

Bartlett Regional Hospital

**BOARD OF DIRECTORS
February 24, 2009
Robert F. Valliant Center Boardroom
Minutes**

CALL TO ORDER

Loren Jones called the meeting to order at 5:16 p.m.

Present

Loren Jones
Dr. Nate Peimann
Kristen Bomengen
Dr. Alex Malter

Linda Thomas
Bob Wysocki
Reed Reynolds

Absent

Lennie Gorsuch

Kevin Sullivan

Others Present

Garth Hamblin, CFO
Richard Welling, M.D.
Toni Petrie, Executive Assistant

Debbi Lehner, COO
Cathy Carter, CNO

ROLL CALL

PUBLIC PARTICIPATION – Dr. Urata brought in books from the End of Life Committee that help patients document all their personal information. The Committee is selling these books and he was hoping that the Board would take an interest in them and purchase them to hand out to patients.

He also introduced a third year medical student by the name of Jeannette Kenny. She will be shadowing Valley Medical doctors for the next five months.

APPROVALS OF MINUTES – Reed Reynolds made a motion to approve the February 3rd minutes as presented. Motion Passed unanimously.

CEO MONTHLY REPORT – Garth Hamblin reports;

Strategic Initiatives

Fiscal Year 2010 MAP

- Each year we develop a plan of major strategic initiatives for the coming fiscal year called a MAP. These initiatives come from the three year strategic plan and are vetted through the Senior Leadership Team and then the larger Management Team. Finally the MAP goes to the Board of Directors for final input, changes, and then approval. The MAP is not intended to be

a comprehensive list of everything we will do during the year, but rather a summary of key initiatives. The document is updated quarterly and placed in the Board packet as another tool to hold management accountable for results. A draft of the fiscal year 2010 MAP is included in your board packet as an informational item in anticipation of feedback and approval in March or April.

Patient Satisfaction/Clinical Quality

- Patient Satisfaction Scores continue to be high priority. Debbi Lehner is meeting with managers to familiarize them with the Press Ganey website and daily, weekly, and monthly reporting.
- Hourly rounding has been implemented in Med/Surg and CCU.
- The Medical Staff Quality Committees seem to be functioning well under their new structure. CMS Core Measure scores are a priority under the new committee structure.
- The hospital has redeployed people from education, infection control, risk management, and information systems and placed them under the director of quality. Two positions are vacant and will take some time to fill. This new hospital structure is designed to better meet physician needs and regulatory requirements from the quality department.

Cultural Transformation

- The compensation and benefits review has commenced.
- The voluntary turnover rate without travelers has dropped and stayed under twenty percent for the last 9 months. The voluntary turnover rate with travelers has dropped and stayed below 25%.
- We are using 5 travelers.
- The Management Team (approximately 30 managers) is having an off-campus retreat in early May. There will be education provided from a national expert in the area of Leadership Rounding – a concept that when applied correctly helps build teamwork, alignment to organizational goals, and improved employee, physician, and patient satisfaction.

Financial Strength

- Net loss for January was (\$317,176). Net operating margin year to date is 6.41%.
- We continue to work on reaching targets for overtime, travelers, and productivity. There is incremental progress, though flexing staffing levels down with census and/or building consistent new sources of revenue remain at the core of the challenge.

Service Line Expansion

- Dr. Pamela Gruchacz continues her preparations to add a Lap Band Bariatric Surgery program.
- The presentation by Fairbanks Memorial Hospital regarding their Cath Lab success went well. There were approximately fifteen physicians, four board members, and seven administrative personnel in attendance. I anticipate having a proposal for feasibility study services for the board to consider in March.

Medical Staff Development

- Pending board approval of the contract Dr. Abbate, Endocrinologist, will come to Juneau once per month starting in February.
- The Recruitment Committee met in January to review recruitment needs for 2009. An update will be given at the next Board and Medical Staff Meetings.

Community Engagement

- Kid Safe was attended by over 450 children. This is a community service the hospital provides every two years. Its purpose is to educate parents, children, and the community at large on safety measures that can be taken to keep children safe.
- We continue to work/serve on various councils and boards and have representation in civic clubs around the community.
- The annual report at fiscal year end will include an overview of community involvement initiatives in which we have been involved.

Key Vacancies

- ❖ Quality/Risk Manager: Interim Manager has extended to April 1st. We are starting to get some solid resumes.
- ❖ Community Relations Director: This position will be open on March 14th and is currently posted.

QHR Activity

- CEO/CFO Monthly Operating Review. This meeting consists of a review on contract obligations, operating indicators, strategic priorities. The purpose of the review is to ensure QHR is matching its resources with our needs.
- Off-site Operating Consistency Review. This is an audit conducted by the QHR Corporate office to ensure management is consistently applying QHR best practices of management. This will occur in February.
- There have been telephone calls and emails concerning education, benchmark data reports, reimbursement/legislative advisories, federal grant advisories, strategic trends, and compliance issues.
- The Joint Commission Mock Survey will not occur until May. In the event the Joint Commission comes prior to that date we will use the Mock Survey as a follow up tool to ensure we have adequately corrected any deficiencies.

Medical Staff Report – Dr. Welling reports;

NEW APPOINTMENTS TO THE MEDICAL STAFF:

<u>Name</u>	<u>Category</u>	<u>Privileges In</u>
1. Samantha Abernathy, LCSW	AHP	Mental Health Consults (Inpt)

Ms. Samantha C. Abernathy graduated from the University of Kentucky in Lexington in 1986. Ms. Abernathy is an counseling at the Rainforest Recovery Center and a contract emergency services clinician for JAHMI.

2. Charles C. Hoo, MD	Consulting	Teleradiology
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Dr. Charles C. Hoo graduated from the St George University School of Medicine in 2001. Dr. Hoo is a teleradiologist for Virtual Radiologic.

3. Elizabeth A. Mallott AHP Dental; Dental Surgical Assist

Ms. Elizabeth A. Mallott graduated from Northern Arizona University in Flagstaff in 2006. Ms. Mallott is a dental hygienist for Dr. Charles Schultz.

4. Jaime M. Sheperd, MD Consulting Teleradiology

Dr. Jaime M. Sheperd graduated from the UCLA School of Medicine in 1993. Dr. Sheperd is a teleradiologist for Virtual Radiologic.

5. Brooke Stratton, DA AHP Dental Assist

Ms. Brooke Stratton received her Dental Assistant training program at SEARHC – Dental Clinic in Juneau in 2008. Ms. Stratton is a dental assistant for SEARHC Dental in Juneau.

REAPPOINTMENTS TO THE MEDICAL STAFF:

<u>Name</u>	<u>Category</u>	<u>Privileges In</u>
1. Sarah Grace B. Alvarez, MD	Active	Spruce; Family Medicine w/Obstetrics

Dr. Alvarez graduated from the Brown University School of Medicine in Providence, RI in 2003. Dr. Alvarez is a family medicine physician for the SEARHC – Spruce clinic.

2. Rhio I. Harper, RN AHP Dialysis Treatment

Ms. Rhio Harper graduated from the LACMC School of Nursing in Las Angeles, CA in 1972. Ms. Harper is a dialysis nurse at the Fresenius Medical Care in Juneau.

3. Gail L. Perez, MSW AHP Mental Health Consults (Inpt)

Ms. Gail L. Perez graduated from San Francisco State University in 1987. Ms. Perez is a emergency services clinician for J.A.M.H.I.

4. April L. Sapp, ANP AHP Outpatient Laboratory, Radiology, Physical Therapy, Respiratory Therapy, Cardiac Rehab (King of Hearts), Sleep Studies, and Nutritional Studies

Ms. April L. Sapp graduated from the University of Alaska - Anchorage in 2005. Ms. Sapp is an advance nurse practitioner for Jordan Creek Family Healthcare in Juneau.

CLOSURE OF FILE:

1. **Roxanne G. Spring, ANP** – AHP – Juneau Family Health and Birth Center; Outpatient Laboratory and Radiology

REQUEST FOR WITHDRAWAL: None

REQUEST FOR ADDITIONAL OR EXPANDED PRIVILEGES: None

CHART REVIEW: None

REQUEST FOR CHANGE OF STAFF STATUS: None

LOCUM TENENS: None

LEAVE OF ABSENCE: None

MEDICAL RESIDENT:

1. **Jessica Scott, MD** – Providence Alaska Medical Center – Family Medicine

PHYSICIAN ASSISTANT STUDENT:

1. **Sarah Bigelow, PAS** – University of Washington Medex – Evaluation and Treat ER Patients with Director Supervision and H&P

MEDICAL STUDENT: None

DIRECT ENTRY MIDWIFE STUDENT: None

OTHER: None

Kristen Bomengen made a motion to approve the Credentials report as presented. The motion passed unanimously.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE – No meeting

PLANNING COMMITTEE – Reed Reynolds reports;

Cardiology

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- Presentation on cardiac catheterization lab services at Fairbanks Memorial Hospital was on 2/17 at 5:30 pm. There was great attendance by the medical staff. An RFP for a feasibility study has been prepared.

Construction Update - Debbi

- Expecting completion around June-July. A project schedule for the medical-surgical East wing was reviewed.

Laundry Services - Debbie

- The current laundry operator needs to find another location for his equipment and is requesting a 7 year contract with BRH. Proposed doing laundry in-house; a consultant will be coming. Estimated cost \$230,000 as a capital item in next year's budget.

Behavioral Health

- Quotes related to a child adolescent unit are being reviewed. Recall that program elements had been cut due to the estimate of 40 million for a full service behavioral health facility. Now that stimulus funds may become available, there may be an opportunity to restore the full program.
- Dr. Stillner met with State and legislative officials – notes that the 8 bed unit is in the CBJ stimulus plan at 8 million, but the behavioral health facility is not.

MAP Draft

- Reviewed draft MAP for FY'10 – The Executive Committee will review the draft and present it at March's Board meeting.

FINANCE COMMITTEE –Garth Hamblin reports;

January 2009 Financial Results

Notable Financial Events

- Average Daily Census 18% lower than in December
- High outpatient Revenue in Physician Surgical Services and Operating Room
- High Bad Debt Expense as number of accounts transferred increases

Summary

Operating results for January show total patient days under budget. Inpatient Revenue was 11.9% under budget while outpatient revenue was 2.6% over budget. Revenue deductions were 3.7% under budget. Total Operating Expenses were 8.1% over budget with high Bad Debt expense. For January, Net Loss of \$317,176 was \$504,869 under budget

Our Operating Cash balance is \$5,600,265 as of the end of the month, a decrease of \$1,234,589. We had low cash collections and three paydays in January.

Year-To-Date for our Fiscal Year 2009

Financial

- Total Revenue of \$54,861,309 is 2.3% under budget
- Revenue Deductions of \$10,817,637 is 7.2% under budget
- Net Revenue of \$44,043,672 is 1.0% under budget
- Total Operating Expenses of \$42,263,382 is 1.7% under budget

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- Net Income of \$2,824,163 is \$387,770 over budget

Statistics and Indicators

- ER Visits of 7,997 are 7.3% under budget
- Staff Hours per Adjusted Patient Day shows a positive variance of 0.7%
- Net Margin is over budget by 0.93%
- Productivity is 99
- Overtime Percentage is 4.93%

Cardiology Service Feasibility Work

We have contacted several firms about doing feasibility work on expansion of Cardiology service to possibly include Cath Lab. Presentation is tonight at 5:30pm by folks from Fairbanks Memorial Hospital on their experience adding Cardiologist and Cath Lab.

Laundry Service

We have been informed of the need to evaluate options for laundry service. Alaska Laundry, our current contractor, will likely not be able to continue to provide service using facilities / equipment at the Lemon Creek Correctional Center. Options being considered are to once again do our own laundry or contract with Alaska Laundry using a facility that they are proposing to build.

FY 2010 Budget Preparation

Staff continues to work on FY 2010 budget. The Finance Committee will have a budget work session starting at 5:15pm on March 10. The Committee will continue budget work at its regular meeting on March 17.

RAINFOREST RECOVERY CENTER – Loren Jones reports;

There are two vacancies on the Advisory Board.

OTHER BUSINESS

The March calendar was reviewed with no changes.

Board Comments

Reed Reynolds announced that the Ethics Committee will be meeting February 25th.

ADJOURNMENT

Kristen Bomengen made a motion to adjourn at 6:08 p.m. The motion passed unanimously.

Nate Peimann, MD, Secretary (Date)