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 22, 2023

Present: Tom Baranouskas, President; Mall Boyd, Secretary; Gustavo Montoya, Commissioner; Jessica Kendall, Commissioner; Diane Blake, Chief Executive Officer; Pat Songer, Chief Operating Officer; Melissa Grimm, Chief Human Resources Officer; Megan Baker, Executive Assistant **Via Zoom**: Bruce Williams, Vice President; Marianne Vincent, Chief Financial Officer**;** Chad Schmitt, Virtual Fractional Chief Information Officer; Clint Strand, Director of Public Relations

Guests: Natasha Piestrup, Director of Nursing**;** Dr. Karl Kranz, Upper Valley Mend Free Clinic; Cindy Puckett, Community Member **Via Zoom:** Mary Morse, PSR

Topics	Actions/Discussions
Call to Order	• President Tom Baranouskas called the meeting to order at 5:33 pm. He then led the pledge of allegiance.
Consent Agenda	• Tom moved to approve consent the agenda. • Mall seconded the motion and the commissioners unanimously approved.
Community Input	• None
CM Values	• Diane Blake provided the CM Values report. • CM defines commitment as demanding more of ourselves than we do of others, and community as our ability to lean in and do what we can to help others and provide support. • Diane expressed gratitude to Melissa for her expertise and care by supporting the clinic through the Clinic Director's maternity leave. Diane recognized Melissa's commitment to CM and expansive skillset that moves far beyond her Chief of Human Resources role. • Diane expressed gratitude to Pat for his willingness to go above and beyond his duties to transport a patient to Ellensburg. Pat demonstrated a commitment to our EMS team and community through his actions. • Diane recognized Dr. Jerome's commitment to our community by continuing to support the ED as coverage models have shifted over the years. A patient recently received care from Dr. Jerome and nurse Aiden who demonstrated compassion in their quick and thorough care delivery.
Foundation Report	• No report provided.
Public Relations Report	• Clint Strand provided the Public Relations Report. • A patient parking sign was recently updated to provide clarity of parking opportunities at CM. • Clint is in the final revisions stage of the website refresh project. • Dr. Wefel was in the area last week and stopped in to take his provider portrait.

	• The Patient and Family Advisory Council (PFAC) extended their recruitment deadline through end of April. Community members are demonstrating interest, but PFAC has not recruited any members yet. • Optimizing access to the patient portal is progressing.
Discussion/Report: Old Business	• IT Update o Chad Schmidt provided the IT update. o Next quarter projects: ▪ Implement cyber awareness training ▪ Prepare for annual risk assessment ▪ Review incident response process ▪ Facilitate a Cloud readiness assessment ▪ Transition to Starlink internet for failover o CM currently participates in a daily system back up and is in good standing. o CM made progress in areas of connectivity and productivity as it relates to Meditech. We continue optimizing our EHR system. Molly is working with other hospitals with Meditech to continue to move CM's EHR optimization forward.
Committee Reports	• Bruce Williams provided the Finance Committee report. o The committee invited USI to provide a presentation to the group. USI compared our coverage to other insurers and found our current coverage levels to be adequate. o Our premium will increase slightly. o The committee agreed to move forward with a new warrant presentation process. This process will include seeking approval on a resolution at April's board meeting. o The group will be refreshed on the internal controls process at the next Finance Committee meeting. o CM leadership will review clinic volumes and corresponding budgeted goals with the Finance Committee, quarterly. o The stats summary document will be updated in April to reflect the monthly budget to actual stats. • The commissioners unanimously supported publishing our board packet online as an effort of transparency. CM anticipates posting board packets online in late spring. • Commissioners requested a provider to attend board meetings to give context to the clinic volumes discussion.
Action Items: New Business	• Credentialing o Mall made a motion to approve, Gustavo seconded the motion, and the board unanimously approved privileging Tim Jones, PA-C. • Resolution 2023-02 Amendment to CEO Agreement. o Jessica moved to approve the motion and Mall seconded. o The board unanimously approved the motion.
February Finance Report	• Marianne provided the finance report. o Our year-to-date net margin of ($173,000) is below the budgeted amount of $6,000 by ($179,000). o Radiology saw volumes higher than budgeted in the first two months of the year, while volumes in most other service areas are below budgeted volumes. o Professional fees are over budget by ($19,000) due to use of locum coverage. o Purchased Services shows a negative variance of ($30,000) for the month of February resulting from Business Office

	support, Centricity Hosting fees, Plan expense for chiller repairs and snow removal, and the timing of the budgeted amount for Lake Wenatchee Fire and Rescue expenses. ○ Cash collections on patient accounts of $1,630,000 in February were below budgeted patient account collections of $1,750,000 by ($120,000). CM received an influx of cash due to a lump sum Medicare payment received in January 2023 for 2022 claims. ○ Days in Net Accounts Receivable have remained steady at 60.5 days in February from 60.5 days in January. ○ CM continues to prepare for our 2022 financial audit with most of the requested information delivered to the DZA audit team. Current work involves the compilation of information to support the Medicare cost report and we will spend substantial time on that work in the coming month. ○ Our Chargemaster review was recently completed and will be an area of focus once the cost report work is complete. CM anticipates a report of this work soon. ○ CM completed participation in the Medicare Secondary Payer Audit exit conference this month.
Administrator Report	• Diane provided the administrator report. ○ Q4 WA Hospitals ▪ Washington state hospitals have a cumulative operating loss of 2.1 billion dollars for 2022. This is a negative 7% margin. The total rose to 2.7 billion dollars when non-operating losses were factored in. ▪ Challenges that contributed to financial loss include: low Medicaid reimbursement, labor shortages, inflation, and difficult to discharge patients. • For example, Forks and Toppenish closed their OB services and Yakima Valley Hospital was purchased by Multicare. ○ Safety Net Assessment Program ▪ A legislature agreement was reached to support this program. ○ Nurse Staffing Ratios ▪ CM operates under a nurse staffing committee which provides a nurse staffing plan. Agreement was reached in the legislature to strengthen nurse staffing committees and require additional data reporting from larger hospitals as an alternative to set staffing ratios. ○ CHART Model ▪ CMS squashed their effort to deploy the Community Health Access and Rural Transformation (CHART) model in WA. No healthcare systems in Washington state opted into the program due to insufficient funding mechanisms to meet the program goals or to sustain healthcare in rural areas. WSHA may explore proposing a payment model to Washington's Healthcare Authority. ○ Diane likely to continue for one additional year as WSHA Past Chair ○ Confluence Health CEO: Andrew Jones

	▪ Dr. Jones visited CM in February. CM and Confluence find ongoing relationship-building helpful. o CMF Board Retreat ▪ The foundation has many events coming up. ▪ They focused on Committee structure. o Open Forums next week o The masking mandate will be lifted in April. CM is in internal discussions to ensure adequate CMS and other governing agency requirement adherence. o Deb Williams: Clinic Consultant for Practice-Share Model ▪ Deb spent significant time meeting with clinic staff to assess operational challenges and strengths. ▪ She met with the providers last week to initiate a discussion around the CM plan. ▪ A team-based model should open patient access, improve processes, and benefit community, providers and staff. o Hospitalists ▪ Two individuals have verbally committed to the position. Their schedules are planned to allow for 7-days on and 7-days off coverage. CM hopes to expand walk-in opportunities in the clinic, including expanded hours on Saturday. ▪ CM anticipates the hospitalists need to see 5.75 patients per day to cover the cost of the positions. o Locum Tenens provider, Tim Jones, PA-C ▪ CM secured Tim Jones to help provide hospitalist coverage during the months of April and May, before hospitalist begin working at CM. o CM is proud to announce that we have our first certified MA from our Medical Assistant Apprentice Program. The program currently has two participants and hopes to launch a third applicant in June.
Board Action Items	• Golf Tournament Sponsorship $125/person • Financial disclosure statement • Please attend an Open Forum • Megan will include CMF Board meeting dates on CM board agenda • Check your email
Strategic Question/Meeting Evaluation/ Commissioner Comments	• The commissioners requested CM to continue nursing updates. They would like a provider to come and provide feedback about clinic volumes. • The board feels optimistic about the Meditech improvements and is excited to hear from Deb Williams.
Adjournment	• Tom made a motion to adjourn the meeting at 7:13. Mall seconded the motion and the commissioners unanimously approved.

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Tom Baranouskas, President Mall Boyd, Secretary