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CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Meeting
Chelan County Public Hospital District No. 1
Administration Conference Room & Video Conference Connection
July 21, 2020

**Present**: **Via Video Connection**: Mall Boyd, President; Tom Baranouskas Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Bruce Williams, Commissioner;
**On-Site**: Diane Blake, Chief Executive Officer; Pat Songer, Chief Operating Officer; Jim Hopkins, Chief Financial Officer; Marianne Vincent, Chief Financial Officer; Jill Barich, Executive Assistant
**Guests**: **On-Site:** Clint Strand, Director of Public Relations;
**Via Video Connection**: Marlene Farrell, Foundation Coordinator; Kathy Jo Evans, Director of Accounting; Melissa Grimm, Director of Human Resources;

| Topics | Actions/Discussions |
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| **CALL TO ORDER** | ▪ President Mall Boyd called the meeting to order at 9:00 AM. |
| **CONSENT AGENDA** | ▪ Mary Helen Mayhew moved to approve the consent agenda.<br>▪ Helen Rayfield seconded the motion.<br>▪ Motion was approved |
| **COMMUNITY INPUT** | ▪ None |
| **PR Update** | ▪ Welcome Clint Strand. Clint is our new Director of Public Relations and brings a wealth of knowledge to our team, including healthcare experience.<br>▪ Clint is still orienting and is meeting with department directors to learn what their marketing needs are through the end of the year.<br>▪ We created a document to help guide business owners on how to respond if they or a staff member test positive or have an exposure. This was sent out via the Chamber of Commerce.<br>▪ Clint is working on a public service announcement on river safety.<br>▪ Clint is also working on identifying which forms on our website still need to be made available in Spanish. |
| **FOUNDATION REPORT** | ▪ The Foundation is down around $50,000 in donations for the year. This is mostly due to not hosting the golf tournament. Expenses for the year are also down due to this.<br>▪ Munchen Haus hosted a benevolent night last week which resulted in a large donation.<br>▪ The Foundation has added a diversity statement to their mission statement and will aim to also diversify their board demographics.<br>▪ The Murdock Grant to help fund a mobile clinic is still in process. The grant writer, who assists them, has suggested having some matching funds for this project may strengthen their grant application. A special campaign will be launched with a goal of raising $20,000 for this project. The Foundation will match the $20,000 for a total of $40,000. |
| **VALUES** | ▪ Diane Blake shared a story about extraordinary new people. She shared a story about a, Hunter Pence, of the San Francisco Giants, who at the time was a new outfielder on the team. The team was playing in the series to go to the World Series, and he gave a pep talk to the team which boosted the team morale. The Giants won the next 4 games and won the World Series that year.<br>▪ We have some extraordinary new people on our team as well. We are currently struggling with front desk staffing due to some staff members being out due to illness. Melissa Grimm sent a message to the Leadership Team yesterday, and also included Emily Vincent, our new HR Coordinator, and Samantha Jerome, Employee Health Nurse, requesting help to cover breaks for the staff member who greets patients to take temperatures and instruct patients as they enter the facility. Within an hour all 9 days were filled with directors and other covering the breaks for each day. |
| **COMMITTEE REPORTS** | |
| a. Finance Committee | ▪ The Committee met yesterday and reviewed the revised 2020 Work Plan which was adjusted to shift some of the work that was scheduled for earlier in the year.<br>▪ Reviewed the Non-Payroll / EFT Release Policy, Capital Spending Approval Matrix Policy and the Financial Management policy. These will all be recommended for approval at the August meeting. There were very minor changes to each of these policies.<br>▪ The Financial Assistance Policy as reviewed in more detail and will also be recommended to the Board for approval in August.<br>▪ The financials are looking good due to the additional funding we have been receiving. |

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| | ▪ Reviewed the Q3 -Q4 Cash Projections Worksheet during COVID.<br>▪ Work on reducing our AR Days was planned for this year but will be delayed due to the COVID response. We will engage in this work when it can be more of a focus for the staff.<br>▪ Reviewed an initial ROI for the Endoscopy program and will continue to work through this process to determine next steps.<br>▪ Wage scale data was discussed. There are some wage scales that will be adjusted for 2021. These changes can be included in the 2021 budget.<br>▪ Discussed Bond Compliance Covenants and what reporting is required to maintain compliance.<br>▪ The 2021 Budget will be key in determining what revenue shortfalls we may experience if the pandemic continues. We need to have realistic expectations for revenue and be able to identify any potential shortfalls next year. |
| **DISCUSSION/REPORT: OLD BUSINESS** | |
| a. COVID-19 Response Activities | ▪ We have active COVID-19 in our region. We are experiencing a much higher rate than at the beginning of the pandemic. We are seeing more positive tests and more tests are being given. The percent of positive tests is high in our area. If we can get good masking those numbers are expected to come down.<br>▪ We have begun participating in weekly calls with Confluence Health and the other facilities in our region to keep communication open on how many beds are available for sick patients. There are two coalitions in the state, one is West of the mountains and the other is East. The west side coalition is very robust. The East Coalition has struggled and shut down their transfer line without communicating with the hospitals in the region. The State is working on a solution and will hopefully have a single transfer line number for all facilities. Brewster Hospital was hit a couple weeks ago with 40 COVID patients showing up at their Emergency Department, on a Saturday, who needed to be tested, some of whom needed to be hospitalized. The healthcare system in our region is strained right now. Confluence has been unable to take patients for about half of the days in the past couple weeks due to their ICU being full.<br>▪ We are not using telemedicine very much in the clinic right now. Most visits are happening in person.<br>▪ Sr. Leaders have been having conversations with Dr. Jerome on how to care for our Mountain Meadows patients and not be carriers of COVID to those patients.<br>▪ We had a couple staff members who have sick household members. The employees are not sick, but we are keeping them at home. We are working on renting a condo on a month to month basis to give employees with sick household members a place to stay so they can continue to work and away from a sick household member.<br>▪ We have had a couple staff test positive and this is expected to be from community transmission.<br>▪ There are concerns about staffing levels and directors have been asked to update their staffing plans.<br>▪ Concerns are increasing about what will happen with school. If school is completely on-line learning it may impact our families who have young children and may need to stay home with their children.<br>▪ We are struggling with turnaround times for COVID tests. Labs across the state are being inundated with tests. It is taking up to 10 days to receive some results. We are able to request stat tests. We are exploring additional labs that we may be able to use for testing.<br>▪ We have the equipment to run a quick in-house COVID test, but we are on a wait list for the reagents and other supplies that are needed to run the tests.<br>▪ We have more demand for community testing. Some local employers are looking to test all employees if they have someone who has tested positive. We are meeting that need and completing these tests. The information that Samantha Jerome and Clint Strad sent out to local businesses will help educate them on when this is appropriate. There is question about who should pay for these tests. We are holding these claims and may have some federal funds that will pay for this.<br>▪ We are offering outpatient COVID testing daily from 1:00 – 2:30. We will be receiving 300 test kits from the Chelan-Douglas Health District.<br>▪ We are still in good supply of PPE. We currently have an adequate supply of N95 masks. This is the area of biggest concern, but is consistent with trends throughout the state. |

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| | ▪ We continue to stay connected with our community, region and the state. The Brewster situation was discussed on a regional CEO call. This call resulted in additional calls with Vice Admiral Bono and Secretary of Health John Wiesman.<br>▪ We are trying to do some predicting on what may happen so we are able to care for our patients and staff.<br>▪ Cascade Medical has two negative pressure rooms which could be used to care for COVID positive patients if needed, if certain criteria are met. We could potentially take up to four with some additional equipment set-up, but this would stress staffing and PPE use. |
| **DISCUSSION/REPORT: NEW BUSINESS** | |
| a. IT Steering Committee | ▪ We have accelerated our work around a new electronic health record.<br>▪ The IT steering committee is moving forward and in the process of vetting two EMR's that have been determined to meet the needs of our facility.<br>▪ A physician advisory group is also being formed to help vet the systems.<br>▪ The urgency is due to potential issues with Centricity, which is the clinic system.<br>▪ The timeline is to select a new EMR by late August or September with a goal of beginning implementation work in January 2021.<br>▪ The goal is one system that would include clinic, hospital and Rehab services. The ambulance EMR would remain separate.<br>▪ Cerner is one of the systems. The range for that system is 5-10 million. The other system, MediTech, is a service and would have a less expensive initial output. Implementation for ether system is about six months<br>▪ We are also working with the other critical access hospitals in the region to see if we can leverage pricing with more facilities using the same system. |
| b. CT Scanner | ▪ The current CT scanner is end of life in 2021 and is on the capital expenditure list for replacement in 2022. Replacement parts may be hard to come by next year.<br>▪ We have budgeted $750,00 to replace it in 2022. Siemens, the supplier, currently has some heavy discounts with a purchase price of about $325,000. Maintenance costs stay about the same as we are currently paying.<br>▪ The unit we are considering is a 32 slice CT but is upgradable to a 64 slice unit for an additional cost of about $150,000. Currently we do not need the upgraded unit, and it would take us some time to be prepared to do the additional services requiring 64 slice.<br>▪ Sr. Leadership will be reviewing the 2020 capital purchases and determine what purchases can be postponed to 2021. The thought is it would be good to install a new unit in November when volumes are typically lower with less impact to patients.<br>▪ Leadership will come back with additional information for approval of this purchase. |
| c. Q2 Dashboard | ▪ Diane highlighted her concerns around the Community Connections goal. Her thoughts are we will not be able to focus on this area until next year.<br>▪ On-line bill pay makes sense to hold until we implement a new Electronic Health Record system.<br>▪ New service line analysis' will be held to see where things fall with changes that we are experiencing due to COVID.<br>▪ Discussed the ambulance transport objective – the goal is to identify patients who could be transported to Cascade, but for some reason are being transported directly to Confluence. The work on identifying the reasons for some of these transports is on hold. |
| **ACTION ITMES: NEW BUSINESS** | |
| a. Credentialing Approvals | ▪ Dr. Jonathan Kim's credentialing file has been reviewed by the Medical Executive Committee, CEO, and a member of the Board Quality Oversight Committee. One piece of information is still pending, Dr. Kim has been asked to complete a Continuing Medical Education course on procedural sedation. Dr. Kim stated he frequently performs this service at Confluence, but there is not evidence of enough cases in the procedure logs we received to meet criteria set in the Medical Staff Bylaws. He will be completing the course and sending the certificate as soon as he is able. There are no other concerns, and all recommend approval of privileges.<br>▪ Bruce Williams moved to approve Dr. Kim for Adjunct privileges with notification to the Board that the Procedural Sedation CME is received. Dr. Kim's privileges will be effective August 1, 2020 – July 31,2021.<br>▪ Helen Rayfield seconded the motion.<br>▪ Motion was approved. |
| **June Finance Report** | ▪ Net Margin, YTD is ($31,000)<br>▪ We had an OPEB adjustment for 2020 of $141,000. |

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| | ▪ Net patient revenue shortfall for the year is $1.4 million, but we will receive a Medicare adjustment for the cost report<br>▪ Cash receipts were good for the month. We have received CARES provider relief funds and Paycheck Protection Plan funds.<br>▪ GEMT funds of $142,000 were received, which we were expecting.<br>▪ Days in Net AR went down. Net receivables are also down due to lower volumes.<br>▪ It was discovered recently that the County is not collecting the correct amount for the EMS Levy which was renewed in 2019. The rate should be $0.50 per $1,000, but they are currently only collecting $0.38 per 1,000. Jim Hopkins has not been able to talk with the County Assessor, but the County will need to collect those additional funds next year. This will have an impact of about $360,000 in our cash collections.<br>▪ Congratulations Jim on your pending retirement. |
| **Administrator Report** | ▪ We are not doing Free Sports Physicals this year. The governing body that oversees high school sports is allowing physicals to be good for two years.<br>▪ We are doing Open Forum Meetings in August via video in order to maintain communication with staff.<br>▪ The Upper Valley MEND Free Clinic is still trying to determine when and how to re-open. Diane Blake is staying closely connected with MEND on this program. Our new Financial Counselor, who is bilingual, will be connecting with clients of MEND who may need financial assistance so they are still able to obtain care at Cascade Medical. It may be beneficial to connect the Financial Counselor with the Chamber to ensure Chamber members can share with their employees the assistance that is available.<br>▪ Diane Blake is on vacation Monday, July 27th through Monday, August 10th.<br>▪ Due to Shawn Ottley's departure, the Senior Leadership team has paused on his replacement and will be assessing the needs of the organization to determine the correct leadership position.<br>▪ Recently we have had two neighboring property owners who wanted to dig on our property. We are working to be good neighbors but need to maintain our property rights.<br>▪ We are exploring the purchase of KRONOS for a timekeeping system. Currently we are using Healthland, but it requires a lot of staff time to manage and update. A Return on Investment analysis is being completed for the timekeeping system, but we also need to complete our EMR analysis. We are hoping this will save us some money on the back end.<br>▪ Louise Bolser, LPN, is planning to retire at the end of the month. She has been Dr. Kranz' nurse for several years.<br>▪ There may be a special legislative session for the State of Washington. If this happens, it may be in November and not August as previously expected. There are huge revenue concerns in our state. Hospitals have been exempt from B&O Taxes, and this may change to help make up for some of the shortfall.<br>▪ Thank you, Jim for all your hard work as our CFO for the past five years. |
| **EXECUTIVE SESSION: Performance of a Public Employee -** RCW: 42.30.110(1)(g) | ▪ The Board moved into Executive Session at 10:50 AM for 45 minutes to discuss the performance of the CEO.<br>▪ The Board returned to regular session at 11:35 AM. |
| **BOARD ACTION ITEMS** | ▪ Check e-mail at least three times per week, or more frequently if you are home and able.<br>▪ All signature pages are being sent via DocuSign today. Please watch your email and sign as soon as possible.<br>▪ Email Jill Barich with all meetings attended for your July timecard by July 31st.<br>▪ We are working on an outside location for the retreat, which may change the agenda a bit. |
| **STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS** | ▪ Excellent meeting. A lot of insight was gained today. |
| **ADJOURNMENT** | ▪ There being no further business, Helen Rayfield moved to adjourn the meeting.<br>▪ Tom Baranouskas seconded the motion.<br>▪ The meeting was adjourned at 11:40 AM. |

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Mall Boyd
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Mall Boyd, President

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