**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 – February 27, 2018

**Present**: Bruce Williams, President; Mall Boyd, Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Tom Baranouskas, Commissioner; Diane Blake, CEO; Amy Webb, Chief Operating Officer; Jim Hopkins, Chief Financial Officer; Jill Barich, Executive Assistant.
**Guests**: Rachel Hansen, PR Coordinator; Shawn Ottley, QI Coordinator; Nancy Lellelid, CM Foundation

| Topics | Actions/Discussions |
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| **CALL TO ORDER** | ▪ President Bruce Williams called the meeting to order at 9:02 AM, following a board education session on our Risk Assessment which was a continuation of the December board education session. Discussed disaster preparedness and EMR. |
| **PLEDGE OF ALLEGIANCE** | ▪ Pledge of Allegiance was recited. |
| **CONSENT AGENDA** | ▪ Mall moved to approve the consent agenda as presented.<br>▪ Tom seconded the motion.<br>▪ Motion was approved. |
| **COMMUNITY INPUT** | ▪ None. |
| **FOUNDATION REPORT** | ▪ Busy working on the golf tournament. Thank you to the Board and hospital for your sponsorship.<br>▪ The Home and Garden Tour had their first planning meeting last week. If you have any ideas on homes in the Leavenworth area, please contact Nancy Lellelid or Terri Judy.<br>▪ There are some new events coming up this Spring – Ladies Night Out in April and a Charm Walk Mother's Day weekend.<br>▪ There are a couple new foundation board members and they are always recruiting. |
| **VALUES** | ▪ Diane shared a story about Community. |
| **PR Update** | ▪ Rachel is working with Rehab services on a press release on the new Neurosensory Integrator Program.<br>▪ A mailer/patient handout is being developed to explain Patient Centered Medical Home.<br>▪ We will be hosting a Free six week Diabetes class which is being presented by Community Choice.<br>▪ Dr. Moholy and Dr. Jerome will be doing a group patient visit for pain patients.<br>▪ CPR Classes are being scheduled for community members. |
| **COMMITTEE REPORTS** | |
| a. Governance Report | ▪ Completed the 2018 Work Plan and oriented our new committee member.<br>▪ This committee will be working on developing some board objectives that will be presented to the full Board at a future meeting.<br>▪ A Board Expectations document will also be created sometime later this year. |
| b. QI Committee | ▪ Discussed the committee charter and work plan for 2018.<br>▪ Received reports from the staff committees that report to the QI committee.<br>▪ Amy shared a patient story and how the team came together when this patient's condition was deteriorating. The patient had a positive outcome, but Shawn conducted a debriefing following the incident and processes are being refined to improve our systems going forward.<br>▪ It was decided the QI Committee should receive updates on the Risk Assessments items from the morning education that apply to QI and all other areas should be reported directly to the full board. |
| c. Finance Committee | ▪ Reviewed the December year end preliminary numbers and January 2018 results.<br>▪ A highlight from 2017 is revenue was within 1% of goal. Unfortunately, staffing fees and professional fees were high all year. The Bond refinancing fees also hit in 2017, but this expense will help in the years to come.<br>▪ Discussed the Medicaid EMR take-back. If anyone gets questions from the community, we are still in the information gathering phase and we do not know how it will be resolved. If we do have to pay back all or part of these funds, we will still be in a strong cash position.<br>▪ Reviewed a new Bad Debt Report – the new report has historical data. Jim is working to add the amount collected after accounts are sent to collections.<br>▪ Finance Dashboard – reviewed the 2017 benchmarks and discussed whether the correct |

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| | benchmarks are being measured. Some benchmarks will be changed in 2018.<br>▪ Reviewed the 2017 Committee Self Assessment survey results.<br>▪ Minor changes were made to the Work Plan and it will be sent out in the next packet. |
| **ACTION ITEMS: NEW BUSINESS** | |
| a. EMS Levy Planning | ▪ This is a follow-up conversation from the January Board Education. The current levy expires December 2019, so the latest we can be run the levy is November 2019.<br>▪ Due to the fact that the hospital subsidizes the Emergency Department and ambulance services it would not make sense to ask for less than the $0.50 per thousand we are currently collecting.<br>▪ Historically the levy has been run for six year terms, which requires 50% voter approval.<br>▪ We will need to set-up a citizen campaign group, which can take a lot of time.<br>▪ Commissioners are in agreement that running the renewal levy in 2018 is risky due to the large increase in property taxes for 2018, but will plan for the February 2019 election.<br>▪ Management will continue moving forward with gathering data to help educate the public. |
| b. Credentialing Approvals | ▪ The Medical Executive Committee and Department Directors have reviewed credentialing files for the following teleradiologists and recommend approval of privileges.<br>o Dr. Joanna Carlson<br>o Dr. Morgan Haile<br>o Dr. Laura Hotchkiss<br>o Dr. William Phillips<br>o Dr. William Woodard<br>▪ Mall moved to approve Provisional Teleradiology privileges for these five providers.<br>▪ Helen seconded the motion.<br>▪ Motion was approved.<br>▪ Dr. Maxwell Moholy, our psychologist, requested consulting privileges in the Family Practice Department and the Emergency Department so he can consult and assess patients in the hospital. The MEC and Department Directors have reviewed and approved his credentialing file.<br>▪ Mall moved to approve Dr. Moholy for Consulting Privileges<br>▪ Tom seconded the motion.<br>▪ Motion was approved. |
| **DISCUSSION/REPORT: OLD BUSINESS** | |
| a. 2018 Board Education Plan | ▪ The March education session is with Dr. Maxwell Moholy. Commissioners provided several items they are interested in learning from him including what needs he is supporting, what work could a case manager provide, how can his services be expanded, what are the top issues he sees with patients and how long are treatment plans, what other services can we provide, what does he need from the board.<br>▪ Retreat – Strategic Thinking is the main topic for this year. We may review and update the SWOT analysis as well as discuss what is happening externally in healthcare.<br>▪ Other possible education topics: EMR – what can we be doing, and what should we be doing now?<br>▪ The Education Plan will continue to develop throughout the year and will be adjusted if topics come up that should be discussed. |
| **DISCUSSION / REPORT: NEW BUSINESS** | |
| a. Community Leader Dinner | ▪ The next Community Leader Dinner may have an EMS Levy focus. Inviting people who have already attended a Community Leader Dinner and may be interested in the EMS issue would be good people to invite. We want a good cross section of people, who are already supporters and those who may have more questions about the levy.<br>▪ Diane, Mall and Rachel will meet to establish a tentative plan for the dinner and will bring that back to the full board. |
| b. 2018 Board Dashboard | ▪ Commissioners agreed that the margin target should match our budget of a 1.8% margin versus the 2% margin that commissioners agreed upon prior to the budget begin finalized.<br>▪ The dashboard will be presented again at the March meeting with additional details on measures Sr. Leadership is tracking. |
| c. State Auditor Report | ▪ Tom and Mary Helen both attended the Exit Conference with the State Auditors.<br>▪ The full report was provided to all commissioners and is available on-line on the State Auditors website. |

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| d. Q4 Finance Dashboard Review | ▪ Reviewed the Q4 and YTD results of the finance dashboard.<br>▪ Cash is growing, but started out the year behind the target that was initially set.<br>▪ Results show more below target results, but progress is being made in most areas. |
| **FINANCE REPORT:** December 2017 & January 2018 | ▪ Bad debt – we sent $567,000 to collections in 2017 with recoveries of $127,000.<br>▪ January gross charges exceeded $2 million for the first time.<br>▪ Swing bed had good volumes.<br>▪ Professional Fees – no ED Locum fees, but we did have nurse registry fees.<br>▪ Statistics – all areas had good volume.<br>▪ Cash receipts were higher than budgeted.<br>▪ Days Net AR – The business office is making good progress toward their goal.<br>▪ 340B program is budgeted for half of 2018, but we hope to have it up and running by April with Safeway. Village Pharmacy is opting to not participate at this time.<br>▪ We have noted $80,000 in previous months as Grant money from the ACH, but this is really not Grant money, but ACH money for the projects to help fund the PCMH work in the clinic.<br>▪ DZA will be assisting us in applying for funding through the Ground Emergency Medical Transport program. |
| **PROVIDER CHECK-IN: Dr. Martin** | ▪ Dr. Martin's background is in research in hyperbaric medicine.<br>▪ The volume of patients we see does not speak to the services provided here.<br>▪ He is excited to be here and is looking forward to making positive changes in processes and patient care. |
| **Administrator Report** | ▪ Follow-up comment from this morning's education session: there are some items that were discussed that make sense for us to invest in to help reduce our risk. In regards to the Disaster Plan, Amy will be providing Diane with information on what we are required to have and what would be helpful to our hospital and community. Regarding staff – there may be areas it is determined we add staff, but this has not been determined yet.<br>▪ EMS Negotiations – Negotiations are ongoing between the Medics and EMT's and CM. They are now represented by the IAFF and progress has been slower than anticipated.<br>▪ Lake Wenatchee Fire and Rescue – the quarterly meeting was held recently. The relationship is going well. They are very supportive of our upcoming levy.<br>▪ Accountable Community of Health – Amy is staying involved and engaged with this group along with Dr. Butruille, Kathleen O'Connor and Christiane Brown.<br>▪ Diane has approved the replacement of a cooler for the air handling system for a cost of around $12,000.<br>▪ We have no update on the Medicaid Meaningful Use possible payback. We have not heard anymore from the HCA.<br>▪ There are several bills in the legislature this session that affect hospitals. One bill is in regards to uninterrupted breaks for nurses. Diane sent a note to Senator Brad Hawkins on the effect this would have on our organization. Also a bill on Charity Care. WSHA and Columbia Legal Services had agreed on language and then there were additional questions that came up on some pieces of this legislation. WSHA is continuing to work on clarification for this bill.<br>▪ Dr. Martin commented on some ED staffing work he has become involved with. Dr. Martin, Dr. Jerome, Dr. Butruille and Dr. Merritt are working on clarifying the role of the ED provider in caring for acute care patients if the patient's PCP is not on-site. |
| **BOARD ACTION ITEMS** | ▪ Check your e-mail.<br>▪ Mall, Diane and Rachel will work on setting up a format for the EMS Levy Advisory Dinner.<br>▪ Tom will be attending the next Med Staff Meeting on March 8th. |
| **COMMISSIONER COMMENTS** | ▪ Interesting meeting with lots of good discussion. |
| **ADJOURNMENT** | ▪ There being no further business, Mall moved to adjourn the meeting.<br>▪ Mary Helen seconded the motion.<br>▪ The meeting was adjourned at 12:40 PM. |

Bruce Williams, President

Helen Rayfield, Secretary