

MEETING MINUTES RECORD

Meeting: Board of Directors

Date: October 31, 2019 Location: Conference Center Start time: 6:30 pm Adjourn time: 8:35 pm

Members present: Steve O'Neill, Lynn Clayton, Charlie Mandile, CC Linstroth. Bob Shepley, MD, Sarah Carlsen, Pete Sandberg

Members excused: Jessica Peterson White

Members absent:

Staff Present: Steve Underdahl, Jerry Ehn, Scott Edin, Vicki Stevens, Betsy Spethmann, Bobbi Jenkins (recorder)

Others present: Brad Ness (City), David Emery (LWV), Ben Martig (City)

Issue/Problem	Discussion/Conclusions	Action	Follow-up/Resolution												
1. Call to Order and Approval of the Agenda	<p>The meeting was called to order by Steve O'Neill at 6:30 pm. Steve reported that the Governance & Planning met prior to the board meeting this evening and recommended removing "2020 Board Reappointments: Recommendation to the Mayor" from the agenda for tonight's meeting. He also reported that there will be a Closed Session at the end of the regular session this evening.</p> <p>Items from the consent agenda were included on the portal:</p> <ul style="list-style-type: none"> • Meeting minutes (approve) <ul style="list-style-type: none"> ✓ 09/26/19 Board Meeting • Meeting minutes (accept) <ul style="list-style-type: none"> ✓ 09/26/19 Quality Committee ✓ 09/27/19 Community Relations Committee ✓ 10/18/19 Governance & Planning Committee • Revisions to Disaster Privileging Policy • Annual Review of Contracted Services 	A motion was made by Lynn Clayton and seconded by Sarah Carlsen to approve the agenda as amended. Motion carried.	Closed.												
2. Reports															
• Hospital Chief of Staff Report	No report.	None.	Closed.												
✓ Motion to Approve Applications for Medical Staff Membership/ Privileges	<p>Dr. Tom Holt presented the applications for membership and privileges (copies included on the portal). There were no issues with any of the medical staff files.</p> <p><u>Reappointments</u></p> <table border="1" data-bbox="386 1619 922 1902"> <thead> <tr> <th>Prac #</th> <th>Privilege</th> <th>Category</th> </tr> </thead> <tbody> <tr> <td>3809</td> <td>Anesthesia</td> <td>AH:I</td> </tr> <tr> <td>3914</td> <td>Physical Medicine & Rehab</td> <td>Affiliate</td> </tr> <tr> <td>7303</td> <td>Family Medicine</td> <td>Active</td> </tr> </tbody> </table>	Prac #	Privilege	Category	3809	Anesthesia	AH:I	3914	Physical Medicine & Rehab	Affiliate	7303	Family Medicine	Active	A motion was made by CC Linstroth and seconded by Fred Rogers to accept the recommendations from the Medical Executive Committee as presented. Motion carried.	Closed.
Prac #	Privilege	Category													
3809	Anesthesia	AH:I													
3914	Physical Medicine & Rehab	Affiliate													
7303	Family Medicine	Active													

Issue/Problem	Discussion/Conclusions				Action	Follow-up/Resolution
	3805	Teleradiology	Telemedicine			
	7335	Refer & Follow	Refer & Follow			
	2604	Emergency Medicine	Active			
	<u>Provisional Status</u>					
	<u>Prac #</u>	<u>Privilege</u>	<u>Adv.</u>	<u>Extended</u>		
	3966	Teleradiology	X			
	3965	Teleradiology	X			
	3968	Teleradiology	X			
	3967	Teleradiology	X			
	<u>No Action Required</u>					
	<u>Resignations</u>					
	<u>Prac #</u>	<u>Privilege</u>	<u>Category</u>			
	3929	Oncology	Active			
3. Strategic Discussion	Defer to Closed Session.				None.	Closed.
4. Executive and Committee Reports						
<ul style="list-style-type: none"> CEO Report 	<p>Steve Underdahl reported on the following:</p> <p><u>Strategic</u></p> <ul style="list-style-type: none"> Continue to explore other Epic Community Connect EHR options. IT/IS leaders visited the Epic headquarters. A lot of time and energy has put into the research to ensure we make the right decision. The clinic/OB addition has begun. The Faribault Orthopedic / ENT clinic is open. The ribbon cutting ceremony was held on October 30th and the Open House is November 7th. Work on customer-facing technology is underway and making progress. Currently evaluating vendors that may help advance our priorities without waiting for a new EHR. Evaluating / incorporating social determinants of health research from the Advisory Board. We are maturing philosophy and limitations and narrowing our focus to health literacy and vulnerable populations. Also, emphasis on our strategic partnerships 				Information only.	Closed.

Issue/Problem	Discussion/Conclusions	Action	Follow-up/Resolution
	<p>and how we leverage our efforts to become a force multiplier. We want to be friction-free and get to saying "Yes". Much of the approach has been centered around customer-facing technology work, but a more comprehensive plan is in the works,</p> <ul style="list-style-type: none"> • The Northfield Hospital Foundation's second board meeting was held in October. Making progress related to structure and articulating the compelling case for the foundation, • December begins the planning process for the next three-year strategic plan. • The Monova conference was held in early October in Minneapolis. Steve Underdahl, CC Linstroth, Fred Rogers and Sarah Carlsen attended. They shared their thoughts about this very interesting and educational conference with the full board. The biggest underwriter for the conference was Walmart who shared their plans for opening primary care clinics across the country. Their first one is up and running and exceeded their expectations. • Steve Underdahl and Jerry Ehn attended the Advisory Board National meeting which focused on primary care (wait time zero), and social determinants of health. <p><u>Operations</u></p> <ul style="list-style-type: none"> • September was a poor financial month. Volumes were below budget, expense control was not as good and the payor mix was poor. Significant work in place to respond quickly. • Express care is finding its stride from a volume perspective. <p><u>Policy</u></p> <ul style="list-style-type: none"> • Continue to be concerned about steerage away from hospital settings, and the focus on the pre-certification policy and practice from payors. • Discussion occurring with Representative Angie Craig regarding emergency department issues. 		

Issue/Problem	Discussion/Conclusions	Action	Follow-up/Resolution
<ul style="list-style-type: none"> Financial Report 	<p>Scott Edin reported on the September financials (copy available on portal):</p> <p><u>September Key Drivers</u></p> <ul style="list-style-type: none"> Ambulance runs were 8% over budget Home Health visits were 21% over budget Endo procedures were 14% over budget Cancer Care & Infusion Procedures were 26% over budget Inpatient days were 25% under budget Child births were 12% under budget Work RVUs were 7% under budget <p><u>September 2019 Financial Outcomes</u></p> <ul style="list-style-type: none"> Net Operating Revenues were \$677K under budget Operating Expenses were \$213K under budget Net Operating Loss was \$411K (\$464K under budget) <p>Scott commented that on the expense side we did a decent job of controlling expenses but with volumes dropping down as much as 25% in September, it is difficult to manage. It was noted that more and more conditions require shorter hospitalization, which is likely why our inpatient days are down. Question: is this the new normal? This is something we have known is coming for a while and are now starting to see it. Days cash on hand is still good at 240 days.</p>	Information only.	Closed.
<ul style="list-style-type: none"> Board Quality Dashboard Report 	<p>Charlie Mandile reviewed the Board Quality Dashboard, including Patient Experience, Penalty Program (Hospital) and Penalty vs. Reward Program (copy of dashboard and meeting minutes were included on portal).</p>	Information only.	Closed.
<ul style="list-style-type: none"> Governance & Planning Committee Oral Report 	<p>Steve O' Neill reported on the October 18 Governance & Planning Committee meeting (minutes were included on the portal). The committee reviewed the CEO salary philosophy. Walt Flynn from Flynn and Associates attended the meeting for this discussion. The committee will bring forward a recommendation on a change of philosophy to the full board at a future meeting.</p>	Information only.	Closed.
<ol style="list-style-type: none"> 2020 Board Reappointments: Recommendation to the Mayor 	<p>Item removed from the agenda.</p>	None.	Closed.

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5. Roundtable, Announcements and Questions	There were no roundtable, announcements or questions.	None.	Closed.
6. Pending Items	There were no pending items.	None	None.
7. Closed Session	The board concluded open session business at 7:45 pm. The Closed Session: <i>Strategic Planning (pursuant to Minn. Stat 144.581, subd 5 for the purpose of discussion of marketing activity related to the hospital's competitive position with other health care providers that offer similar goods and services. See conv relative to topic</i>	A motion was made by Fred Rogers and seconded by Pete Sandberg to go into Closed Session. Motion carried.	Closed.
8. Adjourn	The meeting was adjourned at 8:35 pm.	A motion was made by Fred Rogers and seconded by Sarah Carlsen to adjourn the meeting. Motion carried.	Closed.