



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, May 24, 2018.

Members present:

Mr. Harvey Jackson  
Ms. Ronda Boller  
Mr. George Dunlap  
Mr. Randy Hite  
Mr. Adrian Gerrits

Member absent:

Dr. Ian Swift  
Dr. Sara Hartsaw

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer  
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 Facilities and Plant Operations  
Ms. Jonni Belden, Vice President of Continuing Health Services  
Ms. Ellen Rehard, Recorder  
Public

**OPENING**

Call to Order

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

Invocation

Chaplain Jim Hawkins led those present in an opening prayer.

Mission Statement

Mr. Hite read Campbell County Health's Mission Statement.

Vision Statement

Ms. Boller 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, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits are present. Dr. Swift and Dr. Hartsaw are excused.

Approval of Agenda

**Mr. Dunlap moved, seconded by Ms. Boller, to approve the agenda as presented. Mr. Jackson, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits voted aye. Motion carried.**



Consent Agenda

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

Approval of Minutes

Minutes from April 26, 2018 Board meeting (copies appended to minutes).

Administrative Policy Review

Three Administrative policies, Control of Documents, Disclosure of Information, and Workplace Violence, Management and Prevention (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the May 21, 2018 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Healthcare Foundation  
Quality Committee

**Mr. Hite moved, seconded by Mr. Dunlap to approve the Consent Agenda as presented. Mr. Jackson, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits voted aye. Motion carried.**

**RECOGNITION ITEMS**

Provider Recognition

Mark Hoskinson, M.D.

Dr. Mark Hoskinson grew up in Miles City, Montana and has always liked the atmosphere of a small town. He says that Gillette is very much like Miles City in climate, topography and the friendliness of the people. He comes to Gillette from Denver, where he practiced at Kaiser Permanente for over 20 years. Dr. Hoskinson attended medical school at John A. Burn School of Medicine in Oahu, Hawaii, and completed his residency in Internal Medicine at St. Joseph Hospital in Denver.

Two years ago Dr. Hoskinson was chosen from Kaiser's 1,200 physicians as its Teacher of the Year. Has also received the Permanente award, given twice a year by Kaiser physicians.

The biggest incentive for Dr. Hoskinson to leave Colorado after so many years was the chance to practice medicine alongside his son, Dr. William Hoskinson, who is a hospitalist at CCH.

As an Internal Medicine specialist, Dr. Hoskinson is passionate about improving quality. About 30% of his time at Kaiser was spent managing care coordination for patients with chronic conditions like diabetes and COPD. He believes that implementing quality measures can touch many lives and help physicians improve outcomes for their patients. Dr. Hoskinson is looking forward to becoming a member of the CCH Quality Committee once he learns the routine in his clinic.

Employee Recognition

Thanks for working here Thursday

Rocky Reno, RN  
Danielle Wood, Admin Assistant

ICU  
Infection Prevention, Professional Development,  
and Disaster Preparedness



### Retiree

#### Bruce “Bud” Riley, Radiology

Bud has been employed in the Radiology Department at CCH since February 1990. Bud started his career as a general technologist and later trained into the position of CT Technologist. Bud worked weekends and overnights for the majority of his career. Bud developed many friendships over the years with personnel in different departments throughout the hospital. Bud was famous for his balloon animals. He made them for all his patients, families of patients and staff. He gave away tubs of licorice, candy, medals, and stickers to so many departments and patients. Bud is an accomplished photographer. He framed and hung many of his own photos in the Radiology department. Upon his retirement, he brought in a box of photos and gave them to people within the hospital. Bud received many awards during his career.

- X-Ray Student of the Year 1989
- Employee of the month June 1993
- Employee of the Year December 1993
- Published Humorous Healthcare Cartoon Book 1991
- Volunteer for Hospice and Big Brothers/Little Brothers

Bud will now spend his time doing all the things he enjoys, photography, helping with food drives, and speaking at churches to raise money for Bibles to be given to Gideon International. Thank you Bud for all your dedication and service to CCMH for the past 28 yrs.

#### Rose Rennell, Employee Health

Rose Rennell started working at Campbell County Health in 1980, when it was at the “old” hospital, where the Campbell County Senior Center is now. It was in the middle of one of the famous coal and oil booms, and she remembers that Boxelder Avenue from 4-J Road to Highway 59 was a dirt path.

Rose arrived in Gillette because of a friend who was a licensed practical nurse (LPN) who worked here, and said there were several openings. Plus, the pay was better than her current position in Rapid City. So, she made the leap, and has never looked back. She's seen a lot change in health care, in the organization, and even in Gillette. However, she's also been a large part of shaping employee health services, which have made CCH a safer and better place to work.

Over the years, Rose has worked in two different departments with the organization—she started out in Maternal Child working in the Nursery for the first nine years, and then transferred to Employee Health (within the Infection Prevention, Professional Development, and Disaster Preparedness department) after a car accident left her paralyzed. “Baerbel (Merrill) took a chance on me—a nurse in a wheelchair—and that chance gave me a career of a lifetime,” says Rose.

As you can imagine, Rose has seen a lot of changes to health care since she began as a LPN in 1980.

“The biggest change in health care was the blood borne pathogen standard in 1992, it changed the way health care was delivered,” she says. For those not in the know, that is when nurses started wearing gloves for patient care!

As for changes at CCH, Rose says that there are too many to count. “When we first moved into the ‘new hospital,’ all patient care was on the second floor—the Medical/Surgical Unit, Intensive Care Unit, Maternal Child; all of it.



Rose says she's looking forward to having no alarm clock when she retires! As well as being outside when it is nice, and staying home when it snows. She's also looking forward to spending more time with the volunteer agencies she is with.

Thank you Rose, for making a difference in the lives of so many employees and patients for nearly 40 years. You will be missed by many.

### Legend

#### Shawn Holland, RN House Supervisor

Shawn quietly goes through his shift and makes his job as House Supervisor look easy. Shawn frequently checks in with each hospital department and with a calm demeanor and smile he says, "I'm just checking to see how things are going and if I can do anything to help." He runs for supplies, helps change linens on a bed, or shows his caring heart to listen to a patient, family member, or staff member. He lets them know he cares and will try to ease their pain.

There are many adjectives that describe Shawn's qualities as a person, nurse and hospital supervisor: Hard working, kind, caring, calm, intelligent, and fair. Shawn is always positive and uses his expertise and professionalism to help make a difference every shift. One night the only thing a patient requested was a soda that CCH doesn't carry. A short time later, Shawn came to the floor with two bottles of that special soda. He didn't want any attention when he brought it in, but he did miss the huge smile on the patient's face.

Shawn is devoted to his family and when he is not working stays busy with his five children. Shawn 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.

Mr. Clif Richie commented that he is happy that CCSD is looking into the possibility of some of their staff carrying guns in the high school and wishes that the CCH Board would consider doing the same thing with some of the doctors and nurses. He also stated that another concern he has is cigarette and cigar butts laying outside of the emergency room doors.

Keith Edwards thanked the Board of Trustees for the scholarship he received this year as a graduating senior. He plans to attend pharmacy school.

Mr. Darrin Edwards thanked the entire organization for the care and treatment he received as a patient.

### **EDUCATION**

#### Wyoming Miner's Hospital Board

Mr. Bill Rice, Miners' Board representative for CCH gave an update on the Wyoming Miner's Hospital Board. In 1890 the Wyoming Legislature built a hospital in Rock Springs which was designated as the miner's hospital but has since been dissolved. In 2000 the State commissioned a study on the healthcare needs of miners and concluded those needs are pulmonary/respiratory, hearing loss, muscular skeletal conditions, and cardiac. One year later the Wyoming Miner's Hospital Board was formed. The Miner's Board consists of nine board members. One member from Sweetwater County Hospital Board, one from Campbell County Health Board and seven members at large. Of the at large members, one must come from Campbell County and one from Sweetwater County. The medical assistance a miner can receive is up to \$5000 per year. Payment made by the Miners Board was payment of last resort. The 2018 legislative session made changes in the payment structure so the fund would pay the



first \$2000, the individual would then pay the next \$2000 and the fund would pay the final \$3000 for a total of \$5000. Enrollment in a Health Savings Account (HSA) would not disqualify the participant. A miner must have had no fewer than ten years of employment to qualify and any miner's already in the program will be grandfathered in.

**ACTION ITEMS**

**Medical Staff Appointments**

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

**Reappointments:**

**Active:**

Department of Medicine	
<b>Mark Walter, M.D.</b>	Psychiatry
Department of Surgery <b>AND</b> Powder River Surgery Center	
<b>Lora Rigsby, M.D.</b>	Anesthesiology

**30-DAY EXTENSION REQUESTS– Applications Not Received AND/OR Complete**

Jon Kerr, M.D.	Joseph Maycock, O.D.
Tracy Wasserburger, NNP	Kyle Kusek, M.D.
Mary Patterson, PA-C	Michel Skaf, M.D.
Stanford Israelsen, M.D.	Robert Novick, M.D.
Brahmananda Koduri, M.D.	Mindy Gilbert, PA-C
Rachel Helms, APRN	Jacob Rinker, M.D.
Nicholas Stamato, M.D.	

**ADDITIONAL PRIVILEGES REQUEST:**

Lynn Perlenfein	Cardiology Physician Assistant Privileges
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**MEDICAL STAFF RESIGNATIONS TO NOTE:**

Whitney Fevold, APRN (Voluntary Relinquishment)	Effective May 5, 2018
Valerie Amstadt, PA-C (Voluntary Relinquishment)	Effective June 1, 2018

**Mr. Jackson, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits voted aye. Motion carried.**

**Mock Up Room Construction**

Mr. Crichton explained that the Finance Committee approved moving forward with construction of the mock up rooms as the first phase of the second floor project and to bring the motion to the full Board for approval. The mock up rooms are estimated to cost about \$115,000. Funding for the design phase of the project that was initially approved has a remaining balance of \$859,896. The mock up rooms are the last LDRP room and the first post-partum room. The rooms can help to determine if modifications are needed for the final project.

**Mr. Jackson, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits voted aye. Motion passed.**



### PROS Check In/Check Out Desk

Mr. Crichton explained that the Finance Committee approved the construction of a new check in & checkout desk at the PROS office and to bring the motion to the full Board for approval. The project will provide three check in stations that will facilitate the needed workspace required for the clinic to convert from their current paper system to Meditech for their EMR.

**Mr. Jackson, Ms. Boller, Mr. Dunlap, Mr. Hite and Mr. Gerrits voted aye. Motion passed.**

### DISCUSSION ITEMS

#### Mental Health Visioning Committee

Ms. Boller reported that an ad hoc committee has been formed. Members include herself, Mr. Jackson and Mr. Gerrits. The idea is to gather up stakeholders in the community to brainstorm about what can be done for mental health in the community and to formalize a list of services already available in the community. They plan to hold a community visioning meeting in September. The current Mental Health Advisory Board will be consulted for their input.

#### Baby Friendly Hospitals

Mr. Gerrits introduced Amanda O'Rourke from the local LaLeche League. Ms. O'Rourke provided information on The Baby Friendly Hospital Initiative which is a worldwide program. This is an effort for improving the role of maternity services to enable mothers to breastfeed babies for the best start in life. Maternal Child Director, Josie LeMaster, reported on the current CCH practices. Ms. LeMaster stated that Wyoming currently exceeds the national breastfeeding rates. The national rate is 81.1 and the Wyoming average is 89.7.

### INFORMATIONAL ITEMS

#### CEO Report

Mr. Fitzgerald reported on the following:

- Training was held this week on how to write an application and how to implement the framework throughout the organization to help in submitting an application for the Peak Award as part of the Baldrige award process. Mr. Fitzgerald stated that just the process of submitting the application will help the organization achieve improvements that will benefit CCH patients.
- Ms. Boller, Mr. Gerrits and Mr. Fitzgerald attended the WHA trustee education last Thursday. This is a good forum for trustees to talk and gain relationships with other trustees from healthcare organizations throughout the state.
- Ms. Boller added that a legislative round table will be held in Buffalo on June 6<sup>th</sup> and 7<sup>th</sup>. All trustees are invited to attend.

### STRATEGIC FOCUS

#### People

Ms. Noamie Niemitalo reported on turnover. The goal for FY17/18 was reduced to 16.1%. Currently CCH is at 12.4%. CCH without the Legacy is at 9.9%. The Legacy is at 23.5%. Turnover for first year employees is at 16.6% and the national average is over 30%. Strategies for the upcoming year include hiring an intern to establish an onboarding process at the clinics. The Workforce Committee is proposing changes to CCH's preceptor program, will establish mentor programs and provide life skills training and opportunities.



### Care

Ms. Jonni Belden reported on pain management. Pain management helps improve the resident's quality of life by helping them with the following:

- Attend activities of their choice.
- Decrease depression.
- Improve socialization.
- Overall comfort.
- Improved appetite.

The Legacy is starting to show a slight downward trend. Alternate ways to manage pain include:

- Alternative complimentary therapies.
- Counseling.
- Activities.
- Distraction.
- Music.
- Warm packs or ice packs.
- Massage.
- Therapy.

Ms. Jonni Belden reported on fall prevention at the Legacy. The Legacy is currently below the state and national average for falls with a major injury. Strategies to help prevent falls include:

- Weekly fall meetings to discuss each fall to determine if any intervention should have been in place.
- Staff education on gait belts, call lights, items in reach.
- Resident education on when to call for help.
- Activities that promote function and muscle.
- Rounding strategies.
- Admission folder revision to include safety measures and to encourage families to call for help in taking residents to the bathroom.
- Investigation of Capture Fall Program for the University of Nebraska to supplement the Legacy Falling Stars program.

### Service

Ms. Belden reported on the Legacy Nutrition Lean Project which was led by the Toyota Production System Support Center. The project focused on long meal service times resulting in residents having to wait for meals and potentially cold food. The recent resident experience survey shows that service is now much faster, the quality of food is very good and the staff serving food is courteous and respectful. Next steps include improving the lead time for room service meals for residents. Ms. Belden thanked all those who worked on the project and recognized Lisa Miller, Suzanne Struebing and Paul Wolfe.

### Business

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

- Volumes were down.
- Inpatient admissions were at 176.
- Surgeries were down more than 25%.
- Revenues were short of budget by \$.5M.
- Expenses were over budget.





- Operating loss of \$1.7M.
- Mill levy is at budget.
- Excess Revenues Over Expenses \$(582,000).
- EBIDA \$969,000 which is short of budget.
- EBIDA margin for April is 7.10%.
- YTD operating loss after 10 months is \$(13,426,000).
- YTD excess revenues over expenses \$(1,647,000).
- YTD EBIDA is \$13,471,000.
- YTD EBIDA margin is 9.76%.
- Accounts receivable days is 70.
- Days cash on hand is down at 169.
- Cash balances are down to \$75M.

### Strategic Initiatives

#### Meditech Update

Mr. Stangl provided an update on the Meditech Ambulatory project. Go live for the 3<sup>rd</sup> floor clinics and Kid Clinic occurred on May 15<sup>th</sup>. Providers and staff received at the elbow support and a command center was manned to handle calls and help resolve any issues employees had. Issue lists were kept and after the first eight days there were about 200 issues with about 75% already resolved. The remaining 25% will be addressed in house or by Meditech. At the end of day 3 claims were pushed through the system and by the end of day 4 the claim process was automatic. The next go-live for the main clinic and the Wright Clinic is scheduled for June 4<sup>th</sup>.

### EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:00 p.m.

The regular meeting reconvened at 8:07 p.m.

### ADJOURNMENT

There being no further business, the meeting adjourned at 8:07 p.m.

The next regularly scheduled Board meeting is June 28, 2018 at 5:00 p.m. in Classroom 1.

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Ronda Boller, Secretary

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Ellen Rehard, Recorder