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 – July 23, 2019

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

Guests: Rachel Hansen, PR Coordinator; Tom Dingus, DZA; Alex Riggs, Infection Control Coordinator; Cinthya Medina, State Auditors Office; Dr. Jerome, Provider

Topics	Actions/Discussions
CALL TO ORDER	▪ President Bruce Williams called the meeting to order at 9:06 AM, following a board education session which was a recap of the Chelan Rural Hospital Conference.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Mall Boyd moved to approve the Consent Agenda. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ None
FOUNDATION REPORT	▪ Dr. Kranz was at the last meeting and gave a talk about the history of Cascade Medical. ▪ Home and Garden Tour will showcase five homes on River Road. Mogens Bach will be presenting each homeowner with a drawing of their home.
VALUES	▪ Diane Blake shared an article from the Disney Institute on Leadership and Teamwork. "What Toy Story can teach us about Leadership and Teamwork"
2018 AUDITED FINANCIAL PRESETNATION	▪ Tom Dingus from Dingus, Zarecor & Associates presented the 2018 Audited Financial Statements.
Provider Check-in: Dr. Jerome	▪ The retreat was a good day with lots of good communication. ▪ He would like to do a deeper dive with the providers and help them to think long term and determine if there are areas they would like to focus. ▪ Would like to explore virtual patient visits. ▪ The ALICE population is something that we need to explore more. ▪ CM needs to have more "boots on the ground" throughout the community. ▪ As we move forward, we may need to allot more hours to the Medical Director role. ▪ Space for growth needs to be a focus.
QI Presentations • Infection Prevention	▪ Alex Riggs presented his QI indicators related to infection prevention.
PR Update	▪ An immunization campaign will be launched on August 1st. Gingerbread Factory will provide a free cookie to children who receive immunizations. Rachel Hansen will be doing more publicity around immunizations. ▪ August 19th – Sports Physical Night – vaccinations will be available that evening. ▪ We have had 2 media reports on the parking lot and an article about Diane's award. KOHO and Cherry Creek are both looking for information to report about the upper valley.
COMMITTEE REPORTS	
a. Medical Staff	▪ Good Meeting – Dr. Kevin Morris, the podiatrist who sees patients in our facility, provided education on shoes. ▪ There was a discussion on access to the clinic EMR for emergency department staff when we have a locum tenens doctor and an agency nurse. When the CRN positions are filled with CM staff they will be able to navigate these issues and provide access to the system.
b. Governance	▪ Reviewed the education plan. ▪ Board Objectives – reviewed the 2019 objectives, We need to begin thinking about objectives for 2020.
c. Finance	▪ Reviewed several policies. These will be presented to the board at the August meeting for approval. ▪ Reviewed the June financials. ▪ Q2 Dashboard – revenue hurt several areas of the dashboard. Cash is doing well. AR days are higher than management would like. There was discussion on the cost to charge ratio and the change in this ratio. Jim will be doing some additional analysis on this calculation to explain the change.

	▪ Discussed the financial information presented at the Board retreat. Will continue to analyze growth opportunities and hope to be able to provide more detail at the September board education.
ACTION ITEMS: NEW BUSINESS	
a. Credentialing	▪ The Medical Executive Committee has reviewed credentialing files and recommend approval and appointment to the following privilege categories: o Dr. Eric Stirling – Provisional Privileges o Dr. Jonathan Kim – Adjunct Privileges o Dr. Peter Viavant – Extension of Adjunct Privileges o Dr. Courtney Carter – Teleradiology Privileges o Dr. Anjali Roy – Teleradiology Privileges ▪ Mall Boyd moved to approve the above providers for the recommended privileges. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
DISCUSSION / REPORT: NEW BUSINESS	
a. Advocacy Update	▪ Bruce attended an event with Dr. Kim Schrier which was hosted by Dr. Rutherford and his wife. Dr. Schrier spoke about healthcare as well as other issues. ▪ Rural Advocacy Days in Washington, DC is in late September. Bruce is hoping to attend. Diane will be unable to attend this year due to the State Legislative Healthcare Committee coming to visit at the same time. ▪ WSHA is specifically asking hospitals to make connections with state legislators. Brad Hawkins is possibly coming in September. Mike Steele – Diane Blake will connect with him to discuss a possible visit. Keith Goehner knows us and we will stay connected with him on important issues. ▪ The Joint Legislative Healthcare Committee will be touring rural facilities in our state and will be in Central Washington in September. They have asked us to host the group for a couple hours. It is key for us to educate this group on the challenges we face as a rural facility. We will showcase our services and why our model works for our facility, but also share why it may not be feasible for other facilities to operate the same way. ▪ Diane Blake will talk with Cassie Sauer and ask her to talk about Advocacy when she visits the board meeting in August.
b. Q2 Dashboard	▪ Reviewed the dashboard measures. Most areas are doing well. There needs to be more work on the patient/family committee. Some of this work has taken a backseat due to the clinic director vacancy. ▪ Financial Stewardship is an area where we need to have more focus. There will be some changes in the Charge Capture meetings and Shawn Ottley and Pat Songer will be attending those meetings to be able to support the directors who report to them.
c. Clinic construction plan update	▪ For the past year and a half there have been conversations about how to build-out the shelled space in the clinic. This project has gone out to bid with a projected budget of $65,000. There will be built-in work spaces in one area and a meeting room with audio visual capabilities in the other half. The plan is to be able to utilize that space for group visits and other clinic meetings. ▪ Bids are scheduled to be opened on July 30th, with a goal of presenting the successful bid to the Board at the August meeting for approval.
d. Parking update	▪ The project is now scheduled to be completed on Friday, July 26th. There have been delays due to weather and with the City. ▪ There was an additional fee from the City to hook up to the water main to irrigate the landscaping. Diane will be reviewing some of these charges and discussing them with Joel Walinski, City Administrator, as we received conflicting information from city employees.
e. Board Retreat recap	▪ There were a lot of good ideas generated. ▪ It appears there may be some market share for us to gain. If so, how do we accomplish that? ▪ We need to take the information from the CHNA and put it to work but will start with the small things that will help meet needs. There needs to be more work done on the items on the list that are more involved. ▪ The combination of the data that was presented was helpful in determining what our broad objectives should be going forward. Next steps, management needs to take a deeper dive into the three areas that were decided upon. They will create a three-year plan with the first year being more specific in the things that can be accomplished. The

	second and third year plans will be less specific at this time. For some of the initiatives we will need to explore connections with partners in our community. ▪ Leadership will present a draft of information at the August meeting and will continue to refine the plan from there.
June Finance Report	▪ June had a negative margin, with lower volumes and high costs with registry nursing. ▪ The Emergency Department was close to budget on visits. ▪ We will be completing an interim cost report as of the end of August. Lower patient days may result in a positive adjustment to our Medicare rate based on lower volumes. ▪ Gross revenue is down 1.2 million for the year. Swing Bed, CT, Emergency Department and Endoscopy are the departments that are significantly behind for the year. ▪ Temporary nursing is the largest part of professional fees. ▪ Cash receipts were low in June due to a Medicare Credit balance report issue. Medicare stopped paying until this issue was resolved. ▪ Accounts Receivable days were up slightly in June. ▪ The contractual allowance worksheet in the packet had an error. The contractual allowance total is correct. Jim Hopkins has corrected the error in the worksheet. ▪ Jim Hopkins will be doing some additional analysis on the cost to charge ratio on the financial dashboard to verify the number.
Administrator Report	▪ The HH Ladies have committed to purchasing a portable blood pressure unit for the clinic. They are also purchasing a hip chair for the lobby. Peggi Ann Amstutz has joined the HH Ladies. ▪ We signed a contract with Corey Rubinfeld, PA-C to work in the clinic and cover the Emergency Department during the week days. Corey will be working three weeks per month and Lucca Criminale, PA-C will be working one week per month. We will now have more stability in that position. That position is now starting work at 7:00 AM which will improve; the person to person hand-off in the Emergency Department. There are other tasks the PA can take care of during that hour in the mornings. ▪ GEMT – increased payment from Medicaid for medical transports. Mike Brown from HCA has assisted us with determining the correct payment. Jim Hopkins and Jerri Smith will be working with HCA on our billing process to ensure we are billing these charges correctly. ▪ Pat Songer and Diane Blake met with the new school superintendent, Tracey Beckendorf-Edou and Dwight Remick, Executive Director of Finance and Operations. The school district has a high interest in connecting with Cascade Medical to discuss the idea of an embedded clinic in the schools. Tracey Beckendorf-Edou is meeting with the school principals in August to learn more about who is interested in an embedded clinic and why. She wants to ensure all areas of the district are treated equally. They talked about mental health issues, teen clinic, etc. Dr. Moholy attended a debrief to help staff and students to talk about feelings from the recent loss of a high school teacher. Vaccination clinic was discussed. It was a great meeting and we hope to grow this relationship. We may also explore the possibility of having including Navigator services at school events. ▪ Tom Dingus spoke about the PEBB liability that grows each year. We are beginning to explore other options for staff health insurance, but the preliminary results are not looking good. We have an outside firm who is looking at multiple options for us to provide affordable healthcare for staff. ▪ Clinic Director recruitment - there have been some applicants, but it may be a tough position to fill. Things seem to be working well in the clinic currently. ▪ Management is looking at a non-budgeted item which will be brought to the board. Our current phone system is about 10 years old and does not have all the capabilities we need. The estimate is about $40,000, but additional analysis needs to be done. ▪ Katie Walker, Social Worker is leaving our organization. She has offered to continue in a per diem role. One of the original goals of that position was to also have that person help with utilization review. This position will be redesigned to better cover all the social work needs in the clinic and hospital. ▪ AWPHD, IGT funds – we are receiving some payments (intergovernmental transfer) from this fund. Some things have changed at the state which will allow rural hospitals to receive more money for future work. There has been some miscommunication with one of the hospitals who thought they were getting all the excess funds. ▪ AWPHD Executive Director recruitment – Diane will be on the interview committee for the new Executive Director.

EXECUTIVE SESSION	▪ The Board moved into executive session at 12:35 PM for 30 minutes to discuss the performance of a public employee. ▪ The Board returned to regular session at 1:05 PM.
BOARD ACTION ITEMS	▪ Check e-mail at least three times per week, or more frequently if you are home and able. ▪ Mall Boyd may be contacting you to reach out to people to invite to the community leader dinner.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ Good, productive meeting.
ADJOURNMENT	▪ There being no further business, Helen Rayfield moved to adjourn the meeting. ▪ Mall Boyd seconded the motion. ▪ The meeting was adjourned at 1:10 PM.

Bruce Williams, President

Helen Rayfield, Secretary