



KANE COUNTY HOSPITAL  
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**KANE COUNTY HUMAN RESOURCE SPECIAL SERVICE DISTRICT  
DBA KANE COUNTY HOSPITAL  
REGULAR BOARD MEETING**

**Date:** April 2, 2024

**Place:** KANE COUNTY HOSPITAL AMBULANCE BUILDING  
98 West 300 North  
KANAB, UTAH 84741

**TIME:** 7:02 p.m.

**Members present**

Jeff Mosdell, Chairperson; Bob Johnson, Vice-Chairperson; Dr. Stuart Allan, Board Member; Marybeth Kuntz, Board Member; Maggie Browning, Board Member; Chad Szymanski, Board Member

**Ex-Officio Member**

Kurt Loveless, CEO

**Staff Present**

Stephen Howells, CFO; Kim Nuttall, HR; Julia Sbragia, CNO; Shauna Crosby, EA; and Ben Armstrong, EMS Director

**Guests Present:** Commissioner Wade Heaton

**Excused:** Dr. Lance Allen and Ben Beckstead

Mr. Mosdell welcomed everyone to the meeting.

Mr. Mosdell asked for the approval of the consent agenda. Mr. Mosdell asked if anyone has any questions concerning the approval of minutes, nursing report, and human resource report. Ms. Nuttall mentioned that she didn't get her report in the packet this month.

**Mr. Johnson made a motion to approve the consent agenda seconded by Ms. Kuntz. All in favor-Motion carried.**

**Medical Staff Report**

Dr. Lance Allan was excused.



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## **Nursing Department Report**

Ms. Sbragia has been diligently focused on enhancing Patient Satisfaction within our organization. Regrettably, our overall score with Press Ganey experienced a decline from 68.2% to 62.0% in the past twelve months. With a total of 23 responses, it is evident that there is room for improvement as the feedback received was largely negative.

An analysis of the data revealed that our inpatient score currently stands at 62%, falling short of our target of 75%. Ms. Sbragia conducted a thorough review of the questionnaire and identified that only 10 out of 57 questions scored above 75% this month, as opposed to 21 questions last month. Notably, there was a significant decline of 18.9% in the call light category and an 11% decrease in the perception of staff pleasantness. Moreover, the rating for hospital quietness at night also dropped by 11%.

While our Emergency Room and outpatient departments continue to excel, with scores of 85.3% and 85.7% respectively, we are actively exploring the option of implementing electronic surveys to gather more comprehensive feedback. It is important to note the requirement set by HCCAPS for Medicare compliance, necessitating at least 250 responses annually. However, our Long-term Care facility currently does not have a survey in place, which may pose a challenge given our current admission rate of 130.

During the discussion, it was emphasized that patient interactions mainly involve nursing staff, housekeeping, and dietary personnel. There was also a recommendation for staff members to consistently introduce themselves to patients. Ms. Sbragia expressed concern over the tendency of patients to rate services as 'good' instead of 'excellent', which may impact the overall satisfaction levels.

In addressing these challenges, Mr. Loveless assured the team that complaints are infrequent, with only one reported every 60 days. Additionally, efforts have been made to engage with patients through rounds to gather valuable feedback. The team is committed to implementing strategies that enhance patient experience and uphold the organization's reputation for exceptional care.

## **Human Resources**

Ms. Nuttall brought to our attention that her report was not included in the board packet for this month. In other news, our auxiliary sales for the month of February totaled \$25,325. The upcoming Auxiliary board meeting is scheduled for April 10th at 5:00 pm.

Additionally, our new artwork has been installed and we will be hosting a reception on April 18th at 5:30 pm to showcase it. We currently have openings for a phlebotomist and a full-time EMT position. We recently welcomed six new hires and unfortunately had to terminate three employees.



Our full-time positions consist of 36 hours per week and our turnover rate has shown improvement. We are pleased to report that we now have a total of 156 employees.

We do have a concern regarding potential fraudulent activity in relation to our Health Savings accounts, which has impacted on one of our employees.

### **New Business**

During the meeting, Mr. Loveless announced that our employees receive a 2% merit increase on their anniversary date. He also discussed our past practices regarding Cost of Living (COL) wage increases, mentioning that traditionally we have implemented a COL increase in April and conducted a market survey adjustment in October last year. Tonight, we are proposing to move forward with the COL increase based on the Consumer Price Index (CPIU).

Mr. Howells shared that he has observed a 3.15% increase in inflation, comparing the CPIU in February this year to February last year. He suggested applying this increase to employee salaries, as it aligns with the current budget of 4% in April and 2% on their anniversary date. This adjustment would amount to \$170,000, with an additional \$30,000 allocated for benefits, totaling \$200,000 in the budget.

Further discussions ensued regarding the timing of merit raises and the importance of evaluating staff equitably. Mr. Loveless emphasized the necessity of aligning corporate goals with the evaluation process and stressed the importance of providing clear expectations to employees.

Ms. Sbragia raised concerns about attendance issues affecting the nursing leadership team, suggesting a need for better tracking mechanisms. Mr. Johnson emphasized the importance of comprehensive hiring practices to avoid issues related to employee performance.

In conclusion, Mr. Mosdell proposed bringing these matters to the Strategic meeting for further review and guidance. He highlighted the need for clearer communication of expectations and a focus on merit and COL adjustments in the budget. This aligns with the goal of providing fair and transparent evaluations for all staff members.

**Mr. Johnson made a motion to give a 3.15% raise for the Cost of Living it was seconded by Dr. Stuart Allan. All in favor-motion carried.**

Mr. Loveless announced that the Strategic Planning meeting has been scheduled for May 23, 2024, and will take place at the ambulance building. Additionally, it was noted that the architects will attend the upcoming May 7th board meeting and have kindly offered to be present for the Strategic Planning meeting as well. It was agreed by all attendees that should any questions arise; the architects can be contacted for further clarification by phone.



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Mr. Loveless gave an update on Surgery and reviewed the spreadsheet. In 2022 we did a total of 191 scopes and surgeries, and 2023 we did 229. In this first quarter we did 87 if we annualize just that 87 it comes out 348 if we repeat the first quarter. This does not take into account the two surgeons that have not started or that the other surgeons have not built their practice to full practice. Mr. Loveless extrapolated from the original INreach proforma and came up to 656 surgeries. We will update before the Strategic planning. We will have actual numbers through April. We have Dr. MacDonald starting on April 16<sup>th</sup> and Dr. Lyman on April 26<sup>th</sup>. Dr. Allan asked if Dr. Ripley colonoscopies affect Dr. Bowman. Mr. Loveless stated Dr. Ripley does the more complex cases and the Revere doctors are referring them to Dr. Ripley. Mr. Mosdell mentioned that it would be 2.5-3 million in revenue if you are looking at surgeries that are 3,000 each and that would be gross revenue. Mr. Johnson stated that Dr. Hewitt has had one surgery, Dr. Ripley has 25 surgeries to me the numbers need to be higher than that. This is growth and adding the new surgeries their practice will grow. We need to project growth. Mr. Johnson said if we don't have the numbers we can wait and see if the numbers increase. Mr. Mosdell stated that this will be a discussion in the Strategic Planning meeting.

During the recent update provided by Mr. Loveless on Surgical operations, it was noted that a total of 191 scopes and surgeries were conducted in 2022, increasing to 229 in 2023. Specifically focusing on the first quarter of 2023, where 87 procedures were performed, there is potential for this number to reach 348 if this trend continues throughout the year.

Taking into consideration the upcoming addition of Dr. MacDonald starting on April 16<sup>th</sup> and Dr. Lyman on April 26<sup>th</sup>, it is anticipated that the number of surgeries will continue to rise. Dr. Ripley's role in handling complex cases and receiving referrals from Revere doctors suggests a promising trajectory for growth in our surgical practice.

There was discussion regarding revenue projections, with calculations indicating the potential for 2.5-3 million in gross revenue based on average surgery costs. It was highlighted that the focus should be on the quality and complexity of surgeries performed, rather than solely on the quantity.

Moving forward, strategic planning will involve updating these projections based on actual numbers through April and incorporating the expected growth from new surgeons. Further discussions on the need for higher numbers and potential strategies for achieving this growth will be held during the Strategic Planning meeting.

### **County Commission Business**

Commissioner Heaton has initiated discussions regarding a historical County-wide Fire service that takes place every couple of years. It is believed that some services, such as EMS and Fire, would benefit from being County-wide in order to achieve economy of



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scale. The idea of having dual-trained staff for EMS and Fire services has been supported, but has faced challenges due to the small, rural communities in Kane County.

A meeting has been scheduled for April 16th to further discuss the possibility of implementing a County-wide Fire service. Fifteen elective officials, including Mr. Mosdell and Mr. Loveless, will be in attendance. The County will be facilitating the meeting, which will involve ten different entities.

Despite some resistance from Fire Chiefs and Town Councilmen who are concerned about the loss of local control, the idea of consolidating EMS and Fire services into a single entity has been proposed. This could involve transferring licenses and equipment to a new board. Funding for this initiative, estimated to be around 5.5 million dollars, will need to be carefully considered.

It is important to keep the end goal of providing excellent service across the county in mind while navigating legal issues and structural changes. Commissioner Heaton stressed that the success of combining EMS and Fire services has been demonstrated in other counties.

Mr. Loveless suggested streamlining the process by having a single MOU with the SSD and the hospital rather than having individual agreements with various entities. Mr. Howells highlighted the financial benefits of the hospital being involved in the SSD.

Ultimately, the focus of the upcoming discussion will be on ensuring that all parties contribute their fair share towards a unified and efficient County-wide Fire service.

## **Committee Reports**

### **Planning:**

Mr. Johnson has informed us that the house remodel is near completion and is scheduled to be ready for occupancy by May 1st.

Additionally, Mr. Johnson has proposed a solution to the parking issue by working with the city to adjust the parking lines on the road, adding angle parking on both sides, which would result in approximately 60 additional parking spaces. This plan also includes the addition of crosswalks where needed, with an estimated cost of \$10,000.

### **Finance:**

Mr. Howells provided a comprehensive update on our financial performance during our latest meeting. He highlighted significant improvements for the month, especially in relation to the contractual adjustments that were a cause for concern in



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the previous period. This positive shift can be attributed to better timing of payments and the realization of some operating revenue budget income that was previously outstanding.

Despite challenges faced in January, where certain factors made it seem like a challenging month, Mr. Howells emphasized the importance of looking at trends over a longer period. Overall revenue has shown an increase, though we did experience some patient turnover in our long-term care unit that has yet to be filled.

Encouragingly, our ambulance, outpatient, and surgery services have seen upticks in activity. Additionally, the Senior Life program is operating at full capacity with twelve patients currently enrolled.

On the operational side, there have been adjustments due to ongoing issues with Change Health, which have impacted our ability to bill Medicare patients since February. To address this, we are in the process of transitioning to Traizato as our new clearing house and are also in the midst of switching our software to SSI, with Traizato serving as an interim solution.

The transition to Traizato has proven to be slightly delayed, leading to some manual data entry to ensure billing continuity. It's worth noting that this transition is part of a wider industry trend affecting numerous healthcare providers, with over 80% of transactions currently facilitated by Change Health.

As we navigate these changes, it's essential to anticipate potential fluctuations in our March and April numbers as we adapt to the new systems. Dr. Allan raised concerns about processing times with Traizato, which Mr. Howells acknowledged and assured that we are actively working to streamline the process.

## **OLD BUSINESS**

None

**Mr. Mosdell moved to go into closed session to discuss personnel at 8:42 p.m. at Kane County Hospital Ambulance Building, 98 West 300 North, Kanab, Utah 84741 with a second by Mr. Szymanski. All in favor- motion carried.**

**Mr. Johnson moved to adjourn the meeting at 9:56 p.m. at Kane County Hospital Ambulance Building, 98 West 300 North, Kanab, UT 84741 with a second by Ms. Kuntz All in favor-Motion carried.**



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**Mr. Jeff Mosdell, Chairperson**