

TAOS HEALTH SYSTEMS, INC.
BOARD OF DIRECTORS MEETING
MINUTES
July 31, 2024
2:00 p.m.

Present: Abe Balsamo, Robyn Chavez, Lucille Gallegos, Carl Gilmore, Cristina Martinez, Jonathan Moran, DO, Don Mooney, Trinidad de Jesus Arguello, Paul Sands, Peter Selzer, MD, Chris Stagg, Eileen Lujan, and Andrew Chavez

Members Absent:

Administration: James Kiser, Connie Prewitt, Brittany Hamilton, Sue Romansky, Margaret Lynch, Vivian Santistevan, Misty Carruth, Lenora Cisneros and Mercedes Burns

Guests: Eric Jones, Ovation Healthcare, Helen Forte, HCH Foundation Planner, Angie Jones, J.P. Martinez, Jason Doyle, Air Methods/Careflight

- I. **Call to Order** - Holy Cross Hospital, a division of the Taos Health Systems, Inc., Board of Directors meeting was called to order at 2:05 p.m., Wednesday, July 31, 2024, by Lucille Gallegos, Board Vice Chair. Attendance was recorded and a quorum was present.
- II. **Approval of Agenda** - The agenda was presented for review and approval. Following review and discussion, a motion was made and seconded to approve the agenda as presented. All were in favor and the motion carried.
- III. **Approval of the June 26, 2024 Taos Health Systems (THS) Board Minutes** - Following review and discussion, a motion was made and seconded to approve the June 26, 2024 THS Board Minutes as presented. All were in favor and the motion carried.
- IV. **Public Comments** – There were no public comments presented.
- V. **Declaration of Conflicts of Interest** – There were no conflicts of interest presented.
- VI. **Taos Orthopedic Fellowship Program** – Sean Marvil, MD, Orthopedic Surgeon gave a brief summary on the Taos Orthopedic Fellowship Program. The discussion centered on the hospital's efforts to secure exceptions from the NM Medical Board to allow the Orthopedic Fellows to complete their fellowship program at Holy Cross Hospital. A letter addressed to the NM Medical Board was presented to the board for their review and endorsement. The board thanked Dr. Marvil for coming to the board meeting. Following review and discussion, a motion was made and seconded to approve the letter of support as presented. All were in favor, and the motion carried.
- VII. **Air Methods/Careflight Presentation** – Jason Doyle, Patient Billing Services Customer Service Manager and his partners discussed their organization's patient billing services and how the Air Method's advocacy team works with patients to find coverage for their medical bills. They also reported how the leadership on Capitol Hill and in the NSA have helped push for the No Surprises Act, protecting patients from surprise medical bills. Mr. Doyle also presented the benefits of having a rotor asset within the community, such as ease of transportation and access to medical care. The board thanked the Air Methods team for coming to the board meeting.

VIII. **Foundation Planner Introduction** – Ms. Lucille Gallegos introduced Helen Forte, Interim Foundation Planner for Holy Cross Hospital. Ms. Forte explained the Foundation's purpose: making it easy for donors to give and highlighting the hospital's amazing work. The goal is to create a communication plan, enlist community input and support for hospital growth. Ms. Forte also reassured the board that she is not a mouthpiece for any one person, but rather a representative to show case their work. She also reported that the name selected for the Foundation is "Holy Cross Hospital Foundation". The board welcomed Helen.

IX. **Medical Staff Recommendations** – Jonathan Moran, DO, Chief of Staff

- Credentialing – A motion was made and seconded to accept the Medical Staff recommendations to the Board for privileges and memberships as listed below. All were in favor and the motion carried.

INITIAL APPOINTMENTS:

- **Hooper, Joanna (Family Medicine)** - Appointment in the Pediatric & Adult Medicine Department and Perinatal. Robyn Chavez abstained from voting.
- **Gunter, Andrew CRNA** - Appointment in the Surgery & Anesthesia Department.
- **Gonzalez, Christian MD (Ortho Fellow)** - Appointment in the Surgery & Anesthesia Department.

Concord Teleradiology:

- *Devincent, Dan MD*
- *Johnson, Steven MD*
- *Rolen, Michael MD*
- *Armstrong, Linda DO*
- *Lugo, Charles MD.*
- *Hewlett, Nathan MD*

REAPPOINTMENTS:

- **Deithloff, Michelle DPM (Podiatry)** – Reappointment in the Surgery & Anesthesia Department.
- **Fleet, Trisha MD (Hospitalist)** – Reappointment in Pediatric & Adult Medicine & Perinatal Department.
- **Weinstein, Yahel MD (Pediatric)** – Reappointment in Pediatric & Adult Medicine & Perinatal Department.
- **Williams, Amy MD (Pediatric)** – Reappointment in Pediatric & Adult Medicine & Perinatal Department.

X. **Lifewings Quality & Safety Council Report – Misty Carruth, Quality Director** - June 2024

- Lifewings Quality & Safety Council Report – June 2024 – June Q & S Cards

Quality Report (June)

- Overall hospital rating score – 50.00%.
- Left without being seen – 3.60%.
- Inpatient Readmission Rate – 7.00%.
- Patient Satisfaction: Communication w/Doctors – 73.30%.
- Patient Satisfaction: Communication w/Nurses – 75.90%.
- Patient Satisfaction: Instructions for Care at Home – 77.80%.
 - Scorecard Response Rates – 14.5%.
- Patient Experience updates and the inpatient patient comments were presented and reviewed.

Following review and discussion, a motion was made and seconded to accept the Lifewings Quality & Safety Council Report as presented. All were in favor and the motion carried.

XI. **Finance Report** – Connie Prewitt, CFO

- June 2024 Financial Statements – Ms. Prewitt, CFO, presented the June 2024 financials for review and acceptance. (Refer to CFO's Narrative Report).

Following review and discussion, a motion was made and seconded to accept the June 2024 financial as presented. All were in favor and the motion carried.

- Approval of Capital Requests - GE Vivid Echo Ultrasound Machine (Imaging Dept.) and cubical walls for Diabetes Management for a total of \$231,109. Following review and discussion, a motion was made and seconded to approve the capital requests as presented by Administration. All were in favor and the motion carried.
- Taos County Presentation – Ms. Prewitt presented the slides that were presented on their quarterly review to the Taos County Commissioners. She reviewed the capital assets purchased with the Mill Levy 2 monies along with the Mill Levy 2 capital assets committed but not delivered or invoiced yet. A call is scheduled for this coming Friday with the County and the bonding council regarding the GRT bonding. Ms. Prewitt reported that out of the capital spent, \$2.1M has been spent on equipment and \$1.4M on the building.
- FY25 Operating & Capital Budget for Final Approval – This item was moved to Executive Session for review and approval.

XII. **CNO Report** – Brittany Hamilton, CNO reported on the following:

- Transfer Data
 - ED Vol - 1671 TSF vol = 78 = 4.7% Tsf rate
 - Top Tsf Dx - Psych = 14; Trauma = 14; Cardiac = 10; GI = 9
 - Mode of Tsf – Helicopter = 39; Fixed = 29; POV= 3; Ground = 7 (all for profit)

- The Education of the Nurse
 - Focus on nursing documentation.
 - Prepping for Sepsis training to standardize the care as required.
 - NRP and STABLE classes
 - Prepping for C.N.A. Competency Carnival – a new offering.
- Nurse Executive Leadership Updates
 - Director of Patient Care Services: Working closely with Education to create and implement the C.N.A. Competency Carnival.
 - LDRP Manager – Farewell to Maria Green, and a big thank you to her for all her help. A welcome to Cathy Lexa, our new LDRP Manager from within.
 - Surgical Services Director – The new, total joint videos are wrapping up. Great work and help from Marketing!
 - ER Manager – ED Team Lead addition is working well and helping the flow in the Emergency Department.
- Strategic Plan Focus
 - Workforce:
 - Team Taos continues with great success.
 - UNM Taos and Holy Cross both spoke at the recent Legislative meeting of the Committee on Health and Human Services.
 - Community
 - CNO radio interviews to discuss transfers took place on July 18th with KNCE and KTAO.

XIII. **COO Report** – Sue Romansky, COO, VP of Physician Practices presented on the following:

Surgery

- Dr. Stephen Balise, General Surgeon, is scheduled to start on September 3rd.
- TSS/Urology APC
New candidate Elizabeth Thompson, PA interviewed on the 12th. An offer has been made to her and are awaiting her response. Elizabeth has over 10 years of Urology experience.
- Recruiting an Urologist that is da Vinci trained.

Pediatrics

- Dr. Keith Krist started on July 8th.
- Dr. Clifford Scott – Starts October 14th.

OB/GYN/FPOB

- Dr. Kiesling is no longer with Holy Cross Hospital.

Hospitalist

- No change this month.

ED

- No changes this month. Volumes however continue to rise and we are approving more hours for medical staff to help during peak times.

Cardiology

- APC Cardiology candidate Hillary Underwood was interviewed.
- Interviewed Susann Sanchez by phone and will have Dr. Scarabelli and Carol interview her when they return from vacation.

- New Echo machine arrived on the 19th. With two Echo Techs we will be able to almost double our numbers. Our limiting factor is finding APC help for Dr. Scarabelli so he can be free to read the results of the tests.
- Eye Associates of Taos are closing. We are taking over their lease and will move Cardiology to that space to allow the Scarabelli's the ability to walk back and forth to the hospital for consults more easily. The current Cardiology space would be used for Primary Care until the MOB is built.

Primary Care

- Alonzo Lobato, NP, is interested in full time Urgent Care. I interview him on the 30th. Kyle Deisig, NP is interested in part time Urgent Care. Both would be available after the first of the year.
- Amanda Sargent, PA was made an offer on the 17th. She completed part of her training with Dr. Ouellette and Dr. Young and she and her husband want to live and work in Taos. She would be willing to do part-time Urgent Care as well as Primary Care.
- Interviewed Dr. Mullins a primary care physician who is living in the community. He interviewed well and the medical staff recommended we make him an offer. An offer was sent to him on the 22nd.
- Dr. Gelly is a primary care physician who is interested in part time work. He has a second home in Taos. Wants to work one day a week three weeks a month.
- Conducted a phone interview with Dr. Lillegraven. He is a new graduate who could start as early as this fall. Scheduling interviews with the Medical Staff.
- Primary Care will take over the current Cardiology space, we should be able to add at least three practitioners to this space and two in the WHI/Primary Care Office until we have the new MOB.

Anesthesia – We signed a new agreement with CCI to add a 6th CRNA to the group. This will allow for a post call day off. Two of our current CNRAs have resigned. We are trying to re-recruit them and CCI is recruiting for replacements as well as for an additional CRNA. We will have Locum CRNAs here until permanent staff are found.

Ortho – TOI only has one Ortho Fellow for this year. Two others the NM Board will not license saying they do not have the required training/qualification. We have to have a plan in place to cover call.

MOB - We continue to work with EH4 and they will be using a local architect Doug Patterson to develop the building plan.

Oncology - Rotating Oncologist from Christus St. Vincent's. Will see patients in our TSS location on Fridays starting in early 2025. Christus pushed the date out due to other project time lines.

Children's Heartline Consortium/Pediatric Echo Project - No updates.

Other Recruiting

Manager of Prior Authorization and Scheduling: Michelle Sanchez has accepted the position and will be focusing on improving processes and addressing all concerns.

Director of Rehabilitation Services – Several interviews have occurred, still searching for the right candidate.

Director of Physician Services – Interviewed Tracy Sawyer on the 22nd. The feedback from medical staff and support staff was positive and an offer has gone out to her.

XIV. **HR Update** – Vivian Santistevan, Chief Human Resource Officer reported on the following:

- Presented the June employee stats – Total HCMC employees is 526.
- Team Taos Initiative remains steady with 31 nurse hires and several offers in the works.
- The HR Team planned and coordinated the second Leadership Bootcamp session on June 18, 2024.
- Continue to work with community outreach programs for student involvement in the Healthcare field.
- Collective Bargaining Agreement for the Advance Practice Clinicians (APC) Union is complete. Two sessions of negotiations held on June 6th and June 20th for main Union contract.
- The 1199 Union Negotiations is complete and will now go to the Union membership to ratify the contract. Ms. Santistevan gave a brief update. Mr. Mooney suggested that once the contract has been ratified by the Union, it could be sent to the board to do a virtual vote. The consensus of the board is to wait until next month to approve the ratification of the Union Contract. This will allow the 1199 Union time to get it ratified first.
- Reported that Fidelity has been selected as the new 403B Retirement Plan. Ms. Santistevan mentioned that this item will come to the board in the next few months for final approval.
- Presented the new internal promotions.
- Presented the ongoing HR Initiatives/Strategic Planning Goals:
 - Training and mentorship of staff is a priority. Leadership Bootcamp has been a huge teambuilding success.
 - Emotional Intelligence Training scheduled for two departments later this summer.
 - Recruiting and retention of staff with market pay and benefit focus initiatives remains a priority.
 - Interviewed two new Record Keeping companies for the 403b Retirement Plan.

XV. **Chief of Support Operations Report** – Margaret Lynch, Chief of Support Operations reported on the following:

- Support Services Update
 - Projects:
 - ICU Patient Rooms Refresh
 - Da Vinci Robotic System
 - OR Humidifiers
 - Plant Operations:
 - ICRA Training (8/7/24)
 - Patient Safety
 - GOOD CATCH
 - Leadership Promotions
 - Director of Information Technology
 - Dietary/Food Nutrition Manager
 - THS/HCMC Strategic Plan
 - Electronic Health Record – Proposal Presentations
 - Master Plan Refresh – Department Meetings – Ms. Lynch reported that they recently met with the individual departments to talk about what their needs and wants are for the expansion in each of the departments. In addition to each of the individual department needs, the hospital is in need of a new roof and an entire new HVAC system for the building. The parking area will also need to be re-surfaced. What E4H will do for us is to put that all together in a plan, and then

prioritize the projects. The two big projects are the Medical Office Building and the electronic health record system. In addition to these, we are hoping to start renovations on our departments, which will be completed one at a time. These are all dependent on need of patients, community, staff, and equipment. We do have a lot of equipment that needs to be replaced immediately. The Project Manager for the hospital renovations will be Marty Cortez. We will have a separate Project Manager for the Medical Office Building. The leadership team will oversee the EMR Project.

- Mr. Kiser reported that he and Connie will be meeting with the County Manager and Deputy Manager to discuss the GRT bonding. Mr. Kiser discussed issues with the limited space in the current employee parking lot, which is County property. Per legislation, it will have to be a County owned building and on County property. James will update the board after their meeting with the County.

XVI. **CEO Report** – Mr. James Kiser reported on the following:

- Legislative Health & Human Services held their meeting in Taos. Mr. Kiser reported that he, Eileen, and Carl had testified. Ms. Brittany Hamilton also had a great presentation and did a great job representing Holy Cross Hospital. Mr. Stagg, Mr. Sands, and Ms. Chavez also attended extensively over the three days. James thanked everyone for their attendance.
- Mr. Kiser reported that he has been selected as Chair Elect for the NMRHN. He will be starting in October.
- Gave an update on the EMR conversations with the two vendors.
- Presented an update on behavioral health.
- Da Vinci – Mr. Kiser gave a brief updated on the da Vinci project. He reported that he would like to invite the donor and his spouse to the board meeting to formally thank them for their donation once the hospital receives the daVinci Robot.

XVII. **Ovation Healthcare Report** – Eric Jones, Ovation Healthcare, AVP reported on the following:

- **Advisory Services Update**
 - Vantage Workforce Efficiency (Refresh) – The workforce efficiency team is wrapping up the work they are doing on the workforce productivity system. Mr. Jones bragged on the Senior Leadership Team doing a great job with staffing.
 - Master Facilities Planning – Mr. Jones gave an update on some of the administrative support they have been providing.
 - FY2024 Medicare Cost Report Review – 3rd Quarter.
 - Swing Bed – Will be doing some Swing Bed consults in the 3rd quarter.
 - Community Health Needs Assessment - Will be kicking it off in 2025.
 - High Reliability Organization Quality/Patient Experience and Safety – 3rd/4th Quarter.

- GPO/HealthTrust Purchasing Compliance Update – Reported that the Materials Management leadership is going to be invited to the Health Trust Leadership/Health Trust GPO conference in Orlando in a few weeks.
- Board Education Update – Mr. Jones emphasized on the Medicare Advantage – Status & Strategies webinar scheduled for August 13th at 12:00 - 1:00pm CST. He encouraged the board to attend the webinar.

XVIII. **New Business** – There was no new business presented.

XIX. **Old Business**

- Election of Board Treasurer – The board members were e-mailed a poll to nominate and vote for the board Treasurer. The final #'s were tallied and Lenora reported that Abe Balsamo was appointed as Board Treasurer for 2024-2025.
- Taos Housing Partnership – To be discussed in Executive Session.
- Resolution with the Taos Pueblo – Eileen to follow-up with the Tribal Government on the status of the resolution.
- Board Committee Assignments – The Board Committee Assignment roster was e-mailed to the board for their review. Paul thanked the board for their willingness to serve on the committees. Mr. Sands formally appointed Ms. Robyn Chavez as Chair of the Quality and Safety Committee.

XX. **Monthly Board Committee Meeting Calendar (August)** - Informational.

XXI. **Executive Session**

- a) A motion was made and seconded at 4:40 p.m. to enter into Executive Session to discuss legally protected matters. All were in favor and the motion carried.
- b) A motion was made and seconded to reconvene into open session at 5:25 p.m. All were in favor and the motion carried.

Following review and discussion in Executive Session, a motion was made and seconded to approve the FY25 Operating and Capital Budget as presented by Ms. Connie Prewitt, CFO. All were in favor and the motion carried.



Following review and discussion in Executive Session a motion was made and seconded to approve the Compensation for the Leadership Team as presented by Ms. Vivian Santistevan, CHRO, with the stipulation that should sufficient funds not exist, this may be adjusted. All were in favor and the motion carried.

Following review and discussion in Executive Session, a motion was made and seconded to approve the Board Resolution of the Compensation Plan presented by Mr. Don Mooney as amended. All were in favor and the motion carried.

XXII. **Review Meeting Effectiveness**

- ✓ When important items such as the budget are to be discussed, please do not add other items (i.e. Careflight presentation). This would give the board time to discuss the really important items.
- ✓ Maybe the board should consider setting time limits for discussion of items.

XXIII. **Adjournment** - There being no further business, a motion was made and seconded to adjourn the meeting at 5:26 p.m. All were in favor and motion carried.

Respectfully submitted by:  Approved by: 
Lenora Cisneros, Recorder Cristina Martinez, Secretary