

**WESTCHESTER COUNTY HEALTH CARE CORPORATION**

**BOARD OF DIRECTORS MEETING**

**January 9, 2019**

**6:30 P.M.**

**EXECUTIVE BOARD ROOM**

**EXECUTIVE OFFICES**

**VOTING MEMBERS PRESENT: Orlando Adamson, M.D., William Frishman, M.D., Renee Garrick, M.D., Herman Geist, John Heimerdinger, Mitchell Hochberg, Pat McCoy, Alfredo Quintero, Mark Tulis**

**VOTING MEMBERS VIA PHONE: Susan Gevertz, Richard Wishnie**

**VOTING MEMBERS EXCUSED: Zubeen Shroff**

**NON-VOTING MEMBERS PRESENT: Michael Israel**

**NON-VOTING MEMBERS VIA PHONE: Nan Hayworth, M.D.**

**NON-VOTING MEMBERS EXCUSED: Michael Rosenblut, James Vodola**

**STAFF PRESENT: Julie Switzer, EVP, Chief Legal Officer and General Counsel  
Kara Bennorth, EVP, Chief Administrative Officer  
Anthony Costello, SVP, Professional & Support Services  
Mark Fersko, EVP, Financial Planning and Managed Care – via phone  
Paula Fessler, Chief Nursing Executive  
Mary Leahy, M.D., CEO, Bon Secours Charity Health System  
Jordy Rabinowitz, SVP, HR Operations  
Robert Ross, EVP, Northern Region**

**PHYSICIANS PRESENT: Dr. Gewitz, Dr. Zelazny, Dr. Asprinio**

## **CALL TO ORDER**

The January 9, 2018, meeting of the Westchester County Health Care Corporation ("WCHCC") Board of Directors was called to order at 6:30 p.m. A quorum was present.

### **VOTING MEMBERS PRESENT**

Orlando Adamson, M.D.	Mitchell Hochberg
William Frishman, M.D.	Pat McCoy
Renee Garrick, M.D.	Alfredo Quintero
Herman Geist	Mark Tulis
John Heimerdinger	

### **VOTING MEMBERS VIA PHONE**

Susan Gevertz  
Richard Wishnie

### **VOTING MEMBERS EXCUSED**

Zubeen Shroff

### **NON-VOTING MEMBERS PRESENT**

Michael Israel

### **NON-VOTING MEMBERS VIA PHONE**

Nan Hayworth, M.D.

### **NON-VOTING MEMBERS EXCUSED**

Michael Rosenblut  
James Vodola

## **REPORT OF THE CHAIR/ADDITIONS TO THE AGENDA**

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE DECEMBER 5, 2018, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. HEIMERDINGER, SECONDED BY MR. TULIS, TO APPROVE THE DECEMBER 5, 2018, 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, President of the Medical Staff, deferred to Dr. Frishman for the report, as it was his first meeting. Dr. Frishman presented a credentialing packet (dated January 9, 2019, and attached to these minutes) containing information on Credentialing Appointments, FPPE's, Reappointments, Additional Privileges, Category of Staff Changes and Updates to DOPs to the Board for its approval.

A discussion ensued.

**Motion to Approve Recommendations for Appointments, FPPE's, Reappointments, Additional Privileges, Category of Staff Changes and Updates to DOP's.**

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE RECOMMENDATIONS FOR APPOINTMENTS, FPPE'S, REAPPOINTMENTS, ADDITIONAL PRIVILEGES, CATEGORY OF STAFF CHANGES AND UPDATES TO DOP'S. MR. MCCOY MOTIONED, SECONDED BY MR. TULIS. THE MOTION CARRIED UNANIMOUSLY.

**REPORT OF THE PRESIDENT**

Mr. Israel reminded the Board that it approved entering into a Strategic Business Alliance with Cerner at its Board meeting last month and advised that the contract was executed at the end of December. He stated that going forward there will be a monthly update to the Board on the status of the EHR project, due to the enormity of the project. Mr. Israel advised that the project teams are currently being established and an executive alignment session will be held in early February. He presented the outline of the monthly Cerner project update stating it will include a summary, accomplishments, activity, risks, metrics and where the project is according to budget.

Ms. Bennorth informed the Board that the Network launched two REACH Councils, which focus on Regional Engagement and Advocacy, with pilot meetings at Charity in December. She stated that the Council meetings are a good way to get feedback from community leaders. Ms. Bennorth advised that Westchester will be launching its Council meetings in February or March.

Ms. Bennorth updated the Board on the VICTR Task Force, whereby WMC provides services to sexual assault victims and others, in conjunction with local police departments and the District Attorney. She stated that the first meeting to review actual cases of victims that were treated at WMC, and their interaction with law enforcement, will be held in two weeks.

Ms. Bennorth advised the Board that WMCHHealth has been accepted by the New York Road Runners to participate in the 2019 New York City Marathon; there are ten spots available.

Ms. Bennorth advised the Board that 2019 is the 15<sup>th</sup> Birthday of the Maria Fareri Children's Hospital ("MFCH").

Ms. Bennorth advised the Board that WMC successfully secured a \$300,000 grant from the County of Westchester for its SAAVE program for bi-lingual services.

Ms. Bennorth informed the Board that the Subaru "Share the Love" Campaign has raised \$20,000.

Ms. Bennorth advised the Board that February 1, 2019 is the 3<sup>rd</sup> Annual Cardiology Nursing Conference.

Ms. Bennorth advised the Board that Girls Night Out is February 8, 2019.

Ms. Bennorth advised the Board that WMC's Heart Transplant video has received over seventy-five million impressions.

Ms. Bennorth advised the Board that over one thousand wishes were granted during WMC's Season of Giving Winter Wishes Campaign.

Ms. Bennorth showed a video of the Good Night Lights event.

Mr. Costello presented a slide show to the Board on the Ambulatory Care Pavilion ("ACP") construction project. He stated that the ACP is now completely enclosed and the exterior hoist has been removed. Mr.

Costello advised that the parking lot for the ACP has been completed. He showed pictures of the interior two story lobby with an overlook from the Ambulatory Surgery waiting room. Mr. Costello showed an image of a new operating room and stated it is two hundred square feet larger than any other operating rooms at WMC. He showed an image of a PACU room and stated all rooms will contain a SMART system.

Mr. Costello updated the Board on the timeline for the next four weeks of the ACP project. He stated that the three main elevators will be completed, the breakthroughs on floors four through seven will be completed, all headwalls in the PACU will be completed, and the operating rooms and CT scan room will be completed with equipment installation beginning.

Mr. Costello showed an image of WMC's new Shuttle Bus. He stated that the shuttle will run a loop throughout the campus from 6 a.m. to 11 p.m. Mr. Costello advised that the shuttle will be monitored to capture utilization for efficiency.

Mr. Costello showed images of the ongoing renovations resulting from the flood incident in the D Wing of the Taylor Pavilion. He advised that the Physical Medicine and Rehabilitation ("PM&R") unit is scheduled to re-open on March 1, 2019. Mr. Costello advised that all office areas affected by the flood should be re-opened six to eight weeks after PM&R.

Dr. Gewitz reiterated that 2019 is the 15<sup>th</sup> Birthday of the MFCH. He stated that in addition to fundraising opportunity events, WMC is planning a series of academic conclaves and demonstrations.

Dr. Gewitz advised that the new Westchester Warrior's Way is the focal point of a new designation and combination of the pediatric cancer programs and the efforts to raise the profile of a Children's Cancer Center.

Dr. Gewitz advised the Board that the MFCH is developing a center for Neonatal Addiction Management.

Dr. Gewitz advised the Board that it has been an intense flu season so far. He stated that statistics on the latest vaccine data show an effective rate of 50% - 60%.

Mr. Ross updated the Board on the Northern Region. He stated that HealthAlliance ("HA") submitted its revised Consolidation project plans to the Kingston Planning Board and received approval.

Mr. Ross advised the Board that HA achieved ISO 9001 Quality Management System Certification from the DNV.

Mr. Ross informed the Board that a new generator was installed at MidHudson Regional Hospital ("MHRH"), which serves the Cooke Building. He stated that new teletracking software has been installed, which will help improve bed assignment and patient throughput.

Dr. Leahy highlighted for the Board some of Charity's accomplishments for 2018, broken down into areas of people, process and technology for the Board. In terms of people, she stated that Charity is focused on improving its ambulatory outreach and access points by adding providers to the Medical Group, increasing locations of those providers, and working on service line development. Dr. Leahy advised that Charity continues to work on enhancements across its facilities for both inpatient and outpatient settings.

Dr. Leahy advised the Board that Charity is improving processes with the opening of Good Samaritan Hospital's OB Emergency Department and focusing on quality with multiple accreditations and recognitions.

Dr. Leahy stated that Charity is committed to ensuring that providers have the tools to provide the best possible treatments for its patients by leveraging its Philips relationship and bringing cutting edge technology to the system.

Dr. Garrick advised the Board that WMC developed a GME resident survey to assess residents for the presence of any potential burnout issues. She advised that WMC has the ability to assist any residents who may suffer from burnout issues.

Dr. Garrick advised the Board that surgery reviews are upcoming, one for general surgery and one for critical care.

Dr. Garrick advised the Board that the Resident Match process is underway.

Dr. Garrick advised the Board that WMC has joined the high-risk quality collaborative, a triple venture by OMH, DOH, and New York State psychiatric facilities.

Dr. Garrick advised that the Michele safety lecture series has been scheduled and this year's theme is Resiliency.

Dr. Garrick informed the Board that Dr. Nadler will be joining WMC in March. She stated that he will help WMC re-align its research initiatives around being an academic medical center and having fellowships and residents engaging in research.

Dr. Garrick advised that the next Quality Committee meeting will focus on the 2018 quality year in review, in addition to the 2019 quality initiatives.

## **REPORT OF THE COMMITTEES**

### **EXECUTIVE COMMITTEE**

Mr. Israel reminded the Board that last month it was reported that WMC was in negotiations with both CSEA, representing employees on the Valhalla campus, and 1199 representing employees at MHRH. He advised the Board that the CSEA contract was approved by its members on December 18, 2018 with an effective date of January 1, 2019. Mr. Israel stated that due to timing, the Executive Committee approved the CSEA Agreement on December 27, 2018, via a unanimous written consent. He advised that the CSEA Agreement will be brought before the Board for ratification this evening. Mr. Israel stated that the 1199 Agreement was approved by its members on January 2, 2019, and will be brought before this Board for approval this evening.

Mr. Rabinowitz advised the Board that the CSEA Agreement that was ratified by its members on December 18, 2018 is a five year contract through 2023. He stated that the MHRH 1199 Agreement that was ratified by its members on January 2, 2019 is a forty-five month contract through September 30, 2020, at which time that campus will join the League of Voluntary Hospitals.

Mr. Hochberg noted for the minutes that the Board was briefed during Executive Session on the terms of both the CSEA Agreement and the 1199 Agreement.

**MR. TULIS MADE A MOTION TO RATIFY THE CSEA AGREEMENT AND APPROVE THE 1199 AGREEMENT, SECONDED BY MR. MCCOY. THE MOTION CARRIED UNANIMOUSLY.**

### **FINANCE COMMITTEE**

Mr. Hochberg stated that the Committee met just prior to the Board meeting and reviewed the November, 2018, financial statements.

Mr. Hochberg stated that the cash balance at the end of November, 2018, was \$93.3 million. He advised that Current Marketable Securities were \$130.9 million, Accounts Receivable were \$176.9 million and Cash and Investments totaled \$224.3 million.

Mr. Hochberg reviewed the Statement of Operations for the Board as follows:

Total Operating Revenue - \$1,338.8 billion  
Total Operating Expenses - \$1,227.8 billion  
Operating Income - \$61.0 million  
Net non-operating activities \$16.3 million  
Net income before items below \$44.7 million  
Excess Pension Costs - \$17.3 million  
Post-Retirement Health Costs - \$16.5 million  
NYS Actuarial Adjustment - \$5.0 million  
Unrealized losses on investments were \$4.1 million  
Net income was \$1.9 million

Mr. Hochberg reviewed the following statistics:

#### **Valhalla Campus**

Total Acute Discharges and Outpatient Cases – 22,990; 860 more than 2017  
Acute Patient Days – 156,996  
Average Length of Stay – 8.75  
E.R. Visits – 45,436; 2,265 more than 2017

#### **MidHudson Campus**

Total Acute Discharges and Outpatient Cases – 4,285; 11 more than 2017  
Acute Patient Days – 20,212  
Average Length of Stay – 6.13  
E.R. Visits – 25,558; 397 less than 2017

### **QUALITY COMMITTEE**

Dr. Garrick reported that the Committee met on December 21, 2018.

Dr. Garrick advised the Board that Ms. Cuddy reported on the Quality and Safety Council meeting of November 8, 2018. She stated that Ms. Cuddy highlighted reports from Environment of Care; Information Technology; OB/GYN; and Patient Experience.

Dr. Garrick advised that QA/QI reports were received from the Behavioral Health Council; Cardiovascular Council; Neurology; and Palliative Care.

Dr. Garrick informed the Board that Dr. Lansman presented on Cardiovascular Surgery. She stated that he highlighted the following:

- Recruitment of surgeons within the past two years;
- Despite drop in the number of cases in NYS, WMC's volume has increased;
- WMC's TAVR Program;
- WMC's growing myectomy program with the assistance of Dr. Panza; and

- Cardiac Transplant volume is in the top 5% worldwide.

Dr. Garrick informed the Board that Dr. Panza presented on the Cardiology Quality Council. She stated that he highlighted the following:

- The Council's structure and membership;
- Inpatient CCU data and the positive impact of the EICU on that data;
- Echocardiography Lab data – in 2018 the lab was open six days a week, in 2019 it is expected to open seven days a week;
- A record number of ablations were done in 2018 and complication rates are consistently below international benchmarks;
- WMC door to balloon time for the Cardiac Cath Lab is consistently below the benchmark; and
- VAD volume is now 31, year-to-date.

Dr. Garrick informed the Board that Dr. Sekhri presented on the Pain Management Council. He highlighted the following:

- A process was implemented and fine-tuned to screen for patients at high risk of opioid respiratory suppression;
- Dashboard data elements;
- Future endeavors to include increasing the awareness and use of non-pharmacological approaches to pain management; and
- A highly regarded leader in the field of regional anesthesia was recruited.

Dr. Garrick informed the Board that Dr. Diflo presented on the Transplant Quality Council. He highlighted the following:

- Transplant volume, noting that WMC is number 3 in pediatric kidney transplants and the liver transplant program performed its 41<sup>st</sup> transplant last week;
- Kidney and Liver survival rates;
- WMC is the best in NYS for liver one year adult graft survival and third in NYS for liver one year patient survival; and
- Data comparison of NYC Region Programs.

## **NEW BUSINESS**

There was no new business.

## **ADJOURNMENT**

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE JANUARY 9, 2019, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. MR. QUINTERO MOTIONED, SECONDED BY MR. HEIMERDINGER. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,

  
Ann Marie Fernandez, WCHCC Assistant Secretary