

Cascade Medical Center Board Minutes

October 20th, 2021

CMC Conference Room/Zoom

12:00 pm – 2:30 pm

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

Trustees attending remotely via Zoom: Rachel Smith, Lesa Becker

Members absent and excused: None

Others present: Tom Reinhardt, David Donnahoo, Teri Coombs and Sarah Hasbrouck

Call to Order: Meeting called to order by George Greenfield at 12:04PM.

Mission Moment: David Croshaw shared his experience from social media, specifically a post on Facebook where there was an outpouring of appreciation and recommendations from people suggesting that Cascade Medical Center and Dr. Ellsworth, along with the staff were caring and gave them the time needed.

Approval of Agenda: A motion to approve the agenda as posted was made by David Gough, seconded by David Croshaw; all members were in favor, motion passes.

BOT Minutes:

The minutes from the September 15th, 2021 Board Meeting were reviewed. A correction was noted by David Croshaw to reflect he was present via Zoom and Sarah noted a correction that the Utilization Review should be for the month of August instead of September. A motion to approve the minutes as noted was made by Jacque Zemlicka, seconded by David Gough; all members were in favor, motion passes.

Medical Staff Minute & Utilization Report:

Teri provided an update of the Medical Staff minutes for the month of September, which started with provider training for the new VapoTherm machines, which provides up to 40L of oxygen via nasal cannula. There were no medical errors in September, Sarah provided an update on the RetinaVue, Ben was not available to attend the meeting due to the VapoTherm training. SARMC provided a case review for a recent Trauma/STEMI, where the patient is now discharged to home.

David Gough made some suggestions about the Antibiotics Stewardship program, including establishing a baseline and then measuring progress after training, ensuring that the initial antibiotic prescribed follows standards of care. He also strongly suggests that if Patient Satisfaction results are not able to be reviewed as a group during Medical Staff, that the minutes reflect that they will be reviewed as a group at a later time.

The Utilization Review and Volume Trends for the month of September 2021 were as follows:

Utilization Review:

- Total ER Visits: 127 (142 September 2020)
- Total OP Visits: 30 (17 September 2020)
- Total Physical Therapy Visits: 340 (269 September 2020)

- Total Clinic Visits: 468 (507 September 2020)
 - Dr. Ellsworth: 91
 - David Hill: 91
 - Dr. Camarata: 77
 - Heather Lewis: 89
 - Dr. Dardis: 16
 - Courtney Hill: 56
 - Allison Dwyer: 11
 - Jamie Coffey-Kelly: 37
- Total Laboratory Visits: 434 (335 September 2020)
- Total Radiology Visits: 131 XR's, 46 CT's and 13 US's (98 XR's, 61 CT's, 12 US's September 2020)
 - Death – none
 - Blood Transfusions – none
 - Average Length of Stay for Inpatients – there were zero inpatients in the month of September, (three observation patients)
 - Leaving Against Medical Advice – none
 - Left Without Being Seen – none

PEER REVIEW:

For the third quarter, six charts were sent to the IHA for Peer Review as part of CMC's Ongoing Professional Evaluation Program (OPPE). We are waiting on results of the reviews at this time.

EMERGENCY DEPARTMENT CALL BACKS:

95 patients called / 0 missed = 100% success rate

TRANSFERS:

All transfers were noted to be of appropriate mode. The following reasons were cited for services and/or equipment needed at CMC to keep patient here:

<i>Transfers</i>		<i>Mode</i>	
Surgery	4	Rotor	3
ENT		Fixed Wing	1
Neurology		Ambulance	7
CCU	1	Private Vehicle	1
ICU	7	Ambulance Rendezvous	
Obstetric		Contracted Psych	3
PICU			
Psych	3		

INPATIENT CARE PLANS:

There were no inpatients in the month of September.

Financial Report and Volume Trends:

David provided the Volume Report, showing that the lab is up 30% compared to last year. This is multifactorial, including COVID as well as lab machine upgrades, which allow us to perform more tests in house and keep additional revenue. Physical Therapy volumes are up 7.5% compared to 2019, prior to COVID. ER revenue is ahead of budget, even though volumes are down. Net patient revenue is also favorable to budget YTD. Overall, the year was very favorable, ending the year with a Net Income Margin of 12.4%. David also spoke to the ongoing and future grants regarding COVID assistance, including the phase 4 PRF distribution for which we have applied.

David also provided a new financial KPI dashboard, asking for feedback on any other KPI measures he should be reporting on that would be beneficial for the members of the board to see. It was suggested that perhaps contractual adjustments would be beneficial as we progress with the process of auditing and negotiating payer contracts to ensure that we are being reimbursed per those agreements.

CEO Report, Old & New Business:

CEO Update:

Tom provided an update on Payor Contract negotiations, stating the one for St Luke's Health Partners has been completed and the focus will now be on CIGNA and Pacific Source as the Idaho Physician's Network is dissolving. He did confirm that CMC contracted with Greg Sonneberg to provide consulting services for these negotiations.

Tom reported that Influenza immunizations will be required for all employees who do not have a Medical or Religious exemption by October 31st. Additionally, we are waiting for official approval from the FDA to begin planning for giving Moderna Boosters.

Tom reported that CMC hired a new full time cook and a new Medical Lab Scientist. We are still recruiting for a Radiology Technologist, a Medical Assistant, a Physical Therapy Aide and a part time Cook.

Tom also provided an update on Marketing including the new Billboard that will be rotating more frequently in addition to the increased Facebook posts to keep traffic going to CMC's Facebook page. Tom also shared that we will be sending Thanksgiving cards that were designed by one of the Nurses.

COVID Infection & Vaccination Rates:

Tom shared the graphs on COVID testing and positivity by day as well as the positivity rates by month. He shared that Valley County is currently at a 62% FULLY vaccinated rate, and that the clinic is offering Pfizer and Moderna boosters for those who are immunocompromised. The clinic will also provide Moderna boosters to the general population once they are officially approved by the FDA in accordance with their guidelines.

Tom also shared the updated testing algorithm that Dr. Camarata created that all staff are following to make sure we are appropriately testing patients at the correct time with the correct test. Additionally, we are a distribution site for the PCR Vault tests for patients who need testing that do not meet the requirements of the algorithm.

COVID Vaccination & Testing Mandates, Update on President Biden's Executive Order

Tom explained that COVID vaccinations are mandatory for any new employee at CMC, but that they are not currently required for established staff. The Presidential Executive Order is still in formation, and therefore how it will impact CMC is not fully known at this time.

Committee Reports:

Finance Committee:

Members:

Mary Tracey, Chairperson

Jacque Zemlicka

David Donnahoo

Tom Reinhardt

The Finance Committee met and reviewed the new Financial KPI Dashboard that David presented.

Strategic Planning Committee:

Members:

David Gough
Mary Tracey
David Croshaw
Tom Reinhardt
Jack Knoblock
Karolyn Plehal
Ann Young

The Strategic Planning Committee did not meet; next meeting November 2nd.

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Lesa Becker, Chairperson
Rachel Smith
David Gough
Aline Lee
Tom Reinhardt
Teri Coombs
Sarah Hasbrouck
Dr. Camarata

The Quality Assurance, Performance Improvement and Compliance Committee met. Besides pandemic management, the committee discussed a Compliance Review Plan including mock surveys and policy review. The Quality Dashboard was also shared with the members of the board, where the focus this meeting with the pain scale for Physical Therapy. Kate Farmer will look into this and provide follow up at the next QAPI meeting.

Board Training:

Kim Stanger provided a brief Zoom education session on HIPAA regulations and how it applies to Members of the Board. It was discussed that Members of the Board should always be given the minimum necessary information when discussing anything related to specific patient care. Governance over factors that involve Risk do not need specific case details, but more of a breakdown of the processes and how the Members of the Board can help in the development of process improvement to mitigate risk.

Executive Session:

An Executive Sessions was not held during the October 20th Board of Trustees Meeting.

Other/Next Steps:

Board Member Resignation, Vacancy, and Plan to Replace:

Mary Tracey provided her resignation effective October 7th, 2021 due to selling her residence in Cascade and no longer qualifying as a board member. David Gough made a motion to retain Mary Tracey as a community member of the Finance and Strategic Planning Committees, David Croshaw seconded this motion; all members were in favor, motion passes.

A separate motion was also made by David Gough to make Jacque Zemlicka the Chairman of the Finance committee, Lesa Becker seconded this motion; all members were in favor, motion passes.

George will set up an interview with potential board candidates, to include Jacque, Rachel and David Donnahoo. George Greenfield made a motion to allow the interview committee to potentially extend an offer to the perspective board member contingent upon the interview's outcome.

Tom noted that the current Board of Trustee Bylaws states we have to replace board positions within 30 days (to match the Idaho Law when the Bylaws were written). Idaho Law changed in 2021 and now allows the Board 90 days to fill open board positions. The members of the board will vote on this update to the bylaws, to reflect current law, at the November meeting.

Agenda Topics for Next Meeting:

- Update on the Strategic Planning Committee Meeting
- Executive Session for Annual CEO Review
- Action item to update Bylaws to reflect update in Idaho Law for replacement of Board Positions
- Break in the Agenda given November meeting may be long
- Governance Vs. Management Training in either December or January

Meeting Evaluation:

There was discussion if the Members of the Board would like to start meeting again at the facility as a group, given some members felt Zoom sometimes hinders the flow of conversation. It was decided that Zoom will remain an option, but that members are welcome to join in person as long as they follow the PPE requirements of mask wearing.

It was also suggested that a transition to a Consent Agenda be made for the standing updates, and that this information be provided in the packets for members to review and then comment on instead of being presented during the meeting.

Adjournment: A motion to adjourn the meeting was made by David Croshaw, seconded by Lesa Becker. All members were in favor, motion passes. Meeting adjourned at 2:46 PM.