

WESTCHESTER COUNTY HEALTH CARE CORPORATION

BOARD OF DIRECTORS MEETING

March 3, 2021

6:30 P.M.

VIA WEBEX

VOTING MEMBERS PRESENT: Orlando Adamson, 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

VOTING MEMBERS EXCUSED: William Frishman, M.D.

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
Don Chen, M.D., Director of Infection Control
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
Mary Leahy, M.D., CEO, Bon Secours Charity Health System
Jordy Rabinowitz, SVP, Human Resources
Josh Ratner, SVP, Strategic Planning
Daniel Zelazny, M.D., President of the Medical Executive Committee**

CALL TO ORDER

The March 3, 2021, meeting of the Westchester County Health Care Corporation (“WCHCC”) Board of Directors was called to order at 6:00 p.m., via Webex, by Mr. Hochberg, Chair. A quorum was present.

VOTING MEMBERS PRESENT

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

VOTING MEMBERS EXCUSED

William Frishman, M.D.

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 matters.

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

REPORT OF THE CHAIR/ADDITIONS TO THE AGENDA

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE FEBRUARY 2, 2021, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. WISHNIE, SECONDED BY MR. SHROFF, TO APPROVE THE FEBRUARY 2, 2021, WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS MEETING MINUTES. THE MOTION WAS APPROVED UNANIMOUSLY.

REPORT OF THE PRESIDENT OF THE MEDICAL STAFF

Dr. Zelazny provided the report of the President of the Medical Staff. He presented a credentialing packet (dated March 3, 2021, and attached to these minutes) containing information on Credentialing Appointments and FPPEs.

Motion to Approve Recommendations for Appointments and FPPEs

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE RECOMMENDATIONS FOR APPOINTMENTS AND FPPEs. MS. GEVERTZ MOTIONED, SECONDED BY MR. MCCoy. THE MOTION CARRIED UNANIMOUSLY.

REPORT OF THE PRESIDENT

Ms. Bennorth informed the Board that WMC continues its Lethality Assessment partnerships, and has trained nearly 200 Westchester County police officers on the process. In addition, she stated that WMC recently had a successful meeting with the new Westchester County DA.

Ms. Bennorth advised the Board that WMCHHealth is in the process of evaluating its 2021 events as to whether they will be in person or virtual. She stated that there would be more to come on this topic at future Board meetings.

Ms. Bennorth informed the Board that, next week, WMC will hold its first 2021 Public Safety Summit virtually.

Ms. Bennorth stated that The Pulse recently recognized WMC for taking its Diversity and Inclusion CEO Pledge.

Ms. Bennorth informed the Board that WMC's Health Equity Task Force/United Way 2-1-1 partnership continues. She stated that WMCHHealth and the United Way 211 Helpline partnered to promote COVID-19 vaccine information.

Ms. Bennorth updated the Board on WMC's Regional Vaccination Volunteer Activation at the County Center. She stated that given the size and scope of this deployment, WMCHHealth engaged Volunteer New York! to support the mobilization. Currently 10% of the volunteers are WMCHHealth registered volunteers and 90% are new volunteers, with 16% of the volunteers in clinical roles and 84% in non-clinical roles. Ms. Bennorth stated that as of January 9, 2021 to the present, 5,706 volunteer hours were provided.

Ms. Bennorth presented a video to the Board relating to COVID-19.

Mr. Costello showed images of the Transplant Center renovation project in the Taylor Pavilion. He stated that the transplant physicians and administrative support staff will be relocated to this newly refurbished area.

Mr. Costello showed images of a staff lounge renovation project, as patient room renovations are on hold due to the current requirements to treat COVID patients.

Mr. Costello showed images of the Ambulatory Care Pavilion's ("ACP") 7th floor patient room expansion into the main tower project. He stated that the project is now complete, and awaiting the Certificate of Occupancy by DOH.

Mr. Costello showed images of the 4th floor of the ACP, which will be home to WMC's Neuro/Ortho Spine Center. He stated that the finishes are going in and he anticipates the Center opening in a few weeks.

Mr. Costello advised the Board that the ACP 5th floor designs are underway.

Mr. Costello showed images of recently renovated apartments at Beechwood Hall and Maplewood Hall. He stated that each year eight apartments are renovated.

Mr. Costello showed images of the Mary's Avenue construction project at HealthAlliance ("HA"). He stated that the steel and electrical utilities are just about completed, and there is a Topping Off ceremony tomorrow for the last piece of steel going up. Mr. Costello advised that the project is scheduled to be completed by the 2nd quarter of 2022.

Mr. Costello informed the Board of the following updates at MHRH:

- 3 Spellman 10 bed Pediatric Unit design is completed;
- Atrium Suite 300 BCH pediatric subspecialties opened March 1, 2021;
- 4 Spellman Behavioral Health Unit upgrades completed, patient room ligature risk-free bathrooms open;
- Cath Lab Renovation – 1 of 2 room renovations completed, VIR procedures to commence in Q2 of 2021;
- Imaging equipment new installations – Philips 256 slice CT (Q2 2021), Philips 1.5T and 3T (2022); and
- Patient Placement Centralization with WMC Valhalla (go live scheduled for March 4, 2021).

Mr. Costello gave a COVID-19 update as of March 1, 2021:

- Positive COVID-19 admissions – 379;
- Positive tested through ED (treated and discharged) – 346;
- Positive COVID-19 vented patients – 78; and
- Monoclonal antibody infusions – 51.

Mr. Costello advised the Board of the following physician recruitments at MHRH:

- APS Hospitalist recruitment continues;
- APS Nephrology – Susmitha Dhanyamraju, M.D., Joanne Reddings, NP;
- CareMount Ophthalmology – Roger Husted, M.D., Katie Pandolfo, M.D., Alexandra Pappas, M.D.;
- APS Critical Care – Nathan Hem, PA; and
- APS Pathology – Harish Goli, MBBS

Dr. Doyle, Executive Director of HealthAlliance, informed the Board of the following:

Clinical updates:

- Cath Lab has CON approval, target go live is March 29, 2021;
- Cath Lab RN and Tech training at WMC and Charity continues;
- Mountainside Residential Care Center remains COVID free, planning to resume limited visitation;
- Staff additions:
 - Craig McCoy, M.D., APS Anesthesia;
 - Jamal Mahdavian, M.D., Surgery; and
 - OB Midwife, Kaitlyn Greenough.

Behavioral Health:

- 50% of Psychiatry treat and release. 95% of admissions at WMCHHealth Network; and
- 75% Substance Use treat and release. 56% of admissions at Broadway.

Kingston COVID-19 Testing Site:

- Incorporated into APS practice, now providing local rapid test;
- Capacity for 100 tests per day, results in 15 minutes; and
- Monday through Friday, 9 a.m. to 5:00 p.m. by appointment only.

COVID Vaccination POD:

- Set up former Foxhall Ambulatory Surgery Site; and
- Scheduling priority groups in accordance with NY state guidelines:

- All eligible hospital employees who currently desire vaccination;
- All Phase 1A individuals who are not employed at the hospital;
- OPWDD congregate care populations; and
- Individuals age 65 and older.

Surveys and Certifications:

- DNV Survey in progress.

Dr. Doyle informed the Board of the following community engagement activities:

- Ulster County Public Health and Social Services Committee meeting – March 1, 2021;
- County Executive Patrick Ryan and Mayor Noble beam signing;
- Beam signing with community partners, O+, YMCA, Bruderhof Community, La Voz, and the Institute for Family Health; and
- Interfaith Council COVID panel discussion.

Dr. Leahy, CEO of Bon Secours Charity Health System, informed the Board that Good Samaritan Hospital (“GSH”) currently has 19 COVID-19 positive inpatients; there are three patients at St. Anthony’s Community Hospital (“SACH”), and five patients at Bon Secours Community Hospital (“BSCH”). She stated that Charity has had 1,418 COVID discharges to date.

Dr. Leahy advised the Board that Charity has administered over 17,000 doses of vaccines according to state guidelines. She stated that Charity administered 210 vaccines in a pop-up vaccination event on Saturday in Middletown, NY.

Dr. Leahy stated that Charity’s ERP platform, Infor, is scheduled to go live in April, 2021.

Dr. Leahy advised that the following facility upgrades continue:

GSH:

- Elevator upgrades will be completed by December, 2021;
- Mother/Baby 2 additional Delivery rooms will be completed in March;
- A Cath Lab will be completed by April; and
- eICU will go live in a few weeks.

BSCH Medical Village:

- Additional 5 observation beds and expand ED fast track area;
- Radiology Imaging service suite; and
- Main lobby entrance improvements.

Dr. Leahy advised that Charity had 246 births in the month of January, and 310 births in the month of February at GSH.

Dr. Leahy informed the Board that Charity is finalizing an acquisition of a mature primary care practice in Rockland County that will be a splitter between Nyack and GSH. In addition, Charity is in the process of acquiring a nephrology group; a behavioral health physician started recently in Orange County; an interventional cardiologist will be receiving his contract this week; and a surgeon was recently recruited for the Orange county market.

Dr. Gewitz informed the Board that Dr. Fauci recently announced a \$1.8 billion NIH project to look at long term COVID-19 effects. He reminded the Board that the Maria Fareri Children's Hospital ("MFCH") was awarded participation in two NIH funded projects studying MIS-C. Dr. Gewitz advised that the MFCH submitted an application for yet another MIS-C consortium.

Dr. Gewitz advised the Board that the MFCH Interventional Neurosurgery program exceeds space and equipment capacities. He stated that from July 2020 through February 2021, there have been fifty-three operations performed.

Dr. Gewitz informed the Board that Medical Genetics will initiate a clinical trial for a novel Gene Therapy program.

Dr. Gewitz informed the Board that the MFCH won approval to be a CART-T Cell oncology treatment site.

Dr. Gewitz advised that the MFCH opened an Ambulatory Care Center at MHRH.

Dr. Garrick informed the Board that last Friday was residents' appreciation day. She stated that the ACGME sponsorship review is next Monday, in addition to the final candidate interview for the Director of Neurology.

Dr. Garrick advised that WMC is re-launching Gemba walks during Patient Safety Week (March 14-21), with a focus on preparing for the culture of safety survey.

Dr. Garrick informed the Board that the Partnership for Patients initiative has been discontinued and an Eastern Quality Improvement Collaborative ("EQIC") has been established for metrics and Performance Improvement. She stated that Charity and HA were selected to participate in the program, which focuses on reducing HAC's, readmissions, and safe opioid use. In addition, there will be hospital wide training for PCA to reduce opioid use.

REPORT OF THE COMMITTEES

FINANCE COMMITTEE

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

Mr. Tulis informed the Board that the minutes of the February 3, 2021, meeting were approved, and the Committee then moved into executive session.

STRATEGIC PLANNING COMMITTEE

Mr. Shroff, Chair, Strategic Planning Committee, stated that the Committee met on February 25, 2021.

Mr. Shroff advised the Board that Mr. Ratner presented the following to the Committee:

1. Annual Mission Statement and Performance Review

- Proposed Annual Mission Statements were reviewed and approved.
 - WMCHHealth Unchanged, BSCHS Unchanged
 - WMC minor change (removed "providing a network")
 - HAHV (proposed update to align with WMC's mission) & MHRH (proposed alignment with HAHV – regional mission)
- Reviewed the 2020 Performance Goals results. The 2021 proposed Performance Goals were reviewed and approved:

- Position WMCHHealth as an “Employer of Choice” by focusing on our most valuable assets – our people
- Achieve Sustainable Growth Across WMCHHealth
- Ensure Top-of-Mind Consumer Awareness and Selection of WMCHHealth Services
- Ensure Exceptional Patient Experience from “Door to Discharge” to Become a Destination of Choice for Patient and Their Families

2. WMCHHealth Strategic Plan Implementation

- Reviewed project implementation plans and timelines. Immediate areas of focus are:
 - Community (People) – With a project underway to increase employee use of network services.
 - Transformation (Growth) – With active business plans to advance clinical capabilities like neuro and stroke in the West and North.
 - Access – The Marketing team is working to measure and increase awareness of brand and network services
 - Quality (Outcomes) – WMC is working with an external consultant to conduct an assessment of current quality and patient experience scores and their drivers.

3. Northern Region Strategic Plan Progress

- Progress of the northern region strategic plan implementation was reviewed. Continued work in the North on the creation of ‘Centers of Excellence’ in Heart and Vascular, Pediatrics, and Behavioral Health was reported. The Mary’s Avenue single campus consolidation project is underway, with plans to develop a Healthy Village following its completion. The consolidation is scheduled to be completed in 2023, and the Healthy Village will follow in late 2024.

4. Vaccine Hub

- A current update of vaccine hub work was provided. WMCHHealth has developed an interactive directory of vaccine distribution sites. The directory will be released to the general public this week.

5. Grant awards

- Recent grant award activity was reviewed, and a 49% increase in the number of awards was reported for 2020 (compared to 2019).

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE REVISED MISSION STATEMENT. MR. SHROFF MOTIONED, SECONDED BY MR. MCCOY. THE MOTION CARRIED UNANIMOUSLY.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE 2021 PERFORMANCE GOALS. MR. TULIS MOTIONED, SECONDED BY MS. GEVERTZ. THE MOTION CARRIED UNANIMOUSLY.

QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee, stated that the Committee met on February 5, 2021.

Ms. Gevertz advised the Board that Dr. Garrick reviewed the report of the Quality and Safety Committee meeting of December 10, 2020. She highlighted the following reports: Information Systems; Emergency Medicine; Human Resources; Medical Ethics; and Neurosurgery. Dr. Garrick also reviewed the QA/PI reports submitted by the Laboratory/Pathology; the MFCH Quality Council; Oncology; Otolaryngology; and the Transfer Center.

Ms. Gevertz advised the Board that the Committee received a presentation on the Cardiology Department by Dr. Panza. He presented the quality improvement efforts of the Department and highlighted the following:

- The Quality Program structure;
- The Response to COVID;
- Valhalla Heart & Vascular Institute practice volume for 2020 ;
- Valhalla non-invasive Cardiology volume for 2020;
- Clinical Cardiology – CCU mortality trends, CCU Best Practice data; CCU performance improvement related to ventilator days; and Hypertrophic Cardiomyopathy Program data;
- Heart Failure;
- Electrophysiology;
- Interventional Cardiology; and
- Cardiac Imaging.

Ms. Gevertz informed the Board that the Committee received a Cardiothoracic presentation by Dr. Lansman. He discussed the following:

- The Cardiac surgery staff;
- Areas of interest/subspecialty areas;
- Case volumes;
- Coronary Artery Bypass surgery percentage of volume;
- NYS Adult Cardiac Surgery mortality data;
- The Society of Thoracic Surgeons metrics;
- TAVR metrics and procedures;
- ECMO volumes and outcomes;
- Mechanical Assist/Implantable VADs volumes and outcomes;
- Heart Transplant data;
- Pulmonary Embolectomy data;
- Hypertrophic; and

- Cardiomyopathy data.

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

NEW BUSINESS

Mr. Shroff informed the Board that the Executive Committee of the Westchester Medical Center Foundation Board is recommending the appointment of Barbara Hart to the Westchester Medical Center Foundation Board.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE APPOINTMENT OF BARBARA HART TO THE WESTCHESTER MEDICAL CENTER FOUNDATION BOARD. MR. SHROFF MOTIONED, SECONDED BY MR. HEIMERDINGER. THE MOTION CARRIED UNANIMOUSLY.

ADJOURNMENT

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE MARCH 3, 2021, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. DR. GARRICK MOTIONED, SECONDED BY MS. MITCHELL. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,


AnnMarie Fernandez, WCHCC Assistant Secretary