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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
July 26, 2023

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

Excused: Mall Boyd, Secretary; Pat Songer, Chief Operations Officer

Guests: Lauren Kendall, CM Physician; Whitney Lak, Clinic Director; Deb Williams, Clinic Consultant; Natasha Piestrup, Director of Nursing; Shannon Keller, CMF Board Chair; Karl Kranz, CM Free Clinic
Via Zoom: Mary Morse, Patient Services Representative; Duane Goehner, Community Member

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	• Tom moved to approve consent the agenda. • Bruce seconded the motion and the commissioners unanimously approved.
Motion: Approve Credentialing	• Bruce moved to approve credentialing the listed providers. • Gustavo seconded the motion and the commissioners unanimously approved.

Team-based Care Update	• Deb Williams led the Team-based Care (TBC) Update
	• Deb introduced Lauren Kendall, MD and Whitney Lak, Clinic Director.
	• Pods 1 and 2 are one team. Pods 3 and 4 are one team. Each team has a large whiteboard for morning huddles. Provider schedules now align to allow resource sharing and collaboration.
	• Clint is working on new provider headshots and care team pictures. Photos will be displayed in exam rooms and used as a talking points for team-based care education.
	
	Dr. Kendall
	• Internal benefits
	  ○ Having the same schedule as her pod mate has been a wonderful change that allows for connection and comradery.
	  ○ There has been an energetic shift, a “vibe change” in the clinic.
	  ○ Regular team meetings every Wednesday is lovely.
	• External benefits:

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	○ TBC allows for better patient access and communication, and closer contact with support staff. Whitney • Utilizing staff to the top of their licensure and working together as a group to create workflows and standardize processes has been enjoyable and exciting. • She will continue to work toward recruitment and retention. Questions from Commissioners: ***What are the challenges of implementing this work?*** • Standardizing processes which will not impede provider practice style or patient relationships. ***What's coming up next for this project?*** • Ensuring operational workflows are dialed in • Staff training to dial in speed and efficiency • Utilizing hospitalists in the clinic • Growing capacity and patient access ***How are we going to notify CM patients and community about TBC?*** • Deb does not recommend a formal communication ahead of time because it can be confusing. She encourages patients to move through awareness by experiencing care at CM. • CM staff, employees, and commissioners can help spread the word about TBC. Jessica commended Cascade Medical leadership for bringing in an outside consultant to help facilitate and implement this work.
Community Input	• Karl Kranz gave tremendous praise for team-based care work and Whitney's leadership. He is excited about the project and glad it is moving forward.
Foundation Report	• Shannon Keller, CM Foundation Chair, provided the Foundation Report. • CMF has a new board member, Aileen Jost. She and her husband are owners of 509 Spirits and live in Plain. The group is always open to recruiting new members. • The foundation hosted their annual golf tournament on June 19, 2023. The group cleared $46,000, their highest funded event ever. • Benevolent Night: Plain Cellars evening yielded $3,600. • Jive Time in the Cascades: September 17th at Snowy Owl Theater.
CM Values	• Diane Blake provided the CM Values report. • The ED staff searched throughout the valley to transfer a medication to a different pharmacy that could get it filled. Kudos to Jonah and Sarah who reflected our shared values of community, commitment, and quality.
Public Relations Report	• Clint Strand provided the Public Relations Report. • Next week, providers will have new headshots and action shots for a full photographic refresh. • Clint developed a sign to clarify CM's impartiality to candidates which was an effort to address political signs near CM property. As a public hospital district, CM does not endorse any political candidates. • The successful 2022 audit, Dr. Wefel, Dr. Gentles' service dog, and team-based care are all articles in progress.

	• Clint is working on signage for the mobile clinic with Gustavo who is leading the connection to the Latinx community. • The new website will be available in Spanish and is anticipated to launch at the end of August.

Old Business	• **IT Update**
	• Chad Schmitt presented the IT Update
	  ○ The department is working through several infrastructure projects.
	  ○ There are cybersecurity changes occurring at the federal level.
	  ○ The leadership team is supportive of recommended security investments.
	• **Request for Public Records**
	• Diane Blake & Megan Baker provided the Requests for Public Records Update
	  ○ This agenda item was prompted by questions from the commissioners.
	  ○ Diane reviewed the process of responding to a request for public records which includes providing an acknowledgement of communication within five business days of receipt.
	  ○ It's common for most agencies to take time beyond those five days to respond. A response may include clarifying the request, locate and assemble records, perform redactions or exemptions when necessary, and to notify third parties of records that pertain to them.
	  ○ CM has traditionally utilized legal counsel to support and guide internal team members through complex requests or those that necessitate legal citations or exemption statutes.
	  ○ In our policy, we have a mechanism to recover some costs, but public agencies are limited in their ability to charge requestors.
	  ○ Megan's duties include executive assistant responsibilities, provider scheduling, managing public records, and supporting the medical staff (providers).
	  ○ Non-financial impacts of high volumes of requests:
	  ▪ Delays in task completion
	  ▪ Losing the opportunity to utilize Megan other spaces
	  ▪ The morale cost of regularly being bombarded with disrespect and condescension is at a point of wearing Megan down.
	  ○ Historically the public records officer has always fallen within the executive assistant duties. However, the volumes of requests have never been this high. The group was left to consider an FTE to manage requests for public records.
	• **Q2 Dashboard Review**
	• Diane Blake led the Q2 Dashboard Review.
	• <u>Patient and Family Centered Care</u>
	  ○ **(On Track)** Huge kudos to Jade Wolfe who was able to get the Patient Family Advisory Council (PFAC) off the ground.
	  ○ **(On Track)** Team-based care is a big lift and Diane expressed gratitude for Deb and Whitney's work.
	  ○ **(On Track)** Hospitalist long-term back up coverage is behind schedule. Great teamwork of the Medical Staff to

	recognize and support the change in coverage. It is now back on track. • Financial Stewardship ○ **(Below Target)** CM is purposefully behind on Mobile Integrated Health due to the recent grant award. We want to be intentional with how we plan to allocate recently received grant funds. ○ **(On Track)** with service line expansion strategies. ○ **(On Track)** with revenue cycle improvement implementation. • Our People ○ **(On Track)** developing and implementing a Living Well Program. About 35 people, composed into 8 groups, are engaged in this project. ○ **(On Track)** continuing to develop leaders. ○ **(On Track)** retaining team by supporting growth and career development. • Community Connections ○ **(Caution/At Risk)** communicating and engaging to build trust in traditionally underrepresented communities. ○ CM is slightly behind, but work is in progress and Diane is confident we will get that work back on track. • We are grateful that the board supports our meaningful work which eases staff stress. Change for the sake of change can cause burnout. However, meaningful change is energizing and connects with and aligns to our values.
New Business	• **WSHA Conference Discussion** • Jessica ○ Commissioners, were asked to consider the following: ○ ***How do you create a work environment where people feel heard and valued and a sense of belonging?*** ○ ***How do we better serve vulnerable populations?*** ○ ***How do we continue to lift the voices of folks that are not in the room?*** ○ CM is exempt from tracking community benefit dollars as a public entity. ○ 18% of hospital CEOs nationwide have turned over since July 2022. In Rural Critical Access Hospitals in WA, 22% of CEOs have turned over. • Diane ○ A conference session focused on healthcare challenges in rural communities. They offered transparency and perception management as tools for leaders. Transparency includes being open about what what's going on, including the management of issues that bring challenges. This allowed employees to have a more accurate view of what was happening. Perception includes considering whether there are opportunities to adjust how and what we communicate to ensure ream members have the right and enough information to understand realities in their workplace. ○ Strategic Question: ○ ***What work do we have to do to manage and reshape perception?***

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	• The commissioners reported the value of governance education has allowed board to better understand their roles and support the CEO, rather than trying to fulfill the CEO's responsibilities.
Committee Reports	**Finance Committee** • Bruce Williams provided the Finance Committee report. o A huge thanks to Strode Weaver, a member of the Finance Committee. He always brings great insight, perspective, and wisdom to the group. o All policies were recommended to be approved and will be in August's consent agenda. o CM generated a small profit last year. We budgeted a deficit for 2023 that included valuable investments in market wages, consultant work, and other process improvement items. o The group is heavily focused on clinic stats and revenue to grow the number of clinic visits. The goals of this review are to ensure better patient access, improve and support staff morale through team-based care, and monitor revenue for sustainability. o CM currently has $13.8 million in cash and cash equivalents. o Kudos to Gustavo as a newer commissioner and forward-thinking individual, who initiated a discussion around investing in innovative programs at CM. **Hospital Governing Boards Committee & WSHA Board Committee** • Bruce Williams provided the Hospital Governing Boards Committee report. o The meetings encouraged Commissioners to think about employee health and burnout at all levels. o The groups were asked to monitor the employee impact of nurse staffing ratio legislation and rollout. o The DOH interpreted that anyone in the world who receives care in WA is eligible to be considered for a hospital's charity care program. o WSHA is moving quickly to confront payor challenges by collecting statewide data.
June Finance Report	• Marianne provided the Finance Report. o We have a budget variance of $133,000. Professional fees are over budget by ($37,000) due to Meditech consulting fees, Nurse Registry Fees, and Clinic Provider feeds due to Locum PA. o Purchased services and expenses are over budget by ($36,000) due to IT expense for Centricity, Business Office support services, and Radiology expenses. o Days in Net Accounts Receivable increased from 62.2 days in May to 64.3 days in June and Gross Accounts Receivable has increased by $261,000 from May. o CM is moving forward with TruBridge, who has been helping us in the business office for the last 18 months. Within the next 60 days, new billing statements should be rolled out. o Marianne hosted two Finance orientations for Gustavo, Jessica, Kathy Jo, and Megan.

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	○ CM built out a preliminary 2024 capital budget. Directors have been working to submit operational and capital expenses. ○ There is interim cost report work to come. ○ It is fabulous to work with new hospitalists. ○ Megan revitalized Open Forum slides and brought a new tangible energy.
Administrator Report	• Diane provided the Administrator Report. • **Open Forum** ○ There was good attendance at the July Open Forum meetings, totaling 15-20 people each session. We may need to rethink the evening Open Forum which does not typically yield a high turnout. • **Noridian (Liaison for Medicare Payments)** ○ CM applied for ambulance cost-based reimbursement. We do not meet the distance requirement, but are the only ambulance allowed by statute to provide services in our district. If approved, this will provide a significant and positive impact for us. • **WSNA** ○ The current WSNA contract ends in September. Negotiations are underway and Melissa and Natasha are to thank for moving this work. CM aims to finalize discussions by September 30th. • **Thriving Together NCW** ○ CM was awarded a $125,000 planning grant for Mobile Integrated Health that must be allocated by the end of September. CM hired a consultant to help structure the work. • **NCW Hospital Council** ○ Diane will attend a council meeting on July 27th. Sue Birch from the Healthcare Authority will be in attendance. Hospital leaders will talk with her about rural challenges, payment reform and the Healthcare Cost Transparency board. • **New Per Diem Physician** ○ Drew Chambers, PA-C will be joining our team in late summer/early fall. We anticipate that he will work in the clinic and cover hospital patients. • Congratulations to Whitney for achieving her master's degree. • Kudos to Melissa for leading the effort to bring HR professionals together. A group will be hosted in September at CM.
Board Action Items	• Check your email. • There is an education session prior to August board meeting at 4:30 PM.
Meeting Evaluation/ Commissioner Comments	• The team-based care report was excellent, and the group is pleased with the Q2 dashboard. • Requested future updates: ○ Nursing ○ Data around the number of folks on Apple Health who were lost to redetermination requirements.
Adjournment	• Tom made a motion to adjourn the meeting at 8:24 PM. Bruce seconded the motion and the commissioners unanimously agreed.

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Tom Baranouskas
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Tom Baranouskas, President

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Mall Boyd, Secretary