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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 30, 2024

Present: Bruce Williams, President; Tom Baranouskas, Vice President; Shari Campbell, Commissioner; Jessica Kendall, Commissioner; Gustavo Montoya, Commissioner; Diane Blake, Chief Executive Officer; Pat Songer; Chief Operating Officer/Chief of EMS; Marianne Vincent, Chief Financial Officer; Melissa Grimm, Chief Human Resources Officer; Megan Baker, Executive Assistant

Guests: Natasha Piestrup, Director of Nursing; Erin Adams, Medical Services Officer- EMS; Terri Judy, CM Foundation

Via Zoom: Kathy Jo Evans, Director of Accounting; Janeth Baltazar Lopez, Financial Counselor; Cary Ecker, Community Member

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:39 pm. Shari then led the pledge of allegiance.
Consent Agenda	• Tom moved to approve the consent agenda. Shari seconded the motion, and the group unanimously approved.
Community Input	• None
CM Values	Diane Blake provided the report. • Diane defined the values of commitment, community, empowerment, and quality. She then shared a story about Jenny P., Cascade Medical's Purchasing and Materials Management Coordinator who went above and beyond to pay attention to the news (looming port strike, hurricane in North Carolina) and stock up on IV fluids. Jenny's thoughtfulness helped to protect CM from what turned out to be a national shortage of IV fluids.
Public Relations Report	Diane Blake provided the report. • **Social Media Metrics**: Facebook visits increased, and Instagram visits rose by 24% over the previous month, with messaging focused on specific topics. • **Community Outreach**: Hosted two drive-thru flu clinics, participated in Think Pink and Community Engagement Night, and will have a presence at the Día de los Muertos event at Icicle Creek Center for the Arts. • **Newsletter**: Positive feedback received; the next issue is set for late November. • **Upcoming Initiatives**: Preparing to launch a food drive for Upper Valley MEND. • **Leavenworth Echo, Women in Business Edition**: Featured the Executive Team women, including a team photo in front of CM.
Foundation Report	Terri Judy provided the Foundation Report. • The October 16th Annual Retreat was successful. • The blood analyzer is fully funded, and the new stretch goal is to purchase an MIH vehicle. • The CM Foundation is seeking new members, as three current members will rotate off later this year.

Q3 Finance Report	Marianne Vincent provided the Finance report. • CM has a positive margin of +$1.9 million, $1.7 million above projections. • There were strong summer months with high ED and swing bed volumes, with ED volumes boosting lab and radiology demand. • CM's positive margin was largely driven by higher-than-anticipated gross revenue, with cash receipts $4.6 million above projections, aided by Medicare settlements. There are continued overages in professional fees and purchased services. • Ongoing accounts receivable volume increases and delays in issuing statements. • Kudos to Janeth and Jerri, who coordinated with mobile DSHS team to provide financial outreach in Cashmere. Marianne expressed her appreciation for their efforts.
Finance Committee Report	Tom Baranouskas provided the Finance Committee report. • The Committee reviewed Q3 financial highlights, focusing on revenue growth, accounts receivable challenges, and capital investments. Key discussions centered on budget and wage increases, 2025 projected growth (including an 11% increase in clinic volumes), capital budget items, a projected positive margin from ~$450K to ~$700K, and ongoing compliance needs.
2025 Budget Hearing: 2nd Reading	Marianne Vincent led the budget hearing. • Patient volume forecast changed a bit, including increasing clinic volumes from 9% to 11% compared to 2024 Q3 YTD actuals. • Capital Budget: Added a POC ultrasound and moved one clinic barrier-free exam table from 2026 to 2025. • FTE Additions: Included 1 lab position (swing shift to reduce on-call hours), 1 clinic Advanced Practice Provider, 1 Dietary and Nutrition Services position (for meal and rest breaks), and 1 Utilization Review/Quality position. • Changes to the margin since September draft include job title changes, weekend and night differentials, an increase to admin dues, and volume adjustments. **Bruce opened the floor for Public Comment at 6:27 PM. There were no comments.** **Bruce closed the floor for Public Comment at 6:29 PM** • The Finance Committee recommended the budget to be approved with a 5.0% annual wage increase for staff; for non-exempt team members this means a 3% increase in January and then 1.5% anniversary increase during the year. The Commissioners then engaged in a discussion around margin implications and anticipated volumes.
Action Item	Motion: Approve Resolution 2024-09: 2025 Operating & Capital Budget • Jessica moved to approve the resolution with the 5.0% annual wage increase; Shari seconded. Motion unanimously approved.
Discussions & Reports	**A. Q3 Organizational Dashboard Review** Diane Blake provided the report. • The dashboard and list of long term and annual objectives were included in the packet. **1. Patient and Family Centered Care Pillar** **(Caution/At Risk):** Implementing Mobile Integrated Healthcare **(Caution/At Risk):** Improve patients' first touch experience at CM ○ CM expects improved digital satisfaction with the implementation of Luma software, enabling greater communication flexibility to align with preferred methods. Luma will be demoed through the Patient and Family Advisory Council. **(Caution/At Risk):** Optimize Team-Based Care

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- Mobile clinic appointments are increasing, and CM's new provider begins in November. Telepsychiatry may face delays into next year due to high upfront financial commitment, but CM is actively exploring alternative options to advance this initiative.

2. Financial Stewardship Pillar

(On Track): Develop and Implement Charge Capture Program
- CM is working through this item with a consultant, and it will carry into 2025.

(Caution/At Risk): Build Structure for Developing and Sustaining Long Term Financial Plan
- This item will likely pivot into a framework that will allow CM to evaluate new services.

(Caution/At Risk): Optimize Rehab Services

(On Track): Service Line Expansion

3. Our People Pillar

(On Track): Optimize the Living Well Program

(Caution/At Risk): Continue to Develop Leaders

(On Track): Expand Education/Training Opportunities and Workforce/Apprenticeship Programs

(On Track): Explore Alternative Retention Strategies

4. Community Connections Pillar

(On Track): Develop and Implement Spanish Language Focus for Mobile Clinic, Chronic Care, and Same Day Appointments

(Caution/At Risk): Promote Cascade Medical in the Community
- . While more outreach and communication YTD has occurred compared to 2024, multiple planned initiatives have lagged in Q3.

B. 2025 Draft Objectives

Diane Blake introduced the review, noting that CM's Executive Team, Medical Staff, and Leadership Team participated in risk analysis and a voting process to prioritize 2025 objectives. The Executive Team then refined these inputs to draft the 2025 objectives included in the board packet. Much of 2025 will concentrate on forward planning to position CM for strategic growth.

- The Senior Leaders discussed the value of exploring accreditation options, emphasizing quality and a patient care focus.
- There has been significant work in 2024 to improve patients' first touch and this work will continue simultaneously through these two 2025 objectives:
  - Implement structured communication and outreach plan that is consistently on message, maintaining focus on priority areas, strengthens connection to Spanish-speaking population and utilizes regular measurement to adapt work as needed,
  - Integrate care delivery by developing and implementing a plan to coordinate mobile clinic, school clinic, mobile integrated health, clinic expansion of hours, telehealth, and hospitalist programs under the umbrella of Team-Based Care.
- The goal of launching the CNA program in collaboration with the school district is to prepare for its rollout in the fall of 2025 by addressing the logistics of classwork and skills lab practicum. Currently, Melissa believes that the materials are not available in Spanish, but CM is actively working towards increasing bilingual staffing opportunities.
- The compensation strategy for future consideration includes discussing how to reward high achievement to enhance motivation and satisfaction.

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	• Developing a Master Facilities Plan will help create a plan for utilizing some of CM's cash reserves to invest in service expansion and address community needs
Committee Reports	**Board Quality Rounding** Shari & Bruce participated in Board Quality Rounding today. • The Facilities team aims to complete 75% or more of unscheduled work requests within two days on average, highlighting communication as a key opportunity for improvement. The Rehab department is dedicated to contacting 100% of outpatient therapy patients within two business days of receiving a referral. Additionally, the Quality department assists department directors in goal development, leveraging data to empower informed decision-making. **Medical Staff Meeting** Shari Campbell provided the report. • Shari encouraged the Medical Staff to elevate questions or concerns related to the EMS levy to Commissioners. She also expressed the Board's confidence in the proposed 2025 budget. **Community Outreach and Awareness Committee** Shari Campbell provided the report. • The meeting focused on enhancing community outreach, particularly for the upcoming EMS Levy. The team conducted a SWOT analysis with DH Communications, identifying areas to refine messaging through community perspectives and one-on-one interviews. Plans include crafting an elevator speech and establishing a clear 2025 communication strategy, with March set as a focal point for outreach efforts related to levy education. Key actions also involve a targeted messaging timeline, increased commissioner visibility at local events, and expanded bilingual outreach to align with CM's strategic goals. **Part-time Resident Advisory Council Meeting** Tom Baranouskas provided the report. • The group reviewed updates on Cascade Medical, industry news, and the EMS Levy. The Council discussed community perspectives on the levy, focusing on the importance of educating the public on emergency services. Plans for the upcoming Community Health Needs Assessment (CHNA) were reviewed, including strategies for comprehensive data collection and community engagement in early 2025.
Action Items	**Motion: Approve Credentialing** • Shari moved to approve; Gustavo seconded. Motion unanimously approved. **Motion: Approve Resolution 2024-10 Authorizing the 2025 Regular Property Tax levy** • Tom moved to approve; Jessica seconded. Motion unanimously approved. **Motion: Approve Resolution 2024-11: Authorizing the 2025 EMS Property Tax Levy** • Shari moved to approve; Tom seconded. Motion unanimously approved. **Motion: Approve Capital Purchase MIH Vehicle** • The vehicle will cost around $68K plus $10K for the personalization. • Tom moved to approve; Gustavo seconded. Motion unanimously approved.
Administrator Report	**Diane Blake provided the report.** • New Provider: Kalie Thompson joins CM on November 11th, and the team is excited to welcome her. • Wound Care: Special thanks to Natasha for readying for the launch of the program, with support from Pat and Molly.

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	• Recruitment: An offer has been extended to a hospitalist candidate, and leadership remains hopeful for a positive response. • Endoscopy: Discussions with Dr. B about the Endo program are ongoing. CM has received some external referrals, though process improvements are needed. Additional days for endoscopy are planned for Q4 to support increased access. • School District Update: CM is working with the Cascade School District to expand behavioral health services, building on the coverage already provided. • Open Enrollment: CM is exploring new vision provider options, thanks to Melissa's efforts. • Leavenworth Echo: Diane and Pat recently interviewed with the Echo to inform the community about the impact of tourism on healthcare. CM is prioritizing partnerships with the city, chamber, and other organizations to better serve community needs. • Parking Agreement: The city and CM are working on refreshing their parking agreement to ensure positive patient parking experiences and maintain a strong partnership. • Chiller: The unit was successfully installed today, marking the end of a lengthy process. • USAC Funding: Diane and Pat met with group of other hospitals to discuss digital expansion of services. The Rural Collaborative is willing to form a consortium to pursue this funding. • IT Leadership Update: Chad has appointed Luke Hoisington as Interim VFCIO. • Budget Preparation and Charity Care geographic data: Kudos to Marianne for her excellent work preparing the budget and creating helpful materials for the executive team while also preparing for additional reporting regarding how much out of state charity care is provided at CM by service line. • Diane called attention to the publication regarding Medicare Advantage program facts that WSHA helped prepare and distribute. CM is making this fact sheet widely available for patients and community and is offering space for an organization to hold informational meetings on this topic during the Medicare open enrollment period. • Diane attended the Foundation retreat, which was very good. The Foundation continues to be deeply committed to serving. • EMS Levy Education: Diane met with Matt Ellsworth from the Association of Public Hospital Districts last week to plan community education, with DH's messaging framework anticipated to aid these efforts. • WA Legislative Session: Diane will attend Advocacy Days on February 11, 2025, with WSHA. As hospitals enter a legislative session marked by a budget deficit, expected leadership changes—including a new HCA head, Secretary of Health, and Insurance Commissioner—are prompting hospitals to advocate against healthcare cuts. In response to legislation impacting hospital financials and insurance practices, WSHA is educating legislators while gathering claim payment data to support advocacy efforts. Other focus areas include supporting sustainable OB programs, the need for state investment in long-term care facilities, ongoing workforce support, and a permanent Telehealth Waiver for remote care in Rural Health Clinics (this latter being a federal advocacy topic).
Board Action Items	• Please check your email for the Resolutions. • 11/11 Open Forum: Gustavo • 11/12 Open Forum: Bruce • 11/14 Open Forum: Shari

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	• 11/15 Open Forum: Tom
Meeting Evaluation/Commissioner Comments	• Diane noted the dialogue was very thoughtful and the discussions helpful. Jessica echoed these sentiments. • Shari continues to be impressed with the culture of employees, emphasizing their genuine openness and commitment to continuous improvement.
Adjournment	• Jessica moved to adjourn at 8:37 PM; Tom seconded, and the group unanimously agreed.

Signed by:
Bruce Williams
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Bruce Williams, President

Signed by:
Shari Day-Campbell
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Shari Campbell, Secretary