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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 18, 2024

Present: Bruce Williams, President; Shari Campbell, 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

Via Zoom: Jessica Kendall, Commissioner

Guests: Natasha Piestrup, Director of Nursing; Jennifer Andrews, MSO-EMS; Mary Morse, Patient Services Representative**;** Dana Wilson, CM Foundation

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:31 pm. Shari then led the pledge of allegiance.
Consent Agenda	• Shari moved to approve the consent agenda. Gustavo seconded the motion, and the group unanimously approved.
Community Input	• None
Committee Members for Advocating Levy Disapproval	• None

CM Values	Diane Blake provided the report.
	• Diane reflected on CM's experience with the DOH last year, highlighting their praise for our team's transparency, support, and collaboration throughout the survey process. She then emphasized the importance of understanding the "why" behind our shared values with these examples:
	  • CM recently hosted a representative from our liability and insurance carrier to identify potential risks. The team was welcoming, collaborative, and left a strong positive impression.
	  • Nursing requested education on EMTALA (Emergency Medical Treatment and Labor Act), emphasizing the obligation to provide care without refusal. Thanks to Natasha for coordinating a representative visit, where staff demonstrated warmth, openness, and dedication to patient and team care. Additionally, the CEO's written response to the staffing plan will incorporate patient feedback. Which remains overwhelmingly positive, with a sampling of comments included in the report.
	  • Shawndra and Erin stepped up yesterday to assist with snow removal, exemplifying our shared values in action and making a positive impact on others.
	• All of us—Commissioners, leaders, and staff—play a vital role in cultivating CM's positive culture, rooted in our shared values.

Public Relations Report	Clint Strand provided the report.
	• **Content creation**
	  ○ Newsletter: Working on mid-January mailing date for another newsletter.
	  ○ Annual Report: The content deadline is mid-January, with the report scheduled to be mailed out in mid-March.
	  ○ EMS/Emergency community educational efforts: Actively creating

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	collateral for community and employee education, scheduling times for public presentations
	• **Social Media**
	  ○ Numbers are holding steady which is a good thing. Social Media algorithms usually limit accounts like CM's in November and December in favor of commerce sites.
	  ○ Posts highlighting our people and patients stories are yielding the highest traffic and interaction.

Foundation Report	Dana Wilson provided the report: • The CMF elected a new executive board for 2025: President – Rich Adamson, Vice President – Wade Nash, Treasurer – Strode Weaver, Secretary – Dana Wilson. The board will move forward with 18 members. • Early discussions have begun on recruiting part-time residents. • Golf sponsorship assignments are currently in progress. • Work on the Christmas Ambassador program is underway. • CMF is actively raising funds for the clinic bundle and AEDs, with Give NCW supporting AED funding from Thanksgiving through the end of the year. • In January, CM employees will be invited to apply for the Mark Judy Caregiver Education Fund. • A heartfelt thank you to CM staff for their thoughtful cards of appreciation.

Committee Reports	**Community Outreach & Awareness Committee**
	Shari Campbell provided the report.
	• CM has engaged DH to lead strategic communications, with much of the meeting focused on core value propositions, emphasizing quality, convenience, and warmth. Discussions also included progress on the EMS levy timeline, preparation of the annual report, and community outreach efforts, particularly around EMS education and the role of commissioners.
	Quality Oversight Committee
	Jessica Kendall provided the report.
	• The Quality team is focusing on continuous improvement, including initiatives like board quality rounding. By the end of 2025, they aim to identify key data for presentation at the QOC and determine what information to share with the broader community, along with the most effective methods for sharing quality updates. A roadmap for 2025 is being developed to guide these efforts, promising an exciting year ahead.
	Finance Committee
	Diane Blake and Marianne Vincent provided the report.
	• The committee conducted a year-end review, assessing the viability of 2025 initiatives and discussing the capital budget, with anticipated lower expenditures for IT capital but an increase related to mobile MRI infrastructure. They also recommended retaining DZA as the audit firm for the upcoming year.
	• **Industry Trends**
	  ○ The committee discussed federal and state-level challenges, including potential Medicaid funding decreases and regulatory shifts in Washington, which could be impacted by election outcomes and policy changes.
	  ○ Federal opportunities include the elimination of unnecessary regulations to streamline operations. At the state level, Washington stands out as one of the few states that shifted further left politically after the recent election, raising concerns about federal scrutiny or policy focus.
	  ○ The WA Safety Net Assessment Program requires annual approval

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	by CMS. While it is likely to gain approval under the current administration, there could be increased scrutiny and potential challenges if it is not passed before the incoming administration takes office. ○ Concerns were raised about healthcare cost caps, Medicare Advantage predatory practices, and the impact of expiring federally subsidized insurance rates, with ongoing efforts to navigate these challenges and reduce unnecessary regulations. **Governance Committee** Bruce Williams provided the report. • Diane developed a Strategic Plan Cycle of Work document to guide the board's focus on strategic thinking. Additional emphasis has been placed on board succession planning, the CEO's annual review, and officer and committee rotations.
Discussions & Reports	**A. Meditech Update** Pat Songer provided the update. • The HealthNet partnership has played a key role in rebuilding workflows, with ongoing projects such as the Luma implementation and Zynx order sets. Looking ahead, plans are in place for the introduction of transverse exchange interoperability in late 2025, a nationwide platform for sharing patient data. • Key achievements include the successful implementation of the Wound Care Program build, MIH scheduling and registration system build, and restructuring of ED admission assessments. These efforts are being driven by a small, yet highly dedicated team, and despite the challenges, significant progress is being made. **B. Proposed 2025 Board Meeting Dates** • The group reviewed the proposed dates and did not propose any changes. **C. EMS Levy Timeline** Diane Blake introduced the timeline. • The goal is to educate individuals in March and early April before they receive their ballots which will be mailed on April 1. CM is collaborating with DH, who is developing community messaging that is both simple and impactful. Key talking points, a PowerPoint presentation, and physical materials will be provided for Commissioners to leave behind when connecting with groups or individuals.
Action Items	**Motion: Approve Credentialing** • Shari moved to approve; Gustavo seconded. Motion unanimously approved. **Motion: Approve 2025 Organizational Objectives** • Building on the discussion from the last board meeting and the QOC report, the additional objective highlights a strong commitment to transparent communication and ensuring accountability to the board. • Shari moved to approve; Gustavo seconded. Motion unanimously approved. **Motion: Approve 2025 Board Goals** • Bruce introduced the goals to the board, and the group discussed having the Governance Committee take the lead in developing processes to accomplish this work, with the intention of presenting them to the full board. • Jessica moved to approve; Gustavo seconded. Motion unanimously approved. **Motion: Approve Dingus, Zarecor, & Associates Engagement Letter** • Shari moved to approve; Jessica seconded. Motion unanimously approved.

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November Financial Report	**Marianne Vincent provided the report.** • CM had a negative margin for the month of November that was ($280,000) below budget, but year-to-date remains at a positive margin and a positive budget variance. • Gross revenue for November was higher than expected. • Professional fees continued to exceed projections for the year, and purchased services are also over budget. The Safety Net payment was offset by revenue. • AR balances have increased. • Statements began being sent out in late November and early December.
Administrator Report	**Diane Blake provided the report.** • **Medical Staff Updates**: Dr. Jerome has started his sabbatical and will be off until mid-March, while Dr. Butruille will be off from mid-March through mid-June. Whitney is coordinating the schedule to ensure continued strong support for patients during this time. • **Endoscopy Services:** CM is actively working to secure coverage, including exploring an interim partnership with Lake Chelan. Another provider has also expressed interest, and discussions will continue. Long-term plans involve assessing whether expanding the program beyond once a week is appropriate and identifying necessary changes within clinic operations to support increased demand. • **Employee Appreciation**: The EAC and Executive Leadership Team hosted a pancake breakfast on December 10th. Senior leaders also served CM tumblers and cocoa bombs to staff that week, along with bagels from Bavarian Bagels. This week, coffee is being provided at LOGE. A big thank you to Melissa for organizing these celebrations! • **Leadership Training:** Six CM leaders recently graduated from an extensive leadership cohort program, culminating in a project presentation in early December. One project focused on telemedicine, and the second centered on Spanish-language service initiatives. Both projects presented valuable insights for the executive leadership team to consider. • **USAC Consortium:** Federal funding is available to improve technology connections in underserved areas. The Rural Collaborative is leading the effort to form the consortium. CM has completed and submitted the necessary documentation and is hopeful to receive funding to help cover IT costs. • **Apprenticeship Programs:** The third Medical Assistant (MA) apprentice, Hannah, is set to graduate, continuing the trend of one graduate per year. Another apprentice has been hired and will begin the program in January. The Certified Nursing Assistant (CNA) program has graduated eight individuals so far—four from CM and four from Mountain Meadows. A shared CNA cohort will serve as a pool for both CM and Mountain Meadows. • **Regulation impacts:** CM is remaining flexible in order to comply with new reproductive healthcare privacy rules and also not building complete new structure and processes around this as there is likelihood the next federal administration may overturn this HHS rule. Additionally, concern has been raised with WA state DOH over how much sensitive demographic data they require hospitals to collect and whether this could put patients at risk in the future. Work is ongoing at the state level on these topics, including recommendations on how hospitals may best navigate. • **Diane's Schedule**: OOO 12/19-12/30. Will be checking in and available virtually.
Board Action Items	• Please submit your CEO Evaluation response to Melissa by Friday, December 20. A special board meeting is scheduled for January 15.

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	• 1/8 Med Staff: Jessica Kendall (if not, Shari as back up) • Board Rounding: January 30 at 1:00 PM, Jessica and Gustavo
Meeting Evaluation/Commissioner Comments	• No comments.
Adjournment	• Shari moved to adjourn at 7:10 PM; Shari seconded, and the group unanimously agreed.

Signed by:
Bruce Williams
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Bruce Williams, President

Signed by:
Shari Day-Campbell
A1777FE3BF594A3...
Shari Campbell, Secretary