



NORMAN REGIONAL HOSPITAL AUTHORITY
Board Meeting
May 23, 2019

MINUTES

The Norman Regional Hospital Authority met in monthly session Thursday, May 23 2019, at 5:30 p.m., in the Norman Regional Hospital Board Room. The meeting Agenda was posted May 21, 2019 on the NRHS and Norman websites and at the entrance to Norman Regional Hospital.

Members Present:

Doug Cubberley, Chairman
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: Diane Chamber, MD

Others Present: Dr. Robin Mantooh, 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
Courtney Blau, Director
Libby Scott, Attorney, Crowe & Dunlevy
Lisa White, Manager Performance Improvement
Kelly Wells, Director Planning & Communications
Shane Cohea, Director Safety & Security
Todd Droscher, Security Officer
Mike Nabors, Manager Security Services
Patti Davis, President, Oklahoma Hospital Association

Recorder: Claudia Todd, Executive Assistant

Agenda Item I. Meeting Called to Order

Mr. Cubberley called the May 23, 2019, Norman Regional Hospital Authority meeting to order at 5:32 p.m.

Agenda Item II. Introduction and Recognition of Outstanding Healers

- A. June 2019 Healer of the Month – Todd Droscher, Security Officer, introduced by Shane Cohea, Director Safety & Security

Mr. Cubberley Mr. Cohea who presented Mr. Droscher as the Outstanding Healer for June 2019. Mr. Cohea shared Mr. Droscher has been with NRHS for 14 years. He was the 2nd quarter security officer for 2018 and the 2014 & 2018 security officer of the year. Mr. Droscher attended 18 schools during his 12 years of education. His work history spans a wide range from an Occupational Therapy Assistant, real estate agent, Cleveland county sheriff's office, aerospace industry and Century 21. He has been married to Deborah for 37 years and has 2 sons. He enjoys woodworking, home brewing and gardening. He volunteers for a local homeless shelter. He is very respected by coworkers and peers and goes above and beyond in everything he does. He has been instrumental in assisting with various safety situations over the years.

Mr. Droscher thanked everyone. He especially wanted to thank his manager and director for their training, support and having their back while they are out doing their job.

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

Mr. Nabors left the meeting at 5:37 pm.

**Agenda Item III. Oklahoma Hospital Association Update
Patti Davis, President & CEO, Oklahoma Hospital Association**

Mr. Splitt introduced Ms. Davis. Ms. Davis presented highlights of the 2019 Oklahoma Legislative Session. Things change very quickly and there is a very different tone in the legislature since the election. There are 56 freshman legislators: 10 Senators and 46 Representatives and a new Governor. Mr. Stitt's top priority was to give the Governor the ability to appoint state agency heads at their discretion and change some of the appointing authorities that currently exist.

The Oklahoma Hospital Authority's priorities involve stable Medicaid funding with opportunities through a higher Federal Matching Assistance Percentage (FMAP) and Supplemental Hospital Offset Payment Program (SHOPP). They are also seeking federal funding for the uninsured. This is important due to the Affordable Care Act (ACA) cuts in Medicare, Oklahoma deciding not to expand Medicaid and the budget shortfalls starting in 2010. These cuts lead to a 14% cumulative Medicaid cut with federal match losses. Because of improved FMAP rates, we did receive a 3% rate restoration in Medicaid in October 2018. The impact in Oklahoma since 2016 has witnessed bankruptcy of hospitals in Antlers, Atoka, Drumright, Fairfax, Prague, Seiling, Stigler and Vinita. Hospitals have closed in Eufaula, Fredrick, Pauls Valley, Sayre and Willburton.

The impact Statement from Manatt Health consultants and state economists determine

Medicare cuts projected from 2017-2021 will be over 2 Billion dollars with almost 1 Billion dollars in Medicaid cuts since 2010 for a total cut of almost 3.7 Billion. If Oklahoma had decided to accept Federal funding and use the Insure Oklahoma model, we could have brought back over 2 Billion. The Multiplier Impact used by economists estimated Medicare expansion or partial expansion would pay for itself by pumping more money into the economy, hospitals creating more jobs and then pay more state and local income taxes.

Currently 36 states plus the District of Columbia to expand Medicaid, some by ballot initiative. Our Governor is looking at other options besides expanding Medicaid. Two other options include the legislature doing a partial expansion using the Oklahoma Plan or a Medicaid Expansion ballot initiative which is still an option.

The Initiative Petition Process involves the required signatures of registered voters based on the number of total votes cast at the last General Election for Governor which was an all time high of 1,186,385. The number required can change by Statute. Once the Supreme Court makes a decision whether the ballot stands and is in good standing, we have 90 days from filing with Secretary of State to turn in valid signatures. Since this is a constitutional ballot initiative, the Governor has the power to call a special election to vote upon such questions or designate the mandatory primary election as a special election for such purpose.

The Oklahoma Plan, championed by Senator Greg McCortney and Representative Marcus McEntire could have occurred in the 2019 Session. Plan B was being considered by Governor Stitt and the Health Transition Group, but time has run out for this session for either item to be heard.

The largest budget in state history of \$8.3 billion will include \$200 million in the states Rainy Day Fund on top of the \$400 million already there. Included in this budget are:

- SB1044-OHCA – it will restore rate restorations to providers and anticipate hospitals and other health care providers getting a 5% increase in Medicaid rates. We asked for directing language in the appropriation bills to fully fund rural health clinics and hospitals with disproportionate share of payments.
- HB 2767 - New Rate Preservation Fund of \$29 million

Other Key Health Care Bills:

- HB1089-SHOPP extension until 2023 – Signed
- SB704- Living Organ Donor Bill – Signed
- HB2021 – Unity/Medical Marijuana Bill – Signed
- SB575- School Based Telemedicine – Signed
- SB848- Opioid Prescription Limits – Signed

Oklahoma dropped from 43 to 47 since 2017 in America's Health Rankings which is the largest negative change in rank in America and had the 2nd highest uninsured rate in the nation. These statistics are compiled by America's Health Rankings and determined by four factors: individual behavior, community and environment in which you live, availability of clinical care and policy. Governor Stitt's goal is to make Oklahoma a Top Ten state and address our #2 uninsured rate.

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

Mr. Cubberley asked for approval of the April 22, 2019, Board Meeting Minutes

ACTION TAKEN: Dr. Weber made the motion to approve the April 22, 2019, Board Meeting Minutes as presented. Dr. Kimpel seconded the motion, and the motion was approved unanimously with aye votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Mr. Pipes, Ms. Greenleaf, Ms. Womack and Mr. Sherman.

Agenda Item V. Performance Updates

Ms. White presented updates on the following items from the NEWS Walls:

- A. Quality & Performance Improvement –
 - Heart Failure Inpatient Medicare Mortality Rate – meeting target at 2.381%, close to our max goal of less than 2.272%.
 - Overall trend is good and have made a steady decline since 3rd quarter of 2015.

- B. Patient Safety & Accreditation - Reportable Events
 - C-Diff – We have worked hard on this over the past year. Our previous physical year volume was 61 infections while this year we are at 17.
 - Falls with Injury – Projected to be higher than goal this year. We are at 57 through April. Previous volume last year was 69.
 - Pressure Ulcers not Present on Admission - Projected to be higher than target, although we have had none in April and May. Currently sit at 13. We this target will remain on here next year.
 - Medication Errors – Last year we had 17. This year we are at 7. The measures we have taken working with Heparin have helped decrease this trend.

- C. Patient Experience-
 - Real time results volumes don't move much on surveys due to the amount turned in. Since starting the real time results in the 1st quarter, the following results are from the "would recommend" category.
 - Inpatient increased from 78.8% to 83.9%.
 - Emergency Department increased from 70.6% to 72.6%
 - Outpatient increased from 83.6% to 87.2%
 - Clinics increased from 86.0% to 87.0%.

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

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

- **Inpatient Volume** – started to moderate with a slight decline but remained 2.5% over budget.
- **Inpatient Days** – Held at 5.4% above budget. This indicates a higher length of stay.
- **Average Length of Stay (ALOS)** – 6.5% higher for the month.
- **Outpatient Volumes** – improved over April. Hospital visits were at 4.3% ahead of budget. Surgical volume was 2.5% favorable and Cath Lab volume was 23% favorable.
- **Clinic Outpatient Visits** – up 9% from budget in April.

April 2019 Financial Performance

- Gross Revenues (Budget \$171,210,314) \$182,205,635
- Net Patient Revenue (Budget \$36,305,393) \$38,098,783
- Total Operating Expenses (Budget \$35,320,616) \$37,813,135
- Total Operating Revenues (Budget \$36,703,131) \$38,856,309
- Operating Income (Budget \$1,382,515) \$749,963
- Non-Operating Revenues (Expenses) (Budget \$911,389) (\$3,633,825)
- Excess Revenues over Expenses (Budget \$2,293,904) (\$4,383,788)

Year-to-Date

- Operating Income (Budget \$11,764,487) \$10,977,362
- Non-Operating Revenues (Expenses) (Budget \$9,104,041) (\$10,102,677)
- Excess Revenues over Expenses (Budget \$20,868,528) \$21,080,039
- Accounts Receivable Days..... (Budget 43 Days) 41.2 Days
- Days Cash on Hand..... 234.8 Days

ACTION TAKEN: Mr. Pipes motioned to approve the April 2019 NRHS Financial Statements. Dr. Weber seconded the motion. April financials were approved unanimously with aye votes from Mr. Cubberley, 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 May 8th.

Old Business:

- Secure texting App “LUA” was discussed and they continue to get all Healers set up on the App.

New Business:

- Transfusion Report – Healers are pushing to do more emergency releases than Massive Transfusion Protocol (MTP) to reduce unit waste.
- Delirium Policy – Dr. Jawed reported the policy was revised to include a requirement for a CAM score completion if patient appears to be confused.
- Informed Consent – Dr. Mantooth reported they are working to get the informed consent available on computers for treatment after hours. Looking to include

blood product consent as well with an indication if it is anticipated the patient could need a blood transfusion or blood products during treatment.

- Interdisciplinary Advisory Committee (IDAC) – Dr. Tran presented an idea to form the IDAC. Healers would come meet once a week to discuss current complicated patient cases with multiple specialties involved, possibly bringing in the family members for consult if needed.
- Pediatric - Dr. Cook presented the new Pediatric MIT Protocol for medical intervention teams at the HealthPlex. This protocol is for pediatric patients whose conditions suddenly decline. They will conduct drills and education sessions before implementing.

Department Reports:

- Accreditation/Bylaws – Dr. Hill reported they worked on language for the Nocturnist and Proceduralist program to allow Residents to be credentialed while supervised by a board certified physician.
- Emergency Department – Dr. Hoos-Reinke reported they are working on reconciliation of radiology read discrepancies. New guidelines will be released soon for transport of pediatric and neonatal patients thru EMSStat.
- Infection - Dr. Ahmed reported the 98% influenza vaccination rate and hand hygiene practices. There were 2 MRSA and 2 C-Diff for the 1st quarter. They are using robots to clean rooms after discharging C-Diff patients.
- Pathology – Dr. Ingels went over standard quality indicators.
- Pediatrics – Dr. Stoltenberg reported they had a special guest from the Cleveland County Health Department present on postpartum counseling services. Discussion clarifying information to new mothers about frenulum and tongue tie concerns. Speech and Language Therapy Services had an update on Pediatric MIT Protocol. They are working to obtain perinatal certification through The Joint Commission.
- Physician Advisory – Dr. Mantooh reported informed consent and downtime procedures were discussed.
- Residency Update – Dr. Mantooh reported a change in billing with Medicare for providers who work with residents.
- Surgery – Dr. Wilson reported review of policies.

Medical Staff Reports:

- Dr. Mantooh attended a Drug Enforcement Association (DEA) conference and reminded providers they can report non-fatal controlled substance overdoses through the departments Prescription Monitoring Program (PMP) website with no patient identifiers. Reviewed the rules and regulations policy of signing patient notes.

President & VP Reports:

- Brittini McGill reported a critical incident debriefing was held thru the health systems employee assistance program.
- John Manfredo reported new wellness surveys are starting. It was noted our happiest physicians are in the 85th percentile according to national data. Improvements to the Physicians lounge will begin June 1st.
- Paula Price reported they are in the final stages for the strategic plan for new improvements and development in the health system.

- Meegan Carter reported effective June 1st, Dr. Ronnie Keith will transition from a bariatric surgeon to a surgical hospitalist position.
- Richie Splitt reported the transition from Big Hairy Audacious Goal (BHAG) to “Inspire Health”. Mr. Hopkins has begun the process of searching for a financial advisor for the project.

Open Discussion:

- Dr. Mantooth reported they have discussed creating a document detailing current updates relevant to all departments and committee meetings to share with all departments.

Mrs. Davis left the meeting at 6:33pm.

Agenda Item VIII. Strategic Planning Committee

Dr. Weber reported for the Strategic Planning Committee.

- Brittini McGill provided information on patient care. We received an official notification from The Joint Commission the Stroke Survey was approved. We are doing a system-wide upgrade to our bedside monitors to match the 2019 version. We hosted a Bariatric Event with good attendance and participation.
- EMSStat and the Cardiovascular Clinical Excellence Service Line won the American Heart Association Mission Lifeline award.
- Currently implementing the electronic anesthesia medical record into Meditech.
- EMSTAT & the City of Norman are converting radios to standard communication among first responders.
- Bryan Loftus discussed the new strategic planning tool, Trilliant Health Analytics. The next steps are to develop a working group to increase patients to stay within the health system for care.
- Paula Price reported the name and image branding have been revealed for the former BHAG. Paula Price, Bryan Loftus and Kelly Wells will facilitate strategic plans for committee’s review for 2020-2024
- Meegan Carter provided an update on providers joining Norman Regional Health System in the upcoming months.

Agenda Item IX. Finance Committee

A. Report from the May 20, 2019 Finance Committee

- Mr. Sherman reported Norman Regional has participated the last 3 years in the Comprehensive Joint Replacement Bundle Payment Program. During this three year period, our efficiencies earned a reconciliation payment of \$235,000 the 1st year, \$458,000 the 2nd year and \$566,000 the 3rd year. This excellent performance has gained national attention and Medicare has selected NRHS for a site visit in late June. They will examine how we have set this up, what we are doing right and what we can improve on.

B. Mr. Manfredo presented for approval two capital request items totaling \$268,849:

- A. 3503 EZ Slide Operating Room Table – cost \$71,408

B. Refurbishment of the First Aid Station at the Gaylord Family Oklahoma Memorial Stadium – cost \$75,000

Mr. Cubberley stated the Capital Request items would be recommended for approval as separate items:

ACTION TAKEN: Dr. Weber made a motion to approve the Capital Equipment Request for the 3503 EZ Slide Operating Room Table, cost \$71,408 as recommended by the Finance Committee. Dr. Kimpel seconded and the motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

ACTION TAKEN: Dr. Weber made a motion to approve the Capital Equipment Request for the Refurbishment of the First Aide Station at the Gaylord Family Oklahoma Memorial Stadium, cost \$75,000 as recommended by the Finance Committee. Mr. Pipes seconded and the motion was approved with raised hand votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Mr. Pipes, Mr. Sherman and Mrs. Womack. Mrs. Greenleaf voted no. Dr. Kimpel abstained.

C. Proposed Vote to Approve or Disapprove Investment Policy Request as Recommended by the Finance Committee

ACTION TAKEN: Recommendation from Investment Committee and Finance Committee. The motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

D. Recommend Purchase of 500 S.W. 4th Street, Moore Property HealthPlex Physicians Dining Room Renovation

ACTION TAKEN: Dr. Kimpel made a motion to approve the purchase of 500 S.W. 4th Street, Moore Property as recommended by the Finance Committee. Ms. Greenleaf seconded and the motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

E. Recommend Porter Campus Lease Renewel

ACTION TAKEN: Dr. Weber made a motion to approve the Porter Campus Lease Renewal as recommended by the Finance Committee. Dr. Anwar seconded and the motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

F. Recommend Annual Incentive Plan Document Renewal

ACTION TAKEN: Mr. Pipes made a motion to approve the Annual Incentive Plan

Document Renewal as recommended by the Finance Committee. Dr. Anwar seconded and the motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

Agenda Item X. Old Business

Discussion on Medical Park West buyout of minority members. A new Resolution will be presented to the NRHA Board next month for consideration to change from unanimous vote and to individual investor buyout at market value.

Agenda Item XI. New Business

Shane Cohea presented the 2018 Annual Elevation of the Environment of Care Management Plan. Over the past year, they had 34,707 calls to security. The trend has shifted towards the HealthPlex. There were 912 total findings and 448 life safety related work orders. We hosted an Ebola Drill with the Center for Disease Control (CDC) and the State Health Department. They have performed a couple of infant abduction drills. About 50% of our officers have Crisis Intervention Training (CIT). Mr. Cohea thanked the board for the approval to purchase the facial recognition software to help make the campuses safer.

ACTION TAKEN: Dr. Webber made a motion to approve the 2018 Annual Evaluation of the Environment of Care Management Plan as recommended by Safety & Security. Mrs. Greenleaf seconded and the motion was approved unanimously with votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Dr. Kimpel, Ms. Greenleaf, Mr. Pipes, Mr. Sherman and Mrs. Womack.

Mr. Cohea and Mr. Droscher left the meeting at 7:23pm

Agenda Item XII. Administrative Report

Mr. Splitt reported May 22nd was the 100th anniversary of the Oklahoma Hospital Association. For over 100 years, they have worked to standardize and improve health care across Oklahoma. Mrs. Davis is only the 4th President/CEO in their long history.

Dr. Patrick Cody, Emergency Department, recognized by the Oklahoma Ambulance Association with a Lifetime of Excellence Award. He was honored for his leadership and involvement thru the years. Mrs. Greenleaf noted he started as an EKG Tech in the Emergency Department.

Mr. Splitt reported October 16 -18 is the annual Vizient Leadership Conference in Phoenix, AZ. Vizient will cover the cost of registration and hotel for trustees who are able to attend. More information to follow.

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. Dr. Kimpel seconded and the motion was approved unanimously with aye votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Mr. Pipes, Dr. Kimpel, Ms. Greenleaf, Mrs. Womack and Mr. Sherman.

Ms. Wells and Ms. White left the room at 7:26pm.

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

1. Recommend New Provisional Medical Staff Appointments
 - a. Jeffrey Bivens, PA-C - Medicine
2. Recommend Advancement of Medical Staff from Provisional Status:
 - a. Grant Meltzer, MD – Hospital Medicine
 - b. Lauren Pratt, PA-C – Allied Health – Hospital Medicine
3. Recommend Medical Staff Reappointments:
 - a. Michael Saumur, DDS – Surgery
 - b. Stephen Ingles, MD – Pathology
 - c. James Seay, MD – Pathology
 - d. Nicholas Plants, DPM – Surgery
 - e. Stephen Lindsey, MD – Medicine
 - f. Elizabeth Walker, DO – Emergency Medicine
 - g. Valerie Manning, DO – Emergency Medicine
 - h. Stephen Connery, MD – Medicine
 - i. Rebecca Gatewood, APRN-CRNA – Anesthesia

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

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. MDr. Kimpel seconded, and the motion was approved with unanimous aye votes from Mr. Cubberley, Dr. Anwar, Dr. Kimpel, Ms. Greenleaf, Mrs. Womack, Mr. Pipes and Mr. Sherman.

Agenda Item XIV Board Open Discussion

Mr. Cubberley referred to the two articles provided in the packet regarding Physician Employment and Understanding Employment Strategy. He requested to hold a study session for the Board on a Saturday to review our own process for overseeing the growth/addition of new healers to our health system. Claudia Todd will look for a date to reserve for this process.

Mr. Splitt provided a pen at each place setting with the new BHAG theme "*InspireHEALTH*". *InspireHEALTH* is our new theme that describes our ongoing commitment and transition toward a modern healthcare delivery organization. It was selected based on our seven plus decades of actively reimagining and transforming healthcare in our communities. Since we've been inspiring excellence, quality, innovation and health since our opening in 1946, *InspireHEALTH* is a natural fit for this transformational plan.

Agenda Item XV. Adjournment

ACTION TAKEN: Mr. Sherman made a motion to adjourn the meeting at 8:01p.m. Ms. Greenleaf seconded, and the motion passed unanimously with aye votes from Mr. Cubberley, Dr. Anwar, Dr. Weber, Mr. Pipes, Dr. Kimpel, Ms. Greenleaf, Mary Womack and Mr. Sherman.

Respectfully Submitted,



Tom Sherman, Vice-Chair/Secretary

