



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, October 26, 2017.

Members present:

Mr. Harvey Jackson
Mr. Mike Dugan
Ms. Ronda Boller
Dr. Ian Swift
Mr. Mr. Dunlap
Mr. Randy Hite

Members excused:

Dr. Sara Hartsaw

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Jennifer Thomas, Chief of Staff
Mr. Dalton Huber, CFO
Ms. Deb Tonn, Vice President of Patient Care
Ms. Noamie Niemitalo, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Plant and Facilities
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Jackson, Chairman, called the meeting to order at 5:00 p.m.

Mission Statement

Dr. Swift read Campbell County Health's Mission Statement.

Vision Statement

Mr. Dunlap read Campbell County Health's Vision Statement.

Roll Call

Ms. Ellen Rehard called the roll of the Trustees of the Board of Campbell County Memorial Hospital District. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite are present. Dr. Hartsaw is excused.

Approval of Agenda

Ms. Boller requested the Administrative policy, Employed Practitioner Referral, be moved from the Consent agenda for discussion. Dr. Swift requested the Administrative policy, Risk Management Write-Off/Adjustments be moved from the Consent agenda for discussion as well. Mr. Jackson moved Item #2 from the Consent agenda to Action Item #4.



Ms. Boller requested the Board policy, Compensation Program, be moved from the Consent agenda for discussion. Mr. Jackson moved Item #3 from the Consent agenda to Action Item #5.

Mr. Dugan moved, seconded by Ms. Boller, to approve the agenda as amended. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite voted aye. Motion carried.

Consent Agenda

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

Approval of Minutes

Minutes from September 25, 2017, Special Board meeting and from September 28, 2017, Board meeting (copies appended to minutes).

Administrative Policy Review

Three Administrative policies, Alcoholic Beverages, Catering and Fax Use of Health Information (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the October 23, 2017 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Campbell County Healthcare Foundation
Physician Recruitment and Retention Committee
The Legacy Advisory Board
Quality Committee
Facilities Planning Committee

Mr. Dugan moved, seconded by Dr. Swift to approve the Consent Agenda as amended. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, and Mr. Hite voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

October – Paul Rigsby, MD

Dr. Rigsby joined the medical staff in 2015, and practices at Gillette Medical Imaging. He attended medical school at the Arizona College of Osteopathic Medicine in Glendale, completed a residency in Radiology at Michigan State University (MSU) and went on to complete an MRI Fellowship at MSU.

Dr. Rigsby is practically a native, having moved to Gillette with his family at the age of four. Not a stranger to CCH either, he worked for several years in the Rehab Services department before attending medical school.

Radiology was not on his original list of specialties, but a clinical rotation with a radiologist in Kingman, AZ changed his mind. Dr. Rigsby always had an appreciation for anatomy while in medical school, and was a teaching assistant in the Cadaver Lab. He feels that Radiology gives him both a variety of challenges and the opportunity to interact with patients. He says that while



some people may think that Radiology is straightforward and objective, it takes time and training to become discerning and well-versed in this medical specialty.

Dr. Rigsby and his wife Lora, an anesthesiologist, wanted to live in a smaller community to work and raise their family. He saw an open radiology position while in residency, and emailed Dr. Joe Lawrence to inquire. The position opened up again while he was in his Fellowship program, a happy coincidence for the Rigby's and CCH.

The Rigby's have three children, Summer, 8; Andrew, 5; and Aria, 2. They enjoy traveling and outdoor activities with their children, like snowmobiling and snowboarding. Dr. Rigsby wants his children to grow up with the same lifestyle he enjoyed.

Thank you Dr. Rigsby, for providing our patients with excellent care.

Medical Staff Recognition

Anne Jones and Amy Hawk, Nurse Practitioners

Nurse Practitioners Anne Jones and Amy Hawk have cared for patients at Campbell County Health during their whole careers. They both worked as nurses on the Medical Surgical (Med/Surg) unit before completing their doctorates in Nursing Practice from the University of Wyoming. They were able to complete the three year program by commuting between Gillette and Laramie, with most of their clinical rotations taking place here at Campbell County Memorial Hospital.

After spending year's together working in Med/Surg and during their education, the pair are excited to be providing care at Campbell County Medical Group (CCMG) Nephrology and Complex Medicine, along with Dr. Robert Neuwirth.

Anne describes Dr. Neuwirth as a huge advocate for the skills of nurse practitioners. He was a mentor for both women while they were completing their degrees, having worked closely with them in his role as a hospitalist.

Now that Amy and Anne are part of CCMG Nephrology and Complex Medicine, the clinic is accepting new adult patients for internal medicine care. Their goal is to see patients within a day of their initial call. The clinic is based on a medical home model, which seeks to meet many different healthcare needs for their patients, from acute illness to routine immunizations. Amy, Anne and Dr. Neuwirth will work as a team, collaborating on each patient's plan of care.

Amy's husband Ray is an oil and gas engineer and they have four children, with two still living at home. When she is not busy working and caring for her family, Amy enjoys hunting and fishing. Anne's husband Blake is an engineering manager for a local mining company and they have two young children. When she's not spending time with her family, Anne is an avid runner.

Sarah Smith, APRN

Sarah Smith is a new nurse practitioner in Behavioral Health Services. She graduated from the University of Wyoming in August 2017 with a doctorate of Nursing Practice as a Family Mental Health Nurse. Sarah worked in the Medical Surgical unit at CCMH for three years, and then found her calling in mental health care, spending three years in BHS before returning to school.



While in high school Sarah thought she wanted to be a physician assistant, but a nurse advised her to become a nurse practitioner instead. She knew when she became a nurse that nursing was the core of who she was, and her career path was set.

Sarah is seeing new outpatients in Behavioral Health, and taking some former telepsychiatry patients that she worked with as a nurse. Sarah says it helps that she can continue with these telepsych patients so they have a familiar face at their appointments.

Sarah and her husband Merritt live on a ranch north of Gillette with their dogs, where she loves horseback riding and is getting back in shape to barrel race.

Jennifer Frary, PA-C

Physician Assistant Jennifer Frary joined the Walk-in Clinic in September. Jennifer has 32 years of experience in clinical practice, primarily in primary care, but also has nine years of experience in occupational health at Wyoming Medical Center, and is certified to perform DOT examinations. She comes to Campbell County Health from Western Medical Associates in Casper, where she worked as a clinician and was the Manager of Customer Service staff for three years. Jennifer was interested in moving to a part-time position, which attracted her to the Walk-in Clinic.

Jennifer and her husband Tim make their home in Casper, where they can be closer to their three children and two grandsons. They also take advantage of living on the Platte River for kayaking, and close to Casper Mountain for hiking, biking and cross country skiing.

Employee Recognition

Mr. Fitzgerald welcomed new Directors and Managers:

Ashley Fraser	Director of Home Health and Hospice
Tonya Carlson	Director of Nursing, Legacy

Mr. Fitzgerald recognized employees that have been selected for *Thanks for working here Thursday*:

Tracy Arroyos	EMS
Taryn Nemec	Cardiology Clinic
Kayla Rodriguez	Main Clinic
Monica Smith	Pharmacy

Department Discoveries

Cardio Pulmonary Services	October
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Legend

Lisa Miller- Nutrition Services

Lisa has been employed by CCH for 20 years and has literally worked in every position in Nutrition Services, from washing dishes to cooking to putting freight away. She began as an on-call Nutrition Tech, and has been a Coordinator, Supervisor, Interim Manager and is now Nutrition Services Manager. Lisa has a unique perspective of the importance of each job in her department and how service can positively or negatively impact the customer's experience.



Lisa embraces change as a way to improve her department and has always demonstrated pride in her work. She has worked very hard to develop her management skills and model the importance of continuing education to her staff, achieving Dietary Manager Certification herself and encouraging others to learn and grow. Staff see Lisa as a mentor and role model as well as someone they can go to with issues or problems.

Lisa is truly a CCH LEGEND. Congratulations.

Elaine Brunson – Nutrition Services

Elaine is the extreme example of dedication – working any and all hours to provide the best possible care. She has worked at CCH for 31 years in most areas of the Nutrition Department. Elaine is well respected by patients and residents alike and she works relentlessly to better their nutritional intake and overall nutritional status. Elaine spends 1:1 time working with residents and they are very fond of her.

Elaine is very committed to meeting the mission of CCH as well as following established guidelines and expects nothing less of her fellow employees.

When there is a neighbor, co-worker, or someone in need, Elaine is one of the first to step forward to offer her time, food and/or supplies.

Elaine is truly a CCH LEGEND. Congratulations.

PUBLIC QUESTIONS OR COMMENTS

Mr. Jackson asked if there were any comments or questions from the public at this time. There were none.

ACTION ITEMS

Medical Staff Appointments

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

Reappointments:

Active:

Department of Medicine	Steven Clements, M.D.	Internal Medicine
Department of Surgery	Paul Rigsby, D.O.	Radiology
Department of Surgery AND Powder River Surgery Center	Robert Grunfeld, M.D.	Orthopedic Surgery

Courtesy:

Department of Medicine	Ghazi Ghanem, M.D.	Infectious Disease
	Raoul Joubran, M.D.	Radiation Oncology
Department of Surgery	Todd Hansen, M.D.	Urology
	John Stamato, M.D.	Radiation Oncology

**Limited Health Care Practitioner:**

Department of Medicine

William Heineke, ED.D., PhD

Psychology

ADDITIONAL PRIVILEGES REQUESTED

David Boedeker, PA-C

To provide coverage at WIC

PRIVILEGE EXTENSION REQUESTS (THROUGH DECEMBER 31, 2017)

Benjamin Ross, M.D.

Douglas Christensen, M.D.

Chad Best, M.D.

MEDICAL STAFF NOT RENEWING PRIVILEGES TO NOTE:

Michael Hughes, OD

MEDICAL STAFF RESIGNATIONS TO NOTE:

The following resignations were noted:

Jorge Mendoza, M.D.

Effective September 12, 2017

Christian Eby, M.D.

Effective July 29, 2017

John Vassar, M.D.

Effective October 18, 2017

Ronit Cohen, M.D. (Voluntary Relinquishment)

Effective October 1, 2017

Cynthia Taber, M.D. (Voluntary Relinquishment)

Effective September 7, 2017

Amanda Phillips, CRNA (Voluntary Relinquishment)

Effective October 1, 2017

Nancy Rusch, CRNA (Voluntary Relinquishment)

Effective November 1, 2017

PRIVILEGES WITHDRAWAL TO NOTE:

Hans Kioschos, M.D.

Moderate Sedation

Nathan Simpson, M.D.

Moderate Sedation

MEDICAL STAFF NAME CHANGE TO NOTE:

Brenda Castrichini, APRN

Name changed legally to Brenda Engle effective July 13, 2017

Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite voted aye. Motion carried.

Emergency Power Supply System Bid

Mr. Crichton explained that the Facilities Planning committee is recommending approval of the low bidder Tucker Electric for the emergency power supply system project. Muth Electric has teamed with Tucker Electric for this bid. The second bid came from Freeman's Electric Service, Inc. Tucker Electric was the low bidder at a cost of \$248,489.00.

Mr. Dugan moved, seconded by Ms. Boller, to approve the recommendation from Facilities Planning Committee to award the low bidder, Tucker Electric, the emergency power supply system project at a cost of \$248,489.00. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite voted aye. Motion carried.



Limited Recruitment Incentive Radiology

Mr. Fitzgerald explained that a recommendation came out of Physician Recruitment and Retention Committee to help in the recruitment process and limited recruitment incentives to help in the recruitment of a Radiologist due to two of the current Radiologists wanting to scale back and decrease their work load to ½ time. They have an interested candidate coming out of fellowship. The recruitment costs would include up to \$15,000 for relocation expenses, a \$30,000 sign on bonus and approximately \$1500.00 for interview expenses.

Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite voted aye. Motion carried.

Employed Practitioner Referral policy

Ms. Boller requested clarification of the policy and Dr. Swift suggested changing the word required to encourage or recommend. Mr. Fitzgerald explained that this policy is addressed in provider contracts and that patients, insurance providers and the provider can determine what is in the patient's best interests.

Mr. Dugan moved, seconded by Mr. Dunlap, to approve the Administrative policy, Employed Practitioner Referral, as presented. Mr. Jackson, Mr. Dugan, Ms. Boller, Mr. Dunlap and Mr. Hite voted aye. Dr. Swift abstained. Motion carried.

Risk Management Write-Off/Adjustments policy

Dr. Swift inquired who has the responsibility for risk management write offs or adjustments. Mr. Fitzgerald explained that Patient Relations Department recommends these write offs or adjustments to Mr. Fitzgerald for final approval. Mr. Huber will provide a report at the Finance Committee meeting.

Dr. Swift moved, seconded by Mr. Dunlap, to approve the Administrative policy, Risk Management Write-Off/Adjustments, as presented. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap and Mr. Hite voted aye. Motion carried.

Compensation Program Governing Board Policy and Procedure

Ms. Boller questioned some inconsistent language in the policy which referred to the Executive VP. She also inquired about language that was removed in section 2.f that stated the CEO will review employee evaluations for the thirty highest employees excluding physicians. Mr. Fitzgerald explained that compensation for all directors and managers is reviewed annually. Ms. Boller also requested that section 7.a reflect the same compensation percentile for Vice Presidents as the CEO. That section will be changed to reflect compensation for the VP's will not exceed 45-55 percentile of market data. Mr. Dunlap suggested Board members take their questions regarding the policy to Mr. Fitzgerald before the next meeting. Mr. Fitzgerald, Ms. Niemitalo and Mr. Lubnau will update the policy for review at the December Board meeting.

Mr. Dunlap moved, seconded by Ms. Boller, to table the policy. Mr. Dugan opposed. Motion passed.

INFORMATIONAL ITEMS

CEO Report

Mr. Fitzgerald pointed out the laminated handout on Board responsibilities which provides information on trustee education and best practices. He encouraged Board members to take the



handout with them. Mr. Fitzgerald also notified Board members that information will be coming their way regarding upcoming Board education opportunities. Mr. Fitzgerald told the Board about the recent Rocky Mountain Center for Performance Excellence visit to CCH which is a start down the road on the Baldrige National Award process. The regional group of five surveyors was at CCH Monday for an intense interview of senior leaders and other staff members. They were very complimentary of CCH's application efforts. The Toyota Lean Group will be at CCH on November 2 to look at and assist with a project in Nutrition Services at the Legacy. Mr. Fitzgerald invited the Board to attend The Legacy first birthday celebration on November 2nd.

STRATEGIC FOCUS

People

Ms. Noamie Niemitalo reported on time to fill days that Human Resources is using as one measurement for workforce strategies. Time to fill days are measured by the time a position is posted until the employee's first day on the job. The goal for the end of this year is 73.9 and CCH is currently at 76.6. Strategies to achieve this goal include use of Position Manager, working on social media strategies, education with managers and directors, workforce strategies, career fairs, and visiting regional high schools. CCH went live with Position Manager last Thursday which is an electronic program to track open positions.

Care

Ms. Tonn reported on ED CAHPS which are patient experience scores in the ED. In FY17, the ED met the goal of 8 of 17 questions at the 75 percentile. In the first quarter of FY18, the ED results have remained the same. The goal is to develop strategies aimed at increasing the score to 13 of 17 questions at the 75 percentile. Strategies include reviewing the custom questions on the HealthStream survey as recommended by the Studer Coach. This will give CCH the opportunity to change or remove some questions in this category. Additional strategies include creating a service excellence board for suggested scripting of the questions and an emphasis on four areas:

1. Clear communication by nurses.
2. Nurses listened carefully.
3. Nurses spent enough time with the patient.
4. Courtesy/respect by nurses.

Ms. Tonn also reported on Outpatient CAHPS. Efforts to improve outpatient experience scores include implementing an Outpatient Excellence team, led by Tanya Allee, Patient Experience Manager, for a more systematic focus on the outpatient survey results. The Studer validation coach will be onsite on November 2nd to work with outpatient directors to hardwire AIDET and Leader Rounding on patients. The team will also explore different survey options and questions that are more specific for outpatient areas.

Service

Jeff Rice reported on suicide prevention efforts at CCH:

- QPR (Question, Persuade, Refer) training available for all employees.
- Suicide screen now in Meditech (All admits generate 8 consults a month) throughout the house.
- Screen and Risk assessment included for all new patients in BHS.
- Wellness includes screen for all new patients.



- Three providers established for RRSR (recognize, respond, suicide, risk) training for our organization (ER included).
- Bruce Brown established for public presentations.
- MyOutcomes pilot includes clinical improvement for suicidal patients.
- Collective impact participants rolling into our Zero Suicide Committee where community collaboration can effect further change.
- Tight relationship with School District who has several programs designed to open barriers to care and work in conjunction with The Kid Clinic.
- CCH blogs.
- Radio vignettes.
- Personal touch phone follow-up.

Ms. Boller suggested that QPR training be included with CPR training and offered to the community. Mr. Fitzgerald will look into that suggestion. Mr. Rice stated that QPR training is now currently available to all CCH employees.

Business

Mr. Huber reported the following for the month of September:

- Net revenues continue to be under budget. About \$1M under budget on the revenue side.
- Under budget on the expense side as well.
- The operating loss is \$1.4M. Since September have had a \$2.6M loss from operations.
- Excess revenues over expenses is (372,000) compared to a budget of (14,000).
- Days of revenue remains at 69. Are aiming for 60.
- Days of expense in cash dropped to 176. During September there were five check runs and three pay periods.
- Dropped to \$78M cash on hand.

Strategic Initiatives

Succession Project

Ms. Veronica Taylor provided information on succession planning. CCH has contracted with Future Sync to help with succession planning. Future Sync interviewed senior executives and identified several seasoned leaders over the age of 50 at CCH, confirming the need for succession planning. Future Sync will also help identify candidates to participate in the training. The number of first year leadership candidates will be between 10-20; based upon nominations and the number of coaches/mentors available. Coaches and mentors from the organization will receive training on identified competencies to improve their skills to work with future leaders. Ms. Tonn added this is not the absolute answer for replacements. As the program progresses they hope to provide leadership development for selected staff. Developing talent within the organization increases candidates familiar with the culture and processes of CCH, and reduces the need to use headhunters or recruitment firms.

Limited Recruitment Incentive Radiology cont.

Mr. Fitzgerald asked to make a clarification to the cost of recruitment for a potential radiology candidate and explain there is no income guarantee. Additional expenses include:

- The potential for home/student loan.
- The potential for recruitment fees.



EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:39 p.m.

The regular meeting reconvened at 8:52 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:52 p.m.

The next regularly scheduled Board meeting is December 7, 2017 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder