

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

Call to Order

Chairman Shawn Jeffrey called the meeting of the Miners' Colfax Medical Center Board of Trustees to order on October 20, 2023, at 1:00 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
Roy Fernandez, Secretary/Treasurer
Jolene "Jo" Greene, 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 & State Flag Pledge

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

Correction/Approval of Agenda

The Board Members reviewed the Agenda of October 20, 2023.

Motion Mr. Roy Fernandez, made a motion to approve the agenda as presented. With a second from, Loretta Conder, MD a roll call was taken, and the motion carried.

Correction/Approval of Minutes

Minutes from the BOT Meeting on September 15, 2023, were read and approved.

Motion: Mr. Roy Fernandez, made a motion to approve the minutes as corrected, with a second from Loretta Conder, MD, a roll call was taken, and the motion carried.

Recognition of Visitors:

Visitors: Barbara Duran, Rhonda Moniot, Steve Kelley, Richard Cardenas, Laura Brewer, and Natausha Ortega.

Recognition of Cares Champion

Natausha Ortega, RN, was recognized as the CARES Champion for this month. Natausha started with MCMC as a nurse aide in February 2019, and in February 2021, obtained her LPN certification. She continued working with MCMC until June 2022, when she decided, she wanted to try something new and was offered a job with another company doing clinic work. January 2023, Natausha returned to MCMC when she realized Acute Care Nursing is what she loved. In March 2023, Natausha received her RN Degree from Trinidad State University.

Natausha's coworkers describe her as caring, compassionate, patient, and a true light to all patients whom she encounters, and takes care of. She has received many letters of recognition from patient and their families. She recently purchased a home in Raton and understands the impact of her care on her community and hometown. In her spare time, Natausha enjoys spending time with her boyfriend, parents, family, and her 3-year-old nephew, Lazo.

MCMC is lucky to have such a caring, compassionate nurse on our Med/Surge team, and the fact that as a young adult starting her career, she has chosen to stay in Raton and pursue her career.

Election of Secretary /Treasurer

Chairman Shawn Jeffrey asked for a nomination, Loretta Conder, MD, nominated Roy Fernandez, and Jo Greene seconded the motion, a roll call was taken, and the motion carried. Roy Fernandez is the new Secretary/ Treasurer.

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 1:08 pm Mr. Roy Fernandez 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, a roll call was taken, and the motion carried.

The Board of Trustees returned to regular open session at 1:17 pm.

Medical Staff Privileges and Appointments

Victor Cruz, MD, Chief Medical Officer, informed the Board that four (4) providers were recommended by the Credentials Committee for a new appointment in October: George Cummings, MD, Pathology, Mir Zulfiqar Alikhan, MD, Tele-Radiology, Raleigh Johnson, MD, Tele-Radiology, Sanford Smoot, MD, Tele-Radiology. We also have three (3) providers recommended for re-appointment in October: James Cotton, MD, Emergency Medicine, Dena Lewis, DNP, Nurse Practitioner, and Roderick Woods, MD, Cardiology.

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

***Medical Staff Report**

Dr. Cruz shared that the hospital's Swing Bed recently received referrals from other hospitals. The beta test of the Transitional Care has started. This program identifies patients needing help after leaving the hospital. This results in increased quality of care, increased revenue, increased patient satisfaction, and decreased patient 30-day reoccurrence. Each step of the patient process is reviewed and their experience is noted.

Policies

Bo Beames, the CEO, presented the Policy on Policies /Delegation of Authority to the Board of Trustees. The policy is a governance policy designed for the Board of Trustees.

- Chairman Shawn Jeffrey asked for a motion to approve the policy with 4.2 "From time to time" being taken out of the document.

Motion: Mr. Roy Fernandez, made a motion to accept the Policy on Policies/ recommendations to be approved as presented, with a second from Jo Greene, a roll call was taken, and the motion carried.

Black Lung National Coalition

Rhonda Moniot, the CNO, presented on their recent trip to Johnson City, Tennessee, September 26-29, 2023.

- The group of attendees visited the National Coalition of Black Lung & Respiratory Disease Clinics: Bobbi Gore (Black Lung Manager), Roy Fernandez (Board of Trustees), Rhonda Moniot(CNO), LeeAnn Dominguez(Black Lung Nurse), Kimberly Chavez (Black Lung Outreach Specialist), Linda Clibon (Miners Wellness Specialist), Brent Clibon (Outreach Driver)
- **The National Coalition of Black Lung and Respiratory Disease**
 - The National Coalition of Black Lung and Respiratory Disease Clinics, Inc. represents Black Lung Clinic Programs in fourteen (14) states. The Program is dedicated to quality comprehensive care for victims of Coal Workers Pneumoconiosis (CWP) or "Black Lung" disease, workers at -risk for respiratory disease, and others with pulmonary impairment. In 2009, Program clinics offered medical services to 31,770 users with medical encounters totaling 110,368, benefits counseling encounters totaling 22,100, and community outreach encounters totaling 84,365, for a grand total of 216,833 encounters.
 - On average, a patient can be served for more than a year at a black lung clinic for less than the cost of one day in the hospital. By practicing preventive medicine, Black Lung, and respiratory disease clinics help keep respiratory patients out of the hospital.
 - The Federal Black Lung Clinics Program has answered this need by funding Black Lung and respiratory disease clinics in coal mining areas in eleven states.
- Pictures were provided comparing a Black Lung to a normal lung.

- Project Echo: Ms. Moniot displayed pictures of a staged court battle that showed how important skilled testimony is to the miner trying to prove his case. There are very few B readers and their testimony is key to winning the miner's case.
- MCMC Black Lung Program recently received a new Body Box, a new bike, and a new truck, and is planning a Miner's Day Celebration, on December 02, 2023, from 2:00 pm to 4:00 pm.

FY25 Budget Appropriation Approval

Lonny Medina, CFO presented FY25 Budget Appropriation to the Board of Trustees for approval. For the year 2025, the agency request is \$43, 110, 000.00.

- After reviewing the materials and listening to the CFO's presentation, Chairman Shawn Jeffrey asked for a motion to approve Lonny Medina, CFO's FY 2025 Budget Appropriation.
- *Motion:* Mr. Roy Fernandez, made a motion to accept the FY 2025 Budget Appropriation to be approved as presented, with a second from Jo Greene, a roll call was taken, and the motion carried.

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, and 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 2023-2024:**
 - 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 & Improvement
 - Meet requirements for VBP and CMS Interoperability
 - Improve Patient Experience in Primary Care Clinic
 - Improve Utilization Review Process
 - Update Clinical Policies/Procedures and Protocols
- **Workforce Development:**
 - Fill All Medical Provider Vacancies
 - Reduction in Use of Agency Staff
 - Plan and Implement Employee Activities & Communications
 - Conduct Leadership Development Education & Training
- **Financial Health Improvement:**
 - CERNER Optimization for Revenue Cycle
 - Develop Performance Budget and Provide Month to Month Performance Review
 - Achieve Income Equal to or Greater Than Expenses
 - Conduct RHC Analysis and Implement Recommendations
- **Medical Staff:**
 - CERNER Optimization
 - Improve Care Via PPEC
 - Design, Develop and Implement Utilization Review Process
 - Review and Update Medical Staff Policies & Procedures
- **Long Term Care:**
 - Administrator Transition & Initiate AIT Opportunity
 - Grow Census
 - Regulatory Readiness
 - Capital Improvements
- **Black Lung Outreach Program:**
 - Complete all HRSA Grant Deliverables
 - Improve Benefits Counseling Services
 - Update UNM Agreements and Strengthen Partnership
 - Plan and Produce "Miners Appreciation Day"
- **Governance:**
 - Development of Board/ Governance Manual & Policies
 - Oversee Strategic Plan, Initiatives & Progress
 - Credentialing Education(due process)

Board Feedback

- Review of Strategic Initiatives processed by MCMC Senior Leadership
 - Are they the right ones?
 - Should there be new initiatives added?
 - Should any previous initiatives be retired or changed?
 - Are the areas of focus under each Strategic Initiative the right ones?

- a. Items added, edited, or retired?
 - In summary, "Are these the right priorities for MCMC Leadership and Management?"
 - "If you have more than 3 priorities, you really have none!"—Jim Collins in "Good to Great"
- Goal: Provide feedback, insert and modify the SP with any agreed-upon recommendations, and Finalize as part of the November 2023 BOT meeting for implementation and follow-up in CY2024
- **Board Suggestions:**
 - Transitional Care-Medical Staff
 - RHC- Rural Health Clinic Information-Board Education in November 2023
 - AIT Program at LTC
 - Behavioral Health
 - Public Communications
 - Bi-annual BOT meeting at LTC

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
- Multi-view Implementation (Budgeting and Financial Reporting Module)
- Clifton Larson Allen (CLA) Recommendations
- Capital Equipment and Projects
- Revenue Expense Plan
- Key Dates

\$237,404. in cash

-9.0 days of cash on hand

Net patient revenue \$6,737,748. last year \$6,305,786.

Total gross revenue \$14,489,180.

Actual cash received from patient services Y.T.D. \$6,156,255.

Surgical Cases this month Y.T.D. 82

LTC admissions this month Y.T.D. 4

Observations this month Y.T.D. 72

Clinic admissions this month Y.T.D. 3,101

ER admissions this month Y.T.D. 1,348

MCMC Land Grant Permanent Fund Balance \$176,248,080

Motion: Loretta Conder, MD, made a motion to accept the Financial Health report with recommendations to be approved as presented, with a second from Mr. Roy Fernandez, a roll call was taken, and the motion carried.

Administrator's Report

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

Governance

- The design and development of the MCMC Governance Manual is underway. An initial Table of Contents has been created and the process of governance policy and guideline development has begun.
- Assuming the Governance Policy on Policies is approved by the Board, the Policies by Consent this month includes:
 - The Medical Staff OPPE/FPPE policy
 - The Financial Services policy on Sliding Fee Scale which is a requirement for the HRSA Loan Forgiveness Program

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.
- MCMC is currently in discussions with a PRN ER Provider (Dr. David Fairbanks) to join MCMC on a full-time basis in a flexible role to include clinic, hospitalist, and ER coverage. Dr. Fairbanks is currently privileged with MCMC and has worked intermittently in our Emergency Room over the past two years.

Workforce Development /Human Resources

- Current RN Agency Staffing stands at 12RN (4 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 4(+1), Laboratory at 3(NC) and Respiratory at 1 (NC)
- MCMC is in the process of moving to the State of NM Suite of email and office management products. Staff email addresses will change to standard nomenclature and over time, MCMC will transition away from the current Zimbra system.
- MCMC is recognizing Breast Cancer Awareness Month with "pink Fridays" whereby staff are allowed to wear pink T-shirts and blue jeans as part of the recognition activity.

Quality & Patient Safety

- 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
- 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. MCMC has participated in the required training and has attested to requirements and is not eligible to receive quarterly payments under the VBP model. CMS has finally approved the State VBP Model and quarterly payments are now being released to eligible facilities.

Facilities, Equipment & Construction

- 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. The lead time to build and configure the 65-ton air handling unit is approximately 32 weeks (8 months).

MCMC Long-Term Care

- Current Census at LTC is 18 Miners and 6 Non-Miners for a total census of 24 (+2) with 2-3 additional admissions pending.
- 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 first day at LTC was Monday, October 2 and a welcome/introductory luncheon was held with residents and staff. Dr. Barry Singleton was in attendance and recognized for his service over the past 2 years.

Outreach & Community

- September 27-29, MCMC sent a host of representatives (7 in total) to the National Black Lung Coalition Meeting which held in Johnson City, Tennessee.
- The Mobile Black Lung Unit will be in Rock Springs, Wyoming on October 22-24 to conduct outreach screenings.
- The Black Lung Outpatient Clinic was held October 16-17 with 4 miners undergoing IMEs.
- The MCMC Auxiliary was well represented at the NMHA Annual Meeting held in Albuquerque in late September with 8 representatives in attendance.
- An Auxiliary Luncheon will be held at noon on Monday, October 23 in the Acute Care Educational Conference Room. The Auxiliary will be recognized by the Leadership Team for dedication and service to the community since its inception.

Emergency Preparedness

- The MCMC Emergency Preparedness Plan is in the process of being updated to ensure key contact information is up to date.

Key Dates

- MCMC Board Meeting, Friday, November 17, 2023

October 20, 2023

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| • Auxiliary Appreciation Luncheon | 10/23 | 11:30 am |
| • MS Annual Meeting | 10/25 | 5:30 pm |
| • LFC Budget Hearing | 10/26 | 8:30 am |
| • Miners Appreciation Day | 12/2 | 2:00 pm |
| • Christmas Party | 12/9 | 6:00 pm |

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.


Adjournment

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

The motion carried, and the Board of Trustees Regular Meeting adjourned at 5:15 pm.

Attest:


Shawn Jeffrey, Chair


Date