

# Bartlett Regional Hospital

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## Bartlett Regional Hospital Board of Directors Minutes June 24, 2014

**Called to order at 5:17 p.m.**

### **Roll call**

#### **Present**

Kristen Bomengen

Mary Borthwick

Mark Johnson

Nancy Davis, Secretary (by phone)

Lauree Morton

Alex Malter, MD

#### **Absent**

Robert Storer, Vice President

Linda Thomas, past President

Nate Peimann, MD

#### **Others present**

Chuck Bill, CEO

Alan Germany, CFO

Toni Petrie, Executive Assistant

Amy Dressel, MD

Karen Crane, CBJ Liaison

Mila Cosgrove, HR Director

Billy Gardner, CNO

Dick Monkman, Hospital Atty.

Carlton Heine, MD

**Public participation – None**

**Approval of the minutes – Ms. Morton made a MOTION to approve the minutes from the May 27, 2014, Board of Directors meeting. Mr. Johnson seconded and they were approved without objection.**

**Ms. Morton made a MOTION to approve the minutes from the June 17, 2014, Special Board of Directors meeting. Mr. Johnson seconded and they were approved without objection.**

**NEW BUSINESS: None**

#### **CONSENT AGENDA:**

The Midas Plus agreement was approved at the Finance Committee and did not need to come before the Board for approval, but the details were included in the Board packet for the rest of the Board to see.

#### **STANDING COMMITTEE REPORTS:**

Executive Committee - Ms. Bomengen requested that each committee report be given in brief detail and if anyone had any questions or wanted to elaborate on something more, to please do so.

Finance Committee – Ms. Morton reported that the Finance Committee went into the capital budget items in more detail. We are now switching to a three year capital budget plan and asked

Mr. Bill and Mr. Germany to let the committee know about things such as retention schedule and when items need to be replaced, etc. There have been several items that have not been purchased that are on the capital budget list for FY14. If they are no longer necessary or can wait until the next year(s) they will be removed from the list or moved to that year.

The CERNER letter went out, but we have not heard anything from them yet.

Ms. Morton asked Mr. Germany to highlight the financials. See attached.

Planning Committee – Mr. Bill reported that as an organization we are going to do our board education around the Focus and Execute tool. This tool is a web based strategic planning tool that will be presented tonight. There was also a discussion about the role of the Planning Committee's responsibilities.

Quality Council – Ms. Borthwick reported that the meeting in June was a summit, but was not long as it might have been since several reports were deferred. Ms. Davis said there has been discussion that we may need to change the structure of this committee. Some parts that are in peer review are not open to the public, so abiding by the open meetings act and respecting privacy will take some fine tuning. Getting the Board's energy around the quality and patient safety is important. Mr. Bill said he would like to see quality dashboards at the Board meetings.

Dr. Malter said 4 hospitals in Alaska are getting "dinged" because they weren't meeting the quality measure standards. He said our name was not on that list and he was wondering if it was because we are paid in a different manner, or if it's all the hard work our Quality Department has done. Mr. Bill said it's both. The Medical Staff and the Board do a diligent job with quality and take it very seriously.

Physician Recruitment – Ms. Morton reported that the committee met and discussed psychiatric recruitment. There were two candidates that came to Juneau, but both declined. The committee thought it would be helpful to increase the psychiatry staff by one additional position to allow the new hires to do both inpatient and outpatient work.

**Ms. Morton made a MOTION to approve an additional psychiatrist. Ms. Davis seconded.** Dr. Malter asked if administration agreed to expand that service. Mr. Bill said yes it is important because we are using a lot of locums to provide that service.

Ms. Davis asked if it was for a recommendation for an additional adult inpatient and outpatient. Mr. Bill said yes. We were recruiting initially to hire one to do inpatient work. Someone expressed concern that it would be harder to recruit if they only did inpatient work. Dr. Malter said we use recruitment firms and sometimes they send people to Juneau knowing they wouldn't take the job and wanted to know if we would we ever try and do this in-house like we did hiring the CEO.

Mr. Bill said a lot depends on the specialty and resources you have to dedicate to the process. Psychiatry is a very specialized area that would be hard for the hospital to take on. **The MOTION passed by a unanimous roll call vote.**

Bartlett Foundation – The minutes from the April meeting were reviewed.

#### **MANAGEMENT REPORTS:**

CEO report – Mr. Bill said he has leased a house and will be leaving town Saturday to move his stuff to Juneau. Mr. Gardner and Mr. Germany will be the go to people while he is away, but he will be checking emails regularly.

Mr. Bill said he and Dr. Heine attended an ASHNHA conference in Anchorage that included a Horthy Springer training session. He was able to attend a dinner with ASHNHA's Executive

Committee the night before the conference. The training addressed the credentialing process and proposed identifying applications that are incomplete so that the word denial is not used. A denial is reportable while an incomplete application is not. There was also discussion on how to set the different categories for the Medical Staff. Conflict resolution was also a big part of the training. They touched on the on call issues, pointing out that it is not uncommon. 73% of the hospitals in the country pay for physician call.

HR Director – Ms. Cosgrove handed out the results of our 2014 Employee Culture Survey. She said there are two basic types seen commonly. This one addresses employee engagement. There was a summary of what was included in the survey and then the survey results themselves that were reviewed. The focus of the questions were;

- Teamwork
- Morale
- Information flow
- Employee involvement
- Supervision
- Meetings
- Customer service
- Quality of care

We had a good return rate of 80.3%.

The overall culture score was 3.57% out of a possible 5, which is good performance based on the amount of turnover we have had from a leadership standpoint.

This survey creates a baseline for the organization. The documents were sent out electronically to all employees. Each director got individual reports for their departments and they will work with their teams.

**MEDICAL STAFF REPORT** – Dr. Dressel said there is still a lot of discussion amongst the Medical Staff on the pay for call and they appreciate Mr. Bill working with the physicians.

***Ms. Davis made a MOTION to go into executive session at 6:08 p.m., to discuss matters which are confidential by law. Dr. Malter seconded and it was approved.***

**Out of executive session at 6:28 p.m. No action was taken.**

***Ms. Borthwick made a MOTION to approve the credentialing report. Mr. Johnson seconded. Ms. Davis said she reviewed each credentialing file that is on the report. The credentialing report was approved without objection.***

Dr. Heine gave an update on a meeting he had with the single specialty physicians concerning call. He said it's difficult because we don't know when we will need them. They worked on a plan to help provide the best services to the community. Rather than having them being listed on call for specific days, they would be available by phone whenever they are needed and if they are available they would be willing to come in. We would keep track of when the individuals would be contacted by the Emergency Department. That seemed to be well received by most of them and the Medical Staff.

CFO report – Mr. Germany said we are wrapping up the Medicare Audit from FY11. We will have our exit conference later this week.

They met with Max Mertz and the auditors to work on the starting the financial audit. This will be more of a stand-alone audit.

Mr. Germany announced that Martha Palicka has been appointed as the permanent IT Director.

Mr. Germany recognized Mike Dumont, who has been our interim Revenue Cycle Director and is leaving us this week. He has brought a lot to the table mentoring the PAS, PFS and HIM Departments. Due to his leadership, we were able to promote two employees as Directors of PFS and HIM.

Ms. Cosgrove reported that we have been involved in recruiting for a CFO. The pool of candidates has been reduced to three people that will be coming to Juneau for an onsite interview July 24<sup>th</sup> and 25<sup>th</sup>.

Dr. Malter asked what kind of ideas would he pass on to the Board to change the way the next years go to improve our A/R days. Mr. Germany has done a thorough line by line review. Once we get some stability, it will improve.

#### **PRESIDENTS REPORT:**

Ms. Bomengen said her trip to the Ukraine went well.

We are still trying to get our consent agenda inline. She is interested in feedback on how to approach portions of the consent agenda. We will be looking at ways to make our meetings more effective and more efficient.

Dr. Malter said he thinks that sometimes there are substantive issues that people might be afraid to raise if they are on consent agenda and to be judicious when placing certain items on the consent agenda.

Ms. Crane said at the Assembly level they let the public make recommendations on what can be removed from the consent agenda.

#### **BOARD EDUCATION:**

Mr. Bill introduced David Sandberg from Focus and Execute (over the phone) for an online presentation of the tool Focus and Execute.

Mr. Bill said he would like the Foraker Group and David Sandberg at the strategic planning on October 18<sup>th</sup>, then on the following Monday for Mr. Sandberg to meet with our Directors and go over the tool. Mr. Bill has used this tool through three different cycles at other hospitals.

The July calendar was reviewed. There will be a special Executive Committee on June 27, 2014. There will not be an Executive Committee held in July.

#### **BOARD COMMENTS:**

Ms. Davis said she has a new medical issue and will be traveling and is not sure when she will be in town for meetings.

***Ms. Borthwick made a MOTION to extend the meeting until 9:00 p.m. Ms. Morton seconded and it was approved.***

***Ms. Borthwick made a MOTION to go into executive session at 7:54 p.m., to discuss matters which could adversely affect the finances of the hospital. Ms. Davis seconded and it was approved without objection.***

Out of executive session at 8:30 p.m. no action was taken.

Mr. Monkman said a colleague of his will be here Thursday and Friday to talk about HIPAA and Compliance to staff and members in the community that are in healthcare.

**Adjourned at 8:32 p.m.**

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Board Secretary