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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
October 25, 2023

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

Excused: Gustavo Montoya, Commissioner

Guests: Shawndra Duke, Operational Safety Manager; Rich Adamson, Cascade Medical Foundation; Erin McCool, Ogden Murphy Wallace; Karl Kranz, Community Member; Cindy Puckett, Community Member; James Klarich, Community Member; Duane Goehner, Community Member
Via Zoom: Kathy Jo Evans, Director of Accounting; Colby Toll, Human Resources Manager; Mary Morse, Patient Services Representative;; Michael (No affiliation known)

Topics	Actions/Discussions
Call to Order	• President Tom Baranouskas called the meeting to order at 5:31 pm. Tom then led the pledge of allegiance.
Consent Agenda	• Bruce made a motion to excuse Gustavo from the meeting. Jessica seconded the motion and the commissioners unanimously approved. • Bruce requested to pull the agenda from the consent agenda and then motioned to approve the consent agenda as amended. Mall seconded. Motion unanimously passed. • Bruce motioned to amend the agenda to move item b, Resolution 2023-11: 2024 Operating and Capital Budget directly after the budget hearing. Mall seconded. Motion to amend the agenda unanimously approved.
Community Input	• Duane Goehner provided commentary regarding his interpretation of CM shared values. • James Klarich provided commentary reflecting his dissatisfaction of a patient care experience. • Cindy Puckett requested the mobile clinic to be accessible to folks in Dryden. She suggested to park it at the fire department.
Foundation Report	Rich Adamson provided the Foundation Report. • CMF's annual retreat occurred today at Sleeping Lady. • There is a new fundraising campaign for a hematology analyzer as the group concluded their fundraising for Cardiac Rehab. The group is adding a stretch goal to cover a few projects as they reach their other goals. • The ten benevolent nights of 2023 brought in around $20,000. • The 2024 golf tournament is slated for June 17.

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September Finance Report	Marianne Vincent provided the Finance Report. • CM posted a positive net margin $97,000, compared to a budgeted net margin of ($37,000) yielding positive variance of $134,000. • Our year-to-date net margin of ($493,000) is $9,000 better than the budgeted net margin of ($502,000). • Professional fees are over budget by ($149,000) in September due to Clinic practice share consulting, legal expenses for union contract renegotiation, interim director for Radiology, and nurse registry staffing. • Contractual Allowance reflected a large positive number related to our cost report settlement. • September cash collections on patient accounts were nearly $3,000,000 which is above our budgeted collections of $2,700,000. • Year-to-date, cash balances total $15,000,000 compared to a budget of $13,000,000, a positive variance of $2,000,000. • There was a substantial drop in days in net AR which reflects a great job by Business Office. • Chargemaster work is continuing and charge capture work is beginning. We have a consultant coming in to assess our business office operations.

2024 Budget Hearing: 2nd Reading	Marianne Vincent led the budget hearing.
	• Patient volumes by department were forecasted using historical trends, knowledge of current factors and estimates of volumes for new programs and services.
	  ○ The large growth projection for Acute/IP is related to the addition of our hospitalists and the anticipation of just two additional admissions per month.
	  ○ Our clinic projections consider being fully staffed and the increased efficiency stemming from practice share work.
	• Price increases planned for most departments at 7%, except for Ambulance at 6% and Clinic at 5%. Revenue was added for new services.
	• We projected to add 4.15 FTE for 2024.
	• Our capital budget was decreased from September draft plan due to savings related to IT expenses.
	
	The commissioners engaged in a discussion around wage increases for non-union staff. CM analyzed the market to ensure wages remain at market and further increased lower earning wage scales to ensure base compensation begins at no less than $18.00/hr. Further adjustments were made to avoid wage compression. Nationally, SHRM predicts a 4-5% wage increase.
	• The Finance committee had recommended a 5.5% annual increase for non-represented staff. Discussion ensued.

Action Item	**Motion: Approve Resolution 2023-11: 2024 Operating & Capital Budget** • . Bruce moved to approve the budget with the 4.0/5.5% wage increase. Tom seconded. Motion unanimously approved.
CM Values	• Diane Blake provided the CM Values report via a story highlighting integrity and the essential nature of a hospital's impact on the community it serves.
Public Relations Report	Clint Strand provided the Public Relations Report. • **Website** ○ Up and running. There were updates and optimization efforts within the first 24 hours.

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	• **Social Media**
	  ○ Facebook: reaching +53% within the last 90 days. Over the last 90 days, engagement has tripled. Posts getting the best traction are those highlighting our team members.
	  ○ Recently launched Instagram. There were video crews onsite today filming a variety of reels for 60-90 second public service announcements. Corey Rubinfeld, PA-C "edutainment" reel about slicing an avocado. That video has been viewed over 1,500 times.
	• Think Pink campaign and Post Hotel. Big thanks to them for sponsoring a drawing for an all-day day pass for those folks receiving mammograms this year.
	• **Outreach**
	  ○ Drive thru Flu clinic tonight.
	  ○ Community Engagement night 11/1. Insurance navigators will be present. Dr. Wefel will also be present.
	  ○ Halloween candy distribution on 10/31 from 3-6 PM.
	• **Upcoming work**
	  ○ Optimizing social media content
	  ○ Mapping out information for annual report.
	• Commissioners thanked Clint for his work and asked to see open enrollment and COVID information on the website.

Old Business	**IT Update**
	• Chad Schmitt provided the IT Update
	• The group is working to complete a 3rd quarter cyber risk analysis. They've ramped up their interrogation process of analyzing incoming potential threats.
	• CM has made significant progress in cursory clean-up of CM environment.
	• Expect to see emphasis on innovation in 2024 and ways to leverage new technology.
	2024 Draft Objectives
	Commissioners discussed the objectives within the context of the strategic questions.
	Strategic Questions:
	• **Which of the proposed objectives for 2024 do you see as the highest priority?**
	  ○ Commissioners commented on the value of finishing projects that have already been started. Other areas of priority included ensuring long-term financial sustainability.
	• **Is there any big picture work missing from the plan which will be essential to tackle in 2024?**
	  ○ Diane reported that the CM stretches intentionally when drafting annual objectives. Additional work remaining includes mapping the objectives to ensure the work fits into a reasonable plan, given available resources and refining around that if necessary.
	• Is there an opportunity to consider where AI can occur within this work? Diane reported that WSHA's quality and strategic planning committees will be working to address AI recommendations and best practices. CM plans to stay connected to WSHA on this. Chad reported that when AI exists as a part of applications already in use, organizations will have to choose to participate or fall behind.

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New Business	**Commissioner Time Commitment Document** • Commissioners engaged in a discussion and confirmed the document more accurately reflects the time commitment needed. **Q3 Organizational Dashboard Review** Diane Blake led the discussion. • Majority of initiatives are on track to timely completion. Most relate to either ways CM is working to meet community needs and/or implementing growth strategies. • Reminder this is the first of a three-year plan. • Charge capture work will be carried over to next year. **WSHA Annual Meeting Recap** Diane Blake, Pat Songer, and Bruce Williams were in attendance. • The group shared learnings around: o The value of educating communities about public hospital districts o The importance of culture in relation to service excellence, and the essentialness of considering in-person and virtual service offerings in tandem, that services need to be convenient and also high touch o Understanding the impacts of systemic racism in medicine and how to approach eliminating that injustice. o The complexity of AI in relation to medicine **Quality Rounding Report** • Tom Baranouskas and Bruce Williams provided the report. • The commissioners reported the value of the structured rounding and commended the quality department for their work on this. There was excellent discussion around PPE use with Alex Riggs, Infection Control. The group is excited to proceed with board quality rounding.
Committee Reports	**Finance Committee** Bruce Williams provided the report. • While much of this committee report was covered in the budget discussion, Bruce gave an update on bond compliance work and discussed audit firm selection and future planning topics. **WSHA Board Meeting** Bruce Williams provided the report. • WSHA sued DOH over their reinterpretation of geographic restrictions related to charity care. • WSHA held a press conference in early October to discuss ongoing financial losses for hospitals across the state. • Legislative priorities for 2024 were discussed as was the need for direct advocacy at the local level with state representatives.
Action Items	**Motion: Approve Conflict of Interest Policy** • The addition of annually signing a disclosure statement is best practice. • Bruce moved to approve, Mall seconded the motion and commissioners unanimously approved. **Motion: Approve Resolution 2023-12: Authorizing the 2024 Regular Property Tax Levy** • . Jessica moved to approve, Mall seconded the motion and commissioners unanimously approved. **Motion: Approve Resolution 2023-13: Authorizing the 2024 EMS Property Tax Levy** • . Mall moved to approve, Jessica seconded the motion and commissioners unanimously approved.

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Administrator Report	• CM was approved to be Class A member of the Rural Health Collaborative.
	• Thank you to Mall who will be joining us Saturday at the Part Time Resident Advisory Council meeting.
	• We're working to renew both the CM Foundation and Lake Wenatchee Fire & Rescue agreements. We hope to have those to the board for consideration in December.
	• Diane informed the board of an unanticipated capital expenditure. A colonoscope needed repair and as the repair exceeded more than half the cost of replacing the colonoscope, Diane approved the purchase of a new one.
	• Confluence Health is temporarily not performing non-emergent imaging studies. CM working to plan for filling that access gap.
	• Flu Vaccine Administered
	  ○ As of 10/23: 606 flu, 315 high dose, 209 regular, 27 children, 55 employee doses
	  ○ Leavenworth fire Dept
	  ○ Multilingual Fair
	  ○ Mountain Meadows, Lake Wenatchee Fire & Rescue
	• Melissa has been an advocate for work-force development. She led much of the work to implement the medical assistant program. This year she is working to implement a CNA apprenticeship program. Melissa has been asked to join both a state board and additional task force to collaborate with others on work-force program implementation.
	• Pat was appointed as the WSHA rural representative to the EMS and Trauma Care Steering Committee.

Board Action Items	• Please check your email. • Bruce and Mall will attend Community Engagement Night on November 1 • Please complete your board self-assessment survey by November 7 • Mall will attend Foundation meeting
Meeting Evaluation/ Commissioner Comments	**Requested topics:** • Continued vaccine updates • Data related to Medicaid re-enrollment • Telehealth education in the future • Education on patient retention, if we have metrics
Executive Session	• Tom called the executive session at 8:00 PM for 50 minutes. • The group extended the meeting at 8:50 PM for an additional 15 minutes. • The group exited the executive session at 9:05 PM.
Adjournment	• Bruce made a motion to adjourn the meeting at 9:05 PM. Mall seconded the motion and the commissioners unanimously approved.

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Tom Baranouskas
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Tom Baranouskas, President

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Mall Boyd
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Mall Boyd, Secretary