



AGENDA
CCMC AUTHORITY BOARD OF DIRECTORS
CCMC CONFERENCE ROOM
SEPTEMBER 27, 2018 at 6:00PM
REGULAR MEETING

AT CCMC, WE BELIEVE THAT HEALTHY PEOPLE CREATE A HEALTHY COMMUNITY.

Board of Directors

Kristin Carpenter exp. 3/20
April Horton exp. 3/19
Greg Meyer exp. 3/19
Linnea Ronnegard exp. 3/21
Gary Graham exp. 3/21

CCMC CEO

Scot Mitchell

OPENING: Call to Order

Roll Call – April Horton, Kristin Carpenter, Linnea Ronnegard, Gary Graham, and Greg Meyer. Establishment of a Quorum

A. APPROVAL OF AGENDA

B. CONFLICT OF INTEREST

C. COMMUNICATIONS BY AND PETITIONS FROM VISITORS (Speaker must give name and agenda item to which they are addressing.)

1. Audience Comments (limited to 3 minutes per speaker).
2. Guest Speaker

D. BOARD DEVELOPMENT

1. HIPAA Basics

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E. APPROVAL OF MINUTES

1. August 30, 2018 Regular Meeting Minutes

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F. REPORTS OF OFFICER and ADVISORS

1. Board Chair – Kristin Carpenter
2. CEO – Scot Mitchell, CEO
3. Finance – Lee Bennett
4. LTC Nursing – Kadee Goss, RN
5. CAH Nursing – Kelly Kedzierski, RN
6. Infection Control/Quality Improvement – Kelly Kedzierski, RN

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G. CORRESPONDENCE

H. ACTION ITEMS

1. Granting of Privileges for Gregory Engel, MD.
2. Granting of Privileges for vRad Radiologists
3. Election of Secretary/Treasurer

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I. DISCUSSION ITEMS

1. CCMC Authority Board of Directors Bylaws

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J. AUDIENCE PARTICIPATION (limited to 3 minutes per speaker)

Members of the public are given the opportunity to comment on matters which are within the subject matter jurisdiction of the Board and are appropriate for discussion in an open session.

K. BOARD MEMBERS COMMENTS

L. EXECUTIVE SESSION

M. ADJOURNMENT

For a full packet, go to www.cityofcordova.net/government/boards-commissions/health-services-board

*Executive Session: Subjects that may be considered in executive session are: 1) Matters, immediate knowledge of which would clearly have an adverse effect upon the finances of the public entity; 2) Subjects that tend to prejudice the reputation and character of any person, provided that the person may request a public discussion; 3) Matters which by law, municipal charter, or ordinance are required to be confidential; 4) Matters involving consideration of governmental records that by law are not subject to public disclosure; 5) Direction to an attorney or labor negotiator regarding the handling of specific legal matters or labor negotiations.



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HIPAA Basics for Providers: Privacy, Security, and Breach Notification Rules

The Health Insurance Portability and Accountability Act (HIPAA) Privacy, Security, and Breach Notification Rules protect the privacy and security of health information and provide individuals with certain rights to their health information. This publication discusses:

- ◆ The **Privacy Rule**, which sets national standards for when protected health information (PHI) may be used and disclosed
- ◆ The **Security Rule**, which specifies safeguards that covered entities and their business associates must implement to protect the confidentiality, integrity, and availability of electronic protected health information (ePHI)

Please note: The information in this publication applies to HIPAA covered entities, which include most health care professionals and health care organizations, as well as their business associates. When “you” is used in this publication, we are referring to these persons and entities.

Table 2. Hyperlink Table, at the end of this document, provides the complete URL for each hyperlink.

- ◆ The **Breach Notification Rule**, which requires covered entities to notify affected individuals, U.S. Department of Health & Human Services (HHS), and in some cases, the media of a breach of unsecured PHI

You play a vital role in protecting the privacy and security of patient information. This publication gives an overview of the rules, and it outlines the information protected by and who must comply with those rules.

HIPAA Privacy Rule

The HIPAA Privacy Rule establishes standards for the protection of PHI held by:

- ◆ Health plans
- ◆ Health care clearinghouses
- ◆ Those health care providers that conduct certain health care transactions electronically
- ◆ Their business associates

The Privacy Rule gives patients important rights with respect to their health information, including rights to examine and obtain a copy of their health records in the form and manner they request, and to ask for corrections to their information. Also, the Privacy Rule permits the use and disclosure of health information needed for patient care and other important purposes.

Protected Health Information

The Privacy Rule protects individually identifiable health information, called PHI, held or transmitted by a covered entity or its business associate, in any form, whether electronic, paper, or verbal. PHI includes information that relates to all of the following:

- ◆ The individual's past, present, or future physical or mental health or condition
- ◆ The provision of health care to the individual
- ◆ The past, present, or future payment for the provision of health care to the individual

PHI includes many common identifiers, such as name, address, birth date, and Social Security number.

Visit the HHS [HIPAA Privacy Rule](#) webpage for more information.

HIPAA Security Rule

The HIPAA Security Rule specifies safeguards that covered entities and their business associates must implement to protect the confidentiality, integrity, and availability of ePHI.

Covered entities and business associates must develop and implement policies and procedures to protect the security of ePHI they create, receive, maintain, or transmit. Each entity must analyze the risks to ePHI in its environment and create solutions appropriate for

its own situation. What is reasonable and appropriate depends on the nature of the entity's business, as well as its size, complexity, and resources. Specifically, covered entities must:

- ◆ Ensure the confidentiality, integrity, and availability of all ePHI they create, receive, maintain, or transmit
- ◆ Identify and protect against reasonably anticipated threats to the security or integrity of the ePHI
- ◆ Protect against reasonably anticipated, impermissible uses or disclosures
- ◆ Ensure compliance by their workforce

The Security Rule does not dictate security measures but requires covered entities to consider all of the following:

- ◆ Size, complexity, and capabilities
- ◆ Technical, hardware, and software infrastructure
- ◆ The costs of security measures
- ◆ The likelihood and possible impact of risks to ePHI

Covered entities must review and modify security measures to continue protecting ePHI in a changing environment.

Visit the HHS [HIPAA Security Rule](#) webpage for more information.

HIPAA Breach Notification Rule

The HIPAA Breach Notification Rule requires covered entities to notify affected individuals, HHS, and in some cases, the media of a breach of unsecured PHI. Most notifications must be provided without unreasonable delay and no later than 60 days following the discovery of a breach. Notifications of smaller breaches affecting fewer than 500 individuals may be submitted to HHS annually. The Breach Notification Rule also requires business associates of covered entities to notify the covered entity of breaches at or by the business associate.

Visit the HHS [HIPAA Breach Notification Rule](#) webpage for more information and guidance on the reporting requirements.

Who Must Comply With HIPAA Rules?

Covered entities and business associates, as applicable, must follow HIPAA rules. If an entity does not meet the definition of a covered entity or business associate, it does not have to comply with the HIPAA rules. For a complete definition of a covered entity and a business associate, refer to the "[Modifications to the HIPAA Privacy, Security, Enforcement, and Breach Notification](#)" Final Rule.

Confidentiality:

ePHI is not available or disclosed to unauthorized people

Integrity: ePHI is not altered or destroyed in an unauthorized manner

Availability: ePHI is accessible and usable on demand by an authorized person

Covered Entities

Covered entities electronically transmit health information. The following covered entities must follow HIPAA standards and requirements:

Covered Health Care Provider

Any provider of medical or other health care services or supplies who transmits any health information in electronic form in connection with a transaction for which HHS has adopted a standard, such as:

- ◆ Chiropractors
- ◆ Clinics
- ◆ Dentists
- ◆ Doctors
- ◆ Nursing homes
- ◆ Pharmacies
- ◆ Psychologists

Health Plan

Any individual or group plan that provides or pays the cost of health care, such as:

- ◆ Company health plans
- ◆ Government programs that pay for health care, such as Medicare, Medicaid, and the military and veterans' health care programs
- ◆ Health insurance companies
- ◆ Health maintenance organizations (HMOs)

Health Care Clearinghouse

A public or private entity that processes another entity's health care transactions from a standard format to a non-standard format, or vice versa, such as:

- ◆ Billing services
- ◆ Community health management information systems
- ◆ Repricing companies
- ◆ Value-added networks

Business Associates

A business associate is a person or organization, other than an employee of a covered entity, that performs certain functions on behalf of, or provides certain services to, a covered entity that involve access to PHI. A business associate can also be a subcontractor responsible for creating, receiving, maintaining, or transmitting PHI on behalf of another business associate. Business associates provide services to covered entities that include:

- ◆ Accreditation
- ◆ Billing
- ◆ Claims processing
- ◆ Consulting
- ◆ Data analysis
- ◆ Financial services
- ◆ Legal services
- ◆ Management administration
- ◆ Utilization review

NOTE: A covered entity can be a business associate of another covered entity.

If a covered entity enlists the help of a business associate, then a written contract or other arrangement between the two must:

- ◆ Detail the uses and disclosures of PHI the business associate may make
- ◆ Require that the business associate safeguard the PHI

Visit the HHS [HIPAA Covered Entities and Business Associates](#) webpage for more information.

Enforcement

The HHS Office for Civil Rights enforces the HIPAA Privacy, Security, and Breach Notification Rules. Violations may result in civil monetary penalties. In some cases, criminal penalties enforced by the U.S. Department of Justice may apply.

Common noncompliance issues include:

- ◆ Impermissible PHI uses and disclosures
- ◆ Lack of PHI safeguards
- ◆ Lack of patients' access to their PHI
- ◆ Use or disclosure of more than the minimum necessary PHI
- ◆ Lack of administrative ePHI safeguards

The following are actual case examples:

- ◆ **Settlement:** Two covered entities inadvertently posted ePHI for 6,800 individuals on the web, including patient status, vital signs, medications, and laboratory results. The investigation found that neither entity made efforts to assure the security of the server hosting the ePHI or confirm it contained adequate software protections. Neither entity developed an adequate risk management plan that addressed potential threats and hazards to ePHI. The entities agreed to pay a combined settlement of \$4.8 million and enter into corrective action plans.
- ◆ **Criminal prosecution:** A former hospital employee pleaded guilty to criminal HIPAA charges after obtaining PHI with the intent to use it for personal gain. He faced up to 10 years in prison.

Visit the HHS [HIPAA Compliance and Enforcement](#) webpage for more information.

Resources

The Centers for Medicare & Medicaid Services (CMS) [HIPAA Privacy and Security Information](#) webpage provides more information, or you may refer to the resources listed in Table 1.

Table 1. HIPAA Privacy, Security, and Breach Notification Resources

Resources	Website
Are You a Covered Entity?	CMS.gov/Regulations-and-Guidance/Administrative-Simplification/HIPAA-ACA/AreYouaCoveredEntity.html
Business Associate Contracts	HHS.gov/hipaa/for-professionals/covered-entities/sample-business-associate-agreement-provisions
Business Associate Frequently Asked Questions	HHS.gov/hipaa/for-professionals/faq/business-associates
“Communicating with a Patient’s Family, Friends, or Others Involved in the Patient’s Care”	HHS.gov/sites/default/files/provider_ffg.pdf

Table 1. HIPAA Privacy, Security, and Breach Notification Resources (cont.)

Resources	Website
Disclosures in Emergency Situations	HHS.gov/hipaa/for-professionals/special-topics/emergency-preparedness
Fast Facts for Covered Entities	HHS.gov/hipaa/for-professionals/covered-entities/fast-facts
“Frequently Asked Questions About the Disposal of Protected Health Information”	HHS.gov/sites/default/files/ocr/privacy/hipaa/enforcement/examples/disposalfaqs.pdf
HealthIT.gov Privacy and Security	HealthIT.gov/providers-professionals/ehr-privacy-security
Model Notices of Privacy Practices	HHS.gov/hipaa/for-professionals/privacy/guidance/model-notices-privacy-practices
“Modifications to the HIPAA Privacy, Security, Enforcement, and Breach Notification” Final Rule	GPO.gov/fdsys/pkg/FR-2013-01-25/pdf/2013-01073.pdf
Security Rule Guidance Material	HHS.gov/hipaa/for-professionals/security/guidance
Training Materials	HHS.gov/hipaa/for-professionals/training

Table 2. Hyperlink Table

Embedded Hyperlink	Complete URL
HIPAA Breach Notification Rule	http://www.hhs.gov/hipaa/for-professionals/breach-notification
HIPAA Compliance and Enforcement	http://www.hhs.gov/hipaa/for-professionals/compliance-enforcement
HIPAA Covered Entities and Business Associates	http://www.hhs.gov/hipaa/for-professionals/covered-entities
HIPAA Privacy and Security Information	https://www.cms.gov/Regulations-and-Guidance/Administrative-Simplification/HIPAA-ACA/PrivacyandSecurityInformation.html
HIPAA Privacy Rule	http://www.hhs.gov/hipaa/for-professionals/privacy
HIPAA Security Rule	http://www.hhs.gov/hipaa/for-professionals/security
Modifications to the HIPAA Privacy, Security, Enforcement, and Breach Notification	https://www.gpo.gov/fdsys/pkg/FR-2013-01-25/pdf/2013-01073.pdf



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Check out CMS on:



Minutes
CCMC Authority – Board of Directors
CCMC Admin Conference Room
August 30, 2018 at 6:00pm
Regular Meeting

CALL TO ORDER AND ROLL CALL –

Kristin Carpenter called the Board Meeting to order at 6:02pm.

Board members present: **Kristin Carpenter, Linnea Ronnegard, April Horton, Gary Graham and Greg Meyer.**

A quorum was established. 5 members present.

CCMC staff present: Scot Mitchell, CEO; Kelly Kedzierski, CAH DON; Kadee Goss, LTC DON; Lee Bennett, Interim CFO, Bill Storck, Interim CFO and Barb Jewell, DD Program Manager.

A. APPROVAL OF AGENDA

M/Graham S/Meyer “move to approve the Agenda.”

5 yeas, 0 nay

Motion passed.

B. CONFLICT OF INTEREST ~ None

C. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

1. Audience Participation ~ None

2. Guest Speaker ~ None

D. BOARD DEVELOPMENT – Strategic Plan Review

Scot Mitchell provided an overview of the Focus & Execute site with the Board which included six pillars and the action items from the 2017 LTC surveys. Each pillar has goals, action plans and tasks to be completed to ensure that we are on target with the recommendations from the strategic planning sessions and in compliance with our most recent survey. Scot also distributed log in credentials to the new Directors so they can access the Strategic Plan tool at their leisure.

E. APPROVAL OF MINUTES

M/Graham S/Horton “move to approve the July 19, 2018 Regular Meeting Minutes as presented”.

5 yeas, 0 nay

Motion passed

F. REPORTS OF OFFICERS and ADVISORS

- 1. Board Chair– Kristin Carpenter** reported that she had met with Scot earlier in the week about the Agenda, and had given an update to Council at an earlier meeting.
- 2. CEO – Scot Mitchell** reported that the CEO written report is in the packet. Additional items reported to the board were on the statewide elections and how that could potentially affect the hospital, and the Premera Grant Program.

3. **Medical Director – Hannah Sanders, MD** written report was included in the packet.
4. **Finance– Lee Bennett** reported that the finance report is in the packet, Lee went through the Financials and provided the board with the highlights. Lee also introduced Bill Storck, Interim CFO to the board.
5. **CAH Nursing – Kelly Kedzierski** reported that we currently have two swing bed patients, two traveling nurse's, and that she, Kim and Kadee all attended an ASHNHA sponsored training on TeamSTEPPS in Juneau
6. **LTC Nursing – Kadee Goss** reported that her report is in the packet, some additional points she had were that we currently have 10 residents, they are doing weekly environmental rounds, we are getting quarterly evaluations on speech therapy, occupational therapy, and hopefully we'll be getting a podiatrist.
7. **Quality Improvement/Infection Control – Kelly Kedzierski** reported that for the Quality Initiative we have Evident, Relias, and Kadee is on Point Click Care. Weekly Environmental rounds are also for the safety aspect for the patients that we care for. For Infection Control, Kelly reported that there have been no hospital acquired infections.

G. CORRESPONDENCE ~ The board received a letter from Clifford P. Collins regarding some concerns he had with his treatment plan. Scot Mitchell advised that he had investigated Mr. Collins' concerns and found no evidence that he was ever denied treatment. To the contrary, Mr. Collins was referred to a specialist when his condition changed, warranting an updated treatment plan as recommended by the specialist, the CCMC Medical Staff implemented the recommended treatment plan and are in routine consultation with the specialist regarding Mr. Collins. Chairperson Carpenter will draft a letter to Mr. Collins.

H. ACTION ITEMS

1. **Granting of Privileges for Adam Woelk, MD**

M/Horton S/Graham "I move that the CCMC Authority Board of Directors approve the Medical Staff privileges for Adam Woelk, MD as requested."

5 yeas, 0 nay

Motion passed.

2. **Granting of Privileges for Calvin Davis, DO**

M/Graham S/Ronnegard "I move that the CCMC Authority Board of Directors approve the Medical Staff privileges for Calvin Davis, DO as amended."

5 yeas, 0 nay

Motion passed.

3. **Granting of Privileges for Richard Harper, MD**

M/Graham S/Ronnegard "I move that the CCMC Authority Board of Directors approve the Medical Staff privileges for Richard Harper, MD."

5 yeas, 0 nay

Motion passed.

4. **vRad Credentialing and Privileging Agreement**

M/Horton S/Meyer "I move that the CCMC Authority Board of Directors approve the Credentialing and Privileging Agreement with vRad as requested."

5 yeas, 0 nay

Motion passed.

5. CCMC Authorized Check Signers

M/Ronnegard S/Horton "I move to approve the Resolution of the CCMC Authority Board of Directors designating the representatives authorized for signing checks, non-check payroll tax payment, and cash transfers for Cordova Community Medical Center."

5 yeas, 0 nay

Motion passed.

6. CCMC Updated Check Signer Process

M/Horton S/Graham "I move to approve that the CCMC Authority Board of Directors current check signer process be amended to reflect that of the two required signatures on all checks, a board member may, but will not be required to sign. Additionally the CFO will present a check register for the board to review at each monthly regularly scheduled Board of Directors Meeting."

5 yeas, 0 nay

Motion passed.

I. DISCUSSION ITEMS

1. CCMC Authority Board of Directors Bylaws

Scot reported that he will present a draft for the September meeting for the board to review and amend.

2. Board of Directors election of Officers

Kristin reported that the Board Secretary position will be on the next Agenda as an action item.

J. AUDIENCE PARTICIPATION ~ None

K. BOARD MEMBERS COMMENTS

Graham ~ My wife and I will be out of town in October and November, I will try to be available for the meetings by phone.

Horton ~ Thank everybody for their hard work, and welcome Bill.

Ronnegard ~ Thank you everyone, welcome Bill.

Carpenter ~ Welcome Bill, and Thank you to Scot for all that you do and how hard you work.

Meyer ~ Thank you all for letting me join.

L. EXECUTIVE SESSION ~ None

M. ADJOURNMENT

M/Graham S/Horton "I move to adjourn the meeting."

Carpenter declared the meeting adjourned at 8:47pm.

Prepared by: Faith Wheeler-Jeppson



P: (907) 424-8000 | F: (907) 424-8116
 P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

CEO Report to the CCMC Authority Board of Directors
 September 27, 2018
 Scot Mitchell, CEO

The Big Picture

During last month’s CEO report, I reviewed the regulatory burden that hospitals and other healthcare providers face in this country. The impact on small frontier hospitals like Cordova Community Medical Center is staggering. We are expected to meet the same licensure and certification requirements that other, larger facilities do, despite having fewer resources to do so.

Cordova Community Medical Center is the largest year-round employer in Cordova. As such, we have a significant impact on the economy of the community. It can be somewhat difficult to determine the impact that a hospital has on the community, but a couple years ago Oklahoma State University conducted a study and developed a general methodology to show the economic impact of a hospital on its community. The American Hospital Association also developed their own methodology of estimating the economic impact of a local hospital. Based on these methodologies, I wanted to show you the impact that CCMC has on the local economy in Cordova. Based on our 2017 year end, unaudited financial statements, and employment numbers, below is a synopsis of the two estimates.

Metric	CCMC Actual	Multiplier	Indirect Impact	Total Impact
OSU - Employment Number	66	1.38	25	91
OSU - Employment Income	\$5,867,653	1.24	\$1,408,237	\$7,255,890
OSU - Local Sales Economic Impact	N/A	N/A	N/A	N/A
AHA – Employment Number	66	1.81	53	119
AHA – Employment Income	\$5,867,653	1.49	\$2,875,150	\$8,742,803
AHA – Local Sales Economic Impact	\$10,766,424	1.67	\$7,213,504	\$17,979,928

Regardless of which methodology you use, it is obvious that CCMC has a fairly significant impact on the local economy of Cordova. This is just another way to show the importance of this organization and how we are helping to improve the community.

Status Updates

Service:

- We continue with the implementation of our new electronic health record (EHR) system, Thrive. Our great staff continues to learn the new system, and are becoming more proficient each day. We are still dealing with the growing pains of the new system, while working with the Thrive staff to make everything work smoother. I fully expect that we will have several more months of learning before we become comfortable with the system.
- We have hired a part time Clinical Supervisor in Sound Alternatives to help meet quality and grant requirements. We have also brought onboard a temporary social worker who has started seeing clients. We recently signed an agreement with the new Clinical Supervisor to all see clients via telemedicine. We continue our efforts at moving the behavioral health services provided by Sound Alternatives into a model that is integrated into the family medicine clinic. We are continuing the recruitment process for the two permanent Licensed Clinical Social Worker positions, but these are very difficult positions to fill. The telepsychiatrist that was credentialed previously has not been able to provide services, so we are recruiting a new one.
- In accordance with the Conditions of Participation from the Centers for Medicare and Medicaid Services (CMS), Critical Access Hospitals are required to conduct an annual evaluation of our services. We have started that process a little later this year, as we were waiting for the audited financial statements to be completed. The financial statement audit should be completed within a few weeks, but we went ahead and started the periodic evaluation process and will add the financial components once the audit is finalized. Our staff are working on the various reports and assessments that are part of this evaluation. Once these are done, we will compile the report and present it to the CCMC Authority Board for approval.
- Earlier this month, CCMC experienced a partial outage of our internet services. This did impact our EHR system, and as a result we had to implement our down time procedures and use paper charts during the outage. The outage ended up lasting more than twelve hours, so we initiated our Incident Command System to deal with the event. The outage ended up being caused by a problem with a Tier 1 backbone internet provider, CenturyLink's infrastructure in the Pacific Northwest. The outage had a nationwide impact on internet services.

Quality:

- I want to congratulate Carmen Nourie, Lab Manager, for the excellent results of the recent Clinical Laboratory Improvement Amendments (CLIA) inspection. CMS regulates all laboratory testing performed on humans in the United States through the CLIA program. In order to receive payments from Medicare and Medicaid, a clinical laboratory must be properly certified by CLIA, or an approved accrediting organization with deemed authority under CLIA. We recently had our CLIA inspection and passed with flying colors! Carmen spent a great deal of time over the past several months preparing for the inspection, and her hard work paid off. Thanks to Carmen and the laboratory staff for a job well done!
- We are within the time frame for our annual Long Term Care CMS survey. We are also expecting a Critical Access Hospital CMS survey soon. Kelly Kedzierski has been participating in an ASHNHA sponsored quality mentoring program, and has undertaken survey preparedness as one of the focus areas for this program. Kelly has been working with other staff to put more emphasis on survey readiness to help us prepare for the upcoming surveys. We will now be surveyed under a new process for the nursing home, which will result in more deficiencies, according to the survey agency. This doesn't mean that we've gotten worse, just that the guidelines for deficiencies has changed.
- CCMC has recently joined an effort by the emergency room physicians from several other Alaska hospitals to develop consensus guidelines for prescribing and administering controlled substances in the emergency department. These guidelines are being developed because controlled medications have potentially deadly side effects and are commonly associated with addiction. As this process matures, we will provide additional information to the Board on this quality program.

- I've included a first draft of updated bylaws for the CCMC Authority Board in this packet. This document is a significant change from the previous version, mainly due to the move the CCMC Authority last year. I used the bylaws from several other similar hospitals to help develop this draft to get the review process started.

Finance:

- We are steadily making improvements with our billing processes with the new EHR system. We have been working diligently with Evident and our billing company AVEC to get this resolved. In my experience, it can take a couple months to get the systems working so that billing gets back to normal. Our hope is that our transition will not take that long. This will obviously lead to a cash crunch in the next month or two.
- The reconciliation of cash accounts needed for the 2017 audit has been completed. In order for us to get these caught up, we have brought in the accounting firm of Porter & Allison from Anchorage. There were a couple other items that were requested by our auditors, and those are being completed now. We should be able to get the audit completed and through the Dingus, Zarecor & Associates review process within the next month.

People:

- Four members of our Leadership Team, Kelly Kedzierski, Kadee Goss, Vivian Knop and myself recently attended a Community Resilience training program conducted by FEMA here in Cordova. This training program was geared towards helping communities become more able to prepare for, respond to, and recover from disasters. There were about 20 people from Cordova who attended the training, including emergency services, local businesses, city government in addition to the CCMC staff.
- As mentioned above, we are continuing our re-organization with our behavioral health services. We are continuing to adjust our staffing levels and prepare for the ultimate goal of integrating the behavioral health services with the medical clinic.

Growth:

- We are presenting an application for privileges for Dr. Gregory Engel to the Board at this meeting. Dr. Engel is interested in coming to Cordova in December to see if he likes the facility and community. If he does like this opportunity, he has expressed an interest in possibly working a more structured part time schedule in the future.
- With the approval of the delegated credentialing agreement with vRad, we will be presenting requests for privileges for the Radiologists who will be covering CCMC's radiology services once we make the move to vRad. This will be the first time that we use the delegated credentialing approach, which greatly reduces the amount of preparatory work our staff must do to prepare physicians for privileging.
- I am currently working on a contract to bring an Occupational Therapist to CCMC on a routine basis. The arrangement could provide services to our nursing home residents, swing bed patients and outpatients as well.
- We are still having discussions with a couple other physicians who have expressed an interest in potentially covering up to six months per year.

Community:

- CCMC has started preparing for the Alaska Shield 2019 statewide disaster drill. We've had some preliminary discussions with our own staff and state and local emergency preparedness staff on how CCMC will participate. While there are still plenty of unknowns, we are planning on testing a couple different emergency response capabilities with this exercise.
- We recently were awarded up to \$17,572 as part of the Hospital Preparedness Program grant. This is a program that helps healthcare providers to prepare for disaster situations. The guidelines change annually, and this year were awarded funds to attend a couple statewide emergency planning programs. Three staff members will be allowed to attend the Hale Borealis emergency preparedness conference in Anchorage next month. Two of our staff will be able to attend the Alaska Shield mid planning meeting and the final planning meeting to assist with the preparation for next year's statewide disaster exercise.

- My most recent “Lunch with the CEO” was held September 18th. I want to thank Greg Meyer for attending and providing input into the discussions about how CCMC is responding to the many challenges we are facing. I plan on having another “Lunch with the CEO” in November, and will look to have another Board member attend.



Monthly Financial Statements

July 2018

Cordova Community Medical Center
Financial Narrative
July 2018
Unaudited

July's revenue picked up nicely from June by almost \$300,000. Outpatient areas especially Emergency Room, Lab, Radiology and CT experienced their highest utilization this fiscal year. This does follow a trend with the summer arriving bringing more commercial fishing and processing as well as tourism to Cordova. Acute and Swing Bed picked up as well. Retail Pharmacy was well above budget and just slightly below June in revenue.

Balance Sheet

Cash was \$891,732 representing approximately 30 days operating cash on hand. Of course this is a moving number and the timing of Accounts Payable check runs and Payroll will affect this calculation. Net Patient Receivables are \$1,363,074 and although did increase this number is still understated but should be updated when the 2017 audit is finalized. GDRAR for July on the Hospital side increased to 146 due partially to the way the calculation uses a 3 month running average of daily revenue and the \$300,000 increase in revenue for July. Lots of work needs to be done with the AR to help the cash flow. The rest of the Balance Sheet is fairly unremarkable or has been previously addressed.

Income Statement

Patient Services Revenue was still below budget by \$89,604 but as stated above up nicely over June by \$299,043. Total Patient Service Revenue was \$1,213,137 compared to \$1,302,741 budgeted and \$914,094 in June. In July the Hospital did generate enough net patient revenue (cash we expect to collect) to cover the month's operating expenses.

Deductions

Overall Deductions were under budget. All areas were below budget. Deductions were \$273,349 compared to \$414,477 budgeted and \$364,378 for June.

Cost Recoveries

Cost Recoveries were below budget in July. Grant receipts were above budget, In-Kind Contributions were pretty much on budget while Other Revenue continues to be well below budget as previously discussed. Cost Recoveries were \$121,349 compared to \$176,758 budgeted and \$195,159 in June.

Total Revenue

Taking Patient Services Revenue minus Deductions plus Cost Recoveries the Hospital generated \$1,061,066 in Net Revenue compared to \$1,065,022 budgeted and \$744,874 for June.

Expenses

Total Expenses were \$76,800 below budget. Wages along with Taxes and Benefits were below budget due to some staffing changes. Travel and Training showed a negative balance due to the posting correction from June. Supplies were above budget due to adjusting the inventories to physical counts for the conversion to CPSI (Thrive). All other areas of expense were below budget except Recruitment and Relocation which was \$1,128 above budget as we try to recruit for open positions. Total Expenses for July were \$939,272 compared to \$1,016,072 budgeted and \$946,710 in June.

For the month of July the Hospital was able to generate a Net Income of \$121,794 compared to a Net Loss of \$48,950 budgeted and a Net Loss of \$201,836 in June.

On a Year to Date basis the Hospital has generated a Net Loss of \$964,863 compared to a budgeted Net Loss of \$159,777. Hopefully through the summer months we can chip away at the net loss but will continually need to be diligent in expense monitoring at all times.

Also included in the packet is a comparison to the Balance Sheet and Profit and Loss Statement for the same time period in 2017 for informational purposes.

Respectfully submitted,

Lee W. Bennett
Interim CFO

July 2018

Description	Year-To-Date Amount	Prior YTD Amount
ASSETS		
Cash & Cash Equivalents	891,732.90	458,778.64
Net Patient Receivables	1,363,074.74	1,434,033.94
Other Receivables	-75,000.00	83,393.80
Fixed Assets	3,379,503.26	3,541,920.07
Prepaid Expenses	50,843.59	55,688.50
Inventory	326,250.50	122,848.51
Deferred Outflows of Resources	1,218,788.00	1,218,788.00
TOTAL ASSETS	7,155,192.99	6,915,451.46
LIABILITIES		
Payables	1,513,649.57	846,971.79
Payroll Liabilities	1,211,821.72	294,808.33
Other Liabilities	4,608,656.32	3,516,326.46
Long Term Liabilities	6,907,864.00	6,907,864.00
Deferred Inflows of Resources	77,000.00	77,000.00
TOTAL LIABILITIES	14,318,991.61	11,642,970.58
EQUITY/FUND BALANCE		
TOTAL FUND BALANCE	-7,163,798.62	-4,727,519.12
TOTAL LIABILITIES AND EQUITY	7,155,192.99	6,915,451.46

July 2017

Description	Year-To-Date Amount	Prior YTD Amount
ASSETS		
Cash & Cash Equivalents	458,778.64	43,497.78
Net Patient Receivables	1,434,033.94	1,440,458.15
Other Receivables	83,393.80	100,480.80
Fixed Assets	3,541,920.07	4,826,589.03
Prepaid Expenses	55,688.50	26,942.90
Inventory	122,848.51	177,511.56
Deferred Outflows of Resources	1,218,788.00	929,979.00
TOTAL ASSETS	6,915,451.46	7,545,459.22
LIABILITIES		
Payables	846,971.79	924,185.02
Payroll Liabilities	294,808.33	549,160.25
Other Liabilities	3,516,326.46	2,999,173.93
Long Term Liabilities	6,907,864.00	5,015,100.00
Deferred Inflows of Resources	77,000.00	88,788.00
TOTAL LIABILITIES	11,642,970.58	9,576,407.20
EQUITY/FUND BALANCE		
TOTAL FUND BALANCE	-4,727,519.12	-2,030,947.98
TOTAL LIABILITIES AND EQUITY	6,915,451.46	7,545,459.22

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Profit & Loss Statement

Application Code : GL

User Login Name:lbennett

Through July 2018

Description	Period	Budget	Period	Year-To-Date	Year-to-date	Year-To-Date
	Amount	Amount	Variance	Amount	Budget	Variance
REVENUE						
Acute	96,766.90	116,827.87	-20,060.97	494,408.30	727,346.40	-232,938.10
Swing Bed	144,578.50	289,262.16	-144,683.66	1,394,398.12	1,973,952.23	-579,554.11
Long Term Care	398,944.38	403,254.65	-4,310.27	2,733,660.92	2,757,741.47	-24,080.55
Clinic	97,135.70	110,924.07	-13,788.37	657,907.22	686,139.34	-28,232.12
Outpatients-Other	350,503.16	300,869.82	49,633.34	1,672,296.02	1,700,723.52	-28,427.50
Behavioral Health	37,380.88	29,858.24	7,522.64	260,233.05	209,007.66	51,225.39
Retail Pharmacy	87,827.68	51,744.14	36,083.54	532,316.59	165,581.26	366,735.33
Patient Services Total	1,213,137.20	1,302,740.95	-89,603.75	7,745,220.22	8,220,491.88	-475,271.66
DEDUCTIONS						
Charity	0.00	2,547.95	-2,547.95	115,841.99	17,424.67	98,417.32
Contractual Adjustments	253,228.04	379,775.75	-126,547.71	2,308,639.10	2,513,084.46	-204,445.36
Bad Debt	20,121.07	32,152.82	-12,031.75	425,451.30	216,193.31	209,257.99
Deductions Total	273,349.11	414,476.52	-141,127.41	2,849,932.39	2,746,702.44	103,229.95
COST RECOVERIES						
Grants	35,365.60	25,479.46	9,886.14	241,238.85	174,246.60	66,992.25
In-Kind Contributions	82,474.54	85,881.28	-3,406.74	643,187.27	600,757.98	42,429.29
Other Revenue	3,438.06	65,397.26	-61,959.20	23,424.21	447,232.83	-423,808.62
Cost Recoveries Total	121,278.20	176,758.00	-55,479.80	907,850.33	1,222,237.41	-314,387.08
TOTAL REVENUES	1,061,066.29	1,065,022.43	-3,956.14	5,803,138.16	6,696,026.85	-892,888.69
EXPENSES						
Wages	304,666.05	370,139.73	-65,473.68	2,382,609.68	2,470,023.62	-87,413.94
Taxes & Benefits	209,808.82	228,119.27	-18,310.45	1,335,932.15	1,550,250.47	-214,318.32
Professional Services	135,636.34	141,970.40	-6,334.06	932,515.31	951,475.00	-18,959.69
Minor Equipment	220.76	4,246.60	-4,025.84	7,499.41	29,041.23	-21,541.82
Supplies	114,265.74	53,132.80	61,132.94	620,577.79	348,304.80	272,272.99
Repairs & Maintenance	6,279.65	8,493.16	-2,213.51	86,023.99	58,082.23	27,941.76
Rents & Leases	7,343.00	11,041.10	-3,698.10	52,077.58	75,506.87	-23,429.29
Utilities	95,076.09	110,410.93	-15,334.84	769,251.23	755,068.43	14,182.80
Travel & Training	-8,550.59	5,520.54	-14,071.13	38,322.90	37,753.34	569.56
Insurances	13,581.46	16,667.00	-3,085.54	120,981.75	116,669.00	4,312.75
Recruit & Relocate	5,375.00	4,246.58	1,128.42	-1,928.80	29,041.13	-30,969.93
Depreciation	45,557.08	49,584.00	-4,026.92	330,812.73	347,088.00	-16,275.27
Other Expenses	10,012.49	12,500.00	-2,487.51	93,345.07	87,500.00	5,845.07
TOTAL EXPENSES	939,271.89	1,016,072.11	-76,800.22	6,768,020.79	6,855,804.12	-87,783.33
OPERATING INCOME	121,794.40	48,950.32	72,844.08	-964,882.63	-159,777.27	-805,105.36
Restricted Contributions	0.00	0.00	0.00	20.00	0.00	20.00
NET INCOME	121,794.40	48,950.32	72,844.08	-964,862.63	-159,777.27	-805,085.36

13:09

Profit & Loss Statement

Application Code : GL

User Login Name:lbennett

Through July 2017

Description	Period	Budget	Period	Year-To-Date	Year-to-date	Year-To-Date
	Amount	Amount	Variance	Amount	Budget	Variance
REVENUE						
Acute	120,695.16	113,563.00	7,132.16	629,712.38	972,904.00	-343,191.62
Swing Bed	236,508.57	29,102.00	207,406.57	1,549,432.70	195,101.00	1,354,331.70
Long Term Care	375,857.31	343,389.00	32,468.31	2,549,232.78	2,518,914.00	30,318.78
Clinic	125,431.81	85,083.00	40,348.81	636,937.85	547,852.00	89,085.85
Outpatients-Other	287,694.74	257,480.00	30,214.74	1,546,391.66	1,713,591.00	-167,199.34
Behavioral Health	25,238.55	53,248.00	-28,009.45	229,903.43	407,135.00	-177,231.57
Patient Services Total	1,171,426.14	881,865.00	289,561.14	7,141,610.80	6,355,497.00	786,113.80
DEDUCTIONS						
Charity	-74.05	13,713.00	-13,787.05	102,242.55	98,276.00	3,966.55
Contractual Adjustments	140,339.87	128,109.00	12,230.87	1,377,641.30	918,120.00	459,521.30
Bad Debt	120,157.51	25,137.00	95,020.51	481,353.62	180,151.00	301,202.62
Deductions Total	260,423.33	166,959.00	93,464.33	1,961,237.47	1,196,547.00	764,690.47
COST RECOVERIES						
Grants	91,572.50	28,061.00	63,511.50	214,050.91	293,232.00	-79,181.09
In-Kind Contributions	93,754.29	66,582.00	27,172.29	644,305.47	695,779.00	-51,473.53
Other Revenue	2,165.55	10,596.00	-8,430.45	372,753.02	110,730.00	262,023.02
Cost Recoveries Total	187,492.34	105,239.00	82,253.34	1,231,109.40	1,099,741.00	131,368.40
TOTAL REVENUES	1,098,495.15	820,145.00	278,350.15	6,411,482.73	6,258,691.00	152,791.73
EXPENSES						
Wages	353,323.61	321,772.00	31,551.61	2,307,568.70	2,413,290.00	-105,721.30
Taxes & Benefits	147,926.29	163,873.00	-15,946.71	1,053,022.64	1,229,048.00	-176,025.36
Professional Services	138,194.32	139,075.00	-880.68	982,133.45	1,036,893.00	-54,759.55
Minor Equipment	0.00	2,307.00	-2,307.00	24,580.41	16,149.00	8,431.41
Supplies	39,301.83	35,338.00	3,963.83	323,626.07	242,773.00	80,853.07
Repairs & Maintenance	6,056.46	2,204.00	3,852.46	42,237.61	15,428.00	26,809.61
Rents & Leases	10,729.48	9,142.00	1,587.48	78,147.34	63,994.00	14,153.34
Utilities	111,837.85	97,292.00	14,545.85	745,218.95	712,863.00	32,355.95
Travel & Training	5,373.20	3,748.00	1,625.20	36,203.08	26,206.00	9,997.08
Insurances	9,469.27	17,959.00	-8,489.73	109,772.91	126,867.00	-17,094.09
Recruit & Relocate	3,211.40	4,167.00	-955.60	26,493.08	29,169.00	-2,675.92
Depreciation	47,846.30	43,750.00	4,096.30	319,347.31	306,250.00	13,097.31
Other Expenses	19,233.91	12,224.00	7,009.91	75,897.43	85,568.00	-9,670.57
TOTAL EXPENSES	892,503.92	852,851.00	39,652.92	6,124,248.98	6,304,498.00	-180,249.02
OPERATING INCOME	205,991.23	-32,706.00	238,697.23	287,233.75	-45,807.00	333,040.75
Unrestricted Contributions	0.00	0.00	0.00	465.00	0.00	465.00
Restricted Contributions	10.00	0.00	10.00	40.00	0.00	40.00
NET INCOME	206,001.23	-32,706.00	238,707.23	287,738.75	-45,807.00	333,545.75

Cordova Community Medical Center Statistics

July-18

Change each month

	31	28	31	30	31	30	31	30	31	30	31	30	31	30	31	30	31	Total	Monthly Average	
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Cumulative		Monthly		Average				
29																				
Hosp Acute+SWB Avg. Census	6.4	4.4	4.6	2.8	1.1	1.8	2.1													
FY 2018 ADC	3.1	3.8	4.5	4.5	4.5	3.1	5.3	4.4	5.6	5.6	5.8								3.3	
FY 2017	0.8	1.9	1.3	2.0	1.7	2.2	1.2	0.3	1.1	0.5	1.0								4.6	
FY 2016																			1.2	
Acute Admits																				
FY 2018	12	4	5	4	1	4	5												35	5.0
FY 2017	9	7	7	5	4	1	10	6	8	2	4								69	5.8
FY 2016	6	8	3	8	9	5	7	5	10	6	8								81	6.8
Acute Patient Days																				
FY 2018	32	8	18	9	2	10	16												95	13.6
FY 2017	34	23	29	17	10	2	27	13	18	6	10								205	17.1
FY 2016	16	15	18	22	26	20	11	10	22	15	17								210	17.5
SWB Admits																				
FY 2018	2	1	0	0	0	3	1												7	1.0
FY 2017	5	3	2	1	2	0	1	0	3	1	1								19	1.6
FY 2016	2	2	0	2	1	3	1	0	2	1	2								17	1.4
SWB Patient Days																				
FY 2018	166	116	124	75	31	43	50												605	86.4
FY 2017	64	84	109	111	111	90	114	124	157	163	171								1,418	118.2
FY 2016	9	40	23	37	28	46	25	0	11	1	14								237	19.8
CCMC LTC Admits																				
FY 2018	2	0	0	2	0	0	1												5	0.71
FY 2017	0	0	0	0	0	0	0	0	0	0	0								0	0.0
FY 2016	1	0	0	0	0	0	2	0	0	0	0								3	0.3
CCMC LTD Resident Days																				
FY 2018	303	278	310	295	310	286	309												2,091	298.7
FY 2017	310	280	310	300	310	300	310	310	310	300	310								3,650	304.2
FY 2016	310	290	310	297	310	298	292	310	310	300	310								3,637	303.1
CCMC LTC Avg. Census																				
FY 2018	9.8	9.9	10.0	9.8	10.0	9.5	10.0													9.9
FY 2017	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0									10.0
FY 2016	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0									10.0
ER Visits																				
FY 2018	46	43	60	46	54	57	78												384	54.9
FY 2017	49	35	47	49	53	55	75	68	43	42	35								604	50
FY 2016	52	45	52	52	59	79	85	74	55	37	53								694	58

Cordova Community Medical Center
Period End Aging Analysis Report - Summary as of July, 2018
Summarized by Financial Class

Application Code: AR		User Login Name: lbennett									
Financial Class	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	Over 120 Days	Balance					
02 - Medicaid	52,210.84	8.46%	129,773.02	21.04%	36,085.75	5.85%	114,397.85	18.55%	284,373.26	46.10%	616,840.72
UnBilled	29,067.02	30.55%	66,083.30	69.45%	0.00	0.00%	0.00	0.00%	0.00	0.00%	95,150.32
02	81,277.86	11.42%	195,856.32	27.51%	36,085.75	5.07%	114,397.85	16.07%	284,373.26	39.94%	711,991.04
03 - Blue Cross/Blue	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	1,062.32	100.00%	1,062.32
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
03	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	1,062.32	100.00%	1,062.32
04 - Commercial	96,777.77	19.86%	115,516.01	23.71%	47,898.48	9.83%	45,484.57	9.33%	181,623.39	37.27%	487,300.22
UnBilled	45,192.88	100.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	45,192.88
04	141,970.65	26.66%	115,516.01	21.69%	47,898.48	9.00%	45,484.57	8.54%	181,623.39	34.11%	532,493.10
05 - Tricare	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	4,993.26	100.00%	4,993.26
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
05	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	4,993.26	100.00%	4,993.26
07 - Tricare/VA	5,623.66	28.02%	3,736.24	18.62%	5,872.70	29.26%	702.72	3.50%	4,133.56	20.60%	20,068.88
UnBilled	7,004.31	100.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	7,004.31
07	12,627.97	46.64%	3,736.24	13.80%	5,872.70	21.69%	702.72	2.60%	4,133.56	15.27%	27,073.19
08 - Fisherman Fund	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	-466.80	0.00%	-466.80
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
08	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	-466.80	0.00%	-466.80
09 - Workers Comp	16,905.66	21.44%	15,075.38	19.12%	6,633.82	8.41%	9,170.55	11.63%	31,058.64	39.39%	78,844.05
UnBilled	9,013.60	100.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	9,013.60
09	25,919.26	29.50%	15,075.38	17.16%	6,633.82	7.55%	9,170.55	10.44%	31,058.64	35.35%	87,857.65
10 - Self Pay	62,206.74	9.92%	39,625.67	6.32%	59,776.56	9.54%	23,487.40	3.75%	441,710.70	70.47%	626,807.07
UnBilled	-2,544.28	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	-2,544.28
10	59,662.46	9.56%	39,625.67	6.35%	59,776.56	9.58%	23,487.40	3.76%	441,710.70	70.76%	624,262.79
11 - Tribal Health	2,301.89	8.41%	9,252.46	33.81%	9,966.13	36.41%	1,855.02	6.78%	3,993.69	14.59%	27,369.19
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
11	2,301.89	8.41%	9,252.46	33.81%	9,966.13	36.41%	1,855.02	6.78%	3,993.69	14.59%	27,369.19

Cordova Community Medical Center
Period End Aging Analysis Report - Summary as of July, 2018
Summarized by Financial Class

Application Code: AR		User Login Name: lbennett									
Financial Class	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	Over 120 Days	Balance					
40 - Promm Note	0.00	0.00%	42.66	0.13%	147.00	0.45%	2,413.92	7.43%	29,885.31	91.99%	32,488.89
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
40	0.00	0.00%	42.66	0.13%	147.00	0.45%	2,413.92	7.43%	29,885.31	91.99%	32,488.89
44 - Payroll Deduct	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	5,340.97	100.00%	5,340.97
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
44	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	5,340.97	100.00%	5,340.97
60 - Medicare	141,160.83	39.62%	53,563.46	15.03%	30,387.35	8.53%	24,517.49	6.88%	106,686.04	29.94%	356,315.17
UnBilled	177,233.60	86.97%	26,563.32	13.03%	0.00	0.00%	0.00	0.00%	0.00	0.00%	203,796.92
60	318,394.43	56.84%	80,126.78	14.31%	30,387.35	5.43%	24,517.49	4.38%	106,686.04	19.05%	560,112.09
70 - AR Services	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	111,768.54	100.00%	111,768.54
UnBilled	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00
70	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%	111,768.54	100.00%	111,768.54
Billed Total:	377,187.39	15.92%	366,584.90	15.48%	196,767.79	8.31%	222,029.52	9.37%	1,206,162.88	50.92%	2,368,732.48
Outstanding Charges:	264,967.13	74.09%	92,646.62	25.91%	0.00	0.00%	0.00	0.00%	0.00	0.00%	357,613.75
Grand Totals:	642,154.52	23.55%	459,231.52	16.84%	196,767.79	7.22%	222,029.52	8.14%	1,206,162.88	44.24%	2,726,346.23
Number of Bills Processed: 3,699											
Report Type	: Period End Aging Analysis Summarized by Financial Class										
Financial Class	: All										
Facility	: All										
Patient Type	: All										
Patient Class	: All										
Bad Debt Status	: All bills, except bad debt bills										
Period	: 7 Fiscal Year: 2018										



P: (907) 424-8000 | F: (907) 424-8116
P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

Date: September 27th, 2018
To: CCMC Authority Board of Directors
From: Director of Long Term Care, Kadee Goss RN
RE: Nursing Report

- We have 10 residents in our Long Term Care unit.
- Safety is always our main focus.
- All of our residents were offered the flu shot, there were several that received it and a few that declined.
- On September 6th and 7th I was able to be a part of Teepa Snow's Positive Approach to Care (PAC). I learned about ways to approach and care for people that have dementia. The training was so educational and I am excited to use the tools and knowledge that I have gained from the course to help CCMC and others. I will have the opportunity to teach my staff, my family, and even my community, how to see dementia in a different way and how to take care of others with this illness.
- All the staff are working together to individualize each resident's care plan, by setting goals and addressing them quarterly or more often if needed.

September Nursing update:

1. Staffing:
 - a. Nursing staffing continues to be adequate.
2. Census:
 - a. LTC census is 10 residents. Currently, we have 2 Swing beds occupied.
3. The ongoing challenges:
 - a. Surveys-Continue with the current plans and prepare for the CAH survey in the coming months.
 - b. Training- we are having a Basic Life Support class on September 26th, 2018 as a refresher to staff. We have reached out to PALS instructors to schedule a class for PALS in November or December.
4. Systems being implemented at this time:
 - a. Point Click Care-is fully operational for our current patient population. Kadee continues to make updates and changes to the modules to meet the needs of our residents.
 - b. EVIDENT-CCMC staff have been great with continuous use, ongoing education and working out any issues as they arise with this new electronic health record

Kelly Kedzierski, RN

CAH-DON

To: CCMC Authority Board of Directors
 From: Kelly Kedzierski, RN
 RE: September 2018 Infection Control

Infection Control

CCMC puts infection control and basic hygiene at the heart of good management and clinical practice, and is committed to ensuring that appropriate resources are allocated for effective protection of patients, their relatives, staff and visiting members of our community. In this regard, emphasis is given to the prevention of healthcare associated infections, the reduction of antibiotic resistance and the sustained improvement of cleanliness in the hospital. Infection control is a team effort and we are very pleased with all of the hard work and dedication of each and every one of our team members.

- The infection control committee has been having quarterly or more frequent meetings to ensure that we are keeping track of the infection prevention and control needs throughout the hospital as well as addressing concerns that could potentially affect the community. The last meeting was held on August 2nd 2018.
- During our implementation of our new Electronic Health Record our thermometers lost service do to connectivity issues. I am pleased to say that is back up and running. All thermostats that are in use are in range. Node 11 is not in use at this time.

Green: No Alarms - All Values In Range Yellow: No Alarms - Value Out Of Range, Not Yet Alarmed Red: Unconfirmed Alarms Exist - Attention Required! Pink: Suspended Alarm

Node Name	Node ID	Location	Alarm High	Alarm Low	Alarm Delay	Node Type	Value	Last Updated	Value Status	Connectivity Status	Alarm Status	Notification Status	
8	55081	Clinic	48 (°F)	26 (°F)	15 (Mins)	Temperature	45.3 (°F)	9/19/2018 5:21:15 PM	In Range	Connected	No Alarms	Active	N/A
4	55082	Blood Bank	6 (°C)	2 (°C)	0 (Mins)	Temperature	3.7 (°C)	9/19/2018 5:18:51 PM	In Range	Connected	No Alarms	Active	N/A
5	55083	Lab	8 (°C)	2 (°C)	15 (Mins)	Temperature	3.1 (°C)	9/19/2018 5:09:53 PM	In Range	Connected	No Alarms	Active	N/A
6	55084	Lab	8 (°C)	2 (°C)	15 (Mins)	Temperature	3.3 (°C)	9/19/2018 5:21:46 PM	In Range	Connected	No Alarms	Active	N/A
3	55085	ER	8 (°C)	2 (°C)	45 (Mins)	Temperature	4.4 (°C)	9/19/2018 5:18:50 PM	In Range	Connected	No Alarms	Active	N/A
9	55086	Clinic-Freezer	5 (°F)	-58 (°F)	10 (Mins)	Temperature	-5.6 (°F)	9/19/2018 5:22:06 PM	In Range	Connected	No Alarms	Active	N/A
7	55087	Lab-Freezer	15 (°C)	-30 (°C)	15 (Mins)	Temperature	-17.8 (°C)	9/19/2018 5:22:04 PM	In Range	Connected	No Alarms	Active	N/A
2	55088	Med Room	8 (°C)	2 (°C)	45 (Mins)	Temperature	3.9 (°C)	9/19/2018 5:18:38 PM	In Range	Connected	No Alarms	Active	N/A
10	55089	Retail Pharmacy	8 (°C)	2 (°C)	30 (Mins)	Temperature	5.3 (°C)	9/19/2018 5:22:24 PM	In Range	Connected	No Alarms	Active	N/A
11	55090	Extra	8 (°C)	2 (°C)	45 (Mins)	Temperature	22.8 (°C)	12/1/2017 2:32:12 PM	Out of Range	Disconnected	No Alarms	Active	N/A
1	55091	Drug Room	8 (°C)	2 (°C)	45 (Mins)	Temperature	6.2 (°C)	9/19/2018 5:20:22 PM	In Range	Connected	No Alarms	Active	N/A

- On 09/18/2018 all nursing staff were in-serviced on Isolation Precautions, PPE use in Healthcare Settings, and Donning and Doffing of PPE.

Fun Facts: According to the Centers for Disease Control and Prevention.

It is not possible to predict what this flu season will be like. While flu spreads every year, the timing, severity, and length of the season varies from one season to another. Flu viruses are constantly changing so it's not unusual for new flu viruses to appear each year.

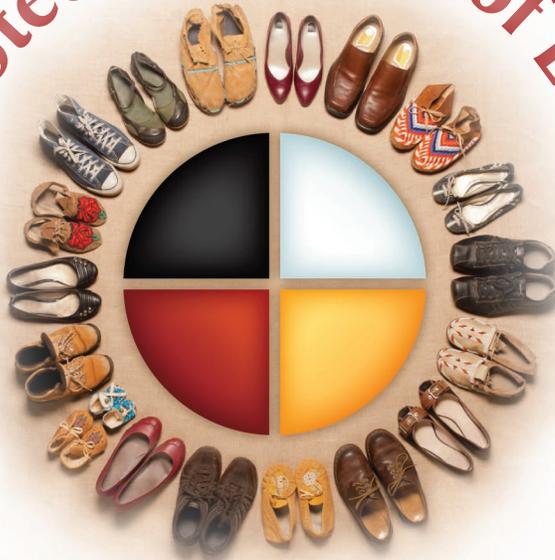
People at High Risk of Developing Flu-Related Complications

- Children younger than 5, but especially children younger than 2 years old
- Adults 65 years of age and older
- Pregnant women (and women up to two weeks postpartum)
- Residents of nursing homes and other long-term care facilities
- Also, American Indians and Alaska Natives seem to be at higher risk of flu complications.

People who have medical conditions including:

- Asthma
- Neurological and neurodevelopmental conditions (including disorders of the brain, spinal cord, peripheral nerve, and muscle such as cerebral palsy, epilepsy [seizure disorders], stroke, intellectual disability, moderate to severe developmental delay, muscular dystrophy, or spinal cord injury)
- Chronic lung disease (such as chronic obstructive pulmonary disease [COPD] and cystic fibrosis)
- Heart disease (such as congenital heart disease, congestive heart failure and coronary artery disease)
- Blood disorders (such as sickle cell disease)
- Endocrine disorders (such as diabetes)
- Kidney disorders
- Liver disorders
- Metabolic disorders (such as inherited metabolic disorders and mitochondrial disorders)
- Weakened immune system due to disease or medication (such as people with HIV or AIDS, or cancer, or those on chronic steroids)
- People younger than 19 years of age who are receiving long-term aspirin therapy
- People with extreme obesity (body mass index [BMI] of 40 or more) Calculate your Body Mass Index or BMI

Protect the Circle of Life



THE FLU & YOU

What is influenza (the flu)?

The flu is a contagious respiratory illness caused by influenza viruses that infect the nose, throat, and lungs. It can cause mild to severe illness. At times, it can lead to death.

Who should get a flu vaccine?

Everyone 6 months and older should get a flu vaccine, especially if you are at high risk for complications, or if you live with or care for someone who is high risk for complications.

Your family may be especially vulnerable to the flu.

Influenza poses a greater risk to certain people, including pregnant women, children, and elders, who are all at high risk for flu-related complications. In fact, pneumonia and flu are a leading cause of death among Native elders. The flu also can cause certain health conditions, including diabetes, asthma, and heart and lung disease, to become worse. Pneumonia and bronchitis are examples of serious flu-related complications, which can result in hospitalization and sometimes even death.

SIGNS AND SYMPTOMS OF THE FLU

People sick with influenza feel some or all of these symptoms:

- Fever* or feeling feverish/chills
- Cough
- Sore throat
- Runny or stuffy nose
- Muscle or body aches
- Headaches
- Fatigue (very tired)
- Some people may have vomiting and diarrhea, though this is more common in children than adults.

**Not everyone with the flu will have a fever. You can be sick and contagious without running a temperature.*

HELP PREVENT THE SPREAD OF THE FLU

- Get a flu vaccine each year.
- Stop the spread of germs, including influenza viruses:
 - ♦ Cover your coughs and sneezes
 - ♦ Wash your hands often
 - ♦ If you're sick, stay home
- Take antiviral drugs if they are prescribed for you.

**PROTECT YOURSELF.
PROTECT YOUR PEOPLE.**

The influenza vaccine is safe. You can't get the flu from the flu vaccine.

People have been receiving flu vaccines for more than 50 years. Vaccine safety is closely monitored annually by the Centers for Disease Control and Prevention (CDC) and the Food and Drug Administration (FDA). Hundreds of millions of flu vaccines have been given safely to people across the country for decades.

The viruses in the flu shot are killed and the viruses in the nasal spray vaccine are weakened, so neither vaccine can cause the flu. A flu shot can have mild side effects, such as soreness or swelling where the vaccine was received, a mild fever, or aches. Mild side effects of the nasal spray can include runny nose, headache, sore throat, and cough. Any side effects you experience are not contagious to others and should disappear within 2 days.

When should I get a flu vaccine?

It's difficult to know when flu activity will peak. So vaccination before December is best to ensure protection. However, even getting vaccinated in December or later can be protective because influenza disease can last as late as May. It takes 2 weeks after getting the vaccine for your body to develop an immune response against influenza.

Why do I need to get a flu vaccine each year?

You need a flu vaccine each year because influenza viruses are always changing and immunity wanes over time. Each year, experts identify the influenza viruses that are the most likely to cause illness during the upcoming flu season. Your flu vaccine protects against those viruses. It does not protect against other viruses (such as colds or stomach viruses) or against very different influenza viruses not in the vaccine.

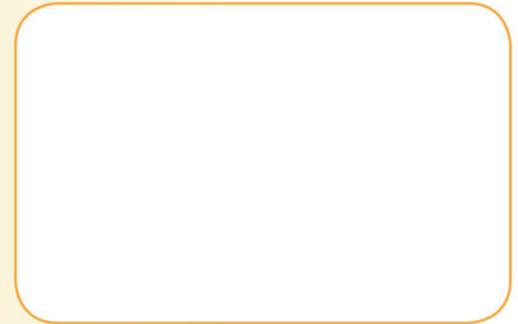


WHERE DO I GET A FLU VACCINE

- **Your local healthcare facility (even if you don't have a regular doctor or nurse)**
- **Mobile and community-based immunization clinics that visit many locations**
- **Pharmacies and grocery stores where available**

Ask your Community Health Representative (CHR) or Community Health Aide (CHA) for more information.

Local Information



**THANK YOU FOR KEEPING
INDIAN COUNTRY HEALTHY**



Learn more at www.cdc.gov/flu
or call 1-800-CDC-INFO



To: CCMC Authority Board of Directors
From: Kelly Kedzierski, RN
RE: September 2018 Quality Improvement Report

Quality Improvement

The CCMC team is continuously and consistently working hard to build a healthcare system that focuses on keeping our community healthy, provides appropriate and timely access to excellent healthcare, and provides the right care, at the right time, in the right place, all the while promoting focused improvement.

- Currently we are meeting on a monthly basis.
- The last Quality meeting was held on September 19th, 2018 where we discussed -
 - Evident-New Electronic Health Record. As with any new computer system we are still working out the bugs and trying to get the system running optimally to meet the needs of the community and CCMC.
 - Directors of Nursing Kadee Goss-LTC DON, Kelly Kedzierski- CAH DON and Kim Wilson-HR Manager went to TeamSTEPPS Master Training course in Juneau on August 21-22. They brought back many useful tools to help CCMC continue to develop a culture of teamwork and unity.
- To ensure that we are in compliance with all of the Plans of Corrections from our Surveys. Each department manager brings their documentation for all of the committee members to view. This gives the committee the data we need so we are able to evaluate our progress toward each quality goal.

Ongoing Improvement Activities- We are currently doing weekly Environment of Care rounds to identify areas in need of improvement and ensure that we are in compliance in all areas throughout the hospital. We have developed a useful tool that we use during our rounds. There are a group of 3 or more members of the staff that round on a specific department each week. We involve all of the staff as we make these rounds by asking or answering questions to help ensure that each of us have all the necessary tools and knowledge to do high quality work and care for the community we serve.

EOC Rounds Checklist					Recommendations
Life Safety and Environment of Care					
Are Fire Extinguishers and pull stations obstructed?					
Fire department connections on exterior of building are labeled and unobstructed.					
Are Fire Exits clear and exit signs visible?					
Life Safety Inspection Logs completed (fire extinguishers, sprinkler, kitchen hood, generator, boiler, etc.)					
Are healthcare occupancy halls clear of equipment not in use within 30 minutes (except crash carts, portable x-rays)? Are halls clear for safe egress?					
Are all ceiling tiles intact/ceilings free of damage?					
No exposed electrical wiring or damaged outlets.					
Are lights operating properly? Emergency lights maintained, tested, and operational					
Are supplies, shelving, items 18" away from sprinkler heads?					
Sprinkler heads are clean with no dust, debris present					
Are smoke compartment doors clear and closing properly? Do equipment blocking, no door wedges, etc.					
Employees can access SDS documents and are aware of the most hazardous chemical they come into contact with					
Fire response procedure understood and explained (RACE)					
Can staff explain what to do during a fire drill or when a fire alarm activates?					
All posted signs are laminated or on a bulletin board (excluding office areas)					
All gas cylinders properly secured, properly separated, and identified?					
Emergency shutoff valves properly labeled (fixed to surface) and accessible/not blocked					
Emergency eyewash stations and/or emergency showers accessible, operational, with documented weekly inspections					
Power strips are used appropriately and mounted (e.g., No daisy-chained, high-current draw devices, medical equipment, items hanging from them)					
Extension cords are not used for more than temporary use according to manufacturer recommendations listed on tag					
Electrical equipment is UL listed					
No space heaters					
Equipment cords are free from visible damage and not obstructing walking areas					

Circuit breakers properly labeled and at least (3) three foot of clearance is maintained around all electrical service panels - service panels are locked in areas that are assessable to the public				
Safety guards in place on machinery (drill press, grinder, table saw)				
Safety signage identifying hazards is posted, unobstructed, and informs staff of precautions to take (biohazard waste areas, medical gas areas, chemicals, etc.)				
Decorations (holiday, art, pictures, paintings) are in compliance with Life Safety Code requirements in healthcare occupancy settings (fire resistant or fire retardent sprayed)				
Vents/air ducts dust free and operating				
Infection Control				
Are all employees compliant with employee health requirements?				
Are patient and resident care supplies stored off the ground and not stored under sinks?				
Shelves used for storage of patient and resident care items are cleanable, 4 inches above the ground with a solid bottom.				
Any food or drink in patient care areas?				
Sharps containers not above the full line?				
Sharps containers easily accessible (below eye height), properly secured, free from clutter				
Clean linen covered and properly stored				
Biohazard waste is properly segregated (no trash in red bag waste and no red bag waste in trash)?				
Separate clean and dirty areas?				
Patient Care Area Furniture is in good repair, neat, cleanable, and not porous - furniture that can absorb liquid should not be placed in areas where it will be exposed to spills or heavy spoilage.				
Staff can explain how equipment is cleaned after every pt/res				
Staff able to explain how semi-critical and critical equipment is handled after use including: how to transport, store, whether high-level disinfected or sterilized.				
General Cleanliness maintained (dust, debris)				
Patient and resident microwaves, refrigerators, coffee pots clean.				
Are floors/walls free of damage and defects that are a safety or infection control hazard?				
PPE being used appropriately?				
Appropriate Hand Hygiene observed or staff describe opportunities for hand hygiene?				
Patient and Resident Safety				
Are medications secured and stored correctly?				
Staff can explain how to dispose of medications that are expired or partially used.				

No expired items.				
All sharps are secured and not accessible				
Staff can explain how to report occurrences and what to report.				
Employees able to explain response during emergency codes (ask what do you do if code silver, code red, etc. is called) and how to locate the EOP				
Patient and Resident care equipment is in good state (damage free) and has had current preventative maintenance completed (check lift slings, BP cuffs, other re-usable devices)				
Patient and Resident Rooms including activities, dining do not have the ability to be locked to prevent staff from accessing				
Emergency call cords and alert systems working properly and staff respond to alarms.				
Refrigerator Thermometer operational/checked daily/documentated? (Food, medication, lab, etc.)				
Water, food, sterile storage, and other temperature and humidity monitoring is in range, checked on schedule and documented. (If not in range, documented actions present)				
No dented food cans or containers and no unsealed, open bags or containers of food.				
Patient and Resident food is labeled with identifiers if resident specific, has best by date, is properly stored and not expired.				
Crash cart checked and logged daily				
Employees wear appropriate ID				
EMTALA Signage in place (ED, OB room, Nurses station, entries, waiting room, registration, treatment room)				
Staff have completed all MCN and Relias competency assignments				
Staff understands how to access P&Ps (pick a policy and have staff find it in MCN)				
Other				
Can employees describe quality improvement initiatives completed or in process.				
Do you know who the following people are: Compliance Officer, Grievance Officer, Infection Control Nurse?				
Resident grievance blank forms available, at a wheelchair appropriate height, with large font signage, and residents are aware of right to report grievances and process to do anonymously. (LTC DON & Activities)				
Signage informing residents 3 years of surveys and PoCs are available upon request is posted at appropriate height and font for residents				
Department specific policies have annual review completed				

Employee annual evaluations and orientation documentation (job specific) are up-to-date, complete and on file with HR				
Patient, resident, or personnel information secured? Computer screens locked/logged off when not in use?				
Totals:				(70 total questions)

Compliance Score (# compliant / # applicable) =

Other Comments or Observations:



Memorandum

To: CCMC Authority Board of Directors

From: Scot Mitchell, FACHE, CCMC CEO

Subject: Delineation of Privileges for Dr. Gregory Engel

Date: 09/21/2018

Suggested Motion: “I move that the CCMC Authority Board of Directors approve the Medical Staff privileges for Gregory Engel, MD as requested.”



Memorandum

To: CCMC Authority Board of Directors

From: Scot Mitchell, FACHE, CCMC CEO

Subject: Delineation of Privileges for vRad Radiologists

Date: 09/21/2018

Suggested Motion: “I move that the CCMC Authority Board of Directors approve the Medical Staff privileges for vRad Radiologists as requested.”

Cordova Community Medical Center – AK
Schedule 1 – List of Physicians

Instructions to Facility:

If this is the first Schedule, all Physicians will be “A,” meaning *added* to this Schedule. Please indicate that the Physicians may begin performing Contracted Services for Facility by signing and dating below, and returning via email. If strikeouts are necessary, please make the change and initial it.

If this is a revised Schedule, note in your systems any added (“A”) Physicians. Sign and date the form and return it via email. Previously listed Physicians will remain on the Schedule until they are removed. Confirm those Physicians are on your local roster. vRad will notify your facility of any removed Physicians via an automated e-mail to your medical staff office. If there are discrepancies, contact the Physician Services representative via email, below. As indicated, the Schedule should be signed by duly authorized representatives of the medical staff and the governing body.

EMAIL: Caleb.McKusick@vRad.com (preferred)
 FAX: 952-935-2757

Telemedicine Entity has issued privileges to the following Physicians and requests confirmation from Facility that each Physician has been issued Facility privileges and is permitted to provide Contracted Services to Facility. Each Physician’s Delineation of Privileges (provided separately) is incorporated herein.

Reappointment dates will be based on Telemedicine Entity’s biennial cycle and will be indicated in the Delineation of Privileges.

Name	A = Added this Schedule	Name	A = Added this Schedule
Allison, Matthew	A	Anderson, Frederick	A
Bloss, Michael	A	Caldemeyer, Karen	A
Chang, Scott	A	Curtis, Bernadette	A
Davae, Ketan	A	Dutton, Amanda	A
Edson, Steven	A	Faliszek, James	A
Hecht, Adam	A	Jones, Kendall	A
Kaplan, Richard	A	Klein, Jerome	A
Mitchell, Richard	A	Paul, Marc	A
Pratt, Alan	A	Rethy, Michael	A
Rickman, Christopher	A	Robinette, Alison	A
Runyan, Stephanie	A	Schreiner, Virginia	A
Shkurovich, Sergey	A	Tedesco, Kurtis	A
Vreeland, Thomas	A	Wagner, Kathryn	A
Wong, David	A	Ybasco, Albert	A

Cordova Community Medical Center – AK

Medical Staff Recommendation & Confirmation

Facility’s Medical Staff recommends Facility issue radiology privileges to the added Physicians, per each Physician’s vRad Delineation of Privileges. The other Physicians named on the roster currently hold active radiology privileges at Facility.

Medical Staff has (select one):

- conducted its own full review of credentials of the added Physicians.*
- relied upon the decisions of Telemedicine Entity.*

X

Authorized Representative of Medical Staff

Date

Print Name & Title

Issuance of Privileges

Effective the date signed below, Facility’s governing body has issued the added Physicians the same privileges shown on the Physician’s Delineation of Privileges received from Telemedicine Entity.

X

Authorized Governing Body Representative

Date

Print Name & Title

**Cordova Community Medical Center Authority
Board of Directors Bylaws**

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DRAFT

ARTICLE I: ORGANIZATION

Section 1: PREAMBLE

The Cordova Community Medical Center Authority was established as a public corporate authority of the City of Cordova (“City”) on December 21, 2016 by the City Council of the City of Cordova, Alaska, for the purposes of managing the operations of the Cordova Community Medical Center (“CCMC”). This authority is an instrument of the City, but exists independently of and separately from the City, with powers authorized under Section 1-4 of Title 15 of the Cordova Municipal Code. The authority shall continue to exist until terminated by ordinance. When the Authority’s existence is terminated, all of its rights, and control of assets and properties shall pass to the City.

Section 2: DEFINITION OF CORDOVA COMMUNITY MEDICAL CENTER OR CCMC

Cordova Community Medical Center or CCMC shall mean the group of facilities consisting of an acute care hospital, long term care facility and clinic, and all other health care facilities owned and/or operated by the City.

Section 3: LIMITATIONS OF BYLAWS

These Bylaws are subject to applicable provisions of Alaska Statutes relating to units of local government and health care facilities, including but not limited to government ethics, public records and meetings, performance of the duties imposed by statute upon the Cordova Community Medical Center Authority Board of Directors, and City elections as they may exist or hereafter be amended.

Section 4: PRINCIPAL OFFICE

The principal office for the transaction of the business of Cordova Community Medical Center Authority is hereby fixed as the Administration Office of Cordova Community Medical Center, 602 Chase Avenue, PO Box 160, Cordova, Alaska, 99574.

ARTICLE II: GOVERNING BOARD

Section 1: GENERAL POWERS

Subject to the limitations of these Bylaws, and the statutes of the State of Alaska, and the City of Cordova (which, in any case of inconsistency shall supersede), the affairs and property of the Cordova Community Medical Center Authority shall be governed by and under the authority of the Board of Directors.

Section 2: QUALIFICATIONS

Board members shall be qualified electors of the City of Cordova. No member of the Board shall be an employee, or immediate family member (as defined in 42 CFR 1001.1001(a)(2)) or member of the

household of an employee of CCMC or other medical provider in Cordova either now or any time in the past twelve months; a tenant of the facility either now or any time in the past twelve months; a board member or director of a medical provider other than CCMC either now or any time in the past twelve months; a contractor that provides medical or other services to the facility either now or any time in the past twelve months; an employee of any such tenant or contractor either now or any time in the past twelve months; an individual, an immediate family member (as defined in 42 CFR 1001.1001(a)(2)) or a member of the household of an individual, or a managing employee of an entity, that has been excluded from participation in Medicare, Medicaid or any other Federal health care program as listed on the United States Department of Health & Human Services, Office of Inspector General's List of Excluded Individuals/Entities. No member, or former member, of the Board shall be eligible for employment or contracting to provide services to CCMC until at least twelve months have elapsed since they last served on the Board.

Section 3: NUMBER AND TERM OF DIRECTORS

The Authority shall be governed by a Board of Directors consisting of five members, elected by the voters to three year, staggered terms. The term of office of each elected Authority Board member shall begin immediately after the results of the election are certified by the City Council, and the Authority Board member has taken the oath of office and is sworn in.

Section 4: VACANCIES

Vacancies on the Board shall be filled by the Board until the next regular election, when a member shall be elected to serve the rest of the unexpired term in the same manner that a mayor is now or may hereafter be elected to serve the rest of an unexpired term.

Section 5: POWERS OF THE AUTHORITY

The Authority shall have the powers necessary or appropriate to accomplish the purposes of the Cordova Municipal Code Title 15. In furtherance of its corporate powers, the Authority has the following powers:

- A. To sue and be sued. To have a seal and alter it at pleasure.
- B. To adopt, amend, and repeal bylaws for its organization and internal management, however, bylaws regarding notice of meetings shall be adopted consistent with 3.14.020.
- C. To operate and manage the City land and facilities in Authority inventory.
- D. To design, construct, improve, alter, or repair the City land and facilities in the Authority's inventory, subject to budgetary approval.
- E. Subject to 3.10.020, to accept gifts, grants, or loans, and enter into contracts, partnerships, joint ventures, and similar agreements, or other transactions with any governmental or private agency or entity as the Authority considers appropriate.
- F. To deposit or invest its funds.

The Authority Board may maintain membership in any local, state, or national group or association organized and operated for the promotion of the public health and welfare or the advancement of the efficiency of medical center and community health facilities administration, and in connection therewith, pay dues and fees thereto.

ARTICLE III: OFFICERS

Section 1: ELECTION

The officers of the Authority Board shall be a Chairperson, a Vice Chairperson, and a Secretary/Treasurer, all of whom shall be elected or appointed to one-year terms by the Authority Board from amongst its own membership at the first regular meeting in May. Such officers shall hold office until successors shall have been duly elected and qualified.

Section 2: DUTIES AND RESPONSIBILITIES

- A. The Chairperson, serving as the chief governance officer of the Authority Board, shall preside at all meetings of the Authority Board; ensure that the Authority Board fulfills its obligations as set forth in Alaska statutes, City of Cordova Municipal Code, these Bylaws and the Authority governing policies then in effect; and fulfill other responsibilities as may be delegated from time to time in the Board's governing policies.
- B. In the event of the Chairperson's absence, disability or refusal to act, the Vice Chairperson shall have the powers and perform the duties of the Chairperson, and shall have such other powers and duties as the Board may from time to time determine.
- C. The Secretary/Treasurer shall: ensure the issuance of notices of all regular and special meetings on orders of the Chairperson; shall receive and attend to all correspondence of the Board; keep or cause to be kept a record of the Board's proceedings, including minutes of all meetings; and ensure that custody of all records and documents are maintained by the Authority; advise the Authority Board on matters of fiscal policy; ensure that adequate and correct accounts of the Authority's properties and transactions are kept; and shall perform in general all duties incident to the office of Secretary/Treasurer and such other duties as may be required by law, these Bylaws, or which may be assigned, from time-to-time, by the Authority Board of Directors.

ARTICLE IV: COMMITTEES OF THE GOVERNING BOARD

Section 1: DESIGNATION

The Authority Board may establish committees as deemed appropriate in carrying out its purposes. The resolution establishing any such committee shall state the purpose, composition guidelines, timeline and authority of the committee. Committees may be delegated duties and functions not inconsistent with the statutes of the State of Alaska and the City of Cordova Municipal Code. Such committees may be composed of Board members, non-Board members or both. The designation and appointment of any such Committee and the delegation thereto of authority shall not relieve the Authority Board or any individual Board member of any responsibility imposed upon it, him, or her by law.

ARTICLE V: MEETINGS

Section 1: PUBLIC ATTENDANCE

All meetings of the Authority Board, whether regular or special, shall be open to the public unless the subject to be discussed falls within the exceptions pertaining to Executive Sessions contained in Alaska's Government Meetings Public law.

Section 2: TIME AND PLACE

- A. Frequency of Regular Meetings. Regular meetings of the Authority Board shall be held at least once each month.
- B. Special Meetings. The Board shall hold special meetings at the request of the Chief Executive Officer, Chairperson, or any two members of the Board. If the Chairperson is absent from the community, special Board meetings may be held at the request of the Vice Chairperson. Special meetings shall not be held upon less than 24 hours public notice of the time and place of such meeting and its purpose. No business shall be transacted except that which is described in the notice.
- C. Place. Cordova Community Medical Center shall be the usual location of regular Board meetings. With the consent of a majority of the Authority Board members, meetings may be held at any other place within Cordova.
- D. Notice of Regular Meetings. The Authority Board shall provide for and give reasonable, consistent public notice, of the date, time and place for all regular meetings. The notice shall also include a list of the principal subjects anticipated to be considered at the meeting.

Section 3: MINUTES

The Secretary of the Authority Board shall cause to be kept at the principal office of the Authority, a recording of the minutes of all meetings of the Board, showing the time and place, whether a regular or special meeting, and if special, how authorized, the notice given, the names of the directors present, substance of discussion and a statement of the vote of the directors on all motions and resolutions.

Section 4: QUORUM AND ACTION

A majority of the Authority Board members entitled to vote shall constitute a quorum for the conduct of all business. The act of the majority of the Authority Board members present at a meeting at which a quorum is present shall be the act of the Authority Board, unless a greater number is required by any provision of these Bylaws. Board members may participate in meetings in person or via telephone or video conference, as long as all members are able to hear and ask questions during the meeting. The act of a majority of the full five Authority Board members is required to terminate the Chief Executive Officer's employment or contract on a date earlier than the contractual termination date.

ARTICLE VI: CHIEF EXECUTIVE OFFICER

Section 1: AUTHORITY AND DUTIES

- A. The Board of Directors of the Authority shall select the Chief Executive Officer (“CEO”) of the CCMC. The CEO shall serve at the pleasure of the Board. The CEO shall establish and direct all operations of CCMC activities, both internal and external.
- B. The authority and duties of the CEO are as follows:
- a. The CEO shall be responsible for the overall supervision and direction of the affairs and activities of CCMC. The CEO shall have such authority and duties as may be assigned and directed by the Board and those generally incumbent with CEOs at other hospitals.
 - b. Be responsible for carrying out all applicable federal and state laws, City code, and CCMC rules and regulations. Insure compliance of CCMC with national, state and local standards and accreditation agencies.
 - c. Establishes policies pertaining to total patient care, personnel, medical staff, financial status, public relations, maintenance of building and grounds, all other policies needed for the operation of CCMC under broad directives from the Board. Reviews compliance with established policies by personnel and medical staff. Periodically reviews policies and makes changes as found necessary.
 - d. Establishes departmental staffing patterns. Evaluates job performance, prepares job descriptions, establishes job classifications and sets wage and salary schedules. Hires and discharges employees at CCMC in a manner consistent with federal and state laws and in accordance with the personnel policies of CCMC. Evaluates competence of the work force.
 - e. Work with the professional staff and those concerned with the delivery of quality professional services at the hospital to insure that the best possible care may be rendered to all patients.
 - f. Regularly checks financial status of CCMC and maintains an efficient accounting system to meet the needs of the facility. Develops budget forecasting model, prepares changes to the fee schedules to insure coverage of cost of operations.
 - g. Attends all meetings of the CCMC Boards and all committee meetings of the Board.
 - h. Prepares such reports as may be required on any phase of hospital activity by the Board.
 - i. Represents CCMC in dealings with outside agencies, including governmental and third party payors. Represents CCMC at top level meetings, etc., and participates in such.
 - j. Perform other duties that may be in the best interests of CCMC.

ARTICLE VII: MEDICAL STAFF

Section 1: ORGANIZATION AND APPOINTMENT

- A. The Authority Board shall organize the physicians granted privileges in Cordova Community Medical Center into a Medical Staff under Bylaws, Rules and Regulations approved by the Authority Board. The Authority Board shall consider recommendations from the Medical Staff and appoint physicians, non-physician members, and dependent allied health professionals who meet the qualifications for membership as set forth in the Bylaws of the Medical Staff. Each member shall have appropriate

authority and responsibility for the care of his/her patients subject to such limitations as are contained in these Bylaws and in the Bylaws, Rules and Regulations of the Medical Staff and subject further to any limitations attached to his/her appointment and privileges.

- B. All applications for appointment to the Medical Staff shall be in writing and addressed to the Chief Executive Officer of Cordova Community Medical Center. They shall contain full information concerning the applicant's education and training, licensure, DEA registration, work history/current practice, previous and current hospital affiliations, and any unfavorable history with regard to licensure, privileges, and malpractice suits.
- C. Medical Staff Bylaws and related rules and regulations for the governance and operation of the Medical Staff may be proposed by the Medical Staff to the Authority Board, but only those which are adopted by the Authority Board shall become effective.

Section 2: MEDICAL CARE AND EVALUATION

- A. The Authority Board shall, in the exercise of its overall responsibility, assign to the Medical Staff reasonable authority to insure appropriate professional care for the Cordova Community Medical Center's patients.
- B. The Medical Staff shall conduct an ongoing review and appraisal of the quality of professional care rendered in Cordova Community Medical Center and shall report such activities and their results to the Authority Board.
- C. The Medical Staff shall make recommendations to the Authority Board concerning:
 - a. Appointments, reappointments and other changes in medical staff status.
 - b. Granting of clinical privileges.
 - c. Disciplinary actions.
 - d. All matters relating to professional competency.
 - e. Such specific matters as may be referred to it by the Authority Board.

Section 3: MEDICAL STAFF BYLAWS, RULES AND REGULATIONS

There shall be Bylaws, Rules and Regulations and amendments thereto, for the Medical Staff that set forth its organization and government. Proposed Bylaws, Rules and Regulations should be developed by the Medical Staff and submitted to the Authority Board for adoption. The Authority Board may institute and adopt changes in Medical Staff Bylaws, Rules and Regulations, which are necessary to maintain licensing or accreditation or to meet legal or fiduciary duties, but it shall exercise such rights only after consultation with the Medical Staff.

ARTICLE VIII: CONFLICT OF INTEREST

Section 1: DISCLOSURE

- A. No Authority Board member may vote on any matter in which the member has any financial interest, either directly or indirectly, in their own name or in the name of any other person, association, trust or corporation. No Board member may represent, either as an agent or otherwise, any person, association, trust or corporation, with respect to any application or bid for any contract or work in regard to which such Board member may be called upon to vote. Nor may any such Board member take or receive, either directly or indirectly, any money or other thing of value as a gift or means of influence in their vote or action in their official capacity.
- B. A board member shall disclose to the Authority Board any conflict of interest in a matter before the Board, before discussion and Board vote on any such matter. A Board member may not take part or be present during any discussion or vote on any matter in which the Board member has a conflict of interest. The Authority Board shall not count a Board member as present for purposes of determining a quorum on any matter in which the Board member has a conflict of interest.

ARTICLE IX: GENERAL CORPORATE MATTERS

Section 1: FISCAL YEAR

The fiscal year of the Authority shall be January 1 through December 31.

Section 2: SIGNATURE AUTHORITY AND CONTRACT AUTHORITY

- A. Except as otherwise provided by law, checks, drafts, promissory notes, orders for payment of money, and other evidences of indebtedness of the Authority shall be signed by the Chief Executive Officer, and countersigned by at least one other person, as designated by Authority.
- B. Contracts, leases or other such instruments executed in the name of and on behalf of the Authority shall be signed by the Chief Executive Officer.

Section 3: CORPORATE RECORDS

The Authority shall keep correct and complete books and records of account, and shall also keep minutes of the proceedings of its Board of Directors and individual committees. The Authority shall keep at its principal office a record giving the names and addresses of its Board of Directors members.

Section 4: BOARD INDEMNIFICATION

- A. Directors and Officers and former Directors and Officers of the Authority and Cordova Community Medical Center shall be indemnified to the fullest extent of the law as provided in the Alaska Statutes 10.20.011(14), or any successor provision or amendment thereto, against expenses actually and reasonably incurred by such person in connection with the defense of any action, suit or proceeding, civil or criminal, in which that person is made a party to by reason of being or having been a Director

- or Officer, except in relation to matters in which that person was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of his/her corporate duties.
- B. Directors, Officers and employees of the corporation are not liable for corporate obligations.
 - C. The Authority may provide insurance to effectuate this section.

Section 5: CONFIDENTIALITY

Board members will protect confidential information learned during the course of their duties and respect the confidentiality appropriate to issues of a sensitive nature. The Authority Board shall comply with all state and federal laws (including the Health Insurance Portability and Accountability Act, HIPAA) regarding the use of confidential patient information and personnel information.

Section 6: RELATIONSHIP OF RESPONSIBILITIES

The Authority Board is ultimately responsible for Authority operations and finances, including the quality of patient care at any hospital or healthcare facility operated by the Authority. Executive Officers of the Authority may be either employees or independent contractors of the Authority. The Authority Board of Directors appoints the Chief Executive Officer, who serves at the pleasure of the Board. The Chief Executive Officers appoints all other executive officers and employees, including employed or independent contractor Medical Staff members. The duties and responsibilities of such executive officers and employees shall be established by the Chief Executive Officer. At any hospital or healthcare facility operated by the Authority, the Medical Staff is a self-governing body, which may consist of employees or independent contractors of the Authority, or independent healthcare providers who are approved to provide healthcare services at the Authority by the Board. The duties and responsibilities of the Medical Staff shall be established in Medical Staff Bylaws adopted by the Medical Staff, subject to approval by the Authority Board of Directors.

ARTICLE X: AMENDMENTS

The power to alter, amend or repeal these Bylaws, or to adopt new Bylaws, is vested in the Authority Board of Directors. Any such amendment may be made at any regular meeting of the Authority Board and shall become effective at the conclusion of the meeting at which made, or at a later time so specified, provided that:

- A. The proposed amendment is presented to the Authority Board at a meeting prior to the meeting at which a vote on the amendment is sought; and
- B. The amendment is approved by two-thirds (2/3) of the Authority Board members serving at the time the amendment is voted on.

ARTICLE XI: ADOPTION

Upon adoption of these Bylaws, all prior Bylaws and amendments thereto are to be of no further force and effect and, provided further, that if any of these Bylaws, or any section or sections are found to be contrary

to Alaska Statutes, such Bylaws, section or sections are deemed to have no force and effect, but all remaining Bylaws, section or sections are to remain in full force and effect.

ADOPTED by the Cordova Community Medical Center Authority Board of Directors at their regular meeting on the __ day of _____, 2018.

ATTEST: Kristin Carpenter, Chairperson

ATTEST: Vacant, Secretary/Treasurer

ATTEST: Scot Mitchell, Chief Executive Officer

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