

**BOARD OF TRUSTEES  
OCTOBER MEETING MINUTES  
WEDNESDAY, OCTOBER 30, 2019 4:00 P.M.**

**MEMBERS PRESENT:** David Smith, Gene Davis, Kevin Bailey, Joe Wright, Dr. Timothy Scott, Shirley Coulter, and Andrea Mellinger

**MEMBERS ABSENT:**

**Others Present:** Mike McCafferty

**CALL MEETING TO ORDER**

David Smith, Chairman, called the meeting to order at 4:00 p.m.

**PUBLIC COMMENTS, INTRODUCTIONS**

None.

**APPROVAL OF AGENDA and MINUTES**

The October board meeting agenda was reviewed. Shirley Coulter motioned to approve the agenda. Andrea Mellinger seconded the motion. Motion carried.

The minutes from the September board meeting held on Wednesday, October 2, 2019 were reviewed. Gene Davis moved to approve the minutes as written. Dr. Scott seconded the motion. Motion carried.

**OLD BUSINESS**

None.

**QUALITY COMMITTEE REPORT**

The Quality Committee reported on the work around inpatient falls and the monitoring of falls with injury. There have been no patient falls with injury in the last 3 months. There are no pressure ulcers in the last quarter and the employee injury rate has declined. There has been a 15% increase in the number of behavioral health patients seen in the last 6 months. A number of these patients were boarded in the Emergency Department due to lack of space on the medical-surgical floor. The tele-psych program with Avera Health will start in approximately 10 weeks.

**MEDICAL STAFF REPORT**

Amy Ligoeki, Medical Staff Manager, on behalf of the Credentials Committee and Medical Executive Committee present the following appointments and renewals for action by the board. There are no issues or concerns on any of the staff appointments or renewals.

Jeffrey Shideman, FNP-BC, DNP working as an Advanced Practice Clinician in Internal Medicine.

Glenda Grier, FNP-BC working as an Advanced Practice Clinician in Urgent Care.

Amy Kirkman, LPC working in Case Management with behavioral health patients.

Kevin Bailey moved to approve the initial appointments as presented and discussed. Andrea Mellinger seconded the motion. Motion carried.

In the matter of the medical staff delegated renewal of Dr. Christopher Koch, Dr. Scott moved to approve the renewal of the tele-radiologist as presented. Gene Davis seconded the motion. Motion carried.

The Medical Staff Locums appointments and Relinquishments were presented in Executive Session with no action needed; informational purposes only.

**ADMINISTRATION REPORT**

Overview and Discussion of Growth A3 – Mike provided the board with an overview of the steps taken with the A3 for our Growth pillar. The steps of the A3 outline the reason for action, such as patient access in the clinic, the current state, future state, and gap analysis (what are the barriers that are holding us back from meeting the needs of

October Board of Trustee Meeting  
October 30, 2019

the community).

We will continue to utilize this Lean methodology for potential growth projections associated with rheumatology and Dr. Widener; look at the opportunity to grow that service line to a regional basis. Additional areas for growth are in the Transitional Care Unit. There is an opportunity that would generate income for the hospital due to how Medicare and others are reimbursing for this service.

The hospital wants to meet the needs of the community and experience growth that is sustainable for the future of our business. We will use Lean in everything we do. Mike will work with the board for strategic planning with Lean as we look to the future.

Overview of Strategic Deployment and Tiered Metric Management System – Mike explained how the tiered management system will be introduced across the organization. The framework for deployment outlines who is working on what, achieving outcomes, and holding each other accountable. If we are not meeting results, we will do an intervention to change course to make sure we are on track. This will entail ongoing coaching and mentoring.

### **FINANCE**

Finance Report - Nathan Stutte, CFO states that we missed our target in the first quarter and have a negative operating margin for the quarter. August had a slowdown, and the slowdown accelerated into September. The payer mix has seen some improvement, and it has continued into October. We are moving the bottom line with less traveler use, changes in professional services, and IT with a remote hosting platform.

Audit Presentation - Nathan Stutte introduced James Mann, the Principal with CliftonLarsonAllen, who did the audit for the hospital. Mr. Mann met with the Finance Committee yesterday and recapped that the audit went very well. Mr. Mann was very complimentary of the hospital having information readily available for their review. Mr. Mann reports that we had a very clean audit; a clean internal audit and no proposed changes resulting in an unmodified opinion.

A Management Letter is a requirement of the audit. This letter references the internal controls of the organization, looking at revenue cycle, journal entries, and testing of controls. No material weakness or flaws were noted resulting in a clean management letter.

Mr. Mann reviewed the benchmarking data with the board. Comparisons were reviewed and discussed. There were no concerns; the hospital has some debt, but a strong debt ratio. The hospital experienced some improvement in our operating margin compared to last year. Additionally, he indicated that other hospitals are still struggling across the country from an operations standpoint. Mr. Mann noted that we are keeping our property and equipment up to date; keeping the age of plant and facility in line with the benchmark.

Gene Davis, on behalf of the Finance Committee, motioned to accept the FY2019 Audit Report as presented. Shirley Coulter seconded the motion. Motion carried.

### **FOUNDATION REPORT**

Ada Kirven, Director of Donor Relations, reported the Link had about 620 people register for the event and approximately 800 people in attendance. Sheridan Media put together a nice video of the event, and it was presented to the board. Special thanks to Jasmine Slater, the event coordinator, on a successful endeavor. Ms. Kirven remarked that the Internal Medicine group put a team together, and Tim Grollmes, the Practice Manager, was very involved in the process.

Ms. Kirven reported on Project Heartbeat, which is nearing \$200K in gifts, with a generous gift of \$150K received from the William F. and Lorene W. Welch Foundation. We are well on our way to meeting the \$300K needed. A thank you was extended to leadership for their gifts toward the project.

Ms. Kirven also reported on the “Thankathon” event. Jasmine Slater came up with the idea to have a group of

October Board of Trustee Meeting  
October 30, 2019

volunteers personally call everyone who participated in the Link. The evening went very well, and 15-20 people participated in making those calls.

**BUILDING COMMITTEE REPORT**

No building committee meeting was held and there is nothing to report at this time.

**OTHER BUSINESS**

None.

**EXECUTIVE SESSION**

David Smith moved to adjourn into Executive Session after a short recess to discuss real estate and personnel. Andrea Mellinger seconded the motion. Motion carried.

The Board reconvened into general session at 4:55 p.m. with action taken on the appointment and reappointment of medical staff. Please see the Medical Staff Report above.

David Smith moved to go back into Executive Session at 4:58 pm. to discuss a personnel matter. Andrea Mellinger seconded the motion. Motion carried.

The Board reconvened into general session with no action taken.

**ADJOURNMENT**

With no further matters to come before the board, the meeting adjourned at 5:22 p.m.

Patty Forister, Recorder

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Shirley Coulter, Secretary