

Kalkaska Memorial Health Center Full Authority Board of Trustees Meeting ..... July 27, 2021

Township Appointed Members Present: George “Bud” Banker, Bear Lake Township Representative; Nelson “Jerry” Cannon, Garfield Township Representative; Gregory “Greg” Bradley, Clearwater Township Representative; Paul Erickson, Boardman Township Representative; Eric Hendricks, Orange Township Representative; Raymond “Ray” Hoffman, Coldsprings Township Representative; David Gill, Springfield Township Representative; Teresa “Tracy” Nichol, Blue Lake Township Representative; John Rogers, Rapid River Township Representative

Members At Large Present: Valerie “Val” Thornburg; Robert “Bob” Barr; Dale De Korne; Kimberly “Kim” Stephens; Melanie Pauch; Bruce Zenner

Members Absent: Michael “Mike” Cox, Oliver Township Representative; Diana Needham, Village of Kalkaska Representative; Noreen Broering, Member At Large

Staff Members Present: Kim Babcock; Jeremy Cannon; Daniel Conklin; Dr. Jeremy Holmes; Andrew Raymond; Kevin Rogols; Teresa Smith, Laura Zingg

TOPIC	SUMMARY	ACTION ASSIGNMENT
Call to Order	Board Chair, Mr. Bruce Zenner called the meeting to order at 6:01 PM in Classroom(s) A & B at the Health Center.	
Consent Agenda	<b><u>Motion was made and duly supported to accept the Consent Agenda as presented, which included the minutes from the June 22, 2021, Board of Trustees meeting. All “AYE”. Motion carried.</u></b>	
Public Comment Regarding Agenda Topics	No public was in attendance this evening.	
Board Chair Report  Board Committee Interest Follow-Up	Mr. Zenner noted that he has heard from 9 members of the board thus far regarding board committee interest. Mr. Zenner noted that he will reach out to the remainder of the board members regarding their committee interest, and we will discuss further at the August meeting.	Mr. Zenner to reach out to the remaining board members to obtain their committee interest.  Place Board Committee Follow-Up on the August board agenda.
Munson Healthcare Update	Mr. Zenner reported that the Munson Healthcare Board will be meeting soon. Nothing new to report currently.	
CEO Report  FY 2021 Great Place to Work Results	Mr. Kevin Rogols noted that it is great to see everybody, as this is the first time we have met over the past year and a half.  Thank you very much for your thoughts and prayers during the recent loss of my father. Mr. Rogols noted that healthcare is very different on the other side of the care. Mr. Rogols referenced the book “Being Mortal”, which provides a picture of healthcare from another perspective and what patients and families expectations	Place the Great Place to Practice presentation on the August board agenda.

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	<p>are during the hospital experience. Copies of the book are available in the administrative offices for those that are interested.</p> <p>Mr. Rogols introduced the FY 2021 Great Place to Work survey results.</p> <p>Ms. Kim Babcock reviewed the “Great Place to Practice” Survey results (PowerPoint presentation was included in the board meeting packet) as follows:</p> <ul style="list-style-type: none"> <li>• Kalkaska Memorial Health Center (KMHC) is the largest employer in Kalkaska County. <ul style="list-style-type: none"> <li>○ Annual wages and benefits for FY 2021 were \$35,752,718.</li> </ul> </li> <li>• Survey has approximately 20 questions. <ul style="list-style-type: none"> <li>○ We want employees to be engaged.</li> <li>○ Munson Healthcare is the benchmark.</li> </ul> </li> <li>• KMHC wants to be the “Employer of Choice”</li> <li>• Turnover rate is higher than it has ever been, at 21.7%. Munson is averaging 26.6%. Our first-year turnover is presently at 47%, which is a bit better than the Munson benchmark. <ul style="list-style-type: none"> <li>○ Currently in an employee market.</li> <li>○ Battling the increased unemployment pay during the pandemic. <ul style="list-style-type: none"> <li>▪ KMHC fought claims for employees that left with no good reason.</li> </ul> </li> </ul> </li> <li>• KMHC received the highest scores with the Munson Healthcare system.</li> </ul> <p>A member present asked if KMHC has a process for an employee coming from another system hospital to recognize their years of service. It was noted that there is a process in place.</p>	
FY 2022 Goals & Objectives	<p>Mr. Rogols provided an overview of the FY 2022 Goals and Objectives (PowerPoint presentation was included in the board meeting packet) as follows:</p> <ul style="list-style-type: none"> <li>• The Strategic Plan spans over several years.</li> </ul>	



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	<ul style="list-style-type: none"> <li>• Plan is organized into 4 categories: Mission Critical, Important, Operational and On-Hold.</li> <li>• Provided an overview of Mission Critical Goals &amp; Objectives                             <ul style="list-style-type: none"> <li>○ Items listed with a yellow star are included in the presentation.</li> <li>○ KMHC continues to promote our commitment to fulfill our promise to the community as published in the 2017 ballot.</li> <li>○ Enhance Staff Engagement – we want to be the “Employer of Choice” as earlier noted.</li> <li>○ Development of an ongoing tracking of physician referrals.</li> <li>○ Implemented an experiment at Munson Medical Center, creating a case manager position housed within the Medical Center to assist with patient’s needs within our service area. Such as placement within our skilled nursing facility, short stay rehabilitation services, care with the home, etc.</li> <li>○ Increase inpatient care at KMHC.                                     <ul style="list-style-type: none"> <li>▪ KMHC was seeing approximately 12% of those patients seen in the ER one year ago, that can be cared for locally.</li> <li>▪ Today we are seeing about 20% of those patients.</li> </ul> </li> <li>○ Review other electronic health record options for ambulatory service areas at KMHC.</li> <li>○ Have restarted our ER design initiatives. The team has learned a lot over the past year and half.                                     <ul style="list-style-type: none"> <li>▪ Need to obtain a Certificate of Need.</li> <li>▪ Completion of a debt capacity study.</li> <li>▪ Would like to break ground in the spring of 2022.</li> </ul> </li> <li>○ Growth of Behavioral Health Services at KMHC</li> <li>○ Development of a specific facility plan for LTC including the completion of a conceptual design and cost estimate.</li> </ul> </li> </ul>	

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	<p>A member present asked if we were able to obtain a Certificate of Need (CON) for a fixed MRI unit. It was noted that Mr. Daniel Conklin now sits on a committee/task force regarding the refinement of the requirements to obtain an MRI fixed unit CON. The present requirements require 3,000 MRIs performed, plus 20,000 ER visits. KMHC does not meet the current 20,000 ER visit requirement. It was noted that we could appeal for an exemption to this requirement, but we have been advised not to take such action. A few board members felt that applying for an exemption is a viable option.</p> <p style="text-align: center;"><b><u>Motion was made and duly supported to approve the FY 2022 Goals and Objectives are presented. All “AYE”. Motion carried.</u></b></p>	
<p>Financial Statement – Fiscal Year-End</p>	<p>Mr. Andrew Raymond began his presentation with giving an example of purchasing ice cream versus purchasing healthcare services and the related charges versus payment.</p> <p>Financial highlights for fiscal year 2021 were noted as follows:</p> <ul style="list-style-type: none"> <li>• Under budget for gross patient services revenues by \$4,219,536. <ul style="list-style-type: none"> <li>○ Under-estimated the ramp-up of chemotherapy services.</li> <li>○ Average daily census for long term care was lower than budgeted.</li> </ul> </li> <li>• Operating expenses were under budget by \$1,424,348. <ul style="list-style-type: none"> <li>○ Did see an increase in wages, benefits, and lab fees due to COVID-19.</li> <li>○ Decreased expenses related to lower than anticipated budgeted chemotherapy services.</li> </ul> </li> <li>• Fiscal year-end income from operations without COVID relief was over budget by \$512,4321.</li> <li>• Fiscal year-end income from operations with COVID relief was over budget by \$3,172,927.</li> </ul>	



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	<ul style="list-style-type: none"> <li>• Fiscal year-end change in net assets was over budget by \$3,145,081.</li> <li>• Slight increase in contractual allowances.</li> <li>• Days cash on hand has decreased slightly.</li> </ul>	
Medical Staff Report	<p>Dr. Holmes provided an update as follows:</p> <ul style="list-style-type: none"> <li>• KMHC is the leader in the Munson Healthcare system for mAB therapy treatments. This is a treatment for those individuals that tested positive with COVID. KMHC pioneered the process for the system. The system overall, is having a hard time coordinating this service. MHC thanked us. Continue to look at ways to do improve our processes to provide a safe, effective treatment plan.               <ul style="list-style-type: none"> <li>○ Therapy is a twenty-one-minute infusion, with a one-hour observation period.</li> </ul> </li> <li>• Patients need to meet established criteria, which can change.</li> </ul>	
Go Into Closed Session	<p style="text-align: center;"><b><u>Motion was made and duly supported to go into closed session at 7:37 PM to consider material exempt from discussion or disclosure by state or federal statute, as well as Public Health Code – Act 368 of 1978 – 333.21515. It was also agreed to allow administrative staff to remain during the closed session. All “AYE”. Motion carried.</u></b></p>	
Come Out of Closed Session	The Board of Trustees came out of closed session at 7:46 PM.	
Credentialing Discussion	Upon recommendation from the KMHC Medical Staff, the Board of Trustees reviewed the credentialing application and/or reappointment application as outlined in the attached document related to staff category, staff	

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	<p>appointment/reappointment cycle and staff privileges. Relevant information was discussed during the closed session.</p> <p><b><u>Motion was made and duly supported that the Board of Trustees approves the credentialing files as outlined in the attached for appointment/reappointment to the appropriate staff category at Kalkaska Memorial Health Center, for the appointment/reappointment period and staff category. All “AYE”. Motion carried.</u></b></p>	
Open Dialogue From Members	Currently, there was no open dialogue from members in attendance at the meeting.	
Upcoming Events/Conferences	Currently, KMHC is planning to conduct the next board meeting on August 24, 2021, in Classrooms A & B.	
Adjournment	Upon proper motion the meeting was adjourned at 7:48 PM.	

Respectfully submitted,



Teresa L Smith  
Board Recording Secretary