



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
November 16, 2022

Present: Tom Baranouskas, President; Bruce Williams, Vice President; Mall Boyd, Secretary; Jessica Kendall, Commissioner; Diane Blake, Chief Executive Officer; 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. Absent: Gustavo Montoya, Commissioner (excused)

Guests: Karl Kranz, Skip Claeson, Wesley Zhao
Via Zoom: Mary Morse, Doug Williams, Duane Goehner, Lester

Topics	Actions/Discussions
Call to Order	<ul style="list-style-type: none"> President Tom Baranouskas called the meeting to order at 5:34 pm. He then led the pledge of allegiance.
Consent Agenda	<ul style="list-style-type: none"> Mall Boyd moved to approve the consent agenda as presented. The commissioners unanimously approved.
Community Input	<ul style="list-style-type: none"> No input offered from the community.
Values	<ul style="list-style-type: none"> Diane Blake shared a story that connected to Ubuntu, a Zulu term for the connectedness of humanity. Ubuntu also describes the need for forgiveness and reconciliation, and the implementation of efforts that require time, hard work, trust-building, and transparency. The story came from a NYT piece on Chiune Sugihara, a Japanese diplomat who helped thousands of Jews flee Europe by issuing transit visas so they could travel through Japanese territory to safety. Sugihara did this in defiance of his embassy who instructed him not to issue the visas. Sugihara demonstrated a sense of humanity by his courageous efforts to save others in need of help.
Foundation Report	<ul style="list-style-type: none"> Clint Strand communicated that Nevonne McDaniels, the new Foundation Administrator would be at the next board meeting to report out.
Public Relations Report	<ul style="list-style-type: none"> Clint Strand provided the Public Relations Report. The CHNA survey is still open and hoping to reach a participation goal of 300 responses. The CM Foundation and Clint are working together to launch another Coworker Appreciation Challenge. In previous efforts, there were over 100 responses from CM staff. The challenge is open now and runs through 11/26. First Aid Resiliency Training: an educational effort to help staff care for themselves and others. Staff are invited to participate in the initial launch trainings which will be offered next week. After the initial training, staff will be introduced to an app and encouraged to utilize it for emotional resilience check-ins.

<p>Discussion/Report: Old Business</p>	<ul style="list-style-type: none"> • Chad Schmitt provided the IT Update • The IT team will conduct phishing and whaling campaigns that are intended to educate on cyber security risks. • The IT team is gearing up for their 2023 projects and continues working to improve interfaces with Meditech. • Pat Songer offered an update on the Meditech process that included an assessment of physician barriers to care and a consultation firm's gap analysis. IT and Informatics are working together to address EMR issues as they arise. The next steps include hiring a subject matter expert to help the finance department and utilizing two informaticists in the clinic to help providers.
<p>Discussion/Report: New Business</p>	<ul style="list-style-type: none"> • Education from WSHA Annual Meeting <ul style="list-style-type: none"> ○ Tom, Bruce, & Diane went to the Annual WSHA meeting and each shared highlights from the meeting. ○ Notable topics included: systemic issues relating to health barriers, moral injury, the 988 model, implementation of 23-hour behavioral health centers in Arizona, and the benefits of humility and ambition. • CHNA Retreat Recap <ul style="list-style-type: none"> ○ The discussion included participation and transparency of staff and attendees, positive recognition of the CHNA process maturation, and shared gratitude for group engagement and valuable participant input. • Public Record Requests <ul style="list-style-type: none"> ○ Megan Baker is the new Public Records Officer. The purpose of Public Records Act is open governance with an emphasis on reduced barrier access to public records. CM finds it challenging to balance the demands of the large influx of public record requests against all the other work priorities but is committed to prioritizing responses. ○ One open request includes our IT department gathering six weeks of emails. The additional components to fulfill the request include creating electronic access for the Public Records Officer, determining how the emails will be produced for inspection, and coordinating with our legal team to help redact information. This request alone is anticipated to cost between \$10,000- \$20,000. ○ The discussion included questions about paying for the expense, the cost of labor, and comparative requests in the past. In terms of projects that were put on hold, the IT team split time between the request and helping a provider set up online medication prescribing. Public record requests impact more staff than the Public Records Officer. Last year, public record requests cost CM about \$14,000 total. ○ Jessica Kendall asked Megan to describe the current impact of public record requests. Megan shared that there have been 35 requests in 2022, and five are open and in process. She spends about half of her work time managing requested information. • CEO Annual Review Process <ul style="list-style-type: none"> ○ The board will correspond via email to set a date and time for the special meeting in January to finalize the CEO's annual review. • 2023 Board Objectives

	<ul style="list-style-type: none"> ○ Questions arose whether new commissioners would have time to help board achieve goal of 100% of board members achieve and/or maintain WSHA Health Care Governance Certification, with quarterly reporting on achievement percentage. ○ Assess and refine Board's ongoing connection to and communication with the community is meant to focus on Board-specific connections. ○ Fully integrate new commissioners to the board through continued mentorship, regular check-ins and by continuing to adapt processes to support needs while optimizing board work ○ The objectives will be refined before they are finalized at the December 2022 Board of Commissioners meeting.
Committee Reports	<ul style="list-style-type: none"> ● Governance Committee <ul style="list-style-type: none"> ○ Tom provided the Governance Committee report from their meeting on 11/4. ○ The topics of their meeting included the commissioner education schedule, succession planning, and drafting the 2023 Governance Committee Work Plan.
Action Items: New Business	<ul style="list-style-type: none"> ● Credentialing <ul style="list-style-type: none"> ○ Mall moved to approve Dr. Gentles with the appropriate category ○ Bruce seconded the motion, and it was unanimously approved. ● Succession Plan <ul style="list-style-type: none"> ○ Mall moved to approve the updated succession plan. ○ Tom seconded the motion, and it was unanimously approved
October Finance Report	<ul style="list-style-type: none"> ● Marianne Vincent provided the October Finance Report. ● Gross patient revenue of \$3,160,000 in October exceeded the budgeted amount of \$3,027,000 by \$133,000. ● CM's year-to-date net margin of (\$1,460,000) is below the budgeted amount of \$563,000 by (\$2,022,000). Year-to-date volumes lag budgeted volumes in most departments other than Ambulance. ● Combined Inpatient Swing Bed volumes were the highest of the year with a total of just over 157 patient days in October. ● Cash collections on patient accounts in October were \$2,857,000, which was \$979,000 more than the budgeted amount of \$1,878,000 due to the \$1,169,000 in 2021 cost report and 2022 interim settlement amounts of \$1,001,000 and \$168,000 respectively. ● Year-to-date CM's cash balances of \$13,785,000 are above our budgeted cash balances of \$12,928,000 by \$857,000. ● Our Contractual Allowance for October totaled 41.1% of Gross Revenues. Overall, our Contractual Allowance is at 43% of Gross Accounts Receivable. ● As our November board meeting falls early in the month, we completed October financial reports without final reports from the County Treasurer. We will make needed adjustments to the November financials, which we would expect to include approximately \$16,000 of investment interest income.
Administrator Report	<ul style="list-style-type: none"> ● Diane gave the administrator report. ● CM Listening sessions performed in partnership with all hospitals across the state <ul style="list-style-type: none"> ○ The listening sessions were very helpful and allowed the executive team, commissioners, and CM staff to hear input from other employees. ○ Prior to the pandemic, CM held quarterly open forums as a space for employees to share input. CM leadership is

	<p>considering a December open forum to close the loop with team members who shared at the listening sessions.</p> <ul style="list-style-type: none"> ○ Themes from the listening sessions included training and professional development, CM site improvement, and gratitude expressed through kudos to other employees ● Diane met with Dr. Andrew Jones, CEO of Confluence, to connect and relationship-build ● Recruitment Provider Work <ul style="list-style-type: none"> ○ Dr. Kendall should begin in early February 2023 ○ There is a physician interview in December with a provider from Wyoming who has ties and connections to the area. ○ CM is exploring an Advanced Practice Provider model for hospital coverage and implementing team-based care. They are also considering a practice share which involves more than one provider sharing a panel to ensure continuity of patient care. ○ CM has a Locum provider, Les Landry to help buffer and backfill Dr. Fosnaugh’s panel. ○ Medical Director, Dr. Jerome, Clinic Director, Whitney Lak, and Diane have been meeting and are looking to pursue external guidance from a consultant. The consultant would first assess before helping the team implement the desired model around practice share. The timeline for the consultant is to have an assessment completed in December and practice model implementation in Q1 of 2023.
Board Action Items	<ul style="list-style-type: none"> ● The commissioners agreed to monitor their email daily. ● Bruce offered to follow up on governance certificate hour requirements pertaining to a 2023 Board Objective. ● Tom will work to help get the CEO Review survey out. Please respond to Megan.
Strategic Question/Meeting Evaluation/ Commissioner Comments	<ul style="list-style-type: none"> ● No input from the commissioners.
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 7:25 pm. ● The board returned from the executive session at 8:10 pm.
Adjournment	<ul style="list-style-type: none"> ● Mall moved to adjourn the meeting at 8:16 pm. Jessica seconded the motion and all commissioners agreed.

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 Tom Baranouskas, President

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 Mall Boyd, Secretary