

**AGENDA**  
**COMMUNITY HEALTH SERVICES BOARD MEETING**  
**Cordova Library Conference Room**  
**March 20, 2013 6:30pm**

At CCMC, we believe that healthy people create a healthy community.
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President

David Allison  
term expires 03/13

Vice-President

EJ Cheshier  
term expires 08/13

Secretary

David Reggiani  
term expires 08/15

Board Members

Bret Bradford  
term expires 08/14

Jim Kacsh  
term expires 08/15

Tim Joyce  
term expires 08/15

NVE Tribal Council –  
Vacant

Administrator

Theresa L. Carté

**I. OPENING**

**A. Call to Order**

**B. Roll Call** – David Allison, Bret Bradford, EJ Cheshier, Tim Joyce, Jim Kacsh, David Reggiani

**C. Establishment of a Quorum**

**II. COMMUNICATIONS BY AND PETITIONS FROM VISITORS**

**A. Guest Speaker**

**B. Audience Comments** (limited to 3 minutes per speaker).  
Speaker must give name and agenda item to which they are addressing.

**III. CONFLICT OF INTEREST**

**IV. APPROVAL OF AGENDA**

**V. APPROVAL OF CONSENT CALENDAR**

**A. HSB Regular Meeting Minutes - 2/06/2013 ..... Page 1**

**B. HSB Special Meeting Minutes – 2/20/2013 ..... Page 3**

**VI. REPORTS AND CORRESPONDENCE**

**A. Administrator's Report**

**B. President's Report**

1. Review of City Council Ordinance 1106 ..... Page 4

**C. Finance Report ..... Page 9**

**VII. ACTION ITEMS**

**A. Approve hiring of Spark Design for Concept Design on the CT Scanner project.**

**VIII. DISCUSSION ITEMS**

**A. CT Scanner update**

**IX. AUDIENCE PARTICIPATION** (limited to 3 minutes per speaker)

Members of the public are given the opportunity to comment on matters which are within the subject matter jurisdiction of the Board and are appropriate for discussion in an open session.

**X. BOARD MEMBERS COMMENTS**

**XI. EXECUTIVE SESSION\***

**XII. ADJOURNMENT**

**Minutes  
Community Health Services Board  
Cordova Library Conference Room  
February 6, 2013 – 6:33 PM**

**I. CALL TO ORDER AND ROLL CALL –**

**David Reggiani** called the HSB meeting to order at 6:33 pm. Board members present: **David Allison** (telephonically), **Bret Bradford**, **David Reggiani**, **Jim Kacsh** and **Tim Joyce**.  
A quorum was established.

CCMC staff present: **Theresa Carté**, CEO, **Tim Kelly**, CFO and **Stephen Sundby**, Director,  
Sound Alternatives

**II. COMMUNICATIONS BY AND PETITIONS FROM VISITORS**

**A. Guest Speakers – Susan Humphrey Barnett** from Providence introduced **Sean McCallister** as her successor and over the next year they will be working together and working with Theresa here in Cordova to make sure that there's a good transition from Susan to Sean.

**B. Audience Comments – None**

**III. CONFLICT OF INTEREST – None**

**IV. APPROVAL OF AGENDA**

**M/ Joyce, S/ Bradford:** Move to approve the agenda.

**Upon voice vote, motion passed 5-0**

**V. APPROVAL OF CONSENT CALENDAR**

**Reggiani** informed the Board that the consent calendar was before them.

a. Health Services Board Regular meeting minutes from January 16, 2013.

**M/ Joyce, S/ Kacsh:** Move to approve the Consent Calendar.

**Upon voice vote, motion passed 5-0**

**VI. REPORTS AND CORRESPONDENCE**

**A. Administrator's Report**

**Carté** informed the HSB that they have had their first Strategic Planning Session facilitated by Nathan Johnson from Providence's Strategic Planning Department. **Carté** is looking forward to bringing information forward to the HSB from those meetings in the next couple of months.

**B. President's Report – None**

**C. Financial Statistical Report**

**Carté** went over the statistics on the volumes at the Hospital for in-patient days, clinic volumes, long term care, lab and x-ray.

**EJ Cheshier** arrived at 6:40pm.

**VII. ACTION ITEMS**

**A. Re-privileging of James Dudley, MD**

**M/ Kacsh S/ Bradford** move to approve the re-privileging of Dr. James Dudley.

**Upon voice vote, motion passed 6-0**

**B. Privileging of Susan Beesley, MD**

**M/ Kacsh S/ Bradford** move to approve the privileging of Dr. Susan Beesley.

**Upon voice vote, motion passed 6-0**

**C. Med Staff Bylaws approval – el CU Credentialing**

**M/ Joyce S/ Kacsh** move to approve the Med Staff Bylaws and approve as presented.

**Upon voice vote, motion passed 6-0**

**VIII. DISCUSSION ITEMS**

**A. Community Health Needs Assessment**

**Carté** explained that Providence Alaska conducts a community health needs assessment in each community it serves at least once every three years which is consistent with the Affordable Care Act/IRS requirements for non-profit and community owned hospitals. **Carté** further explained that the intent is to help ensure that hospitals that are not taxed are meeting the needs of the community. Methods of collecting the data may be direct surveys, focus groups or even key community stakeholder interviews. A report will come out of all of the data that tells you what Cordova's community health needs assessment is. It's going to take 5-7 months; I think we figured August is when we'll be done.

**Nathan Johnson** was available telephonically to answer any questions that the board may have. Johnson explained that they have a standard set of questions that is maybe 85%, there are a certain number of question for each community if you have unique concerns that the advisory group would advise us on certain areas questions that would be specific to your community.

**B. CT Scanner update**

The Health Services Board had a lengthy discussion regarding the Trip Report submitted by Spark Design, LLC.

The Board asked for clarification that the \$25,000 submitted in the report provided by Spark Design is covering everything that is wanted for the initial phase.

**IX. AUDIENCE PARTICIPATION – None**

**X. BOARD MEMBERS COMMENTS**

**Cheshier** ~ Seek more funding

**XI. EXECUTIVE SESSION – None**

**XII. ADJOURNMENT –**

**M/ Bradford S/ Joyce:** Move to adjourn the meeting. **Reggiani** declared the meeting adjourned at 7:18 pm.

**Transcribed by: Faith Wheeler-Jeppson**

**Minutes**  
**Community Health Services Board**  
**Cordova Library Conference Room**  
**February 20, 2013 – 7:00 PM**  
**Special Meeting**

**I. CALL TO ORDER AND ROLL CALL –**

**David Allison** called the HSB meeting to order at 7:00 pm. Board members present: **David Allison, Bret Bradford, David Reggiani, EJ Cheshier, Jim Kacsh and Tim Joyce.**  
A quorum was established.

CCMC staff present: **Theresa Carté, CEO**

**II. COMMUNICATIONS BY AND PETITIONS FROM VISITORS**

- A. Guest Speakers – None**
- B. Audience Comments – None**

**III. CONFLICT OF INTEREST – None**

**IV. APPROVAL OF AGENDA**

**M/ Cheshier S/ Kacsh** Move to approve the agenda.  
**Upon voice vote, motion passed 6-0**

**V. APPROVAL OF CONSENT CALENDAR - None**

**VI. REPORTS AND CORRESPONDENCE**

- A. Administrator's Report - None**
- B. President's Report – None**
- C. Financial Report - None**

**VII. ACTION ITEMS**

- A. Privileging of Joseph Del Zotto, DO**
  - B. Privileging of David Pedigo, OD**
- M/ Cheshier S/ Joyce** move to approve the privileging of Joseph Del Zotto and David Pedigo.  
**Upon voice vote, motion passed 6-0**

**VIII. DISCUSSION ITEMS - None**

**IX. AUDIENCE PARTICIPATION**

**Jim Kallander** – Commented on the Clinic upstairs, it is pretty impressive and staff volunteered over the weekend to get the work done.

**X. BOARD MEMBERS COMMENTS - None**

**XI. EXECUTIVE SESSION – None**

**XII. ADJOURNMENT –**

**M/ Reggiani S/ Joyce:** Move to adjourn the meeting. **Allison** declared the meeting adjourned at 7:04pm.

Transcribed by: **Faith Wheeler-Jeppson**

**CITY OF CORDOVA, ALASKA  
ORDINANCE 1106**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CORDOVA, ALASKA,  
REPEALING CORDOVA MUNICIPAL CODE CHAPTER 14.28 ENTITLED "HOSPITAL"  
AND ADOPTING TITLE 15 ENTITLED "CITY OWNED MEDICAL FACILITIES" WHICH  
INCORPORATES THE PROVISIONS OF CHAPTER 14.28 BUT REQUIRES THE CITY  
COUNCIL TO SIT AS THE HOSPITAL SERVICE BOARD AND UPDATES THE  
OBLIGATIONS OF THE MEDICAL STAFF AND HOSPITAL ADMINISTRATOR TO  
REFLECT THE CITY'S USE OF A HOSPITAL MANAGEMENT COMPANY TO  
ADMINISTER CITY OWNED MEDICAL FACILITIES**

**WHEREAS**, the City Council previously determined that it is in the City's best interests to hire an outside management company to manage the Cordova Community Medical Center ("CCMC"); and

**WHEREAS**, the City Council also previously determined that while the City would benefit from outside management of CCMC, it also found that it was in the City's best interest to maintain ownership of CCMC and to continue to employ the majority of CCMC staff directly; and

**WHEREAS**, the City Council also concluded that CCMC operations would be positively impacted if City Council sat directly as the Hospital Services Board, with guidance and involvement from the community and CCMC management; and

**WHEREAS**, Chapter 14.28 anticipates a separate Health Services Board and City Council and does not anticipate outside management of CCMC and thus requires revisions to reflect the responsibilities and obligations of the City Council sitting as the Health Services Board;

**NOW, THEREFORE, BE IT ORDAINED** by the City Council of the City of Cordova, that:

Section 1. Cordova Municipal Code Chapter 14.28 is repealed and Title 15 is adopted to read as follows:

**TITLE 15 CITY OWNED MEDICAL FACILITIES**

Sections:

- 15.10.005 - Definitions.
- 15.20.010 - Community health services board.
- 15.30.020 - Administration.
- 15.40.030 - Medical staff.
- 15.50.040 - Allied health professionals.
- 15.60.050 - Other health care professionals.
- 15.70.060 - Schedule of revenue.
- 15.10.005- Definitions.

As used in this chapter:

"Administrator" means a city employee appointed by the city to administer the CCMC, a contract administrator or, where the context requires, the employee that the contract administrator designates as administrator of the CCMC.

"Board" means the Community Health Services Board.

"CCMC" means the Cordova Community Medical Center, which consists of an acute care hospital, long term care facility and clinic, and all other health care facilities owned and/or operated by the City.

"Contract administrator" means an entity with whom the city contracts to administer and/or manage the CCMC.

#### 15.20.010 - Community health services board.

A. There shall be a board known as the Community Health Services Board which shall be composed of all the members of the City Council. No employee of the CCMC or the administrator shall be eligible to serve on the Board.

B. A subcommittee of the Board comprised of three Board members shall be appointed by a majority of the Board to provide guidance to the mental health and alcohol programs and develop and present the mental health and alcohol budget to the Board.

C. General Powers. Subject to state and municipal law, the Board shall be responsible for the operations of CCMC and shall prescribe the terms under which patients shall be admitted to CCMC. Standards of operation shall be established and enforced, to the extent possible, by the Board. The powers of the Board may be delegated to a contract administrator with approval by a majority of the Board.

D. Organization. The Board shall elect annually from its members a president, a vice-president and secretary and such other officers as it deems necessary. The Board shall establish such committees and shall assign such duties and responsibilities to the committees as it deems necessary.

E. Removal. A member of the Board shall be removed upon removal of that member from the council.

F. Meetings. The board shall meet quarterly in concurrence with the first Council meeting in January, April, July, and October at a time and place to be designated by the Board, and notice of and agenda of all meetings shall be posted at a public location in the CCMC, and at the city hall. Any two members of the Board may schedule a meeting at any time when they determine such a meeting is necessary. All meetings of the Board shall be open to the public; except that the Board may meet in executive session, pursuant to notice, to discuss:

1. Matters the immediate knowledge of which would clearly have an adverse effect upon the finance of the government unit;
2. Subjects that tend to prejudice the reputation and character of any person; provided, that the person may attend the discussion and request a public discussion;
3. Matters which, by law, municipal charter or ordinance, are required to be confidential;
4. Matters involving consideration of governmental records that by law are not subject to disclosure;
5. Direction to an attorney or labor negotiator regarding the handling of a specific legal matter or pending labor negotiations.



G. Reports. The Board shall, on or before sixty days prior to the end of the fiscal year, submit a detailed and itemized estimate of revenues and a detailed and itemized budget for the next fiscal year to the City Council.

H. Membership in Association. The Board may maintain membership in any local, state, or national group or association organized and operated for the promotion of the public health and welfare or the advancement of the efficiency of medical center and community health facilities administration and in connection therewith, pay dues and fees thereto.

#### 15.30.020 - Administration.

A. All personnel necessary to operate the CCMC, except for employees of a contract administrator, shall be subject to personnel, pay, and classification plans for CCMC employees. No personnel, pay, or classification plan is effective unless and until it is approved by the board. All contracts for nonmedical services which obligate the CCMC in excess of twenty-five thousand dollars, including contracts for professional or consulting services, must be approved in advance by the board.

B. Administrator. The administrator shall be the chief executive officer of the CCMC.

1. Appointment and Termination of Administrator. The administrator shall be appointed by the board and may be terminated by the board. In determining whether to appoint or terminate an administrator, the board shall consult with the City Attorney.

2. Duties and Responsibilities of the Administrator. The administrator is responsible for the overall supervision of the affairs of the CCMC. The administrator's authority and duties shall include without limitation, the following:

- a. To be responsible for carrying out all applicable laws and ordinances and the terms of all grants received by the health services system;
- b. To be responsible for carrying out policies established by the board or the City Council;
- c. To prepare and submit to the board a detailed and itemized estimate of revenues and a detailed and itemized budget at least ninety days prior to the end of the fiscal year, for the next fiscal year;
- d. To prepare and submit to the board a plan of organization for the personnel and others concerned with the CCMC;
- e. To select, employ, control, and discharge all CCMC employees subject to oversight and approval by City Manager in accordance with the provisions of any CCMC personnel plans;
- f. To work with the professional staff and with those concerned with the rendering of professional services to the end that the best possible care may be rendered to all patients;
- g. To prepare such reports as may be required on any phase of medical center activity;
- h. To attend all meetings of the board and standing committees established by the board, except where otherwise specified;

- i. To supervise all purchasing of equipment and supplies in accordance with policy and procedures established and approved by the board and approved by the city council;
- j. To ensure that CCMC adopts and imposes a record retention policy that fully complies with federal, state, and local laws;
- k. To perform any other duty that may be necessary in the best interest of the city medical center system.

#### 15.40.030 - Medical staff.

- A. The medical staff shall be defined and governed by Medical Staff Bylaws approved by the Board. Any amendments to the Medical Staff Bylaws shall also be approved by the Board. There is created a medical staff which shall be composed of physicians, dentists, and podiatrists.
- B. Professional Care. All persons admitted to CCMC shall be under the professional care of a member of the medical staff.
- C. Responsibility. The medical staff shall be responsible to the board for the clinical and scientific work of the medical center, clinic or other community health facilities operated by the city. The medical staff shall be called upon to advise the board regarding professional problems and policies.
- D. Membership. The medical staff shall at all times comply with all federal and state laws of medical practice. In this latter connection, the practice of fee-splitting shall be prohibited and any such division of fees shall be cause for exclusion or expulsion from the staff. Appointment to the medical staff shall be made by the Board as provided under the Medical Staff Bylaws.
- E. Contract for Rendering of Professional Services. The Board may contract with medical staff for the rendering of professional services at CCMC.
- F. Costs. If any attorney is retained to hear a case, the attorneys fees and costs shall be considered an operating cost of the CCMC.

#### 15.50.040 - Allied health professionals.

Allied health professionals, as defined in the Medical Staff by laws, shall comply with the Medical Staff Bylaws. The Board must approve privileges at CCMC for any allied health professional. Since no right of privileges are presumed, rejection of an applicant is final, except that a rejected applicant may reapply at any time. The granting of privileges to an allied health professional does not confer upon that individual any degree or classification of membership on the medical staff.

#### 15.60.050 - Other health care professionals.

The Board may at its discretion, provide for the granting of privileges at CCMC to health care professionals who are not members of the medical and nursing staff, and who are not allied health professionals. Candidates for this category of health care professionals must possess a valid Alaska license to practice their profession, and must qualify by virtue of all federal, state and local laws. Each category of professional health care providers must furnish such credentials, as shall be required by the Board and the Medical Staff Bylaws.

#### 15.70.060 - Schedule of revenue.



A. Finances of the CCMC shall be in accordance with city, state and federal laws and regulations, those regulations generally prescribed by any accrediting associations as may apply and as the Board determines to accept. For all checks issued from CCMC funds, two signatures shall be required. The Board may, by Board policy, establish a monetary cap and checks exceeding the monetary cap shall require the signature of the administrator and a member of the Board and checks not exceeding the monetary cap shall require the signature of the administrator and a CCMC employee to be designated by the Board. In absence of the administrator checks shall be signed as established by Board policy.

B. Schedule of Charges. A schedule of revenue for each classification as incorporated in the budget shall be approved annually or more frequently as need may arise by the board. The city council may, through taxation or other lawful method of obtaining funding, provide additional or supplemental funding of community health services operations.

C. Preparation and Submission of Budget.

1. The administrator shall prepare an annual budget in accordance with approved CCMC procedures and shall submit such budget to the board for approval. The board shall submit such budget to the city council with its recommendations by no later than sixty days prior to the end of the fiscal year.

2. The city council, in accordance with Section 5-4 of the City Charter, by vote of at least a majority of its members no later than the third day before the beginning of the fiscal year, shall adopt budget appropriations of the next fiscal year. If the council fails to adopt the budget and make appropriations on or before that day, the budget and rate changes if any, as submitted or as amended as the case may be, shall go into effect and the proposed expenditures therein shall become the appropriations for the next fiscal year.

C. Other Fiscal Matters. All other fiscal matters including, but not limited to, custody of funds, accounting and collection, shall be governed by general accounting procedures.

Section 2. This ordinance shall be effective thirty (30) days after its passage and publication. This ordinance shall be enacted in accordance with Section 2.13 of the Charter of the City of Cordova, Alaska, and published in the Cordova Times, a newspaper of general circulation in the City, within ten (10) days after its passage.

1st reading: February 6, 2013

2nd reading and public hearing: February 20, 2013

**PASSED AND APPROVED THIS 20<sup>th</sup> DAY OF FEBRUARY, 2013.**



  
James Kallander, Mayor

Attest:

  
Susan Bourgeois, City Clerk

REVENUE	FY 12 Jul 11-Feb 12	Actual FY 13 Jul 12-Feb 13	Budget FY 13 Jul 12-Feb 13	FY 12 Variance (Act-Act)	FY 13 Variance (Act-Bud)
Patient Services Revenue	4,716,794	5,527,197	5,202,136	17.18%	5.88%
Deductions	(918,336)	(1,326,261)	(873,918)	44.42%	34.11%
Bad Debt	(214,043)	(129,273)	(229,204)	0.00%	-77.30%
Cost Recoveries	1,135,601	1,069,211	1,311,833	-5.85%	-22.69%
<b>TOTAL REVENUES</b>	<b>4,720,016</b>	<b>5,140,874</b>	<b>5,410,847</b>		
<b>%Deductions/Bad Debt to Revenue</b>	<b>-24.01%</b>	<b>-26.33%</b>	<b>-21.44%</b>		
EXPENSES	FY 12 Jul 11-Feb 12	Actual FY 13 Jul 12-Feb 13	Budget FY 13 Jul 12-Feb 13	FY 12 Variance (Act-Act)	FY 13 Variance (Act-Bud)
Wages	(1,987,215)	(1,991,083)	(2,086,576)	0.2%	-4.8%
Taxes and Benefits	(933,759)	(839,062)	(963,846)	-10.1%	-14.9%
<b>% Benefits to Wages</b>	<b>46.99%</b>	<b>42.14%</b>	<b>46.19%</b>		
General and Malpractice Insurance	(61,620)	(66,938)	(69,667)	8.6%	-4.1%
Repair & Maint	(47,977)	(30,131)	(43,534)	-37.2%	-44.5%
Travel & Training	(25,233)	(34,870)	(42,319)	38.2%	-21.4%
Other Expenses	(46,424)	(38,929)	(49,714)	-16.1%	-27.7%
Recruitment & Relocation	(8,155)	(11,795)	(31,872)	44.6%	-170.2%
Professional Services	(827,796)	(1,175,044)	(1,181,807)	41.9%	-0.6%
Supplies	(319,040)	(344,344)	(344,992)	7.9%	-0.2%
Minor Equipment	(22,697)	(12,167)	(34,126)	-46.4%	-180.5%
Utilities and Fuel	(525,932)	(469,495)	(553,860)	-10.7%	-18.0%
Rent/Lease Equip & Buildings	(27,873)	(25,441)	(28,844)	-8.7%	-13.4%
<b>TOTAL EXPENSES before Depr</b>	<b>(4,833,721)</b>	<b>(5,039,300)</b>	<b>(5,431,154)</b>		
<b>NET OPERATING INCOME</b>	<b>(113,705)</b>	<b>101,574</b>	<b>(20,306)</b>		
Depreciation Expense	(184,303)	(172,796)	(151,600)	-6.2%	12.3%
<b>NET INCOME</b>	<b>(298,008)</b>	<b>(71,222)</b>	<b>(101,505)</b>		

	March 2012	YTD 2012	March 2013	YTD 2013	Monthly Variance	YTD Variance
Hospital (Inpatient)						
Patient Days	1.0	195.0	43.0	349.0	4200%	79%
Admissions	1.0	27.0	5.0	44.0	400%	63%
Discharges	-	27.0	7.0	45.0	#DIV/0!	67%
ALOS	-	7.4	11.6	7.8	#DIV/0!	5%
Outpatient Class by Type						
Observation	1.0	25.0	3.0	11.0	200%	-56%
OutPatient	25.0	319.0	9.0	168.0	-64%	-47%
Emergency Room	57.0	464.0	29.0	425.0	-49%	-8%
Clinic	119.0	1,056.0	102.0	1,026.0	-14%	-3%
Lab/Xray	98.0	884.0	89.0	902.0	-9%	2%
Long Term Care						
Patient Days	261.0	2,175.0	276.0	2,368.0	6%	9%
Admissions	9.0	75.0	11.0	82.0	22%	9%
Discharges	9.0	66.0	11.0	80.0	22%	21%
ALOS	31.0	29.0	29.5	29.3	-5%	1%