

<b>Meeting Title:</b>	Board of Trustees Meeting	<b>Chairperson:</b>	Jimmy Todd
<b>Date/Time:</b>	January 15, 2025	<b>Location:</b>	Norton County Hospital

**Norton County Hospital  
Board of Trustees Meeting Minutes**

<b>Attended</b>	<b>Position</b>
James Moreau	Board President
Jimmy Todd	Board Vice President
Jerry Hawks	Board Member
Randa Vollertsen	Board Treasurer
Robert Wyatt	Board Member
Andrew Black	Board Member
Garrett Beydler	Norton County Commissioner
Kevin Faughnder	NCH Chief Executive Officer
Klare Bliss	NCH Chief Information Officer
Mel DeWitt	Norton Medical Clinic Manager
Amanda Kuxhausen	NCH Quality Control and Risk Management
ReChelle Horinek	NCH Chief Financial Officer
Shannan Hempler	NCH HR Director
Tabetha Harris	NCH HR Assistant/ Public Relations/ Marketing

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	<b>Agenda Item</b>	<b>Action and/or Time</b>
1.	<p><b>Oath of Affirmation of Civil Officers</b> According to the Bylaws of the Norton County Hospital Board of Trustees, Article 3, Section 6: “Within 30 days after their appointment, members of the Board shall qualify by taking the Oath of Affirmation of Civil Officers as provided in K.S.A. 54-106.” Members James Moreau and Robert D. Wyatt, re-appointed by the county commissioners, read and signed their renewed Oath of Affirmation. Shannan Hempler was present for notary duties.</p>	
2.	<p><b>Conflict of Interest Statement and Statement of Substantial Interests for Local office (annual)</b> Conflict of Interest Statement and Statement of Substantial Interest for Local Office forms were reviewed and signed by all attending members of the board.</p>	
3.	<p><b>December 18th, 2024 Board Meeting Minutes</b></p>	<p>Motion by <b>Randa Vollertsen</b> to approve the minutes of the December 18th, 2024 meeting. Second by <b>Robert Wyatt</b>. Motion carries unanimously.</p>
4.	<p><b>Consent Agenda Items:</b></p> <ul style="list-style-type: none"> <li>a) Personnel Information</li> <li>b) Payroll Briefing</li> <li>c) Accounts Payable – Bills</li> </ul>	<p>Motion by <b>Randa Vollertsen</b> to approve the Consent Agenda Items as presented. Second by <b>Jerry Hawks</b>. Motion carries unanimously.</p>
5.	<p><b>CNO Report</b> Amanda Kuxhausen, the Risk Management and Quality Assurance Coordinator, presented comprehensive updates for the reporting period of December 1st to December 31st: <b>Key Metrics:</b></p> <ul style="list-style-type: none"> <li>• Daily Census: 3.9 patients (↓ from 5 in Nov 2024)</li> <li>• Inpatient Admissions: 18 patients (↑ from 15 in Nov 2024)</li> <li>• Inpatient Days: 122 days (↓ from 151 in Nov 2024)</li> <li>• ER Visits: 155 visits (↑ from 127 in Nov 2024)</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Outpatient Visits: 208 visits (↑ from 174 in Nov 2024)</li> </ul> <p><b>Personnel Updates:</b></p> <ul style="list-style-type: none"> <li>• Ed Temmel (Lab Manager): Started 1/6/25. Will assist with the transition to the new Ortho Vitros analyzer.</li> <li>• Sarah Wentworth (Certified Scrub Tech): Starting in February to support Dr. Wheeler’s higher-level procedures.</li> <li>• Serenity Porter (CNA): New CNA, started this month. A high school student pursuing nursing.</li> </ul> <p><b>Operations Updates:</b></p> <ul style="list-style-type: none"> <li>• Dr. Gabel: First surgical day with NCH on 1/27/25 for colonoscopies.</li> <li>• New Lab Analyzer: Delivered 1/14. Staff training from 1/20-1/31; go-live planned for March.</li> <li>• Sterilization Room: Improvements progressing, expected completion by month-end.</li> </ul> <p><b>Education Updates:</b></p> <ul style="list-style-type: none"> <li>• Focus on documentation standards and chart audits for improvement to help increase reimbursement costs.</li> <li>• New psychiatric precautions policy implemented for staff and patient safety.</li> </ul> <p><b>Customer Service Updates:</b></p> <ul style="list-style-type: none"> <li>• Encouraging staff to take time with patients and adapt care to individual needs.</li> <li>• Emphasizing positivity and patient engagement through smiling and showing care.</li> <li>• Ongoing rounding to gather patient feedback, with positive responses and improvement suggestions.</li> </ul>	
6.	<p><b>Risk Management/ Quality Assurance</b> Amanda Kuxhausen, the Risk Management and Quality Assurance Coordinator, presented the following updates:</p> <p><b>Risk Management Plan Updates:</b></p> <ul style="list-style-type: none"> <li>• Changes made to the table of contents and updates to committee members (page 11).</li> <li>• Lab not listed on pages 5 and 6; Amanda will investigate due to certification vs. licensing of lab technicians.</li> </ul> <p><b>Risk Management</b> Incidents over the last 10 years:</p> <ul style="list-style-type: none"> <li>• 2015: 222 incidents</li> <li>• 2016: 317 incidents</li> <li>• 2017: 188 incidents</li> <li>• 2018: 169 incidents</li> <li>• 2019: 150 incidents</li> <li>• 2020: 114 incidents</li> </ul>	<p>Motion by <b>Randa Vollertsen</b> to approve the updated Risk Management Plan as presented. Second by <b>Robert Wyatt</b>. Motion carries unanimously.</p>

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	<ul style="list-style-type: none"> <li>• 2021: 122 incidents</li> <li>• 2022: 156 incidents</li> <li>• 2023: 96 incidents</li> <li>• 2024: 167 incidents</li> </ul> <p><b>Quality</b></p> <p>Patient Surveys:</p> <ul style="list-style-type: none"> <li>• Through January 10, 2025, a total of 7 surveys were received, covering the following departments: ER, Physical Therapy, and HST.</li> </ul> <p>2024 Quality Recap:</p> <ul style="list-style-type: none"> <li>• Facility-wide goal: “Building a Culture of Safety”.</li> <li>• Key highlights: <ul style="list-style-type: none"> <li>○ “Call Don’t Fall!” campaign</li> <li>○ Implementation of BCMA scanning</li> </ul> </li> </ul> <p>2025 Initiatives:</p> <ul style="list-style-type: none"> <li>• Launch of quarterly SQSS reports starting in March.</li> <li>• Reviving a "Quality Board" to feature a new departmental project quarterly, aimed at showcasing improvements in the quality of care at NCH &amp; NMC.</li> </ul>	
7.	<b>Executive Session: Risk Management</b>	<p><b>Robert Wyatt</b> moved to enter into executive session: K.S.A. 75-4319(b)(5) for discussion of matters relating to actions adversely or favorably affecting a patient or person; with the Board, Risk Management, CEO, and commissioner in attendance not to exceed 10 minutes. Seconded by <b>Randa Vollertsen</b>. Motion passed. The executive session begins at <b>6:50 p.m.</b> Exit at <b>6:55 p.m.</b></p>
8.	<b>Board Action from Executive Session</b>	n/a

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9.	<p><b>CIO Report</b> Klare Bliss, the Chief Information Officer (CIO), provided the following comprehensive updates for the last month:</p> <p><b>Cerner EES Projects</b></p> <ul style="list-style-type: none"> <li>• Experian Project: Kicked off; working on IT connections.</li> <li>• Lab Analyzer MDI Interface: Connection process with Cerner initiated; contract signed.</li> <li>• OCI Migration: Postponed to September 2025; Cerner will provide 90 days' notice.</li> <li>• RevCycle Optimization: ReChelle is coordinating workload timing with Experian onboarding.</li> <li>• New System: Cerner to roll out Oracle Health (OH) Patient Accounting.</li> </ul> <p><b>Cerner Change Governance</b></p> <ul style="list-style-type: none"> <li>• Ongoing meetings with departments to address functionality requests and create Service Requests (SRs).</li> <li>• Current projects: <ul style="list-style-type: none"> <li>○ Universal RT/Nursing EKG order (completed).</li> <li>○ Outpatient charges auto-population.</li> <li>○ Updates to outpatient orders, lab orders, and nursing order sets.</li> <li>○ New services/orders: Cardiac and Pulmonary Rehab.</li> <li>○ Lab Orders: One EKG order for all departments to use.</li> </ul> </li> </ul> <p><b>Cybersecurity – Arctic Wolf</b></p> <ul style="list-style-type: none"> <li>• Managed Awareness: Users added; phishing tests and education emails to begin within the month.</li> <li>• Monthly Meetings: Arctic Wolf will hold regular sessions to address concerns and provide continuing education.</li> <li>• Cybersecurity Education: Rolling out to all employees via email; will enhance data security and learning opportunities.</li> <li>• Endpoint Configuration: Webroot delays nearly resolved; addressing outstanding risks next.</li> </ul> <p><b>Additional Updates</b></p> <ul style="list-style-type: none"> <li>• VersaBadge Project: Kicked off; Dan working on cable installation.</li> <li>• Carefeed Survey: Reports configured, and IT tasks completed.</li> </ul>	
10.	<p><b>Medical Clinic Update</b> Mel DeWitt, the Norton Medical Clinic Manager, shared the following Medical Clinic updates:</p>	

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	<p><b>December Revenue:</b> Vitalize generated \$10,612.44, a collaborative effort between the clinic and hospital teams.</p> <p><b>Annual Wellness Visits:</b> Scheduling for the year is already underway.</p> <p><b>December Patient Volume:</b></p> <ul style="list-style-type: none"> <li>• Over 1,000 patients served, including 400 same-day appointments.</li> <li>• Averaged at least 20 acute/same-day visits daily.</li> </ul> <p><b>Saturday Clinic:</b></p> <ul style="list-style-type: none"> <li>• Attendance remains strong, averaging 10 patients per Saturday.</li> <li>• The ER provider also staffs the Saturday clinic.</li> </ul>	
11.	<p><b>Ni2 Update</b></p> <p>ReChelle Horinek, the Chief Financial Officer, provided the following comprehensive updates for Ni2 from the last month:</p> <p><b>Insurance Receipts:</b> \$1.4M was posted last month, primarily from October visits, as insurance payments typically take about two months to process.</p> <p><b>AR Trends:</b></p> <ul style="list-style-type: none"> <li>• AR is slightly increasing but remains manageable, with most balances 90 days or newer.</li> <li>• Reports indicate we are avoiding extended delays (120–160 days or more).</li> <li>• <b>Payment Delays:</b></li> <li>• Insurance payment timelines have significantly slowed compared to a decade ago.</li> <li>• Payments now take a minimum of 30 days, compared to 10–20 day turnarounds seen ten years ago.</li> </ul> <p><b>Impact on Billing:</b></p> <ul style="list-style-type: none"> <li>• Delays cause challenges in timely follow-ups with patient statements.</li> <li>• Patients often receive statements 90+ days after services, reflecting poorly on overall processes.</li> </ul>	
12.	<p><b>CFO Report of Statistical/Financial Information</b></p> <p>ReChelle Horinek, the Chief Financial Officer, presented comprehensive financial and statistical updates for December 2024:</p> <p><b>Professional Fees and Fiscal Year Outlook</b></p> <ul style="list-style-type: none"> <li>• Professional fees significantly reduced, stabilizing temporary staffing costs.</li> <li>• May and June are expected to be slow, but current numbers should support a positive fiscal year-end.</li> </ul>	

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<p><b>Revenue Highlights</b></p> <ul style="list-style-type: none"> <li>• Cost Report Settlement: Received \$345K from Medicaid for underpayment in 2024, akin to a tax return.</li> </ul> <p><b>December Income Statement:</b></p> <ul style="list-style-type: none"> <li>• Profit: \$115,966 for December, bringing YTD profit to \$686,375.</li> <li>• Gross Patient Revenue: \$2,726,035, with all categories exceeding budget.</li> <li>• Clinic Performance: Norton Medical Clinic posted its highest revenue to date.</li> <li>• Operating Expenses: \$1,602,444, with some categories over budget due to increased patient numbers.</li> <li>• Additional Revenue: Includes 340B payments, dietary revenue, contributions, and interest.</li> <li>• Year-over-Year Improvement: Operating profit/loss improved by \$980,428.</li> </ul> <p><b>Balance Sheet</b></p> <ul style="list-style-type: none"> <li>• Cash Balance: \$661,870 (including investments) as of December 31, 2024, with 13.25 days of cash on hand.</li> <li>• End-of-year adjustments to the balance sheet pending January entries by FORVIS.</li> </ul> <p><b>Statistics</b></p> <ul style="list-style-type: none"> <li>• December 2024 statistics align with strong revenue performance: <ul style="list-style-type: none"> <li>◦ Inpatient and swing bed days slightly down from November but higher than 2023 totals.</li> <li>◦ Ancillary services and outpatient services showed year-to-date growth.</li> <li>◦ Norton Medical Clinic saw 1,046 provider visits, the highest since March 2024.</li> </ul> </li> </ul> <p><b>Project and Compliance Updates</b></p> <p><b>Experian Project</b></p> <ul style="list-style-type: none"> <li>• IT verifying system access, with testing set to begin in the next few weeks.</li> <li>• Insurance verification will cover 300+ additional insurance companies and should be operational in 4–6 weeks.</li> <li>• Cost estimator tool implementation will follow.</li> </ul> <p><b>VersaBadge Implementation</b></p> <ul style="list-style-type: none"> <li>• Contract signed for system tracking provider and nursing time in ER and Acute Care.</li> <li>• Kickoff completed; implementation progressing.</li> </ul> <p><b>Compliance and Other Initiatives</b></p>	
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	<ul style="list-style-type: none"> <li>• Pricing Transparency: New guidelines for pharmacy pricing on the website effective January 1, 2025, being handled by Cleverly.</li> <li>• Medicare Advantage Plans: CMS finalizing new regulations.</li> <li>• BCBS Reimbursement: KHA collaborating with an external firm to assist Kansas hospitals in negotiating better rates.</li> </ul> <p><b>Other Notes</b></p> <ul style="list-style-type: none"> <li>• Matt Morris, CPA, from FORVIS, rescheduled to present updates at the February board meeting.</li> </ul>	
13.	<p><b>Financial Affairs of Non-Elected Personnel</b>  Financial Assistance YTD: \$10,115.00  Bankruptcy YTD: --</p>	<p>Motion by <b>Randa Vollertsen</b> to send an amount not to exceed \$72,071.00 for attempted collections, and to approve financials. Second by <b>Robert Wyatt</b>. Motion carries unanimously.</p>
14.	<p><b>CEO Report</b>  Kevin Faughnder, the Chief Executive Officer, provided a comprehensive report on various initiatives and updates:  <b>Finances</b></p> <ul style="list-style-type: none"> <li>• 2024 Financial Turnaround: <ul style="list-style-type: none"> <li>○ Calendar Year Profit: \$1,379,253 (Jan–Dec 2024).</li> <li>○ Comparison to 2023: \$988,715 loss in 2023 offset by a \$390,538 profit in 2024.</li> <li>○ Context: This marks the first operational gain in over a decade without federal funding or grants, compared to the \$26,274 profit in 2014 aided by an \$800,000 grant.</li> </ul> </li> <li>• 2025 Financial Focus: <ul style="list-style-type: none"> <li>○ Chart Documentation: <ul style="list-style-type: none"> <li>▪ Standardized templates to improve accuracy and completeness.</li> <li>▪ Emphasis on narrative notes matching care provided and orders.</li> <li>▪ Specific notes for wound care and patient communications to improve reimbursement.</li> </ul> </li> </ul> </li> </ul>	



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	<ul style="list-style-type: none"> <li>○ Continued documentation improvements to strengthen financial outcomes and modernization efforts.</li> </ul> <p><b>Physician Recruiting</b></p> <ul style="list-style-type: none"> <li>• The Dr. scheduled to interview this month accepted a one-year contract with the US Army in Kwajalein but expressed interest in NCH after completing his contract.</li> </ul> <p><b>Passport Health Initiative</b></p> <ul style="list-style-type: none"> <li>• Community engagement program launched, aligning with the Community Health Needs Assessment.</li> <li>• Participants completing 4 of 6 sessions earn a prize.</li> <li>• Topics and Dates: <ul style="list-style-type: none"> <li>○ 5 February: Women’s Health</li> <li>○ March: Nutrition and fitness ("Marching Towards Better Health")</li> <li>○ May: Mindfulness and Sleep (Mental Health Awareness Month)</li> <li>○ July: NCH Services Overview</li> <li>○ September: Healthy Aging</li> <li>○ November: Men’s Health</li> </ul> </li> </ul> <p><b>Operational Updates</b></p> <ul style="list-style-type: none"> <li>• Lab Analyzer: New equipment arrives this week, with full Cerner integration expected in several weeks.</li> <li>• Insurance: Worker’s Compensation premium reduced from \$97K to \$54K due to Shannan and ReChelle’s efforts.</li> <li>• Versa Badge: <ul style="list-style-type: none"> <li>○ Contract signed in December with a \$5K service fee waived.</li> <li>○ Improves tracking of provider stand-by time for accurate Cost Report accounting.</li> </ul> </li> </ul> <p><b>Capital Investments</b></p> <ul style="list-style-type: none"> <li>• Mammography Machine: <ul style="list-style-type: none"> <li>○ Selected Hologic system (\$339,020) and DEXA machine (\$43,424).</li> <li>○ Norton Regional Health Foundation assisting with fundraising.</li> </ul> </li> <li>• Surgery: <ul style="list-style-type: none"> <li>○ Dr. Kelly Gabel to start colonoscopies on 27 January with seven patients scheduled.</li> <li>○ Expansion contingent on additional insurance credentialing.</li> <li>○ Surgery department modernization ongoing, with completion expected in a few weeks.</li> </ul> </li> </ul> <p><b>Upcoming Projects</b></p>	
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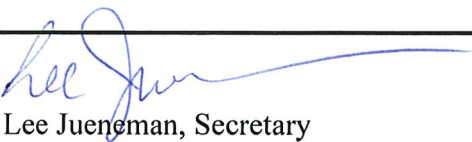
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	<ul style="list-style-type: none"> <li>• Elevator and Fire Suppression System: <ul style="list-style-type: none"> <li>○ Delayed due to mammography machine focus.</li> <li>○ Elevator updates planned for the summer during the slower period, funded by tax revenue.</li> </ul> </li> </ul> <p><b>Other Notable Achievements-Future Goals</b></p> <ul style="list-style-type: none"> <li>• Business Development: Significant savings and improved financial management through strategic partnerships.</li> <li>• Modernization Efforts: Continued focus on upgrading facilities to improve patient care and efficiency.</li> </ul>	
15.	<p><b>Commissioner Report</b></p> <p>It has been a lot more fun coming to meetings than it used to be. The turnaround in the last year is nothing short of amazing. We appreciate all that the facility has done to work together and make and manage our money better.</p>	
16.	<p><b>Board Member Reports</b></p> <p>Just wanted to point out that we have the lowest tax reimbursement out of any hospital in the state. We made this turn around without a mil levy. Highlights well thought our strategic plan and an immense amount of teamwork and collaboration.</p> <p>Excited for all that we have been able to accomplish and even more excited for what the future holds for us.</p> <p>Sales tax report October November December sales forecast that the hospital use tax</p> <p style="padding-left: 40px;">Outside sales 35k Local 54k Total 89,155</p>	
17.	<b>Other Business</b>	n/a
18.	<p><b>Strategic Planning Discussion</b></p> <p>A 1- and 5-year goal-setting and strategic planning session was scheduled for February 1st at 8:00 a.m. in the NCH Conference Room.</p>	
19.	<b>Executive Session: Non-Elected Personnel</b>	<b>Robert Wyatt</b> moved to enter into executive session: K.S.A. 75-4319(b)(1) for the discussion of personnel matters of nonelected personnel; with the Board, CEO, and

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		commissioner in attendance not to exceed <b>30</b> minutes. Seconded by <b>Andrew Black</b> . Motion passed. The executive session begins at <b>8:22 p.m.</b> Exit at <b>8:52 p.m.</b>
<b>20.</b>	<b>Board Action from Executive Session</b>	n/a
<b>21.</b>	<b>Executive Session: Non-Elected Personnel</b>	<b>Randa Vollertsen</b> moved to enter into executive session: K.S.A. 75-4319(b)(1) for the discussion of personnel matters of nonelected personnel; with the Board, CEO, and commissioner in attendance not to exceed <b>10</b> minutes. Seconded by <b>Andrew Black</b> . Motion passed. The executive session begins at <b>9:08 p.m.</b> Exit at <b>9:15 p.m.</b>
<b>22.</b>	<b>Board Action from Executive Session</b>	n/a
<b>23.</b>	<b>Adjourn</b>	Meeting adjourned at <b>9:15 p.m.</b>

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Lee Jueman, Secretary