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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
February 28, 2024

Present: Bruce Williams, President; Tom Baranouskas, Vice President; Mall Boyd, Commissioner; Jessica Kendall, Commissioner; Diane Blake, Chief Executive Officer; Pat Songer, Chief Operations Officer; Marianne Vincent, Chief Financial Officer; Melissa Grimm, Chief Human Resources Officer; Clint Strand, Director of Public Relations; Megan Baker, Executive Assistant
Excused: Gustavo Montoya, Commissioner
Guests: Shawndra Duke, Operational Safety Manager; Strode Weaver, CM Foundation

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:30 pm. Jessica then led the pledge of allegiance. • Mall made a motion to excuse Gustavo from the meeting. Tom seconded the motion and the commissioners unanimously approved.
Consent Agenda	• Mall moved to approve the consent agenda. Tom seconded the motion and the group unanimously approved.
Community Input	• Strode Weaver provided a patient account. He recalled one of the best lab draws he has ever had and noted the excellent technical skills along with a personable experience. Bruce echoed a similar excellent lab experience. Kudos to the lab team!
Foundation Report	Strode Weaver provided the Foundation Report. • CMF raised over $100,000 in 2023. The group fully funded the cardiac rehab equipment goal and is well under way to achieve their hematology analyzer goal. They may launch a stretch goal effort later this year. • March 3rd @ 3:00 PM: Cardiac Rehab Donor Appreciation Event. Donors were invited to attend the upcoming demonstration/exhibit of Cardiac Rehab equipment. CM leadership and staff including Diane, Dr. Jerome, Joe A., Katie F., Katelin L., and Erin A. will be present. • The Mark Judy Education Fund has $2,500 available during the 1st award review. • CMF Golf Tournament: June 17th. All major sponsorship categories have been claimed. • Jive Time in the Cascades @ Leavenworth Festhalle. This event brought in about 100 folks last year. The group hopes to increase attendance this year. • Benevolent Night: March 14 @ Leavenworth Golf Course 11AM-8PM • Kudos to Clint for the wonderful article in the Leavenworth Echo about the foundation and mobile clinic.
CM Values	Diane Blake provided the report. • Corey sent a note highlighting the ultrasound program and his first ordering experience at CM. The ultrasound reflected a routine ED visit to rule out DVT. Thanks to those for making it happen. Thanks

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	to Corey for taking the time to share and acknowledge the positives at CM. • Kudos to Natasha and Whitney for celebrating staff in their department updates. • A patient reflected on a recent ER visit where they experienced excellent care thanks to Aron R., Oneida D., and Corey R. Staff demonstrated commitment, communication, and consideration for the patient.
Public Relations Report	Clint Strand provided the report. **Community Engagement Night** • Mall attended the event on January 30th. There is value in our presence and ability to connect with our community in that meeting space. **Leavenworth Echo Article** • Thanks to Diane, Pat, Sam L, and Bob Adamson. The Echo reached out to ask if a women's health provider would be interested in drafting an article and Dr. Kendall agreed. **Social Media** • Facebook content interactions: +8.7% this month. • Clicks to links: +54% in the last month. • Instagram: +63% in the last 30 days. • Accounts engaged: +7%. • CM saw large post engagements when celebrating individual employees and women physicians' day. **Annual Community Report** • Will be out in early April. **Calendar Updating** • Clint is working to streamline internal and external event notifications. **Cardiac Rehab** • Clint was able to capture photos today. **Kudos** • Kudos to Chad S. for his ongoing work on our intranet site.
Discussions & Reports	**A. IT Update** Pat Songer provided the update. • There was a data breach from the Change Health/Optum/United Healthcare solutions and services organization. This impacted CM InterQual and E-prescribe systems. **B. Meditech Update** Pat Songer provided the update. • Kudos to Molly's leadership as the Director of Informatics and her work to create the Meditech recap for the board. • **Notable Achievements** o Physician Subject Matter Expert (SME) identified and interviewed. This will allow peer-to-peer support work toward reviewing the system and determining if things are working properly. Dr. Wefel is the CM Meditech Physician Champion and has been helpful moving this work forward. o Portal access has been improved. o CM is working to improve community wide scheduling by partnering with Klickitat Valley Hospital's Radiology department. These efforts aim to improve workflows. • **Challenges** o Sentinel/Spacelabs EKG interface is broken. Anticipated resolution 3/1.

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	○ Meditech responsiveness: high volume of items on hold waiting for Meditech response or completion. **C. Advocacy Day Recap** Bruce Williams provided the report. • The legislature is constantly evolving to determine which bills will pass or not. Our local representatives care about rural healthcare and are interested in listening and learning with constituents. • Charity Care bill did not pass. **D. Board Self-Evaluation Focus Areas** Bruce Williams led the discussion. • **Education** ○ High priority. ○ The group discussed having an education session 1x/quarter at 4:30 PM. They may begin March with a Quality education session. • **Strategic Thinking** ○ The group discussed more effective way to engage the board in strategic planning including long-range financial planning. • **Board Meeting Operations** ○ The group discussed the value of more information in the packet. ○ They are working to initiate an effort to be more structured when evaluating board meetings. ○ Education vs Topic Updates: Eventually current topics such as Meditech and Team-based care will roll off. The group discussed not duplicating topics that will be in the quarterly dashboard. • **Relationship Building** ○ There is value in determining how best to bring the board and management together. **E. X-ray Room Equipment Replacement** Pat Songer led the discussion. • Management wishes to proceed with replacing the existing x-ray suite of equipment. This is planned capital replacement project which is included in the 2024 capital budget. • Tom moved to approve the purchase; Jessica seconded. The group unanimously agreed.
Committee Reports	**A. Medical Staff Meeting** Mall Boyd provided the report. • Sabine gave an outstanding presentation about OT therapies to help folks age in place with intervention prior to decline. • The group discussed how best to make the mobile clinic more walk-in friendly. • Dr. Moholy briefly spoke about his and Aisha's work to provide school-based visits. **B. Quality Oversight Committee** Mall Boyd provided the report. • QOC reviewed the Meditech event process, finalized their 2024 workplan, and reviewed policies and Q4 data. Patient satisfaction surveys were excellent: 4.8/5 for overall experience. There is a 21% response rate, which is quite high compared to the average external response rate of 5%.

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	• Whitney joined QOC and we will be reviewing clinic metrics at our next meeting.
	• The group engaged in a discussion about DASH (Data Analytics Service Hub), which is a platform that allows you to review data from multiple sources to look at trends and compare hospital performance of various metrics. Overall, the cost and data relevance are barriers. DASH will not be pursued at this time.
	• **Notable Achievements**
	  ○ Informatics initiated a weekly EMR Committee Meeting.
	  ○ Successfully developed dashboards within Business and Clinical Analytics (BCA) to aid in committee work and department volume analysis.
	  ○ Initiated a new quality project in Acute Care (AC) and ED
	  ○ Focused effort on security system update and badge access readers.
	• **Board Quality Rounding**
	  ○ Jessica reflected on the excellent organization of the process including the forms, flow, and content of rounding. The Clinic and Acute Care were the two focus areas:
	  ▪ **Clinic**: Goal: reduce unaccounted for state supplied vaccines. Improvements: sign out sheet, shot buddy system, reminders at staff meetings, and presentation of data
	  ▪ **Acute Care**: Goal: 90% medication scan rate by 7/1/24. Improvements: new computer on wheels, data presented at staff meetings and posted in department.
	• The focus of our quality department shifted away from compliance to focus on outcomes which ensures continuous process improvement.
	• CM was designated as WA DOH Level 3 Stroke Center.
	• Kudos to our Quality department, a small but mighty team who all do such great work.
	C. Governance Committee
	Bruce Williams provided the report.
	• The committee reviewed policies, board self-assessment, board education plan, and discussed succession planning and the annual board retreat.
	• Proposed 2024 Board Annual Objectives:
	1. 100% of Board members achieve and/or maintain WSHA Health Care Governance Certification, with quarterly reporting on achievement percentage.
	2. Assess and refine Board's ongoing connection to and communication with the community.
	3. Refine board succession and new commissioner orientation/onboarding plans.
	D. Hospital Governing Boards Committee
	Bruce Williams provided the report.
	• The financial health of hospitals is improving slowly.
	E. WSHA Board Meeting
	Bruce Williams provided the report.
	• CM will be participating in the WSHA Vitality Index.
	• WSHA will soon begin its new 3-year strategic plan.

Action Items	**Motion: Approve Resolution 2024-02 Surplus Equipment** • Mall moved to approve; Tom seconded. Motion unanimously approved.

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	Motion: Approve 2024 Board Objectives • Tom moved to approve the proposed objectives; Mall seconded. Motion unanimously approved. **Motion: Approve Credentialing** • Mall moved to approve; Tom seconded. Motion unanimously approved. • *Due to the expedited timing of the credentialing request, there are a few documents in process. These will be completed, documented, and verified prior to the provider's first day on site.
December 2023 and January 2024 Financials	**Marianne Vincent provided the financial report.** **December 2023** • The net margin of ($237,000) was less than the budgeted net margin of ($30,000) by ($207,000). • Year-to-date our net margin of ($730,000) is ($101,000) less than the budgeted net margin of ($629,000). • Salaries were over in December due primarily to Acute Care (new WSNA contract) and Admin wages (salary adjustments as well as the effect on accrued PTO.) • Purchased Services are more than budgeted for December due to Pharmacy (November and December invoices) and Plant (Plumbing and HVAC) expenditures. • Supplies are well under budgeted amounts to year-end adjustments for the 340B program and an IT expense that was moved to capital expense. • December cash collections on patient accounts of $2,603,000 were above budgeted patient account collections of $1,756,000 by $847,000 by which $581,000 was a payment from Medicare for year-to-date Medicare claims through mid-November. • Days in Net AR increased from 48.80 days in November to 57.0 days in December and Gross AR has increased by $268,000 from November. • CM has applied for cost-based reimbursement from Medicare for Ambulance transports of Medicare patients for 2023. While we have not received official notice from Noridian of approval of our request for cost-based reimbursement, the time frame for rebilling these transports is limited to one year, so we need to rebill them now or will lose the opportunity. Additional funds received when reimbursed based on cost would affect cash and our contractual allowance, there would be no resulting adjustment to revenue. • These financials were presented as preliminary due to our annual upcoming audit. **January 2024** • The net margin of $95,000 was less than the budgeted net margin of $128,000 by ($33,000). • Collections on patient accounts of $2,034,000 in January were above budgeted patient account collections of $1,409,000 by $625,000. • Supply expenses were high in January, around ($30,000) due to lab expenses for covid and flu testing supplies. • Days in Net Accounts Receivable increased from 57.0 days in December to 58.5 days in January and Gross Accounts Receivable has increased by $378,000 from December. • "Other Operating Revenue" reflects cash from the CM Foundation for cardiac rehab equipment.

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	• We continue to work on payor contracts which is moving slow. • Charity Care Check-Up call scheduled for March.
Administrator Report	Diane Blake provided the administrator report. **Chronic Care Management** • The Clinic has a new diabetic group underway that is full, and a second group is scheduled for May. **Financial** • CM replaced two water heaters that began to leak for a spend of about a $25,000. • **CM b**udgeted to replace an ambulance and may opt to get a demo unit, or floor model. Currently, new ambulances are building about 3 years out and cost significantly more than the demo option. The commissioners had no issue with this spend. **IAFF Negotiations** • The IAFF is the union that represents CM EMTs and paramedics. Negotiations are currently underway with lots of good discussion. **Leavenworth City Council** • Diane will be presenting on March 12. Big thanks to Clint. **WSHA Rural Payment Subcommittee** • Several members of the subcommittee will meet with Sue Birch, HCA Director. The group is uncertain whether the HCA is willing to consider something other than what federal government proposes. **Recruitment** • A recruiter is working to fill the open hospitalist position. Some candidates have posed concerns about the cost of housing, while others want a full-time, not .75 role. • We have worked to backfill half of the hospitalist shifts with locums. Big thanks to Melissa who has worked with Dr. Kendall to get approval for candidates and coordinates onboarding. • A recruiter is also working to hire a lab director: There is a possibility of someone in the hopper, more to come. **Medical Leave** • Dr. Jerome is going on medical leave in early March for up to 3 months. • Kudos to Whitney for her work on provider scheduling. **Mergers and Affiliations Bill** • Diane recently testified on this bill, which is most likely going to pass. The bill was not supported by WSHA. **Workforce Housing** • This group is working to support workforce housing in our area. Kaylin Bettinger (UV Mend), and Diane and another community member met with Rep. Mike Steele about funding opportunities. **Chris Amerson** • Chris is participating in a skating event at Special Olympics this weekend. • Kudos to Aisha for her work to create a poster and acquire good thoughts and well wishes from team members throughout CM to send off with Chris.
Board Action Items	• Please check your emails.
Meeting Evaluation/ Commissioner Comments	• The group reflected on the education vs. topic updates. The discussion allowed folks to connect with each other and analyze their priority areas. • The group agreed that they should take the lead on how they spend meeting time.

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	• The agenda layout and time allocations felt appropriate for content discussions. The content of the meeting was really good, and the quality report out was quite a highlight. The group really enjoys strategic questions in the agenda. • While nothing was missing from the packet, the electronic labels don't quite match the agenda title. • The group does not want a written survey for a meeting evaluation.
Adjournment	• Mall made a motion to adjourn the meeting at 8:17 PM. Tom seconded the motion and the commissioners unanimously approved.

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Bruce Williams, President

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Mall Boyd
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Mall Boyd, Secretary