



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, April 27, 2017.

Members present:

Mr. Harvey Jackson
Ms. Ronda Boller
Dr. Ian Swift
Mr. Mr. Dunlap
Dr. Sara Hartsaw
Mr. Randy Hite

Members excused:

Mr. Mike Dugan

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, Interim Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Plant and Facilities
Ms. Jonni Belden, Vice President of Long Term Care
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Jackson, Chairman, called the meeting to order at 5:04 p.m.

Mission Statement

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

Vision Statement

Dr. Hartsaw 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, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite are present. Mr. Dugan is excused.

Consent Agenda

Dr. Swift requested the Administrative Policy, Notification for Credentialing of Medical Staff, be removed from the Consent Agenda for discussion. Mr. Jackson moved the policy to Action Item #5.



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

Approval of Minutes

Minutes from March 23 & 24, 2017, Board meeting and retreat (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, Infection Prevention (IP) Committee, Infection Prevention Program, Petty Cash Fund and Use of Non-slip Shoes, Shoe Covers or Ice Grips to Prevent Employee Slips and Falls (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the April 24, 2017 Finance Committee Meeting (copy appended to minutes).

Committee Reports

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

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

RECOGNITION ITEMS

Provider of Month

March – Dr. Stanford Israelsen

Dr. Israelsen joined the medical staff in 2014 and practices at Powder River Orthopedics and Spine. He experienced a broken arm during his middle school years and remembered the physician who treated him showed him the X-rays, and told him that he had to set the arm ‘just right’ for it to heal. Dr. Israelsen realized what a cool job that was—and thought that he wanted to do that someday.

Dr. Israelsen knew right away he wanted to be a surgeon when he performed his first surgery. Dr. Israelsen did an internship in general surgery at the Mayo School of Graduate Medical Education and completed his orthopedic surgery residency at Marshall University in Huntington, WV.

Coming to Gillette after residency fulfilled Dr. Israelsen’s requirements to live in a small town in the West. He appreciates working in a community where people have a strong work ethic, saying that his patients are wonderful.

A community with a good school system was also important for Dr. Israelsen and his wife, Dena. They have four children, ages 2-12, and are expecting number five. He enjoys hiking, camping and backpacking with his family – most of all, he really loves mountain biking.

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



April – Dr. Nathan Tracey

Dr. Tracey joined the medical staff in 2014 and practices family medicine for children and adults ages 8-59 at the CCMG Main Clinic. He attended West Virginia School of Osteopathic Medicine in Lewisburg, West Virginia and completed his family practice residency at The Cleveland Clinic in Cleveland, Ohio. He spent a year in a general surgery internship program before settling on family medicine as a specialty. He still has an active interest in orthopedics and sports medicine, and sees nonsurgical orthopedic patients at Powder River Orthopedics and Spine (PROS) two days per week; and assists Dr. Stan Israelsen in surgery one-half day per week.

At the age of 12, while chasing his older brother, Dr. Tracey severely injured his hand running through a glass door. He was afraid of losing the function in his hand, and the great experience he had with treatment sealed his career path. He hopes to someday contact the surgeon who treated him and tell him that he's now a physician.

Dr. Tracey grew up in Kansas, and was ready to move back to a place with wide open spaces after finishing his residency. Dr. Tracey and his wife, Andrea, have five children, ages 3-14. Their kids are involved in track, dance and gymnastics, keeping their parents very busy with all their activities. When he has the chance, Dr. Tracey loves to go mountain biking off the beaten path.

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

Medical Staff Recognition

Hollie Stewart, M.D.

Hollie Stewart was born and raised in rural North Alabama. She achieved a Bachelor of Science in Chemistry and Biology at the University of North Alabama. Dr. Stewart received a medical degree at the University of South Alabama and completed a pediatric residency at LSU Health Center in New Orleans, LA. Hollie moved to Gillette with her fiancé, Rudy Borg, and her three pets. Outside of her professional life, her interests include live music, gardening, hiking and photography.

Pauline Lerma, M.D.

Dr. Lerma attended medical school at the University of the Philippine and completed her residency in Internal Medicine at Abington Memorial Hospital in Abington, PA. She completed Hematology and Oncology and Bone Marrow Transplant Fellowships at MCP Hahnemann University in Philadelphia. Her teaching experience includes Drexel University College of Medicine in Philadelphia and Rutgers Cancer Institute of New Jersey. She is Board Certified in Internal Medicine, Medical Oncology and Hematology. Dr. Lerma sees adults only. She works closely with Nurse Practitioner Stacey Hastreiter to coordinate care for her patients.

Retiree Recognition

Karen Happs

CCH would like to recognize Karen Happs for 26 years of service. Karen was born and raised in Keokuk, IA. In the eighth grade Karen was voted the most outstanding food student. In 1976 she moved to Gillette with her family and has been with Pioneer Manor/The Legacy since April 1991 working in Dietary as a food service tech spending her days serving and loving on the residents. During the past 26 years she has seen so many significant changes within the organization but most importantly the construction of The Legacy, which she describes as BIG and beautiful. Karen has enjoyed getting to know the residents and their families and has



gained many friendships. Karen’s family members have also worked at Pioneer Manor and her parents were residents at Pioneer Manor. Karen enjoys bowling, watching the Denver Broncos and is also a big fan of Survivor and the Food Network. Karen’s retirement plans are to spend time camping, sewing, doing crafts, yardwork and enjoying time with her sisters. She would also love to travel to Germany and the Netherlands.

Thank you Karen for the many years you served our residents, our staff and our community. We will miss you and we wish you the best of luck in the future.

Twyla Grueb

CCH would like to recognize Twyla Greub for 26 years of service. Knowing her Mom would eventually need help; Twyla came to Gillette from Idaho and began work at Pioneer Manor in September, 1990. Twyla has thoroughly enjoyed her employment as a CNA/Restorative Aide. She has gained so much knowledge and enjoyed meeting many new residents and staff from all walks of life. Twyla has had many proud moments during her career but her proudest was the first time she received Employee of the Month. If she could give any advice to new staff it would be to come to work and be on time. This is not just a job, it is a profession. Our residents deserve staff that treats them with dignity, respect and love. Twyla loves spending time with her children and grandchildren, watching and reading westerns and is a big Green Bay Packers fan. Thank you Twyla for the many years you cared for the residents, our staff and our community. We will miss you and we wish you the best of luck in the future.

Employee Recognition

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

Sheleen Jarman	Urology Clinic
Eileen Day	Endocrinology Clinic
Kay Holm	Care Manager
Cassie Linduska	Radiology
Jeremy Onsgard	Cardiology Clinic
Jessica Schurtz	Geriatrics Clinic
Grace Charles	Family Medicine Clinic
Jordan Hanson	Wright Clinic
Marie Hull,	Care Manager

Department Discoveries

Sleep Center	March
Occupational Therapy	April

Legend

Noamie Niemitalo

Since 1992, Noamie Niemitalo has focused her career to putting the very best into the children. Because of this dedication and drive for excellence, she has earned one of CCH’s most prestigious honors—the Legend Award.

Noamie grew up in Harrisburg, Nebraska and went to college at the University of Wyoming, where she received her bachelor’s degree in social work. She came to Gillette to complete her practicum with the Gillette Abuse Refuge Foundation, and stayed. Noamie has since earned her Master’s Degree in human services from Capella University. She is also Certified Social Worker



in Wyoming (CSW) and has earned her Society of Human Resource Management Senior Certified Professional (SHRM-SCP) recognition.

For the last 18 years, Noamie and her husband, Loren, have raised funds for Head Start through a golf tournament. She was on the Founding board for CASA for the Sixth Judicial District, and currently sits as the Board President for the Boys and Girls Club of Campbell County. And, for the last 20 years, Noamie has also been appointed by Wyoming Governors to be on the Wyoming Early Childhood State Advisory Council.

Noamie enjoys spending time with her husband, Loren, of 23 years. They have one daughter, Carlie, who is turning 12 this May, and they do everything together. Noamie enjoys coaching and watching her daughter play sports, as well as gardening, and spending time outdoors camping and fishing.

Noamie Niemitalo, thank you for your dedication to the children of the parents who work at CCH, and to the employees who care for them while they work. You are legendary in the eyes of all the staff at CCH. Congratulations.

Special Recognition

Geraghty Kirsch

Geraghty Kirsch, RN in the Emergency Department was recognized by community member Bruce Roosa for her quick actions in assisting a member of the Gillette Chamber Singers who lost consciousness and fell during a recent concert.

PUBLIC QUESTIONS OR COMMENTS

Mr. Jackson asked if there were any comments or questions from the public at this time. Mr. Shay Lundvall recognized and thanked Dr. Biggs, NICU nurses, OR and delivery staff for the recent care of his wife and delivery of their premature baby boy.

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.

Dr. Hartsaw recused herself.

New Appointments:

Courtesy - Telemedicine:

Department of Medicine

Bryan G. Barnosky, DO

Anthony Brehm, MD

Daniel Cotoi, MD

Critical Care

IM/Critical Care/Pulmonology

Critical Care

Reappointments:

Active:

Department of Maternal / Child

Angela Biggs, MD

OB / GYN



Departments of Surgery
William Woodward, MD Pathology

Departments of Surgery **AND** Powder River Surgery
Sara Hartsaw, MD General Surgery
Stanford Israelsen, MD Orthopedic Surgery

Courtesy:

Department of Maternal / Child
Maria R. Moro, MD Pediatrics / Infectious Disease

Courtesy – Telemedicine:

Department of Medicine
Ronit Cohen, MD Psychiatry

RESIGNATIONS TO NOTE:

Elizabeth Fitzpatrick, MD
James Price, DO
Sasha Rau, CRNA

Board Scholarship Recipients

The Scholarship Committee presented four names to the Board for approval to receive the Board of Trustee's Scholarships.

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

CMAR recommendation for 2nd Floor Project

Ms. Boller moved to approve the recommendations from Facilities Planning Committee to proceed with Kraus Anderson as CMAR for the second floor project and authorize Plant Administration to contract Kraus Anderson for a fee negotiated by Plant Administration.

Mr. Crichton explained that the Facilities Planning Committee recommends moving forward with negotiating a contract with Kraus Anderson as the CMAR for the 2nd floor inpatient project. The Construction Manager at Risk (CMAR) is considered a contractor of the hospital managing the construction of a project. Of the four bidders, Kraus Anderson was the lowest bidder for the pre-construction phase and delivered a lot of value and good qualified construction estimates. A bid is not required for a CMAR. Dr. Hartsaw inquired whether the entire project is still in the planning phase and if there are stopping points along the way? Mr. Crichton stated that CCH has the right to suspend or stop the project at any point along the way.

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

Pioneer Manor Infrastructure Renovations

Mr. Crichton reviewed the proposed uses for the Pioneer Manor building with costs not to exceed \$1,220,000. Costs include:

\$800,950 – Basic building mechanical systems including contingency
\$175,000 – Move CBO upstairs & outfit space



\$205,133 – Refit 6 existing apartments
 \$14,400 – Convert chapel & cafeteria to meeting space
 \$24,517 – Flooring contingency

Mr. Dunlap moved to table and the motion died due to a lack of a second.

Ms. Boller moved to approve the recommendation from Facilities Planning Committee for the expenditure of an amount not to exceed \$1,220,000 for the proposed renovation work and outfitting at Pioneer Manor.

Mr. Dunlap inquired about asbestos abatement. Mr. Crichton explained there is a contingency fund in the event that asbestos or mold is found. No walls will be torn down, but there will be a boiler replaced that has old piping. The state will require a survey be completed first. There are currently no leaks in the walls and roof leaks were resolved and repaired a number of years ago. Mr. Crichton went on to explain that the cost to demolish the building is north of \$1M on top of finding places for services. Shoring up the existing foundation of the newest addition would cost \$1.6M with services having to vacate the building until the work is completed. Rental property costs would run \$1.4M for the next 5-10 years. Pioneer Manor would be used for employee services and education only.

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

Notification for Credentialing of Medical Staff

Dr. Swift asked to have the policy pulled from the Consent Agenda. He stated the policy was established because the Credentialing Committee and medical staff thought there were some weaknesses in the procedure and didn't want breakdowns to happen. Dr. Swift is concerned that there is not one person accountable. Mr. Fitzgerald and Mr. Stangl agreed that the policy had been reviewed by the Credentials Committee. Dr. Swift does not think the policy is strong enough and doesn't reflect that it only pertains to employed physicians.

Dr. Swift moved, seconded by Mr. Dunlap, to table the policy.

DISCUSSION ITEMS

Board Improvement

Ms. Boller suggested scheduling a Board retreat to discuss Board development in conjunction with the WHA Trustee Educational meeting scheduled on May 19th. Not all of the Board members are able to attend on that date, but would like to find a date when they all are available to participate. Mr. Fitzgerald will contact Wendy Sampson from Future Sync to obtain some available dates and Ms. Boller will finalize the event.

Official Board Liaison for Wright Advisory Board

Ms. Boller inquired about appointing an official Board liaison to the Wright Advisory Board. Board members discussed traveling out of town to attend the meeting and the concern of not keeping that commitment in the future when there are different members on the Board of Trustees. The Wright Advisory Board meets quarterly and Bill Rice, Director of Health Works and Clinic Operations, attends the meeting regularly. Mr. Jackson would like to ask the Wright Advisory Board if they would support a Board liaison.



Board Q & A Book

Mr. Dunlap will be compiling a book of questions and answers to assist Board members with questions they may have. He requests members submit any questions directly to him and he will do the research to obtain the answers. Questions sent to him will be kept anonymous.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Jackson thanked all of the CCH volunteers for their contributions to the organization.

STRATEGIC FOCUS

People

Turnover

Ms. Niemitalo reported turnover is currently at 17% with a goal of 16.8%.

Employee Engagement

Ms. Niemitalo stated CCH has just received the results of the Employee Engagement survey and will be able to report on that at the May Board meeting.

Recordable Injuries

Ms. Niemitalo reported the current rate for recordable injuries is 5.7, continuing to decrease since January.

Care

Pain

Ms. Belden reported The Legacy is currently meeting the CMS quality reporting goal of 21.3%.

Strategies to manage pain in LTC include:

- Pain Management consultations
- Individualized pain management programs with alternative measures for pain relief
 - Distraction, music, warm blankets, rice bags, essential oil utilization, restorative therapy, massages as needed, mental health referral
- Implemented essential oil program for pain and anxiety

Weight Loss in LTC

Ms. Belden reported LTC has currently had an increase in the unexpected weight loss quality measure. Strategies to manage weight loss include:

- Scheduled snacks and fluid rounds.
- Appropriate management of depression with counseling and medications as needed.
- Consistent weighing protocols.
- Dietician referral for any weight loss 2.2 kg or more.
- Dietary supplements and high protein shakes.

Service

Patient Satisfaction for CCMG

Mr. Stangl provided an overview of the clinic satisfaction scores from FY15 through FY17. One of the measures that dropped in FY17 is: Provider knew important medical history. CCMG has incorporated a goal for providers which include 2 steps: Commit to sit, creating a comfortable atmosphere, and taking at least two minutes to listen to the patient's reason for their visit.



Business

Mr. Dalton Huber reported the following:

- Operating revenues were over budget.
- Inpatient volumes were under budget.
- Outpatient volumes were under budget.
- Total operating expenses were under budget.
- Loss from operations was \$743,000 versus a budgeted loss of \$984,000.
- Net gain was \$465,000 versus a budgeted gain of \$212,000.
- EBIDA – \$2.2M versus a budget of \$1.7M.
- YTD bottom line is \$600,000 short of budget.
- YTD EBIDA is almost identical and ahead of budget.
- Day's cash on hand is 172 compared to the target of 168.
- Accounts receivable days are 66.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:54 p.m.

The regular meeting reconvened at 8:30 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:30 p.m.

The next regularly scheduled Board meeting is May 25, 2017 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder