

RIVER'S EDGE HOSPITAL & CLINIC COMMISSION MEETING

River's Edge Hospital & Clinic – Helen G. White Conference Center

Wednesday, October 29, 2014

Present: Michelle Chalin, Chairperson; Kay Moline, Secretary-Treasurer; Trustees: Susan Carlin, Sandy Gundlach and Bob Meeks; George Rohrich, CEO; Susan Klenk, MD, Medical Staff President; Michael Sparacino, DO, Medical Director; Jackie Kimmet, Director of Human Resources; Paula Meskan, Director of Nursing; Roxanne Portner, Director of Quality and Infection Control; Sheri Schmidt, Director of Business Services; Tom Wilcox, Director of Environmental Services; Laura Brink, Director of Clinic Services; Stephanie Hill, Director of Marketing; Teah Malecha, Accountant; Todd Prafke, City Administrator; and Paulette Redman, Recorder.

Absent: Margie Nelsen, Vice-Chairperson; H. Stuart Johnson, Trustee.

CALL TO ORDER

The regular meeting of the Hospital Commission was called to order at 12:26 p.m. by Chairperson Michelle Chalin.

APPROVAL OF AGENDA

The agenda for the October 29, 2014, Hospital Commission meeting was reviewed. A request was made to add Item number III-B – Dates for November and December Commission Meetings.

ACTION: A motion was made by Bob Meeks to approve the agenda as presented. The motion was seconded by Susan Carlin and carried with all members voting in favor.

APPROVAL OF MINUTES

A. Approval of Commission Meeting Minutes. The minutes of the regular Hospital Commission meeting of September 24, 2014, were reviewed. There were no corrections or changes to the minutes.

ACTION: A motion was made by Bob Meeks to approve the minutes of the regular Commission meeting of September 24, 2014, as presented. The motion was seconded by Kay Moline and carried with all members voting in favor.

HOSPITAL COMMISSIONER OATH OF OFFICE

A. Oath of Office. Susan Carlin was presented with the Oath of Office, and oath which is taken by each Hospital Commission member.

ACTION: Susan Carlin received the Oath of Office from Todd Prafke, City Administrator.

B. Future Commission Meeting Dates. Due to the upcoming holiday schedule, George Rohrich suggested adjusting the regularly scheduled Commission meeting dates to avoid conflicts.

ACTION: Following discussion, meeting dates were agreed upon as follows:

Thursday, November 20, 2014 – 12 noon: Strategic Planning Workshop.

Tuesday, November 25, 2014 – 12 noon: Commission Meeting (Finance meeting at 11:30 a.m.).

Wednesday, December 17, 2014 – 12 noon: Budget Workshop.

Tuesday, December 30, 2014 – 12 noon: Commission Meeting (Finance meeting at 11:30 a.m.).

MEDICAL STAFF

A. Medical Staff Meeting Minutes. The minutes of the October 14, 2014, Medical Staff Meeting were available and were reviewed. Dr. Klenk noted the following:

- The Medical Services Committee is discussing recommendations for use of CT scans for lung cancer screening. Current limitations are the cost and reimbursement by private insurance companies. Dr. Groebner, radiologist, will be assisting with protocol development.

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- Dr. Pierce, hospitalist, will be attending Medical Staff meetings.
- The Excellian electronic health record system went live on October 1.
- The Medical Staff is planning for education regarding Ebola at a future meeting.

B. Medical Staff Credentialing. A report from the Executive/Credentials Committee was presented for review. A recommendation was made by the Credentials Committee to approve medical staff membership and granting of privileges to the physicians and allied health professionals as listed on the report:

Initial Appointment to the Medical Staff:

Orrie Chazin, PA-C	Courtesy Staff – AHP – Surgical Physician Assistant
Hussein Egal, MD	Courtesy Staff, Emergency Medicine
Andrea Jolley, MD	Courtesy Staff, Emergency Medicine
Michelle Quale, CNP	Courtesy Staff, Emergency Medicine
Colleen Weed, PA-C	Courtesy Staff, Emergency Medicine
Bradly Williams, MD	Courtesy Staff, Emergency Medicine

Reappointment to the Medical Staff:

Mark Akland, MD	Active Staff, Family Medicine
Darren Cowl, DPM	Courtesy Staff, Podiatry
Joseph Foss, MD	Courtesy Staff, Pathology
Jose Crespo, MD	Courtesy Staff, Pathology
John Hoines, MD	Courtesy Staff, Ophthalmology
Michael James, MD	Courtesy Staff, Urology
Michael Kearney, MD	Courtesy Staff, Orthopedics
Schelli McCabe, DPM	Active Staff, Podiatry
Dean Taylor, CRNA	Courtesy Staff – AHP - Anesthetist

Change from Provisional to Full Medical Staff Membership:

Nasreen Hussain, MD	Courtesy Staff, Emergency Medicine
Kathryn Kramer, MD	Courtesy Staff, Emergency Medicine

Withdrawal from Medical Staff Membership:

None.

ACTION: A motion was made by Kay Moline to accept the recommendation of the Credentials Committee and grant appointment, reappointment or change in status for each of the practitioners listed above. The motion was seconded by Susan Carlin and carried with all members voting in favor. A motion was made by Kay Moline to accept the recommendation of the Credentials Committee and grant clinical privileges to each of the practitioners listed above, as requested and approved by the Credentials Committee. The motion was seconded by Susan Carlin and carried with all members voting in favor.

ADMINISTRATIVE REPORT

A. Executive Summary.

Mr. Rohrich introduced Laura Brink, the new Director and Clinic Services, and Stephanie Hill, Director of Marketing. He also introduced Teah Malecha, River's Edge Accountant. The written report submitted by George Rohrich was reviewed. In addition, Mr. Rohrich noted:

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- Today's meal was provided by the Benedictine Living Community, and is an example of the meal the hospital patients would be served.
- The winter Trustee Conference will be held January 9-11, 2015, at the Marriott Minneapolis Northwest in Brooklyn Park. Commissioners interested in attending should notify Mr. Rohrich.
- Shannon Brommenschenkl has left her position as Administrative Assistant. A new administrative assistant should be in place prior to the next Commission meeting.
- Michelle Chalin has resigned her position on the Hospital Commission effective at the end of the year. Suggestions or recommendations for new Commission members should be given to Mr. Rohrich or to Todd Prafke. Candidates for Hospital Commissioner must live within the City of St. Peter.
- The City Council approved use of an Equipment Certificate in the amount of \$664,947.00 for the purchase of surgical sterilization equipment and the new Omnicell equipment. The cash was received from the Nicollet County Bank on November 1, at an interest rate of 1.3 to 1.9% with a five-year commitment for repayment.

B. Statistical Dashboard.

The statistical report for September was reviewed. September was a good month for the facility, setting records in departmental activities and gross revenue, with \$50,000.00 being put into cash reserves. Mr. Rohrich presented a graph depicting the average daily patient census compared to the total patient revenue, noting the strong correlation between the two measures. He noted that only one-third of the facility revenue is due to the inpatient business.

C. Strategic Plan Third Quarter Update.

The 2014 Strategic Plan was reviewed, noting progress that has been made.

- **Growth:** Marketing was identified as an area of opportunity. A Marketing Director has just been hired. Surgical volumes have increased. Inpatient volume has increased since beginning the hospitalist program.
- **Service:** Paula Meskan has been working with issues regarding patient satisfaction. Provision of food service has been changed to the Benedictine Living Community. A focus has been placed on pain management. Noise within the facility is an upcoming focus, and Med-Surg will be working with Shirley Miller, pharmacist, to provide patient education for new medications.
- **Quality:** The overall readmission rate has increased to 6.8%. Readmissions are reviewed and evaluated to look for areas of opportunity. Patients falls are also monitored and addressed. An interdisciplinary steering committee has been established to do further assessment and identify improvements that can be made to lessen falls. The Clinic has established a goal of improving the rates for optimal diabetes care. A sample review of charts indicates the goal has not yet been met – expanded review of all cases will be completed to assess progress toward goal. The Clinic also completed a project of establishing family practice and specialty areas within the clinic in order to streamline workflows. Roxanne Portner has completed PEN Baldrige 101 and 102 courses with a goal of becoming an evaluator in April of 2015.

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- **People:** Employee Recognition Program developed and put into practice. Employee satisfaction survey completed in April, identifying strengths and opportunities by department. Departments are identifying one strength and two opportunities for improvement to work on, developing action plans to address issues. Employee turnover rates currently are meeting the goals set. Nursing staff has worked with changes to the orientation program, establishing a detailed pathway for new nurses to follow once hired. Plan for commissioner education is being developed.
- **Finance:** Project in planning stages to evaluate and validate the charge structures and coding for charges and supplies as the facility has transitioned from HMS to Excellian. A master plan is being developed for the overall healthcare campus, including use of the medical office building. Implementation of the electronic medical record system has been completed; implementation of ICD-10 is delayed until October, 2015, and work is progressing toward meeting meaningful use objectives. The DNFB measure is currently at 10.

D. Strategic Plan Third Quarter Dashboard.

The updated dashboard was presented. Three measures moved from green to red for the third quarter, and two measures moved from red to green.

FINANCIAL REPORT

George Rohrich presented the financial report for September, 2014. The dashboard for financial indicators was reviewed and discussed. Gross operating revenue was \$2,710,896, compared to a budget of \$2,531,136. Net patient revenue was \$1,837,435 for September, which is above the budget set of \$1,651,899. Year-to-Date net revenue stands at 13,584,092, compared with \$13,313,868 for 2013. Operating expenses stood at \$1,760,257, above the budgeted amount of \$1,712,092. Year-to-date operating expenses continue to be below budget. September resulted in a net operating gain of \$95,361. Combined with non-operating revenue, the facility shows a gain of \$97,024. This brings the year-to-date excess revenue over expense to (\$1,009,791), compared with a budgeted loss of (\$293,931). Current Ratio at the end of September stands at 2.99. Days Cash On Hand is 77.98 days, and Days Revenue in Accounts Receivable stands at 44.08 days. September showed a positive cash flow of \$55,604. Operating cash is \$4,356,900 in addition to funded depreciation of \$3,695,500.

Community Care grants totaled \$4,788.83 in September, covering 28 accounts that qualified for 100% write-off and 1 account for 50% write-off. Year-to-Date Community Care grants is \$115,512.21. Collection activity for Commission approval totaled \$46,006.69 for September, representing 137 patient accounts. Of this total, \$28,594.22 was from 107 insured accounts, \$17,412.47 was from 30 uninsured accounts. The Revenue Recapture program through the State of Minnesota resulted in receipt of \$6,767.49.

Accounts Payable review for September – check log and bills paid were reviewed with no outstanding findings noted.

ACTION:

- 1) A motion was made by Sandy Gundlach to accept the Financial Report for September, 2014. The motion was seconded by Kay Moline and carried with all members voting in favor.
- 2) A motion was made by Bob Meeks to approve \$46,006.69 in write-offs to collection for September. The motion was seconded by Sandy Gundlach and carried with all members voting in favor.

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- 3) A motion was made by Bob Meeks to accept the Accounts Payable Review. The motion was seconded by Sandy Gundlach and carried with all members voting in favor.

QUALITY REPORT

A. Quality Management Committee Meeting Minutes.

The minutes of the September 17, 2014, Quality Management Committee Meeting were distributed for review. Roxanne Portner noted the following:

- The hospital is working on becoming designated as a "Stroke Ready Facility."
- Patient satisfaction in the ED has increased for two consecutive months. This is being watched closely following the change in ED provider staffing.
- A corrective action plan put in place for Lab and ED EKG identification has been successful.
- The ED is working on improvement of continuity of care communication for patients transferred to other healthcare facilities.

ACTION: A motion was made by Kay Moline to acknowledge receipt of the Quality Management Committee meeting minutes of September 17, 2014. The motion was seconded by Sandy Gundlach and carried with all members voting in favor.

CEO EVALUATION

Todd Prafke, City Administrator, noted that the hiring and review of the CEO is one of the most important duties of the Hospital Commission. Information regarding a proposed review process was included in each of the Commissioner's packets. The new process would require each of the Commissions to complete an evaluation form, following which the Commission would meet, review the forms, discuss answers and come up with a consensus, including connection to the job description and the strategic plan. The resulting review would then be shared with the CEO. A second proposal for including a 360-feedback process as part of the 2015 review process was discussed. At this time the Commissioners concluded that a 360-feedback process would not enhance the CEO evaluation, but could be implemented by the CEO in some form to provide feedback and professional development for the CEO.

ACTION: Following discussion, a motion was made by Bob Meeks to provide a CEO evaluation for 2014 following the proposal as outlined by Mr. Prafke, excluding any type of 360-feedback process. The motion was seconded by Sandy Gundlach and carried with all voting in favor. Mr. Prafke will distribute evaluation forms and facilitate a meeting of the Commission for discussion and garnering consensus. Following completion of the 2014 evaluation, discussion will be held regarding the evaluation process for 2015.

DIRECTOR COMMENTS

Bob Meeks, Commissioner: Attended the Hospice Gala and felt it was a success.

Paula Meskan, Director of Nursing: River's Edge has been participating with the south central region looking at a region-wide response to the Ebola crisis. Minnesota Department of Health and CDC recommendations are being evaluated and plans are underway for training of staff and use of screening tools in Excellian to help identify patients at high risk. The hospital has received its redesignation as a Trauma Level 4 facility, and an application for participation in the Stroke Ready program is being submitted. The Pharmacy has entered into an agreement with Allina for provision of 24-hour Pharmacy coverage. Allina will provide pharmacists for electronic review of medication orders during the time when the River's Edge Pharmacy is not staffed. A meeting has been held with Gustavus Adolphus and a local police detective to discuss a sexual assault response team and possible training for nursing for care of sexual assault patients.

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ADJOURNMENT


ACTION: The motion was made by Kay Moline to adjourn the meeting. Motion seconded by Sandy Gundlach and carried with all voting in favor. Meeting was adjourned at 2:02 p.m.

NEXT MEETING

The next regular meeting of the Hospital Commission will be Tuesday, November 25, 2014, at 12 noon. This meeting will convene in the River's Edge Hospital Helen G. White Conference Center. The Finance Committee meeting will be held at 11:30 a.m. A Hospital Commission Workshop will be held on Thursday, November 20, 2014.



Chairperson



Secretary