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CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Meeting
Chelan County Public Hospital District No. 1
Arleen Blackburn Conference Room & Video Conference Connection
March 23, 2021

Present: **Via Video Connection**: Mall Boyd, President; Tom Baranouskas Vice-President; Mary Helen Mayhew, Commissioner; Helen Rayfield, Commissioner; Bruce Williams, Commissioner – Excused Absence; Clint Strand, Director of Public Relations
On-Site: Diane Blake, Chief Executive Officer; Pat Songer, Chief Operating Officer; Marianne Vincent, Chief Financial Officer; Melissa Grimm, Senior Director of Human Resources; DeAnna Griggs, Senior Director of Nursing; Jill Barich, Executive Assistant

Guests: **Via Video Connection**: Kathy Jo Evans, Director of Accounting; Strode Weaver, Foundation Member; Duane Goehner, Community Member

Topics	Actions/Discussions
CALL TO ORDER	▪ President Mall Boyd called the meeting to order at 9:00 AM, following a board education discussion of a case study from the American Hospital Association.
CONSENT AGENDA	▪ Mall Boyd pulled the agenda from the consent agenda to add an Action Item to authorize Diane Blake to sign the IAFF contract once ratified by union members. ▪ Mary Helen Mayhew moved to approve the consent agenda less the meeting agenda. ▪ Helen Rayfield seconded the motion. ▪ Motion was approved ▪ Helen Rayfield moved to approve the revised meeting agenda. ▪ Tom Baranouskas seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ None
FOUNDATION REPORT	▪ The golf tournament is scheduled for June 21st at Kahler Glen. There was interest to hold the tournament at a different location. Sponsorships are going well with $12,000 committed already on a goal of $20,000. The goal is 100 – 110 golfers for the day. ▪ Finances are in good shape. Fundraising continues on the safety equipment for the ambulance. ▪ There are three benevolent nights scheduled for 2021: Munchen Haus on June 1st; Bavarian Bistro in September and Wildflour on October 13th. ▪ Garden & Art Tour is scheduled for August 7th. There are 10-12 artists who will be showcasing their work at each of the gardens. ▪ The Charm walk is being planned for September, potentially the weekend of Autumn Leaf Festival, if it is held. ▪ The Murdock Foundation Grant was awarded for the purchase of the mobile clinic for $125,000.
PUBLIC RELATIONS UPDATE	▪ Clint Strand reported the vaccine tracker is on our website. There is a red or green light to let people know when appointments are available. We are sharing this information on local social media pages. ▪ The Annual Report to our community will be going out in the next couple weeks. There is an introduction from Diane recapping the past year, as well as information about growth and the news about our mobile clinic. ▪ Commissioner, Bruce Williams was integral in promoting the virtual forum on social determinants of health with Congresswoman Kim Schrier, Diane Blake, Bob Marks, UV MEND and Flor Murgui-West, Cascade School District. There was good turnout for a Friday. We hope to have additional conversations like this with our community.
VALUES	▪ Diane Blake share thoughts on why the culture of our shared values is so important. ▪ CM team members have embraced our culture of shared values. ▪ Diane shared two notes that were received recently from community members thanking staff for their hard work.
COMMITTEE REORTS	
a. Medical Staff Meeting	▪ An orthopedic surgeon had planned to provide education but had to postpone his presentation at the last minute. ▪ Dr. Kranz spoke about his new role with the Upper Valley Free Clinic. ▪ Providers are excited about the new EMR and are willing to put in the work to make the system work well.

DISCUSSION/REPORT: OLD BUSINESS	
a. COVID-19 Response Activities	▪ Regionally, we are better than last month with infection rates at 168.3/100,000. Last week numbers started to rise again. Regionally it is believed the rise is due to the new variants that are circulating. Hospitalizations are on the rise across the state. There is concern we are heading into a fourth wave in April. ▪ Facility wide we are maintaining all of our precautions and are prepared to take additional hospital patients if needed. ▪ The entire state is now in Phase 3, which has increased capacity to 50% for a number of indoor activities. Conference room capacity should be increased with this change, which will give us more flexibility in scheduling internal meetings. ▪ At some point vaccine hesitancy will come up and will need to be addressed. ▪ New recommendations are coming out that in the workplace some behaviors can be changed if you are vaccinated. Some PPE changes may be coming and we are preparing staff for these changes based on national guidelines. ▪ Broadly we are concerned about the availability of vaccine. We received our first state allocated vaccine in six weeks. These will be administered on Friday, March 26th. We have received vaccine from Confluence, from their supply, when none was allocated to us by the state. There is concern about the inequity to rural areas. ▪ Online scheduling for vaccination appointments is available on our website. We are able to assist those who do not have internet access. ▪ We should be receiving a refrigeration unit for vaccine which will help in getting vaccine to the outlying areas in our community. We may be able to use the mobile clinic when it arrives in a few weeks. ▪ The criteria for who is eligible for vaccine is widening and more people will be able to get vaccinated. ▪ Staff vaccination rate is at 75% for Cascade Medical. Some facilities throughout the state are reporting much lower vaccination rates. ▪ There are some challenges with regulatory guidelines on how we navigate with differing requirements from state agencies. The State Attorney General's office sent a letter to some large facilities telling them they needed to have proof that the people vaccinated met the current criteria, although the Department of Health was telling facilities they did not need to have proof of people meeting criteria.
b. MediTech Report	▪ The project is moving ahead as scheduled with MediTech's timeline and our own timeline. We are working on due diligence and data gathering. ▪ We are on track for a mid-May access date, where we will have access and MediTech will be building the system. ▪ Christiane Brown is our project manager and is doing a fantastic job. Kim Smith, from Scaled Data is also working on project management for us. ▪ Chad Schmitt, is working with our current EMR vendors on transferring data over and determining what data is archived. ▪ There is a lot of FTE time that will be committed to the project.
DISCUSSION/REPORT: NEW BUSINESS	
a. June Board Meeting Date	▪ The June board meeting is typically the third Tuesday of the month due to the Rural Health Conference in Chelan. Since the conference is not happening this year, we are asking if commissioners are open to moving the meeting to the fourth Tuesday. This would give management time to complete May financials. ▪ Mary Helen Mayhew moved to change the meeting date to June 22nd. ▪ Tom Baranouskas seconded the motion. ▪ Motion approved
b. Mobile Clinic	▪ Initially the thought was we would purchase a used mobile clinic, but those are not currently available. ▪ We were able to locate a unit already in the build process that is a two-room clinic, and small enough it does not require the driver to have a Commercial Driver's License. We should receive the unit by mid-April. ▪ Commissioners are excited about the arrival of the mobile clinic and the opportunities it will present for us and shows we are adapting to the needs of our community.
c. Employee Engagement Survey	▪ The results of the engagement survey were received a little over a month ago and Sr. Leadership has identified four areas of focus: ▪ Performance evaluations ▪ Education

	▪ Leadership development ▪ Wages ▪ The plan is to move performance evaluations to KRONOS, our time and attendance system. Staff can complete self-evaluations and access the system from home. ▪ Education and development – staff would like opportunities for ongoing education. The board approved an additional FTE for 2021 which will be utilized for an educator position. The focus will be facility wide education for staff. ▪ Leadership development – we have several new "lead" positions and plan to provide education for them to be able to back up their directors. We will also develop some inter-departmental communication training for staff. ▪ Wages – Cascade Medical wants to ensure no position has a starting wage below $15.00/hr. There are about seven positions that are currently below this target and work will be taking place to adjust these wage scales. ▪ Melissa Grimm and Clint Strand will be working together to communicate with all staff on the areas Sr. Leadership has chosen to focus on in 2021. ▪ All the elements of the work will be tracked on the dashboard to show the progress.
ACTION ITEMS: NEW BUSINESS	
a. Resolution 2021-03 – Surplus Equipment	▪ We are requesting to surplus a new LifePak20 defibrillator. When the unit arrived it was determined it was not what we needed and is being returned for a unit that will better meet the needs of our facility. ▪ Mary Helen Mayhew moved to approve Resolution 2021-03, Surplus Equipment. ▪ Helen Rayfield seconded the motion. ▪ Motion was approved.
b. Credentialing	▪ Helen Rayfield moved to approve the following Real Radiology providers for Provisional Teleradiology Privileges effective April 1, 2021 – March 31, 2022: o Dr. Jason DiVito o Dr. Monjari Gillian o Dr. Kevin Marcum o Dr. Fang Yu ▪ The files have followed our approved process and been reviewed by the Department Director, Medical Executive Committee, CEO, Board QI Committee representative, and all recommend approval. ▪ Tom Baranouskas seconded the motion ▪ Motion was approved
c. IAFF Agreement	▪ Negotiations with the IAFF union representing our Paramedics and Emergency Medical Technicians were held last week for a day and a half before reaching a tentative agreement, which the IAFF members need to ratify. ▪ Highlights of the agreement: o Currently the contract has set dates for changes to wages, which is difficult to administer. Changes will now go into effect on the first of the pay period following the event, such as annual increases and step increases. o Pay increases are the same 3% approved by the board for all staff. o There are changes to allow for better management around scheduling overtime o Uniform purchases must be approved in advance. o Blood alcohol level change from 0.04 to 0.02 which is the DOH standard. o Current staff will be grandfathered into the current PTO and sick leave accruals. New hires after April 1, 2021 will have Paid Time Off and sick leave accruals more in-line with all Cascade Medical staff. ▪ Mary Helen Mayhew moved to authorize Diane Blake, CEO to sign the IAFF agreement once ratified by the union members. ▪ Helen Rayfield seconded the motion. ▪ Motion approved.
January Finance Report	▪ January net margin was $224,000 compared to a budgeted net loss of ($13,000). ▪ Swing bed, Lab and Emergency Department were all over budget for gross revenue. ▪ Other Ops Revenue - $22,000 is the EMS levy dollars being collected this year that were not collected in 2020 due to a County error. ▪ Professional Fees and Professional services were both over budget. The Admin dollars ($21,000) will be pulled back into 2020, which is a normal process in the audit preparation work. There were also radios purchased in December for the ambulance team and that expense will be moved to 2020 due to the timing of the purchase.

	▪ Professional fees – the Nurse Registry expense is to cover an open full time night Emergency Department RN position. ▪ Cash Receipts were $1.8 million on patient accounts. ▪ Days in Accounts Receivable are up slightly due to volumes. ▪ We should be receiving notification on the Paycheck Protection Program loan forgiveness at any time. ▪ State Accountability Audit – We are waiting to hear from the Auditors office on scheduling the exit conference. ▪ Our financial audit with our accounting firm, Dingus, Zarecor & Associates will be starting in the next couple weeks. DZA will also be working on our cost report. ▪ On-line bill pay is active on our website for patients to utilize
Administrator Report	▪ Legislative session updates: o State budget projections are looking better, partially due to some additional federal funding. o Hospitals have had some successes on a bill to protect in-state care providers in a time of emergency. o Audio only telemedicine payment parity– there is a lot of support in the legislature for this bill. It would provide for facilities to bill for phone visits with patients if they are unable to connect via a video appointment. As a rural health clinic our ability to bill for and be paid for these types of visits, outside of an emergency, is still unknown. o There are still a few challenging bills that could be passed. These include increased data reporting requirements; contracting; presumptive benefits for healthcare workers; and Qui Tam. ▪ WSHA is a great advocate for all hospitals and do a great job of educating lawmakers. ▪ Since the last board meeting, we needed to make an unplanned capital purchase, on an emergent basis, to replace a washing machine for just under $15,000. The machine replaced was at end of life, however we could not wait until the board meeting to replace this unit. ▪ Space planning – the solarium room off the Arleen Blackburn room needs to be improved for better use and needs to have proper heating, cooling and soundproofing. Management hopes to have estimates on upgrading this area in April. ▪ We are struggling on how to provide clinic patients after hours support such as a nurse advice line. As a Patient Centered Medical Home clinic, we are required to have an after-hours advice line to support our chronic disease care patients. Currently patients call the Emergency Department (ED) for advice which does not always provide patients with advice as quickly as we would like. Staff are not always able to answer patient questions right away and documentation needs to happen in multiple systems. We could use a nurse advice line, which can be very expensive, but it is being researched. More to come when management has a recommendation for the board. ▪ The next Part Time Resident Advisory Council meeting is April 17th. Topics we may discuss with this group are: o Telehealth – have they engaged in telehealth in their communities? Did it work well or not? o Marketing discussion – how to reach new people in our community and how do we let them know we provide high quality care? o Mobile clinic - needs from a part time resident perspective o Let us know if you have other topics we should ask this group. o If you know any part time residents in the community who may be interested in joining this council, talk with them and then connect them with Diane.
BOARD ACTION ITEMS	▪ Check e-mail at least three times per week, or more frequently if possible. ▪ All signature pages are being sent via DocuSign today. Please watch your email and sign as soon as possible. ▪ Send golf tournament sponsorship check for $125.00 made payable to CM Foundation to Jill. ▪ Upcoming Training: o WSHA webinar – Governance Rules of the Road - April 8th o Safety & Quality Summit, May 13th o Board and CEO workshop – June 29th

	○ If you are interested in attending the Safety & Quality Summit or the Board and CEO Workshop, contact Jill and she will take care of registration. ▪ Please provide Jill dates when you will be out of town. ▪ Provide a list of meetings you attended in March to Jill by March 26th.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ The current state proclamation prohibits in-person Open Public meetings. We cannot meet in person again until the proclamation is.
ADJOURNMENT	▪ There being no further business, Tom Baranouskas moved to adjourn the meeting. ▪ Mary Helen Mayhew seconded the motion. ▪ The meeting was adjourned at 10:52 AM.

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Mall Boyd
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Mall Boyd, President

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Helen Rayfield
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