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CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Special Meeting
Chelan County Public Hospital District No. 1
Arleen Blackburn Conference Room & Video Conference Connection
December 14, 2021

Present: Mall Boyd, President; Tom Baranouskas, Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Bruce Williams, Commissioner; Diane Blake, Chief Executive Officer; Marianne Vincent, Chief Financial Officer; Leanne Lewis, Interim Chief Operating Officer; Melissa Grimm, Chief Human Resources Officer; Jill Barich, Executive Assistant
Guests: Marlene Farrell, Foundation Coordinator, via Zoom

Topics	Actions/Discussions
CALL TO ORDER	▪ President Mall Boyd called the meeting to order at 9:00 AM
CONSENT AGENDA	▪ Bruce Williams moved to approve the consent agenda as presented. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved.
OATH OF OFFICE	▪ Mall Boyd and Tom Baranouskas both took the oath of office for their new six-year terms beginning in January 2022.
COMMUNITY INPUT	▪ None
VALUES	▪ Diane Blake shared two stories about staff that highlighted the values of Community and Quality.
FOUNDATION REPORT	▪ The Foundation Fall campaign will help purchase cardiac monitors and e-bikes for EMS staff. The goal is $77,000 for this equipment and they are about 45% to this goal. ▪ They are also doing a campaign to replace AED's throughout the community along with additional units and education. This is a $40,000 campaign and they have raised 63% of the needed funds. ▪ The Think Pink campaign to help pay for mammograms was very successful. The Foundation worked with several businesses around town and raised about $4,500. ▪ The Foundation now has student interns through the career connections class. They have attended a couple meetings and helped stuff envelopes for the Fall Campaign. ▪ The Foundation is considering changing their meeting time to a different day of the week and possibly a different time. ▪ They are working with P2X on a video to recognize their 30-year anniversary. ▪ Work is already starting on the golf tournament for 2022.
DISCUSSION/REPORT: OLD BUSINESS	
a. COVID-19 Update	▪ Regionally the case rate is 329.8/100,000 over a 14-day period. This has dropped from a month ago. Confluence is still quite full and not accepting interfacility transfers except stroke, cardiac and trauma. They were at 93% capacity last week. There is a high demand for patients who need care that was put off due to COVID. Demand for ventilators remains high throughout the state. Hospitalizations and deaths are up over the past 14 days. ▪ There is not a high rate of flu yet, but a higher rate of RSV. ▪ The Respiratory Clinic has been moved next to Endoscopy. Portia Kamps, PA-C is working the respiratory clinic in the afternoons. ▪ Vaccines and boosters are available and patients can sign up on-line. ▪ We are giving Regeneron and monoclonal antibodies when appropriate for high risk Covid positive patients. ▪ We continue to be challenged with vendors being compliant with the COVID mandate. We are experiencing some challenges with finding vendors for some services.
b. MediTech Report	▪ We will have a Scaled Data staff member attend today's leadership team meeting to encourage staff to complete the training to test the system.
c. Board Education Plan	▪ The January education session will be led by commissioners
DISCUSSION/REPORT: NEW BUSINESS	
a. Department of Health Inspection	▪ The DOH was on-site in November to complete our State licensing, CMS and Fire and Life Safety surveys. Typically, the licensing and CMS surveys are held different years. ▪ Some of the areas of deficiency noted include: documentation of training; policies needed to be clarified; outdated supplies in carts; building egress concerns; sprinkler system testing documentation was not able to be provided.

	▪ Leanne Lewis, Interim COO is the lead for ensuring we are meeting our plan of correction. The Board QOC will get a report to ensure the corrections are being completed and the changes are sticking.
b. Diversity, Equity and Inclusion Work	▪ We joined the WSHA Equity Collaborative and Melissa is the lead on this project. ▪ Megan Baker, Aisha Houghton, Sabine Kaul-Connolly, Natasha Piestrup, Sarah Portin and Melissa Grimm are the internal committee members. The project they agreed to work on is Pronouns. Due to needing to print new badges this work was sped up. ▪ Today at the Leadership Team meeting Dr. Vargas will be providing education to directors and other key staff.
c. 2022 Meeting Dates	▪ The proposed meeting dates are acceptable to all commissioners.
d. 2022 Board Committee Assignments	▪ In January the Governance Committee will recommend a slate of officers and committee assignments for 2022 for approval.
e. Draft Board Objectives	▪ Reviewed the draft board objectives for 2022 which have an emphasis on education and commissioners obtaining and/or maintaining board certification. ▪ At some point during the year, each commissioner will be asked to bring an article for discussion as part of the board education. The topic should be on a topic the commissioner is interested in learning more about. ▪ When WSHA releases the 2022 education schedule, we will include a discussion to determine which sessions commissioners may find beneficial to view together. ▪ Check in quarterly on planning for community engagement. ▪ The wording of the objectives will be reworked and presented for approval in January.
f. Resident Advisory Council	▪ At the November meeting the Governance committee mentioned the idea of creating a Resident Advisory Council, similar to the Part Time Resident Advisory Council. ▪ This would take the place of the Community Leaders dinners. ▪ This idea will be sent to the Governance Committee to review and bring suggestions to the full board.
COMMITTEE REPORTS:	
a. Finance Committeel	▪ Revenues in 2021 have been good and we received some unanticipated grant funds. ▪ Salaries and wages were approved in the 2022 budget. Since then, there has been an increase for hourly non-union staff, as well as market adjustments for some directors and Sr. Leaders. ▪ The Finance dashboard shows quarterly data as well as YTD data. Going forward the dashboard will show YTD results. The committee will continue to refine how the metrics are measured. ▪ The committee recommends approval of DZA as the auditors for the 2021 audit work. ▪ The committee self-assessment was reviewed and members were all on the same page. There was a lengthy discussion on priorities for next year. ▪ Working on more long-term financial planning is an area the committee would like to see developed in a more structured way. ▪ Our cash position is very good, but the committee needs to consider how that cash may be needed in the coming years. ▪ The Finance work plan was reviewed. The Finance department has done a great job with all the additional reporting that is required due to the COVID grant funds.
b. Governance Committee	▪ The committee spent a lot of time on succession planning and board education. ▪ There will be more succession planning work scheduled for 2022. ▪ Board education has been emphasized and board certification is important for all commissioners. ▪ The retreat gave us a chance to hear from providers which was appreciated. ▪ The committee self-assessment survey shows everyone agreed we were doing the right work.
c. Quality Oversight Committee	▪ The committee has made good progress, but there is still more work to be done.
d. WSHA Board Meeting	▪ There was a lot of discussion on state legislative issues. There are several issues that will affect hospitals, some of which will affect us. ▪ There are concerns about proposed rigid nurse staffing ratios and a need to educate legislators on the challenges these may present to rural facilities. ▪ Virtual advocacy days are scheduled for January. ▪ The WHSA Board voted to add Equity as one of their Values.

ACTION ITEMS: NEW BUSINESS	
a. Dingus, Zarecor & Associates 2022 Engagement Letter	▪ Bruce Williams moved to approve the DZA Engagement Letter for the 2021 Audit and related work. ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
b. Credentialing Approvals	▪ Tom Baranouskas moved to approve credentialing for the following providers: • Dr. Kevin Morris – Consulting • Dr. Jonathan Reed – Provisional Teleradiology ▪ Mary Helen Mayhew seconded the motion. ▪ Motion was approved.
October Finance Report	▪ October was the first month that we had a negative margin ▪ Professional fees were over budget as we received multiple months of invoices from Scaled Data. There were also several high pharmacy expenses for medications. ▪ We received about $60,000 for insurance proceeds for the chiller failure this summer. ▪ In-patient volumes were down. ▪ Marianne reviewed the contractual allowance numbers and feels they are where she would expect. ▪ The Paycheck Protection Program and Cares Act funds have been excluded from the financial statements. ▪ Cash receipts were high in October with cash collections from the levy. We also received a settlement for the 2020 cost report. ▪ Days in Net AR went up. Overall, the AR balance is up a small amount. The business office is at half-staff. The two staff members on leave are expected back in January. The Trubridge staff who are working to help bring down the AR balance for the transition have completed training and just begun working our accounts. ▪ Dingus, Zarecor & Associates will be conducting the single audit for the CARES Act funds which may take place in December. ▪ Sr. Leadership has approved the addition of a full-time accountant position to help with the workload in the Accounting Department. This person would help with the open payroll position. There is also a temp who may be able to transition into the AP role.
Administrator Report	▪ There is new legislation this year which some law enforcement agencies are interpreting as they cannot engage in their work unless a crime has been committed or is in the process of being committed. This has put more stress on our staff in that they cannot call law enforcement, as we have in the past, when there is potential risk of something happening. Law enforcement is also not responding to mental health issues. Now just the ambulance crews are sent. There have been some instances when we have not sent crews due to safety concerns for the staff. There will be a proposed legislative fix which should help. ▪ We hired Samantha Linn, PA-C to be the Outreach provider. She is job shadowing with our locum Physician Assistant, Portia Kamps. Dr. Merritt and Dr. Raiche will be her supervising physicians. ▪ Portia was scheduled through the end of December covering for Kelly Boeing's maternity leave. Kelly will return in January but it was determined having an extra provider through Go-live would be helpful. Portia will stay through the end of February. ▪ The Cash Drive for the Community Cupboard brought in $6,210. Scaled Data pitched in as well, which was appreciated. ▪ There has been a lot of work on provider scheduling and who will be covering the Emergency Department. Dr. Richardson is off the schedule in Q1 for night coverage but will cover PA's during the day. Dr. Butruille would like to be off the schedule in Q2. We are looking at trialing having a PA cover at night with physician coverage via phone. Dr. Raiche and Dr. Merritt are interested in coming off the night schedule as well but are willing to wait. Diane is hoping to be able to present numbers to the board on how these changes affect our costs. The goal is that providers will be able to open up their practices to serve more patients in the clinic if they are not working the ED. ▪ We are recruiting for a FT ED physician to help fill the night shifts previously covered by clinic providers. We are not receiving a lot of applicants. ▪ WSHA is leading work on workforce and training for new healthcare workers. Melissa Grimm is working with Wenatchee Valley College School of Nursing so they know we are willing to take more clinical rotations. Other hospitals around the State are doing the

	same with their local schools. There is an attempt to get around $40 million for education and better wages for instructors. ▪ WSHA Executive Committee and the Executive Committee of the Washington State Medical Association met following the WSHA Board meeting. There are a lot of shared interests between the two organizations with shared legislative goals. ▪ We passed our FDA MSQA inspection for mammography. This was a more difficult inspection and passed with no formal findings. Thank you to Andrea Lopez for all her work in preparing for the inspection.
BOARD ACTION ITEMS	▪ Complete your timecards for December. ▪ Check e-mail at least three times per week, or more frequently if possible. ▪ Signature pages are being sent via DocuSign today. Please sign as soon as possible. ▪ Please provide Jill dates when you will be out of town and not checking email. ▪ Special board meeting on January 18th in Executive Session. ▪ Sign up for WSHA Virtual Advocacy Days – January 24th – 28th. There will be a training session the week prior.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ None.
ADJOURNMENT	▪ There being no further business, Tom Baranouskas moved to adjourn the meeting. ▪ Mary Helen Mayhew seconded the motion. ▪ The meeting was adjourned at 11:25 AM.

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Mall Boyd
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Mall Boyd, President

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Helen Rayfield
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