

RiverStone Health
Board of Health Meeting Minutes
March 24, 2022

John Dorr, Chairman of the Board, Presiding

Members Present via Zoom: John Dorr; Brent Cromley; Deborah Davis; Michael Dennis; Anne Giuliano; Jim Harris; John Hedge – on telephone; Don Jones; Ryan Nordlund; Lionel Tapia; K.C. Williams

Members Absent: Bea Ann Melichar; Steve Wahrlich

Staff Present: John Felton, President & CEO/Health Officer; Megan Littlefield, Chief Medical Officer; Carrie Ludwig, Executive Assistant; Shelli Ritz, Executive Vice President & CFO; Barbara Schneeman, Vice President of Communications and Public Affairs

Guests Present: Stewart Kirkpatrick, Legal Counsel – Crowley Fleck; Jeana Lervick – Deputy Yellowstone County Attorney

CALL TO ORDER

Chairman Dorr called the March 24, 2022 Board of Health meeting to order at 7:01 AM.

PUBLIC COMMENT

Chairman Dorr invited members of the public to address the Board. Upon hearing no comment, Chairman Dorr moved to the next item on the meeting agenda.

MEETING MINUTES

Chairman Dorr requested a motion to approve the **MINUTES** (copy on file) of the February 24, 2022 Board of Health meeting previously distributed in the March 24, 2022 Board of Health meeting packet.

M O T I O N

Upon a motion duly made (Cromley), seconded (Tapia), and unanimously carried, it was

VOTED: TO APPROVE THE MINUTES OF THE FEBRUARY 24, 2022 BOARD OF HEALTH MEETING AS PRESENTED

CEO REPORT

John Felton provided updates and answered questions regarding the CEO “HELP” report (copy on file) that was previously distributed in the March 24, 2022 Board of Health meeting packet, and provided information on the current status of the COVID-19 pandemic in Yellowstone County.

- In response to an inquiry from last month's meeting evaluation regarding notice of a retirement date from Judy Stewart, John informed the Board that Judy has not set a retirement date as of yet but Nancy Taylor, RiverStone Health's Vice President of Clinical Operations, has informed him of her plans to retire in late August of this year.
- John responded to an inquiry regarding the number of RiverStone Health staff that received a religious exemption from the COVID-19 vaccination requirement implemented by CMS in comparison to other areas of the state. John noted that other areas in the state ranged as high as 40% to 50% compared to RiverStone Health's 11%.
- Efforts to resume activity on our journey to Baldrige excellence are underway. John reported that RiverStone Health is working with Rocky Mountain Performance Excellence (RMPEX, our regional Baldrige agency) on its new "Expedition to Excellence" (E2E) program. The E2E program is designed to move organizations toward excellence by creating a cohort of three organizations that are early in their Baldrige journey to work together on applying the Baldrige Excellence Framework criteria to develop key integration systems. We anticipate, along with our fellow E2E cohort members, submitting a Foothills application later this year.
- The RiverStone Health Foundation will host its "annual" Volunteer Appreciation Luncheon on Friday April 22 at the Northern Hotel. Board members will receive invitations from the Foundation.
- COVID-19 quarantine and isolation (Q&I) for unhoused individuals became increasingly problematic as the surge in cases progressed. A motel used as a low barrier shelter was available for a short period until it was closed due to a sewage leak that caused flooding in the facility. John met with a small group of public health, healthcare, social service, and local government leaders on February 17 to consider longer-term solutions to this issue. The group planned to meet again to create a problem statement for consideration as the group moves forward to identify possible solutions, however recent leadership changes in the Continuum of Care collaborative (a group of social service agencies whose missions focus on serving persons experiencing homelessness) could slow the process substantially.
- During the February BOH meeting, there was a discussion regarding the number of Rule 5 variance requests that have come to the BOH related to various artists' preferences to use a surgical dressing rather than "sterile absorbent bandage" required by DPHHS rules. The Board asked that John initiate contact with DPHHS to suggest that the state consider modifying its rule to allow the use of these surgical coverings. John sent a letter to the DPHHS Director Adam Meier and received a quick response of receipt via email. The inquiry and initial response were provided in the March BOH packet. We continue to await a response to the request.
- The COVID-19 response has been on-going for two full years now, both as an internal RiverStone Health incident management team and as the Unified Health Command. Recognizing the difficulty in maintaining incident command status, especially multi-agency command status, for such long periods, we are redesigning both teams to facilitate better ongoing operation and assure continued engagement and efficacy. Given the low number of new cases and the reduced burden on our local healthcare system, we have stood down both our internal ICS system and the UHC.

John provided an overview (presentation on file) of COVID-19 metrics and statistics and RiverStone Health's response to the COVID-19 pandemic:

- Montana ranks 39th in the nation for new cases of COVID-19 per 100,000 population per day.
- Cases in Yellowstone County are around 5.2 per 100,000. Yellowstone County has the highest number of daily cases, accounting for approximately 10% of total cases in Montana, compared to the County's 15% of the state's population.
- Test positivity rate has declined considerably and is now in the 2 to 3% range.
- >205,000 doses of COVID-19 vaccine have been administered in Yellowstone County and approximately 80,000 of 165,000 residents are fully vaccinated.
- Approximately 54% of the eligible population in Montana have been fully immunized compared to 54% of the eligible population in Yellowstone County.
- There have been 548 deaths attributed to COVID-19 in Yellowstone County as of March 22, 2022.

John provided an overview of the progress in the search for RiverStone Health's new CEO and the upcoming interview process for the two CEO candidate finalists:

- The CEO search committee is composed mostly of members of the BOH and CHC Board with Judy Stewart as a senior staff representative, and AMN Leadership, the retained executive search consultant.
- The search committee identified five candidates for initial two-hour, on-site interviews scheduled for the week of January 24, 2022. Of the five, one candidate withdrew and four were interviewed resulting in the selection of three finalists for extensive interviews.
- Of the three CEO candidate finalists, one withdrew. After a discussion with the search consultants and the search committee, a decision was made to proceed with the two remaining finalists.
- Two-day interviews are scheduled for March 28/29, and March 31/April 1. All Board members have been invited to participate.
- John provided information on the two finalists and noted that each will interview with not only the Board of Health and the CHC Board, but also several different groups of community leaders and stakeholders whose relationships are vital to the success of the CEO position in leading our unique and complex organization.

CHIEF MEDICAL OFFICER REPORT

Megan Littlefield provided an update of activity in the CHC.

- Dr. Littlefield provided an overview of the new Class of 2025 MFMR Residents.
- COVID-19 wind down considerations, including whether to continue masking in the CHC and what to do with the viral clinic that was created to handle COVID-19 testing.

- Participated in Rocky Vista University's (RVU) COCA accreditation site visit; will continue to find ways to collaborate with RVU.
- Dr. Littlefield asked Board members to indicate their preference of topics on which she reports during Board meetings now that the COVID-19 pandemic is winding down and will not be a topic of discussion at every meeting.

PATIENT SAFETY AND QUALITY COMMITTEE REPORT

Chairman Dorr requested a motion to accept the meeting notes (copy on file) of the March 1, 2022 patient safety and quality committee meeting that were previously distributed in the March 24, 2022 Board of Health meeting packet.

MOTION

Upon a motion duly made (Harris), seconded (Cromley), and unanimously carried, it was

VOTED: TO ACCEPT THE MEETING NOTES OF THE MARCH 1, 2022 PATIENT SAFETY AND QUALITY COMMITTEE MEETING AS PRESENTED.

FINANCE COMMITTEE REPORT

Committee chair Jim Harris provided an update and discussed highlights of the March 16, 2022 finance committee meeting notes and the January 2022 financial statements (copies on file) that were previously distributed in the March 24, 2022 Board of Health meeting packet.

- The January 2022 statement of revenue and expenses reflects a net operating *loss* totaling approximately \$344,000, as compared to a budgeted operating *loss* of \$205,000 for the month. Health center encounters and the average daily census in hospice were again below budget, and pharmacy operations reflected a rather notably unfavorable result during the month. Additionally, unreimbursed pandemic-related activities continue to negatively impact monthly operating results.
- Contracts receivable at the end of January was down substantially from the balance at the beginning of the fiscal year. Approximately one-half of the balance at the end of January, or \$1.5 million, represents residency payments due from the two hospitals whereas this portion amounted to \$2.8 million at the beginning of the fiscal year. Various other contract receivable amounts remain somewhat higher than normal due to fiscal services still getting caught up in getting various monthly billings submitted, which cannot be completed until our monthly financials records are closed.
- Other long-term assets totaling nearly \$6.9 million reflected on RiverStone Health's balance sheet represent cumulative amounts transferred to YHP over the years to fund capital improvement projects; no amounts have been transferred thus far in FY22.
- Unearned revenue at the end of January continues to reflect a notably higher than usual amount. This is due to receipt in November of the aforementioned \$1.5 million vaccine funding. We have yet to recognize any of this amount as revenue because we are still making certain we have an appropriate tracking and allocation system in place prior to beginning any revenue recognition.

- Through seven months of FY22 an operating *loss* of approximately \$710,000 is reflected, approximately twice the \$368,000 *loss* budgeted for the period. Net non-operating income, however, reflects a substantial positive margin of \$135,000 compared to the budgeted *loss* of \$65,000. This favorable variance in non-operating activities results largely from the proceeds related to the sale of the Morgan Ave property (previously used Q&I site) received from YHP to support public health's COVID-related activities. As such, on a bottom line basis, net results are \$143,000 below budget through seven months of the fiscal year.

M O T I O N

Upon a motion duly made (Williams), seconded (Cromley), and unanimously carried, it was

VOTED: TO ACCEPT THE MARCH 16, 2022 FINANCE COMMITTEE MEETING NOTES AS PRESENTED

M O T I O N

Upon a motion duly made (Williams), seconded (Cromley), and unanimously carried, it was

VOTED: TO ACCEPT THE JANUARY 2022 FINANCIAL STATEMENTS AS PRESENTED

PUBLIC HEALTH POLICY DEVELOPMENT COMMITTEE REPORT

Chairman Dorr requested a motion to accept the meeting notes (copy on file) of the March 1, 2022 public health policy development committee meeting that were previously distributed in the March 24, 2022 Board of Health meeting packet.

M O T I O N

Upon a motion duly made (Tapia), seconded (Cromley), and unanimously carried, it was

VOTED: TO ACCEPT THE MINUTES OF THE MARCH 1, 2022 PUBLIC HEALTH POLICY DEVELOPMENT COMMITTEE MEETING AS PRESENTED

OLD BUSINESS

No old business discussed

NEW BUSINESS

Set public hearing for Rule #5 variance requests:

John Felton requested that the Board set a public hearing to hear variance requests pertaining to local rule 5 – body art, on April 28, 2022 beginning at 7:00 A.M.

Chairman Dorr called for objections to the request and upon hearing no objection from Board members, the request to set a public hearing to hear variance requests pertaining to Rule #5 – Body Art, on April 28, 2022, beginning at 7:00 AM, was approved by acclamation.

Review of Marketing Data and Marketing Campaign:

Barbara Schneeman, Vice President - Communication & Public Affairs / Public Information Officer, provided a review of RiverStone Health's approach to advertising throughout the years.

Barbara noted that a marketing survey was conducted in 2002 to gauge the public's recognition and awareness of the Yellowstone City County Health department (YCCHD) prior to submitting a mil levy request to the public to cover operating costs of the organization. The survey indicated that the community was unaware of the breadth of programs and services offered by YCCHD. In 2007, the organization began a transformative brand development journey and was renamed RiverStone Health on June 30, 2008. Before 2008, advertising consisted of earned media; in 2009, marketing efforts were increased to include paid advertising. During the first year, a marketing survey indicated brand awareness had increased from 49% to 67%, awareness of clinic services increased from 24% to 44% and awareness of home care & hospice services increased from 9% to 34%.

Market research in 2021 indicated that advertising campaigns over the years have effectively increased brand awareness to 99%, an indication of market saturation where most people in our community are familiar with RiverStone Health. Barbara noted that going forward; marketing efforts will focus on strategic objectives including: increasing our pediatric patient population, while continuing "cradle to grave" education, quality proof points for clinic and hospice and in response to market research indicating that internet is the most popular source of healthcare information - expand our digital presence.

At the close of the presentation after Barbara answered questions from Board members, Megan Littlefield requested that the Board continue the marketing conversation at next month's meeting in order to provide feedback on RiverStone Health's advertising efforts and offer ideas for advertising content to help increase revenue throughout the organization for its continued growth and success.

ROUNDTABLE DISCUSSION

No roundtable discussion held.

MEETING SCHEDULE

The next regularly scheduled meeting will be Thursday, April 28, 2022 in the first floor conference center of the Lil Anderson Center beginning at 7:00 AM.

MEETING ADJOURNMENT

The March 24, 2022 Board of Health meeting adjourned at 9:00 AM.

Respectfully Submitted,

James D. Harris
Secretary/Treasurer, Board of Health

John Felton
President & CEO/Health Officer

cc: Leadership Team, County Commissioners, hd\BOH\2022\minutes\3.24.22