

**River's Edge Hospital**  
**HOSPITAL COMMISSION MEETING**

Wednesday, April 24, 2019

12:30 p.m.

**Mission**

To provide quality health services.

**Vision**

To improve the health of all individuals we serve.

- 1. CALL TO ORDER**
- 2. APPROVE AGENDA – pg 1**
- 3. VISITORS**
  - A. Scheduling of Visitor Comments on Agenda Items
  - B. General Visitor Comments
- 4. APPROVE HOSPITAL COMMISSION MEETING MINUTES**  
(Mot) A. March 27, 2019 Regular Meeting – pg 2
- 5. APPROVE CONSENT AGENDA**
  - A. Accept April 17, 2019 Finance Committee Meeting Minutes – pg 7
  - B. Accept April 17, 2019 Quality Committee Meeting Minutes – pg 15
  - C. Accept April 18, 2019 Building Committee Meeting Minutes – pg 21
- 6. ANNUAL AUDIT REPORT**  
(Mot) A. Accept Audit Report from Eide Bailly
- 7. COMMISSION DEVELOPMENT**  
(Info) A. QHR Webinar: Reimbursement & Regulatory Update  
(Info) B. Commission Self Evaluation
- 8. MEDICAL STAFF**  
(Mot) A. Approve Membership Recommendation – pg 23  
(Mot) B. Approve Privileges Recommendation
- 9. QUALITY COMMITTEE**  
(Info) A. Quality Dashboard – pg 24
- 10. ADMINISTRATIVE REPORTS**  
(Info) A. Executive Summary – pg 25  
(Info) B. Statistical & Strategic Plan Dashboards – pg 26
- 11. FINANCE COMMITTEE**  
(Info) A. Financial Summary – pg 28  
(Mot) B. Approve Write Off to Collection Recommendation – pg 29  
(Mot) C. Approve Accounts Payable Recommendation – pg 31
- 12. BUILDING COMMITTEE**  
(Info) A. Monthly Status & Budget Report – pg 32  
(Mot) B. Change Orders Recommendation – pg 38
- 13. ADJOURN**

## **RIVER'S EDGE HOSPITAL & CLINIC COMMISSION MEETING**

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

Wednesday, March 27, 2019

**Present:** Margie Nelsen, Chairperson; John Lammert, Vice Chairperson; Blake Combellick, Secretary. Trustees: Jerry Pfeifer, MaryAnn Harty, Laura Hulsebus, Gary Swedberg, Stephen Grams; Kyle Swanson, Chief of Medical Staff; George Rohrich, CEO; Lori Zook, CFO; Jackie Kimmet, Chief Human Resources Officer; Janelle Rauchman, Chief Quality Officer; Stephanie Holden, Chief Marketing Officer; Paula Meskan, Chief Nursing Officer; Samantha Pherson, Recorder.

**Absent:** Todd Prafke, St. Peter City Administrator.

### **CALL TO ORDER**

The regular meeting of the Hospital Commission was called to order at 12:35 p.m. by Chairperson Margie Nelsen.

### **APPROVAL OF AGENDA**

The March 27, 2019 Agenda was reviewed and a request to amend was made to add Item 6c: Information on BoardDocs by George Rohrich.

**ACTION:** A motion was made by Jerry Pfeifer to approve the amended agenda to include Item 6c: Information on BoardDocs. The motion was seconded by John Lammert and carried with all members voting in favor.

### **APPROVAL OF MINUTES**

The February 27, 2019 Hospital Commission Minutes were reviewed.

**ACTION:** A motion was made by Gary Swedberg to approve the February 27, 2019 Hospital Commission Minutes. The motion was seconded by Blake Combellick and carried with all members voting in favor.

### **APPROVAL OF CONSENT AGENDA**

The consent agenda includes the following:

- Acceptance of the March 20, 2019 Finance Committee Meeting Minutes.
- Acceptance of the March 12, 2019 Medical Staff Meeting Minutes.
- Acceptance of the March 20, 2019 Quality Committee Meeting Minutes.
- Acceptance of the March 21, 2019 Building Committee Meeting Minutes.

**ACTION:** A motion was made by MaryAnn Harty to approve the consent agenda. The motion was seconded by Laura Hulsebus and carried with all members voting in favor.

### **GENERAL VISITOR COMMENTS**

Visitors: Chuck Zieman, Mayor of Saint Peter.

### **COMMISSION EDUCATION REPORT**

#### **A. QHR Webinar:**

On March 12, 2019 the Hospital Commission was invited to attend a QHR Webinar titled: The Role of the CMO in Your Hospital.

#### **B. Commission Self Evaluation:**

The Hospital Commission discussed the results of the Commission Self Evaluation. The Commission will set goals for evaluation criteria at the next strategic planning sessions.

## **Hospital Commission Meeting Minutes**

River's Edge Hospital & Clinic

March 27, 2019 Page 2

### **MEDICAL STAFF**

**Medical Staff Credentialing** - A report from the Executive/Credentials Committee of the Medical Staff 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:**

Earle C. Munns, DO

Courtesy Staff, Emergency Medicine

**Reappointment to the Medical Staff:**

John R. Collingham, MD

Courtesy Staff, Emergency Medicine

Cynthia M. Doyscher, CNP

Courtesy Staff/AHP, Urgent Care

Paul A. Farris, MD

Courtesy Staff, Teleradiology

Jennifer R. Holm, CNP

Courtesy Staff/AHP, Urgent Care

Lon T. Knudson, MD

Courtesy Staff, Pediatrics

Janice R. Shelton, PA-C

Courtesy Staff, Emergency Medicine

Mark P. Taylor, MD

Courtesy Staff, OB/GYN

**Change in Category – Provisional to Full Membership: None**

**Provisional Membership: None**

**Change in Privileges:**

Curtis L. Binder, MD

Courtesy Staff, Radiology

**Withdrawn from Medical Staff:**

Timothy Klassen, CRNA

Courtesy Staff/AHP, Nurse Anesthetist

**ACTION:**

- 1) A motion was made by John Lammert 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 Blake Combellick and carried with all members voting in favor.
- 2) A motion was made by Gary Swedberg to accept the recommendation of the Credentials Committee and grant clinical privileges to each of the practitioners as listed above as requested and approved by the Credentials Committee. The motion was seconded by Stephen Grams and carried with all members voting in favor.

### **QUALITY REPORT**

The Quality Management Committee minutes from the March 20, 2019 meeting were reviewed. The Quality Dashboard was reviewed by Janelle Rauchman. The dashboard contains results from a number of measurable and reportable quality measures.

## **Hospital Commission Meeting Minutes**

River's Edge Hospital & Clinic

March 27, 2019 Page 3

### **ADMINISTRATIVE REPORT**

#### **A. Executive Summary.**

The written report submitted by George Rohrich was reviewed.

- River's Edge is showing a month-to-date bottom line for the month of February of approximately (\$200,000), versus a month-to-date budget of \$784,000.
- Net Operating Income MTD is (\$150,000) vs MTD budget of \$827,000.
- February results show an increase of cash on hand of \$51,000 resulting in balance of \$11,519,000 million. The 2019 Year End Budget goal is \$10.4M.

#### **B. Statistical Dashboard.**

The statistical report for February, 2019, was reviewed. Of the 17 measured activities, 5 are green. The monthly strategic report was also reviewed.

### **FINANCIAL REPORT**

#### **A. February Financial Summary.**

Lori Zook presented the financial reports for February. The month of February had a Net Operating Income of (\$150,238) and a year-to-date stand at \$421,487. Total Patient Revenue stands at \$5,611,184. Year-to-date Total Patient Revenue stands at \$12,509,925, over an YTD budget of \$14,318,547. February Net Patient Revenue stands at \$2,826,933 with a budget of \$3,794,034. Monthly Net Operating Revenue stands at \$2,860,734, versus a budget of \$3,799,850. Monthly Operating Expenses stands at \$3,010,972 over budget of \$2,972,462.

Cash flow for February was positive at \$51,398. Days Cash On Hand is 109.78 days, and Days Revenue in Accounts Receivable stands at 42.87 days. Debt coverage is 3.08 for the month of February.

#### **B. Write-Off to Collection.**

Community Care grants totaled \$7,675.87, covering 5 accounts. Presumptive community care grants totaled \$2,019.10 covering 3 accounts. Year-to-Date Community Care grants total \$111,286. Collection activity approval totaled \$15,430.33. Year-to-Date collection activity stands at \$100,066. Year-to-Date \$70,398 of gross bad debts have been recovered. The Revenue Recapture program through the State of Minnesota resulted in receipt of \$52,908.77, year-to-date recovery total of \$54,153.

**ACTION:** A motion was made by MaryAnn Harty to accept the recommendation made by the Finance Committee for approval of \$7,675.87 in Community Care grants, \$2,019.10 in Presumptive Community Care grants and \$15,430.33 in write-offs to collection for February. The motion was seconded by Blake Combellick and carried with all members voting in favor.

#### **C. Accounts Payable Review.**

Accounts Payable review for February included a total of \$2,004,989 paid via check.

**ACTION:** A motion was made by John Lammert to recommend approval of checks totaling \$2,004,989. The motion was seconded by Laura Hulsebus and carried with all voting in favor.



## **D. Capital Equipment Purchase Requests**

### **1. Stryker System 8 saws and Drills**

Currently River's Edge has five sets of Stryker System 7 Drills and Saws. These were purchased in 2012 and five of the saws were upgraded to System 8 in May 2018. This equipment is used for every total joint and is wearing down. The service history on the System 7 equipment is significant. It is also recommended that we have one set of saws and drills for every 100 procedures we do annually. We do approximately 700 total joints per year. To avoid over-using the equipment and to upgrade the existing old equipment, we recommend that we would like to purchase three new sets and replace the five drills that we currently own. The cost for this purchase is \$67, 684.08 for eight drills, \$20,468.67 for three saws plus shipping and taxes.

**ACTION:** A motion was made by Jerry Pfeifer to purchase of the Stryker System 8 Saws and Drills for the cost of \$67, 684.08 for eight drills, \$20,468.67 for three saws plus shipping and taxes. The motion was seconded by MaryAnn Harty and carried with all members voting in favor.

### **2. Emergency Purchase of UPS (Uninterrupted Power Supply) for Computer Network**

We are looking to replace the Uninterrupted Power Supply – UPS in our server room. The current UPS was purchased when we opened the hospital and is 15 years old. At this time, the current UPS has a failed power supply and battery module and will cost \$4,116.00 to repair. The new UPS will allow for additional expansion of new servers coming on line with the hospital expansion/remodel. We recommend going with Vertiv for \$15,302.95.

**ACTION:** A motion was made by John Lammert to purchase the Uninterrupted Power Supply from Vertiv for the amount of \$15,302.95. The motion was seconded by Stephen Grams and carried with all members voting in favor.

## **BUILDING COMMITTEE**

George Rohrich presented information on the overall project, cash flow, and an update on the work that has been completed.

### **Project Highlights**

- Endo construction is in progress.
- Finishes in South patient wing are in progress.
- Emergency department concrete slab to start the week of March 25<sup>th</sup>.

### **Construction Update:**

- Drywall in Endo is complete.
- Casework is complete in Endo.
- Painting is complete in South Wing.
- Casework is complete in South wing.
- Bathroom tile is complete in South wing.
- Exterior glass is complete in South wing.
- Drywall in East patient wing is complete.

## **Hospital Commission Meeting Minutes**

River's Edge Hospital & Clinic

March 27, 2019 Page 5

### **Upcoming Work**

- Slab on grade on North addition.
- Exterior framing at North addition.
- Flooring in East patient wing.
- Finishes in East patient wing.
- Finishes in Phase 4.

### **Change Orders:**

George Rohrich reviewed the change orders numbers:

116. R/I for hardwired vs. wireless patient monitoring in PACU.

130. Add baseboard heat at infusion, pipping for future RCP's in OP rehab & change 2x2 to slot diffusers.

132. Reroute medical gases around the 3 existing patient rooms.

**ACTION:** A motion was made by Jerry Pfeifer to approval of change orders 116, 130, & 132. The motion was seconded by Blake Combellick and carried with all members voting in favor.

### **ROUNDTABLE COMMENTS**

#### **Stephanie Holden:**

1. Saturday, June 1, 2019 – New patient rooms open house.
2. PCAC meeting April 16th.
3. Annual Bike Rodeo May 18<sup>th</sup> 10:30a-12:30p.
4. April 27<sup>th</sup> High-way Clean-up.

**Lori Zook:** Eide Bailly will be here for the April Hospital Commission meeting to present the information on the audit.

### **ADJOURNMENT**

**ACTION:** A motion was made by MaryAnn Harty to adjourn the meeting. Motion seconded by Jerry Pfeifer and carried with all voting in favor. Meeting was adjourned at 2:17 p.m.

### **NEXT MEETING**

The next regular meeting of the Hospital Commission will be Wednesday, April 24, 2019, at 12:30 p.m. This meeting will convene in the River's Edge Hospital Helen G. White Conference Center. The Finance Committee meeting will be held on Wednesday, April 17, 2019, at 12:30 p.m. This meeting will convene in the River's Edge Hospital Helen G. White Conference Center.

---

Chairperson

---

Secretary

## **RIVER'S EDGE HOSPITAL & CLINIC FINANCE COMMITTEE MEETING**

River's Edge Hospital & Clinic

Wednesday, April 17, 2019

<i>Present:</i>	<input checked="" type="checkbox"/>	Margie Nelsen, Chairperson; Finance	<input checked="" type="checkbox"/>	George Rohrich, CEO
	<input type="checkbox"/>	Stephen Grams, Trustee, Finance	<input checked="" type="checkbox"/>	Tricia Bauer Finance Manager
	<input checked="" type="checkbox"/>	John Lammert Trustee, Finance	<input checked="" type="checkbox"/>	Samantha Pherson, Executive Assistant/Recorder
	<input checked="" type="checkbox"/>	Lori Zook CFO	<input type="checkbox"/>	

### **CALL TO ORDER**

The Finance Committee meeting was called to order at 12:34 p.m. by Margie Nelsen.

### **APPROVAL OF AGENDA**

The agenda for the April 17, 2019 Finance Committee meeting was reviewed. An item was added to the agenda to discuss the audit findings.

**ACTION:** A motion was made by John Lammert to approve the April 17, 2019 agenda with the added item to discuss the audit findings. The motion was seconded by George Rohrich and carried with all members voting in favor.

### **GENERAL VISITOR COMMENTS**

None

### **REVENUE AND EXPENSES**

Lori Zook presented the financial reports for March. The month of February had a Net Operating Income of \$302,249 and a year-to-date stand at \$723,742. Total Patient Revenue stands at \$5,980,530. Year-to-date Total Patient Revenue stands at \$18,490,456, over an YTD budget of \$20,842,502. March Net Patient Revenue stands at \$3,277,263 with a budget of \$3,158,739. Monthly Net Operating Revenue stands at \$3,287,941, versus a budget of \$3,164,289. Monthly Operating Expenses stands at \$2,985,692 over budget of \$3,168,116.

**ACTION:** A motion was made by George Rohrich to recommend the approval of the financial statements to the Commission, knowing there may be changes made to the figures and presented at the next Finance Meeting. The motion was seconded by John Lammert and carried with all members voting in favor.

### **CASH FLOW**

Cash Flow for the month of March increased by \$328,031.

### **BALANCE SHEETS**

Balance Sheets were reviewed. Net Patient Receivables shows a decrease of (\$63,321) for the month of March and accounts payable decreased (\$341,353).

### **YEAR-TO-DATE REVENUES AND EXPENSES**

Year-to-date Gross Revenue is \$18,490,456 versus a budget of \$20,842,502 which is (\$2,352,046) under budget. Year-to-date Net Patient Revenue is \$10,079,160 versus a budget of \$10,746,854 or (\$667,694) under budget. Year-to-date Total Operating Expenses are \$9,414,440 a budget of \$9,332,888 or \$81,552 over budget.

## **Finance Committee Meeting Minutes**

River's Edge Hospital & Clinic

April 17, 2019 Page 2

### **DASHBOARD**

Days Cash (All Sources) On Hand is 125.97 and Days Revenue in Accounts Receivable stands at 41.84 days. Debt coverage is 3.11 for the month of March.

### **CHECK REVIEW**

The Check Review list was given to the Finance Committee and reviewed. The total amount for the month of March is \$2,153,896.

**ACTION:** A motion was made by John Lammert to recommend the acceptance of checks, in the amount of \$2,153,896 to the Commission. The motion was seconded by George Rohrich and carried with all members voting in favor.

### **COMMUNITY CARE AND COLLECTIONS**

Community Care grants totaled \$7,083.72, covering 9 accounts. Presumptive community care grants totaled \$1,898.99 covering 14 accounts. Year-to-Date Community Care grants total \$120,268. Collection activity approval totaled \$87,099.06. Year-to-Date collection activity stands at \$187,165. Year-to-Date \$111,215 of gross bad debts have been recovered. The Revenue Recapture program through the State of Minnesota resulted in receipt of \$35,887.12, year-to-date recovery total of \$90,037.

**ACTION:** A motion was made by John Lammert to recommend approval of Community Care grants in the amount of \$7,083.72, Presumptive Community Care grants in the amount of \$1,898.99 and \$87,099.06 in write-offs to collection for March. The motion was seconded by George Rohrich and carried with all members voting in favor.

### **AUDIT DISCUSSION**

The Committee members discussed the audit results and what would be presented to the Hospital Commission.

### **ADJOURNMENT**

**ACTION:** The meeting was adjourned by mutual consent at 1:33 p.m.

### **NEXT MEETING**

The next Finance Committee meeting will be held on Wednesday, May 15, 2019, at 12:30 p.m. in Helen White Conference Room 1.

---

Chairperson

---

Vice-Chairperson

**RIVER'S EDGE HOSPITAL & CLINIC**  
**Balance Sheet for the Period Ending**  
**March 31, 2019**

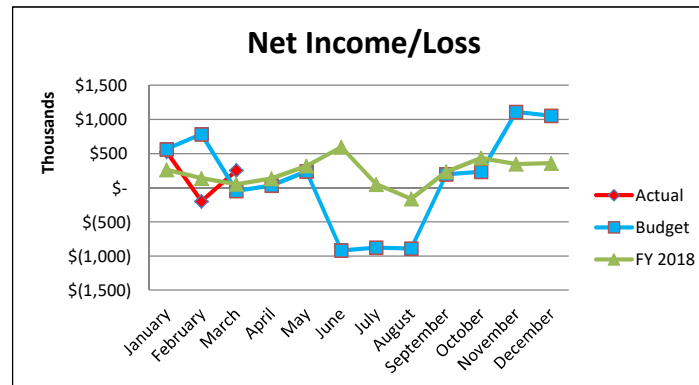
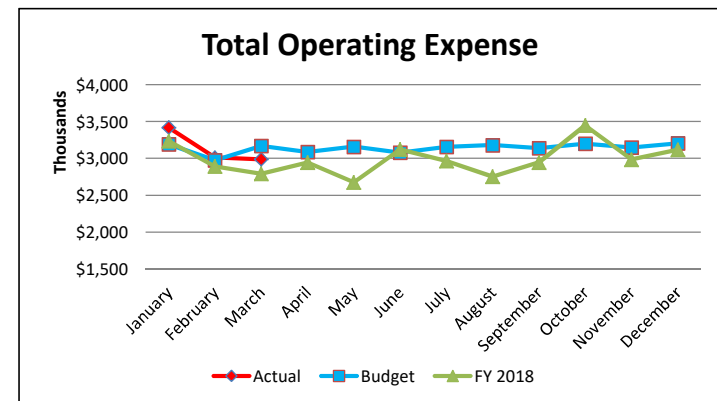
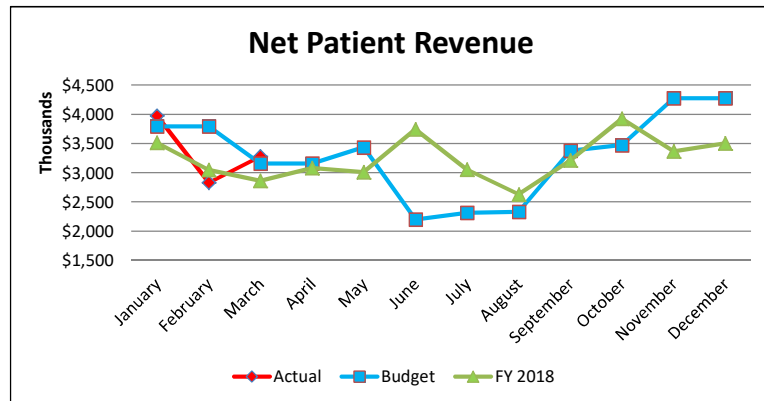
	<u>Current Period</u>	<u>Prior Period</u>	<u>Last Year</u>		<u>Current Period</u>	<u>Prior Period</u>	<u>Last Year</u>
	<u>Assets</u>				<u>Liabilities &amp; Fund Balances</u>		
<b>Current Assets:</b>				<b>Current Liabilities:</b>			
Cash	\$ 8,875,909	\$ 8,546,716	\$ 7,540,048	Accounts Payable	\$ 1,644,917	\$ 1,986,270	\$ 1,585,083
				Construction Payable	2,211,587	1,516,535	-
Patient Receivables	8,128,678	8,185,330	8,279,300	3rd Party Payers	2,826,092	2,676,092	326,000
Less: Allow for Uncollectible	(3,609,559)	(3,602,890)	(4,084,005)	Accrued Payroll	241,636	311,453	324,814
Total Patient Receivables	4,519,119	4,582,440	4,195,295	Accrued PTO	783,428	760,310	760,062
				Self Insurance	19,402	17,793	14,016
3rd Party Payers	-	-	-	Payroll Taxes & Deductions	279,441	132,649	(409,444)
Other Receivables	82,416	67,358	66,746	Accrued Int Payable Bond	1,529	(15,696)	36,189
Inventories	618,078	609,230	659,952	Current Portion Long Term Debt	697,989	697,989	682,989
Prepaid Expenses	337,925	317,238	236,348				
Total Current Assets	14,433,447	14,122,982	12,698,389	Total Current Liabilities	8,706,021	8,083,395	3,319,709
<b>Other Assets</b>				<b>Long Term Debt</b>			
Board Designated Funds	2,829,493	2,829,081	3,817,526	Bonds Payable	9,889,385	9,999,385	10,697,374
Dedicated Cash	453,026	(1,256,097)	137,567	PERA	8,737,967	8,681,700	8,644,842
Investments	413,450	405,450	401,457	Construction Payable	8,161,968	4,990,894	
Total Other Assets	3,695,969	1,978,434	4,356,550	Total Long Term Debt	26,789,320	23,671,979	19,342,216
<b>Intangible Assets:</b>				Total Liabilities	35,495,341	31,755,374	22,661,925
Unamortized Loan Costs	42,811	43,590	52,151				
<b>Plant, Property and Equipment</b>				<b>Fund Balances</b>			
Land & Land Improvements	1,702,797	1,702,797	1,702,797	Current Year	577,844	323,927	452,488
Building and Improvements	8,453,194	8,453,194	7,260,686	Prior Year	6,132,772	6,132,772	3,370,936
Fixed Equipment	3,848,480	3,848,480	3,982,136	Capital Restricted Funds	-	-	-
Major Moveable Equipment	9,738,784	9,738,967	9,587,054				
Total Plant, Property & Equip.	23,743,255	23,743,438	22,532,673	Total Fund Balance	6,710,616	6,456,699	3,823,424
Less: Accum Depreciation	(15,915,941)	(15,813,364)	(15,198,568)				
Total PP&E less depreciation	7,827,314	7,930,074	7,334,105				
Construction in Progress	16,206,416	14,136,993	2,044,154				
Total Fixed Assets	24,033,730	22,067,067	9,378,259				
<b>Total Assets</b>	<u>\$ 42,205,957</u>	<u>\$ 38,212,073</u>	<u>\$ 26,485,349</u>	<b>Total Liabilities &amp; Fund Balances</b>	<u>\$ 42,205,957</u>	<u>\$ 38,212,073</u>	<u>\$ 26,485,349</u>

**RIVER'S EDGE HOSPITAL and CLINIC**  
**STATEMENT OF REVENUES AND EXPENSES**  
**March 31, 2019**

Current Month				Year to Date				
Actual	Budget	Variance	Prior Year		Actual	Budget	Variance	Prior Year
\$ 3,766,012	\$ 4,385,871	\$ (619,859)	\$ 3,229,712	Inpatient Revenue	\$ 12,023,043	\$ 14,187,995	\$ (2,164,952)	\$ 11,204,688
2,214,518	2,138,084	76,434	2,419,491	Outpatient	6,467,413	6,654,507	(187,094)	6,872,224
5,980,530	6,523,955	(543,425)	5,649,203	Total Patient Revenue	18,490,456	20,842,502	(2,352,046)	18,076,912
-	-	-	-	Physician Clinic Revenue	-	-	-	-
5,980,530	6,523,955	(543,425)	5,649,203	Hospital Patient Revenue	18,490,456	20,842,502	(2,352,046)	18,076,912
				Revenue Deductions				
2,596,134	3,205,884	(609,750)	2,674,813	Contractual- Current YR	7,951,164	9,617,652	(1,666,488)	8,196,314
-	-	-	-	Contractual - Prior Year	-	-	-	-
85,279	92,500	(7,221)	67,376	Bad Debt	294,624	277,500	17,124	249,045
1,387	50,582	(49,195)	34,803	Charity Discounts	108,634	151,746	(43,112)	159,734
20,462	16,250	4,212	11,414	Self pay Discounts	55,662	48,750	6,912	51,325
5	-	5	-	Other	1,212	-	1,212	497
2,703,267	3,365,216	(661,949)	2,788,406	Total Revenue Deductions	8,411,296	10,095,648	(1,684,352)	8,656,915
3,277,263	3,158,739	118,524	2,860,797	Net Patient Revenue	10,079,160	10,746,854	(667,694)	9,419,997
8,000	2,478	5,522	8,000	Co-op Inc.	24,000	7,948	16,052	24,310
2,668	2,551	117	2,335	Live Well Fitness	6,195	7,653	(1,458)	6,008
10	521	(511)	1,493	Other Revenue	28,827	1,556	27,271	5,484
-	-	-	-	Grants	-	-	-	-
10,678	5,550	5,128	11,828	Total Other Operating Revenue	59,022	17,157	41,865	35,802
3,287,941	3,164,289	123,652	2,872,625	Net Operating Revenue	10,138,182	10,764,011	(625,829)	9,455,799
				Operating Costs				
823,597	847,562	(23,965)	774,700	Salaries & Wages	2,400,283	2,469,090	(68,807)	2,345,644
266,233	281,902	(15,669)	212,885	Benefits	781,377	826,991	(45,614)	648,377
503,630	508,431	(4,801)	512,124	Fees-Professional	1,719,370	1,500,052	219,318	1,598,513
221,723	181,243	40,480	188,691	Fees-Other	653,508	548,315	105,193	528,881
-	8,750	(8,750)	6,453	Recruitment	3,375	26,242	(22,867)	13,513
757,602	892,302	(134,700)	700,591	Supplies	2,393,396	2,611,202	(217,806)	2,608,171
37,888	41,122	(3,234)	27,253	Utilities	110,806	123,365	(12,559)	86,132
53,545	89,100	(35,555)	79,145	Repairs & Maintenance	238,856	265,982	(27,126)	208,885
60,491	53,263	7,228	55,596	Lease, Rent, Minor Equip	293,842	158,657	135,185	137,103
5,403	9,390	(3,987)	4,316	Dues & Subscriptions	16,091	30,550	(14,459)	19,136
13,790	26,803	(13,013)	11,727	Prof. Develop/Education	42,732	92,193	(49,461)	47,362
16,273	20,132	(3,859)	14,651	Marketing, Public Relations	41,739	58,831	(17,092)	44,663
10,137	8,749	1,388	8,218	Insurance	33,791	26,247	7,544	27,452
33,002	34,227	(1,225)	34,571	Interest Expense	99,500	102,681	(3,181)	104,207
75,176	61,665	13,511	60,042	Tax Expense	258,475	184,995	73,480	194,748
3,847	7,317	(3,470)	2,314	Other Expenses	14,150	19,021	(4,871)	8,639
103,355	96,158	7,197	99,442	Depreciation/Amortization	313,149	288,474	24,675	296,118
2,985,692	3,168,116	(182,424)	2,792,719	Total Operating Expenses	9,414,440	9,332,888	81,552	8,917,544
302,249	(3,827)	306,076	79,906	Net Operating Income	723,742	1,431,123	(707,381)	538,255
9.19%	-0.12%	9.31	2.78%		7.14%	13.30%	-6.16	5.69%
				NonOperating Income(Expense)				
7,932	3,582	4,350	6,231	Interest Income-General	22,808	10,746	12,062	17,262
(56,267)	(47,147)	(9,120)	(34,380)	Other Income/ (Expense)	(168,704)	(141,441)	(27,263)	(103,032)
(48,335)	(43,565)	(4,770)	(28,149)	Total Non Operating	(145,896)	(130,695)	(15,201)	(85,770)
\$ 253,914	\$ (47,392)	\$ 301,306	\$ 51,757	Excess Revenue over Expenses	\$ 577,846	\$ 1,300,428	\$ (722,582)	\$ 452,485
7.72%	-1.50%		1.80%		5.70%	12.08%		4.79%

**RIVER'S EDGE HOSPITAL and CLINIC**  
**STATEMENT OF REVENUES AND EXPENSES**  
**March 31, 2019**

	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Total Patient Revenue</b>	6,898,742	5,611,184	5,980,530										18,490,456
<b>Net Patient Revenue</b>	3,974,962	2,826,933	3,277,263										10,079,158
<b>Net Operating Revenue</b>	3,989,504	2,860,734	3,287,941										10,138,179
<b>Operating Costs</b>													
<b>Total Operating Expenses</b>	3,417,778	3,010,972	2,985,692										9,414,442
<b>Net Operating Income</b>	571,726	(150,238)	302,249										723,737
	14.33%	-5.25%	9.19%										7.14%
<b>NonOperating Income(Expense)</b>													
<b>Total Non Operating</b>	(48,111)	(49,451)	(48,335)										(145,897)
<b>Excess Revenue over Expenses</b>	\$ 523,615	\$ (199,689)	\$ 253,914										577,841
	13.12%	-6.98%	7.72%										5.70%



**River's Edge Hospital and Clinic**  
**Cash Flow Report at**  
**March 31, 2019**

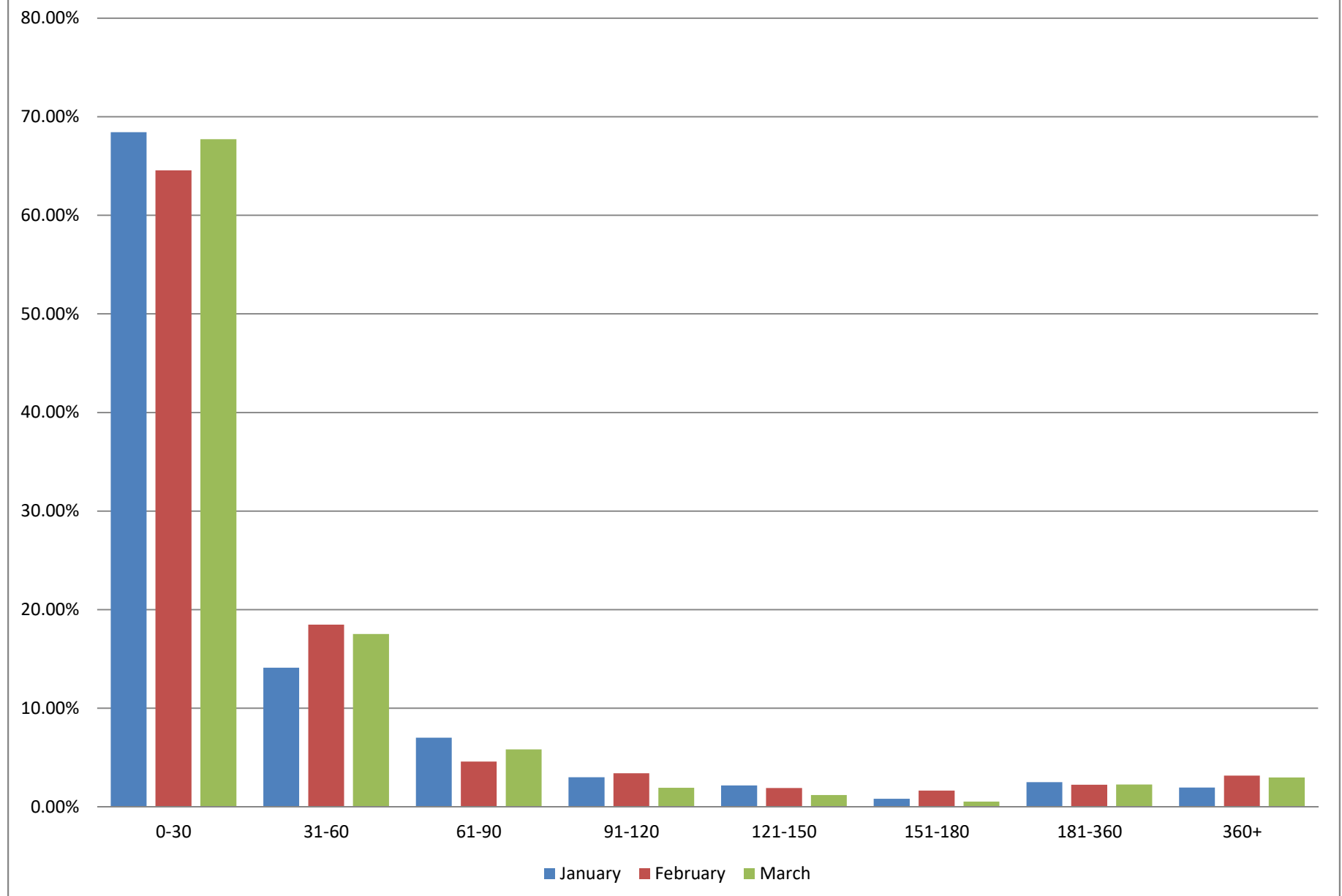
	<u>MONTH</u>	<u>YEAR</u>
<b>Operating Activities and NonOperating Revenue:</b>		
Excess of Revenue over Expenses	\$ 253,901	\$ 577,828
<b>Adj to reconcile excess of Revenue over Expenses to Net Cash</b>		
Depreciation & Amortization	103,355	306,149
Noncash gifts & bequests	-	-
Increase (Decrease) Amt. Due 3rd Parties	-	(222,778)
(Increase) Decrease in Accounts Receivable	48,262	499,622
(Increase) Decrease in Prepaids	(20,687)	(131,852)
(Increase) Decrease in Inventories	(8,848)	(16,847)
Increase (Decrease) in Accounts Payable & Accrued Liabilities	638,645	845,022
<b>Net Cash provided by Operations</b>	<u><b>1,014,628</b></u>	<u><b>1,857,144</b></u>
<b>Investing Activities:</b>		
Purchase/Disposals of Property & Equipment	(2,046,198)	(4,911,747)
Purchase of Investments	(8,000)	(24,000)
Construction Escrow	(1,710,708)	1,530,336
Bremer Construction	3,180,941	3,180,941
<b>Cash provided by Investments</b>	<u><b>(583,965)</b></u>	<u><b>(224,470)</b></u>
<b>Financing Activities:</b>		
Repayment of Long-Term Debt	(119,866)	(128,972)
Payment of Interest - LT Debt	17,234	(130,056)
Capital Grants		
<b>Cash provided by Financing</b>	<u><b>(102,632)</b></u>	<u><b>(259,028)</b></u>
<b>INCREASE (DECREASE) IN CASH &amp; CASH Equivalents</b>	<b>328,031</b>	<b>1,373,646</b>
<b>CASH BEGINNING OF PERIOD</b>	<b>11,518,825</b>	<b>10,473,199</b>
<b>CASH END OF PERIOD</b>	<u><b>\$ 11,846,856</b></u>	<u><b>\$ 11,846,845</b></u>
<b>CHANGE &amp; BALANCE OF CASH</b>		
Operating Cash	329,193	8,875,909
Non-Current Cash	(1,173)	2,970,936
<b>TOTAL CHANGE &amp; BALANCE OF CASH</b>	<u><b>\$ 328,020</b></u>	<u><b>\$ 11,846,845</b></u>



**River's Edge Hospital and Clinic**  
**Cash Flow Report at**  
**Year to Date**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
<b>Operating Activities and NonOperating Revenue:</b>													
Excess of Revenue over Expenses	\$ 523,615	\$ (199,688)	\$ 253,901										\$ 577,828
<b>Adj to reconcile excess of Revenue over Expenses to Net Cash</b>													
Depreciation & Amortization	103,737	99,057	103,355										306,149
Noncash gifts & bequests	-	-	-										-
(Increase) Decrease Amt. Due 3rd Parties	(222,778)	-	-										(222,778)
(Increase) Decrease in Accounts Receivable	322,983	128,377	48,262										499,622
(Increase) Decrease in Prepaids	17,428	(128,592)	(20,687)										(131,851)
(Increase) Decrease in Inventories	(6,544)	(1,454)	(8,848)										(16,846)
Increase (Decrease) in Accts Pay. & Accrued Liab.	153,478	52,898	638,645										845,021
<b>Net Cash provided by Operations</b>	<b>891,919</b>	<b>(49,402)</b>	<b>1,014,628</b>	-	-	-	-	-	-	-	-	-	<b>1,857,145</b>
<b>Investing Activities:</b>													
Purchases/Disposals of Property & Equipment	(1,633,286)	(1,232,262)	(2,046,198)										(4,911,746)
Purchase of Investments	(8,000)	(8,000)	(8,000)										(24,000)
Construction Escrow	1,907,340	1,333,704	(1,710,708)										1,530,336
Bremer Construction			3,180,941										3,180,941
<b>Cash provided by Investments</b>	<b>266,054</b>	<b>93,442</b>	<b>(583,965)</b>	-	-	-	-	-	-	-	-	-	<b>(224,469)</b>
<b>Financing Activities:</b>													
Repayment of Long-Term Debt	-	(9,106)	(119,866)										(128,972)
Payment of Interest - LT Debt	(163,745)	16,464	17,234										(130,047)
Capital Grants													-
<b>Cash provided by Financing</b>	<b>(163,745)</b>	<b>7,358</b>	<b>(102,632)</b>	-	-	-	-	-	-	-	-	-	<b>(259,019)</b>
<b>INCREASE (DECREASE) IN CASH &amp; CASH Equivalents</b>	<b>994,228</b>	<b>51,398</b>	<b>328,031</b>	-	-	-	-	-	-	-	-	-	<b>1,373,657</b>
<b>CASH BEGINNING OF PERIOD</b>	<b>10,473,199</b>	<b>11,467,427</b>	<b>11,518,825</b>										<b>10,473,199</b>
<b>CASH END OF PERIOD</b>	<b>\$ 11,467,427</b>	<b>\$ 11,518,825</b>	<b>\$ 11,846,856</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,846,856</b>
<b>CHANGE &amp; BALANCE OF CASH</b>													
Operating Cash	992,779	48,873	329,193										8,875,909
Non-Current Cash	1,450	2,525	(1,173)										2,970,936
Investments													
<b>TOTAL CHANGE &amp; BALANCE OF CASH</b>	<b>\$ 994,229</b>	<b>\$ 51,398</b>	<b>\$ 328,020</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,846,845</b>

## Accounts Receivable Aging 2019-rolling



## QUALITY MANAGEMENT COMMITTEE MEETING MINUTES

River's Edge Hospital & Clinic, St. Peter, Minnesota  
Wednesday, April 17, 2019

The Quality Management Committee meeting was held on Wednesday, April 17, 2019, at 8:30 a.m. in the Helen G. White Conference Center.

Present were John Lammert, Gary Swedberg, and Maryann Harty, Hospital Commission; George Rohrich, Paula Meskan, Janelle Rauchman, Carrie Lager, Shirley Miller, Linda Prah, Stacey Johnson, Kim Henze, Jackie Kimmet, Lori Zook, Stephanie Holden, Paulette Redman, and Ashlie Baker, Recorder.

Absent: Dr. Christensen, Dr. Ereth, and Dr. Bogonko

AGENDA ITEM	DISCUSSION	ANALYSIS / CONCLUSIONS / ACTION	FOLLOW-UP / RESPONSIBLE PARTY
<b>1. Review of Minutes.</b>	The minutes of the March 20, 2019 meeting were distributed electronically prior to the meeting for review.	A motion was made by Maryann Harty to approve the minutes as presented. Motion seconded by George Rohrich and carried with all voting in favor.	
<b>2. Contracted Services.</b>			
	- Reported individually by department.		
<b>3. Departmental Goal Reports and Quality / Patient Safety Core Functions Reports</b>			
<b>a. Quality and Infection Control</b>	<p>Janelle Rauchman reported.</p> <p><b>1) Quality Management System.</b></p> <ul style="list-style-type: none"> <li>• Policy Review</li> <li>• ISO Information</li> </ul> <p><b>2) Audits, Internal Audits, Tracers.</b></p> <ul style="list-style-type: none"> <li>• Nothing to report at this time</li> </ul> <p><b>3) DNV Survey.</b></p> <ul style="list-style-type: none"> <li>• Plan of Correction submitted for Quality non-conformity regarding our Grievance letter process.</li> <li>• May 7-9, 2019 DNV will be onsite to conduct the Hip, Knee, Spin, and Shoulder surveys.</li> </ul> <p><b>4) Baldrige.</b></p> <ul style="list-style-type: none"> <li>• Feedback report.</li> <li>• Award to be given at PEN Works Conference at Mystic Lake Convention Center on May 3, 2019.</li> </ul>	<p>There are still seats available for those interested in attending the award luncheon. A bus will leave River's Edge at 10:00 a.m. on May 3<sup>rd</sup>.</p>	Janelle Rauchman

## Quality Management Meeting Minutes

April 17, 2019 Page 2

<p><b>b. Med-Surg and Swing Bed.</b></p>	<p>Linda Prah! reported.</p> <p><b>1) OTI's CAP's, and PAP's.</b></p> <ul style="list-style-type: none"> <li>• All Opportunities to Improve, Corrective Action Plans, and Preventive Action Plans were discussed.</li> </ul> <p><b>2) Quality – Focus Areas for 2019</b></p> <ul style="list-style-type: none"> <li>• Overall Patient Satisfaction</li> <li>• Pain Management</li> <li>• Discharge</li> <li>• Care Transitions</li> </ul> <p><b>3) Patient Satisfaction.</b></p> <p>a. Overall Satisfaction with Hospital: Top box scores are trending upwards, with January at 85.4%, February at 86.3% and March at 86.6%; Goal is 88%.</p> <p>b. Satisfaction with Discharge: Scores continue to remain stable – January 68.2% and February 67.9%. Goal is 70%.</p> <p><b>4) Discharge Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• Began a Six Sigma Improvement Project in January 2019.</li> <li>• Goals <ul style="list-style-type: none"> <li>○ Improve overall Discharge score</li> <li>○ Remain in the 90<sup>th</sup> percentile</li> <li>○ Improve the Care Transitions Score</li> </ul> </li> </ul> <p><b>5) Med/Surg Capacity</b></p> <ul style="list-style-type: none"> <li>• Reviewing the data of when the department is “Red”</li> <li>• Closed due to volume: 80%</li> <li>• Closed due to staffing: 10%</li> <li>• Closed due to acuity: 10%</li> </ul> <p><b>6) Infusion Therapy.</b></p> <p>Nothing new to report at this time; however, there have been changes in patients that are approved for infusion therapy, based upon insurance provider.</p> <p><b>7) Contracted Services.</b></p> <p>Currently one nurse piloting the University of Iowa College of Nursing for on-line nursing residency program. Plan for 10 RNs to attend the program in 2019.</p>	<p>Moving forward, report out monthly rates, rather than rolling rates for a more accurate depiction of the data.</p> <p>A Discharge Improvement presentation will be given at the July 17, 2019 meeting.</p> <p>Continue to review when the department is “red” for capacity.</p> <p>Report out program benefits at next Quality meeting in July.</p>	<p>Linda Prah!</p> <p>Linda Prah!</p>
--	---	--	---------------------------------------

April 17, 2019 Page 3

17

## Quality Management Meeting Minutes

April 17, 2019 Page 4

	<ul style="list-style-type: none"> <li>First quarter 2019 was 17 minutes for ED patients. <i>The times do not reflect "actual" time as it is dependent on when the provider assigns themselves to the patient.</i></li> </ul> <p><b>9) ED Transfers.</b></p> <ul style="list-style-type: none"> <li>Highest numbers transferred for Higher Level of Care (respiratory illness), Capacity, GI related Issues, Behavioral Health, and Cardiology. Refer to slide deck for more detailed depiction of data.</li> </ul>		
<b>d. Ambulance Services.</b>	<p>Carrie Lager reported.</p> <p><b>1) Growth.</b></p> <p>--ALS 911 requests 4<sup>th</sup> quarter – 145  --BLS 911 requests 4<sup>th</sup> quarter – 41  --911 calls given to other service – 15, down from 25 in the 4<sup>th</sup> quarter.  --Transfers given to other service – 12  --Response time: Response time from call to out the door for 1<sup>st</sup> quarter 2019 was 02:06.</p> <p><b>2) Patient Satisfaction.</b> Overall Rating of Care Received. Goal is to have a top box score <math>\geq</math> 80%. Rating of Overall Care Received: 89% in January, 91% in February, and 85.0% in March.</p>	<p>From 2017 to date, we have doubled our transfers, and decreased by half the number of calls that are given away.</p>	Carrie Lager
<b>e. Surgical Services and Anesthesia.</b>	<p>Paula Meskan reported.</p> <p><b>1) OTI's, CAP's, and PAP's</b></p> <ul style="list-style-type: none"> <li>All Opportunities to Improve, Corrective Action Plans, and Preventive Action Plans were reviewed and discussed.</li> </ul> <p><b>2) DNV Surgical Findings:</b> Following the 2018 DNV Accreditation Survey, the following findings pertain to Surgery:</p> <ul style="list-style-type: none"> <li><b>2018 Audit NC-2 - Operative Reports.</b> Post-operative notes being completed after the patients are discharged. January audit results at 81.1%, February at 63.1%, and March at 66.1%.</li> <li>History and Physical Audit – ongoing - Results of audit done in January show 93.4% compliance rate, February at 83.1%, and March at 93.9% compliance.</li> <li>Anesthesia Services Audit – no data to report at this time, more to come in the future.</li> </ul> <p><b>3) Departmental Measures.</b></p> <ul style="list-style-type: none"> <li>Immediate Use Sterilization. <ul style="list-style-type: none"> <li>None Q1</li> </ul> </li> <li>Reportable Events.</li> </ul>	<p>Audits to continue. Corrective actions to be identified and implemented as needed.</p> <p>Audits will continue for this measure with actions to be identified and implemented as needed.</p>	Paula Meskan

## Quality Management Meeting Minutes

April 17, 2019 Page 5

	<ul style="list-style-type: none"> <li>○ None Q1.</li> <li>• Surgical Complications</li> <li>○ None Q1.</li> </ul>		
<b>f. Pharmacy</b>	<p>Shirley Miller reported.</p> <p><b>1) OTI's, CAP's, and PAP's</b></p> <ul style="list-style-type: none"> <li>• All Opportunities to Improve, Corrective Action Plans, and Preventive Action Plans were reviewed and discussed.</li> </ul> <p><b>2) Medication Incidents.</b></p> <ul style="list-style-type: none"> <li>• There were 43 medication incidents reported for 1<sup>st</sup> quarter 2019, including 29 Near Miss/Minor Events and 14 Controlled Substance Discrepancies. Warfarin dose/order/DC form had 14 events, Wrong dose/frequency/duplication (4), Policy/Procedure Documentation (3), Dose omitted/unsecured med (2), Pre-Op cocktail (2). Other incidents included dose peri-op antibiotic prophylaxis (1), Medication reconciliation (1), Wrong drug (1), and Wrong time (1).</li> </ul> <p><b>3) Medication Adverse Drug Reactions.</b></p> <ul style="list-style-type: none"> <li>• There were two medication adverse drug reactions reported for the 1<sup>st</sup> quarter. <ul style="list-style-type: none"> <li>○ Ropivacaine pain pumps (bilateral) – patient developed prolonged &amp; severe dizziness and nausea.</li> <li>○ Anesthesia meds/surgical procedure – severe hypotension, syncopal episode called as Code Blue, severe nausea &amp; vomiting (had significant blood loss). History of excessive sensitivity to narcotics &amp; anesthesia. Drew up naloxone but decided not to give as narcotic effects should have worn off.</li> </ul> </li> </ul> <p><b>4) Medication Events Committee</b></p> <ul style="list-style-type: none"> <li>• Medication Reconciliation: Surgical Patients with 100% correct home med list at admission: 74.6% in March 2019 (goal is <math>\geq 65\%</math>).</li> <li>• Warfarin Discharge Documentation: 66.7% in March 2019.</li> </ul> <p><b>5) Communication about Medication.</b> Goal is to improve HCAHPS "Communication About Medications" section score from 69.7% to 74% based on 12-month rolling score. Score for 1<sup>st</sup> quarter include January at 75.9% and February at 82.3%. Excellian has added additional prompts for nursing to do 1<sup>st</sup> dose education and documentation. Teaching business cards for common medications as well as adding a medical pharmacist have shown improvements to patient communication about medication.</p>	<p>Continue to work on improving Warfarin Discharge documentation.</p> <p>Continue to review medication teaching cards with patients.</p>	<p>Shirley Miller Linda Prah</p> <p>Shirley Miller Stephanie Holden Linda Prah</p>
<b>5. Quality Recognitions.</b>	<ul style="list-style-type: none"> <li>• Recognition to the Narcan Rescue Reduction Team. It took a</li> </ul>		Janelle Rauchman

## Quality Management Meeting Minutes

April 17, 2019 Page 6

	large staff effort over the last two years to drastically decrease our numbers in orthopedic major cases Narcan usage from 6.40% during 3 <sup>rd</sup> quarter 2016 to 0.00% current. Great work! <ul style="list-style-type: none"><li>• Recognition to Ambulance staff for continuously making our patients feel comfortable and well cared for during transports.</li></ul>		
<b>6. Adjournment.</b>	The next Quality Management Committee meeting will be held on Wednesday, May 15, 2019, at 8:30 a.m.	The meeting was adjourned by general consensus at 9:55 a.m.	

---

Janelle Rauchman, RN, CIC, Chair



## Building Committee Minutes

April 18, 2019

<i>Present:</i>	<input checked="" type="checkbox"/>	Margie Nelsen Hospital Commission	<input checked="" type="checkbox"/>	George Rohrich CEO	<input checked="" type="checkbox"/>	John Albert AHFD
	<input checked="" type="checkbox"/>	MaryAnn Harty Hospital Commission	<input checked="" type="checkbox"/>	Lori Zook CFO	<input checked="" type="checkbox"/>	Stephanie Pielich JJCA
	<input checked="" type="checkbox"/>	Jerry Pfeifer City Council	<input checked="" type="checkbox"/>	Samantha Pherson Executive Asst.	<input checked="" type="checkbox"/>	Kate Freier McGough
	<input checked="" type="checkbox"/>	Chuck Zieman Saint Peter Mayor	<input type="checkbox"/>	Tricia Bauer	<input checked="" type="checkbox"/>	Paul Biason McGough

### **CALL TO ORDER**

The Building Committee meeting was called to order at 11:05 a.m. by Margie Nelsen.

### **APPROVAL OF AGENDA**

The April 18, 2019 Building Committee Agenda was reviewed.

**ACTION:** A motion was made by Jerry Pfeifer to approve the April 18, 2019 Building Committee Agenda. The motion was seconded by MaryAnn Harty and carried with all members voting in favor.

### **PROJECT UPDATES**

Paul Biason and Kate Freier presented information on the overall project, cash flow, and an update on the work that has been completed.

#### Project Highlights

- Endo construction punch-list in progress.
- Finishes in East patient wing are in progress.
- Emergency department concrete has been poured.

#### Construction Update:

- Endo is complete, punch-list in progress.
- North addition slab is complete.
- Carpet is complete at South wing.
- Finishes are complete at South wing.
- Painting is complete in East wing.

#### Upcoming Work

- Exterior framing and sheathing in North addition.
- Interior framing in North addition.
- MEP rough-in at North addition.
- Roofing at North addition.
- Finishes in East patient wing.

John Albert presented information on the overall budget. The project is currently on budget.

### **REQUESTED DECISIONS**

The proposal request log was reviewed.

#### **1. Change Orders:**

John Albert reviewed the change orders numbers:

- 105. Final Surgery integration changes.
- 115. Integration of patient room overbed light control with nurse call.
- 118. Add electrical disconnects safety drain valves, heat trace and building automation system integration to 4 RTU humidifiers.
- 122. Double size of linen hampers in Surgery lockers and add storage cabinet.
- 124. Add 10 access panels in soffits over patient room doors and ER(T&M).
- 126. Add VAV and duct for outboard S/R rooms and toilets in SDS.
- 128. Change power voltage for flash sterilizer from 120 to 480.
- 134. Delete window film and add blinds.
- 137. Add hallway lighting control switches and delete clock outlets.

**ACTION:** A motion was made by MaryAnn Harty to recommend approval of change orders 105, 115, 118, 122, 124, 126, 128, 134, & 137 for the amount of \$83,157 to the Hospital Commission. The motion was seconded by Jerry Pfeifer and carried with all members voting in favor.

### **ADJOURNMENT**

**ACTION:** The meeting was adjourned by mutual consent at 11:26 a.m.

### **NEXT MEETING**

The next Building Committee meeting will be held on Thursday, May 16, 2019, at 11:00 p.m. in the Helen White Conference Room 1.

---

Chairperson

# APPLICANTS FOR MEDICAL STAFF MEMBERSHIP AND CLINICAL PRIVILEGES

## River's Edge Hospital & Clinic

April 2019

These applicants have met the core criteria by offering evidence of these items:

Initial Appointment	Provisional Status to Full Membership	Reappointment	Change in Privileges	Staff Category	Name/License	Specialty	Facility	Verification of Medical School Graduation	Verification of Residency	Current Minnesota Medical Licensure	Narcotics Registration Certificate (DEA) Drug Enforcement Agency	National Practitioner Data Bank Queried – Favorable Status	Peer References (3 initial/2 reappointment)	Board Certification	Clinical Privileges specific to River's Edge Hospital & Clinic	Primary Hospital Reference by Chief of Staff or Service	Credentials Committee Appointment Checklist	Current Liability Insurance with Limits as set by law	Orientation Packet Received
√				C	Jennifer L. Hillestad, CNP	Urgent Care	Premier Staffing	√	NA	√	√	√	√	√	√	√	√	√	√
√				A	Madhuresh Kumar, MD	IM/Hospitalist	RPG	√	√	√	√	√	√	√	√	√	√	√	√
		√		C	David A. Bryce, MD	Pain Management	Advanced Pain Management	√	√	√	√	√	√	√	√	√	√	√	NA
		√		C	Seth A. Consoer, MD	Ophthalmology	Mankato Ophthalmology Associates	√	√	√	√	√	√	√	√	√	√	√	NA
		√		A	Alison M. Huber, PA-C	Orthopaedic PA	OFC	√	NA	√	√	√	√	√	√	√	√	√	NA
		√		C	Richard L. Lowry, OPA-C	Orthopaedic PA	OFC	√	NA	√	NA	√	√	√	√	√	√	√	NA
		√		C	Mitchell N. Palmer, MD	Emergency Medicine	Premier Staffing	√	√	√	√	√	√	√	√	√	√	√	NA
		√	√	C	Stephen H. Pearson, MD	Radiology	CRL	√	√	√	√	√	√	√	√	√	√	√	NA
	√			A	Brett J. Baldwin, DO	ENT	Mankato Clinic	√	√	√	√	√	√	√	√	√	√	√	NA
	√			A	Timothy N. Christiansen	ENT	Mankato Clinic	√	√	√	√	√	√	√	√	√	√	√	NA









**Physicians who declined to continue privileges and membership at River's Edge Hospital and requested release from Medical Staff:**

Holly Gisi-York, CNP

Courtesy Staff/AHP, Urgent Care

Hassan Salameh, MD

Active Staff, IM/Hospitalist

Quality Dashboard																
River's Edge Hospital																
Category/Metric	12/31/2018	1/31/2019	2/28/2019	3/31/2019	4/30/2019	5/30/2019	6/30/2019	7/31/2019	8/31/2019	9/30/2019	10/31/2019	11/30/2019	12/31/2019	Trend	Benchmark/goal	Comments/Analysis
Readmissions	1.93%	2.01%	1.81%	1.80%											2.7%	Internal Benchmark
Falls Risk	1.9	1.7	1.9	1.8											<3.5	State Average
SSI	0.23%	0.20%	0.19%	0.18%											2.0%	Internal Benchmark
CAUTI	0.00%	0.00%	0.00%	0.00%											0.73%	State Average
Surgical Complications	0.17%	0.15%	0.14%	0.19%											2.7%	Internal Benchmark
ED Transfer Communication	75	80	79	21											>70	Internal Benchmark
HAI	0.00%	0.00%	0.00%	0.00%											0	Internal Benchmark
Staff Influenza Immunization	96.0%	97.0%	97.0%	97.0%											95.0%	Internal Benchmark
Pressure Ulcer Rate	0	0	0	0											0.473	State Average

**River's Edge Hospital & Clinic**  
**Executive Summary**  
**George Rohrich, CEO**  
**April 19, 2019**

**Comments about March & Looking Forward:**

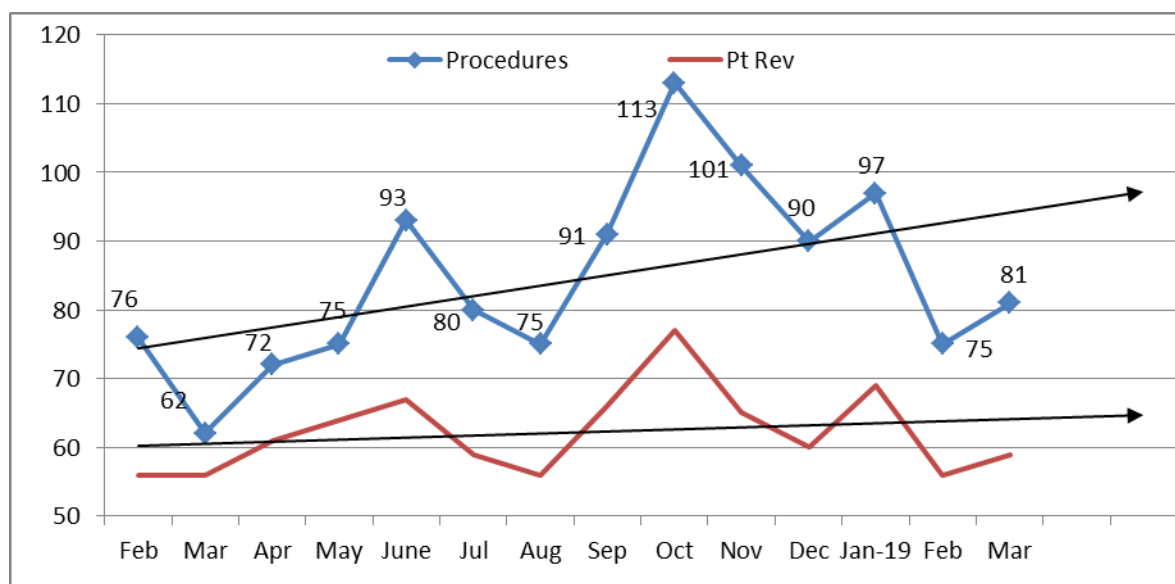
**Operations: March has a positive bottom line**

- MTD had a bottom line of \$302,000 vs MTD budget of (\$3,800).
- YTD Actual is \$724,000 vs YTD budget \$1,431,000.
- Net Operating Revenue MTD was \$254,000 vs MTD budget of (47,000).
- Net Operating Revenue YTD was \$578,000 vs YTD budget of \$1,300,000.
- Looking Forward: April is trending to be near or below budget.

**Cash: Cash increased**

- MTD Cash increased by \$328,000 resulting in balance of \$11,847,000.
- YTD Cash has increased \$1.374 million.
- Our 2019 Year End Cash budget goal is \$10.4M.

**Statistics: Inpatient Surgery procedures were below budget**



These procedures are a Key Indicator budgeted at 90 inpatient procedures per month.

**Significant Decisions this Month:**

- There are none.

# River's Edge Hospital Statistics Dashboard

Department/Service Monthly	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	YOY Trend	2019 Budget	Jan	Feb	March	April	YTD Trend
<b>Lab</b>														
Lab Procedures Inpatient	334	423	317	657	754	800	865		874	1014	883	743		
Lab Procedures Outpatient	2898	2992	2241	3144	2470	2717	2903		2951	3057	2440	2956		
<b>Radiology Procedures</b>														
Radiology Procedures Inpatient	16	24	26	73	114	106	106		99	131	98	100		
Radiology Procedures Outpatient	456	368	337	330	285	296	268		259	262	228	267		
CT Procedures Outpatient	83	92	105	147	130	156	151		158	132	143	163		
Ultrasound Procedures Outpatient	33	31	28	35	35	35	33		35	25	14	24		
<b>ED &amp; UC</b>														
Urgent Care	166	127	154	200	343	397	360		369	353	308	332		
Emergency Department	336	330	367	388	367	343	352		392	285	256	349		
<b>Surgery</b>														
Surgical Procedures Inpatient	1	5	10	46	73	81	85		81	97	75	81		
Surgical Procedures Outpatient	54	55	46	53	61	59	66		67	56	58	50		
<b>Physical Therapy</b>														
PT Modalities Inpatient	270	306	353	627	857	862	843		970	990	759	826		
PT Modalities Outpatient	1108	1113	1056	1030	983	1129	1286		1310	1290	1060	1178		
<b>Admissions</b>														
Admissions from ED + UC	24	24	26	23	20	8	9		na	13	6	6		
Transferred to Acute Hospital	na	na	na	na	29	31	33		na	36	31	36		
Admissions Medical	20	27	31	16	12	10	13		na	14	10	7		
Admissions Surgical	0	0	0	37	63	71	73		na	82	67	71		
Med Surg Patient Days	52	78	88	143	206	221	236		270	270	219	208		
Average Daily Census (ADC) IP	1.71	2.56	2.88	4.70	6.75	7.30	7.73		8.86	8.71	7.06	6.71		
Average Daily Census Swing	2.67	1.94	1.82	0.82	0.42	0.31	0.30		0.15	0.32	0.23	0.74		
<b>Total ADC</b>														
Total ADC	4.38	4.50	4.70	5.53	7.17	7.60	8.08		9.01	9.03	7.29	7.45		
<b>Adjusted Patient Days</b>														
Adjusted Patient Days					341	358	366		400	401	341	330		

Less than Budget  
 90% of Budget  
 Equal or Greater than Budget

REHC Strategic Plan 2019 Dashboard																
	2016	2017	2018	2019												
<b>GROWTH - George</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Increase Total Adjusted Patient Days (APDs) => 400	341	358	336	400	401	341	330									
	2016	2017	2018	2019												
<b>SERVICE - Paula &amp; Stephanie</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
HCAHPs Summary "Rate hospital 0 - 10" maintain 90th percentile or higher	86.8	88%	93%	90%	93%	94%	94%									
Emergency Department Survey "Likelihood of recommending this ED" Top Box score ≥ 85%	71.4	80%	80%	85%	79%	79%	78%									
Urgent Care Survey "Likelihood of Recommending this Urgent Care" Top Box score ≥ 77%	72.2	72%	71%	75%	72%	72%	72%									
Outpatient Surgery "Rate the Facility" ≥ 87%			83%	87%	83%	85%	84%									
	2016	2017	2018	2019												
<b>QUALITY - Janelle</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Falls Achieve ≤ 3.5 per 1000 patient days	na		1.9	3.5	1.8	1.9	2.0									
Transfer Measures Benchmark ≥ 65%	na	57%	76%	65%	80%	80%	21%									
	2016	2017	2018	2019												
<b>PEOPLE - Jackie</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Employee Satisfaction Survey Participation Rate > 85%	90%	84%	82%	85%												
Reduce Overall Turnover rate to ≤ 18%	28%	15%	19%	18%	1%	3%	4%									
Gallup Q12 Survey Grandmean Score ≤ 4.36		97%	4.29	4.36												
	2016	2017	2018	2019												
<b>FINANCE - Lori</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Days Cash All Sources ≥ 112 days	123	125	107	112	106	110	126									
Operating Margin ≥ 4%	13%	8%	8%	4%	14%	6.2%	9%									
Net AR Days ≤ 50 days	49	45	48	50	44	43	42									
	2016	2017	2018	2019												
<b>COMMUNITY - Stephanie</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Community Education Events = 12 annually	na	13	14	12	0	2	1									
<b>GOVERNANCE</b>					<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Commissioner attending education event					4	3	2	3								
Commission participating in hospital event						2										
Complete annual evaluation																

# March 2019 Financial Report

## Statement of Revenues and Expenses

### SUMMARY OF MONTH AND YTD

	Mar-19	Budget	Variance	%
Gross Patient Revenue	\$ 5,980,530	\$ 6,523,955	\$ (543,425)	-8.3%
Net Patient Revenue	\$ 3,277,263	\$ 3,158,739	\$ 118,524	3.8%
Operating Expenses	\$ 2,985,692	\$ 3,168,116	\$ (182,424)	-5.8%
Net Operating Income	\$ 302,249	\$ (3,827)	\$ 306,076	9.2%

YTD 2019	Budget	Variance	%
\$ 12,023,043	\$ 14,187,995	\$ (2,164,952)	-15.3%
\$ 10,079,160	\$ 10,746,854	\$ (667,694)	-6.2%
\$ 9,414,440	\$ 9,332,888	\$ 81,552	0.9%
\$ 723,742	\$ 1,431,123	\$ (707,381)	7.2%

## Balance Sheet

Net Patient Receivables	Decreased	\$ (63,321)
Accounts Payable	Decreased	\$ (341,353)

	Mar-19	Feb-19	Difference
Cash (all sources)	\$ 11,846,856	\$ 11,518,825	\$ 328,031
Accounts Receivable	\$ 4,519,119	\$ 4,582,440	\$ (63,321)
Accounts Payable	\$ 1,644,917	\$ 1,986,270	\$ (341,353)
Check Run	\$ 2,153,896	\$ 2,004,989	\$ 148,907

	Covenants	Mar-19	Feb-19
Days in Cash	>60	125.97	109.78
Days in AR		41.84	42.87
Debt Coverage	>1.25	3.11	3.08

## Community Care and Collections

		Accounts
Community Care	\$ 7,083.72	9
Presumptive Care	\$ 1,898.99	14
Total	\$ 8,982.71	23

Collection Activity for Board Approval	\$ 87,099.06
Bad Debt Recovery	\$ 40,817.56
Revenue Recapture	\$ 35,884.12



## Community Care and Collections

For the month of: **Mar-19**

1. Community care grants for the month	<u>Total</u>	<u>100% write off</u>	<u>50% write-off</u>	<u>Not eligible</u>
- number of patient accounts	<u>\$ 7,083.72</u>	7,083.72		
		9		0
		0 previous in bad debt status		
Presumptive community care grants	<u>Total</u>	<u>Patients</u>	<u>Accounts</u>	<u>Uninsured</u>
	<u>\$ 1,898.99</u>	9	14	-
2. Collection activity for Board Approval is:	<u>Total</u>	<u>Insured</u>	<u>Uninsured</u>	\$ - HMS
- number of patient accounts	<u>\$ 87,099.06</u>	<u>-</u>	<u>-</u>	87,099.06 Excellian
	-	-	-	87,099.06
3. Revenue recapture for the month	<u>\$ 35,884.12</u>			

### Community and Presumptive Care Grants - YTD

2019	\$ 120,268
2018	\$ 573,648
2017	\$ 532,153
2016	\$ 351,783
2015	\$ 86,713
2014	\$ 152,079
2013	\$ 239,465

### Revenue Recapture experience

2019	\$ 90,037
2018	\$ 196,664
2017	\$ 233,972
2016	\$ 196,887
2015	\$ 199,340
2014	\$ 193,899
2013	\$ 178,823

### Collections YTD Activity

2019	\$ 187,165
2018	\$ 1,097,294
2017	\$ 1,012,481
2016	\$ 1,297,499
2015	\$ 906,627
2014	\$ 885,568
2013	\$ 830,210

### Gross Bad Debt Recovery

2019	\$ 111,215
2018	\$ 317,947
2017	\$ 367,518
2016	\$ 294,106
2015	\$ 275,788
2014	\$ 324,569
2013	\$ 271,225

Bad Debts are written off in the following month from the month they are approved. (Example: November bad debts post to December books.)

Community Care and Collections  
Detail by Month

Community & Presumptive Grants			Collection Activity for Board			Revenue Recapture			Bad Debt Recovery		
	2018	2019		2018	2019		2018	2019		2018	2019
Jan	56,161.70	101,590.79	Jan	74,001.32	84,635.35	Jan	2,890.20	1,243.74	Jan	8,973.14	9,682.49
Feb	67,794.84	9,694.97	Feb	64,578.32	15,430.33	Feb	61,539.72	52,908.77	Feb	68,007.81	60,715.13
Mar	34,803.08	8,982.71	Mar	69,468.82	87,099.06	Mar	43,808.35	35,884.12	Mar	52,160.83	40,817.56
Apr	30,963.30		Apr	74,120.82		Apr	29,854.33		Apr	35,131.23	
May	22,912.78		May	66,819.95		May	14,116.15		May	26,794.34	
Jun	47,761.90		Jun	109,721.03		Jun	4,210.26		Jun	12,898.01	
Jul	60,840.98		Jul	109,620.10		Jul	4,186.70		Jul	14,607.91	
Aug	77,114.78		Aug	101,425.70		Aug	17,873.61		Aug	25,795.13	
Sep	26,585.39		Sep	128,950.50		Sep	10,676.80		Sep	17,875.83	
Oct	49,376.70		Oct	109,710.30		Oct	3,854.98		Oct	16,870.69	
Nov	57,544.20		Nov	67,437.90		Nov	2,032.55		Nov	18,035.71	
Dec	41,787.19		Dec	121,439.05		Dec	1,620.52		Dec	20,796.34	
	<u>\$ 573,646.84</u>	<u>\$ 120,268.47</u>		<u>\$ 1,097,293.81</u>	<u>\$ 187,164.74</u>		<u>\$ 196,664.17</u>	<u>\$ 90,036.63</u>		<u>\$ 317,946.97</u>	<u>\$ 111,215.18</u>

River's Edge Hospital and Clinic  
March 2019

**Top 5 Vendors Paid**

	<u>Vendor</u>	<u>Amount</u>	<u>Description</u>
4 Checks	CARDINAL HEALTH 110, LLC Total	110,487.12	Pharmacy
1 Check	CITY OF ST. PETER Total	140,267.73	City Infrastructure Annual Payment
2 Checks	ALLINA HEALTH SYSTEM Total	170,976.80	ED/UC Providers, Training, Support
4 Checks	STRYKER ORTHOPAEDICS Total	265,767.42	Implantables
2 Checks	ORTHOPAEDIC & FRACTURE CLI Total	466,675.39	Professional Services Agreement

**Top 5 Checks Paid**

<u>Check</u>	<u>Vendor</u>	<u>Amount</u>	<u>Description</u>
70472	ORTHOPAEDIC & FRACTURE CLI	248,824.00	Professional Services Agreement 2018 Bonus
70539	ORTHOPAEDIC & FRACTURE CLI	217,851.39	Professional Services Agreement
70562	ALLINA HEALTH SYSTEM	169,251.80	ED/UC Providers, Training, Support
70435	CITY OF ST. PETER	140,267.73	City Infrastructure Annual Payment
70591	STRYKER ORTHOPAEDICS	115,593.86	Implantables

**Total Check Register \$ 2,153,896.00**

# Rivers Edge Hospital Expansion and Renovation



Monthly Status Report #12 • 4-18-2019



# EXECUTIVE SUMMARY



## Project Highlights:

Endo construction punch-list in progress  
Finishes in East patient wing are in progress  
Emergency Department concrete has been poured

**SCOPE**



**SCHEDULE**



**BUDGET**



**QA/QC**



**SAFETY**



# PAY APPLICATIONS



Pay Application number #11 has been submitted through March 31<sup>st</sup>

Total billing for pay app #11 is \$975,883

Total billed to date is \$14,747,255 or 59%

# CONSTRUCTION UPDATE



- **Work Completed Last month**
  - » Endo is complete, punch-list in progress
  - » North addition slab is complete
  - » Carpet is complete at South wing
  - » Finishes are complete at South wing
  - » Painting is complete in East wing
- **Upcoming Work**
  - » Exterior framing and sheathing in North addition
  - » Interior framing in North addition
  - » MEP rough-in at North addition
  - » Roofing at North addition
  - » Finishes in East patient wing







## SCHEDULE

### ■ KEY MILESTONE DATES:

- » Emergency Department Roofing Begins – April 2019
- » New Patient Wings Complete – May 2019
- » New Patient Wings Move-In - June 2019
- » Kitchen and Pharmacy Begins – June 2019
- » OR-4 Begins – June 2019
- » PACU Begins - June 2019
- » Central Sterile Processing Begins – June 2019
- » Front Dining/Waiting Begins – June 2019
- » Decontamination Begins – June 2019



River's Edge Hospital				AHFD	
Saint Peter, MN		2/22/18	4/18/19		4/18/19
Budg. Code	Item	Approved GMP Bud	Working Budget	Cost To Date	Difference Apvd vs Wk
100	Development Costs	104,030	118,112	54,392	14,082
200	Building Construction	24,704,924	25,661,494	14,208,576	956,570
300	Professional Fees/Reimburs.	2,781,684	2,863,606	2,210,109	81,922
400	Administrative & Legal	106,000	170,291	132,728	64,291
500	Equipment	2,969,200	2,907,588	365,333	(61,613)
600	Furnishings	711,122	471,510	18,884	(239,612)
700	Telecomm. Systems	1,079,217	1,129,720	231,350	50,503
800	Financing	By Owner	By Owner	-	-
900	Project Contingency	1,343,823	472,066	-	(871,757)
	<b>TOTAL</b>	<b>33,800,000</b>	<b>33,794,387</b>	<b>17,221,374</b>	<b>(5,613)</b>
Notes:	Excludes Financing and Inflation				0%
	% Design+Bid+Const Cont -	5.5%	4.9%		
	New S.F. -	38,258	38,258		
	Renovation S.F. -	39,458	39,458		
	Gross Squar Footage -	77,716	77,716		
	Bldg \$ / GSF -	314.34	314.57		
	Proj \$ / GSF -	434.92	434.84		
	Bid Date -	3/2/18	3/2/18		
	Duration (Months) -	26.0	26.0		

River's Edge Hospital Saint Peter, MN				PROPOSAL REQUEST LOG				AHFD, Inc.			
							USDA			4/18/19	
No.	Date	Alt / ASI	Description	Low	to	High	Rec Appvl	CO	Time	Approved	CM Resv
105	12/10/18	ASI-40	Final Surgery integration changes	15,000			18,325	9		18,325	
115	1/15/19		Integration of Patient Rm overbed light control w/ Nurse Call	10,000			7,073				
118	1/16/19		Add elec. disconnects, safety drain valves, heat trace and building automation system integration to 4 RTU humidifiers	25,000			27,925				
122	1/25/19		Double size of linen hamper in Surg Lockers & add sto. Cab	1,426			728				
124	1/25/19		Add 10 access panels in soffits over Pat Rm doors + ER(T&M)				4,699				
126	2/13/19	ASI-64	Add VAV and duct for outboard S/R Rms & Toilets in SDS	15,000			14,942				
128	2/13/19		Change power voltage for flash sterilizer from 120 to 480	2,500			6,606				
134	3/19/19	68R	Delete window film and add blinds				1,330				
137	4/8/19	ASI-73	Add Hallway lighting control switches and delete clock outlets				1,529				
CM Reserve				317,746	*						685,464
Pending & Apprv. COR's / CM Resv Bal				83,157		956,053					153,475