MEETING AGENDA

**Stoughton Hospital Association Governing Board**

Wednesday, January 22, 2025 | 7:15 a.m. – 9:00 a.m.

MS Teams Link: [**Join the meeting now**](https://teams.microsoft.com/l/meetup-join/19%3Ameeting_ZGVjYTU5YWQtZTU1NS00OTZiLWJkZGItNWNhMDdlNTkzNzcz%40thread.v2/0?context=%7b%22Tid%22%3a%22367b5c1b-0570-438f-89d9-f701fb549e26%22%2c%22Oid%22%3a%22be3212bb-d10e-4597-b89a-85f8d35f20b9%22%7d) | Meeting ID: 254 865 611 253 | Passcode: gz7n6zt6

Or call in (audio only): 1-608-383-6164 | Phone Conference ID: 284 172 001#

# **Board Function and Members**

**Board Function:** Overall organizational governance. Assure adherence to organizations mission, vision, values and organizational purpose as defined in Article 1, Section II of SHA bylaws.

**Meeting Attendees:** Tim Rusch | Sue Vanderbilt | Donna Olson | Glenn Kruser | Kris Krentz | Dr. Schwaab | Cindy McGlynn | Steve Peotter | Dr. Rawal | Nick Probst | Dawit Tesfasilassie | Matt Kinsella | Chris Brabant | Michelle Abey | Angie Polster | Chris Schmitz | Amy Hermes | Laura Mays | Andy Boryzcka

|  | Item # | Agenda | Time |
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|  |  | Call to Order(Tim Rusch) | 7:15 a.m.  |
|  |  | Introduction of Andy Boryczka, Director of Experience and Engagement |  |
| A |  | Review Minutes of November 25, 2024 Governing Board Meeting (Tim Rusch) ***Action: Mr. Krentz made a motion to approve November 25, 2024 Governing Board meeting minutes. Ms. McGlynn seconded the motion. Motion carried.***  |  |
|  |  | Trustee Education 1. Stoughton Health Service Line Overview (Chris Brabant)

Mr. Brabant walked the Board through a PowerPoint outlining the services which Stoughton Health provides. Ms. McGlynn shared someone in the community was at a memory care facility and they were not doing well. They were admitted to Stoughton Health’s Geri-Psych unit which was a huge comfort to the patient and helped her family understand what was happening. It was a wonderful thing for her. Mr. Brabant noted he is interested exploring the addition of CT angiography (cardiology scan). Mr. Tesfasilassie added that Lucid (formerly Madison Radiologists) has recently experienced massive turnover and is struggling to provide radiology services. This is affecting both Stoughton Health and SSM as well as others.  |  |
|  |  | SSM Updates(Matt Kinsella/Dawit Tesfasilassie)Mr. Tesfasilassie shared SSM Health has seen a significant increase in transfers, specifically to St. Mary’s Madison. He noted they accepted over 720 transfers in December, and they regularly have 40+ patients holding in their emergency department. Mr. Tesfasilassie shared SSM Health is working hard to find ways to safely treat lower acuity patients. They have started a “hospital at home” program which they are trialing in Madison. He stated patients are discharged home and services are then provided there. They are monitoring each patient’s outcomes, complications, and how many patients returned to the hospital, and the hope is to roll out statewide after the trial is completed. Mr. Tesfasilassie shared SSM Health continues to have the same challenges as last year related to recruitment, turnover, physician recruitment in primary care, etc. He shared they have hired 30+ physicians and they are working with University of Wisconsin on a residency program, but they still have a difficult time converting them to an ambulatory practice. Dr. Schwaab shared he has one family medicine resident for one month, once time per year. Mr. Tesfasilassie noted SSM Monroe has a family medicine residency program that is expanding from having three residents per year to four. He noted SSM Monroe retains over 90% of those residents in Wisconsin post-residency.  |  |
|  |  | New Business 1. None
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|  |  | Old Business1. None
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|  |  | Committee Updates  |  |
| A |  | 1. Executive Committee (Tim Rusch)
2. Overview of December 18, 2024 Executive Committee Meeting Minutes
3. Review and Approve Purchase of Alano Club (Al-Anon) House
4. Upcoming Meeting: February 26, 2025, time TBD

Mr. Rusch shared a brief overview of the December 18, 2024 Executive Committee meeting. He noted there was a capital request for inpatient bed replacement which was approved by the Executive Committee via email. He added there was a request for approval of up to $435,000 to purchase the Alano Club property, but due to it being unbudgeted capital, the committee decided to bring forth to the Governing Board for approval. Mr. Schmitz provided a summary of the capital request for the Alano Club property located at 900 Giles Street. He noted we would offer them $400,000, which is the average selling price in Dane County and the remaining funds would be using for closing and other costs. Mr. Schmitz shared we would offer them a window to continue occupying the property while they search for a replacement location. ***Action: Ms. Olson made a motion to approve offer to purchase the Alano Club property at 900 Giles Street for $400,000, not to exceed $435,000 with closing and other costs. Mr. Tesfasilassie seconded the motion. Motion carried.*** Mr. Krentz inquired about the liability aspect associated with the property. Mr. Schmitz noted our attorneys reviewed the offer to purchase and renters’ insurance would be required. Ms. Olson noted she appreciates the work by Mr. Schmitz and his team.  |  |
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|  |  | 1. Finance Committee (Glenn Kruser/Michelle Abey)
* Upcoming Meeting: Friday, February 21, 2025, time TBD

Ms. Abey shared Mr. Kruser would be out of state on Friday, February 21, 2025 and we may need to reschedule the meeting.  |  |
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| A |  | 1. Governance Committee (Kris Krentz)
* Overview of January 9, 2025 Meeting Minutes
* Conflict of Interest Statements
* 2025 Board Committee Members and Meeting Cadence
* Upcoming Meeting: Thursday, April 17, 2025, time TBD

Mr. Krentz provided an overview of the January 9, 2025 Governance Committee. He stated the committee reviewed the Board composition and terms, committee composition including chairs and vice chairs, reviewed Board education, and discussed the conflict-of-interest documents. Ms. Abey asked Board members to reach out to her or Mr. Brabant with questions or interests in educational topics. ***Action: Mr. Krentz made a motion to approve 2025 Board Committee Members. Mr. Kruser seconded the motion. Motion carried.***  Governing Board members briefly discussed meeting start times and decided early mornings appeared to be the best start time for everyone. Mr. Krentz shared the committee discussed Board evaluation results and would like to take a deeper dive to analyze results. Mr. Brabant noted there were some common themes and he will share at the next Governance Committee meeting.  |  |
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|  |  | 1. Quality Committee (Tim Rusch)
* QM Council Updates
* Review QM Council Meeting Minutes
* December 3, 2024
* December 17, 2024
* Review QM Council Dashboards
* Cohort B – December 3, 2024
* Cohort A – December 17, 2024
* Upcoming Meeting: Tuesday, February 25, 2025 at 9:00 a.m.

Mr. Rusch provided a summary of closed quality management projects. Ms. Vanderbilt asked whether Board members could attend a shortened, executive summary type meeting as the longer QM meetings are onerous for Board members’ schedules. Ms. Hermes noted there is conversation that happens in the QM meeting which is valuable and makes shortening the meetings difficult as the discussion can change project goals and initiatives. Ms. Hermes will reach out to Ms. Vanderbilt to discuss further.  |  |
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|  |  | 1. Audit Compliance/Risk Management Committee (Kris Krentz)
* Upcoming Meeting: Friday, February 21, 2025, time TBD (immediately following Finance Committee Meeting)
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|  |  | Administration Team Updates (Chris Brabant, Michelle Abey, Amy Hermes, Chris Schmitz, Laura Mays, Andy Boryczka) |  |
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|  |  | 1. CEO Summary Report (Chris Brabant)
2. Overview of First Eight Weeks

Mr. Brabant provided an overview of his first several weeks as Stoughton Health CEO. He noted he has been meeting various people in the community and is looking forward to shadowing with staff where appropriate. He stated Ms. Mays has done a great job connecting him in Stoughton and surrounding communities. Mr. Brabant shared he received a request from Rep. Udell regarding a meet and greet with a tour of the hospital, and he will invite members of the Board if they would like to participate. Mr. Brabant shared he will be having lunch next week with Medica to discuss our perspective and the challenges we have experienced with them. Mr. Brabant noted he recently had a conversation with Ms. Sue Anderson and Mr. James Meacham, as well as Mr. Tesfasilassie, about strengthening the partnership with SSM. He shared Stoughton Health would potentially like to partner with one of the members of SSM Health’s strategic planning team so Stoughton Health’s process can be aligned with SSM’s process. 1. WHA Advocacy Day – Save the Date

Mr. Brabant reminded Governing Board members of WHA Advocacy Day which takes place on April 9, 2025. Ms. Polster has added this to Governing Board calendars.1. 2025 Governing Board Retreat

Mr. Brabant shared the 2025 Governing Board Retreat will be for one night and will start on Thursday, September 4th with a 3:00 p.m. Board meeting followed by a social hour and dinner. He shared we have secured guest speaker Jamie Orlikoff who will also attend our kickoff dinner to meet with Board members. Mr. Brabant shared we will live stream his presentation in the Bryant Center for managers, Foundation Board members and Partners Board members. Finally, Mr. Brabant shared the meeting will adjourn at 3:30 p.m. on Friday, September 5th. 1. Governing and Foundation Board Social – Cheeser’s at 5:30 p.m.

Mr. Brabant reminded Board members of the Board social at Cheeser’s, tonight at 5:30 p.m., as a token of thanks and recognition. 1. Service Line Expansion
* Expanded Cardiology Service
* Non-Surgical Musculoskeletal Service

Mr. Brabant shared updates on some service line expansions which are being considered.  |  |
| AA |  | 1. CFO Summary Report (Michelle Abey)
2. December 2024 Financial Statements

Ms. Abey provided a summary of December 2024 financials, which can be found in the January 22, 2025 Governing Board packet. She stated operating income was $1.4M for the month. CT volumes were over budget, while MRI was under budget for the month. Ms. Abey shared staffing in MRI continues to be an issue, but we have an offer out to a second MRI Tech so hopefully this staffing gap will be resolved soon. Mr. Tesfasilassie noted one of the things SSM is looking at is partnering an MRI Tech and MRI Assistant, adding two staff members per magnet seems to work well. ***Action: Ms. Vanderbilt made a motion to approve December 2024 financials. Mr. Tesfasilassie seconded the motion. Motion carried.*** 1. January Month-to-Date Financials

Ms. Abey provided January Month-to-Date financials, noting currently gross revenues are projecting to be behind budget by approximately 14%, but there are eleven more days in the month, so to close this gap by the end of the month. She noted the Oregon expansion was budgeted to be complete by mid-December but has fallen behind schedule. The expanded urgent care hours will not begin until the end of February, thus volumes are lower than budgeted. 1. Quarterly Corporate Compliance Committee Report

Ms. Abey provided an overview of the Quarterly Corporate Compliance Committee report, which can be found in the January 22, 2025 Governing Board packet. She shared there were approximately 22 grievances out of over 40,000 visits for calendar 2024. ***Action: Mr. Kruser made a motion to approve the Quarterly Corporate Compliance Committee Report. Dr. Schwaab seconded the motion. Motion carried.*** 1. Multi-Specialty Clinic Updates

Ms. Abey shared an update on Multi-Specialty Clinics. She noted Dr. Lind started in December and has had one surgical case. She shared he has had 28 clinic visits, and we are still waiting for a response on whether he will be paneled with Dean Health Plan/Medica (DHP). Ms. Abey shared the paneling issue has caused some problems related to Dean patients who we were unable to treat. She noted approximately six or eight single case agreements have been done with DHP, so some DHP patients have been seen. Ms. Abey stated we expect an answer to our appeal by end of January. 1. Stoughton Health Outpatient Center (SHOC) Updates

Ms. Abey shared Stoughton Health Outpatient Center updates. She noted JP Cullen is getting ready to turn over the building, the team will start moving furniture into the building on February 4th, and the DHS inspection takes place the week of February 23rd. Ms. Abey shared they are working through a tentative move schedule as follows:* Cardiac Rehab – April 25th
* PT/OT – May 1st
* Urology – May 2nd
* Ortho and Podiatry – week of May 5th
* General Surgery and Cardiology – week of May 12th

Finally, Ms. Abey shared the spend to date is $23M, with approximately $460,000 in contingency as of yesterday.  |  |
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| A |  | 1. CNO Summary Report (Amy Hermes)
2. Growth Updates:
* Cottage Grove Urgent Care

Ms. Hermes provided an update on Cottage Grove Urgent Care. She noted volumes are being watched closely. The average daily census is heading in the right direction. Ms. Hermes noted over 50% of the patients seen at this site are new patients to Stoughton Health.  * Oregon Location Expansion

Ms. Hermes shared the Rehab side of the Oregon location is going very well. She noted this week was the “lobby blitz” where the Urgent Care will close for four days and will re-open on Friday with normal hours. Finally, Ms. Hermes shared there will be a ribbon cutting/open house on February 24th from 4:30 p.m. to 6:00 p.m., at which time the Oregon location will move to expanded hours of 8:00 a.m. to 8:00 p.m. for urgent care.* Sterile Processing Department (SPD)

Ms. Hermes shared the Sterile Processing Department is operating on one sterilizer at this time as the water issues are being rectified. She noted staff has been putting in extra evening hours to ensure all equipment is taken care of. Ms. Hermes noted the project is expected to be complete in mid-May. 1. Root Cause Analysis (RCA) – Surgical Services

Ms. Hermes shared a summary of the recent root cause analysis in the Surgical Services department. She stated an Environmental Services team member was disposing of trash and a blunt tip cannula used in cataract surgery fell from a ripped bag. Ms. Hermes noted generally all blunt tipped instruments go into a sharps container, but there were some differences in practice so the team received additional education. Mr. Brabant noted that this RCA accomplished exactly what the RCAs are for – preventing future incidents. **CONSENT AGENDA**1. MCE Meeting Minutes – November 2024

Dr. Schwaab shared a summary of the November 2024 MCE meeting minutes, which can be found in the January 22, 2025 Governing Board packet. He noted at the meeting there was discussion around lab test processing. A couple of years ago, a low volume lab test was transferred to St. Mary’s for processing, but due to the critical nature of this lab, processing of the test was brought back in house. He also shared the current IV fluid supply should be sufficient following a nationwide shortage because of damage to a Baxter facility. As of December, the Baxter facility was back to 90% operational. Finally, Dr. Schwaab stated they reviewed the DNV findings from their visit, adding the corrective action plans were accepted on November 5, 2024. 1. MEC Meeting Minutes – January 2025

Dr. Schwaab shared an overview of January 2025 MEC meeting minutes, which can be found in the January 22, 2025 Governing Board packet. He noted some of the main discussion during this meeting was related to Madison Radiologists, adding there have been approximately 20 radiologists from the group who have resigned. Dr. Schwaab stated there has been a reduction in quality and availability related to Madison Radiologists’ services. Dr. McGuire is the representative for Madison Radiologists in Stoughton. He stated that yes, they are in a difficult situation, but if given time, things should be resolved over time. Mr. Kruser asked whether most radiology services were provided remotely, and Dr. Schwaab confirmed that they are. Dr. Schwaab shared that per patient surveys, there are consistently a lack of understanding of discharge instructions by patients. He added the issue seems to be with the size of their discharge packets (12+ pages), so the team is reviewing ways to change how they are presented to patients. 1. Quality/Safety:
* Report Cards
* 2025 Balanced Score Card Updates

Ms. Hermes shared an overview of 2025 Balanced Score Card updates, which can be found in the January 22, 2025 Governing Board packet. She noted some areas of focus are reviewing discharge instructions and focusing on employee onboarding and retention. Ms. Hermes also shared that Workforce Management numbers are being watched closely. * Patient Safety
* Patient Safety Meeting Minutes – November 2024

Ms. Hermes shared an overview of the November 2024 Patient Safety meeting minutes, which can be found in the November 2024 Governing Board packet. She noted the team isn’t seeing any consistent trends with patient safety. The team is working on an antimicrobial stewardship program. She added there is increased pharmacist coverage in the Emergency Room. Finally, Ms. Hermes shared staff duress buttons have been installed for crisis situations in several more areas than had been present. * Infection Prevention
* Infection Prevention Meeting Minutes – November 2024

Ms. Hermes shared an overview of November 2024 Infection Prevention meeting minutes, which can be found in the January 22, 2025 Governing Board packet. She noted the hand hygiene policy has been updated to no longer allow nail embellishments. Ms. Hermes shared there have been high positivity rates of norovirus, an increase in RSV positivity, elevated pertussis cases, and high positivity rates of Group A Streptococcus in the last month. **APPROVAL OF CONSENT AGENDA** ***Action: Ms. McGlynn made a motion to approve the Consent Agenda. Ms. Vanderbilt seconded the motion. Motion carried.***1. Wisconsin Nurse’s Association (WNA)

Ms. Hermes shared she is on the Board of WNA, and they recently had to relocate their office. With the space at Community Health & Wellness Center available, Stoughton Health decided to rent space to WNA. |  |
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|  |  | 1. VP, HR, Campus Planning, Operational Support Services Summary Report (Chris Schmitz)
2. HR/Facilities Updates
3. Staffing Updates
4. Security Risk Vulnerability Assessment

Mr. Schmitz provided an overview of 2025 HR/Facilities Updates. noting an employee engagement survey will likely be initiated in April, the team will begin work on strategic planning, and there is work being done on defining an 18-month leadership development program. In staffing updates, Mr. Schmitz shared our current contracted staff usage is 9% in Med-Surg, 3% in the Emergency Department, and 16% in Surgical Services. He reminded the group that contract staff has been used in the past as, at any given point, approximately 10% of our staff is out on medical leave. He added there was a 4% pay increase for employed staff, effective January 12, 2025. Mr. Schmitz shared current open positions are 12 full time, 5 part time and 9 occasional, with 23 openings closed in the last two months. He added at one point, there were approximately 50 open positions.Finally, Mr. Schmitz shared an overview of the Security Risk Vulnerability Assessment, which is required by DNV. For this assessment, Mr. Schmitz noted the key concern is entry with a weapon. Some of the key mitigation measures include camera signage, removing access from FNS, offsite facilities moving to centralized monitoring, and annual staff training.  |  |
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|  |  | 1. Foundation/Marketing/PR/Business Development Director Summary Report (Laura Mays)
2. Upcoming Events

Ms. Mays shared information on an upcoming class related to vaping and legal marijuana use. She will share the flier with Board members. 1. PR/Marketing Report

Ms. Mays shared a brief summary of the PR/Marketing Report which can be found in the January 22, 2025 Governing Board packet.  1. Foundation Dashboard

Ms. Mays shared the Foundation has raised just over $15,000 year to date. Ms. Olson recognized Ms. Mays for her efforts in keeping Stoughton Health at the forefront. Ms. Mays shared first aid kits are being delivered to the school district, compliments of Stoughton Health. |  |
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|  |  | 1. Director, Engagement and Experience Summary Report (Andy Boryczka)
2. Excellence Together Team Updates

Mr. Boryczka shared various areas he is focusing on related to engagement and communication.  1. Other Updates
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| AA |  | Chief of Staff Report (Dr. Aaron Schwaab)1. One Year Appointments:
2. Sarah Thordsen, MD, Cardiology, UW Health, Courtesy
3. Aditya Sahai, MD, Cardiology, UW Health, Courtesy
4. Cydney Zemen, MD, Cardiology, UW Health, Courtesy
5. Michael Twohig, MD, Radiology, Madison Radiology, Courtesy
6. Nirhior Bhowmik, MD, Radiology, Madison Radiology, Courtesy
7. David Jensen, MD, Radiology, Madison Radiology, Courtesy
8. Eric Goth, MD, Radiology, Madison Radiology, Courtesy
9. Andrew Ceranske, MD, Radiology, Madison Radiology, Courtesy
10. Peter Morrison, MD, Radiology, Madison Radiology, Courtesy
11. Ejaz Shamim, MD, Radiology, Madison Radiology, Courtesy
12. David Shlensky, MD, Radiology, Madison Radiology, Courtesy
13. Donald Renfrew, MD, Radiology, Madison Radiology, Courtesy
14. Moataz Behairy, MD, Radiology, Madison Radiology, Courtesy
15. James Plasky, APNP, SWEA, Allied Health Professional
16. Joan James, MD, Pschiatry, ITP

Flagged Files: None at this time.***Action: Mr Kruser made a motion to approve One Year Appointments. Mr. Krentz seconded the motion. Motion carried.*** 1. Two Year Re-Appointments:
2. Steve Lyon, MD, ENT, SSM Health, Active
3. Ashish Rawal, MD, Orthopedic Surgery, Sto Health, Active
4. Shawyon Shadman, MD, Radiology, Madison Radiology, Courtesy
5. Tara Kane, APNP, Psychiatry, ITP, AHP
6. Michael Berger, CRNA, Anesthesia, Sto Health, AHP
7. Oluwabukola Shoaga, MD, Hospital Medicine, Beam Healthcare, Active
8. Marissa Decker, MD, OBGYN, SSM Health, Courtesy
9. Noreen King, MD, OBGYN, SSM Health, Courtesy
10. Nicholas Reason, MD, Radiology, Madison Radiology, Courtesy
11. Amr Youssef, MD, Cardiology, UW Health, Courtesy
12. Puneet Dhillon, MD, Hospital Medicine, Beam Healthcare, Active
13. Sarah Endicott, APNP, Psychiatry, Independent, AHP
14. Jason Sansone, MD, Orthopedic Surgery, Orthopedic & Spine Centers of WI, Active
15. Clark Collins, PA-C, Ortho PA, Sto Health, AHP
16. Nicole Reilly, MD, Cardiology, UW Health, Courtesy

Flagged Files: None at this time.***Action: Mr. Peotter made a motion to approve Two-Year Reappointments. Mr. Kruser seconded the motion. Motion carried. Dr. Rawal was not present at this point in the meeting, thus was not part of voting on this motion.*** |  |
| A |  | Adjourn***Action: Mr. Kruser made a motion to adjourn the meeting at 9:09 a.m. Mr. Krentz seconded the motion. Motion carried.***  | 9:00 a.m.  |

Respectfully submitted,



Mr. Glenn Kruser

Secretary/Treasurer