

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

Tuesday, August 27, 2024
PMH Auditorium
4:00 pm

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 47 hours prior to the meeting.

I. **CALL TO ORDER** (*time: 4:00 pm – 4:15 pm*)

President Santillan called the meeting to order at 4:01 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. Treasurer/Secretary

STAFF:

Chris Bjornberg, CEO
Carly Loper, CFO
Carol Bojorquez, CNO
Sally Nguyen, General Counsel

GUESTS:

Carly Zamora, Chief of Clinics
Charity Dale, CHRO

B. Approval of Agenda

A motion was made to approve the agenda by Director Aguirre, seconded by Director Berker. **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: 4:15 pm – 4:30 pm*)

Ms. Loper, CFO, introduced Mr. Brett Steigerwald, the new Senior Director of Revenue Cycle. Mr. Steigerwald gave the Board a brief overview of revenue cycle activities. He noted that with the implementation of Cerner, the average daily revenue is starting to

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climb up. Days in A/R for professional billing is about 74 and for the hospital it is about 43 days in A/R. The target that the staff is working towards is 30 days in A/R. Director Santillan asked what the timeframe is to reach that goal. Mr. Steigerwald advised it would probably be about two months if all goes well for both professional and hospital A/R. The staff is working on first getting back to the historic averages and then exceeding those averages. One initiative is to provide education and address any questions physicians have with Cerner to improve coding and billing. Director Santillan would like metrics on how many physicians participate in this initiative. Next week, Cerner will be on site to address a lot of the pending issues and provide additional education. Another area that will be considered and analyzed is clinic copays within Cerner. The Board welcomed Mr. Steigerwald to Pioneers and thanked him for the update.

IV. MEDICAL STAFF REPORT – Ramaiah Indudhara, MD, Chief of Staff, will present for Board consideration, the following matters: *(time: 4:30 pm – 5:00 pm)*

- A. Recommendations from the Medical Executive Committee for Medical Staff Membership and/or Clinical Privileges, policies/procedures/forms, or other related recommendations

Dr. Indudhara will not be able to attend the meeting as he is completing another military service. A motion was made to approve the medical staff report by Director Berker, seconded by Director Aguirre. **The motion was unanimously carried.**

V. 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: 5:00 pm – 5:45 pm)*

- A. QUALITY ASSURANCE – Safe Harbor: Health & Safety Code 32155 the Board will hear reports of a hospital medical audit committee relating to:

1. Quality Report

- B. 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 2023-01, consideration and discussion of possible initiation of the following:
 - a. Updating Certain District Strategic Planning Initiatives

- C. PENDING OR THREATENED LITIGATION – Safe Harbor: Subdivision (b) of Government Code Section 54956.9

1. Bradkowski v. PMHD
2. Garcia v. PMHD
3. Fernandez v. PMHD

- D. PENDING OR THREATENED LITIGATION – Safe Harbor: Subdivision (b) of Government Code §54956.9

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1. Conference with Legal Counsel regarding threatened litigation involving possible facts or circumstances not yet known to potential party or parties, disclosure of which could adversely affect the District's position.
 - a. Compliance Issues

VI. RECONVENE TO OPEN SESSION (*time: 5:45 – 5:50 pm*)

A. Take Actions as Required on Closed Session Matters

No reportable actions were taken in closed session.

VII. POLICIES/PROCEDURES/REVIEW OF OTHER ITEMS – The Board will consider and may take action on the following: (*time: 5:50 pm – 6:30 pm*)

A. Hospital Policies

1. Car Seat
2. Dress and Appearance Guidelines
3. Education Certification Requirements
4. Education Reimbursement Program
5. Emergency Management Plan
6. Emergency Operations Plan
7. Eye Exam for Premature Infants
8. Focused Professional Practice Evaluation
9. Group Purchasing Organization
10. High Risk Infant Follow Up
11. Hospital Emergency Codes
12. Intermediate NICU Bioethics and Bioethics Consultation
13. Intra-Facility Transport of the Immediate NICU Patient
14. Moderate Sedation
15. Nurse Preceptor Pay
16. Obstetrics Cash Discount FY 2025
17. Ongoing Professional Practice Evaluation
18. Requisition and Purchase of Special Items Including Services
19. Teleworking
20. Travel and Reimbursement 2024
21. Use of Restraint and Seclusion

B. Approval of Minutes

1. 6/24/24 Regular Meeting
2. 7/26/24 Special Meeting

C. Update Reports

1. Women's Auxiliary
2. LAFCO

D. Discussion Related to Honoring Physicians and Staff

E. Authorize Membership Dues with Association of California Health District (ACHD)

Contract Value: \$30,900; Contract Term: One (1) year; Budgeted: Yes; Budget Classification: Dues and Subscriptions

F. Biannual Review of PMHD Conflict of Interest

G. Revision of PMHD Bylaws

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- H. Authorize Retroactively Consulting Agreement with Brabec Healthcare Management, Inc.
Contract Value: \$8,250/mo.; Contract Term: Project completion; Budgeted: Yes; Budget Classification: Purchased Services
- I. Authorize Renewal of Agreement with NeoGenomics Laboratories, Inc.
Contract Value: \$24,569/yr.; Contract Term: Ongoing with 30-day out; Budgeted: Yes; Budget Classification: Purchased Services
- J. Authorize Renewal of GeneXpert Service Agreement with Cepheid
Contract Value: 75,268/yr.; Contract Term: Four (4) years; Budgeted: Yes; Budget Classification: Repairs & Maintenance
- K. Authorize Renewal of MUSE Service Agreement with GE Healthcare
Contract Value: \$191,575; Contract Term: Five (5) years; Budgeted: Yes; Budget Classification: Software/Repairs & Maintenance
- L. Authorize Agreement for the Replacement of Chiller 3 with Cuningham Group Architecture
Contract Value: \$114,470; Contract Term: Project completion; Budgeted: Yes; Budget Classification: Capital
- M. Authorize Addendum to Physician Advisor Services Agreement with Peter Su, MD
Contract Value: \$6,125/mo.; Contract Term: Coterminous with current contract; Budgeted: Yes; Budget Classification: Professional Fees
- N. Authorize Cross Product Placement Agreement with Stryker Sales, LLC
Contract Value: \$152,200.⁴⁸; Contract Term: Five (5) years; Budgeted: No; Budget Classification: Maintenance & Repairs
- O. Authorize Medical Directorship Agreement for Pioneers Skilled Nursing Facility with Mehboob Ghulam, D.O.
Contract Value: not to exceed \$48,000/yr.; Contract Term: Three (3) years; Budgeted: Yes; Budget Classification: Professional Fees
- P. Authorize Purchase of BACT/Alert Virtuo and Lab Equipment Supply Agreement with McKesson Medical Surgical
Contract Value: \$127,168.⁸⁰; Contract Term: Purchase; Budgeted: Yes; Budget Classification: Capital
- Q. Authorize Agreement for Automation of Registration and Intake with Notable
Contract Value: \$450,417; Contract Term: Three (3) years; Budgeted: No; Budget Classification: Purchased Services
- R. Authorize Professional Services Agreement and Emergency Medical On-Call Agreement Mahomed Suliman, MD
Contract Value: depends on volumes; Contract Term: Three (3) years; Budgeted: No; Budget Classification: Professional Fees
- S. Authorize Purchase of Canon Aquilion Prime SP CT, Financing and Service Agreement with Canon Medical Systems USA, Inc.
Contract Value: Dependent on financing/Service Agreement; Contract Term: Up to Five (5) years; Budgeted: No; Budget Classification: Capital/Repairs & Maintenance
- T. Authorize Ancillary Provider Services Agreement for Pioneers Memorial Skilled Nursing Center with Molina Healthcare of California
Contract Value: depends on volumes; Contract Term: One (1) year; Budgeted: N/A; Budget Classification: Revenue
- U. Authorize Proposal and Agreement for Professional Services with Walter P Moore & Associates
Contract Value: estimated \$138,000; Contract Term: approx. six (6) months; Budgeted: Yes; Budget Classification: Purchased Services
- V. Authorize Telemedicine Services Agreement with The Regents of the University of California – San Diego Health (UCSD)
Contract Value: \$6,044/mo.; Contract Term: Ongoing with 60-day out; Budgeted: Yes; Budget Classification: Professional Fees

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- W. Authorize Mutual Nondisclosure Agreement with Alertive Healthcare Medical Group
Contract Value: based on analysis; Contract Term: 12-months; Budgeted: undefined; Budget Classification: Professional Fees
- X. Authorize Emergency Medical Care On-Call Coverage Agreement with Hussein El Newihi, MD
Contract Value: depends on volumes; Contract Term: One (1) year; Budgeted: No; Budget Classification: Professional Fees
- Y. Authorize Seventeenth Amendment to Fee for Service Hospital Agreement with California Physicians Service dba Blue Shield of California Pending Legal Review
Contract Value: depends on volume; Contract Term: Three (3) years; Budgeted: N/A; Budget Classification: Revenue

A motion was made to approve Items A through Y, with the exception of items D, E, H, L, M, V, W and Z by Director Fonseca, seconded by Director Aguirre. **The motion was unanimously carried.**

ITEM D – It was noted that it had been brought up in the past on ideas as to how to honor providers who have passed. After some discussion, it was decided to appoint an Ad Hoc Committee. **Director Santillan and Director Rubin were designated to the Ad Hoc Committee to review the honoring of providers that have passed away.**

ITEM E – This item was tabled for consideration in December 2024.

ITEM H – Director Rubin noted that the proposal mentioned that the impact of project would be measured; however, no metrics were identified in the contract. Mr. Bjornberg will be sending the tools and templates that Mr. Brabec has for monitoring and measuring performance improvement to the full Board. Director Berker asked what Erika Arias does. Ms. Bojorquez advised that Ms. Arias is doing all the data collection as Mr. Brabec is focusing on the interview portion of the project. Ms. Arias took the initiative to collaborate with the Revenue Cycle Director and the OR team. She is also working with Scripps on developing a process improvement and has an onsite visit scheduled for the 29th. Mr. Brabec should be a mentor to Ms. Arias and not duplicate any of the work required for this project. Both Mr. Bjornberg and Ms. Bojorquez will be meeting regularly with Mr. Brabec and Ms. Arias to make sure they stay on course.

ITEM L – Director Rubin asked what the cost of a new chiller is. Ms. Loper stated it would be around \$900,000 for a brand-new chiller.

ITEM M – Dr. Su will be doing five additional hours for this service.

ITEM V – Director Rubin asked if anyone else was considered for this service. This is for weekend coverage for the ICU. Mr. Bjornberg reported that other organizations were contacted, but none were interested.

ITEM W – Director Berker asked who bills for the service. Mr. Bjornberg advised that Alertive would bill in addition to their fee of \$3.7 million. They are going through the GME program. A discussion ensued regarding concerns as to how this would be carried out. Mr. Bjornberg clarified that this is only to seek approval for the non-

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disclosure agreement to get the process started; there is no actual agreement at this time.

A motion was made to approve items D, H, L, M, V and W with the exception of Item E by Director Rubin, seconded by Director Aguirre. **The motion was unanimously carried.**

Z. Authorize 2024 Wage Increase for PMHD Employees

Contract Value: estimated \$5.0 Million; Contract Term: Effective September 2, 2024; Budgeted: Yes, partially; Budget Classification: Salaries

A motion was made to approve the wage increase for all staff except the Board's direct reports and all the chiefs by Director Berker, seconded by Director Aguirre. **The motion was unanimously carried.**

Director Santillan and Director Rubin were designated to an Ad Hoc Committee to address the wage increase for Board direct reports and all chiefs.

VIII. MANAGEMENT REPORTS – The Board will receive the following information reports and may take action. *(time: 6:30 pm – 7:00 pm)*

A. Operations Reports – Christopher Bjornberg, CEO

1. CEO Report (Chief Executive Officer)

Regarding the SNF, room 5 was approved, so we will not lose those beds. There are still some items in the kitchen that need to be completed, but they are in the works. The new Director and DNO of the SNF are a good team and are working well.

2. Finance (Chief Financial Officer)

a) June/July 2024 Finance Report

Ms. Loper reported that the District had a profit of \$537,000 for the month of July. Days cash on hand increased to 108.6 days. The District received \$4 million in supplemental payments and \$1.3 million from Noridian. There were also good cash collections from Cerner of about \$9 million in July, which is like pre-Cerner days. Updated ratios were provided to the Board which show the 108.6 days cash on hand and the debt coverage ratio at 4.97. Ms. Loper reported that the fiscal year 2024, pre-audit numbers is a \$10.7 million profit. A motion was made to approve the finance report by Director Aguirre, seconded by Director Berker. **The motion was unanimously carried.**

3. Hospital operations (Chief Nursing Officer)

Ms. Bojorquez noted that the transfer data is being gathered through Cerner. It has been difficult to get the data; however, up to May, there have been 480 transfers. As always, the top specialties being transferred are GI, Cardio, Peds and Neuro. Ms. Bojorquez advised that at the last affiliation meeting with Scripps, they mentioned that they are experiencing some difficulty with their GI

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coverage. She reported that there is now a director who will oversee the NICU and Pediatrics – Fidelita Cortez. There is also a new director of quality, Biké Enwezoh. They both come with many years of experience, and we are happy to have them here.

4. Clinics operations (Chief of Clinic Operations)

Ms. Zamora updated the Board regarding the physician recruitment efforts. She is in the process of interviewing an oncologist and two rheumatologists. These providers are all looking to move to southern California, and all have families in the San Diego area. Efforts continue for the recruitment of GI and primary care providers. Director Berker asked what the hours were for the after-hours clinic. Ms. Zamora noted that there are no after-hours clinics due to only seeing one or two patients during those extended hours. This will be re-evaluated in the winter to see if the volumes are there. Interviews for Radiology Director are underway as well.

5. Medical staff (Chief Nursing Officer)

Nothing further to report.

6. Human Resources (Chief Human Resources Officer)

a) June/July 2024 HR Report

Director Rubin stated that she noticed there are five new positions posted for HR. She was wondering how many people there are going to be in that department. Ms. Dale noted that they are not new positions, rather she is replacing staff members who have tendered their resignations. She also advised that Ms. Estella Chavarria will now be the HR Manager. Ms. Dale mentioned that she has been advised that the Training and Education Manager is considering a position at Eisenhower as her spouse works there. A motion was made to approve the HR report by Director Rubin, seconded by Director Aguirre. **The motion was unanimously carried.**

7. Information technology (Chief Nursing Officer/Director of Information Systems)

Nothing further to report.

8. Marketing (Director of Marketing)

Nothing further to report.

9. Facilities, logistics, construction, support

Nothing further to report.

10. Quality resources - (Director of Quality Resources)

Nothing further to report.

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11. Board matters

Nothing further to report.

B. Legal Counsel Report – Sally Nguyen

- 1. All matters to be discussed in Closed Session

IX. ADJOURNMENT *(time: 7:00 pm)*

The meeting was adjourned to the next meeting.



Board Secretary



Clerk of the Board