

**Cascade Medical Center Strategic Planning Committee Agenda & Minutes**  
(2/24/2026)

**Purpose:** Strategic Planning for the CMC Hospital District  
**Committee Chair:** Tom Reinhardt  
**Members:** Tom Reinhardt, David Gough, Tom Watson, David Croshaw, Ann Young, Karolyn Plehal, Jeff Sayer, Jim Stewart, Sean McCalister, Rem Fox, Karen Ruhl  
**Others Present:** None  
**Location:** Hotel Nobo (Cascade, Idaho) – 2<sup>nd</sup> floor conference room, and virtually via Microsoft Teams

Agenda Item	Minutes
Call to order, agenda/minutes approval	<ul style="list-style-type: none"> <li>• Tom Reinhardt called the meeting to order at 10:05am. The meeting was posted on the CMCHD website a week in advance, with public attendance welcomed in person or via Teams. The following members attended the meeting. No one attended via Teams.</li> <li>• Attendees: Tom Reinhardt, David Gough, Tom Watson, David Croshaw, Ann Young, Karolyn Plehal, Jeff Sayer, Jim Stewart, Sean McCalister, Karen Ruhl</li> </ul>
<b><u>Continuing Business:</u></b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b><u>New Business:</u></b> <ul style="list-style-type: none"> <li>• Propose strategies and projects to advance the mission of CMC               <ul style="list-style-type: none"> <li>• Sticky Note exercise</li> <li>• Discuss and prioritize plans</li> </ul> </li> </ul>	<p>The committee brainstormed planning initiatives and combined them as follows:</p> <p><b><u>Services to consider:</u></b></p> <ul style="list-style-type: none"> <li>• Focus on services that require frequent visits, such as infusions and dialysis.</li> <li>• Expand services via specialists</li> <li>• Pain Management – good reimbursement for minimal capital investment. Nurse Anesthetists can often provide the care as well as pain specialist physicians. Includes minor procedures such as injections, integration with PT and primary care.</li> <li>• EMS wellness checks on frequent ER users and post discharge patients</li> <li>• Work comp services</li> <li>• Self-directed lab testing</li> <li>• Hospice and Home care</li> <li>• Colonoscopies &amp; Upper GI Scopes</li> <li>• Infusions</li> <li>• Mammograms. If offering mammography, offer contrast induced mammo. Do Als or Luke’s offer that in their mobile units?</li> <li>• Increased radiology skills/equipment</li> <li>• Find a way to create long-term care</li> <li>• More specialty clinics</li> <li>• Offer minor surgical procedures (e.g., minor podiatry, scopes)</li> <li>• Create “at-home” care</li> <li>• Remote healthcare options</li> <li>• Telehealth</li> </ul>

**Services to avoid:**

- Not MRI (a luxury, not a necessity)
- Not major surgeries (e.g., joint replacement, general surgery) – they require high volume and huge capital/personnel investment to pay off. McCall and even Boise are close enough.
- Try not to duplicate expensive services provided in McCall
- Cataract surgery – requires high volume with excellent efficiency. Reimbursement low.
- Major derm procedures (Mose surgery)

**Facility**

- Pass Levy/bond
- Build new WITHIN city limits for sake of visibility and available utilities
- Update current facility with goal of expansion
- Expand Hospital
- Assure Medicare certification of facilities
- Plan for new facility
- Updating and expanding the hospital building
- Remodel/expand
- ASC space (discussion later discouraged as it is driven by orthopedics which requires a lot of space, volume, capital investment, and public confidence).
- New facility
- Increase parking
- Modernize ED
- Updating equipment, i.e., lab, diagnostic, etc.

**General Comments**

- Stibnite Mine clinic partnership
- EMR and A.I. Integration
- Create At
- social media, storytelling in McCall and Boise
- Interagency cooperation. Invite fire chief, sheriff and mayor
- Locals, especially those with lower income and limited mobility prefer to get services here in Cascade
- Promote mobile mammo bus vans better
- Dexa scans – reimbursement low, but equipment is not expensive
- Public perception that Cascade (and therefore CMC) is too rural and too small to trust with major procedures.
- A \$10 million (\$23 per \$100,000 in assessed property value) bond might be palatable to voters and could potentially fund an 8,000' expansion. Public will be more open to bond that is lower than previous \$19 million and \$40 million proposals; remains where the hospital currently is located and infrastructure already exists. Leveraging the Foundation's fund raising and a capital campaign that shows other forms of support may help voters support if we have a compelling story.
- If can't vacate LeFever, potentially develop a one-way route that would reduce Right Of Way to 40' instead of 80'.
- Keep Helipad where it is if possible. Try to expand around the helipad.

	<p>In summary, “Modernizing and Expanding the CMC Facility at its current location” emerged as the core strategy, with “working with the city to vacate LeFever St” as the key to achieving the core strategy as physical expansion of the facility is best achieved by using the current LeFever Right of Way. A renovated and expanded hospital will improve CMC’s appeal and improve public confidence, as well as make it easier to retain staff, attract new staff, and recruit visiting specialty clinics.</p>
<p><b><u>Executive Session if Needed</u></b></p>	<p>NA</p>
<p><b><u>Other/Next Steps</u></b></p> <ul style="list-style-type: none"> <li>• Report out</li> <li>• Next Meeting</li> <li>• Meeting Adjournment</li> </ul>	<p><b><u>Report out:</u></b> Share highlights and this meeting summary with Board of Trustees.</p> <p><b><u>Next steps:</u></b></p> <ul style="list-style-type: none"> <li>• Vacating LeFever: Jim Stewart has already begun researching this and will continue to explore with support from Karolyn Plehal. Explore what property or properties CMC should try to acquire in order to facilitate.</li> <li>• Funding options: Tom Reinhardt, Jeff Sayer, and Sean McCallister will explore capital funding options, starting with meeting with the Idaho Health Facilities Authority.</li> <li>• Define expansion needs from the ground up. Perhaps use outside consultant to assist or expand on work done in 2020. Define department by department needs for expansion, then have architect design accordingly. Reinhardt</li> <li>• Get price estimate on facility layout consulting - Reinhardt</li> </ul> <p><b><u>Next Meeting:</u></b> Look at end of April to meet again to share progress on the above next steps.</p> <p><b><u>Meeting adjourned at 11:40am.</u></b></p>