

# **Governing Board Meeting**

September 28, 2022 7:15 a.m. – 9:00 a.m.

### Agenda – Wednesday, September 28, 2022

- Call to Order
- Board Education
- Old Business
- SSM Updates
- Committee Updates
- Administration Team Updates
- Chief of Staff Report
- Adjourn

# **Governing Board Meeting Minutes**



\*Approve July 27, 2022 Governing Board Meeting Minutes

### Jen White

## Accreditation organization (AO) change coming soon!

- Transitioning from Joint Commission to DNV later this year.
- *WHY*?
  - ✓ DNV standards mimic the CMS Conditions of Participations (COPs) allowing the hospital to focus on industry requirements annually without constant change.
  - ✓ DNV has the best scores/lowest disparity rate that match CMS COPs when compared to other AO's.
  - ✓ DNV is also the only AO that ISO 9001 Quality Management System is a part of the Accreditation Program.

#### What is ISO 9001?

- ISO 9001 assists hospital in being more efficient and focused on patient centered care:
  - ✓ Empowers us to focus on what's important
  - ✓ Engages everyone to contribute new ideas
  - ✓ Enables a structure for staff to focus on common goals (patient care and safety)
  - ✓ Ensures everyone is on the same page (DNV and Stoughton Health)



### Will the survey process be the same?

• There will be similarities; however, it will have a different look and feel.

- Survey's will occur on an annual basis
  - Focus is on continual improvement instead of a 'fix it and forget it' approach
  - Lowers the stress on staff and dramatically boosts the level of survey readiness
- Tough but fair survey as a partner to help promote continual improvement
  - ISO 9001 is a building block for creating a collaborative partnership
- Looking at Conditions of Participation (COPs) compliance only
- Offer 'acute stroke ready' certification
- No lapse in accreditation as we transition to DNV
- Accreditation Surveys will still be unannounced as required by CMS

### Feedback on DNV from other hospitals:

- ✓ They like the annual survey process
- ✓ Very collaborative approach
- ✓ True partnership
- ✓ Flexibility of surveyors
- ✓ Fosters continual readiness and improvement
- ✓ No scoring system
- ✓ No "tripping points" or findings thresholds
- ✓ Customer centric





### **Non-Reportable Sentinel Event - Fall with Harm**

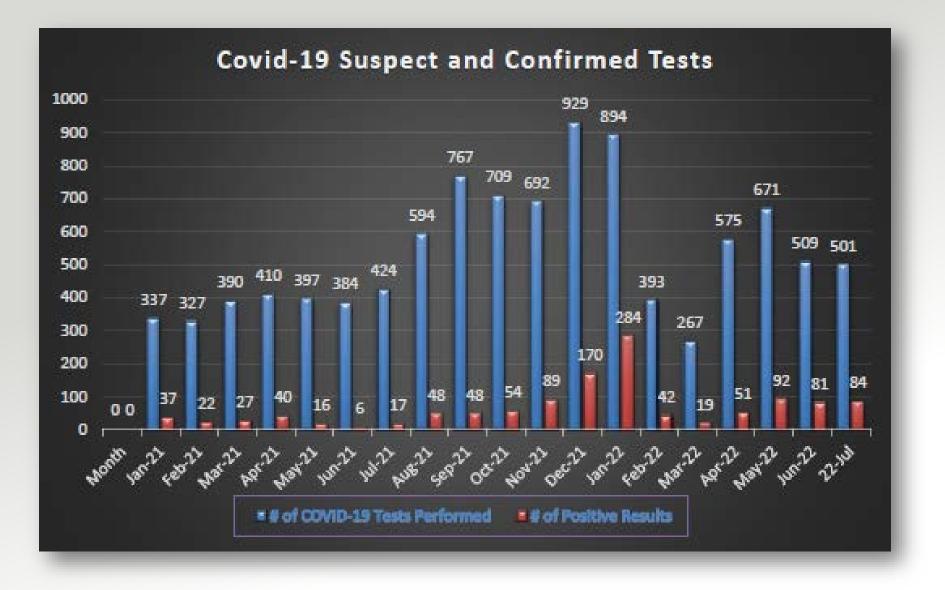


- Event occurred on September 19, 2022 at approximately 3:45 a.m. on our Inpatient unit.
- Patient was admitted on September 11<sup>th</sup>.
- Fall Risk assessment was completed upon admission with fall risk protocols in place.
- On September 19<sup>th</sup> at 3:45 a.m., patient sustained an unwitnessed fall.
- Patient was assessed following the fall:
  - Patient displayed no signs of injury, however they did hit their head.
  - CT scan revealed a small subdural hematoma.

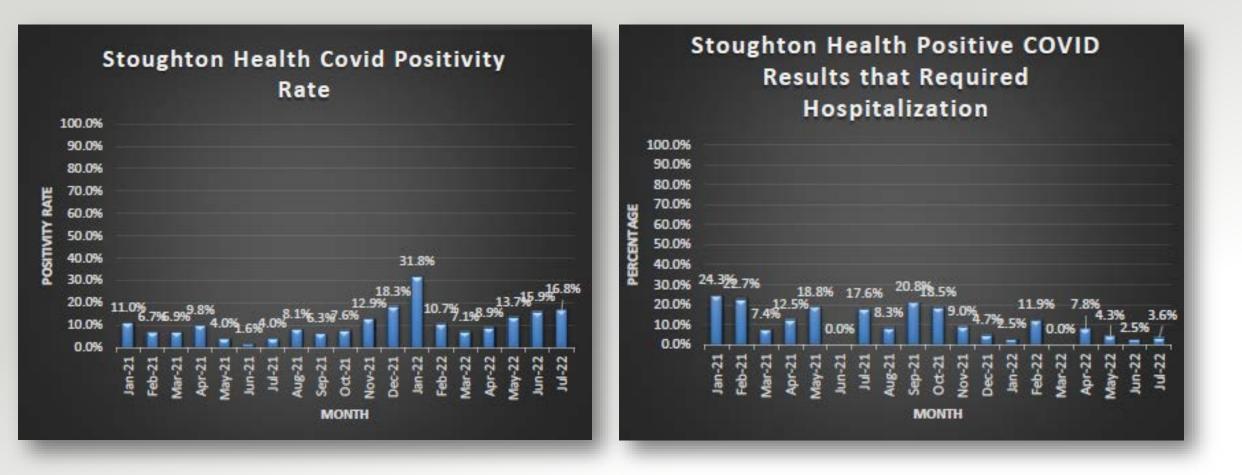
## COVID and Influenza Updates

**Amy Hermes** 

## **COVID Updates**



## **COVID Updates**



# Influenza Updates





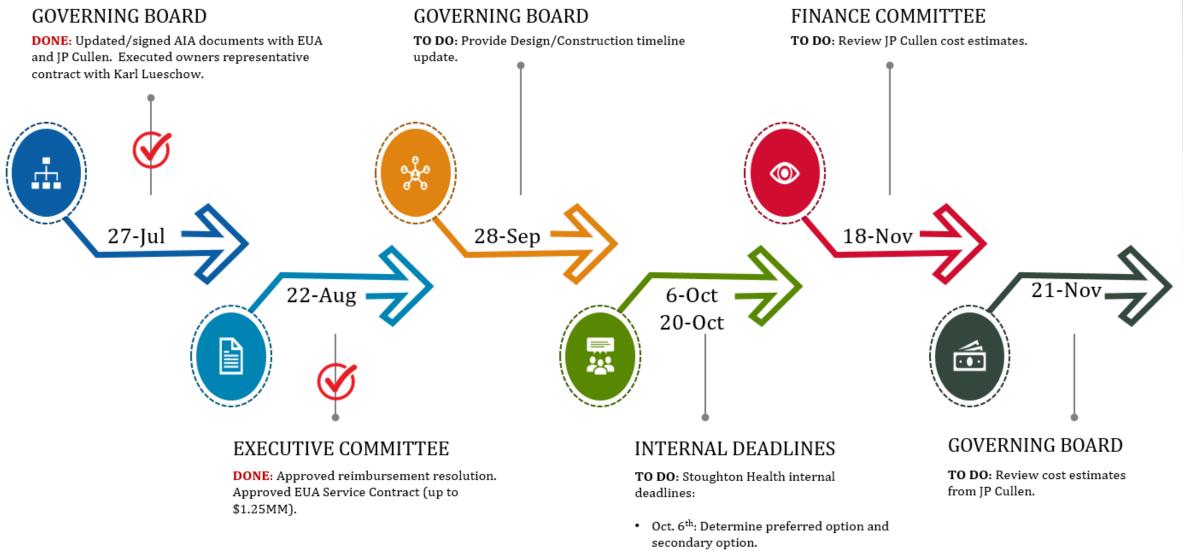
The U.S. avoided a long-feared "twindemic" (having a surge in COVID and simultaneously an increase in influenza at the same time) for the past two years, but the risk that both illnesses will increase this winter appears greater.

- The risk is greater this year because widespread masking and other prevention measures are no longer commonplace.
- There are already signs that this year's upcoming flu season will be more severe, based on the Southern Hemisphere's severe flu season, which typically runs from April to September.
- Viral Interference is a biological phenomenon in which infection with one respiratory illness reduces the risk of catching another may offset the twindemic threat. But "the best prevention tool we have" are flu vaccines, experts say.

### Master Facility Plan Status Update

### **Teresa Lindfors**

# Design/Construction Timeline Update

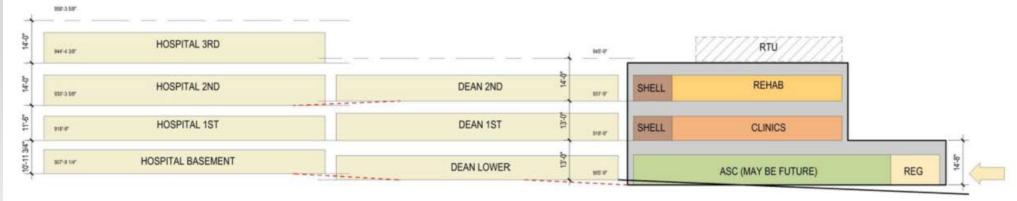


 Oct. 20<sup>th</sup>: Obtain cost estimates from JP Cullen.

## Overview



#### **OPTION B - ASC ON BOTTOM - PARTIAL FLOORS**



#### **OPTION A - ASC ON TOP**

958-3.58\*

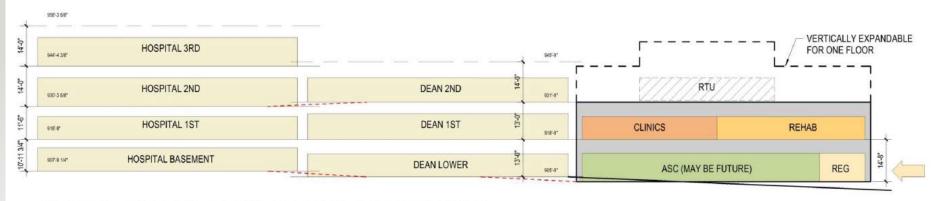
1

944 - 4 30 <sup>9</sup>	HOSPITAL 3RD		945 AF	_ 8	RTU	2	
00°3 50°	HOSPITAL 2ND	DEAN 2ND	14.0		ASC (MAY BE FUTURE)		
n#-4*	HOSPITAL 1ST	DEAN 1ST	13.0	SHELL	REHAB		
07-0 114"	HOSPITAL BASEMENT	DEAN LOWER	13.47	SHELL	CLINICS	REG	

### Options A & B



#### **OPTION D - ASC ON BOTTOM - VERTICALLY EXPANDABLE**



#### OPTION C - ASC ON BOTTOM - FULL SHELLED FLOOR

944-4 38°	HOSPITAL 3RD		945-8*	RTU	7772	
930-3 64"	HOSPITAL 2ND	DEAN 2ND	201.9.	SHELL		
918-8"	HOSPITAL 1ST	DEAN 1ST	918-9*	CLINICS	REHAB	
907-9 114*	HOSPITAL BASEMENT	DEAN LOWER	13-0.	ASC (MAY BE FU		REG

Options C & D





Margo Francisco/Matt Kinsella

# **Committee Updates**

#### **Executive Committee:**

- Approval of August 22, 2022 Meeting Minutes
- Upcoming Executive Committee Meeting:
  - October 24, 2022 at 7:30 a.m.

#### **Finance Committee:**

- Approval of August 26, 2022 Finance Committee Meeting Minutes
- Upcoming Finance Committee Meeting:
  - November 18, 2022 at 7:30 a.m.
- Fiscal 2023 Budget Review and Approval

#### **Bylaws Committee:**

Approval of Updated Governing Board Bylaws (Final Approval at Annual Meeting)

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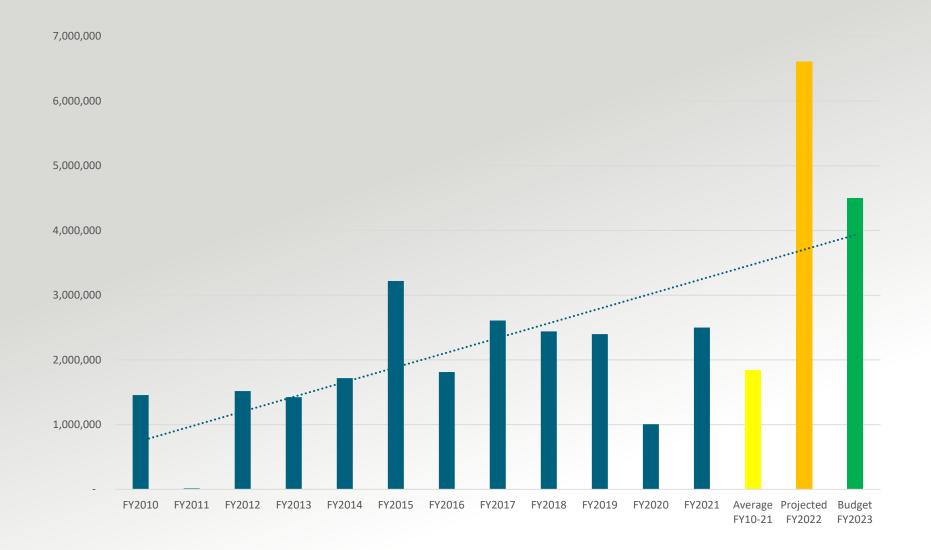
## Fiscal 2023 Budget Review and Approval

### **Michelle Abey**

# FY2023 Budget Process

- Overarching Assumptions
  - No further COVID-19 grant funding
  - Lower volumes in some areas
  - Increased compensation and benefits costs
  - Increased expenses as a result of supply chain and inflationary pressures

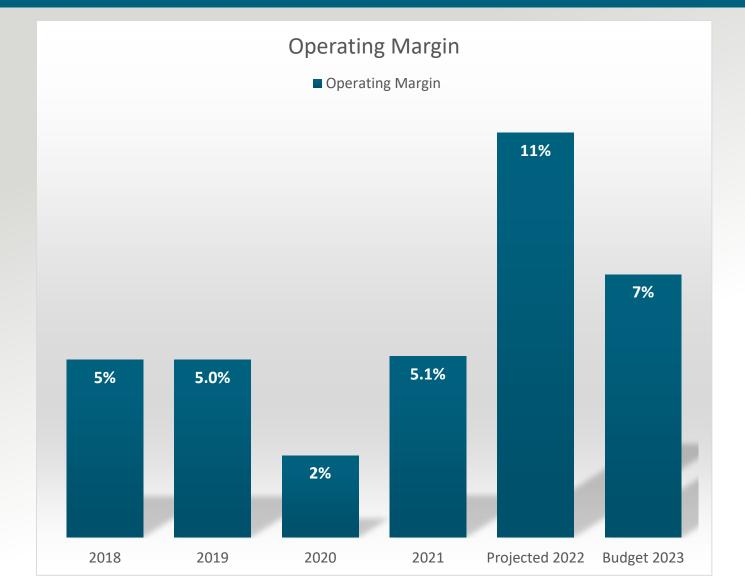
## **Operating Income Trends Over Time**



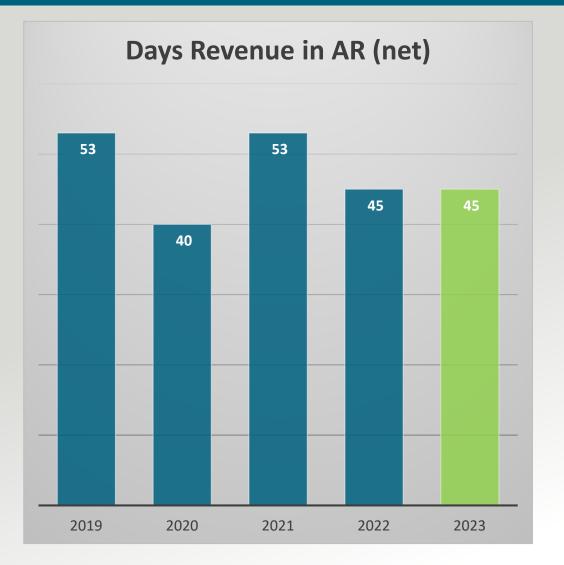
# FY2023 Budget Highlights

7.4% operating margin
9.0% total margin
4% rate increase
Revenues up 5.1%
Expenses up 9.9%

□ No CAH changes assumed



# Budget Goal: Balance Sheet Strength

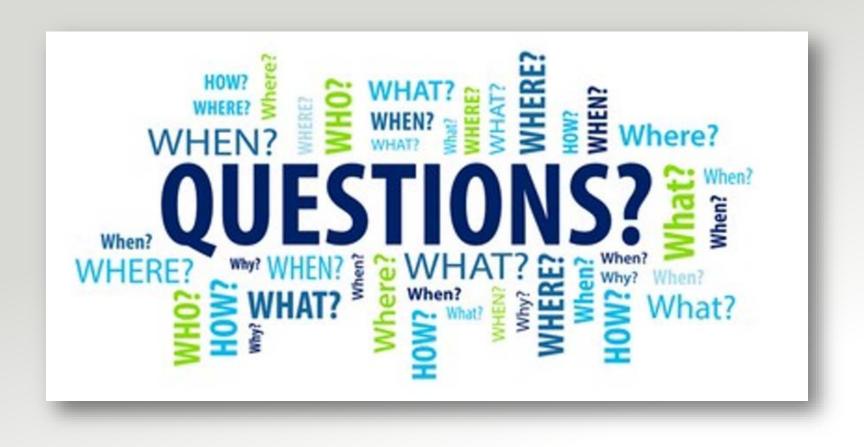


### **Days Expenses in Cash &** Investments

# Capital Budget FY2023

- Requested Routine Capital Budget: \$3,000,000
- Additional Capital Budget for EUA Design Costs: \$500,000
- Large Items:
  - Laboratory Chemistry Analyzer
  - Network Switch & Wireless Access Points Replacements

## FY2023 Budget



\*Request Motion to Approve FY2023 Budget\*

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# Bylaws Committee Approval of Governing Board Bylaws

### Dan DeGroot

# **Bylaws Revision Summary**

- 1) All reserve right of Special Member, Members and SSM WI aggregated into Article II vs. be scattered throughout.
- 2) Board Committees redefined and functions clarified.
- 3) Separation of Committee membership on Finance vs. Audit/Compliance Risk Management Committees (no overlap).
- 4) Define and assure specified Committees composed of 100% Independent Directors per IRS 990 definition.
- 5) Move some sole decision-making responsibility from Board Chair to the Board as a whole to allow all members the ability to participate in major decision-making.

### Proposed Board Committee Structure



\*Directors may not serve on the Finance Committee and Audit Compliance/Risk Management Committees simultaneously\*

# **Bylaws Timeline**



## Administrative Team Updates

Dan DeGroot, Michelle Abey, Teresa Lindfors, Amy Hermes, Chris Schmitz, Mary Hermes, Laura Mays

# **CEO Summary Report**

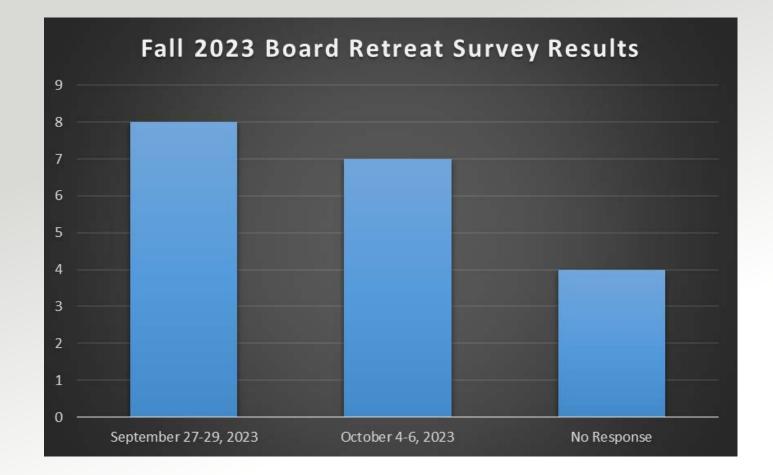
### Dan DeGroot

# Fall 2023 Governing Board Retreat

**Option 1:** September 27-29, 2023

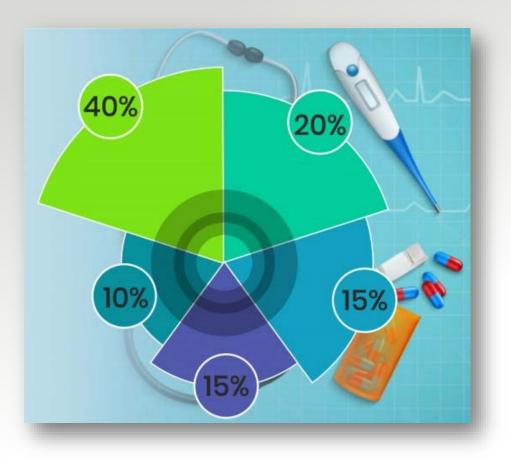
**Option 2:** October 4-6, 2023

- ✓ 7 Board members available for either option
- ✓ 1 member available for September option only
- ✓ 4 members to respond with availability



# **Bundled Payments Pilot Update**

- Enlace Health vs. partnership with SSM
- Start with one Orthopedic episode (i.e. total knee arthroplasty)
- Build scale over time



#### **CFO Summary Report**

#### **Michelle Abey**

#### August 2022 Financial Statements



\*Request Motion to Approve August 2022 Financial Statements

# Capital Request: Lab Chemistry Analyzer

- Laboratory has one chemistry analyzer that processes both general chemistry and immunochemistry samples simultaneously from single sample tube.
- Current system is >8 years old (typical life expectancy of this equipment), and department has seen increase in instrument issues, downtimes, and service calls.
- Laboratory recommending replacement of chemistry system.
- Request approval for purchase new integrated Chemistry/Immunochemistry Analyzer with Epic integration, for cost not to exceed \$275,000.

\*Request motion to approve Chemistry/Immunochemistry Analyzer with Epic integration for capital not to exceed \$275,000.

## 340B Story Statement

#### The 340B Impact in Our Community:

Stoughton Hospital is a Critical Access Hospital with 10 Geriatric Psychiatry beds. Our mission is to provide safe, quality health care with exceptional personalized service. The 340B program plays an important role in our success as a hospital. We use our 340B savings to:

- Promote, educate, and support Dementia friendly initiatives (ig Memory Café) within our community, county, and state. We were the first Dementia friendly hospital in the state of Wisconsin.
- Provide one of two geriatric psychiatry units in the State of WI which serves
  patients from 14 different counties. The unit is a mission driven program that
  runs at a loss for us due to the reimbursement methodology.
- Serve the uninsured and underinsured patients in our primary service area of Stoughton, Evansville, Edgerton, and Oregon along with surrounding areas.
- Implement new clinical programs aimed at improving safety and care for our patients.
- Provide health and wellness services and education to the communities we serve.
- Support to Neighborhood Free Health Clinic that helps uninsured in Stoughton and surrounding communities.

#### 340B by the Numbers:

#### \$338,000

Uncompensated Care provided for Fiscal Year 2021 Not including our \$1.9M Medicaid Unreimbursed costs

#### Saved in Fiscal Year 2021 through participation

\$363,916

participation in the 340B program

#### \$917,000

Of subsidized Geriatric Health Services

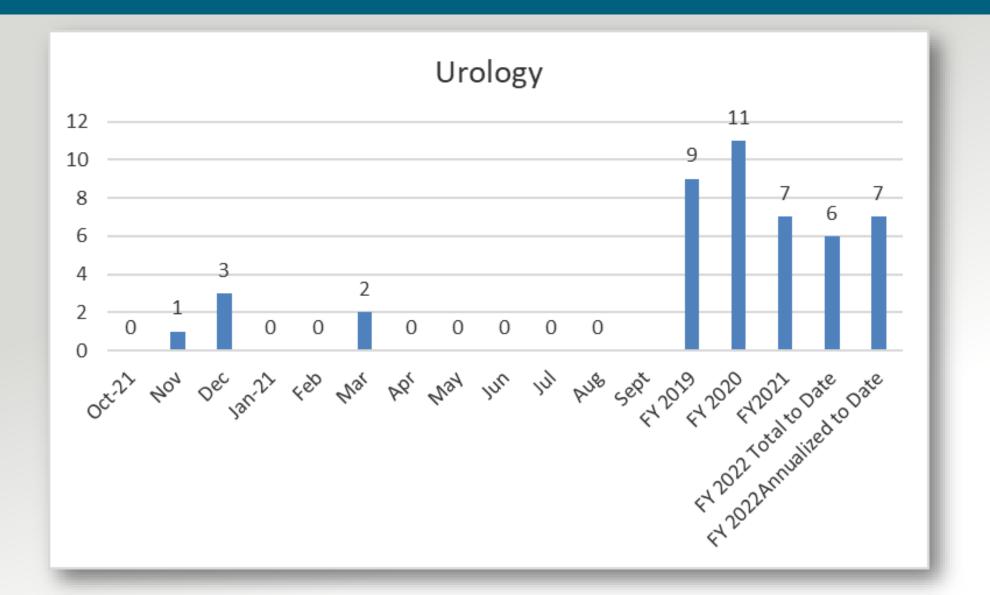
#### Chief Strategy & Business Development Officer Summary Report

**Teresa Lindfors** 

#### Chief Strategy & Business Development Officer Summary

Торіс	
Urology Services	Starting October 2022
Ortho Services	<ul> <li>Promoting Wisconsin Shoulder Center; on target for program rollout</li> </ul>
General Surgery Services	<ul> <li>Increasing EVLT's and Breast Cancer Risk Assessment Screening</li> </ul>
Podiatry Services	<ul> <li>Dr. Hickner's clinic is running smoothly</li> </ul>

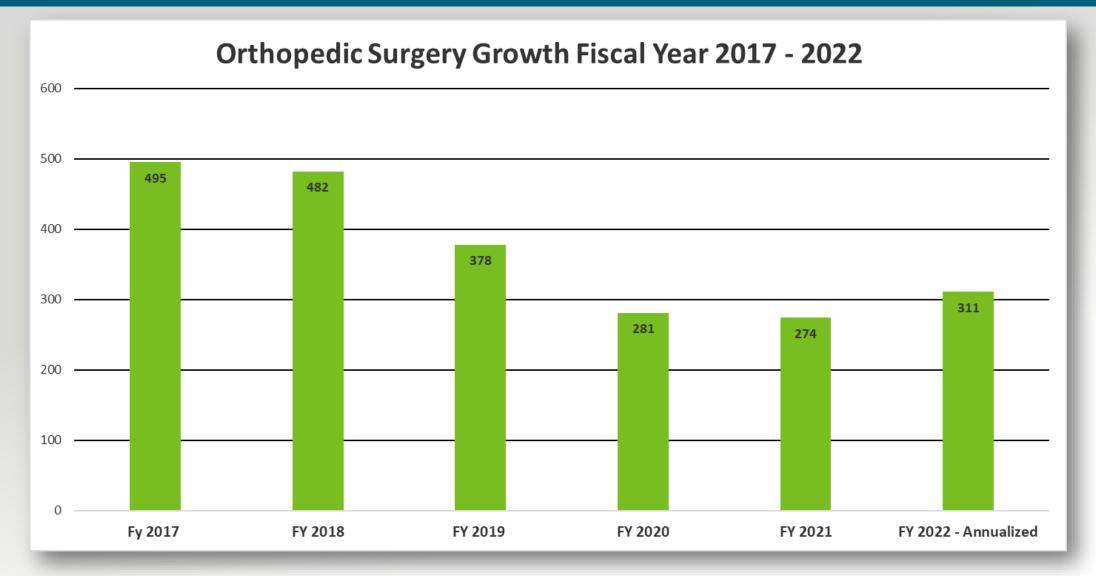
# Urology Volumes



#### Chief Strategy & Business Development Officer Summary

	Торіс	
	Urology Services	Starting October 2022
	Ortho Services	<ul> <li>Promoting Wisconsin Shoulder Center; on target for program rollout</li> </ul>
	General Surgery Services	<ul> <li>Increasing EVLT's and Breast Cancer Risk Assessment Screening</li> </ul>
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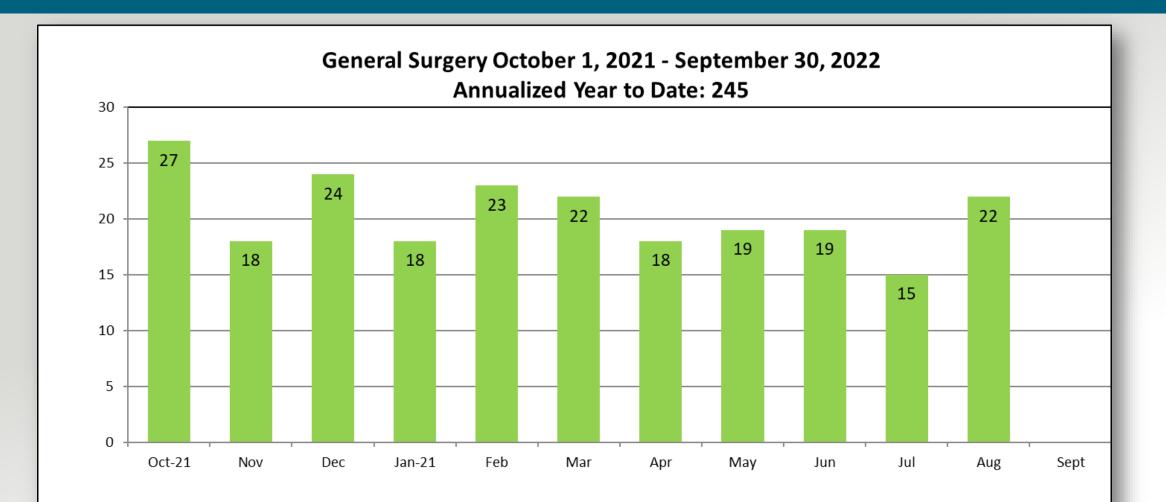
#### **Ortho Volumes**



#### Chief Strategy & Business Development Officer Summary

Торіс	
Urology Services	Starting October 2022
Ortho Services	<ul> <li>Promoting Wisconsin Shoulder Center; on target for program rollout</li> </ul>
General Surgery Services	<ul> <li>Increasing EVLT's and Breast Cancer Risk Assessment Screening</li> </ul>

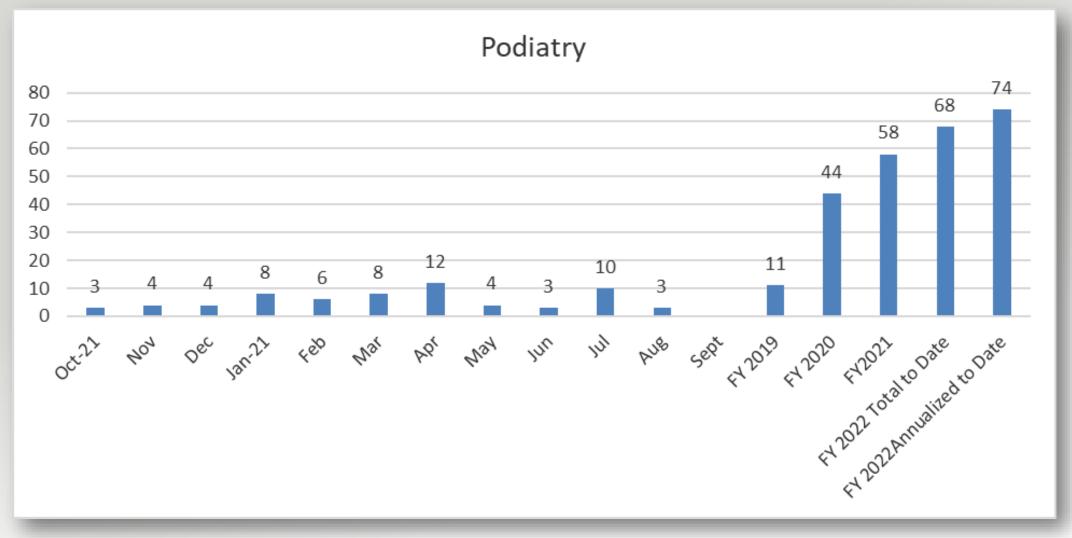
## **General Surgery Volumes**



#### Chief Strategy & Business Development Officer Summary

Торіс	
Urology Services	Starting October 2022
Ortho Services	<ul> <li>Promoting Wisconsin Shoulder Center; on target for program rollout</li> </ul>
General Surgery Services	<ul> <li>Increasing EVLT's and Breast Cancer Risk Assessment Screening</li> </ul>
Podiatry Services	<ul> <li>Dr. Hickner's clinic is running smoothly</li> </ul>

## **Podiatry Surgical Volumes**



## **CNO Summary Report**

**Amy Hermes** 

# CNO Summary – Quality/Safety Consent Agenda

Торіс				
MCE Meeting Minutes (Dr. Mark Menet)	<ul> <li>August 2022 Meeting Minutes (attached)</li> <li>September 2022 Meeting Minutes (attached)</li> </ul>			
Med Exec Meeting Minutes (Dr. Aaron Schwaab)	September 2022 Meeting Minutes (attached)			
Quality/Safety	<ul> <li>Report Cards (attached)         <ul> <li>Quality Safety Report Card – Q3 FY22</li> <li>Quality Safety Report Card – P4P – Q3 FY22</li> <li>Balanced Scorecard – Q3 FY22</li> <li>DVC Hospital Scorecard – August 2022</li> </ul> </li> <li>Patient Satisfaction Ranking         <ul> <li>Providers (attached)</li> <li>Overall Satisfaction by Service Line</li> </ul> </li> </ul>			
Continuous Improvement (CI) Council Updates	<ul> <li>July 2022 Meeting Minutes (attached)</li> <li>August 2022 Meeting Minutes (attached)</li> <li>CI Dashboards (attached) <ul> <li>Cohort B – July 2022</li> <li>Cohort A – August 2022</li> </ul> </li> </ul>			
Patient Safety	August 2022 Meeting Minutes (attached)			
Infection Prevention	August 2022 Meeting Minutes (attached)			

# CNO Summary – Quality/Safety Highlights

#### MCE/MEC Highlights (Dr. Aaron Schwaab)

#### Quality Report Cards

- Continued work on 100% Goal of Columbia Suicide Screening (@ 98.7%)
- Patient Loyalty Measure for Inpatient has been low past 2 quarters, will start a CI
- Chris has CI on New Hire Turnover
- DVC Performance is currently 96.4% which equals a 3.0% escalator (the highest)

# CNO Summary – Quality/Safety Highlights

#### **CI** Council

- Pulmonary Rehab Pilot Project- New
- Lab Labeling Project
- ITP Tele Behavior Health Project

#### **Patient Safety**

- Education on Hazardous Medication (added as a new goal)
- Continued with Apiari on appropriate antibiotic usage which now includes UTI/Resp/Abd Pain/Wound
- Stroke Certification using DNV guidelines

#### **Infection Prevention**

- New process for significant exposures
- Flu Clinics scheduled

#### Quality/Safety Consent Agenda Q&A/Approval

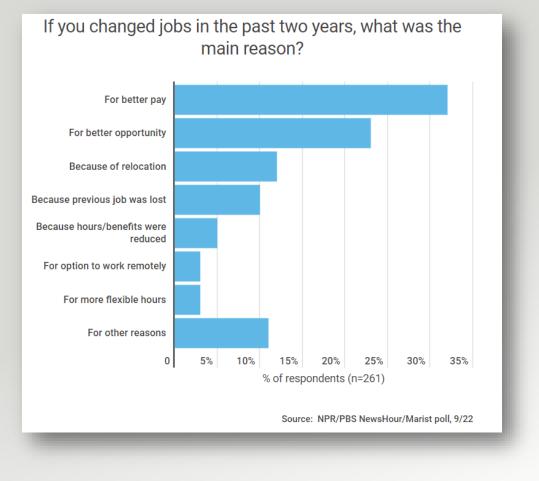


\*Request Motion to Approve CNO Summary - Quality/Safety Consent Agenda

#### VP, HR, Campus Planning, Operational Support Services Summary Report

#### **Chris Schmitz**

# **HR/Facilities Update**



#### **Stoughton Health Updates:**

✓ Service award paid 9/30/22
✓ Move to \$17.52/hr. 10/1/22
✓ Workforce education grants

- 30 open positions, down from near 50
- New hire turnover 40%

#### **HR/Facilities Update**



#### Beta Testing Starting with Board of Directors

Goal: Year-end

# Director, Engagement and Experience Summary Report

Mary Hermes

#### Social Determinants of Health

'The social determinants of health (SDH) are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.'–World Health Organization

It is estimated that the average person spends **one-third** of their life at work, and therefore, we have the ability to have a great impact on one's SDH. This model will drive our work with focus on areas that we can impact as an organization through policies, programs and new initiatives. To determine focus areas, we'll establish a baseline by surveying staff in each of the SDH on a Likert scale, then survey quarterly to assess progress.

Social Determinants of Health	Programs and Initiatives (S-Systemic, T-Team, I-Individual)	Responsible Individual or Team	Associated Costs
Tobacco Use	<ul> <li>Smoking Cessation Access through insurer(I)</li> <li>QuitLine (I)</li> <li>Community Health and Wellness classes (I)</li> </ul>	<ul><li>Well-Being Team</li><li>Community Health and Wellness</li></ul>	No associated costs
Diet and Exercise	<ul> <li>Monthly Wellness Challenges &amp; Stipend (I)</li> <li>Health Risk Assessment and Consultation (I)</li> </ul>	Well-Being Team	Challenges: \$50/month/eligible employee     WellSource: \$2,700/year
Alcohol and Drug Use			
Access to Care	<ul> <li>Dual Insurance Option (S)</li> <li>Co-Pay Waived for services within Stoughton Health (S)</li> <li>Explore Insurance Cost Reducing Measures (S)</li> </ul>	Human Resources and Administrative Team	
Quality of Care			
Education	<ul> <li>Workforce Development Grants (S, I)</li> <li>Tuition Advancement (I)</li> </ul>	<ul><li>Director of Engagement and Experience</li><li>Human Resources</li></ul>	<ul><li>WDG: \$75,000/year</li><li>Up to \$1,500/year per employee</li></ul>
Employment	<ul> <li>Growth through WDG (I)</li> <li>Leadership Development Days(T)</li> </ul>	Director of Engagement and Experience	See WDG cost above
Income	<ul> <li>Extend Gainshares when fiscally possible (S)</li> <li>Increase Minimum Wage (I)</li> <li>Exploring Summit Credit Union Financial Coaches (I)</li> <li>Community Health and Wellness classes (I)</li> </ul>	<ul> <li>Human Resources and Administrative Team</li> <li>Human Resources and Administrative Team</li> <li>Director of Engagement and Experience</li> </ul>	<ul> <li>Dependent on profit margins</li> <li>Minimum Wage Increase 2022:</li> <li>Summit: No Cost</li> </ul>
Family and Social Support	<ul> <li>Exploring Partner Up Grants (I)</li> <li>EAP, ITP, Embrace Health (I)</li> </ul>	Director of Engagement and Experience	<ul> <li>% of True Cost of Care x # of employees</li> <li>ITP and Embrace</li> </ul>
Community Safety	SafeSitter programs (I)	Community Health and Wellness	Cost paid by participant
Air and Water Quality			
Housing/Transit Security			

#### Key Outcome Measures

Indicator	Source	Target
Decrease Turnover without Per Diem: (rolling 12		
months)		
Overall Employee Turnover	HR data	≤18%
New Hire Turnover as % of Total YTD Turnover	HR data	≤31%
Increase Staff Engagement Priority Areas		
% of favorable responses: 'I understand the mission and values of	f	
Stoughton Health'	Press Ganey	≥90%
% of favorable responses: We are actively doing things to		
improve patient safety	Press Ganey	≥90%
% of favorable responses: I have confidence in Senior		
Management's leadership	Press Ganey	≥90%
Increase Staff SDOH		
		maintain + run rate slope for each domain
Individual staff rating averages (measured quarterly)	Self-created survey likert scale	impacted
Workforce Development Participation Rate		
% of Workforce Development Funds Committed	% annual funds disbursed	
Leadership Development		
% of leaders feel professiona learning meets their needs		
(measured quarterly)	Self-created survey	80%
% of Press Ganey Leader Index Scores a 1 or 2 (Measured		
Annually)	Press Ganey	100%
Organization Staff Engagement Score %ile ranke (Measured		
Annually)	Press Ganey	≥90%
Increase Patient Satisfaction		
Inpatient HCAHPS Rank Your Hospital High (overall 9/10)	Press Ganey	≥95%
Outpatient Rehab & Medical Imaging Definitely Would		
Recommend	Press Ganey	≥95%
Ortho clinic Definitely Would Recommend	Press Ganey	≥95%
ED Definitely Would Recommend	Press Ganey	≥95%
GeriPsych Definitely Would Recommend	Press Ganey	≥95%
Amb Surg Definitely Would Recommend		≥95%
Gen Surg Definitely Would Recommend	Press Ganey	≥95%

# Other Systemic Level Work

- Excellence Together Team Leader Chair
  - Explore team structures and missions, serve as vehicle for launching initiatives
- Excellence Together Well-Being Team Chair and Customer Experience Team Chair
- Customer Service University
- Duke University Leadership Program in Health and Well-Being, 2023
  - Live the work by working on individual self-care with Well-Being Coach
  - Work alongside other well-being leaders
  - Paired with a 1:1 mentor from Duke's Fuqua School of Business with goal of refining SDH work with actionable steps to continue moving forward

#### Foundation/Marketing/PR/Business Dev. Director Summary Report

Laura Mays

## Fundraising Events

#### Swinging for Health Golf Outing -> over \$51,000 raised!





#### **Foundation Dashboard**



## PR/Marketing Report



To register for this FREE online talk, please go to stoughtonhealth.com and click on "Classes & Events" Pariticipants will receive a link to the talk (Zoom meeting) and call in phone number. Questionst Please call (608) 877-3498.

Please note this is an informational session, not intended to take the place of professional medical advice.









#### Understanding Your Personal Risk for Breast Cancer



#### Thursday, September 22at 5:30 p.m.

high risk

Join Stoughton Health's Board Certified General Surgeon Dr. Airon Schwaab to learn what you can do to understand and reduce your personal risk for breast cancer. In this breast cancer talk, Dr. Schwaab will cover: • Screening recommendations

Was careful in this break careful and phile children
 Servening recommendations
 Risk sessment recommendations and process
 Risk reduction for all women including those at

FREE Online Talk!

stoughtonhealth.com 🛛 🛐 📴 🖸

## Chief of Staff Report

#### A. One Year Appointments

Hoyme	yme Derek MD Pediatric Cardiology		UW Health	Courtesy	
Hahnfeld	Lynn	MD	Urology	SSM Health	Courtesy
Jung	Nate	MD	Urology	SSM Health	Courtesy
Bartlett	Heather	MD	Pediatric Cardiology	UW Health	Courtesy
Maginot	Kathleen	MD	Pediatric Cardiology	UW Health	Courtesy
Peterson	Amy	MD	Pediatric Cardiology	UW Health	Courtesy
Ralphe	John	MD	Pediatric Cardiology	UW Health	Courtesy
Srinivasan	Shardha	MD	Pediatric Cardiology	UW Health	Courtesy
Von Bergen	Nicholas	MD	Pediatric Cardiology	UW Health	Courtesy
Wallhaus	Thomas	MD	Cardiology	UW Health	Courtesy
Balison	David	MD	Radiology	Madison Radiology	Courtesy
Silbert	Agnieszka	MD	Cardiology	UW Health	Courtesy
Thornberry	Krista	NP	Nurse Practitioner	Stoughton Health	AHP
Rakita	Jason	MD	Sleep Medicine	SSM Health	Courtesy
Joseph	Anupama	MD	Cardiology	UW Health	Courtesy
Kaura	Neil	MD	Radiology	Madison Radiology	Courtesy
Konstantinou	Chris	MD	Cardiology	UW Health	Courtesy

\*Request Motion to Approve One Year Appointments

#### Flagged Files: None at this time

## Chief of Staff Report

#### **B. Two Year Re-Appointments:**

Kinonen	Christopher	MD	Pathology	Associated Pathology	Courtesy
Shah	Kabeer	DO	Pathology	Associated Pathology	Courtesy
Molot	Ross	MD	Pathology	Associated Pathology	Courtesy
Mendelin	Joel	MD	Pathology	Associated Pathology	Courtesy
Morgan	Adam	MD	Pathology	Associated Pathology	Courtesy
Heisler	Lindsey	NP	Hospice NP	Heartland Hospice	AHP
Connell	Amy	MD	Psychiatry	Independent	Active
Coogan	Michael	MD	Emergency Med	SWEA	Active
Ketterhagen	Katherine	PA-C	Emergency Med	SWEA	AHP
Dahlke	Debra	CRNA	Anesthesia	Sto Health	AHP
Rabe	Nicholas	CRNA	Anesthesia	Independent	AHP
Schmidt	Judith	CRNA	Anesthesia	Sto Health	AHP
McKinnon	Sally	MD	Radiology	Madison Radiology	Courtesy
Wedding	Christopher	MD	Radiology	Madison Radiology	Courtesy
Kennedy	Neil	MD	Radiology	Madison Radiology	Courtesy
Rossi	Alessandro	MD	Radiology	Madison Radiology	Courtesy
Figi	Adam	MD	Radiology	Madison Radiology	Courtesy
Accavitti	Michael	MD	Cardiology	UW Health	Courtesy
Vanderbilt	Timothy	MD	Ortho Surg	SSM Health	Active
Nelson	Jacalyn	MD	Sleep Medicine	SSM Health	Courtesy

\*Request Motion to Approve Two Year Re-Appointments

#### Flagged Files: None at this time



# Adjourn Meeting