

GRAHAM HOSPITAL DISTRICT
BOARD OF DIRECTORS MINUTES
February 25, 2021

The Board of Directors of Graham Regional Medical Center met via Zoom and in the Education Conference Room Thursday, January 25, at 12:00 P.M.

Board members present: Wyatt Pettus, Dr. Behr, Suzy Graham, Sylvia Overton, and Jon Garvey

Board member via Zoom: Barrie Strickland

Board member absent: Terry Bishop

Members of management present: Shane Kernell, Jeff Casbeer, Sharon Hilliard, and Terri Busey

Members of management present via Zoom: Jeff Clark, Enoc Espinoza, and Shelly Walls

Others present via Zoom: Curtis Rojas

Others present: Erin Freeman

Presiding Secretary: Tammy Whittenburg

1. Call to Order and Record of Attendance

President Pettus called the meeting to order at 12:05 P.M. Invocation was given by President Pettus.

2. Public Comment

There were no public comments.

3. Meeting Minutes

The Directors were asked to review the minutes of the regular meeting on January 28, 2021, for any revisions or corrections.

Action

Motion by Dr. Behr, second by Suzy Graham to approve the regular board minutes of January 28, 2021. Motion carried.

4. Finance Committee Report

January 2021 Financials – Jeff Casbeer

- Presented and reviewed were the Financial Highlights for January; Income and Expense Statements for the Month Ended January 31, 2021; Balance Sheet as of January 31, 2021; Statement of Sources and Uses of Cash Flow for January 2021; Scorecards for January 2021 showing Admissions, Patient Days, Observation, Surgery Procedures, Radiology Procedures, Laboratory Procedures, and Visits Statistics. Also presented was the Statistics Trended FY 2021 and 2020; Net Revenue to Cash Analysis; GRMC POS Cash Analysis; MD Save Tracker; FTE/AOB Analysis; Scorecards for January 2021 showing DCOH, EBIDA Margin, Debt Service Ratio, Average Payment Period, SWB/Net Patient Revenue, Salary % Net Patient Revenue, Days of Cash on Hand, and EBIDA.

- Point of service cash in the hospital was \$90,664, and GRMC as a whole collected \$100,981 in up-front cash for January. This is the second most collected in a given month. June 2020 was the best month.
- February cash is projected to increase by \$1.1M based on collections through February 17, 2021. Tax collections were abnormally low for December, but January and February have both experienced above-average tax deposits. The PPP loan forgiveness will be recognized on the financial statements in the month of February.
- GRMC has spent \$99,659 on supplies that are directly tied to the preparation of treatment of patients with COVID. In addition, there have been expenditures of \$380,047 for Salaries, \$60,329 for Purchased Services, and \$79,844 for Admin Fees that are all directly tied to COVID-19.
- In the month of March, GRMC deferred 39 surgical procedures. The procedure count consisted of 17 orthopedic cases, 12 cataracts, and 10 general surgery cases. Estimated cash collections were impacted by \$18,780 for cataracts, \$94,038 for orthopedic cases, and \$11,334 for general surgery cases, for a total of \$124,152. In the month of April, GRMC deferred 23 cases. The procedure count consisted of 17 orthopedic cases and 6 general surgery cases. Estimated cash collections were impacted by \$125,304 for orthopedic cases and \$4,623 for general surgery cases, for a total of \$129,927. There were no deferrals in May or June. Elective IP surgical cases were suspended on July 17, 2020, in order to ensure that beds were available for COVID patients, per the Governor's state guidelines. This deferral lasted through July 29, 2020, and 4 cases were moved to August. In November, IP surgeries were deferred for two weeks. The physicians and Administration are conferring every week in order to determine whether it is safe to move forward with IP surgical cases.
- Accelerated Payments have been received for EMS in the amount of \$88,394 and the Ortho Clinic for \$39,893. The Hospital's accelerated payment of \$2,501,472 was received on September 15, 2020. CMS announced the new repayment terms on October 8, containing the following guidelines:
 - Repayment start time:** Repayment begins one year from the date the Accelerated and Advanced Payment (AAP) was issued. Previously, repayment began 120 days after the issuance of payment.
 - Recoupment schedule:** Once repayment begins, Medicare payments owed to providers and suppliers will be recouped at a rate of 25% for 11 months. After the 11-month period, Medicare payments will be recouped at a rate of 50% for six additional months. The withhold/recoupment rate had previously been 100%.
 - Remaining balance:** After the repayment period ends (i.e., after the 12-month grace period and 17-month repayment period), a letter for any remaining balance of the AAPs will be issued. Providers and suppliers will have 30 days from the date of the letter to repay the balance in full. If payment is not received within 30 days, interest will accrue at the rate of 4% from the date the letter was issued and will be assessed for each full 30-day period that the balance remains unpaid.
- In April GRMC received CARES grants in the amount of \$390,664.27 for GRMC, \$32,757 for EMS, \$5,575 for YCFC, and \$12,595 for the Ortho Clinic. In May GRMC received \$3,499,887 from the Rural Relief Fund, \$293,667 for the RHC, and another \$49,461 for the RHC.
- GRMC was also paid \$84,317 from the SHIP COVID Funding in April 2020.
- The Payroll Protection Act loan was received on May 4, 2020, in the amount of \$1,732,538. The payroll and accounting staff have provided documentation to BKD and the application has been completed. The application and other required documentation were submitted to Ciera Bank on January 20, 2021, and the loan was forgiven on February 11, 2021.

- Curtis Rojas reviewed the Revenue Cycle charts.

Action

Motion by Sylvia Overton, second by Suzy Graham to approve the financial statements as presented. Motion carried.

5. Action Items

a. Human Resources Report

Terri Busey presented the 2020 Annual Human Resources Board Report.

The report covered Headcount, Average Age of Workforce, Average Compensation by Employee, Average Length of Service, and On-The-Job Injuries. Also covered were Recruitment and Retention showing Hires, Terminations, Turnover, Average Days to Fill a Position, Positions vs Applications, Hires by Location, and Hires by Referral Source. Efforts for 2021 include Employee of the Quarter, implement Employee Engagement Committee and monthly activities, re-initiate "Knowledge is Power" monthly trainings, conduct employee engagement survey, conduct exit interviews, continue annual employee evaluations and feedback to the employee, and the roll-out of the new HRIS System.

Action

Motion by Jon Garvey, second by Sylvia Overton to approve the Human Resources Report as presented. Motion carried.

b. Vacant Lot – 918 Indiana-Block 12, Lot 26, College Heights Addition

The City of Graham is Trustee for this property which did not sell in a previous Sheriff's Sale. Habitat for Humanity is interested in obtaining the property and has submitted a private bid of \$1,000.00. The acceptance of the private bid from Habitat for Humanity for less than market value was approved by the City Council at the December 10, 2020, meeting. The City is requesting that the Tax Resale Deed to this property be transferred to the Habitat for Humanity of Graham, Texas.

Action

Motion by Dr. Behr, second by Suzy Graham to approve transferring the Tax Resale Deed of 918 Indiana-Block 12, Lot 26, College Heights Addition to the Habitat for Humanity of Graham, Texas as presented. Motion carried.

c. 3.31 Acres, Ben Hill Survey, Abstract 144, Bid Amount \$2,500.00

A bid of \$2,500 has been received for this property located in Young County which has been struck off and is held in trust by the taxing entities. Approval of the bid is requested.

Action

Motion by Dr. Behr, second by Suzy Graham to approve the \$2,500.00 bid amount for 3.31 Acres, Ben Hill Survey, Abstract 144 as presented. Motion carried.

6. Reports

a. Medical Chief of Staff Report

- i. Dr. John Lucas was not in attendance.

b. CEO Report – Shane Kernell

- i. The hospital survived the snowstorm last week. The hospital never lost power. The generator was tested and was good. We did take on 13 patients from Graham Oaks.

Graham Oaks did have power, but their ventilator wing was separated from the rest of the nursing home and didn't have enough power to heat that wing to over 60 degrees Fahrenheit, which is a regulation for them. They knew they would drop below that, so we agreed to take them on. We did not charge them anything for it. They were not admitted to the hospital. We just provided a warm, safe place for them in the Women's Center. They brought their own staff, supplies, medicine, and ventilators. We sold them the food, and they have already paid us. It was a seamless operation. They did not bother us, and we did not bother them. We were there to support. We did provide a little bit of housekeeping, but they did bring one of their own. We did their laundry, but they folded it. They went back to their own place on Friday. We were glad to be there for them. Garden Terrace was able to get a generator power wired in late that first night. We kept in contact with them because there was going to be movement of some of their patients over here, but that did not occur.

- ii. We are still doing vaccines at YCFC. We received another 700 doses this week of the initial first shot doses plus another 200 for the second doses. Because of the snowstorm last week, we have been given another week to get through the 900 doses, but next week will be another allotment. We are going to continue to keep asking for 400 to 500 every week until we get everyone vaccinated. So far, out of six counties, with Young County being in the middle and those surrounding, Young County leads the pack in doses allocated per population. We have received doses for 15% of our population, which is on par for Wichita County. In comparison, Palo Pinto has received enough to cover 5%. Stephens and Jack Counties are around 8% to 9%. Olney received 200 this week. GMA was the first in Young County to receive the doses and have not received any more since. Johnson and Johnson are a one-shot vaccine coming out. It is really effective for preventing you to get a severe case of Covid. You can get the vaccine a week after having Covid. Antibodies only last for 90 days, so you should get the shot. A lot of people get symptoms after the second shot. Our positive numbers are dropping in Young County.
- iii. Dr. Lara Pierce's clinic in Jacksboro is now part of GMA. They are in the midst of switching their electronic medical records and are in full days of training for that. We have a lease agreement in place for Dr. Vaughan to see patients at her clinic. She has already been referring patients to him. Jacksboro has hired a full-time orthopedic surgeon. J. Scott Smith is the doctor. He is a generalist and does some spine surgeries. He found them. They didn't find him.
- iv. The radiology waiting room is being remodeled internally. We will switch the reception desk into the waiting room and incorporate their break room as part of the reception area. This will allow better wheelchair accessibility and a larger area. We should be finished in two weeks with the project.
- v. We had our JCAHO survey last week for Acute Heart Attack Ready (AHAR). They held a virtual survey last Monday and Tuesday. We have a list of eight things to work on. It is nothing cumbersome. Once it is resolved and stamped of approval, we will be AHAR certified for our ED. Since we don't have a cardiac cath lab here or a cardiologist, it is a certification for a hospital that transfers them to a tertiary center. It is making sure we do all the right things in getting STEMIs and non-STEMIs prepared, giving them the clot-busting medicines, and moving them to the right tertiary centers. We will be the only rural hospital with this certification in this area.
- vi. We did an internal employee engagement survey. It had 30 questions. It was very quick through Survey Monkey. It will go out to our department directors next week at their offsite meeting at The Alley House. We will go over the results of the survey. We will also go over the Incentive Compensation Plan and how that relates to them.

We plan to do offsite meetings for our directors twice a year. In the future, we will be bringing back director updates to our board meetings for departmental updates.

7. Executive Session

President Pettus convened into Executive Session at 1:27 P.M.

Executive Session: The Board will meet in closed session pursuant to:

- a. Texas Health and Safety Code §161.032, deliberation of information from the Medical Staff regarding applications for appointment and/or reappointment to the Medical Staff and information from the Compliance Officer to consider quality assurance/performance improvement reports

Executive Session adjourned at 2:35 P.M.

8. Open Session

The Board reconvened in open session at 2:15 P.M.

Action

Motion by Suzy Graham, second by Sylvia Overton to approve the Reappointments of:

- A. Reappointments:
 - Allied – Family Nurse Practitioner
 - David Newton
 - Neurology
 - Russell Bartt, MD
 - Jeffrey Wagner, MD

Motion carried.

Action

Motion by Dr. Behr, second by Barrie Strickland to approve the Quality Report as presented. Motion carried.

Action

Motion by Dr. Behr, second by Suzy Graham to adjourn the meeting. Motion carried.

There being no further business, the meeting adjourned at 2:17 P.M.



Wyatt Pettus, President, Board of Directors



Tammy Whittenburg, Secretary, Board of Directors