CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Meeting
Cascade Medical Center – Arleen Blackburn Conference Room
Public Hospital District No. 1 – December 20, 2016

Present: Mary Helen Mayhew, Chair; Bruce Williams, Vice-Chair; Mall Boyd, Commissioner; Helen Rayfield, Commissioner; Tom Baranouskas, Commissioner; Diane Blake, Chief Executive Officer; Jim Hopkins, Chief Financial Officer; Jill Barich, Executive Assistant.
Guests: Brian Pulse, Director of EMS; Kathy Pope, CM Foundation; Strode Weaver, CM Foundation

Topics	Actions/Discussions
CALL TO ORDER	▪ Chairperson Mary Helen Mayhew called the meeting to order at 9:00 AM.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Mall moved to approve the consent agenda as presented. ▪ Bruce seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ None.
FOUNDATION REPORT	▪ New members – Kathy Pope and Bob Adamson. ▪ Dedication of the plaque honoring Jim Adamson's contributions to the Foundation will be December 28th at 1:00 PM. Additional information will be sent to all Board members. ▪ They are working on submitting one grant each month. One possible grant is for sponsoring events to raise funds for a project. ▪ They are starting to gear up for the golf tournament. ▪ New Foundation Officers: o Strode Weaver, President o Linda Bradshaw, Vice President o Stan Wilson, Treasurer o Gerri Passage, Member at Large o Ken West, Member at Large ▪ The three officers and the two "At Large" members make up the Executive Committee.
QI Report	▪ Brian Pulse presented this 2016 QI Indicators. They have made good progress throughout the year.
Provider Check-In: Dr. Raiche	▪ Dr. Raiche was unable to join the meeting. We will reschedule her for another month.
Values Story	▪ Diane shared a story about the Value Integrity.
COMMITTEE REPORTS	
a. Strategic Planning Committee	▪ Reviewed the 2016 Strategic Planning Work Plan. Highlights include: o Board Education - we are doing this routinely. Commissioners are attending conferences and obtaining education outside of our monthly training at meetings. o Board Self-Assessment – we are scheduled to meet with Neil McReynolds on January 3rd to review the results of the assessment done in September. o WSHA Board Committee – a report will be published at some point in the future from the results of the work done by this committee. We will see what ideas we can incorporate from this group.
b. QI Committee	▪ Reviewed the 2016 QI Work Plan. Highlights include: o The dashboard created by Amy Webb publically reported data is very helpful. o Quantros software implementation – all new employees are now being trained on the use. More data is now going into the system which will help improve our processes.
c. Finance Committee	▪ The Committee met in December to review the committee self-assessment, review the 2016 Work Plan and discussed the preliminary 2017 Work Plan. ▪ The Committee will continue to refine the dashboard in 2017 and will be working to improve the finance packet that is distributed to the Board.
d. Committee Planning	▪ At the January meeting, we will be assigning committees for 2017. Mary Helen proposes keeping the same committees for next year. We will have a formal discussion on this topic at the January meeting.

ACTION ITEMS: NEW BUSINESS	
a. Strategic Planning Committee Charter Approval	▪ Mall moved to approve the Strategic Planning Committee Charter as presented. ▪ Helen seconded the motion. ▪ Motion was approved.
b. Finance Committee Charter Approval	▪ Tom moved to approve the Finance Committee Charter as presented. ▪ Mall seconded the motion. ▪ Motion was approved.
c. Authorize Diane Blake to sign the ratified WSNA Agreement	▪ We have been negotiating with the Washington State Nurses Association on a new three year agreement for the nursing staff in the hospital and Emergency Department. Gil Sparks and Julie Norton of Ogden Murphy Wallace were part of our negotiating team. Amy Webb did most of the talking for our organization. Initially we were far apart on the economics of the agreement, but we were able to show them we are not very far below other facilities in our area. ▪ There have been some changes in the initial step for new hires based on experience. ▪ There were some changes not related to economics that have changed, which include creating a Nurse Staffing Committee. This will be composed of management and nursing staff. The Conference Committee agreed to include our shared values, which has been part of the contract but never really implemented. We will work to make sure there is collaboration at all times. There was also a change in the language regarding Shift times. The language defining the actual shift times was removed so actual shift times can be adjusted to what makes the most sense for staffing. ▪ Nurses voted to ratify the contract last week. ▪ Mall moved to authorize Diane Blake to sign the ratified WSNA Agreement. ▪ Tom seconded the motion. ▪ Motion was approved.
d. Credentialing Approvals	▪ Dr. Daniel Baker and Dr. Patricia Barnes are two new Teleradiologists requesting Provisional Privileges. The Medical Executive Committee and Department Directors have reviewed their files and recommend approval. ▪ Mall moved to approve Dr. Baker and Dr. Barnes for privileges. ▪ Bruce seconded the motion. ▪ Motion was approved.
ACTION ITEMS: NEW BUSINESS	
a. Healthland Reporting Interface	▪ Due to new reporting requirements, we need to purchase a reporting interface for Healthland. We are required to be able to submit data by February 2017 to the Healthcare Authority. ▪ This interface is an unbudgeted expense for $14,686. ▪ Bruce moved to approve the purchase of the Healthland Reporting Interface. ▪ Tom seconded the motion. ▪ Motion was approved.
b. Lake Wentachee Fire and Rescue Interlocal Agreement for Ambulance Staffing	▪ The initial agreement was presented to you at the November meeting. Since that time some minor language changes have been made. ▪ Transport Language – a third tier has been added to this section. ▪ Cost Analysis – There will be a fixed amount paid to the fire district of $90,000/year. Transports are estimated to cost about $16,000/year. ▪ Indemnity Clause is now both ways which Diane is comfortable with. ▪ Removed the clause about the fire district paying our legal fees if there is a dispute. ▪ We will continue to staff our EMS department the same as we have. The EMT's in the Lake Wenatchee area were on-call in that area. Those EMT's will become fire district employees, but are welcome to stay on with the hospital if they wish to pick up shifts here. ▪ Tom moved to approve the Lake Wenatchee Fire and Rescue Inter-local Agreement. ▪ Mall seconded the motion. ▪ Motion was approved.
DISCUSSION ITEMS: NEW BUSINESS	
a. Revised Bylaws	▪ A Resolution summarizing the changes in the Bylaws was sent yesterday and is being handed out today. We will not be approving the changes until the January meeting. ▪ Chuck Zimmerman from Ogden Murphy Wallace helped with the revision of the Bylaws and has been involved with this process in the past. ▪ The revisions made took out unnecessary language.

	▪ The term of officers was discussed in length at the review meeting with the Ad-hoc Bylaws committee of Bruce Williams, Mall Boyd, Diane Blake and Jill Barich. Currently the bylaws call for officer terms of two years. Chuck has recommended changing that to one year terms. This does not mean someone cannot serve two consecutive terms, but it allows for more flexibility in changing officers and getting people into those positions sooner if they wish.
b. 2017 Capital Prioritization list	▪ The Board approved $300,000 in the 2017 Budget for capital purchases. ▪ The prioritization had not been completed by the Leadership Team when the budget was approved. The Leadership team has now completed their prioritization for a total of $271,577. ▪ Tom asked about the financial payback column on the prioritization list and asked if a complete ROI is done for each purchase. The numbers in this column do not reflect that an ROI has been completed. However, when new equipment is being considered for purchase, management will do a detailed analysis to determine the ROI.
c. 2017 Conference Attendance	▪ Northwest Rural Health Conference - February 27- March 1 – Mall Boyd, Tom Baranouskas, Helen Rayfield ▪ Patient Safety Summit – May (no date yet) – Mall Boyd, Mary Helen Mayhew ▪ Lake Chelan Conference – June 26 – 28 – Tom Baranouskas, Helen Rayfield ▪ WSHA Annual Meeting and Governance Day – Bruce Williams, Mary Helen Mayhew ▪ Attendees can change as we get closer and have exact dates. ▪ Board Retreat Date set for June 7, 2017 – location to be determined.
OCTOBER FINANCE REPORT	▪ We posted a negative margin for the month, mostly due to expenses. ▪ We still have a positive margin YTD and expect to end the year with a positive margin. ▪ Emergency Department had lower volume than anticipated. ▪ Cash receipts were lower than budgeted. ▪ AR days stayed about the same in November as October, around 63 days. ▪ The new HIM Director, Joe Devlin started a couple weeks ago. ▪ November preview: o Revenue and volumes were similar to October. o Expenses were high due to pharmaceuticals – over budget for the month. o We had a payment to Noridian that was higher than we anticipated based on our interim cost report.
ADMINISTRATOR REPORT	▪ Mammography Program – ACR Certification - our ACR Certification is up for renewal. In the images submitted for review it was noted that some patients could have been positioned differently for better images. Training will be provided to staff and additional images will be submitted to the ACR for review in six months. The program is still ACR Certified. ▪ Recruitment: o Nurse Practitioner or PA to fill Carrie Kingsley's position. We have several good applications. Four are being considered for interviews. We had one meet and greet last week. The clinical interview team for this position will be Carrie Kingsley, Dr. Jerome, Dr. Raiche. Administration will have a interview team, which will include Kathleen O'Connor, Amy Webb and Diane. o Coverage for Lucca Criminale, PA-C for the one week a month that she is off. Lucca covers the ED during the day and handles prescription refills. This past year John Stoneman filled this time off. He is not able to commit to the 2017 dates. We have interviewed one candidate who is very interested. o Director of Nursing Services – Kelly Allen's last day was December 16th. Two strong candidates have been identified so far. o Dr. Fishburne's last day will be Friday, December 23rd. We have identified a psychologist who is interested in stepping into this role. We are also considering some other options. Dr. David Bauman, from Mt. View Consulting Group, met with our providers to discuss the idea of a Behavioral Health Consultant who is available to see patients the same day to help them change behaviors that are affecting their overall health. The provider would have some set appointments throughout the day, but also have openings in their schedule to see same-day patients. We will be working through an ROI and clarifying some billing questions prior to making a decision on this model. ▪ LEOFF Update – AWPHD is working with a lobbyist to get a legislative fix. We need to

	get a bench date for late May or early June with the hope of being able to drop the lawsuit if there is a legislative fix. ▪ Sledding Brochures have been distributed throughout the community. It has created a lot of goodwill between us and other local organizations. ▪ WRHAP Group is 13 small hospitals working with WSHA, AWPHD and the Department of Health on payment methodologies. We continue to be involved in these discussions. The State is also working on APM 4 which is a clinic patient payment model. APM 3 is not working well and is very cumbersome. Most facilities are wondering how APM 4 and the WRHAP group work are going to blend together. ▪ The Department of Health Toolkit has been created to guide Accountable Communities of Health. This shows some mandatory projects that ACH's must work on and some optional items as well. ▪ Nurse staffing challenges – some nurses have pulled back their schedules so we may need to utilize agency staffing to fill the gaps in our current schedule. ▪ We may have a potential union grievance with WSNA related to the departure of an employee. ▪ Diane is scheduled to be out of the office December 22nd through January 2nd.
BOARD ACTION ITEMS	▪ Sign-up to attend a 2017 Med Staff Meeting ▪ Special Board Meeting on January 3rd.
COMMISSIONER COMMENTS	▪ Good meeting. ▪ Trustee Magazine had a good article on provider compensation.
ADJOURNMENT	▪ There being no further business, Tom moved to adjourn the meeting. ▪ Bruce seconded the motion. ▪ The meting was adjourned at 12:05 PM.

Mary Helen Mayhew

Mary Helen Mayhew, Chair

Helen Rayfield

Helen Rayfield, Secretary