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
October 26, 2022

Present: Tom Baranouskas, President; Bruce Williams, Vice-President; Mall Boyd, Commissioner; Jessica Kendall, Commissioner; Gustavo Montoya, Commissioner; Diane Blake, Chief Executive Officer; Pat Songer, Chief Operating Officer; Marianne Vincent, CFO; Melissa Grimm, Chief Human Resources Officer; Tammy Spencer, Executive Assistant; Clint Strand, Public Relations Director; Natasha Piestrup, BSN, RN, Director of Nursing; Via Zoom: Chad Schmidt, Chief Information Officer; Molly Bloss, Director of Informatics; Corey Rubinfeld, PA-C; Colby Toll, Human Resources Coordinator; Lester Stoltz, CM EMT

Guests: Amanda Werden, CM EMT; Jennifer Andrews, CM EMT; Doug Williams; Dr. Karl Kranz; Skip Claeson; Duane Goehner; Via Zoom: Taya Briley, WSHA Speaker; Cassie Sauer, WSHA Speaker; Mary Km, Kerry Herrington

Topics	Actions/Discussions
CALL TO ORDER	▪ President Tom Baranouskas called the meeting to order at 5:30 PM.
CONSENT AGENDA	▪ Mall moved to approve the consent agenda and minutes. ▪ Gustavo seconded. ▪ All in favor.
COMMUNITY INPUT	▪ Duane Goehner presented a message to the Board of Commissioners with an invitation to attend a community meeting.
VALUES	▪ Diane read a passage about the value of integrity by Frank Deford.
FOUNDATION REPORT	▪ Shannon Keller gave Foundation update. Marlene has been an incredible help as the Foundation has been recruiting for the administrator position. Foundation has filled the position with a great replacement in Nevonne McDaniels. ▪ Jive Time was a big band event at the Snowy Owl Theater. 118 people attended and raised more than $3,000.00. ▪ Charm Walk raised $2,400. ▪ Benevolent Night at Colchuck's was a great event that raised $5,100. ▪ Benevolent Night at Wildflower is still in the process of reconciling.
PUBLIC RELATIONS REPORT	▪ Immunization drive at Alpine Lakes Elementary immunized over 90 individuals. ▪ Patient services team participated in an October 19th open enrollment night to assist folks with insurance questions and navigation of insurance plans. ▪ 3 weeks of Octoberfest went incredibly well. CM Paramedics and EMTs were on hand to assist in the mobile clinic. ▪ Finalized a response piece that was published today, to the op-ed that was published last week in the Echo. ▪ CM is continuing to survey the community regarding health needs. There has been work to get the word out about the Community Health Needs Assessment (CHNA). Using social media, and a mailer in English and Spanish with a QR code and a phone number. A big thank you to Commissioner Montoya helping get the word out to the key communicators in the Hispanic community to make sure they are aware of the opportunities available.
REPORT FROM WASHINGTON STATE HOSPITAL ASSOCIATION	▪ Cassie Sauer and Taya Briley from WSHA gave insight into the current challenges that hospitals around the state are currently dealing with. ▪ WSHA is in place to assist the hospitals around Washington State to support and assist them. WSHA works with all hospitals to bring them together as well as guide and support the hospitals and sharing best practices. ▪ PNWPOP inpatient outpatient data flow to assist with sharing data. Informs all in Government affairs and safety and quality and on the behalf of the hospitals their market shares and safety and quality. ▪ WSHA actively brought in masks and other PPE's when other states could not. ▪ Covid deaths per population chart shows Washington state had one of the lowest death rates due to the collaboration of the network in Washington state ensuring the care of patients and the care available to them. ▪ Hospitals across the state are quite full and there has been serious delays in getting patients transferred when needed and causing a real issue with beds being full with some patients that do not need to be in the hospital. An unnecessary 90 day stay will take the place of 30 patients.

	▪ First 6 months of 2022 compared to that same period in 2021 there was a huge spike in the cost of staff. The increasing inflation has made an incredible impact on all hospitals. There has been a 1.1 billion dollar loss across all hospitals in WA for the first half of 2022. ▪ WSHA will advocate for an increase in Medicaid rates. ▪ WSHA will work to continue to oppose hospital staffing mandates. ▪ Pursuing a proactive nurse staffing legislative package.
DISCUSSION/REPORT: OLD BUSINESS	
a. IT Update	▪ We are moving past the bulk of the Meditech work and working to bring stability with various systems to assist with issues and prioritizing them. ▪ In terms of general IT ticket, we have seen a significant down tick in reported issues. This month we have less than 200 reported issues. ▪ Concerning cyber security issues, we are continuing to train employees and do our best to protect the system. ▪ Technology solutions: working with various teams like Natasha and Whitney we are working through what a patient room might look like in the system. What technology would be appropriate and what values are needed in the system to provide the best patient experience.
b. CHNA Update	▪ Board and Staff met on October 21st and work was done on the survey. The survey is critical to our CHNA work to continue striving to gather data and community input. ▪ Jody shared more data based on claims information that came from our hospital district, showing opportunities for growth in specific service areas. ▪ CHNA is also being combined with our strategic planning. CM will be looking at new models such as team based care and how that would affect staff and patients. ▪ Board has decided they may need another CHNA meeting scheduled after the October 21st meeting and before the November 15th meeting.
DISCUSSION/REPORT: NEW BUSINESS	
a. EMS Backcountry Rescue	▪ Braden Kirk shared an incredible rescue made by the EMS team with video and slides. It was a heroic rescue. Chelan County Sheriff's Office, Cascade Medical, Wenatchee Fire and Rescue and Chelan County Mountain Rescue responded to the incredible rescue that happened on October 10th. A testament to the various groups working together as one for a successful rescue.
b. Nursing Petition Follow-up	▪ CM Board responded to the Nursing petition with an email, addressing the petition concerns around leadership structure and nursing education. ▪ Natasha Piestrup, Director of Nursing, discussed how she works with and partners with other executive team members and she discussed her plans for increasing educational opportunities in tandem with meeting with nursing staff to ensure good understanding of their needs
c. Q3 Dashboard	▪ 2022 has been very difficult however there is a lot of good work happening and that is evident in the dashboard. The dashboard is showing a great number of goals being met. ▪ Quality structure shows red, however there has been a huge amount of work happening. This is behind, we had intended to work with all departments however with other competing priorities we are trialing this with 2 departments and we will move forward with this work. We are close to having it completed. ▪ Behavioral Health: now with our system a patient can get seen via our new telehealth partner within days rather than weeks if we refer them locally. ▪ Work occurring around Team Based Care and how that positively impacts providers and community. We reorganized the Emergency Department coverage and currently working on inpatient coverage and how we can admit and assist more patients. ▪ We know medical schools have not been producing enough family practice providers to take care of an aging population we are looking into the future and finding ways in which we can move CM to a place where we provide better access to the hospital. ▪ CM is engaged in rapid process improvements. ▪ CM continues to work with local schools, provide education with students with rotation, they are our new workforce. ▪ CM participates with WSHA's equity of care collaborative.
COMMITTEE REPORTS	

a. Finance Committee Report	▪ October 13th and October 24th Finance Committee meetings were both focused on budget work. ▪ Employee compensation is another big focus. CM is in a strong cash position and the committee recommends no less than a 6% increase in wages for non-union employees for 2023. ▪ Cascade Medical has 13 million dollars in cash reserves.
b. Part Time Advisory Council	▪ October 22nd was the second meeting of the year for the Part Time Advisory Council, first meeting was in April. The CM Board asked the council for their input concerning urgent care and team-based care and we received some great feedback from the group. The group really appreciates the CM Board attending their meetings and feeling valued to CM. ▪ The Part Time Advisory Council had positive feedback concerning the team-based care.
c. WSHA Board Meeting	▪ All Hospitals in Washington State are members of Washington State Hospital Association (WSHA) and WSHA and WSMA work well together to keep a pulse on the legislation that impacts the hospitals over the state.
d. September Finance Report	▪ September Results are $261,000 negative variance to what was budgeted for the month, with had a 215,000 negative margin. Compared to budgeted margin of $46,000. For the year that puts us at a negative margin at $1,691,000 compared to a budgeted amount of 420,000 for a negative variance of to the budget of about $2.1 million. ▪ Gross patient revenue is down about 500,000 from what was budgeted for September. ▪ September stats: ED volumes and ambulance volumes were slightly above what we had estimated. Everything else was below budget. Inpatient volumes were quite low. October will reflect an uptick in volumes. ▪ Salaries and benefits continue to be over budget through the year with ED and ED provider wages. There has been a change in the provider structure that impacted the budget. ▪ Pro fees continue to be over budget for the year by 211,000. Due to Medication review in the pharmacy consulting fees, nurse registry fees in acute are higher than budgeted. Radiology Department we had an Interim Director and those fees associated. Purchase Services/Business Office was a substantial portion of the variance to budget and that was the work to roll down the legacy system and bring in the data to Meditech. ▪ Cash Receipts for the month of September were $2.1 million compared to a budget $1.9 million with a positive variance of $207,000. Payments on patient accounts were higher than those that were budgeted. ▪ Net and gross AR has gone down. ▪ Late October we have received just over $1 million for our cost report settlement. CM has received a check from the Foundation in the amount of $69,000 for the Life Pak monitors and the Holter monitors. ▪ Currently working on the interim cost report which will help us with our Medicare reimbursements for 2022.
2023 BUDGET HEARING – 2ND READING	
a. 2023 Budget	▪ Volume forecast, there was a discrepancy on our reports in the September Board meeting and that has been updated and confirmed the 16.8% increase is an accurate projection for the clinic. ▪ It is a management goal to learn where the gaps are in the clinic and address those gaps. Lab volumes have been raised a bit and you will see that in the supporting budget documents. ▪ We estimate a 5% growth in our acute services, 6% in the swing beds, 2% growth in the emergency department and then the 16.8% growth in the clinic. ▪ CM will be undertaking a chargemaster review. ▪ In the budget we show a 1.5% non-union/non-management staff increases and there are also built into the budget the bargaining unit step increases. ▪ Supplies we have an 8% increase budgeted. ▪ Our medical benefit premiums are going up by 11%. ▪ CM has included a $90,000 Foundation donation estimate and increased in our EMS and maintenance and operations levies of 1%.

	▪ We have 4.2 FTE's that we have chosen not to fill this year. ▪ The Budget as it is right now, is at a negative $300,000. ▪ After adjusting levy and bond revenue after receiving the levy information from the County we have been able to make some large increases. ▪ CM annually does market rate analysis and increases. Even with this continuous work, inflationary pressures are driving up wages and the recommendation will be to provide an annual increase that supports retention of valuable staff, even though it will result in a negative margin budget. ▪ Note if you look at our net margin at any point in time our depreciation number which is over 2 million dollars is not a cash item so that will affect our net margin and not our cash flow. ▪ We did do a WSNA wage adjustment midyear which also affected our variances to the budget throughout the year.
ACTION ITEMS: NEW BUSINESS	
a. Resolution 2022-07	▪ Operating Budget 2023: Bruce made a motion to approve the 2023 Budget as presented with an annual increase of 6% across the board. Gustavo seconded, all in favor.
b. Resolution 2022-08	▪ Regular Levy: Bruce made a motion to approve, and Mall seconded, all in favor.
c. Resolution 2022-09	▪ EMS Levy: Bruce made a motion to approve, Gustavo seconded, all in favor.
d. Credentialing	▪ Mall moved to approve the re-appointment of Dr. Gentles and the appointment of Les Landry PA-C. Motion seconded and approved.
e. Resolution 2022-10	▪ Surplus Equipment: Bruce made a motion to approve the disposal of the Mid Mark exam table. Mall seconded, all in favor.
f. Resolution 2022-11	▪ Surplus Equipment: Bruce made a motion to approve the disposal of the Lang Commercial Range. Jessica seconded, all in favor.
Administrator Report	▪ Bruce Williams won the WSHA Annual Governance Award. ▪ Sabine Kaul-Connolly, Occupational Therapist, used to work at OSHU and she and a co-worker created the Cognitive Pyramid, a way to communicate expectations for patients and care givers. It's been published in a peer reviewed journal and Sabine has been asked to speak at conferences. ▪ City Healthy Community group meets periodically, and it includes various local leaders and provides a way to stay connected and how we can continue to build a healthy community. ▪ Diane participated in WSHA Media briefing, informing the public of the on-going difficulties of the hospitals in the state. ▪ Gearing up for employee listening sessions and all hospitals across the state have committed to holding similar sessions. The meetings are for staff to talk about anything that they would like and provide input on continually improving working environment. ▪ At request of Med Staff, we're adjusting meeting times to a mix of mornings and evenings. ▪ Greg Horton will be leaving CM to have a job closer to home. Chad Avery will be replacing Greg. He has worked with Greg previously and has great experience in the field. ▪ Continuing to work on Provider recruitment. Dr. Kendall has been hired and we hope to have her on site no later than March 1, 2023. Dr. Fosnaugh's last day is next week, and we are recruiting for her position. Recruitment is slow, even with utilization of a recruiter. We have an interview in early December. CM will also have a Locum Provider here and he will be working in the hospital and the clinic and help with the coverage. ▪ The clinic team is gathering providers and will be bringing in a trainer to have education on inclusivity and Dr. Kendall will also be coming in to join that education. We will also have that trainer working with our PSR staff. The state will also have a lot of new data collection requirements and we want to be ahead of the curve on that training.

	▪ Resiliency training will begin next week and there is an AI program to help build resiliency and there will be about 16 staff members that will be trained on the resiliency program. ▪ Highlight how our medical staff works well together and their problem solving is great.
Board Action Items:	▪ Please check your email two or three times a week. If you have not done the survey, please do the survey.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ Discussion around the rescue and how fantastic that presentation was from the EMS team.
ADJOURNMENT	▪ There being no further business, Tom moved to adjourn the meeting. ▪ Mall seconded. ▪ All in favor. ▪ The meeting adjourned at 9:00 PM.

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Tom Baranouskas, President

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Mall Boyd, Secretary