

**Meeting Name: Windom Area Health Governing Board of Directors** **AGENDA**

**Purpose:** Provide governance for Windom Area Health

**Meeting Date/Time/Location:** **Monday, June 28, 2021 / Meeting 5:30 pm / Large Conference Room**

**Members:** All Windom Area Health Governing Board Mbrs  
**Present:**  
**Absent:**  
**Others:**

**Recorder:** Janel Eichstadt, Admin Asst

Category / Topic	Action step(s) / Updates	Leader:
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**STANDING ITEMS**

Call to Order	Call Windom Area Health Governing Board meeting to order at 5:30 pm by WAH Governing Board Chairperson	Dr Michael Fisher
Meeting Minutes	Approve Windom Area Health Governing Board minutes from the regular meeting of May 24, 2021 ( <i>Board motion</i> )	Dr Michael Fisher

**COMMITTEE REPORTS**

Professional Practice / Quality & Planning Cmte	Review Committee activities	Kay Gross
Finance / Personnel / Labor Relations & Building & Grounds Cmte	Review Committee activities	Justin Schmit

**OTHER REPORTS**

Statistical & Financial Performance Reports	Review & recommend approval of statistical & financial reports ( <i>Board motion</i> )	John Peyerl
Capital Acquisition Review	Review capital acquisition activity ( <i>Board motion</i> )	John Peyerl
FY2021 Audit Review	Review of FY2021 Windom Area Health audit completed by CliftonLarsonAllen during week of June 7, 2021.	John Peyerl
Educational Assistance Applications	Review & recommend approval of application(s) for educational assistance ( <i>Board motion</i> )	Emily Masters
New / Department Transfer Employees	Report of recently hired / transferred employees	Emily Masters
Medical Staff Credentialing & Meeting Update	<ul style="list-style-type: none"> <li>Review &amp; approve medical staff credentialing, upon recommendation from WAH Medical Staff (<i>Board motion</i>)</li> <li>Report on business addressed at WAH Medical Staff meeting</li> </ul>	Dr M Olson/ Shelby M
Patient Concern Reports	Review patient concern reports and patient survey comments	Shelby M / Kelsey A
Patient Safety Reports	Review patient safety activities	Kelsey Andrews
Annual Policy Review	<ul style="list-style-type: none"> <li>Review / Approve Tuberculosis Exposure Control Plan (<i>Board motion</i>)</li> <li>Review / Approve Infection Prevention &amp; Control Plan (<i>Board motion</i>)</li> </ul>	Kelsey Andrews
Administration	<ul style="list-style-type: none"> <li>Review / Update Sr. Management Team Executive Summaries</li> <li>Review / Approve WAH committee meeting reports as presented (<i>Board motion</i>)</li> </ul>	Sr Mgmt Team
City of Windom	Informational update	Steve Nasby
Sanford Health Network	Informational update	Terry Mahar, VP

WAH Foundation Board	Foundation Board met June 14, 2021. Meeting minutes from last Foundation meeting included in Governing Board book	Shelby Medina
WAH Auxiliary	Auxiliary met June 14, 2021. May's meeting minutes included in Governing Board book	Shelby Medina
<b>NEW &amp; OLD BUSINESS</b>		
Old Business		Dr Michael Fisher
New Business	Management Contract Review Schedule and Proposal	Dr Michael Fisher
<b>CONCLUSION</b>		
	Conclude WAH Governing Board meeting	Dr Michael Fisher
Board Education	Presentation by Anna Snyder, Community Health & Wellness and Liz Coleman, Integrative Health	

**Meeting Name: Windom Area Health Governing Board of Directors**

**MINUTES**

<p><b>Purpose:</b> Provide governance for Windom Area Health</p>	
<p><b>Meeting Date/Time/Location:</b></p>	<p><b>Monday, May 24, 2021 / Meeting 5:30 pm / Large Conference Room</b></p>
<p><b>Members:</b> All Windom Area Health Governing Board Mbrs</p>	<p>Present: Dr. Michael Fisher, Dan Ortman, Ann Bartelt, Justin Schmit, Laura Fresk, Julie Brugman/Mt Lk Advisory Mbr, John Peyerl/CFO, Emily Masters/CHRO, Kelsey Andrews/DON, Shelby Medina/CEO, Terry Mahar/Sanford Health Network VP Absent: Kay Gross Other Attendees: Dr. M. Olson/Chief of Medical Staff, Steve Nasby/City of Windom Administrator Janel Eichstadt, Admin Asst</p>
<p><b>Recorder:</b></p>	<p>Janel Eichstadt, Admin Asst</p>
<p><b>Category / Topic</b></p>	<p><b>Action step(s) / Updates</b></p>
<p><b>STANDING ITEMS</b></p>	
<p>Call to Order</p>	<p>Windom Area Health Governing Board meeting was called to order at 5:30 pm by Governing Board Chair, Dr. Michael Fisher.</p>
<p>Election of FY22 Officers</p>	<p>The proposed Slate of Officers to the Windom Area Health Governing Board for FY2022 was presented to Board members. M/S/C UNANIMOUSLY TO APPROVE THE FY2022 SLATE OF OFFICERS TO THE WINDOM AREA HEALTH GOVERNING BOARD AS PRESENTED- GOVERNING BOARD CHAIR-DR. MICHAEL B. FISHER, VICE-CHAIR-KAY GROSS, SECRETARY-DAN ORTMANN, &amp; TREASURER-LAURA FRESK (SCHMIT/FRESK). Committee chairs were designated as follows: Professional Practice Committee - Kay Gross and Finance/Personnel/Labor Relations/Building &amp; Grounds – Justin Schmit. Governing Board meeting resumed with Dr. Michael Fisher as chairperson.</p>
<p>Meeting Minutes</p>	<p>M/S/C UNANIMOUSLY TO APPROVE WINDOM AREA HEALTH GOVERNING BOARD MINUTES FROM THE REGULAR MEETING OF APRIL 26, 2021 (ORTMANN/SCHMIT).</p>
<p><b>COMMITTEE REPORTS</b></p>	
<p>Professional Practice / Quality &amp; Planning Cmte</p>	<p>Committee discussed the June 8<sup>th</sup> joint meeting between Professional Practice Committee representatives and WAH Medical Staff members with consultants from CliftonLarsonAllen. The meeting, facilitated by CliftonLarsonAllen consultants, would address previously identified topics to include medical staff peer review process, WAH Medical Staff Bylaws and a chief medical officer for Windom Area Health.</p>
<p>Finance / Personnel / Labor Relations &amp; Building &amp; Grounds Cmte</p>	<p>M/S/C UNANIMOUSLY TO APPROVE SENDING ACCOUNTS TOTALING \$44,783.69 TO AAA COLLECTIONS AND APPROVE 14 FINANCIAL ASSISTANCE ACCOUNTS SUBMITTED FOR WRITE-OFF TOTALING \$11,112.19 (SCHMIT/BARTELT). In month 1 of FY22, financial assistance accounts approved for write off total \$11,112.19 on a budget of \$125,000. M/S/C UNANIMOUSLY TO ACCEPT THE RESIGNATIONS OF A PART TIME NUTRITIONAL SERVICES AIDE EFFECTIVE MAY 25 AND A PART TIME NUTRITIONAL SERVICES AIDE EFFECTIVE JULY 16, 2021, 1 PRN RN EFFECTIVE JUNE 4, 2021, FT RADIOLOGY MANAGER EFFECTIVE JULY 2, 2021, PART TIME SCREENER EFFECTIVE MAY 28, 2021, AND PART TIME REGISTERED DIETITIAN EFFECTIVE MAY 21, 2021 (ORTMANN/BARTELT).</p>
<p><b>OTHER REPORTS</b></p>	
<p>Statistical &amp; Financial Performance Reports</p>	<p>April 2021 statistical and utilization graphs were reviewed. The month's total patient revenue was above budget projections; contractual adjustments, as a percentage of revenue, were above budget projections; total operating expenses were above budget expectations; net operating revenue and total operating expenses factored together left a net increase in assets totaling \$131,612. FY2020 year-to-date net income totals \$2,388,239 on a projected budget of (\$844,200). Days in A/R were reported at 50.99 and Days Cash on Hand totaled 374. M/S/C UNANIMOUSLY TO APPROVE APRIL 2021 STATISTICAL AND FINANCIAL PERFORMANCE REPORTS AS PRESENTED (SCHMIT/BARTELT)</p>
<p>Capital Acquisition Review</p>	<p>M/S/C UNANIMOUSLY TO APPROVE THE PURCHASE OF CAPITAL EQUIPMENT TOTALING \$58,550 IN APRIL 2021 (SCHMIT/FRESK).</p>
<p>Financial Institution Designation</p>	<p>M/S/C UNANIMOUSLY TO APPROVE BANK OF THE WEST, BANK MIDWEST TO INCLUDE THE CDARS PROGRAM, UNITED PRAIRIE BANK, AND FULDA AREA CREDIT UNION AS DESIGNATED FINANCIAL INSTITUTIONS DURING FY2022 FOR WINDOM AREA HEALTH (ORTMANN/FRESK).</p>

FY2021 CLA Audit	John noted the annual Windom Area Health audit for fiscal year ending April 30, 2021 is scheduled to be completed electronically by CliftonLarsonAllen auditing firm during the week of June 7, 2021. Plans are to present the FY2021 final audit at the July 26, 2021 WAH Governing Board meeting.	John Peyerl
Educational Assistance Applications	There were no Educational Assistance applications submitted for board action.	Emily Masters
New / Department Transfer Employees	The following new hires/department transfers were reported: PRN LPN for Wound Center, RN beginning June 1, 2021, 2 Rehabilitation interns beginning June 1, 2021, LPN beginning June 29, and 2 contracted RN's beginning June 7, 2021 through the summer months.	Emily Masters
Medical Staff Credentialing & Meeting Update	<p>M/S/C UNANIMOUSLY, UPON RECOMMENDATION FROM THE WAH MEDICAL STAFF, TO APPROVE MEDICAL STAFF CREDENTIALING AS PRESENTED (FRESK/ORTMANN).</p> <p><b>APPOINTMENTS:</b>  Pamela Barthle, CNP      Cardiology      Allied Health Professionals</p> <p><b>REAPPOINTMENTS:</b>  Michael Hibbard, M.D.      Cardiology      Consulting  Anthony Nwakama, M.D.      Orthopedics      Consulting</p> <p><b>SANFORD TELEMEDICINE APPOINTMENT:</b>  Qamar Mohammed, M.D.      Nephrology      Telemedicine</p> <p><b>VRAD REAPPOINTMENTS:</b>  Michael Cobb, M.D.      Teleradiology      Telemedicine</p> <p><b>RESIGNATIONS</b> <i>(for informational purposes only)</i>  Jaime Johnson, PA-C      Cardiology      Allied Health Professionals  Jennifer Lucas, ST      Ophthalmology      Allied Health Professionals  Richard Pretorius, M.D.      Emergency Medicine      Emergency Services</p> <p>Dr. Olson reported there was no notable agenda items addressed at today's WAH Medical Staff meeting to report.</p>	Dr M Olson
Patient Concern Reports	April 2021 Patient Concern Reports and patient survey comments were reviewed and found to be appropriately addressed.	Shelby M / Kelsey A
Patient Safety Reports	Kelsey reported there was 1 reportable patient fall with injuries incurred; 0 documented skin integrity issues to patients; 0 use of patient restraints; and 0 opioid-related deaths. Kelsey noted there were no reportable adverse events for the month as of May 19.	Kelsey Andrews
Administration	<p>Emily noted Windom Area Health will be participating in the June 12 Windom Riverfest parade and June 21<sup>st</sup> Mt. Lake Pow Wow parade. Several student interns will be serving their clinical internship at Windom Area Health over the summer months. The Safety Committee met April 28<sup>th</sup> and did rounds throughout the hospital checking for safety issues to employees, guests and patients. Very few infractions were noted during this safety check.</p> <p>Kelsey reported 2 nurses have recently completed MOAB training and will be training staff for addressing aggressive behavior issues displayed at WAH. Stroke and Trauma Designation surveys were recently completed and went well; currently waiting for survey results to be returned from the MN Department of Health.</p> <p>Shelby shared WAH's stroke team received a thank you note from Sanford thanking WAH nursing staff for providing outstanding care in preparation for a transfer of a stroke patient. The Lab Department recently had a CLIA survey completed and the survey was found to be deficiency free. Kudos was given to the Lab staff on their outstanding survey preparation from the Governing Board members!</p> <p>M/S/C UNANIMOUSLY TO APPROVE THE FOLLOWING WAH COMMITTEE MEETING REPORTS AS PRESENTED (ORTMANN/FRESK)</p> <ul style="list-style-type: none"> <li>• Workplace Violence</li> <li>• Infection Prevention</li> <li>• Pharmacy and Therapeutics</li> <li>• Utilization Review</li> <li>• Safety Committee</li> </ul>	Sr Mgmt Team
City of Windom	The City of Windom has hired a police officer and will share his time between City of Windom duties and providing security	Steve Nasby

	services at Windom Area Health beginning July 1, 2021. The mayor will be appointing a new WAH Governing Board member to the Board following a meeting with Governing Board chair, Dr. Michael Fisher and Shelby Medina, CEO.	
Sanford Health Network	An update was given on Covid-19 statistics over the nation and state of Minnesota. Terry noted Covid-19 patient numbers have dropped significantly from just one month ago. Covid-19 vaccinations are still being offered in numerous communities for those still wishing to receive it. Sanford is beginning a "Pledge Study" to identify and predict those children that may be more susceptible to Type I diabetes and Celiac disease.	Terry Mahar, VP
WAH Foundation Board	Foundation Board did not meet in May. Next meeting is scheduled for June 14, 2021 at 12N in Large Conference Room.	Shelby Medina
WAH Auxiliary	WAH Auxiliary met May 10, 2021, via Zoom. April's meeting minutes were included in the Governing Board book.	Shelby Medina
<b>NEW &amp; OLD BUSINESS</b>		
Old Business	There was no new business to report.	Dr Michael Fisher
New Business	There was no old business to report.	Dr Michael Fisher
<b>CONCLUSION</b>		
	Meeting was concluded by Governing Board Chair, Dr. Michael Fisher.	Dr Michael Fisher
Board Education	Kim Armstrong, Executive Director of Corporate Compliance, gave a presentation on corporate compliance information. She shared information on how compliance is implemented at Windom Area Health and throughout the Sanford Enterprise system. Governing Board members reviewed, signed and returned their FY2022 Conflict of Interest statement forms.	Kim Armstrong

Signature \_\_\_\_\_, Dan Ortman, WAH Governing Board Secretary

**WINDOM AREA HEALTH**  
**GOVERNING BOARD EXECUTIVE SUMMARY**  
*as of June 24, 2021*  
**WAH MISSION: "Dedicated to Health"**

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**CHIEF EXECUTIVE OFFICER REPORT**

• **Organizational Updates**

- **PLEASE NOTE:** MHA's Virtual Summer Trustee Conference is scheduled for July 15-16 and its focus discussion for this year is "Strategies for Effective Governance." An email with the registration information has been sent to all of you. (Brochure attached to report)
- CDC Mask Requirement for Healthcare settings:
  - Currently, the new guidance from the CDC does not affect healthcare settings. The CDC continues to recommend for staff, patients, residents, and visitors to continue to wear masks in the facility. The same recommendation is true for the Minnesota Department of Health.
- Wound and Hyperbaric Healing Center made an offer to a Clinical Program Director candidate. The candidate has accepted and we are awaiting for the candidate to successfully pass all pre-employment screening prior to announcing the candidate.
- Congratulations to WAH ED nursing staff for officially passing WAH's Stroke Ready Designation provided by the MDH.
- WAH's Therapy Department has another outstanding year of participation in its Power and Acceleration Program. The program currently has 89 participants enrolled!
- WAH was featured in the MHA Community Benefit Report for our work in community health and wellness education— please see the attached article!

• **Committee Meeting Updates**

- Work Place Violence: **No Report Due Until July/Aug**
- Infection Prevention: **No Report Due Until July/Aug**
- Emergency Preparedness: **Nothing to Report**
  - Report in June (met February 22)
- Pharmacy and Therapeutics: **No Report Due Until July/Aug**
- PI/ Risk: **Met May 20, 2021**
  - All departments continue to work towards meeting overall PI goals.
  - Most departments at or are close to reaching targets
  - Those departments who are not meeting targets continue to assess and adapt processes to get them on track to meeting their goals.
- Utilization Review: **No Report Due Until Aug/Sep**



*Minnesota Hospital Association*

# SUMMER TRUSTEE CONFERENCE

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Strategies for Effective Governance

**JULY 15 - 16, 2021**

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Register at  
**[www.mnhospitals.org](http://www.mnhospitals.org)**

Group Discount Available\*

Designed for CEOs, board chairs, trustees and physician board members.  
Login to register at [mnhospitals.org](http://mnhospitals.org) and select Calendar of Events.

Minnesota Hospital Association

# THURSDAY, JULY 15

## ZOOM LOGIN | 12:15 TO 12:30 PM

**Access instructions** All conference sessions will be held via Zoom. Registered participants will receive access instructions for Zoom on July 9.

### WELCOME

**12:30 to 12:45 PM**

Mary Theurer, chair, MHA Trustee Council, & Rahul Koranne, M.D., president & CEO, MHA will open the 2021 MHA Summer Trustee Conference!

### QUADRUPLE AIM | Quality and Safety

**12:45 to 1:30 PM**

Better outcomes, improved staff experience, improved patient experience and lower costs are the four quadrants of the “quadruple aim,” a concept in health care that takes high levels of organizational coordination and commitment to patients and staff. Participants will learn about the importance of each quadrant and how continuously optimizing the quadruple aim will have a compounding effect that will ultimately lead to better results.



**Presenter:** Rahul Koranne, M.D., president and CEO, MHA

### COMMUNITY FOCUS OF NONPROFITS | Advanced - Advocacy and Community Relations

**1:30 to 2:15 PM**

This session will provide insight on the types of activities hospitals engage in to benefit the community.



Schindler will highlight community health needs assessments and community benefits reporting and discuss the role of financial assistance programs for underinsured or uninsured patients.

**Presenter:** Joe Schindler, vice president, finance policy and analytics, MHA

### AFTERNOON BREAK

**2:15 to 2:30 PM**

### STATE LEGISLATIVE UPDATE | Advocacy and Community Relations

**2:30 to 3:15 PM**

This session will provide highlights of the 2021 regular legislative session and the recently completed special session that was needed to pass the state’s biennial budget for fiscal years 2022-23. Krinkie and Ackert will focus on the most important outcomes for hospitals and health systems with a look to the future, what health care challenges were left unresolved and how trustees can best provide advocacy on priority issues over the legislative interim.



**Presenters:** Mary Krinkie, vice president, government relations, MHA, and Daniel Ackert, director of state government relations, MHA

### FEDERAL LEGISLATIVE UPDATE | Advocacy and Community Relations

**3:15 to 4:00 PM**

Attendees will receive an update on the latest news and pending legislation out of Washington, D.C.; an overview of the new Biden administration health care team and its priorities; and advocacy insights on how



MHA can help members reach and engage Minnesota’s congressional delegation on top priorities.

**Presenters:** Bob Hume, vice president, policy, MHA and Ben Hill, director of federal relations, MHA



# FRIDAY, JULY 16

## BEST PRACTICES IN CEO SUCCESSION PLANNING | **Effective Governance**

8:30 to 9:15 AM



Lakewood Health System is currently working on developing its CEO succession plan. During this session, Rice, Theurer and Hofer will share what they have learned during this process including best practices, tools and techniques and pitfalls to avoid.

**Presenters:** Tim Rice, president/CEO; Mary Theurer, district board chair; and James Hofer, system board chair, Lakewood Health System, Staples

## UNDERSTANDING HOSPITAL AND HEALTH CARE PAYER MIX | **Fiduciary Duties**

9:15 to 10:00 AM

Sources of revenue are a critical component of hospital and health system operations. This session will review the differing sources of hospital and health system revenue, including Medicare, Medicaid and commercial payers. Trustees will be provided insights into the role each revenue source plays in the delicate balance of sustainable health care financing.

**Presenters:** Joe Schindler, vice president, finance policy and analytics, MHA, and Mary Krinkie, vice president, government relations, MHA

## MORNING BREAK

10:00 to 10:15 AM

## THE JOURNEY TO HIGH RELIABILITY: A ROAD MAP FOR TRUSTEE'S ROLE | **Advanced - Quality and Safety**

10:15 to 11:00 AM

A high reliability organization (HRO) is defined as an organization that has maintained high levels of safety over an extended period. The concept of high reliability is growing in health care, due to the complexity of operations and the risk of significant and even potentially catastrophic consequences when failures occur. However, the principles of high reliability go beyond standardization. High reliability organizations cultivate resilience by



relentlessly prioritizing safety over other performance pressures. This session will review the MHA high reliability organization road map and discuss the basic components of high reliability, benefits of being highly reliable and how trustees can support a culture of high reliability.

**Presenters:** Tania Daniels, vice president, quality and safety, MHA, and Jennifer Schoenecker, senior director, quality and safety, MHA

## TRUSTEE CERTIFICATION CEREMONY

11:00 to 11:10 AM

## LUNCH BREAK AND NETWORKING BREAKOUTS

11:10 AM to 12:00 PM

## SERVICE LINES AS A POST-PANDEMIC GROWTH STRATEGY | **Strategic Planning**

12:00 to 12:45 PM

Clinical service lines have been around for decades, serving varying purposes for health systems nationally. As the health care industry evolves to a business model defined by care management and risk-based payment, many organizations are questioning their commitment to specialist-focused programs. PYA believes that health systems are uniquely positioned to deliver differentiated, high-cost, complex care in competitive environments, and that clinical service lines are a vehicle to do so. Over time, we envision clinical service lines overtaking hospital campuses as the "economic engines" of the health system industry. Let PYA's strategic service line leaders engage your leadership team in a deep and thought-provoking conversation about the strategic relevance of clinical service lines to your organization in a value- and risk-based future.



**Presenter:** Brian Fuller, principal, PYA

## CLOSING COMMENTS

12:45 to 1:00 PM

Rahul Koranne, M.D., president and CEO, MHA

## ADJOURN

1:00 PM



# Minnesota Hospital Association Summer Trustee Conference

**EVENT TO TAKE PLACE:**  
VIRTUALLY THROUGH ZOOM

**DAY ONE:**

Thursday, July 15, 12:30 to 4:00 PM

**DAY TWO:**

Friday, July 16, 8:30 AM to 1:00 PM

**AUDIENCE**

This conference is designed for CEOs, board chairs, trustees and physician board members.

**CERTIFICATION**

Board members participating in MHA's board certification program can earn up to six credits toward certification. Component area of credit is highlighted under each session description. Appropriate credit will be given to trustees who fill out certification forms and attend sessions.

**CERTIFIED TRUSTEES  
ARE AMBASSADORS  
& CHAMPIONS FOR  
THEIR FACILITIES &  
COMMUNITIES**

**CONTINUING EDUCATION**

The content of this conference is being reviewed for clock hours by the Minnesota Board of Examiners for Nursing Home Administrators. The quantitative value assigned will be indicated on the certificate of attendance awarded to participants who attend sessions.

MHA helps trustees stay abreast of the current topics impacting hospitals and health care in our state and across the nation.

Visit [www.mnhospitals.org/trustees](http://www.mnhospitals.org/trustees) to view the board certification brochure to learn more.

**FEES AND CONFERENCE REGISTRATION**

\$249 per person for any MHA member hospital and health system, \$299 for MHA associate members and \$349 for nonmembers. View the [conference page](#) and log in to register.

**20% GROUP DISCOUNT**

Contact [Christy Hammer](#) to inquire about a 20% discount for groups of 5 or more.

**CANCELLATION**

Registration fees, less a \$25 cancellation fee, are refundable if notice is received on or before July 8.

**QUESTIONS**

For more information, contact [Christy Hammer](#), manager, education programs, MHA

**PHONE:** (651) 399-4184

**EMAIL:** [chammer@mnhospitals.org](mailto:chammer@mnhospitals.org)

[www.mnhospitals.org](http://www.mnhospitals.org)

# Healthy Together program enhances community wellness

In 2019, Windom Area Health began a program for the community called “Healthy Together.” This group class completes an eight-week curriculum. To date, three cohorts have completed the curriculum, with another session scheduled to start in spring 2021.

Weekly education topics included education on healthy eating, incorporating physical activity into your schedule, and the benefits of sleep and stress reduction. Participants received education from the Windom Area Health facilitating team, comprised of registered dietitians, fitness professionals, nurses, and diabetic educators. In addition, the program offered in-class activities including a healthy meal prep session, Hy-Vee grocery store tours, group workouts modified for all individuals, guided meditation and yoga practices, and building healthy snack packs.

In total, participants lost a combined 34 pounds over the eight weeks of the class. In addition to tracking weight loss, the Windom Area Health team also monitored blood glucose levels, heart rates and blood pressures.

Participants shared the following comments about the Healthy Together program:

- “The classes I attended were beneficial to me. At another time, I would like to retake the class.”
- “The 1:1 with the dietitian was great and very useful. I’m eating way more vegetables at all three meals.”



Photos were taken at events in 2019, prior to the COVID-19 pandemic. Photos provided by Windom Area Health.

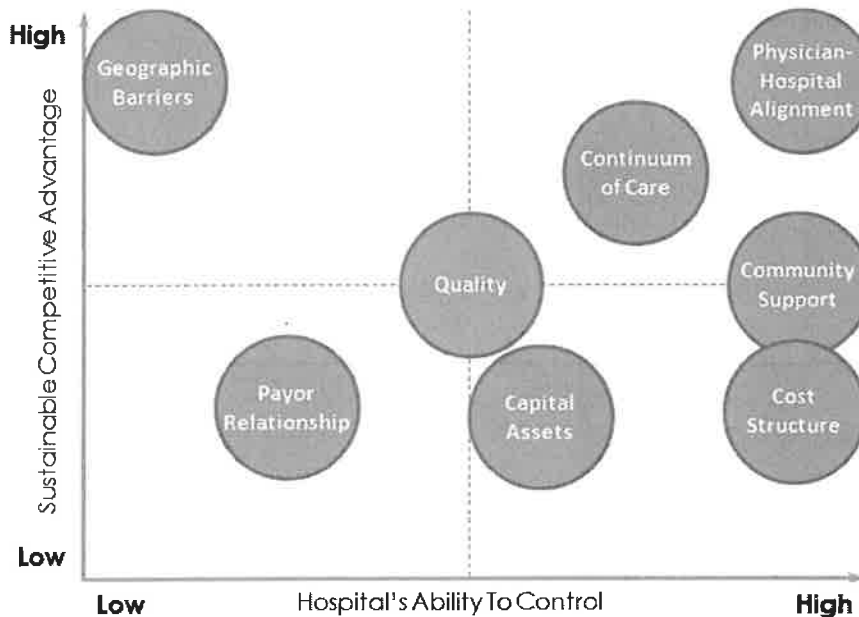
# 8 Success Factors for Independent Community Hospitals

Luke Peterson and Kate Lovrien, Kurt Salmon - Thursday, November 3rd, 2011 [Print](#) | [Email](#)

Over the past two years, the number of independent hospitals joining systems through full asset mergers has rapidly increased. According to Irving Levin Associates, the number of transactions is on track to top 100 deals in 2011, up from only 52 in 2009.[1] For small systems and independent hospitals, there is often significant concern about taking on the future alone.

If an organization decides to remain independent, its future success depends on eight factors (see Exhibit 1). Some factors, as discussed below, offer a very strong strategic advantage; some can be significantly influenced by management action, while others are of lower impact on the future success of the independent hospital.

**Exhibit 1: Factors Determining Success of Remaining Independent**



**1. Geography.** Both geographic coverage and long distances to other competitors offer a strong advantage to the independent hospitals that enjoy them. While location is difficult to influence, geographic coverage can be improved with careful planning and physician partnerships.

**2. Physician alignment.** Aligning physicians under the three elements of the physician-hospital alignment triangle [2] — economics, clinical activity and purpose — is the key to strong physician relationships. Because physicians influence all parts of the continuum's growth and effectiveness, strong physician alignment is the number one indicator of success as an independent hospital. Moreover, physician alignment is an element that can be developed by the hospital.

**3. Payor relationships.** The payor mix of various communities plays a large part in determining the financial resources available to hospitals. Markets with large concentrations of payors or high percentages of lower-reimbursing payors have a large risk and low margin for error. Additionally, hospitals that have not developed the relationships and infrastructure necessary to manage risk-based payments or even bundled payments are facing significant challenges in the future payment environment.

**4. Cost and revenue structure.** Those hospitals that have dramatically reduced overhead and, through partnerships,

have leveraged economies of scale outside their organizations, have strengthened their financial position and thereby their ability to remain independent. Moreover, systems will not offer as much by way of cost savings to these organizations, reducing the value of joining a system.

**5. High-quality inputs, processes and outcomes.** Providing high-quality care is nearly fully within the hospital's sphere of influence. Hospital leadership's role in defining the quality signature of the organization will be of increasing importance in a more transparent world. Moreover, creating a high-quality signature in the market can be difficult for competitors to emulate, as it requires coordination and cooperation with various stakeholders, especially physicians.

**6. Capital asset base.** Organizations that have not advanced their facilities and technologies, or those that have a poor balance sheet position, are likely to face challenges if they remain independent. The future environment will demand financial flexibility.

**7. Community support.** Strong commitment by the community to maintaining independence can be influenced by the value provided by the hospital and can create a strong advantage to remaining independent. Communities with strong ties will reduce opportunities for competition from physicians or outside organizations and can in some cases support the success of the independent organization directly through tax revenues or philanthropy.

**8. Managing a continuum.** Being an integral part of the continuum of care has always been important for hospitals' continued success. With increasing emphasis on population health, the ability to lead and manage the continuum of care provides a strong, durable competitive advantage beyond simply providing only the acute care, hospital component. Organizations that have developed an effective and cohesive continuum of care have a strong competitive advantage over other organizations in the market.

Independent hospitals positioned strongly in each of these eight areas are likely well positioned to remain independent. Leaders of independent hospitals should carefully analyze their position and create strategies to strengthen each factor that can be influenced. By combining and strengthening these elements, organizations that desire to remain independent can do so for the foreseeable future.

*Luke Peterson and Kate Lovrien have focused their careers on advising community and regional referral hospitals and health care systems on their strategic, physician alignment and organizational challenges. They can be contacted at [luke.peterson@kurtsalmon.com](mailto:luke.peterson@kurtsalmon.com) and [kate.lovrien@kurtsalmon.com](mailto:kate.lovrien@kurtsalmon.com).*

#### **Footnotes:**

[1] Irving Levin Associates, [www.levinassociates.com](http://www.levinassociates.com)

[2] Luke Peterson, Kate Lovrien, and Thomas Dixon, Physician Hospital Alignment, Becker's Hospital Review 2011, [www.physicianhospitalalignment.com](http://www.physicianhospitalalignment.com)

### **More Articles Featuring Kurt Salmon:**

[Understanding Differing Senior Management Perspectives on Meaningful Use](#)

[Top 7 Meaningful Use Myths Debunked](#)

[A New Approach to Ambulatory Services](#)

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**WINDOM AREA HEALTH**  
**GOVERNING BOARD EXECUTIVE SUMMARY**  
*As of June 24, 2021*  
WAH MISSION: "Dedicated to Health"

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**CHIEF FINANCIAL OFFICER REPORT**

**Overview:**

- Net income from operations was \$35,861 compared to a budget of \$61,775. Our net patient revenue was \$693,155 more than last May. The YTD operating income is 1.9% compared to a budget percentage of 3.2%.

The volume of activity in May was down from budget on the inpatient side. Inpatient admissions fell short of budget by six admissions. Acute patient days fell short of budget by twenty three days. Activity on the outpatient side produced volumes and revenues consistent with budget expectations. Eighty-two percent of our gross revenues came from outpatient activity, the same as last month. This pushed the YTD percentage to 77.74%. Acute admissions totaled twenty. Those twenty admissions produced fifty-two inpatient days for an average daily census of 1.7. There were three Swing Bed admissions that equated to fifteen days. Gross outpatient revenue was the least reported at WAH since February, stopping the two month streak of record volumes. Outpatient gross revenue was at budget for May and \$973,933 more than last April.

- Imaging procedure counts continue to be strong, exceeding budgeted numbers in May. Imaging performed 594 procedures compared to a budget of 541.
- Laboratory volumes dipped a bit in May. Last fiscal year laboratory tests averaged about 10,068 in a given month. There were 9,473 in the month of May this year.
- Sixty-six surgical procedures were performed in May, which is one above our budgeted number. Four of those surgeries were joint replacements.
- Rehab Therapy performed 1,091 modalities in May. That total is 225 less modalities than the budgeted number of 1,316.

Contractual adjustments came in at 42.72% for the month. Contractual adjustments are budgeted at 44%.

Overall, expenses were \$71,866 less than budget. Supplies were about \$50,000 less than budget, provision for bad debts at \$15,000 more and purchased services at \$26,000 less than budgeted were the key outliers.

**Looking Forward:**

- Investment of Reserves
- Annual Financial Audit – June 2021
- Cost Report Filing

**WINDOM AREA HEATH**  
**GOVERNING BOARD EXECUTIVE SUMMARY**  
*as of June 21st, 2021*  
**WAH MISSION: "Dedicated to Health"**

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**DIRECTOR OF NURSING REPORT**

- **Medical/Surgical/OB/Emergency Room:**
  - Have 1 RN opening, 0.7 FTE.
  - Interviewing for 0.9 FTE HUC (Health Unit Coordinator) position.
  - We have Josh Heidelberger RN starting June 24<sup>th</sup> and Annie Stoesz RN starting July 20<sup>th</sup>.
  - Stroke designation site visit was completed on May 11<sup>th</sup>, went very well.
  - Trauma designation site visit completed April 29<sup>th</sup>, received designation!
  - OB Dept received their new "Panda Warmer"; training on new warmer took place June 21<sup>st</sup> and 22<sup>nd</sup>.
  
- **Diabetes Management/Oncology:**
  - Nothing to report
  
- **Surgery:**
  - Nothing to report
  
- **Committee Meetings**
  - ER committee
    - Reviewed new trauma and stroke goals.
    - Increasing number of AMA's (Against Medical Advice) from the ER, working on education for staff.
    - Triage education for nursing staff in August.
    - New AmWell Telemed carts in the ED.
    - New ventilator training for nursing staff taking place.
  - OB committee - nothing to report
  
  - MHA Safety Data as of June 21<sup>st</sup>.
    - Falls – 0
    - Skin Integrity - 0
    - Restraints – 0
    - Opioid Deaths – 0
    - Reportable Events – 0

**WINDOM AREA HEALTH**  
**GOVERNING BOARD EXECUTIVE SUMMARY**  
*as of June 21, 2021*  
WAH MISSION: "Dedicated to Health"

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**CHIEF HUMAN RELATIONS OFFICER REPORT**

**Human Resources/Employee Health**

- Posted positions:
  - Fitness Specialist/Group Fitness Instructor
  - Health Unit Coordinator
  - Rad Tech
  - Surgery Tech - PRN
  - Surgery Manager
  - LPN - PRN
  - IT Technician
  - Internship - Wellness
- Several Employee and Leadership Development Institutes (EDIs and LDIs) were delivered in June.

**Community Health and Wellness/Wellness Center**

- We teamed up with HyLife to give approx. 30 employees a tour of the Wellness Center.
- Fit 30 and Kids Yoga are now being offered in conjunction on Tuesdays.
- POP tokens and market bucks were given out at the Riverfest and Pow Wow parades.

**Marketing/PR**

- We have received drafts of the videos that we'll be using for various social media and online promotions. Orthopedics was filmed June 22<sup>nd</sup>.
- We have promoted several services to Senior Dining in the last month including Wound and Rehab services.

**Donations/Sponsorships**

- \$200 Sponsorship for Riverfest
- \$200 Sponsorship for Pow Wow
- \$500 Sponsorship for Relay for Life

**Committee Meetings**

- Employee Focus/Finance: Committee approved an Ice Cream Sundae bar
- Patient & Family Advisory Committee: PFAC met on June 8<sup>th</sup>, we reviewed the new patient satisfaction survey and online dashboard, we discussed benches in the long hallway, and did a walk-through of the lab draw and drug screening room. Several suggestions were given from the PFAC Committee on making the area more patient friendly.
- Safety: No report.
- Safe Patient Handling: Now incorporated into Safety.





**Meeting Name: Windom Area Health Finance / Personnel / Labor Relations & Building & Grounds Committee**  
**AGENDA**

**Purpose:** Review and recommend annual operating budget and capital expenditure plan, review and recommend capital expenditures, review and evaluate monthly financial reports, review and recommend approval of annual audit report, and recommend board approval to agenda items as requested.

**Meeting Date/Time/Location:** **Monday, June 28, 2021 / 4:30-5:15 pm / Large Conference Room**

**Members:** Justin Schmit, Ann Bartelt, Dan Ortmann, Dr. Michael Fisher-ex officio, Julie Brugman/Mt Lake Advisory Mbr, John Peyerl/CFO, Emily Masters/CHRO, Kelsey Andrews/DON, Shelby Medina/CEO

**Present:**  
**Absent:**  
**Others:**

**Chairperson (or Acting Chairperson):** Justin Schmit, Chairperson  
**Recorder:** Janel Eichstadt, Admin Asst

Category / Topic	Action step(s) / Updates	Leader:
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**STANDING ITEMS**

Call to Order	Call Finance/Personnel/Labor Relations & Building & Grounds Committee meeting to order at 4:30 pm by chairperson	Justin S
Minutes	Approve minutes from regular Committee meeting of May 24, 2021 ( <i>Cmte Motion</i> )	Justin S
Collections & Financial Assistance	Review & recommend approval of patient financial accounts ( <i>Cmte Motion / Bd Motion</i> )	John P
Employee Resignations / Terminations	Review & recommend acceptance of WAH employee resignations / terminations ( <i>Cmte Motion / Bd Motion</i> )	Emily M

**FOLLOW-UP ITEMS**

FY2021 Audit Review	Review of FY2021 Windom Area Health audit completed by CliftonLarsonAllen, during week of June 15, 2020.	John P
ED Renovation	Review budget estimate to move forward	Shelby M

**NEW/CURRENT ITEMS**

City Donation Request	Wellness & Community Improvement, Cottonwood Lake Housing Project	Emily M
Bond Refinancing	Discuss refinancing the 2014A Gross Revenue Hospital Refunding Bonds.	John P
Policy Review	Review updated Financial Assistance Policy.	John P
Other		

**CONCLUSION**

	Conclude Finance/Personnel/Labor Relations & Building & Grounds Committee meeting	Justin S
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**Meeting Name: Windom Area Health Finance / Personnel / Labor Relations & Building & Grounds Committee MINUTES**

**Purpose:** Review and recommend annual operating budget and capital expenditure plan, review and recommend capital expenditures, review and evaluate monthly financial reports, review and recommend approval of annual audit report, and recommend board approval to agenda items as requested.

**Meeting Date/Time/Location:** Monday, May 24, 2021 / 4:30 pm / Large Conference Room

**Members:** Justin Schmit, Ann Bartelt, Dan Ortmann, Dr. Michael Fisher-ex officio, Julie Brugman/Mt Lake Advisory Mbr, John Peyerl/CFO, Emily Masters/CHRO, Kelsey Andrews/DON, Shelby Medina/CEO, Terry Mahar/Sanford Health Network VP  
**Absent:**  
**Others:**

**Chairperson (or Acting Chairperson):** Justin Schmit, Chairperson  
**Recorder:** Janel Eichstadt, Admin Asst

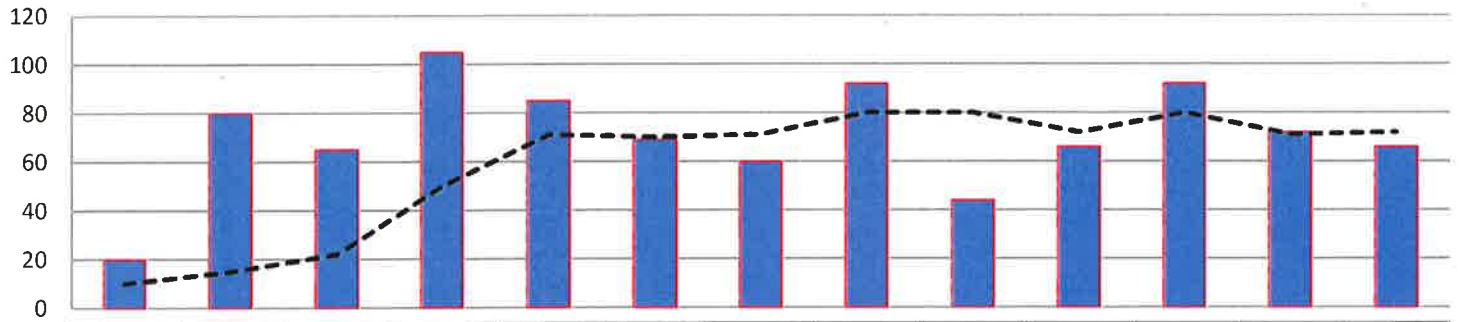
Category / Topic	Action step(s) / Updates	Leader:
<b>STANDING ITEMS</b>		
Call to Order	Finance/Personnel/Labor Relations & Building & Grounds Committee meeting was called to order at 4:30 pm by chairperson, Justin Schmit.	Justin S
Minutes	M/S/C UNANIMOUSLY TO APPROVE COMMITTEE MINUTES FROM THE REGULAR MEETING OF APRIL 26, 2021, AS PRESENTED (BRUGMAN/FISHER).	Justin S
Collections & Financial Assistance	M/S/C UNANIMOUSLY TO RECOMMEND APPROVAL TO SEND PATIENT ACCOUNTS TOTALING \$44,783.69 TO AAA COLLECTIONS; RECOMMEND APPROVAL OF THE FOLLOWING FINANCIAL ASSISTANCE PATIENT ACCOUNTS: 3 NEW ACCOUNTS SUBMITTED FOR WRITE-OFF TOTALING \$2238.59; 5 ACCOUNTS FOR WRITE-OFF WITH A BALANCE BELOW \$1500 TOTALING \$3617.30; AND 6 PREVIOUSLY APPROVED ACCOUNTS FOR WRITE-OFF TOTALING \$105.00, WITH 14 APPROVED FINANCIAL ASSISTANCE ACCOUNTS SUBMITTED FOR WRITE-OFF TOTALING \$11,112.19 (BARTELT/BRUGMAN). In month 1 of FY2022, accounts totaling \$11,112.19 have been approved for Financial Assistance on a budget of \$125,000.	John P
Employee Resignations / Terminations	M/S/C UNANIMOUSLY TO RECOMMEND APPROVAL OF THE FOLLOWING RESIGNATIONS – PART-TIME NUTRITIONAL SERVICES AIDE EFFECTIVE MAY 25; FT RADIOLOGY MANAGER EFFECTIVE JULY 2; PART-TIME REGISTERED DIETITIAN EFFECTIVE MAY 21; PART-TIME SCREENER EFFECTIVE MAY 28; PART-TIME NUTRITIONAL SERVICES AIDE EFFECTIVE JULY 16; AND PRN RN EFFECTIVE JUNE 4, 2021 (ORTMANN/BRUGMAN). THERE WERE NO TERMINATIONS TO REPORT.	Emily M
<b>FOLLOW-UP ITEMS</b>		
Covid Incentive Pay	Emily informed committee members the Covid-19 Incentive benefit previously presented would be tabled at this time.	Emily M
Student Loan Update	John shared updated information relating to the past due student loan debt owed to Windom Area Health. He noted additional communication has been sent to carrier of the student loan debt in an attempt to collect the debt owed. No action was necessary on this agenda item at this time.	John P
<b>NEW/CURRENT ITEMS</b>		
CliftonLarsonAllen Pre-Audit Tele-conference Call	A conference call with CliftonLarsonAllen auditors, Corey Boelter and Ryan Stutz, was held with committee members regarding pre-audit information in preparation of the upcoming annual hospital audit scheduled for June 7-10, 2021. No action was necessary on this agenda item.	John P.
<b>CONCLUSION</b>		
	Chairperson, Justin Schmit, concluded the Finance/Personnel/Labor Relations & Building & Grounds Committee meeting.	Justin S





### SURGERY

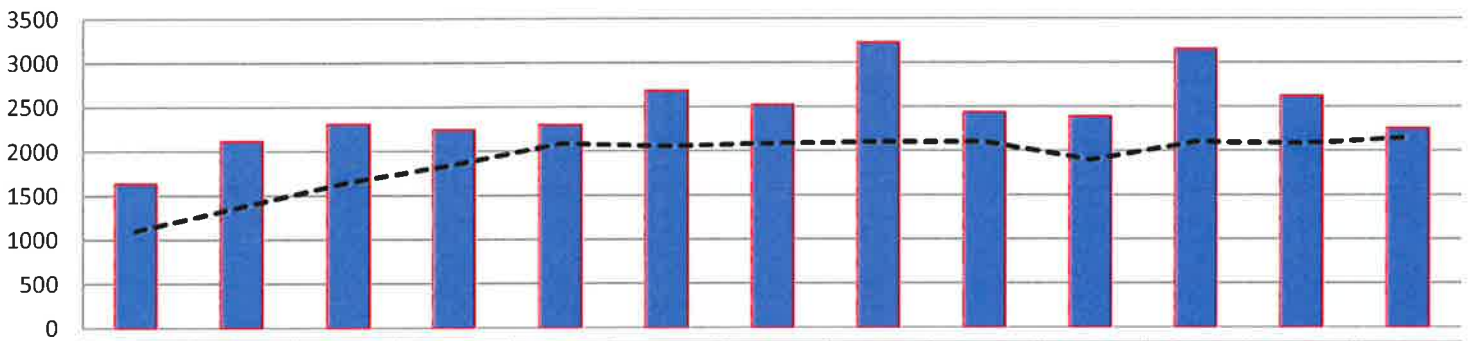
Surgery Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Surgery	20	80	65	105	85	69	60	92	44	66	92	72	66
Budget	10	15	22	50	71	70	71	80	80	72	80	71	72

### OUTPATIENT OCCASIONS OF SERVICE

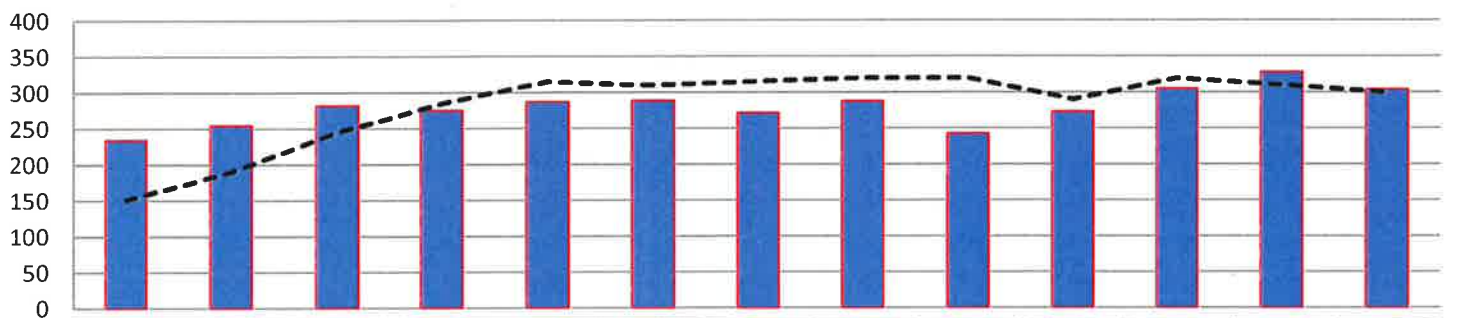
OP Visits Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
OP Visits	1639	2115	2309	2243	2298	2682	2524	3227	2438	2390	3151	2622	2255
Budget	1100	1375	1650	1850	2083	2055	2083	2100	2100	1897	2100	2083	2150

### EMERGENCY VISITS

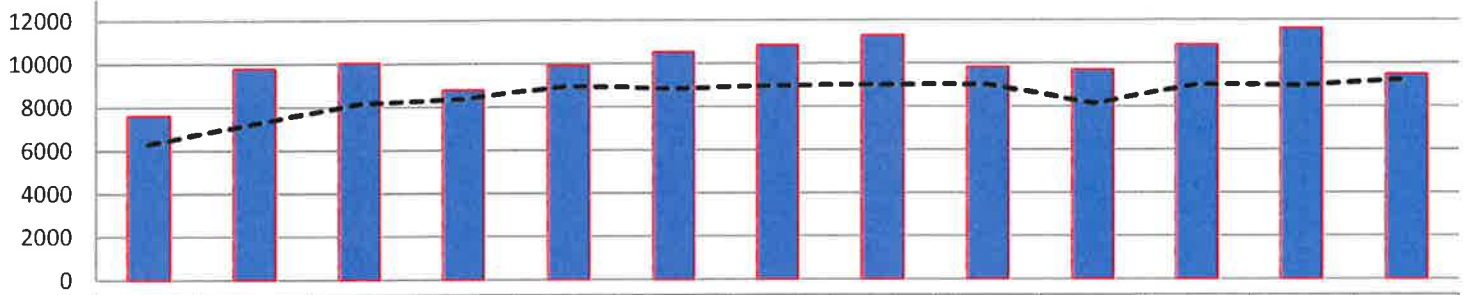
ER Visits Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
ER Visits	235	255	282	275	287	289	272	288	243	273	305	328	304
Budget	151	190	245	285	315	310	315	320	320	290	320	310	300

### LAB PROCEDURES

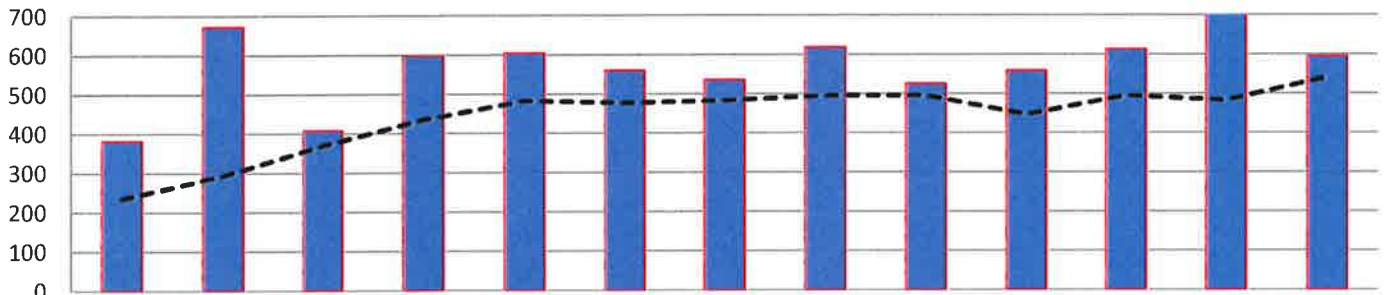
Lab Proc Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Lab Proc	7619	9793	10036	8787	9908	10543	10858	11292	9836	9692	10858	11620	9473
Budget	6300	7245	8150	8375	8958	8835	8958	9000	9000	8129	9000	8958	9250

### IMAGING PROCEDURES

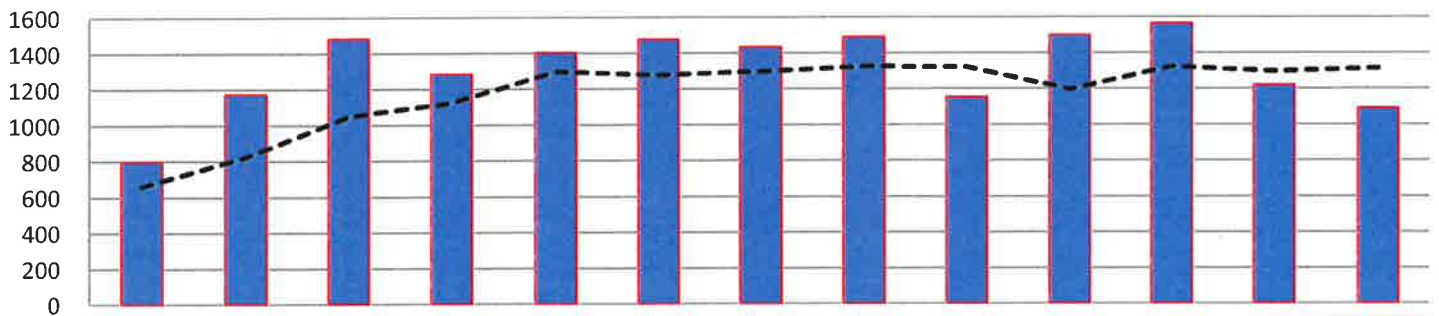
Imaging Proc Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Imaging Proc	382	672	408	597	604	560	536	618	526	558	613	744	594
Budget	235	294	370	435	483	477	483	495	495	447	495	483	541

### REHAB MODALITIES

Rehab Modalities Budget



	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Rehab Modalities	799	1175	1482	1284	1404	1478	1435	1489	1154	1500	1565	1221	1091
Budget	660	825	1050	1125	1298	1280	1298	1325	1325	1197	1325	1298	1316

WINDOM AREA HEALTH  
INCOME STATEMENT

5/31/2021

	5/31/2021			Revenue			Revenue			Revenue			May	\$ Change		% Change	
	5/31/2021	Comparison	Budget 2022	Comparison	Y-T-D 2022	Comparison	Budget 2022	Comparison	Y-T-D 2021	From Last Year	From Last Year	From Last Year	Year	Year	Year	Year	
<b>PATIENT REVENUE</b>																	
Inpatient Revenue	\$580,530	18.12%	\$795,417	23.07%	\$580,530	18.12%	\$795,417	23.07%	\$344,864	\$235,666	\$235,666	\$235,666	68.3%				
Outpatient Revenue	\$2,622,899	81.88%	\$2,652,917	76.93%	\$2,622,899	81.88%	\$2,652,917	76.93%	\$1,648,966	\$973,933	\$973,933	\$973,933	59.1%				
Total Patient Revenue	\$3,203,429	100.00%	\$3,448,334	100.00%	\$3,203,429	100.00%	\$3,448,334	100.00%	\$1,993,830	\$1,209,599	\$1,209,599	\$1,209,599	60.7%				
Contractual Adjustments	\$1,368,522	42.72%	\$1,516,667	43.98%	\$1,368,522	42.72%	\$1,516,667	43.98%	\$852,079	\$516,443	\$516,443	\$516,443	60.6%				
Other Income	\$18,090	0.56%	\$19,110	0.55%	\$18,090	0.56%	\$19,110	0.55%	\$508,805	(\$490,715)	(\$490,715)	(\$490,715)					
<b>NET OPERATING REVENUE</b>	<b>\$1,852,997</b>	<b>100.00%</b>	<b>\$1,950,777</b>	<b>100.00%</b>	<b>\$1,852,997</b>	<b>100.00%</b>	<b>\$1,950,777</b>	<b>100.00%</b>	<b>\$1,650,556</b>	<b>\$202,441</b>	<b>\$202,441</b>	<b>\$202,441</b>	<b>12.3%</b>				
<b>EXPENSE</b>																	
Employee Salaries	\$701,545	37.86%	\$695,301	35.64%	\$701,545	37.86%	\$695,301	35.64%	\$576,846	\$124,699	\$124,699	\$124,699	21.6%				
Employee Benefits	\$213,759	11.54%	\$230,562	11.82%	\$213,759	11.54%	\$230,562	11.82%	\$194,539	\$19,220	\$19,220	\$19,220	9.9%				
Pharmaceuticals	\$77,877	4.20%	\$72,192	3.70%	\$77,877	4.20%	\$72,192	3.70%	\$57,735	\$20,142	\$20,142	\$20,142	34.9%				
Supplies	\$102,423	5.53%	\$152,877	7.84%	\$102,423	5.53%	\$152,877	7.84%	\$56,526	\$45,897	\$45,897	\$45,897	81.2%				
Rents & Utilities	\$26,043	1.41%	\$27,178	1.39%	\$26,043	1.41%	\$27,178	1.39%	\$24,810	\$1,233	\$1,233	\$1,233	5.0%				
Purchased Services	\$381,366	20.58%	\$407,671	20.90%	\$381,366	20.58%	\$407,671	20.90%	\$377,454	\$3,912	\$3,912	\$3,912	1.0%				
Other Direct Expenses	\$121,992	6.58%	\$123,904	6.35%	\$121,992	6.58%	\$123,904	6.35%	\$99,430	\$22,562	\$22,562	\$22,562	22.7%				
Provision for Bad Debts	\$61,811	3.34%	\$45,417	2.33%	\$61,811	3.34%	\$45,417	2.33%	\$67,199	(\$5,388)	(\$5,388)	(\$5,388)	-8.0%				
Depreciation	\$116,693	6.30%	\$120,150	6.16%	\$116,693	6.30%	\$120,150	6.16%	\$121,728	(\$5,035)	(\$5,035)	(\$5,035)	-4.1%				
Interest Expense	\$13,627	0.74%	\$13,750	0.70%	\$13,627	0.74%	\$13,750	0.70%	\$14,135	(\$508)	(\$508)	(\$508)	-3.6%				
Total Operating Expense	\$1,817,136	98.06%	\$1,889,002	96.83%	\$1,817,136	98.06%	\$1,889,002	96.83%	\$1,590,402	\$226,734	\$226,734	\$226,734	14.3%				
Income (loss) From Operations	\$35,861	1.94%	\$61,775	3.17%	\$35,861	1.94%	\$61,775	3.17%	\$60,154	(\$24,293)	(\$24,293)	(\$24,293)					
Investment Income	\$5,575	0.30%	\$7,708	0.40%	\$5,575	0.30%	\$7,708	0.40%	\$14,303	(\$8,728)	(\$8,728)	(\$8,728)					
Other Revenue/(Expenses)	\$20,706	1.12%	\$10,417	0.53%	\$20,706	1.12%	\$10,417	0.53%	\$1,512	\$19,194	\$19,194	\$19,194					
Non Operating Rev/Exp	\$26,281	1.42%	\$18,125	0.93%	\$26,281	1.42%	\$18,125	0.93%	\$15,815	\$10,466	\$10,466	\$10,466					
Increase in Net Assets	\$62,142	3.35%	\$79,900	4.10%	\$62,142	3.35%	\$79,900	4.10%	\$75,969	(\$13,827)	(\$13,827)	(\$13,827)					

Month



**WINDOM AREA HEALTH  
 FY 2022  
 CAPITAL ASSET ACQUISITIONS**

<b>Yrs Dep</b>	<b>Capital Asset</b>	<b>Vendor</b>	<b>Asset class</b>	<b>May</b>
10	Biosafety Cabinet - Pharmacy	NUAIRE	Fixed Equip	12,682.00
10	Alt-Pro Automatic Leak Tester	Olympus	Maj Mov	14,730.23
5	8 Bay Pro-Lite Video Recording System	Midwest Alarm	Maj Mov	13,747.78
<b>Total</b>				<b>41,160.01</b>

**Total YTD Capital Acquisitions 41,160**

**Meeting Name: Windom Area Health Professional Practice / Quality & Planning Committee  
AGENDA**

**Purpose:** Oversee WAH compliance with regulations and laws, receive recommendations from the Medical Staff, oversee preparation and implementation of strategic plans, receive and consider all quality reports, and recommend board approval to agenda items as requested.

**Meeting Date/Time/Location:** Monday, June 28, 2021 / 4:00-4:30 pm / Large Conference Room

**Members:** Kay Gross, Laura Fresk, Dr. Michael Fisher-ex officio, Julie Brugman/Mt Lake Advisory Mbr, Emily Masters/CHRO, John Peyerl/CFO, Kelsey Andrews/DON, Shelby Medina/CEO

Present:  
Absent:  
Others:

**Chairperson (or Acting Chairperson)**

Kay Gross, Chairperson

**Recorder:** Janel Eichstadt, Admin Asst

Category / Topic	Action step(s) / Updates	Leader:
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**STANDING ITEMS**

Call to Order	Call Professional Practice/Quality & Planning Committee meeting to order at 4:00 pm by chairperson	Kay Gross
Minutes	Approve minutes from the regular Committee meeting of May 24, 2021 ( <i>Cmte Motion</i> )	Kay Gross

**FOLLOW-UP ITEMS**

Medical Staff mtg / CMO Review	WAH Medical Staff meeting review	Dr Olson / Shelby M
COVID Restrictions	Review changes for surgical, visitation, and cafeteria	Shelby M
VBR Strategy	Review MHA Committee Strategy on Value Based Reimbursement Strategy	Shelby M

**NEW/CURRENT ITEMS**

Marketing of WAH Services	Preview of marketing videos	Emily M
Contracted Provider Immunization Request	Review process and rationale for WAH policy	Shelby M
Other		

**CONCLUSION**

	Conclude Professional Practice/Quality & Planning Committee meeting	Kay Gross
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**Meeting Name: Windom Area Health Professional Practice / Quality & Planning Committee MINUTES**

<b>Purpose:</b> Oversee WAH compliance with regulations and laws, receive recommendations from the Medical Staff, oversee preparation and implementation of strategic plans, receive and consider all quality reports, and recommend board approval to agenda items as requested.	
<b>Meeting Date/Time/Location:</b> Monday, May 24, 2021 / 4:00 pm / Large Conference Room	
<b>Members:</b> Kay Gross, Laura Fresk, Dr. Michael Fisher-ex officio, Julie Brugman/Mt Lake Advisory Mbr, Emily Masters/CHRO, John Peyerl/CFO, Kelsey Andrews/DON, Shelby Medina/CEO, Terry Mahar, Sanford Health Network VP Absent: Others: Dr. Mary Olson, Chief of Medical Staff	
<b>Chairperson (or Acting Chairperson)</b>	Julie Brugman, Acting Chairperson
<b>Recorder:</b>	Janel Eichstadt, Administrative Asst
<b>Category / Topic</b>	<b>Action step(s) / Updates</b>
<b>STANDING ITEMS</b>	
Call to Order	The Professional Practice/Quality & Planning Committee meeting was called to order at 4:00 pm by Acting Chairperson, Julie Brugman.
Minutes	M/S/C UNANIMOUSLY TO APPROVE COMMITTEE MINUTES FROM THE REGULAR MEETING OF APRIL 26, 2021, AS PRESENTED (FRESK/SCHMIT).
<b>FOLLOW-UP ITEMS</b>	
Medical Staff mtg / CMO Review	Dr. Olson shared information concerning the Medical Staff meeting held earlier today. She noted the meeting's agenda did not contain any notable information to report to the Governing Board. Kim Armstrong, WAH Corporate Compliance officer, gave a presentation to the Medical Staff on corporate compliance and HIPAA information. Physicians completed and signed their FY2022 Conflict of Interest statement.
CLA Consulting Services	Shelby stated Professional Practice Committee members, Mt Lake Community Liaison and WAH medical providers would be meeting June 8 <sup>th</sup> with Corey Boelter and Ryan Stutz, CliftonLarsonAllen consultants, who will assist with determining next steps at moving forward to resolve three previously identified issues, Peer Review Process, Medical Staff Bylaws and Chief Medical Officer for Windom Area Health. This meeting format is being used with the desire that an amiable agreement between WAH Governing Board and WAH Medical Staff members can be attained for each of the issues previously named.
<b>NEW/CURRENT ITEMS</b>	
	There were no new/current items to address.
<b>CONCLUSION</b>	
	Acting Chairperson, Julie Brugman, concluded the Professional Practice/Quality & Planning Committee meeting.
	Julie B

*Statement of Confidentiality: Records, data, and knowledge, including minutes collected for and by individuals or committees, or committees assigned peer review functions, are confidential, not public records and are not available for court subpoena in accordance with Minnesota MSA 145.61-145.67.*

# WINDOM AREA HEALTH CREDENTIALING

**JUNE 28, 2021**

**APPOINTMENTS:**

Lori McInerney, CNP	Wound & HBO	Allied Health Professionals
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**REAPPOINTMENTS:**

Jacqueline Haan, RN	Cardiology	Allied Health Professionals
Carolyn Larson, CRNA	Anesthesia	Allied Health Professionals
Elden Rand, M.D.	Cardiology	Consulting

**vRAD REAPPOINTMENTS:**

Dawood Malik, M.D.	Teleradiology	Telemedicine
Alan Pratt, M.D.	Teleradiology	Telemedicine
Thomas Vreeland, M.D.	Teleradiology	Telemedicine

**RESIGNATIONS:**

Katherine Somsen, RN	Cardiology	Allied Health Professionals
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## MAY PATIENT COMMENTS

Facility	Comment
Windom ED	My doctor took special precautions to be sure there wasn't an underlying condition that was causing the pain I was experiencing. Doctor & nurses were very thorough & kind. Windom is very lucky to have such a good hospital & caregivers to take care of our medical needs.
Windom OP Lab	Great overall
Windom ED	One of the nurses knew pretty good. Her talking to me calmed me down tremendously. We even were able to laugh a bit.
Windom ED	All personnel at the Windom ER room were friendly, profession, very caring and attentive to your needs. It was a very good experience !
Windom OP Lab	This joint camp was a great communication program to help prepare for surgery! Thank you!
Windom OP Outreach Clinic	I think everybody was just totally awesome. I would definitely give this to somebody else. They have a great personality, I can't speak, highly enough of them. They're just all fantastic. Great. Thank you.
Windom ED	The nurses were very helpful respectful and accommodating felt very safe with cares Food was great
Windom ED	Jaelyn and Katie were amazing nurses. They do their job with compassion and care. Dr. _____ Seemed more worried in making it known that he's a doctor, and the things that he says are a medical diagnosis, rather than listening to what my problems were, what my concerns were. He discharged me with a cough, when my symptoms were much more than that. He ran tests for Covid, the flu, and strep, gave me cough medicine and sent me home. I had to see my primary the next day. I was very unhappy with the doctor portion. Unfortunate because I love WAH. Hopefully this was a fluke.
Windom ED	both the doctor and nurses were very nice , and explained everything clearly .
Windom OP Radiology	Darcy was very pleasant and professional.
Windom ED	The doctor and nurses were very kind and did their best to find a solution so I could go home.
Windom OP Outreach Clinic	Dr & staff friendly & put me at ease. I trust them with my care.
Windom OP PT	Any therapist you get there, does a real good job. I have had all of them and they are all good thank you.
Windom OP Lab	The Staff and Doctor Taber were most helpful in explaining to me the issues that appeared responsible for the Gout issues that I was experiencing and helping me understand how to deal with them
Windom OP PT	I've only been there for 2 times now but I've been very happy with it there's a I don't really have anything what should say because I haven't been there a lot but.
Windom OP Lab	It was such an easy experience. Thankful for this facility here in Windom.
Windom ED	During my recent ER visit I had a wonderful doctor Obinna Nwadiabia and two wonderful nurses Katrina and Alaina. They explained everything to me and gave me excellent care. The entire staff at Windom Area Health was excellent. I would definitely recommend Windom Area Health for all my health needs.
Windom OP Nursing Services	they are the best !!
Windom OP Lab	All went well. Dixie was very professional and completed the test Literally before I knew it. Good work!
Windom OP Lab	My lab draw was quick with no problems. Jen did a great job, thank you.

## MAY PATIENT COMMENTS

Windom OP Wound	I am a repeat patient at this facility because of the great care team. I really appreciate all of them
Windom OP Lab	Staff was very professional and kind.
Windom OP Outreach Clinic	I have been trying to call back and from your to answer your messages and and take the survey however the last the last number of the your telephone was so hard to understand I have been pressing note I have been calling you back and call me back and I haven't gotten you so the last number was kind of dropped from the lady's voice so I think you need to update that so that the last four digits are understandable that's my comment thank you.
Windom OP PT	Cierra Fast is a great physical therapist!
Windom ED	Fortunately I haven't had a lot of interaction with emergency rooms but Dr Dynes and especially nurses were a wonderful group of care givers. Thank you
Windom ED	Thank you, Dr. Issa. This is second time I've seen him. He's always been very thorough, kind, caring, compassionate, and he listens, and then, you know, he's really good, very, very good at explaining, like, situation to me, and my health, and what to do next. Very, very good, thank you.
Windom OP Wound	Hi I was my nurse I did have a nurse to put lotion on my feet and I had a wash it off afterwards because my skin turn red and and it was starting to sting. so I forgot I told her that I use that kind but I didn't know wasn't I had bought like three different kinds of lotion and I haven't used it much of any lotion because my skin is sensitive and I have to get something that's not going to make it burn up.
Windom ED	Good overall
Windom OP Lab	Thanks and prayers for all they do in keeping us safe and healthy!!!!
Windom OP Radiology	Everyone very polite and professional ??
Windom OP Lab	Went well really pleased.
Windom OP Radiology	Cindy at the front desk is so pleasant and does a great job. Always so calm!
Windom OP Radiology	Our appt was scheduled at 915 am so we arrived at 9 am. Finally was taken back at 945 am got the gown on and waited for DR till after 1015 am with techs and another staff. So when the procedure started the mentally disabled person was so done with everyone. That we didn't get a good reading. This person can't be waiting that long as he doesn't understand.
Windom OP Radiology	Friendly check in process
Windom OP Radiology	Very friendly and efficient.
HCAHPS Inpatient	In a bad situation I was cared for well.
HCAHPS Inpatient	All the nurses and staff were fantastic! Dining services was excellent! Awesome experience - Thank you!
HCAHPS Inpatient	The nursing staff was excellent, always concerned about my comfort + care.
HCAHPS Inpatient	Most of the care I received was very good but I felt the normal day to day personal hygiene was lacking attention. It took until the second day before I was able to just wash my face. More attention should be placed on these simple things.
HCAHPS Inpatient	Question 4, first section. At 2 am one morning I was awakened by the fellow across the way yelling help! I rung for a nurse, when there was no answer or nurse, I ventured to look for one - When I found no one either by phone or any other way I called the police - The other fellow had a triple by-pass - What if he had died? No one would know till nurses came back!

**Windom Area Hospital Auxiliary Meeting  
May 10, 2021**

The Windom Area Hospital Auxiliary held their monthly meeting Monday, April 10th, 2021 at 5:30 p.m. via Zoom due to restrictions brought about by Coronavirus-19.

President Mary Klosterbuer hosted the meeting with Kim Armstrong as co-host. A welcome was given to all who joined the meeting. Volunteer hours can be emailed to Kim Armstrong. 12 members joined in the meeting.

The agenda was unanimously approved.

**Recording Secretary's Report** – Marlene Smith, Recording Secretary

- M/S Diane Vellema/Betty Olson to approve the minutes as presented of the April 12, 2021 meeting. Motion carried.

**Treasurer's Report** – Gerri Burmeister

- Balance on hand April 30, 2021 was \$6,097.37. M/S Phyllis Heinitz/Karen Skarphol to approve the Treasurer's Report as presented. Motion carried.
- Financial Review Committee: Marlene Smith, Chair; Diane Vellema; and Vicki Burmeister.

**Corresponding Secretary** – Betty Olson

- There were no cards sent this month.

**MAHV** – Marlene Smith

- Diane Vellema expressed that the webinar "Be the Exception" sponsored by Minnesota Association of Healthcare Volunteers was great.
- There will be another webinar on June 9<sup>th</sup> from 12:00 to 1:00.
- The MAHV website address is <https://mahv.org>

**Auxiliary Liaison** – Kim Armstrong

- The hospital has administered Covid shots to 1,175 patients.
- For Hospital Week, the hospital is having some food trucks come to WAH from 11:00 to 1:00.
- The thank you cards and DQ blizzard coupons for all employees were much appreciated again this year.
- The hospital staff is glad to have Auxiliary members back as Lobby Hostesses. Kim will send out the calendar with open dates for members to sign up.

**Old Business:**

- Membership report: 20 of 36 Active members have paid their dues for 2021-2022. Only 5 of 27 Associate members have paid their dues.

**New Business:**

- The hospital has invited us to begin in person meetings in June. We will be limited to 20 people. A notice will be sent a week in advance of the meeting, and the first to sign up will be able to attend. It will still be available via Zoom. Screening and masks will be required.
- The decision about holding the Chamber Bucks raffle drawing was tabled until the June meeting.

- May 16 – 22 is EMS week. Motion was made by Karen Skarphol/Joanne Kaiser that each EMS member be given a \$2.00 coupon for a small Blizzard from Dairy Queen and one letter to the whole group be given. Motion carried.

The meeting was adjourned at 6:25 p.m.

**Upcoming Events**

- Wednesday June 9, 2021 at 12 noon - MAHV Webinar for all members
- Monday June 14, 2021 at 6:00 p.m. - Auxiliary Meeting at the Hospital Conference Room.  
(Screen before 6:00)

Marlene Smith  
Recording Secretary





# WINDOM AREA HEALTH FOUNDATION

## BOARD OF DIRECTOR'S MEETING

**MONDAY, JUNE 14, 2021**

*Select lunch from the Cafeteria before meeting*

**12:00 pm – Large Conference Room**

### AGENDA

- |   |               |
|---|---------------|
| <b>I. CALL WAH FOUNDATION MEETING TO ORDER</b>  | Steve Johnson |
| <b>II. FOUNDATION MEETING MINUTES -</b><br>- Approve minutes from regular meeting on March 23, 2021   | Steve Johnson |
| <b>III. FINANCIAL STATEMENT -</b><br>- Review donations & assign thank-you's  | Kim Armstrong |
| <b>IV. OLD BUSINESS -</b><br>- Spring Solicitation Letters<br>- Rebrand Donor Wall/Digital Signage<br>- Virtual Fun Run Update<br>- Strategic Planning Session<br>- Golf Tournament | Kim Armstrong |
| <b>V. NEW BUSINESS -</b><br>- Growth by Fiscal Year Report<br>- Foundation Policies – Women's Health Fund & Employee Crisis Fund  | Kim Armstrong |
| <b>VI. NEXT MEETING DATE/TIME</b>   | Steve Johnson |
| <b>VII. MEETING CONCLUSION</b>  | Steve Johnson |

**WINDOM AREA HEALTH FOUNDATION  
FOUNDATION BOARD MEETING MINUTES  
MARCH 23, 2021, AT 5:00 P.M.**

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**Attending:** Alice Huebert, Steve Johnson, Sandy Robinson, Greg Scheitel, Kay Gross, Ann Bartelt, Emily Masters/CHRO, Kim Armstrong/Exec Dir. Compliance & Foundation/Auxiliary

**Absent:** Laura Fresk, Shelby Medina/CEO

**Recorder:** Janel Eichstadt/Admin Asst

**CALL TO ORDER:** WAH Foundation Board Chairperson, Alice Huebert, called the meeting to order.

**FOUNDATION MINUTES:**

M/S/C UNANIMOUSLY TO APPROVE MINUTES FROM THE REGULAR MEETING OF FEBRUARY 23, 2021 AS PRESENTED (GROSS/JOHNSON).

**FINANCIAL STATEMENT:**

M/S/C UNANIMOUSLY TO APPROVE THE FINANCIAL STATEMENT ENDING FEBRUARY 28, 2021 AS PRESENTED (BARTELT/SCHEITEL).

**Review Donations & Assign Gift Thank-you Calls**

Foundation donor gifts received during February 2021 were reviewed. Those donors giving gifts of \$100 or more will receive a personal phone call or a thank you note from a Board member acknowledging their gift.

**OLD BUSINESS**

**Dad's Belgian Waffle Brunch**

Dad's Belgian Waffle event was held Sunday, March 14, 2021 at the Windom Community Center and was a very successful event. Kim noted 337 people were served, with 55 of those meals were designated as "Take Out", with a final net profit of \$1498.60. Board members were in agreement to schedule this event again in March 2022. Kim agreed to contact the Dad's Belgian Waffles vendor and the Community Center to schedule this event as requested.

**Transfer Funds for Panda Baby Warmer**

Kim reported the end of year solicitation letter brought in \$5745 in funds designated to the Panda Baby Warmer. Two other donations totaling \$10,000 were received at the end of year.

M/S/C UNANIMOUSLY TO DONATE \$15,745 FROM WAH FOUNDATION TO WINDOM AREA HEALTH FOR THE PANDA BABY WARMER (JOHNSON/GROSS).

**Spring Solicitation Letter**

Kim noted she and Emily Masters are working on the spring solicitation letter, which will drop the first week of May. Board consensus was to have funds from this letter designated to replacement of the Pharmacy's chemotherapy hood.

**CARES Grant**

Kim shared the WAH Foundation received \$3500 in CARES grant funds allocated from Cottonwood County Treasurer due to Covid-19. Board members were in agreement to designate these funds towards the purchase of a new chemotherapy hood along with monies received from the spring solicitation letter.

**Rebrand Donor Wall/Digital Signage**

Emily communicated she had received a response from the vendor generally used for donor wall signage. The examples she received was not fitting to what Board members requested for our donor wall. Emily and Kim shared information from Reach Media Network pertaining to options available for digital signage. Further research of options will be looked into by Emily. Board members requested Emily to pursue exploring the availability of large TV's for placement in the Rehab Lobby and total cost of this project.

### Scholarship Selection Committee

Kim shared the Scholarship Selection Committee will be meeting during the week of April 19<sup>th</sup> to select applications to be awarded \$1000 scholarships through the Foundation. She stated applications are available online until April 11<sup>th</sup> and Sanford will send applications to Kim April 12<sup>th</sup>. Selection Committee members requested to have the scholarship applications forwarded to them prior to April 19<sup>th</sup> for review and comment in preparation for the meeting the week of April 19<sup>th</sup>.

### Virtual Fun Run May 9-15, 2021

Kim stated a virtual Fun Run would take place during the week of May 9-15<sup>th</sup>.

### Strategic Planning Session

Kim communicated the Strategic Planning Session is being postponed due to Alice retiring off the Foundation Board effective April 30, 2021. This event will be rescheduled after a new board member is named.

## **NEW BUSINESS**

### Board Member to Replace Alice

Kim requested Board members to think of potential candidates for the vacant board position after Alice retires from the Foundation Board. Names can be brought to the next meeting or emailed to Kim.

Kim and other board members thanked Alice for her 21 years of service and dedication to the Foundation.

### Slate of Officers

Board members reviewed and discussed the Slate of Officer for FY21-22. Due to Alice's impending retirement from the Board, the office of chairperson will be vacant.

M/S/C UNANIMOUSLY TO PRESENT THE FOLLOWING SLATE OF OFFICERS FOR FY21-22 TO THE WINDOM AREA HEALTH GOVERNING BOARD FOR APPROVAL AT THEIR APRIL 26, 2021 MEETING: CHAIRPERSON-STEVE JOHNSON, VICE-CHAIRPERSON-GREG SCHEITEL, AND SECRETARY-SANDY ROBINSON (GROSS/BARTELT)

### Mountain Lake Police Pink Patch Fundraiser

Kim stated the Mountain Lake Police Dept recently inquired if the WAH Foundation had a program assisting women with cancer related issues, as they were interested in donating funds from a Pink Patch fundraiser promotion in their community. To date, Kim has not heard back from the police department as to their intent on what to do with their collected funds. More information will be shared as it becomes available.

### Golf Tournament

The date of September 18, 2021 has been booked at the Windom Country Club to hold a Foundation golf tournament fundraiser. More planning of this event will take place at future meetings.

## **NEXT MEETING DATE**

Next WAH Foundation meeting is tentatively planned for April 27, 2021 at 5:00 p.m. in the Large Conference Room if agenda items require a meeting.

Windom Area Health Foundation meeting was concluded by Chairperson, Alice Huebert.

Sandy Robinson

WAH Foundation Secretary

Recorded by: Janel Eichstadt, Admin Asst