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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
November 20, 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; Clint Strand, Director of Public Relations

Guests: Natasha Piestrup, Director of Nursing; Joe Aponik, Rehab Services Director; Julie French, CM Foundation; Bill Mannewitz, Rehab Visions; Chris Jensen; Rehab Visions

Via Zoom: Pepper Kablae, Unknown

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:30 pm. Shari then led the pledge of allegiance.
Consent Agenda	• Shari moved to approve the consent agenda. Jessica seconded the motion, and the group unanimously approved.
Community Input	• None
CM Values	Diane Blake provided the report. • Diane defined transparency as: *"We demonstrate complete openness by providing clear, timely, and trusted information that shapes the health, safety, well-being, and stability of each other and our community,"* emphasizing trust, accountability, and appropriate boundaries regarding what can and should be shared. • Diane outlined how the Executive Team's DNA Code exercise reflects their accountability, leadership, and commitment to remaining vulnerable and courageous in their roles. • Leadership team members were recognized for their strong commitment to fostering a culture of accountability and support, especially when addressing process improvement opportunities.
Foundation Report	Julie French provided the Foundation Report. • The group completed a $67K fundraiser campaign for mobile integrated health. They also secured a $10K grant award through a partnership with Confluence Health and the WV Medical Community. • The next fundraising initiative is an $80K clinic bundle. • The next round of the Mark Judy Caregiver Education scholarships will launch in January 2025. • NCW Give Campaign begins on Thanksgiving, supporting the AED expansion project. • Ongoing recruitment efforts remain a priority for the CM Foundation.
Public Relations Report	Clint Strand provided the report. • **Outreach:** Participated in the Cashmere Health Fair at Cashmere High School in mid-November, organized by NCESD. Special thanks to Janeth and Lora for delivering a Spanish-language presentation and addressing community questions. • **UV MEND Food Drive:** Team A-L claimed victory, shattering last year's record with nearly 1,100 lbs of food and over $3,500 in donations. • **Social Media:** Performance remains steady. Current focus is on refining messaging to enhance impact. Upcoming highlights include CPR and

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	diabetes education classes, patient stories, primary care opportunities, and emergency services. • **Newsletter:** Finalizing content, with release planned for early December. • **Annual Report:** In the final stages of preparation, targeted for publication in March 2025.
Committee Reports	**Governance Committee** Bruce Williams provided the report. • The Governance Committee reviewed key policies, including Conflict of Interest and Commissioner Compensation, and finalized the CEO annual review process. They assessed 2024 progress, began planning for 2025 board objectives and education, and outlined next year's committee assignments and work plan. • Commissioner Compensation Policy: Per RCW 70.44.050, a Commissioner shall receive $161 for each day ~~or portion thereof~~ as compensation for services performed as a member of the governing body. • The committee recommended skipping the August 2025 board meeting, continuing the practice from the previous year. **Quality Oversight Committee** Jessica Kendall provided the report. • The Quality Oversight Committee reviewed Q3 data, including performance metrics for EKG and CT reads, and discussed strategies to address data outliers and process improvements. Key highlights included patient satisfaction scores exceeding industry averages, the development of a quality dashboard, and advancements in Mobile Integrated Health initiatives. Planning for 2025 is underway, focusing on refining workflows and enhancing data accuracy.

Discussions & Reports	**A. Rehab Services Optimization Assessment**
	Diane Blake introduced Bill Mannewitz, COO and Chris Jensen, Regional Manager of Rehab Visions who shared a presentation about their assessment.
	• Rehab Visions conducted a comprehensive review of staffing and scheduling, clinical practices, relationships, compliance, marketing and competitive positioning, and facility resources.
	• Recommendations:
	  ○ Adjust scheduling parameters to enhance availability and improve accessibility for patients.
	  ○ Optimize current clinician schedules before exploring opportunities to expand services and meet broader community needs.
	  ○ Conduct an annual review of RVUs compared to recommended price points to maximize service reimbursement.
	  ○ Strengthen collaboration between Business Services and Rehab Services to reduce denials and improve response times for requests.
	  ○ Replace the current office station with mobile workstations to improve functionality and workflow and increase area available for care
	
	B. CEO Annual Evaluation Process & Materials
	• The group agreed to implement the new evaluation process, which incorporates:
	  ○ Direct report feedback collected by Melissa.
	  ○ Clinic provider feedback facilitated by Dr. Kendall.
	  ○ Emergency Department feedback facilitated by Dr. Stirling.
	• All feedback will be compiled and assessed by the Commissioners, who will also contribute their input using a newly developed matrix.

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	C. **2025 Organizational 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 *Integration of Care Delivery* objective includes attention on the patient's first touch experience continuing through 2025. Cascade Medical anticipates improved digital engagement with the implementation of Luma software, which offers enhanced communication flexibility tailored to patient preferences. • Clear timelines have been integrated into some objectives to establish clarity and accountability. • Language has been added to emphasize gathering feedback from individuals not yet connected with CM, whether as patients or community members, while maintaining disciplined and consistent messaging. Google Reviews are evaluated as a tool to access and understand patient stories. • The *Master Facilities Plan* is intentionally referenced twice to outline its phased timeline for completion and to highlight its alignment with the strategic initiatives planned for 2026–2028.
Action Items	**Motion: Approve Organizational Succession Plan** • Gustavo moved to approve; Shari seconded. Motion unanimously approved. **Motion: Approve Conflict of Interest Policy** • Shari moved to approve; Gustavo seconded. Motion unanimously approved. **Motion: Approve Commissioner Compensation Policy** • Shari moved to approve with the recommended clarification (as documented in these minutes under theGovernance Committee report); Gustavo seconded. Motion unanimously approved. **Motion: Approve Mobile MRI** • Tom moved to approve; Jessica seconded. Motion unanimously approved.
Administrator Report	**Diane Blake provided the report.** • **Medical Staff Updates**: Linda Greiner, PA-C, will join Cascade Medical in January as a Hospitalist, with plans to begin patient care in March. Dr. Kendall has returned as Clinic Medical Director and will resume patient care in January. A heartfelt thank you to Dr. Richardson for his dedication and contributions as Interim Clinic Medical Director. Yesterday, Diane had the opportunity to shadow Dr. Richardson for an insightful look into the daily processes of our clinic. • **Hilfreiche Hausfrauen**: Thank you to the group for their generous donation of over $1,000 to CM, supporting the purchase of equipment for Rehab Services and a new Differential Cell Counter for the Laboratory. They currently have six members and are actively seeking to recruit new members. • **November Food Drive**: All of CM and Team A-L delivered an outstanding effort for the food drive, achieving remarkable results. Thanks to all who participated! • **Thanksgiving Day**: Leadership Team will continue the tradition of providing a Thanksgiving meal this year for staff working on Thanksgiving Day • **Tour**: Melissa and Diane will host a tour for Jane Mounsey, a member of the Part-time Resident Advisory Council. • **Holiday Season Preparation**: Kudos to Pat for his steadfast

	partnership and advocacy with local agencies. The CM team recently collaborated with other organizations in a tabletop exercise simulating a mass casualty incident. There are ongoing discussions regarding emergency vehicle access during high-traffic tourism seasons, highlighting the need for continued dialogue and solutions. • **NCW Hospital Council Meeting**: Diane will attend tomorrow and intends to connect with John Chapman, Executive Director of Thriving Together, who also serves on the Health Exchange Board to discuss recently proposed legislation related to public option insurance.
Board Action Items	• EMS Levy Timeline: For December, please identify community groups or organizations that would benefit from a presentation about the EMS levy. Bring these suggestions to the December meeting for discussion. Additionally, review your calendar to determine availability for outreach efforts and presentations.
Meeting Evaluation/Commissioner Comments	• Appreciated the updates and refinements to the 2025 objectives. • Productive and engaging meeting. • It was valuable to have Rehab Visions present in person. • The Foundation Meeting is scheduled for December 11 at the Squirrel Tree, with Shari confirmed to attend.
Adjournment	• Jessica moved to adjourn at 8:20 PM; Tom seconded, and the group unanimously approved.

Signed by:
Bruce Williams
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Bruce Williams, President

Signed by:
Shari Day-Campbell
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Shari Campbell, Secretary