTRACTUAL ADJ MEDICAID	(6,373,336)	(6,240,492)	(6,953,420)	-2.08%	11.42%
CONTRACTUAL ADJ INSURANCE	(13,673,468)	(15,789,732)	(16,688,208)	15.48%	5.69%
CONTRACTUAL ADJ COUNTY	(6,466)	(49,446)	(18,542)	664.71%	-62.50%
CHARITY CARE	(451,654)	(606,328)	(556,274)	34.25%	-8.26%
OTHER ADJUSTMENTS	(649,495)	(614,178)	(695,342)	-5.44%	13.22%
BAD DEBT	(1,543,761)	(1,757,310)	(1,854,245)	13.83%	5.52%
TOTAL REVENUE DEDUCTIONS	(33,308,985)	(35,215,856)	(38,355,065)	5.72%	8.91%
NET PATIENT REVENUE	48,794,981	49,754,901	56,457,202	1.97%	13.47%
COUNTY TAX REVENUE	164,000	164,000	164,000	0.00%	0.00%
OTHER OPERATING REVENUE	844,541	846,000	856,274	0.17%	1.21%
TOTAL REVENUE	49,803,522	50,764,901	57,477,475	1.93%	13.22%
EXPENSES:					
SALARY & WAGES	24,074,321	27,285,730	30,385,861	13.34%	11.36%
EMPLOYEE BENEFITS	6,459,040	7,094,290	8,052,253	9.84%	13.50%
PHYSICIAN FEES	135,062	237,256	206,400	75.66%	-13.01%
OTHER PROFESSIONAL FEES	3,580,176	4,400,931	4,326,960	22.92%	-1.68%
SUPPLIES - MEDICAL	7,255,016	6,256,227	6,667,920	-13.77%	6.58%
SUPPLIES - OTHER	517,545	586,506	574,320	13.32%	-2.08%
MINOR EQUIPMENT	121,451	414,166	154,800	241.01%	-62.62%
RENT / LEASE	39,593	39,215	46,200	-0.95%	17.81%
REPAIRS & MAINTENANCE	1,108,038	1,174,488	1,509,960	6.00%	28.56%
UTILITIES	338,809	392,649	388,320	15.89%	-1.10%
INSURANCE	288,055	355,922	373,718	23.56%	5.00%
TRAVEL & EDUCATION	234,852	209,768	304,200	-10.68%	45.02%
OTHER EXPENSES	1,219,945	876,763	530,016	-28.13%	-39.55%
INTEREST EXPENSE	330,637	316,367	273,152	-4.32%	-13.66%
DEPRECIATION EXPENSE	2,928,018	3,100,000	3,200,000	5.87%	3.23%
TOTAL EXPENSES	48,630,558	52,740,277	56,994,080	8.45%	8.07%
PROFIT OR (LOSS)	1,172,964	(1,975,377)	483,395	-268.41%	-124.47%
NET MARGIN	2.36%	-3.89%	0.84%		

Minidoka Memorial Hospital
Capital Requests 2024

Total Approved Budget

Department	Description	$ Amount	Priority	
Ambulance	Replace 2016 Ambulance	$ 250,000.00	Urgent	$79,000 Grant
IT	ER - Network Switching Equipment	$ 33,000.00	Urgent	
IT	Admin - Network Switching Equipment	$ 48,000.00	Urgent	
IT	Imaging Center - Network Switching Equipment	$ 35,000.00	Urgent	
Pharmacy	Pyxis Server replacement	$ 27,500.00	Urgent	
OP Therapy	Wound Care Procedure Chair	$ 7,500.00	Urgent	
Respiratory	Sleep Lab Monitoring Equipment & Computer	$ 42,000.00	Urgent	
Maintenance	Resurface Medical Plaza Parking Lot	$ 21,000.00	Urgent	
Maintenance	Medical Gas System Upgrade	$ 30,000.00	Urgent	
Maintenance	Contingency	$ 256,000.00	Urgent	
		$ 750,000.00		
Radiology	Ultrasound System	$ 200,000.00		
Radiology	X-Ray System	$ 200,000.00		
Radiology	Wide Bore MRI	$ 1,200,000.00		Obtain Financing
Radiology	Wide Bore MRI	$ 1,200,000.00		IHFA
Radiology	MRI Modular Building	$ 1,500,000.00		
Radiology	Nuclear Medicine System - 2007 model that is outdated	$ 250,000.00		
Building	Remodel Radiology space for Dr. Greenwell	$ 1,000,000.00		
Building	Purchase building from Dr. Suarey	$ 300,000.00		
Building	Remodel Suite 14 Specialty Clinic	$ 500,000.00		
Building	Remodel ENT space in RHC	$ 150,000.00		
		$ 6,500,000.00		
Maintenance	7x16 cargo trailer	$ 8,500.00	Essential	
Maintenance	Walker Lawn Mower	$ 27,000.00	Essential	
Maintenance	Add HVAC to EMS Building	$ 26,000.00	Essential	
Maintenance	Replacement of YAMAS controls for rooftop units	$ 45,000.00	Essential	
Maintenance	Replacement of Condensor over Surgery Wing	$ 50,000.00	Essential	
Laundry	Replace Dryer	$ 7,000.00	Essential	
Surgery	Celling Repair in both OR Rooms	$ 50,000.00	Essential	
Central Supply	Collapsible Shelving System - improve space utilization	$ 50,000.00	Essential	
Building	Swing Bed / Wound Clinic Remodel - Medical Gas expansion	$ 250,000.00	Essential	
Building	Remodel of North Hall Way	$ 400,000.00	Essential	
Building	Kitchen Dining Area Remodel	$ 250,000.00	Essential	
		$ 1,163,500.00		
			Desirable	
		$ -		
TOTAL CAPITAL REQUESTS		**$ 8,413,500.00**		