

**TITLE:** Board of Trustees Regular Meeting  
**DATE/TIME:** April 30, 2024 at 7:00 AM  
**LOCATION:** Zoom and Valor Health Fernlee Conference Room

**I. CALL TO ORDER**

The Valor Health Board of Trustees meeting was called to order at 7:00 a.m. by Shane Roe. The meeting was held via Zoom.

**Board Member Attendance:** Shane Roe (Chair), Matthew Tucker (Vice Chair Elect), Dave Shaw (Past Chair), Earl DeFur, Susan Morgan, Judy Barbera, Kirk Wille, Dr. Robin Sebastian (President of the Medical Staff), Brad Turpen (CEO)

**Staff and Guest Attendance:** Corey Furin (CFO), Matt Godfrey (Exec. Dir. of Physician Services), Kathy Prindle (Exec. Dir. of Clinical Services), Victoria Mendoza (Executive Assistant/Med Staff Coordinator), Tahja Jensen, Dr. Bill Vetter, Mike Cummings

**Absent:** Anita Taylor (Vice Chair)

**II. AGENDA AMENDMENTS – ACTION ITEM**

**III. STANDING AGENDA**

**A. Consent Agenda – ACTION ITEM**

1. Approval of minutes
  - PICC 3/12/2024
  - Finance 3/19/2024
  - Board 3/26/2024

**MOTION:** Judy Barbera moved to approve the consent agenda. Dave Shaw seconded the motion. No objections, the motion passed.

**B. Public Comment Period**

- Hoss White joined this Board Meeting as an applicant. He is an Emmett native and previously served on the Emmett School Board for 7 years.

**C. Commissioner Update – *Kirk Wille***

- Budget season for the County is approaching.
- With the better weather, the road department continues to work on improvements throughout the city.
- Youth Appreciation Day was a big success and well attended. There was great support from the community.
- Elections are coming up on May 21, everyone is encouraged to vote.

**D. Board Chair Update**

1. Discussion: Meeting format, board expectations
  - It was decided at the Board Executive Committee to have a new approach to the monthly Board of Trustees meeting. Shane mentioned the frustration of rolling through the agenda and not having effective discussions for each item.
  - This new approach will include sending items early from the PICC, Planning and Finance committee to give the board ample time to review and digest the information to come prepared to ask questions at the regular Board of Trustees meeting.
  - Going forward, we will trust that board members have reviewed the meeting packet. We will not spend time repeating what is in the packet.
  - The board and executive team agree with this idea and would like to continue to see important trends and highlight important items that are going on in each committee.

- Each committee will still decide what information will need to be brought to the board meetings.

#### **E. Finance Committee – Earl DeFur**

##### 1. Committee Report

- Earl reported volumes and revenue trends continue to go in the right direction.

##### 2. Financial Statements

###### • Volumes

- The month of March had 5 total admissions with no swing bed admits. There were swing bed days due to a patient that was admitted on February 29 and discharged in March.
- The clinics continue to show good volumes. Valor Health Family Medicine is the most impressive with the last few months trending higher than FY23 despite being down one family medicine provider.
- Surgeries & Scope volumes are staying consistent. Recently Dr. Thomas Goodwin was onboarded to help proctor certain shoulder procedures with Dr. Jerod Hines.
- Infusion had a record-breaking month for March at 110 total visits. Dr. Qureshi, the visiting oncologist recently had his last onsite day a few weeks ago. We will transition to tele-oncology and continue to investigate other programs.
- This is the second month MRI is above 70 scans. For April, MRI is already at 83 visits.

- Laboratory has officially kicked off the Lab Outreach program. The first clinic pilot started on February 5, with 71 tests performed in March giving us roughly \$20-30K additional revenue. Currently providing results is manual, but we are making good headway towards the interface with Cerner.
- The contractual adjustment is at 37%. This is for revenue we adjust off relating to the contracts we have with each insurance network. Bad debt also goes into contractual adjustment. This percentage is lower than usual due to the \$350K Medicaid settlement that was received for FY2020.
- Expenses are about 1.4% higher than the 3-month average and just under 4% higher than the 6-month average. Revenue has continued to outpace the expenses, showing a good trend.
- The largest increases in expenses are in Professional Fees and Salaries and wages, mainly due to timing in payroll. There were 3 pay periods in March compared to previous months.
- There is an increase in traveler usage in Radiology, Acute Care and Emergency Department. This will decrease as we get stable staffing.
- We are now at 9 out of the last 11 months finishing with a positive month end. In an Operating EBIDA standpoint we are at 11 of 12 months positive.
- Corey pointed out the drastic change and hard effort that has been placed in the last year to stand at a \$1.7M positive excess of revenue compared to the negative \$1M excess of revenue from the previous year.
- Corey is working with Darlene Mangrum and the Revenue Cycle team to create a plan on increasing cash collections. Currently the AR days continue to grow but are maintained around 70 days. This is not a bad level to be at, but Corey continues to push them and offer incentives to improve significantly.
- April revenue ended at \$3.5 M which is 12% higher than the prior year and 18% higher than previous years.

##### 3. Finance Dashboard

- This was not discussed.

##### 4. Financial Outlook

- This item was not discussed.

##### 5. Revenue Cycle Overview

- This will be moved to the evening quarterly board meeting.

*Discussion:*

Shane asked if the MRI volumes have ever been this high in the past. Corey noted they have not. Judy asked if we have been receiving more referrals to be at this volume. Corey noted not necessarily and added with better staffing and leadership has helped to be effective in using that modality to its highest capacity. There is also a better relationship with Radiology and Revenue Cycle team to help push through prior authorizations in a timely manner.

Dave asked if the Medicaid Settlement is different than the UPL Tax. Corey noted yes, the Medicaid settlement is only specific to that year compared to the cost report.

Judy asked if the lab would need to have additional staff with the lab outreach program.

Corey noted not at this time, but eventually additional staffing will be needed. Corey added the night shift is currently doing most of the processing for the samples acquired.

Shane mentioned it seems like AR days are constantly a topic for Revenue Cycle. Corey added this is a challenge in many rural health areas, but we continue to progress and find ways to be better. Corey added other rural health areas are currently at 100-120 days average, our revenue cycle team has maintained at 70 days or below, which shows good effort and continual improvement.

Judy asked if we continue to add money into the LGIP (Local Government Investment Pool) and if it continues to acquire interest. Corey noted yes, the LGIP is currently acquiring about \$15-20K in interest per month and will keep moving forward.

Judy asked why the Accounts Receivable line is negative. Corey noted it is the timing of when the ERC and FEMA payments were received and recognized.

#### **F. Planning Committee – Judy Barbera**

##### 1. Committee Report

- Anita and Judy were able to purchase a gift for Larissa Kimball and Lisa Resinkin as a token of gratitude for the time they served on the Board. Additionally, Judy will write a thank you letter to go along with the gift. Judy will be reimbursed by Valor for the cost.
- The Planning committee members continue to sit on the Valor Health Center Steering Committee. Recently the main discussion has been around the project authority proposal.

##### 2. Committee Dashboard

- This item was included in the packet, but not discussed in the meeting.

##### 3. FY24 Strategic Plan Update

- This item was included in the packet, but not discussed in the meeting.

#### **G. Performance Improvement Committee – Dave Shaw**

##### 1. Committee Report

- This was discussed in the BOD Executive Summary.

##### 2. Improvement Opportunity

- This was discussed in the BOD Executive Summary.

##### 3. BOD Executive Summary (Pages 4-6)

- Dave reviewed pages 4-6 from the BOD Summary, highlighting the positive comments and areas for opportunity.

#### **H. Medical Staff – Dr. Robin Sebastian**

##### 1. April Medical Staff Meeting Summary\* (*reference only*)

##### 2. Committee Report

- MEC met two weeks ago and recommended providers for privileging to the board.
- Dr. Michael Claussen will be leaving us at the end of July. There is a plan in place to provide coverage for a smooth transition especially with his patient panel. The family practice call schedule will be going to 1:4 causing a concern among the family medicine providers, especially those that are privileged with other facilities for Labor & Delivery since they must do call coverage with those facilities as well.
- Dr. Morgan Ruiz will be onboarding next year.

#### *Discussion:*

Brad emphasized the concern with the call schedule moving from 1:7 to 1:4 and we are

looking at different options and analysis. Brad added there may be a change in the way call coverage is done, by potentially contracting with a tele-hospitalist and will keep the board informed with continual updates so they can help us educate the community.

## I. Patient Care Services – Matt Godfrey/Kathy Prindle

### 1. General Update

- Matt
  - Dr. Claussen will be moving to Minnesota to be closer to family at the end of July. Matt has begun the recruiting process.
  - The promotion for Pediatrics continues to go well. April was Dr. Seuss's birthday month which gave the opportunity to give children that had scheduled appointments a *Fox in Socks* book. There was a recent lending library shelf installed at the VHFM clinic.
  - Gail Baker, the new LCSW, has been well received at the clinic. She will soon visit the schools to introduce herself and potentially collaborate to provide services.
  - The two new Emergency Medicine providers recently onboarded, Dr. Justin Hamaker and Dr. Anthony Crawford, are highly utilized and have been a great addition to the team. There was a recent burn case on Dr. Crawford's shift that brought up good opportunities for improvement.
  - Korin Velez, the new Urgent Care lead provider continues to progress in her new role. She has implemented urgent care provider meetings to bring consistency.
  - We are now offering Cardiac Holter monitor through the Mayo Clinic. This offers 24/7 real time monitoring for early detection of cardiac abnormalities.
  - Matt is in the process of moving forward with the IHC Tele-Oncology proposal.
  - The executive team will meet with Dr. Poston, a pain specialist from Idaho Falls for potential recruitment.
  - The PLC (Physician Leadership Council) met with Dr. Brian Fortuin, a potential candidate for our Sleep Medicine department to replace Dr. Patrick Plummer, who retires in July. Dr. Fortuin seems like a great person to work with and has back-up providers ready to help when he is on PTO.
  - The Doctor's Day celebration was successful. The providers appreciated and enjoyed their cards and gifts.
  - Matt Guho will come on site next week to discuss the construction project for Valor Health Center. BVA is working on the purchase and sale agreement. There will be a 30-day extension done to meet the financing deadlines. BVA is working to help close out all the work they have done for us to move forward with Northwest Development directly on the land purchase.
  - BVA updated the invoice to help complete all the work they have done.
- Kathy
  - Beth Sutton continues to do well in her dual role with Surgery and Infection Control.
  - The Operating Room loves the new Neptune machine, a suction device. For the first time in a long time, the floor was clean after surgery because of the capacity of Neptune.
  - Brock Wolff and Shannon Patrick have officially signed up to be part of Valor Health as our very own CRNAs.
  - Renee McDaniel and Billie Osterhoudt have completed the Trauma application to make Valor Health a level 4 trauma center. This designation is big. It will promote the great care we provide and will potentially bring \$3-400K of additional revenue a year.
  - Billie Osterhoudt continues to do amazing as the Acute Care manager. Recently she has collaborated with the Gem County prosecuting office to apply for a grant for patient advocates to be able to come and sit with patients who are sexually assaulted.
  - The Infusion department continues to grow. Kathy is working with Robin Watson, the Infusion manager, to build a PRN team.
  - Chris Giambruno and Kathy are discussing getting two sleep rooms throughout

the night for sleep studies.

- There is a monthly “meeting of the minds” leadership meeting with Kathy, Dr. Madison Beatty, Erika Perez, and Staci Hartline to continue to collaborate and create workflows to help support strategic flows in a clinical standpoint.
- Lab is doing Chain of Custody exams again. These are urinalysis tests that are done, for example with CDL drivers, to test for drugs if involved in a type of accident. It is referred to as chain of custody because there is a form that tracks who handles and possesses the sample between the time it is collected and analyzed.
- The culture continues to be healthy and vibrant creating positive clinical engagement. Kathy will begin the Crucial Conversations book with the clinical leadership team.

*Discussion:*

Matt Tucker asked what the normal attrition rate is for physicians compared to Valor. Matt Godfrey noted our rate is higher than we would like, but most physicians have left for various reasons with no underlying issue noted.

Earl asked if there are enough resources to be able to add several new services at once.

Matt noted most of the agreements for new services are provided by good partnerships that offer great support and resources to not overwhelm the team. Dr. Sebastian added it does help to add these new service lines with specialists, that way the workload doesn't completely fall on the family medicine providers.

Earl asked if we are comfortable with the invoice that was received from BVA. Corey noted yes, the invoice is very detailed and all within the budget.

**J. Provider Privileging Approvals – ACTION ITEM**

1. April 2024

**MOTION:** Shane Roe recommended approving the listed providers. Earl DeFur moved to approve the provider privileging for:

- Thomas Goodwin, MD, Surgery – Orthopedics
- Daniel Toweill, MD, Pathology – Laboratory
- Roy Sternes, PA-C, Urgent Care – Valor Health Family Medicine

Dave Shaw seconded. No objections. The motion passed.

**K. Board of Trustees**

1. General Update

- New Trustee Recommendation – **ACTION ITEM**
  - Hoss White has applied to the Board and was interviewed by Dave and Anita and would like to recommend Hoss to the County Commissioners for appointment.

2. Other Upcoming Meetings

- Medical Staff – May 7 at 7:30 a.m.
  - Earl DeFur will attend and report for the Board.
- PFAC – May 16 at 12 p.m.
  - Judy Barbera will attend and report for the Board.

3. Agenda Items – Submit by May 9

**MOTION:** Dave Shaw moved to recommend Hoss White to the County Commissioners for appointment to the Valor Board of Trustees. Earl DeFur seconded. All in favor, no objections, the motion carried.

**L. Foundation Update – Brad Turpen**

- There were five \$1,000 scholarships awarded to Gem County high school seniors who will further their education in healthcare. The awards banquet will be on May 14.
- The paver fundraiser for Valor Health Center is currently on hold until

groundbreaking.

- Dave mentioned a board member is needed to sit on the Foundation and opened the floor to see if there are any board members interested. Suzi noted she would be interested in sitting on the Foundation. Vicky will connect Suzi with Bob Shaw offline for introduction and meeting times.

#### **M. Administration**

##### 1. General Update

- We are currently in the DNV accreditation window until June.
- Sara Otto, the Interim Quality manager, is doing an awesome job. Recently Sara met with Dave and Suzi specifically to restructure the PICC meetings. There will be other meetings taking place with Dr. Vetter, providers Paul Miles and John Bingham, who are part of the Sage Group, to help restructure the Quality Department.
- The Quarterly Board meeting on Thursday, May 16 will be focused on Valor Health Center to update the board on the decisions that have been made and what still needs to be done as we move closer to the closing date.
- The legislative sessions have wrapped up and it was decided to not increase the Upper Payment Limit tax.
- The Rotary auction is this weekend, Valor Health has purchased a table.
- Brad continues to do the New Employee/CEO lunch every quarter. This is a great opportunity to connect with new hires.
- The R2 Speed of Trust squad continues to move through the Disney, Be Our Guest book to rebuild our approach around customer service. Recently there has been a focus on setting to determine what the Valor Health campus is saying about how we feel towards our guests. The goal is to have the program ready by FY25.
- Brad recently met with Amy Burr and Craig Woods to explore ways to improve our relationship and integrate to better serve the school district.
- Health System Week is from May 12-18. This a week is filled with fun events for an opportunity to celebrate each department.
- The Daisy and Tulip award ceremony is Monday, May 13 at 12pm in the Valor Health main lobby. The board is invited and encouraged to attend.

#### **IV. NEW BUSINESS**

##### **A. Executive Session –**

**MOTION:** Shane Roe moved to go into Executive Session, per Idaho Code §74-206(1)(a) & (b) – Personnel Matters. Judy Barbera seconded the motion. The board members listed in the roll call voted yes to move to Executive Session. All in favor, with no objections, the motion carried.

##### **Roll Call:**

In attendance

- ✓ Shane Roe
- ✓ Matthew Tucker
- ✓ Dave Shaw
- ✓ Earl DeFur
- ✓ Susan Morgan
- ✓ Judy Barbera
- ✓ Kirk Wille

Not present

- Anita Taylor

Regular session resumed at 9:06 a.m.

#### **V. ADJOURNMENT**

Being no further business, the meeting was adjourned at 9:06 a.m.