

MINUTES OF THE BOARD OF TRUSTEES MEETING  
OF THE  
HEALTH AND HOSPITAL CORPORATION  
OF MARION COUNTY, INDIANA

May 15, 2018

The meeting of the Board of Trustees (“Board”) of the Health and Hospital Corporation of Marion County, Indiana (“HHC”) was held on Tuesday, May 15, 2018, at 1:30 p.m., at the Sidney and Lois Eskenazi Hospital, 720 Eskenazi Avenue, Outpatient Care Center, Rapp Family Conference Center, First Floor, Faegre Baker Daniels Conference Room, Indianapolis, Indiana.

Members present: Joyce Q. Rogers; James D. Miner, M.D; Charles S. Eberhardt; David F. Canal, M.D.; Ellen J. Quigley; Gregory S. Fehribach; Carl L. Drummer;

Ms. Rogers called the meeting to order and proceeded with the roll call.

Ms. Rogers asked if there were any additions, corrections, or deletions to the Board minutes from the April 17, 2018, meeting. Mr. Drummer made the motion to approve. Mr. Eberhardt seconded the motion. The minutes from the April 17, 2018, meeting were unanimously approved.

Ms. Ellen Quigley presented ***Resolution 2-2018, Public Health Declaration*** at the public health committee meeting. The public health committee decided to bring the resolution to the full board for approval. A motion was made to approve and seconded. ***Resolution 2-2018, Public Health Declaration*** was unanimously approved.

The next item on the agenda was ***Purchase Recommendations and Bids***. Dr. Miner spoke about the presentation made at the Eskenazi Health committee meeting from Ms. Shaw with the Pathology Department regarding the ***“Matrix Assisted Laser Desorption/Ionization Time of Flight Instrument”*** which can ionize grown bacteria for recognition. This results in a more rapid recognition of bacteria that may be causing an infection in a patient. This was sent out as an RFP. Two bids were received including the recommended bid from Bruker Daltonics, Inc. It was the recommendation of the Eskenazi Health committee to bring the bid before the whole Board for approval. A motion was made to approve and seconded. The purchase

recommendation “*Matrix Assisted Laser Desorption/Ionization Time of Flight Instrument*” was unanimously approved.

The “*Language Services RFP*” was presented earlier today to the Eskenazi Health Committee by Dr. Gloria King. As one would expect we have a number of individuals in the hospital with English as their second language. To facilitate their care and mandate good quality, we have developed a three-tier system for being able to communicate. The first tier is we have a number of individuals who are translators, the second tier is the use of video conferencing to allow face to face interaction, and the third tier is to utilize phone services for translation purposes. We have in the past utilized a company with video equipment and phone services. We received a number of different bids and it was the recommendation of the Eskenazi Hospital Committee that we accept the bid at a lower cost and a local connection for language services. A motion was made to approve and seconded. The “*Language Services RFP*” was unanimously approved.

A purchase recommendation for “*IEMS-Parking Lot Paving Repairs*” was brought before the Eskenazi Health Committee by Mr. Tom Ringham. We sent out an RFP several months ago and received bids that were slightly elevated for the project size. We rejected those bids in the fall of 2017 and sent it back out for bid again this spring. We received two bids back. It was the recommendation of the Eskenazi Health Committee that we accept the City Wide Paving Company bid for a total of \$227,000. This bid is much more reasonable and appropriate for the size of the job. This is a diverse company with 92% minority and 8% women and it was the recommendation of the Eskenazi Health Committee that this bid be accepted. A motion was made to approve and seconded. The bid from the City Wide Paving Company for the “*IEMS-Parking Lot Paving Repairs*” was unanimously approved.

Next Dr. Miner presented a bid for the “*Women’s Garden*” that will be located on the north side of the Eskenazi Health main campus. Tom Ringham presented this bid at the Eskenazi Health Committee meeting. This project had five bidders and it was the recommendation of the Eskenazi Health Committee that we bring the Hagerman bid for approximately \$2.8 million to the full board for approval. The project is for a crafted garden and parking. The bids had lower diversity levels than we would like; however, the recommended bidder was one of the better bids in terms of diversity numbers. It was also one of the lower bids. It was the recommendation of the Eskenazi Health Committee that we bring this before the full board for approval. It was moved and seconded. The bid was approved with one board member, Mr. Drummer, opposing based on diversity numbers. Mr. Drummer expressed that he would like to see higher diversity numbers in all bid and to have the corporation reject all bids that do not meet our minimum diversity requirements. This will send a

message to businesses about how serious we take our stance on diversity and force business to meet our goals. He expressed that the foregoing was the reason he voted no and requested that going forward that we continue to make a commitment to diversity in not just MBEs but across the board. Ms. Rogers stated that Mr. Drummer's comments would be noted.

The last purchase recommendation pertains to the "**Main Campus Wayfinding Signage**". This was sent out and two bidders returned. Neither met the diversity standards and monetary amounts appeared to be slightly elevated based on the project. It was the recommendation of the Eskenazi Health Committee that we reject both bidders and send this out for bid later in the year for another attempt.

Daniel E. Sellers, treasurer and CFO, HHC, gave the Treasurer's Report. Cash Disbursements were \$134.3 million which is below the 2018 average of \$141.5 million. The decrease is factored primarily by two pay periods. One in April which is lower than average and the lower than average accounts payable distribution is from headquarters. April 2017 we had \$115.8 million in disbursements as a comparison. This will be submitted for the board's consideration and request approval of April disbursements. A motion was made to approve and seconded. The Treasurer's Report was unanimously approved.

Mr. Sellers continued with Revenue Expenditure Report, for the month of April, as an organization we are doing fairly well against our budget. At this point in time revenues are being estimated with taxes and federal DSH dollars. MCPHD is significantly better at \$3.9 million of revenue and headquarters is 8.5% overall. We are very close to our budget at \$46 million, compared to a budget of \$44.6 million. Our expenditures are on target for all of our capital, personal services, supplies, other services, charges and capital outlays with our budget at \$55.6 million and our actual at \$50.5 million. Our support for Eskenazi is on target. Both Eskenazi and Long-Term Care are in budget and we are fully funding the debt and lease payment funds. At this point, they are at \$60.5 million and the total balance for the organization is \$6.5 million. A motion was made to approve and seconded. The Revenue Expenditure Report was unanimously approved.

Dr. Miner spoke about the **Medical Staff Policies**. There are four **Medical Staff Policies** that were reviewed. **Policy No. 700-27 "Outpatient Parental Therapy"** involves updates to medications that are utilized in Outpatient I.V. Therapy. Changes are needed in the Pharmacy Department and monitoring for renal function as well as necessary labs for following those patients. **Policy No. 700-28 "Absence of the Chief Medical Officer"**, this is the tri-annual review and wordsmithing of the policy and no subsequent changes. **Policy No. 700-87, "Documentation of AMA-Left without Being Seen-Left before Treatment Finished"**. This reiterates

information regarding documentation of a patient leaving at discharge and not following through on advice and deciding to go home. This process allows an occurrence without loss of services and output care going forward. **“Policy No. 700-138 *Focus Professional Practice Evaluation-FPPE*”**. This is a way for Physicians and Providers to be mentored and establishes the criteria and a timeline. It was the recommendation of the Eskenazi Health Committee that we approve all four of the ***Medical Staff Policies***. A motion was made to approve all policies and seconded. The ***Medical Staff Policies*** were unanimously approved.

Dr. Miner continued with the **“*Privilege Forms for The Advance Practice Nurse and Physician Assistant*”**. The only change is the addition of Ultrasound Guidance for Pain Management. We use ultrasound to identify where nerve and vascular packets are, so the administration of pain medicine or numbing medication can be done more safely and effectively. Each of the **“*Professional Health Privilege Forms*”** were approved by the Eskenazi Health Committee to present to the full board. A motion was made to approve and seconded. The **“*Professional Health Privilege Forms*”** were unanimously approved.

Dr. Miner continued with **“*Appointments, Reappointments, and Changes to Privileges*”**. There is a list of Clinicians who have been vetted by the Medical Staff Office and the Medical Executive Committee for Appointments, Reappointments, and Changes in Privileges. Their names are listed in the packet. It was the recommendation of the Eskenazi Health Committee to submit the changes to the full board for approval. A motion was made to approve and seconded. The **“*Appointments, Reappointments, and Changes to Privileges*”** were unanimously approved.

Ms. Rogers moved on to **“*Standing Committee Reports*”**. Matthew Gutwein, president and CEO, HHC, gave the IEMS report. Mr. Gutwein confirmed the 2017 Annual Board of IEMS is finished. May 20th-26th is National EMS week. Our EMS team is featuring a Stop the Bleeding Training and Compression Only CPR. They are also a partner with Animal Care and Control and held a free micro-chipping / adoption event and stocked ambulances with pet and food supplies. IEMS participated in the One America 500 Mini-Festival Mini-Marathon on May 5th. They have continued to be busy during the month of May providing EMS support during the 500. Planning Section Chief - Andrew Bowes is celebrating 40 years of service with IEMS. Congratulations to Chief Bowes.

Shelia Guenin, senior vice president, Long-Term Care, gave a brief report. We continue to see good participation at facilities in the implementation of the new Federal Regulatory Requirement for Emergency Preparedness. We are also seeing more involvement with the Local Emergency Management Agencies and

Healthcare Coalitions. This year three of the facilities experienced Deficiency Free Life Safety Code Surveys by the Indiana State Department of Health. Nine facilities have been Deficiency Free during those surveys with respect to the new Emergency Preparedness Requirements with the help of MESH and the consultation we are receiving. We have done very well with our Regulatory Implementations. 24 facilities were visited in the first quarter and the Long-Term Care Report was submitted to the Long-Term Care Committee and will be included in the full board packet in June. As of now we can report residents are doing well and the five-star content will be given at the next meeting.

Ms. Quigley spoke about the Public Health Committee but deferred a large portion of her report to Dr. Caine. Dr. Caine spoke about the presentation from Ms. Elizabeth Masters on the *“Infectious Disease Trends for 2017”*. Hepatitis C numbers continue to rise in Marion County and present a serious health concern for the Health Department. Dr. Caine talked about the increase in Hepatitis C as a factor in considering whether we should establish a comprehensive program to combat the communicable disease.

Dr. Miner gave the Eskenazi Health Committee Report. The first item was a report from Christina Cheeks, National Urban Fellow, who is currently working with Mr. Gutwein. Ms. Cheeks gave a great report. She graduated from Howard University and worked in the public sector for more than 14 years before becoming a National Urban Fellow. She has been involved in several process improvements efforts within the Health and Hospital Corporation working with multiple staff members. Christina has a background in Business and Marketing and goes back to New York in June to finish her degree with hopes to return back to Indianapolis to join our team in the future. The National Urban Fellow program is great program sponsored in large part from the Eli Lilly Foundation and has the opportunity to bring individuals with great skill sets into our community.

Dr. Miner also stated that we received a very informative report from Ashley Overley, CEO, Midtown Community Mental Health, regarding the Opioid Response Update. Dr. Overley spoke at length about how the entire system is involved and not just Midtown. In the current epidemic of the Opioid overdoses, she mentioned that a number of individuals, approximately 25%, who are prescribed Opioids misuse them. Thirty percent overuse them and 4% become addicted to opioids resulting in a huge increase in the number of deaths across the country. In 2016 we had 64,000 deaths nationwide from Opioid overdoses, more than the number of individuals who died as a consequence of breast cancer or died during the Vietnam War. This includes all types of Opioids from pills to injectables and aerosol materials. In Indiana, the rates have had a very high increase but not the highest location in the country. We currently have rates of death at 12.6, over 100,000 individuals, in Marion County alone. Last year we had 400 deaths, greater than the number of traffic fatalities in the county. Dr.

Overley explained how Opioid misuse starts with prescribed Opioids. The State of Indiana is slightly above the national average but making endeavors to reduce numbers. She spoke about other consequences aside from death, such as psychosocial issues for foster children and liver infections such as Hepatitis C. She then spoke about programs to approach and make things better by reducing the number of Opioids prescribed and using Epic to monitor and modify behavior including new pain management programs and health care prescribing. Programs for individuals when they are addicted in terms of providing recovery and a number of involved providers here can utilize substitutes to get people off of Opioids and get them into a program that involves a number of other collaborative efforts. Using Psycho-Social measures, and then using programs such as Project Point for providing reversal drugs into our community provide aid when overdoses occur to prevent deaths.

Ernie Vargo, president & CEO, Eskenazi Health Foundation, gave the Eskenazi Health Foundation report. Last week Eskenazi Health established the Center for Nursing Excellence which is led by the Chief Nursing Officer and her team. The center will be used to create an opportunity for Nurses to have ongoing education as well as the establishment of Residency and Fellowships for Acute Care Nurses. He announced the gifting of a Half Million Dollars including a naming gift from St. Margaret's Hospital Guild. Moving forward it will be St. Margaret's Hospital Guild-Center for Nursing Excellence.

Matthew Gutwein, president and CEO, HHC, deferred the President/CEO Report until the next meeting.

Dr. Virginia Caine, director, MCPHD gave the MCPHD report. This past month we kicked off a \$7 Million grant over five years from Lily Pharmaceuticals with the CEO, David Ricks, and Mayor Joseph Hogsett. We are targeting three Indianapolis neighborhoods that have a high prevalence of diabetes for prevention and treatment. Partners in the endeavor include the Fairbanks School of Public Health which will provide overall direction in the project. Eskenazi Health Community Health Centers will try to refer all of our patients to these Community Health Centers. The community health centers will direct and supervise the Community Health Workers that will go into the communities and do outreach in order to identify patients who are not aware that they have diabetes. They will also try to see what they can do for those diabetics who are in care and how to manage and have better control of their diabetes. LISC, under the direction of Ted Grain, is partnered with us to better fight and coordinate two of the neighborhood areas. MCPHD through Dr. Joe Gibson, Director of Epidemiology will be assisting with the Fairbanks School of Public Health in the evaluation of this project. The Marion County Community Liaison will be working with the third neighborhood area which is close to the health department in terms of this project. We feel there are a lot of pre-diabetic citizens out there and that they are at the state just before diabetes. Many are unaware that they have diabetes. If we provide education and

outreach, this might prevent them from developing diabetes or delay it. We are excited about this project. The first year we will be in the planning stages and interventions will take place over the next four years. This is a significant endeavor for Lily Pharmaceuticals. They normally give out \$90 million dollars on average a year for their global activities and this is one of the first projects their doing in the U.S. If we are very successful this can be a model throughout the world and we think we have all the ingredients in place to make that happen. We have great neighborhood associations partnered in these areas and we look forward to seeing the good things that will result from this project. Additionally, we are seeing an increase in Hepatitis C cases and we have gone from 7 cases in 2013 up to 72 cases just this past year. This is a significant increase if you go by the CDC's algorithm by how many actual cases that can occur. In Marion County you multiply 13.3 X your actual cases, roughly resulting in about 1,000 new cases of Hepatitis C in this community, which is significant. If we look at what happened in Scott County, which had a huge outbreak of Hepatitis C, we saw they had nearly 300 hundred cases. Ninety-five percent of those cases also have dual HIV infection and Hepatitis C. This can lead to chronic infection and sclerosis of the liver. It can also lead to liver cancer in a very small percent of people. This is a significant disease and we have a great treatment for this. We have to prevent the spread of the Hepatitis C and curtail this outbreak. At the same time we are seeing an increase in HIV cases for the last year and a half and that is a major concern.

Dr. Lisa Harris, medical director and CEO, Eskenazi Health, reported that the Becker's Hospital Review lists Eskenazi Health as one of the 150 Great Places to Work in Healthcare for the third year in a row. We also made the Forbes list for America's Best Employers for 2018. We are happy about it, but the quality of our work environment only matters if it transfers into good patient care. We are also excited to report we were visited by Brown University this past week and had individuals here for two days from their school of Public Health. They identified us as one of the top five percent performing hospitals in the country in terms of caring for high need Medicare patients. We were the only health system in the country to achieve that designation based on mortality, 90-day re-admission and days spent in the community. Dr. Harris had her interview on the second day and they had already identified teamwork, fiscal responsibility, sense of community, humility, dedication to mission and innovation and those were seen as parallel tracks.

Since this was a public meeting, Ms. Rogers asked if there were any comments or questions from the public or additional business. There were no comments.

Mr. Eberhardt motioned to adjourn the meeting. Mr. Drummer seconded the motion. The meeting was adjourned by unanimous voice consent.

The next meeting of the Board will be held on Tuesday, June 19, 2018, at 1:30 p.m.

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Joyce Q. Rogers, Chairwoman  
Board of Trustees

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Matthew R. Gutwein  
President and Chief Executive Officer