

*Cascade Medical Center Board Minutes*

April 20<sup>th</sup>, 2022

CMC Conference Room/Zoom

12:00 pm – 2:00 pm

**Trustees present in person:** David Gough, Lesa Becker and Jacque Zemlicka

**Trustees attending remotely via Zoom:** Michael Drury, David Croshaw and Rachel Smith

**Members absent and excused:** George Greenfield

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

**Community Members Present:** None

**Call to Order:** Meeting called to order by David Gough at 12:02PM.

**Mission Moment:**

Tom provided a Mission Moment on the first public forum for the bond referendum. He spoke about his experience in speaking with one patient in particular, who was very appreciative that our facility participates in the Veteran's Community Care Network. This was a great example of some of the expanded services we do provide at CMC that would be good to let this specific community know of.

**Approval of Agenda:**

A motion to approve the agenda was made by Jacque Zemlicka, seconded by Lesa Becker; all members were in favor, motion passes.

**Consent Agenda:**

- a) Approval of Minutes from the March 16, 2022 BOT meeting.
- b) Medical Staff Minutes & Utilization Report
- c) COVID Infection & Vaccination Rates

The Consent Agenda items were reviewed by the members of the board; hearing no requests to remove any items, Chairman, David Gough moved to adopt the Consent Agenda as presented.

**Financial Report:**

David Donnahoo presented the financial performance data for the first half of FY22. David stated we are on track to meet volume budgets, which will translate to a strong financial year. The limitation of provider bandwidth is the current barrier associated with clinic volumes. Hopefully provider recruitment will improve these volumes during the second half of FY22.

David showed some projections on volumes, including the prediction of ER ending the year at 12% over budget. Discussion occurred on additional metrics to the volume graphs, specifically percentage of change month over month.

David also reviewed the KPI dashboard with the members of the Board. Most metrics have improved over prior year. David stated they will be evaluating further the Personnel Cost to Gross Patient Revenue.

In addressing Days in AR, we have involved both a new collection agency as well as a new company to review claims data as they compare to payer contracts to ensure we are being paid correctly.

David did let the members of the Board know that due to the loss of Watkins, we have paused the 340b program (and associated revenue) until the pharmacy have been reestablished.

Contractual adjustments were addressed, which are higher than budgeted - partially due to payer mix and partially due to the increase in the Charge Master this past January. He also stated that Net Collectable Revenue is exceeding budget by 10% and Grant revenue is very favorable due to COVID Relief Funds.

Moving to expenses, Salary is higher than budgeted due to the employee retention rate adjustments made last fall. Contract labor is still Zero, which makes personnel costs still favorable to budget. Supply expenses are favorable to budget when COVID supplies are removed. To date, the Total Operating Budget is only off by 3% that should be made up as we move into the historically busier months.

### **Leadership Update:**

#### **CEO Update**

Tom spoke about the addition of two providers, a Nurse Practitioner who will work part time seeing patients in the clinic, as well as a Locum Physical Assistant who will cover 10 ER shifts each month June-July-August, allowing our providers to use their vacation time appropriately. Additionally, more support staff has been hired for the Physical Therapy department to assist with the increase in volumes. An additional Social Worker has hired to help execute the grant for the Community Health Worker, and the St Luke's Foot Clinic has been successful the past few months at the Senior Center. The foot clinic workers asked if we had a podiatrist available to see patients.

He also discussed other dates to remember, like the upcoming Campus Clean Up on May 17<sup>th</sup> in addition to the Family Picnic on June 23<sup>rd</sup>.

#### **New Hospital Building Project Update**

Tom provided new renderings of the interior of the hospital, showing the main entrance with the registration desks. He let the board know that the civil engineering has been completed, as well as the schematic designs. It is not at blueprint level, but will move into it quickly if the Bond passes. The Bond election is May 17<sup>th</sup> which will require a super majority.

If the bond is successful, the Traffic impact assessment and environmental assessment are ready to take place. The RFQ for Construction is also ready.

#### **Replacement Hospital Financing Options**

.David reported out on the Financial Feasibility Study done by DZA. The study did confirm the estimated amount of debt capacity at around \$19M assuming borrowing at 4.5% interest rate. Their presentation to the finance committee confirmed our assumptions in modeling volumes and revenue.

## **New Hospital Communications Update**

Tom notified the members on the direct mailing that will start this week and again the week before the bond elections. We also have ongoing public forums as well as advertisements in the Star News, the Roxy Theatre and the various Social Media Platforms.

## **New Business:**

### **CEO Goal Review & Approval**

Both the Quality and Finance Committees met to discuss the goals as presented. Lesa spoke on behalf of the Quality Committee, on goals pertaining to the Quality and Patient Experience Goals. She also spoke on the Culture Goal, stating they moved 5% of that goal's weight to the Quality and Patient Experience Goal. David spoke on the goals for Financial Performance relating to the Operating Margin. David Gough spoke about the desire to see Swing Bed Volumes increase over time, when appropriate. This goal was addressed by Tom, who stated he has some ability to influence this with Marketing, so this will be one of the two Growth associated goals. The other goal would be for growing new clinic patients, utilizing the new patient E&M codes.

Jacque Zemlicka moved to accept the CEO goals as presented to the members of the Board. Lesa Becker seconded the motion. All members were in favor; motion passes.

### **Results of Healthy Aging Research**

Tom provided a report out of the Healthy Aging Study that was done in conjunction with the City of Cascade and Boise State University. Most of the patients felt there was inadequate access for in home care, transportation need and home repair needs. In response to this, we have applied for a HRSA grant to purchase an ADA accessible van that would assist with patient transportation. Additionally, a list of added Medical Specialties was proved from feedback of the surveys. We will use this input as we continue to refine services offered at Cascade Medical Center.

## **Committee Reports:**

### **Finance Committee:**

#### Members:

Jacque Zemlicka, Chairperson  
Michael Drury  
George Greenfield  
David Donnahoo  
Tom Reinhardt

The Finance Committee did meet in April and reviewed the Feasibility Report, as well as the 2022 Financial Performance and CEO Goals. Discussion for compensation practices also occurred, including if CMC was in line with salary levels for all licensed positions. It was decided that this should be a responsibility of the Administration and will leave this to them.

### **Strategic Planning Committee:**

#### Members:

David Gough  
George Greenfield

David Croshaw  
Tom Reinhardt  
Jack Knoblock  
Karolyn Plehal  
Ann Young

The Strategic Planning Committee did meet in April to discuss the review of the study commissioned to evaluate the viability of select new services by CMC. Based upon the number of people who live in the county, key opportunities were identified including colonoscopy, Dexa scans and mammograms. Among the specialties: Ophthalmology, Dermatology, Podiatry and Otolaryngology were identified as needed specialties to add.

**Quality Assurance, Performance Improvement and Compliance Committee:**

Members:

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

The Quality Assurance, Performance Improvement and Compliance Committee did meet in April. Lesa reported on the Quality Dashboard, with primary discussion focusing on the areas of concern. They also discussed the CEO goals and how they relate to the dashboard. Lesa also spoke on the QAPI project on Hospital Registration, stating that they used defined methodology, they used a multidisciplinary team and created a job aid to show patients how to do the task. The measurable metrics were discussed and the impact of a project like this was recognized by all members of the board.

**Executive Session:**

An Executive Sessions was not held during the April 2022 Board meeting.

**Other/Next Steps:**

**Agenda Topics for Next Meeting:**

Bond results if available  
Pharmacy Update  
Update on Payer Contracting  
Board Education – watch a short governance/compliance video at next board meeting

**Meeting Evaluation:**

Lesa provided feedback on notifying someone utilizing technology, to alert them as soon as possible if there is a disconnect during their feedback as it was difficult to understand one of the remote members as their phone was breaking up.

**Adjournment:** A motion to adjourn the meeting was made by Lesa Becker, seconded by Jacque Zemlicka. All members were in favor, motion passes. Meeting adjourned at 1:34PM