

Regular Board Meeting Minutes

April 19, 2018 – Alpine Bank, Ridgway, Colorado

(Note: Items recorded in accordance with adopted agenda notwithstanding sequence of discussion)

Present: Board members: Michael Boland, Joey Huddleston, Coleen McElroy, Vonnie Kuijvenhoven and Richard Wojciechowski; RSA administrator Karla Cline
Mountain Medical Center: Dr. Joel Gates, Josie Scoville
Guest: David Beckhardt

1. **Call to Order** at 1233 by Michael Boland.
2. **Review of Agenda:** No changes
3. **Minutes from March 15, 2018 meeting:**
 - Richard noted that the draft posted to Drop Box included some clarifications pursuant to Joel's request.
 - Joey requested identification of the source of concern noted in the last paragraph of Section 8, New Business. Richard agreed to go back to the recording to do so.
 - **MOTION** by Joey second by Vonnie to approve the minutes from March 15, 2018 subject to identifying source of comment per Joel's request. Motion passed.
 - Later in the meeting Richard requested the board also permit clarification of the statement the clinic was averaging 10-12 patients per day as discussion indicated Susie had intended that to mean the clinic was receiving 10-12 new patient applications per day. Board concurred.
4. **Public Input.** Guest David Beckhardt was introduced. Mr. Beckhardt did not initially have any comments but requested he be able to comment or ask questions as topics arose and offered his assistance given his civil engineering background.
5. **Discussion with medical provider Dr. Joel Gates:**
 - The clinic is busy.
 - Many changes have been made to the offices, e.g. painting of offices makes the rooms much more colorful, orchestrated by Coleen, and rearrangement of shelving by Coleen.
 - The storage room has been emptied of contents and will be used as a counseling room, but files of financial and patient records and supplies are stacked in the corridor on industrial shelving (Joel's property) which is not good. Joel requested RSA's financial assistance in procuring enclosed cabinets to place in the hallway so supplies are not on open shelves. Joel offered to research costs of closed shelving similar to what he uses at home.
 - Items moved to hallway include older patient medical records as well as financial and other records but mostly boxes of medical supplies and shipping boxes. Joey asked whether paying a firm to scan the records would be appropriate; Joel stated scanning the records would not eliminate the need for the shelving. The room in which RSA has its filing cabinet has been converted to a medical records operating station.
 - The change over to the fiber optic communications has been completed with new wireless access points for the router, moving from 10 Mbps up and down to 300 Mbps up and down.
 - The new telephone system has been installed and programmed.
 - Discussion that RSA would like an invoice from MMC for the previously approved reimbursement of \$1,948.63 for the fiber optic installation and the \$3,000 donation toward the new MMC telephone system.

- Josie provided copies of the EKG computer order confirmation which was ordered for RSA shipped to RSA care of MMC, which should take care of the tax-exempt issue (\$999 including a one-year warranty). Joey sent out details for inventory data base.
- RSA still needs an invoice for the additional rolling stand for vitals monitoring equipment.
- Discussion that separate checks will make the expenditures clearer in the accounting system for future reference.
- Electronic items recycling sponsored by Alpine Bank is scheduled for April 28; Joey will take the old EKG related computer to recycling. Josie has wiped the data from the computer and it didn't have HIPAA data.
- To replace Suzanne Haag, MMC has hired a mid-level provider, Angela Miller, PA-C, a local resident with children in the Ridgway school who has about five years' experience; she will be starting this coming Monday. Joel felt MMC's options were to close the practice to any new patients because MMC is overwhelmed. MMC has requested the RSA provide \$7,000 to reimburse MMC for Ms. Miller's signing bonus to make up for the bonus she would have received at her current employer had she stayed there another several months. He negotiated an agreement with Ms. Miller with graduated payback of the signing bonus if she doesn't stay two years. Ms. Haag worked 3 days/week; Ms. Miller will be working 4 days/week. Brie (Gabrielle Silverman, PA-C) works 2 days/week. Joel hopes this will allow the clinic to actually have two providers at the clinic during the week.
- In response to a question, Josie clarified that the 10-12 patients per day in last month's minutes refers not to patients seen, but to new patient applicants, largely as a result of the closing of Dr. Sherwood's practice. Josie indicated MMC has taken in over 600 of Dr. Sherwood's patients in the last several months. There were two waves of Dr. Sherwood's former patients, the first about a year ago when Dr. Sherwood stopped taking insurance and the second when Dr. Sherwood's practice ceased operations in February 2018. Joel indicated that each provider at the clinic sees an average of between 15 and 22 or 23 patients per day. Josie indicated that including blood draws and injections the providers do not need to see, the clinic averages 45-50 patient visits per day. Departure of one provider and the closing of the Sherwood practice occurred at about the same time, bringing the latest wave of patients and stress on the clinic. Josie clarified that 4 days/week is considered full time for a medical provider due to the associated paper work. Joel explained MMC office hours start at 8:30 with patient visits from 9 to noon, then patients are seen from 1:30 to 5 during clinical hours but staff members are now working longer hours.

6. Old Business:

- a. Building issues.
 - i. Water damage: Coleen reported the water damage repairs, all plumbing, replacing and painting walls, have been completed.
 - ii. Faucets and toilets: All plumbing has been redone.
 - iii. Coleen has had shut-off valves installed under each water outlet.
 - iv. Coleen noted water coming into building is at 120 psi, which is too high and is responsible for damage to faucets. Coleen directed installation of a pressure regulator and replacement of all faucets with much nicer faucets in all sinks. Coleen liked the idea of automatic faucets which turn on via sensor, but they start at \$650 each but instead selected decent commercial faucets.
 - v. Coleen noted none of the toilets are operating properly and she is replacing toilets.
 - vi. Richard expressed concern that while emergency rapid action was appropriate, justified and much appreciated for the water leakage, the RSA has taken to making decisions via e-mail rather than in board meetings, with due consideration of the pros and cons of purchases and

actions and their timing without consideration of the budget. We have been treating everything as an emergency. Mike noted that many items have been identified that need to be done at some time, but they should be brought to the board for consideration. Coleen concurred.

- vii. Stucco was damaged by door swinging into it, and there is a large hole in the exterior wall on the alley side (not there last month). Repair work is commencing today.
 - viii. Coleen reported the gutters have been fixed by Whitey, who doesn't want to address fascia on east side until a major rain shows how well the gutters are holding.
 - ix. Soffit on west side has not been painted in years, needs to be painted. Coleen is obtaining a bid on painting the west side.
 - x. Speedy is working on a plan for the parking lot, has proposed a v-pan (concrete trough to drain water away from door) as easier than regrade with asphalt. Speedy is to get with asphalt company and a firm with equipment to remove asphalt in the way of the v-pan. Mr. Beckhardt offered his assistance in determining an appropriate solution.
 - xi. Coleen has addressed with Speedy taking out the sidewalk and heating it. The issue is distance from sidewalk to source of hot water, perhaps the recirculating hot water system. Coleen also plans to contact electrician about electric options, but that would significantly affect MMC utility bills. Joey suggested the possibility of an electric alternative. Mike asked Coleen to obtain quotations on no-heat options as well. Joey noted it took 22 years for the sidewalk to be degraded, and the cost of installing a heating system may be far more than replacing the sidewalk every 22 years. Mr. Beckhardt suggested there are a number of products that are very effective against concrete corrosion caused by salts, and reapplication may only be needed every five years.
 - xii. Coleen is going to have the electrician re-wire heat tape in gutters in a manner that staff can easily note whether the system is on or off.
 - xiii. Plumber anticipated finishing replacing faucets and some other repairs this weekend which would be easier outside of clinic operating hours.
 - xiv. Coleen noted she is tired of the art work, is thinking of selling on e-bay and replacing. Turns out the art work is owned by Joel Gates. Coleen stated she would bring her own items for display. Mr. Beckhardt suggested putting up local artists' work that is for sale.
- b. Procurement actions: already discussed; no new items.
 - c. EKG computer and software:
 - i. A new computer has been installed, Karla arranged for appropriate security and anti-virus programs.
 - ii. At the last meeting Mike agreed to have his computer expert look at the computer, which was coordinated with Susie, but when Mr. Blakely went to MMC he was shown the wrong computer (an MMC nurse's computer which also didn't work), then had to go back.
 - iii. He wanted to take the EKG computer to his shop to diagnose it but was not permitted to do so because MMC did not have the EKG software on any other computer. Since then, MMC has put the EKG software on a second computer as a backup.
 - d. Insurance claim status: Coleen and Karla reported the insurance company declined the claim based on normal wear and tear by corrosion due to normal mineral deposit build up. Insurance adjuster recommended always filing a claim as it documents the maintenance care of the building. Consequential damage from the water (around \$1,700) was below the \$5,000 deductible.
 - e. Inventory submission to county assessor: Karla reported an inventory correction had been made and a report submitted to the county assessor with a copy to Susie at MMC, including the list of equipment/computers transferred to MMC ownership.

- f. Action item review from March board meeting:
- Most actions have been completed or have been addressed above.
 - 6c. Susie worked with McKesson to resolve the issue. RSA has now received an invoice for \$19.23 as a “charge back.” Board discussion that this isn’t worth arguing about, directing Karla to go ahead and pay the invoice.
 - 6d. Coleen reported that Consumer’s Reports recommends calcium chloride as the optimal ice melt.
 - Coleen stated MMC already has a supply of some ice melt so selection of more doesn’t apply until next fall but agreed to advise Susie of the optimal ice melt to apply to the sidewalk.
 - David Beckhardt stated that while not benign, calcium chloride is the least destructive to concrete effective ice melt, and that there are sealant surface treatments that can be applied to concrete sidewalks that will protect the concrete, and those last about five years. Log Hill Fire Dept has good experience with surface treatments.
 - Coleen has picked out product she likes, indicated wainscot repair had lower priority due to the water issues, but that Mike Wage is waiting for her decision on which to apply, and she would meet with him Saturday.
 - Coleen’s Surface is not being used. Josie offered to look at Coleen’s Surface and also her Drop Box problems.
 - Discussion of a water stub near the outdoor sign. Coleen will ask John the plumber what feeds that stub, as the plumber had turned various lines on and off during repairs.
 - Carpet repair remains to be addressed, several suggestions on sources were made.
 - Coleen had talked about wiring of the roof tape; the discussion was repeated. Coleen stated the electrician she had talked with was not returning calls, she would call John Krepinsky to do this. Discussion of appropriate ways of switching heat tape given a variety of considerations.

7. Report from Administrator.

- a. Calendar review.
- Still waiting for response from state auditor so unable to publish in paper until response received. If auditor accepts request for exemption, suggestion a one-line legal notice be published with a statement to that effect.
 - Karla will renew mail forwarding request with post office
- b. Correspondence: ASAP: new security password: E-mail from ASAP, appears to be standard change of password. Richard will follow up..
- c. Financial statements:
- Mike and Richard differentiated between essential and non-essential items and between emergency v. non-emergency items. Broken pipes spraying water is an example of an emergency, but replacing all the faucets or redoing the parking lot are not emergencies and deserve both obtaining quotations and addressing the issues in the budget. Richard noted that even without the new invoices of over \$13,000 facilities maintenance expenses booked through March are at 140% of the total annual facilities budget.
 - Vonnie noted that even in our emergency situation it makes sense to obtain quotations to obtain reasonable prices. Richard related how one plumber offered to do a job for \$1000, claimed the other plumber would charge \$2,000, but a third plumber did the job well for about

\$300. Other examples such as the EKG computer as an urgent purchase and the slowly deteriorating sidewalk as a non-emergent issue were discussed.

- In discussing the need to come to the board for authorization to incur costs, Coleen asked whether there were dollar amounts, e.g. \$300, under which she does not need board approval. Discussion that for non-emergent issues the board should consider options, costs and make decisions.
- Richard noted adopted policy is that Karla as administrator can spend \$250 on her own recognizance and with the concurrence of one board member can expend up to \$500.
- Not following the procedure of providing procurement requests to Karla to have items ordered has resulted in confusion and everyone thinking someone else has ordered an item. Following the established procedure, i.e. MMC providing procurement requests to the RSA Administrator, should minimize confusion and delays in obtaining needed items.

d. Invoices/checks.

- Some of the invoices by local workers are missing key information (e.g. company name, mailing address). Coleen has been holding their hands in an attempt to obtain reasonably complete invoices.
- Karla requested guidance on how to process approved payments for recently approved additional subsidies to MMC. Mike directed she not pay based on vendor invoices to MMC but request MMC submit MMC invoices to RSA with the vendor invoices attached to document their payment and receipt of the item. Mike directed these be paid by separate checks to keep the trail clear, and we should in future use this procedure.
- **MOTION** by Joey, second by Coleen, to approve and pay the invoices discussed and presented. Motion passed.
- Coleen noted that with no meeting in June, there may be a problem with paying the vendors she has authorized. Discussion that for work already authorized the May meeting should be able to approve payments.

8. **New Business**

a. MMC Request for RSA Provider Hiring Support.

- MMC requested RSA fund \$7,000 signing bonus for a replacement mid-level provider.
- Mike stated he felt the current limited access to medical care is a desperate situation and RSA needs to subsidize MMC's effort to attract a replacement provider. If MMC does not replace the departed provider, MMC will have to turn away new patients. Mike feels that if the new provider leaves and MMC receives a refund, RSA should receive a refund of its contribution. Taking on these additional patients and building up the practice will be a good thing for the county and Dr. Gates.
- Coleen concurred with Mike.
- Richard opposed the action on several different grounds.
 - In contract negotiation discussions RSA backed off from any kind of management control of MMC's business.
 - RSA's request the clinic expand access to county residents by adding a third provider which RSA would subsidize in full or in part over time was rejected by Joel, and the RSA backed off as it is his business and he makes the decisions. Joel preferred to keep the practice at two provides. The obvious consequence of being a two person operation is limited flexibility; that when one is off on leave, illness, or departs the remaining person is faced with the entire workload. Joel made the choice and RSA back off.

- We were told Joel had a number of applicants, including ones from California, who wanted to come for interviews. Joel made the decision to not subsidize applicants' travel for interviews. That was his decision.
 - RSA should not get involved in how much someone is paid, or which employee receives how much of an annual bonus, etc.
 - Joey objected, considering this is recruiting for a replacement provider for two that left (MMC's Ms. Haag and Dr. Sherwood from the separate practice). For RSA to replace Joel Gates would entail huge costs, and this is something RSA should do. Joey stated Joel was not vehemently opposed to expanding the practice. Joey stated expanding the practice had been tried and was not economically viable. Joey believes we need the provider now, and the person would receive \$7,000 if she stayed with her current employer into July.
 - Vonnie stated she was in favor of contributing on the basis that Joel has already stepped forward and hired the provider on his own, taking on the cost of having the provider coming on now. Vonnie agrees RSA needs to ensure there are adequate medical providers in the county.
 - Mike allowed Dave Beckhardt to ask a question. Mr. Beckhardt noted that the new provider's relative income had not been stated and wondered whether if she is being paid more by MMC she would not have recouped the bonus over time. Joey cut off Mr. Beckhardt's question and challenged Mr. Beckhardt's premise.
 - Coleen stated that the taxpayers who had been Dr. Sherwood's patients would want the RSA to do whatever it takes to get them a second medical provider as quickly as possible.
 - **MOTION** by Joey, second by Coleen, to pay the \$7,000 signing bonus. Four in favor, Richard opposed. Motion passed.
 - Board directed Karla to request an invoice so there is a record of the subsidy.
 - **MOTION** by Vonnie, second by Coleen, that RSA make its payment of \$7,000 contingent on receiving any refund of the signing bonus should the provider leave prior to the two year term. Four in favor, Richard abstained. Motion passed.
 - Coleen suggested the recently received donation from RRL ranch be earmarked for purposes of the signing bonus. Discussion that it doesn't matter, RSA is funding it.
- b. Invoice route – directly to administrator: Richard reminded board members and MMC that invoices need to go directly to the administrator, that posting them to Drop Box or sending them somewhere else results in problems, such as the \$500 invoice that had not been paid for an extended period. Karla noted that she needs to know whether an item has been received and is being retained rather than returned before placing items in inventory data base.
- c. Payment methods and procedures: Joey raised the issue that in purchasing the EKG computer RSA did not have a means of paying an internet firm because the debit card was limited to \$1,000. Discussion points included:
- Debit card is not limited to \$1,000.
 - Use of a debit card over the internet has increased potential of theft.
 - Several automatic payments are made from the debit card (Drop Box and QuickBooks) so the actual amount in the debit card account varies and would need to be ascertained prior to making a large purchase.
 - Joey recommended RSA open a PayPal account tied to the checking account, or if security is a concern to a separate account set up for that purpose.
 - Joey requested this be placed on a future agenda.

- d. Drop Box changes: Pursuant to Joey's e-mailed recommendation that the standard rather than enhanced version of Drop Box subscription be utilized, Karla had already notified Drop Box of RSA's preference.
- e. Other:
- i. Coleen said she is going through the RSA files and reorganizing them.
 - ii. Mike brought up the extensive expenditures made recently and in the works, with many costs not in yet, but it looks like a significant over-budget situation. Rich passed out an actuals v. budget financial report as of end March, noting that many other costs were already committed but not reflected.
 - Mike asked whether RSA needs to hold off on payments approved. Rich assumed as soon as checks are written they are logged in the books, so those should be in the computer by the May meeting.
 - Mike suggested in May we should have a good idea of the financial situation, and a budget revision needs to be considered and asked about the process.
 - Rich noted the process includes developing a revised budget, announcing a public hearing, holding the public hearing, deciding on the budget, then submitting to DoLA. The state considers the budget at the total line, so although at 25% of the way through the year we are already at 42% of the annual budget, so by May our books as of end April are likely to show over 50% on the budget. We could revise the budget immediately, or we could see in two months whether we can somehow still come in on budget, using the various contingencies.
 - Joey asked about utilizing the roof reserve and then paying it back next year, but that money is not in the budget for expenditure, thus moving it is not within the budget.
 - iii. Coleen asked whether board wanted a bid submitted for the wainscot repair as she does not want to wait until the next meeting to submit a cost estimate. Rich asked what the ball park is estimate; Coleen estimated several hundred dollars for the materials and concurred in a several hundred dollar estimate for labor. Coleen was concerned about not being able to make payments in June without a board meeting to sign checks, but discussion pointed out that the work underway should be done by the May meeting.
9. **Next meetings:** Regular meeting May 17 at 1230, the Alpine Bank, Ridgway. Mike will not be here for the May meeting. No meeting in June. Coleen to bring up any June issues at the May meeting.
10. **Adjourned** at 1453 pursuant to **MOTION** by Joey, second by Coleen; motion passed.

Submitted by:

Approved by the Board on May 17, 2018

R. Wojciechowski

V. Kuijvenhoven

Secretary

Vice-President

Enclosures: Agenda; Action items

Ouray County Regional Service Authority
Regular Board Meeting April 19, 2018
12:30 PM – Alpine Bank Conference Room, Ridgway

AGENDA

1. Call to Order
2. Review of Agenda
3. Approval of Minutes from March 15, 2018
4. Public Input
5. Discussions with Medical Provider (Dr. Gates)
6. Old Business
 - a. Building issues
 - i. Water damage
 - ii. Gutters
 - iii. Faucets and Toilets
 - b. Procurement actions (items requested by MMC)
 - c. EKG Computer and Software
 - d. Insurance claim status
 - e. Inventory Submission to County Assessor
 - f. Action item review
7. Report from Administrator
- a. Calendar review
- b. Correspondence
- c. Financial statements
- d. Invoices/checks
- e. ASAP: New Security Password
8. New Business
 - a. MMC Request for RSA Provider Hiring Support
 - b. Invoice route – directly to administrator
 - c. Invoice Payment Methods and Procedures
 - d. Drop Box changes – email 3/19
 - e. Other
9. Next meeting: Regular meeting 12:30 May 17, 2018 at Alpine Bank, Ridgway. No June meeting.
10. Adjourn

ACTION ITEMS

- 5.i Research potential new shelving for MMC corridor. [MMC]
- 5.ii Provide invoices for reimbursable items (building wiring; donation toward telephone system; EKG computer). [MMC]
- 5.iii Provide invoice for vital signs equipment rolling stand. [MMC]
- 5.iv Enter new items into inventory data base. [Karla]
- 5.vi Take old EKG computer to electronic recycling. [Joey]
6. Obtain quotations for three scenarios of sidewalk repair, no heating, electric heating, hot liquid heating. [Coleen]
- 6.f. Coleen to pass ice-melt recommendation to Susie at MMC. [Coleen]
- 6.f. Identify connection to water stub near outdoor sign. [Coleen]
- 6.f. Find carpet repair vendor, perhaps Kinney. [Coleen]
- 7.a. Renew mail forwarding at post office. [Karla]
- 7.a. Sprinkler system tested/turned on. [Coleen]
- 6.a. Install door stop on back door to limit damage to stucco. [Coleen]
- 7.b. Check into ASAP access. [Richard]
- 8.a. Obtain MMC invoice for \$7,000 signing bonus for replacement provider. [Karla]