



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, December 3, 2020.

Members present:

Mr. Adrian Gerrits

Dr. Sara Hartsaw

Ms. Lisa Harry

Mr. Randy Hite

Mr. Tom Murphy

Ms. Kristina Leslie

Webex: Mr. Alan Stuber

Also present:

Colleen Heeter, CEO

Dr. Nicolas Stamato, Chief Of Staff

Dr. Atilla Barabas, CMO

Mr. Jerry Klein, COO

Ms. Misty Robertson, CNO

Ms. Mary Lou Tate, CFO

Ms. Noamie Niemitalo, VP of Human Resources

Ms. Jonni Belden, VP of Continuing Health Services, retire

Ms. Catherine Craig, VP of Continuing Health Services

Ms. Karen Clarke, Community Relations Director

Ms. Kristy Usnick, Recorder

Ms Ellen Rehard

OPENING

Call to Order

Call to Order – Adrian Gerrits called the meeting to order at 5:00 pm

Roll Call

Roll call – Ms. Kristy Usnick called the roll of the Trustees of the Board of Campbell County Health. Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, Mr. Tom Murphy were all present. Mr. Alan Stuber was on present on WEBEX.

Approval of Agenda

Mr. Randy Hite moved, seconded by Ms. Lisa Harry . Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, Mr. Tom Murphy and Mr. Alan Stuber all voted aye. Motion carried.



Consent Agenda

The following items were approved as part of the Consent Agenda.

Approval of Minutes

Minutes from October 22, 2020 Board Meeting (copy appended to minutes)

Administrative Policy Review

Four Administrative policies, Four administrative policies: Environment of Care, Medical Staff Retention, Overnight Accommodations, and Telephone Usage (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the November 30, 2020 (copy of appended to minutes)

Committee Reports

Healthcare Foundation

Quality Committee

Joint Conference

Legacy Advisory Board

Mr. Randy Hite moved, seconded by Mr. Tom Murphy to approve the Consent Agenda as amended. Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, Mr. Tom Murphy and Mr. Alan Stuber all voted aye. Motion carried.

RECOGNITION ITEMS

Thanks for working here Thursday; Tanner Low Legacy Rehab; Derek Freidlan Health Services department; Holly Hopper Oncology; Wendy Echols Rehab; Sunny Leger – Laundry CCH; Kelsey Baker Childcare; Lana Webb EVS; Devin Vance BHS

Retirement Recognition

Jonni Belden's healthcare career began in 1984, when she graduated from the University of Wyoming with a Bachelor's degree in nursing. She worked at DePaul hospital in Cheyenne as an ICU nurse and unit supervisor before moving to Gillette with her husband Scott in 1990. She worked as ICU Manager, and later as a Quality Nurse reviewer at Campbell County Memorial Hospital, working on improving the quality measures for long-term care. The CEO at the time, Andy Fitzgerald, approached Jonni about becoming the Administrator of Pioneer Manor, and she agreed to step into this role in 2012. Jonni said that she missed being in management and being a leader of change in an organization, and that she was looking forward to ushering in the transition from a nursing home (Pioneer Manor) to a living center (The Legacy Living and Rehabilitation Center). Jonni took on the role of Vice President of Continuing Health Services in 2017, overseeing Rehabilitation Services and Home Health and Hospice as well as long term care. Jonni's many awards and accolades over the years include: the CCH Legend award, Campbell County Healthcare Foundation's Outstanding Healthcare Provider award, the Gillette News Record's 10



Who Made a Difference, and the Eli Pick Leadership award. In October of this year Jonni received the Daniel J. Lex award for Lifetime Service in Long Term Care from Leading Age Wyoming, an organization that provides advocacy and representation for non-profit nursing homes in the state. Jonni will retire in December after more than 35 years in healthcare. She's not walking away entirely though, but will help with the COVID-19 testing process that continues at the Legacy. When asked what she will miss the most about Campbell County Health and The Legacy, Jonni said, "I will miss the beautiful threads that have woven the tapestry of my career. As we weave the science of healthcare with the beautiful colors of the heart, a marvelous tapestry is born. My tapestry is woven with precious memories of working at CCH with the many individuals who have walked this journey with me. It has been an honor and blessing". Jonni plans to spend more time with her family, including a family trip to welcome a new grandchild this spring. She and her husband Scott have plans to backpack in the Big Horns and hike the Appalachian Trail in the near future, while they are still healthy and active. Jonni has left her imprint on CCH and The Legacy, and her contributions have made our community a better place to live for all of us. She will be missed.

Physician Recognition

This is his last board meeting – Dr. Stamato. As all of us know, the world changed in March 2020 with the beginning of the COVID-19 pandemic. All the unknown factors associated with COVID-19 at that time meant that healthcare organizations had very little time and limited resources to respond to challenges they had never before experienced. In those first months there were dire predictions of the number of people who would be infected, the number of patients that would need hospitalization, and the number of ventilators that would be required. The Chief of Staff is responsible for providing leadership and guidance to the medical staff and promoting effective communication between the medical staff, administration and Board of Trustees. This position normally requires a significant time commitment and leadership abilities, but it is safe to say that no Chief of Staff has ever had to face a situation like this. He was literally on duty 24/7 for several months, and still commits many hours to these duties as the pandemic has continued over the last 10 months. From the beginning Dr. Stamato was a regular part of the sometimes-daily meetings with hospital leadership, physicians and staff to create processes to respond to a potential surge of COVID-19 patients in the hospital. These processes included everything from adequate staffing, to where patients would be located, to how ventilators would be allocated, and to how and where testing would be conducted. It is hard to describe the almost overwhelming stress experienced by our staff and providers during the early days and weeks of the pandemic because there were so many unknowns. Dr. Stamato read and analyzed mountains of emerging research and information each day from colleagues and organizations across the country, and communicated with the medical staff to keep them informed. Dr. Stamato consulted regularly with Dr. Mark Dowell, CCH Infection Prevention Medical Director, and other members of the medical staff, called the Physician Task Force. The Physician Task Force brought the medical staff and CCH leadership together in a new way that will continue to promote positive relationships into the future. And, as part of the testing process, Dr. Stamato personally spoke to those who had received a positive test for COVID-19, working in close collaboration with Campbell County Public Health and Medical Director Dr. Kirti Patel. And all the while he performed the "regular" duties of the Chief of Staff,



attending required meetings with medical staff and Administration, working on the bylaws, and being available as a resource and sounding board to the medical staff. We sincerely thank Dr. Stamato for his time, leadership and compassion as CCH Chief of Staff for the past two years.

PUBLIC QUESTIONS OR COMMENTS

Mr. Adrian Gerrits asked if there were any comments or questions from the public at this time. No public questions or comments.

ACTION ITEMS

CAPITAL CONSTRUCTIONS

Ms. Lisa Harry stated on page 31 on snow removal – mainly for the amount for equipment – seems like quite a bit for snow removal – other means. Open discussion. For short-term send work out and revisit this next year? Plow truck is time sensitive. Thirty- six thousand dollars was spent repairing truck, might not make through this year, put up for sale. Hybrid model: most expensive. Skid steer will be used all year long and not just for snow removal which would seem excessive. Equipment utilization is needed.

Moved to approve by Dr. Sara Hartsaw; seconded Mr. Randy Hite; Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, and Mr. Tom Murphy voted aye. Mr. Alan Stuber nay. Motion carried by majority.

MEDICAL STAFF APPOINTMENTS

Dr. Stamato recommended approving the following medical staff appointments as recommended by the appropriate Department Chairman, Credentials Committee, and Executive Committee.

NEW APPOINTMENTS

Courtesy Staff - Category Change Request from Temporary:

Department of Medicine

Hetal K. Brahmbhatt, M.D. Psychiatry (Telemedicine)

Department of Surgery

Michael S. Schlegel, M.D. Emergency Medicine

Limited Health Care Practitioner (Dependent):

Department of Medicine

Jenae E. Schoenike, APRN, Internal Medicine/Ambulatory

Department of Surgery

Breanna A. Lien, APRN (Catherine), Urology - Ambulatory

Limited Health Care Practitioner- Category Change Request from Temporary:



Department of Medicine
Nikole M. Lawrence, APRN Family Medicine - Ambulatory

Department of Surgery
Amanda L. Nelson, CRNA Anesthesia

Departments of Surgery AND Powder River Surgery Center
Charles R. Grant, CRNA Anesthesia
Lonna M. Potter, CRNA Anesthesia
Anne Quasnitschka, CRNA Anesthesia
David R. Taylor, CRNA Anesthesia

REAPPOINTMENTS:

Active Staff

Department of Medicine
Kirtikumar Patel, M.D. (December), Internal Medicine

Department of Surgery
John Gall, M.D. (December), Emergency Medicine
Jonathan Hayden, M.D. (December), Emergency Medicine

Departments of Surgery AND Powder River Surgery
Internal Medicine
Emergency Medicine
Thomas Davis, M.D. (December), Otolaryngology
Mark Murphy, M.D. (December), Orthopedic Surgery

Courtesy Staff

Department of Maternal Child
David Fall, M.D. (December)

Limited Health Care Practitioner- Dependent

Departments of Surgery AND Powder River Surgery Pediatrics
Jason Higgs, PA-C (December), Orthopedics

ADDITIONAL PRIVILEGES REQUESTS

Department of Medicine
Sairav Shah, M.D., Internal Medicine Clinical Privileges
Nicholas Stamato, M.D., Internal Medicine Clinical Privileges

MEDICAL STAFF RESIGNATIONS to note

Courtesy Staff:

Department of Medicine



Abhishek Mehra, M.D., Psychiatry Effective October 23, 2020
 Christopher Park, M.D., Psychiatry Effective October 13, 2020
 Sukhpreit Sohi, M.D., Psychiatry Effective October 23, 2020

Limited Health Care Practitioner- Dependent

Julie Tippens, APRN Internal Medicine Effective October 23, 2020

Voluntary Relinquishment:

Limited Health Care Practitioner - Dependent

Departments of Surgery AND Powder River Surgery Center
 Karrienne Moore, CRNA, Anesthesia Effective September 9, 2020

Dr. Sara Hartsaw moved to approve slate as presented, seconded by Ms. Lisa Harry; to approve the Medical Staff appointments as presented. Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, Mr. Tom Murphy and Mr. Alan Stuber all voted aye. Motion carried.

BOARD SUCCESSION

2021 Board of Trustees Meeting Schedule

Moved by Mr. Randy Hite and seconded by Mr. Alan Stuber; Mr. Adrian Gerrits, Ms. Lisa Harry, Dr. Sara Hartsaw, Mr. Randy Hite, Ms. Kristina Leslie, Mr. Tom Murphy and Mr. Alan Stuber all voted aye. Motion carried.

Election of Officers:

Chair: nominated Mr. Adrian Gerrits; seconded by Dr. Sara Hartsaw, all in favor
 Vice Chair: Alan Stuber nominated; Ms. Lisa Harry nominated; nominations accepted; ballots cast. Ms. Kristy Usnick reads that Mr. Alan Stuber won the vote for Vice Chair.
 Treasurer; Alan nominated Randy Hite, unanimous ballot for Randy Hite as Treasurer; all in favor
 Secretary: nominated Ms. Harry; unanimous ballot for Lisa Harry; all in favor

COMMITTEES

Send a list of trustees and the committees they want to be on to the Chair. List of when committees meet send to board.

Finance Committee

Be an additional board meeting? What is the legality? You have it rotated. Make it a special meeting. Falls under same confines as regular meeting. For those board members who want to be part of finance they should attend the monthly finance meetings. Who decides on when Finance Can Committee Meeting be changed to a different day and time? In theory, we could move it up a week. Time of day change? Mary Lou is willing to sit with anyone. Email chair about being on finance.



INFORMATIONAL ITEMS

Chairman's Report – interesting year because of vaccine and distributed; move on to not talking about COVID

Chief of Staff Report – pleasure a member of medical has received a high honor – Dr. Patel; American College of Physicians Award

CEO Report – events in Nov: Festival of trees \$290K; virtual secret Santa at legacy; December team building – door decorating gets cocoa/cookies;

Surge – Wyoming association – DMAT/national guard-deployed 14 and 15 member team; arrived 21st; 2 physicians, EA, nurses, pharmacist, logistics, participated in Thanksgiving; second team arrived Dec 1 for two weeks; helping laundry and EVS; really pitching in and great work ethic;

STRATEGIC FOCUS

People–Misty/Noamie: key income provide outstanding care for families. Retention and turnover rate: struggling this year; 80.2% - biggest struggle: 20-30% moving – over last few month 70-80% moving; high statistic; programs offered; hospital association using cares act using travelers this next week and following week; 85-100 out sick or with COVID; help with stress having travelers; with the arrival there was a sigh of relief (Lisa Harry). Special Teams: DMAT-from several different states; all over the county; 16 member team for 2 weeks; helped in COVID which is in Med Surge; helped in primary care for a day; worked over Thanksgiving holiday; reload team 15 members; this is federal assistance; part of National Medical; WY National Guard. Alternate care site – opening is in surgery pre-op; and then a secondary area. The hospital is at capacity. We have seven beds in ICU. It is full. Other hospitals are at capacity. Look for other areas – have identified alternate care site but staffing is the problem; very concerned about this month. Natalie is working with Public Health; have antibody testing ready – how do we roll out. Modified quarantine for employees, low risk area. CDC has new guidelines. Do we have the testing capability, marketing for public, what does it mean for employees; if they have antibodies – should work; tap and sell plasma; how accurate are the antibody tests – accuracy is when draw blood test peaks at 2 weeks after infected. Antibodies start to drop off but after 4 months can still have some. We don't have positive time on how long antibodies last. CDC has been strict about following other rules. Thirty thousand RN's are needed. Still in code yellow situation. Reasons employees leaving – money isn't marked on exit interview. Do we do follow-up with maybe bringing back people? 60% do come back.

Care – Kate Craig/Jonni – Natalie has done a tremendous job with the amount of work; advocate for staff; DMAT – really needed the input; asked questions; field unit in a regular unit; procedures to put in place; looked at everything – gave the word of spectacular; Challenge Point – we got a coin; Long term you are treating the whole person in Legacy

Service – Legacy: 18 COVID for year; 10 in now; 2 more possibly; pandemic fatigue is a thing; too look at a community with a stressor and its new; causing us to look deeper in science, etc. Staff are exhausted; having window visits; virtual visits; compassion visits; end of life visits – but the type changes by rates; all staff gets tested twice a week; rates increased – CMS changed



modeling. Continuing the twice a week testing. Resident satisfaction is very good. Treating in place as much as possible. Depression going down. Locomotion – doing activities, watching weight; Quality measures – outcomes are intermingled; focused on the things that really matter; great reward for being at Legacy.

Business – Mary Lou: talking about financials and WAYSTAR program. WAYSTAR is a comprehensive program. Shannon talking. Contracted end-to-end revenue cycles. Put in more automation. January 2021 price transparency to public. Benefit platform. Demo on tool on Dec 11. Patient Access- notification of patient, coverage protection; Claim Management-purchased full program, claim monitoring system, lockbox, appeals, analytics peak; Patient Financial services-patient notebooks. Phase 1 – Dec 15; Shout-out Mary Lou and Colleen. All products into one vendor. More complete data. Deals with patient billing, insurance, etc. Financial Report – input admissions/observations – see slides along talk; observation statuses – insurance. Under budget for observation. Legacy is driven by COVID; outpatient/clinic visits – meet budget, increase home health – clinic visits almost at budget, volume in walk-in clinic was over budget; ER under budget – under 1600 visits; less low acute patients, more really sick patients in ER; hospital – under budget; PRSC – under budget – EMT and orthopedics. Patient Revenues increase month over month. Cares Act can't be classified as Patient Revenues. Separate out BCBS. Commercial is down to 10%. Medicaid is up. Cash comes from non-patient revenue, insurance proceeds, not much from Mill Levy; Mill Levy will be about 7%. Operating expenses – over – 18mil budge was 16 mil. Did a pay increase for market. Supplies is over budget, audit expense is over budget, lab is over budget. Expense Allocation 45% salaries and benefits. Beating out budget. Managing expenses. How long will last? 158 days. Some monies from Medicare, reserves in bank. Accounts receivable – ran high 70s low 80s. Been a couple of years since this low – sitting at 68 days.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:15 p.m.

The next regularly scheduled Board meeting is January 28 at 5:00 p.m.

Lisa Harry, Secretary

Kristy Usnick, Recorder