

**BOARD OF TRUSTEES
NOVEMBER MEETING MINUTES
WEDNESDAY, DECEMBER 4, 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 and Dr. Ian Hunter

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 November board meeting agenda was reviewed. Kevin Bailey motioned to approve the agenda. Joe Wright seconded the motion. Motion carried.

The minutes from the October board meeting held on Wednesday, October 30, 2019 were reviewed. Kevin Bailey moved to approve the minutes as written. Andrea Mellinger seconded the motion. Motion carried.

OLD BUSINESS

None.

QUALITY COMMITTEE REPORT

The Quality Committee reviewed core measures, which shows the care provided to our patients. This data is abstracted from patient charts and submitted to the Joint Commission. Sepsis has seen great improvement. Our readmission rate is half of the national average. There is work being done around strategies to improve our HCAHPS scores; we also need to improve the flu vaccine numbers. There have been 5 visitor falls in the last 6 months and no security issues to date.

MEDICAL STAFF REPORT

The Quarterly Medical Staff meeting will be next Tuesday, December 10th and the board is invited to attend if they have an interest.

On behalf of the Credentials Committee and the Medical Executive Committee, Dr. Hunter presents the following for approval:

Veronica Ruvo, DO requests privileges for delegated Telemedicine in Radiology.

Wendy Price, PA-C requests additional privileges in cardiology to administer dobutamine stress tests.

Shirley Coulter motioned to approve Dr. Ruvo for initial staff appointment and Wendy Price, PA-C for added staff privileges as presented. Dr. Scott seconded the motion. Motion carried.

ADMINISTRATION REPORT

Mike reminded the board of the Christmas party on Friday, December 6th and his hope to see everyone there. A thank you was extended to those members of the board that were able to meet with the Foundation to talk about the Foundation's role in supporting the hospital. Additionally, a reminder of the partner breakfast, which Ada will talk more about under the Foundation report.

Physician Recruitment – We continue to look for quality people and candidates to fill our physician needs. We are currently looking for a full time Emergency Medicine physician, and we interviewed a physician that may have an interest.

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Dr. Laura Ferries will be retiring from her endocrinology practice, and we are looking at ways to continue to offer those services in our community; looking at strategies to recruit for this specialty.

Dr. Widener will finish his rheumatology fellowship this summer and will be back August 1, 2020. We are looking at options to grow this practice as there is a huge need, not only in Sheridan, but also in the region.

Value Stream Update – The first value stream analysis (VSA) was in Internal Medicine pertaining to physician access; the second value stream pertained to Revenue Cycle. The decision was made to not open another value stream at this time and to focus on the two that are already going to ensure success. Instead, the initiative is on Management for Daily Improvement. This wide breadth of knowledge has been implemented across the organization. Dr. Addlesperger states that we are now ready to start a new VSA focused on the medical/surgical inpatient area. The Med/Surg Department does not have a great financial impact on the organization, but the quality and safety piece is significant, and there is a great capacity to improve on HCAHPS scores. The Hospitalists have experience with Rapid Improvement Events (RIE) and are excited for the kick off of this initiative. The VSA will start in February and the RIE in March.

Simpler Engagement – The Lean Team has determined a schedule of events for 2020 and the people that need to be involved. Steve Blake from Simpler will continue to be our Sensei, but will involve other people from Simpler to keep us moving forward for the next year. Our contract with Simpler will run through 2020; we will bring in another facilitator to help develop expertise with Lean. We need to move forward and implement changes as quickly as possible as we will be spearheading lean initiatives on our own after 2020. The key is to get as much knowledge into the organization as possible before the contract expires. The managers have done a great job in keeping our operating expenses down this past year. We are now seeing a return on our investment with Lean.

Sheridan Memorial Hospital has invested \$1.5M in Lean over a three year period. We have seen access in Internal Medicine increase from 8 patients a day to 118-140 patients a day. Revenue Cycle is showing fewer days in A/R and the implementation of up-front collections. Staff can now identify waste and look for inefficiencies. The process changes and improvements are positive and have created efficiencies.

Education | Medical Staff Credentialing – Amy Ligocki, Medical Staff Manager provided insight to the board on their role and responsibilities in the credentialing process. The board shares this responsibility with Administration and the Medical Staff. Membership and Privileges are two separate items reviewed when looking at an application; membership rights and responsibilities are reviewed, as well as privileges (what a physician is able to do based on their training); and credentialing standards and credentialing processes are also reviewed. The board can decline and request additional information on a physician. The medical staff office has done their due diligence prior to any requests brought to the board.

FINANCE

There is an increase in days of cash on hand. There have been improvements in the Revenue Cycle, and we have experienced the best month we have had in several months. We continue to see minor improvements in the payer mix. The increased volume in October was driven by the Transitional Care Unit (TCU), and the TCU continues to be the driver. Urgent Care remains steady. There has been a drop in surgeries in the O/R, and we are unsure if this is due to Dr. Ulibarri's departure or to something else.

FOUNDATION REPORT

Cath Lab Project – during the budget process, the board allocated \$600K for the Cath Lab project, which will be implemented soon. The vendor has offered some competitive pricing, and as a result, we are \$120K under budget. This project is to upgrade some equipment and replace other equipment. The project will commence in the New Year and will take approximately 6-8 months to complete.

Project Heartbeat – Cody Sinclair reported that there has been 100% support and participation from the board with this endeavor; a big thank you extended for leading the cause. We are at \$262,300 in funds received; so we are

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getting close. We have seen great impact in cardiology care in the community. We will wrap up the campaign by the end of the year.

Partner Breakfast – Ada Kirven reports that the partner breakfast is Thursday, December 12th from 6:30 am – 9:00 am. The Partner Program was started in 2004 with about 100 employees signing up to be a member. Each year, membership has grown, and there are now 516 partners giving monthly gifts through payroll deduction. The partners will vote on where they would like the \$43K to be utilized. There are many projects that can benefit from the money, which will improve patient care.

Ada and Cody will be available to give tours to anyone interested in viewing the new MRI suite, Cath Lab, and ICU. Ann Aksamit will be available to talk about Hospice and the new family room/patient room for hospice patients.

Gratitude Report – Jasmine Slater orchestrated and spearheaded The Foundation’s “Gratitude Report” for 2019. Jasmine encourages everyone to read it and to share all the things that have been made possible with gifts received.

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. Kevin Bailey seconded the motion. Motion carried.

The Board reconvened into general session at 5:48 p.m. with action taken on the appointment and request for additional privileges of medical staff. Please see the Medical Staff Report above.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:50 p.m.

Patty Forister, Recorder

Shirley Coulter, Secretary