

Cascade Medical Center Board Minutes

February 27th, 2024

CMC Conference Room/Zoom

12:00 pm – 2:15 pm

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

Trustees attending remotely via Zoom: Michael Drury, Jacque Zemlicka and George Greenfield

Members absent and excused: None

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

Call to Order: Meeting called to order by Rachel Smith at 12:03 PM.

Mission Moment:

Dr. Camarata was absent due to seeing patients. Follow up Mission Moment in March.

1. Approval of Agenda:

Rachel Smith asked if there were any updates to the agenda. Hearing none, she requested a motion to accept the agenda as posted. David Croshaw made a motion to approve the agenda as posted, Lesa Becker seconded. All members were in favor; motion passes.

2. Consent Agenda:

- a) Approval of Minutes from the January 2024 BOT meeting.
- b) February Medical Staff Minutes & January Utilization Report
- c) Biannual Policy Renewal (IT, HR, Administration, Finance)

The members of the board reviewed the Consent Agenda items; Rachel requested to remove the Biannual Policy Renewal from the Consent Agenda. Motion to approve by David Croshaw, seconded by Lesa Becker. All members were in favor; motion passes.

Hearing no other changes to the agenda, Rachel Smith adopted the Consent Agenda.

Rachel inquired regarding the Biannual Policy Renewal regarding major changes, additions and edits. David Donnahoo explained that there were minor adjustments made to existing policies but there are no new policies or excessive edits to be noted. Dr. Croshaw motioned to approve the policies put forward by administration. Lesa Becker seconded the motion. All in favor of approving the policies, none opposed. Motion passes.

3. FY2023 Audit Results:

David Donnahoo introduced Joe Lodge from Dingus, Zarecor & Associates to review the Annual Audit. Joe reviewed the 2023 Financial Statements noting that collections improved overall and that CMC received four years of Medicaid reimbursement during the fiscal year. He noted that Accounts Payable

were down slightly compared to 2022. Net Patient Revenue was up 15% over the year. Overall Expenses were up 11%. The change in net position remained equal to 2022.

Joe noted that Days Cash on Hand is at 271 days and days in Net Accounts Receivable has improved to 66 days, he noted that this is due to the consistency of the Business Office.

David Gough requested clarity on the Upper Payment Limit (UPL) regarding Medicaid and Medicare to CMC. It will be noted to discuss the UPL at the March meeting after some investigation.

Tom noted that the Finance Committee reviewed the audit in their meeting last week.

4. Provider Privileges:

Tom presented the application for Telemedicine/Consultation Privileges for Dr. Joshua Jarman with Gem State Radiology. Utilizing Delegated Credentialing, Tom stated that this provider met the requirements to approve his application. David Gough made the motion to approve the application for Telemedicine/Consulting privileges for a term of two years, Lesa Becker seconded this motion. All members were in favor; motion passes.

5. Leadership Updates:

Rachel Smith requested a Hospital staffing update from Teri Coombs. Teri noted that one full time RN has gone to PRN status to spend more time with family in California and another full time RN will be moving away with family to Florida. Both of these RN's have consistently assisted in covering the night shift. Teri noted that she and Shelby are working on filling these gaps and moving RN and Ancillary staff around to assist in coverage.

Tom shared a presentation regarding EMR conversion options. He noted that the Athena hospital EHR has frozen its code for Inpatient and Emergency Room templates (no further upgrades) and is now only actively developing and supporting Clinic functionality. This led CMC to investigate moving to a new EHR that supports all aspects of CMC. The current market share supports implementing Epic as it has the widest support base among all of CMC's higher level of care institutions. Interoperability, patient care coordination and community integration would all improve with the implementation of Epic. Epic also has a Physical Therapy EHR which would enable the entire facility to be on a single EHR (PT is currently on WebPT).

Tom noted that Epic is quite expensive and there will be a learning curve to switch and CMC could assume that there will be unexpected problems with conversion (revenue cycle, etc.). Tom noted that overall quality and efficiency will improve with a conversion to Epic and that eventually CMC may have to be forced to convert from Athena due to product obsolescence.

The Board requested that one or two Providers attend the March Board meeting to discuss difficulties with Athena and potential benefits of converting to Epic.

Tom shared a presentation regarding moving from a CAH designation to a REH designation. Tom reviewed pros and cons related to CMC changing its current designation. Tom noted that overall Net Revenue would increase by \$500k to \$900k annually after reimbursement from the State and a change in reimbursement from payers. If CMC converts to an REH we would have to provide 24/7 emergency and observation services with an overall average length of stay less than 24 hours, diagnostic lab and radiological services, a pharmacy and drug storage area and discharge planning overseen by a qualified professional (Doctor, APP or RN). The most notable change would be that CMC would not have the ability to care for Inpatients or Swing Bed patients under the traditional definition. Tom reviewed payment summaries related to gains and losses if CMC were to convert to an REH.

The Board requested that Tom speak with the Strategic Planning Committee followed by seeking feedback from the community and present to the Board in March. The Board would then like to discuss again at the April Board meeting with a potential recommendation.

6. Committee Reports:

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

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

The Quality Assurance, Performance Improvement and Compliance Committee met. Lesa noted that the overall results of the meeting, which focused on the EMR and REH opportunities, were reviewed by previous discussions in this Board meeting.

Finance Committee:

Members:

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

The Finance Committee did meet, Mike noted that the results of that meeting, which focused on the 2023 audit, were reviewed as the Audit review today by Joe Lodge, DZA.

Strategic Planning Committee:

Members:

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

Tom noted that the Strategic Planning Committee is currently seeking new members. He will review the REH proposition with all members of the Committee.

7. Executive Session:

No Executive Session was held.

8. Other/Next Steps:

Agenda Topics for Next Meeting:

Upper Payment Limit related to CMC Medicare / Medicaid reimbursement
Athena / Epic EHR conversion – Provider input
CAH vs REH conversion update
Staffing progress – RN staffing update and how to maintain volunteer program

Meeting Evaluation:

It was felt that the meeting was productive.

Adjournment: David Gough made a motion to adjourn the meeting, Lesa Becker seconded this motion. All members are in favor, motion passes. Rachel Smith adjourned the meeting at 2:15pm.