

Chief Executive Officer
Louis Ward, MHA



Mayers Memorial Hospital District

Board of Directors
Beatriz Vasquez, PhD, President
Abe Hathaway, Vice President
Laura Beyer, Secretary
Allen Albaugh, Treasurer
Jeanne Utterback, Director

Finance Committee Meeting Agenda

December 4, 2019 – 1:00 pm
Burney Board Room

Attendees

Abe Hathaway, Chair, Board Member
Allen Albaugh, Board Member
Louis Ward, CEO
Travis Lakey, CFO

				Approx. Time Allotted
1	CALL MEETING TO ORDER			
2	CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS			
3	APPROVAL OF MINUTES			
3.1	Regular Meeting – October 23 2019	Attachment A	Action Item	2 min.
4	DEPARTMENT REPORTS/OTHER			
4.1	Director of Nursing – Acute – Theresa Overton	Attachment B	Report	10 min.
4.2	Maintenance – Alex Johnson	Attachment C	Report	10 min.
5	FINANCIAL REVIEWS/BUSINESS			
5.1	October 2019 Financials		Action Item	5 min.
5.2	Accounts Payable (AP)/Accounts Receivable (AR)		Action Item	5 min.
5.3	Board Quarterly Finance Review		Action Item	5 min.
6	NEW BUSINESS			
6.1	MMHD Admin/Finance Building		Discussion	10 min.
7	ADMINISTRATIVE REPORT			
			Report	10 min.
8	OTHER INFORMATION/ANNOUNCEMENTS			
			Information	
9	ADJOURNMENT: Next Regular Meeting – January 22, 2020 (Fall River)			

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Posted 11/27/2019

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Chief Executive Officer
Louis Ward, MHA



Mayers Memorial Hospital District

Board of Directors
Finance Committee
Minutes

October 23, 2019 – 10:30 am
Boardroom (Burney)

Board of Directors
Beatriz Vasquez, PhD, President
Abe Hathaway, Vice President
Laura Beyer, Secretary
Allen Albaugh, Treasurer
Jeanne Utterback, Director

These minutes are not intended to be a verbatim transcription of the proceedings and discussions associated with the business of the board's agenda; rather, what follows is a summary of the order of business and general nature of testimony, deliberations and action taken.

1 CALL MEETING TO ORDER: Abe Hathaway called the meeting to order at 10:32 am on the above date.

BOARD MEMBERS PRESENT:

Abe Hathaway, Committee Chair
Allen Albaugh, Board Member

ABSENT:

STAFF PRESENT:

Travis Lakey, CFO
Ryan Harris, COO
Louis Ward, CEO
Candy Vculek, CNO
Libby Mee
Diana Groendyke
Val Lakey, Board Clerk

2 CALL FOR REQUEST FROM THE AUDIENCE – PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS

None

3 APPROVAL OF MINUTES

3.1 A motion/second carried; committee members accepted the minutes of September 25, **Albaugh/Hathaway Approved All**
2019

4 DEPARTMENT REPORTS

- 4.1 Human Resources – Libby Mee – See written report. Elimination of registry staff is a goal. Have eliminated Respiratory, Physical Therapy registry. Currently using 4 companies for direct marketing. Also using registry companies. HR department is working with the compliance on the registry staff. Acute needs 9.7 FTE – we are at 5 with one out on maternity leave. ED needs 9 FTE RN's as well. Discussed the ratios. This is a real issue that we are actively working on.
Graduated CNA's (3) are now employed. We have 3 in the current program. Building the roster for January.
\$40,000 paid out in bonus programs.
- 4.2 Director of Nursing – SNF – Diana Groendyke – See written report. Revenue is up in the first quarter of the fiscal year. (Due to raise in Partnership rates) Average census is 73. Year to date days is up. 408 days ahead of last year. Challenged by physician availability for admissions. Watson and Dahle are the two physicians that can admit to the SNF. Working on recruiting mid-levels to help with the challenges. Much discussion about SNF physician coverage and solution. Albaugh suggested tracking memory care nursing care hours. Annex contract employee has been working well and will become our employee. Survey went very well. Number one focus is resident safety. Discussed outside activities – usually about one time per month.

5 FINANCIAL REVIEWS

- 5.1 **September 2019 Financials** – Reviewed financials with CFO Travis Lakey. Albaugh brought up some ideas regarding health insurance and premiums and employees over 65. Lakey and Mee will check into it. Albaugh asked about Bond revenue. Albaugh inquired about the ability to buy back our own bond. There is no clear answer. Discussed clinic financing (CHFFA and USDA are possibilities.) Discussion on HVAC and long-term plan for replacement. **Albaugh/Hathaway Approved All**
- 5.2 **Accounts Payable (A/P)/Accounts Receivable (A/R)** **Albaugh/Hathaway Approved All**

6 NEW BUSINESS:

6.1 None

7 ADMINISTRATIVE REPORT – Will report at the full board meeting.

9 OTHER INFORMATION/ANNOUNCEMENTS

10 ADJOURNMENT

Next Finance Committee Meeting: December 4, 2019, Burney

ATTACHMENT B

Acute Care Finance Board Report-Nov. 2019

- Average Daily Census for FY 2019
 - Acute—2.54
 - Swing—3.14
- Average Length of Stay (LOS):
 - 2017 the average LOS was 11.56
 - 2018 the average LOS was 12.68
 - 2019 the average LOS was 12.49
- Staffing
 - Registry Costs FYE19-\$807,844 and FYE20 through period 4 is \$229,021.
 - No longer have LVN's on the Acute unit. We maintain a FTE LVN who is in the process of doing his LVN to RN upgrade
 - Changed from daily registry to a 13-week traveler contract. Decreases expenses overall facility. Currently have two 13-week contracts. One of those travelers has filed an application for per diem employment with Mayers.
 - In the last year, we have hired 2 FTE RN's and still remain with 2-vacancies
 - Developed Staffing Matrix for daily staffing. (See Attached)
 - Set process for floating CNA's and LVN to SNF when census is low. This will help to decrease registry in SNF. In the process of educating staff and go live date is Dec.10th.
- RN Sign-On Bonus
 - March 2019 developed sign-on bonus program for new hires: \$14,000 (10,000 time of hire and \$4,000 at the end of two years).
 - Since implementation of sign-on bonus, we have interviewed 6-RN's of which 5 declined employment due to wage.
- Loss of purchased services
 - Developed system with use of manila envelopes in patient room to collect patient supplies and each shift the ward clerk empties envelope and captures charges. (In process of working with Purchasing to determine progress).

Submitted by Theresa Overton, RN, BSN
Director of Nursing-Acute Services

All RN Staffing Days

Number of Patients	Acute Care Staffing Matrix			Notes
	RN	CNA	Ward Clerk	
10	2	1	1	
9	2	1	1	
8	2	1	1	
7	2	1	1	
6	2	1	1	
5	2	0	1	Float CNA to SNF ED Tech Assist as needed
4	2	0	1	Float CNA to SNF ED Tech Assist as needed
3	2	0	1	Float CNA to SNF ED Tech Assist as needed
2	1	0	1	RN # 2 on Cal.I Float CNA to SNF
1	1	0	1	RN # 2 cx'd Float CNA to SNF
0	1	0	1	RN # 2 cx'd Float CNA to SNF On duty RN floats

All RN Staffing Night

Number of Patients	Acute Care Staffing Matrix			Notes
	RN	CNA	Ward Clerk	
10	2	1	0	
9	2	1	0	
8	2	1	0	
7	2	1	0	
6	2	1	0	
5	2	0	0	Float CNA to SNF
4	2	0	0	Float CNA to SNF
3	2	0	0	Float CNA to SNF
2	1	1	0	RN # 2 cxd
1	1	1	0	RN # 2 cx'd
0	1	1	0	RN # 2 cx'd Both Staff float and help

RN/LVN Staffing Days

Number of Patients	Acute Care Staffing Matrix		Ward Clerk	Notes
	RN	LVN		
10	1	1	1	1
9	1	1	1	1
8	1	1	1	1
7	1	1	1	1
6	1	1	1	1
5	1	1	0	1 Float CNA to SNF ED Tech Assist as needed
4	1	1	0	1 Float CNA to SNF ED Tech Assist as needed
3	1	1	0	1 Float CNA to SNF ED Tech Assist as needed
2	1	0	0	1 Float LVN and CNA to SNF
1	1	0	0	1 Float LVN and CNA to SNF
0	1	0	0	1 Float LVN and CNA to SNF On duty RN floats

Instructions

1. If there are acuity concerns that may require a higher staffing level, contact Candy before changing matrix
2. If there is staff that is working overtime, cancel the overtime staff first unless the floor needs 2 nurses and one of them is in overtime. Do not cancel the overtime staff if there is the option to float to the SNF.
3. If staff has requested to take the call off, honor if possible, however do not cancel if there is a staffing need on the SNF
4. If a nurse needs to be cancelled/put on call and there is a long term traveler, check log to see if they can be the first nurse cancelled.
5. Complete registry staffing by 1200/2400 and if able, cancel any unneeded registry staff.

Board Finance Report

Maintenance and Engineering

December 12, 2019

Last Report – February 28, 2018

In the past 22 months the Maintenance Department has undergone a major restructuring. The crew is now comprised of a group of individuals with a wide range of skills. We have a journeyman electrician, a cabinet and countertop specialist, a landscaper and two highly capable lead maintenance workers. We also created an Engineering Department to handle all of the off site work we are doing and renovations on campus. This department has two skilled carpenters with over sixty years of construction experience between them.

Fall River Campus

- The SNF Refresh is continuing to progress. All of the rooms have been painted and new rigid sheet paneling, chair rail and cove base has been installed. We are in the process of skinning the cabinets with a birch veneer. Currently there are five rooms left to do. The next phase of the remodel is under review with OSHPD. Once approved, this will allow us to install new handrails, LED lighting in the halls and patient rooms and new countertops and sinks in the patient rooms.
- The maintenance shop and the space above it have undergone a transformation. The shop is much more user friendly and organized. We stocked our shop with a wide selection of electrical, plumbing and hardware parts through Grainger. This has cut down on wasted time driving to the hardware store to look for nuts and bolts. The space above the shop has been upgraded and has a conference room now that is used daily. With the installation of a backup generator on the building this area will now be used as the incident command center in case of emergency.
- Landscaping is an ongoing project. We have wonderful volunteers that have made the planted areas around the hospital beautiful. We are working with Rose to redo some of the planted areas into more maintenance friendly spaces. Half of the space in front of the Physical Therapy Building was replanted this year with flowering bushes and trees. Rose is helping with the design of these areas.

Burney Annex

- The Annex is getting fresh paint and cove base in the halls. At the same time new artwork is going up and we are moving the logging photos to the back hall where residents and family members can still view them. We are also painting resident rooms whenever one becomes available.
- Thanks to the hard work of the Foundation new awnings were install in the resident outdoor spaces. They are mounted to the walls and retractable. This makes for a much nicer appearance and easier maintenance.
- One of my favorite projects at the Annex was the dining room painting. We painted six or eight different paint combinations on the walls in small sections and the residents voted on the colors they liked best. I did not like the sample they picked at first but now the space looks great in my opinion.

Engineering

- The Laundry Facility has been up and running since March of 2019. In tandem with this is our courier service. Aside from a few learning curve issues at the beginning and some modifications to the courier schedule it seems to be a success.
- The Fifth Street House was completed in the summer of 2018. It has been used heavily since then.
- We finished the retail pharmacy in August of 2019. Other than someone stealing half of the shrubs we planted the project went smooth.
- Currently the Engineering staff is working on the Riverview House. When complete it will be a 2,100 square foot house with five bedrooms and four bathrooms. The goal is to have it done by the end of this year and then move on to the old clinic building.

Alex Johnson

Facilities and Engineering Manager