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 – November 19, 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; Shawn Ottley, Chief Clinical Officer; Pat Songer, Chief Operating Officer; Jill Barich, Executive Assistant

Guests: Marianne Vincent, Director of Accounting; Rachel Hansen, PR Coordinator; Mark Judy, Foundation Member

Topics	Actions/Discussions
CALL TO ORDER	▪ President Bruce Williams called the meeting to order at 9:07 AM, following a board education webinar – Gauging Quality Performance: Using Data to Drive Improvement.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Bruce Williams requested the agenda was pulled from the consent agenda to change the order of the topics for the meeting. ▪ Mall Boyd moved to approve the Consent Agenda, less the agenda. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved. ▪ The agenda was changed to move the October Finance Report after committee reports. ▪ Mary Helen Mayhew moved to approve the agenda as amended. ▪ Mall Boyd seconded the motion. ▪ Motion approved.
COMMUNITY INPUT	▪ None
FOUNDATION REPORT	▪ Mark Judy from the Foundation reported for the Foundation. ▪ A February 12, 2020, invitation only, donor appreciation night is being planned at Silvara Winery. ▪ The Annual Golf Tournament is June 22nd. ▪ The Home and Garden Tour will be in Leavenworth on August 29th. ▪ Next year's project is centered around EMS. They will be purchasing power loading gurneys for each ambulance and three automatic CPR units. The total investment is estimated to be about $128,000. The Foundation is actively pursuing grants to help fund this project. ▪ It is also time to replace the AED units that are located throughout our community. ▪ Foundation Finances are very positive. Both the Golf Tournament and Home and Garden Tour netted more this year in funds as well as participants. ▪ Contributions from hospital staff and commissioners is up 21% from prior year.
VALUES	▪ Diane Blake thanked Mark Judy for his leadership in developing our Values as he was our CEO at that time. ▪ Diane shared a story about Paul O'Neill, former CEO of Alcoa. He was deeply concerned with worker safety, and in October 1987 as the new CEO, he talked to Wall Street investors about worker safety instead of revenue and expenses. His goal was to make the number of workplace injuries zero. His focus on this had positive impacts financially for the company. ▪ Our Values and focus on our employees are a keystone habit for our organization in that the work done in our organization is centered around our Values.
QI Presentations ▪ Accounting	▪ Marianne Vincent's QI project for 2019 was to include expense reimbursements in employee paychecks to reduce the number of checks that are processed.
PR Update	▪ A flu shot clinic was held at Alpine Lakes Elementary with eighty-three shots given. ▪ We held an Insurance Fair in October. There was a steady flow of visitors. Amerigroup, Molina and Life Flight were all on site to provide information and are interested in returning next year. ▪ Mammography Tech, Gina, offered to sell raffle tickets at a sold-out event at Icicle Creek. A portion of the ticket sales were donated to the Think Pink fund. Ten to twelve mammograms were covered by the think pink fund this year for underinsured women. ▪ An Annual Report will be prepared and sent out early in the year to all residents.

COMMITTEE REPORTS	
a. Governance Committee	▪ The committee discussed and developed the committee annual report which will be presented in December. ▪ Started working on proposed 2020 committee assignments to be discussed in December and approved in January. ▪ Discussed a draft WSHA resolution on Advocacy that will be presented to the board in December. ▪ Discussed the CEO Review process and timeline. ▪ Bruce brought up the idea of not having monthly board meetings. This is an idea to be considered in the future. The idea of including a community member on some board committees is also a topic for further discussion.
b. Quality Oversight Committee	▪ Shawn shared a story about a patient who was brought to our facility after a fall. There was a missed diagnosis of a hairline fracture. The patient was admitted as a Swing Bed patient which has requirements for rehab. One daughter was preparing and expecting palliative care, but another daughter wanted Rehab care. There were issues with communication between providers due to the patient not having a PCP at our facility who was following her. ▪ Reviewed QI Plan which will be revised in early 2020, and the Medical Staff Credentialing policy will be presented for approval at the December meeting. Credentialing is the topic for board education in December. ▪ Reviewed Q3 data on patient satisfaction surveys, and publically reported data. ▪ The QOC Committee recommends approval of Provisional Teleradiology privileges for Dr. Joanna Jeong, from Confluence who will be reading mammograms.
c. Part Time Resident Advisory Council	▪ The Advisory Council met November 2nd. There was a small group but they were very engaged. Nancy Lellelid shared that she started out on the Advisory Council and since moving here has joined the Foundation. ▪ Diane shared information on the Opioid work in our area and shared our Community Health Needs Assessment.
October Finance Report	▪ We had a small positive margin in October. Volumes were good, but there were some expense variances. The WSNA contract went into effect October 1st, which added to expenses as well as additional ambulance staffing for Oktoberfest. ▪ YTD we have a positive margin, but are behind budget. Management does not anticipate meeting budget for the year. ▪ Non patient revenues are helping this year and are higher than budgeted. ▪ Cash Receipts were high in October. Receipts on patient accounts were very good. We also received tax levy money. ▪ Days in AR are still good. ▪ The Charge Capture Study was completed and the consultant did not find any compliance issues. She has gotten reports to all the directors involved. There is still work happening in this area.
ACTION ITEMS: NEW BUSINESS	
a. Resolution 2019-07 – 2020 EMS Tax Levy Approval	▪ There was a resolution approved at the October 22nd board meeting for the EMS levy. Following the meeting management discussed the resolution with Brad Berg who is an attorney on this topic and determined the wording in the Resolution needed to be different due to the new levy passing. Resolution 2019-07 clearly defines that we are resetting the level amount to $0.50 per thousand, based on voter approval. ▪ Mall Boyd moved to approve Resolution 2019-07 – EMS Tax Levy. ▪ Helen Rayfield seconded the motion. ▪ Motion was approved.
b. Resolution 2019-08 – Authorized signers for Warrants	▪ With changes in Leadership Team, Jim Hopkins has been working with the bank to add the new positions as additional signers on our bank account. This resolution allows all senior leaders to be signers on the account, by title. The prior resolution did not list the Chief Clinical Officer. ▪ Mall Boyd moved to approve Resolution 2019-08. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
c. CM Organizational Succession Plan	▪ Senior leadership annually reviews the Succession Plan and makes necessary adjustments. There have not been substantial changes in the document. Discussion revolved around possible changes to the document for future versions. ▪ Mary Helen Mayhew moved to approve the CM Organizational Succession Plan

	▪ Mall Boyd second the motion. ▪ Motion was approved.
d. Diane Blake's WSHA Role Approval	▪ The Board has discussed Diane Blake joining the WSHA Leadership Track including having Cassie Sauer, WSHA President and CEO came to talk about the role and time commitment. WSHA recommends that boards formally approve the decision to allow their administrator to take on this commitment with WSHA. The Board discussed the benefit to CM of having Diane take on this work. ▪ Mall Boyd moved to approve and support Diane moving into the WSHA Leadership track. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
e. Credentialing – Dr. Joanna Jeong	▪ Dr. Joanna Jeong, is a new Radiologist who works at Confluence reading mammograms. She is just out of Residency and comes highly recommended. ▪ Mall Boyd moved to approve Dr. Jeong for Provisional Teleradiology Privileges. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
DISCUSSION / REPORT: OLD BUSINESS	
a. Phone System Update	▪ Pat Songer shared some data from the recent transition to our new phone system. There is a lot of data that can be pulled and analyzed from the system. ▪ Charles Amstutz, IT Director is able to easily make adjustments to the system which makes it quicker to solve issues.
b. Advocacy	▪ This will be an agenda area where commissioners can discuss hospital advocacy. ▪ Kim Schrier's assistant Kelli Scott, came and visited the hospital. Diane gave her a tour and talked about our facility. Kelli does not have a lot of healthcare experience, but Diane Blake and Bruce Williams offered to help educate her. ▪ Congresswoman Schrier has been invited to come visit the hospital as well as talk with the Leavenworth Rotary Club. It is unknown when this will be scheduled. ▪ Hillary Franz, Commissioner of Public Lands, has agreed to come to Leavenworth on May 8th to visit the hospital. ▪ WSHA Advocacy Days in Olympia is January 29 – 30. Mall Boyd, Bruce Williams and Diane Blake are currently registered to attend. If others wish to attend, let us know. ▪ Diane Blake has spoken with Carl Florea new mayor of Leavenworth to reiterate our interest in being more connected with the City.
DISCUSSION / REPORT: NEW BUSINESS	
a. Annual CEO Review process and timeline	▪ The questionnaire, list of people to complete the review and a timeline were included in your board packet. ▪ The Board discussed the rating scale and agreed to remove "Far Exceeds Expectations." ▪ The board will have a Special Board Meeting on January 27th to complete the review and prepare the document which Mall Boyd and Bruce Williams will present to Diane Blake that afternoon. ▪ The survey will be sent out via survey monkey with a due date of Monday, December 16th.
b. Proposed 2020 Meeting Schedule	▪ Reviewed the proposed dates for 2020 meetings. We will discuss this schedule again at the December meeting.
Administrator Report	▪ Management did hear back from Stevens Pass and we will not be moving forward this year with having a clinic on-site at the ski area during ski season. Our proposal included the resort subsidizing the clinic to meet expenses and not be a cost to the hospital district. It has opened the door for further discussions and partnership. ▪ Upper Valley Cares is a new organization that plans to provide mental health care to the community. The plan is for the clinic to be open at the same time as the Upper Valley MEND Free Clinic. We currently do not have a signed agreement with Upper Valley Cares, which must happen before they can start seeing patients. There are some new concerns from an EMTALA standpoint that need to be resolved before the clinic starts and may impact the UV MEND Free Clinic as well. ▪ The Sr. Leadership team met with Lake Wenatchee Fire and Rescue (LWFR) to discuss our inter-local agreement for staffing the ambulance. They are asking for an increase in the amount we pay them. We asked for additional information on their costs and are analyzing the data. We are also having an attorney vet the agreement around CM paying LWFR for transports. ▪ We had anticipated bringing Carrie Kingsley, ARNP back on staff in January. Her plans changed and she is working now on getting a clinic in the schools set-up and doing some pre and post-natal care.

	▪ Blue zones update – the Wenatchee organization, Our Valley, Our Future, paid to have the Blue zones company come to present the Blue Zones concept. Bruce Williams and Diane Blake attended the presentation and policy discussion about what community assets already exist around driving a healthy community. The focus was mostly on Wenatchee proper and is very expensive. The next steps are still unknown. ▪ Sr. Leadership will be meeting with the Washington Rural Healthcare Collaborative at some time. These are typically public hospitals that work together on different projects. We will be meeting with the collaborative from the West side. ▪ Payment reform work – the state has paused their work and is waiting to see what Medicare is going to release. This was supposed to be out in the fall, but has not been released yet. WSHA has a team that will look at this once it is available.
BOARD ACTION ITEMS	▪ Check e-mail at least three times per week, or more frequently if you are home an able. ▪ Complete the CEO review ▪ If you know any part time residents, connect with them first to explore their interest. If they are interested in learning more, provide their contact information to Diane and she can reach out to them. ▪ Board rounding – Mall Boyd will take Mary Helen Mayhew's place on December 12th.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ Mall Boyd would like to see the same data that was shown for Lake Chelan in the webinar for our hospital district. Diane Blake will look at this data and bring it back to the December meeting. ▪ The Foundation submitted a grant to support a possible school clinic and possible mobile clinic. ▪ Commissioners asked if we are able to get some reimbursement for increasing staffing during festivals by the group hosting?
ADJOURNMENT	▪ There being no further business, Tom Baranouskas moved to adjourn the meeting. ▪ Helen Rayfield seconded the motion. ▪ The meeting was adjourned at 11:55 AM.

Bruce Williams, President

Helen Rayfield, Secretary