CASCADE MEDICAL
PARTNERS IN YOUR HEALTH

Minutes of the Board of Commissioners Meeting
Cascade Medical Center – Arleen Blackburn Conference Room
Public Hospital District No. 1 – January 22, 2019

Present: Bruce Williams, President; Mall Boyd, Vice-President; Mary Helen Mayhew, Commissioner – excused absence; Helen Rayfield, Commissioner; Tom Baranouskas, Commissioner; Diane Blake, CEO; Jim Hopkins, Chief Financial Officer; Shawn Ottley, Chief Clinical Officer; Jill Barich, Executive Assistant.

Guests: Rachel Hansen, PR Coordinator; Strode Weaver, CM Foundation;

Topics	Actions/Discussions
CALL TO ORDER	▪ President Bruce Williams called the meeting to order at 9:02 AM, following a board education video on the Board's Role in Credentialing.
PLEDGE OF ALLEGIANCE	▪ Pledge of Allegiance was recited.
CONSENT AGENDA	▪ Mall moved to approve the Consent Agenda. ▪ Helen seconded the motion. ▪ Motion was approved.
ELECTION OF OFFICERS	▪ The Governance committee recommends the same officers as 2018 of Bruce Williams, President, Mall Boyd, Vice President and Helen Rayfield, Secretary. ▪ Tom moved to approve the officer recommendations. ▪ Helen seconded the motion. ▪ Motion was approved.
COMMUNITY INPUT	▪ None.
FOUNDATION REPORT	▪ Strode Weaver reported for the Foundation. ▪ The foundation elected officers at their December meeting. ▪ Mark Judy will be working on the Give10 Program through NCW Foundation for Planned Giving. ▪ Donor relations group is working to recognize CM staff who donate on a regular basis and combined contribute between $7,000 - $8,000 a year. ▪ The mailer sent out at the end of the year raised over $7,000 this year. ▪ The Foundation is now using a new donor software that will allow them to better track donations and for what fundraiser as well as volunteer hours. ▪ For the year ended December 2018, their gross revenues were just under $100,000. Direct expenses for the year were about $25,000, not including Coordinator expenses.
VALUES	▪ Diane shared thoughts about gratitude and how leaders showing gratitude toward their employees makes their work environment better. ▪ Diane shared a thank you note from a patient thanking some EMS staff for their exceptional work. Shawn then wrote thank you notes to the staff involved, thanking them for their work.
QI Presentations	▪ There will be a lot of changes happening in QI in 2019 and departments will have one maybe two larger projects instead of reporting on measures that we are required to track on a regular basis. ▪ Javier Meraz presented on his 2019 QI projects that revolve around training for both the environmental services and maintenance staff. ▪ Robin Wolf shared her project of tracking orders from Centricity that flow into Healthland and figuring out where there are issues with the flow. There will be a sub-committee of people from various departments to improve the workflow and ultimately provide better service for our patients.
PR Update	▪ Ballots will be mailed later this week and are due by February 12th. We started the month with front page press in the Leavenworth Echo. Diane and Rachel have done a couple radio interviews and have met with several community organizations in the past couple weeks. The next Community Meeting will be Friday, February 1st at the Leavenworth Fire Hall. Helen and Mall will attend to represent commissioners at this meeting. ▪ There is a free community CPR class on Saturday, January 26th. ▪ Rachel is working on a campaign to help staff identify other ways to get to work. She is talking with staff and getting testimonials on why staff chose to bike to work or park at the off-site location. We will do an announcement to patients that they will be able to park in the administration lot when we get to that phase of the project.

COMMITTEE REPORTS	
a. Medical Staff Meeting	▪ Dr. Kevin Morris, DPM, was at the meeting and talked with the providers about the services he will be providing. ▪ There was good discussion on several topics including some pharmacy issues and being able to utilize the social worker more in the clinic.
b. Board Rounding – Plant and Laundry	▪ It was a very interesting rounding session and there are so many pieces to what makes the facility run. We are very lucky to have Javier on staff.
ACTION ITEMS: NEW BUSINESS	
a. 2019 Board Committee and Liaison Appointments	▪ The Governance Committee recommends keeping the current committee and liaison appointments. ▪ Mall moved to approve the committee and liaison appointments of: o Governance – Bruce Williams and Mall Boyd o Finance – Tom Baranouskas and Mary Helen Mayhew o Quality Oversight – Mall Boyd and Tom Baranouskas o Foundation Liaison – Helen Rayfield o Advisory Council Liaison – Mary Helen Mayhew ▪ Tom second the motion. ▪ Motion approved.
b. Resolution 2019-01 – Amendment to CEO Contract	▪ The Board views Diane's performance as very strong and recommend increasing her salary by 2.5%. ▪ Tom moved to approve Resolution 2019-01, amending the CEO contract to increase her salary by 2.5%. ▪ Helen seconded the motion. ▪ Motion was approved.
c. Provider Credentialing	▪ The Medical Executive Committee and Mall for the Board QI Committee, have reviewed the following credentialing files and recommend approval of privileges. o Dr. Tony Butruille - Active Privileges o Dr. Jerome Jerome - Active Privileges o Dr. Dr. Karl Kranz - Active Privileges o Dr. Geoff Richardson - Active Privileges o Lucca Criminale, PA-C - Active Privileges o Dr. Jonathan Kim – Provisional Adjunct Privileges o Dr. Todd Greenberg, Teleradiology Privileges o Dr. Courtney Carter, Provisional Teleradiology Privileges o Dr. Anjali Roy, Provisional Teleradiology Privileges ▪ Mall moved to approve the requested privileges ▪ Helen seconded the motion. ▪ Motion was approved.
DISCUSSION / REPORT: NEW BUSINESS	
a. Q4 2018 Dashboard	▪ A lengthy write-up was included in your packet for your review. ▪ The financial indicators are not completed yet, since our financials are still open. ▪ There is one indicator that does not include clinic data yet, however it will probably not change the results, but this will be updated when we have the data. ▪ We missed a couple measures on policy review and performance appraisals butt we are getting close. There have been big improvements in both areas. ▪ Highlights include the blue in finance and the growth and improvement in quality. ▪ The quarterly dashboard is time consuming to update, but is important and keeps the goals visible. ▪ The implementation of the new EMS system, will help develop a QI program for EMS. ▪ Under the finance section on exploring alternative payment models, we are receiving money from a couple different sources for different work we are doing. ACH and WRHAP work. There should be more funding available to us if we continue to meet benchmarks. We continue to stay engaged in these conversations especially around payment methodology.
November Finance Report	▪ November ended with a negative margin, however YTD is still positive. ED was slow, but we had good volumes in Swing Bed. The OPEB accruals are part of the higher expenses. ▪ We expect December to be positive, however it has been slow in getting the month closed due to staff out in late December and being down the Director of HIM.

	▪ We have a consultant on site this week to do a review of the HIM department to help us identify deficiencies and how we may be able to reorganize the department. ▪ The Foundation donation of $40,000 is included in revenue for the month. ▪ Salary expenses are over budget due to unbudgeted positions and OPEB expense. ▪ Cash receipts – we were just under budget in November, YTD cash receipts are ahead of budget. ▪ Days in Net AR is going up again, but gross AR is going down. The Business Office is down one employee and another employee has been out on a medical leave. These numbers may go up due to a number of issues. ▪ The first phase of implementation of the new denial management software has been completed.
Administrator Report	▪ We have a verbal acceptance for the COO candidate. His name is Pat Songer and will be relocating from Colorado. He has public hospital experience in Colorado, and currently is working as a Sr. Vice President for Redi Responders out of New Orleans. He is planning to be here by the second week of April. He has a strong EMS background and will be a nice addition to the Sr. Leader team. ▪ We are struggling with the recruitment for the ED Director. We interviewed a candidate in December, that we were excited about, but have not heard back from him. We are planning to start working with recruiters on a contingency basis. With the addition of Dr. Fosnaugh and her willingness to work shifts in the ED, as well as the addition of pool providers, we have had minimal use of Locums. ▪ AZ Wells Trust is moving away from US Trust. It looks like it will be moving to the NCW Community Foundation for management. ▪ We just signed a new three-year lease for the ambulance crew apartment. There had been some concern that we may need to find a new apartment as the building was possibly up for sale. ▪ Carrie Kingsley, who previously worked in the clinic and left to become a Mid-wife has decided she would like to come back and do some fill-in work in the clinic. Kelly Boeing is interested in going to three days per week, once she returns from maternity leave, versus her current four days. Kelly and Carrie will hopefully do a job share over the summer with Kelly working three days and Carrie working two days to have coverage for the busy summer days. ▪ There has been a lot of conversation in the community about suicide prevention. We will be meeting with the school district, including Dr. Moholy and Katie Walker, Social Worker to discuss how we can work together on mental wellness. Diane will attend the meeting to hear the thoughts of those involved. ▪ The nurse staffing committee has recommended having a nurse instead of a patient care tech in the ED in the evenings. This position would have responsibilities in both Acute Care and the ED along with additional responsibilities. There may be some additional salary expense, but not significant. ▪ There are some additional expenses associated with the new 3D Mammography unit of a new server at a cost of about $35,000, that we had not previously anticipated. ▪ January 31st, Employee Appreciation Night at Ski Hill. ▪ The Sr. Leadership team is working on a redistribution of the utilization management duties that Katie Walker, Social Worker, is currently performing. ▪ Our referral coordinator had been told by Confluence that they would not be taking any referrals for behavioral health. Diane spoke with Dr. Rutherford and Confluence is struggling with the number of referrals they receive from the entire area for the more expensive prescribing of psychiatrists. Confluence has reconsidered their decision and is accepting referrals from us again. ▪ Legislative Hot Topics in Washington State. There is a lot of work around nurse staffing bills regarding uninterrupted rest and meal breaks for nurses, as well as workplace violence prevention. WSHA will be working to make sure the bills that come out are not onerous and finding balance in the requirements. There is also a bill about medical bills and if hospitals can charge interest on medical debt. WSHA has a bill around rural multi-payors. The goal is to make sure rural hospitals are part of the discussion. HCA also has a bill that takes some power away from the local hospitals to meet the needs of the community in an effort to control state expenses. WHSA and AWPD do a good job to support hospitals, but it could be a challenging legislative session.

Executive Session Performance of a Public Employee (RCW: 42.30.110(1)(g)	▪ The Board moved to Executive Session at 11:51 for 15 minutes, to review the performance of a public employee. ▪ The board returned to Open session at 12:06 PM.
BOARD ACTION ITEMS	▪ Bruce and Tom will be away and miss the February board meeting. ▪ The first WSHA board education webinar is tomorrow (1/23) at 12:00. There was an e-mail from WSHA to register. The first topic is the role of the public hospital district board. ▪ NCW Foundation is offering a leadership training that we will explore. ▪ Check e-mail at least three times per week. ▪ Sign up for Open forums in the signature folder
COMMISSIONER COMMENTS	▪ The webinar on the board's role in credentialing was very interesting.
ADJOURNMENT	▪ There being no further business, Tom moved to adjourn the meeting. ▪ Helen seconded the motion. ▪ The meeting was adjourned at 12:13 PM.

Mark Boyd, VP
Bruce Williams, President

Helen Rayfield
Helen Rayfield, Secretary