



Board of Directors' Meeting of Tuesday, January 18, 2022

Call to Order

The meeting of the Board of Directors of Henry Hospital District was called to order by Chair DeSmith at 7:00 p.m. in the hospital conference room. Members present at the hospital conference room were: Directors Ann DeSmith, Denise Ward, Doug Ford, Kim Gehling, Dr. Don Ford, Mike Zerull, Nancy Lang, and Julie Atwell. Director Duane Olson participated by speakerphone. Also in attendance were Mark Kuhn, CEO, Jodie Criswell, Vice President of Fiscal Services; Hazel Butter, Vice President of Human Resources; Julie Theill, Vice President of Rehab and Long Term Care; Danielle Hoffman, Director of Nursing; Colton Anderson, Director of Clinic Services; and Diane Biellier, Administrative Assistant. Chip Holmes, SVP of QHR and Krista Nixon Quality Manager participated by speakerphone. Heather Henry, IT Manager was present and Brian Toomay of RSM was on speakerphone for Education.

Education

Brian Toomay of RSM presented The Technology Governance and HITrust Security Assessment. This assessment is the product of a 2021 survey and interviews to determine the current state of IT regarding technology governance, IT policies, strategies, and cybersecurity. Recommendations were made on IT governance, migration to the Meditech Expanse platform and longer-term infrastructure enhancements. It was determined that due to the considerable scope of the Meditech Expanse platform migration, it should be discussed further in Strategic Planning during 2022, with the assistance of QHR.

Consent Agenda

Chair DeSmith referred to the following consent agenda:

- Medical Executive Committee Meeting minutes of January 13, 2022 (*pp. 17-18*)
- Strategic Planning Committee Meeting minutes of January 13, 2022 (*pp. 19-20*)
- Quality Council Meeting minutes of January 12, 2022 (*pp.21-26*)
- Special Board Meeting minutes of January 8, 2022 (*p. 27*)
- Special Board Meeting of January 8, 2022 Closed Session minutes (*web portal*)
- Foundation Board Meeting minutes of January 4, 2022 (*pp. 28-29*)
- Executive Board Meeting minutes of December 30, 2021 (*p. 30*)
- Special Closed Board Meeting minutes of December 27, 2021 (*web portal*)
- Board Meeting minutes of December 21, 2021 (*pp. 31-36*)
- Closed Session Board Meeting minutes of December 21, 2021 (*web portal*)
- Operations Review (*pp. 37-39*)
- Community Support Report- 4th Quarter (*p.40*)
- Additional minutes for the Special Board Meeting of December 27 2021 were added to the consent agenda.

A **motion** was made and seconded: To approve the consent agenda including the December 27, 2021 Special Board meeting minutes. The **motion passed**.

Committee Business

Krista Nixon, Quality Manager, presented on the Quality Control Scorecard. Variances in Opioid reversal, 30 day sepsis mortality rate, falls, LTC pressure ulcers and employee injuries were explained and any necessary corrective actions discussed. HCAHPS Inpatient Satisfaction scores are improving and indicate that the Strive for Five initiative is improving patient satisfaction. Krista also discussed the upcoming DNV survey, which is expected during 1st quarter 2022. A **motion** was made and seconded: To approve the quarterly Quality report. The **motion passed**

Dr. Don Ford discussed the Strategic Planning meeting and introduced the 2021 Management Action Plan 4th Quarter update and CY 2022 Management Action Plan. Mark Kuhn briefly discussed both and highlighted recent accomplishments including the 5 Star CMS Long Term Care rating, which has now been awarded for 10 years in a row. Additionally, the ICAHN grant application has been submitted, Jodie Criswell and Rhonda Rice have assisted Home Health with a financial review, and we are now compliant with the new surprise billing regulation. Mark voiced his satisfaction with the recent leadership transition resulting from organizational changes.

The 2022 Management Action Plan, the RSM assessment, upcoming QHR strategic planning meetings and QHR productivity reports were commented on. Mark and Jodie are investigating opportunities arising from recent legislation that would allow Illinois governmental hospitals a wider investment range than the current Illinois Public Funds Act allows.

A **motion** was made and seconded: To approve the 2021 Management Action Plan – 4th Quarter Update and the CY2022 Management Action Plan. The **motion passed**

Mark Kuhn presented an update on the purchase of the Orion building. Dick Stone, attorney has endorsed the closing documents for the property and the goal is to close by month end. Allowing for minimal time to equip and prepare the space during February, the plan is for an opening in March. A motion was made and seconded to: **formalize the purchase of the property as authorized by the Executive Committee and begin the purchase of necessary equipment at an estimated \$60,000.** On a roll call vote the **motion passed.**

Old Business

Fiscal Services Report

Jodie referred to the December fiscal services report in the board packet. The December financials recorded a total net surplus of \$242,519 and a 7-month year-to-date gain of \$2,908,724. Total operating revenue was \$5,611,905 versus a budget of \$4,673,500 with inpatient, outpatient and clinic revenues exceeding expectations. Acute patient days were 310, exceeding the budgeted 195, resulting in an increase in inpatient revenue per day. This was \$1,101 above budget due to the high inpatient census. Clinic volumes also exceeded expectations and resulted in a positive variance of \$171,321 from budget.

Expenses were \$907,364 above budget, partially due to salary and wages exceeding budget due to pay incentives in ER, Med Surg and CCU and wage adjustments in PT to stem turnover. Supply expense was \$289,868 above budget. Surgery, lab and pharmacy had positive volume related variances.

Administrative Reports

QHR Report

Chip Holmes referred to his report in the board packet. Chip announced the postponement of the February 22-24th Leadership retreat due to current challenges created by the Omicron surge and its impact on hospital staffing and communities. QHR is planning on three regional events for 2022 in lieu of the Arizona conference.

Also discussed were the upcoming QHR strategic planning meetings and appreciation for Jodie's assistance with the QHR productivity reports that will be used for benchmarking purposes.

CEO Report

Mark Kuhn referred to the information in the board packet. He reported on the following items:

- Clinic volumes were 9% higher than November and Urgent Care volumes have reached as high as 1000 per week in January, even with occasional clinic closings due to staffing shortages.
- A historical overview of clinic volumes over the past two years reflect increases of over 200% with Urgent Care contributing considerably to this.
- The alarming increase in employee COVID-19 positives was discussed, with 75 employee positives with COVID since August 1st. Last week there were 17 employees that tested positive and five so far this week.
- Mark referred to several articles in the board packet and his observations of the considerable merger and consolidation activity within regional healthcare organizations. Organizations such as Unity Point, Genesis, Cottage Hospital, Carle Health and DuPage Medical Group are involved in significant changes to the healthcare landscape.

Human Resources

Hazel Butter updated the board on two recent issues:

- There was an OSHA complaint in a HHMG clinic regarding mask protocol. By the time Colton was informed of the issue, he had already addressed it and was able to provide time-stamped communications confirming corrective action had been taken. Per OSHA the complaint has been dismissed.
- Hazel just received a recent market wage comparison and will be presenting it to Mark soon. Initial analysis indicates most current wages are within range.
- Hazel Butter announced that Angie Bodine, RN of Med Surg is February's Shining Star recipient.

Rehab & Long Term Care Report

Julie Theill shared the following updates on Long Term Care (LTC) & Rehab Services:

- Nicole Kittelson, RN, has been named as Long Term Care Manager. They are working on backfilling her Director of Nursing role.
- Wyatt and Nicole continue to face staffing challenges with employee turnover and an increase in COVID positive patients, which require separate staff. Additional resources are being considered, such as utilizing Rehabilitation staff with the opportunity to work as CNAs versus low census.
- The Rehab Department had a record December but has already experienced considerable outpatient cancellations in January due to COVID-19 related concerns.
- The pool liner is still scheduled to be replaced in February.

Patient Care and Provider Services

Danielle Hoffman shared a short Power Point regarding the various types of nursing degrees and how different types of nurses could be utilized in a team nursing model. Also discussed was the introduction of additional Respiratory Therapists to the staff as patient acuity continues to increase. Danielle also discussed implementing a Medical Pause protocol in Med Surg and CCU upon the death of a patient. This practice allows the staff to mark the passing of a patient with a 45 second moment of silence to honor the patient and their life.

Clinic Services

Colton Anderson shared the following updates:

- The Cambridge clinic is still awaiting the RHC survey, which has been scheduled.
- Staffing issues continue at the clinics resulting in some 1- or 2-day closures. Colton mentioned many area clinics are also dealing with much longer closures secondary to staffing issues.
- Dr. Stewart and Edwards will be transitioning to their new location as of February 1.

Board Action

General Obligation Bond Abatement – Ordinance Nos. 264 and 265

Chair DeSmith referred to the general obligation bond abatements – Ordinance Numbers 264 and 265. Jodie Criswell recommended approval to abate the following: Series 2013 and 2019 bond tax levies for 2021 tax year.

Chair DeSmith referred to the general obligation bond abatement – Ordinance No. 264, Series 2013 bonds for 2021 tax year. A **motion** was made and seconded: To approve the general obligation bond abatement – Ordinance No. 264. On a roll call vote the **motion passed.**

Chair DeSmith referred to the general obligation bond abatement – Ordinance No. 265, Series 2019 bonds for 2021 tax year. A **motion** was made and seconded: To approve the general obligation bond abatement – Ordinance No. 265. On a roll call vote the **motion passed.**

Approval of December Bills

Chair DeSmith referred to the December 2021 bills. The total bills for the month of December are \$4,268,818.59. A **motion** was made and seconded: To approve payment of the bills for the month of November in the amount of \$4,268,818.59. On a roll call vote the **motion passed.**

Recess to Closed Session

A **motion** was made and seconded: To recess to closed session at 9:18 p.m. to discuss the credentialing of physicians and other healthcare professionals. On a roll call vote the **motion passed.**

Reconvene into Regular Session

A **motion** was made and seconded: To reconvene the regular meeting of the Board at 9:26 p.m. The **motion passed.**

Credentialing of Physicians and Other Healthcare Professionals

A **motion** was made and seconded: To approve the medical staff appointments and reappointments that were discussed in closed session. All appointments/reappointments will be effective January 31, 2022. The **motion passed**.

By consensus the Board agreed to change future monthly meeting times to 6:00 p.m. on the third Tuesday of each month.

Adjournment

A **motion** was made and seconded: To adjourn the meeting at 9:27 p.m. The **motion passed**.

Respectfully submitted by,
Diane Biellier, Administrative Assistant