

Cascade Medical Center Board Minutes

April 19, 2023

CMC Conference Room/Zoom

12:00 pm – 2:00 pm

Trustees present in person: David Gough and George Greenfield

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

Members absent and excused: Lesa Becker

Others present: Tom Reinhardt, David Donnahoo, Sarah Hasbrouck, Teri Coombs, Bryan Gibson, Ronald Ellsworth and Craig Trumbull

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

Mission Moment:

Tom provided a mission moment regarding the Quality Committee meeting that occurred two week ago, and his feelings of pride as participation included many members of the staff. He stated that he and Teri had minimal input during the meeting, showing that Quality improvement work is embraced broadly at CMC.

David Gough wanted to express his appreciation to Bryan Gibson for his efforts in stepping up to the task of coordinating our QAPI programs and the progress that has been made under his direction.

Approval of Agenda:

Michael Drury made a motion to accept the agenda as presented with Item “7. Committee Reports Finance Committee” moved up in the agenda to be included in item “4. Q2 Financials” for discussion, George Greenfield seconded this motion. All members were in favor; motion passes.

2. Consent Agenda:

- a) Approval of Minutes from the March 2023 BOT meeting.
- b) Medical Staff Minutes & Utilization Report

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

3. New Providers:

Sarah presented a group of applications for Telemedicine/Consultation Privileges from providers at Intermountain Healthcare. Utilizing Delegated Credentialing, Sarah stated that all providers met the requirements to approve their applications. David Gough made the motion to approve the application for Telemedicine/Consulting privileges for a term of two years, George Greenfield seconded this motion. All members were in favor; motion passes.

Sarah presented Dr. Nichole Kapral’s Application for Telemedicine/Consultation Privileges. Utilizing Delegated Credentialing, Sarah stated that she met the requirements to approve their applications. David

Gough made the motion to approve her application for Telemedicine/Consulting privileges for a term of two years, David Croshaw seconded this motion. All members were in favor; motion passes.

4. Q2 Financials:

David Donnahoo provided an update of the Q2 Financials, first speaking about Revenues which included inpatient revenue already at budget with a projected total days now at 106 days for 2023. Teri spoke to this increase stating most of these patients qualified for an inpatient stay while waiting on future placement in Assisted Living Facilities/Nursing Homes due to the decline in available beds.

David stated that Outpatient revenue is below budget, mostly due to the decrease in Physical Therapy visits. ER revenue is below budget due to a decline in ER volumes compared to this time last year. David Gough suggested reviewing the associated diagnostic codes for ER volumes in the past to search out potential areas for marketing or training for future skills. David spoke to Clinic revenue - YTD, the clinic is up 6% in visit volumes.

David next spoke to Expenses, stating that while personnel cost is high, we are essentially 100% staffed as an organization, which is continuing to increase these costs. He also spoke to the savings this provides in no spending on travel staff, such as nurses and rad techs. David also spoke to the fact that the audit and cost report cost more than anticipated this year, and spending on Reflexus, which serves as a culture consultant. David reported supply cost being 7.95% of Gross Patient Revenue versus a budget of 6.5%. He did state that excluding grant funded (COVID) supplies, the supply cost is at 5.5% of Gross Patient Revenue. David explained that we currently are utilizing HealthTrust GPO with St Luke's, experiencing their bargaining power to help reduce our supply cost.

David reviewed the Income statement, stating we are slightly over budget mostly due to personnel costs, but David anticipates this being in line with budget closer to the end of the year. David spoke to the KPI dashboard pointing out the decrease in Days in AR as well as the increase of Days Cash on Hand. He spoke about the slight shift in payer reimbursement mix as well as the graphs associated with the metrics discussed in the Q2 financial data.

5. Leadership Updates

Teri provided a summary of the Annual Review of Services, which is a yearly report required as a Condition of Participation by CMS. It delved into the services offered, medication utilization and errors, department improvements including equipment purchases and staff training. It also reviewed the QAPI projects, reported incidents and peer review. This report was accepted at the Medical Staff meeting on April 12, 2023. A motion was made by Rachel Smith to adopt the Annual Review of Services, Jacque Zemlicka seconded this motion. All members were in favor, motion was adopted as presented.

Tom then shared year to date Patient Satisfaction scores for the Clinic and Hospital, as well as the Physical Therapy exit surveys demonstrating marked improvement on both Functional Improvement and Pain Management.

Tom reported that the FY22 CMC Annual Report is now complete and will be posted to the website within a few days. He also shared the success of the new housing for the Rad Tech's, as they have been utilizing the house for the last month.

Tom shared that the Safe Room is almost completed, and we have received \$35k of grant money to complete this renovation. \$30k of this came from the Idaho Women's Charitable Foundation. Tom also

shared that the patient transport van has been delivered, which was purchased with HRSA grant funds. He anticipates that it will be in use sometime in May.

Tom provided an update on both the InstyMed machine, which is now installed and undergoing testing, as well as discussions with a Pharmacy provider in the Treasure Valley who is conducting a business case for opening a retail pharmacy somewhere within the City of Cascade.

Regarding the replacement hospital bond, Tom suggested talking points about the need for a new building. These included the need for space and providing expanded service lines to the community, like a retail pharmacy and surgery, scopes and expanded imaging, as well as more specialist therapies. The need for additional space for employees to accommodate the increase in patient volumes is also important as the number of CMC employees has increased to keep up with patient volumes. Lastly, he spoke to the opportunity for the current building to be repurposed in senior care/housing if the bond was passed.

6. CMC Culture

George shared the report provided by Dennis Sandow, who recapped the Cultural work done here at CMC. The value of the report stands in the perspective of the members of the board's ability to continue supporting the culture established at CMC. Rachel shared that she felt the importance lays in ensuring that Leadership is allowed to continue supporting and growing the culture of the organization, and that it should be a large factor for consideration when hiring any leadership position in the future. Jacque also spoke to the fact that Dennis stated that to be successful, we need to continue to do what we are doing. David Gough spoke to the report itself, stating the information included within the report deserves a deeper discussion at the next month's Board meeting on the questions posed at the end of the report. It was suggested that for future meetings, a report out of the current culture would be appreciated on a quarterly basis.

7. Committee Reports:

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Lesla 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 meet in March. George shared the observation of the culture of quality and its dissemination out into the staff as a whole. He shared how the positive impact of this will also feed the culture here at CMC. David Gough shared that Bryan is in the process of assigning appropriate Health Stream Learning modules out to the members of the Quality Committee, and they will review and report back to the members of the Board. He also shared that Bryan is working on an updated Quality Dashboard utilizing input from the members of the Medical Staff. Once this is completed, it will be shared with the members of the Board. Bryan shared the results of the IHA Quality audit, which will be shared in depth at the next Quality Committee meeting. Bryan reported that Dr. Ellsworth has been organizing live mock scenarios, the most recent for a stroke patient, which have been very successful to continue education for the team in a safe environment.

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 March.

Finance Committee:Members:

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

The Finance Committee did meet in March. They sent out an RFP for both our Financial Audit and Cost Report preparation, as it is good practice to switch this up every few years for strong financial health. David did speak to the methods they utilized in the Cost Report Preparer and Auditor Selection. David spoke to the importance of this preparer having bandwidth to dig deeper into our Medicare costs, as well as ensuring that the audit is completed by the January meeting of the Board. Michael Drury did add that a good conversation occurred during the Finance Committee meeting about this topic, including the ability of CMC to make more strategic decisions based on the in-depth knowledge of the chosen firm, providing more detailed education and direction to CMC, specifically regarding the Cost Report. David did share that Ovation Healthcare was selected to be the Cost Report Preparer and that DZA will be the Auditor going forward. This decision was discussed both in the Finance Committee, as well as in the Board Meeting and there was no dissent regarding either of the firms selected.

8. Executive Session:

An Executive Session was not held during the April 19, 2023 meeting.

9. Other/Next Steps:**Agenda Topics for Next Meeting:**

- Continued Discussion on report provided by Dennis Sandow
- May Election Results
- Physical Therapy and Safe Room Tour
- Swear in Jacque and Lesa for new Board Terms

Adjournment:

A motion was made by Jacque Zemlicka to adjourned the meeting, Rachel Smith seconded. All members were in favor, motion passes. David Gough adjourned the meeting at 2:13pm.