

CALL TO ORDER Northern Inyo Healthcare District (NIHD) Board Chair Mary Mae Kilpatrick called the meeting to order at 5:30 p.m.

PRESENT Mary Mae Kilpatrick, Chair  
Melissa Best-Baker, Vice Chair  
Jean Turner, Secretary  
Ted Gardner, Treasurer  
Stephen DelRossi, MSA, Chief Financial Officer / Interim Chief Executive Officer  
Allison Partridge RN, MSN, Chief Nursing Officer / Interim Chief Operations Officer  
Alison Murray, Chief Human Resources Officer  
Sierra Bourne, MD, Chief of Staff

ABSENT Adam Hawkins, DO, Chief Medical Officer

OPPORTUNITY FOR PUBLIC COMMENT Chair Kilpatrick reported that at this time, members of the audience may speak on any items not on the agenda on any matter within the jurisdiction of the District Board. Public comments shall be received at the beginning of the meeting and are limited to three minutes per speaker, with a total time limit of thirty minutes for all public comment unless otherwise modified by the Chair. The general Public Comment portion of the meeting allows the public to address any item within the jurisdiction of the Board of Directors on matters not appearing on the agenda. Public comments on agenda items should be made at the time each item is considered.

There were no comments from the public.

#### NEW BUSINESS

#### AD HOC COMMITTEE REPORTS

Chair Kilpatrick called attention to Ad Hoc Committee reports.

**Governance Committee:** Secretary Turner reported the following:

- Governance Documents for Discussion – Secretary Turner presented documents.
- Governance versus Management Matrix of Responsibilities – Secretary Turner highlighted these tools for the Board and Board Chair to use. Secretary Turner asked for questions, comments, or changes. There were no questions, comments, or changes.
- Board Members Code of Conduct – Secretary Turner explained that this document from ACHD requires review and signatures by all Board members annually. Secretary Turner asked for questions or comments. There were no questions or comments.

- Calendar of Time Sensitive Business – Secretary Turner reported that some items are required to happen during specific months, others are tasks to be reviewed annually. Secretary Turner asked for questions or comments. There were no questions or comments.

It was motioned by Vice Chair Best-Baker to approve the documents as presented, seconded by Treasurer Gardner, and passed 4-0 vote.

**HR Committee:** Chair Kilpatrick reported she has spoken and received an update from Human Resources.

**Finance Committee:** Vice Chair Best-Baker reported the finance committee met the previous week. Vice Chair Best-Baker referred to Interim CEO DelRossi to discuss changes and updates in his following report. Chair Kilpatrick asked if there were any questions or comments. There were no questions or comments.

#### APPOINTMENT OF THE ZONE 1 BOARD VACANCY

Chair Kilpatrick called attention to the appointment of the Zone 1 NIHD Board vacancy. Vice Chair Best-Baker reported she and Treasurer Gardner interviewed a lot of great candidates.

The committee reported their recommendation is to appoint applicant David McCoy Barrett.

Discussion ensued.

It was motioned by Treasurer Gardner to appoint David McCoy Barrett to the vacant seat of Zone I, seconded by Vice Chair Best-Baker, and passed 4-0 vote.

Secretary Turner wanted to highlight the fact that a total of six candidates were interested and applied for the vacant seat of Zone I, and thanked everyone who applied and who were willing to serve the community.

#### CHIEF EXECUTIVE OFFICER REPORT

Chair Kilpatrick introduced the Chief Executive Officer Report. Before reporting CFO/Interim CEO DelRossi introduced Katie Manuelito, NIHD's new Board of Directors Clerk. Mr. DelRossi reported the following:

- Becker's Conference – Mr. DelRossi attended the 5 day Becker Healthcare CISO conference and reported the following:
  - Invited as a panelist on multiple boards.
  - Invited to join in a four panel Humanity Board focused on Revenue Cycle.
  - Invited to attend a special meeting for rare diseases.
  - Networked with various companies about AI. AI will soon be a driving force in healthcare districts across the U.S.
  - Spent time making contacts with individuals who can help

our District.

- FY 2024 Strategic Plan – A strategic planning meeting is scheduled for 12/9/2023. Mr. DelRossi also added that a new community needs assessment must be done for next year.

CHIEF FINANCIAL  
OFFICER REPORT

Chair Kilpatrick introduced the Chief Financial Officer report.

- Mr. DelRossi reported the following Financial & Statistical Reports:
  - August was a good month; net change in financial position was negative \$150,000, this has been the best operation numbers since Mr. DelRossi has started.
  - Revenue was over 20 Million gross, with a 2.1 Million dollar increase since July. There has been an increase in Outpatient and RHC visits; combined visits are up 10% from last year.
  - 148 surgeries in August, surgery volume is up 17%.
  - ER visits up roughly 12%.
  - The Rehabilitation Department is looking to recruit 3 physical therapists, volume is down 10% due to recent resignations.
  - Payor mix- down shift in Blue Cross to 9%; this will be continuously monitored.
  - Full Time Employee's (FTE) - last year NIHD had 459 FTE's, and now we currently have 388 FTE's with a total of 71 decrease in FTE's.
  - We have given significant raises over year, but cost per adjusted bed day is down \$468. Professional fees are up per adjusted bed days due to using Locums anesthesiologist. This should decrease as we recruit permanent physicians.
- FY 2022 Audit Deficiencies follow up:  
NIHD had four items we are looking at related to unreconciled balance sheets.
  - Fallen short on 2 accounts; those accounts should be balanced in the next 3-4 months.
  - Pension Administration – previous auditors noted we were deficient in documentation. After follow-up, we found that the auditors were incorrect and we are in compliance with documentation.
  - Pension accounting deficiency – Auditors have sent a template to assist in resolution.
  - We have resolved contractual allowances with a third party payor that had issues.
- NIHD has found two potential new findings with our fixed assets – Last year's roll over was never compared to the general ledger and

was missing the value of donated land in the year 1946.

- Grants – 14 grants have been reviewed, 12 have been closed out and 2 are currently being worked on.

Vice Chair Best-Baker asked about first item of unreconciled balance sheets and how many there were. Mr. DelRossi reported 150 – 200 have been reviewed and balanced.

- Birch Street Property Status:
  - Purchase price of \$799,000. Current condition retail value of \$899,000. If sold we would have \$100,000 pickup minus the commission. If sold, we have to find or build a climate controlled storage facility. Mr. DelRossi concluded that, with all the factors it is not in our best interest to sell the property.

Discussion ensued.

- Revenue Cycle Update:

RSM continues to help NIHD maintain systems, particularly when we find “breaks,” and lend technical expertise on an hourly basis. Jordan Fuller our main point of contact who is the technical expert in Cerner. Mr. Fuller is also working with our ITS team to help create SR tickets to help us track progress of repair with issues found.

  - RSM recently assisted us in creating a cash balance in methodology using three way matching to confirm accuracy, before NIHD was only using a two way method. This method has helped us identify issues related to charge capture in laboratory and therapy departments.

Gloria Sacco, Revenue Cycle Director, added that Jordan Fuller used to work for Cerner and his knowledge and expertise has increased our response time on SR tickets. He helps us evaluate issues, and helps us with the appropriate language to use on SR Tickets.

- OS – Biller, OS is not responsible for Medicaid or self-pay. Their portion of >90 days AR is 19%, we’ve given them a goal of 15%.
- Novus – Medicaid and Medical processor. NIHD has given them 47,000 accounts dating back to year 2019 to analyzing what is collectible.
- MedPlan – Group that collects payments after insurance - self pay, and balances after insurance. We have found issues with the way data flows back and forth, NIHD has submitted an SR ticket to correct data flow.

- Hauge – Bad debt collector. We recently sent 3 million dollars of accounts; they are currently in process of sending 3,000 accounts to be collected.
- Athena – We currently have about 1 million dollars in credits with Athena, but not all true credits.

It was motioned by Secretary Turner to approve the report as presented, seconded by Treasurer Gardner, and passed 4-0 vote.

DISTRICT BOARD  
RESOLUTION 23-06

Chair Kilpatrick introduced District Board Resolution 23-06 Credit Card Change.

CFO/Interim CEO DelRossi noted that Union Bank recently became US Bank, and in return NIHD lost all control of our credit card statements. NIHD has not had access to credit card data to verify credit card activity for the past 5 months. Mr. DelRossi also added that he reached out to Robert Sharp, representative at Eastern Sierra Community Bank (ESCB) who have primary custody of our accounts. In conclusion, Mr. DelRossi proposes we open credit cards with ESCB, close out credit card accounts with US Bank.

Discussion ensued.

Chair Kilpatrick read Resolution 23-06 aloud.

It was motioned by Treasurer Gardener to approve District Board Resolution 23-06 Credit Card Change as presented, seconded by Vice Chair Best-Baker, and passed 4-0 vote.

TAX – EXEMPT

Chair Kilpatrick introduced the Tax-Exempt Conversion of the NIHD 2021B Taxable Refunding Revenue Bonds.

Mr. DelRossi stated we have until 11/02/2023 to decide to move forward, and proposes we payoff accrued interest of \$90,000, and transition those instruments to non-taxable, in return this will save the district about 1.25 percentage points of interest.

It was motioned by Secretary Turner to approve Tax-Exempt Conversion of the NIHD 2021B Taxable Refunding Revenue Bonds, seconded by Treasurer Gardner, and passed 4-0 vote

CHIEF OF STAFF REPORT

Chair Kilpatrick called attention to the Chief of Staff report.

Dr. Bourne presented the Medical Executive Committee (MEC) report.

POLICIES

Dr. Bourne provided an overview of the policies and procedures for approval.

- Policies
  - Aerosolized Transmissible Disease Exposure Plan Respiratory Protection Program
  - Deployment of Nursing Staff at Department Level and Patient Care Assignments
  - Diagnostic Imaging – Communication of Mammography Results to the Healthcare Provider
  - Health Care Worker (HCW) Influenza Vaccination
  - Patient and or Visitor Exposure to Blood or Body Fluids
  - Qualifications to Insert Peripherally Inserted Central-Catheters and Midlines

Chair Kilpatrick asked several questions about how many nurses have gone through and completed the PICC line training and validation. Discussion ensued.

Vice Chair Best-Baker had a question/update to the wording in the HCW Influenza Vaccination Policy. Board ensued discussion.

It was motioned by Vice Chair Best-Baker to approve the policies with change to wording on the HCW Influenza Vaccination policy, seconded by Treasurer Gardner, and passed 4-0 vote.

MEDICAL EXECUTIVE  
COMMITTEE REPORT

Dr. Bourne provided the following report from the Medical Executive Committee meeting.

- Welcomed the following new physicians:
  - Dr. Amy Do – Emergency Department
  - Dr. James Tur & Dr. Ramirez – (2) Hospitalists
  - Dr. Rowan – Cardiology.

Dr. Bourne also added that Dr. Clayton Davis spoke eloquently at fundraiser and is one who is rapidly winning the heart and minds of our community.

Report from O.B. – Labor & Deliver at Mammoth Hospital has no plans to reopen, and NIHD has had a 25% - 30% delivery volume increase.

Report from Laboratory – Decrease in O negative blood use. NIHD's year over year usage of O negative blood has improved drastically since implementation of new Emergency Release Policy. In 2021 we used 22% O negative per population, and in 2023 we are down to 5.9% which is well below the benchmark.

UASI Coding audits – Emergency Department is currently being audited and is undergoing one on one training this month.

Wellness Committee – planning a provider Christmas party.

**CONSENT AGENDA**

Chair Kilpatrick called attention to the consent agenda that contained the following items.

- *Approval of minutes of the August 30, 2023 Special Board Meeting*
- *Approval of minutes of the September 20, 2023 Regular Board Meeting*
- *Approval of minutes of the September 27, 2023 Special Board Meeting*
- *Chief Human Resources Officer Report*
- *Department Reports*
- *Approval of Policies and Procedures*
  - i. Discharge Planning for the Hospital patient*
  - ii. Opening and Closing Nursing Departments*

Secretary Turner asked for a one word correction to the September 20<sup>th</sup> Regular meeting minutes. Page 95, “...civility in Board members” should read “...civility in Board meetings”

Discussion ensued.

It was motioned by Treasurer Gardener to approve the consent agenda with the change to the wording in the September 20<sup>th</sup> Regular meeting minutes, seconded by Vice Chair Best-Baker, and passed 4-0 vote.

**REPORTS FROM BOARD MEMBERS**

Chair Kilpatrick opened up Reports from Board Members.

Treasurer Gardener attended NIHD foundation fundraising dinner, and reported it was very well planned and executed event in a great location.

Secretary Turner echoed Treasurer Gardner, that the foundation fundraiser was a well-done event with great speeches. Secretary Turner also added that her role on the Education Committee for ACHD has its first meeting next week to collecting ideas for educational topics for board and CEO conference next year.

Chair Kilpatrick reported the following:

- Attended hour-long meeting with auditors that went very well. The auditors are expected to visit onsite twice a year, but offered to come more often if NIHD needs.
- Attended Quality Council and Medical Surgical meeting.
- Attended NIH Foundation meet and greet.
- Attended Dr. Ungersma services.
- Attended Inyo Associates meeting with CFO/Interim CEO DelRossi

PUBLIC COMMENTS ON  
CLOSED SESSION ITEMS

Chair Kilpatrick announced that any person in the audience may now speak on items only listed on the Closed Session portion of this meeting.

There were no public comments. Chair Kilpatrick announced there would be no report out.


ADJOURNMENT TO  
CLOSED SESSION

At 6:53 pm, Chair Kilpatrick announced the meeting would adjourn to Closed Session to allow the District Board of Directors to discuss the following:


- a. Public Employee Performance Evaluation pursuant to Government Code Section 54957(b)(1). Title: Interim CEO
- b. Conference with Labor Negotiators pursuant to Government Code Section 54957.6 Agency Designated Representatives: HR/Board Chair. Unrepresented employee: Interim CEO

ADJOURNMENT

Adjournment at 6:55 p.m.

  
Mary Mae Kilpatrick,  
Northern Inyo Healthcare District, Chair

Attest:

  
Jean Turner,  
Northern Inyo Healthcare District, Secretary