

**BAY AREA HOSPITAL DISTRICT BOARD MEETING  
May 9, 2023 MINUTES**

*Bay Area Hospital Myrtle Conference Room @ 6:05 pm*

**BOARD EDUCATION SESSION – FY2024 Management Incentive Plan Concepts and Service Line Update**

**CALL TO ORDER**

Dr. Tom McAndrew, MD, Board Chairperson, called the Bay Area Hospital (BAH) District Board meeting to order at 6:06 pm. A quorum was present.

**BOARD ATTENDANCE**

Chairperson Tom McAndrew, MD; Donna Rabin, MD; Barb Taylor (via TEAMS); Carma Erickson-Hurt; Brianna Hanson

**ABSENT**

Troy Cribbins (excused)  
Kelli Dion, CQO (excused)  
Lee Saltzgaber, MD, CMO (excused)  
Dr. El Youssef, Chief of Staff (excused)

**STAFF ATTENDANCE**

Brian Moore, CEO; Jennifer Collins, CNO; Clay England, CHRO; Mary Lou Tate, CFO; Patrick Varga, CIO; Kim Winker, Director of Marketing; Denise Bowers, EA

**LEGAL COUNSEL**

Megan Kronsteiner, Esq. was present.

**PUBLIC ATTENDANCE AND INPUT**

One member of the public was in attendance.

**CHAIRPERSON COMMENTS – Dr. Tom McAndrew**

Chairman McAndrew commented that he appreciated a recent *Lund Report* article that had been shared with the board.

**BOARD MEMBER COMMENTS**

None

**2023 Coos County Multi-Jurisdictional Mitigation Plan**

Mr. Jeremy Pittz, Emergency Preparedness Coordinator and Interim Facilities Director reviewed the agenda item summary as presented in the packet. Questions were asked and answered.

**Action Taken by the Board:** Dr. Donna Rabin moved to approve the 2023 Coos County Multi-Jurisdictional Mitigation Plan as presented in the packet. Ms. Carma Erickson-Hurt seconded, and the motion carried on call of vote by majority.

**Risk Management Quarterly Report Q1 FY2023**

Ms. Virginia Cannon, Risk Management Director reviewed the report as presented in the packet. Questions were asked and answered.

**Action Taken by the Board:** Dr. Donna Rabin moved to approve the 1<sup>st</sup> Quarter Risk Management Report as presented in the packet Ms. Brianna Hanson seconded, and the motion carried on call of vote.

#### **CONSENT AGENDA**

The consent agenda included the April 2023 Board minutes; Finance Recovery Minutes of April 19, 2023, approved Finance Committee Minutes for March 2023, Quality Committee and Medical Executive Committee minutes for March and April 2023; approved MEC minutes for March 2023; and Balanced Scorecard.

Mr. Moore made a recommendation to the Board to remove the MEC minutes from the consent agenda and have the Medical Staff Office return them as an individual item to the board at a later meeting. Mr. Moore provided some history of the issues with orthopedic call and active versus courtesy status by the physicians from South Coast Orthopedics Association (SCOA) and asked to take pause over the documentation as listed in the minutes. He mentioned that the Chief of Staff also had concerns about logistical details of SCOA call. Two of the SCOA physicians are still providing call coverage and the hospital is working on updated contracts for them. There was a brief discussion led by Board Chairman, Dr. McAndrew and the general consensus of the board was to remove the MEC minutes for March 2023 from the Consent Agenda.

**Action Taken by the Board:** Ms. Erickson-Hurt moved to approve the Consent Agenda with the exclusion of the MEC approved minutes for March 2023. Dr. Donna Rabin seconded, and the motion carried on call of vote.

**Action Taken by the Board:** Ms. Barbara Taylor moved to approve the minutes of the MEC for March 2023 and defer consideration of the recommendation of those minutes at the June board meeting. Dr. Donna Rabin seconded, and the motion carried on call of vote.

#### **QUALITY AND PATIENT SAFETY COMMITTEE (QPSC) REPORT – Dr. Donna Rabin**

Dr. Rabin gave a summary of the QPSC Committee report from data garnered from Ms. Taylor and reviewed with QPSC Committee Chairperson Lynn Menashian, as Dr. Rabin was unable to attend the QPSC meeting. She relayed that the Joint Commission report card items are all progressing. The new data cycle starts next month. We have two reportable SSI's for March 2023; colon and hysterectomy. In Mortality, we are not on target for March; Ms. Dion, Dr. Saltzgaber and Dr. Neville are going to be meeting to research this deficiency. There was some discussion on our Leapfrog Score and Dr. Rabin shared that the process to fill out the survey for Leapfrog is a huge task for staff; data in the survey is aged. Dr. Rabin asked that Ms. Dion explain this process at next month's board meeting. Mr. Moore shared that Ms. Dion compared our internal data to the survey and while we don't like the D score we received, and we want to continuously improve our quality, this process may not reflect the most true status of our work. There was a robust discussion, with comments made by the board and questions asked and answered.

#### **CHIEF EXECUTIVE OFFICER REPORT – Mr. Brian Moore, CEO**

Mr. Moore reported on the following items:

Financial Turnaround Update was included in the board packet and Mr. Moore asked if there were any questions regarding that information. Hearing none, he continued with additional updates.

##### *Bay Area Cancer Center (BACC) Update*

Mr. Moore reported that all BACC staff have now been welcomed as Bay Are Hospital employees; we ended our MSA agreement with North Bend Medical Center. Questions were asked and answered.

Our revenue cycle work is going well, we are going deep into all areas and there are more to investigate, barriers to remove and room to improve. Questions were asked and answered.

#### *Travelers*

Mr. Moore reported that we are down to 28% travelers in our Emergency Department instead of 60% as were when Ms. Jenn Collins started as our CNO las. Ms. Collins reported that 19 new graduate nurses were put to work here. In ICU/IMCU we have had an increase in travelers; our goal is to get down to only 10%. Ms. Collins also announced that there is a new pilot program for mentoring new nurses.

#### *Bank of the West Update*

Mr. Moore updated the board on the work occurring with our lender and we have terms for consideration. 10% performance corridor for forecast revenue and expense based on our 24-month projection of performance improvement. This model will put all the hospital's real estate in a 1<sup>st</sup> lien position and additional control over our investments through a security account control agreement with an increase in interest rate. In exchange for over \$100M in real estate valuation, we are getting a permanent modification of the remainder of our terms; an interest rate of 4.00% to 5.00% which is less than half of our current default rate. Additionally, we get potential access to more cash on hand. Their request is to maintain \$50M of combined cash and investments. We are working with our attorneys to develop a negotiating strategy. The goal is to arrive at mutually agreeable terms during the 60-day notice period, which began last week.

The board made comments and questions were asked and answered.

#### *Potential Vendors – Strategic Options*

Mr. Moore advised the board that we would like to hire a consultant to help us with test questions about the community's willingness to pass a new tax that would support Bay Area Hospital. This question could be placed on the November 2023 ballot. There would be partners in this effort; an attorney, a financial partner and a PR & marketing firm to help with polling and support the campaign.

We are looking for the right model to help BAH thrive. Options could include any of the following or a combination of the following:

- reinstating a tax support model if voters approve it
- creating a non-for-profit 501c3 to operate the hospital
- forming a local system with other area healthcare providers and hospitals
- partnering with a regional healthcare system
- partnering with a national healthcare system

Any model would be need to be vetted with our community and approved by the board before it would be implemented. Chairman McAndrew communicated that he was pleased that management is moving to evaluate models that could help secure Bay Area Hospital's thriving future. There was a comprehensive discussion and the board weighed in with comments at the end of Mr. Moore's update, with questions asked and answered.

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

Net Healthcare Revenue was \$150K favorable to budget for the March and \$1.4M unfavorable to prior year. Inpatient Gross Revenue was 23.9% above budget and 0.5% below last year. Outpatient Gross Revenue was 4.7% favorable to budget and 3.7% above last year. Overall Gross Revenue was 11.7% above budget and 1.9% above last year. On a rolling 12 month trend IP and OP revenues are stable but Net Revenues show downward shift in rolling trend due to year-end adjustments.

Overall, Bay Area hospital lost \$910K in March vs. a budget loss of \$508K and last year's loss of \$5.1M. Year-to-date performance of \$29.4 loss is still significantly off budget and off last year-to-date numbers by

\$26.0M and \$12.6M, respectively. March Gross Revenues were ahead of budget \$5.5M or 11.7% and over last year by \$994K or 1.9%. Emergency Room, Cath Lab, Imaging, Pharmacy and Lab all showed favorable year to year increase. Compared to budget, Inpatient Gross Revenues were \$4.1M over budget and \$99K below last year. Outpatient Revenues were \$1.4M over Budget and \$1.1M ahead of last year.

Comprehensive documents on the hospital's finances were included in the packet. Questions were asked and answered.

#### **MEDICAL STAFF CREDENTIALS REPORT – Dr. Lee Saltzgeber, CMO**

As Dr. Saltzgeber was ill and excused from the meeting, Mr. Moore reviewed the credentialing report with the board.

#### **EXECUTIVE SESSION**

The Board went into Executive Session as authorized by ORS 192.660(2) at 7:24 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*
- (g) to consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations*
- (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**

Chair McAndrew reopened the meeting into public session at 7:26 pm.

**Action taken by the Board:** Ms. Taylor moved to approve the Credentialing Report as presented in the packet. Ms. Carma Erickson-Hurt seconded the motion and it carried on call of vote.

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

There was no report this evening as Dr. El Youssef was out of town and excused from the meeting.

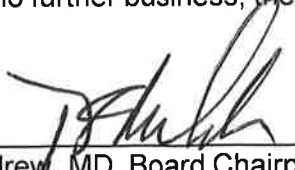
#### **GOOD OF THE ORDER**

As there are three board members unable to attend tomorrow's board work session, it will be cancelled. Ms. Mary Lou Tate, CFO, reminded the board that next month is the board budget hearing and asked the board members to plan to join at the hearing for a preview of the proposed budget for FY24.

#### **ADJOURNMENT**

There being no further business, the District Board meeting was adjourned at 7:27 pm.

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Tom McAndrew, MD, Board Chairperson

Date: 6/13/23

  
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Donna Rabin, M.D., Secretary

Date: 6/13/23



Bay Area Hospital District Board  
Agenda Item Summary

Meeting Date:	May 9, 2023
Agenda Item:	2023 Coos County Multi-Jurisdictional Mitigation Plan
Topic:	Hazard Mitigation planning
Action requested:	Approval of Mitigation Plan adoption
Who is making recommendation:	Jeremy Pittz, Interim Facilities Director and Emergency Preparedness Coordinator

***Action/Recommendation:***

I am recommending that the Board Members approve the adoption of the Coos County Natural Hazard Mitigation Plan (NHMP) and sign the resolution.

***Background Summary:***

The Disaster Mitigation Act of 2000 (DMA2K) and the regulations contained in 44 CFR 201 require that jurisdictions maintain an approved mitigation plan in order to receive federal funds for hazard mitigation grants. This plan meets those requirements as evidenced by FEMA approval which is effective per the cover date range of this plan.

In early 2022 I was asked to participate in the update process for the NHMP on behalf of Bay Area Hospital. Several planning meetings were held with local and state partners to identify and rank natural hazard risks that pose a significant threat to our facility, staff, patients, and supply chain. The county plan will be integrated into our individual emergency plans to help coordinate with key stakeholders during an event. Participation with the steering committee and adoption of the plan allows BAH to be eligible for federally funded hazard mitigation grants for the next five years.

The 2023 NHMP applies to Coos County; the cities of Bandon, Coos Bay, Coquille, Lakeside, Myrtle Point, North Bend, and Powers; and the special districts of the International Port of Coos Bay, Port of Bandon, Bay Area Hospital, Haynes Drainage District, and the Southern Coos Hospital.

***Strategy/Values supported:***

Preparing for natural disasters in coordination with our community partners supports our mission to improve the health of our community every day. Updating our Emergency Operations Plan (EOP) was identified as a key operational initiative to support the implementation of foundational systems in the

## **RESOLUTION NO. 2023-05-09**

### **A RESOLUTION ADOPTING THE 2023 COOS COUNTY MULTI-JURISDICTIONAL NATURAL HAZARDS MITIGATION PLAN**

**WHEREAS**, natural hazards threaten life, businesses, property, and environmental systems throughout Coos County.

**WHEREAS**, an understanding of the nature, extent, and potential impacts of natural hazards is the foundation for developing strategies to reduce or eliminate those impacts.

**WHEREAS**, natural hazards mitigation planning is the process through which such understanding and strategies are developed and a process for implementation is established.

**WHEREAS**, it is in the interest of Coos County and the cities and special districts located therein to undertake natural hazards mitigation planning and implementation together as coordinated planning strengthens communities and better serves all.

**WHEREAS**, Coos County and the Cities of Bandon, Coos Bay, Coquille, Lakeside, Myrtle Point, North Bend, and Powers previously prepared, implemented, and updated a multi-jurisdictional natural hazards mitigation plan in accordance with the Disaster Mitigation Act of 2000. These plans were each approved by the Federal Emergency Management Agency (FEMA) for a period of five years.

**WHEREAS**, the Port of Coos Bay, the Port of Bandon, the Southern Coos Hospital, Bay Area Hospital, and Haynes Drainage District, each participated updating the 2023 Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan, in accordance with the Disaster Mitigation Act of 2000, thereby developing their first natural hazards mitigation plans.

**WHEREAS**, the 2016 Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan is the most recent and expired on September 12, 2021.

**WHEREAS**, having a natural hazards mitigation plan developed in accordance with the Disaster Mitigation Act of 2000 and approved by FEMA is a prerequisite for local government eligibility for certain federal hazard mitigation funds, particularly Hazard Mitigation Assistance (HMA) programs, such as Building Resilient Infrastructure and Communities (BRIC), Hazard Mitigation Grant Program (HMGP), and Flood Mitigation Assistance (FMA).

**WHEREAS**, adoption of the updated 2023 Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan is required for FEMA approval of the 2023 Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan.

**WHEREAS**, adoption of the updated 2023 Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan demonstrates Coos County's commitment to reducing or eliminating the potential impacts of natural hazards and to achieving the Plan's goals.

**NOW, THEREFORE, BE IT RESOLVED BY COOS COUNTY:**

**Section 1.** Bay Area Hospital hereby adopts the recitals above in support of this resolution.

**Section 2.** Bay Area Hospital hereby adopts the Coos County Multi-Jurisdictional Natural Hazards Mitigation Plan.

**DATED** this 9<sup>th</sup> day of May, 2023.

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Dr. Tom McAndrew, Board Chairperson

ATTEST:

APPROVED AS TO FORM:

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Dr. Donna Rabin, Board Secretary