



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 21, 2022

Present: Bruce Williams, Vice President; Gustavo Montoya, Commissioner; Marianne Vincent, Chief Financial Officer; Pat Songer, Chief Operating Officer; Melissa Grimm, Chief Human Resources Officer; Clint Strand, Director of Public Relations; Megan Baker, Executive Assistant **Via Zoom:** Diane Blake, Chief Executive Officer; Tom Baranouskas, President; Mall Boyd, Secretary; Jessica Kendall, Commissioner, Chad Schmitt, Chief Virtual Fractional Information Officer,

Guests: Brian Pulse, Director of EMS; Nevonne McDaniels, Foundation Administrator; Natasha Piestrup, Director of Nursing; Molly Bloss, Director of Informatics; Dr. Karl Kranz, Upper Valley Mend Free Clinic; Mogens Bach, Foundation Member, Skip Claeson, Community Member. **Via Zoom:** Carrie Kingsley, ARNP; Duane Goehner, Community Member

Topics	Actions/Discussions
Call to Order	<ul style="list-style-type: none"> President Tom Baranouskas called the meeting to order at 5:31 pm. He then led the pledge of allegiance.
Consent Agenda	<ul style="list-style-type: none"> Tom moved to change the consent the agenda minus the meeting agenda. Bruce moved to strike VI: Community Values Award. The commissioners unanimously approved the consent agenda without the agenda and then unanimously approved the amended meeting agenda.
Community Input	<ul style="list-style-type: none"> Skip Claeson addressed Diane to ask her thoughts about a community meeting that occurred a few weeks ago. Tom approved Diane to provide a brief comment. Diane appreciated the opportunity to hear from the community. CM is both aware of the issues brought forth and working to create resolutions from shared concerns. Some specific nursing concerns were addressed at the October board meeting and a future update is planned for the January board meeting.
CM Values	<ul style="list-style-type: none"> Diane Blake shared a story relating to our shared value of community. CM defines community as demonstrating our effectiveness and quality care in complete transparency with each other and in line with the values of our medical center. To demonstrate this value, we enjoy helping others, place the needs of others above our own interests, provide support to those experiencing difficulty, and focus on a common purpose to achieve the common good. We value the opportunity to build connections with others and recognize connection as a method to strengthen our sense of community. Diane shared the following quote from David Spangler: "Some people think they are in community, but they are only in proximity. True community requires

	<p>commitment and openness. It is a willingness to extend yourself to encounter and know the other.” These concepts of community were noted many times throughout December including the maiden voyage of the mobile clinic, gingerbread house project, spirit week, Upper Valley Mend fundraiser, and pancake breakfast. Multiple community members stopped by to thank Sam Linn and Lucy for their work on the mobile clinic in addition to the three patients seen that day. CM demonstrated a commitment to connection by gathering and supporting each other through fun activities. CM staff enjoy each other, working together, and the work they do here in our community. Thanks to Melissa and Megan for coordinating staff holiday activities and to all those who participated in our fun. Diane expressed her pride and gratitude for our CM team.</p>
<p>Foundation Report</p>	<ul style="list-style-type: none"> • Mogens Bach provided the Foundation Report. • Nevonne McDaniels was introduced as the new Foundation Administrator. • The foundation had their annual meeting last week and elected new board leadership. They are ahead of last year’s financial goals and have elected to change a few fundraiser events. Instead of the 2022 garden tour, the foundation hosted a concert at the Snowy Owl Theater. • Raising money to fund a CM cardiac rehabilitation program is the foundation’s 2023 goal.
<p>Public Relations Report</p>	<ul style="list-style-type: none"> • Clint Strand provided the Public Relations Report. • CM is getting the word out about our Mobile Clinic and community members have stopped by to say hello. The Lake Wenatchee fire chief relayed to Clint that CM’s presence was seen and felt, and people are excited to access the clinic. • There were nearly 100 submissions during CM’s co-worker appreciation initiative. • Jade Wolfe is doing fantastic work on the Patient Family Advisory Council. • There will be more info about ways for community members to get involved coming soon.
<p>Discussion/Report: Old Business</p>	<ul style="list-style-type: none"> • Chad Schmitt provided the IT Update. <ul style="list-style-type: none"> ○ The IT team recently completed their final phishing exercise of the year. ○ In 2023, IT will attempt to modernize workflows, improve infrastructure, and reduce support issues through automated capabilities. They will continue to create a culture of awareness around cyber risks through additional exercises and education opportunities. • Molly Bloss provided the Meditech update. <ul style="list-style-type: none"> ○ CM had a rough EMR implementation and is still working to address workflow issues as they arise. Through the challenges that have been identified, CM recognized that additional help was needed. Consultants have been contracted to support billing and lab needs. Molly anticipated the lab process will be improved within two months. ○ A ticketing system was setup to allow for tracking, triaging and documenting issues within the Life Preserver application. ○ Providers and staff have access to training opportunities through the Meditech system. CM employees who have participated in Meditech education have been the most successful.

	<ul style="list-style-type: none"> ○ Pat offered insight into the HClGroup consultation process. The consultants will help Molly create the project management roadmap and guide internal infrastructure. ● Bruce Williams provided the WSHA Advocacy update. <ul style="list-style-type: none"> ○ Anticipated challenges in the upcoming legislative session include hurdles for hospitals due to competing interests from lobbyists. Bruce encouraged community members to connect with local representatives to describe the potential impact of pending legislation. He noted that both voting, and advocacy work are efforts of collective action. ● Diane emphasized connecting with legislators, regardless of political affiliation, to drive forward common interests. ● Legislative Topics <ul style="list-style-type: none"> ○ Legislative topics are typically broken into two categories: policies and budget-related matters. ○ Budget <ul style="list-style-type: none"> ▪ Hospital Safety Net Assessment: a way that federal dollars come into our state to cover Medicaid patients. Urban hospitals have not had a rate increase in 20 years. The program is sunsetting and there is an opportunity to renew the program and change the payment structure. If legislation passes, it will help offset losses currently experienced by hospitals. ▪ Difficult to Discharge Patients: patients who no longer need hospital care but are difficult to place. Additional funding would provide more financial support to skilled nursing facilities to offset strain on hospital systems. ○ Policies <ul style="list-style-type: none"> ▪ WSHA’s top policy priorities in 2023 focus on hospital workforce, difficult-to-discharge policy changes, creation of 23-hour behavioral health crisis centers, and protections for hospitals that need to merge or affiliate.
<p>Discussion/Report: New Business</p>	<ul style="list-style-type: none"> ● 2023 Proposed Board of Commissioner Meeting Dates <ul style="list-style-type: none"> ○ The proposed meeting dates were tentatively accepted, with the exception of February; Megan will work with Commissioners to identify a new date. ● Board Committee and Officer Assignments <ul style="list-style-type: none"> ○ The committee and officer assignments were accepted. ● Commissioner Pledge Review <ul style="list-style-type: none"> ○ Megan will send the pledge to commissioners for their signature via DocuSign. ● Mobile Clinic Update <ul style="list-style-type: none"> ○ The mobile clinic has had great feedback. Four patients were seen during the inaugural expedition. The mobile clinic will be back in Lake Wenatchee tomorrow, December 22. ● Long Term Strategic Plan: 2023-2025 Objectives <ul style="list-style-type: none"> ○ “Deliver accessible, equitable, quality, and safe rural health care every time, every touch” may be edited. ○ No other changes were noted and objectives will be brought in January for approval. ● AED Presentation and Update <ul style="list-style-type: none"> ○ Brian Pulse provided the AED presentation. ○ The hospital district has about 23 known community AEDs, but many are getting older and newer models have key upgrades.

	<p>Most were purchased originally by CM. CM would like to add 12-15 additional AEDs to the surrounding community.</p> <ul style="list-style-type: none"> ○ There is need for better coverage and an increased quantity of AEDs in the downtown area, for partner organizations and businesses and in some hubs further from the hospital. ○ CMF raised \$40,000 to cover the costs of 20 new Stryker CR2 AEDs, with a plan to keep some of the older Philips AEDs in the community and return a few of them for a rebate. ○ CPR/AED classes are offered to entities that have AEDs. ○ CMF launched a public awareness campaign to publish AED locations. A digital map is available on the CMF website. Future efforts may include a posted map downtown or published materials with AED locations and information in print and on social media.
<p>Committee Reports</p>	<ul style="list-style-type: none"> ● Finance Committee <ul style="list-style-type: none"> ○ Bruce Williams provided the Finance Committee report. ○ Regarding the 2023 budget, CM leadership is aware and anticipates additional funding needs for Meditech consultant work and a clinic practice-share expert. ○ The committee hopes to better understand the new charity care law and how it will impact CM and the community. ○ The 2022 Finance Committee expanded to include Commissioner Gustavo Montoya and community member, Strode Weaver. ● Governance Committee <ul style="list-style-type: none"> ○ Tom Baranouskas provided the Governance Committee report. ○ The Governance Committee’s proudest accomplishment was recruiting two new board members. ○ The Governance Committee met for two additional meetings to address succession planning efforts. The board was very pleased with the results of succession planning. ● Quality Oversight Committee <ul style="list-style-type: none"> ○ Mall Boyd provided the Quality Oversight Committee report. ○ The patient story from the most recent QOC meeting was shared, illustrating how the process works to utilize feedback to effect positive change. <ul style="list-style-type: none"> ■ ○ The group proposed a change to the quality structure which will be brought to the board for approval. ○ The committee was successful in addressing most of the work plan items, yet many items will be carried over and continued in 2023. The committee hopes to establish a board quality rounding process next year.
<p>Action Items: New Business</p>	<ul style="list-style-type: none"> ● CHNA Approval <ul style="list-style-type: none"> ○ The survey is still active, and responses will continue to be compiled and added. ○ Tom moved to approve the document. ○ The board unanimously approved. ● 2023 board Objectives Approval <ul style="list-style-type: none"> ○ Mall moved to approve the objectives. ○ The board unanimously approved. ● Capital Expense Request- Staining Building Exterior <ul style="list-style-type: none"> ○ Mall moved to approve the request. ○ The board unanimously agreed. ● Resolution 2022-12 Approving Rate and Amount of 2023 EMS Levy

	<ul style="list-style-type: none"> ○ Bruce moved to approve the resolution. ○ The board unanimously agreed. ● Resolution 2022-13 Regular Levy <ul style="list-style-type: none"> ○ Bruce moved to approve the resolution. ○ The board unanimously agreed.
<p>November Finance Report</p>	<ul style="list-style-type: none"> ● Marianne Vincent provided the November Finance Report. ● Gross patient revenue of \$2,366,000 in November was lower than the budgeted amount of \$2,799,000 by \$433,000. ● Our year-to-date net margin of (\$1,534,000) is below the budgeted amount of \$555,000 by (\$2,090,000). ● Although we are at a negative net margin, we are still operating well. ● Cash collections on patient accounts in November were \$2,284,000, which was \$452,000 more than the budgeted amount of \$1,832,000. Year-to-date our cash receipts are \$436,000 above budgeted cash receipts. ● Our Balance Sheet shows an increase in cash balances in November of \$86,000. Year-to-date our cash balances of \$13,870,000 are above our budgeted cash balances of \$13,415,000 by \$455,000. On December 1st, we paid \$854,000 out in bonds and interest which lowered our cash position. ● Days in Net Accounts Receivable have decreased significantly from 61.7 days in October to 54.3 days in November, while Gross AR decreased by (\$1,142,000). ● EMS will be tracking more expenses by the unit due to participation in a pilot study program from Medicare.
<p>Administrator Report</p>	<ul style="list-style-type: none"> ● Diane provided the administrator report. ● Our radiology department passed a recent site survey to maintain MQSA certification for providing high-quality mammography services. ● CM may have an unexpected 2023 expense related to repairing the kitchen floor and drain. Facilities Director, Chad Avery, is managing this issue. ● Thanks to Pat and Brian for participating in a community discussion regarding tree lighting events in Leavenworth. ● CM held Open Forums last week, initiated by feedback from the listening sessions. There were 65-70 attendees total. ● The consultant who is leading the provider practice-share work met with Dr. Jerome prior to his sabbatical. This work will continue in 2023. ● Many hospitals are experiencing issues with insurance companies when attempting to collect payments. ● Our region had a virtual advocacy meeting with state legislators on hospital advocacy topics. ● Our region was exploring whether to pilot a new CMS rural payment model. The Community Health Access and Rural Transformation (CHART) Model attempts to address disparities by increasing financial stability for rural providers, removing regulatory burdens, and enhancing beneficiaries' access to additional services that address food and housing needs. No healthcare systems in our region or Washington opted into the program due to insufficient funding mechanisms to meet the program goals or to sustain healthcare in rural areas. WSHA may explore proposing a payment model to Washington's Healthcare Authority. ● CM interviewed a provider who was well received and would get a great fit to the team. The cost of housing and challenge of relocating are barriers, but we are working to think creatively to find solutions.

	<ul style="list-style-type: none"> • In a small facility, we have an opportunity to restructure and optimize the Director of Process Improvement position. CM extended an offer to a nurse who will join us as the Director of Continuous Quality Improvement. • Washington Hospital Services will be coming in to facilitate a mock DOH survey in February. CM is initiating this effort proactively and does not anticipate large gaps. • In 2023, new legislature requires additional demographic information to be collected. CM secured a \$78,000 grant to help facilitate the data collection initiative.
Board Action Items	<ul style="list-style-type: none"> • The commissioners will electronically sign all board documents in DocuSign.
Strategic Question/Meeting Evaluation/ Commissioner Comments	<ul style="list-style-type: none"> • Jessica asked the commissioners to consider the following: <ul style="list-style-type: none"> ○ What does charity care look like in the future? ○ How does CM best serve the community?
Executive Session: Performance of a Public Employee (RCW 43.30.110(1)(g))	<ul style="list-style-type: none"> • The board moved into an executive session at 8:10 pm. • The board returned from the executive session at 8:25 pm.
Adjournment	<ul style="list-style-type: none"> • Tom made a motion to adjourn the meeting at 8:28 pm. The commissioners unanimously agreed.

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 Tom Baranouskas, President

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 Mall Boyd, Secretary