

# Bartlett Regional Hospital

**Minutes**  
**BOARD OF DIRECTORS MEETING**  
**January 26, 2021 – 5:30 p.m.**  
**Zoom videoconference**

**CALL TO ORDER** – Board of Director’s meeting called to order at 5:30 p.m. by Kenny Solomon-Gross, Board President

**BOARD MEMBERS PRESENT**

Kenny Solomon-Gross – President	Rosemary Hagevig, Vice-President	Mark Johnson, Secretary
Brenda Knapp	Lance Stevens	Lindy Jones, MD
Iola Young	Deb Johnston	Hal Geiger

**ALSO PRESENT**

Chuck Bill, CEO	Kevin Benson, CFO	Billy Gardner, COO
Bradley Grigg, CBHO	Dallas Hargrave, HR Director	Rose Lawhorne, CNO
Barbara Nault, Legal Advisor	Keegan Jackson, MD, COS	Joy Neyhart, DO
Michelle Hale, CBJ Liaison	Anita Moffitt, Executive Assistant	Randy Sutak (Public)
Donald Law (Public)	Joe Wanner (Public)	KRoseman (Public)
Rashah McChesney, KTOO	Loren Jones (CBJ Assembly)	Christine Woll (CBJ Assembly)
Kayla Mount (BRH Staff)	Kris Muller (BRH Staff)	Katie Bausler (Public Relations)
Gail Moorehead, Quality Director	Debbie Kesselring, Director Medical Staff Services	
Sarah Griffith (Elgee Rehfeld)	Adam Sycks (Elgee Rehfeld)	Karen Tarver (Elgee Rehfeld)
Nancy (Public)	XXX-XX-1393 (Public)	

Mr. Solomon-Gross introduced and welcomed the new Chief of Staff, Dr. Keegan Jackson. Dr. Jackson shared that she is originally from Michigan and has been a family medicine physician at SEARHC for the past 7 ½ years. She has adapted well to Juneau. She served as the vice chief of staff last year and looks forward to being the voice for the physicians this year.

Mr. Solomon-Gross introduced new Board member, Hal Geiger. Mr. Geiger shared that he has been in Juneau since 1982. He has been the president for the Foundation of End of Life Care for a number of years.

**PUBLIC PARTICIPATION** – Randy Sutak introduced himself and expressed concerns about the safety of the Salmon Creek Dam. In 1963, a license was issued for the dam with the stipulation that the dam would be rehabilitated due to cracks in the dam. This was done by putting more concrete on the face of the dam to seal it. In 1982, a third party engineer made a recommendation to lower the water level by 40 feet and take off the top 43 feet and establish a new spillway to prevent major damage. In 2012 another study was conducted and the same issues reiterated. These actions were not taken and we are susceptible to a sizeable earthquake. Mr. Sutak also expressed concern that there is nothing to tell people how soon they need to get out of the area if the dam breaks. There is opportunity to do something now, before something happens, to make information available to everyone in the area. Ms. Young asked what Mr. Sutak’s expertise is and what his interest is in this matter. Mr. Sutak is a heavy equipment operator for the state. His interest is that his wife works in the hospital area and he started wondering what would happen if the dam failed. Ms. Hagevig thanked him for his presentation and recommended that Mr. Sutak provide this information to the Borough Assembly and their Public Works Committee to begin conversations. As owners of the dam, AEL&P should be brought into the conversations as well. In response to Ms. Knapp’s questions, more background information regarding the studies and the recommendations

was provided. Mr. Stevens stated that we are working with the City to provide a secondary road access to the hospital. Mr. Sutak expressed his willingness to help with the secondary road access if he could be of assistance in any way and reiterated the importance of hospital access in an emergency. Discussion held about evacuation signage. Mr. Solomon-Gross thanked Mr. Sutak for his presentation.

Donald Law, manager of Alaska Pellets Supply, introduced himself. Alaska Pellets Supply provide bulk commercial pellets to Alaska. He referenced a pre-feasibility study that had been conducted for BRH's heating needs between 2017 and 2019. The study looked at biomass for BRH. If BRH conducts another study and determines that pellets are the way to go for a more energy efficient, renewable source, his company has the ability to deliver pellets to our location.

**FINANCIAL AUDIT PRESENTATION:** Sarah Griffith, CPA partner with Elgee Rehfeld, LLC introduced herself and partners, Karen Tarver and Adam Sycks. This year's standalone audit was conducted of BRH's June 30, 2020 financial statements. As part of the CBJ entity wide audit, two BRH federal and state grants are subject to audit. An overview of the timing and the audit process was given. Due to COVID, everything was done remotely and the audit took longer to conduct. Completion of the audit was also delayed due to the complexities of provider relief funds received from the CARES ACT. Cost report filing dates were extended due to COVID so allowed ample time to complete the audit. Detailed review of the audit was presented at the January 8<sup>th</sup> Finance Committee meeting. The primary objective of the audit is to issue an opinion on the accuracy of the financial statements and to provide reasonable assurance that the financial statements are free from material error. The audit opinion is unmodified, financial statements are materially correct. Financial statements contain significant estimates and actual results from those estimates will probably differ. Financial statement preparation and audit adjustments are prepared by Elgee Rehfeld based on accounting system and management provided data. Management retains responsibility of the financial statements by reviewing the draft and accepting it. Material adjustments made to accounting records as part of the audit process was to the estimate on the bad debt and contractual allowance amount and to the GASB 68 and 75 adjustments. Statement of net position (balance sheet) show total assets of \$162 Million, total liabilities and deferred inflow of resources \$100 Million resulting in a net worth of \$61 Million. The income statement shows operating revenues of \$103 Million, operating expenses of \$105 Million with an operating loss of \$1.6 Million before taking into account \$8 Million in non-operating revenues and expenses. A letter to the Board of Directors summarizes any findings or issues to report. There was nothing to report that they consider findings of significant deficiencies or material weaknesses in internal controls over financial reporting or difficulty with management. There were no prior year significant deficiencies, material weaknesses or findings to report on the current year report status. This is the second year in a row of having a clean audit. The CBJ entity wide audit for the State and Federal grants single audit results are not yet complete. We do not anticipate any issues with either of these grants, however, issues could come up. Provider relief funds are subject to federal single audits next year. Mr. Stevens obtained confirmation that one of the components of the net position change is related to GASB 68 and 75. Mr. Benson noted that this is really an unprecedented year with COVID related financial implications. He thanked the auditing team and the BRH staff for the hard work put into this audit. The results of the audit really reflect that we have a strong team dedicated to the success of BRH. Ms. Griffith thanked Mr. Benson and his team for their work, it was a pleasure working with everybody. Mr. Solomon-Gross thanked the auditing team for their work and for providing a clear understanding of the audit. Ms. Griffith noted the auditing team works for the BOD and is available throughout the year to answer any questions for the Board. ***Ms. Johnston, on behalf of the Finance Committee, made a recommendation for the audit report to go to the Board for Acceptance. There being no objection, financial audit report accepted.***

**CONSENT AGENDA - MOTION by Ms. Hagevig to approve the consent agenda. Mr. Johnson seconded. There being no objections, consent agenda approved.**

**NEW BUSINESS: None**

**OLD BUSINESS: Casual Offer Letter for Chuck Bill** – Mr. Hargrave provided an overview of an offer letter to retain Mr. Bill as a casual employee after his February 5<sup>th</sup> retirement date as CEO. This position is for a set period of time and on an as needed basis. Mr. Bill will report to Mr. Benson who will identify the work Mr. Bill will be helping with.

**MOTION by Ms. Knapp to approve this offer letter and presenting it to Mr. Bill. Mr. Johnson seconded.**

It was clarified that his employment could be ended at any time and interim CEO, Kevin Benson, would work with Mr. Solomon-Gross to identify and monitor the scope of work to be done. Mr. Benson will identify the work Mr. Bill is working on and the amount of time spent in his monthly board report. Mr. Benson noted the importance of taking advantage of Mr. Bill's relationships through the federal and state legislation sessions. Mr. Hargrave indicated that the new CEO could help determine when Mr. Bill's services would no longer be needed. In the interim, Mr. Benson would have control over the number of work hours to be provided. ***There being no objection, MOTION approved.***

**Medical Staff Report** – Dr. Jackson noted the minutes from the January 5<sup>th</sup> Medical Staff meeting are in the executive session portion of the packet. She reported that physicians are working on their training for the upgrade of the electronic health records (EHR) system to Meditech Expanse. There was an IT update which involves use of a badge reader to quickly log in and out of computer systems. This will improve efficiencies for multiple physicians using the same computer. Also being rolled out is HIPAA compliant texting software called EASE. This allows secure text notifications to be sent with patient updates to authorized parties. The transference of money from the Juneau Medical Society's account to the BRH Foundation has been finalized. Mandatory contribution funds collected in the future will go directly to the Foundation.

**COMMITTEE REPORTS:**

**CEO Recruitment Committee Meeting** – Minutes from the recent CEO Recruitment meetings are in the packet. It was noted that Ms. Knapp was in attendance at the meeting on January 20<sup>th</sup> but was not recognized as such in the minutes.

**Finance Committee Meeting** – Draft minutes from the January 8<sup>th</sup> meeting are in the packet. The financial audit presentation took up the bulk of the time at that meeting. Potential for the purchase of the property located at 3225 Hospital Drive was discussed. The Finance Committee is recommending that we bring this forward to the full Board to pursue purchase of this property in the amount of \$2 Million dollars contingent on the engineer's report. From the Finance Committee's perspective, the fact that there is so little land surrounding the hospital and the purchase price in comparison to the appraisal makes it worth moving forward with this. Mr. Benson reported since the Finance Committee meeting, the representative of the owners has stated that the owner is now asking \$2.5 Million for this property. We do not have the engineer's report back yet for the survey that had been conducted last week but verbal indications is that there is nothing really significant. The seller has kept the property off the market to provide the opportunity for BRH to make the purchase but there is a sense of urgency for the seller to move ahead. Ms. Knapp noted that BRH has acted in good faith based on the asking price we were given. As a negotiating stance, we should move forward with \$2 Million price the Board was prepared to offer. Discussions were held about what the engineer's report looks at, other matters to consider such as tenant occupancy, parking leases and BRH's needs for space for future services and remodeling transitions. Mr. Benson noted the engineer's report should be available by the end of the week. Mr. Bill reported that he had updated the owner's representative that a recommendation to approve \$2 Million for the purchase of this property was to be put to the Board. It is unknown if the owner will hold firm at \$2.5 Million. If they do, our options would be to amend the recommendation from Finance to allow for that or to take it back under consideration and delay it longer. Mr. Geiger asked for staff recommendations. Mr. Bill recommends that the Board move forward to approve the recommendation of the finance committee at the \$2 Million. The alternative is not to exceed \$2.5 Million. He agrees that BRH has been working in good faith and that this is not the most desirable property in Juneau. (Michelle Hale stated that she was in attendance as the 4990 number identified at the January 8<sup>th</sup> Finance meeting for the purpose of correcting the minutes.)

Mr. Benson confirmed there is nothing in writing and agrees with Mr. Bill's recommendations. He also stated that if the BOD approves this purchase, it will be taken up at the Lands Committee meeting on February 1<sup>st</sup> and could go as an introductory resolution to the Assembly for appropriation on February 8<sup>th</sup>. Ms. Knapp, Ms. Johnston and Mr. Geiger support the recommendation that came out of the Finance Committee noting that a counter offer from the owner will delay the process. At Ms. Young's query, Mr. Solomon-Gross confirmed that everything is contingent on the engineer's report. Ms. Hagevig suggests a thorough review of the engineer's report. Ms. Knapp and Mr. Solomon-Gross support having the Executive Committee hold a meeting to review the engineer's report before making an offer. A meeting will be scheduled when the report comes in. Mr. Johnson requested a roll call vote be taken. Mr. Solomon-Gross repeated the ***MOTION to approve the Finance Committee recommendation to enter into an agreement to purchase the property located at 3225 Hospital Drive for the amount of \$2 Million, contingent on the engineer's report.*** When the engineer's report comes in, findings will be reviewed by the Executive Committee. Roll call vote taken, ***MOTION unanimously approved.***

**Board Quality Committee Meeting** – Draft minutes from the January 13<sup>th</sup> meeting are in the packet. Three major items on the agenda were 1) Risk Management Plan which was approved by the committee and ready to move forward to the Board; 2) the Infection Prevention Plan which still requires more work; 3) The Patient Safety and Quality Improvement Plan which is still being developed. Action will not be taken on the Risk Management Plan tonight as the committee has decided to wait and present all three plans to the Board for approval at the March Board of Directors meeting.

#### **MANAGEMENT REPORTS:**

**Legal report** – Ms. Nault revisited the allocation of responsibility among the legal teams of Studebaker Nault and the CBJ Law Department. CBJ Law will continue to provide legal advice on routine personnel matters, executive contracts, union contracts and union contract negotiations. They will also handle any emergency type legal issues including title 47 hold questions, quarantine and isolation orders and will also manage subpoena and records requests directed to the medical records department. They will be responsible for lands and facilities, including leases, acquisitions, contracts, etc. and will continue to manage all litigation matters including but not limited to any medical malpractice. Studebaker Nault will be primarily involved with matters involving compliance, licensing, accreditation, matters involving CMS, Medicare, Medicaid, anything related to the OIG or DEA, HIPAA matters, stark and anti-kickback, AK State related healthcare regulatory issues. They will also work with the Board on any matters involving medical staff to the extent that those come up. She noted that Medical Staff has separate legal counsel from Horty Springer to advise them on routine legal matters. In addition, Studebaker Nault will work with the hospital on healthcare and specialized contracting and procurement matters that might entail professional services arrangements, medical services contracts, vendor and similar type of agreements. These have been the bulk their work since mid-December. Ms. Nault will attend all Board meetings and be available to attend committee meetings if requested to do so. She is also available for any questions regarding by-laws, procedures or amendments or proposals related to Title 40 that may go before the Assembly. She did note that questions asked of her may be answered by CBJ legal if it's more appropriate for them to do so and vice versa. She then provided a high level summary of the projects her company has been working on. Mr. Bill stated that Ms. Nault and her team are very well qualified to help on the healthcare side of our legal needs. Studebaker Nault working with CBJ Legal is a great solution to our situation. Ms. Nault is a great asset and will do very well for the hospital but he does caution against using her firm excessively due to the expense of doing so.

**HR report** – No questions or comments.

**CNO report** – Mr. Solomon-Gross thanked Ms. Lawhorne for the great report. He expressed excitement over hiring more local nurse graduates and asked for an update on the 12 hired in 2019. Ms. Lawhorne reported that all 12 nurses are still working for us. We have 3 new nurses graduating from programs that ended in December and are now working through licensure. We have a cohort that ends in May that will provide us with 6 more nurses if they complete the program and get their licenses.

**COO report** – Mr. Solomon-Gross asked what the challenges are of the new triage building and what we are doing to mitigate them. Mr. Gardner reported that the building had been unable to maintain temperature even after new heaters were ordered and installed. After further investigation and adjustments, it appears to be maintaining temperature as of this afternoon. Buckling in the flooring has also been identified and will be remedied. He then reported that installation of the ROCHE 6800, supporting equipment as well as employee training has been completed. Mr. Benson is working CBJ and BRH staff to identify payment sources for the equipment. Smartsheets will be used for registration and billing. Interfacing issues between the ROCHE 6800 and Meditech are still being addressed. We are limited to 960 tests per

week, including the 14 quality/calibration tests, due to supply availability. We hope to have a soft start in mid-February if no other issues identified. HIM, PFS, PAS, Quality, Lab and IT departments were recognized by Mr. Gardner for their hard work put into this project. Board and City members were also thanked for their support. Dr. Jones initiated a discussion about when BRH should consider reaching out about providing testing for the city wide testing groups. Ms. Hale noted weekly meetings are conducted with CBJ entities and BRH to discuss matters such as these. She also expressed appreciation on behalf of the Assembly for all of the work staff, Senior Leadership and the Board have put into this project. Mr. Bill highlighted some of the logistical and licensure challenges for BRH to be able to provide testing for the airport and other entities. He expressed total commitment to this project and said it's an honor to be in the position to be able to support the community in this way. He asks for understanding that these hurdles are complicated issues that are not totally in our control. Ms. Hagevig noted that this is a really outstanding example of BRH responding to a community need and truly taking on its role as a community hospital. This project emerged from people within the business community and she wonders at what point we will be able to interface with the Beacon contractor for the legislature and whatever school district puts together. Mr. Gardner noted there are processes to be finalized before this can happen and that weekly updates are being provided to CBJ. Ms. Hale seconded Ms. Hagevig's statement that BRH has really proved itself as a community hospital. Ms. Knapp reiterated the need to assure testing of the legislature is timely and responsive allowing for the safety of them, their staff and the community. Mr. Geiger questioned the number of tests that can be conducted per day. The machine has the capability to run 1,380 samples per day if run by robots 24 hours per day and had unlimited supplies. BRH does not have robots to run the tests and is currently limited to 960 tests per week (946 after required calibration tests). This supply chain is not going change until at least late March. We have put a lot of pressure on the supplier trying to get more but we are competing with everyone else for the same supplies. In response to Mr. Solomon-Gross, Mr. Gardner acknowledged the supplies on hand as well our usage of the Cepheid Analyzer and the use of LabCorp for send outs. Mr. Johnson asked if the reagents on hand work will the new variants of the virus. Indication is yes. In response to Mr. Solomon-Gross, Mr. Bill clarified that the middle of February is when a soft opening for testing is planned. A process is to be developed before BRH can take over testing for the airport and legislature, etc. The end of February is optimistic on that expansion. Ms. Hale noted that Mr. Barr is working closely with BRH, the Capital, Beacon and other entities to keep a pulse on progress and to identify steps to continue moving forward. Mr. Bill said everyone is hopeful that we can do this sooner rather than later and noted the importance of not setting false expectations. The group will work together to make sure it's coordinated and happens appropriately.

**CBHO report** – Mr. Stavens noted the cross collaboration between Mr. Grigg's and Ms. Lawhorne's departments to expand Behavioral Health services and thanked them for doing so. Mr. Grigg stated that we have depended heavily on nursing directors and managers to help make this a success. Mr. Johnson asked if the number of kids currently being seen is a result of COVID isolation and the closing of schools or is this more of a long term trend. Mr. Grigg said it's a variety of things, including these. We have not seen a plateau yet and continue to see kids in crisis. Ms. Knapp and Mr. Solomon-Gross expressed appreciation for the services provided to our community.

**CFO report** – No questions. Mr. Benson reported that he attended a webinar this morning regarding the Provider Relief funds from the CARES money. The requirements have changed again and the reporting has been delayed from February 15<sup>th</sup> to some date in the future. More information to come.

**CEO REPORT** – Mr. Bill stated that it's pretty incredible all that we are currently dealing with. He noted that since submitting his written report, a number of things have come up. He shared that BRH has received a Top Rated Hospitals for Patient Experience award from the Becker's hospital review for the second year in a row. He also noted that we continue to work with the ASHNHA Legislative Committee to discuss what is going on at the State with the State budget. The Governor's proposal is a neutral budget for Medicaid, what they pay us this year is what they should plan on paying us next year. The caveat is that there is a 5% cut made up with CARES Act funding. If CARES Act funding is not available next year, they'll be dealing with a 5% cut to start negotiations. This is pretty dramatic since Medicaid is about 40% of our revenue. He reported that BRH recently had an investigation by the AKOSH (Alaska Occupational Safety and Health) Department in response to a complaint about employee safety and workplace violence in the hospital related to COVID. Union representatives sat in on the interviews with union employees. We do not have the final report yet but the initial exit discussions were pretty positive. We anticipate the final exit summary report in 2-6 weeks. He is confident that BRH can be looked at as the poster child for how to do things right. We have done an amazing job in protecting our patients and employees from COVID and addressing workplace violence, etc. This week, we have 3 surveyors from DHSS (Department of Health and Social Services) for a complaint about infection control and antimicrobial stewardship. We expect them to be here all week looking at all areas of the hospital. As representatives of CMS, they are not

supervised, don't have an escort, can go where they want and ask what they want. BRH has a lot to be proud of and to share. We hope they recognize that while trying to identify things that we can do better. He also reported that there have been follow-up meetings with Dr. Neyhart to discuss her concerns regarding the future of pediatric care in Juneau if Rainforest Pediatrics closes. A meeting was also held with other pediatric providers and Dr. Neyhart to discuss this. There was confidence that the other providers in town would be able to care for patients of this clinic and they do not want the hospital to get into a hospital owned primary care practice. Discussions about this will continue. Ms. Callahan is working to set up a process for site visits and interviews for General Surgeon candidates. More information will be provided through the Physician Recruitment Committee. Mr. Bill and Mr. Benson were guests on Capital Chat this morning to introduce Mr. Benson to the community as the interim CEO of BRH and to allow Mr. Bill to thank the community, Pete Carran and radio station for all of the support they've given over the years. Mr. Bill extends his thanks to the Board and Medical Staff for all of their support over the years as well. He will have a farewell notice in the next Bartlett Buzz and Housecalls publications. It has been a pleasure and he and his wife, Sue have greatly enjoyed their time in Juneau.

Mr. Johnson acknowledged that since Mr. Bill has been here, BRH has implemented a Hospitalist Program, advanced programs in Behavioral Health and many other things. Ms. Hagevig acknowledged Mr. Bill and thanked him, especially for his leadership as the captain of the ship and guiding us through the COVID pandemic. He and his team did an outstanding job and it is greatly appreciated. She said he will be missed and she wishes him well in Colorado. Ms. Knapp noted that when she joined the board in 2015, the hospital was still on shaky grounds due to turnover in Senior Leadership and staff. Since that time Mr. Bill has slowly and surely turned things around. He is leaving us with a hospital we can be proud of and a good strong management team for his replacement. She wishes him the best for his retirement. Dr. Neyhart echoed what has been stated by the board members but from the perspective of a medical staff member. She has developed a huge appreciation for his guidance and leadership and expressed her thanks and good wishes for his future. Mr. Stevens noted the last two years working together as the CEO and Board President was a learning experience. He said he enjoyed the time together, learned a lot and that the amount of attention and knowledge of Mr. Bill will be missed.

**PRESIDENT REPORT** – Mr. Solomon-Gross noted the committee assignment list is in the packet. He thanked the board members for their assistance and willingness to answer any questions he has. He reported that there is going to be a Committee of the Whole (COW) ad-hoc committee after a new CEO is in place. This committee will be chaired by the Board Vice-President and will focus on affiliations. He acknowledged Marshal Kendziorek for his contributions and time of service to the BRH Board and Lance Stevens for his time and contributions as Board President for the past two years. A leaf will be placed on the Bartlett Foundation giving tree for each of them in recognition for their service to the Board. Mr. Solomon-Gross then provided a little background of how Mr. Bill came to Juneau and highlighted some of his accomplishments while here: Built up behavioral health services for the community and hiring Bradley Grigg, implemented a successful Meditech conversion, started a 24/7 Hospitalist program, stabilized BRH's financial situation, guided BRH through this pandemic and built a strong leadership team. He is leaving BRH in a much stronger position than it was when he came. His expert advice and leadership is much appreciated by the Board and will be missed. An upgrade will be made to the leaf on the Bartlett Foundation's Giving Tree in Mr. Bill's honor. He thanked Mr. Bill and wished him the best of luck for his future. Mr. Bill thanked everyone and acknowledged that it takes a great team and that Juneau is a great place.

**BOARD CALENDAR** – February calendar reviewed. No additions or changes at this time. CEO Recruitment Committee meetings will be added when dates and times are identified.

**BOARD COMMENTS AND QUESTIONS** – None

**MOTION** by *Mr. Stevens to extend the Board meeting to 8:30pm. Ms. Hagevig seconded. MOTION approved.*

**EXECUTIVE SESSION – MOTION by Mr. Stevens to recess into executive session as written in the agenda to discuss several matters:**

- *Those which by law, municipal charter, or ordinance are required to be confidential or involve consideration of records that are not subject to public disclosure, specifically the credentialing report, Medical Staff Meeting minutes, the patient safety dashboard and union negotiations.*

*And*

- *To discuss matters that the immediate knowledge of which would defame or prejudice the character or reputation of any person, and to discuss CEO recruitment examination materials that are confidential.*

*And*

- *To discuss possible BRH litigation, specifically a candid discussion of the facts and litigation strategies with the BRH attorney. (Unnecessary staff and Medical Chief of staff are excused from this portion of the session.)*

**Ms. Hagevig seconded.** The Board entered executive session at 7:50 p.m. and returned to regular session at 8:33 p.m.

**MOTION by Ms. Hagevig to approve the credentialing report as presented. Ms. Knapp seconded. MOTION approved.**

**ADJOURNMENT – 8:34 p.m.**

**NEXT MEETING: 5:30pm -Tuesday, February 23, 2021**