

WESTCHESTER COUNTY HEALTH CARE CORPORATION

BOARD OF DIRECTORS MEETING

May 5, 2021

6:30 P.M.

EXECUTIVE BOARD ROOM

VOTING MEMBERS PRESENT: Orlando Adamson, M.D., William Frishman, M.D., Renee Garrick, M.D., Herman Geist, Susan Gevertz – via Webex, John Heimerdinger – via Webex, Mitchell Hochberg, Patrick McCoy, Tracey Mitchell – via Webex, 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
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
Josh Ratner, SVP, Strategic Planning

CALL TO ORDER

The May 5, 2021, meeting of the Westchester County Health Care Corporation ("WCHCC") Board of Directors was called to order at 6:30 p.m., by Mr. Hochberg, Chair. 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 - via Webex
Herman Geist	Alfredo Quintero
Susan Gevertz – via Webex	Zubeen Shroff
John Heimerdinger – via Webex	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 matters.

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

REPORT OF THE CHAIR/ADDITIONS TO THE AGENDA

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE APRIL 7, 2021, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. TULIS, SECONDED BY MR. QUINTERO, TO APPROVE THE APRIL 7, 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. Frishman provided the report of the President of the Medical Staff. He presented a credentialing packet (dated May 3, 2021, and attached to these minutes) containing information on Credentialing Appointments, Reappointments, Category of Staff Change, and FPPEs.

Motion to Approve Recommendations for Appointments, Reappointments, Category of Staff Change and FPPEs

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

REPORT OF THE PRESIDENT

Ms. Bennorth informed the Board that tomorrow evening is Girls' Night (Out) In. She stated that this year it is a virtual Network wide event, with over 250 participants registered.

Ms. Bennorth informed the Board that DiCiccio & Sons' Point of Sale Campaign, "Help to Heal" benefiting the Maria Fareri Children's Hospital ("MFCH"), kicked off this past Saturday. She stated that the campaign will run in all nine stores, throughout the month of May.

Ms. Bennorth informed the Board that the Children's Miracle Network will also have Point of Sale Campaigns in the month of May, with several participating retailers.

Ms. Bennorth advised the Board that the Westchester Medical Center Foundation has pledged \$1.2 million in support of a pediatric neurology/neurosurgery program at the Maria Fareri Children's Hospital.

Ms. Bennorth informed the Board that two fundraising campaigns kicked off at Mid-Hudson Regional Hospital's ("MHRH") Board of Visitors' meeting last week. She stated that the campaigns are in support of the Children's Hospital Services at MHRH.

Ms. Bennorth advised the Board that WMC is very active with community engagement and vaccine/COVID education. She stated that there were three outreach events held today to address vaccine hesitancy concerns of community members.

Ms. Bennorth informed the Board that WMC has ramped up its STEM scholarship program with sixteen scholarships for college bound high school seniors.

Ms. Bennorth advised that, on the marketing front, WMC continues to support COVID vaccination efforts, addressing access and hesitancy issues, which includes a very robust text and email campaign. She stated that WMC's social and digital platforms are all active in support of these vaccination efforts as well. Ms. Bennorth advised that WMCHHealth's COVID Communication micro-site has had over 300,000 visits to date, with the vaccination directory receiving approximately 150,000 hits.

Ms. Bennorth informed the Board that WMCHHealth launched a Bridge Campaign on April 1st to build consumer confidence in the global market while, at the same time, working on the Master Brand Campaign. She stated that there will be more to come regarding interviews and sessions with Board members and senior leadership relating to the Master Brand.

Ms. Bennorth advised that there will be several Digital-first Campaigns launched in the coming weeks based on organizational priorities.

Ms. Bennorth informed the Board that WMC is launching a Green Thumb Program in collaboration with Feeding Westchester, and providing fresh produce to our patients in the outpatient clinics.

Ms. Bennorth advised that tomorrow is the start of Nurses Week, which runs through May 12th.

Ms. Bennorth informed the board that Volunteer Week just wrapped up. She stated that there were a number of virtual efforts to draw attention to our volunteers, and all that they do for WMCHHealth. Ms. Bennorth advised that from January 9th to the present, WMCHHealth has 3,366 volunteers registered, with 2,078 active volunteers contributing 23,060 hours served.

Ms. Bennorth presented a video to the Board depicting a film crew, BUGHOUSE Productions, expressing their gratitude to WMC for support during the pandemic with COVID testing, allowing production to continue safely.

Ms. Bennorth read a victim impact statement by a woman who was treated at WMC's SANE program.

Mr. Costello showed images of the lobby corridors and stated that the in-house construction crew is updating the corridors to match the Ambulatory Care Pavilion ("ACP") lobby.

Mr. Costello showed construction images of the ground floor of Cedarwood Hall, where the clinics used to be located. He stated that the IT Department is the last remaining department in Elmwood Hall, and they will be relocating to Cedarwood Hall once the construction is completed. Mr. Costello advised that Elmwood Hall is not worth repairing.

Mr. Costello showed images of recently renovated apartments at Beechwood Hall and Maplewood Hall. He stated that each year, eight apartments are renovated by the in-house construction crew.

Mr. Costello showed images of the Mary's Avenue construction project at HealthAlliance ("HA"). He stated that the project remains on time and on budget and is scheduled to be completed by the 2nd quarter of 2022.

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

- Pediatrics:
 - 10 bed Pediatric Unit Design completed – CON filed; construction commences summer 2021;
 - Ongoing clinical collaboration/outreach to community pediatric practices;
 - Load balancing/transfers from MFCH for lower acuity patients; and
 - Upgrade of 2 patient rooms to enable eCare Telehealth (bedside subspecialty consults with MFCH in process).
- Clinical Operations:
 - eSitter program implemented – centralized with WMC;
 - Post-COVID Recovery Program roll out initiated; and
 - Nephrology Ambulatory Practice opening in the Atrium suite 502.
- Radiology Infrastructure updates:
 - Philips 256 Slice CT installed, go live May 2021,
 - Philips MRI 1.5T and 3T (2022);
 - Orthopedic Surgery Diagnostic Radiology (X-RAY) – MAP suite 100 (Q1 2022); and
 - Installed patient monitoring on 6 Cooke (10 Beds).
- Cath Lab Renovation:
 - 1 of 2 room renovations completed, VIR Suite;
 - Replacement (Room 2) – Q3 2021 completion; and
 - Diagnostic Cath procedures to commence Q3 2021.

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

Clinical updates:

- Dr. Ryan Bendl, colorectal surgeon, APS;
- Cath Lab CON approval, Cath Lab RN and Tech training at WMC and Charity continues, target go live is May 18th;
- Mountainside Residential Care Center remains COVID free, visitation in accordance with NYS guidelines;

- Volume recovery;
- OR at pre-COVID levels; and
- ED and inpatient at 71 and 82%.

Behavioral Health:

- 61% of Psychiatry treat and release, 92% of admissions at WMCHHealth Network; and
- 70% Substance Use treat and release, 50% of admissions at Broadway.

Kingston COVID-19 Testing Site:

- Daily tests average 20-30 per day; and
- Open Monday – Friday.

COVID Vaccination POD:

- Set up former Foxhall Ambulatory Surgery Site – 10,789 vaccines administered to date;
- Scheduling priority groups in accordance with NY state guidelines; and
- Ulster County Fairground Mass Vaccination site – nearing 50,000 vaccines administered.

Surveys and Certifications:

- Completed OMH Survey for partial hospital programs.

Community engagement activities:

- County Executive Patrick Ryan – monthly call;
- Live Well Kingston;
- HEAL; and
- Ulster County Opioid Task Force.

Dr. Leahy, CEO of Bon Secours Charity Health System, informed the Board that Good Samaritan Hospital (“GSH”) currently has thirteen COVID-19 positive inpatients; there are two patients at St. Anthony’s Community Hospital (“SACH”), and three patients at Bon Secours Community Hospital (“BSCH”). She stated that the COVID patient acuity is lower than it has been in previous months. Dr. Leahy advised that Charity has seen inpatients with COVID who have received vaccines; however, she stated that she fully believes the vaccines are working. She stated that Charity has had over 1,700 COVID discharges to date. Dr. Leahy advised that Charity continues to participate in pop-up clinics at churches, senior centers and schools. She stated that the NY Lieutenant Governor and the Vicar General of the Archdiocese of NY attended recent pop up clinics to promote the vaccination of 16 to 18 year olds. Dr. Leahy stated that Charity has administered over 170,000 vaccines to date.

Dr. Leahy informed the Board that a Physician Care practice will be joining the medical group over the summer; an interventional cardiologist will also be starting over the summer; and a Heart Failure NP joined the group about two weeks ago. She stated that the PET CT scanner is now up and running at GSH, and Charity continues to collaborate with Dr. Gewitz on pediatric services.

Dr. Leahy informed the Board that Charity had 321 births in the month of March.

Dr. Leahy advised the Board that the ERP went live in April, and is doing very well with Payroll transitioning just last week.

Dr. Leahy informed the Board that Charity received a \$500,000 grant from the Mother Cabrini Foundation for post-COVID care. She stated that GSH also received a \$500,000 Medicare payment from EQCI. Dr. Leahy advised that the ICU nurses at BSCH were selected by the Catholic Charities of Orange, Rockland and Sullivan Counties as a Community Champion, for their work over the past year during the pandemic.

Dr. Leahy advised that Nurses' Week begins Thursday and there are activities planned across all the facilities.

Dr. Gewitz informed the Board that the MFCH received an Esmond Nissim Foundation grant of \$400,000 per year, for the next three years, to support pediatric neuroscience.

Dr. Gewitz advised the Board that the MFCH is entering into a relationship with the Rockefeller University Foundation to study COVID-19 variant genomics.

Dr. Gewitz informed the Board that the census at the MFCH has been at an overflow level for the past six weeks, with the NICU at expanded capacity.

Dr. Gewitz updated the Board on the implementation of a new WMCHHealth Genetics program:

- 3.5 MD FTEs;
- Metabolic nutritionist;
- Genetic counselors; and
- NP-led Infusion Center.

Dr. Gewitz informed the Board that Sunshine Children's Home and Rehabilitation Center located in Ossining has received approval to expand from 50 beds to 150 beds. He stated that discussions are ongoing for the MFCH to expand its relationship with them to be its sole back-up center.

Dr. Garrick informed the Board that WMC has recruited a new Chair/Director of Neurology.

Dr. Garrick informed the Board that WMCHHealth is now using a very advanced, diagnostic ultrasound simulation called Heartworks Eve/Body Works. She stated that this device is able to ultrasound every part of the body, safely and without the use of anesthesia.

Dr. Garrick advised the Board that WMC's Renal critical care fellowship has enrolled its first fellow who will begin training on July 1, 2021.

Dr. Garrick updated the Board on the completion of 2020 antibiogram by microbiology and Dr. Chen, Hospital Bio Epidemiologist, which showed improvement in most susceptibilities, suggesting better antibiotic usage/infection control measures.

Dr. Garrick updated the Board on the Johnson & Johnson COVID-19 vaccine.

REPORT OF THE COMMITTEES

FINANCE COMMITTEE

Mr. Tulis informed the Board that the Finance Committee met prior to the Board meeting and reviewed the financial statements for the period ending March 31, 2021.

Mr. Tulis advised the Board that total cash and investments declined due to the annual NYS pension payment, timing of payments during the first quarter, capital spending and other balance sheet changes. He stated that other current assets increased due to an increase in prepaid expenses and other balance sheet changes. Mr. Tulis advised that other long-term liabilities decreased as a result of the annual NYS pension payment and other balance sheet changes.

Mr. Tulis advised the Board that net patient service revenue was higher for the 1st quarter of 2021 than the same period in 2020, due to the effects of COVID-19 on patient revenue in 2020. In addition, the 1st quarter of 2021

net patient service revenue reflects increases in rates, case mix and outlier revenue. He stated that Total operating expenses increased as a result of investment in physician services and inflationary increases.

Mr. Tulis stated that the unrealized losses on investments in 2021 were lower than in 2020. The first quarter of 2020 was negatively impacted by the decline in the financial markets at March 31, 2020.

Valhalla Volume

Mr. Tulis advised that the total acute volume was slightly lower in 2021. However, revenue for the first quarter of 2021 reflects the impact of increased rates, case mix and outlier revenue.

Mid-Hudson Volume

Mr. Tulis advised that the total acute volume increased as a result of the establishment of a Pediatric Service Line and expansion of psychiatric, detox and chemical dependency services.

QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee, stated that the Committee met on April 9, 2021.

Ms. Gevertz advised the Board that Dr. Garrick reviewed the report of the Quality and Safety Committee meeting of February 11, 2021. She highlighted the reports from the Behavioral Health Council, Radiology, and Respiratory Services. Dr. Garrick also reviewed the QA/PI reports submitted by Dialysis; Food and Nutrition; and Pharmacy.

Ms. Gevertz advised the Board that the Committee received a presentation on Infection Prevention and Control by Dr. Chen. She stated that he highlighted the following:

- Hospital Associated Infection Measures – including metrics;
- Device related infections;
- Surgical site infections;
- Antibiotic Resistant Organisms – C-Diff and MRSA;
- Hand Hygiene; and
- COVID-19 Second Wave Data.

Ms. Gevertz informed the Board that the Committee received a presentation on Patient Experience by Ms. Bennorth, Ms. Byrnes and Dr. Gewitz. Ms. Byrnes presented the following:

- 2021 Performance to Date activities;
- Complaint Management by campus; and
- Grievance Management by campus.

Dr. Gewitz discussed the following:

- Quality and Patient Experience is a primary strategic focus as part of the 2021-2026 Strategic plan; and
- Vizient is engaged to work with WMC to help with performance improvement processes.

Ms. Bennorth completed the presentation by presenting the HCAHPS data for key domains.

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

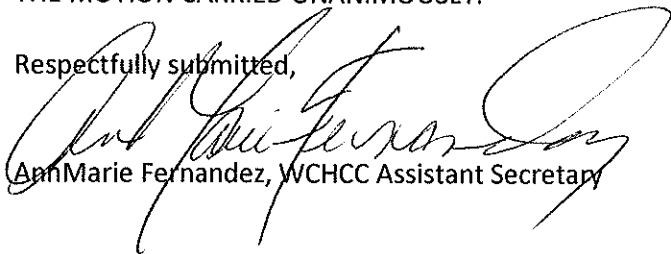
NEW BUSINESS

There was no new business.

ADJOURNMENT

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE MAY 5, 2021, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. MR. MCCOY MOTIONED, SECONDED BY DR. ADAMSON. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ann Marie Fernandez", written in a cursive style. The signature is positioned above the typed name.

Ann Marie Fernandez, WCHCC Assistant Secretary