

**WESTCHESTER COUNTY HEALTH CARE CORPORATION**

**BOARD OF DIRECTORS MEETING**

**October 3, 2018**

**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, Mitchell Hochberg, Patrick McCoy, Alfredo Quintero, Zubeen Shroff, Richard Wishnie**

**NON-VOTING MEMBERS PRESENT: Michael Israel, Michael Rosenblut, James Vodola**

**VOTING MEMBERS EXCUSED: Michael Staib, Mark Tulis**

**NON-VOTING MEMBERS EXCUSED: Nan Haywoth, M.D.**

**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**

**GUESTS: Matthew Wecksell, M.D.**

**CALL TO ORDER**

The October 3, 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.	John Heimerdinger
William Frishman, M.D.	Mitchell Hochberg
Renee Garrick, M.D.	Patrick McCoy
Herman Geist	Alfredo Quintero
Susan Gevertz	Zubeen Shroff
	Richard Wishnie

**VOTING MEMBERS EXCUSED**

Michael Staib  
Mark Tulis

**NON-VOTING MEMBERS PRESENT**

Michael Israel  
Michael Rosenblut  
James Vodola

**NON-VOTING MEMBERS EXCUSED**

Nan Hayworth, M.D.

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

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE MINUTES FROM THE SEPTEMBER 5, 2018, MEETING OF THE BOARD. A MOTION WAS MADE BY MR. SHROFF, SECONDED BY MR. WISHNIE, TO APPROVE THE SEPTEMBER 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. Lebovics gave the report of the President of the Medical Staff. He presented a credentialing packet (dated October 3, 2018, and attached to these minutes) containing information on Credentialing Appointments, Reappointments, FPPE’s, Additional Privileges and Updates to DOP’s to the Board for its approval.

A discussion ensued.

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

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE RECOMMENDATIONS FOR APPOINTMENTS, REAPPOINTMENTS, FPPE’S, ADDITIONAL PRIVILEGES, AND UPDATES TO DOP’S. MR. HEIMERDINGER MOTIONED, SECONDED BY MR. SHROFF. THE MOTION CARRIED UNANIMOUSLY.

## REPORT OF THE PRESIDENT

Ms. Bennorth updated the Board on WMC's New York State designated Sexual Assault Advocacy Program. She stated the program is launching next week and there will be 24/7 coverage in the Emergency Department. Ms. Bennorth advised that WMC will also operate a Westchester County Hotline and provide accompaniment into the community.

Ms. Bennorth informed the Board that through Community Engagement and Partnerships, the November Public Safety Summit will feature a national speaker on forensic examiner trauma interviews. She stated that the speaker will discuss how someone who has undergone a traumatic event thinks differently and responds differently to first responders and others.

Ms. Bennorth updated the Board on the Heart Recipient video that she presented last month. She stated that the USA Today launch of the video has had 3 million views to date. Ms. Bennorth advised that USA Today will be working with WMC on launching the Twin video.

Ms. Bennorth informed the Board that September's Go the Distance walk had 2,000 participants, the Trauma Run had 500 participants, and the Corks and Forks event at the Culinary Institute of America had 150 attendees. She stated that WMC held its first Light the Night Walk on the 7<sup>th</sup> floor in honor of leukemia and lymphoma patients.

Ms. Bennorth advised the Board that the October events will kick off with Good Samaritan Hospital's Girls Night Out, benefiting its Breast Cancer Program; October 14<sup>th</sup> is the Healing Half Marathon on the Bronx River Parkway; and October 25<sup>th</sup> is the Wines of the World event. She stated that there are also two major conferences: Pediatric Airway Symposium at WMC, and the Cardiovascular Symposium in White Plains.

Ms. Bennorth reminded the Board that November 4<sup>th</sup> is the New York City Marathon and the Network has ten runners participating and raising money for their individual hospitals and programs.

Ms. Bennorth informed the Board that Point of Sale Campaigns through the Children's Miracle Network will run through the holidays at Walmart, ShopRite and Nordstrom.

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

Ms. Bennorth advised the Board that WMC as a convener, brought together twenty one food industry experts to discuss food and security and how it relates to our Mission, patients and workforce. She stated there were experts from restaurateurs, government, schools, grocers, and food banks in attendance. Ms. Bennorth advised that over the next year this group will be meeting to discuss making a difference in the surrounding communities.

Ms. Bennorth presented a WMCHHealth Update video to the Board.

Mr. Costello presented a slide show to the Board on the Ambulatory Care Pavilion ("ACP") construction updates. He stated that the lot adjacent to the ACP will be completed in approximately three weeks and can then be utilized for parking. Mr. Costello advised that the installation of the glass continues, and roof work will begin tomorrow, as long as the weather cooperates. He stated that the outside elevator currently used to lift supplies will be removed shortly, as the facade work ramps up. Mr. Costello advised that the project is expected to be completed in the 1<sup>st</sup> quarter of 2019, and remains on budget.

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 that DOH approved the opening and use of the first Cath Lab today. Mr. Costello stated that all of the new Cath Labs should be completed within nine months.

Mr. Costello showed images of the Physical Medicine and Rehabilitation Unit. He stated that the patient rooms are being completely rehabbed on a room by room basis, as they become available by the in-house construction crew.

Mr. Costello showed images of the refurbished cafeteria and reminded the Board that this work was included in the Morrison contract. He stated that a survey was done prior to the update to see which types of services and food the staff is interested in having in the cafeteria. Mr. Costello reported that the cafeteria food menu will change on a monthly basis and the employees will be asked for their feedback.

Dr. Gewitz informed the Board that Doctors Across NY, a program that was funded by a grant through DSRIP, is enabling WMC primary care pediatricians to go out into the community and provide community medicine, as well as help to serve underprivileged areas.

Dr. Gewitz informed the Board that the Maria Fareri Children's Hospital ("MFCH") began its readmission initiative program over the summer. He stated that the benchmark for readmissions is no greater than 10%. Dr. Gewitz advised that readmission rates for the general care areas are at 6.5% and the NICU rate is down to 7%. He stated that the Home Phone Call Program and other intense follow-up procedures after discharge are making a significant difference.

Dr. Gewitz informed the Board that the MFCH has received a grant funding extension for an additional five years for its Sickle Cell Transplant Program. He advised that there is a 90% three year survival rate for children who have undergone the transplant procedure. Dr. Gewitz reminded the Board that the MFCH is the hub of a ten hospital network involved with the grant.

Dr. Gewitz showed a short video, which was funded through a grant by the Transportation Department, on how children can avoid traumas by learning safe practices.

Mr. Ross updated the Board on the Northern Region. He stated that the Network is working diligently with Dr. Garrick and other staff to create a unified structure in the north for its Quality program. Mr. Ross advised that HA is following consistent reporting dashboards, looking at best practices, and working on identifying areas for improvement.

Mr. Ross informed the Board that HealthAlliance ("HA") has completed a two week OASAS survey on both the inpatient and outpatient sides, with a few minor findings. He stated that HA was very pleased with the results and noted that the staff did a wonderful job.

Mr. Ross informed the Board that HA received a \$123,000 grant from U.S. Health and Human Services to help increase mental health awareness throughout the community.

Mr. Ross advised the Board of two renovation projects underway at HA. He stated that work is being done to create easier access for outpatients to the Ambulatory Imaging Center, with a primary focus on parking and ramps, and the HA cafeteria is being refurbished as part of the Morrison contract.

Mr. Ross informed the Board that Dr. Keith Festa has returned to MHRH as the Associate Director of Medical Affairs.

Dr. Leahy, CEO of Bon Secours Charity, then advised the Board that a few weeks ago she was invited to join Senator Carlucci at a press conference regarding organ donations.

Dr. Leahy advised the Board that the Joint Commission completed its tri-annual survey at Bon Secours Community Hospital.

Dr. Leahy advised the Board that Charity recently held its golf outings for all three hospitals. She stated that the weather was great for all of the events and great fun was had by all. Dr. Leahy advised that there is excitement in the community over all of the wonderful happenings at Charity.

Dr. Leahy informed the Board that Charity continues its work in the area of clinical integration. She stated that the goal is to bring expertise, best practices, and standardization across the Network.

Dr. Leahy informed the Board that Charity continues to actively recruit physicians and grow its market share. She stated that Charity has added primary care physicians, neurologists, urologists, and psychiatrists.

Dr. Leahy advised the Board that Charity continues to work on its 2019 budget.

Dr. Leahy informed the Board that Good Samaritan Hospital had 310 newborn deliveries for the month of August. She stated that due to the increased volume, work will begin shortly on two new birthing rooms.

Dr. Garrick advised the Board that last week WMC received its ISO Certification.

Dr. Garrick informed the Board that WMC received its GME surveys back from the house staff. She stated that these are the surveys completed by the house staff on the quality of the programs and their education. Dr. Garrick advised that since WMC is now the sponsor of the programs it can review the surveys and see where improvements and changes can be made. She stated that WMC has requested a new Cardiac Anesthesiologist Fellowship training program. Dr. Garrick advised that residents, who previously went to Connecticut for training, are now able to receive their training at WMC.

Dr. Garrick advised that Dr. Leahy had a meeting with Dr. Halperin to discuss the possibility of residents going to the Charity hospitals for training.

Dr. Garrick advised that the Net Learning Platform was rolled out to all eight hundred students of the New York Medical College, with the help of Dr. Bierman.

Dr. Garrick informed the Board that the PI plan is almost completed for Network wide credentialing.

Dr. Garrick informed the Board that over the past year, WMC has been hiring Pharmacy Advanced Practitioners ("PAP") and embedding them into various areas throughout the hospital. She advised that they are doing approximately three hundred medication consults a month, resulting in over one hundred interventions. Dr. Garrick advised that the Pharmacy Department will be reporting to the Quality Committee on the financial and safety benefits of the PAP program.

Dr. Garrick advised the Board that WMC, with the help of Mr. Costello and Ms. Spratt, is analyzing how its PAs and NPs are being utilized throughout the hospital. She stated that WMC is working to identify ways to support these frontline practitioners and better utilize them for improved quality, safety and throughput.

## REPORT OF THE COMMITTEES

### DIVERSITY AND INCLUSION COMMITTEE

Mr. Wishnie, Chair of the Diversity and Inclusion Committee, stated that the Committee met on September 25, 2018.

Mr. Wishnie stated that the Board takes note of what a remarkable job Ms. Santana has done on the Diversity and Inclusion program at WMCHHealth since her arrival three years ago. He asked the Board to review the materials Ms. Santana handed out this evening, and see all of the programs that Ms. Santana and her team are leading/sponsoring. Mr. Wishnie highlighted the Women's Leadership Forum, and stated that this is a good example of how WMCHHealth is embracing women in leadership positions. He stated that it is in the best interest of the organization to make its workforce a reflection of the population it serves.

### FINANCE COMMITTEE

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

Mr. Shroff stated that the cash balance at the end of August, 2018, was \$117.9 million. He stated the cash balance reflects a NYS pension payment of \$42.7 million on February 1, 2018. Mr. Shroff advised that Current Marketable Securities were \$133.1 million, Accounts Receivable were \$176.9 million and Cash and Investments totaled \$251.0 million.

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

Total Operating Revenue - \$964.7 million  
Total Operating Expenses - \$922.5 million  
Operating Income - \$42.2 million  
Net non-operating activities \$12.0 million  
Net income before items below \$30.2 million  
Excess Pension Costs - \$12.6 million  
Post-Retirement Health Costs - \$12.0 million  
NYS Actuarial Adjustment - \$7.8 million  
Unrealized losses on investments were \$293,000  
Net loss was \$2.5 million

Mr. Shroff reviewed the following statistics:

#### **Valhalla Campus**

Total Acute Discharges and Outpatient Cases – 16,769; 842 more than 2017  
Acute Patient Days – 116,288  
Average Length of Stay – 8.90  
E.R. Visits – 32,967; 1,666 more than 2017

#### **MidHudson Campus**

Total Acute Discharges and Outpatient Cases – 3,208; 95 more than 2017  
Acute Patient Days – 15,867  
Average Length of Stay – 6.43

E.R. Visits – 18,775; 229 less than 2017

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

First American Vendor Finance – Interoperative Medtronic Stealth Navigation System

\$452,465.25	4.95%	60 months
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MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE CAPITAL LEASE WITH FIRST AMERICAN VENDOR FINANCE. MR. WISHNIE MOTIONED, SECONDED BY MS. GEVERTZ. THE MOTION CARRIED UNANIMOUSLY.

Mr. Shroff informed the Board of an opportunity to enter into a capital lease for prior capital spending. He stated that WMC wishes to enter into capital lease for as much as \$10 - \$15 million with an interest rate of approximately 6.0%.

MR. HOCHBERG ASKED FOR A MOTION TO APPROVE THE CAPITAL LEASE TRANSACTION FOR PRIOR CAPITAL SPENDING. 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 September 21, 2018.

Ms. Gevertz advised the Board that Dr. Garrick reported on the Quality and Safety Council meeting of July 12, 2018. She stated that she highlighted reports from the Glycemic Council; Oncology; Case Management/Social Work; and the Transfer Center.

Ms. Gevertz thanked Dr. Gewitz and Mr. Israel for giving her the opportunity to attend the Solutions for Patient Safety Conference in August. She reminded the Board that this is a consortium of children's hospitals, of which WMC is a member, from across the nation that have come together to address the issues of patient, family and workforce safety.

Ms. Gevertz informed the Board that Dr. Gewitz gave a presentation to the Committee on the Maria Fareri Children's Hospital Quality Council.

Ms. Gevertz informed the Board that Dr. Adem provided a presentation on the Laboratory to the Committee. She stated that he informed the Committee that quality is monitored at three levels of testing; corrective actions have been implemented and WMC and MHRH now meet or exceed external benchmarks; and the blood bank will now be insourced.

Ms. Gevertz advised the Board that Ms. Scuderi gave a presentation to the Committee on the Nursing Quality Council.

Ms. Gevertz informed the Board that WMC had a survey of its Cesium Irradiator and stated that it has been appropriately de-commissioned.

## **NEW BUSINESS**

Mr. Heimerdinger informed the Board that the Westchester Medical Center Foundation ("WMCF") Board met on September 28, 2018. He stated that the Board recommended to approve Pravin Shah, M.D. as a WMCF Board member, and noted his bio was on Diligent.

MR. HEIMERDINGER ASKED FOR A MOTION TO APPOINT PRAVIN SHAH, M.D TO THE WMCF BOARD. MR. SHROFF MOTIONED, SECONDED BY MS. GEVERTZ. THE MOTION CARRIED UNANIMOUSLY.

Mr. Heimerdinger informed the Board that the WMCF Board recommended to approve the following slate of Board members whose terms were expiring on December 31, 2018, to another three year term:

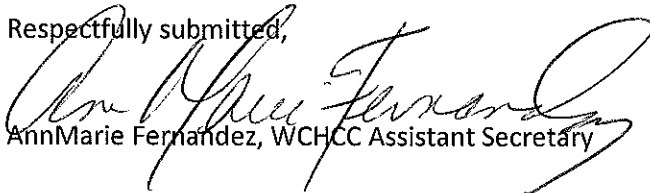
David DeMilia  
John Flannery  
Allen Kass  
James Ritman  
Zubeen Shroff  
James Vodola

MR. HEIMERDINGER ASKED FOR A MOTION TO RE-APPOINT THE WMCF SLATE OF BOARD MEMBERS WHOSE TERMS WERE EXPIRING ON DECEMBER 31, 2018, TO AN ANOTHER THREE YEAR TERM. MR. SHROFF MOTIONED, SECONDED BY DR. ADAMSON. THE MOTION CARRIED UNANIMOUSLY.

#### **ADJOURNMENT**

MR. HOCHBERG ASKED FOR A MOTION TO ADJOURN THE OCTOBER 3, 2018, MEETING OF THE WESTCHESTER COUNTY HEALTH CARE CORPORATION BOARD OF DIRECTORS. MR. HEIMERDINGER MOTIONED, SECONDED BY MS. GEVERTZ. THE MOTION CARRIED UNANIMOUSLY.

Respectfully submitted,



AnnMarie Fernandez, WCHCC Assistant Secretary