

**WESTCHESTER COUNTY HEALTH CARE CORPORATION**

**BOARD OF DIRECTORS MEETING**

**September 5, 2018**

**6:10 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, Zubeen Shroff, Mark Tulis, Richard Wishnie**

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

**VOTING MEMBERS EXCUSED: Mitchell Hochberg, Alfredo Quintero, Michael Staib**

**STAFF PRESENT: Julie Switzer, EVP, Chief Legal Officer and General Counsel  
Kara Bennorth, EVP, Chief Administrative Officer  
Gary Brudnicki, COO, CFO, WMCHHealth Network  
Anthony Costello, SVP, Professional & Support Services  
Mark Fersko, EVP, Financial Planning and Managed Care  
Mary Leahy, M.D., CEO, Bon Secours Charity Health System  
Robert Ross, EVP, Northern Region**

**PHYSICIANS PRESENT: Dr. Gewitz, Dr. Lebovics**

**CALL TO ORDER**

The September 5, 2018, meeting of the Westchester County Health Care Corporation (“WCHCC”) Board of Directors was called to order at 6:10 p.m. A quorum was present.

**VOTING MEMBERS PRESENT**

Orlando Adamson, M.D.	John Heimerdinger
William Frishman, M.D.	Patrick McCoy
Renee Garrick, M.D.	Zubeen Shroff
Herman Geist	Mark Tulis
Susan Gevertz	Richard Wishnie

**VOTING MEMBERS EXCUSED**

Mitchell Hochberg  
Alfredo Quintero  
Michael Staib

**NON-VOTING MEMBERS PRESENT**

Nan Hayworth, M.D.  
Michael Israel  
Michael Rosenblut  
James Vodola

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

MR. TULIS ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE JULY 18, 2018, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. SHROFF, SECONDED BY MR. MCCOY, TO APPROVE THE JULY 18, 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. Lebovics gave the report of the President of the Medical Staff. He presented a credentialing packet (dated September 5, 2018, and attached to these minutes) containing information on Credentialing Appointments, Reappointments, FPPE’s, Category of Staff Change, Additional Privileges and Updates to DOP’s to the Board for its approval.

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

MR. TULIS ASKED FOR A MOTION TO APPROVE THE RECOMMENDATIONS FOR APPOINTMENTS, REAPPOINTMENTS, FPPE’s, CATEGORY OF STAFF CHANGE, ADDITIONAL PRIVILEGES, AND UPDATES TO DOP’S. MR. WISHNIE MOTIONED, SECONDED BY MR. SHROFF. THE MOTION CARRIED UNANIMOUSLY.

## REPORT OF THE PRESIDENT

Ms. Bennorth informed the Board that Vital Values continues to roll out across the Network. She advised that starting in 2019, there will be a new employee orientation model that will be Network based. Ms. Bennorth stated that the new employee orientation model was developed in conjunction with over three hundred Network wide workforce employees. She also advised that all twelve thousand Network employees will be re-orientated.

Ms. Bennorth informed the Board that WMC has been tapped by Pattern for Progress, a Hudson Valley think tank, to roll out a fellowship program. She stated that WMCHHealth was identified for its strategies and community work.

Ms. Bennorth advised the Board that included in the media highlights are an update on the progress of the conjoined twins, an article in Shape Magazine by one of WMC's physical therapists on "How to Stay Fit (and Sane) When You're Injured", and an article by the Journal News, in collaboration with several Network employees, on Injury and Illness Prevention.

Ms. Bennorth informed the Board that two hundred and seventy one doctors from across the Network were named in this year's Westchester Magazine "Top Docs".

Ms. Bennorth advised the Board that on September 11<sup>th</sup> WMC will be participating in a County initiative called Serve and Remember; September 12<sup>th</sup> – 16<sup>th</sup> WMC will be hosting, probably for the last time, a reunion of the Grasslands School of Nursing; September 16<sup>th</sup> is the Go the Distance walk; September 22<sup>nd</sup> is the Trauma Run; September 25<sup>th</sup> is the WMC campus cook out; and WMC is kicking off its 3<sup>rd</sup> Opioid Conference this month.

Ms. Bennorth presented a video on a heart transplant recipient meeting with the donor's parents for the first time. She stated that the video was produced by WMC staff and shared with USA Today, which ran it on their website where it received over three million hits.

Mr. Costello presented a slide show to the Board on the Ambulatory Care Pavilion ("ACP") construction updates. He stated that all precast panels have been installed on the ACP, installation of the glass continues on the front of the Hospital that will house the private room expansion project, and renovations continue on the parking lot directly in front of the ACP. Mr. Costello advised that four of the eight elevators in the ACP have been completed. He stated that the bed tower break throughs have begun, and anticipates completion by the end of October.

Mr. Costello showed images of the Adolescent unit of BHC which was recently renovated and included new furniture. He stated that the hallways in BHC were also renovated.

Mr. Costello showed images of a new Cardiac Cath Lab that was done in conjunction with the Philips partnership. He stated this eighteen month, 8,000 sq. foot project, will render two EP rooms and four Cath rooms with a combined equipment and construction cost of \$16 million; all of which is being financed through WMC's Philips Agreement.

Dr. Gewitz updated the Board on the recruitment of new pediatric surgeons. He stated that a new surgeon was hired over the summer, and the recruitment of an outstanding leadership candidate for the pediatric surgery group is in its final stages.

Dr. Gewitz informed the Board that the Maria Fareri Children's Hospital ("MFCH") recently celebrated a one year anniversary for freedom from any serious safety events.

Dr. Gewitz informed the Board that the MFCH is in the process of developing a task force to address a better way of caring for kids who are transitioning to young adults and have a variety of special care needs.

Dr. Gewitz showed a photo of two young men who were MFCH Champions and are now the face of The Children's Miracle Network.

Dr. Gewitz showed a photo of a child who had open heart surgery via a new procedure invented by a recently recruited pediatric heart surgeon. He pointed out the small scar under the child's armpit two weeks post op and stated that he was discharged two days after surgery.

Mr. Ross updated the Board on the Northern Region. He stated that HealthAlliance ("HA") is recruiting for a new Director of its OB/GYN program, as well as additional physicians and midwives. Mr. Ross advised that the OB/GYN service line will begin in approximately two weeks.

Mr. Ross informed the Board that HA is rolling out Vital Values. He stated that last month a two day session was held with the staff from across the Network responsible for presenting the Vital Values to the employees. Mr. Ross stated that the session was a good collaboration of presenters from across the Network, and there was a lot of energy in the room. He advised that there are two thousand HA employees who will receive the presentation.

Mr. Ross informed the Board that MHRH was selected for the Grant Award by Dutchess County. He stated that this top award is presented for business excellence with the commitment of job creation, fostering of a diverse workplace, investment in technology, and community outreach.

Mr. Ross advised the Board that HA held its golf outing on August 1, 2018, with over one hundred forty golfers in attendance, despite the soggy day.

Dr. Leahy advised the Board that Good Samaritan Hospital ("GSH") held a groundbreaking ceremony for the new Orthopedic and Bariatric units, which will bring a new level of patient experience to the region.

Dr. Leahy informed the Board that GSH was recognized by Rockland County Department of Health as a Breast Feeding Friendly Work Place.

Dr. Leahy informed the Board that GSH held a ribbon cutting ceremony for its Big Bore CT machine, which will allow better mapping for radiation oncology patients.

Dr. Leahy informed the Board that Charity held its annual employee picnic last week and hosted employees and their family members at Boulder Stadium, the stadium for the local minor league baseball team.

Dr. Leahy informed the Board that Bon Secours Community Hospital ("BSCH") held its golf fundraiser last week. She stated that the event was a sellout.

Dr. Leahy informed the Board that Charity continues its work across clinical integration. She stated that the Population Health Department is working collaboratively to create a CIN to improve communication across the system.

Dr. Leahy advised the Board that the Joint Commission is at Bon Secours Community Hospital this week.

Dr. Leahy informed the Board that the Good Samaritan ACO was notified that it had saved Medicare \$5.4 million dollars for 2017. She stated that the ACO would be receiving fifty percent of that savings through the Medicare Shared Savings Program for achieving its quality metrics.

Dr. Garrick advised the Board that the work done by Mr. Costello and his in-house crew in the Adolescent unit of BHC is extraordinary. She recommended that the Board members take a tour of the refurbished unit to see for themselves the amazing work done to the unit.

Dr. Garrick informed the Board that the new GME match has begun and stated that this is WMC's first match on its own.

Dr. Garrick updated the Board on the collaboration of a joint Research Institute with the New York Medical College. She stated that later this month it is anticipated that there will be one process for applying for research grants, which includes the IRB review process.

Dr. Garrick stated that the Network has issued an RFP for credentialing. She stated that seven robust responses have been received and are currently being reviewed. Dr. Garrick advised that WMC is seeking to have one portal for Network wide credentialing.

Dr. Garrick informed the Board that work continues on Network wide quality initiatives, including a Quality Dashboard.

## **REPORT OF THE COMMITTEES**

### **EXECUTIVE COMMITTEE**

Mr. Tulis informed the Board that the Committee met on August 29, 2018. He stated that the Committee approved the reappointments of the WMC and MHRH physicians whose terms were set to expire on August 31, 2018.

### **AUDIT & CORPORATE COMPLIANCE COMMITTEE**

Mr. Heimerdinger, Chair of the Audit & Corporate Compliance Committee, stated that the Committee met on July 20, 2018.

Mr. Heimerdinger informed the Board that Ms. Ariel reported on six hospital audits, primarily medical record coding audits, in various stages of progress. He stated that Ms. Ariel reported on four audits for the APS practice, three of which are in draft form awaiting management's response.

Mr. Heimerdinger informed the Board that Mr. Palovick discussed the status of internal audits completed and in progress, including the stage and scope of each audit. He stated the following audits are in progress: Food Services Contract Administration; Ambulatory Care Pavilion Construction; Mobile Devices; and 2017 Senior Management Expenses. Mr. Heimerdinger advised that the Diamond Healthcare Contract Administration Audit and the Cardiology Revenue Cycle Audit were completed.

### **FINANCE COMMITTEE**

Mr. Shroff, Chair of the Finance Committee, stated that the Committee met just prior to the Board meeting and reviewed the July, 2018, financial statements.

Mr. Shroff stated that the cash balance at the end of July, 2018, was \$113.9 million. He stated the cash balance reflects a NYS pension payment of \$42.7 million on February 1, 2018.

Current Marketable Securities were \$132.0 million, and Accounts Receivable were \$176.2 million.

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

Total Operating Revenue - \$840.6 million  
Total Operating Expenses - \$805.6 million  
Operating Income - \$35.0 million  
Net non-operating activities \$10.3 million  
Net income before items below \$24.7 million  
Excess Pension Costs - \$11.0 million  
Post-Retirement Health Costs - \$10.5 million  
NYS Actuarial Adjustment - \$8.8 million  
Unrealized losses on investments were \$1.5 million  
Net loss was \$7.1 million

Mr. Shroff reviewed the following statistics:

**Valhalla Campus**

Total Acute Discharges and Outpatient Cases – 14,487; 748 more than 2017  
Acute Patient Days – 99,783  
Average Length of Stay – 8.86  
E.R. Visits – 29,298; 1,981 more than 2017

**MidHudson Campus**

Total Acute Discharges and Outpatient Cases – 2,792; 85 more than 2017  
Acute Patient Days – 14,311  
Average Length of Stay – 6.61  
E.R. Visits – 16,386; 219 less than 2017

Mr. Shroff advised the Board that the Committee recommended the following capital lease to the Board for its approval:

Insight Investments, LLC - IT Equipment \$504,764      5.98%   60 months

MR. TULIS ASKED FOR A MOTION TO APPROVE THE CAPITAL LEASE WITH INSIGHT INVESTMENTS, LLC. MR. WISHNIE MOTIONED, SECONDED BY MR. SHROFF. THE MOTION CARRIED UNANIMOUSLY.

**QUALITY COMMITTEE**

Ms. Gevertz, Chair of the Quality Committee, stated that the Committee met on July 20, 2018.

Ms. Gevertz advised the Board that Dr. Garrick reported on the Quality and Safety Council meeting of June 14, 2018. She stated that she highlighted reports from the Critical Care Committee; Emergency Medicine; HIV Clinic; Laboratory/Pathology with Blood Bank; and the Medical Ethics Committee. Ms. Gevertz advised that the Nursing Quality Council report on QA/PI.

Ms. Gevertz informed the Board that the Committee received a presentation on the Department of Surgery by Dr. Diflo and Dr. Latifi. She stated that they discussed the Department's Dashboard and highlighted the following: colorectal surgical site infections have decreased to virtually zero; the Department has implemented a Sepsis Bundle; weekly Morbidity and Mortality meetings have been restructured; a Surgical Peer Review Committee has been instituted, and there were fourteen transplants in the month of July. Ms. Gevertz advised the Board that transplant numbers for liver and kidney have surpassed last year's numbers.

Ms. Gevertz informed the Board that the Committee received a presentation on Case Management by Ms. Kurtz. She stated that the report included the following: actions taken to meet the goal of reducing readmission rates, developing disease management programs, and focusing on BCBS QHIP patients and post discharge follow-up; bed management activities to improve bed turnover rate; and process improvements implemented to reduce denials. Ms. Gevertz advised that the 2017 enhancements include: Behavioral Health Case Managers and Social Workers report to Case Management Department, adopting a more therapeutic model in Behavioral Health to decrease length of stay, and initiating a Social Worker collaborative model in the Emergency Department.

#### **NEW BUSINESS**

There was no new business.

#### **EXECUTIVE SESSION**

MR. TULIS ASKED FOR A MOTION TO MOVE INTO EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING STRATEGIC PLANNING MATTERS. MS. GEVERTZ MOTIONED, SECONDED BY DR. ADAMSON. THE MOTION CARRIED UNANIMOUSLY.

MR. TULIS ASKED FOR A MOTION TO MOVE OUT OF EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING STRATEGIC PLANNING MATTERS. MR. GEIST MOTIONED, SECONDED BY DR. ADAMSON. THE MOTION CARRIED UNANIMOUSLY.

#### **ADJOURNMENT**

MR. TULIS ASKED FOR A MOTION TO ADJOURN THE SEPTEMBER 5, 2018, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. MR. SHROFF MOTIONED, SECONDED BY MR. WISHNIE. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,

  
AnnMarie Fernandez, WCHCC Assistant Secretary