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
September 28, 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; Tammy Spencer, Executive Assistant; Clint Strand, Public Relations Director; Natasha Piestrup, BSN, RN, Director of Nursing: Dr. Jerome: Dr. Butruille; Chris Foster, Director of Radiology: Zoom: Dr. Kathy Fosnaugh

Absent: Melissa Grimm, CHRO: Chad Schmidt, Chief Information Officer

Guests: Shawn Mork(Reed), Christine Baker, Marion Winters, Oneida Duvan, Carmen Garrison, Katrina Rostedt, Aaron R., Doug Williams, Mark Strausfield, Mark Magnuson, Christina Smith, Brad Piers, Stephanie Butcher, Krista Camburn. Zoom: Don Morse, Mary KM, Lester, Mary Schramm, Mary CM, Mech, N/A, N/A, Nathan, Nicole, Ryan's phone, Sarah, Shawn, Terri McIntyre, Visitor, Amanda N. Andrea Lopez, Austia's iphone, Brigitta Fader Luevano, Cmems, Corey R, DeAnna Riggs iphone(2), Duane, Emily Vincent, Guest, guest, ipad(5), iphone, Jacquiline, Jennifer iphone, Jim, Jaden Herrington, Kerry Herrington, 11 additional zoom guests.

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. ▪ Gustavo seconded. ▪ All in favor.
COMMUNITY INPUT	▪ Kristina Rostedt, RN presented a petition addressing concerns from the Washington State Nurses Association (WSNA). Which was given to Tom Baranouskas.
INTRODUCTIONS	▪ Introduced Natasha Piestrup, Director of Nursing ▪ Introduced Chris Foster, Director of Radiology
VALUES	▪ A story was shared about the EMS team going above and beyond to care for patients in the community, including connecting them to additional resources and cooking dinner for them.
FOUNDATION REPORT	▪ $10,000 was received from the Community Foundation of North Central Washington, these funds are earmarked for the First Responders training program. ▪ The Charm walk last Saturday had over 90 individuals sign up and approximately $2,500 was raised on behalf of this year's projects. ▪ The Foundation is receiving great support from various restaurants and some wineries in town supporting Benevolent night. The business, where the Foundation announce will share a percentage of their receipts for the night as well as gather donations at the event. At Colchuck's not only did the foundation receive donations but a $1,000.00 check from the proprietor Carl Ellis, but at the end of the evening, the Foundation received over $5,000.00 from just one event. The Foundation has had some very successful events. ▪ Icicle Creek Center for the Arts at the Snowy Owl Theater, there will be a Jive in the Cascades event and there will be food served from the Food Trucks and great music happening. ▪ Foundation Coordinator position is yet to be filled.
PUBLIC RELATIONS REPORT	▪ Earlier this month there was a piece in the Echo that introduced the new Commissioners Jessica Kendal and Gustavo Montoya. ▪ Another piece was published a week ago celebrating the bronze award from the Health Plan Partnership to Cascade Medical for immunizing 95% of the 24- to 35-month-old pediatrics. Kudos to the team for their hard work. ▪ The Foundation raised over $41,000 for new AED defibrillators in our communities. These AED's are designed for little to no medical experience for anyone to be able to use them and save lives information about the AED's will also be published in the Echo as well. ▪ Senior falls and Health event was September 20th at the Fire Hall. This event linked seniors with information and assets to help them with their quality of life. EMT's were there from Cascade Medical for blood pressure checks. Lions club officials were there for vision checks, Occupation Therapists were also present so folks could check out the mobility tools and we also had officials from Link Transit and Mountain Meadows and others. ▪ Annual Community Flu Shot Clinic on the 8th of October at Alpine Lakes Elementary. (Later moved to the 15th of October). ▪ October Annual Think Pink Campaign is free mammograms for those without insurance. ▪ Work is continuing to refresh our Cascade Medical .org website

	▪ Pediatric speech and occupational therapies for children. The hope is to get parents thinking about what to look for in regard to hidden signs they can look for in their children and hopefully help with conversation with their child's medical practitioner.
DISCUSSION/REPORT: OLD BUSINESS	
a. IT Update	▪ Management has met with Meditech CEO and senior team to discuss issues with the implementation and discuss next steps. ▪ The system is not working perfectly, but it is working better than it was. There are weekly calls with Meditech and ongoing team work to get to optimal working status. It can take years to get to the optimal performance of a system. ▪
DISCUSSION/REPORT: NEW BUSINESS	
a. CHNA Progress	▪ We are working with Health Facilities Planning & Development out of Seattle. This assessment is required for all nonprofit hospitals every 3 years. ▪ September 8th was the kickoff meeting and we reviewed community data. Also reviewed preliminary SWOT analysis. ▪ Reviewed draft survey that will go out broadly to the community. ▪ October 21st will be the 2nd meeting in the series and will be finalizing the data. The following meeting will be on October 27th and hopes are the data will be complete. The final meeting will be the all-day retreat on November 15th to finalize CHNA and strategic plan.
b. Advocacy Update	▪ Diane and Bruce met with State Senator Brad Hawkins and participated in Rural Advocacy Days in DC where they met with Congresswoman Kim Schrier, Senator Patty Murray and Senator Maria Cantwell. Advocated around financial challenges and workforce shortages. ▪ In the state, advocacy is occurring around difficult to discharge patients. ▪ The lawmakers expressed gratitude for hospitals and their teams for heroic efforts during the long pandemic.
COMMITTEE REPORTS	
a. Hospital Governing Boards Committee	▪ WSHA has several committees, the Governing Boards Committee, let Bruce know if you have any ideas or suggestions for the Governing Boards Committee. ▪ Housing is a statewide recurring issue. ▪ It is also important for rural Board members to communicate to your state legislature with issues and concerns.
ACTION ITEMS: NEW BUSINESS	
a. Credentialing	▪ Mall Boyd moved to approve Dr. Ken Lindsey ▪ Jessica Second. ▪ All in favor.
b. Conflict of Interest Policy	▪ Bruce made a motion to approve the Conflict of Interest Policy. ▪ Mall Seconded. ▪ All in favor.
c. Open Public Meetings Policy	▪ New commissioners must complete training within 90 days of becoming a commissioner. Existing Commissioners must take the training every 4 years. All board members are currently in the process of this training. ▪ Mall moved to approve the policy. ▪ Jessica seconded the motion. ▪ All in favor.
First Reading of 2023 Budget	▪ Typically, in September we have our first reading of the budget, and we will continue to fine tune the budget before requesting final approval of the budget. ▪ In the Patient Volume Forecast for four of our major drivers for our volumes. Acute inpatient, swing bed, emergency, and clinic. We have estimated a 5% increase for acute inpatient, 6% for Swing bed and 2% in emergency room and in the clinic a quite aggressive number there. We had the year of EMR conversion and are rolling out our Mobile clinic and all of that is adding to our higher estimates. With the Clinic and 2 and half years of the pandemic and messy data with the EMR change over. There is a lot of potential for growth for 2023. There is a volume forecast for the budget 2023 increase of 16.8%. ▪ Items taken into consideration for the upcoming budget we anticipate a 5% increase to charges. And we see increases to our supply costs of 8%, we are seeing increases to our insurance premiums of 11% we are seeing wage pressures which we are trying to meet in the moment. As we work toward our final budget we hope to find and increase for our staff as we work through the process. Our Capital budget is anticipated at $554,000 and for some historical reference that number is typically in the $800,00 to 1,001,000 range. We had some large capital outlays in 2021 with some of the Cares Act funding we received. in 2022 our

	budget was around $650,000. We may see some adjustments as we work to finalize the budget for 2023. ▪ Anticipated margin is showing a negative margin of about $538,000 and as we continue to work on that we hope to see a break even or positive margin. Our goal is to offer our staff wage increases. As we talked about earlier the hospitals are suffering greatly and our hospital is no exception. We feel fortunately that we have the cash reserves to help carry us a little bit. And we are seeing our financials get better each month as we have finalized our financials. ▪ Major capital items slated for 2023. Over the last couple of years, we have worked to build out a 5-year budget with some training for our directors for forward thinking on that. ▪ There are several strategies in the works to get us in a better situation going forward thinking of growth and cost going forward. ▪ Continued discussion around staffing and coming out of the pandemic, what do we expect and how do we budget for that with the staffing and financial crisis that is currently happening. ▪ OPEB Retirement we had a big increase in liability we must book and the corresponding expense. It doesn't actually cost anything, but all of that accounting and bookings will eat away at our bottom line. ▪ The clinic support staff has improved greatly and a lot of those positions are now filled. We have worked along with our case management to make sure our patients are meeting the criteria for admissions. We are working to improve our process for admitting those that need to be admitted.
August Finance Report	▪ Year to Date negative margin of $1,476.000 looking back to our first quarter you can see we are gradual improvement each month. For the months of July, we had a flat margin of around $4,000 so you can't really see it on the graph it was so negligible. For the months of July and August we had several entries that we needed to make to provider wages and the other to grant revenue that we needed to recognize and those totaled around $500,00 to $550,000 if you back those out of the August report, you can see there was a positive margin of about $534,000 so there was pretty much a wash on those numbers. ▪ Budget variances for 2022 the gross revenue was about $3,500,000 below where we expected to be and the result of that after contractual allowances is a negative net patient revenue is $1,400,000 that is a big portion of our budget margin of 1,850,000. ▪ Salaries and benefits we have a negative margin of $203,000 that is looking better after we have made the corrections to the provider wages that needed corrections. Our pro-fees are over for the year in several areas for the year and our purchase services are over and a lot of that is due to the extra fees for having both EMR's going at the same time. ▪ Cash Receipts we are a little below where we expected to be, but still in a good position. ▪ Days in Net AR as you can see those went back up in August. A lot of that was related in capturing the ED's billed. The Business Office has no current openings, they have worked hard and are making good headway with the patient billing.
Administrator Report	▪ An ambulance motor failed, and we will be replacing completing the repair for about #20,000. ▪ The board approved a mini split for the lab months ago. The supply chain delays resulted in a greater cost than originally approved. Actual cost = $12,308 Resiliency and Wellness program will be about $45,000.00 to invest in our employees and supporting them by using the Cares Act Funds for this program. We are also looking to getting some flooring replaced as well to utilize those funds before they expire. ▪ Some patient statements were sent in error by the third-party vendor. This impacted 220 patients and staff will be making individual calls to patients apologizing and asking them to disregard the erroneous statements. ▪ Some recent changes with Covid are the state issued wavers will expire at the end of October. There are questions about masking etc. we have state regulations to follow, and CMS regulations and L& I regulations and they don't always match. We are continuing to work through those coming changes. ▪ Last week the rural division of DOH visited us as part of a listening tour. It was helpful We discussed workforce challenges and resources and palliative care. ▪ We are still working on Provider recruitment; we do have a signed agreement from a Physician that will fill the spot of Dr. Raiche. We hope to establish a start date soon. We are continuing to work with a recruiter to fill Dr. Fosnaugh' s position when she leaves the facility. We have also located an interim PA to work four days a week and he will also be able to help with hospital coverage. ▪ Med Staff meetings were changed nearly a year ago to 7:00 am at the request of the Med Staff to help with work life balance and now they are thinking they would like to do some evening meetings as well to help with the work life balance giving more options to providers. Since the board attends, we will keep you updated regarding time changes. ▪ Wenatchee World reached out for a round table to discuss the state of health care in the region. Diane Blake attended, and Aaron Edwards of Lake Chelan, also Manuel Navarro with CVCH. Dr. Jones could not make that time, but he did talk with them separately. The

	takeaway from the roundtable is the collaboration and the commitment to health care in the region. ▪ We attended a housing meeting hosted by Upper Valley Mend. They were looking at how to navigate the workforce housing issues in the area. It is important for Cascade Medical to stay involved. ▪ The mobile clinic will be out at the Leavenworth Oktoberfest. ▪
Board Action Items:	▪ Make sure to respond to the surveys coming your way. Public Records and Public meetings Act, and check mail several times a week.
STRATEGIC QUESTION / MEETING EVALUATION / COMMISSIONER COMMENTS	▪ Tom thanked the staff and the community for attending the meeting. Jessica also thanked the community for their participation in the meeting and Mall echoed the sentiment.
ADJOURNMENT	▪ With no further business to conduct Tom motioned to adjourn the meeting. ▪ Mall moved to adjourn. ▪ Gustavo seconded. ▪ All in favor. ▪ The meeting adjourned at 7:25 PM.

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Tom Baranouskas, President Mall Boyd, Secretary