

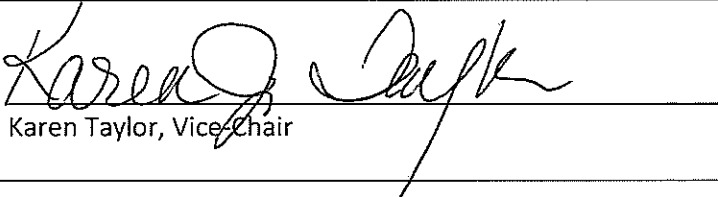
## BOARD OF TRUSTEES MEETING MINUTES RECORD

DATE:	LOCATION:	START	ADJOURN
09/10/18	Doshier Hood Building	5:00 pm	6:37 pm
<b>MEMBERS PRESENT:</b> Karen Taylor, Vice Chair Dr. Scott Starks, Secretary Dr. Terry Pieper Robert Howard Debbie Wood Linda Pukenas		<b>NON MEMBERS PRESENT:</b> Tom Siemers, CEO Dan Porter, CFO Carol Northup, RN, CNO, COO Dr. Brad Hilaman, CMO Dr. Domenic Palagruto, Chief of Staff Lynda Stanley, President, Doshier Foundation Dr. Robert Zukoski, Emeritus Marjorie Sparks, Clerk of the Board Terry Pope, State Port Pilot Sheila Pfaender, CHNAS Analysis Annika Pfaender, CHNAS Analysis	

	AGENDA ITEM	DISCUSSION/CONCLUSIONS	ACTION
1.	Call To Order	Karen Taylor, Vice-Chair called the meeting to order at 5:00pm.	
2.	Roll Call	Scott Starks Called Roll Roll Reflected Above. A quorum was present. Sherri Marshall was absent	
4.	Approval of Minutes	Minutes to be approved: August 06, 2018 – removal of Jim White’s name in members present column – amended minutes approved	<b>MOTION:</b> <b>To accept amended minutes of August 06, 2018</b> Moteded By: Robert Howard Seconded: Linda Pukenas All Present in Favor <b>The Motion Carried</b>
	Special Presentations	<u>Sheila and Annika Pfaender – CHNAS Analysis</u> <ul style="list-style-type: none"> <li>Data Collected: <ul style="list-style-type: none"> <li>Secondary data such as demographics, socioeconomics, health</li> <li>Hospital Data such as emergency department discharges &amp; inpatient hospital discharges</li> <li>Primary Data such as community survey need to track insurability in the future for the effect of the ACA</li> </ul> </li> <li>Suicide, all other injuries, and Alzheimer’s are increasing</li> </ul>	<b>Motion to approve resolution:</b> <b>Moteded by:</b> <b>Dr. Scott Starks</b> <b>Seconded:</b> <b>Linda Pukenas</b> <b>All Present in Favor:</b> <b>The motion carries</b>

		<p>morality rates in township</p> <ul style="list-style-type: none"> <li>• Annika went over the survey results</li> <li>• 843 responded vs approximately 600 responses on last survey</li> </ul> <p>A rise in a public concern of mental health substance abuse Brunswick Wellness Coalition will have the opportunity to coordinate efforts to make a difference – presentation 09/11/18 to BWC has more county wide vs more centralized of township information presented for the board</p>	
5.	Management Reports	<p><b><u>Foundation Report - Lynda Stanley</u></b></p> <ul style="list-style-type: none"> <li>• Music on the Lawn has been cancelled and waiting for hurricane to come through to reschedule</li> <li>• Upcoming foundation retreat agenda has been given out</li> <li>• List of upcoming events has been distributed</li> <li>• October 12<sup>th</sup> golf tournament – 28 teams registered already, list of raffle prizes was presented</li> <li>• Wine and Cheese event is set for October 16<sup>th</sup> at Debbie and Kent Wood's house</li> </ul>	
		<p><b><u>CEO Report – Tom Siemers, CEO</u></b></p> <ul style="list-style-type: none"> <li>• Deferring to Carol for hurricane prep and hospital situation</li> </ul>	
		<p><b><u>HPHC and Duke Endowment – Lynda Stanley</u></b></p> <ul style="list-style-type: none"> <li>• Meetings planned for current week have been cancelled</li> <li>• Member-wide meeting scheduled for September.</li> <li>• CHNA analysis presentation being given 09/11/18</li> <li>• September 18<sup>th</sup> next county care fair.</li> <li>• Revitalizing local food pantries for healthier options going into pantries is new goal for BWC</li> </ul>	
		<p><b><u>CFO Report – Dan Porter, CFO</u></b></p> <p><b><u>Financial Report</u></b></p> <p>The financial reports were included in the meeting packet.</p> <p>Days Cash on Hand: 80.2 Days Revenue in A/R: 66.2</p> <ul style="list-style-type: none"> <li>➤ Volume indicators fell for: <ul style="list-style-type: none"> <li>○ Total revenue down 4%.</li> <li>○ IP was down 34% and OP figures were up 3%.</li> <li>○ Clinic revenue down 8 %.</li> </ul> </li> <li>➤ Payor mix trend not favorable (mixed).</li> <li>➤ Expenses were not favorable</li> </ul> <p>For the month, Excess from Operations -250K Operations YTD -2.0M Total Excess Over Expenses YTD 37K</p> <p>August trending at \$10.6M gross revenue.</p>	

		<p><b>FY2019 BUDGET</b></p> <ul style="list-style-type: none"> <li>• Summary P&amp;L total revenue 1.5M</li> <li>• Budgeting \$509,977 excess loss from operations</li> <li>• \$291K less in expenses</li> <li>• Growth Items: <ul style="list-style-type: none"> <li>○ General Surgery \$700K</li> <li>○ Clinics \$318.8K with Dr. Newsom</li> <li>○ All other clinics \$259K</li> <li>○ Clinic downstream \$562K Dr. Newsom,</li> <li>○ All others \$461K</li> <li>○ Urology \$100K</li> <li>○ Cardiology take away (Nuclear Medicine &amp; Echocardiography) &lt;\$865K&gt;</li> <li>○ For net growth of \$1,537,057</li> </ul> </li> <li>• Total savings \$2M broken down: <ul style="list-style-type: none"> <li>○ Med staff \$525K</li> <li>○ Virtual hospitals \$372K</li> <li>○ Contracts \$1.5M savings</li> <li>○ Labor savings (FTE &amp; contract labor) \$494K</li> </ul> </li> <li>• Cash sources: <ul style="list-style-type: none"> <li>○ Total sources \$4.5M</li> <li>○ Cash uses \$3.5M</li> <li>○ Increase in working capital \$1M</li> </ul> </li> <li>• Finance committee met today &amp; approved the budget</li> </ul>	
		<p><b><u>Finance Committee Report-Robert Howard, Trustee</u></b></p> <ul style="list-style-type: none"> <li>• Moved to approve adopted budget, all committee members in favor</li> </ul>	
		<p><b><u>Marketing Committee Report-Debbie Wood, trustee</u></b></p> <ul style="list-style-type: none"> <li>• August 20<sup>th</sup> meeting – marketing budget is reduced from last year</li> <li>• Discussion around community survey, visibility of physicians and services - will be discussing topics at next retreat and the strategy about how to make sure community is aware of services, providers and contact information, briefly discussed rebranding but have tabled that discussion to help build hospital awareness</li> </ul>	
		<p><b><u>IOP &amp; Nursing Administration Report- Carol Northup, CNO</u></b></p> <ul style="list-style-type: none"> <li>• IOP report is included</li> <li>• Dr. Hilaman and Dr. Hatem met with senior team 09/11/18 at 9:00 to put hurricane plan in action</li> <li>• Carol has been working with all levels of government all weekend</li> <li>• At 1:00 phone call briefing – the weather services flew airplane in, left that meeting and went across the street, mayor declared state of emergency and mandatory evacuation as of 8:00 Tuesday, September 11<sup>th</sup> morning. ER still planning on being open at this point. The safety of staff and physicians is high priority</li> </ul>	

6.	New Business	<p>Credentialing has been moved to open session:  Dr. Palagruto presented:  <u>Credentialing Addendum</u>  The Credentialing Addendum was approved as presented.  Motion: Starks, Wood second all approve</p>	<p><b>MOTION:</b>  <b>To accept the Credentialing presented as indicated on the Credentialing Addendum.</b>  Motioned by:  Dr. Scott Starks  Seconded by :  Debbie Wood  All In Favor  <b>The Motion Carried</b></p>
7.	CLOSED SESSION	<p>MOTION: In accordance with N.C. General Statute 143-318.11(a) (1) to discuss confidential healthcare contracts protected under N.C. General Statute 131 E-99 and (c) confidential competitive healthcare information protected under N.C. General Statute 131 E-97.3.</p> <p><u><b>NO CLOSED SESSION DURING THIS MEETING</b></u></p>	
9.	ADJOURN	<p>The meeting was adjourned at 6:37 pm.</p>	<p><b>MOTION:</b>  <b>To Adjourn the Board of Trustees</b>  Motioned By:  Robert Howard  Seconded By:  Karen Taylor  All In Favor.  <b>The Motion Carried</b></p>
	Board Minutes Accepted	 Karen Taylor, Vice Chair	

**J. ARTHUR DOSHER MEMORIAL HOSPITAL  
BALANCE SHEET  
AS OF JULY 31, 2018**

	(A) Current Month	(B) Last Month	(C) Prior Year	
<b>ASSETS</b>				
1 Current Assets				1
2 Cash	\$ 8,684,319	\$ 8,573,984	\$ 7,588,933	2
3 Board Designated Funds	-	-	-	3
4 Cash - Foundation	715,721	722,210	574,264	4
5				5
6 Total Cash and Investments	9,400,040	9,296,194	8,163,197	6
7				7
8 Accounts Receivable-Patients	23,471,226	23,625,528	34,515,413	8
9 Less Allowance	(10,630,357)	(10,657,107)	(17,571,522)	9
10				10
11 Net Patient Receivables	12,840,870	12,968,420	16,943,891	11
12				12
13 Other Accounts Receivable	300,429	262,948	616,079	13
14 Inventories	872,085	851,636	888,819	14
15 Prepaid Expenses	772,828	734,550	395,127	15
16				16
17 Total Current Assets	24,186,252	24,113,747	27,007,113	17
18				18
19 Net Property, Plant and Equipment	36,896,595	37,027,468	37,471,150	19
20 Other Assets	65,154	67,434	93,050	20
21				21
22 <b>Total Assets</b>	<b>\$ 61,148,001</b>	<b>\$ 61,208,649</b>	<b>\$ 64,571,313</b>	22
23				23
<b>LIABILITIES &amp; FUND BALANCE</b>				24
25 Current Liabilities				25
26 Accounts Payable	\$ 1,665,376	\$ 1,649,605	\$ 1,721,983	26
27 Notes Payable Current - BEMC	125,000	125,000	125,000	27
28 Notes Payable Current - USDA	143,687	143,687	227,381	28
29 Notes Payable Current - BB&T	366,399	366,399	360,046	29
30 Medicare/Medicaid Settlement	-	-	-	30
31 Accrued Payroll and Taxes	441,621	299,491	369,032	31
32 Accrued Employees' Paid Days Off	1,202,083	1,162,444	1,103,752	32
33 Current Portion of Bonds Payable	-	-	-	33
34 Deferred Revenue - Taxes	317,427	476,140	290,522	34
35 Other Current Liabilities	120,645	98,577	25,132	35
36				36
37 Total Current Liabilities	4,382,237	4,321,343	4,222,847	37
38				38
39 Non-Current Liabilities				39
40 BB&T Loan	599,284	628,724	931,508	40
41 Lease Obligations	-	-	-	41
42 Bonds Payable	-	-	-	42
43 USDA Loans	8,868,936	8,868,936	9,012,623	43
44 BEMC Loan	562,500	572,917	687,500	44
45				45
46 Total Non-Current Liabilities	10,030,720	10,070,577	10,631,631	46
47				47
48 Total Liabilities	14,412,957	14,391,919	14,854,478	48
49				49
50 Net Assets	45,982,564	45,982,580	48,203,785	50
51 Excess Revenue over Expenses	36,758	111,940	938,786	51
52 Restricted Assets	715,721	722,210	574,264	52
53				53
54 Total Net Assets	46,735,044	46,816,730	49,716,835	54
55				55
56 <b>Total Liabilities &amp; Fund Balance</b>	<b>\$ 61,148,001</b>	<b>\$ 61,208,649</b>	<b>\$ 64,571,313</b>	56

**J. ARTHUR DOSHER MEMORIAL HOSPITAL  
OPERATING STATEMENT  
MONTH ENDING JULY 31, 2018**

	(A)	(B)	(C)	(D)	(E)	(F)	
	<b>Current Month</b>			<b>Year-to-Date</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Prior Year</b>	<b>Actual</b>	<b>Budget</b>	<b>Prior Year</b>	
<b>REVENUE:</b>							
1 Inpatient Revenue	\$ 1,267,582	\$ 1,909,760	\$ 1,415,519	\$ 17,381,484	\$ 17,682,366	\$ 17,293,787	1
2 Outpatient Revenue	8,912,410	8,643,269	8,364,955	83,978,132	84,766,838	82,153,512	2
3 Nursing Center Revenue	-	-	-	-	-	(156)	3
4 Clinics Revenue	506,162	548,821	448,375	4,961,641	4,875,961	5,153,663	4
5							5
6 Total Patient Service Revenue	10,686,154	11,101,850	10,228,849	106,321,257	107,325,165	104,600,806	6
7 Deductions From Revenue	(7,359,100)	(7,574,727)	(7,061,635)	(72,827,022)	(73,227,322)	(71,103,712)	7
8							8
9 Net Patient Service Revenue	3,327,054	3,527,123	3,167,214	33,494,236	34,097,843	33,497,094	9
10 Other Operating Revenue	226,167	203,831	222,604	2,417,902	1,843,139	1,715,610	10
11							11
12 Total Revenue	3,553,221	3,730,954	3,389,818	35,912,137	35,940,982	35,212,704	12
13							13
<b>OPERATING EXPENSES:</b>							14
15 Salaries	1,513,887	1,435,476	1,385,421	14,382,542	13,701,354	13,438,828	15
16 Employee Benefits	356,610	343,751	304,807	3,355,832	3,337,251	3,199,950	16
17 Professional & Purchased Services	587,671	597,433	653,488	6,263,489	5,883,066	6,219,676	17
18 Medical Supplies & Materials	654,903	688,351	544,108	7,033,125	6,654,535	6,709,309	18
19 Other General Expenses	436,380	391,449	462,550	4,348,936	3,914,466	3,889,889	19
20 Interest	24,815	24,137	25,340	249,527	246,394	253,318	20
21 Depreciation	229,122	223,546	223,836	2,255,787	2,299,435	2,276,476	21
22							22
23 Total Operating Expenses	3,803,388	3,704,143	3,599,550	37,889,237	36,036,501	35,987,445	23
24							24
25 Earnings Before Interest, Depreciation & Amortization (EBIDA)	3,770	274,494	39,444	528,213	2,450,310	1,755,054	25
26							26
27 Excess From Operations	(250,167)	26,811	(209,732)	(1,977,100)	(95,519)	(774,741)	27
28							28
29 Non-Operating Revenue	174,986	157,238	173,843	2,013,859	1,572,347	1,713,527	29
30							30
31 Excess Over Expenses (After Extraordinary Items)	\$ (75,181)	\$ 184,049	\$ (35,889)	\$ 36,758	\$ 1,476,828	\$ 938,786	31

**J. ARTHUR DOSHER MEMORIAL HOSPITAL  
STATISTICS  
July-18**

		(A)	(B)	(C)	(D)	(E)	(F)	
		Month Actual	Month Budget	Prior Month Actual	FYTD Actual	FYTD Budget	Prior FYTD Actual	
1	Medical Admissions	59	47	48	539	514	500	1
2	Swing Bed Admissions	4	2	1	26	18	21	2
3	Surgical Admissions	19	29	28	301	309	303	3
4	Total Admissions	82	78	77	866	841	824	4
5								5
6	Census Days Medical	161	165	112	1,492	1,714	1,695	6
7	Census Days Surgical	37	46	65	573	541	555	7
8	Census Days Swing Bed	40	7	9	297	120	154	8
9	Total Census Days	238	218	186	2,362	2,375	2,404	9
10								10
11	Average Daily Census Medical	5.2	5.3	3.7	4.9	5.6	5.6	11
12	Average Daily Census Surgical	1.2	1.5	2.2	1.9	1.8	1.8	12
13	Average Daily Census Swing Bed	1.3	0.2	0.3	1.0	0.4	0.5	13
14	Total Average Daily Census	7.7	7.0	6.2	7.8	7.8	7.9	14
15								15
16	Average Length of Stay Medical	2.6	3.1	2.4	2.7	3.1	3.2	16
17	Average Length of Stay Surgical	2.1	2.3	2.3	2.0	2.3	2.2	17
18	Average Length of Stay Swing Bed	10.0	8.1	8.0	10.8	8.1	7.1	18
19	Average Length of Stay Total (Excludes Swing Bed)	2.5	3.0	2.4	2.5	3.0	2.8	19
20								20
21	Observation Patients	55	59	43	469	539	548	21
22	Discharges	1,883	1,886	1,273	14,321	16,204	16,518	22
23	Hours							23
24	Operating Room Procedures:	24	31	34	358	330	348	24
25	Inpatient	181	178	190	1,710	1,667	1,547	25
26	Outpatient							26
27	Endoscopy Procedures:	3	3	3	18	26	30	27
28	Inpatient	42	56	50	489	535	480	28
29	Outpatient							29
30	Laboratory:	873	987	812	9,070	10,689	10,666	30
31	Inpatient	11,834	11,960	10,695	112,377	110,582	111,413	31
32	Outpatient							32
33	Diagnostic Imaging:	87	114	107	1,062	1,157	1,085	33
34	Inpatient	2,432	2,658	2,558	25,071	25,620	24,722	34
35	Outpatient							35
36	Cardiopulmonary:	128	167	213	2,003	2,208	2,158	36
37	Inpatient	170	241	177	2,030	2,411	2,349	37
38	Outpatient	38	31	22	301	290	290	38
39	Sleep Studies							39
40	EKG, Stress Test,							40
41	& Holter Monitor	12	16	15	189	166	158	41
42	Procedures:	331	336	335	3,282	3,220	3,181	42
43	Outpatient							43
44	Physical Therapy:	612	719	672	7,312	7,466	7,149	44
45	Visits	1,464	1,275	1,668	17,681	13,049	17,951	45
46	Treatments							46
47	Cardiac Rehab:	507	529	524	5,895	5,334	5,007	47
48	Diabetic Program:	27	20	26	232	115	115	48
49	Visits							49
50	Wound Care Program:	30	28	24	237	225	215	50
51	New Patient Registrations	184	229	193	2,081	1,978	2,042	51
52	Visits							52
53	Meals Served:	949	4,439	789	32,336	46,066	45,997	53
54	Patients	1,920	1,981	1,837	19,581	23,046	23,464	54
55	Others							55
56	Emergency Room:	1,252	1,210	1,088	10,287	10,808	10,850	56
57	Visits	62	54	47	550	548	533	57
58	Admitted	34	42	39	337	366	350	58
59	Transfers							59
60	Total Outpatient Visits (EXCL ER)	4,563	4,685	4,676	48,673	46,767	46,737	60
61								61
62								62
63	Clinic Visits:							63
64	Dosher Medical 9th Street	204	234	265	2,548	2,558	2,598	64
65	Dosher Medical Howe Street	399	267	282	3,002	2,757	2,787	65
66	Dosher Medical Smithville Crossing	283	292	300	3,024	3,038	2,972	66
67	Dosher Medical Long Beach Rd	537	662	473	3,884	4,175	4,041	67
68	Dosher Medical Oak Island	526	512	382	5,066	4,755	4,794	68
69	Dosher Medical Bolivia	-	-	-	-	-	651	69
70	Dosher Medical Holden Beach	-	-	-	-	-	500	70
71	Dosher Medical Wellness Center	384	573	472	5,068	4,786	4,878	71
72	Dosher Medical Women's Health	224	194	201	2,097	2,005	1,984	72
73	Dosher Medical Vaughan's	-	-	-	-	-	-	73
74	Dosher Medical Surgical	89	93	97	1,009	979	984	74
75	Dosher Medical Baldehead	94	80	57	151	149	174	75
76	Total Clinic Visits	2,740	2,908	2,529	25,849	25,202	26,363	76
77								77
78	New Patient Clinic Visits:							78
79	Dosher Medical 9th Street	19		23	182		289	79
80	Dosher Medical Howe Street	114		7	269		98	80
81	Dosher Medical Smithville Crossing	6		7	58		139	81
82	Dosher Medical Long Beach Rd	297		239	1544		1848	82
83	Dosher Medical Oak Island	23		11	163		216	83
84	Dosher Medical Bolivia	0		0	0		26	84
85	Dosher Medical Holden Beach	0		0	0		41	85
86	Dosher Medical Wellness Center	29		36	497		875	86
87	Dosher Medical Women's Health	18		12	104		61	87
88	Dosher Medical Surgical	41		38	515		217	88
89	Dosher Medical Baldehead	82		53	135		139	89
90	Total Clinic Visits	629		426	3467		3949	90