

BAY AREA HOSPITAL DISTRICT BOARD MEETING
November 14, 2023 MINUTES
Bay Area Hospital Myrtle Conference Room @ 6:05 pm

BOARD EDUCATION SESSION – Strategic Plan

CALL TO ORDER

Mr. Troy Cribbins, Board Chairperson, called the Bay Area Hospital (BAH) District Board meeting to order at 6:05 pm. A quorum was present.

BOARD ATTENDANCE

Chairperson Troy Cribbins; Barb Taylor; Tom McAndrew, MD; Patrice Parrott; Carma Erickson-Hurt

ABSENT

None

STAFF ATTENDANCE

Brian Moore, CEO; Jennifer Collins, CNO; Kelli Dion, CQO; Clay England, CHRO; Lee Saltzgaber, MD, CMO; Mary Lou Tate, CFO; Calvin Thomas, interim COO; Patrick Varga, CIO; Kim Winker, Director of Marketing; Denise Bowers, EA

LEGAL COUNSEL

Megan Kronsteiner, Esq.

PUBLIC ATTENDANCE AND INPUT

None

REPORT OF THE BOARD CHAIRPERSON COMMENTS – Mr. Troy Cribbins

Chairperson Cribbins reserved the right to address the board with his comments later in the meeting.

CONSENT AGENDA

The consent agenda included

- Board Meeting Minutes - October 10, 2023
- Board Work Session Minutes – October 11, 2023
- Financial Recovery Minutes – October 4, 2023, October 18, 2023
- Board Special Meeting Minutes – October 20, 2023
- Finance Committee Approved Minutes – September 2023
- MEC Approved Minutes – September 2023
- Quality Approved Minutes – September 2023
- Balanced Score Card – YTD – September 2023
- Quarterly Risk Management Report

Action Taken by the Board: Ms. Barbara Taylor moved to approve the Consent Agenda as corrected in the board packet. Ms. Carma Erickson-Hurt seconded, and the motion carried on a call of vote.

QUALITY AND PATIENT SAFETY COMMITTEE (QPSC) REPORT – Ms. Kelli Dion, CQO

Ms. Kelli Dion reported the highlights of the Quality Patient Safety Committee since the last board meeting. She reports that the Pain Management goal being reduced is based on a literature review of current industry

norms.

Ms. Dion highlighted a presentation made at QPSC by Ms. R. Thiesfeld regarding her unit performance improvement project to increase patient experience scores for the Discharge Information Domain on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). The first cycle has been completed with an increase in score of 6.85%. A second cycle has begun to increase a subcategory of medication side effects. Work will continue on the project improvement project.

Ms. Dion provided an update on the Joint Commission Survey, stating that Environment of Care, Life Safety, and Infection Prevention will likely move to close at the end of the next quarter due to consistent compliance. The committee approved reducing compliance on pain management from 100% to 80% due to population-wide audits taking place instead of 30 sampled manual audits.

Finally, Ms. Dion reported that there were no Catheter Acquired Urinary Tract Infections (CAUTI), Central Line Associated Blood Stream Infections (CLABSI), or Surgical Site Infections in September. Sepsis met the goal for August but preliminary data shows September at 59%, below goal. Readmissions and Mortality did not meet the target for August. Both areas shared the greatest opportunities in Acute Myocardial Mortality, Heart Failure, and Sepsis. A sepsis workgroup will begin meeting on the first Wednesday of each month.

CHIEF EXECUTIVE OFFICER REPORT – Mr. Brian Moore, CEO

Leadership Changes

Mr. Moore announced that tonight's meeting was the last one for Mr. Patrick Varga, ClIO, who retires on November 17, 2023 and took a moment to reflect on Mr. Varga's lengthy service to the organization in various roles; a dedicated leader whose career focus and high levels of focus and learning brings a best practices approach to leadership. Mr. Varga heavily supported the organization during the pandemic, sharing Incident Commander duties with Mr. Moore as well as supporting the Epic EHR transition. Mr. Moore thanked Mr. Varga for his service and wished him the best in retirement.

Mr. Moore introduced Mr. Calvin Thomas, interim COO, whose entry has overlapped Mr. Varga's departure by a week. Mr. Thomas will take Mr. Varga's direct reports to provide continuity to the organization. Mr. Thomas hails from St. Louis, California and New York.

Loan Restructure Red Letter Date

Mr. Moore thanked the board of directors for participating in a special board meeting on October 20, 2023 that resulted in closing on 10/31/23 with the signatures on the final loan restructure documents. With these actions, Bay Area Hospital exited default, and is now fully compliant with all debt covenants. Mr. Moore expressed much gratitude for the efforts of all for the turnaround efforts and debt restructure of the organization.

General Hospital Update

Mr. Moore reviewed the CNO dashboard metrics with the board, citing a census this morning of 107 with thanks to the in-patient units who took more patients, EVS who cleaned more rooms and all the staff who helped make safe patient care possible for all. The executive team focus has been on bench strength of staffing so that we are staffed for these higher volumes. The Post Surgical Unit had 25 discharges today, making room for surgeries and patients to the ED. This report from Epic is helpful information to help management ensure staffing is as it should be. A robust discussion followed Mr. Moore's presentation, with Ms. Jennifer Collins also helping answer the board's questions.

FY23 Organizational Goals – People – Turnover – Mr. Clay England

Mr. England reviewed his presentation as presented in the packet and gave some highlights:

- We have changed the definition of turnover – no longer including separations due to layoff

- A 5 year look back reveals that we topped out at 29.3% and have improved that through 2023 to 25.5%. Our goal was 26% and industry wide is 23%. We are making good progress and have work to do.

Strategies contributing to our success in FY23 are:

- Retention Taskforce – helping to reshape our historical approach and we created committees who are actively working to address the identified areas that need improvement.
- 30/60/90 day talks with new employees – helping to catch issues and roadblocks to successful onboarding has helped with first year turnover.
- Reinvestment in our leadership – testing core strengths, and personality tests have improved how leaders relate to staff; New Leader Orientation now happens on Day 2 of their work here, which gives them immediate roadmaps to successful leadership at BAH. We have started a new 2-day New Leader Essentials class that will help our new leaders get training in areas that may be new to them, setting them up for success.
- Just Culture, led by Jennifer Collins, CNO – we look beyond blame and understand the activity happening and identifying systems failures.
- Applicant assessment tools to help managers select top talent who are motivated to stay here at BAH.
- Housing is a true challenge, and mortgages are higher which makes recruiting more difficult.

Mr. England shared a few challenges and began tracking our success on those initiatives – we learned that we tend to lose people during the first three years.

Mr. England finished by reporting that nursing turnover is significantly lower than in the past – October 2023 was at 19.5% down from 23%. In the past we have been as high as 38%. Questions from the board were asked and answered during a comprehensive discussion, with the board making suggestions to management.

CHIEF FINANCIAL OFFICER REPORT – Ms. Barbara Taylor, Finance Committee Chairperson

Capital Request

Ms. Taylor reported that there were no capital requests brought this evening for board approval.

Audit Update

Ms. Mary Lou Tate reports that there is no final audit yet, although it is out of technical review, and she is hoping to receive it and forward it to the board prior to the Thanksgiving break.

Financial Update

Overall, Bay Area hospital lost \$1.6M in September vs. a budgeted loss of \$407K and last year's loss of \$5.9M. We incurred several one-time expenses during September which included: \$200K expense for an imaging tube replacement that was applied to the policy deductible, \$200K accrual for bank negotiations, \$217K accrual for Mercer Purchased Services contract, and \$100K price increase for EPIC. Gross Revenue for the month finished strong at \$54.9M vs. a budget of \$51.1M. Comprehensive documents on the hospital's finances were included in the packet. There were no questions from the board. The next Finance Committee will be held on 11/28/23.

REPORT OF THE BOARD CHAIRPERSON – Mr. Troy Cribbins

Mr. Cribbins announced that, at Ms. Mary Lou Tate's urging, he submitted Mr. Moore's name in for the Special Districts Association of Oregon (SDAO) Outstanding Service Special Award and was pleased to say that Mr. Moore has been chosen as the SDAO Manager of the Year; and that it will be awarded on February 10, 2024 at the ceremony but wanted to share the news with Mr. Moore in the presence of the board and executive

team. Mr. Cribbins expressed gratitude to Mr. Moore for his outstanding leadership of the organization during his tenure here. Mr. Moore said this award was very meaningful, especially in light of the challenges of the pandemic and our financial turnaround efforts, ending by sharing that he could not have had a better team or board to do this work with and expressed his appreciation for this honor. Mr. Cribbins stated that the words of thanks on the application that he submitted were the words of the people Mr. Moore manages and thanked Mr. Moore again for his work here at Bay Area Hospital. This award category recognizes an individual board member, manager, staff member or volunteer who has contributed substantially to the improvement and successful operation of their district.

MEDICAL STAFF CREDENTIALS REPORT – Dr. Lee Saltzgaber

This report was reviewed in Executive Session.

EXECUTIVE SESSION

The Board went into Executive Session as authorized by ORS 192.660(2) at 7:08 pm to:

- (c) consider matters pertaining to the function of the medical staff at a public hospital*
- (f) consider information or records that are exempt by law from public inspection*
- (h) consult with legal counsel concerning the legal rights and duties of the District with regard to current litigation or litigation likely to be filed*

OPEN SESSION

Chairperson Cribbins reopened the meeting into public session at 7:09 pm.

Action taken by the Board: Ms. Taylor moved to approve the Credentialing Report as presented in the packet. Dr. McAndrew seconded the motion and it carried on call of vote.

MEDICAL STAFF REPORT – Dr. Raphael El Youssef, Chief of Staff


Dr. El Youssef had an urgent meeting and was not present at the board meeting, subsequently, there was no medical staff report given.

ADJOURNMENT

There being no further business, the District Board meeting was adjourned at 7:12 pm.


Troy Cribbins, Board Chairperson

Date: 01/09/2024


Patrice Parrott, Secretary

Date: 12/12/2023