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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
January 22, 2025

Present: Shari Campbell, President; 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: Tom Baranouskas, Vice President; Bruce Williams, Commissioner; Jessica Kendall, Commissioner; Natasha Piestrup, Director of Nursing

Guests: Bob Adamson, CM Foundation; Matt Ellsworth, Association of Washington Public Hospital Districts (AWPHD)

Topics	Actions/Discussions
Call to Order	• President Bruce Williams called the meeting to order at 5:33 pm. Shari then led the pledge of allegiance.
Consent Agenda	• Jessica moved to approve the consent agenda. Tom seconded the motion, and the group unanimously approved.

Election of Officers	• Bruce announced his resignation from the board, effective May 1, 2025.
	• Officer Proposal
	  ○ Shari Campbell, President
	  ○ Tom Baranouskas, Vice President
	  ○ Jessica Kendall, Secretary
	• Gustavo moved to approve the election of officers, Tom seconded the motion and the group unanimously approved.
	• Incoming president, Shari Campbell took over leadership of the meeting.

Community Input	• None
Foundation Report	Bob Adamson provided the report: • CMF's current project is the Clinic Bundle, which is anticipated to be funded by the golf scholarship. • Applications are now open for the Mark Judy Education Scholarship. • Benevolent Night is scheduled for February 5 at Prusik.
CM Values	Diane Blake provided the report. • Diane shared two patient stories that showcased CM's exceptional patient care. One story highlighted a colonoscopy patient who expressed heartfelt gratitude to the staff—Sierra, Jeremy, and Dr. Butruille—for their professionalism and outstanding care. The second story featured Kalie Thompson, who joined CM in November and has already made a significant impact. A patient, sick for months, finally felt heard and cared for, praising Kalie for her incredible listening skills and her calm, collected approach. These stories reflect the dedication and compassion of the CM team.
EMS Levy Education	Matt Ellsworth provided the education. • Executive Director of AWPHD, supporting PHDs in community communication, district establishment, funding needs, and education, backed by extensive advocacy and legislative experience. • Five years ago, only 20% of levies and bonds passed in PHDs, with less

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	than 4% failing by a narrow margin. • Currently, over 68% of levies pass, with an average margin of 16 points. • **Key Points:** o Clearly convey the community value and specify needs. o Incorporate **"Community Owned Healthcare"** in the tagline. o Focus on 3–4 core messages for a concise, effective pitch. o Use simple, relatable language. o Emphasize that funding is a worthwhile investment. o Engage employees as top advocates—host staff town halls and provide QR codes on banners for easy access to information. o **Do:** Show value, stay engaged, and be proactive. o **Don't:** Be complacent, negative, or off-message. o Prioritize impactful communication over oversaturation.
Committee Reports	**Community Outreach & Awareness Committee** Shari Campbell provided the report. • CM and DH are collaborating to craft value propositions and refine overall messaging. The proposed value proposition, "Trusted Care that Puts You First," emphasizes quality and community connection. • Key Messages: o Exceptional care from people you know o Timely care close to home o When minutes matter, we're ready to respond o The levy ensures medical care is there when the community needs it. • Social Media Strategy: o Raise awareness o Inform community o Drive engagement o Provide EMS education • The committee is making significant progress on the EMS levy timeline, with messaging integration across all platforms and physical media development targeted for March. After April, committee focus will shift to overall commissioner outreach. • Commissioners are encouraged to review their calendars and identify which outreach events they'd like to attend. • Tom will attend presentations on 3/12 and 4/26. **Medical Staff** Jessica Kendall provided the report. • The Emergency Department experienced a busy holiday season but is grateful for the recent slowdown. Medical staff gained new insight into the important connection between funding and the Emergency Department and EMS, emphasizing the value of education on these ties. Staff were enthusiastic about receiving patient data and expressed interest in metrics like door-to-provider time. Meanwhile, the Quality team is developing a dashboard to track key metrics, and providers are eager to receive patient feedback to enhance care.
Discussions & Reports	**A. Q4 Dashboard Review** Diane Blake provided the review. • CM is currently mid-cycle in the three-year strategic plan. • In the future, for objectives with multiple projects, we may want to consider goal as a certain percentage of total project completion rather than all completed in order to meet goal. • Improving the patient first-touch experience includes testing a new digital patient interface with the Patient and Family Advisory Council. • Team-based care efforts are mostly complete, with some workflow refinements ongoing. Telepsychiatry remains a challenge due to financial commitments tied to volume, and CM is exploring ways to

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	make this service financially viable. • The development and implementation of Spanish-language initiatives have made progress and will continue as 2025 focus. • CM is pivoting to establish a framework for developing and sustaining a long-term financial plan—seeking a tool that enhances the analysis of multiple areas to better assess their impact. **B. Clinic Remodel Discussion** Pat Songer let the discussion. • The clinic's physical layout will be redesigned to support the maximization of the team-based care model. A request for proposal for remodeling will be presented to the board for approval in the near future. • The goal is to reorganize the four existing pods to enable shared care by opening up space between each group of two pods. Plans are finalized, with an anticipated cost ranging from $125K to $150K, depending on contractor fees and supply and demand costs. This expense has been accounted for in the 2025 budget. • The plan is to minimize disruption to patient care as much as possible during the remodel. • If Commissioners have any requests for additional specific information to be presented at the February meeting, please connect with Diane or Pat. **C. Foundation Golf Tournament Sponsorship** Shari Campbell led the sponsorship discussion. • Historically, the Commissioners have personally donated $125 per person to share in a large sponsorship with the medical staff and executive team to help support the CM Foundation and their annual golf tournament. There was general commissioner support for participating again. • Shari encouraged individuals donate what they are able to and feel comfortable donating; the Foundation deeply values this support.
Action Items	**Motion: Approve Credentialing** • Tom moved to approve, pending technology issue being resolved which delayed one review; Jessica seconded. Motion unanimously approved. **Motion: Approve Board Committee & Liaison Appointments** • Jessica moved to approve the proposal from the Governance Committee; Gustavo seconded. Motion unanimously approved. **Motion: Appoint Pro/Con EMS Levy Committee Members** • The Committee's responsibilities include drafting the respective statements for the voter's pamphlet. Commissioners can appoint members directly; if they choose not to, the county will advertise for appointments. • Dave Walker (LWFR), Kelly O'Brien (FD3), and Shari Day-Campbell expressed interest in serving on the Pro Committee. Bruce moved to appoint the three; Tom seconded. Motion unanimously approved. • No one stepped forward with interest in Con Committee participation. **Motion: Approve Resolution 2025-01 Amendment to CEO Employment Agreement** • Bruce moved to approve; Gustavo seconded. Motion unanimously approved.
Administrator Report	**Diane Blake provided the report.** • **Local Legislation**: Work is underway to address the significant state budget deficit. The Washington State Hospital Association (WSHA) is advocating against cuts to healthcare. Shari and Diane will attend Hospital Advocacy Days on February 10th and 11th in Olympia. • **Federal Legislation**: Health and Human Services has suggested that

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	Critical Access Hospitals (CAH) should not receive special payment for the Swing Bed care and should instead be reimbursed at nursing home rates. While this is not an immediate concern, it raises some concerning points and could pose a future challenge to rural healthcare. • **Clinic Team:** Whitney brought in a team specializing in mock survey assessments for the clinic. The survey results identified a few areas for improvement, including policy updates, revisions to the Emergency Preparedness Plan, and securing sharps equipment. Work is already underway to address these findings. Kudos to our team for their dedication, and a special thanks to Pat for their support in this effort. • **Mobile Clinic:** We're excited to collaborate with Kalie Thompson, PA, who has requested transitioning to 20-minute appointments from 40-minute slots, which will allow for increased access in the future. The team is exploring new locations and may temporarily adjust mobile clinic hours until appointment volumes increase. As demand grows, the schedule will be expanded to enhance access to the mobile clinic. • **EMTALA Training:** A big thank you to Natasha for coordinating additional training for her team in response to their request for further education in this critical area. • **Endoscopy Services:** CM is exploring expansion of endoscopy services. Diane and Pat are collaborating with Lake Chelan Health to finalize key details for the first step of securing provider coverage during Dr. Butruille's sabbatical. Additional work is underway to define plan for clinic and hospital operations to regularly add one additional endoscopy day per week. • **CHNA (Community Health Needs Assessment):** The majority of work is scheduled for Q1 and April, with finalization planned for Q2. We are working toward focus groups with representatives from Cascade School District, Upper Valley MEND, Plain Pantry/Church, Methodist Church, the Senior Center, and Spanish-speaking community connections. Preparations are underway to distribute a survey that will help us identify priority focus areas, which will be integrated into the strategic planning process. • **Certificate Signature:** Megan will be coordinating with Commissioners to obtain signatures for a certificate honoring Hannah Smith's completion of the MA-C program. • **Hospitalist:** CM has appreciated spending time with Linda Greiner, PA, this week as she completes her onboarding. We look forward to welcoming her back on-site in March for her first patient care shifts. • **Diane is out of the office next week.**
Board Action Items	• Please sign your annual Commissioner pledge, via DocuSign • Please check your email weekly. • Please let us know if you're going to be out of town. • Please reply all to coverage for EMS levy outreach. • Jessica will attend February Med Staff.
Meeting Evaluation/Commissioner Comments	• Matt's presentation was highly informative and valuable. • Kudos to Shari on successfully leading her first meeting as president.
Executive Session: Performance of a Public Employee (RCW 42.30.110(1)(g)	• Shari called the executive session to order at 7:55 PM for 45 minutes. • At 8:40PM, the group extended the meeting for an additional 20 minutes • The group exited the executive session at 9:00 PM
Adjournment	• Shari moved to adjourn at 9:00 PM; Gustavo seconded, and the group unanimously agreed.

Signed by: Shari Day-Campbell A177FE3BF594A3...
Shari Campbell, President

Signed by: Jessica Kendall 8A0067F02C2B48C...
Jessica Kendall, Secretary