

# Bartlett Regional Hospital

## Minutes

### BOARD OF DIRECTORS MEETING

December 19, 2019 – 5:30 p.m.

Robert F. Valliant Boardroom

**CALL TO ORDER** – The Board of Director’s meeting was called to order at 5:32 p.m. by Lance Stevens, Board President

#### BOARD MEMBERS PRESENT

Lance Stevens, President	Rosemary Hagevig, Vice President	Bob Urata, MD, Secretary
Brenda Knapp	Marshal Kendziorek	Mark Johnson
Kenny Solomon-Gross	Deb Johnston	

**ABSENT** - Lindy Jones, MD

#### ALSO IN ATTENDANCE

Chuck Bill, CEO	Kevin Benson, CFO (phone)	Billy Gardner, COO
Dallas Hargrave, HR Director	Rose Lawhorne, CNO	Megan Costello, CLO
Michelle Hale, CBJ Liaison	Don Schneider, MD, COS	Thomas Davis, Lab
Sarah Griffith, CPA	Karen Tarver, CPA	Adam Sykes, CPA
Anita Moffitt, Executive Assistant		

**APPROVAL OF THE AGENDA** – Mr. Stevens stated that in order to accommodate Dr. Urata’s early departure to catch a plane, Board Nominations will be moved up on the agenda and will be held after the Board Education. *MOTION by Mr. Johnson to approve the agenda as amended. Ms. Knapp seconded. Agenda approved as amended.*

**PUBLIC PARTICIPATION** – None, however Rashah McChesney, reporter from KTOO and former BRH employee, Deb Manowski were in attendance to observe. Newly appointed board member, Iola Young observed the meeting via Zoom video conferencing.

**CONSENT AGENDA** – *MOTION by Mr. Johnson to approve the consent agenda. Ms. Hagevig seconded. Consent agenda approved.*

**FINANCIAL AUDIT PRESENTATION** – Sarah Griffith, CPA, Partner of Elgee Rehfeld, LLC introduced herself, Karen Tarver, CPA and Partner and Adam Sykes, CPA and Manager of Elgee Rehfeld. She then provided an overview of the results from the June 30, 2019 audit of BRH stand-alone financial statements. BRH grants are included in the CBJ entity wide audit. BRH is an enterprise fund included in the CBJ CAFR. A detailed audit report had been presented at the December 11 Finance Committee meeting. Draft Financial Statements are based on accounting system and management provided data. Management retains responsibility of the financial statements by reviewing the draft and accepting it. The audit opinion is that financial statements are materially correct. None of the findings were considered to be significant or systemic in nature. Adjustments to GASB 68 and 75 were performed as a service by Elgee Rehfeld. The balance sheet shows total current assets of about \$90 million; non-current assets about \$60 million and total assets, including some pension related accruals, of about \$164 million. Total liabilities of \$105 million and a total net worth of \$53 million at year end. Pension related

accruals and liabilities totaled \$64 million. Operating revenues were \$102 million; operating expenses were \$103 million; non-operating revenues and expenses resulted in a total change in net position of just over \$4 million. The stand-alone audit was a clean audit, there were no suggestions for improvement communicated to the BOD for internal controls. There was one major program noncompliance and significant deficiency in internal controls finding in the entity-wide audit. The state grants related to the DHSS Sobering Center were over-reported to include costs from FY20 resulting in a small amount paid back to the state. This issue was largely due to turnover in staff. The person that prepared the report was no longer here to provide information as to how the report was prepared.

Dr. Urata stated that the Finance Committee has reviewed the detailed report and approved it. ***Motion made by Dr. Urata to accept the audit report. Mr. Johnson seconded. Motion approved.***

#### **BOARD EDUCATION - Improvements in Lab Efficiency**

Thomas Scott Davis provided an overview of the proven success of the liquid plasma product in reducing blood wastage, the benefits of the i-STAT to the ER and future quality indicators and the success of Six Sigma applications in the hospital lab. In 2017, 73 out of 651 fresh frozen blood units that went out the door for transfusion were wasted due to thawing of product. After bringing in a liquid plasma product which would maintain plasma volume in 2018, numbers dropped to 35/689. In 2019, only 15/777 are wasted. Mr. Scott reported on the efficiency of using i-STAT at the bedside to obtain vital test results in a matter of minutes. He is working with Kim McDowell to develop i-Stat quality parameters. They will begin with the check in and triage process. i-STAT testing allows ED physicians to begin treatment much quicker and will integrate into standard protocols. The amount of blood needed for testing is much less than the amount needed for standard blood analyzers. An overview was provided of the Six Sigma process calibration for the chemistry analyzers. The goal is to reduce the error rate of any process to less than 3.4 parts per million. By creating more accurate calibrations, the need to repeat tests is reduced and eases the burden on the technicians.

**BOARD NOMINATIONS AND ELECTION OF OFFICERS** – The nominations process of board officers was discussed. Mr. Stevens opened the floor for nominations of calendar year 2020 officers.

- Board President: ***Ms. Knapp nominated Mr. Stevens for Board President. Ms. Hagevig seconded. Mr. Johnson nominated Ms. Hagevig for President. Ms. Hagevig declined.*** Roll call vote taken. ***Mr. Stevens unanimously approved for Board President.***
- Vice-President: ***Dr. Urata nominated Mr. Kendziorek for Vice-President. Mr. Johnson nominated Ms. Hagevig for Vice-President. Ms. Knapp seconded.*** Both nominees gave brief statements to support their nomination as Vice-President. Roll call vote taken. Ms. Johnston, Mr. Solomon-Gross, Mr. Johnson, Ms. Knapp, Ms. Hagevig and Mr. Stevens voted in favor of Ms. Hagevig. Dr. Urata and Mr. Kendziorek voted in favor of Mr. Kendziorek. ***Ms. Hagevig approved for Vice-President by majority vote.***
- Secretary: ***Ms. Knapp nominated Mr. Solomon-Gross for Secretary. Ms. Hagevig seconded.*** Roll call vote taken. ***Mr. Solomon-Gross unanimously approved for Secretary.***

**Medical Staff Report** – Dr. Schneider noted the November 5<sup>th</sup> Medical Staff meeting minutes are in the board packet. The December 3<sup>rd</sup> meeting was mostly business as usual. The 2020 Medical Staff Leadership: Joy Neyhart, MD is Chief of Staff, Keegan Jackson, MD is Vice-President and Nobel Anderson, MD will continue on as Secretary.

## **OLD BUSINESS:**

**CAMPUS PLAN UPDATE** – Mr. Bill reported that Corey Wall, from Jensen Yorba Wall will be at tomorrow morning's 7:00am Planning Committee meeting to present a draft of the final Master Facility Plan. There may be some adjustments made to the plan before it comes to the full board in January.

**CRISIS INTERVENTION UPDATE** – Mr. Bill reported that based on CBJ engineering estimates, the budget ended up with about \$7 million for a two story facility with an additional \$2 million to include a parking garage underneath. North Wind Architects is redesigning the plan to decrease the costs of the original \$14 million plan. There will be a presentation for senior leadership next week of the most recent iteration. Two designs will be presented of the same building, one with a parking garage and one without. Flex rooms to accommodate separation of children from adults as the needs of each group fluctuate are included in the plans. BRH is on the cutting edge with the Crisis Intervention Center and is an integral part of where the state wants to go with behavioral healthcare. They are looking at us to craft a template that can be replicated across the state. Further discussion about parking was held. The campus plan will include an analysis of campus parking needs.

## **COMMITTEE REPORTS:**

**Finance Committee** – Dr. Urata reported that the minutes from the December 11<sup>th</sup> Finance Committee meeting are in the packet. He reported that the financial audit had been discussed in detail. The cost report, prepared by Moss Adams, had also been presented. From the cost report, we are now able to complete the two studies in progress, the efficiency study and the Moss Adams analysis for profit margins of each department. These results will be presented sometime next spring.

**Board Compliance** – Dr. Urata reported that the quarterly Board Compliance meeting was held on December 18<sup>th</sup>. There had been committee education and training as well as a review of the compliance dashboard. It has been determined that we should have an outside entity look at our compliance program to make sure it is rigorous enough. That last time this had been done was 2 ½ years ago.

Mr. Stevens presented Dr. Urata with a letter of appreciation and a plaque for the many years he has served on the Board of Directors. Dr. Urata served on the board from 1994-2005 and from 2017 – 2019. A leaf will be made in Dr. Urata's honor and placed on the Bartlett Regional Hospital Foundation's Giving Tree. Dr. Urata said it has been a pleasure to work with the many board members over the years, that he enjoyed serving and that he had learned a lot. He received a round of applause as he left the meeting at 6:28pm to catch his plane.

**Joint Conference** – Mr. Stevens provided a recap of the December 17<sup>th</sup> Joint Conference meeting of the Executive Committee and the Medical Staff Executive Committee. Changing of Medical Staff officers, topics discussed at prior board meetings, Crisis Intervention Center, Master Facility Plan and the Provider Network Assessment RFP had been discussed.

**MANAGEMENT REPORTS:** Appreciation was expressed for the informative reports provided by management. Ms. Costello requests that she be informed of any committee she should be assigned to or meetings she should attend. She also noted that she is working with the CBJ purchasing office to provide training to BRH staff on contracting requirements. This training is to take place in January. Mr. Solomon-Gross commended the CNO for the hand off report and daily huddles as a great program.

**CEO REPORT** – Mr. Bill reported that he had a really good meeting this morning with CBJ about the CIP process and the construction process. Because of lengthy delays in replacing air handlers and

addressing ventilation issues in the surgical department, a meeting was called to develop a plan to maximize and improve our CIP process. The CIP process is used by CBJ engineering to prioritize projects. A Gantt chart will be used to identify each step involved in getting through the approval process to be able to work on those projects. Mr. Bill noted that CBJ has a line item in their capital budget for deferred maintenance and proposed that BRH do the same. The board would approve funds dedicated to deferred maintenance during the CIP approval process without getting bogged down in the details of each project. This would eliminate the many layers of approval currently needed. (The recommended amount for a facility of this size is \$5 million.) Mr. Bill will work with finance to develop a plan to present to the board. BRH and CBJ will continue to work together improve the CIP process and ensure that BRH projects get the proper priority. Ms. Costello and CBJ purchasing will train staff to ensure compliance of CBJ purchasing codes and contract negotiations to help speed up that part of the process.

Mr. Bill stated that he and his wife, Sue, have continued with their annual holiday tradition of purchasing poinsettias for each of the board members as a way to say thank you for allowing them to be here.

In his meeting with CBJ this morning, Mr. Bill learned that CBJ is looking at a contract for a 30 bed assisted living facility. He reported that he had been approached last week by the local organization that took over the JYS property for the intention of building a 17 bed assisted living facility. They would like to partner with BRH for rehab services.

A discussion was held about the DHSS response to a court order demanding a plan that will solve the problem of Title 47 patients being held in the EDs and in jails for extended periods of time.

**PRESIDENT REPORT** – Mr. Stevens presented Dr. Schneider with a letter of recognition and appreciation for his service as Chief of Staff this past year. A leaf will also be made in Dr. Schneider's honor and placed on the Bartlett Regional Hospital Foundation's Giving Tree.

Mr. Stevens said it's been a great year with a lot of moving parts put in place to help us look forward to the future. He's excited for the years to come for our community hospital.

**Executive Session – *Motion made by Mr. Kendziorek to recess into executive session as written in the agenda, with the exception of the Legal and Litigation Review, 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 patient safety dashboard, the confidential chief of staff report, and the credentialing report.*

**Mr. Johnson seconded. Motion approved.** The committee took a three minute break and then entered executive session at 6:56 pm. They returned to regular session at 7:07 pm.

- A. Credentialing report (BLUE FOLDER): ***Motion by Mr. Johnson to approve the credentialing report as written. Ms. Knapp seconded. Credentialing recommendations approved.***
- B. Confidential Chief of Staff Report (BLUE FOLDER): No action to be taken. The Board reviewed the confidential chief of staff report.

C. Patient Safety Dashboard (BLUE FOLDER): No action to be taken. The Board reviewed the Patient Safety Dashboard.

**BOARD CALENDAR** – January calendar reviewed. Mr. Johnson will be out of town and requests to call in for the January Board of Directors meeting. Mr. Solomon-Gross will be out of town and requests the Finance Committee meeting be moved to a January 15<sup>th</sup> (later moved to January 17<sup>th</sup>). Committee assignments will take place at the January board meeting. Mr. Stevens will respond to Mayor Weldon to propose January 15<sup>th</sup> or 21<sup>st</sup> for the joint meeting of the CBJ Assembly and the BRH Board. A Planning Committee meeting date will be determined at tomorrow morning's meeting.

**BOARD COMMENTS AND QUESTIONS** – Dr. Schneider said he learned a lot over the past year and thanked the board members for what they do and for taking the medical staff seriously. It is very clear that everyone is invested in what happens to the hospital and its patients. He has always been proud of BRH and staff and is now proud of the board too. Ms. Hagevig initiated a conversation about a committee of the whole. Mr. Bill reminded everyone to pick up their poinsettias. Ms. Hale reported that there were some very good, pointed comments about Bartlett during the board member interviews. Ms. Hagevig recommends new board member, Iola Young, attend as many committee meetings as possible to get up to speed on what's going on. It was noted that she did attend the Finance Committee meeting and participated in tonight's meeting via teleconference. Mr. Stevens wished everyone a safe and happy holiday.

**ADJOURNMENT** – 7:20 p.m.