



AGENDA
COMMUNITY HEALTH SERVICES BOARD
Library Conference Room
SPECIAL MEETING
October 15, 2014 at 5:30pm

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

President
 Kristin Carpenter
 term expires 3/16

Vice-President
 vacant

Secretary
 David Reggiani
 term expires 03/16

Board Members
 Bret Bradford
 term expires 03/15
 Tim Joyce
 term expires 03/17
 James Burton
 term expires 03/16
 Tom Bailer
 term expires 03/17
 Hayley Hoover
 term expires 03/15

Administrator
 Stephen Sundby

- I. OPENING**
 - A.** Call to Order
 - B.** Roll Call – Kristin Carpenter, David Reggiani, Bret Bradford, Tim Joyce, James Burton, Tom Bailer and Hayley Hoover.
 - 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.** Minutes from the July 2, 2014 Regular Meeting Pgs. 1-6
- VI. REPORTS AND CORRESPONDENCE**
 - A.** Administrator’s Report ~ Pg. 7
 - B.** President’s Report
 - C.** Finance Report ~ July 2014 Financials Pgs. 8-9

- VII. ACTION ITEMS**
 - A.** Credentialing and Privileging of Thomas Hunt, MD.
 - B.** Recredentialing and Privileging of Melissa Brooks, FNP.
 - C.** Approve API’s Credentialing and Privileging of Mark Erickson, MD for the Joint Commission.
 - D.** Request to increase the Charge Master.
 - E.** Review and approval of the CCMC Employee Handbook.
 - F.** Election of Officers
- VIII. DISCUSSION ITEMS**
- 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**

*Executive Session: Subjects that may be considered in executive session are: 1) Matters, immediate knowledge of which would clearly have an adverse effect upon the finances of the public entity; 2) Subjects that tend to prejudice the reputation and character of any person, provided that the person may 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 public disclosure; 5) Direction to an attorney or labor negotiator regarding the handling of specific legal matters or labor negotiations.

Minutes
Community Health Services Board
Library Conference Room
July 2, 2014 – 5:15 PM
Regular Meeting

I. CALL TO ORDER AND ROLL CALL –

Tim Joyce called the HSB special meeting to order at 5:19 pm. Board members present: **Kristin Carpenter** (arrived at 6:25pm), **David Reggiani**, **Tim Joyce**, **Bret Bradford** and **Tom Bailer**.

A quorum was established.

CMMC staff present: **Tiffany Varnadoe**, CFO.

II. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

- **Guest Speakers** – None
- **Audience Comments**

Darrel Olsen, 1103 Lake Avenue ~ I am pleased and delighted to see the credentialing of Dr. Gear on the Agenda, I hope it is for a permanent position. We need a year round doctor and we need to bring back our medical dollars to our community. Patients like and want to see their same doctor regularly. Our community has a lot to offer, a great ski hill, swimming pool, hiking, schools and hopefully soon our Cordova Center. We have it all, but we do not have a consistent provider. The Cordova Center and a doctor who lives here will only enhance our quality of life in Cordova. So I'm hoping that Dr. Gear is and has accepted a permanent position. He's an excellent provider and our family has always sworn by him and I know quite a few members of the community who do also. Thank you.

Altana Hamilton, 701 Lake Avenue ~ Dr. Gear was Mom's doctor for the time he was here. In November of last year we almost lost her for ten days she was in and out, we were able to keep her here which was huge. She had been to five different hospitals and always wanted to stay here. In May we lost her, we were very fortunate to be able to have him here as a doctor. He met with us daily, we couldn't have asked for anyone better. That's the kind of provider that we need here for continuity of care, to be able to keep the dollars here and to keep a provider here in town. I just want to say that we really need to get a provider here that is permanent and year round. Thank you.

Chris Hamilton, 701 Lake Avenue ~ I'm here to give testimonials to the wish that Dr. Gear could be offered a position here in Cordova and if he's willing to accept it. I'm really impressed with Dr. Gear. I saw what he did with Altana and Darrell's mom; he gave her an extra six months of life. Anyway, last year I was down in Washington I wound up in the hospital for two days and had what seemed like every test that a hospital can do performed on me they couldn't find out what was wrong. I came back up here and came to the clinic for an unrelated matter and brought up the issue from Washington to Dr. Gear. He went through about five years of my medical records and noticed that every time I came in the hospital my blood pressure was high. He suggested going on a low dose blood pressure medication and since doing that my blood pressure has gone down and I'm doing a lot better. My main point here is to give testimonial to Dr. Gear, not only do I think that he's a great doctor and the other aspect is that he likes it here, he enjoys Cordova. I think this is an opportunity knocking and it's time to open the door and see what's available and maybe offer him a position. Thank you very much.

Randy Robertson, City Manager ~ I just wanted to go on record and publicly express my appreciation for these two (Sean McCallister and Susan Humphrey Barnett), we took them up today for the first time to see the products of the money that they donated. So I want to publicly go on record and say Thank you. I think this is a game changer for Cordova and we talked about the possibilities of the future too. They've been very kind, I appreciate it. Thank you.

Melissa Brooks, 6.5 Mile ~ I haven't spoken before but I'm your Nurse Practitioner, I've been here since September. I think having another provider here year round would be great it would really round out our team. And I'm just looking forward to what we can do in the future with that. If there is a moment in the future that you as the Health Service Board or as

the community would like to know what a Nurse Practitioner does I would be happy to tell you about it. For our purposes it is a very similar job, I write prescriptions, do x-rays, and look at labs. I don't know that we have expressed to our community that we have someone who lives here, and I am here. I would be happy to be involved in some kind of an awareness campaign while we look for the next piece to our puzzle to really complete our team. Thank you.

III. CONFLICT OF INTEREST – None

IV. APPROVAL OF AGENDA

M/ Reggiani S/ Joyce move to approve the agenda.

Upon voice vote, Motion passes 5-0.

V. APPROVAL OF CONSENT CALENDAR

Minutes from the April 2, 2014 Regular Meeting

Minutes from the May 7, 2014 Special Meeting

M/ Joyce S/ Reggiani move to approve the Consent Calendar.

Upon voice vote, Motion passes 5-0.

VI. REPORTS AND CORRESPONDENCE

• **Administrator's Report**

Susan Humphrey Barnett, Providence Anchorage ~ You'll notice our Administrator is not here, I wanted to inform you that Theresa Carte did resign today. We have reached out to Stephen Sundby who is on vacation right now and asked him if he could be our Interim Administrator while we look for a new one. We will use the same process as we did last time which would be a series of interviews. The leadership team at the hospital would be one interview panel, we would want the full health services board or a subset thereof whichever you deem appropriate to be another interview panel, and if we have one of our medical directors here at the time we do interviews that person would be on the interview panel. And then the final recommendation after the panels have made their choices would go to the City Council for final approval. That would be the process.

Sean McCallister, Providence Anchorage ~ Primarily around Physician recruitment, that's a hot topic. And thank you to those from the community vocalized that during the Public Comments. We realize that this is a huge priority, perhaps the number one priority for the community to recruit and retain a permanent physician who would reside here in Cordova. And therefore round out the offering of medical providers. So we know the importance of it, it's critical and certainly we haven't delivered on that, that was a commitment that we made and even though we've put a great deal of focus on that we have not succeeded in that area to this point. So we're ready to renew our focus and start it fresh. Just as an update, Dr. Blackadar is coming this weekend to do a site visit and interview at the hospital and we'll see how that goes this weekend. And Dr. Bejes who has provided locums work here and we have done some negotiating with around the permanent position and opportunity here will be returning toward the end of the month to do another two week locum stint at the hospital. I think he's very serious about talking through a permanent opportunity; his personal circumstances are such now that he's in a better position to do so. And then Dr. Gear, we will reopen communications with him, he is scheduled to do some more locums work here and certainly we'll put a great deal of effort and energy into opening the communication line with him around a permanent opportunity. We want to work with all of you when we recruit a physician, largely it's selling the community to the provider and certainly Cordova speaks for itself.

Carpenter ~ I was just wondering if you could walk us through a little bit of the process of how physicians get recruited. What happens at the Providence Anchorage level, what happens here and how do those two things work together? I don't have a great understanding other than we're counting on the package of Providence and the Administrator to wave your magic wand and bring us a physician. What are the steps that you all go through?

Susan Humphrey Barnett ~ So, Providence has a Physician recruitment department which it located in Portland, they recruit for all five states that Providence has facilities in. They pretty much use every avenue. They get people coming out of residencies across the U.S., they reach out through the AMA and the specialty associations. And the two that are responsible for Alaska will be here to meet with Sean in the next two weeks.

Sean McCallister ~ Certainly we'll push for them to physically come to Cordova during their Alaska tour. These are folks that haven't spent a lot of time in Alaska, so of course it's important that they know the lay of the land, and they kind of understand the dynamics and the culture in Alaska and especially in our smaller communities. We're also recruiting for providers in some of the small communities like Seward, and have faced similar challenges around retention.

President's Report

Carpenter ~ Obviously we're entering a new chapter and we'll be looking to Providence for assistance and moving together building as strong as a team as we can.

Finance Report

Varnadoe ~ I'll give you a quick overview of the Stats first, I looked from January to May so you could get a look at what's been happening at the hospital. Our Acute Average Daily Census is up from what we budgeted, granted it's very small but it's still up. Acute Bed Days are up as well. Our Long Term Care Average Daily Census is down from 10 where we budgeted to 9.26, and our Long Term Care Bed Days are headed back up as well. Swing Bed Days are up, Medicare Swing Days are down, that's because we've had a good amount of commercial insurance patients which is very good. ER Visits are down and our Clinic visits are up, as people are going to the clinic for things that they were going into the ER for. Our Days Cash on Hand is down from what we budgeted but that is from the Medicare issues we were having. And the Charity Care is up. Next is the Profit and Loss Statement, our Patient Services Revenue is up from what we budgeted; our Deductions and Cost Recovery are up as well. Our wages are up also. Taxes and benefits were up, but our insurance was down. Repairs and Maintenance is down. Recruitment and Relocation is up a good bit. We've hired a new Dietary Manager and DON, sometimes you just don't foresee those things coming. The Rent/Lease is up also, those are largely due to housing traveling staff. The bottom line is our Net Operating Income is \$178,772, and that is better than our budget.

Sean McCallister ~ I just want to Thank Tiffany for being here, it's great to have her on board. I just want the board to know that you'll receive good quality data like this in a consistent manner. I think it's really critical that you get this information and that you're able to peruse it each month and have a conversation about it and ask questions. You'll receive every single month.

Joyce ~ I just wanted to comment on something from a prior page The CT Scanner, I sat in a few weeks ago with Mr. Sundby and Jan from the Murdock Trust and they are very much looking forward to proceeding with this project. Murdock is meeting with Rasmuson in November; in August Murdock will get some guarantees from Rasmuson that they would fund it as expected.

VII. ACTION ITEMS

A. Recredentialing and Privileging of Robert L. Gear III, D.O.

M/ Bradford S/ Joyce "I move to approve the Recredentialing and Privileging of Dr. Robert Gear."

Bradford ~ I have heard nothing but positive things throughout the community, in fact, in all of the years I've been on City Council and the Health Services Board I think that the most comments I've had from people consistently were about "where's Dr. Gear? How do we get him back here?" This is a great start to getting that done.

Bailer ~ I had a discussion with Dr. Gear while he was here, I saw him as a patient and that's a guy who wanted to be here. He understood the rainy climate and the winter and wanted to be

here. He said “Oh I love it here.” You weren’t here yet Kristin, but we had a couple of really powerful endorsements of Dr. Gear. I would definitely give my support to that.

Joyce ~ Dr. Gear he’s been there, done that and it’s worked out fine. I really think it’s kind of a negotiation; we certainly want a doctor who’s here 100% of the time and not here for a few months and gone for a few months. So I think there needs to be certain things that we need to look for in a doctor that we do get.

Upon voice vote, Motion passes 5-0

B. Dr. Bejes, Co-Medical Director Contract

M/ Joyce S/ Reggiani “I move to approve the contract for Dr. Bejes; Co-Medical Director.”

Upon voice vote, Motion passes 5-0

C. Resolution for updated CCMC Check Signers

M/ Joyce S/ Bradford “I move to pass the Resolution of the Cordova Community Health Services Board of the Cordova Community Medical Center designating the representatives authorized for signing checks, non-check payroll tax payment, and cash transfers for Cordova Community Medical Center.”

Addition to approved Check Signers:

CFO, Tiffany Varnadoe

Current approved Check Signers to remain:

President, Kristin Carpenter
Vice President, E.J. Cheshier
Secretary, David Reggiani
Member, Bret Bradford
Administrator, Theresa Carte
SA Director, Stephen Sundby

M/ Bailer S/ Joyce “I move to amend the resolution by removing the name of the outgoing Administrator Theresa Carté.”

Upon voice vote, Amendment passes 5-0

Upon voice vote, Main Motion passes 5-0

VIII. DISCUSSION ITEMS

A. Management Contract

Carpenter ~ We sent a letter to Providence a few weeks ago with some items on there asking for updates, some of the information you all (Sean and Susan) were saying was stuff that you had gone over a little bit in February. I think that given that we are entering into this new phase, it’s not to say that that stuff isn’t relevant but I think we’ll just continue monitoring things like the finances, electronic medical records, and physician recruitment. Those things are all things that were concerns then and they are still concerns today. We’re going to be looking at moving forward so we’ll just be looking for regular updates from Providence.

Joyce ~ I think within that letter we addressed several concerns and I’m looking forward to a positive response from getting feedback and updates. So I guess we’ll start fresh here today and see how things proceed. We’re all certainly aware of our issues, a need for a Physician; reduce our traveling nurse staff for example and things like that. Getting those things in line, we’ll start fresh today.

Carpenter ~ We haven't done an official ranking as a group but I would say physician recruitment and administrator recruitment are going to be at the top of the list and then electronic medical records and staff turnover are the big priority categories that we'll be tracking over the next six months.

B. Financial Audit Review

Varnadoe ~ Do you want me to go over it, did you all get a chance to go over it, it's a lot of information.

Joyce ~ I did get a chance to go over it, it looks overall like the Audit was good. Is there anything that you would like to address?

Bradford ~ There's a lot of information in an Audit, and what I think is that it all boils down to what's on the last page.

Varnadoe ~ The Auditors found what really boils down to mistakes, they found a lot of errors as the letter suggests. Things that they had to fix and they did fix. We found the documentation that we needed and put them in the right categories, the correct year, and month. It took a lot of work to do that, and that was concerning to them. What I'm going to do from here on out is do a monthly index system to do the financials, so I balance all of the balance sheet accounts, just simply go down line by line and make adjustments monthly instead of waiting annually. One example is PERS, PERS gives money into your account and its in-kind revenue and those things weren't booked throughout and the Auditors really felt that they should be booked monthly instead of annually. That was an issue for them, that's being done now. There were some other items like that throughout. There were some other things that they asked about, like the processes around Accounts Payable and so I'm working on fixing those processes and putting some different things in place now.

C. Compliance Program Update

A written report was provided in the packet, HSB had no questions regarding the information as presented.

IX. AUDIENCE PARTICIPATION

Darrel Olsen, 1103 Lake Avenue ~ I just want to thank you guys and thank Providence for being here. I thought I was going to just walk in and walk out in a couple of minutes. I think you guys are doing an excellent job.

David Allison, 203 Whiskey Ridge ~ The events today I think are a good start towards bringing us back out of our hole. And I hope Providence has more focus on us over the next year and I think things can straighten up pretty good. Build your team now, that's all good. I hope you don't lose sight of some of the other projects that we had on the Pending Agenda, such as getting the City Code to match with the hospitals by-laws and Committee assignments that are in City Code that aren't happening in real life. And why I thought about those was, you took the Administrator off the Check signing list tonight but either the Contract or the City Code says that the Administrator has to be one of the signers. I think that 'acting' can as well, but just so you have that covered. Thank you

X. BOARD MEMBERS COMMENTS

Joyce ~ We were talking earlier about a hiring panel for the Administrator or the full Board, my preference would be a panel of no more than three that would be involved because we're the Board it'll come back to us, we're also City Council so it'll come back to us again. So I think it would be better if we just had a panel that would go through the review process and the sort

process and come up with recommendations. And once it came down to the final few we could all be involved in the interview or something.

Reggiani ~ I'd like to thank everyone for coming tonight.

Bailer ~ Thanks for your comments and Providence you've probably been hearing me and my friends are spending thousands of dollar to go to Anchorage to see a doctor, mad I'm sure you're aware of that. The other side of that is, we've had doctors here that have bought houses stayed here and I've had on several occasions my wife and I have had doctors that have called in the evening when they'd get results of the test and let us know that it was negative and you're going to be fine. They don't have to do that, they do and become a part of the community and it's so important that the community embraces them and I hope we get the right fit, I hope they enjoy this community. We look forward to seeing that done. Thank you.

Carpenter ~ Okay, thank you everybody.

XII. ADJOURNMENT –

M/ Bailer S/ Bradford Move to adjourn the meeting.

Carpenter declared the meeting adjourned at 6:18 pm.

Transcribed by:

Faith Wheeler-Jeppson



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P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

TO: HSB, City Council Members
FROM: Stephen Sundby, Ph.D., Interim Administrator
DATE: September 24, 2014
RE: Administrator's Report

Staffing

We have hired the following employees since the last Board meeting (5/7/2014).

- 1) Margarita Moore, Director of Nursing-start date 8/4/2014
- 2) Ruby Vergara, Dietary Manager-start date 7/28/2014
- 3) Greg Vergara, Building Services Manager-start date 7/28/14
- 4) Kari Collins, RN, Long Term Care Coordinator
- 5) Megan Schmid, RN, Primary Care Nurse
- 6) Renee Lindow, RN, Floor Nurse

We have the following travelers at this time.

- 1) 4 Nurses (3 staff, 1 Long Term Care Coordinator)
- 2) 2 Providers (Physician/NP/PA) – one is covering PTO

Status of open positions and transitions:

- 1) Physician –Dr. Sam Blackadar has agreed to sign once his Alaska License is issued. We will be presenting a proposed contract to Dr. Gear during his time here in October.
- 2) Nurse – We have night shift and swing shift nursing position open.
- 3) CNA – We have one open position.
- 4) Cook ~ We have one open casual position.
- 5) Human Resource Coordinator – This position is open.

Employee Satisfaction

CCMC will be completing its second annual employee satisfaction survey in October.

CT Scanner

- CCMC has received notification of award for \$250,000 from the Murdock Charitable Trust.
- The Rasmuson Foundation visited CCMC on October 9th for an on-site visit.

Electronic Health Record (EHR) – Healthland Centriq

- We are in the process of finalizing the infrastructure and hardware build that will be required in support of the EHR.
- We are in final revision for the implementation plan for the EHR.

Ultrasound Technician

- We have contracted with Providence for an Ultrasound Technician to come to Cordova on a regular basis.
- The Ultrasound Technician has made one visit and saw 10 patients during her time at CCMC.
- We have been informed that there may not be any further visits. We will continue to pursue all our options.

Sound Alternatives

- Sound Alternatives has successfully completed a survey by the Joint Commission. We have 6 items that we are submitting a Plan of Improvement.

CCMC
Profit Loss Statement
July 2014

REVENUE	Budget Fiscal Year to Date	Actual Fiscal Year to Date	YTD Variance to Budget
Patient Services Revenue	5,364,324	5,317,693	-0.9%
Deductions	(1,403,494)	(1,538,702)	9.6%
Cost Recoveries	854,816	1,413,306	65.3%
TOTAL REVENUES	4,815,645	5,192,297	

EXPENSES	Budget Fiscal Year to Date	Actual Fiscal Year to Date	YTD Variance to Budget
Wages	2,057,070	2,133,383	3.7%
Taxes and Benefits	962,237	1,015,408	5.5%
General and Malpractice Insurance	103,752	30,394	-70.7%
Repair & Maint	27,854	14,847	-46.7%
Travel & Training	33,746	35,850	6.2%
Other Expenses	41,014	63,924	55.9%
Recruitment & Relocation	45,500	72,491	59.3%
Professional Services	909,329	1,093,362	20.2%
Supplies	366,698	344,059	-6.2%
Minor Equipment	9,713	12,649	30.2%
Utilities and Fuel	350,000	188,258	-46.2%
Rent/Lease Equip & Buildings	28,758	59,737	107.7%

TOTAL EXPENSES before Depreciation 4,935,671 5,064,363 2.6%

NET OPERATING INCOME **(120,026)** **127,934**

Depreciation Expense 159,398
City Contribution In-Kind 250,000
Other Restricted Contributions 2,091

NET INCOME **(120,026)** **220,627**

**CCMC
Stats
July 2014**

	Jan - July Budget	Jan - July Actual
% Deductions to Revenue	26.2%	28.9%
% Benefits to Wages	46.8%	41.5%
Full Time Equivalents	69.3	66.5
Acute Average Daily Census	0.34	0.41
Acute Bed Days	73	87
LTC Average Daily Census	9.5	9.23
LTC Bed Days	2,013	1,957
Swing Bed Days	222	271
Medicare Swing Days	175	140
OP Visits	158	133
ER Visits	408	378
Clinic Visits	992	1,106
Gross AR Days	-	73
Days Cash on Hand	45	26