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 17, 2019

Present: Bruce Williams, President; Mall Boyd, Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Tom Baranouskas, Commissioner; Diane Blake, Chief Executive Officer; Shawn Ottley, Chief Clinical Officer; Jill Barich, Executive Assistant
Guests: Rachel Hansen, PR Coordinator; Dr. Geoff Richardson

Topics	Actions/Discussions
CALL TO ORDER	▪ President Bruce Williams called the meeting to order at 9:08 AM, following a board education session discussing the CM Credentialing Process.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Mall Boyd moved to approve the Consent Agenda. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
OATH OF OFFICE	▪ Mary Helen Mayhew and Helen Rayfield took the Oath of Office for new six-year terms.
COMMUNITY INPUT	▪ None
FOUNDATION REPORT	▪ None.
VALUES	▪ Diane Blake shared an article she read on Twitter relating to Community. Part of our Strategic Plan for next year is to raise awareness about the needs of our community. The story was about Joe Burrow, the 2019 Heisman Trophy winner who is from Athens, Ohio. He used his acceptance speech to speak of the needs of his hometown community. Based on his speech another resident started a fundraiser to raise money for the food bank and removed the stigma of using the food bank as a way to put food on their tables. ▪ Diane also shared comments from a patient satisfaction survey from the Emergency Department. Staff not only provided the needed medical care but also provided resources for the patient and shared ways we can assist them in getting medical coverage.
PR Update	▪ Recently there was an article in "Cross Cut" about rural hospitals. Stan Morgan, a resident of our hospital district shared his story of how his life was saved by the care of our providers. ▪ A new Parkinson's Yoga class is being offered weekly for Parkinson's patients that is a chair yoga. There will be an article in the Wenatchee World about this soon. ▪ Rachel is working to develop the text for our Annual Report. Information on new services that will be offered in 2020 will be included. ▪ A couple photo shoots have been completed recently with Dr. Fosnaugh and Kelly Boeing, PA-C and also for pediatric OT. ▪ Rachel has requested from staff "What is your Why", explaining why they enjoy their job here at Cascade Medical. She has received several responses that are very heart warming.
COMMITTEE REPORTS	
a. Finance Committee	▪ Reviewed the committee self-assessment for the year and discussed what the emphasis should be for 2020. Would like to put into place tracking for revenue and expense risks and opportunities and how are we doing. Also improving our longer term planning as part of the budget review. ▪ The work plan shows some improvement on AR days, but are lacking the benchmark. This will be tracked in 2020. ▪ The new Process Improvement position will help with the AR days improvement work. ▪ Discussed focused training for CFO succession and what resources the new person may need.
b. Governance Committee	▪ Reviewed highlights from the 2019 Work Plan ▪ The board education plan has been very helpful to commissioners to grow and learn as a group. ▪ The retreat went well this year. ▪ Continue to improve how we think strategically and keep quality in mind. ▪ Using the WSHA educational webinars has been very helpful. ▪ Began planning for 2020 in terms of officers and committee assignments.

	▪ Bruce William's leadership of this committee has been very helpful and his forefront thinking is appreciated.
c. Quality Oversight Committee	▪ The Committee has been a work in progress and continues to be. Shawn Ottley and Louise Regan have been great at obtaining the data to review. ▪ Each staff committee that reports to the QOC now provide written reports instead of taking meeting time for each committee to report out verbally. Mall Boyd has suggested that with new committee members coming onto the committee, the staff committees each report out verbally once during the year. ▪ The committee reports will be adjusted so they are more standardized.
ACTION ITEMS: NEW BUSINESS	
a. Governance Committee Charter	▪ There were 2 minor changes to the Charter to align it better with our bylaws. ▪ Helen Rayfield moved to approve the Governance Committee Charter as amended. ▪ Mall Boyd seconded the motion. ▪ Motion was approved.
b. Community Health Needs Assessment	▪ Jody Corona's group, Health Facilities Planning, has done a tremendous amount of work in gathering data for us to develop this report. The report is a culmination of the data they gathered and the discussions the board had at the retreat and subsequent meetings. Rachel has been instrumental in thinking about the message we want to convey in this report. There are a few grammatical errors and formatting to be updated, without changing the message ▪ Mall Boyd moved to approve the Community Health Needs Assessment with recommended changes. ▪ Helen Rayfield seconded the motion. ▪ Mall noted that Washington State is 6th from the bottom as a child-care desert, which she learned from an article in the Wenatchee World. There will be some mention of the CHNA in the Annual Report which will be sent out to our community in February. We will also be developing a plan on how we communicate the CHNA to the community. We are required to have a plan for how to implement our CHNA by May. ▪ Motion was approved.
c. CM Strategic Plan	▪ The information in the Strategic Plan has not changed substantially. The market share number for primary care has been changed from 70% to 60%. We are still working on determining how we can measure market share. The wording in the Community Connections section about implementation of the CHNA work plan will be adjusted. Also discussed the Financial Stewardship pillar and the new service lines list. ▪ There is a lot of work laid out in the plan and the goal is to have lofty goals and stretch everyone, including directors. There may be a lot of foundational work that will happen in 2020 to develop the bigger goals. ▪ Mary Helen Mayhew moved to approve the CM Strategic Plan ▪ Tom Baranouskas second the motion. ▪ Motion was approved.
d. DZA Engagement Letter	▪ The Finance committee discussed continuing to utilize the services of DZA for our audit and cost report. There is a small increase in their charges. Management appreciates working with DZA and they are a partner in addition to our audit. ▪ Mary Helen Mayhew moved to approve the DZA Engagement Letter. ▪ Helen Rayfield seconded the motion. ▪ Motion was approved.
e. CM Credentialing Policy	▪ The Medical Executive Committee and the Medical Staff have reviewed the proposed changes to the policy to bring it up to our current practices and recommend approval. ▪ A lengthy discussion ensued and additional clarifications for better understanding by the Board were suggested. ▪ Diane Blake and Jill Barich will conduct additional research and review the suggestions by the Board and bring the policy back to the Board at a future meeting for approval.
f. Credentialing • Lauren Musick, PA-C • Dr. Kevin Morris	▪ The Medical Executive Committee and Mall Boyd, for the Board QI Committee, have reviewed the credentialing files for Lauren Musick, PA-C and Dr. Kevin Morris and recommend appointment to the listed categories o Lauren Musick, PA-C - Adjunct o Dr. Kevin Morris - Consulting ▪ Mall Boyd moved to approve the above providers for the privileges noted. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.

DISCUSSION / REPORT: OLD BUSINESS	
a. Review 2019 Board Goals / Discuss proposed 2020 Board Goals	▪ Board members agreed the process for setting board goals is appropriate ▪ Work continues on the 2019 goals and will be reviewed at the 2020 retreat to ensure they are hardwired. ▪ The governance committee is recommending three new goals for 2020 to include advocacy, board's role in IT Security oversight and regularly checking in on CM's progress on furthering community partnerships/relationships. Based on this discussion, IT Security will be added as an education topic for 2020.
b. Proposed 2020 Meeting Dates	▪ Reviewed the proposed 2020 meeting dates and no conflicts were identified. ▪ The September 2020 meeting will be a Special Meeting as it does not fall on the 4th Tuesday of the month and falls outside our normal schedule. This meeting is scheduled for the fifth Tuesday due to a conflict with WSHA's Rural Advocacy Days in Washington, DC.
DISCUSSION / REPORT: NEW BUSINESS	
a. IT – Centricity System	▪ INHS, the company who hosts our clinic system Centricity has sent a proposal for hosting work. ▪ We may need to make a substantial investment in the system of $80,000. ▪ The server for the system is nearing end of life and it needs to be moved to a new server, at a cost of about $40,000 ▪ We are in the process of asking a lot of questions and trying to get answers. ▪ There are two versions of Centricity – Oracle and Sequal. The version we have is the version that is nearing life end and we would need to switch to the other version. ▪ Management is not ready to move forward with this additional expense until we have more information.
b. Proposed 2020 Board Officer and Committee Assignments	▪ Discussed the proposed 2020 officer and committee assignments which are being proposed by the Governance Committee. ▪ Commissioners support the proposed plan for assignments.
c. Draft 2020 Education Plan	▪ IT Security may be a good topic for March or April or EMR education. ▪ Commissioners should brainstorm additional ideas for education topics.
d. 2020 Conference Planning	▪ Reviewed the list of upcoming conferences and discussed attendees for each event.
Administrator Report	▪ Upper Valley Cares is a new non-profit group, in our community, that wants to provide free mental health care. They were advertising that they would provide this care at CM. Shawn has been working with UVC to determine how we can work with them. There are several risk questions in how they will handle patients that need to be answered before we can finalize an agreement. It is unclear how they will be moving forward as they are now considering telehealth options. ▪ We are still working with Lake Wenatchee Fire and Rescue (LWFR) on the agreement for staffing the ambulance at Lake Wenatchee. We had an attorney review the current agreement for any compliance issues. We need to have more detailed financial reporting to ensure we are paying for the appropriate services. LWFR is preparing to run a levy to increase their cap for fire services. ▪ Jim Hopkins is out on medical leave and has been for a few weeks. He may be back later this week. ▪ Bruce Williams and Diane Blake met with David Olson from Columbia Valley Community Health about Blue Zones. Pat Songer is attending a Blue Zones meeting today to hear if they think Wenatchee is appropriate, how much would it cost and the geographic boundaries of the program, if it is a good fit. ▪ Bruce & Diane also talked with David Olson about CVCH's mobile van. They are currently working on their licensing. They currently see a couple high school students, from Leavenworth, each week and would use that mobile van to do the initial intakes to alleviate the family from having to get to Wenatchee for that part of the process. ▪ Our school district has asked us if we would be interested in providing behavioral health to the K-5 students at Peshastin/Dryden and Alpine Lakes Elementary Schools. ▪ We have provided some assistance to the school district in providing vaccines to students who were about to be denied education due to lack of vaccinations. Carrie Kingsley, ARNP and Whitney Lak met with the school district and are working on plans for the embedded clinic at the elementary schools. ▪ We are beginning discussions with Confluence to determine if there is an opportunity for our providers to provide pre and post-natal care in our clinic for Upper Valley patients.

	▪ Diane has taken care of some work in Jim's absence. Paperwork has been submitted for our GEMT payments. DZA has been able to get us an extension on some deadlines. Marianne Vincent has been very helpful in getting a lot of this work completed. ▪ Reyne Boik is out on a medical leave which has left a lot of year end work that Human Resources completes from getting done. Marianne will be working with Chelsea Torres, HR Assistant to determine what she is able to complete. We are looking at a possible interim HR director to help in the meantime. ▪ Scale Data is a company that could help us identify where we have gaps with IT data. They have periodic Virtual IT Professionals who can provide us expertise. Three Rivers Hospital in Brewster is working with this group. Pat Songer and Charles Amstutz met with Scale Data group to review our systems. Once a quote is received we will analyze if and/or how we can move forward. ▪ November financials are not complete due to the early meeting date and Jim's absence. We are slightly ahead of budget for revenue. Salary and wages are over budget due to the WSNA agreement being in place. Professional fees are still high due to still having some agency nursing staff. The November financials will be presented in January. ▪ Diane Blake was in Seattle last week for WSHA meetings, and personally participated in a fundraiser for Senator Cleveland. She has been very helpful in supporting healthcare issues. ▪ US Senator Patty Murray hosted a call which included participants from WHSA, Dr. Rutherford and UW Medicine staff. They discussed a balanced billing bill, which allows for arbitration between hospitals and insurers. The way the federal bill is set-up it may disincentive payors from contracting with rural facilities. There are some new deadlines to reduce the number of days to get a bill out the door to 15 days. The bill has some potential issues for facilities and seems to be very pro-insurer. ▪ Diane Blake learned the Health Care Authority has filed a lawsuit to determine if they need to be bound by the requirements for Meaningful Use over payment. We may not know for months on the repayment issue. ▪ CMS was due to release a new payment model for rural facilities in the Fall. The new rule may not be out until Spring. The HCA is getting anxious and is talking with large employers. There is a committee convening of small, medium and large rural hospitals to make suggestions to the State. ▪ There are several areas of focus for advocacy in 2020. The top areas are: Where to locate patients after they are discharged from hospitals; home health and being able to offer home health if you are very rural; concern about Qui Tam – if an employee feels they have been harmed, it would allow employees to file class action suits against employers without first working through other means of remediation. This is in place in California and has primarily benefitted trial attorneys rather than employees. There is also work around prior authorizations. ▪ There have been some negative stories in the press around charity care. WHSA is working to create some checklists to assist facilities in knowing what laws apply and ensure knowledge and processes are not lost due to staff turnover, etc.
BOARD ACTION ITEMS	▪ Check e-mail at least three times per week, or more frequently if you are home and able. ▪ Get your new parking pass for 2020. ▪ If you have not completed the CEO evaluation, please do so today. ▪ There are sign-up sheets for 2020 meetings, etc in the signature folder.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ The meeting had some good strategic thinking and planning for future.
ADJOURNMENT	▪ There being no further business, Tom Baranouskas moved to adjourn the meeting. ▪ Mall Boyd seconded the motion. ▪ The meeting was adjourned at 12:53 PM.

Bruce Williams, President

Helen Rayfield, Secretary