

Cascade Medical Center Board Minutes

March 18th, 2020

CMC Conference Room

12:00 pm – 3:15 pm

Members present: George Greenfield, Lesa Becker, Mary Tracey, Jacque Zemlicka, Anthony Henry and Rachel Smith (all members present via phone and ZOOM)

Members absent and excused: Larry Walters

Others present: Dr. David Gough, Tom Reinhardt, Teri Coombs

Call to Order: Meeting called to order by George Greenfield at 12:05.

Mission Moment:

Jacque shared that she realizes that CMC as well as other Healthcare Providers have been thrown into a chaotic situation with the emergence of the COVID-19 virus. She realizes that there are many new challenges that are emerging every day and thanked the CMC staff for doing a great job.

BOT Minutes:

Minutes from the February 19, 2020 meeting were read. Motion to approve the minutes from the February 19th meeting was made by Lesa Becker, seconded by Anthony Henry, all members were in favor; motion passes.

Operations Report:

Medical Staff Minutes:

Teri presented the Board with the March 11th, 2020 Medical Staff Minutes, which include the Utilization Report and Volume Trends, for review.

The Utilization Review and Volume Trends for the month of March 2020 were as follows:

- Total ER Visits: 87 (59 February 2019)
- Total OP Visits: 46 (20 February 2019)
- Total Physical Therapy Visits: 216 (202 February 2019)
- Total Clinic Visits: 435 (394 February 2019)
 - Dr. Ellsworth: 139
 - Chantell Williams: 81
 - Marc Nagel: 96
 - David Hill: 30
 - Dr. Dardis: 33
 - Jamie Coffey-Kelly: 56
- Total Laboratory Visits: 220 (191 February 2019)
- Total Radiology Visits: 97 XR's, 33 CT's and 10 US's (114 XR's, 40 CT's, 5 US's February 2019)
- Death – none

- Blood Transfusions – none
- Average Length of Stay for Inpatients – there were three inpatients in the month of February, ALOS 76.42 hours (seven observation patients)
- Leaving Against Medical Advice – none

QUALITY REVIEW:

All provider response times were within the 30-minute window.

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:

Transfers

Surgery	2
ENT	
Neurology	
CCU	
ICU	2
Obstetric	
PICU	
Psych	
Burns (Utah)	

INPATIENT CARE PLANS:

There were three inpatients in the month of February, two charts contained a complete care plan, one did not.

Annual Review of Services:

Teri presented the 2019 Annual Review of Services for the Board of Trustees to review. Tom noted that the CMS Conditions of Participation require review and approval by the Board of Trustees. Utilization of Services, Health Care Policy Review, Evaluation of Hospital Acquired Infections, Evaluation of Medication Therapy, Department Improvements and Medical Staff Training were reviewed (attached).

Financial Reports:

Tom noted that the February Financial Report is not available at this time. He will email to the Board of Trustees when prepared for approval, questions and/or to schedule a Special Meeting for review and approval.

Open Board Position:

George presented Larry Walters letter of resignation. Motion to approve Larry’s letter of resignation by Lesa Becker, seconded by Mary Tracey. All members were in favor; motion passes.

Dr. David Gough stated his desire to be appointed to the Board of Trustees (bio attached). He noted that prior to retirement he was the President of the SARMC Alliance, of which CMC is a member. He also worked in the CMC Emergency Department as a locum provider many years ago. After discussion, motion to appoint Dr. Gough to the Board of Trustees by Jacque Zemlicka, seconded by Lesa Becker, all members were in favor; motion passed.

CEO Report / New Business/ Unfinished Business:

CEO Update:

Tom updated the Board on current COVID-19 planning, we have distributed community awareness and education, are screening patients by phone and evaluating and swabbing patients while they are in their car and have updated our online education to include handwashing and current infection control measures.

Beginning tomorrow CMC will:

- Eliminate non-essential patient contact
- Allow the public to only enter through the three front entrances and the Emergency Department entrance
- Continue to order supplies (N95s, face shields, gowns, etc.) and seek out more test kits
- Staff will stay informed with new Healthstream assignments
- PRN, Part-time, and traveler staff will be readied for activation
- All staff will now self-screen for fever & symptoms at the beginning of each shift
- CMC will evaluate day care needs for staff
- The clinic will postpone all wellness visits until May 1st
- Stable/controlled chronic illness patients will be granted prescription extensions for 90 days
- Symptomatic patients will continue to be screened by phone and at car
- Providers will identify patients needing at-home monitoring and CMC will implement a new at-home monitoring protocol for selected patients
- Activate an aggressive Telemedicine program and treat patients using Zoom, the tele-video platform.
- Physical Therapy will suspend therapy for patients who can maintain therapy exercises at home. Pool therapy is suspended at least until pool reopens. We will prioritize remaining patients, reduce volume to one or two patients at a time and reduce to one exam room
- The hospital will minimize visitors and will not allow high-risk visitors
- Hospitalized patients awaiting COVID test results with high risk travel history or known exposure will transfer to a hospital with a negative pressure room.

Preparing for the worst:

- CMC is setting up room 5 and 6 (Inpatient/call rooms) as a semi-private COVID ward
- CMC is preparing for an off-site treatment center for high volume patients requiring 24x7 care

Tom also noted new developments:

- St. Luke's McCall has purchased an ambulance to use for transfers
- Echocardiography and vascular studies from SARMC mobile echo have restarted however we were notified today that the March 25th visit has been canceled due to COVID concerns
- Jamie Coffey-Kelly has volunteered for the Critical Incident Stress Management Response Team for first responders and other PTSD related events in Valley County
- Jamie is also currently conducting four school group discussions for female students at Cascade Schools

- SARMC conducted a coding audit for the Business Office – Tom will forward the results of the audit to Board Trustees for review
- The triplex purchase has been completed – our seasonal NP hire will be living in the vacant unit through the summer months
- The Idaho Director of Health and Welfare visited CMC when he was in Cascade for the Governor’s visit

Standing Updates:

- Melissa Haslett has been hired for hospital patient registration and medical records
- Jessica (PT) returns part-time from maternity leave on Monday, March 18th
- We continue to recruit for Finance and Accounting, a full time Provider, a seasonal Provider and Paramedics, EMT’s or CNA’s
- Volume so far this FY (October through February) overall are up 8% - the clinic is up 22%, ER up 35% and PT is down 1%

Drivers of CMC Success:

George led a discussion on strategies related to CMC retaining great people. He and Tom discussed their meeting with Dennis Sandow, president of Reflexus Company. He specializes in assisting organizations in becoming more productive and innovative by understanding performance in social systems. He is willing to interview employees and Board members to improve future outcomes. Rachel Smith offered to participate. There was discussion regarding whether or not CMC should postpone the study due to recent changes related to COVID-19. Dr. Gough suggested that the sooner the study could be conducted would be better due to the unknown advancement of COVID-19.

The Board asked that Tom proceed with the project with Mr. Sandow, while monitoring the COVID development and adjust timing of plans accordingly.

Committee Reports:

Finance Committee:

Members:

Mary Tracey, Chairperson
 Jacque Zemlicka
 George Greenfield
 Tom Reinhardt

The Finance Committee did not meet this month.

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Lesa Becker, Chairperson
 Rachel Smith
 George Greenfield
 Aline Lee
 Tom Reinhardt
 Teri Coombs

The Quality Assurance, Performance Improvement and Compliance Committee met in March.

- Lesa commended Tom on implementing Zoom and Healthstream in January and noted that these will be vital tools during the COVID-19 planning. She also noted that the hand hygiene study that was conducted last fall was a timely tool for reminding employees and patients of the importance of washing hands.
- The lab result turnaround time audit for the Emergency Department appears to have decreased lab value turnaround time and the Providers feel that it was a useful audit.
- Last week the Quality Committee discussed Provider Quality Improvement goals and how to structure them.
- Kate Farmer reported on the Physical Therapy quality report generated by WebPT, their Electronic Health Record.
- The Quality Committee also discussed potential emergency staffing needs related to COVID-19.
- Dr. Gough noted that he would like to see regular patient satisfaction scores, patient complaints, cleanliness scores, etc. from the Quality Committee.

Strategic Planning Committee:

Members:

Larry Walters
 Anthony Henry
 George Greenfield
 Tom Reinhardt
 Karolyn Plehal
 Ann Young

The Strategic Planning Committee did not meet this month. Tom provided an update on input he has received through the planning process. In addition to receiving written and verbal input from community groups at the legion and senior/community center, he more recently met with the Cascade Chamber of Commerce, Cascade City Council, West Central Mountains Economic Development Council, and Saint Alphonsus Regional Medical Center to discuss the draft of the Strategic Plan. Additional meetings are planned with St. Luke's – McCall, MIDAS, and Legion Leadership. George and Tom noted that support for the plan has been overwhelmingly positive.

Tom recommended that at this time, we proceed with using an external consultant to develop a campus plan. Of the two proposals received, the proposal from Wipfli was much more affordable and right on target with our needs. Rachel noted that the timing of the proposal might be bad due to the potential changes in the financials related to COVID-19. Mary suggested that Wipfli may need more information from CMC in order to complete the evaluation. Lesa recommended pursuing additional input on facility changes. Tom explained that the draft Strategic Plan is as far along as can be developed internally, and now needs to be taken to the next step by an outside expert. The Board was generally supportive of moving forward with the consulting engagement for developing the campus plan, with the request that the consultant also include a community survey to cast a broad net for additional input on hospital services.

Executive Sessions:

Rachel Smith made a motion, seconded by Mary Tracey to enter into Executive Session citing Idaho Code 74-206(1) (a) to consider hiring a public officer, employee, staff member or individual agent, wherein the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need. This paragraph does not apply to filling a vacancy in an elective office or deliberations about staffing needs in general.

Poll was taken by members to enter into Executive Session; all member were in favor of entering executive session; this session began at 2:20 pm.

At 2:40 pm, the members exited the Executive Session; no action was taken.

Mary Tracey made a motion, seconded by Rachel Smith to enter into Executive Session citing Idaho Code 74-206(1) (c) to acquire an interest in real property not owned by a public agency.

Poll was taken by members to enter into Executive Session; all member were in favor of entering executive session; this session began at 2:40 pm.

At 2:50 pm, the members exited the Executive Session; no action was taken.

Mary Tracey made a motion, seconded by Dr. Gough to enter into Executive Session citing Idaho Code 74-206(1) (i) to engage in communications with a representative of the public agency's risk manager or insurance provider to discuss the adjustment of a pending claim or prevention of a claim imminently likely to be filed. The mere presence of a representative of the public agency's risk manager or insurance provider at an executive session does not satisfy this requirement.

Poll was taken by members to enter into Executive Session; all member were in favor of entering executive session; this session began at 2:50 pm.

At 3:05 pm, the members exited the Executive Session; no action was taken.

Dr. Gough made a motion, seconded by Rachel Smith to enter into Executive Session citing Idaho Code 74-206(1) (b) to consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public school student.

Poll was taken by members to enter into Executive Session; all member were in favor of entering executive session; this session began at 3:05 pm.

At 3:09 pm, the members exited the Executive Session; no action was taken.

Adjournment: The meeting was adjourned by George Greenfield at 3:11 PM. Motion to adjourn by Dr. Gough, seconded by Mary Tracey.

The next meeting is scheduled for April 15th, 2020 at 12:00 pm.