



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

**October 9, 2012 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 Swella, President  
Director Cooper, Vice President  
Director Hoffman, Treasurer  
Director Cole, Secretary  
Director Avels, Member-at-Large

**Medical Staff:**

Dr. Salhotra, Chief of Staff

**Excused Absence:**

**Administrative Staff:**

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

**Other Staff:**

Alice Brown, Home Health/ Hospice Director  
Shanon Aarup, Rehabilitative Services Director  
Cindy Dietz, IT Director  
Ora Rhine, FNS Director  
Kathy Alkire, Director of Service Excellence  
Joan Senelick, CRM Director  
Ram Malhotra, Pharmacy Director  
Steve Cox, ED Director  
James Walter, RHC Director  
Sue Shinaver, Lab Director  
Mike Tilford, Facilities Director



Other Department Managers and Staff

Media No media present

Guests:

## **CALL TO ORDER**

Director Swella called the meeting to order at 6:00 pm.

## **PLEDGE OF ALLEGIANCE & READING OF MISSION STATEMENT**

The Pledge of Allegiance was led by members of Daisy and Brownie Troop 1744. Dr. Swella presented the girls with certificates and a donation.

**Mission Statement:** Read by Director Hoffman

**Vision Statement:** Read by Director Cooper

**Core Values:** Read by Director Swella

## **PUBLIC INPUT**

Stan Helgelsen, President of Auxiliary, gave praises to several District employees, all of whom Mr. Helgelsen felt went to extra efforts to assist the Auxiliary. He stated that the District is fortunate to have such dedicated people working for them.

## **APPROVAL OF MEETING AGENDA**

►► **MOTION 12—43:** Director Hoffman made the motion to approve the agenda, and Director Cole seconded.

## **SPECIAL PRESENTATION – Dr. Dianne Swella, Board President**

Director Swella and Mr. Oswald recognized both Sue Shinaver (Lab) and Rebecca Cole (Imaging) for their leadership roles in successful survey outcomes in their departments. Both ladies were presented with gift cards and certificates.

## **BOARD EDUCATION**

Facilities Department – Mike Tilford, Director: Mr. Tilford gave a detailed overview of the facilities services of the District:

- Operate, maintain, protect, and provide a safe and effective environment of care for 17 buildings
- Over 127,000 square feet of building space
- Equivalent to 18,000 sq. ft. per maintenance FTE
- Multiple acres of grounds keeping
- Fire/Life Safety management, Utility management, Plant management, Equipment management



- Scope of services - Optimal service to our customers in an environment of minimal risk.
  - Provide support services to all departments
  - Utilizes contracted services and vendors.
  - Projects/Construction
  - Safety
  - Security
  - Emergency management
  - Restricted labor (work release), San Bernardino County Sheriff's Office
- Common services: Communications, Electrical, Fire Alarm / Protection, Grounds Keeping, HVAC / Refrigeration, Food Service Equipment, Locks, Material Handling, Mechanical,
- Medical Equipment, Medical Gases, Painting/ Other Building Trades, Pest Control, Plumbing, Roofing, Vehicle Maintenance, Waste Management, Welding
- Goals of the department:
  - Provide a safe and quality environment of care for the delivery of superior healthcare and
  - provide services in compliance with regulatory standards in a professional, ethical and cost effective manner
- National Health Care Engineering Week – October 21-27, 2012
- Described differences between preventive and corrective maintenance.

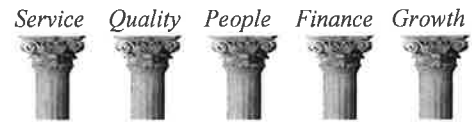
Mr. Tilford reported the department's standards of practice follow American Society of Healthcare Engineering, National Fire Protection Association, The Joint Commission, and other federal, state and local authorities. Mr. Tilford also described authorities having jurisdiction over the District Engineering Department. Mr. Tilford thanked his team, Mr. McClure, Karen Graley, and the patients. Dr. Chadwick thanked the Engineering Team for all of their hard work and invited the team to lunch during National Health Care Engineering Week.

#### **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 September 11, 2012
- ⌘ Minutes of the Special Finance Committee Meeting dated September 18, 2012
- ⌘ Minutes of the Special Board of Directors Meeting dated September 25, 2012
- ⌘ Minutes of the Finance Committee Meeting dated September 26, 2012
- ⌘ Minutes of the Governance Committee Meeting dated October 5, 2012



## CREDENTIALING

### NEW APPOINTMENTS – October 2012

#### New Appointments

- **Recommendation to appoint Gary Baldwin, PA-C** to Allied Staff and approve privileges for Emergency Medicine as submitted. Service: **Medical**. Appointment Period: October 2012 to June 2014

#### Reappointments

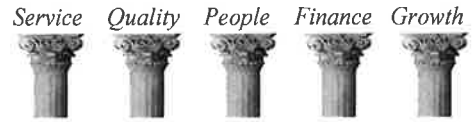
- **Recommendation to reappoint Peter Fitzer, M.D.** to Consulting Staff and approve privileges for Tele-Radiology as submitted with no changes. Service: **Medical**. Appointment Period: September 2012 to September 2014
- **Recommendation to reappoint Donald Jackson, M.D.** to Consulting Staff and approve privileges for Tele-Radiology as submitted with no changes. Service: **Medical**. Appointment Period: September 2012 to September 2014
- **Recommendation to reappoint Michael Soehnen, M.D.** to Consulting Staff and approve privileges for Tele-Radiology as submitted with no changes. Service: **Medical**. Appointment Period: October 2012 to October 2014
- **Recommendation to reappoint Gerald York, M.D.** to Consulting Staff and approve privileges for Tele-Radiology as submitted with no changes. Service: **Medical**. Appointment Period: October 2012 to October 2014
- **Recommendation to reappoint Nigist Asfaha, M.D.** to Active Staff and approve privileges for Anesthesia and add Pain Management as submitted. Service: **Surgical**. Appointment Period: October 2012 to October 2014
- **Recommendation to reappoint Peter Jamieson, M.D.** to one additional year Provisional Staff and approve privileges for General Surgery as submitted with no changes. Service: **Surgical**. Appointment Period: October 2012 to October 2013
- **Recommendation to reappoint David Morrow, M.D.** to Courtesy Staff and approve privileges for Dermatology as submitted with no changes. Service: **Surgical**. Appointment Period: October 2012 to October 2014

#### Extension of Privileges

- Elliott Romero, M.D. (Family Practice) CCC Assoc.- Late response to reappointment
- Bryan Stone, M.D. (Nephrology/ Courtesy) Late response to reappointment

#### Resignation

- Michael Bagheri, MD- Cardiology – No response to reappointment application and no activity



**The following Medical Staff policy recommendations are being submitted to the Board of Directors for approval:**

**Pharmacy & Therapeutics**

- Pyxis Med Station Usage Requirements
- Medication Administration (CMS- new rule)
- Anti-thrombolytic Protocol

**Rehabilitation Services**

- Assessment & Summary Form: Outpatient Therapy
- Physical Therapy Evaluation: Acute & CCC
- Rehab Services Plan of Care
- Physical Therapy Daily Treatment Grid

**Emergency Medicine**

- Admission Discharge and Transfer

**Surgical Services**

- Airway Discharge Instructions

**Infection Control (Employee Health)**

- TB Screening Guidelines for LTC Residents
- Accident Investigation Report
- Employee Health Survey
- PPD Two Step Testing
- Consent for Vaccine
- Hepatitis B Vaccine Program
- Hepatitis B Vaccine Record

▶▶ **Motion to approve the Consent Agenda as presented**

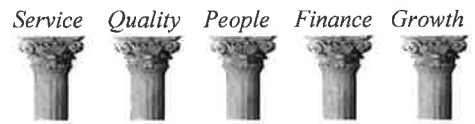
▶▶ **MOTION 12—44:** Motion made by Director Avels and seconded by Director Cole to approve the consent agenda. Director Swella noted that there were page numbering inconsistencies in the policies, and several grammatical errors. All members were in favor of approval of the consent agenda with noted corrections, and the motion carried.

**BOARD COMMITTEE REPORTS:**

- Finance Committee Report

Paul Hoffman, Chair

- Director Hoffman reported that the committee met on September 18 in a special Finance meeting to discuss the bond matter and met again on September 26 to review July financial statements. Director Hoffman briefly discussed specifics of the financial reports, and reported that the annual audit would be reported at the November Board meeting.



- Human Resources Committee Report                                      Korina Cole, Chair
  - Director Cole reported the committee is scheduled to meet on November 1.
  
- Facilities & Technology Committee Report                                      Martie Avels, Chair
  - Director Avels reported that the committee will meet next week on Tuesday, October 16.
  
- Governance Committee Report    Patricia Cooper, Chair
  - Director Cooper reported the committee met on October 5. Dr. Chadwick announced that the committee met to review candidates for the community health centers Board of Directors. She announced that the action item to be presented later in the meeting will address approving the candidates that were presented to and approved by the Governance Committee, and if the full Board approves, the candidates' names will be included in the Board minutes.
  
- Executive Performance Committee Report                                      Dr. Dianne Swella, Chair
  - Dr. Swella reported that the committee met to discuss the CEO Employment Agreement. The CEO and Board have both agreed to the terms and the agreement has been forwarded to District legal counsel for review. Once the review is complete, it will be sent back to the Board.

**INFORMATION ITEMS - Presentations**

- ∞ Patient Care Services Reorganization Presentation – Judy Austin, CNO/COO
  - Ms. Austin discussed ways to optimize customer care, and introduced the new clinical services structure, which include clinical supervisors for ICU and OB (new positions). Leadership roles will be a clinical supervisor for quality, a manager for Surgical Services, and a manager for Medical/Surgical Unit and Infusion center. House supervisors will now be named Administrative Supervisors. Steve Cox will be Director of Medical Services, and Alice Brown will be Director for Surgical/Obstetrical Services. Ms Austin held information sessions with staff and the new Directors on September 27. Dr. Salhotra added that the reorganization will help with efficiency.
  
- ∞ Physician Recruitment – Joe Ruddon, Vice President, Marketing & Business Development & Dr. Lionel Chadwick, CEO
  - Mr. Ruddon updated the Board on activities in this area, stating that physician recruiting is a strategic plan priority. Recruiting qualified physicians is concentrated in the specialties of OB, General Surgery, Urology, ENT, and Orthopedics. Mr. Ruddon shared the strategies they are using to recruit, including telemedicine, word of mouth, national searches, HDMC website, and promoting a time-share concept. Mr. Ruddon gave a status report on each specialty.



- ⌘ Conflict of Interest Code – San Bernardino Board of Supervisors - Dr. Chadwick
  - Dr. Chadwick informed the Board that Conflict of Interest Code was approved by the Board of Supervisors in August 2012.
- ⌘ 340B Pharmacy Update – James Walter, Rural Health Centers Director
  - Director Cole asked for information on this issue at a previous meeting. Mr. Walter announced that the District is now eligible for this program. Ram Malhotra, Tom Duda, and Mr. Walter are working together to gather information to determine next steps for possible implementation. Director Hoffman asked why the District decided not to engage in this program two years prior, and Mr. Duda informed the Board that it would have required maintaining a separate inventory of drugs, which at that time would have been impractical and expensive.

### **ACTION ITEMS:**

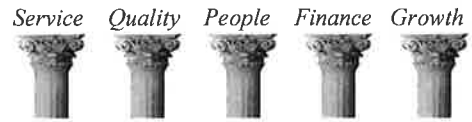
#### **1. Community Health Center Board Candidates – James Walter, RHC Director**

- *This action recommends that the Board of Directors consider the nominated candidates to serve as members of the Board of Directors of the newly-formed Community Health Center Board. List of candidates will be presented to full Board upon acceptance and approval by Governance Committee.*

Mr. Walter described the process that was used to recruit candidates for the new community health center Board. The Governance Committee met on October 5, discussed and approved the candidates for the new community health center Board.

▶▶ **MOTION 12—45:** Director Hoffman made the motion to approve the recommendation of the Governance Committee, and Director Cole seconded. All were in favor, and the motion passed. The new community center Board members are:

Denise Kaarle  
Kimberly Gaylord  
Susan Madavan  
Jacquelyn Hope Creps  
Ricardo Tagle  
Christopher Johansing  
Rev. Belinda “Lynn” Reece  
Leslie Moody  
Mary Jane Binge  
Ramon Lomeli



2. Redemption of Series 2002 Bonds – Tom Duda, CFO (Handout)

*- This action recommends that the Board of Directors direct management to redeem the Series 2002 Bonds using funds currently in the District's Investment Accounts.*

Mr. Duda informed the Board that the bonds became redeemable on October 1, and provided a brief history on the bonds. Mr. Duda explained that the funds had to be taken from investments to cover the cost of wastewater treatment plant fee. After Mr. Duda explained the District's profit/loss statement, Director Cole wanted to publicly note that the District would not make the decision to take this action if it were not for the current financial condition of the District. Director Hoffman asked that the "Facts Bearing on the Action" in the action items contain more explanation and be more detailed. Dr. Chadwick asked that the action be approved as it stands as the trustee of the bonds needs to have the formal action of the Board. He stated that an amended action will be provided to the Board at the next meeting. Mr. Duda reported on other options he has investigated to offset the financial circumstance of the District.

►► **MOTION 12—46:** Director Cole made the motion to approve the recommendation of the Finance Committee, and Director Avels seconded. An "amended" action will be presented at the November Board meeting.

**Roll call vote:**

- Director Swella - yes
- Director Hoffman- yes
- Director Cole- yes
- Director Avels- yes
- Director Cooper- yes

**CHIEF OF STAFF REPORT (Service)**

Dr. Prem Salhotra, Chief of Staff: Commented that Sue Shinaver does an excellent job and an asset to the community and hospital. Dr. Salhotra commended the lab and medical imaging departments. He also commented that they are seeing a growth in patient population in the rural health clinics, and it may be due to lack of transportation services. Medical record completion and core measures have improved, and 30-day readmission rates are being actively monitored.

**ADMINISTRATIVE REPORT (Service)**

Lionel Chadwick, Chief Executive Officer. Dr. Chadwick highlighted the following:

- Co-management program update
- Appreciation to candidates who participated in the recent candidates forum
- Financial action plan update – will be reporting to Finance Committee
- Future action items regarding patient safety (lights)
- Survey kick-off
- Congratulations to Dr. Salhotra (daughter recently got married)





### **CLINICAL SERVICES REPORT (*Service*)**

Judy Austin, Chief Operating Officer. Highlights:

- Steve Cox (Emergency) , Dr. Cooper (Emergency), Alice Brown (Surgery/OB), Becky Bock from OB attended Beta symposium, received award and will present at November Board meeting
- Director Cole – medical recorder cards are a great idea and appreciates the new clinical services structure and the hard work that went into developing the idea

### **AMBULATORY SERVICES (*Service*)**

Bruce Oswald, Ambulatory Services Director. Highlights:

- Nuclear medicine – responded to query from Director Avels at September meeting – identified measures taken in-house to secure this issue

### **CONTINUING CARE CENTER (*Service*)**

Jackie Combs, CCC Administrator. Highlights:

- Soup on night shift – a poll is being conducted for the night shift to vote on what services employees would prefer for food services at night

### **FINANCE REPORT (*Finance*)**

Tom Duda, Chief Financial Officer. Highlights:

- Expenses for July were discussed, and reported that there was a better census for August

### **MARKETING REPORT (*Growth*)**

Joe Ruddon, Marketing/Business Development Director. Highlights:

- Joshua Tree National Park update – a workshop will be held with the Park staff next week to discuss collaboration
- Candidates Forum will be broadcast on Time Warner; flyers are out and being communicated to staff and community
- Newsletter has been mailed out to the community
- Parade is October 20 in 29 Palms

### **FOUNDATION REPORT**

Dean Moore, Foundation President. Highlights:

- Strategic plan update
- Described K & M Services provided to the Foundation and grant application updates
- Financial statements to the District Board – Director Cooper asked if a Foundation financial statement could be provided to the Board. Mr. Duda and Mr. Moore commented

### **BOARD CALENDARS:**

- EPC – TBD
- Governance – will be scheduled for December
- Auditor will be coming to Board in November



**Items for Next Board Agenda:**

- Audit Report
- Surgery Lights
- August Financials at October Finance meeting

**Director Avels** – Thanks to Mike Tilford, nursing reorganization, Stan Helgelsen for hat and to all who did presentations

**Director Cole** – thanks to all staff for their hard work

**Director Hoffman** – thanks for all presentations, Mr. Tilford, James Walter, and Dr. Salhotra for his contributions

**Director Cooper** – thanks for all presentations, Dr. Chadwick, Mr. Walter

**Director Swella** – Congratulations to Sue Shinaver and Becky Cole, thanked all presenters, Avelina Ortiz for survey kickoff reminded staff of the upcoming parade

**ADJOURNMENT TO CLOSED SESSION – 8:03 pm**

At this time, the Board adjourned the open meeting and moved into Closed Session.

**CLOSED SESSION – 8:13 pm**

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

**ADJOURNMENT TO OPEN SESSION AND CLOSED SESSION REPORT – 9:00 pm**

In closed session, the Board discussed a quality assurance matter. The Board directed the management team to take appropriate action.

**ADJOURNMENT:**

On motion duly made and seconded Director Swella adjourned the meeting at 9:00 pm.

*Minutes recorded by A. Walton, Board Clerk*

  
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Dianne Swella, President, Board of Directors

  
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Korina Cole, Board Secretary