

WESTCHESTER COUNTY HEALTH CARE CORPORATION

BOARD OF DIRECTORS MEETING

February 3, 2021

6:30 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
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

REPORT OF THE PRESIDENT

Ms. Bennorth informed the Board that the Annual HeLa Diversity Seminar series, in partnership with the New York Medical College, would be a 3 month series this year:

- January – Cervical Cancer Awareness;
- February – Men’s Mental Health (with a focus on men of color) to align with Black History Month; and
- March – Maternal Fetal Medicine/Morbidity and Mortality to align with Women’s History Month.

Ms. Bennorth informed the Board that WMCHHealth has created robust meeting materials for its Health Equity Task Force, including press releases, social digital programming, and videos.

Ms. Bennorth informed the Board that WMCHHealth received a \$250,000, five year grant for its sexual assault advocacy work. She stated that WMC’s Lethality Assessment program has partnered with fifteen local police departments, to date. Ms. Bennorth advised that there is an introductory meeting scheduled for tomorrow with the new Westchester DA.

Ms. Bennorth informed the Board that when WMCHHealth received notification that it would be operating a mass vaccination site at the Westchester County Center (“County Center”), it created a Regional Vaccination Volunteer Activation. She stated that this activation process includes registering volunteers, as well as a vetting process, which includes background checks. Initially, WMCHHealth volunteers were presented with the opportunity, and then the outreach was extended to the public. Ms. Bennorth advised that WMC presently has 154 volunteers; of which 14% are existing WMC volunteers and 86% are new volunteers to WMC.

Mr. Costello advised the Board that COVID testing is still actively ongoing and, to date, WMCHHealth has performed 145,000 tests. He stated that the testing site tent is being replaced with a permanent structure to be utilized long term if needed. Mr. Costello advised that the Call Center has received over 200,000 calls regarding COVID testing and vaccines.

Mr. Costello advised that the Network has provided over 50,000 vaccinations to date. He stated that the County Center distributes approximately 2,000 vaccines per day, and 800 vaccines per day have been given on the Valhalla campus.

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 the completed Central Sterile Processing Unit renovation project.

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 informed the Board that Walgreen’s is now open in the lobby of the ACP. He noted that the final touches were the installation of the glass door, and the painting of the accent wall. Mr. Costello stated that the feedback about Walgreen’s has been extremely positive so far.

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 late February.

Mr. Costello advised the Board that medical gasses are being added to the patient rooms of Physical Medicine and Rehabilitation to allow for a higher patient acuity and increased volume.

Mr. Costello showed images of the Mary's Avenue construction project at HealthAlliance ("HA"). He stated that the steel and electrical utilities are being installed. Mr. Costello advised that the project is anticipated to be completed by the 2nd quarter of 2022.

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

- COVID vaccinations: continue to complete vaccination of all MHRH workforce requesting vaccines, with 1,139 completed to date;
- COVID vaccinations: provided to community in categories 1a and 1b as allocations allow – 2,832 completed to date;
- Environmental enhancements continue on Physical Rehab, Chemical Dependency Rehab and 4 Spellman Behavioral Health Units;
- Imaging equipment upgrades in process – Cardiac Cath, MRI, CT, and IR;
- Atrium Suite 300 preparations are underway for APS pediatric surgery and BCH pediatric subspecialties – expected start date is March 1, 2021;
- Continue to promote monoclonal antibody infusions for COVID-19 patients with 45 infusions completed as of February 2, 2021;
- LHCSA closure plan submitted to NYS, expected closure of May 1st;
- Patient Placement centralization with WMC Valhalla (project commenced on January 25th); and
- Upgrade 6 Cooke for telemetry capabilities – installation and training to be completed early March 2021.

Mr. Costello updated the Board on the following Clinical Surveys for MHRH:

- MHRH Laboratory in CAP, AABB and NYSDOH on-site inspection window; and
- Continuous COVID-19 related statistical reporting to various NYS agencies, including vaccination data.

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

- APS Hospitalist recruitment continues; and
- APS Hospitalist – Dr. Nashant Parmar.

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

Clinical updates:

- The Cath Lab has CON approval;
- Cath Lab RN and Tech training at WMC and Charity continues;
- Mountainside Residential Care Center remains COVID free; and
- Volume recovery:
 - OR at pre-COVID levels;
 - ED and inpatient at 75% - 80% of pre-COVID volume.

Behavioral Health:

- 64% of Psychiatry treat and release. 96% of admissions at WMCHHealth Network; and
- 78% Substance Use treat and release. 42% of admissions at Broadway.

Kingston COVID-19 Testing Site:

- Daily tests average 130+; and
- 7 days a week, 9 a.m. to 1:00 p.m.

COVID Vaccination POD:

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

Surveys and Certifications:

- Continues DNV Survey readiness.

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

- Mental Health Association of Ulster County Board update;
- County Executive Patrick Ryan – monthly call;
- Benedictine Health Foundation update; and
- Catholic Charities.

Dr. Leahy, CEO of Bon Secours Charity Health System, informed the Board that Good Samaritan Hospital (“GSH”) currently has 33 COVID-19 positive inpatients; there are two patients at St. Anthony’s Community Hospital (“SACH”), and eight patients at Bon Secours Community Hospital (“BSCH”).

Dr. Leahy advised the Board that Charity continues its COVID vaccinations for staff, and many are receiving their second dose.

Dr. Leahy advised that daily community COVID testing continues, especially in Spring Valley.

Dr. Leahy advised that Charity had 266 births in the month of January, with 246 of them at GSH.

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

Dr. Leahy informed the Board that physician recruitment continues. She stated that Charity is expanding its heart failure treatment capabilities with the addition of Dr. Gass from WMC.

Dr. Leahy provided an update on the following facility enhancements:

BSCH Medical Village: key remaining components:

- Additional 5 observation beds and expand ED fast track area;
- Create a new Imaging service suite;
- Create a wellness/community center; and
- Main lobby entrance improvements.

Dr. Leahy advised that a 256 Slice CT scanner was installed at SACH, and designs are being finalized for a 1.5T MRI this year.

Dr. Leahy informed the Board of the following improvements at GSH:

- 2 additional Delivery rooms will be completed in March;
- A Cath Lab will be completed by April;
- Core Lab enhancements will be completed by June; and
- Elevator upgrades will be completed by December, 2021

Dr. Gewitz informed the Board that the Maria Fareri Children's Hospital ("MFCH") was awarded participation in two NIH funded projects studying MIS-C.

Dr. Gewitz advised the Board that the MFCH received final approval for Project Adam – Heart Safe Schools. He stated that Project Adam affiliates strive to assist schools and communities in establishing an emergency plan to place into action in the incidence of a sudden cardiac arrest.

Dr. Gewitz informed the Board that one of MFCH's pediatric ICU physicians is scheduled to present "Center for Patients with Complex Medical Needs" at the CMMI on February 8, 2021.

Dr. Gewitz provided an update on the Genetics program at WMCHHealth.

Dr. Gewitz stated that an application was submitted to the CDC regarding Clinical Care of Individuals with Chronic Sequelae of SARS Cov2 project.

Dr. Garrick continued to update the Board on the SARS Cov2 project application process and mentioned a number of physicians who played a role in the process.

Dr. Garrick informed the Board that WMC will have its first Sponsor Review by the ACGME on March 8, 2021.

Dr. Garrick stated that the WMCHHealth Network employees who are administering vaccines at the County Center are feeling grateful for the opportunity to be able to help the community during this time. In addition, she stated that the people waiting in line for vaccines are also grateful to be receiving them, and do not appear to mind waiting. She stated that the environment at the County Center is very positive and uplifting.

Dr. Garrick updated the Board on the searches for Directors of Neurology and Radiation Medicine.

REPORT OF THE COMMITTEES

AUDIT AND CORPORATE COMPLIANCE COMMITTEE

Mr. Heimerdinger, Chair, Audit and Corporate Compliance Committee, stated that the Committee met on January 15, 2021.

Mr. Heimerdinger advised the Board that Ms. Ariel reviewed the 2021 Corporate Risk Assessment Summary and Work Plan for Westchester Medical Center, Mid-Hudson Regional Hospital and Advanced Physician Services. He stated that her report identified data analysis that included service types and their related volumes, case mix, government work plans, investigation analysis and current industry trends, in order to identify areas of high risk for review by Compliance and Internal Audit.

Mr. Heimerdinger advised that Mr. Palovick presented the 2021 Internal Audit Work Plan to the Committee. He also reviewed the planned audit initiatives.

Mr. Heimerdinger stated that a discussion followed and the Committee approved the 2021 Compliance and Internal Audit Work Plan.

Mr. Heimerdinger advised that Ms. Ariel then discussed the status of Compliance Audits completed and in process. He stated that those audits in process included: Outpatient Substance Abuse at MHRH; Inpatient Rehab Facility at MHRH; DRG Coding Review Medical Back at WMC; HIPAA Privacy Audit at WMC and MHRH; Coding Assessment of Outpatient Lab Services at WMC; and four High Volume Provider Documentation and Coding Reviews for Advanced Physician Services.

Mr. Heimerdinger stated that Ms. Ariel reviewed completed Audits and findings for DRG Coding Review of Simple Pneumonia at WMC and four High Volume Provider Documentation and Coding Reviews at Advanced Physician Services.

Mr. Heimerdinger advised that Mr. Palovick discussed the status of Internal Audits completed and in process. The audits in progress included reviews of the Blood Bank at WMC and the Gift Shops at WMC and MHRH. Finally, Mr. Palovick discussed the following completed Internal Audits: Physical Medicine and Rehabilitation Revenue Cycle at WMC and Mid-Hudson Hospital, and an audit of the Environmental Services Contract Administration. A discussion was held on the findings related to the completed Audits.

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 management presented the unaudited financial statements for the year ended December 31, 2020.

Mr. Tulis stated that total cash and investments increased because of government stimulus grants and Medicare advances, DSH receipts, a line of credit draw and proceeds from a debt refinancing, partially offset by lower patient revenue receipts (due to volume) and other balance sheet changes. He advised that other current assets decreased because of a DSH receipt in 2020, which was expected in 2019.

Mr. Tulis informed the Board that there are several new line items, Right to Use Lease Assets and Current & Non-current right to use lease liabilities. He stated that in 2020, all leases were capitalized, whereas, previously, only assets WMC retained ownership of at the end of the lease were capitalized.

Mr. Tulis advised that other long-term liabilities increased due of an increase in the NYS pension liability. He stated that the pension liability increased due to a decline in the market value of the plan's investments at March 31, 2020, due to the performance of the financial markets in the first quarter of 2020.

Mr. Tulis informed the Board that volume on the Valhalla campus was lower in 2020 due to COVID-19, while volume increased at MHRH in 2020, due to the establishment of a Pediatric Service Line, expansion of psychiatric, detox and chemical dependency services, as well as the hiring of additional physicians.

QUALITY COMMITTEE

Ms. Gevertz, Chair, Quality Committee, stated that the Committee met on January 8, 2021.

Ms. Gevertz advised the Board that Dr. Garrick reviewed the report of the Quality and Safety Committee meeting of November 12, 2020. She highlighted the following reports: Environment of Care Council; OB/GYN; Palliative Care; and Patient Experience. Dr. Garrick also reviewed the QA/PI reports submitted by the Behavioral Health Council; the Cardiovascular Council; GME; and Neurology.

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

- The approach to building a World Class Anesthesia Department;
- Attending staff and improvements in the turnover rate;
- Perioperative Surgical Home – discussion of anesthesia's involvement in the spectrum of care and the concept of a perioperative surgical home;

- Pre-operative Evaluation Clinic – the focus of the clinic was discussed, the clinic is associated with a decreased risk of in hospital post-operative mortality;
- Unique disruptions cancellation data and the cancellation rate decrease was discussed;
- Acute Pain Management;
- MHRH and HA activities; and
- Quality Indicators for 2018-2019.

Ms. Gevertz informed the Board that the Committee received a presentation on the Nursing Quality Council from Ms. Fessler and Ms. Hassan. Ms. Hassan discussed the following:

- Patient Identification – Request for Blood Product Release; and
- Patient Identification – Specimen Collections.

Ms. Fessler discussed the following:

- 2021 Nursing Strategic Plan;
- Nursing Education and Quality Goals;
- Nursing Education and Quality Initiatives; and
- COVID-19 Nursing update.

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 FEBRUARY 3, 2021, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. DR. GARRICK MOTIONED, SECONDED BY MR. TULIS. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,


Ann Marie Fernandez, WCHCC Assistant Secretary