

Cascade Medical Center Board Minutes
October 28, 2025
CMC Conference Room/Microsoft Teams
12:00 pm – 2:00 pm

Trustees present in person: Tom Watson, Jacque Zemlicka, Rachel Smith, Michael Drury, David Croshaw and David Gough

Trustees attending remotely via Microsoft Teams: Lesa Becker

Members absent and excused: None

Others present in person or remotely: Tom Reinhardt, Sarah Hasbrouck, Teri Coombs, Randy Kyrias, Craig Trumbull, and Vicki Fryar.

Call to Order: Meeting called to order by Rachel Smith at 12:00PM.

Mission Moment:

Randy Kyrias shared a brief Mission Moment, discussing the phrase “No margin, no mission” and how it speaks to him. He shared that he believes the terms should be flipped, that without a strong commitment to the mission, margin matters little. He reflected on the changes CMC has made within the last year, and how our margin and mission are interconnected.

Approval of Agenda:

Rachel Smith asked if there were any updates to the agenda. Hearing no need for adjustment, Tom Watson made a motion to approve the agenda as posted; David Croshaw seconded this motion. All members were in favor, motion passed.

2. Public Comment:

No public comment was provided during the meeting.

3. Consent Agenda:

- a) Approval of the Minutes of the September 2025 BOT meeting.
- b) October Medical Staff Minutes & September Utilization Report

The members of the board reviewed the consent agenda items for additional discussion. Hearing that no items needed to be withdrawn from the Consent Agenda for further discussion, Rachel Smith adopted the items within the Consent Agenda.

4. Quarterly Financial Report

Financial Report

Randy shared slides displaying the volumes YTD, as well as the YTD Income Statement. He did speak about the data having a mix of both Critical Access Hospital and Rural Emergency Hospital data blended together. He shared slides with trending data on Gross Revenue and spoke at a high level relating to the Expenses, calling out the Personnel Costs as well as reminding the members of the Board about the AR clean up that occurred at the end FY24. He shared that the NET income for the year is currently at \$2.55M, with some PERSI expenses still pending. Randy shared Total Cash increased by 4.6% even after

absorbing the cost of the Epic and Multiview conversions. Lastly, Randy shared the KPI dashboard and payer distribution with the members of the Board.

Lesla Becker shared a concern about the increase of uninsured/self-pay patients and how that will impact CMC financially.

Capital Replacement Policy

Randy spoke about the need to update the current Capital Replacement practices, especially as our cash reserves grow. Randy proposes that CMC split out the reserves needed for medical equipment capital replacement/investment, and a separate fund for facility replacement/improvements/expansion. He believes this shows a better financial picture of why we have those reserves, as well as insight into future planning. Mike Drury agreed with Randy's proposal to begin earmarking cash reserves for more specific items, like equipment and facility investment in addition to operating reserves. The members of the Board did speak to the need for flexibility in using these funds. David Gough asked if the Finance Committee has a specific understanding of these future needs. Mike Drury spoke that although the Finance Committee has had high level discussions on future plannings, especially for equipment, there has been no specific discussion of timelines for equipment replacement. Randy said that with the new MultiView AP software, he will be able to have a better list of depreciation of medical equipment and a replacement timeline. This will be presented to the Finance Committee at the next Quarterly Meeting and shared with the other members of the Board.

Mike Drury made a motion to table any action about this discussion item to the next board meeting. Jacque Zemlicka seconded this motion, all members were in favor. Motion passes.

2026 CMC Health Insurance Premium Increase

Randy shared information surrounding the unexpected increase to our current health plan for the employees. Research into other plans was unsuccessful in finding a better option, so the decision was made to remain with St Lukes Health Plan for next year, but this will result in a \$52000 budget variance to what was previously approved for the FY26 budget.

David Gough questioned if any of the Rural Health Transformation funds could be used to cover benefit premiums for employees, and would like Tom to research this further and report back to the Board.

David Gough made a motion to approve the \$52,000 budget variance to the FY26 budget specific to employee medical premium costs. Jacque Zemlicka seconded the motion. All members were in favor, motion passes.

5. Committee Meetings

Rachel Smith gave an overview of the research she and Tom have done recently to make sure the Board of Trustees are following Idaho Open Meeting laws relating to the Committee Meetings. Rachel was able to connect via phone with the incoming Valley County Prosecuting Attorney who provided his interpretation of the situation. He did urge the Board Committees to adopt the Open Meeting laws practices at Committee Meetings if the committees are doing the research and then making formal recommendations to the Board as a whole. Rachel did share some of her concerns discussed with him, including the additional cost to post agenda and maintain records, as well as concerns for patient privacy that could potentially be discussed during Quality Committee meetings. She asked the members of the Board their opinions.

Michael Drury shared that as the Chairman of the Finance Committee, he believes that it is appropriate for the Finance Committee to transition to an Open Meeting format given the number of formal

recommendations they make to the Board. He also asked if the current structure and function of the committees could be altered so they become more research focused, and then adopt a practice that the recommendations and decisions become the responsibility of the members of the Board.

Tom Watson, Chairman of the Strategic Opportunities Committee also echoed Michael Drury's thoughts on transitioning the committees to more of a brainstorming, fact finding committee. He is concerned that the administrative burden on the committees might hinder open, informal discussion.

Aline Lee, Chairperson of the Quality Committee shared that although the Quality Committee rarely makes recommendations, she would prefer to receive direction from the Board on their recommendations and will follow what they suggest. Lesa Becker shared that she feels like the Quality Committee was not formed to make decisions but rather guide the staff in making the right decisions.

David Gough shared that it is important to note there is not a quorum at any of the Committee Meetings, and if we were to strike the requirements to make recommendations, they would return to fact finding committees that could then presents those facts to the Board without recommendations. He is strongly against opening the committee meetings to the public and feels that given our attorney has weighed on this topic already, they should remain closed and let the decision-making process play out in the Board meetings.

Rachel Smith asked the members of the Board to allow her to follow up with both Kim Stanger, our attorney as well as the new Valley County Prosecuting Attorney, relating to the direction of the discussion and follow back up at a later meeting of the Board.

David Gough made a motion to table this item to a later Board meeting. Tom Watson seconded the motion. All members are in favor. Motion passed.

6. Department Spotlight

Mental Health & Social Work

Victoria Fryar, LCSW shared an overview of her educational background, as well as the many functions she provides for CMC from clinic counselor to social worker in the ER. She shared all of the work she does within our community, as well as her passion for play therapy and continued education getting her EMDR certification in adult modalities. She serves patients from both within and outside of our tax district, given her play therapy specialty, bringing patients from outside of the area. The members of the Board expressed their appreciation of her.

7. Old Business

Stibnite Mine Clinic

Perpetua was given final approval to begin construction. Tom will continue to work with them and will present the Board the proposed contract to assist with staffing a clinic at the mine once it has been completed for review and a decision. Earliest start date would be 4/1/26.

Epic Implementation Status

Teri shared that the Epic implementation is still on track, with all departments in the green. We will go live that Sunday, November 9th at 3am in the ER, with Donnelly joining the Sunday go live as well. The Cascade clinic and Physical Therapy will go live on Monday, November 10.

Donnelly Physical Therapy

Donnelly PT – CMS and Noridian approved. Opening as soon as 12/1/25.

8. New Business

Appointment of Antimicrobial Stewardship and Infection Control Leaders

Teri spoke briefly about the two positions, sharing discussions have occurred during Medical Staff about these two positions and their necessity for compliance with our new REH designation.

Rachel Smith presented Jesse Weber, RN as being recommended by the Medical Staff and Pharmacy Director, as the Antimicrobial Stewardship Leader for Cascade Medical Center and asked the members of the Board to accept her appointment. Tom Watson made a motion to accept the appointment of Jesse Weber, RN as the Antimicrobial Stewardship Leader, David Croshaw seconded the motion. All members were in favor, motion passed.

Rachel Smith then presented Dee Sumperl, MLT as being recommended by the Medical Staff and Pharmacy Director, as the Infection Control Leader for Cascade Medical Center. Jacque Zemlicka made a motion to accept Dee Sumperl as the Infection Control Leader, Michael Drury seconded the motion. All members were in favor, motion passed.

Reappointment of Katie Camarata, DO and Courtney Hill, PA-C

Sarah Hasbrouck presented an application from Katie Camarata, DO requesting reappointment to the Medical Staff at CMC as an Active provider. Sarah stated that Dr. Camarata's application met all the requirements for approval.

David Gough made a motion to approve the application from Katie Camarata, DO as an Active member of the Medical Staff for a term of two years. Tom Watson seconded this motion. All members were in favor, motion passed.

Sarah Hasbrouck presented an application from Courtney Hill, PA-C requesting reappointment to the Medical Staff at CMC as an Active provider. Sarah stated that Courtney Hill's application met all the requirements for approval.

Mike Drury made a motion to approve the application from Courtney Hill, PA-C as an Active member of the Medical Staff for a term of two years. David Gough seconded this motion. All members were in favor, motion passed.

Hospital Network of Idaho – a collective of Idaho Rural Hospitals

Jesse Arnoldson shared a presentation informing the members of the Board about what Hospital Network of Idaho is and how they work. He shared the HNI is a collective of rural Idaho hospitals to support members benefiting from value-based payment arrangements, and resource sharing. He has been able to fund this initiative by getting administrative dollars from Blue Cross of Idaho, with the first board meeting occurring tomorrow. Rachel Smith asked what CMC's commitment would look like if they chose to join, and Jesse was able to share initially, the CMC clinic's BCI commercial patients would need to be included in data gathering and risk coding. The network would then engage as a collective to share best practices for improvement in quality care gaps.

David Gough made a motion to table any decision on this network to a later date. Jacque Zemlicka seconded the motion, all members were in favor, motion passed.

9. Committee Reports:

Quality Assurance, Performance Improvement and Compliance Committee:

Members:

Aline Lee, Chairperson
Lesa Becker
David Gough
Tom Watson
Tom Reinhardt
Teri Coombs
Dr.Katie Camarata
Sylvia Kober
Brianna Haderlie

The Quality Assurance, Performance Improvement and Compliance Committee did meet. Aline Lee has asked the staff to compile a schedule of the conditions of participation and schedule a regular report cadence discussing the status of compliance for each of these conditions from the staff. She would also like to make sure the COP's that require governance or medical staff participation also be outlined on this reporting schedule to ensure proper participation is being documented.

Finance Committee:

Members:

Michael Drury, Chairperson
David Croshaw
Jacque Zemlicka
Randy Kyrias
Tom Reinhardt

The Finance Committee did meet. Michael Drury shared the committee did review the quarterly financials that were presented to this board today. He had noting further to add and stated that the Finance Committee will continue to meet on a monthly basis for the time being.

Strategic Planning Committee:

Members:

David Gough
David Croshaw
Tom Reinhardt
Tom Watson
Karolyn Plehal
Mike Saunders
Charlie Gowing
Ann Young

The Strategic Planning Committee did not meet.

Strategic Opportunities Committee

Members:

Tom Watson
David Gough
Lesa Becker
Tom Reinhardt

The Strategic Opportunities Committee did not meet.

10. Executive Session:

An Executive Session was held during this meeting of the Board pursuant to IDAPA 74-206(i) to consider records exempt from disclosure.

David Gough made a motion that the members of the Board enter into an Executive Session to consider discussion of records exempt from disclosure. Michael Drury seconded this motion. Members of the Board were polled for agreement in entering Executive Session and all members were in favor.

Executive Session convened at 1:47pm.

The members of the Board adjourned the Executive Session at 2:02pm. No action was taken.

11. Other/Next Steps:

Agenda Topics for Next Meeting: Deferred topics as noted in minutes above.

Meeting Evaluation: N/A

Adjournment: Tom Watson made a motion to adjourn the meeting; David Croshaw seconded this motion. All members are in favor, motion passes. Rachel Smith adjourned the meeting at 2:04 PM.