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**GUNNISON COUNTY BOARD OF COMMISSIONERS**  
**WORK SESSION MEETING AGENDA**

**DATE:** Tuesday, July 9, 2024

**Page 1 of 1**

**PLACE:** Board of County Commissioners' Meeting Room at the Gunnison County Courthouse  
(REMOTE OPTION BELOW)

8:30 am

- Gunnison Valley Health Board of Trustees Update
  
- Adjourn

Please Note: Packet materials for the above discussions will be available on the Gunnison County website at <http://www.gunnisoncounty.org/meetings> prior to the meeting.

**ZOOM MEETING DETAILS:**

Join Zoom Meeting: <https://us02web.zoom.us/j/89798905619>

One tap mobile

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+13462487799,,82753657556#,,,,\*471302# US (Houston)

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

**Agenda Item:** Gunnison Valley Health Board of Trustees Update

**Action Requested:**

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

GVH Update

**Fiscal Impact:**

**Submitted by:** Holly Perry

**Submitter's Email Address:** hperry@gunnisoncounty.org

**Finance Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

**County Attorney Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes  No

**County Manager Review:**

Comments:

Reviewed by: GUNCOUNTY1\Hperry

Discharge Date: 7/3/2024

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 60

Agenda Date: 7/9/2024



GVH and BOCC Work Session  
Tuesday, July 09, 2024  
BOCC Boardroom – Courthouse

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## **AGENDA**

### **For Gunnison Valley Health:**

- Mark Kaufman, BOT Chair
- Jason Amrich, CEO
- Angela Kobel, - CFO
- Wade Baker, VP of Operations

### **Conversation Outline**

- I. Opening Comments, Introductions & Board Governance** Mark Kaufman
- II. Operational Items** Jason Amrich/Wade Baker
- GVH Housing Update
  - GVH Physician Recruitment Update
  - Workforce Updates
    - Engagement
    - Workforce Statistics
  - Community and Patient Experience Update
    - First Impressions Campaign
- III. Finance** Angela Kobel/Jason Amrich
- April YTD Update
  - Revenue Cycle Updates
- IV. Strategic** Jason Amrich/Wade Baker
- 2025 Strategic Planning Update
  - 2024 Strategic Initiatives Update
  - GVH Construction Project Updates
    - EMS Building
    - MRI
  - Second Saves Lives Campaign
- V. Commissioner Questions and Observations**

# GVH – GuCo BOCC Work Session Update – July 2024



**GUNNISON VALLEY HEALTH**

HOSPITAL  
SENIOR CARE CENTER  
HOME MEDICAL SERVICES  
ASSISTED LIVING  
FAMILY MEDICINE CLINIC  
MOUNTAIN CLINIC  
HOSPICE AND PALLIATIVE CARE  
FOUNDATION



# PEOPLE PILLAR (Employees/Medical Staff)

- **GVH Housing Update**
- **New Providers/Recruitment:**
  - General Surgery interviews completed, evaluating candidates
  - CRNA (Anesthesia) Interviews Continue
  - Hospitalist Interviews Continue
  - Search for Dermatologist Provider Continues
  - New Foot and Ankle Doctor – Tim Gueramy to start with GVH, end of July 2024
  - Additional ENT Doctor - Dr. Brandon Bentz to start with GVH, end of July

# 2024 Employee Engagement Pulse Survey

Health System score of 4.12 puts us in the 68th percentile

Hospital score of 4.05 is the 58th percentile

Senior Care Center score of 4.28 is the 88th percentile

For reference our 2024 annual Engagement goals are:

- Baseline 66th percentile, which would be 4.11 right now
- Meets Expectations 70th percentile, which would be 4.13 right now
- Exceeds 73rd percentile, which would be 4.16 right now



# 2024 Employee Engagement Pulse Survey Comments Summary

When thinking about ways that GVH can continue to be innovative, do you have a big idea you'd like to share with the GVH Executive Team?

## (SUMMARY OF TOPICS COMMENTED ON)

- PTO Cash Out option
- Competitive Pay, not just fair pay
- Refine our current processes that may be broken, before looking to innovate elsewhere
- Glad recruitment & retention is a focus
- Appreciative of increased communication about recruitment
- Improve retirement plan
- Appreciate the growth and progress of GVH, it's exciting
- Recruit more, hire less travelers



# Celebrate!

- Process issues between work units being resolved? Team celebrations & org wide communication not just leadership. Manage them up!
- Invite E-team to your staff meetings to recognize the team.
- Directors mentoring other leaders
- Staff collaborating with other departments
- Do you see a bright spot or something going well in another area? Invite guest speakers to staff meetings to shed light on processes of other teams.
- Repeat the good things you hear directly to the staff member





# Next Steps



Compiling Listening Session feedback into themes



Recruitment Committee continuing to focus on recruitment efforts



Compensation Analysis results/recommendations due end of June



Leaders will continue work with their teams through feedback and towards annual goals.



People First team continues to focus on Engagement & Contract Labor reduction



HR will be working on a PTO Cash Out policy & procedure and RFP for our Retirement Plan which were in our goals for this year.



Full annual survey will be sent out 8/26 – 9/9



Goal is at least 80% participation

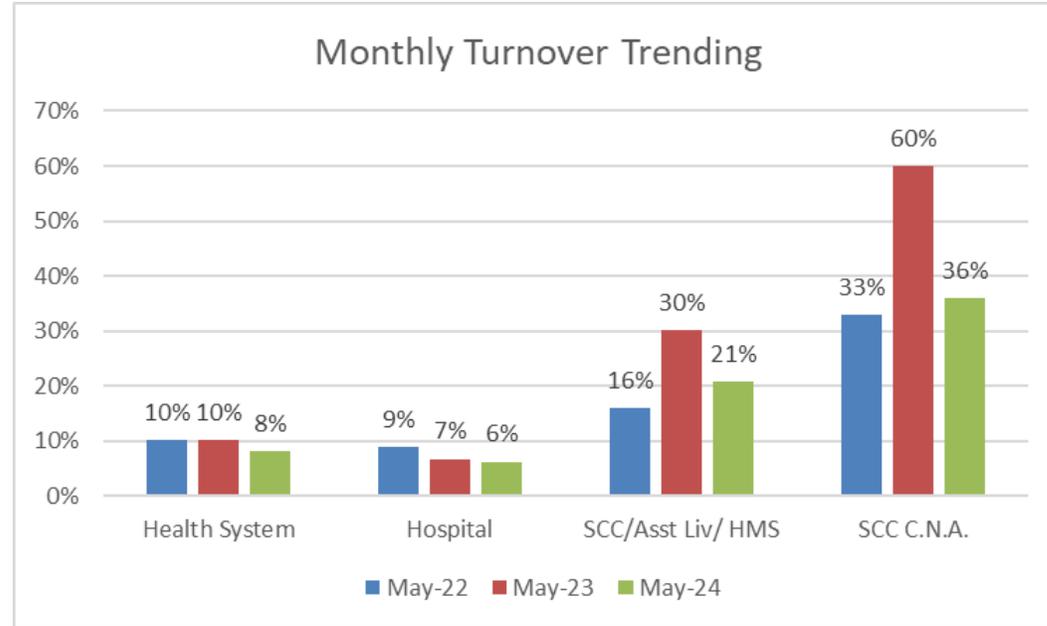
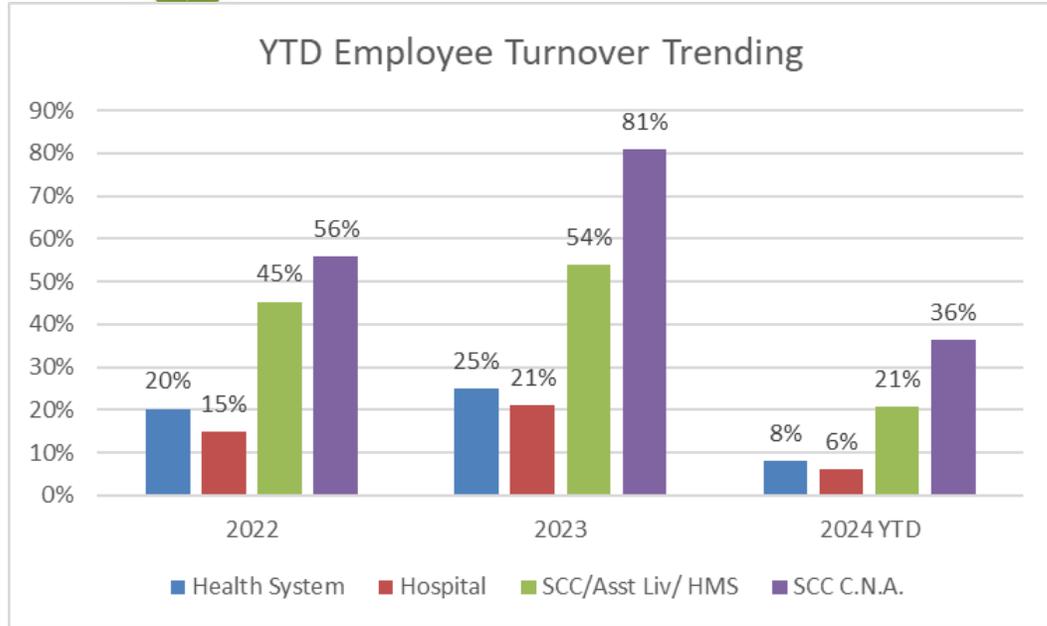


# Opportunities for 2024 year

- Different levels of this organization communicate effectively with each other. (3.3- neutral/agree)
- Communication between work units is effective in this organization. (3.4- neutral/agree)
- **My pay is fair compared to other health care employers in this area. (3.5- neutral/agree)**



# Employee Turnover

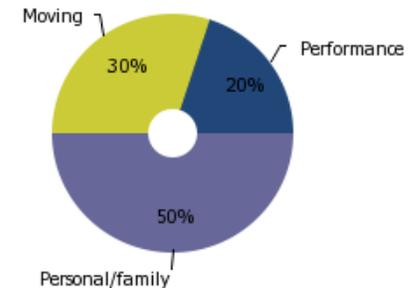


*Note: In 2023 we began including employees reducing status from FT/PT to PRN as Turnover. We did not have a way to track that in prior years.*

*National average of turnover in 2023:*

- *Hospitals = 25.9%*
- *Long-term care = 90.7%*
- *LTC Certified Nurse Aide = 101.6%*

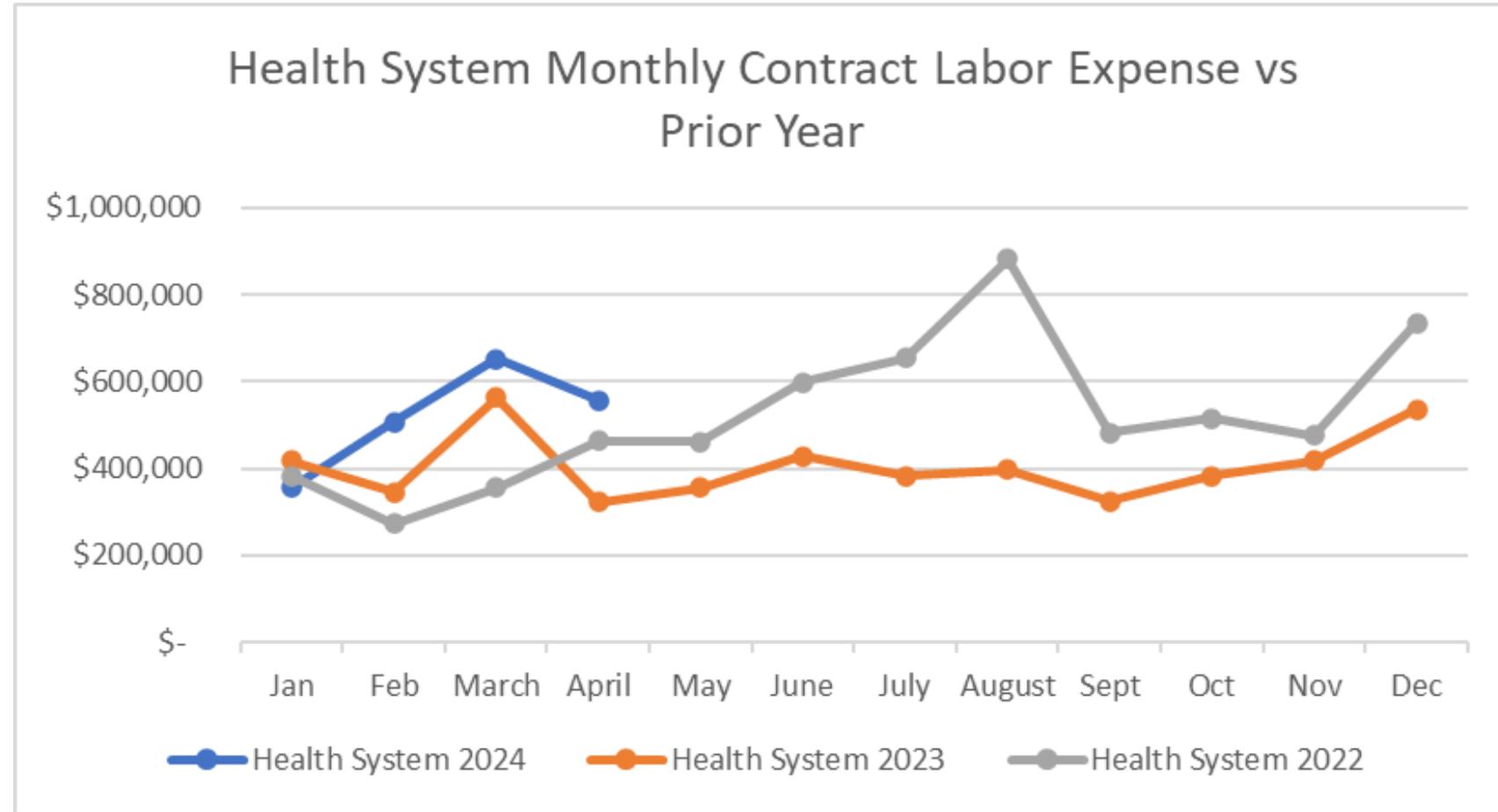
### Reasons for Termination





# Contract Labor

*25% or \$421k increase over Prior Year through April 2024*



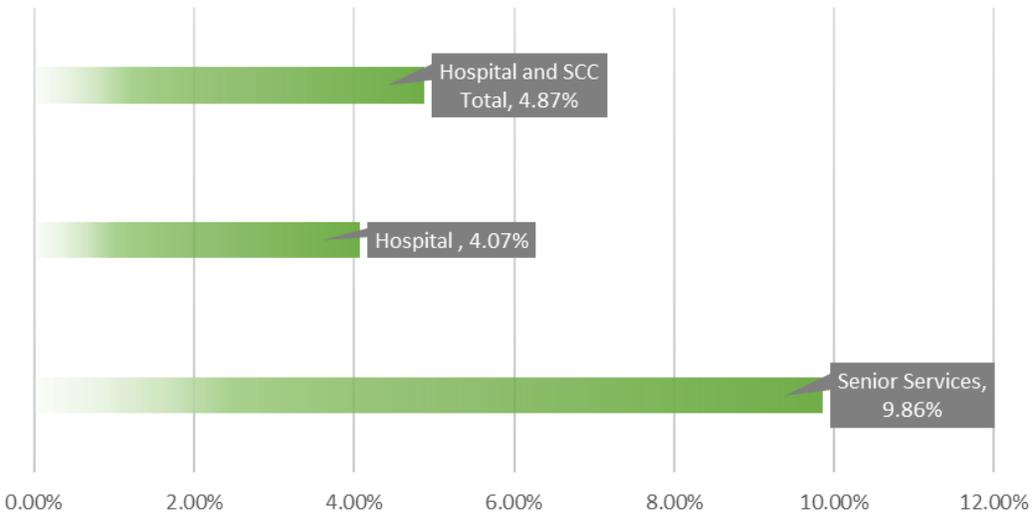
	April - Actuals
Health System 2024	\$ 556,280
Health System 2023	\$ 323,104
Health System 2022	\$ 464,452

*Data not updated for May due to timing of BOT meeting and Multiview month close, first time.*

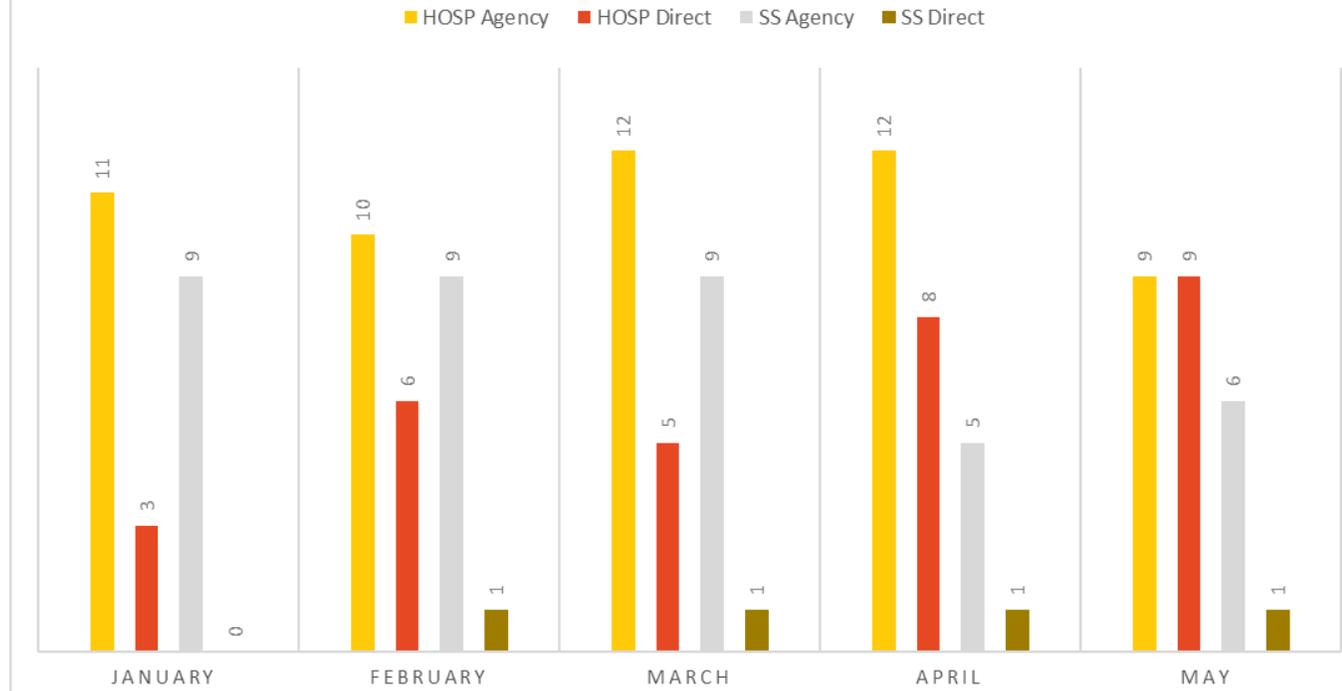


# Agency & Direct Contract Staff

### AGENCY STAFF USAGE - FACILITY AND SYSTEM-WIDE

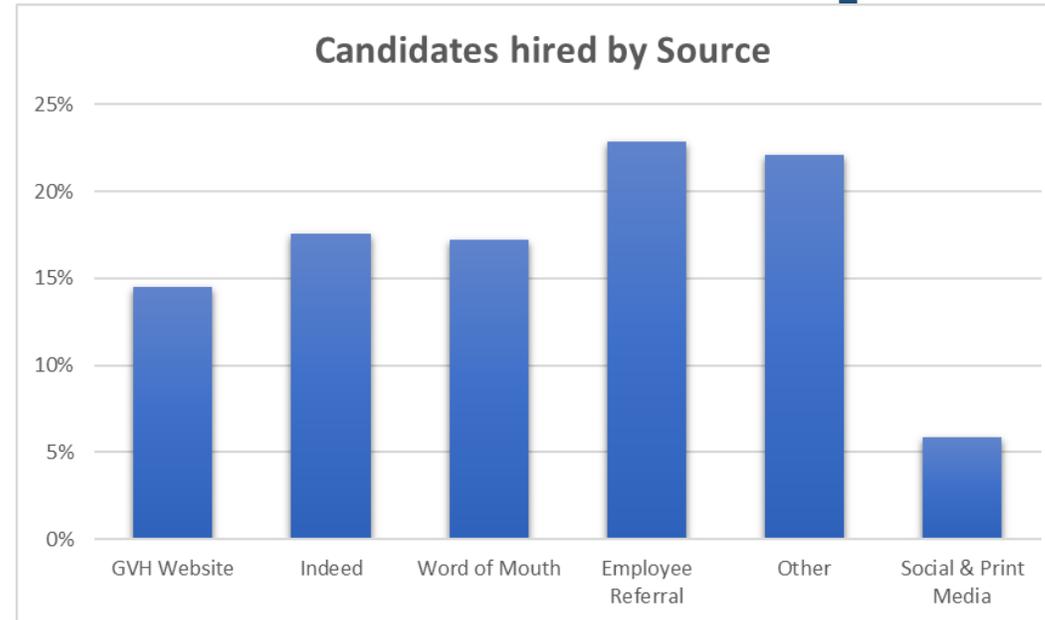


### AGENCY VS. DIRECT CONTRACT





# Recruitment Update



## Time to fill - Quarterly Comparison (2023/2024)

Second Quarter 2023 - **102 days**

Third Quarter 2023 - **97.5 days**

Fourth Quarter 2023 - **103 days**

First Quarter 2024 - **85 Days**

## Total Open Opportunities

\* 41 Full Time

\* 4 Part Time

### Positions open the longest

1. Home Health C.N.A.

2. CT Tech

3. OB Nurse Manager

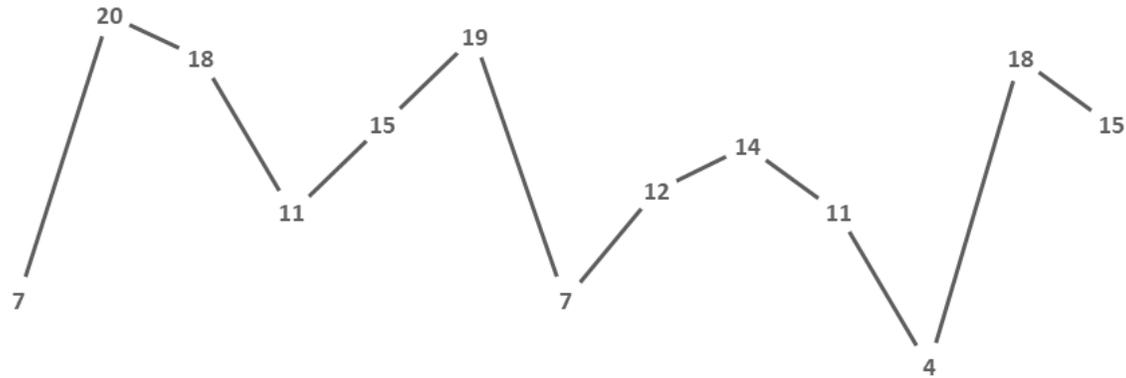
4. Sleep Technician

5. Speech Language Pathologist, PT (negotiations in progress!)

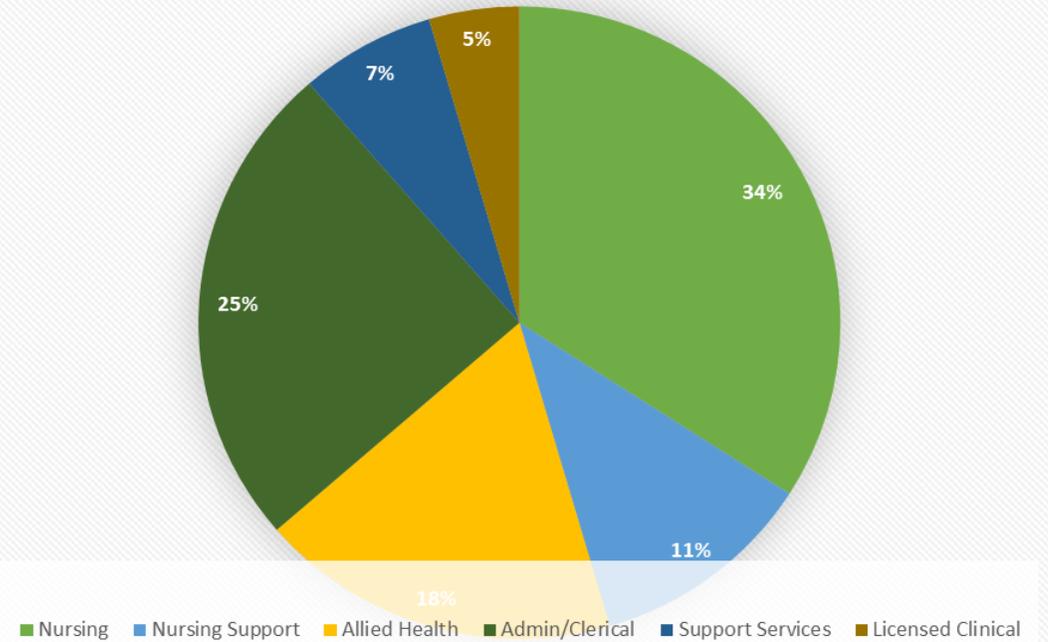


# GVH Hires & Open Requisitions

YTD HIRES BY MONTH 2023/2024



Percentage of open requisitions by job category





# SERVICE PILLAR (Community & Patient Experience)

- **First Impressions Campaign**
- **Purpose:** Improve and prioritize patient experience across the health system with a campaign focused on one activity that offers an important first impression of GVH.
- **Why:** Patient experience is a top priority for our health system. In alignment with the Studer Principles of Excellence we will focus on building a culture around service using key words in key times. We will also follow AEDIT by actively acknowledging patients, introducing yourself, providing information on duration of visits, provide clear explanations and thanking patients for choosing our health system.



# SERVICE PILLAR (Community & Patient Experience)

## •**Specific goals for the campaign:**

- Develop alignment with all GVH Departments regarding phone etiquette and how we communicate with patients
- Treat each patient with the empathy and compassion they deserve
- Instill trust and confidence in our health system
- Decrease patient confusion when navigating the complexities of our health system and many departments and services
- Build the GVH reputation and loyalty that will help us attract new patients and retain existing ones

## •**What will we be doing?**

•The summer campaign will focus on how we answer the phone and strive for a uniform response across the entire health system. We are providing a script to all departments including phone etiquette and helpful suggestions for how to interface with patients on the phone.



# FINACE PILLAR - Apr-24: Budget Variance Overview

- **Operating Income:**
  - ✓ (\$147k) unfavorable to budget
- **Key factors for favorable Gross Revenue:**
  - ✓ Outpatient \$958k favorable – Pharmacy \$702k, OR \$94k, CT \$91k and Ultrasound \$77k favorable
  - ✓ Pro Fees \$290k favorable
  - ✓ ER (\$369k) unfavorable – Visits 2.1% below budget
  - ✓ Inpatient (\$269k) unfavorable – IP days 15.5% below budget
  - ✓ SCC (\$79k) unfavorable SCC 17.6% and HMS 8.8% below budget

Operating Income	Actual	Budget	Variance
Hospital	\$ (273,122)	\$ 5,383	\$ (278,505)
Senior Care Center	\$ (227,981)	\$ (359,215)	\$ 131,234
	<u>\$ (501,103)</u>	<u>\$ (353,832)</u>	<u>\$ (147,271)</u>

Gross Revenue	Actual	Budget	Variance
Hospital	\$ 11,209,304	\$ 10,600,475	\$ 608,829
Senior Care Center	\$ 489,423	\$ 568,491	\$ (79,068)
	<u>\$ 11,698,727</u>	<u>\$ 11,168,966</u>	<u>\$ 529,761</u>

- **Contractual Allowances & Bad Debt was unfavorable**
  - ✓ Commercial (\$754k) unfavorable – UHC Denials, will be rebilled
  - ✓ Bad Debt (\$258k) unfavorable
  - ✓ Medicare \$404k favorable
  - ✓ Medicaid \$174k favorable

Contractual Allowances	Actual	Budget	Variance
Contractual Allowance	\$ 4,827,491	\$ 4,652,694	\$ 174,797
Bad Debt	\$ 482,189	\$ 224,561	\$ 257,628
	<u>\$ 5,309,680</u>	<u>\$ 4,877,255</u>	<u>\$ 432,425</u>



# Apr-24: Budget Variance Overview

- **Salaries, Wages & Benefits :**

- ✓ Wages \$848k favorable
- ✓ Was partially offset by unfavorable Contract Labor (\$349k) and Benefits (\$126k) unfavorable

Operating Costs	Actual	Budget	Variance
Salaries, Wages & Benefits	\$ 3,976,705	\$ 4,349,112	\$ (372,407)

- **Purchase Services:**

- ✓ Contract Services (\$162k) unfavorable primarily due to PFS and HIM
- ✓ Outside Services (136k) unfavorable primarily due to MRI trailer lease expensed – Budget spread over 12 mo. And GVO – VSON FMV assessment

Operating Costs	Actual	Budget	Variance
Purchase Services	\$ 992,969	\$ 683,198	\$ 309,771

- **Supplies:**

- ✓ Supplies (\$303k) unfavorable primarily due to Pharmacy – offset by Revenue

Operating Costs	Actual	Budget	Variance
Supplies, Drugs, Food	\$ 1,184,045	\$ 880,587	\$ 303,458

- **Non-Operating Revenue/Expenses**

- ✓ Non-operating Income/(Expense) was (\$254k) unfavorable
- ✓ This was primary due Change in Market Value (\$280k) partially offset by Property Tax \$42k over budget

Operating Costs	Actual	Budget	Variance
Non Operating Rev/Exp	\$ 19,481	\$ 273,665	\$ (254,184)



Comparative Financial Results  
Gunnison Valley Health (excludes GVH Foundation)  
April 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
<b>Net Revenues</b>							
Patient Revenue	26,979,905	26,887,004	23,383,741	92,901	0.3%	3,596,164	15.4%
Other Operating Revenue	1,279,718	1,120,518	717,307	159,200	14.2%	562,411	78.4%
<b>Total Operating Revenue</b>	<b>28,259,623</b>	<b>28,007,522</b>	<b>24,101,048</b>	<b>252,101</b>	<b>0.90%</b>	<b>4,158,575</b>	<b>17.25%</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	16,801,624	17,599,634	15,692,983	(798,010)	(4.5.%)	1,108,641	7.06%
Supplies	4,042,818	3,675,130	3,716,573	367,688	10.00%	326,245	8.78%
Purchase Services & Other Expenses	5,081,924	4,900,341	4,540,584	181,583	3.71%	541,340	11.92%
<b>Total Operating Expense before Capital</b>	<b>25,926,366</b>	<b>26,175,105</b>	<b>23,950,140</b>	<b>(248,739)</b>	<b>(1.0.%)</b>	<b>1,976,226</b>	<b>8.25%</b>
<b>Earnings Before Depreciation, Interest, and Amortization (EBITDA)</b>	<b>2,333,257</b>	<b>1,832,417</b>	<b>150,908</b>	<b>500,840</b>	<b>27.33%</b>	<b>2,182,349</b>	<b>1446.15%</b>
<b>EBITDA Margin %</b>	<b>8.26%</b>	<b>6.54%</b>	<b>0.63%</b>	<b>1.71%</b>		<b>7.63%</b>	
Depreciation and Amortization	1,633,673	1,671,722	1,381,780	(38,049)	(2.3.%)	251,893	18.23%
Interest Expense	187,836	188,272	185,084	(436)	(0.2.%)	2,752	1.49%
Total Operating Expense	27,747,875	28,035,099	25,517,004	(287,224)	(1.0.%)	2,230,871	8.74%
<b>Operating Income</b>	<b>511,748</b>	<b>(27,577)</b>	<b>(1,415,956)</b>	<b>539,325</b>	<b>1955.71%</b>	<b>1,927,704</b>	<b>136.14%</b>
<b>Operating Margin %</b>	<b>1.81%</b>	<b>(0.1.%)</b>	<b>(5.9.%)</b>	<b>1.91%</b>		<b>7.69%</b>	
Investment Income	421,443	550,000	857,973	(128,557)	(23.4.%)	(436,530)	(50.9.%)
Other Income and Expenses	604,134	852,322	796,520	(248,188)	(29.1.%)	(192,386)	(24.2.%)
<b>Net Income</b>	<b>1,537,325</b>	<b>1,374,745</b>	<b>238,537</b>	<b>162,580</b>	<b>11.83%</b>	<b>1,298,788</b>	<b>544.48%</b>
<b>Net Margin%</b>	<b>5.44%</b>	<b>4.91%</b>	<b>0.99%</b>	<b>0.53%</b>		<b>4.45%</b>	



Comparative Financial Results  
Gunnison Valley Hospital (Including GV Ortho)  
April 2024 YTD

Net Revenues	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Patient Revenue	25,355,885	24,828,433	21,408,110	527,452	2.1%	3,947,775	18.4%
Other Operating Revenue	1,153,554	994,962	597,085	158,592	15.9%	556,469	93.2%
<b>Total Operating Revenue</b>	<b>26,509,439</b>	<b>25,823,395</b>	<b>22,005,195</b>	<b>686,044</b>	<b>2.66%</b>	<b>4,504,244</b>	<b>20.47%</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	15,153,120	15,308,929	13,432,133	(155,809)	(1.0.%)	1,720,987	12.81%
Supplies	3,889,073	3,470,611	3,558,664	418,462	12.06%	330,409	9.28%
Purchase Services & Other Expenses	4,765,877	4,545,645	4,189,199	220,232	4.84%	576,678	13.77%
<b>Total Operating Expense before Capital</b>	<b>23,808,070</b>	<b>23,325,185</b>	<b>21,179,996</b>	<b>482,885</b>	<b>2.07%</b>	<b>2,628,074</b>	<b>12.41%</b>
<b>Earnings Before Depreciation, Interest, and Amortization (EBITDA)</b>	<b>2,701,369</b>	<b>2,498,210</b>	<b>825,199</b>	<b>203,159</b>	<b>8.13%</b>	<b>1,876,170</b>	<b>227.36%</b>
<b>EBITDA Margin %</b>	<b>10.19%</b>	<b>9.67%</b>	<b>3.75%</b>	<b>0.52%</b>		<b>6.44%</b>	
Depreciation and Amortization	1,033,633	1,063,650	776,630	(30,017)	(2.8.%)	257,003	33.09%
Interest Expense	50,868	50,992	43,272	(124)	(0.2.%)	7,596	17.55%
Total Operating Expense	24,892,571	24,439,827	21,999,898	452,744	1.85%	2,892,673	13.15%
<b>Operating Income</b>	<b>1,616,868</b>	<b>1,383,568</b>	<b>5,297</b>	<b>233,300</b>	<b>16.86%</b>	<b>(1,611,571)</b>	<b>(30424.2.%)</b>
<b>Operating Margin %</b>	<b>6.10%</b>	<b>5.36%</b>	<b>0.02%</b>	<b>0.74%</b>		<b>6.08%</b>	
Investment Income	397,093	526,668	835,424	(129,575)	(24.6.%)	(438,331)	(52.5.%)
Other Income and Expenses	135,038	341,000	321,973	(205,962)	(60.4.%)	(186,935)	(58.1.%)
<b>Net Income</b>	<b>2,148,999</b>	<b>2,251,236</b>	<b>1,162,694</b>	<b>(102,237)</b>	<b>(4.5.%)</b>	<b>986,305</b>	<b>84.83%</b>
<b>Net Margin%</b>	<b>8.11%</b>	<b>8.72%</b>	<b>5.28%</b>	<b>(0.6.%)</b>		<b>2.82%</b>	



Comparative Financial Results  
Gunnison Living Community  
April 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
<b>Net Revenues</b>							
Patient Revenue	1,624,020	2,058,571	1,975,631	(434,551)	(21.1.%)	(351,611)	(17.8.%)
Other Operating Revenue	126,164	125,556	120,222	608	0.5%	5,942	4.9%
<b>Total Operating Revenue</b>	<b>1,750,184</b>	<b>2,184,127</b>	<b>2,095,853</b>	<b>(433,943)</b>	<b>(19.9.%)</b>	<b>(345,669)</b>	<b>(16.5.%)</b>
<b>Expenses</b>							
Salaries, Wages and Benefits	1,648,504	2,290,705	2,260,850	(642,201)	(28.0.%)	(612,346)	(27.1.%)
Supplies	153,745	204,519	157,909	(50,774)	(24.8.%)	(4,164)	(2.6.%)
Purchase Services & Other Expenses	316,047	354,696	351,385	(38,649)	(10.9.%)	(35,338)	(10.1.%)
<b>Total Operating Expense before Capital</b>	<b>2,118,296</b>	<b>2,849,920</b>	<b>2,770,144</b>	<b>(731,624)</b>	<b>(25.7.%)</b>	<b>(651,848)</b>	<b>(23.5.%)</b>
<b>Earnings Before Depreciation, Interest, and Amortization (EBITDA)</b>	<b>(368,112)</b>	<b>(665,793)</b>	<b>(674,291)</b>	<b>297,681</b>	<b>44.71%</b>	<b>306,179</b>	<b>45.41%</b>
<b>EBITDA Margin %</b>	<b>(21.0.%)</b>	<b>(30.5.%)</b>	<b>(32.2.%)</b>	<b>9.45%</b>		<b>11.14%</b>	
Depreciation and Amortization	600,040	608,072	605,150	(8,032)	(1.3.%)	(5,110)	(0.8.%)
Interest Expense	136,968	137,280	141,812	(312)	(0.2.%)	(4,844)	(3.4.%)
<b>Total Operating Expense</b>	<b>2,855,304</b>	<b>3,595,272</b>	<b>3,517,106</b>	<b>(739,968)</b>	<b>(20.6.%)</b>	<b>(661,802)</b>	<b>(18.8.%)</b>
<b>Operating Income</b>	<b>(1,105,120)</b>	<b>(1,411,145)</b>	<b>(1,421,253)</b>	<b>306,025</b>	<b>21.69%</b>	<b>316,133</b>	<b>22.24%</b>
<b>Operating Margin %</b>	<b>(63.1.%)</b>	<b>(64.6.%)</b>	<b>(67.8.%)</b>	<b>1.47%</b>		<b>4.67%</b>	
Investment Income	24,350	23,332	22,549	1,018	4.36%	1,801	7.99%
Other Income and Expenses	469,096	511,322	474,547	(42,226)	(8.3.%)	(5,451)	(1.1.%)
<b>Net Income</b>	<b>(611,674)</b>	<b>(876,491)</b>	<b>(924,157)</b>	<b>264,817</b>	<b>30.21%</b>	<b>312,483</b>	<b>33.81%</b>
<b>Net Margin%</b>	<b>(34.9.%)</b>	<b>(40.1.%)</b>	<b>(44.1.%)</b>	<b>5.18%</b>		<b>9.15%</b>	



Comparative Financial Results  
 Foundation  
 April 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Investment Income	68,460	8,650	130,262	59,810	691.45%	(61,802)	(47.4.%)
Donations/Grants	236,955	144,200	197,241	92,755	64.32%	39,714	20.13%
Other Expense	(235,363)	(306,835)	(134,567)	71,472	(23.3.%)	(100,796)	74.90%
<b>Net Income</b>	<b>70,052</b>	<b>(153,985)</b>	<b>192,936</b>	<b>224,037</b>	<b>145.49%</b>	<b>(122,884)</b>	<b>(63.7.%)</b>



**Gunnison Valley Health  
Volume Indicators  
April 2024 YTD**

Year-to-Date	Apr-24	Budget	Apr-23	Var to Bud	% Var to Bud	Var to PY	% Var to PY
<b>Admissions</b>							
Med/Surg	158	168	160	(10)	(6.0%)	(2)	(1.3%)
OB/Births	45	36	40	9	25.0%	5	12.5%
Observation	204	269	232	(65)	(24.2%)	(28)	(12.1%)
Swing Bed	22	13	11	9	69.2%	11	100.0%
<b>Patient Days</b>							
Med/Surg	512	446	439	66	14.8%	73	16.6%
OB/Births	74	71	67	3	4.2%	7	10.4%
Observation	196	173	193	23	13.5%	3	1.6%
Swing Bed	274	97	82	177	182.5%	192	234.1%
<b>Average Daily Census</b>							
Med/Surg	2.4	2.1	2.1	0.3	14.8%	0.3	16.6%
OB/Births	0.6	0.6	0.6	0.0	4.2%	0.1	10.4%
Observation	1.6	1.4	1.6	0.2	13.5%	0.0	1.6%
Swing Bed	2.3	0.8	0.7	1.5	182.5%	1.6	234.1%
Case Mix Index	0.8200		0.8103			0.010	1.2%
<b>Surgeries</b>							
Surgery - Inpatient	76	88	89	(12)	(13.6%)	(13)	(14.6%)
Surgery - Outpatient	229	238	219	(9)	(3.8%)	10	4.6%
Scopes	212	203	220	9	4.4%	(8)	(3.6%)
<b>Surgeries - Total</b>	517	529	528	(12)	(2.3%)	(11)	(2.1%)
General (IP/OP)	68	69	63	(1)	(1.4%)	5	7.9%
Ortho (IP/OP)	199	219	214	(20)	(9.1%)	(15)	(7.0%)
OB/GYN (IP/OP)	28	32	28	(4)	(12.5%)	-	0.0%
Urology (IP/OP)	5	5	5	-	0.0%	-	0.0%
ENT (IP/OP)	5	3	3	2	66.7%	2	66.7%

Greater than 2.5% Favorable
Neutral
Greater than 2.5% Unfavorable



**Gunnison Valley Health  
Volume Indicators  
April 2024 YTD**

Year-to-Date	Apr-24	Budget	Apr-23	Var to Bud	% Var to Bud	Var to PY	% Var to PY
<b>ER Visits</b>							
ER Visits	1,932	1,849	1,805	83	4.5%	127	7.0%
ER Admissions	81	57	53	24	42.1%	28	52.8%
ER Conversion Factor	4.2%	3.1%	2.9%	1.1%	36.0%	1.3%	42.8%
<b>Clinic and Anxillary</b>							
Family Medicine Clinic Visits	4,419	4,204	4,199	215	5.1%	220	5.2%
CB Mtn Clinic Visits	1,458	1,269	1,289	189	14.9%	169	13.1%
Urgent Care Clinic Visits	1,700	2,060	1,796	(360)	(17.5%)	(96)	(5.3%)
Outpatient visits	22,378	21,921	21,379	457	2.1%	999	4.7%
EMS Billable Trips	239	263	260	(24)	(9.1%)	(21)	(8.1%)
Rehab Patients	5,299	4,638	4,271	661	14.3%	1,028	24.1%
Lab Exams	36,846	38,806	36,780	(1,960)	(5.1%)	66	0.2%
Cardiopulmonary Exams	2,847	2,760	3,047	87	3.2%	(200)	(6.6%)
Radiology Exams	7,952	7,293	7,420	659	9.0%	532	7.2%
<b>Gunnison Living Community</b>							
SCC Patient Days	2,489	3,146	3,099	(657)	(20.9%)	(610)	(19.7%)
Assisted Living Patient Days	1,357	1,214	1,190	143	11.8%	167	14.0%
Hospice Patient Days	288	231	277	57	24.7%	11	4.0%
Home Health Census	83	102	103	(19)	(18.6%)	(20)	(19.4%)

Greater than 2.5% Favorable
Neutral
Greater than 2.5% Unfavorable



Comparative Net Patient Margin  
Gunnison Valley Health  
April 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
<b>Gunnison Valley Hospital</b>							
Total Patient Revenue	46,877,134	45,710,078	41,692,259	1,167,056	2.6%	5,184,875	12.4%
Net Revenue	25,355,885	24,828,433	21,408,110	527,452	2.1%	3,947,775	18.4%
<i>Net Patient Revenue Margin</i>	54.1%	54.3%	51.3%	-0.2%	(0.4.%)	2.7%	5.3%
<b>Gunnison Living Community</b>							
Senior Care Center	1,486,723	1,827,901	1,741,794	(341,178)	(18.7.%)	(255,071)	(14.6.%)
Hospice/Home Health	192,928	227,959	223,229	(35,031)	(15.4.%)	(30,301)	(13.6.%)
Assisted Living	245,691	243,664	224,519	2,027	0.8%	21,172	9.4%
Total Patient Revenue	1,925,342	2,299,524	2,189,542	(374,182)	(16.3.%)	(264,200)	(18.8.%)
Net Revenue	1,624,020	2,058,571	1,975,631	(434,551)	(21.1.%)	(351,611)	(17.8.%)
<i>Net Patient Revenue Margin</i>	84.3%	89.5%	90.2%	-5.2%	(5.8.%)	-5.9%	(6.5.%)
<b>Key Metrics</b>							
Revenue by APD	6,217	5,584	6,958	633	11.3%	(741)	(10.6.%)
Expense by APD	3,301	2,986	3,671	315	10.6%	(370)	(10.1.%)
Days Cash on Hand	230	241	275	(11)	(4.6.%)	(45)	(16.4.%)
Debt Service Coverage Ratio	5.16	6.01	2.67	(0.85)	(14.1.%)	2.49	93.3%
GVH Encounters	14,276	14,603	14,063	(327)	(2.2.%)	213	1.5%
Adjusted Patient Days	7,540	8,186	5,992	(646)	(7.9.%)	1,548	25.8%
Gross AR Days	65.9		52.4			13.4	25.6%
Net AR Days	41.4		40.7			0.69	1.7%
GVH Cash Collected % of Net Rev	103.2%		101.1%			0.02	2.1%
GVH Discharged Not Final Billed	204,161		836,210			(632,049)	(75.6.%)
Salaries & Benefits as % Net Revenue	57.2%	59.3%	62.1%	-2.1%	(3.6.%)	(0.05)	(8.0.%)
Supplies as % Net Revenue	14.7%	13.4%	16.5%	1.2%	9.2%	(0.02)	(11.1.%)



# 2024 Payer vs 2023 (CPSI, Only)

	<b>Apr-24</b>	<b>Apr-23</b>	<b>Change</b>	<b>YTD 2024</b>	<b>YTD 2023</b>	<b>Change</b>
Payer						
Medicare	37.1%	32.5%	4.6%	33.0%	29.9%	3.1%
Medicaid	12.5%	18.2%	-5.7%	11.9%	16.4%	-4.5%
BC/COMM/WC	46.9%	43.8%	3.2%	50.0%	48.4%	1.6%
Private Pay	3.5%	5.5%	-2.0%	5.2%	5.3%	-0.2%
	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%



# Revenue Cycle Updates for Gunnison Valley Health Hospital

Prepared by Docere Health Partners  
May 20, 2024

# Epic Readiness

**Status:** UC Health approved moving forward with the Epic implementation after vetting the current state of the GVH Revenue Cycle.

## Key Accomplishments

- ✓ Established Revenue Cycle Steering Committee
- ✓ Completed the Legacy Data Collection Workbooks (LDCW)
- ✓ Completed the Revenue Cycle Management (RCM) plan
- ✓ Engaged in Clinical Discovery sessions
- ✓ Revenue Cycle Plan was accepted and approved by UC Health

# Department Revenue, Usage and Charge Description Master (CDM) Analysis

**Status:** On track after some delays due to data extraction challenges.

## Key Accomplishments

- ✓ Initial discovery meetings with staff completed
- ✓ Phase 1 CDM analysis by vendor completed
- ✓ Phase 1 CDM review of analysis by GVH Department Leaders has begun

# Manage Aged Trial Balances (ATBs) to Increase Revenue, Reduce AR, Bad Debt and Write-offs



**Status:** There are short-term challenges which are impacting the ATB including retraining of staff, size of inventory and ramp up time to establish best practices

## Key Accomplishments

### Hospital

- ✓ Retrained billing and follow-up staff: follow-up guidelines, appeals, notating accounts, issue resolution
- ✓ Replaced current staff augmentation staff with permanent GVH staff
- ✓ Established an account write-off threshold
- ✓ Outsourced over 120 accounts

### Clinics

- Outsourced Clinic AR (had not been followed-up on in over a year)
- Retrained cash posters identified and began resolving unposted cash

# Assess Current RCM People, Processes, and Technology

**Status:** There are short-term challenges which are impacting the ATB including retraining of staff, size of inventory and ramp up time to establish best practices

## Key Accomplishments

- ✓ Established RCM Organizational structure
- ✓ Implemented TEAMS environment for the revenue cycle team
- ✓ Provide on-going daily leadership support and direction for all revenue cycle staff

## Hospital

- Established expectation for billing and follow-up team regarding follow-up standards, denials, appeals etc.
- Daily review of AR, issue resolution and guidance from Interim Managers
- Redistributed work-load to achieve more productivity and success

## Clinics

- Set-up WQs in Athena to improve productivity
- Scheduled discussion to outsource Athena AR
- Worked with Athena build productivity measures, unbilled WQ, releasing unbilled holds and coding holds.
- Preparing to move Behavioral Health (BH) Coding to a coding vendor, thus eliminating the need to have the BH clinicians coding accounts

# Manage Outsourced Service Contracts

**Status:** On-going

## Key Accomplishments

- ✓ Began assessing current cost and performance of outsourced contracts - Coding, AR, Early Out, Bad Debt, Staff Augmentation
- ✓ Revised the patient letters used by the Early Out Vendor and optimized the workflow for billing and follow-up of self-pay accounts
- ✓ Finalized discussion with REL to include self-pay process for Athena in the same hospital process

# RCM Management Support

**Status:** Greatly improved since December of 2024, leadership positions are now staffed

## **Key Accomplishments**

- ✓ Docere is augmenting GVH RCM leadership and all key area of the revenue cycle now have interim leaders who manage staff, processes and systems in support of the GVH Revenue Cycle and Epic.
- ✓ Management of the Epic readiness requirements resulting in the project moving forward into Discovery.

## Manage Revenue Cycle Performance

**Status:** Still a work-in-progress

## **Key Accomplishments**

- ✓ Began establishing operational Key Performance Indicators (KPI) for every revenue cycle function
- ✓ Began updating RCM Dashboard
- ✓ Filed Medicare quarterly credit balance reports and established a cadence to have the reports filed on-time quarterly
- ✓ Set-up a single case agreement process to enable Patient Financial Services (PFS) to respond to insurance settlement offers faster
- ✓ Implemented credit balance review, approval and management process
- ✓ Hired an AR follow-up manager



# GROWTH/STRATEGY/INNOVATION PILLAR

## 2025 Strategic Planning Update

- Completed a week-long engagement with Stroudwater Associates which consisted of:
  - Kick Off Presentation Focused On - "The Future of Rural Healthcare - Strategies For Success"
  - All Day Stakeholder Interviews with the following people:
    - BOT, E-Team, Chief of Staff, Vice Chief of Staff, ED Medical Director, FMC Doc, Ortho Med Director, APP Lead, Other Key GVH Leaders
  - All Day Work Session
  - Final Draft Strategic Planning Presentation to:
    - BOT
    - E-Team
    - Select Med Exec/Staff



# 2024 STRATEGIC PLAN UPDATES

- **Financial Excellence**
  - Multiview Implementation Completed
    - Great reviews from Supply Chain
    - Streamlined invoicing
    - Working through the needs for their budget module
- **Be Epic**
  - On Time and On Track
  - The 3 Week Discovery Is Completed!
- **Sustainable Seniors Memory Care Unit Update (Wade Baker)**
  - YTD Financial Performance Better Than Budget



# 2024 STRATEGIC PLAN UPDATES

- **Physician Practice Reimagined**
  - Stroudwater Physician Practice Optimization:
    - Onsite work completed. Further data provided. We await their draft report.
    - Interim meeting with Family Medicine Physicians Completed
  - Stroudwater Charette Master Facility Planning/MOB Project
    - Scheduled for the week of July 15th.



# GROWTH/STRATEGY/INNOVATION

- **GVH Construction Project Updates (Wade Baker)**
  - EMS Building
  - MRI Project
- **Seconds Save Lives Update**



# GROWTH/STRATEGY/INNOVATION PILLAR

- **Service Line Updates (Feb 5 - Volume For Viability) (Jenny Birnie/Jason Amrich)**
  - Women's Health Clinic
  - General Surgery
  - Orthopedics
  - Dermatology
  - Urology
  - ENT