

Cascade Medical Center Board Minutes

January 18, 2023

CMC Conference Room/Zoom

12:00 pm – 2:00 pm

Trustees present in person: David Gough, Lesa Becker, David Croshaw, Rachel Smith and Jacque Zemlicka

Trustees attending remotely via Zoom: None

Members absent and excused: George Greenfield and Michael Drury

CMC Administration present: Tom Reinhardt, David Donnahoo, Sarah Hasbrouck, Teri Coombs and Ronald Ellsworth

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

Mission Moment:

Lesla provided a reflection of her service as a member of the board, providing a quote demonstrating how well this current Board functions and each members' respect of each other and their diverse opinions.

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 December 2022 BOT meeting.
- b) Medical Staff Minutes & Utilization Report

The members of the board reviewed the Consent Agenda items; David Gough noted a correction to the December 2022 BOT minutes to show that the Quality Committee met in December, not November. David Gough asked a clarifying question about an unnamed patient who left CMC against medical advice to transport self to Boise for specialty care. Other than that, meeting minutes and medical staff minutes were approved.

Leadership Update:

FY23 Q1 Financial Report

David provided an update of the COVID relief grants and the supplies they funded, having a large positive impact on the organization and its ability to add care for patients. He also reviewed the KPI dashboard speaking to the Days Cash on Hand and Days in AR, in addition to looking at Operating Margin and closely watching personnel costs, as it has been increasing with inflation. Supply to Gross Patient Revenue will also now be followed more closely given the end of COVID grants.

David also reviewed revenue, showing the impact of unbudgeted Inpatient Revenue on the bottom line, showing favorable to budget. David also spoke to expenses, discussing personnel and supply expensed that are currently over budget. He also shared that a point of care ultrasound was purchased with capital funds.

CEO Update

Tom shared the Leadership Update, stating that work is still ongoing with the Hospice program, but there is no new information to share at this time. He also informed the board that the partnership with InstyMeds is progressing with a projected implementation date of mid-February. He also gave a Marketing update, stating posting on Facebook continues as well as advertising in both the Star News and McCall Life. Tom informed the board that Physical Therapy will be the target of Marketing on the Billboard and print advertisement.

Space Expansion

Tom discussed the Pros and Cons of the Building Expansion to the lower lot, stating that after the procurement process and contractor selection was completed, the estimate for building costs came in over \$3 million, which would use most of CMC's non-operating cash, which would reduce reserves and cash on hand to build a replacement hospital in the future. The members of the board discussed that this project should be put on hold indefinitely.

Rural Emergency Hospital Designation

Tom gave a high level Pros vs Cons overview on converting to the new REH designation. Given CMC's strong financial position, it was suggested by David Gough that this continue to be an item of future discussion, but given our older population of patients, not having the Inpatient service would be a disservice to the community. Dr. Ellsworth was asked to share his opinion, in which he suggested looking at the long term by utilizing the REH revenue to provide additional funds for future improvements including EHR updates and the support of a nursing home. It was also noted that there is no data on this conversion and the success of other facilities, and until there is, CMC should not rush to convert to a REH. Lesa also shared that her long-term vision of the community includes growth, for which we would have a growing need for beds.

Medical Staff

IMH Hospitalists Credentialing

Sarah presented two applications for privileges to the Medical Staff from Hospitalists employed by Intermountain Healthcare to provide Telemedicine/Consulting services.

David Gough made a motion to approve Dr. Alexander Luer's request for Telemedicine/Consulting privileges for a term of two years, David Croshaw seconded this motion. All members were in favor, motion passes.

David Gough made a motion to approve Dr. Bryan Still request for Telemedicine/Consulting privileges for a term of two years, David Croshaw seconded this motion. All members were in favor, motion passes.

Department Profile - Radiology:

Bryan Gibson provided an overview of the Radiology Department, sharing with the members of the Board, his background as well as an overview of the department when he joined CMC. He shared that through COVID grants funds, he was able to purchase a second plate for the portable X-Ray machine to minimize the infection risk when moving the machine throughout the building. The department also purchased a new Ultrasound machine with the COVID funds, and then was able to replace the CT machine to provide improved image quality, as well as decreasing scan time and image transfer for trauma patients from 47 minutes to around 13minutes.

Bryan also shared the creative staffing solutions for the department, informing the board that the schedule for the department is a 3 tech rotation, working 8 days on and 13 days off. The staff members very much appreciate this schedule and the work life balance that it provides.

Committee Reports:

Finance Committee:

Members:

Michael Drury, Chairperson
David Croshaw
Jacque Zemlicka
David Donnahoo
Tom Reinhardt

The Finance Committee did meet in December to review the FY23 Q1 Financial Update that David Donnahoo provided during this meeting. It was also noted that David Croshaw did join the Finance Committee.

Strategic Planning Committee:

Members:

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

The Strategic Planning Committee did not meet in December.

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Lesa Becker, Chairperson
David Gough
George Greenfield

Aline Lee
Tom Reinhardt
Teri Coombs
Sarah Hasbrouck
Dr. Camarata

The Quality Assurance, Performance Improvement and Compliance Committee met in December, but that meeting was reported out at the December Board Meeting.

Executive Session:

An Executive Session was not held during the January Meeting of the Board.

Board Elections

The six year terms for members Lesa Becker and Jacque Zemlicka expire in May 2023. Both showed interest in re-running for their seats, and the election packets were provided to both Jacque and Lesa to complete and turn into the Election Offices at the County.

Bond Elections

The members of the Board began discussions on if and when to reintroduce the hospital building bond, coming up with some topics to prepare answers for the public as it relates to a new bond ask. It was asked that Leadership re-evaluate the cost of the building as well as the analytics of property taxes so that the board could consider when and if the bond should be reintroduced at the March meeting of the board. Discussion also included topics regarding the REH designation strategy, as well as the intention of what would happen to this building and if the hospital would address the pharmacy shortage if Watkins were not able to open a pharmacy in the future.

CEO Goals for 2023

Tom presented his CEO goals for 2023, which are in line with the current CMC Organizational goals. There was discussion about the incentive percentage amounts, and it was decided that 5% of the Quality Goals would transfer to the Financial Performance goals.

David Gough made a motion to accept the Goals with the above stated changes, Rachel Smith seconded the motion. All members were in favor, motion passes.

Other/Next Steps:

Agenda Topics for Next Meeting:

- FY22 Wipfli Audit Presentation - Discussion
- Expansion Update with the Leadership Update - Discussion
- Further review of the REH Designation option
- Review and decide on a Resolution regarding replacement of the Current Facility

Meeting Evaluation:

Continued appreciation of the department reports.
Appreciation of all members being in person to facilitate conversations.
Great discussions on the agenda topics.

Adjournment:

A motion was made by David Gough to adjourn the meeting, Lesa Becker seconded. All members were in favor, motion passes. David Gough adjourned the meeting at 1:52pm.