MEETING MINUTES RECORD

Northfield Hospital + Clinics

Meeting: Board of Directors

Date: November 21, 2019   Location: Conference Center   Start time: 6:30 pm   Adjourn time: 8:05 pm

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

Members excused:

Members absent:

Staff Present: Steve Underdahl, Jerry Ehn, Betsy Spethmann, Tammy Hayes, Vern Lougheed (IT), Emily Nelson (IS), Bobbi Jenkins (recorder)

Others present: David Emery (LWV)

Issue/Problem	Discussion/Conclusions	Action	Follow-up/Resolution
1. Call to Order and Approval and Approval of the Agenda	The meeting was called to order by Steve O'Neill at 6:30 pm. Items from the consent agenda were included on the portal: • Meeting minutes (approve) ✓ 10/31/19 Board Meeting • Meeting minutes (accept) ✓ 10/31/19 Special Governance & Planning Committee	A motion was made by CC Linstroth and seconded by Lynn Clayton to approve the Consent and regular agenda as presented. Motion carried.	Closed.
2. Reports			
• Hospital Chief of Staff Report	No report from MEC.	None.	Closed.
✓ Motion to Approve Applications for Medical Staff Membership/ Privileges	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. Appointments | Prac #	Category	Privilege
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4009	Affiliate	Pathology
3999	Affiliate	Pathology
4019	Telemedicine	Teleradiology
4007	AH:D	Orthopedics
4018	Teleradiology	Telemedicine
4014	Teleradiology	Telemedicine
4020	AH:I	Anesthesia
4011	Telemedicine	Tele-pathology
4012	Telemedicine	Tele-pathology
4017	Telemedicine	Tele-pathology
4015	Active	Radiology/ Teleradiology
4010	Affiliate	Pathology		A motion was made by Jessica Peterson White and seconded by Pete Sandberg to accept the recommendations from the Medical Executive Committee as presented. Motion carried.	Closed.

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	4008	Affiliate	Surgery		
	4013	Telemedicine	Tele-pathology		
	4016	Telemedicine	Tele-pathology		

Reappointments

	Prac #	Category	Privilege		
	7278	Active	Emergency Medicine		
	3758	Telemedicine	Teleradiology		
	3807	Telemedicine	Teleradiology		
	3660	Active	Family Medicine and OB		
	3756	Telemedicine	Teleradiology		
	3715	Affiliate	Cardiology		
	2604	Active	Family Medicine		

Resignations

	Prac #	Privilege	Category		
	3932	Orthopedic Surgery	AH:I		

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3. Presentations/ Discussion/ Action Items			
• Consumer Facing Technologies Update	Emily Nelson and Vern Lougheed presented an update on Consumer Facing Technologies. Vision: "To implement a consumer facing technology strategy enabling consumers to take an active role in their care to improve quality and safety. The technology will be focused around the consumer's preference needs and goals giving them an easier, more seamless satisfied experience." The goal is to empower patients through technology to be connected and involved. Simple and convenient tools help patients receive care in a timely manner. Technology can help with things such as appointment reminders/alerts, self-scheduling, concierge/patient support center, e-registration, e-forms, self check-in, mobile payment methods, etc. A committee was formed, they developed selection criteria, held demos with three vendors, and are currently in	Information only.	Come back to the board with more information in Q1.

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	the process of making reference calls. They commented that most vendors have been in business for five years or less and the technology is rapidly changing. The committee is working on getting preliminary pricing. They hope to have a recommendation by the end of the year, with a proposal for the board to consider in early 2020. Consumer facing technology is something the board identified as a priority. There were questions from the board related to how this technology works with the EHR, the need for access to broadband, video chatting, how do we know what patients want, customizing, provider reimbursement, and cost.		
• Nursing Service Update	Tammy Hayes updated the board on two new programs (copy of slides included on the portal): Lactation Clinic In April of 2019, a Lactation Clinic was opened in the Birth Center to support the needs of prenatal and post-partum families. The clinic supports both outpatient and inpatients. Year-to-date, they have provided services for 168 inpatients and 72 outpatients. Partners in Healing Program provides opportunities for family members to help with basic care for their loved ones, which helps prepare for taking over care responsibilities when the patient goes home. Tammy reviewed benefits, how the program works, care given, results / next steps.	Information only.	Closed.
4. Executive and Committee Reports			
• CEO Report	Steve Underdahl reported on the following: Strategic • The board will receive an update on the ASC in closed session in December. • Discussion has been reactivated with Sanford related to Epic Community Connect EHR, specifically related to supply chain elements. • The Northfield clinic/OB expansion is generally on schedule. Geopiering is	Information only.	Closed.

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	complete. Waiting for Xcel to move a power line.
	• The Faribault orthopedic and ENT clinic is open. The open house was well attended.
	• Work on customer facing technologies is ongoing.
	• Continue to review and vet a draft of Social Determinants of Health Plan.
	• Pre strategic planning key questions to ponder:
	  ✓ Accommodating consistent and chaotic change?
	  ✓ Organizational resilience?
	
	Operations
	• October financials much improved over September (both volumes and expense control).
	• Continue to work on strategies for readmissions for certain patients and congestive heart failure. There are no quality concerns, but we are focused on improving the discharge and aftercare process. Financial impact on the organization of about $200,000.
	• Annual CEO/physician meetings are taking place in November and December. This is a time for physicians to discuss ideas or concerns about their practice.
	• A data breach from a malicious outside source was identified. We believe we found this penetration right away, and as a result limited potential for damage. The discovery process continues. Breach/penetration wasn't on any of our internal systems and was limited only to Microsoft Office 365, which is in the cloud (Meditech and other systems were not compromised). The board will be updated in December.
	
	Policy
	• Continue to push for a non-emergency department solution related to insulin legislation.
	• Working with MHA to explore a more rational approach that doesn't disadvantage patients, their doctors and hospitals.
	• Representative Angie Craig recently visited the emergency department in an effort to learn more about rural and emergency medicine. This was a		

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	non-public event with a focus on fact finding. Dr. Lum and Dr Fischer came in on a Saturday to meet with her.		
• Financial Report	Steve Underdahl presented the October financials in Scott Edin's absence (copy available on portal): October Key Drivers • Home Health visits were 25% over budget • Cancer Care & Infusion Center were 15% over budget • Observation days were 12% over budget • Surgery cases were 7% over budget • Inpatient days were 14% under budget • Child births were 25% under budget • Work RVUs were 11% under budget October 2019 Financial Outcomes • Net operating revenues were $237K under budget • Operating expenses were $174K over budget • Net operating income was $301K ($411K under budget) Good reserves, with 245 days cash on hand. There was discussion related to how the budget is determined each year (i.e. surgeries and births), and a comment related being 25% below budget in births in October. Steve commented that there is more month-to-month variations with births. It's hard to predict all of the variables with births although expecting mom data is helpful. Year-to-date, we are 8% below budget with a slow October, but expectations are that we will be close to budget by year-end.	Information only.	Closed.
• Community Relations Committee Oral Report	CC Linstroth reported on the Community Relations Committee meeting earlier this evening. The majority of the meeting was spent reviewing donation requests for 2020 and reports from 2019 recipients. They received $117,000 of community grant requests, in addition to a request from the Northfield Area Fire & Rescue Squad for a new vehicle.	Information only.	Closed.
5. Roundtable, Announcements and Questions	• Steve O'Neill asked that Board members who have not yet responded regarding their attendance at the MHA Winter Trustee	None.	Closed.

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	Conference in January to contact Bobbi Jenkins. • Comment made regarding Northfield access to physician care without the high cost of being seen in the emergency department.		
6. Pending Items	There were no pending items.	None	None.
7. Adjourn	The meeting was adjourned at 8:05 pm.	A motion was made by Fred Rogers and seconded by Lynn Clayton to adjourn the meeting. Motion carried.	Closed.