

Nevada Regional Medical Center
Board of Directors
January 28, 2014

Members Present: Glenn Rogers, Bill Denman, Cathy Hissink, Jenise Burch, Brad Copeland, Dr. Turner, Bob Beaver, Larry Bledsoe, Sean Gravely, Judy Feuquay

Others Present: Bryan Breckenridge, Craig Stewart, Cory Vokoun, Steve Branstetter, Judith Herstein, Kimberly DuCharme and Renee Phillips

Members Absent: Steve Russ

Topic	Discussion	Action & Follow-Up
Call to Order	Dr. Rogers called the meeting to order at 6:05 p.m. No conflicts of interest were disclosed.	None.
Celebration of Good Things	<ul style="list-style-type: none"> • Dr. Rogers welcomed Larry Bledsoe and Dr. Sean Gravely to the Board. Mr. Bledsoe is the newest board member, and Dr. Gravely is Chief of Staff and an ex-officio board member. • Dr. Turner shared that grandson, Jonathan, got wrestling pin in 15 seconds. • Judy Feuquay informed very pleased with the Quality information and how well physicians and staff are working to achieve such positive numbers. • Craig Stewart reported 96 surgeries in December, Dr. Parungao attributed to high volume of cases. 	Follow-up as needed.
Approval of Minutes & Reports	<p>Reports and minutes of the following meetings were provided in the packet for review:</p> <ul style="list-style-type: none"> • Board of Directors – November 26, 2013 • Workforce Excellence & Community Networking Committee-January 14, 2014 • Quality Outcomes Committee-January 15, 2014 • Technology Committee – January 21, 2014 • Financial Strength Committee – January 21, 2014 • Patient Satisfaction Dashboards – January 2014 • Physician Non-Monetary Compensation Policy 	The minutes and reports were approved upon a motion made by Dr. Turner and a second by Bob Beaver.
Quality Report	<p><i>Holly Bush gave the following highlights:</i></p> <ul style="list-style-type: none"> • Quality Program-With Cerner changes have seen a slip in federal requirement for Core Measures. Plan in place for education on documentation. • Joint Commission-Completed compliance issues with acceptance. Revisit for Home Care cleared with no findings. Next step is to collect four months of data to show compliance. • Patient Safety Culture Questionnaire-Completed; 229 responded versus 112 respondents in 2010. Majority gave patient safety a B. Highest scoring includes teamwork within units, Supervisor expectations and actions promoting patient safety, organizational learning. Focus needs to be on handoffs and transitions, teamwork across units, non-punitive response to error. Will use ICR process with staff • Reduction in Readmissions-10 years' worth of data for Vernon County. Physicians and staff doing good job and using support to avoid readmissions. 14% lower than the 2012 state risk-adjustment rate and 47% decrease since 2003. Data continues to trend down. 	Informational.

Quality Report (cont.)	<ul style="list-style-type: none"> • Hospital Engagement Network (HEN)-Several months of data showing once we had instituted policy on Early Elective Deliveries we have maintained policy. 64% reduction in Missouri overall. • OB-Indwelling Foley Urinary Catheter Utilization Rates- Reduction in last several months coincide with the reduction of early elective deliveries; unexpected bonus. • Boarders in the ED-Reviewing time patients wait in ED. Have set internal thresholds and maintaining. • ICU-Indwelling Foley Urinary Catheters-Reduced utilization rates. • Number of Geri Psych Patients Falls-Done a great job; almost no falls in last several months. Research shows range of 5-25% and staying well below that. • Overall we are doing well, need to re-establish Core Measures and firm up. Judy noted that reimbursement speaks to how well we are doing. 	Informational.
Board Education	<ul style="list-style-type: none"> • Cardiovascular Hospital Performance Fact File," <i>HealthLeaders Media</i>, December 2013. • "Financial Challenges Top Healthcare CEO Concerns," <i>HealthLeaders Media</i>, January 14, 2014. • "Top Healthcare Quality Issues for 2014, Part1," <i>HealthLeaders Media</i>, January 6, 2014. • "Intelligence Report: Cost-Containment Expertise," <i>HealthLeaders Media</i>, December 18, 2013. • "Hospitals on the Rebound, Show Stronger Operating Margins," <i>Modern Healthcare</i>, January 3, 2014. <p>Dr. Rogers stated healthcare was one of top growth industries but following nationwide trend decline for all businesses. Bill mentioned <i>Kansans City Star</i> article series discussing physician groups being acquired by hospitals. Bob reported reading article about Medicaid Expansion and the need to continue push. Dr. Rogers inquired if there was any movement. Jenise noted Kip Bond purchased by Missouri Chamber to work diligently on it. Judy stated she will be focusing on this politically. Over the next 6 years reduction in Medicaid and Medicare by \$8 million will affect us directly.</p>	Informational.
Administrative Reports	<p>CEO Report – Mrs. Feuquay provided the following highlights:</p> <ul style="list-style-type: none"> • Overall efforts- Cost reductions implemented and have set targets. • Productivity Review-Implementing new standards back in place. • Cross Training-Float pool for both clinical and non-clinical staff. • Overtime Control- \$1,600 in last payroll; less than ½ of 1%. Average budget is 2.5%. • Hours of Operation-Staff sent home when volumes are low. • Relocations-Moved OSS to Clinical Services Building for cost reduction. Provided opportunity to be close to Rehab and should improve both services. • Warehouse-Relocating to main campus, will phase out warehouse in next few years. • Energy Audit to be done; company will keep percentage of savings with no upfront costs. • Benefit Review- Looking at Short Term Disability (STD) versus Extended Illness Bank (EIB). • Quality-Monitors in place to respond to Joint Commission, survey last fall with nothing sited for patient safety. Next reporting date is May 9th. Cleared Home Health & Hospice, no expected survey. • Patient Call Backs-Cory working on progressing. Continue to drive down patient readmissions 	Informational.

Administrative Reports (cont.)	<ul style="list-style-type: none"> • Nurse Patient Rounding-Working on consistency for every patient every day. • Physicians-Recruitment efforts ongoing. Hospitalist and Psychiatry top priorities. • Board Subcommittees-Moving forward with tertiary affiliations. Held presentation last Friday to explain structuring, not buy outs. Hospitalist program-Will focus on inpatient care. Admissions should go up, transfers will go down. This is the direction most hospitals are going. Dr. Turner reported local physicians interested. • E-Health/ Telemedicine-A lot of advances in electronics. Provides another venue to use providers to keep patients within communities. Currently talking to tertiary with robust E-health program. 	Informational.
	<p>QHR Report Dr. Rogers noted resources provided. Judy added there are a lot of informative webinars to view.</p>	Informational.
Financial Strength Report	<p><i>Mr. Stewart provided the following highlights:</i></p> <ul style="list-style-type: none"> • Admissions were 190 for December, 14 % higher than last month. YTD Admissions are or 8% lower. • ED Visits were 909 for December; 2% lower than a year ago. • Surgery-96 cases for December; very positive thing. • Clinic visits were 12% higher in December but down from last year due to turnover in 2 Nurse Practitioners. Judy noted just hired third Nurse Practitioner. • Total Outpatient Visits 13% higher. YTD 3.6 % higher than last year's totals. • Total Gross Patient Revenue was \$7.5m. Revenue per adjusted patient days was \$3,072 per day for December compared to \$2,692 for December 2012. First time this fiscal year that revenue per adjusted patient day is higher for a month this year than it was last year. Adjusted patient days are down 8.8% lower this year. • Net Revenue was 66 % for December compared to 56.4% last November. YTD Revenue Deduction is 63.5 % compared to 57.9% last year. YTD last year should be \$1.7m less than what was shown for Net Revenue once these adjustments are added back in. Deductions as a % of Gross Revenues would have been 62.0 % for last year with the additional contractual and bad debts added back in. • Expenses were \$3.04 mil for December compared to \$3.14 mil last December. YTD 1% higher than last year. Need to be lower due to decreased revenue so working to reduce. • Net Loss for December was (\$324,000).. The last 2 months we lost (\$335,000). This is an improvement. Judy reported changes for January will be seen in next several months. Cathy Hissink inquired if we should amend budget to compensate for 4-5% projected growth that didn't happen. Craig informed that this would be too time consuming and should instead focus on Service Line Assessments. Bill informed Congress to reinstate Medicare Dependent Hospital and Low Volume payment Judy added \$8 mil not included in this so not part of loss in revenue. • Cost Reports-We have received Two Cost Report settlements during the past several weeks. Funds have been set aside for this. 	The financial reports were approved upon a motion made by Brad Copeland and a second by Bill Denman.

Financial Strength Report (cont.)	<ul style="list-style-type: none"> • Net AR Days-Down; \$850,000 collected. • Financial Priorities- Financials are on time, resolving Cerner issues, identified 90 % of lost charges, providing Service Line Assessments and working through cost reductions. Overall on target. <p>Approval Items:</p> <ul style="list-style-type: none"> A. Emdeon: (renewal)-Home Health & Hospice and will continue to use. B. Ameritech Medical Services: (renewal) - 10% reduction per renegotiation. C. ICD-10 Training, Coding, and Implementation: (new)-Imperative for compliance with federal guidelines for billing and documentation. ICD-10 starts on October 1, 2014. Will have 40-50% decrease in productivity initially. Purchased seats, if not used, will be offered to local physicians. D. Midwest Pathology Consultants: (new-replacement)-Provides Pathology services and Medical Directorship of Laboratory. E. Transfer of Funds from Board Designated Savings Account <ul style="list-style-type: none"> i. FY 2011 Cost Report Settlement \$120,000 Repayment ii. FY 2012 Cost Report Settlement \$92,000 Repayment iii. Approval to Transfer once up to \$250,000 to Operations Account from Board designated funded depreciation accounts. 	<p>Approval items A-D were approved upon a motion made by Bob Beaver and a second by Bill Denman.</p> <p>The Transfer of Funds from Board Designated Savings Account was approved upon a motion made by Dr. Turner and Brad Copeland.</p>																		
Board Committee Reports	<ul style="list-style-type: none"> • Workforce Excellence & Community Networking-Judy noted details in minutes. • Quality Outcomes-Dr. Turner reported collecting data from Cerner; one area struggling in is Pain. Patients wait until survey to note pain not managed well. Judy informed Nurse leader Rounding should help. Need to re-educate on documentation and cooperation between nurse and physicians. Readmissions are low, as well as death. • Physician Relations Committee-Dr. Rogers informed committee meet today and are making progress. 	<p>Informational.</p>																		
Board Governance	<p>Conflicts of Interest & Disclosure Statement and Confidentiality Statement- Dr. Rogers requested they be signed and returned quickly to Administration.</p>																			
Adjournment	<p>At 7:28 p.m., Dr. Rogers asked for a motion to adjourn into Executive Session in accordance with RSMo (1994) Section 610.021 Subparagraphs 1), (3) and (17). The motion to adjourn was approved upon a motion made by Bob Beaver and a second by Dr. Turner. Results of a roll call vote are as follows:</p>	<table border="0"> <tr><td>Bob Beaver</td><td>Yea</td></tr> <tr><td>Jenise Burch</td><td>Yea</td></tr> <tr><td>Brad Copeland</td><td>Yea</td></tr> <tr><td>Bill Denman</td><td>Yea</td></tr> <tr><td>Cathy Hissink</td><td>Yea</td></tr> <tr><td>Larry Bledsoe</td><td>Yea</td></tr> <tr><td>Steve Russ</td><td>Absent</td></tr> <tr><td>William Turner</td><td>Yea</td></tr> <tr><td>Glenn Rogers</td><td>Yea</td></tr> </table>	Bob Beaver	Yea	Jenise Burch	Yea	Brad Copeland	Yea	Bill Denman	Yea	Cathy Hissink	Yea	Larry Bledsoe	Yea	Steve Russ	Absent	William Turner	Yea	Glenn Rogers	Yea
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Respectfully submitted,

Kimberly DuCharme
Administrative Assistant