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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 25, 2020

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

Guests: Rachel Hansen, PR Coordinator; DeAnna Griggs, Director of Nursing; Carl Florea, City of Leavenworth Mayor; Scott Mitchell, Director of Radiology; Nancy Lellelid, CM Foundation

Topics	Actions/Discussions
CALL TO ORDER	▪ President Mall Boyd called the meeting to order at 9:00 AM, following a board education session, which was a recap of the recent AHA Rural Health Leadership Conference attended by Bruce Williams and Diane Blake.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Mary Helen Mayhew moved to approve the consent agenda. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ Carl Florea, new mayor of Leavenworth joined the meeting to share his vision for the City. o His vision for the community is to remain a working community and be a community for all. o He would like to find a funding stream to help with housing the workforce. Some of the funds could be provided by the tourists who visit our community. We need to be creative. o Life2.0 – The idea is to get the community together to develop a plan. o How do we work to have a sustainable future? There will be three meetings in April on Monday nights from 6:30 – 8:30, April 6th, 13th and 20th at Icicle River Middle School. The meetings will be facilitated by Mike Nash. o How do we maintain the businesses and also sustain the residential areas of our community? o Meeting 1 – what do we love about being here, what are our assets. o Meeting 2 – what are our challenges and liabilities o Meeting 3 – where do we go? What does the structure look like to build a structure to develop the plan that will move us forward? o There needs to be representation for all aspects of the community. o The meetings will be recorded so people can see what is going on if they are not able to attend. o This will just be the start of the process.
FOUNDATION REPORT	▪ The Foundation's goal this year is $120,000 to support EMS with power lift stretchers and Auto CPR machines for all three ambulances. ▪ Golf Tournament changes this year – Dinner will be at the Enzian Inn. The Enzian will offer a block of rooms for golfers if they wish to stay ▪ The Annual Charm Walk is Mother's Day weekend ▪ Ladies Night Out is in April. Marlene has been able to get a couple small grants to help cover costs for the small events and help promote Leavenworth. ▪ They are working on a Volunteer List of additional people to help with events. ▪ The Donor Appreciation night was very successful at Silvara Winery.
VALUES	▪ Diane Blake shared a story about kindness. ▪ She also shared comments from an Emergency Department survey and how our staff supported the family whose daughter was injured and scared. They not only cared for the patient but also comforted the older sister who was worried about her sister.
PR Update	▪ Rachel Hansen shared the Annual Report which hit mailboxes on Saturday. ▪ The school clinic launched the week before Mid-Winter Break. Consent forms with a flyer were sent to all Alpine Lakes and Peshastin-Dryden elementary students yesterday. ▪ Carrie Kingsley, ARNP will be meeting with the staff at both schools in the next couple weeks and will be attending an Art Night for families at the schools in Mid-March.

	▪ Heart Health Month – Carrie Kingsley will be at the Peshastin Library offering free blood pressure checks on Thursday, February 27th. ▪ Mary Helen Mayhew suggested putting the flyers and consent forms in the weekend food backpacks.
COMMITTEE REPORTS	
a. Governance Committee	▪ Mall Boyd reported for the Governance Committee. The committee discussed the education plan for 2020 and added some WSHA webinars to the schedule. December is the only month of the year that we do not have an education topic defined. ▪ The main focus was the upcoming retreat. We will work on obtaining a facilitator and have a physician component to the day. We will be discussing where have we been, where are we going. ▪ Full Board self- assessment– the Governance committee will review the survey used two years ago, and plan to use something similar.
b. Quality Oversight Committee	▪ Bruce Williams reported for QOC. The first hour or so was spent talking about where we are with Quality. ▪ There are some areas where we don't know how well we are doing with Quality. We don't have much data for clinic or ambulance. ▪ We need to get better at organizational hygiene in having more structure in place for quality. We will be working on having more structure for the committees that report to the Board QOC. Shawn Ottley will be working on reviewing the charter to determine if there are changes and will be looking at the work plan for the year. ▪ Each committee should be thinking about what information should the full board be receiving.
c. WSHA Hospital Governing Boards	▪ Bruce Williams is now on WSHA's Hospital Governing Board's committee. The membership is from all sizes of hospitals throughout the state. They will be meeting about 4 times each year. ▪ They have oversight for the Governance Education webinars and the education provided at conferences. For the first year of the board certification, more people participated than expected. Mall Boyd, Bruce Williams and Diane Blake all achieved certification in 2019. To maintain certification commissioners need to earn 18 CE's in three years. ▪ The committee is beginning to look at 2021 education topics. ▪ PNW Pop – WSHA is starting to roll this new data source out to rural hospitals.
DISCUSSION/REPORT: NEW BUSINESS	
a. 2020 Organizational Dashboard	▪ A draft 2020 Dashboard is included in the packets. This document was developed from our Strategic Plan. ▪ The biggest piece of information that needs to be decided is the Target / Comparative. Most goals are tracking to a plan or a timeline. The Track to Plan topics are longer term items. ▪ Community Connections bullet on Explore Blue zones – we know that Blue Zones is not coming to our community, but it has been explored. ▪ There is a lot of work built into this plan. ▪ Having the Initiatives stated with where we are headed by the end of 2022, is helpful for everyone to keep in mind the long-term goals.
b. Community Leader's Dinner – April	▪ The plan is to schedule a dinner for late April. Commissioners need to be thinking about who should be invited and if there are additional people to be added to the list. ▪ At the March meeting we will narrow down the list more on who will be invited.
c. Foundation Golf Tournament Sponsorship	▪ In the past commissioners have supported the Foundation Golf Tournament with a donation of $125.00. Commissioners agreed to this level of support again this year. ▪ Please make your check payable to Cascade Medical Foundation and give it to Jill Barich at the end of the meeting or the March meeting.
d. Advocacy Update - Olympia	▪ Bruce Williams, Mall Boyd and Diane Blake attended the Advocacy Days in Olympia in late January. ▪ WHSA provided education to everyone who attended and explained the bills that were being highlighted. ▪ There was very little time in front of the legislators, but the advantage we have is that our legislators know us. ▪ It was a significant time commitment, but having commissioners attend also shows the commitment from our elected officials. ▪ It is important to build relationships with our legislators so when there are issues that impact us, they already know who we are when we ask them for support.

	▪ Representative Kim Schrier visited our facility on Friday, February 21st. She also spoke at Leavenworth Rotary. ▪ She is very knowledgeable about healthcare but realizes that rural healthcare is different in some ways. She understands the dynamic of needing to keep our doors open 24/7, yet with lower volumes it is harder to cover costs. ▪ Surprise Billing is not a big issue for us, but Congress is working to solve this issue nationally and it could impact us with the way these bills are written. ▪ There is also a bill at the State level around transparency – the current bill would not be positive. There is work happening to improve this bill.
DISCUSSION / REPORT: OLD BUSINESS	
a. Parking	▪ The City of Leavenworth is moving forward with contractor installed parking meters throughout the downtown area using Smart Meters which will help with flow of parking. ▪ Diane Blake and Pat Songer met with the city to discuss what will happen with our unmetered spaces reserved for our patients. Sr. Leadership and the City will be reworking our Memorandum of Understanding to provide more flexibility with our spaces and with the spaces we lease from the City for staff parking for week days.
b. Credentialing Follow-up	▪ In the Credentialing Policy the section about Credentialing for teleradiologists was retitled "Telemedicine Credentialing." ▪ The Credentialing policy has been cleaned up to reflect our current processes. ▪ The Board needs to be clear in what the process is and that it is a good process and is followed for each provider that is approved. ▪ Diane Blake will now be reviewing the files prior to them being sent to a Board QOC member.
ACTION ITMES: NEW BUSINESS	
a. Credentialing Policy	▪ Bruce Williams moved to approve the revised Credentialing Policy. ▪ Helen Rayfield seconded the motion. ▪ Motion was approved.
b. Resolution 2020-03 – Advocacy Resolution	▪ Resolution 2020-03 is a board resolution which reflects the boards support and recognizes the importance of Advocacy. ▪ Bruce Williams moved to approval Resolution 2020-03, Advocacy Resolution. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
c. Resolution 2020-04 – Surplus Equipment	▪ Tom Baranouskas moved to approve Resolution 2020-04, Surplus Equipment. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
d. Ultrasound Equipment Purchase	▪ Our current ultrasound unit is used in the clinic and some in the Emergency Department. It is budgeted to replace that unit in 2020 as it is nearing the end of useful life. ▪ The providers have a desire to upgrade to a unit that has more capabilities and includes learning modules. ▪ Pat Songer submitted, and was awarded, a grant for an upgraded unit. The grant is for $65,000 and with the approved budget amount of $15,000 we are not out of pocket any more than we had anticipated. ▪ Helen Rayfield moved to approve the purchase of the new ultrasound unit. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved.
e. Mammography 3D CAD Purchase	▪ When our Mammography unit was replaced the FDA had not approved 3D CAD, so we had to stay with 2D. ▪ Scott Mitchell continued to communicate with the manufacturer and once 3D CAD was approved, he negotiated with the manufacturer to reduce the price from $51,000 to $15,000. ▪ Mary Helen Mayhew moved to approve the purchase of 3D CAD device for the mammography unit. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved
December Finance Report	▪ Pre-audit, we ended the year with a negative margin of about $40,000. ▪ We did well with revenue side in 2019, especially with non-patient revenue from WHRAP, Foundation and 340B. ▪ Professional Fees hit us hard for the entire year, but has been reduced dramatically over the past couple months.

	▪ Lab supply expenses have been high recently. The cost of reagents is higher with our new machines and inventory of the needed supplies is being built. ▪ Cash receipts for the year were very good. AR days ended the year at 65 but is partly a timing issue. ▪ 2019 will not be finalized until the Audit and Cost Report are completed and the OPEB number is finalized.
January Finance Report	▪ We posted a positive margin in January. There were good volumes throughout most of the facility. ▪ We increased ambulance and pharmacy prices more than originally planned when the budget was created. ▪ Cash receipts were $1.8 million – which is a record. $200,000 of this should have been received in 2019, but it is still a very good month. ▪ Days in Net AR dropped to 61 from 65 in December. They are still working to bring that number down farther.
Administrator Report	▪ Two new directors will be joining us in the next 30 days. Melissa Grimm, Director of HR will be here full-time beginning March 16th. She is currently here Wednesday afternoons. Our new Process Improvement Director, Ethan Maffey, will be here March 30th. ▪ Employee Appreciation Night at Ski Hill was February 13th and we had a very good turnout. EAC provided food which made it easier on families. ▪ The AZ Wells Foundation funds transfer is almost fully complete to the Community Foundation. We turned in our first report to the Community Foundation. ▪ Diane met with Dr. Kranz and he is set on retiring at the end of 2020. He is working with Whitney Lak on beginning to transition his patients. Dr. Fosnaugh was hired with the idea that she would come in and get trained to replace Dr. Kranz. Ethan Maffey will be working to compile data to have a good conversation with providers around the number of visits and patients that can be absorbed into the current provider panels. ▪ Diane Blake and Kaylin Bettinger are working to put together a Community Needs presentation that they will be presented at Rotary on March 27th. This presentation may also be appropriate to be presented to the school district, Lions Club, City Council, etc. ▪ The discussion with providers around who does what in the ED, Clinic and Acute Care continues. Dr. Stirling has put together a list of things he has observed. Work will continue on this topic to determine if there is a different way we can do some things. At minimum there are processes, such as hand-offs that need to be improved. ▪ Diane will be in Seattle most of tomorrow for an AWPHD meeting.
BOARD ACTION ITEMS	▪ Check e-mail at least three times per week, or more frequently if you are home and able. ▪ Write checks to the Foundation for Golf Tournament sponsorship ▪ Think about education topics for WSHA Governance education session. ▪ Review the list of attendees for Community Leader's dinner and are there people to be added.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ Mary Helen rounded with HIM last week and was pleased to see the improvements that have taken place. ▪ There was a suggestion at the AHA Conference for each commissioner to complete a short, written report on the board meeting. Bruce will review the slides to see if there is a sample form. ▪ It was nice to have input from Carl Florea, Deanna Griggs and Scott Mitchell today.
ADJOURNMENT	▪ There being no further business, Helen Rayfield moved to adjourn the meeting. ▪ Bruce Williams seconded the motion. ▪ The meeting was adjourned at 11:35 AM.

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Mall Boyd 4/28/2020
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Mall Boyd, President

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Helen Rayfield 4/29/2020
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Helen Rayfield, Secretary