

RiverStone Health
Board of Health Meeting Minutes
August 24, 2023

John Dorr, Chairperson of the Board, Presiding

Members Present: John Dorr; Spencer Anderson; Carol Beam; Brent Cromley; Michael Dennis; Anne Giuliano; Jim Harris; Don Jones; Lionel Tapia; Bea Ann Melichar; Steve Wahrlich; Casey Wheeler

Members Absent: Debbie Davis; K.C. Williams

Staff Present: Joan Brewer, Senior Director of Operations – Clinic; Kandra Diefenderfer, Vice President Homecare and Hospice; John Felton, Yellowstone County Health Officer; Forte, President & CEO; Blake Fuhrman, Senior Director of Clinical Operations Support; Bob Janicek, Chief Information Officer; Megan Littlefield, Chief Medical Officer; Carrie Ludwig, Executive Assistant; Amy Moser, Senior Director Compliance & Risk Management; Eric Owen, Vice-President of Public Health and Clinical Services; Judy Stewart, Vice President Organizational Innovation; Shanna Zier, Senior Director - Fiscal Services

Guests Present: Stewart Kirkpatrick, Legal Counsel – Crowley Fleck; Jeana Lervick, Legal Counsel – Crowley Fleck; Steve Williams, In-house Counsel - Yellowstone County Attorney's Office

CALL TO ORDER

Chairperson Dorr called the August 24, 2023 Board of Health meeting to order at 7:00 AM.

PUBLIC COMMENT

Chairperson Dorr invited members of the public to address the Board. Upon hearing no comment, Chairperson Dorr proceeded to the next item on the agenda.

APPROVAL

June 22, 2023 meeting minutes: Chairperson Dorr requested a motion to approve the **MINUTES** (copy on file) of the June 22, 2023 Board of Health meeting that were previously distributed in the August 24, 2023 Board of Health meeting packet.

M O T I O N

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

VOTED: TO APPROVE THE MINUTES OF THE JUNE 22, 2023 BOARD OF HEALTH MEETING AS PRESENTED

August 24, 2023 consent agenda: Chairperson Dorr requested a motion to approve the **CONSENT AGENDA** (copy on file) of the August 24, 2023 Board of Health meeting that was previously distributed in the August 24, 2023 Board of Health meeting packet.

M O T I O N

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

VOTED: TO APPROVE THE CONSENT AGENDA OF THE AUGUST 24, 2023 BOARD OF HEALTH MEETING AS PRESENTED

CEO REPORT

Jon Forte provided updates and discussed highlights of the CEO “HELP” report (copy on file) that was previously distributed in the August 24, 2023 Board of Health meeting packet.

- RiverStone Health celebrated National Health Center Week August 6-12, 2023. The theme of this year’s celebration was, “The Roadmap to a Stronger America”. Health Centers across the State provide over 3,000 jobs and create more than \$438 Million in total economic impact to our local communities.
- The CHC completed a 5-day Kaizen, focused on improving clinic staffing, workflows, and infrastructure. An update with additional information will be provided later in today’s meeting.
- RiverStone Health has seen a drop in Medicaid patients from 42% down to 35% since the Medicaid redetermination process began in April of this year. Conversely, we have seen a 7% increase in Self-pay patients from 20% to 27% during the same period. RiverStone Health is proactively working with patients / clients to assist them through the process to ensure their Medicaid benefits continue or connect them to resources for enrolling in other coverage
- RiverStone Health’s annual Healthcare for the Homeless Breakfast and Health Fair was held in Billings’ South Park on August 10, 2023. In addition to breakfast, guests received basic self-care items and opportunities to connect with resources and information offered by RiverStone Health and our community partners.
- RiverStone Health is partnering with the Billings Police Department to promote safe firearm storage by offering free gun locks to Yellowstone County residents. Gun locks help to protect curious children from accidental discharge and are proven to delay access to firearms when a person is experiencing suicidal ideation. Anyone can obtain a gun lock by calling RiverStone Health at 406.247.3338.
- RiverStone Health received grant funding from the Whedon Cancer Detection Foundation to help support testing and patient follow-up for RiverStone Health’s colorectal cancer detection program.
- RiverStone Health welcomed the 2026 Class of Montana Family Medical Residency (MFMR) interns on June 28. The new interns received their traditional white coats and began orientation last month. The Class of 2026 includes, Colton Crowther, DO; William Hong, MD; Courtney Honken, MD; Jacalynn Kim, DO; Jonathan Kim, DO; Matt Lopiano, MD; Hersch Pokras, MD; Sam Pollock, DO; and Landon Stevenson, DO.

- The Montana Family Medicine Residency (MFMR) held a graduation ceremony for its' Class of 2023 graduates. Third-year graduating residents and their post-graduation destinations include: Christian Kilpatrick, Wyoming; John Konow, Billings; Sam Matz, Missoula; Trent Taylor, Missoula; Ruth Chadwick, Washington, Mandi Fields, Oregon; Cassie Lowry, California; Yuri Brito, New York, and Doug Burns, Pennsylvania.
- RiverStone Health achieved recognition from the Institute for Healthcare Improvement (IHI), as an Age-Friendly Health System. The Level 2: An Age-Friendly Health System - Committed to Care Excellence designation indicates that care provided by RiverStone Health adheres to the 4Ms framework (What Matters, Medication, Mentation, and Mobility) of the Age-Friendly Health Systems initiative. The initiative aims to create health systems that ensure every older adult receives the best care possible, is not harmed by care, and is satisfied with the care they receive.
- Barbara Schneeman was one of four panelists who participated in the Network for Public Health Law webinar: *Trends in Vaccination Law and Judicial Challenges*, on July 26, 2023. Barbara shared information and reflected on her experience confronting challenging vaccination related policy and legislation.
- Chelsea Purdy-Marks, RiverStone Health Clinic - Medical Assistant, was selected by the Montana Family Medicine Residency (MFMR) as the recipient of the 2023 Clinic Excellence Award. Every year MFMR selects a member of the RiverStone Health Clinic support staff to receive the 2023 Clinic Excellence Award. The award recognizes the recipient for their commitment to collaboration, guidance, and support to MFMR providers.
- RiverStone Health continues to build resilience and mitigation into the campus environment, improving safety and security for our staff members and those we serve. To address some of the issues, we will be implementing a security operations center, improved employee / visitor ID badges, and enhanced guest accountability with check-in and check-out procedures upon entry of our administration and public health areas.
- The end of the Federal COVID-19 Public Health Emergency declaration on May 11, 2023 also marked the end of the COVID-19 Health Care Staff Vaccination mandate requirement from the Centers for Medicare and Medicaid Services (CMS). During its June 23, 2023 meeting, the RiverStone Board of Health acted to end the requirement for COVID-19 vaccination as a condition of employment, however, all staff are strongly encouraged to follow COVID-19 vaccination guidelines.

HEALTH OFFICER REPORT

John Felton provided updates and noted highlights of the Health Officer Report (copy on file) that was previously distributed in the August 24, 2023 Board of Health meeting packet.

- A second case of West Nile Virus (WNV), a mosquito-borne disease, has been confirmed in Yellowstone County. Both cases required inpatient hospital care.
- The federal Department of Health and Human Services (DPHHS) has recently changed hospitals' reporting requirements for COVID-19. Daily inpatient census is no longer required, and weekly inpatient admissions is now required. John noted that going forward, we will report weekly unique inpatient admissions for our two local hospitals. This data point will serve as a "screening measure" that will serve to bring public health and healthcare leadership together if significant changes or untoward trends are identified.

- The increasing incidence of syphilis continues to be of concern to public health nationally, statewide, and locally. John noted that a comparison of newly diagnosed cases in Yellowstone County during the first five months of calendar years 2021, 2022, and 2023 showed an exponential increase in cases from year to year.

CHIEF MEDICAL OFFICER REPORT

Megan Littlefield provided an update of activity in the CHC and the Chief Medical Officer Report (copy on file) that was previously distributed in the August 24, 2023 Board of Health meeting packet.

- A weeklong CHC Staff Structure Kaizen has been completed. The Kaizen intended to review our current staffing model and assess needs to make adjustments that will increase access and productivity for better provider-patient, provider-staff, and patient-staff continuity, consistency, and predictability.
- IT Optimization - We continue to work with Ero Health, who specializes in the optimization of eCW, to develop a plan to optimize our daily use, improve how we do population health, and maximize use of the patient portal.
- Dr. Cynthia Brewer, Medical Director and forensic examiner for the Child Advocacy Center, has resigned from this position. Dr. Brewer helped to start this program at RiverStone Health and has been an amazing advocate for children who have experienced abuse. We are in the process of developing a plan to fill this vacancy. Currently reviewing policies and protocols as our accreditation application is due at the end of the year.

FINANCE COMMITTEE REPORT

Chairperson Dorr requested a motion to accept the August 16, 2023 finance committee meeting notes and the May 2023 financial statements (copies on file) that were previously distributed in the August 24, 2023 Board of Health meeting packet.

Finance Committee Chair Jim Harris provided a brief overview of the financial statements and answered questions from Board members.

M O T I O N

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

VOTED: TO ACCEPT THE AUGUST 16, 2023 FINANCE COMMITTEE MEETING NOTES AS PRESENTED

M O T I O N

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

VOTED: TO ACCEPT THE MAY 2023 FINANCIAL STATEMENTS AS PRESENTED

SAFETY AND QUALITY COMMITTEE

Chairperson Dorr requested a motion to accept the meeting notes (copy on file) of the June 6, 2023 safety and quality committee meeting that were previously distributed in the August 24, 2023 Board of Health meeting packet.

M O T I O N

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

VOTED: TO ACCEPT THE MEETING NOTES OF THE AUGUST 1, 2023 SAFETY AND QUALITY COMMITTEE MEETING AS PRESENTED

Committee Chairperson Anne Giuliano provided an overview of the Committee's activity and briefly discussed the provision for Board of Health review and approval of privileging and credentialing policies for providers who are not subject to review by the RiverStone Health Clinic Board, has been added to the Board of Health Bylaws. The process includes initial review by the Safety and Quality Committee for recommendation of Board action by the full Board of Health.

The Safety and Quality Committee reviewed two non-clinic, hospice and homecare providers: Erika Dell, FNP, and Leigh Slagsvold, FNP, at its August 1, 2023 meeting and recommended Board approval.

Chairperson Dorr requested a motion to approve the appointment of the non-clinic providers as presented.

M O T I O N

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

VOTED: TO APPROVE THE APPOINTMENT OF NON-CHC PROVIDERS ERIKA DELL, FNP AND LEIGH SLAGSVOLD, FNP, AS PRESENTED

PUBLIC HEALTH POLICY DEVELOPMENT COMMITTEE REPORT

Chairperson Dorr requested a motion to accept the meeting notes (copy on file) of the June 6, 2023 public health policy development committee meeting that were previously distributed in the August 24, 2023 Board of Health meeting packet.

Committee Chairperson Bea Ann Melichar and Eric Owen provided an overview of the August 1, 2023 meeting and answered questions from Board members.

M O T I O N

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

VOTED: TO ACCEPT THE MEETING NOTES OF THE AUGUST 1, 2023 PUBLIC HEALTH POLICY DEVELOPMENT COMMITTEE MEETING AS PRESENTED

GOVERNANCE COMMITTEE

Chairperson Dorr requested a motion to accept the meeting notes (copy on file) of the June 22, 2023 meeting that were previously distributed in the August 24, 2023 Board of Health meeting packet.

Chairperson Dorr informed the Board that the Committee is working to streamline processes for evaluating the Board and Board members.

MOTION

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

**VOTED: TO ACCEPT THE MEETING NOTES OF THE JUNE 22, 2023
GOVERNANCE COMMITTEE MEETING AS PRESENTED**

OLD BUSINESS

No old business discussion held

NEW BUSINESS

CHC Staffing Model Kaizen Update: Joan Brewer, Senior Director of Operations – Clinic, and Blake Fuhrman, Senior Director of Clinical Operations Support, provided an overview of the Kaizen that was designed to address a budget shortfall projected for FY24 based on current patient visit volume in the RiverStone Health Community Health Center (CHC).

The group worked to develop a problem statement to create clarity and focus on the project. Key issues comprising the problem statement included the need to increase patient visit volume by 25% to reach a break-even point in the FY24 budget, variation in provider staffing requiring frequent last-minute changes to support staffing levels, and significant turnover within the CHC leadership team requiring a re-design of duties and oversight.

The group reviewed data, processes, and other elements to identify opportunities for improvement and formulate a plan that would address the objectives of the problem statement. The main goals of the project included: Assess provider scheduling to identify opportunities for stability, predictability, and consistency. Clearly define FTE needs for MFMR, anchor, and specialty providers; Clearly define support role staffing model; Develop an operationally effective organizational chart. The group considered several guiding principles in creating the finalized plan that includes a new clinical support staffing model, organizational chart, and outlines steps designed to optimize staffing resources and increase the volume of patient visits in the CHC.

MEETING SCHEDULE

The next scheduled meeting will be Thursday, September 28 beginning at 7:00 AM in the first-floor conference rooms of the Lil Anderson Center.

MEETING ADJOURNMENT

The August 24, 2023 Board of Health meeting was adjourned at 9:07 AM.

Respectfully Submitted,

James D. Harris
Secretary/Treasurer, Board of Health

Jonathan Forte
President & CEO

cc: Leadership Team, County Commissioners, hd\BOH\2023\minutes\6.22.23