

Cascade Medical Center Board Minutes

July 20th, 2022

CMC Conference Room/Zoom

12:00 pm – 2:00 pm

Trustees present in person: David Gough, Jacque Zemlicka, David Croshaw

Trustees attending remotely via Zoom: Michael Drury, George Greenfield and Rachel Smith

Members absent and excused: Lesa Becker

Staff present: Teri Coombs, Bryan Gibson, Tom Reinhardt, David Donnahoo, Dr. Ellsworth, and Sarah Hasbrouck

Call to Order: Meeting called to order by David Gough at 12:03PM.

Mission Moment: David Gough shared a Mission Moment regarding positive feedback he received from a CMC patient who is extremely pleased with her care from Dr. Ellsworth and the clinic staff.

Approval of Agenda:

A motion to approve the agenda by Jacque Zemlicka, seconded by Rachel Smith; all members were in favor, motion passes.

Consent Agenda:

- a) Approval of Minutes from the June 2022 BOT meeting.
- b) Medical Staff Minutes & Utilization Report
- c) COVID Infection & Vaccination Rates

The members of the board reviewed the Consent Agenda items; hearing no requests to remove items, David Gough adopted the consent agenda.

Provider Reappointment:

Courtney Hill, PA

David Gough made a motion to accept the reappointment application to the Medical Staff for a term of two years. Jacque Zemlicka seconded the motion. All members were in favor; motion passes.

Heather Lewis, PA

David Gough made a motion to accept the reappointment application to the Medical Staff for a term of two years. Jacque Zemlicka seconded the motion. All members were in favor; motion passes.

Leadership Update:

CFO Update

David provided an overview of the Quarter 3 financial update, reviewing the KPI Dashboard metrics with the members of the Board. George would like to see the charts reflect information on a quarterly basis instead of annually.

In terms of revenue, patient revenue remains strong with volumes being favorable to budget. David also discussed the methodology change to Bad Debt accrual instead of actual, given the unpredictable seasonality of collections adjustments. Total Revenue is higher than budget due to the COVID grant monies.

Regarding expenses, salary expense is over budget due to the unbudgeted pay increase in January of 2022. Contract labor has also been kept at a minimum, and Radiology is now fully staffed avoiding further traveler expense. Excluding grant funding, supply cost is 6.8% of Gross Patient Revenue.

CEO Update

Tom provided an update on CMC's value to our Community, sharing that CMC now employs 70 employees including added provider bandwidth. We are able to provide more services locally and most of the staff live and work in the area, contributing to the local economy. CMC also continues to communicate with the community members in various ways, via Facebook, the website and billboard as well as newspaper ads. CMC will also be participating in a regional Community Health Needs Assessment (CHNA), which will provide CMC leadership and board with future insight on the medical, social determinants of health, and other needs of the community.

In an effort to keep adapting to the changing face of healthcare, Tom is reengaging Dennis Sandow to assist with maintaining our culture as we continue to increase the number of employees working at CMC.

Tom also spoke on the IHA CEO Annual Conference in McCall, whose only agenda topic was staffing. He spoke to the fact that the lack of staff influences all areas on commerce. He shared that the group worked on a plan to look at what can be done Now, Near and Far, to find ways to solve the staffing issues.

Diabetic Management Update

Bryan, the QAPI Coordinator provided an update of the QAPI program, noting that the clinic all met together on the 7th of July. He discussed the goals that came out of the meeting, noting the clinic has a goal of all metrics to be at benchmark at the end of CY22. He spoke about the establishment of work process for each step of the Diabetic Management visits, including the delineation and understanding of all duties. He also spoke about addressing all action items pertaining to the four key diabetic health metrics. The request was made that follow up of this matter be an agenda item on the Medical Staff agenda going forward until the goals have been met.

New Business:

Review CMC Mission, Vision and Goals.

David Gough spoke on the meaning of each of these and their purposes. He asked that members give each of these items deep thought, and then communicate via email over the next month, ideas for both refining them as well as how to present them to the staff and community. Dennis Sandow might also present a good opportunity to capture the feelings of the staff during his work. It was asked that once these ideas have been refined, they be brought back to the members of the Board for final review and approval. Members of the Board would like to have time on the next meeting agenda to sit together and define what each of these are.

Committee Reports:

Finance Committee:

Members:

Jacque Zemlicka, Chairperson

Michael Drury

David Gough

David Donnahoo

Tom Reinhardt

The Finance Committee did meet in July to review the FY23 Budget, which included a discussion of the employee's medical staff premiums as well as the new methodology for calculating Bad Debt accruals.

David also spoke about the FY23 Budget, speaking to volume growth in various areas, given the added services lines. He did speak to the barrier space is having in allowing for more growth, especially in Physical Therapy and Clinic. He is also expecting to have a growth in revenue, given the annual increase in the Charge Master. He also spoke about grants and other revenue, including the HRSA Aging in Place grant. He also spoke about the standard 3% increase in tax revenue.

David also spoke about expenses, including the focus on salaries and benefits. He did share that increasing the quality of the health plan, will also include an increased cost share of premiums by CMC. In looking at capital expenditures, we should expect to have most, if not all of the expansion of the lower lot completed next year. Additionally, the capital projects to increase the Emergency Power Grid within the hospital, as well as needed improvements for the Triplex were discussed.

David presented a proposed Public Notice for the FY23 Budget, which includes a footnote that will speak to the build out of the lower lot resulting in a Budgeted Loss. George suggested that a change be made to drop the FY2019 Actual column, updating it to the FY2020 and FY2021 Actual in addition to the FY2022 Budget.

Jacque Zemlicka made a motion that the board approves the Public Notice with the suggested corrections as explained. David Croshaw seconded this motion. All members were in favor, motion passes. David Donnahoo will email the members of the board a correction of the Public Notice.

Strategic Planning Committee:

Members:

David Gough
George Greenfield
David Croshaw
Tom Reinhardt
Jack Knoblock
Karolyn Plehal
Ann Young
Charlie Gowing
Mike Lancaster

The Strategic Planning Committee did not meet in July.

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Lesia Becker, Chairperson
David Gough
George Greenfield
Aline Lee
Tom Reinhardt
Teri Coombs
Sarah Hasbrouck
Dr. Camarata

The Quality Assurance, Performance Improvement and Compliance Committee did not meet in July.

Strategic Plan:

Update on Bridge Strategy Expansion Plan

Tom continues to work with Bob Walker to plan the expansion of the lower lot, identifying general contractors and vendors of pre-manufactured buildings. Tom spoke to the need to follow a public procurement process, and that an RFQ will be published in the newspaper and on our website for those who are interested.

Discussion occurred about the building, including if it could be repurposed after it has served CMC and if there was any other solution that might be a better utilization of the funds allocated toward it. The majority of the members of the Board felt that this was the best decision for the staff and for members of the community to continue receiving the best level of care we can provide.

Executive Session:

An Executive Session was not held during the July 20th, 2022 Board Meeting.

Other/Next Steps:

Agenda Topics for Next Meeting

- Public Budget Hearing and Approval
- Further Discussion on Mission, Vision and Core Values
- CMC Foundation will provide an Annual Update
- Short Board Education on Robert's Rules of Order

Meeting Evaluation

Difficulty utilizing Zoom sometimes to get the floor. Perhaps begin utilizing the Zoom features more frequently. Good comments on the topics, and it was appreciated that there were some conversations with opposing views, but all members had respectful, supportive conversations.

Adjournment: A motion to adjourn the meeting by David Gough, seconded by Jacque Zemlicka. All members were in favor, motion passes. Meeting adjourned at 1:59pm.