CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Special Meeting
Cascade Medical Center – Arleen Blackburn Conference Room
Public Hospital District No. 1 – October 2, 2018

Present: Bruce Williams, President; Mall Boyd, Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Tom Baranouskas, Commissioner; Diane Blake, CEO; Jim Hopkins, Chief Financial Officer; Shawn Ottley, Chief Clinical Officer; Jill Barich, Executive Assistant.

Guests: Rachel Hansen, PR Coordinator; Jerri Smith, Business Services Director; DeAnna Griggs, Director of Nursing Services; Joe Devlin, HIM Director

Topics	Actions/Discussions
CALL TO ORDER	▪ President Bruce Williams called the meeting to order at 9:07 AM, following a board education session on hospital financials.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Bruce moved to remove the Quality Improvement Plan from the Consent Agenda. ▪ Mall moved to approve the consent agenda with the noted change. ▪ Tom seconded the motion. ▪ Motion was approved. ▪ With the recent changes in the organizational structure, there are several changes to the Quality Improvement Plan that should be reflected prior to it being approved. The changes are mostly position title changes. ▪ Mall moved to postpone approval of the Quality Improvement Plan to the October 23, 2018 meeting. ▪ Helen seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ None.
FOUNDATION REPORT	▪ No Foundation members were present, however, Rachel Hansen noted the Think Pink Ladies Night Out last night raised about $1,000. Coupon books are still available for $20 and are good the entire month of October. The goal is to raise $1500 to cover mammograms for uninsured and underinsured women. Any funds in excess of the $1500 will be put toward the new 3D Mammography machine. ▪ Others noted the Home and Garden tour was very successful and they raised more money than in recent years.
VALUES	▪ Diane shared three short stories about how leaders actions changed others perceptions. The stories were about Princess Diana who shook the hand of an Aids patient without gloves in the 1980's; Captain Chesley "Sully" Sullenberger who was the pilot of the US Airways flight that landed in the Hudson River in 2009; and Luis Urzua, who was a foreman in the Chilean mine collapse in 2010. His leadership is credited with saving the lives of the 33 miners who were trapped underground for 70 days.
QI Presentations	▪ Joe Devlin and Jerri Smith reported on the work their two departments are doing to reduce the number of medical necessity denials. ▪ DeAnna Griggs, RN, presented the QI Project for the nursing department which is to ensure the required checks on all crash carts are performed and documented.
PR Update	▪ Rachel reported she is working on three major campaigns at this time. They are Flu Shots, Think Pink – Mammograms and breast cancer awareness and the PT video which is airing on TV during the evening news. ▪ The first staff "Ted Talk" with Dr. Moholy was last week and was well attended. ▪ On October 4th we have a "MyHealth" event scheduled at Mountain Meadows to sign people up for the patient portal and for them to learn how to manage their health on-line. ▪ We are working on having a podiatrist on site on a regular basis. ▪ Clinic group visits are continuing for pain patients and a new diabetic group is starting in October. ▪ A group from OHSU will be coming up in late October to do training with PT staff, providers and other interested staff.
COMMITTEE REPORTS	
a. Governance Committee	▪ Bruce reported that the CEO Evaluation will be going out in December. The plan is to have a Special Meeting on Friday, January 18th at 9:00 AM to discuss the CEO Review prior to it being presented to Diane. Commissioners are asked to check their schedules

	for any conflicts that day. The committee would like to finalize the date for this meeting at the October 23rd meeting. ▪ The Board Self-Assessment Survey will be sent to all commissioners today with a due date of October 12th. The survey is all open-ended questions so be prepared to spend some time completing the survey. ▪ The next Community Health Needs Assessment needs to be completed in 2019. The Governance Committee and Sr. Leadership would like to complete this in early 2019 so it is available for strategic planning later in the year. ▪ The October meeting education session will be a wrap-up of the WSHA Annual meeting and Governance Day. Mall and Tom will also be prepared to talk about the Coverys Risk Management workshop they attended.
b. Medical Staff Meeting	▪ Helen Rayfield attended the September Medical Staff meeting and reported on the meeting. Samantha Jerome discussed the Endoscopy program; Diane provided an update on providers, Dr. Kathy Fosnaugh will be joining us in October and will be working in the clinic and the ED, covering some of the shifts left open by Dr. Martin's departure. Diane also has three potential candidates for the Emergency Department Director position. The next UW Medical Student will be here beginning September 24th for a six-week rotation.
ACTION ITEMS: NEW BUSINESS	
a. Conflict of Interest Policy	▪ The annual review of this policy is a good time to think about any potential conflicts of interest that commissioners may encounter ▪ Mary Helen moved to approve the policy as presented. ▪ Helen seconded the motion. ▪ Motion was approved.
b. Credentialing	▪ The Medical Executive Committee, Mall Boyd for the Board QI Committee and Bruce Williams for the Board have reviewed Dr. James Brull's credentialing file for a two-year Teleradiology Appointment. ▪ Mall moved to approve Dr. Brull's appointment of privileges. ▪ Mary Helen seconded the motion. ▪ Motion was approved.
DISCUSSION / REPORT: OLD BUSINESS	
a. EMS Levy Update	▪ Rachel is developing a mailer to be sent to all residents. ▪ We are also setting up meetings with civic groups in early January to share information about the upcoming levy. We will also set-up a couple Open House events to share information with the general public about the levy. ▪ We are still looking for someone to lead a citizens committee. Due to not having someone to lead the group, do commissioners still wish to set-up a citizens committee? Mall believes levies such as fire and EMS pass because people want to make sure the services are available when they need them. We are not asking for an increase in the levy amount, which can make a difference in support. ▪ The Board agreed to table the citizens committee for now, but the facility will prepare a document detailing the facts which commissioners can use to share with anyone who has questions for them.
DISCUSSION / REPORT: NEW BUSINESS	
a. Rural Advocacy Days	▪ Bruce Williams and Diane Blake were in Washington, DC last week with representatives from WSHA. ▪ In the past five years, more rural hospitals have closed nationally than in the previous five years. Most of these hospitals have been in the Southern part of the US. ▪ There are a lot of issues happening and all of them are important in different ways. ▪ There is power in having the hospital association have a group presence and everyone supports the issues. ▪ WSHA does follow-up on the meetings with senators and representatives regarding the issues that were discussed.
b. 2019 Budget Review – 1st Reading	▪ Clinic growth for 2019 will be adjusted for two sabbaticals. ▪ Patient charges will be increased 5% over current charge levels. ▪ Benefits – the projected medical benefit expenses will be adjusted down from the current amount shown, to the amount that was recently provided by the HCA. ▪ Net Patient Revenue is currently budgeted at 5.6%. Jim will normalize 2018 numbers with August and September actuals prior to the final budget being presented. ▪ Medicare payments have been reduced based on current volumes.

	▪ Supplies – this number is yet to be finalized but is expected to increase. ▪ Cash is budgeted to increase by almost $300,000 for the year. ▪ Patient days forecast will be adjusted with August and September actuals. 2019 is currently projecting another decrease in acute care days. ▪ There are several staff increases projected throughout the facility. ▪ Capital Budget – this list has been reviewed and prioritized by the department directors using a scoring system. ▪ There will be additional fine tuning prior to the October 23rd meeting in which the Board will be asked to approve the 2019 budget.
August Financials	▪ All Bond reports were filed last week, so we are in compliance with our bond covenants. ▪ A negative margin was posted in August. There were a couple high expense items and 8/12th of the OPEB expense for 2018 was posted. ▪ GEMT operating revenue – we booked 8/12th of the 2018 revenue. ▪ We have a couple pool ED physicians who are contracted and not employed, so their expenses fall into the Professional Fees line item. ▪ Pharmaceuticals were high in August. This was partially rabies vaccines and some IV drugs. ▪ Patient Volumes – Swing bed was down, acute care days were up slightly. Clinic was up from July, but below the budgeted number of visits. ▪ Days in AR are flat. This is up from June but is due to higher revenue the past couple months.
Administrator Report	▪ Confluence is closing their Transitional Care Unit soon. This unit cares for patients who are not stable enough to go home and can't go to long term care. We may pick up some of these patients into our Swing Bed program, however Confluence is moving to more "bundled payments", which makes it very expensive for them to send us patients who are part of the bundled payment model. ▪ Dr. Kathy Fosnaugh is here. She started a couple weeks early. We had a locum scheduled for early October, but Dr. Fosnaugh is able to work that shift, so we won't have a locum on the schedule for that shift. There are currently only three or four shifts in November and December that need to be covered. ▪ ED Physician/Medical Director Role – we are struggling with recruitment for this position. We have lots of interest in pool work. ▪ Dr. Jerome is leading the project to look at different ways to provide continuity of care for in-patients. ▪ Dr. Gentles is the interim ED Medical Director. We cannot be without a physician in this role. Diane is handling the scheduling while we are without a permanent Medical Director. ▪ COO Applicants – there are several candidates including one internal application. Diane will be working on screening interviews via Skype. ▪ Parking lot work is moving forward. We hope to have a permitting meeting with the city in the next few weeks. The goal is to have the project to bid in early January. This may become an employee only lot that is gated. ▪ Diane and Javier Meraz met with the Chamber President and the Chamber Director to discuss the December Tree Lighting festival. When it is cold our facility has several people come in just to use the restroom and warm up. This creates challenges for staff and makes it hard to maintain patient privacy when patients arrive who need medical care. The chamber was not receptive to our concerns for redirecting visitors to other places to get warm and find a restroom. ▪ WRHAP – This group is working on payment methodologies and has received two million dollars for the 13 rural facilities. We should be receiving about $100,000, which includes a portion for having integrated behavioral health in our clinic. We are working on additional reporting for other funding from WRHAP, separate from the payment methodology work. ▪ The Foundation is considering and is interested in supporting the purchase of a 3D mammography unit. Based on our timing to purchase this unit, they are looking into a pledge model to support this purchase. ▪ Dr. Jerome has assumed his role as Clinic Medical Director and has hours blocked out each week for this work. ▪ We are reviewing our Interlocal Agreement with Lake Wenatchee Fire and Rescue. They are requesting a 5% increase to help cover the increased cost of fuel and other expenses.
BOARD ACTION ITEMS	▪ The WSHA Annual Meeting and Governance Day are next week.

	▪ The next Part-Time Resident Advisory Council meeting is November 3rd. Mall and Helen both plan to attend. ▪ Check your calendars for a Special Board Meeting on January 18th at 9:00 AM. ▪ Board Self-Assessment survey will be sent out today. Please complete by October 12th. ▪ Mall and Tom will discuss the Coverys Risk Management meeting they attended at the October 23rd meeting.
COMMISSIONER COMMENTS	▪ There was no representation from the EMS department today. ▪ QI presentations are continuously getting longer. We need to keep them as close to 10 minutes as possible. ▪ The Financial education today was very helpful. The Finance Committee will plan additional education sessions.
ADJOURNMENT	▪ There being no further business, Helen moved to adjourn the meeting. ▪ Tom seconded the motion. ▪ The meeting was adjourned at 1:10 PM.

Bruce Williams, President

Helen Rayfield, Secretary