



**HI-DESERT MEDICAL CENTER**

*Your Partner for Life*

6601 White Feather Road | Joshua Tree | (760) 366-3711 | www.hdmc.org

**HI-DESERT MEMORIAL HEALTH CARE DISTRICT  
BOARD OF DIRECTORS REGULAR MEETING  
MINUTES**

**January 11 at 6:00 p.m.**

*Helen Gray Education Center Boardroom  
6601 White Feather Road, Joshua Tree, CA 92252*

**Mission Statement:** *Hi-Desert Medical Center will provide superior service to improve the quality of life for people in the Morongo Basin*

**Vision:** *We are caring people providing extraordinary healthcare services.*

**Core Values:** *Integrity, Superior Service, Stewardship, Innovation, Teamwork, Dignity*

**IN ATTENDANCE:**

Board of Directors:

Director Hoffman, President  
Director Swella, Vice President  
Director Wilcox, Secretary  
Director Cooper, Treasurer  
Director Cole, Member at Large

Medical Staff:

Dr. Kasko, Chief of Staff

Excused Absence:

Administrative Staff:

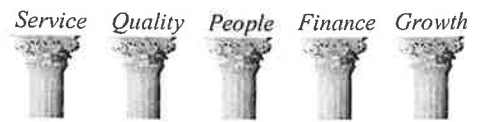
Lionel Chadwick, CEO  
Judy Austin, COO/CNO  
Tom Duda, CFO  
Dan McClure, CIO  
Avelina Ortiz, Director of Quality Resources  
Barbara Staresinic, VP Human Resources  
Esther Tomaszewski, Administrator, CCC  
Joe Ruddon, VP Marketing and Business Development  
Bruce Oswald, Assistant Administrator of Ambulatory Services  
Angela Walton, Executive Assistant

Other Staff:

Jackie Combs, Director of Infection Control  
Jaime Martinez, Clinical Documentation  
Roxanne Missett, Director of HIS  
Joan Senelick, Director CRM  
Mike Tilford, Director of Facilities  
Peter Stock, Director of Emergency Management  
Stan Halgison, Auxiliary  
Ram Malhotra, Pharmacy Director  
Luke Mechum, Engineering Department  
Adele Nafziger, Controller

Media:

Mike Lipsitz, Z107.7 FM



## CALL TO ORDER

Director Hoffman called the meeting to order at 6:01pm.

## PLEDGE OF ALLEGIANCE & READING OF MISSION STATEMENT

The pledge was led by members of the San Geronio Brownie Troop 823 and Daisy Troop 282 of the Girl Scouts of America. Mr. Hoffman presented the kids with certificates of appreciation and checks for each group.

The mission statement was read by Dr. Chadwick, the vision statement was read by Director Cooper, and the core values were read by Director Hoffman.

## PUBLIC INPUT

No public input was presented.

▶▶ *If there are no corrections, the Agenda is approved as distributed.*

## APPROVAL OF MEETING AGENDA

Director Cooper - Remove Action Item #2, 2011 Statement of Director Duties and Responsibilities for referral back to Governance Committee. Correction: Year is mistyped; should read "2011."

**MOTION 11—01: Motion made by Director Cooper and seconded by Director Swella to approve the amended agenda. The motion passed unanimously.**

## BOARD EDUCATION

Cardiopulmonary Services Overview – Ernesto Iniguez, Director, and Denise Layman-Trujillo, Respiratory Therapist

Mr. Iniguez and Ms. Layman-Trujillo provided an overview of the Cardiopulmonary Department, including:

- Benefits of Pulmonary Rehabilitation
- Components of Rehabilitation
- Better Breathers Club

Questions: Director Hoffman asked if there is a demand for another technician. Ms. Layman-Trujillo answered that there is not a need at this time. Director Hoffman then asked if their working space is sufficient for the department. Ms. Layman-Trujillo answered that currently the space is adequate. Director Hoffman extended commendations on their registry reduction.

## APPROVAL OF CONSENT AGENDA

All Consent Agenda items listed below are considered to be routine by the Board of Directors and will be enacted upon by one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the items will be considered following approval of the Consent Agenda.



MINUTES of the Board of Directors Meeting are approved as presented:

- Minutes of the Regular Meeting of the Board of Directors dated December 14, 2010
- Minutes of Facilities and Technology Meeting dated December 21, 2010
- Minutes of the Finance Committee Meeting dated December 21, 2010

Dr. Chadwick: There is one correction to the minutes of the December 14 Board meeting. On page 6, where it reads "All policies will be reviewed annually" will be changed to read "All policies will be reviewed at least every three (3) years unless required more frequently by regulatory agencies."

Action Item 2 – The word "is" was omitted.

### CREDENTIALING

#### NEW APPOINTMENTS – January 2011

- Recommendation to appoint **John Dedic, M.D.** to the Provisional Courtesy Staff and approve privileges for Radiology as requested. Service: Medical. Appointment Period: 01/11 to 01/12
- Recommendation to appoint **Ralph Ho, M.D.** to the Consulting staff and approve privileges for Tele-Radiology as requested. Service: Medical. Appointment Period: 01/11 to 8/12
- Recommendation to appoint **Rene Daniel Loya, M.D.** to the Provisional Courtesy Staff and approve privileges for Emergency Medicine as requested. Service: Medical. Appointment Period: 01/11 to 01/12
- Recommendation to appoint **Heather Parlett, PA-C** to the Specified Professional Personnel Staff and approve privileges for Physician Assistant to Duncan Miles, M.D. as requested. Service: Surgical. Appointment Period: 01/11 to 12/12

#### REAPPOINTMENTS – January 2011

- Recommendation to reappoint **Mary Ann Honeycutt, MNP** to the Specified Professional Personnel (SPP) staff and approve privileges for Nurse Practitioner for Rural Health as submitted, no change requested. Service: Medical. Appointment Period: 01/11 to 01/13
- Recommendation to reappoint **Daniel Frascchetti, D.O.** to Active Staff and approve privileges for Pediatrics as submitted, no change requested. Service: Medical. Appointment Period: 1/11 to 1/13
- Recommendation to reappoint **Elizabeth Pecoy, PA-C** to the Specified Professional Personnel (SPP) staff and approve privileges for Physician Assistant in ER as submitted, no change requested. Service: Medical. Appointment Period: 01/11 to 01/13

**The following additional items are being submitted to the Board of Directors for approval:**

- Recommendation to approve addition of Geodon to the hospital formulary
- Recommendation to approve revised Enteral Formulary (attached)



- Recommendation to approve the following policies and procedures (attached);
  - Adult IV to PO Equivalent Switch Therapy
  - Early Intervention for Changes in Patient's Condition

▶▶ **MOTION 11—02: Motion made by Director Cole and seconded by Director Swella to approve the consent agenda as amended. Motion passed unanimously.**

### **INFORMATIONAL ITEMS & UPDATES:**

#### **Strategic Plan Presentation**

**Lionel K. Chadwick, CEO  
Administrative Leadership Team  
Members**

The leadership team provided a comprehensive updated report on the District's Strategic Plan (mid-plan report 2009-2012). Dr. Chadwick highlights included:

- This presentation marks the mid-point of 3-year plan
- HDMC is the sole provider of emergency, acute care, and ancillary diagnostics within a 35-mile radius
- HDMC absorbed 3 million in costs for reimbursed care in 2008
  - Community
    - Employee support program
    - Community leadership development program
  - People
    - Conduct an employee Satisfaction Survey
    - Conduct a Physician Satisfaction Survey
    - Implement a New Leadership Evaluation Tool
  - Growth
    - Assess and evaluate rehabilitation services
    - Assess expanding rural health clinics
    - Conduct master site plan study
    - Create marketing plan
  - Service
    - Provide internet access for the Continuing Care Center
    - Provide emergency department customers with improved discharge items
    - Continuing Care Center will increase space for resident activities
    - Improve surgeon satisfaction with OR patient flow
    - Provide physicians with a work/charting area at the med/surg nurse's station
  - Finance
    - Expand physician teaching for proper documentation
    - Expand manager training for financial reports
  - Quality
    - Improve Congestive Heart Failure CORE Measures scores for discharge instructions and smoking cessation education
    - Improve national patient safety goals



- Improve the environment of care to promote quality of care
- Implement the opportunities to improve the quality of care through improving staff and physician team work and communication

Dr. Chadwick reported that there have been 76 goals accomplished to date.

Mr. Rudden reported on Community goals that are ongoing. Highlights included:

- Healthcare needs assessment
- Geographic healthcare accessibility assessment
- Transportation assessment and response
- Physician recruitment partnerships
- Ensure a doctor-friendly clinical environment
- Foster external alliances for efficient service delivery

Ms. Staresenic highlighted several People goals, including:

- Establish a comprehensive staff development program
- Enhance physician and staff satisfaction and collaboration
- Establish accountability on all levels
- Improve patient satisfaction of physician services
- Recruitment of necessary staff and physicians
- Increase staff retention and decrease turnover
- Provide educational opportunities in support of staff development

Mr. Oswald presented goals under Growth, including:

- Determine feasibility of new services, including pain management services, pulmonary rehab program, and urgent care clinic
- Assess and evaluating existing services, including 64-slice CT scanner, joint replacement program, and behavioral health services
- Identify potential new services and initiatives, including cardiology, nuclear medicine, additional OB/Gyn services, and time share clinic for rotation by medical specialty providers around the region
- Evaluating existing properties and business by conducting ambulatory site plan and enhance the appearance and function of currently occupied spaces
- Develop initiatives that enhance image

Ms. Austin presented updates to the Service goals, including:

- Develop methods to improve communication with customers
- Assess and improve the delivery of service in an environment of privacy, which included creating a separate pre and post operative area in the hospital surgery department and improving the physical environment at Airway to relieve waiting room congestion and privacy during registration

Mr. Duda presented several ongoing Finance goals, including:

- Ensure appropriate cash management activities, such as implementing revenue cycle suite to automate accounts receivable functions
- Implement prudent internal and external steps to maximize revenue, i.e. renegotiate payor contracts, implementing training programs to enhance prospective payment receipts, and improved charging and coding in the Emergency Department



- Expand financial analytic capabilities (assessing the feasibility of implementing the Meditech cost accounting module)
- Evaluate studies and reports to enable optimal product line development
- Maximize sources of capital, including soliciting outside contributions, establishing a capital campaign, disposing of excess property, and pursuing grant opportunities

Ms. Ortiz highlighted several of the goals ongoing under Quality:

- Measurably improve skills enhancement/competency for all District employees by implementing opportunities to improve staff competencies
- Improve the environment of care to promote quality of care
- Improve staff and physician team work and communication to improve quality of care by improving district-wide communication using information technology

Dr. Chadwick reported that the Board would receive updates quarterly. A new plan will be developed by July of 2012 by engaging in data analysis, patient and community partnerships input as well as internal input by employees, medical staff, and volunteers.

Dr. Swella expressed her appreciation for the leadership team's hard work.

At the end of the presentation, Director Hoffman presented a variety of questions which the Administrative Team promised to report back on.

#### **Presentation of New District Logo**

**Joe Ruddon, Marketing & Business  
Development Director**

Mr. Ruddon presented the new District logo. The new logo was voted on by employees and auxiliary members. Various applications of how the new logo would be used (letterhead, business cards, and pamphlets) were presented. The different names of service lines will be partnered with "Hi-Desert Memorial Healthcare District." The Continuing Care Center will have its own logo.

#### **ACTION ITEMS:**

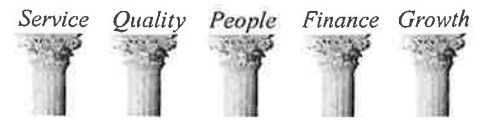
1. ►► Board Resolution – Signature Authorization for District Bank and Investment Accounts

*It is recommended that the Board of Directors approve a resolution authorizing the signatures of the Board President and Board Treasurer on District Bank and Investment Accounts.*

Dr. Chadwick presented this new resolution in light of having a new Treasurer.

**►► MOTION 11—03: Motion made by Director Swella and seconded by Director Cooper to approve the signature resolution.**

Director Hoffman – previously abstained from voting on financial matters due to a conflict of interest.



2. ► 2011 Statement of Director Duties and Responsibilities – **TABLED** – referred to Governance Committee.

*This action recommends that the Board of Directors affirm by formal resolution the 2011 Statement of Director Duties and Responsibilities in serving as a member of the Board of Directors of the Hi-Desert Memorial Health Care District.*

**CHIEF OF STAFF REPORT (Service)**

Andre Kasko, D.O., Chief of Medical Staff - No report.

**ADMINISTRATIVE REPORT (Service)**

Lionel Chadwick, Chief Executive Officer presented the Administrative Services Report. Highlights:

- In light of the events of last Saturday (Arizona shooting) preparedness for the unexpected is vital. A full disaster plan will be updated and implemented soon. Additionally, we will hold a disaster drill this spring.

No questions were presented.

**CLINICAL SERVICES REPORT (Service)**

Judy Austin, Chief Operating Officer, presented the Clinical Services Report.

- Dr. Swella commented that she is impressed with the A.I.D.E.T. 10-5 rule

**FINANCE REPORT (Finance)**

Mr. Duda introduced the financial statements.

- Dr. Swella – Asked how amounts found in financials are calculated. Mr. Duda informed her that amounts are rounded.

**MARKETING REPORT (Growth)**

Mr. Ruddon presented the marketing report. No questions were presented.

- Director Hoffman asked if there was a full compliment of students for Leadership Academy. Mr. Ruddon stated that there are eleven students enrolled.

**CALENDARS**

Calendars – Director Hoffman commented that the committee meeting calendars would change as the committees begin to meet.

Dr. Chadwick reminded the Board of the State of the District Employee Forums. Mr. Ruddon corrected the date of the Extra Mile Luncheon, which has been moved to January 24<sup>h</sup>.

**ITEMS FOR NEXT AGENDA:**

- Dr. Chadwick will present the Foundation hand-over event at the February.
- Director Cole asked when the wage rate issue will be presented. Dr. Chadwick stated that it will be presented to Finance and Human Resources (will be presented to HR first) before coming to the Board. This item will be presented to the full Board after these committees have met.



## DIRECTORS' COMMENTS:

**Director Hoffman:** Enjoyed the management team seating and Happy New Year

**Director Swella:** Happy New Year and thanked the staff for their hard work

**Director Cooper:** Thank you to all of the management leaders and to the Cardiology department presentation

**Director Wilcox:** Happy New Year

**Director Cole:** Thanks to the staff for doing a good job.

## ADJOURNMENT TO CLOSED SESSION:

- Pursuant to section 32155 of the Health and Safety Code  
*Report Involving Quality Assurance Matters*

## ADJOURNMENT TO OPEN SESSION AND CLOSED SESSION REPORT:

Director Hoffman adjourned the meeting to closed session at 8:01 pm.

Director Hoffman adjourned the meeting to open session at 8:25 pm.

The Board of Directors reviewed information regarding a quality assurance matter. The Board of Directors directed administrative staff to take appropriate action.

## ADJOURNMENT:

On motion duly made and seconded Director Hoffman adjourned the meeting at 8:30 pm.

*Minutes recorded by A. Walton, Board Clerk*

  
Paul Hoffman, President, Board of Directors

  
Dennis Wilcox, Board Secretary