

WESTCHESTER COUNTY HEALTH CARE CORPORATION

BOARD OF DIRECTORS MEETING

July 15, 2020

6:00 P.M.

VIA WEBEX

VOTING MEMBERS PRESENT: Orlando Adamson, M.D., William Frishman, M.D., Renee Garrick, M.D., Herman Geist, Susan Gevertz, John Heimerdinger, Mitchell Hochberg, Patrick McCoy, Tracey Mitchell, Alfredo Quintero, Zubeen Shroff, Mark Tulis, Richard Wishnie

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

**STAFF PRESENT: Julie Switzer, EVP, General Counsel
Gary Brudnicki, Senior Executive Vice President
Kara Bennorth, EVP, Chief Administrative Officer
Marc Chasin, M.D., CHIO
Anthony Costello, SVP, Professional Support Services
Michael Doyle, M.D., Executive Director and CMO, HealthAlliance
Mark Fersko, EVP, Financial Planning
Paula Fessler, Chief Nursing Executive
Michael Gewitz, M.D., Executive Director, MFCH
David Ingber, SVP, Network Financial Operations
Mary Leahy, M.D., CEO, Bon Secours Charity Health System
John Morgan, SVP, Financial Operations
Jordy Rabinowitz, SVP, Human Resources
Josh Ratner, SVP, Strategic Planning**

CALL TO ORDER

The July 15, 2020, meeting of the Westchester County Health Care Corporation ("WCHCC") Board of Directors was called to order at 6:00 p.m. via Webex due to the COVID-19 pandemic. A quorum was present.

VOTING MEMBERS PRESENT

Orlando Adamson, M.D.	Mitchell Hochberg
William Frishman, M.D	Patrick McCoy
Renee Garrick, M.D	Tracey Mitchell
Herman Geist	Alfredo Quintero
Susan Gevertz	Zubeen Shroff
John Heimerdinger	Mark Tulis
	Richard Wishnie

NON-VOTING MEMBERS PRESENT

John Flannery
Michael Israel
Martin Rogowsky
Michael Rosenblut

EXECUTIVE SESSION

The Board moved into Executive Session for the purpose of discussing strategic planning.

MR. HOCHBERG ASKED FOR A MOTION TO MOVE OUT OF EXECUTIVE SESSION. MR. SHROFF MOTIONED, SECONDED BY MR. TULIS. THE MOTION CARRIED UNANIMOUSLY.

REPORT OF THE CHAIR/ADDITIONS TO THE AGENDA

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE JUNE 3, 2020, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. WISHNIE, SECONDED BY MR. MCCOY, TO APPROVE THE JUNE 3, 2020, WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS MEETING MINUTES. THE MOTION WAS APPROVED UNANIMOUSLY.

REPORT OF THE PRESIDENT OF THE MEDICAL STAFF

Dr. Frishman provided the report of the President of the Medical Staff. He presented a credentialing packet (dated July 15, 2020, and attached to these minutes) containing information on Credentialing Appointments, Additional Privileges, Category of Staff Changes, FPPEs, and Updates to the Moderate Sedation Privileges.

A discussion ensued.

Motion to Approve Recommendations for Appointments, Additional Privileges, Category of Staff Change, FPPEs and Updates to the Moderate Sedation Privileges.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE RECOMMENDATIONS FOR APPOINTMENTS, ADDITIONAL PRIVILEGES, CATEGORY OF STAFF CHANGE, FPPEs AND UPDATES TO THE MODERATE SEDATION PRIVILEGES. MS. GEVERTZ MOTIONED, SECONDED BY DR. ADAMSON. THE MOTION CARRIED UNANIMOUSLY.

REPORT OF THE PRESIDENT

Mr. Israel stated that the Network is extremely excited about the establishment of a pediatrics program at MidHudson Regional Hospital (“MHRH”), and he noted that this is a re-establishment of services for MHRH since joining WMC. He stated that Dr. Gewitz would go into further details of the program during his report to the Board.

Ms. Bennorth advised the Board that visitation on the Valhalla campus resumed on June 19th and, to date, we have welcomed over ten thousand visitors. She stated that visitation is going well.

Ms. Bennorth informed the Board that WMC continues to provide outbound comfort calls for patient family members and stated that ongoing surveys are being conducted to determine the success of the calls, as well as any areas of needed improvement.

Ms. Bennorth advised that WMC held over 225 Code Rocky’s to date.

Ms. Bennorth informed the Board that the Emergency Room volume on the Valhalla campus is back up to pre-COVID levels for the month of June.

Ms. Bennorth advised that an Outreach program will be rolled out for the Children’s Hospital services in Poughkeepsie.

Ms. Bennorth advised that WMC recently partnered with a number of community organizations, such as the African American Men of Westchester and the LGBTQ community, on COVID and mental health awareness.

Ms. Bennorth informed the Board that WMCHHealth launched its Community Response Teams and held its first meeting with the Orthodox Communities from around the region two weeks ago.

Ms. Bennorth advised the Board that WMCHHealth is looking at a broader community strategy for the Children’s Hospital services in Poughkeepsie, with milestones leading up to its opening in late summer.

Ms. Bennorth informed the Board that WMC is launching its first full scale virtual recruitment campaign, including tours, for Graduate Medical Education.

Ms. Bennorth informed the Board that WMC has an Activation plan for COVID testing in place for later this summer. She stated that this is a collaboration between Mr. Costello’s group and Occupational Health and focuses on the needs of corporate partnership and activation. Ms. Bennorth advised that several of the Westchester Medical Center Foundation Board members are involved as well.

Ms. Bennorth stated that WMC continues to explore the option of a virtual gala concept, and will come back to the Board with further details.

Ms. Bennorth advised the Board that this year’s Maria Fareri Children’s Hospital (“MFCH”) Kids Walk has been launched virtually, and sign up is underway. She stated that this year’s Healing Half in October, will also be a virtual event. Ms. Bennorth advised that both of these virtual events will be linked to some new active walking fitness programs that are being created for WMCHHealth’s workforce.

Ms. Bennorth presented two Videos of the Month to the Board. The first video highlights the story of a woman from Rochester who underwent surgery for migraines in 2019, and due to COVID had to postpone her follow up visit until June. She was so happy with her results from Dr. Alizadeh she asked WMC to help tell her story. The second video depicts immigrants, including a respiratory therapist at Good Samaritan Hospital, on their final road to becoming US citizens via a drive through ceremony, due to COVID, in Albany, NY.

Mr. Costello presented a slide show to the Board on the ongoing construction projects. He showed images of the Cath labs in the main tower, and stated that two of the five labs have been renovated and are fully operational. A third room, a Biplane Cath lab for pediatrics, is currently under renovation.

Mr. Costello reminded the Board that WMC took advantage of its low census on 4 South in the main tower earlier this year, and completely demolished and abated the existing unit which consisted of 22 patient rooms. He stated that the work continues and the refurbished rooms are in demand, as the census has picked up.

Mr. Costello showed images of the Ambulatory Care Pavilion's ("ACP") 6th floor patient room expansion into the main tower project. He stated the project is complete on the 4th and 5th floors and those new private patient rooms are now occupied.

Dr. Gewitz stated that it is no longer a surprise, that the MHRH will have an extension of the MFCH in the form of a new Neighborhood. He stated that, initially, it will consist of six private rooms, however, there are ten beds on the license. Dr. Gewitz advised that there will be a dedicated Pediatrics Emergency suite, as well as a dedicated Pediatric Hospitalist and pediatric nursing coverage. He stated that the pediatrics program will include an Ambulatory Pediatric Surgery program and will have tele-links to the MFCH in Valhalla.

Dr. Gewitz stated that the MFCH continues to focus on its new Fetal Home Program. He reminded the Board that WMC has created a Center which combines both maternal and fetal specialists. Dr. Gewitz showed images of the new Center, located at 19 Bradhurst Avenue, to the Board.

Dr. Gewitz informed the Board that the MFCH has created a new Adolescent and Young Adult (AYA) Program as part of WMC's Cancer Center.

Dr. Gewitz informed the Board that the MFCH collaborated on two articles recently published in the New England Journal of Medicine on Multisystem Inflammatory Syndrome in U.S. Children and Adolescents.

Dr. Garrick informed the Board that WMC has oriented its new GME groups. She stated that several hundred residents and fellows came on campus and a simulation was held with the House Staff remotely. Dr. Garrick stated that this was a huge success and thanked the Audio Visual Department for their support.

Dr. Garrick advised the Board that WMC has recruited a new head for the Hospitalist Program, and she will be coming on board late summer. She stated that the Hospitalist Program is now almost completely revamped.

Dr. Garrick advised that Dr. Neil Schluger has joined WMC as the new Chair/Director of Medicine, and his first day was Monday. She stated that he has joined us from Columbia, where he was the head of Pulmonary Medicine. Dr. Garrick reminded the Board that Dr. Mara Lugassy is the new head of Palliative Care. She stated that as a result of COVID-19, a new Palliative Care Conversation Group was started. In addition, Dr. Garrick advised that Dr. Stephan Mayer has been on-boarded, and is working in the neuro critical care ICU.

Dr. Garrick stated that training is ongoing for the new EMR.

Dr. Garrick informed the Board that there is a Network-wide quality and safety training initiative underway for OB.

Dr. Garrick informed the Board that WMC recently had its Comprehensive Stroke Certification survey by DNV via virtual entry. She stated that the survey went very well, and WMC will receive its Certification as a Comprehensive Stroke Center. Dr. Garrick advised that DNV will return for one day in the fall.

REPORT OF THE COMMITTEES

DIVERSITY AND INCLUSION COMMITTEE

Mr. Wishnie, Chair, Diversity & Inclusion Committee, stated that the Committee met on June 19, 2020.

Mr. Wishnie stated that Ms. Mitchell discussed accomplishments from the preceding year as well as goals for the current year. He advised that Ms. Mitchell discussed the organizational response to Covid-19 and the current social unrest, both of which have impacted our patients, our communities and our workforce members. Mr. Wishnie advised that Ms. Mitchell started off the Committee meeting by providing an overview of guidances from the American Hospital Association and Institute for Diversity and Health Equity regarding the ways to promote health equity during COVID. Ms. Mitchell then detailed several preexisting and new initiatives and activities currently underway that are aligned with the guidances. Some of those include:

- Virtual educational sessions for community-based organizations and faith-based organizations regarding COVID facts and myths, and ways to cope with stress and anxiety during the crisis; and
- Creation of Community Response Teams that are reflective of the diverse communities we serve and can act as liaisons between the hospital and grass roots community stakeholders.

Mr. Wishnie informed the Board that Ms. Mitchell then addressed the organization's response to the current social unrest by detailing activities that have been undertaken as well as future initiatives that will offer additional support to the workforce, while continuing to enhance our inclusive environments, such as:

- There was CEO Messaging about our commitment to diversity & inclusion on iCare, website, social media, and the leadership call;
- There was participation in the White Coats for Black Lives national moment of silent reflection in which clinical and non-clinical workforce members gathered at various locations throughout the campus to show solidarity with those fighting for positive change and equity for all. White Coats for Black Lives is a National organization of clinical providers who focus on equity issues in healthcare;
- Future creation of an Advocacy Business Resource Groups that will allow workforce members who share an interest in advocacy as it relates to healthcare to work together on activities that benefit the organization and the communities we serve;
- Currently creating the Stronger Together Virtual Series, which will provide an opportunity for workforce members to get additional support by participating in constructive and authentic dialogue designed to tackle real world issues they are facing (e.g., Parenting in the time of COVID, How to be an ally to your colleagues, Coping with trauma, stress, and loss, etc.); and
- Future Board and Senior Leadership Training on Unconscious Bias and Inclusive Leadership.

Additionally, Ms. Mitchell shared several major accomplishments:

- Creation and implementation of an LGBT Inclusion policy network-wide;
- Creation of a Higher Education Collaboration Forum with local colleges in the region;
- Community mental health promoters who train community members;
- Creation of an Emerging Leader Mentorship program for our workforce; and
- Extensive outreach on Maternal Morbidity & Mortality in the African American community.

FINANCE COMMITTEE

Mr. Tulis, Chair, Finance Committee, stated that the Committee met this afternoon prior to the Board meeting.

Mr. Tulis advised the Board that the Committee recommended approval of Resolution #13 to purchase from Derive Technologies certain IT software and services that are integral to the IT security architecture of the WMCHHealth Network, and to finance such purchase through an Installment Payment Agreement with Cisco Systems Capital Corporation.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE RESOLUTION #13 TO PURCHASE FROM DERIVE TECHNOLOGIES CERTAIN IT SOFTWARE AND SERVICES THAT ARE INTEGRAL TO THE IT SECURITY AND ARCHITECTURE OF THE WMCHEALTH NETWORK, AND TO FINANCE SUCH PURCHASE THROUGH AN INSTALLMENT PAYMENT AGREEMENT WITH CISCO SYSTEMS CAPITAL CORORATION. MR. SHROFF MOTIONED, SECONDED BY MR. TULIS. THE MOTION CARRIED UNANIMOUSLY.

Mr. Tulis advised the Board that the Committee recommended approval of Resolution #14 authorizing the Corporation to issue bonds or incur indebtedness for, inter alia, any of its Corporation purposes or its projects.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE RESOLUTION #14 AUTHORIZING THE CORPORATION TO ISSUE BONDS OR INCUR INDEBTEDNESS FOR, INTER ALIA, ANY OF ITS CORPORATION PURPOSES OR ITS PROJECTS. MR. MCCOY MOTIONED, SECONDED BY MR. WISHNIE. THE MOTION CARRIED UNANIMOUSLY.

QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee, stated that the Committee met on June 5, 2020.

Ms. Gevertz advised the Board that Dr. Garrick reviewed the report of the Quality and Safety Committee meeting of April 9, 2020. She highlighted the reports of the following Departments: Graduate Medical Education, Hyperbaric, Medicine, Ophthalmology, and Risk Management. Dr. Garrick also reviewed the QA/PI reports on the MFCH Quality Council and the Pain Management Council.

Ms. Gevertz advised the Board that the Committee received a presentation on Case Management by Ms. Kurtz. She stated that she highlighted the following:

- Goals – Same as last year with the addition of COVID-19 related goals;
- COVID-19 Impact – Waiver 1135 relaxed utilization review rules and resulted in retrospective denials, no authorization requirements and no concurrent denials;
- Results – A comparison chart was presented with data through April 2020. There was no increase in readmission, LOS remains stable;
- Medical Necessity Denial Data – The appeal overturn rate was 81% in 2019. There is a decline in appealable cases, peer to peer communication is helping and it is getting harder to overturn denials on appeal;
- Staff Productivity Measures – Measures are set by the National Caseload Average;
- Discharge Disposition – 61% of patients are discharged home without needs; and
- 2019 – 2020 Enhancements – Include the return of ED Psychiatry Social Workers to the Case Management Department.

Ms. Gevertz informed the Board that the Committee received a presentation on Radiology by Dr. Lefkovitz. She stated that he presented the Department's Quality Information and highlighted the following:

- Department Agenda and Indicators – Stressing that volume and turnaround times are important from every perspective;
- Turnaround time in 2019 – The Department came close to or achieved its target. MRI turnaround time was a bit disappointing in 2019, but there was significant improvement in the latter part of the year due to the opening of the ACP;
- Occurrences – Near Misses/misidentification incidents are very low but were aggressively reviewed;
- Quality Improvement related to referrals – Patient screening is reviewed and feedback given to referring physicians and education provided;
- MRI safety violations were discussed and there were no injuries;
- Accomplishments include a staffing plan for the ACP, hand hygiene activity, achievement of Center of Excellence status for the Breast Center, Radiation Inspection was successful; and equipment additions in the ACP; and
- Quality Improvement Opportunities for 2020 – Ensuring the environment is optimized for inpatients, outpatients and staff especially related to COVID-19, working with Cerner on the EMR, Artificial Intelligence software for CT scans and all RNs to receive Certified Radiology Nurse Status.

Ms. Gevertz informed the Board that the Committee also received a presentation on Transplant by Dr. Diflo. She stated that he discussed the following highlights:

- Volume over the past two years; he stated 2020 volume was doing well prior to the halting of surgeries due to COVID;
- Major Performance Improvement data was discussed in particular blood usage and LOS in liver transplant patients, the LOS for kidney transplant patients has remained consistent;
- SRTR data, reminding the Committee that issues in the Spring of 2018 had an impact on survival data, but improvements were made and by January 2021 the improvements will be reflected in the data;
- Good success related to transplanting Hepatitis C organs for all three organs for the past three years; and
- A robust Outreach program began in 2020.

Ms. Gevertz stated that Ms. McFarlane provided the regulatory report for the Committee.

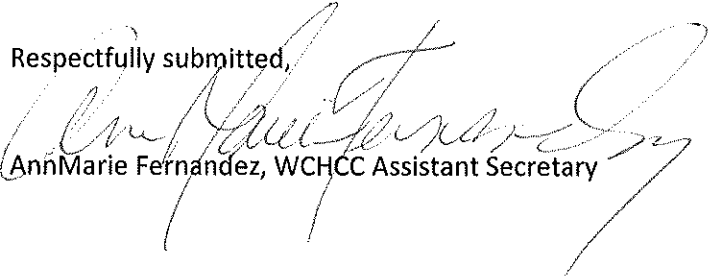
NEW BUSINESS

There was no new business.

ADJOURNMENT

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE JULY 15, 2020, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. DR. FRISHMAN MOTIONED, SECONDED BY MS. GEVERTZ. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,


AnnMarie Fernandez, WCHCC Assistant Secretary