

WESTCHESTER COUNTY HEALTH CARE CORPORATION

BOARD OF DIRECTORS MEETING

July 17, 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, Susan Gevertz, John Heimerdinger, Patrick McCoy, Alfredo Quintero, Zubeen Shroff, Richard Wishnie

VOTING MEMBERS EXCUSED: Mitchell Hochberg, Mark Tulis

NON-VOTING MEMBERS PRESENT: Nan Hayworth, M.D., Michael Israel, Michael Rosenblut

**STAFF PRESENT: Julie Switzer, EVP, Chief Legal Officer and General Counsel
Gary Brudnicki, Senior Executive Vice President
Mark Fersko, EVP, Financial Planning and Managed Care
Paula Fessler, Chief Nursing Executive
David Ingber, SVP, Network Financial Operations
Mary Leahy, M.D., CEO, Bon Secours Charity Health System
Josh Ratner, SVP, Strategic Planning
Robert Ross, EVP, Northern Region**

PHYSICIANS PRESENT: Dr. Gewitz, Dr. Zelazny

REPORT OF THE PRESIDENT

Mr. Brudnicki presented a slide show to the Board on the ACP construction project updates. He showed images of the new lobby and information desk where patients are initially greeted and directed to their destination. He showed images of the PACU, a pre/post op bay, and a new operating room. Mr. Brudnicki advised that five ambulatory ORs will be operational by the end of the week. He showed images of the Cardiovascular area, its patient registration area and the new patient waiting lounge area.

Mr. Brudnicki advised the Board that WMC has six Cath Labs in the main hospital. He stated that one of the labs was recently renovated, two are currently undergoing renovations, two were renovated in 2013 and will receive minor modifications, and one lab that was not being utilized will be replaced and put in service.

Mr. Brudnicki showed images of the new curtain wall that covers the HVAC units on the roof of the main tower. He stated that a new logo will be added to the curtain wall shortly.

Dr. Gewitz advised the Board that the Maria Fareri Children's Hospital ("MFCH") received a \$50,000 grant for its Child Life Program from the Magistro Foundation.

Dr. Gewitz advised the Board that the MFCH has started a new program in the Greenburgh Library in affiliation with the Institution of Project Learning Center. He stated that this will consist of maternal and child health learning programs.

Dr. Gewitz informed the Board that a Vice President for Patient Care Services in the MFCH has been recruited.

Dr. Gewitz informed the Board that a new pediatric surgeon will join the MFCH on August 1st.

Dr. Gewitz informed the Board that Mr. Wishnie will be attending the Solutions for Patient Safety Seminar in Chicago as a representative of the Board of Directors.

Dr. Gewitz updated the Board on the Measles outbreak.

Mr. Ross updated the Board on the activities in the Northern Region.

Mr. Ross advised the Board that HealthAlliance ("HA") welcomed its new Executive Director and Chief Medical Officer, Dr. Michael Doyle, last week. He stated that Dr. Doyle came to HA from Vassar Brothers Medical Center where he was the VP of Medical Affairs. Prior to that he served as the Associate Chief Medical Officer for St. Luke's Cornwall Hospital. Mr. Ross advised that Dr. Doyle spent twenty-nine years in the military.

Mr. Ross advised the Board that HA received its CON for the Consolidation project at Mary's Avenue. He stated that HA celebrated with its staff.

Mr. Ross advised the Board that HA and MHRH received the American Heart Association Gold Plus Award with Honors for its treatment guidelines and quality measures.

Mr. Ross informed the Board that MHRH has begun construction on a new 3D nuclear medicine camera.

Mr. Ross advised the Board that students from the New York Medical College have begun rotations at MHRH.

Dr. Leahy advised the Board that Charity has recruited three primary care physicians, as well as one psychiatrist, for Port Jervis, and a colorectal surgeon for Good Samaritan Hospital ("GSH"). She stated that there are several other primary care physicians and urologists in the pipeline. Dr. Leahy advised that physicians throughout the community have expressed interest in joining WMCHHealth.

Dr. Leahy informed the Board that GSH performed its first bloodless surgery last week. She advised that the surgery went well and several Jehovahs Witnesses were in attendance.

Dr. Leahy informed the Board that GSH is awaiting approval from the Department of Health ("DOH") in order to begin admitting patients to the new T4 unit.

Dr. Leahy advised the Board that the temporary Emergency Department in Port Jervis received approval from the DOH over the weekend.

Dr. Leahy advised that the CDC and DOH held a meeting with Charity to discuss measles and borrowing Charity's protocols and best practices. She stated that it was a very interesting meeting. Dr. Leahy advised that there appears to be a decline in the number of measles cases being reported in Rockland County.

Dr. Leahy advised that 3D Mammography equipment has been installed at St. Anthony's Community Hospital ("SACH").

Dr. Leahy advised that HANY's published a report on the yearly economic activity of the Charity hospitals. She stated that GSH generates \$531 million, Bon Secours Community Hospital generates \$150 million, and SACH generates \$102 million.

Dr. Garrick informed the Board that Optimization Project teams are up and running and very engaged. She stated that initiatives in place at Charity are being implemented here at WMC, and that the Steering Group members are also engaged in the ICUs.

Dr. Garrick advised the Board that WMC received an ECRIP grant of \$700,000 for research by Dr. Philips in urology cancer.

Dr. Garrick informed the Board that the new house staff began on July 1st.

Dr. Garrick advised the Board that the new medical students have begun their rotations throughout the network.

REPORT OF THE COMMITTEES

EXECUTIVE COMMITTEE

Mr. Shroff advised the Board that the Executive Committee met on June 27, 2019.

He stated that Dr. Chasin informed the Committee that WMC is purchasing software from INFOR for Human Resources, Finance and Supply Chain applications. Mr. Shroff advised that the contract required Board approval as it has a five year term. He stated that the cost of the software over the five year term is \$4.4 million. Mr. Shroff advised the Board that the Executive Committee approved the contract for the purchase of the INFOR software.

Mr. Shroff advised the Board that Charity, WMC, and HA all need to have their own ERP platform. He stated that INFOR is a very robust system.

FINANCE COMMITTEE

Mr. Shroff advised the Board that the Finance Committee met prior to the Board meeting and reviewed the financials for the period ended May 31, 2019.

TECHNOLOGY AND PATIENT EXPERIENCE COMMITTEE

Mr. Shroff, Chair, Technology and Patient Experience Committee stated that the Committee met on June 11, 2019.

Mr. Shroff advised the Board that the Committee reviewed its Mission: The Technology and Patient Experience Committee shall oversee, from a governance perspective, the patient experience, which is critical to the patient's overall health and well-being, and the impact that technology has on this experience. He stated that the primary focus of the Committee shall be to oversee the alignment of key technology relating to the entire patient journey, including operational efficiencies and communication, in order to ensure a higher level of patient satisfaction. The Committee shall meet three times per year, or as otherwise needed, and be comprised of the Board of Directors and senior leadership representing Administration, Nursing, Operations and Medical Staff.

Mr. Shroff stated that Ms. Bennorth reminded the Committee that the focus of the October, 2018, Board Retreat was innovation and the patient experience. She advised that there are many things that are core to WMC's Mission that are a disadvantage to its HCAHPS. Mr. Shroff advised that Ms. Bennorth stated that there are several organizations, including the AMA, that are very concerned about the financial disadvantage that is being placed on hospitals that may not be able to compete in the HCAHPS realm.

Ms. Bennorth advised the Committee that WMCHHealth will focus on the following areas:

- Focusing on HCAHPS in a precise and coordinated fashion across the network;
- Focusing on the kind of care and services that are required for our patients and their families; and
- Measuring ourselves and our work more precisely for better internal and external comparison.

Mr. Shroff advised that the Committee received presentations on the following major projects:

- Electronic Health Record by Dr. Chasin, Chief Health Information Officer
- Enterprise Resource Planning by Dr. Chasin, Chief Health Information Officer
- Ambulatory Care Pavilion – Part I – Imaging by Dr. Lefkowitz, Director of Radiology

Mr. Shroff stated that the Committee also discussed the patient journey and potential touch points for improvement.

QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee stated that the Committee met on June 7, 2019.

Ms. Gevertz advised that Ms. Cuddy reported on the Quality and Safety Committee meeting of April 11, 2019 and summarized the following Departmental presentations: Hyperbaric; Medicine; Ophthalmology; Orthopedics; and Risk Management. She stated that QA/PI reports were provided by Antimicrobial Stewardship and the Pain Management Council.

Ms. Gevertz advised that the Committee received a presentation on Physical Medicine and Rehabilitation by Dr. Nelson. She stated that he highlighted the recent renovations; the length of stay data, which is excellent compared to other providers in the area; challenges and current action plans; the Opioid Avoidance Project; and the efforts to have a Culture of Mobility relating to ICU patients.

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

- Strategies to reduce unplanned readmission rates;
- Strategies employed to prevent PACU, ICU, Behavioral Health and Emergency Department backlogs and improve bed turnover rates;
- Strategies to reduce payor denials including educating physicians on effective peer to peer interaction with insurance companies;
- Departmental goals including a reduction in length of stay across ICUs, Med/Surg, Pediatrics, and Behavioral Health;
- Unplanned readmission rate and length of stay data from January to April 2019;
- The roles and responsibilities for Case Managers and Social Workers including a discussion of different Social Work models across the Network; and
- 2018-2019 year to date improvements including the Health Home Project which brings about better coordination of care for patients from inpatient to community settings.

Ms. Gevertz informed the Board that the Committee received a Regulatory Report from Ms. Cuddy.

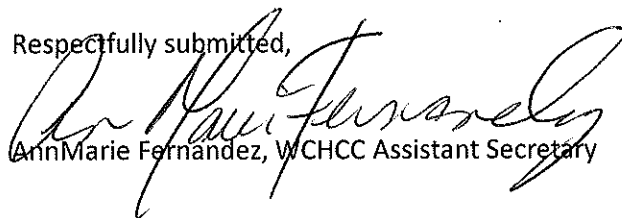
NEW BUSINESS

There was no new business.

ADJOURNMENT

MR. SHROFF ASKED FOR A MOTION TO ADJOURN THE JULY 17, 2019, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. DR. FRISHMAN MOTIONED, SECONDED BY MR. WISHNIE. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,



Ann Marie Fernandez, WCHCC Assistant Secretary