

**PASQUOTANK COUNTY, NORTH CAROLINA
MARCH 23, 2017**

The Pasquotank County Board of Commissioners and the Albemarle Hospital Authority Board of Commissioners met today in a joint meeting on Thursday, March 23, 2017 in the Education Center at Sentara Albemarle Medical Center.

MEMBERS PRESENT: Cecil Perry, Chairman
Dr. William R. Sterritt, Vice-Chairman
Joseph S. Winslow, Jr.
Frankie Meads
Bettie Parker

MEMBERS ABSENT: Jeff Dixon
Lloyd Griffin, III

OTHERS PRESENT: Rodney Bunch, County Manager
R. Michael Cox, County Attorney
Lynn Scott, Clerk to the Board
Hartley Askew, Asst. Clerk to the Board

Also present were members of the Hospital Board of Commissioners and Hospital staff. The meeting was called to order at 5:00 PM by Chairman Cecil Perry and by Mary Anne Keyes, Chair of the Albemarle Hospital Authority Board. Everyone recited the Pledge of Allegiance to the Flag and a Moment of Silence was observed.

Ms. Keyes welcomed Coleen Santa Ana, President of Sentara Albemarle Medical Center, to present the hospital's annual Year in Review.

Ms. Santa Ana stated that she will discuss Sentara as a whole at a glance and will review patient care improvements, employee investments, operations, financial, and capital investments, and community engagement.

Ms. Santa Ana stated that Sentara demonstrated their commitment to growth in our local community by making annual financial commitments of \$2.235 million, including \$1.339 million for their annual lease payment, \$335,000 to Albemarle Hospital Foundation, \$16,000 to College of the Albemarle, \$450,000 to Pasquotank-Camden County Emergency Medical Services and \$95,000 to Albemarle Regional Health Services. Total investments in capital needs, not including IT has been over \$14 million. An urgent care center was opened in Kitty Hawk and primary care coverage was expanded to that area as well. She said \$30 million was provided in charity care and bad debt write offs. The facility required a number of maintenance repair items, including the roof, air handlers, and signage.

Ms. Santa Ana anticipates EPIC going live on October 1st, 2017, which is a "Cadillac" system which will allow complete connectivity for inpatient and outpatients, as well as other hospitals who have EPIC. Traditionally, a hospital of this size cannot afford this type of system. Medical records will be shared more easily. At the end of the month, all outpatient Sentara Offices will have EPIC installed as well.

Ms. Santa Ana noted that two fellowship trained orthopedic surgeons were hired and a \$1.5 million state of the art orthopedic facility will officially open on the 2nd floor very soon. Five schools now have athletic trainers. Tele-stroke was launched to provide care to stroke patients faster. Patient experience has improved by decreasing the wait time from mammogram to biopsy. In partnership with Todd's Pharmacy, they launched Meds to Beds bedside medication delivery. A patient navigator to assist orthopedic and oncology patients was hired. Patient satisfaction in hospital departments and emergency department improved to meet community expectations. Patient readmission has decreased by providing the right care, at the right time, and in the right place.

Ms. Santa Ana explained that major investments have been made and it is now very important that we use the services that have been brought here. We must support one another and share the

good news and hopefully people will come back to the hospital. If patients continue to go other places, they will not be able to sustain those services.

Ms. Santa Ana reviewed employee investments. She said employees were provided a 2.5% raise. A quarterly recognition program was launched for employees. Overall satisfaction of medical staff and administration has improved, as well as employee satisfaction by fostering a better work environment. A nurse residency program was launched to provide new nurses with comprehensive onboarding. She stated that they went to the local movie theater and paid for employees and two guests to enjoy a movie. Education opportunities and leadership programs have increased. She added that many promotions have been made internally.

Ms. Santa Ana reported that 26 providers have been recruited over the last three years. Seventeen new healthcare providers were recruited in 2016; 2 General Surgeons, 1 General Surgery PA, 2 Orthopedic Surgeons, 1 Orthopedic PA, 1 Anesthesiologist, 1 Critical Care Intensivist, 3 Primary Care Providers, 4 Urgent Care Providers, and 2 Pediatricians. She said a lot of new equipment has been purchased as well.

Dr. Steven Pearman, Vice President and Senior Medical Director of Sentara Medical Group stated that he has been in practice for more than three decades and he has seen a lot of change. He said the challenges that we are experiencing here are pretty much the same as other groups across the country. One of those challenges is recruiting. He said recruiting is a time intensive and expensive process and primary care is particularly hard. He said they are not only recruiting more doctors, but they are extending hours and answering their phone during lunch. He said they are performing electronic visits through EPIC and My Chart. He said he is really excited and proud of the things they have done at the hospital. He said patient experience is very important. Lastly, he said financial performance is important. We need to be cost effective in the way care is provided. He stated they are dedicated to regional leadership so they are in the process of hiring an operational director who will be solely responsible for Northeastern North Carolina.

Mr. Craig Lewis, CFO of Sentara Albemarle Medical Center reported on the financial aspects of the hospital over the last year. He said Sentara Albemarle is very committed to our community. In 2014, there was an approximate \$1.4 million loss. Last year, was a great year and were up \$4.3 million in operating income. This year, they experienced a loss of approximately \$3 million, primarily due to investments and physicians. He stated that 2016-17 are "investment years". In 2017, he anticipates a \$14 million loss, again due to investments in EPIC and physicians. He said he classifies 2014-15 as recovery years and 2016-17 as big investment years.

Ms. Santa Ana reported that Sentara Albemarle Medical Center has met or exceeded the majority of their goals, with significant clinical improvements. Emergency room time is 28 minutes from the time you walk in the door until you see a physician, which is faster than any of their Hampton Roads locations.

Ms. Santa Ana stated that Sentara Albemarle has participated in many events in the community and are strengthening relationships in the community. She said they completed a Community Health Needs Assessment and identified 3-year focus on healthy lifestyles, behavioral health needs and access to care. They served as an active member of the North Carolina Hospital Association. Contributions were made to the Northeast Academy of Aerospace and Advanced Technologies. Many community board seats were held such as Albemarle Family YMCA, Elizabeth City Area Chamber of Commerce, Food Bank of the Albemarle, Northeast Academy of Aerospace and Advanced Technologies, and Mid-Atlantic Christian University Board of Trustees. She stated that relationships with and support for community sectors include the United State Coast Guard and educational institutions were strengthened. She said they also raised funds for the Albemarle Area United Way and participated in the United Way Day of Caring.

Ms. Santa Ana said they released a community perception survey which indicated the Sentara Albemarle market and the Kitty Hawk market have improved significantly in terms of residents' confidence in local quality options and the brand is being recognized. She said we are getting closer to the perception that Norfolk Sentara has. She shared testimonials from the community.

Ms. Santa Ana said future investments include a wound care center and hyperbaric chambers, as well as facility fixes. The imaging areas have a mandate in 2018 to move towards digital technology, which will cost millions of dollars. Network immigration needs to be finished so that EPIC can go live. She stated that they will continue to recruit in primary care, general surgery, and neurology.

Chairman Perry asked for a motion to adjourn the meeting.

Motion was made by Frankie Meads, seconded by Joe Winslow to adjourn the meeting. The motion carried and the meeting was adjourned at 6:16 PM.

CHAIRMAN

CLERK TO THE BOARD