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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
April 24, 2024

Present: Bruce Williams, President; Tom Baranouskas, Vice President; Mall Boyd, Commissioner; 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: Natasha Piestrup, Director of Nursing; Megan Sawyer, Laboratory Director; Bob Keller, CM Foundation; Norma Gallegos, Community Member; Deb Williams, Clinic Consultant

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:32 pm. Tom then led the pledge of allegiance.
Consent Agenda	• Mall moved to approve the consent agenda. Tom seconded the motion and the group unanimously approved.
Community Input	• None
Introduction: Megan Sawyer	• Diane introduced Megan Sawyer, the new Lab Director. • Megan grew up in Pennsylvania and later moved to Wenatchee where she completed high school. She has a Bachelor of Science in Medical Lab Services from the University of Washington where she also won an award in chemistry. Megan brings experience from Confluence and Lake Chelan Health. CM is thrilled to have Megan on board.
Foundation Report	**Bob Keller provided the Foundation Report.** • Since their inception, the CM Foundation collectively donated $1.8 million to Cascade Medical. Their most recent goal was raising funds for a hematology analyzer. Due to strong efforts, CMF plans to do stretch goal that may include a vehicle for the Mobile Integrated Health program. • The Mark Judy Education Fund awarded a total of $2,500 split between 3 employees: Janeth B., Taylor H., and Brandi W. • Benevolent Night: South, April 25th • Mother's Day 5K: May 12th • Annual Golf Tournament, Monday June 17th • Jive Time in the Cascades at Leavenworth Festhalle: September 21 • Many thanks to the Commissioners for graciously supporting the Foundation's Golf Tournament each year.
CM Values	Diane Blake provided the report. • Diane defined the value of Respect as embracing equality on a daily basis through positive, personal interactions and recognizing the unique value within each of our colleagues, patients, and ourselves. She described two demonstrations of respect, the first by Natasha, the Director of Nursing. • Natasha consistently demonstrates great leadership and celebration of her team and others. Members of her team recognized each other

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	after a busy night in the Emergency Department by acknowledging collective efforts to ensure smooth and efficient patient care. Kudos to Kristen B, Tracy S. and Kevin H.! • The second demonstration of respect was by members of the Endoscopy team who worked in a patient who prepped two weeks early for their procedure. Kudos to the Endoscopy team for demonstrating care and respect for the patient while providing a great experience.
Public Relations Report	Clint Strand provided the report. **Annual Report** • The CM Annual Report was mailed out today celebrating nearly a century of care. The evolution of care in our community was the focus of the report which included a timeline and statistics, a section on community partnerships, and highlights of employee appreciation. **Outreach** • Community Engagement Night is on May 7th at the Leavenworth Festhalle. Commissioner Jessica Kendall and the CM Foundation plan to be in attendance. The even hosts around 17 different partners in addition to the Leavenworth City Council. • Maifest, a Spring German Celebration will take place on May 12th, which also kicks off hospital week. **Social Media** • Marketing efforts via social media have reached over 9,500 accounts. The CM Instagram account has reached over 1,100 accounts. The posts with greatest interaction on CM's social media included: meet the EMS team, kudos to the Rehab Team, and an appreciation post for Briana B.
Discussions & Reports	**IT Security/System Update** Chad Schmitt provided the update. • The Change HealthCare breach is still problematic for many organizations. The disruption began on February 21st and there are ongoing efforts to recover their system. Overall, they experienced a $108 billion loss in total disruptive costs, which included delays in posting and receiving payments. Change Healthcare's data that was removed from their system on February 21st was recently held for a second ransom. Chad will continue monitoring this event. • A related issue includes posting and receiving payments with Health Alliance who was impacted during Change Healthcare's data breach. Marianne stated that there is no way to process claims through CM's clearinghouse, Trubridge and CM anticipates delays in getting claims posted and paid. Patients will then be delayed in receiving a balance for their portion of costs. Ongoing discussion to isolate and notify affected patients. The Commissioners requested CM patients be notified as soon as there is a process to do so. • Chad wrapped up his report by commenting on cyber risk investments and recognizing that CM is putting safety tools in place to reduce hacker opportunities. **Billing & Statements Update** Marianne Vincent led the update. • CM will be sending a letter to Rehab patients regarding the delay in viewing their balances for these services. Meditech and the billing statement vendor are working together to resolve the issue. Nearly 145 patients are impacted by this.

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- Change healthcare: contractual allowance vs patient. Hand posting. Made errors.

Q1 Organizational Dashboard Review
Diane Blake led the review.

- The dashboard and list of long term and annual objectives were included in the packet.

1. Patient and Family Centered Care Pillar
(Below Target): Implement Mobile Integrated Healthcare
(Caution/At Risk): Improve Patient's First Touch Experience at CM
(On Track): Optimize Team-Based Care

2. Financial Stewardship Pillar
(Caution/At Risk): Develop and Implement Charge Capture Program
(On Track): Build Structure for Developing and Sustaining Long Term Financial Plan
(On Track): Optimize Rehab Services
(On Track): Service Line Expansion

3. Our People Pillar
(On Track): Optimize the Living Well Program
(On Track): 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
(On Track): Promote Cascade Medical in the Community

Strategic Questions:
Which of the current year organizational objectives are the most critical for the long-term success of CM?

- **Optimize Team-Based Care.** This objective operating smoothly is ideal due to the high value of CM providers as our most critical asset.
- **Develop and Implement Charge Capture Program.** This objective requires CM to ensure billing and coding process are accurate, timely, and efficient.
- **Improve Patients' first touch experience at CM.** This objective reflects patient retention and the ripples of care experiences as described through word-of-mouth connections.
- All of these three areas relate to each other and impact other areas as well. As CM moves forward on these items, there may be adjustments to the timelines of other goals.

Of the objectives that are at risk, behind timeline, or require additional focused attention, as identified in the Recommendations section, which are the most important to successfully accomplish?

- **Improve Patients' first touch experience at CM.** By switching to a different appointment system, waitlist appointments could be electronically filled versus the current manual entry process. CM's first touch work pertains to both staff training and systems process

	improvement and hopes to ensure equitable care experiences for both English and Spanish speaking folks. CM is working to develop key performance indicators (KPIs) to measure progress but may be able to do so in part through patient satisfaction surveys. The intent is to publish KPI's in future dashboard discussions. • The Commissioners requested more frequent updates about this objective as work progresses. ***What is missing from our 2024 plan, in terms of CM sustainability or how we serve the community, that we should consider for 2025 or beyond?*** • The Commissioners discussed future objectives that reflect the following areas: an objective that relates to collaboration with other agencies such as the work currently happening with Upper Valley Mend and collaborating with others to create shelter or cooling stations for our community during unusually hot periods.
Committee Reports	**Finance Committee** Tom Baranouskas provided the report. • The committee reviewed the March minutes and amended items with regard to a discussion around cybersecurity and extortion coverage. CM's prior carrier, USI was able to increase coverage from $250,000 to $3 million. However, CM elected to move this type of coverage to Parker, Smith, & Feek who insured $5 million coverage. • Clinic volumes may be behind due to a provider's unexpected absence. Additionally, there is ongoing work in the clinic to establish expectations around panel sizes and daily visit targets. • Patient service representatives (PSRs) recently engaged in customer service training. The Business Office, Financial Coordinator, and PSRs will have a Financial Assistance/Medicare as a Secondary Payer (MSP) training. **Governance Committee** Bruce Williams provided the report. • The committee opted out of planning a Q2 board education session due to board recruitment efforts. The group also discussed postponing the retreat date until September 2024. • The Commissioners discussed the Commissioner Pledge process and will sign after this board meeting and then again every January moving forward. • Mall submitted her letter of resignation dated August 1, 2024 and is flexible in her departure. The committee reviewed the board skills matrix and discussed the priority candidate qualifications: board leadership potential, strategic thinker, previous board experience, and healthcare experience. It would also be ideal to recruit another woman or non-binary community member to ensure gender equity is reflected on the Board. Diane will send out an email to the Commissioners about recruitment information. • Commissioner Recruitment Timeline o Applications in by May 31 o The Governance Committee will review the applications (after Melissa) at their June meeting. o The full board and senior leadership members will participate in the interview process. The interviews will be open public meetings. The Board will then move into an executive session to engage in a post-interview review.

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	Strategic Questions: ***In addition to the skills and qualities identified on the matrix, what other attributes will be essential for commissioners to possess to lead CM into the future?*** • AI/Technology background/skillset • Medical Background: Physician, Advanced Practice Provider (APP), or Nurse ***In our ongoing work around succession planning, what tactics will work best to ensure recruitment of an ideal candidate?*** • Flyer at Community Engagement Night • Ensuring time commitment is doable to help balance availability of current working commissioners. **Part-time Resident Advisory Council (PTRAC)** Bruce Williams provided the report. • The Part-time Resident Advisory Council group is smart, thoughtful, and engaged. The council's numbers reflect an opportunity for recruitment efforts. Tom will engage with leaders in Lake Wenatchee to help connect part-time folks to CM and the PTRAC. There may be an opportunity for CM to access tax records and send mailers to part-time folks. • The group discussed the following topics: urgent care exploration and service convenience with emphasis on utilizing a system that can better support electronic medical record information exchange.
Action Items	**Motion: Approve Resolution 2024-04 Part-time Resident Advisory Council** • Mall moved to approve; Jessica seconded. Motion unanimously approved. **Motion: Approve Part-time Resident Advisory Council Member Appointments** • Mall moved to approve the updated credentialing list; Gustavo seconded. Motion unanimously approved. **Motion: Approve Credentialing** • Mall moved to approve; Gustavo seconded. Motion unanimously approved.
March Financial Report	**Marianne Vincent provided the financial report.** • The net margin of ($296,000) was slightly more than the budgeted net margin of ($305,000) by $9,000. Contractual Allowances ($294K). Salary and bennies: positive variance $99K. • Professional fees for March were over budget by ($127,000), with $57,000 of this amount due to the reclassification of leadership training expenses from Travel/Meeting/Training to Human Resources Professional Fees and we also incurred $25,000 in recruitment expense for our open hospitalist and lab director positions and $22,000 in expense for the Business Office Assessment completed in late 2023. • Purchased Services expenses were over budget ($81,000) YTD due to Business Office Support expenses and HIM Coding support expenses that were accrued as we had not received invoices for several months. We will also see higher than budgeted expense for the Business Office as we are still paying for services from our old statement vendor in addition to payments to the new vendor. • Collections on patient accounts of $1,840,000 in March were above budgeted patient account collections of $1,812,000 by $28,000.

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	Please note a slight revision to January and February collections on patient accounts totaling ($2,324) as we corrected a few small items on our depository cash reconciliation. • Days in Net Accounts Receivable decreased from 59.2 days in February to 57.2 days in March and Gross Accounts Receivable has increased by $132,000 from February. • The WSHA Vitality Payer Scorecard project and the Charity Care check-up are both underway. • CM recently had an introductory call with a credentialing and provider enrollment vendor from The Rural Collaborative.
Administrator Report	Diane Blake provided the administrator report. **Spending Update** • Diane approved a $12,000 spend for a new music and paging system that will help support patient privacy in the clinic. • There is a chiller part that is currently unavailable which is impacting the replacement of the chiller. CM may install the part in the fall due to anticipated hot temperatures this summer. **Staffing/Recruitment** • CM is exploring additional social worker services to help support the school district and our community with this invaluable service. • Two strong candidates were interviewed within the last week for the hospitalist role. One person is local, and the other person lives in Arizona but owns a cabin in Lake Wenatchee. Recruitment efforts continue moving forward. • CM recently signed a contract with Dr. Kami Veltri who will help cover Dr. Kendall's maternity leave and other clinic coverage needs. **Workforce** • CM + Mountain Meadows CNA Apprenticeship Program has officially been approved by the WA Department of Health and Department of Labor. • Kudos to the CM Foundation and their coordination of the Mark Judy Education Scholarship recipient photo. Terry Judy attended and shared about Mark's passion and desire to lift others. • CM continues negotiations with the International Association of Fire Fighters (IAFF) regarding the union contract. This work is slow going. Melissa has been leading the management side and the group is hopeful that there may be a finalized contract next month. **Industry Trends** • Diane virtually attended the Healthcare Cost Transparency Board (HCCTB) on April 10th and spoke about the lack of clarity around capped payments and how this would impact Medicaid reimbursement. Around 70% of rural healthcare costs are related to full-time employee wages. Diane reached out to The Rural Collaborative (TRC) and requested their presence at the HCCTB meetings. • Rural payment reform could be changing with the anticipated change of leadership. When Governor Inslee exits, Health Care Authority (HCA) Director, Sue Birth will also. WSHA will continue to work with the HCA as there is work to be done around managed care organization collaboration. **Centers for Medicare and Medicaid Services (CMS) Region 10 Visit** • CM's executive team had a delightful visit with CMS Region 10 visitors Rosie Gilbert, Health Insurance Specialist; Brenda Suiter, CMS Seattle Regional Administrator; and Ashby Wolfe, CMS Seattle & San Francisco Chief Medical Officer. They discussed challenges

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	with Medicare advantage insurers and predatory payment practices, EMS and Mobile Integrated Health (MIH) reimbursement, the hospital at home program, and Obstetric (OB) services. CMS Region 10 is geographically the largest land mass but has one of the smallest populations. **Kudos** • Melissa passed her written and physical exams and is now certified as an EMT. Kudos, Melissa!
Board Action Items	• Please check your emails. • Look for the email from Diane and begin recruitment efforts. • Send interview dates to Melissa that will work for June interviews. • Megan: Make sure Outlook invite is sent for calendar commitments.
Meeting Evaluation/ Commissioner Comments	• Dashboard discussion was good—strategic questions were helpful. • Good discussion on board succession planning. • The packet materials were great and readable. The details in the dashboard were insightful.
Adjournment	• Mall made a motion to adjourn the meeting at 8:12 PM. Tom seconded the motion and the commissioners unanimously approved.

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Bruce Williams
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Bruce Williams, President

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