

**BEAR VALLEY COMMUNITY HEALTHCARE DISTRICT
SPECIAL BUSINESS BOARD MEETING MINUTES
41870 Garstin Drive, Big Bear Lake, Ca. 92315
August 18, 2016**

PRESENT: Donna Nicely, President Christopher Fagan, M.D. Secretary
Barbara Willey, 1st Vice President John Friel, CEO
Gail McCarthy, 2nd Vice President Shelly Egerer, Admin. Assistant
Rob Robbins, Treasurer

ABSENT:

STAFF: Mary Norman Garth Hamblin Erin Wilson

OTHER: Tom McCall, RVP w/QHR Dr. Steve Knapik

COMMUNITY

MEMBERS: Joseph Kelly Natalie w/ Grizzly News

OPEN SESSION

1. CALL TO ORDER:

President Nicely called the meeting to order at 8:30 a.m.

2. ROLL CALL:

Donna Nicely, Barbara Willey, Gail McCarthy, Rob Robbins and Christopher Fagan, M.D. were present. Also present was John Friel, CEO and Shelly Egerer, Administrative Assistant.

3. FLAG SALUTE:

Board Member Robbins led the flag salute, all present participated.

4. ADOPTION OF AGENDA:

President Nicely called for a motion to adopt the agenda as presented. Motion by Board Member Robbins to adopt the agenda as presented. Second by Board Member McCarthy to adopt the agenda as presented. President Nicely called for the vote. A vote in favor of the motion was 5/0.

- Board Member Robbins- yes
- Board Member Fagan - yes
- Board Member Willey - yes
- Board Member McCarthy - yes
- President Nicely - yes

5. PUBLIC FORUM FOR OPEN SESSION

President Nicely opened the Hearing Section for Public Comment on Open Session items at 8:30 a.m. Hearing no request to make public comment, President Nicely closed Public Forum for Open Session at 8:30 a.m.

6. DIRECTORS COMMENTS:

- Board Member Robbins congratulated Board Member Willey for her 2 year term being final due to no opponents filing candidate papers for the 2 year term.
- President Nicely took a moment to introduce Natalie with the Grizzly News Paper.

7. NEW BUSINESS:

A. Discussion and Potential Approval of the CFO Candidate:

- Mr. Friel recommended that Garth Hamblin be approved as the permanent CFO for BVCHD and that Mr. Hamblin is the Interim CFO. Mr. Friel reported that Mr. Hamblin will make his home in Big Bear Lake and during his time with the district Mr. Hamblin has accomplished several projects such as: led the development of the Fiscal Year 2016/17 board approved budget, greatly reduced the days in AR to within the Board approved goal as well as raised the cash on hand to 180 days at Fiscal Year End.
- Mr. Friel reported that the salary offered is \$195,000 annually.
- Mr. Kelly (member of the public) reported that he endorses Mr. Hamblin as the CFO; this is an endorsement as a citizen.

President Nicely called for a motion to approve Garth Hamblin as the permanent CFO with the salary of \$195,000. Motion by Board Member Willey to approve Garth Hamblin as the permanent CFO with the salary of \$195,000. Second by Board Member Robbins to approve Garth Hamblin as the permanent CFO with the salary of \$195,000. President Nicely called for the vote. A vote in favor of the motion was 5/0.

- Board Member Robbins- yes
- Board Member Fagan - yes
- Board Member Willey - yes
- Board Member McCarthy - yes
- President Nicely - yes

B. Discussion and Potential Approval of Resolution #16-446: Resolution of the Board of Directors of Bear Valley Community Healthcare District Amending the Day of the Monthly Regular Business Board Meetings:

- President Nicely stated that the recommendation for moving the Board Meeting to the 2nd Wednesday of the month is due to the Finance Committee and current Board Meeting schedule being too close together. The Finance Committee does not have the time to make appropriate recommendations to the full Board and is asking the full Board to approve moving the Board Meeting to the 2nd Wednesday of the month with the same time (1:00 pm Closed Session and Open beginning at approximately 3:00 pm.)
- Mr. Kelly (member of the public) stated that with the upcoming election with himself and Jack Roberts being on the ballot asked if the Board would reconsider making this change. Mr. Kelly stated that at this time he is on the Airport Board of Directors and their Board Meetings is also the 2nd Wednesday of the month and Mr. Roberts has a full time job and evening meetings should be considered.
- Board Member Fagan stated that if one or the other candidates that are running for the Board should bring this resolution up at the time if & when they are elected.

- Board Member Robbins and Board Member Fagan agreed that the Finance Committee calendar will remain the same until advised otherwise. Board Member Robbins stated that the Finance Committee needs to do their due diligence on Finance Agenda items in order to support a recommendation to the Board of Directors and by having the meeting on the first Monday of the month was better to have than the Monday prior to the Board Meeting.

President Nicely called for a motion to approve Resolution #16-446 the Business Board Meeting will take place the 2nd Wednesday of the month. Board Member Robbins motioned to approve Resolution #16-446 the Business Board Meeting will take place the 2nd Wednesday of the month. Second by Board Member McCarthy to approve Resolution #16-446 the Business Board Meeting will take place the 2nd Wednesday of the month. President Nicely called for the vote. A vote in favor of the motion was 5/0.

- Board Member Robbins- yes
- Board Member Fagan - yes
- Board Member Willey - yes
- Board Member McCarthy - yes
- President Nicely - yes

C. Discussion of Bear Valley Community Healthcare District 2016 - 2019 Strategic Plan:

- President Nicely reported that this s a working session for the Board to review the approved Strategic Plan 2016/19.
- Mr. Friel stated that President Nicely had asked that the Board take time to review the Strategic Plan and discuss the goals and ensure that we implement the goals in the Strategic Plan. Mr. Friel further reported it is good practice to complete the Community Health Needs Assessment, as a Critical Access Hospital, this assessment is relevant to the Strategic Plan and is included in the Board packet. Mr. Friel stated that the district is not required to complete the assessment but it is a best practice for the district.
- Mr. Friel began the presentation of the Strategic Plan 2016/19.
- President Nicely asked that the following issues be discussed:
 - Mission & Vision Statement will be added to a future agenda to discuss the potential of revising
 - Community forum with Heritage/ Outreach with insurance with the Family Health Center
- President Nicely reported that prior Administrator Mr. Simmons had recommended to change the Mission and Vision statement.
- Dr. Knapik, stated that managed care with Medicare patients needs to be considered and negotiated to bring services to our community to continually take care of our senior community members.
- President Nicely stated that the community members need to connect with their insurance groups and should be their own advocates to make changes. The community needs to know what they can do and they have expressed their concerns about having to drive off the mountain to see physicians due to the lack of insurance that is accepted in the area, at the clinic and the hospital.
- Board Member Fagan stated that the healthcare needs are changing and there is competition within the community.
 - The full Board was in agreement to have community outreach meetings.

- Discussion took place on Acute Care, providing procedures through the surgery department, evaluate the providers that are within the facility and review the cost of beginning surgery and having a full time surgeon.
- Mr. Friel stated that he will investigate the cost; can we afford the cost, the potential that there might be a need of more than one surgeon and reported that Orthopedic services are being reviewed at this time.
- The Board of Directors requested the following information:
 - Feasibility of offering surgical services (Financial Performa)
 - Providers to offer services
 - Ensure current staff is qualified to assist in general surgery
 - Orthopedic Physician and surgeries being conducted during winter season
- Ms. Norman reminded the Board that we have limited services offered, it is stated in the Vision Statement, and the Board approved the Strategic Plan which focuses on the current services offered. Ms. Norman also reminded the Board that when the financial restructure took place a few years ago the Board approved the removal of staff and limited the services that staff is trained for in the Surgery Department. Ms. Norman stated that we should we be focusing on what the Board approved in the Strategic Plan 2016/19 such as:
 - Business Concentration in the Strategic Plan:
 - Emergency Service
 - Post – Acute Service
 - Pre - Acute Service
- Board Member Fagan stated that a Financial Performa was requested previously with prior Administration by the Board of Directors and this was not completed by the COO. Board Member Fagan expressed his idea of the removal of surgery and make that room into ER space which would increase patients seen and increase revenue and provide patient care which is why we are here.
- Ms. Norman stated that implementing Orthopedic Surgery is not feasible but the care after the surgery would be a service that the district can offer.
- Mr. Friel wanted clarification on what services the Board wanted for an Orthopedic Surgeon; do we want to use the previous model, what is the Board wanting to re-implement and the bigger question is do we want to invest money to offer this service and that we can implement services with a potential loss.
- Mr. Hamblin stated that he can complete a Performa and provide an estimate of what the cost is to have an Orthopedic Surgeon.
- Further discussion took place on what type of services the hospital and clinic could offer with surgery being put into place. The Board of Directors feel that the ski slopes are referring patients to the Urgent Care Center instead of the ER and would like to see a relationship built between Administration and Mammoth Mangers.
- The Board felt the following needs to be reviewed:
 - Clinic needs to be built up and patient volume increase
 - Large opportunities for the clinic; the FHC needs to be looked at; the district is losing revenue by not investing the clinic
 - ER growth/ Orthopedic Services/Surgery
 - Relationship built with Mammoth Managers

- Dr. Knapik stated that he is in the FHC and in order to improve the clinic we need to have providers, staff and clinic leaders trained to run the clinic. Dr. Knapik also stated that if we want to grow inpatient services we need to ensure there is a hospitalist and not shut the Acute floor down due to lack of hospitalist coverage.
- The Board requested the following:
 - Consultant is to be brought in for a few weeks for input and assist in appropriate education to Clinic Director and staff.
 - Provide information on what and why patients are being transferred
 - Why was there days that there was no hospitalist coverage
 - Utilization Review is being conducted and reported to the Board.

President Nicely called for a break at 10:05 a.m. and re-adjourned at 10:15 a.m.

- Mr. Friel provided a recap on the Business Concentration for the Strategic Plan:
- Mr. Hamblin stated that the new T- System is going to be more efficient for staff. Mr. Hamblin stated that there is are to improve operations and grow operations in the ER
 - Coding
 - Charge capture
 - Less time from inpatient and discharge
 - LWBS needs to be lowered
- Discussion took place on the 4 Star Rating and what the SNF can do to increase the SNF census and improve to a 5 Star Rating. The Board and Administration agree to try to raise the SNF Star Rating from a 4 and have a goal to be 5; the Star Rating is tied by quality measures and the standards have changed so it is hard to meet the requirements for a 5 Star Rating.
- Mr. Friel Product Care Management:
 - Qualified for Pain Management Program: PRIME which will be primarily treated at the FHC. The program is based on milestone
- Board Member Fagan asked if the Prime Grant Funds impact our finances and reimbursement in the clinic. The Finance Committee requested this item be on the next Finance Committee Meeting Agenda.
 - Prime Grant Reimbursement impact reimbursement
 - FHC finance information brought to Finance Committee
 - How was the revenue generated
 - Hospital Culture Change
 - Reinstate celebrations and improve employee morale
 - Employee recognition (pictures and bio's)
 - Additional value to the staff
 - Leadership needs to set a standard / Accountability
- Mr. Friel provided information on the Infrastructure Progress:
 - LLUMC Meeting Scheduled conducting a pre meeting prior to on site visit, negotiations to continue
 - Clarify and Build additional Affiliations
 - What is best for patient care
- Board Member Fagan stated that he was never in favor of Loma Linda, Dr. Weismann was concerned about transfers; a 3-6 hour transfer means you are down 15%. Whatever affiliation the District has or is negotiated the ER needs

to be included. Mr. Friel also reminded the Board that there are projects that require prevailing wage

- Mr. Friel reported the review of the Master Plan for the Facility:
 - Designate long term committee
 - Seismic requirements needs to be looked at and begin planning
 - Additional long term care beds
 - Provide rehab services
 - Prevailing wage will increase any cost to make improvements on the facility
- Mr. Friel provided information Infrastructure and Clinical Satisfaction Outcomes for the Services Provided:
 - Establish a public online presence for presenting and maintain clinic quality
 - Ensure we utilize space
 - Develop and implement a new Master Facility / Campus
 - Seismic requirements have to be changed; the cost is extreme
 - BVCHD Foundation needs to begin fundraising and we need to get the Foundation up and running
- Board Member Fagan stated that we have a lot of space that is not appropriately utilized; the clinic in Big Bear City, the OR which is only used once a month.
- Ms. Norman stated that the district needs to pitch a project to the Foundation so they can begin planning a fundraiser with a goal and project in mind.
 - Annual survey should be implemented when appropriate
 - General mailer to ask for community for their input
- Board Member Robbins stated that there are projects that need to be completed prior to conducting an annual survey.
- Mr. Friel stated that he would like to revisit the Strategic Plan after the first of the year.
- Board Member Fagan stated that a lot of these issues have been talked about for years and nothing has been done, still discussing the same thing. There needs to be a specific plan; action and implementation.
- The full Board agrees that action needs to be implemented and would like to know when the Strategic Plan will be discussed. Mr. Friel stated that the CEO Report can provide information and a quarterly report will be provided to the Board.

President Nicely reported no action required for the Review of the Strategic Plan 2016/17

8. ADJOURNMENT

President Nicely called for a motion to adjourn the meeting at 12:03 p.m. Motion by Board Member Fagan to adjourn. Second by President Nicely to adjourn. President Nicely called for the vote. A vote in favor of the motion was unanimously approved 5/0.

- Board Member Robbins- yes
- Board Member Fagan - yes
- Board Member Willey - yes
- Board Member McCarthy - yes
- President Nicely - yes