

September 15, 2023

**MINERS' COLFAX MEDICAL CENTER
MEETING OF THE BOARD OF TRUSTEES**

Call to Order

Chairman Shawn Jeffery called the meeting of the Miners' Colfax Medical Center Board of Trustees to order on September 15, 2023, at 1:05 p.m. The meeting was held in person at the Miners Colfax Medical Center Acute Conference Room at 203 Hospital Dr., Raton, NM, with the option of virtually attending via Facebook.

Members: Shawn Jeffrey, Chairman
Loretta Conder, MD, Vice Chairman
Jolene "Jo" Greene, Member
Roy Fernandez, Member (via telephone)

A roll call vote was taken to acknowledge all Board Members present.

Staff: Bo Beames, CEO
Lonny Medina, CFO
Victor Cruz, MD, CMO
Jayna Saiz, Recorder

Pledge of Allegiance

Chairman Shawn Jeffrey, led Board Members, staff, and visitors present in reciting the Pledge of Allegiance.

Correction/Approval of Agenda

The Board Members reviewed the Agenda of September 15, 2023.

Motion Ms. Greene, made a motion to approve the agenda as presented. With a second from, Loretta Conder, MD, the motion carried.

Correction/Approval of Minutes

Minutes from the BOT Meeting on August 18, 2023, were read and approved.

Motion: Loretta Conder, MD, made a motion to approve the minutes as corrected, with a second from Ms. Greene, the motion carried.

Recognition of Visitors:

Visitors: Barbara Duran, Rhonda Moniot, and Aron Clemons.

Recognition of Cares Champion

Aron Clemons, Dietary, was recognized as the CARES Champion for this month. Aron is always willing to help when needed and always smiles the whole time. He has been employed at

September 15, 2023

MCMC for two years, has been a Raton resident for 22 years, and volunteers in his spare time at Zia Youth. Aron, exemplifies the CARES Behaviors. He thanked the Board and staff for his recognition.

Executive Session

Shawn Jeffrey announced that the Board of Trustees will go into Executive Session for the purpose of limited personnel matters pursuant to Section 10-15-1 (H) of the Open Meetings Act. This is a closed session for matters pertaining to Credentialing.

Motion: At 1:12 pm Ms. Greene made a motion to go into Executive Session for the purpose of limited personnel matters pursuant to Section 10-15-1 (H) of the Open Meetings Act. With a second from Loretta Conder, MD, the motion carried.

The Board of Trustees returned to regular open session at 1:18 pm.

Medical Staff Privileges and Appointments

Victor Cruz, MD, Chief Medical Officer, informed the Board that two (2) providers were recommended by the Credentials Committee for new appointment in September: Andrew Carlson, MD, Tele-Neurological Surgery, Anish Deshmukh, MD, Tele-Neurology. We also have two (2) providers recommended for re-appointment in September: James Bowie, MD, Emergency Medicine, and Douglas Smith, MD, Family Medicine.

Motion: Loretta Conder, MD, made a motion to accept the Credentials Committee's recommendations to be approved as presented. With a second from Mr. Fernandez, the motion carried.

Medical Staff Report

Dr. Cruz shared that the Primary Care Physicians in the clinic are now being asked to see 20 patients a day. A new program through Medicare was kicked off this week, Transitional Care, which is led by Leann Dominguez. Transitional Care is meant for patients that need that extra help, and follow-up. Within 48 hours of discharge, a nurse calls to schedule their follow-up appointments and make sure their medication(s) have been filled and the patient is taking them correctly. By adding this program MCMC is taking a proactive approach to ensure the best outcomes for patients.

A. Dr. Cruz is working with Case Management and Clinical Leadership to improve the Utilization Review process in an effort to reduce claims denials from third party payers.

The Revenue Cycle Committee is tracking the denials from the insurance companies, and it is bringing a lot of departments together to solve the issues.

Swing Bed is being utilized, more frequently. Case Management has been essential in getting the suitable patients who can use Swing Bed care. MCMC recently had a patient transferred out and then referred back for care within the Swing Bed program.

September 15, 2023

Policies

Barbara Duran, HR Director, presented the Personal Appearance Policy to the Board of Trustees.

- The Chairman Shawn Jeffery asked for a motion to approve the policy.

Motion: Ms. Greene made a motion to accept Personal Appearance Policy recommendations to be approved as presented, with a second from Loretta Conder, MD, and the motion carried.

Barbara Duran, H.R. Director, presented the Lactation and Breast Feeding Policy to the Board of Trustees.

- The Chairman Shawn Jeffrey asked for a motion to approve the policy.

Motion: Ms. Greene made a motion to accept the Lactation and Breast Feeding Policy recommendations to be approved as presented, with a second from Loretta Conder, MD, and the motion carried.

Bo Beames, CEO, presented the Policy on Policies to the Board of Trustees. This policy was in draft form for the purpose of discussion. The policy was discussed, and Mr. Beames asked for the Board's input on the document.

The Policy was discussed and tabled for resubmission next month at the October 20, 2023 Board Meeting.

Strategic Planning 2024- Proposed Timeline

The Board of Trustees was presented with The Miners Colfax Medical Center Strategic Planning 2024-Proposed Timeline by Bo Beames, CEO, Administrator.

- Mr. Beames presented the **Mission, Vision, and Values** of Miners Colfax Medical Center: Mission- To be a leader in Healthcare. Vision- Partnering with other healthcare providers who share the Medical Center's Values will be a leader in providing the region's healthcare services. Values- To create a Culture where all staff are committed and engaged in CARES Behaviors.
- **CARES Behaviors: Continuous improvement, Accountability, Respect and Respond, Engagement, Safety.**
- **Strategic Initiatives:**
 - Quality and Patient Safety will be led by Moniot/Hager
 - Workforce Development will be led by Duran
 - Financial Health will be led by Medina
 - Medical Staff will be led by Cruz
 - Long Term Care will be led by Beames/Kelley
 - Black Lung & Miner Community will be led by Moniot/Gore
 - Governance will be led by Beames/BOT

- **Executive Process 2022-2023:**
 - Establish strategic initiatives for MCMC
 - Define what we are trying to accomplish
 - Develop measures of success & performance
 - Align MCMC employee efforts in achieving MCMC Strategic Initiatives
 - Communicate results and achievement of key milestones on a periodic basis
 - Recognize and celebrate victories and successes along the way
- **Quality & Patient Safety**
 - CERNER Optimization— Met
 - Improve Patient Experience in RHC— Partially Met- based on PG data
 - Implement NPSG's— Met
 - Implement TEAMStepps and CARES Behavior Culture— Met
- **Workforce Development:**
 - Reduction in Use of Agency Staff— Met
 - Plan and implement Employee Activities & Communication—Met
 - Fill All Medical Provider Vacancies— Partially Met
- **Financial Health Improvement Initiatives 2023:**
 - CERNER Optimization— Met
 - Income greater than or equal to expenses – Not Met
 - Implementation of Capital Improvement Plan— Met
 - Implementation of CLA Recommendations (July Report & Analysis)—Met
- **Medical Staff:**
 - CERNER Optimization— Met
 - Improve Care Via PPEC—Met
 - Provider Engagement Via Quarterly Forums— Partially Met
- **Long Term Care:**
 - Grow Census— Met
 - Regulatory Readiness— Met
 - Capital Improvements— Partially Met
- **Black Lung Outreach Program:**
 - Complete all HRSA Grant Deliverables— Met
 - Improve Benefits Counseling Services— Partially Met
 - Update UNM Agreements and Strengthen Partnership— Not Met
- **Governance:**
 - Board Member Education— Met
 - Oversee Strategic Plan, Initiatives & Progress— Met
 - Credentialing Education(due process)— Not Met

CY2023 ACCOMPLISHMENTS

- How did we do?
 - Number Met 15/65%
 - Number Partially Met 6/26%

September 15, 2023

- Number Not Met 2/9%
- Total 23/100%

- **October Focus: What do we want to accomplish in CY2024?**
- **Board Oversight: The Approach**
 - Adult Learning- professional inquiry and discovery questions
 - Inquire as to how leaders will accomplish initiatives
 - Recognize successes
 - Assess risks/concerns
 - Ensure adequate resources
 - Hold Leadership Accountable
- **The Key To Future Success-**
 - “Great Strategy, Excellence In Execution”
 - Leadership Execution— “Getting the right people together, to have the right conversation, in the right manner to get the right result”

Financial Health Report

The Board of Trustees was presented with an update from Lonny Medina, CFO of Financial Health. The following updates were given as follows:

- CERNER/ Revenue Cycle Optimization
- Multiview Implementation (Budgeting and Financial Reporting Module)
- Clifton Larson Allen (CLA) Recommendations
- Capital Equipment and Projects
- Revenue Expense Plan
- Key Dates

\$304,381. in cash

-3.2 days of cash on hand

Net patient revenue \$4,670,980. last year \$3,912,677.

Total gross revenue \$9,608,201.

Actual cash received from patient services Y.T.D. \$5,520,103.

Surgical Cases this month Y.T.D. 44

LTC admissions this month Y.T.D. 4

Observations this month Y.T.D. 51

Clinic admissions this month Y.T.D. 2,135

ER admissions this month Y.T.D. 922

MCMC Land Grant Permanent Fund Balance \$178,673,127

Administrator's Report

Mr. Beames provided the following update to the Board as follows:

- ❖ **Emergency Preparedness/Covid-19 Global Pandemic**
 - The MCMC Emergency Preparedness Plan is in the process of being updated to ensure essential contact information is up to date.

- ❖ **MCMC Long-Term Care-**
 - The current Census at LTC is 16 Miners and 6 Non-Miners for a total census of 22.
 - Dr. Barry Singleton, LTC Administrator, has given notice to his employer, Aspen Associates, that he will relinquish his role with MCMC upon identification of a replacement. MCMC initiated a contract with Aspen Associates two years ago due to an industry shortage of qualified LNHA's attributed to the COVID-19 Global Pandemic. Aspen and Associates has entered into an agreement with Stephen Kelley to serve as LTC Administrator and AIT (Administrator in Training) preceptor for MCMC. Mr. Kelley's start date is tentatively planned for October 02, 2023.

- ❖ **Medical Staff-**
 - MCMC has active searches underway for Family Practice (or Internal Medicine) and for Family Practice Nurse Practitioner/ Physician Assistant. MCMC has a recruitment agreement in place with Delta Recruiting based in Dallas, TX.
 - PPEC continues to meet to conduct case reviews of clinical care by providers in the spirit of providing the best possible care to patients seen within MCMC. The most recent meeting was held with 4 case reviews conducted by the committee. The committee has also been active in developing the Ongoing Professional Practice Evaluation tool (OPPE Scorecard), and first-period results (Jan 1 to June 30, 2023) have been generated. The OPPE Scorecard for each provider will be stored within the MS Credentials Committee.

- ❖ **Workforce Development/Human Resources-**
 - Current RN Agency Staffing stands at 11 RN(3 ER, 3 Med-Surge & 4 OB, 0 OR, and 1 LTC), which is the same as the month prior. Current Radiology Tech Agency Staffing stands at 3 NC), Laboratory at 3 (-1), and Respiratory at 1 (NC).

- ❖ **Quality & Patient Safety-**
 - Our CERNER Journey Team (now transitioned to the Revenue Cycle Team) continues to invest time into the implementation of the new EMR System since the Go-Live that kicked off on Monday, September 12, 2022 (Staff Celebrated the one-year anniversary of CERNER deployment earlier this week). The Long-Term Care Facility has begun initial preparation and planning for its conversion to Cerner electronic clinical record with an anticipated "Go Live" in January 2024. Weekly virtual meetings are being held with LTC and Oracle CERNER to configure and customize the system for MCMC LTC with an anticipated "Go-Live" date of mid-January 2024.

September 15, 2023

- The State Medicaid Program will be transitioning to a VBP (Value-Based Purchasing) payment model over the next 5 years for supplemental Medicaid payments. VBP is essentially a “pay- for- performance” model that incentivizes quality versus quantity, gradually, year over year.
- ❖ **Facilities & Construction-**
 - Work by APIC for the replacement of the MCMC Call System is 95% or more complete. All that is left is the final system interface set-up and implementation.
 - Rooftop Unit #4 (which serves the nursing units and the pharmacy) has undergone temporary repair and is operating normally. Competing bids for the permanent repair and replacement of the unit have been received, and Western Mechanical of Albuquerque, NM, has been selected to complete the project. Lead time to build and configure the 65-ton air handling unit is approximately 32 weeks (8 months).
- ❖ **Outreach & Community**
 - August 22-24, The Outreach Unit will be traveling to Grants, NM, with more than 40 miners undergoing Black Lung Screening Exams.
 - August 23-25, Dr. Barry Singleton made a presentation at the New Mexico Mining Association Meeting held at Sandia Casino and Resort in Albuquerque.
 - I attended the Legislative Finance Committee (LFC) meeting, which was held at NM Highlands University on Wednesday, August 23, 2023. A presentation on the fragile state of the rural health system and hospitals was made by Troy Clark, President of the New Mexico Hospital Association, along with Christina Campos, CEO of Santa Rosa Hospital.
 - Audrey Baca, LTC DON, and Yolanda Gamboa, LTC Activities Director, attended the NM Healthcare (LTC) Association Annual meeting held at Isleta Casino and Resort on August 23-25.
- ❖ **Key Dates**
 - September 27-29, MCMC will be sending a host of representatives (7 in total) to the National Black Lung Coalition Meeting, which will be held in Johnson City, Tennessee.
 - MCMC Board Meeting is Friday, October 20, 2023

Executive Session

Chairman Shawn Jeffrey announced that the Board of Trustees will go into Executive Session for the purpose of limited personnel matters pursuant to Section 10-15-1 (H) of the Open Meetings Act. This is a closed session for matters pertaining to a Compliance Update, Strategic Planning CY 2024, and Strategic Initiative- Financial Health

It was discussed, and it was decided there was no reason to go into executive session.

Open Session/Announcements

No announcements were made.

September 15, 2023

Adjournment


With no further business and no action taken, a motion was made by Loretta Conder, MD, with a second from Ms. Greene, to adjourn the Board of Trustees Regular Meeting.

The motion carried, and the Board of Trustees Regular Meeting adjourned at 3:52 pm.

Attest:



Shawn Jeffrey, Chair



Date