

**WESTCHESTER COUNTY HEALTH CARE CORPORATION**

**BOARD OF DIRECTORS MEETING**

**MARCH 1, 2023**

**6:30 P.M.**

**EXECUTIVE BOARD ROOM**

**VOTING MEMBERS PRESENT: William Frishman, M.D., Renee Garrick, M.D., Susan Gevertz, John Heimerdinger, Mitchell Hochberg, Patrick McCoy, Tracey Mitchell, Alfredo Quintero, Mark Tulis, Judith Watson, Richard Wishnie**

**VOTONG MEMBERS EXCUSED: Herman Geist, Zubeen Shroff**

**NON-VOTING MEMBERS PRESENT: John Flannery, Michael Israel, Martin Rogowsky, Michael Rosenblut**

**STAFF PRESENT: Julie Switzer, EVP and Chief Legal Officer  
Gary Brudnicki, Senior Executive Vice President  
Marc Chasin, M.D., CHIO  
Anthony Costello, EVP, COO  
Michael Doyle, M.D., Executive Director and CMO, HealthAlliance  
Mark Fersko, Revenue and Finance Advisor – via WebEx  
Michael Gewitz, M.D., Executive Director, MFCH  
Mary Leahy, M.D., CEO, Bon Secours Charity Health System  
Josh Ratner, EVP, Chief Strategy Officer  
Phyllis Yezzo, EVP, CNO  
Margaret Deering, Executive Secretary**

## REPORT OF THE PRESIDENT

Mr. Ratner provided a Behavioral Health update for WMC/MHRH to the Board. He stated that volumes for Discharges, Transfers and OPD clinic visits were all higher for January 2023, compared to January 2022.

### Clinical Operations:

- Increased IP capacity due to modified infection control protocols;
- Reduced use of restraints despite high patient acuity; and
- Reduced average Valhalla Patient Care Tech (PCT) turnover per month from 5.4% (Jul'22-Oct'22) to 1.1% (Nov'22-Jan'23)

### Recruitment:

- Dr. Rebecca Ackerman-Raphael (HAHV – Sept 2022)
- Dr. Edmund Kurtovic (MHRH – Sept 2022)
- Beth Adler, LCSW (HAHV/MHRH – Jan 2023)
- Dr. Shreya Nagula (WMC – April 2023)
- Dr. Jim O'Reilly (MHRH – July 2023)
- Dr. Brandon Jacobi (WMC – July 2023)

Mr. Ratner provided a Research and Grants Administration Update for the month of February to the Board. He stated that WMC was a Platinum Sponsor for the Westchester County Association event, All Access Healthcare: Regional Life Sciences Outlook, held on February 2, 2023, and also hosted Reverse Pitch Roundtable on February 9, 2023, as part of the Westchester County Economic Development Biosciences Accelerator Program.

Mr. Ratner provided the following Marketing and Communications updates to the Board:

- MHRH Pediatric Private Suites;
- Adderall Shortages Force NY Patients to Find Alternatives – Dr. Stephanie Cristofaro;
- Learn the Main Causes of Cardiac Arrest and What You Can Do to Avoid One – Dr. Julio Panza; and
- Medical Expert Explains Bruce Willis' Diagnosis of Frontotemporal Dementia – Dr. Mill Etienne

Mr. Costello provided the following Clinical Operations Updates for the Valhalla Campus:

- ED Trauma Bay Renovation Project initiated;
- Main Cooling Tower Replacement Project in progress;
- 5 North Unit Renovation Project in Main Hospital nearing completion;
- L&D Triage Bay Project nearing completion;
- ACP Café Construction Project nearing completion;
- WMC Outpatient Clinics Renovation Project completed; and
- MWBE Q4 – 33% Annual Plan accepted and program rated "A"

Mr. Costello updated the Board on physician recruitment for the Valhalla Campus:

- Dr. Tomoko Kitago (APS – Neurology)

Mr. Costello reviewed the February, 2023, volumes for the Valhalla campus compared to the February, 2022, volumes. He stated that for February, 2023, all areas were higher than February, 2022.

Mr. Costello provided a construction update on various projects.

Mr. Costello provided the following Clinical Operations Updates for MHRH:

- Annual Radiology NYS/Bureau Environmental Radiation Protection (BERP) DOH Survey Inspection completed; and
- College of American Pathologists (CAP) Lab Survey Inspection completed; and
- Expanded telemetry monitoring on 6 Cooke to 16 beds

Mr. Costello reviewed the February, 2023, volumes for MHRH compared to the February, 2022, volumes. He stated that for February, 2023, all areas were higher than February, 2022.

Dr. Gewitz advised the Board of the ED census through February 27, 2023. He also stated that discharge volumes for the Adult Tower, the MFCH, and BHC were higher for the first two months of 2023, compared to the same period last year.

Dr. Gewitz informed the Board that Obstetrics activity for 2023, on the Valhalla campus, is increasing steadily.

Dr. Gewitz advised the Board that for the period November, 2022, through February, 2023, there have been 28 Pediatric CTS cases.

Dr. Gewitz showed images of the NICU Phase 2.

Dr. Gewitz advised the Board of recent academic milestones.

Dr. Gewitz informed the Board that the Pediatrics Department Director Search is down to the final four candidates.

Dr. Garrick discussed COVID and Severity reporting for Academic Medical Centers in New York State.

Dr. Garrick discussed Mortality Outcomes, CMS Mortality Rating for 2021, and stated that WMC's overall mortality is very close to the National Average, despite caring for almost exclusively extremely ill patients.

Dr. Garrick advised that excellent care requires excellent communication. She outlined the Communication Phase I as follows:

Steering – Nursing, Quality, Patient Experience, and GME;  
Management – TICU, Medicine/Hospitalists; and Labor and Delivery; and  
Front Lines – Pilot Units, and Expansion

Dr. Doyle, Executive Director of HealthAlliance, provided the following quarterly update to the Board:

- Clinical Operations:
  - DNV Survey;
  - Lab insourced;
  - OB Integration, 3/1;
  - Trauma Program; and
  - Cath lab > 80 cases since move
- Physician Recruitment
  - Dr. Elie Dancour, Neuro-Intervention



- Other
  - Temporary Helipad;
  - Tele-tracking install;
  - Nova Meter roll-out;
  - Hosted:
    - Staff from Senators Schumer and Gillibrand;
    - Rep. Marc Molinaro;
    - Sen. Hinchey;
    - CE Metzger; and
  - Job Fair 2/2/2023

## REPORT OF THE COMMITTEES

### FINANCE COMMITTEE

Mr. Tulis, Chair, Finance Committee, stated that the Committee met this afternoon prior to the Board meeting. He stated that the Committee reviewed the financial statements for the period ended January 31, 2023.

Mr. Tulis informed the Board that management presented a Resolution for Insight Investments for a capital lease for various medical, I.T., and other equipment for up to \$15 million. He stated that the lease will be a source of funds for capital, and was included in the 2023 budget.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE RESOLUTION FOR INSIGHT INVESTMENTS FOR A CAPITAL LEASE FOR VARIOUS MEDICAL, I.T., AND OTHER EQUIPMENT FOR UP TO \$15 MILLION. MR. HEIMERDINGER MOTIONED, SECONDED BY DR. FRISHMAN. THE MOTION CARRIED UNANIMOUSLY.

### QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee, reported that the Committee met on February 1, 2023.

Ms. Gevertz stated that Dr. Garrick summarized the following departmental presentations from the December 8, 2022, meeting of the Quality and Safety Council:

- Pain Management Council – Review of patient ISTOP information is now a “hard stop”; and
- Neurosurgery Quality Council – Neurosurgery’s footprint has expanded and the details of performance improvement activities including Housestaff were discussed

QA/PI reports were submitted by Human Resources, GME, Laboratory/Pathology, Nursing Quality, Otolaryngology, Patient Experience, Transfer Center, Emergency Medicine, and ISO.

Ms. Gevertz advised the Board that the Committee received a presentation on Physical Medicine and Rehabilitation by Dr. Stumph, Associate Medical Director of Inpatient Rehabilitation. He presented the following highlights and data:

- Key Performance Area Data - Presumptive Eligibility percentage, and Patient Functional Performance Quality Measures in which the hospital is exceeding in the region; Discharge Destination and Early Transfer Rate data in which the hospital exceeds the region, and Dr. Garrick discussed the impact of discharges to acute care.
- Acute Care Transfers (“ACT”) – Analysis and Action plan including weekly acute care transfer conferences to review all acute care transfers, to appoint a physician to lead the multidisciplinary ACT committee, tracking early and late ACTs, tracking the reasons for each ACT, chart review and discussion of interventions that could mitigate ACT need.

- Discussed the findings of September, 2022, Comprehensive Stroke Center DNV survey, Corrective Action Plan and related data. A comprehensive discussion was had explaining the appropriate standard of care/plan of care. Goals were met.
- Inpatient Unit Quality Metrics – CAUTI & CLASBI, Pressure Ulcers and Bar Coded Medicine Administration Compliance.
- Falls Prevention Action Plan - A fall prevention performance improvement program has been implemented and the details of the program discussed. Dr. Yezzo commented on the fall prevention program and noted there were no falls in January.
- Health Equity/Access to Rehabilitation Services – Resources and Performance Metrics. The availability of transportation for appointments and the patients’ perceived level of understanding of health information were highlighted. Dr. Garrick discussed the new Residency program. Mr. Costello discussed streamlining and bed transfers. Dr. Diamond discussed discharge results.

Ms. Gevertz informed the Board that the Committee received a presentation on the Antibiotic Stewardship Program (“ASP”) by Dr. Chen. He highlighted the following:

- Accomplishments: Meeting, then exceeding the CDC Core Elements for ASP – Infection and Syndrome specific interventions, Pharmacy-driven interventions, Outcome measures, Tracking and Reporting Antibiotic use, Broad Interventions and Education – Information from 2014-2016 and 2017-2022 were discussed;
- CMS Requirements for Antimicrobial Stewardship: Final rule published in 2022, and they include prevention and control organization and policies, leadership responsibilities, dedicated staff, IT support and education. IT support will especially advance the ASP program.
- ASP Intervention by Category Data – The guidance given to providers as to when an ASP consult should be requested was discussed;
- 2022 ASP Total Interventions by Month Data;
- Antimicrobial Utilization Tracking data – Stewardship metrics were discussed in detail;
- COVID-19 activities by Antimicrobial Stewardship – Guidelines were created to ensure access to anti-viral medication;
- 2023 Cerner Integration Projects - Challenges and goals related to the development of an “Antibiotic Time – Out”, and the incorporation of clinical practice guidelines and policies into electronic order sets were discussed;
- Pharmacy Initiatives – Penicillin allergy challenges and goals discussed; and
- Antimicrobial Stewardship and Equity – Inequitable national data was presented as were National initiatives to focus on ASP equity and potential areas of future study by race/ethnicity

Ms. Gevertz informed the Board that Ms. McFarlane provided a regulatory report for the Committee.

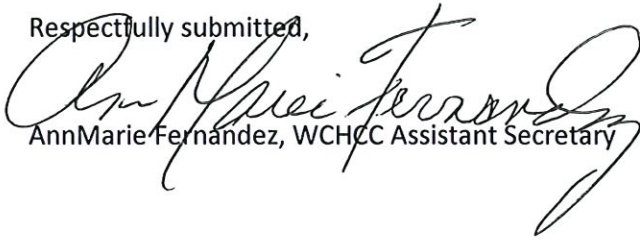
**NEW BUSINESS**

There was no new business.

**ADJOURNMENT**

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE MARCH 1, 2023, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. DR. GARRICK MOTIONED, SECONDED BY MR. QUINTERO. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "AnnMarie Fernandez". The signature is fluid and cursive, with a large initial "A" and "F".

AnnMarie Fernandez, WCHCC Assistant Secretary