



NORMAN REGIONAL HOSPITAL AUTHORITY
Board Meeting
July 22, 2019

MINUTES

The Norman Regional Hospital Authority met in monthly session Monday, July 22, 2019, at 5:30 p.m., in the Norman Regional Hospital Board Room. The meeting Agenda was posted July 19, 2019, on the NRHS and Norman websites and at the entrance to Norman Regional Hospital.

Members Present: Muhammad Anwar, MD
Doug Cubberley, Chairman
Joan Greenleaf
James (Jeff) Kimpel, Ph.D.
Tom Sherman, Vice Chair/Secretary
Jerome (Jerry) Weber, Ph.D.
Mary Womack

Members Absent: Diane Chamber, MD
Kevin Pipes

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
Ken Hopkins, CFO
Brittini McGill, VP & CNO
Paula Price, VP Strategy & Growth
Dr. Aaron Boyd, Chief Medical Officer
Bryce Ell, Administrative Fellow
Karen Reiger, Attorney, Crowe & Dunlevy
Lisa White, Manager Performance Improvement
Jenny Anderson, Director Quality & Performance Improvement
Kelly Wells, Director Planning & Communications
Brian Loftus, Business Planning Lean Specialist
Amanda Jones, Director Food & Nutrition Services
Benjamin Robinett, Chef
Vanessa Tiger, Sous Chef
Jan Emmons, Director Emergency Services
Kyle Hurley, System Manager, Emergency Services
Kacey White, RN, Emergency Department
Jason Carter, Supervisor Nursing, Emergency Department
Stephanie Gehrke, Supervisor Nursing, Chest Pain Center
Miranda Hoos, Supervisor Nursing, Emergency Department
Paul Arcaroli

Recorder: LaRue Putman, Department Assistant

Agenda Item I. Meeting Called to Order

Mr. Cubberley called the July 22, 2019, Norman Regional Hospital Authority meeting to order at 5:32 p.m.

Agenda Item II. Introduction and Recognition of Outstanding Healers

- A. August 2019 Healer of the Month – Kacey White, RN, Emergency Department, introduced by Kyle Hurley, System Manager, Emergency Services.

Mr. Cubberley presented Mr. Hurley who presented Ms. White as the Outstanding Healer for August 2019. Mr. Hurley introduced Kacey and her family (grandmother, parents, and boyfriend) and spoke of Kacey's enthusiasm and professionalism. She has chaired the Shared Governance Committee and is working toward her Certification in Emergency Medicine. She also works to provide clothing to needy patients through the Emergency Department clothes closet. Co-workers describe her as kind, thoughtful, and a team player. Kacey participates in missions trips, recently to Guatemala. She has won several state championships in dirt bike racing. Dr. Jawed mentioned seeing Kacey a couple years ago in the ED when he was there with his mother; recently he saw Kacey again and she asked about his mother, whom she hadn't seen in 2 years. This is an example of Kacey's caring spirit.

Ms. White thanked everyone for the opportunity to do something she loves, especially time with patients who are for a short time her family.

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

Mr. Carter, Ms. Gehrke, Ms. Hoos, Ms. Emmons, Mr. Hurley, and Ms. White and her guests left the meeting at 5:38 p.m.

Mr. Splitt, Ms. Jones, and Chef Ben announced Norman Regional has been chosen as one of the hospital culinary teams from across the U.S. to compete in the Association of Healthcare Foodservice (AHF) annual culinary competition in Scottsdale, AZ. NRHS will be represented by Chef Ben and Sous Chef Vanessa Tiger. The competition focuses on meals that could be served to patients in a healthcare setting and includes specific rules about nutritional content and cost. For the competition, Chef Ben and Vanessa they selected trout, potatoes, and broccolini from a predetermined market basket of items. They will be preparing Sous Vide Poached Trout Mousseline with Red Pepper-Prickly Pear Coulis, Gaufrette Potatoes, and Sauteed Broccolini. Tonight's board meal is practice for the team and represents the meal they will be preparing in competition.

Ms. Jones, Mr. Robinett, and Ms. Tiger left the meeting at 5:42 p.m.

Agenda Item III. Board Education: Inspire Health Update

Mr. Splitt reviewed with the board the organizational and community-wide transformational plan known as Inspire Health, highlighting the following:

We are a multi-facility health system; one system with 350+ providers – representing a significant commitment and investment in highly skilled providers who strive to improve our health and wellness – and more than 3,000 healers.

- Norman Regional Health System is a public trust serving in the public interest and functioning as a political subdivision of the state of Oklahoma. In 1946, Norman Municipal Hospital (Porter Avenue) opened with 61 licensed beds and 29 employees. Today, Norman Regional Hospital located on the same Porter Avenue site is licensed for 219 beds and provides a full range of services to our community.
- Norman Regional Moore re-opened 3 years ago following the May 20, 2013 tornado. It is a state-of-the-art outpatient facility with a comprehensive range of outpatient service – including emergency room (24/7), laboratory, imaging, physical therapy, primary and specialty care and outpatient counsel.
- Norman Regional HealthPlex is now 10 years old and is licensed for 168 beds and 22 bassinets in the Level III neonatal intensive care unit.

Since May, nearly 40 Inspire Health presentations were shared with key stakeholders, and community forums are being scheduled for September.

The purpose of sharing this bold, transformational plan is to inform our stakeholders of the need to adapt to the changing environment of healthcare in order to better serve our patients and communities. NRHS is modernizing healthcare delivery, and that plan is called Inspire Health.

Dr. Weber commented that he attended the presentation at Norman Regional Moore last week. It was well attended by people from Moore and South Oklahoma City. Inspire Health was well received by the attendees.

Agenda Item IV. Approval of June 24, 2019, Norman Regional Hospital Authority Board Meeting Minutes

Mr. Cubberley asked for approval of the June 24, 2019, Board Meeting Minutes

ACTION TAKEN: Dr. Weber made the motion to approve the May 23, 2019, Board Meeting Minutes as presented. Dr. Anwar seconded the motion, and the motion was approved unanimously with aye votes from Mr. Cubberley, Ms. Greenleaf, Mr. Kimpel, Mr. Sherman, Dr. Weber, Mrs. Womack and Dr. Anwar.

Agenda Item V. Performance Updates

Ms. Anderson stated we had Hospital Quality and Safety this past week and one of the things that we continue to talk about is how well we are improving our hospital quality and safety. With the incorporation of PDSA we are also seeing sustainment of our improvement efforts. We set goals that help us

continuously improve. We use national benchmarks for goals but once we are achieving those benchmarks we set more aggressive targets. This is reflected in the goals and results of our FY 2019 Quality & Performance Improvement Plan.

Ms. Anderson presented the 2019 Goals/Results of the QPI Plan:

- HCAHPS Scores and NRC Would Recommend Scores in Real-Time - We met the goal to incorporate real-time feedback throughout the organization and standardize how data is used to make improvements in patient experience.
- Mortality measures - All publicly reported Mortality measures are same as national average. We met aggressive target we set for Heart Failure Mortality.
- Hospital Acquired Conditions Reduction Quality Initiative (ICOUGH) – Still working on reaching targets set for these measures. We did see a reduction in Hospital Acquired Pneumonia.
- Emergency Department throughput measures were met in Inpatient, but still working to achieve goals we set in the Outpatient Time of Arrival to Discharge. Additionally, the Goal to reduce blood culture contamination in the Emergency Departments to less than 3%. Moore Emergency department currently less than 3%. HPX/Porter both showed improvement but are slightly above 3%.
- Sepsis measures – Continue to improve upon each FY. Still shy of our goal we set at 70% but above national average.
- Restraint Reduction will continue on our goals for the new fiscal year. In FY19, the goal was almost met.
- Medical Staff Documentation goals have been met.
- Intensive Care Unit (Porter) plan to develop and implement interdisciplinary rounds has been met.
- Stroke Program achieved the Gold Honor Roll Elite Plus award through AHA/ASA and GWTC as planned.
- In the TKA/THA/Hip Fracture Program, three of five goals were met.
- Quality Reporting goals were met across the board.
- Scores with Heart failure mortality, C.diff, Medication errors with Harm, Pressure injuries, Falls with injury were all reviewed.
- Patient Safety Survey return rate improved from last year and RNs accounted for 32% of surveys while 83% of survey participants identified as having direct patient interaction.
- AHRQ Survey results were reviewed including strengths; no categories were in the category 'needs improvement'.
- The three lowest domains as identified by the surveys will become the patient safety focus for the new fiscal year.

NRC Realtime scores were reviewed. Dr. Weber commented that NRHS focuses on improvement through use of surveys. Ms. Greenleaf noted that HQPSC is compiled of good working groups.

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

Mr. Hopkins presented the June 2019 and Fiscal Year 2019 Norman Regional Health System Financial report:

- **Inpatient Volume** – Admissions were slightly above budget. Surgery cases were about 10% below budget. Most places are not seeing any inpatient growth. Ophthalmology explains most of the yearly variance with almost 500 cases below budget.
- **Inpatient Days** – Below budget for the month.
- **Cath Lab Volume** – Very strong this year at 15% better than budget.
- **Outpatient Volumes** – Hospital visits were down for the month, but up from the previous fiscal year.
- **Clinic Visits** – Weakened in June, but were still above budget for the month and the fiscal year.
- **Labor efficiencies** – not good in June, but still beat budget for the year by 1.6%.

June 2019 Financial Performance

| | | |
|---|-----------------------------|---------------|
| • Gross Revenues | (Budget \$169,221,091)..... | \$174,891,679 |
| • Net Patient Revenue | (Budget \$35,684,165)..... | \$38,626,159 |
| • Total Operating Expenses | (Budget \$35,170,018)..... | \$37,633,107 |
| • Total Operating Revenues | (Budget \$36,085,043)..... | \$39,006,965 |
| • Operating Income | (Budget \$915,025)..... | \$1,373,858 |
| • Non-Operating Revenues (Expenses) | (Budget \$911,428)..... | \$5,351,761 |
| • Excess Revenues over Expenses | (Budget \$1,826,453)..... | \$6,725,619 |

Year-to-Date

| | | |
|---|----------------------------|--------------|
| • Operating Income | (Budget \$14,147,602)..... | \$11,818,192 |
| • Non-Operating Revenues (Expenses) ... | (Budget \$10,926,877)..... | \$13,489,593 |
| • Excess Revenues over Expenses | (Budget \$25,074,479)..... | \$25,307,785 |
| • Accounts Receivable Days | (Budget 43 Days)..... | 44.2 Days |
| • Days Cash on Hand..... | | 231.1 Days |

ACTION TAKEN: Dr. Weber motioned to approve the June 2019 NRHS Financial Statements. Mr. Sherman seconded the motion. June financials were approved unanimously with aye votes from Dr. Anwar, Mr. Cubberley, Ms. Greenleaf, Mr. Kimpel, Dr. Weber, Mrs. Womack and Mr. Sherman.

Agenda Item VII. Strategic Planning Committee

Dr. Weber stated the July 2019 Strategic Planning Committee was unable to effect a quorum.

Agenda Item VIII. Finance Committee Meeting

A. Report from the July 2019 Finance Committee

- Mr. Sherman stated the group reviewed the revised Compliance Program with a couple of changes to the document and was sent on for consideration. The plan must be reviewed by another committee before being presented to the Board for final approval.

- Mr. Hopkins presented results of the Oklahoma Hospital Association's (OHA) Financial analysis for OHA members. The analysis compares NRHS's performance to peers in the state as well as national hospital benchmarks. NRHS's performance is highly favorable in every category except one - age of plant. That is one metric that Inspire Health will address.
- A Request For Proposal was released for our a company to assist with our planned revenue bond offering. Candidates have been narrowed down. Both candidates will be on-site for face-to-face presentations and interviews this Wednesday. The Finance Committee and Board Chair will be in attendance.

B. Proposed Vote to Approve or Reject the Resolution for Acquisition of Real Estate located at 2301 36th Avenue N.W.

Mr. Hopkins stated for this property, we have executed a non-binding letter of intent with all negotiated points determined. Pending Board approval, we will issue a binding purchase agreement/contract tomorrow. The property has been appraised and a negotiated price has been determined.

ACTION TAKEN: Dr. Weber made a motion to Approve the Resolution for Acquisition of Real Estate located at 2301 36th Avenue N.W. Ms. Greenleaf seconded and the motion was approved unanimously with votes from Dr. Anwar, Mr. Cubberley, Mr. Kimpel, Mr. Sherman, Dr. Weber, Mrs. Womack and Ms. Greenleaf.

Agenda Item IX. Old Business

Mr. Splitt provided an update about our Leap Frog designation as an A rated hospital at the HealthPlex. Ms. Wells provided an overview of our plans to communicate this notable and impressive achievement.

Mr. Splitt reminded the board that a resolution to acquire individual Medical Park West units was approved by the board last month. Individual MPW member documents are being finalized. Once completed, all members will be contacted to determine their individual interest in the offer.

Mr. Splitt updated that our Compliance Officer is now fulfilling her role on a part-time basis. The search for her replacement is well underway. Interviews are being scheduled for the top two candidates.

Agenda Item X. New Business

Ms. Carter announced the quarterly Provider Networking Event scheduled for July 30, 4:30 p.m. at Madison Square Event Center. In addition to physician networking, the 2nd hour is educational. At this quarter's meeting, Mr. Manfredo will give an update on Inspire Health; Dr. Joseph Seveika, Inpatient Rehab Medical Director, will present information regarding opioid laws; and Dr. Emily Benham, General/Bariatric Surgeon, will speak on acid reflux treatments. We anticipate 30-35 providers will attend and invite the Board to attend as well.

Agenda Item XI. Administrative Report

Mr. Splitt stated that last year was our first year to participate in OU's JCPenney Leadership Program. We had one board fellow participate. This year we have a new fellow named Ryan Neafcy. Mr. Neafcy's resume was shared with board members. Mr. Neafcy will serve as an ad hoc, non-voting board member, and his start date has yet to be determined.

Agenda Item XII. Proposed Executive Session

- A.** Proposed Vote to Convene into Executive Session (i) Pursuant to 25 Okla. Stat. Section 307.B.4. to Discuss with Legal Counsel Pending Internal Peer Review/Credentialing Investigation Regarding (a) the Medical Staff Members/Applicants Listed Below and (b) pending legal action regarding Receiver of Axis Practice Solutions and Axis Practice Management and (ii) to discuss the potential acquisition of real property pursuant to 25 Okla. Stat. Section 307.B.3.

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

Ms. White, Ms. Anderson, Mr. Loftus, Ms. Wells, and Mr. Arcaroli left the room at 7:03 p.m.

- B.** Medical Staff Recommendations Regarding the Medical Staff Members/ Applicants as Listed in XII.B 1-3 Below.

1. Recommend New Provisional Medical Staff Appointments:
 - a. Megan Johanning, DO – Emergency Medicine
 - b. Brant Bennett, MD – Emergency Medicine
 - c. Craig Kennedy, MD – Emergency Medicine
 - d. Eric Reddick, MD – Emergency Medicine
 - e. Graham Roberts, MD – Radiology
 - f. Kenneth Watson, DO – Emergency Medicine
 - g. William Gray, MD – Emergency Medicine
 - h. Kevin Kierl, MD – Emergency Medicine
 - i. Garrett Taylor, MD – Emergency Medicine
 - j. Jeff Johnson, MD – Emergency Medicine
 - k. Jeff Raines, DO – Emergency Medicine
 - l. Brooke Burks, APRN-CNP – Pediatrics
 - m. Dustin Wade, APRN-FNP – Emergency Medicine
 - n. Jennifer Cruz, APRN-FNP – Emergency Medicine
 - o. Harvey Adams, APRN-FNP – Emergency Medicine
 - p. John Pavlus, MD – Teleradiology
 - q. Michael Doxey, MD – Teleradiology
 - r. Michael LaPointe, MD – Teleradiology

- s. Mohammedali Hashmi, DO – Hospital Medicine
2. Recommend Medical Staff Reappointments:
 - a. Steven Jimerson, MD – OB/GYN
 - b. Robert Littlejohn, MD – Pathology
 - c. James Neel, MD – Surgery
 - d. Quang Tu, MD – Surgery
 - e. Kimberly Wise, MD – Surgery
 - f. Christian Sieck, MD – Medicine
 - g. Stephani Porter, PA-C – Surgery
 - h. Christopher Travis, PA-C – Surgery
 3. Recommend Advancement of Medical Staff from Provisional Status:
 - a. Theresa White, DDS – Surgery
 - b. Robert Miller, MD – Teleradiology
 - c. Jeanie Zhang, MD – Teleradiology
 - d. Jeremiah Mattox, PA-C – Emergency Medicine
 - e. Audrianna Sparks, APRN-CNP – Hospital Medicine
- 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. Sherman seconded, and the motion was approved unanimous aye votes from Dr. Anwar, Mr. Cubberley, Ms. Greenleaf, Mr. Sherman, Dr. Weber, Mrs. Womack and Mr. Kimpel.

Mr. Cubberley 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 1-3.

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 1-3. Mr. Kimpel seconded, and the motion was approved with unanimous aye votes from Dr. Anwar, Mr. Cubberley, Ms. Greenleaf, Mr. Sherman, Dr. Weber, Mrs. Womack and Mr. Kimpel.

- E. Proposed Vote to Approve or Reject the Acquisition of Real Property on the Terms Discussed in Executive Session.

ACTION TAKEN: Dr. Weber motioned to approve the Authorization of Richie Splitt to negotiate the acquisition of real property on the terms discussed in Executive Session. Ms. Greenleaf seconded, and the motion was approved with unanimous aye votes from Dr. Anwar, Mr.

Agenda Item XIII. Board Open Discussion

Ms. Womack stated the Board Advance was excellent, very informative and very helpful to her as a new Board Member. She appreciated learning more about various clinics and how the executive team is moving forward.

Mr. Splitt stated that we are gathering topics to review/study at future Board Advances.

Agenda Item XIV. Adjournment

ACTION TAKEN: Mr. Sherman made a motion to adjourn the meeting at 7:28 p.m. Dr. Weber seconded, and the motion passed unanimously with aye votes from Dr. Anwar, Mr. Cubberley, Ms. Greenleaf, Mr. Kimpel, Mr. Sherman and Dr. Weber.

Respectfully Submitted,



Tom Sherman, Vice-Chair/Secretary

