



NORMAN REGIONAL HOSPITAL AUTHORITY  
Board Meeting  
September 26, 2022

M I N U T E S

The Norman Regional Hospital Authority met in monthly session Monday, September 26, 2022 at 5:30p.m. in the Porter Board Room . The meeting Agenda was posted September 22, 2022 on the NRHS and City of Norman websites and at the entrance to Norman Regional Hospital.

Members Present: Joan Greenleaf  
Kevin Pipes  
Jerome (Jerry) Weber, Ph.D.  
Dianne Chambers, MD  
Muhammad Anwar, MD  
Mary Womack  
Paula Roberts  
James Chappel

Others Present: Richie Splitt, President & CEO  
John Manfredo, COO  
Brittni McGill, CNO  
Ken Hopkins, CFO  
Meegan Carter, VP Population Health & Wellness  
Paula Price, VP Strategy & Growth  
Joe Voto, MD, Chief of Medical Staff  
James Bond, MD, Chief of Medical Staff Elect  
Kara Cornell, Administrative Fellow  
Jack DeLester, JC Penny Leadership Fellow  
Jenny Anderson, Administrative Director Quality & Performance  
Lisa White, Manager, Performance Improvement  
Larry Harden, Administrative Director, Risk Management  
Melissa Herron, Director, Integrated Marketing  
Kelly Dexter, Manager, Education Center & Media Services  
Terra Collie, Director Patient Care Services  
Amy Arnold, Nurse Manager  
Shannon Largent, Administrative Director, Patient Care Services & Accreditation  
Cassie Chaffin, Supervisor, Clinical Education  
Stephanie McGinnis, Specialist, Education  
Kelia Crabbe, Specialist, Clinical Education  
Jessica Smith, student nurse  
Wendy Fiebrich, Executive Director, Volunteer Services  
Caley Williams, FORVIS  
Jessica Elsberry, FORVIS  
Gina Morgan, Director, Finance  
Delinda Wheeler, Manager Finance  
Larry, guest

Gary Tillman, guest  
Catherine Sison, BSN, RN, Nurse Manager, 3NW  
Jamie Iweriebor, Patient Care Technician

Members Absent: Doug Cubberley

Recorder: Claudia Todd, Executive Assistant

### **Agenda Item I. Meeting Called to Order**

Ms. Womack called to order the September 26, 2022, Norman Regional Hospital Authority business meeting at 5:30p.m.

### **Agenda Item II. Introduction and Recognition of Outstanding Healers**

#### **A. October 2022 Healer of the Month – Jamie Iweriebor, Patient Care Technician**

Ms. Womack introduced Catherine Sison, BSN, RN, Nurse Manager, 3NW.

Ms. Sison shared Ms. Iweriebor has worked at Norman Regional since November 2021. She was born and raised in Oklahoma and with her husband, now raises their own 2 daughters here.

Ms. Sison shared that patients love and adore Ms. Iweriebor. Often patients comment how friendly and loving she is and attribute their recovery to her caring nature. She always has a smile and an infectious laugh. She has a heart of gold and a willingness to help where needed. She provides loving support and care to her patients, their families and her fellow healers.

Ms Iweriebor thanked everyone for the honor and appreciates the support of her fellow healers.

Ms. Womack congratulated and thanked Ms. Iweriebor 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. Sison, Ms. Iweriebor and Ms. Collie left the meeting at 5:35pm.

### **Agenda Item III. Board Education: Clinical Academic Partnerships**

Ms. Shannon Largent, Administrative Director of Patient Care Services and Accreditation shared the evening's education topic is Clinical Academic Partnerships: Transition to Practice, An Investment in NRHS's Workforce Future. Ms. Largent shared the Transitions to Practice team is a true multi-disciplinary process.

Wendy Fiebrich, Executive Director NRHS Auxiliary and Volunteer Services shared the extensive list of colleges around the state and cross the country that are academic partners with Norman Regional. In FY22, the high school internship program was expanded to include Norman and Moore Public School systems. Currently, two students are rotating through 29 various clinics/departments for 15 weeks - including primary and specialty care clinics, clinical dieticians, clinical education, lab and patient care units. At the same time, as part of the Teen Hero/College Volunteer programs, 199 college student and 44 teen volunteers served over 8,800 hours within NRHS. Both programs provide a great opportunity for students and volunteers be exposed to multiple areas of the hospital while providing a robust educational experience. The goal is to spark the interest of these students to pursue a career in medicine.

Stephanie McGinnis, Education Specialist Learning Resources shared the shadow/observation experience provides participants the opportunity to observe specific disciplines of medicine. This is an important part of the college application process. Although shadowing provides no specific curriculum and is an observation occasion only, students are still required to onboard the same as a NRHS healers.

In Clinical Rotations, students work alongside NRHS clinicians. In FY22, NRHS oriented over 1,000 students in various disciplines to prepare for clinical rotations and shadowing opportunities. This program both trains students and serves as a fantastic recruitment tool.

Kelia Crabbe, MSN, RN Transition to Practice Specialist provided an update on the NRHS and OU College of Nursing program partnership. The first cohort of 24 new OU College of Nursing students began in August 2022 with clinical rotations to follow in October. The didactics and lab training will be held at NRHS starting in August 2023 with additional cohorts commencing each August with a total of 48 students on site each semester.

The Student Nurse Partners program (SNP) program was developed by NRHS due to COVID's restrictions on student's access to direct clinical exposure. The program provides flexibility in the educational setting, builds confidence and competence in nursing care delivery, increases recruitment opportunities and provides compensation for clinical hours while achieving a semester of academic credit. NRHS realized a 100% program completion rate and an 88% program retention rate.

Cassie Chaffin, MSN, RN Supervisor, Nurse Residency & Extern Program shared the NRHS Nurse Extern program which began in 2019, offers senior nursing students the opportunity to enhance their professional growth in the nursing field with on-the-job experience in a multi-campus health system with multiple Centers of Excellence and nationally accredited programs. The assigned rotation spans about one year and students are matched to a unit for a seamless transition. Students continue their education and are employed at NRHS concurrently.

The Nurse Residency Program is an added layer of competency, bridging the gap between the student nurse and an accomplished RN professional. The evidence-based curriculum offers residents a collaborative learning environment to successfully transitioning into clinical practice. In 2017, NRHS partnered with Vizient for a curriculum

designed to increase the overall confidence of the new graduate RN by increasing critical thinking, providing peer support and mentoring, exposure to skills and system thinking and providing leadership and professional development.

Ms. McGinnis shared NRHS has a strong relationship with local colleges and universities and professional associations. NRHS conducts numerous site visits and outreach with students informing them on the specific programs and the culture at NRHS.

Ms. Chaffin shared two NRHS presentations were selected to be showcased at Vizient conferences and in online classes. They are “Blood Loss in Delivery: Lost in Transition” and “When AFE Strikes Simulation Can Keep you Prepared”.

Ms. White, Ms. Largent, Ms. Chaffin, Ms. Crabbe, Ms. McGinnis, Ms. Fiebrich and Ms. Arnold left the meeting at 6:00pm.

#### **Agenda Item IV. Approval of August 22, 2022, Norman Regional Hospital Authority Board Meeting Minutes**

**A.** Ms. Womack asked for approval of the August 22, 2022 Board Meeting Minutes

**ACTION TAKEN:** Dr. Weber made the motion to approve the August 22, 2022 Board Meeting Minutes. Mr. Pipes seconded the motion, and the motion was approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

#### **Agenda Item V. 2022 Audit Presentation**

Mr. Hopkins introduced Carley Williams, CPA and Jessica Elsberry from Forvis.

Ms. Elsberry reported that FORVIS issued an unmodified “clean” opinion for NRHS as they have every year. Ms. Elsberry reviewed accounting policies, financial statement disclosures, audit adjustments and areas of emphasis, required communications, revenue recognition, management override of controls, adoption of GASB statement No. 87, government grants under the CARES Act and ARPA.

Mr. Williams briefly reviewed the Balance Sheet and Income Statement within the Audit. He reported no significant changes from years past outside of the impact of COVID-19 and indicated this is still being seen nationwide.

**ACTION TAKEN:** Dr. Weber made the motion to approve the 2022 Audit Report as recommended by the Finance Committee. Mr. Pipes seconded the motion, and the motion was approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

## **Agenda Item VI. Performance Update**

Ms. Anderson, Administrative Director Quality & Performance, presented an update on the Health System Quality & Patient Safety Committee (HQPSC) and presentations at Vizient conferences.

Ms. Anderson shared an overview of the reporting structure from the Board down to the departments reporting up to the HQPSC. The HQPSC:

- Meets every other month, opposite of Board Quality
- Reviews presentations on current Plan, Do, Study, Act formulas (PDSA's)
- Receives updates on quality and safety metrics – examples include the Lab Transfusion Safety Report and the Diagnostic Imaging Technique and Safety Report.

Currently HQPSC is monitoring or actively participating in the following PDSA's:

- Risk/Compliance has a PDSA to reduce the loss of patient personal items such as dentures and hearing aids. A process was piloted to provide purple patient bags and small plastic storage boxes to patients at the registration desk to ensure patients belongings were securely stored together prior to admission.
- In July, the Pharmacy department began developing a PDSA reviewing the procedure for overriding of medications and decreasing medication error rates. The goal is set for a 5% reduction, matching the national average.
- Primary Care Clinics created a call center to assist with incoming and roll over calls. This allows the desk clerk to better greet and assist patients checking in.
- Ambulatory Care implemented a patient education pamphlet to address questions and reduce Inpatient and ED admission post Outpatient Chemo visits
- Care Coordination is working to increase the number of patients that will accept and attend Behavioral Health referrals by providing Clinic Care Coordinators. The Care Coordinators meet and explain to patients the process and benefits of the services, ensuring a better transition to care.
- Center of Excellence is developing a plan to ensure all heart failure patients attend their follow-up appointments post-discharge and within 7 days to help reduce readmissions.

Ms. Anderson shared NRHS submitted and presented three projects for presentations during Vizient conferences this year. The first presentation selected addressed Social Determinants to Advance Health Equity Goals highlighting the NRHS Food Pharmacy. This presentation was presented by Kristin O'Neal and Wendy Fiebrich this summer. The second presentation selected was the Ready, Set Go! Preparing Practice-Ready Nurses. This presentation was recorded and presented virtually by Stephanie McGinnis and Kelia Crabbe.

## **Agenda Item VII. Medical Staff**

- A. Dr. Voto presented the Medical Staff report. He stated the Medical Executive Committee (MEC) met on September 14, 2022. MEC covered a number of topics including – Vaccination schedules for healers, Inspire Health updates, Surgery

Department updates, Medical Credentialing report and Department/Committee reports.

### **Agenda Item VIII. Strategic Planning Committee Meeting**

- A. Ms. Womack announced a summary of the Strategic Planning Committee Meeting is included in the board packet. Dr. Weber is available to address questions.

### **Agenda Item IX. Finance Committee**

- A. Mr. Hopkins reported the Finance Committee met September 19, 2022.
- B. Mr. Hopkins presented the Norman Regional Health System Financial report for August 2022:

#### **August 2022 Financial Performance**

- Gross Revenues ..... (Budget \$241,736,781)..... \$228,488,358
- Net Patient Revenue ..... (Budget \$48,403,446)..... \$46,474,526
- Total Operating Expenses ..... (Budget \$48,837,682)..... \$49,836,168
- Total Operating Revenues ..... (Budget \$47,073,773)..... \$46,909,976
- Operating Income ..... (Budget \$117,968)..... (\$2,926,192)
- Non-Operating Revenues (Expenses) ..... (Budget \$861,684)..... (\$1,477,659)
- Excess Revenues over Expenses ..... (Budget \$979,652)..... (\$4,403,851)

#### **Year-to-Date**

- Operating Income ..... (Budget \$986,456)..... (\$10,038,430)
- Non-Operating Revenues (Expenses) ..... (Budget \$1,722,629)..... (\$4,636,943)
- Excess Revenues over Expenses ..... (Budget \$736,173)..... (\$5,401,487)
- Accounts Receivable Days ..... (Budget 48 Days)..... 47.5 Days
- Days Cash on Hand..... 156.5 Days

- C. Mr. Hopkins provided an informational update regarding NRHSs Recovery & Transformation process. Efforts continue to reduce costs, grow revenue and prepare for our transition to a new model of healthcare delivery (Inspire Health).

**ACTION TAKEN:** Dr. Weber motioned to approve the August 2022 NRHS Financial Statements. Dr. Anwar seconded the motion. August 2022 Financials were approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

- D. Mr. Hopkins presented for approval 3 capital request items totaling \$1,023,336

- a. Surgical Software: \$286,069
- b. Nurse Station Update: \$88,031

c. HIT Data Storage: \$652,236

**ACTION TAKEN:** Mr. Pipes made a motion to approve the Capital Equipment Requests at a total cost of \$1,023,336 as recommended by the Finance Committee. Dr. Weber seconded and the motion was approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

E. Mr. Hopkins presented the Proposed Healer Gainsharing Goals for FY2023

**ACTION TAKEN:** Dr. Weber made a motion to approve the Proposed Healer Gainsharing Goals for FY2023. Ms. Roberts seconded and the motion was approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

**Agenda Item X.      Old Business**

None

**Agenda Item XI.      New Business**

None

**Agenda Item XII.      Administrative Report**

Ms. Splitt shared the following:

- The Norman Regional Nine (NR9) open house is scheduled for Saturday. October 22<sup>nd</sup>
- The October 24<sup>th</sup> Board of Trustees meeting may move to NR9 to accommodate a tour and the business meeting. Additional information will follow.
- The Oklahoma Hospital Association (OHA) annual CONNECT 2022 conference will be November 9-11. Trustees are invited to register and attend.
- The NRHA annual Board Advance to be scheduled sometime in early 2023.

Mr. Manfredo presented an update on Inspire Health construction progress at the NR9 campus and the Porter campus.

Ms. McGill shared the week long Vizient Joint Commission Mock survey was successful and provided great preparation for the upcoming accreditation visit from the Joint Commission. NRHS is quickly approaching the 18-month survey window.

Ms. Carter provided an update on the Medicaid Managed Care program selection process and the potential timelines.

Ms. Anderson, Ms. Herron, Mr. Tillman and Mr. Larry left the meeting at 6:50pm.

### **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. Chappel seconded and the motion was approved unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

**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. Khairuddin Memon, MD – Radiology – Active
- b. Michael Martin, MD – Surgery – Active
- c. Hunter Graham, APRN-CRNA – Anesthesia – Allied Health
- d. Courtney Smith, APRN-CRNA – Anesthesia – Allied Health
- e. Tracy Mast, APRN-CNP – Pediatrics – Allied Health
- f. Xavier Garcia-Rojas, MD – Radiology – Privileges Only
- g. Jill Furubayashi, MD – Radiology – Privileges Only
- h. Ryan Frederickson, MD – Radiology – Privileges Only
- i. Jonathan Coll, MD – Radiology – Privileges Only
- j. Shannon Bownds, MD – Radiology – Privileges Only
- k. Neil Anand, MD – Radiology – Privileges Only
- l. Jeremiah Jansen, MD – Radiology – Privileges Only
- m. Matthew Hermann, MD – Radiology – Privileges Only
- n. Michael Karachalios, MD – Radiology – Privileges Only
- o. Clayne Benson, MD – Cardiovascular Medicine – Privileges Only

**2. Recommend Advancement of Medical Staff from Provisional Status:**

- a. Meghan Saumur, MD – Surgery – Active
- b. Kayla Barnard, MD – Surgery – Active
- c. Max Cieminski, DO – Emergency Medicine – Active
- d. Garrett Scott, MD – Anesthesia – Active
- e. Ashley Billings, APRN-CRNA – Anesthesia – Allied Health
- f. Mark Sauerwald, DO – Nocturnist – Hospital Medicine – Privileges Only
- g. Natalie Siegfried, DO – Nocturnist – Hospital Medicine – Privileges Only
- h. Laura Swant, DO – ECMO – Cardiovascular Medicine – Privileges



- Only
- i. Aly El Banayosy, MD – ECMO – Cardiovascular Medicine – Privileges Only
- j. Marc Maybauer, MD – ECMO – Cardiovascular Medicine – Privileges Only
- k. Mircea Mihu, MD – ECMO – Cardiovascular Medicine – Privileges Only

3. Recommended Medical Staff Reappointments:

- a. Allen Baughman, DO – Emergency Medicine – Active
- b. Ernest “Byron” Foster, MO – Emergency Medicine – Active
- c. Joseph Saveika, MD – Medicine – Active
- d. Saria Rafai, MD – Medicine – Active
- e. Cynthia West, DO – Pediatrics – Active
- f. James Fields, MD – Pediatrics – Active
- g. Julia Stoltenberg, MD – Pediatrics – Active
- h. Paul Le, MD – Anesthesia – Active
- i. Melissa Jennings, MD – Anesthesia – Active
- j. Lisa Waterman, DO – OB/GYN – Active
- k. Stephanie “Allison” Carter, MD – OB/GYN – Active
- l. Matthew Carson, MD – Surgery – Consulting
- m. Christopher Parker, MD – Medicine – Consulting
- n. Matthew McGill, APRN-CNS – Medicine – Allied Health
- o. Jordan Hobbs, PA-C – Surgery – Allied Health
- p. Kevin Mason, PA-C – Surgery – Allied Health
- q. Deborah LaBrie, PA-C – Surgery – Allied Health

**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. Ms. Greenleaf seconded, and the motion was approved unanimous aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

Ms. Womack 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.

**A. 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. Chappel seconded, and the motion was approved with

unanimous aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

#### **Agenda Item XIV. Board Open Discussion**

Mr. Splitt discussed the growing trend of health systems closing hospitals service lines in Oklahoma and across the country.

#### **Agenda Item XV. Adjournment**

**ACTION TAKEN:** Dr. Weber made a motion to adjourn the meeting at 7:06pm. Dr. Anwar seconded, and the motion passed unanimously with aye votes from Ms. Greenleaf, Mr. Pipes, Dr. Weber, Dr. Chambers, Dr. Anwar, Ms. Womack, Ms. Roberts and Mr. Chappel.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Mary Womack". The signature is written in a cursive, flowing style.

Mary Womack, Vice-Chair/Secretary