

PIONEERS MEMORIAL HEALTHCARE DISTRICT  
207 West Legion Road, Brawley, CA 92227  
**SUPPLEMENTAL MEETING OF THE BOARD OF DIRECTORS**

Wednesday, February 22, 2023  
5:00 pm  
PMH Auditorium

## Minutes

**PMHD MISSION: Quality healthcare and compassionate service for families of the Imperial Valley**

In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a board meeting, please contact the District at (760) 351-3250 at least 48 hours prior to the meeting

### I. **CALL TO ORDER** (time: 5:00 pm – 5:15 pm)

President Santillan called the meeting to order at 5:01 pm in the PMH Auditorium

#### A. Roll Call

**BOARD MEMBERS:**

Katy Santillan, President  
Enola Berker, Vice President  
Rachel Fonseca, Secretary  
Linda Rubin, Treasurer  
Nick Aguirre, Asst. Secretary/Treasurer

**STAFF:**

Damon Sorensen, CEO  
Carly Loper, CFO  
Kristi Gillespie, CNO  
Sally Nguyen, General Counsel

**GUESTS:**

Carly Zamora, Chief of Clinics  
Ryan Kelley, Chief of Logistics & Support Services  
Jorge Reyes, Director of Human Resources  
Carol Bojorquez, Director of Quality  
Carrie Teague, Director of Information Systems

#### B. Approval of Agenda

A motion was made to approve the agenda by Director Rubin, seconded by Director Aguirre. **The motion was unanimously carried.**

### II. **BOARD MEMBER COMMENTS**

**There were no comments.**

### III. **PUBLIC COMMENTS** – At this time, the Board will hear comments on any agenda item and on any item not on this agenda. If any person wishes to be heard, he or she shall stand; address the chairperson and state the subject, or subjects, upon which he or she desires to comment. Time limit for each speaker is 5 minutes. A total of 15 minutes shall be allocated for each item. (time: 5:15 pm – 5:30 pm)

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Ms. Gillespie advised that in years past, PMHD has struggled in celebrating the New Year's Baby. However, this year, Marselle Cooke and Julie Crothers began planning the event earlier than normal. Two "Blue Jean" Fridays were held which gave the staff the opportunity to contribute to this cause by donating a few dollars or bringing in a baby gift. We also received very generous donations from the community members. This all resulted in PMHD being able to give two very nice gift packages to the first two babies born on New Year's Day. Ms. Gillespie thanked everyone who contributed and the two staff members for coordinating this effort.

**IV. OLD BUSINESS** (*time: 5:30 pm – 5:45 pm*)

**There was no old business.**

**V. REVIEW OF OTHER ITEMS FOR CONSIDERATION** – The Board will consider and may take action on the following: (*time: 5:45 pm – 6:45 pm*)**A. January 2023 Finance Report**

Ms. Loper reported that the average daily census went up by a little bit. This slight increase helped increase the inpatient revenue. There was an increase in the outpatient revenue as well. There was a loss of \$45,000 to the bottom line. However, Ms. Loper reminded the Board that this was due to the receipt of FEMA funding. She shared with the Board a listing of the different types of supplemental programs the District participates in, along with a list of what each is expected to cost, expected funds returned and projected date of receipt of said funds. Ms. Loper advised that she has spoken with CHW and they have agreed to expedite the QIP fund payment to the District to around March 15<sup>th</sup>. She also spoke with DHCS and they expedited the 8915 funds, which were received this week. QAF funds are normally received around June, but they too have opted to expedite the funds and are expecting them in March. Ms. Loper noted that she has not yet had a conversation with Molina. All of the funds received will result in about 24 days cash on hand. The Noridian advanced payments will be paid out at the end of January, and they should no longer withhold \$1.2 million in reimbursement. PMHD conducted some pricing changes; about 30 of them. Most payors do not pay based on charges, but we should still see about \$600,000 in revenue. Point-of-Service collections in the clinics are targeted to start on March 15<sup>th</sup>. Finance is working on another FEMA project which could result in an additional funding of \$1 million. The Public Health Emergency ends May 11<sup>th</sup>, so there will be one last FEMA project filing up to that date for expenses associated with the emergency. Cash in January was down to 16 days; this was due to sending out the matching funds for the IGT's. This should pick back up to normal in March. Inpatient revenue in the last month has picked up about \$2 million as the clinical staff has been very busy in January and February. Clinical improvement training will be underway for the physicians on March 2<sup>nd</sup>. Ms. Loper said that she received some questions about the items being considered tonight. The Premier agreement is for the District's budgeting software. This system will go away once Cerner is implemented. Moss Adams is the consultant that takes care of our cost report filing and any other State report that the District must file. These reports are outsourced as the District currently does not have the knowledge in-house to complete. Ms. Loper introduced Kathryn Gregoire, who is the revenue cycle consultant. She started six weeks ago, and her contract is for a term of six months. Ms. Gregoire provided a report to the Board which was included in the packet. Ms. Gregoire mentioned that she started about

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six weeks ago and reviewed the revenue cycle processes first. Areas of improvement were found, and steps are being taken to improve those areas as soon as possible. The list of those improvements is found in the report. Ms. Gregoire stated that a clean revenue cycle is one that happens every day. Things are posted, coded, billed, and paid in a timely manner; that is PMHD's goal to achieve. There will be efforts to tighten the revenue cycle and address any obstacles such as physician documentation. Director Rubin asked Ms. Gregoire, in her experience, how long does it take to get from 41% accuracy to 90%. Ms. Gregoire advised that it depends on the types of challenges faced. If we can address a big chunk of what those challenges are, it can go a lot faster. It is about improving the process but has not yet been able to ascertain if it's only process issues or if it's also staffing. Ms. Guadalupe Ruiz advised that the current CDI program has flagging which advises the physicians when there is a need for clarification, or items missing in their documentation. Mr. Sorensen mentioned that once Cerner is in place it will have a system in place that will force the physician to complete their documentation the first time rather than waiting for completion later. The Patient Accounting office has identified a group that will take over what Affiliated Health Management Group does for the District. This team will be the denial team and are currently undergoing training. The Patient Accounting Director will trend and track that program. The Board thanked Ms. Gregoire for her report.

**B. Human Resources Report**

Mr. Reyes stated that he continues to work with the Nursing Administration and other departments on recruitment efforts. As of today, the District has received 24 applications for the LVN positions. The going salary rate was shared with all the applicants to make sure of their continued interest before anything further was done. A list of those applicants that understand and accept the rate range was provided to the departments for review. He reported that the kick-off to transition from UKG to ADP has begun for a live date of July 1<sup>st</sup>. This is the new HR system. Mr. Sorensen thanked the team for discussing the rate ranges and working with applicants to make sure there is ongoing interest before too much time is spent and then they do not accept the offer. He noted that the LVN pay grade had to be upgraded because it was below market. The first 10 LVNs that are hired will receive a signing bonus. This is to do away with all the registry contracts. Then in April, the rates for the current staff will have to be fixed. This means adjusting the pay of the current staff to bring them up to the same rate. A discussion ensued regarding the risk of giving a signing bonus and the potential of people leaving earlier than the agreed three years. It was determined it was ok to proceed with the signing bonus. Director Santillan asked when the travelers will be winding down. Ms. Gillespie reported that eight will leave at the end of this month. Four will leave in March and the remaining four will leave in April.

A motion was made to approve the finance and human resources report by Director Aguirre, seconded by Director Berker. **The motion was unanimously carried.**

**VI. CONSENT AGENDA** – The following items will be acted upon by one motion, without discussion, unless a director, or other person, requests that an item be considered separately. In the event of such a request, the item will be addressed, considered, and acted upon, separately. *(time: 6:45 pm – 7:15 pm)*

SECTION

- A. Approval of Minutes
1. 1/18/23 Supplemental Meeting
  2. 1/24/23 Regular Meeting
- B. Authorize Solution Exhibit to Performance Suite Solutions Subscription Agreement with Premier Healthcare Solutions, Inc.  
Contract Value: \$68,544; Contract Term: One (1) year; Budgeted: Yes; Budget Classification: Purchased Services
- C. Authorize Statement of Work to Master Services Agreement with Moss Adams, LLP  
Contract Value: estimate \$59,500; Contract Term: One (1) year; Budgeted: Yes; Budget Classification: Purchased Services
- D. Authorize Amendment to QCPR License Agreement  
Contract Value: \$826,234; Contract Term: One (1) year; Budgeted: Yes; Budget Classification: License and Maintenance
- E. Authorize Agreement for Lump Sum Payment with California Health and Wellness Pending Legal Review  
Contract Value: \$3M; Contract Term: through 2024; Budgeted: N/A; Budget Classification: Revenue
- F. Authorize Service Agreement with Sierra Health Services, LLC  
Contract Value: 11% of net collections; Contract Term: One (1) year; Budgeted: yes; Budget Classification: Purchased Services
- G. Authorize Renewal of Consulting Agreement with Gallagher Benefit Services, Inc.  
Contract Value: paid through voluntary benefits; Contract Term: One (1) year; Budgeted: N/A; Budget Classification: Employee Benefits

**Item E** – Ms. Loper reported that every year, for the rate range IGT, the District must do a workup of CHW claims for uncompensated care. Usually, every year, the uncompensated cost amounts to about \$7 million. For FYE 2022, the total uncompensated care cost from CHW was \$13 million. She had spoken with CHW about a \$4 million rate increase. They came back and offered a \$3 million lump sum and no increase for the next two years. The District countered with a \$3 million lump sum and one year no rate increase.

**Item A** – Director Fonseca requested a revision be made to the 1/18/23 supplemental minutes, section V-A. She clarified that she meant to say the PMH can reach out to inquire about grant writing support services. All the services of that grant writer are provided to the city specifically, but the hospital can inquire about any services that can be retained by the hospital.

A motion was made to approve the consent agenda in its entirety with the revision to the minutes by Director Berker, seconded by Director Aguirre. **The motion was unanimously carried.**

- VII. CLOSED SESSION** – The following matters will be considered by the Board in closed session; the Board will reconvene in open session to announce any action taken on matters considered in closed session. (*time: 7:15 pm – 7:55 pm*)

SECTION

A. CONSIDERATION OF MATTERS INVOLVING TRADE SECRETS – Safe Harbor: Health and Safety Code §32106, subparagraph (b)

1. Based on the Board’s prior findings regarding Trade Secret classification, as contained in Resolution 2019-02, consideration, and discussion of possible initiation of the following:
  - a. Updating Certain District Strategic Planning Initiatives


VIII. RECONVENE TO OPEN SESSION *(time: 7:55 – 8:00 pm)*

A. Take Actions as Required on Closed Session Matters


**No reportable actions were taken in closed session.**

IX. ADJOURNMENT *(time: 8: 00 pm)*

The meeting was adjourned to the next meeting.



Clerk of the Board



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Board Secretary