



LEE MEMORIAL HEALTH SYSTEM

BOARD OF DIRECTORS

PLANNING

Committee of the Whole MEETING

September 3, 2009, 2:00pm
Lee Memorial Hospital Boardroom
2776 Cleveland Ave, Ft. Myers, FL 33901

ELECTRONIC BOARD PACKET

ALL MEETINGS ARE OPEN TO THE PUBLIC AND THE PUBLIC IS INVITED TO ATTEND

Any Public Input pertaining to an agenda item is limited to three minutes and a
“Request to Address the Board of Directors” card must be completed
and submitted to the Board Assistant prior to the meeting.



LEE MEMORIAL HEALTH SYSTEM BOARD OF DIRECTORS

PLANNING
COMMITTEE OF THE WHOLE MEETING

Thursday, September 3, 2009

2:00 p.m.

Lee Memorial Hospital Boardroom

AGENDA

1. **CALL TO ORDER** (*Linda Brown, MSN, ARNP Planning Chairman*)
The meeting of the Planning Committee of the Whole of the Lee Memorial Health System Board of Directors will be called to order. Matters concerning the business of Lee Memorial Health System consisting of Gulf Coast Medical Center & Lee Memorial Hospital/HealthPark Medical Center and its subsidiaries (HealthPark Care Center, Inc., Lee Memorial Home Health, Inc., Cape Memorial Hospital, Inc. doing business as Cape Coral Hospital, and Lee Memorial Medical Management, Inc.) may be reported, discussed and recommended by the Committee of the Whole, then referred to the full Board of Directors for final action.
2. **PUBLIC INPUT**: Any public input pertaining to items on the Agenda is limited to three minutes and a "Request to Address the Board of Directors" card must be completed and submitted to the Board Assistant prior to meeting.
3. **Breast Center Patient Experiences (*Discuss*)**
(*Guests – 20 min*)
4. **Consent Agenda (*Approve*)**
 - A. August 13, 2009 Planning Committee Meeting Minutes
 - B. 2010 Board Meeting Schedule
5. **Bonita Community Health Center (BCHC) Strategy (*Update*)**
(*CB Rebsamen, MD, Chief Medical Officer/Ambulatory and Strategic Services – 20 min*)
6. **Community Symposium (*Verbal Update*)**
(*Kevin Newingham, System Director/Planning and Strategy – 5 min*)
7. **Other Items**
8. **Date of the next REGULAR Planning Committee of the Whole:**
Thursday, October 8, 2009, 1:00 p.m.
Lee Memorial Hospital Boardroom, 2776 Cleveland Avenue, Fort Myers
9. **ADJOURNMENT of PLANNING COMMITTEE**

**LEE MEMORIAL HEALTH SYSTEM
BOARD OF DIRECTORS**

**PUBLIC INPUT –
AGENDA ITEMS:**

**Any public input
pertaining to items on the
Agenda is limited to three
minutes and a
“Request to Address the Board of Directors”
card must be completed and
submitted to the Board Assistant
prior to meeting.**

Refer to Board Policy: 10:15E: Public Addressing the Board

Non-Agenda Item:

Individuals wishing to address the Board on an item NOT on the Agenda, the Board office must be notified of subject matter at least seven (7) days prior to the meeting to allow staff time to prepare and to insure the matter is within the jurisdiction of the Board.

Planning Committee of the Whole
Sept 3, 2009

BREAST CENTER

Patient Experiences

*(A few patients from the Breast Center will be sharing their experiences,
invited by Planning Chairman Linda Brown)*

(Discussion)

There is no documentation for this item.

LEE MEMORIAL HEALTH SYSTEM BOARD OF DIRECTORS PLANNING COMMITTEE OF THE WHOLE MEETING MINUTES

Thursday, August 13, 2009

LOCATION: Lee Memorial Hospital Boardroom, 2776 Cleveland Avenue, Fort Myers, FL 33901

MEMBERS PRESENT: Linda Brown, MSN, ARNP, Chairman/Planning Committee/Board Secretary; Nancy McGovern, RN, MSM, Board Vice Chairman; Marilyn Stout, Board Treasurer; Lois Barrett, MBA, Director; Frank La Rosa, Director; Dawson McDaniel, Director; Wayne Daltry, Community Representative/Planning Committee; Jack Eikenberg, Community Representative/Planning Committee; Fred Pollier, Community Representative/Planning Committee; Marliese Mooney, Physician Leadership Council Consultant/Planning Committee

MEMBERS ABSENT: Richard Akin, Board Chairman; Steve Brown, M.D., Director; James Green, Director

OTHERS PRESENT: James Nathan, CEO/President; Cathy Stephens, Board of Directors' Liaison; Mary McGillicuddy, Chief Legal Officer; Chuck Krivenko, M.D., Chief Medical Officer/Clinical and Quality Services; Jon Cecil, Chief Human Resources Officer; Larry Antonucci, M.D., Chief Administrative Officer/CCH; John Iacuone, M.D., Executive Director/The Children's Hospital; Kevin Newingham, System Director/Planning & Strategy; Lisa Sgarlata, RN, Vice President/Nursing Services/LMH; Mary Kirkwood, System Director/Medical Staff Quality; Marilyn Kole, M.D., System Medical Director/Clinical Services; Dave Cato, System Director/Outpatient Services; Sally Jackson, System Director/Community Projects; Pat Dolce, Public Affairs Specialist/System Press and Public Information; David Berger, M.D., Community Representative/Quality & Education Committee; Denise Heinemann, DrPH, Community Representative/Quality & Education Committee; Tuck Wilson, M.D., Physician Leadership Council Consultant/Quality & Education Committee; Bob Johns, Guest; Teresa Martinez, Guest; Debra Persse, Guest; Jennifer Reed, Reporter/News-Press; Beth Kilgore, Executive Secretary, Board of Directors

NOTE: Documents referred to in these minutes are on file by reference to this meeting date in the Office of the Board of Directors on the Board of Directors website at www.lememorial.org/boardofdirectors, for public inspection.

and

SUBJECT	DISCUSSION	ACTION	FOLLOW-UP
MEETING CALLED TO ORDER		<p>The PLANNING COMMITTEE OF THE WHOLE meeting was CALLED TO ORDER at 1:05 p.m. by Planning Chairman Linda Brown, MSN, ARNP.</p> <p>The Board sits as the Lee Memorial Health System Board of Directors of Gulf Coast Medical Center, Lee Memorial Hospital, HealthPark Medical Center and the Board of Directors of its subsidiary corporations: Cape Memorial Hospital, Inc. doing business as Cape Coral Hospital; Lee Memorial Medical Management, Inc.; Lee Memorial Home Health, Inc.; and HealthPark Care Center, Inc.</p>	
PUBLIC INPUT	There was NO "Public Input".		
CONSENT AGENDA	<p>Linda Brown asked if anyone wished to pull any items listed on the Consent Agenda for discussion.</p> <p>A. June 11, 2009 Planning Committee of the Whole Meeting Minutes B. Board Policy 10.27E: Reporting and Accreditation of System Entities (Exhibit 1)</p>	<p>A motion was made by Jack Eikenberg to approve the Consent Agenda consisting of:</p> <p>A. June 11, 2009 Planning Committee of the Whole Meeting Minutes B. Board Policy 10.27E: Reporting and Accreditation of System Entities (Exhibit 1)</p> <p>The motion was seconded by Lois Barrett and it carried with no opposition.</p>	
FY 2009 SYSTEM STRATEGIC SCORECARD	<p>Kevin Newingham reviewed the FYTD June 2009 System Strategic Scorecard (Exhibit 2). Discussion ensued with regard to funds for improving the System's public image. Kevin said research is currently being conducted on the System's public image from the perspective of subgroup areas.</p> <p>Jack Eikenberg asked if the System Strategic Scorecard is distributed internally throughout the System. Kevin said this report is available on the intranet for all to view and is distributed to the Senior Leadership Council (SLC). Kevin said this report may be distributed directly to management in the future for the purpose of tracking and creating future action plans.</p>	<p>A motion was made by Jack Eikenberg to accept the FYTD June 2009 System Strategic Scorecard (Exhibit 2). The motion was seconded by Marilyn Stout and it carried with no opposition.</p>	
LMHS SANCTUARY Outpatient Services Update	<p>Dave Cato presented an update on LMHS Outpatient Services at the Sanctuary (Exhibit 3).</p> <p>Marliese Mooney asked for an update on the radiology services provided by LMHS. Dave said the LMR partnership and contract with LMHS was dissolved on July 31st. He said LMHS now operates all sites: Riverwalk, HealthPark Commons, HealthPark MRI, Lee MRI, Cape MRI, and the new location at the Sanctuary. He said these facilities are</p>		

SUBJECT	DISCUSSION	ACTION	FOLLOW-UP
<p>Regional Cancer Center Update</p> <p>Super Colon Display</p>	<p>operated by LMHS staff and the equipment is provided by LMHS as well, however the radiologists are contracted through Florida Radiology Consultants.</p> <p>Discussion ensued with regard to the profitability of the outpatient services in Lee County. Dave said right now LMHS only has 14.5% of the Lee County outpatient market therefore it is important to continue emphasizing outpatient services to increase profitability. Jim Nathan said there is a misconception that LMHS dominates the outpatient market. He said since we are the safety net for care in this community it is important for LMHS to continue increasing outpatient services to provide our community with more accessibility to health care.</p> <p>Sharon MacDonald presented the Regional Cancer Center Update (Exhibit 4). Marliese Mooney asked what type of services and therapies are provided for Lymphoma patients. Sharon said the standard therapies are offered and they are currently working to provide more patient services such as support groups.</p> <p>Discussion ensued regarding the extensive amount of community information and patient support services provided by the Regional Center and its staff.</p> <p>Nancy McGovern asked Sharon to provide information on the walkthrough colon being displayed at the Regional Cancer Center. Sharon said the Super Colon is an eighteen foot inflatable, realistic depiction of a human colon being displayed at the Regional Cancer Center on Saturday, August 15th. She said this is open to the public and there will be information and refreshments provided.</p>		
<p>FY 2009 SYSTEM STRATEGIC PLANNING PRINCIPLES</p> <p>PERFORMANCE IMPROVEMENT STEERING COMMITTEE</p>	<p>Jim Nathan provided an update on the FY 2009 System Strategic Planning Principles (Exhibit 5) of: Focus on key Performance Improvement Initiatives. Strengthen regional vision for children's services, grow selective market share (inpatient and outpatient), and strengthen physician relations and communications. He provided additional updates on the following:</p> <ul style="list-style-type: none"> • Pediatric physician coverage in Collier and Lee County, specifically Neonatologists. • Efforts to resolve the financial situation for Bonita Community Health Center are ongoing. • Future plans for a free standing emergency room continue to be discussed and negotiated. <p>Jim reviewed the five areas of the Performance Improvement Steering Committee (Exhibit 5), which includes HCAHPS Patient Experience, Patient Safety, Core Measures, Revenue Management, and Capacity Management. He provided additional updates on the following:</p> <ul style="list-style-type: none"> • The Health Performance Improvement (HPI) interviews have been completed and leadership and management are currently working toward 'next steps' in building a positive culture for the System while focusing on patient safety • HCAHPS are of great concern and are constantly reviewed and examined for improvement • There is continuous effort in the following areas for improvement: measuring the success rate of evidence based medicine through improvement of documentation, effectively and efficiently utilizing System facilities and capacity, and managing patient volumes and staffing • Improving documentation and coding to improve financial management <p>Jim said the five areas designated under the Performance Improvement Steering Committee are the fundamental elements necessary for improvement prior to the implementation of the Electronic Medical Records (EMR).</p>		

SUBJECT	DISCUSSION	ACTION	FOLLOW-UP
OTHER ITEMS Managed Care Contract Wall Street Journal Advertisement	Jim Nathan provided an update on the managed care contract negotiations. David Berger passed an advertisement out to the Board from the Wall Street Journal. He said the advertisement is a great example of a health system effectively promoting the services they provide. He said he hopes LMHS will actively pursue promoting LMHS services to the public through advertisement.		
NEXT REGULAR MEETING	The next REGULAR Planning Committee of the Whole meeting will be September 3, 2009, 2:00pm, Lee Memorial Hospital Boardroom, 2776 Cleveland Avenue, Fort Myers, FL		
ADJOURNMENT		The Planning Committee of the Whole meeting was ADJOURNED at 2:14 pm by Planning Chairman Linda Brown, MSN, ARNP.	

Minutes were recorded by Beth Kilgore, Executive Secretary/Board of Directors Office

Linda Brown, MSN, ARNP
Board Secretary

UNAPPROVED

LEE MEMORIAL HEALTH SYSTEM
BOARD OF DIRECTORS

UPDATE REPORT TO THE BOARD (No Action Required)

Keep form to **one** page, **SUBMIT (thru SLC Member) ELECTRONICALLY** to
[L Drive - Miscellaneous - BOD Presentations](#) by Noon the Friday before you're scheduled on agenda.

DATE: September 3, 2009

NAME OF SERVICE LINE/ENTITY UPDATE: Bonita Community Health Center

PERSON RESPONSIBLE & TITLE: CB Rebsamen, MD CMO Ambulatory and Strategic Planning

KEY ACCOMPLISHMENTS

- 1) Agreement with NCHS on a strategic direction for BCHC
- 2) Interim Executive Director in place

GOALS (MET)

- 1) New leadership in place
- 2) Corrective Action Plan developed and implementation underway

GOALS (UNMET)

- 1) Financial losses reduced but not eliminated
- 2) Free-standing ER project delayed

FINANCIAL STATUS (including cash flow statement, projected cash flow, balance sheet and income statement)

BCHC will require financial support by LMHS in the amount of \$1,263,055 between August 2009 and September 2010.

PROBLEMS/ISSUES

- 1) Declining volumes related to the impact of the recession
- 2) Limited physician presence/support
- 3) Future direction of the free-standing ER

ANTICIPATED NEEDS

Ongoing need for financial support by LMHS, although reduced in amount, will likely be required until 2012.

SUMMARY/COMMENTS

The decline in financial performance of BCHC directly coincides with a recession - related decline in volumes, layered on top of a chronic issue of an inadequate number of supporting physicians. Short term corrective action steps will reduce operating losses, but a positive operating margin is not likely until 2012.

BONITA COMMUNITY HEALTH CENTER

UPDATE

September 3, 2009

BONITA COMMUNITY HEALTH CENTER UPDATE

BOARD ACTION ON MARCH 19, 2009:

Administration is directed to extend an offer to the Naples Community Health System to purchase the NCHS share in the Bonita Community Health Center Joint Venture for the sum of one dollar. If the offer is accepted, LMHS will assume 100% of the bond obligations on this facility.

BONITA COMMUNITY HEALTH CENTER UPDATE

MARCH • Offer formally presented

APRIL • Offer declined; further negotiations requested
• Go/no go discussion about arbitration

APRIL-JUNE • Frequent LMHS-NCH work sessions

LATE JUNE • Suzanne Bradach replaced Mike Mastej as Executive Director

JULY • Labor reduction

BONITA COMMUNITY HEALTH CENTER UPDATE

- AUGUST**
- BCHC added to LMHS health plan
 - Pursuing new business lines
 - Digital mammography; 16 Slice CT
 - LMHS lab draw station
 - Non invasive cardiology
 - Expanded rehab services
 - Recent offer to JV the ASC extended to interested physicians
 - Joint marketing plan under development

BONITA COMMUNITY HEALTH CENTER UPDATE

UNRESOLVED ISSUES

- Impact of the recession
- Limited physician presence/support
- Future direction of free-standing ER

Planning Committee of the Whole
September 3, 2009

**COMMUNITY
SYMPOSIUM**

(Kevin Newingham, System Director/Planning & Strategy –5 min)

(Verbal Update)

There is no documentation for this item.

LEE MEMORIAL HEALTH SYSTEM
BOARD OF DIRECTORS

OTHER ITEMS

**LEE MEMORIAL HEALTH SYSTEM
BOARD OF DIRECTORS**

**DATE OF THE NEXT
REGULARLY SCHEDULED
MEETING**

**PLANNING
Committee of the Whole
MEETING**

**THURSDAY,
October 8, 2009
1:00pm**

Lee Memorial Hospital Boardroom
2776 Cleveland Ave, Ft. Myers, FL 33901