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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
December 20, 2023

Present: Tom Baranouskas, Board President; Bruce Williams, Vice President; Mall Boyd, Secretary; Jessica Kendall, Commissioner; Gustavo Montoya, Commissioner; 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: Chad Schmitt, Virtual Fractional Chief Information Officer

Guests: Deseree Bybee, Director of Radiology; Mary Morse, Patient Services Representative; Norma Gallegos, Community Member; David Walker, Lake Wenatchee Fire & Rescue
Via Zoom: 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	• Gustavo moved to approve the consent agenda. Mall seconded the motion and the group unanimously approved.
Oath of Office	• Megan Baker read the commissioners their oath of office statement. Bruce Williams, Gustavo Montoya, and Jessica Kendall all affirmed their commissioner commitment to Cascade Medical.
Community Input	• On behalf of Lake Wenatchee Fire and Rescue, Fire Chief, David Walker shared that they are grateful for our partnership and the many rural health services we provide.
Introduction: Deseree Bybee, Radiology Director	• Deseree Bybee has nearly 20 years of radiology experience including a variety of imaging procedures. She trained and supported a number of colleagues through their orientation process. Deseree brings a bright and energetic spirit to our CM team, and we are fortunate to have her in this role.
Foundation Report	Tom Baranouskas provided the Foundation Report. • CMF had a great meeting earlier in December. The foundation membership has grown to more than 20 community members. • CMF received a $6,000 contribution from the Regional Impact Grant that will go to Mark Judy Education Foundation. The education funds are around $40,000 as of now.
CM Values	Diane Blake provided the report. • CM celebrate the great work of our clinic team including Kelly Boeing, PA-C; Sam Linn, PA-C; Lauren Kendall, MD; Jerome Jerome, MD; Geoff Richardson, MD; and Tony Butruille, MD. The common threads of patient experiences included feeling heard and supported, receiving a personalized care experience, and enjoying provider-patient collaboration through medical decision-making. • Our clinic providers consistently demonstrate our shared values through their patient care.
Public Relations Report	Clint Strand provided the report.

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	Mobile Clinic • CM previously used sandwich boards to draw folks in but will pivot to feather flags in the winter. **Social Media** • CM wins will be celebrated with the community. • Previously CM was rated 3.5 stars out of 5. Due to Clint's partnership with Social Climb, a text message is sent to patients within 1-2 days of their visit requesting feedback. We are now up to 4 stars out of 5. • CM is in the midst of a "rate the wreath" campaign. **Provider Marketing Campaign** • We are utilizing geofencing within the 98826 boundaries. Folks who google "Leavenworth, WA physicians." • Geofencing: ads will be targeted to those who live and/or use their internet browser within geographical limits of CM's hospital district. Ads will also be targeted to those who search for specific queries, such as "Leavenworth WA doctor" or "Leavenworth hospital". Ad link is connected to CM website. Campaign duration will be for 3 months. The Leavenworth Echo produced a coloring book that has an advertisement for Drs. Kendall and Wefel on it. **2024** • Clint is working with Joe to determine how best to market our Cardiac Rehab program to generate referrals. • Clint will be pairing up with Deseree to craft a diagnostic imaging and radiology department campaign.
Old Business	**IT Update** Chad Schmitt provided the IT update. • 2023 was one of the worst cyber-attack years for healthcare. He shared his pride in CM infrastructure investments and training that will help prevent future attacks. The IT team has many projects planned for 2024.

New Business	**2024 Proposed Meeting Dates**
	• Tom will Zoom into the January meeting and Mall will be gone for the May meeting. Discussion occurred on whether we could plan for the October meeting to be on the 30th/fifth Wednesday, rather than the 23rd.
	Board Committee Assignments Discussion
	• Bruce Williams recommended to be the board president in January. Other Governance Committee suggestions:
	  ○ Tom as chair of Finance committee, Gustavo remain as committee member.
	  ○ Bruce for chair the Governance committee, Tom as potential Vice President to continue to serve on the committee.
	  ○ Mall as chair for Quality Oversight Committee, Jessica remain as committee member.
	Apprenticeship Programs
	Melissa Grimm provided the update.
	• MA Apprentice Program
	  ○ January 2022: program launched.
	  ○ February 2023: first apprentice graduated program, successfully passed exam and became certified.
	  ○ 2024: one apprentice has their exam scheduled and the other will complete their course in July.
	  ○ 3 high school students interested to apply for July 2024 cohort.

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	• CNA Training Apprenticeship Program
	  ○ Will submit DOH application under CM and Mountain Meadows will be our training partner. Internally, Natasha, Rachel, and Christiane will work together with Amanda and Crystal from Mountain Meadows.
	  ○ There will be no cost for the class, and we anticipate a Q1 2024 launch.
	• EMT Course
	  ○ CM is hosting an EMT course which will allow employees to cross train and strengthen our program to ensure no gaps in coverage.
	  ○ 2- MAs are signed up to begin the 16-week course in January.

Committee Reports	**Finance Committee** Bruce Williams provided the report. • The Finance Committee completed a number of workplan items, and recommended continuing to track the clinic stats, and consider the impact of future capital plans on long-range financial planning, along with focusing efforts on board education and industry trends. • The committee has oversight of the financial assistance policy related to compliance and implementation. The commissioners engaged in a discussion around the promotion of the financial assistance policy and agreed on the value of removing care barriers related to payment abilities. • CM plans to participate in a Charity Care Check-Up provided by Washington Hospital Services. **Governance Committee** Tom Baranouskas provided the report. • The Governance Committee focused their efforts on new commissioner orientation, board succession planning, community engagement, and strategic thinking tactics. • The Part Time Resident Advisory Council (PTRAC) requested guidance regarding ways they can help support CM. Bruce and Diane will work with council leadership to further discuss areas of service opportunities. **Quality Oversight Committee** Mall Boyd provided the report. • The Quality Oversight Committee completed the majority of their workplan items and will readdress medical staff policies and the Critical Access Hospital Program Evaluation in 2024. • The group updated their charter to include Shawndra • Duke, Operational Safety Manager and Quality Department employee, and Whitney Lak, Clinic Director.
Action Items	**Motion: Approve Credentialing** • Mall moved to approve; Bruce seconded. Motion unanimously approved. **Motion: Approve Dingus, Zarecor, & Associates Engagement Letter** • Bruce moved to approve; Mall seconded. Motion unanimously approved. **Motion: Approve CM Foundation Agreement** • Mall moved to approve; Jessica seconded. Motion unanimously approved. **Motion: Approve Interlocal Agreement: Lake Wenatchee Fire & Rescue**

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	• Mall moved to approve; Gustavo seconded. Motion unanimously approved.
November Financials	Marianne Vincent provided the November Financials Report. • The contractual allowance for November of $444,000 was less than the budgeted amount of $1,003,000 by $559,000, this is largely due to the $581,000 receivable from Medicare for the settlement of year-to-date claims through mid-November. • Our year-to-date net margin of ($493,000) is $107,000 greater than the budgeted net margin of ($600,000). • Professional fees are over budget by ($134,000) in November due to Clinic Practice Share consulting, the Interim Radiology Director expenses, and recruiting expenses for Radiology and Lab Director positions. • November cash collections on patient accounts of $2,196,000 were above budgeted patient account collections of $1,918,000 by $278,000. • We are awaiting the results of the revenue cycle assessment that was completed in late November to review our revenue cycle operations so that we can ensure that we have appropriate staffing resources.
Administrator Report	Diane Blake provided the administrator report. **City Business** • Multi-family Tax Exemption (MFTE): the council passed the issue for the city to manage in the future if needed. Mayor Florea and Diane met to discuss. The city commits to talking with junior taxing districts such as CM when they consider the MFTE for future projects • CVCH came up to give a presentation at the most recent city council meeting. CM is preparing to also present at a council meeting, since they are open to receiving presentations about local services and CM is the most local partner. **WSHA** • Rural Hospital Committee: What if anything should we do about Medicare advantage insurance? Some companies may have predatory practices. • CM anticipates opting into the American Hospital Association's Vitality Index: deidentified data related to payors. • 2024 Legislative focus: Complex Discharge patients, to improve access to hospital care for those who need it. • 2024 Legislative focus: Mergers & Acquisitions Bill: some data shows that healthcare costs have gone up as consolidations have happened; many factors are involved. Legislators are concerned about loss of access to some services when religious facilities acquire non-religious facilities. What are the must haves for negotiation? Goal is not to prevent merger that preserves care in the local community. • Legislative budget request to add Medicaid coverage to intensive outpatient hospital services. • Rural OB: high cost of readiness, legislative proposal to improve funding to keep lower-volume programs open. • Legislative focus: Improve how the Cost Transparency Board functions with a hope for the board to look at all costs. **Charity Care** • Some legal groups who released a report claiming hospitals are not meeting charity care laws. CM is cited in the report, yet we have met

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	all disclosure requirements. WSHA will be working to address report errors, which are numerous. **Podiatry** • Dr. Kevin Morris is retiring at the end of this month. Walter Payne, DPM and Alissa Mayer, DPM will be credentialed in January and take his place. **The Rural Collaborative (TRC)** • Diane attended her first board meeting and is excited about our connection with TRC and looks forward to strengthening partnerships with other rural hospitals. **Focused Leadership Training** • Six CM employees participated in a focused leadership training. Folks were split into two groups who researched and presented on topics including Mobile Integrated Health and CM Marketing/Communications. The groups gave their presentations to their families and senior leadership team on December 6th. Great work was yielded from these projects which will help structure and guide future work in these areas. **CM Foundation** • Diane provided two tours to CM Foundation members. **Recruitment** • CM is recruiting for one of the two hospitalist roles. We will have four locum tenens placements in Q1 to temporarily fill this need. Our emergency credentialing process will be deployed for the first two individuals due to their arrival prior to the January board meeting. **Marianne** • Marianne has been asked to serve another term on the WSHA Finance, Audit and Compliance Committee. She has agreed to continue, which is much appreciated and great for CM to have that connection. **Hilfreiche Hausfruen** • CM received $1,500 donation for new mats and chairs in the pediatric therapy space and replace the baby scale in ED. **Kudos** • During our kitchen construction, our Dietary Department is working at the Senior Center to prepare meals for seniors and CM patients. They've continued to demonstrate their willingness to provide meals for CM staff as well. Kudos to Chad Avery and the staff of our Dietary Department for their flexibility and commitment to CM.
Board Action Items	• CEO Review is wrapping up. • January 11th: Special Meeting. • Please fill out the retreat evaluation survey that was emailed to you.
Meeting Evaluation/ Commissioner Comments	• No comments.
Adjournment	• Tom made a motion to adjourn the meeting at 8:06 PM. Jessica seconded the motion and the commissioners unanimously approved.

DocuSigned by:
Bruce Williams
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Bruce Williams, President

DocuSigned by:
Mall Boyd
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Mall Boyd, Secretary