



NORMAN REGIONAL HOSPITAL AUTHORITY
Board Meeting
April 22, 2019

MINUTES

The Norman Regional Hospital Authority met in monthly session Monday, April 22, 2019, at 5:30 p.m., in the Norman Regional Hospital Board Room. The meeting Agenda was posted April 18, 2019 on the NRHS and Norman websites and at the entrance to Norman Regional Hospital.

Members Present:

Joan Greenleaf
Muhammad Anwar, MD
Tom Sherman, Vice Chair/Secretary
James (Jeff) Kimpel, Ph.D.
Jerome (Jerry) Weber, Ph.D.
Mary Womack
Kevin Pipes

Member Absent:

Doug Cubberley
Diane Chamber, MD

Others Present:

Dr. Robin Mantooth, MD Chief of Staff
Dr. Farhan Jawed, MD, Chief of Staff-Elect
Richie Splitt, President and CEO
Meegan Carter, VP Population Health & Wellness
John Manfredo, COO
Brittni McGill, CNO
Ken Hopkins, CFO
Dr. Arron Boyd, CMO
Brian Loftus, Business Planning Lean Specialist
Karen Rieger, Attorney, Crowe & Dunlevy
Kelly Wells, Director Planning & Communications
Amanda Jervis, RN, Nursing Resources
Heather McDade, Manager of Nursing Resources
Janet Johnson, Director Patient Care Services
Dr. Brian Lynd, DO

Recorder: Claudia Todd, Executive Assistant

Agenda Item I. Meeting Called to Order

Mr. Sherman called the April 22, 2019, Norman Regional Hospital Authority meeting to order at 5:34 p.m.

Agenda Item II. Introduction and Recognition of Outstanding Healers**A. May 2019 Healer of the Month – Amanda Jervis, Departmental Nursing, Nursing Resources introduced by Heather McDade, Manager of Nursing Resources**

Mr. Sherman introduced Ms. McDade who presented Ms. Jervis as the Outstanding Healer for May 2019. Ms. McDade shared Ms. Jervis has worked at Norman Regional in Nursing Resources since 2006. Her coworkers shared she is very welcoming to new healers, encouraging and teaching them as they learn. She was also selected as the department healer of the month last month. She does payroll, scheduling, helps other departments when needed and is the unofficial planner for all department events.

Mr. Sherman congratulated and thanked Ms. Jervis on behalf of the Board for her outstanding dedication, professionalism, compassion, and positive attitude that continues to make Norman Regional Health System a caring, high quality system.

Ms. Jervis, Ms. McDade and Ms. Johnson left the meeting at 5:37 pm.

Agenda Item III. Board Education: Norman Regional Health Foundation Update – Erin Barnhart, Executive Director

Mr. Sherman introduced Ms. Barnhart. Ms. Barnhart presented a video sharing the impact of the foundation within Norman Regional and in the community. The mission of the foundation is to enhance excellence in healthcare and does so by advancing patient programs through grants, educational scholarships to employee and their immediate family members and supporting community health and wellness initiatives.

The Norman Regional iGive campaign is an internal fundraising initiative. iGive experienced a 38% participation rate from NRHS healers during January and February and raised \$160,000. These funds were invested into the health system and funded:

- Crutch dispensers for Norman Regional Hospital, Healthplex and Norman Regional Moore
- Continuing education for healers
- Vein finders in NICU and Labor and Delivery
- Automated External Defibrillators (AED's), pulse oximeters and blood pressure cuffs for various clinics

The NRH Foundation Guardian Angel program accepts donations and provides patients, family members or community members a meaningful way to recognize and celebrate exemplary care at NRHS. Last year, 20 presentations were made - most recently in rehabilitation services.

Last year, \$50,000 in scholarships were awarded to 24 recipients, 8 of those scholarships are endowed.

In the community, the NRH foundation supports health and wellness initiatives in Norman Public Schools by financially supporting Nurses and health assistants in the school system. This past year, the foundation started a pilot program providing Telemedicine visits in Norman Schools. Washington Elementary, Irving Middle School

and recently added Norman High received tablets to enhance student-health care visits next year. The foundation was also able to award \$1,500 for strep and flu tests and otoscope covers for next year. This is an added benefit for the school system, students and parents, it allows students to remain in school as appropriate and/or be “discharged” home with parental support and prescriptions/medications sent to a preferred pharmacy when needed.

Other community events the Foundation supports:

- Hosting a flu clinic in Moore each year
- Funding a school nurse in Noble Public Schools and the necessary equipment needed
- Joint venture with Moore Norman Technology Center and Delta Dental in providing free dental services to over 250 elementary students provided by OU dental students. Increased from 10 to 25 days of services.
- Ambassador Ball raised over \$193,000 this year and funds multiple community projects
- New NRHS Golf Classic this year is on June 10th. The tournament is full and brought in about 25 new vendors that have not supported the foundation in the past.
- New Pink Campaign allows participants to purchase flags to support someone fighting or surviving cancer.

Ms. Barnhart left the meeting at 5:53pm.

Agenda Item IV. Approval of March 2019, Norman Regional Hospital Authority Board Meeting Minutes

Mr. Sherman asked for approval of the March 25, 2019, Board Meeting Minutes

ACTION TAKEN: Dr. Pipes made the motion to approve the March 25, 2019, Board Meeting Minutes as presented. Dr. Weber seconded the motion, and the motion was approved unanimously with aye votes from Dr. Anwar, Dr. Weber, Dr. Kimpel, Mr. Pipes, Ms. Greenleaf, Mrs. Womack and Mr. Sherman.

Agenda Item V. Performance Updates

A. Ms. Anderson presented updates on the following items:

- Codes Outside the ICU – This is measured to see if we are using our medical intervention team appropriately. Our goal this year is to remain under 35%. We joined the Vizient Failure to Rescue Collaborative to assist in this effort. Year to date we are trending down (positive trend) and are working to continue this trend.
- Blood Culture Contamination – Physicians are continually working to prevent contaminated blood cultures with patients. Contamination can delay patient care and require additional antibiotics. Our goal is to be below 3%. We are beginning to see that stabilize by only allowing the lab to draw the cultures with new specific blood culture kits.

- Patient Safety – 98% of employees had a documented status of the flu shot, 97% of employees actually received the flu shot, 84% of the shots were provided by NRHS and 97% of Physicians received a flu shot.
- The Joint Commission (TJC) Mock Survey – TJC Surveyors were here throughout the week. We are starting to see sustainability in the processes we have put in to place. Overall, we did better than past surveys. We are placing stronger goals in order to continually improve patient care and safety.
- HCAHPS 2018 – We had 3 areas in which we are still working to improve on: Care Transitions, Cleanliness/Quietness and Communications About Meds. We are working to improve these with better communication upfront and the patient care experience. We saw improvements in all other categories and specifically: Communications with Nurses, Discharge Instructions and Responsiveness of Staff.

Agenda Item VI. Approval of the March 2019 Norman Regional Health System Financial Statements

Mr. Hopkins presented the March 2019 Norman Regional Health System Financial report:

- **Inpatient Volume** – strong for month of March, Cases 8-10% above budget..
- **Inpatient Days** – 8.4% above budget. Factors similar to last month: inpatient surgery and CMI improved slightly but still below budget. ALOS improved and slightly above budget.
- **Average Length of Stay (ALOS)** – was higher for month.
- **Outpatient Volumes** – improvement but not quite to budget. Imaging volume strong but weaker in surgical volume.
- **Clinic Outpatient Visits** – up 7% from budget for month.

February 2019 Financial Performance

• Gross Revenues	(Budget \$176,242,055)	\$179,050,053
• Net Patient Revenue	(Budget \$37,205,290)	\$38,248,797
• Total Operating Expenses	(Budget \$36,343,416)	\$36,915,405
• Total Operating Revenues	(Budget \$37,608,965)	\$38,648,588
• Operating Income	(Budget \$1,265,549)	\$1,733,184
• Non-Operating Revenues (Expenses)	(Budget \$910,731)	(\$1,629,920)
• Excess Revenues over Expenses	(Budget \$2,176,280)	(\$3,363,103)

Year-to-Date

• Operating Income	(Budget \$10,381,972)	\$10,227,399
• Non-Operating Revenues (Expenses)	(Budget \$8,192,652)	(\$6,468,852)
• Excess Revenues over Expenses	(Budget \$18,574,624)	\$16,696,251
• Accounts Receivable Days	(Budget 43 Days)	42.3 Days
• Days Cash on Hand	226.2 Days

ACTION TAKEN: Mr. Sherman motioned to approve the March 2019 NRHS Financial Statements. Dr. Kimpel seconded the motion. March financials were approved unanimously with aye votes from Dr. Anwar, Dr. Weber, Dr.

Kimpel, Mr. Pipes, Mrs. Womack, Ms. Greenleaf, and Mr. Sherman.

Agenda Item VII. Medical Staff

Dr. Mantooth presented the Medical Staff report. She stated that MEC met on April 10th.

Old Business:

- Approval was given to begin the House Officer the prior week. Item sent to bylaws committee to work on.
- Physician-to-Physician communication - experiencing difficulties communicating between staff and doctors. LUA, the smart phone secure texting app, was approved for use 100% of the time beginning May 1st.

New Business:

- Informed Consent discussed. Physicians will be the ones to sign the consent forms.
- Simulation Lab – Dr. Cody, Brittni McGill and Shannon Largent approached the Auxiliary Board and received \$80,000 to purchase equipment and develop the NRHS Simulation Lab.
- Brad Foster presented the Medication Reconciliation Program. Looking to hire 3 individuals for this program. They are hopeful 2 current Pharmacy Residents will transition into this role after their residency ends in June.
- NRHS will not renew the contract with TeamHealth for the Emergency Department. The agreement ends July 31, 2019.
- Department Reports:
 - Emergency Department – Dr. Hoos-Reinke reported they are working on the Radiology read discrepancies and the progress they have made to resolve them. Discussed transfers of patients from one facility to another.
 - Graduate Medical Education Committee – Dr. Cody reported the House Officer contract was discussed. Duty violation hours were reviewed and the committee discussed list of physicians who are willing to serve as preceptors for students.
 - Hospital Medicine – Dr. Whalen reported all performance measures were reviewed.
 - Hospital Quality & Patient Safety Committee – Ms. Anderson identified areas of opportunity this year for projects, pressure ulcers and surgical site infections. AMI mortality rates are being reviewed. Discussed Case Mangers being more involved in patient cases.
 - Medicine Department – Dr. Tedesco reported discussion on revamping the department.
 - Pediatric Hospitalist – Dr. Cook reported units receiving new monitors for speech therapy and occupational therapy for working with pediatric patients. Strep and flu testing offered for schools through the NRH Foundation.
 - Physician Advisory Committee – Dr. Mantooth reported the committee discussed using photographs that could go into the PACS but discovered wound care camera uploads would work. Finished approving LUA app. They

- are working on program to have duplicate medications show up in red in the EMR.
- Radiology – Dr. Landaal reported they are being introduced to and will start working with appropriate use software. Required to be in place by January 1, 2020.
 - Surgery – Dr. Chace reported the department mandated latex free gloves for all scrub techs. Doctors are using them as required. Discussed the surgicalist who would be on call at night for the surgeons. Tried out new Medtronic sutures but did not like the results for the test.

Agenda Item VIII. Patient Quality & Safety Committee

Ms. Greenleaf reported for the Patient Quality & Safety Committee had 2 interesting presentations this month.

- Robin Yoder, Manager Clinics Informatics and Care Coordinator presented a tool for primary care providers to screen for depression. It will help identify highrisk patients who can be contacted by an RN Care Manager for appropriate follow-up.
- Chris Brown, Clinical Specialist Pharmacy has been working with a group to determine what we currently do and what is safer with order sets and processes when administering heparin.

Agenda Item IX. Finance Committee

A. Report from the April 15, 2019 Finance Committee

- Mr. Sherman reported in relation to our peers, our point of sale cash collection has had 6 consecutive months of improvement, days in discharge not final billed is in the green for the first time, denial write-offs had 3 positive months in a row with \$1.7 million under budget for fiscal year 2019.

B. Proposed Vote to Approve or Reject the Resolution Declaring Expectation to Reimburse Expenditures with Proceeds of Future Debt.

ACTION TAKEN: Dr. Weber made a motion to approve the Resolution Declaring Expectation to Reimburse Expenditures with Proceeds of Future Debt as recommended by the Finance Committee. Mr. Pipes seconded and the motion was approved unanimously with votes from Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

C. Mr. Manfredo presented for approval one capital requests item totaling \$268,849:

- HealthPlex Physicians Dining Room Renovation

Recommend Approval of Capital Equipment Purchase Requests

ACTION TAKEN: Mr. Pipes made a motion to approve the Capital Equipment Requests totaling \$268,849 as recommended by the Finance Committee. Ms. Greenleaf seconded and the motion was approved unanimously with votes from Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs.

Womack.

Agenda Item X. Old Business

Mr. Splitt reported the Emergency Department Transition is ongoing. There will be a meeting on Tuesday April 23rd to meet with ED providers and continue the dialogue. This move is being made to better align with our providers, strategy and our pursuit of service line excellence.

Agenda Item XI. New Business

Mr. Splitt passed out a guide he received at the American Hospital Association annual meeting. He reported the group visited the capital and met with Oklahoma delegates Frank Lucas, Kendra Horn, Paul Lankford and staff of other delegates. They attended a session where Medicare coverage was addressed by Mitch McConnell and Nancy Pelosi. Both indicated that "Medicare for all" was not sustainable.

Mr. Splitt announced the award "Partners for Progress" recognition by Moore Norman Technology Center for our long standing support in providing development opportunities for their students and our leaders. The trophy will be displayed in the Executive Offices at the Porter Campus.

Mr. Splitt reported an article written for the McAlester newspaper featuring the meeting with Oklahoma's Speaker of the House and members of the Board of LifeCare. Discussed Medicaid expansion and the Governor's perception/position on the subject. A statewide ballot initiative to place Medicaid Expansion on the next voter ballot has been launched.

Agenda Item XII. Administrative Report

Mr. Splitt reported the mock survey was very successful. We will do another one later in the year in order to prepare for the actual survey from The Joint Commission.

Mrs. McGill reported hosting a nurse-recruiting event at El Toro Chino on April 17th. Each of our inpatient departments that have open nursing positions operated a "booth". They conducted 44 interviews that evening and HR was available to answer questions and provide salary information for 18 applicants. They did social media live spots and had a great turnout for the first event.

Mr. Splitt reported a Donate Life Celebration was held today on the Porter campus. We host this special event each year to recognize and encourage organ donation. We had 5 donors at the HealthPlex and 8 at Porter last year.

Agenda Item XIII Proposed Executive Session

- A.** Proposed Vote to Convene an Executive Session Pursuant to 25 Okla. Stat. Section 307 B.4. to Discuss with Legal Counsel Pending Internal Peer Review/Credentialing Investigation Regarding the Medical Staff Members/Applicants Listed Below

ACTION TAKEN: Dr. Weber made a motion to adjourn into Executive Session. Mr. Pipes seconded and the motion was approved unanimously with aye votes from Dr. Anwar, Dr. Weber, Mr. Pipes, Dr. Kimpel, Ms. Greenleaf, Mrs. Womack and Mr. Sherman.

Ms. Wells, Ms. Anderson, Mr. Loftus and Dr. Lynds, DO left the room at this time.

- B.** Medical Staff Recommendations Regarding the Medical Staff Members/ Applicants as Listed in XIII.B 1-2 Below.

1. Recommend New Provisional Medical Staff Appointments:

- a. Carlos Molina, MD – Teleradiology
- b. Michael Sentome, MD – Teleradiology
- c. Regina Rhoades, DPM – Teleradiology
- d. E. Kim King, DO – Medicine
- e. Kristen Hodges, PA-C – Surgery
- f. Jordan Hobbs, PA-C, Surgery
- g. Jackson Laizure, APRN-CNP – Medicine

2. Recommend Medical Staff Reappointments:

- a. David Bobb, MD – Surgery
- b. Christopher Paskowski, MD – Surgery
- c. Michael O'Brien, DO – Surgery
- d. Lana Nelson, DO – Surgery
- e. Philip Bird, MD – Medicine
- f. Michael Mullins, MD – Anesthesia
- g. Scott Proctor, MD – Anesthesia
- h. Michael Porter, MD – Emergency Medicine
- i. Eric Thompson, MD – Pathology
- j. Gordon Bean, DPM – Surgery
- k. Christopher Espinoza-Ervin, MD – Surgery
- l. Patrick Livingston, DO – Medicine
- m. John Christiansen, MD – Medicine
- n. Mary Underhill, PsyD – Surgery
- o. Kimberly Franks-Martens, APRN-CNP – Surgery

- C.** Request to Adjourn Out of Any Such Executive Session and Return to Regular Session

ACTION TAKEN: Dr. Weber made a motion to adjourn out of Executive Session and return to regular session. Mr. Pipes seconded, and the motion was approved unanimous aye votes from Dr. Anwar, Mrs. Greenleaf, Dr. Weber, Dr. Kimpel, Mrs. Womack, Mr. Pipes and Mr. Sherman.

Mr. Sherman noted the Board returned to regular session. There were no decisions or votes taken except to return to regular session and any information shared during the Executive Session is privileged and needs to remain in Executive Session.

- D. Proposed Vote to Approve or Disapprove the Medical Executive Committee Recommendations Regarding Credentialing of the Referenced Medical Staff Members as Listed in XII B 1-2.**

ACTION TAKEN: Dr. Weber motioned to approve credentialing items as recommended by Medical Executive Committee and Credentials Committee of all referenced Medical Staff members listed in XII B 1-2. Dr. Anwar seconded, and the motion was approved with unanimous aye votes from Dr. Anwar, Dr. Kimpel, Ms. Greenleaf, Mrs. Womack, Mr. Pipes and Mr. Sherman.

Agenda Item XIV Board Open Discussion

None

Agenda Item XV. Adjournment

ACTION TAKEN: Mr. Weber made a motion to adjourn the meeting at 6:54p.m. Dr. Kimpel seconded, and the motion passed unanimously with aye votes from Dr. Anwar, Dr. Weber, Mr. Pipes, Dr. Kimpel, Ms. Greenleaf, Mary Womack and Mr. Sherman.

Respectfully Submitted,



Tom Sherman, Vice-Chair/Secretary

