

**BOARD OF TRUSTEES MEETING MINUTES
APRIL 24, 2024**

Members and Advisors Present: Pat Miller (Chair), Dr. Shari Quick (Vice-Chair), Beth Llewellyn (Treasurer), Tom Sloan (Secretary), Bob Moody, Dr. Beth Roselyn, Kristin Salmans, Pat Brown, Dr. Lee Reussner, Dr. Scott Thellman and Dr. Stephanie Schmidt

Staff Members Present: Russ Johnson, Sheryle D'Amico, Jan Wiebe, Jared Abel, Rebecca Smith, Michael Williams, Dr. Kirk Sloan, Danae Johnson and Mimi Meredith

Others Present: Andy Ramirez and Joe Hatley, Hospital Counsel from Spencer Fane

Excused: Dr. Tamara Cash

Call to Order

The meeting was called to order at 8:31 a.m.

Approval of Consent Agenda

The consent agenda (see below) for the April 24, 2024 meeting was presented for review with approval requested:

- Board of Trustees Meeting Minutes, Mar. 27, 2024
- Finance Committee Meeting Minutes, Apr. 19, 2024
- External Audit Results FY 2023
- Medical Executive Committee Recommendations

MOTION to approve the consent agenda.

Made by Bob Moody,

Seconded by Tom Sloan.

Motion carried.

Chairperson of the Board Report

Pat Miller remarked on the responsibility of the Board and Administration to steward the organization's resources. Stewardship is one of the five imperatives of the LMH's Destination Health 2.0 strategy and the associated themes include:

- Targeted service line strategy, growth and regional expansion;
- Cost and environmental stewardship;
- Payer relations and revenue cycle performance;
- Data integrity, analytics and reporting; and
- Brand stewardship, community support and fundraising.

Over the course of the last year, LMH has engaged in a thorough analysis of workforce productivity and ways in which the entire healthcare system can be more effective and efficient. Each department has found ways to be better stewards of everything from the way biomedical waste is processed to improved

contract negotiations with vendors. LMH staff members work tirelessly for patients and for the organization itself. The gratitude Trustees feel for these efforts cannot be adequately expressed.

Ms. Miller reported that the work to fine-tune the analysis and make appropriate changes will be implemented in the remainder of 2024. Difficult decisions will need to be made in order to ensure a stable and sustainable future for the organization and to preserve LMH's excellent service to our community. The Board's expectation is that the decisions made by LMH Health's leaders will continue to be consistent with the guiding principles behind High Performing Organizations, Better Together and equity. As changes are implemented enable LMH Health to remain a strong, independent, community hospital, leadership must very consciously and purposefully continue to provide the support and the advocacy deserved by the people doing the hard work day in and day out.

Ms. Miller stated that the Board fully expects to emerge from 2024 a stronger and more sustainable organization. LMH's ability and commitment to meet each new challenge is predicated on the ability to analyze, adapt and grow. Examples of the organization's ability to address these challenges are evident in the continued work to secure federal funds through the 340B drug program, advocate for Medicaid expansion, bring online new technologies and renovate the main campus to bring a state-of-the-art Cancer Center to the community.

Chief of Staff Report

Dr. Stephanie Schmidt remarked on several projects that are advancing patient care at LMH:

- Positron Emission Tomography (PET) Scanner, which includes patient benefits like:
 - Enhanced diagnostic and treatment capabilities;
 - More accurate and detailed imaging (beyond CT and MRI);
 - Earlier disease detection;
 - Reduced wait times; and
 - Improved treatment planning and outcomes.
 - The Foundation is actively working to raise \$1.2 million to support acquisition, in part through events like:
 - Hearts of Gold Gala – April 29
 - Penny Jones Golf Tournament – September 6
- Anderson Health Plaza renovations which include updates to clinic spaces for GI, Pain and Urology. This Project is funded entirely through a portion of the \$10 million gift commitment from Dana Anderson.
- Cancer Center renovation and expansion
 - The design and construction focuses on a patient-first experience. The research and planning for the design was a collaborative process among doctors, staff and architects. The goal of this project is to support growth, patient experience and efficiency for staff.
 - Construction for this project will begin in spring 2024. Staff will be communicating with patients and families about changes in the coming weeks. Renovations are planned to be finished by mid-2025.
 - Donors have provided more than \$7 million of the anticipated \$12 million cost.

CEO Report and Executive Team Report

- **CEO Comments** - Russ Johnson updated the Board on progress with LMH's strategic plan, Destination Health 2.0:
 - Patient-Centered Clinical Care – LMH is committed to delivering care that meets the highest clinical standards and allows for exceptional coordination and integration. 2024 tactics in Destination Health include implementing technologies and processes that support patients. Examples of work underway include:
 - Notable – This technology will allow patients to connect with the organization for their needs in a way that's convenient to them, freeing up front-line staff for more direct patient care (i.e. scheduling and registration). LMH's goal in 2024 is to make Notable available in each of the clinics, and rollout is underway. Overall, the organization is seeing high patient use and satisfaction with physicians in pilot clinics.
 - Simplified nursing documentation systems – LMH is evaluating and implementing new processes to streamline documentation. The addition of these systems will allow nurses and direct care providers to worry less about the documentation process so that they can focus more on patients.
 - Workforce Excellence – LMH is working on building a culture where our employees thrive. Examples of work underway include:
 - Development of a strategy to support a stronger workplace culture - LMH's new culture and engagement steering committee has been established and is meeting regularly. Part of their work is planning for our culture, engagement and safety survey scheduled for this fall.
 - Creation of a new employee wellbeing program – The LMH Employee Health Team is emphasizing services that support employee wellness:
 - Environmental Wellness
 - Occupational Wellness
 - Financial Wellness
 - Physical Wellness
 - Intellectual Wellness
 - Social Wellness
 - Implementation of new enterprise resource planning (ERP) system – LMH is implementing Workday which is a platform that integrates financial management, human resources and supply chain management to improve efficiencies and cost savings. This transition is on schedule, and is in large part due to the support of teams in IT, HR, Finance and Accounting and Materials Management
 - Provider Engagement – This imperative ensures that physicians, APPs and administration work together to improve patient care, allocate resources and improve equity, access, efficiency and safety. Examples of work underway include:
 - Supporting provider connectivity and leadership, including new ways for physicians and APPs to provide feedback.
 - Exploring a new clinical digital assistant to reduce time spent on documentation.
 - Health Equity – This is an important part of the fabric of Destination Health, and equity concepts and initiatives are woven throughout the plan. This work means focusing efforts

to avoid the inequalities and inequities that lead to disparities in health and healthcare. One focus of this work is becoming consistent in extracting, analyzing and reporting Quality data with a health equity lens. LMH teams have created an SBAR which details ways to make data collection and reporting more consistent for patient care projects. In addition, the organization continues to use the internal tool developed to ensure equity elements are included in decision making.

- Sustainability – This ensures LMH’s role as an independent, charitable care community hospital that provides care for all in the community. This work focuses on both efficiencies/cost savings and growth through strategic investments like service lines and patient-centered technology. Examples of work underway include:
 - Adding new PET imaging services;
 - Expanding the Cancer Center and related renovations;
 - Improving revenue cycle;
 - Working to ensure LMH is aligning staffing levels with volume across the system; and
 - Working with the organization’s physician practices for growth/efficiency.
- **Clinical Operating Board Update:** Jared Abel, SVP Operations and Physician Enterprise, gave an update on the next steps that will be taken with the Clinical Operating Board to prepare for the June Board Advance discussion.

Open Discussion

No items were presented for discussion.

Executive Session

Motion was made to recess into executive session. The subject of the executive session will be to discuss legal matters with legal counsel as authorized by Section 75-4319(b)(2) of the Kansas Open Meetings Act which authorizes consultation with the hospital’s attorney on matters deemed privileged by the attorney-client privilege. This executive session will include the Board of Trustees, Board Advisors, the CEO, members of the Senior Leadership Team, the Senior Director of Human Resources, the Director of Business Intelligence and Physician Division Finance and hospital counsel. The open meeting will reconvene at 10:00 am.

MOTION made by Dr. Shari Quick,
Seconded by Tom Sloan.
Motion carried.

Executive Session – Extension

Motion was made to recess into executive session. The subject of the executive session will be to discuss legal matters with legal counsel as authorized by Section 75-4319(b)(2) of the Kansas Open Meetings Act which authorizes consultation with the hospital’s attorney on matters deemed privileged by the attorney-client privilege. This executive session will include the Board of Trustees, Board Advisors, the CEO, members of the Senior Leadership Team, the Senior Director of Human Resources, the Director of

Business Intelligence and Physician Division Finance and hospital counsel. The open meeting will reconvene at 10:16 am.

MOTION made by Dr. Shari Quick,
Seconded by Beth Llewellyn.
Motion carried.

Executive Session – Second Extension

Motion was made to recess into executive session. The subject of the executive session will be to discuss legal matters with legal counsel as authorized by Section 75-4319(b)(2) of the Kansas Open Meetings Act which authorizes consultation with the hospital's attorney on matters deemed privileged by the attorney-client privilege. This executive session will include the Board of Trustees, Board Advisors, the CEO, members of the Senior Leadership Team and hospital counsel. The open meeting will reconvene at 10:21 am.

MOTION made by Dr. Shari Quick,
Seconded by Beth Llewellyn.
Motion carried.

Adjournment

With no further business presented, a motion was made to adjourn the meeting at 9:47 a.m.

MOTION made by Dr. Shari Quick,
Seconded by Beth Llewellyn.
Motion carried.

Respectfully submitted,

A handwritten signature in black ink that reads "Tom Sloan".

Tom Sloan, Secretary