



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, October 27, 2016.

Members present:

Mr. Randy Hite
Dr. Alan Mitchell
Mr. George Dunlap
Mr. Harvey Jackson
Dr. Sara Hartsaw

Members excused:

Mr. Mike Dugan

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Lowell Amiotte, Chief of Staff
Mr. Dalton Huber, CFO
Ms. Deb Tonn, Vice President of Patient Care
Mr. John Fitch, 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. Hite, Chairman, called the meeting to order at 5:04 p.m.

Mission Statement

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

Vision Statement

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

Quality/Safety Brief

Mr. Hite provided the following Quality/Safety brief:

Wyoming has the highest traffic death rate in the country at 27.48 deaths per 100,000 people. The next highest is Mississippi at 21.58, South Dakota has 17.16. At Campbell County Health we saw victims from 6 separate roll-over accidents between October 9 and 16. Just a few reminders about safe driving:

- Always wear your seat belt – the 6 crashes seen at CCH all had seatbelts and there were no deaths.
- Do not use cruise control on slick/wet roads.
- Slow down.



- Be aware, bridges may be especially icy and even gravel can be slick.

Mr. Hite added that this year alone there will be more deaths from performing selfies on your cell phone than shark attacks.

Roll Call

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

Approval of Agenda

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the agenda as presented. Mr. Hite, Dr. Mitchell, Mr. Dunlap, Dr. Hartsaw and Mr. Jackson voted aye. Motion carried.

Consent Agenda

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

Approval of Minutes

Minutes from September 29, 2016 Board retreat and regular meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Donations and Memorial Gifts, Meals for Visitors of Inpatients, Relocation of Hospital Equipment/Furniture, Risk and Crisis Response Plan and Travel and Education, Commitment, Request and Reimbursement (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the October 24, 2016 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Quality

Legacy Advisory Board

Campbell County Healthcare Foundation

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the consent agenda as presented. Mr. Hite, Dr. Mitchell, Mr. Dunlap, Dr. Hartsaw and Mr. Jackson voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

September - Dr. Scott Diering

Dr. Diering is Board Certified in Emergency Medicine and joined the medical staff in 2008. He grew up in New Jersey, and was the first person in his family to graduate from college. Dr. Diering began his career in healthcare as a clinical psychologist, but found that he wanted to treat the whole person as a medical doctor. He attended Bowman Gray School of Medicine in



Winston Salem, North Carolina, and started out in neurosurgery before switching to emergency medicine.

Dr. Diering believes that healthcare is a dual responsibility – the individual must be accountable for their own health, and society should provide services to those who need them. He focuses on explaining and giving choices, but patients' must advocate for their own health and understand what the doctor's recommendations entail.

In his years of practice, Dr. Diering has seen technological improvements that have helped with more accurate diagnoses, but he's also seen an increase in patients with psychosocial issues. The emergency department has become an intersection of social work and medical care with the national increase in drug and alcohol abuse. These problems affect every age, income and demographic group.

When he's not practicing in the emergency department here in Gillette or at the Crow reservation a few days per month, Dr. Diering enjoys running, reading and has just begun woodworking.

He's also working on a follow-up to his book, *Love Your Patients!* published in 2004. The idea for the original book came from his observations of colleagues who were excellent surgeons but were bad with people. The new book expands the ideas of improving our interactions directed toward a more general audience. Since 2012 Dr. Diering has made annual trips as a medical director for the Rocky Mountain Honor Flight Network, overseeing the health of veterans who travel to Washington, D.C., visiting monuments and memorials to commemorate their military service.

October – Dr. Billie Wilkerson

Dr. Wilkerson is Board Certified in Family Medicine and joined the medical staff in 2002. She was born and raised in Gillette and was one of the first two recipients of the Board of Trustees' scholarship for healthcare careers. Her first exposure to Campbell County Health was at "Senior Medical Day" as a Campbell County High School student, where she spent the day observing in the ICU.

Dr. Wilkerson's father Bill Fitch was proud to see his daughter attend medical school, and she credits his influence in raising her to not back down from attaining here goals.

While in medical school at Creighton University, Dr. Wilkerson had the opportunity to do her family practice rotation with Dr. Jim Naramore. She returned during residency to do here general surgery rotation with Drs. Sara Hartsaw and Dave Crowder. Both her husband Kent's parents and her parents lived in Gillette, so things just fell into place when Dr. Naramore offered her a job after she completed her residency. Caring for her former classmates was never a problem, but Dr. Wilkerson admits that caring for the friends of her parents and grandparents took a little getting used to.

One of the changes, Dr. Wilkerson has seen since she began practice is that patients are much more informed due to the growth of the internet. This can sometimes be challenging because the information can be incomplete at best, or even wrong. She thinks that medicine used to be a much more paternal relationship, with the physician telling the patient 'this is what you're going



to do'. Dr. Wilkerson believes that her role is to share her knowledge and educate here patients, and then help guide them to making their own choices about their healthcare.

When she's not practicing, Dr. Wilkerson is a self-confessed 'professional dance mom' for her daughter Laini. She volunteers from several local organizations including Bell Nob Swing for the Cure. She also loves taking family vacations with Laini, her son Davis and husband Kent.

Medical Staff Recognition

Candace Winters, PA

Candy Winters was born and raised in Rapid City, SD; She has one son, named Kyle and a 4 year old granddaughter named Allie Mae. Prior to going to PA school, Candy worked as a nurse for 15 years, working in a family practice clinic and then in an urgent care clinic. She obtained a PA degree from the University of South Dakota in 2006 and right out of PA school she worked in Neurosurgery for approximately 14 months and then went to work for Black Hills Orthopedics and Spine where she worked for the last 8 ½ years. Candy enjoys cooking, baking, riding motorcycles and snowmobiling.

David Boedeker, PA

David Boedeker grew up in DuBois, Wyoming. He moved to Michigan as a teenager with his two younger brothers. In Michigan, he graduated high school and attended Ferris State University and graduated with a degree in Health Care Systems Administration and Nuclear Medicine Technology. David worked as a Nuclear Medicine Technologist in Montana and Idaho before going to PA school in South Dakota. Outside of his professional life, he greatly enjoys outdoor activities, hunting, fishing, and snowboarding. All of the outdoor activities and sites Wyoming has to offer. David is a big University of Michigan football fan.

Steven Clements, MD

CCH's newest hospitalist, Dr. Steven Clements had always liked science and anatomy, but never really thought about medical school as an undergraduate while working toward a degree in Biology. Dr. Clements, who attended high school in Gillette, choose to enroll in the WWAMI program, a regional medical education program serving states like rural Wyoming to educate students at the University of Washington School of Medicine in Seattle. After medical school Dr. Clements completed a residency in Internal Medicine and a Hospitalist training program at the University of Colorado. During his residency he was able to practice in several different clinical settings, such as Denver Health, the VA and a private, for-profit hospital.

Dr. Clements likes the challenge and variety of caring for patients in the acute setting, one reason he focused on hospital medicine. He looked at positions in Casper and Cheyenne, but working with a smaller group of physicians appealed to him, and the fact that CCH has an active Cardiac Cath Lab helped him decide to come home to Gillette. The fact that his parents, plus aunts, uncles and cousins still live in Gillette didn't hurt either.

When asked about his philosophy, Dr. Clements emphasized the importance of explaining the plan of care to the patient and family and answering their questions. Even though he's only been here for a short time, he already appreciates the time he has to spend with patients and the ability to review their entire chart. He feels he can help fill in the gaps and look at the whole picture, a plus if the patient doesn't have a regular physician.



When he's not working, Dr. Clements loves to spend time in the Bighorns, taking advantage of the opportunities for hiking, camping, fishing and snowboarding.

Erica Rinker, MD

Dr. Erica Rinker is from South Central Montana, with homesteading roots in North Eastern Montana. She completed her undergraduate degrees at Montana State University-Bozeman in Microbiology and Spanish language & literature. She was a Montana WWAMI, attending medical school at the other UW, in Seattle. She then couples matched with her Recluse, WY native husband Jake Rinker, to attend family practice residency in Des Moines, IA. While her husband finished his general surgery residency, Erica practiced full scope family practice including OB/GYN and loved teaching resident doctors. Wanting to return closer to home and family, they are excited to return back to the West. Erica, her husband, and their 2 boys are actively involved in their church, recreation league sports and all the outdoor activities they love. She is currently accepting new patients.

Jacob Rinker, MD

Dr. Jacob H. Rinker was born in Gillette and raised in Recluse, WY. He graduated from CCHS in 2001 and attended Montana State University-Bozeman. Jacob graduated with a BS in Cell Biology and Neuroscience in 2005. He worked construction, drove haul truck at Eagle Butte Mine, and was a volunteer firefighter/EMT until attending Medical School in the fall of 2006. Jake attended the University of Washington School of Medicine, graduating in 2011. He completed a general surgery residency at Iowa Methodist Hospital in Des Moines, IA from 2011 to 2016. Dr. Rinker is married with 2 children, both boys ages 3 and 1; both are 100% boy – they don't miss a mud puddle. Jake loves to be with his wife, Dr. Erica Rinker and with his boys. Jake also loves to hunt, fish, and spend time outside. They are wildly excited to finally be back in Gillette and truly hope that this will be their first and last job.

Nahida Khan, MD

Dr. Khan was born in Bangladesh and moved to and grew up in Queens, NY when she was 9. She graduated from Ross University School of Medicine in Dominica. After completing a 2 year Geriatric fellowship at Mount Sinai, she had short stints in private practice in CT and academic medicine in NC. Dr. Khan has taken care of uninsured/undocumented patients in Queens, Board of Trustees and celebrities in Manhattan, purely Medicaid patients in CT and retired CEO's and doctors in NC. Her experiences have taught her the importance of the quality of her own life in being a good physician and that led to her adventure to the west.

Dr. Khan's parents are both deceased. Her mother just recently passed away on September 20th of this year. She has a brother and extended family who still reside in Queens, NY.

Dr. Khan loves to travel internationally and recently made a trip to China and Tibet. Her goal is to visit at least 2-3 countries each year. Goal for 2017; be on top of Kilimanjaro and bungee jumping in New Zealand. Sky diving and hang gliding have already been crossed off of her bucket list.

Dr. Khan says her life is dedicated to the comfort of her two girls: Shadow and Tinkerbell. There may be Siberian huskies in the future as well.



Administrative Recognition

Ms. Tonn introduced Chris Beltz, EMS Director. Chris has worked in emergency services for most of his life, beginning as a fine cadet in his teenage years. His professional experience includes time as a hotshot for the U.S. Forest Service, firefighter and captain with Campbell County Fire Department, paramedic with Campbell County Health – EMS, flight paramedic with Wyoming Life Flight, and interim director for Campbell County Health – EMS.

It was Chris' leadership skills that made him rise to the top when I was looking for an interim EMS director. In this interim role he provided both stability and guidance to his staff while empowering them to give great service to patients and families. He also has the passion to serve, an essential quality for success as a leader. Chris has the respect of his team and the skills and experience to move our EMS department into the future. I know he is up to all the challenges we face in providing healthcare to our community. Welcome Chris.

Employee Recognition

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

Doug Evert	Pharmacy
Colleen Long	EMS (Wright)
Kristine Schiller	Maternal Child
Jessica Boyd	Behavioral Health Services

Department Discoveries

Chaplain Services

Legend

Delora Schmidt – House Supervisor

When Delora Schmidt was in the sixth grade, she participated in a lesson at school that had students “adopt a grandparent”. Essentially, these 11-12 year olds would visit their adopted grandparent once a week and ask them about life, play games and go for walks. Delora's grandparent was Theresa, and she left quite an impression on a young Delora. Now a nurse (for the past 18 years), Delora says she loves being there for people – patients, visitors, and staff alike.

“I want to make patients comfortable when they are here,” she says. “People want to be listened to and validated. We need to remember that our patient's feel vulnerable when they are here. They have lost some control, depending on what their illness is, and they can be in a great deal of pain – they can also be feeling scared and lonely.”

It's this caring approach to patients and work ethic that has earned Delora a Legend Award. For those who don't know, CCH defines a Legend as, “those people who have left a permanent impression on our minds because of their deeds and actions. Ongoing demonstration of hard work, compassion, and a reputation for greatness make someone a legend.”

Thank you, Delora for your contagious laugh and your uniquely compassionate approach to caring for our patients. You have left a permanent impression in this organization and in our community. Congratulations.



Lynn Todd – Laboratory Director

When Lynn Todd was 10 years old, she attended a Medical Explorers program offered at the hospital to learn about healthcare careers. From that point on, Lynn knew she was destined for a career in health care.

"I LOVE the Lab," says Lynn. She says it with so much enthusiasm that you believe it. It's because of this enthusiasm that Lynn has been chosen as one of Campbell County Health's Legend Award winners for 2016. For those who don't know, CCH defined a Legend as, "those people who have left a permanent impression on our minds because of their deeds and actions. Ongoing demonstration of hard work, compassion, and a reputation for greatness make someone a legend."

Lynn's family moved around a lot when she was a child as her father worked in the oil fields, but they landed in Gillette in 1968 and stayed. She remembers Gillette when there was roughly 5,500 people living here, the water was brown and the majority of the roads were dirt. After graduating high school, she attended the Medical Lab Tech program at [Northwest College](#) in Powell, Wyoming. Lynn came to work for CCH in July 1981 as a Medical Lab Tech, and she's stayed in the [Lab](#) the entire time she's been with the organization.

"For me, the Lab is the best place to work. The work changes so fast and we're always striving to be better and get our patients results faster." For those who don't know, the CCMH Lab currently performs more than 240 different tests and collects more than 450 others to be sent to outside reference labs. To give you an idea, the CCMH Lab conducted more than 1,022,000 tests in 2015.

Within the Laboratory, and even throughout the organization, Lynn is known to be passionate about her department and about providing the best possible care for her patients. Lynn has also kept a pulse on the nationwide shortage of lab technicians, and even health care workers, so she's always looking for ways to get more people interested in the fields. She was instrumental in helping CCH Professional Development create the [Phlebotomy Classes](#) offered yearly, and soon to be offered more frequently. She has also partnered with area community colleges to allow students to do their clinical rotations at the CCMH Lab.

Lynn has also shown that she can be innovative in making sure patients have a great experience in the Lab. A negative experience having her blood drawn as a child has haunted Lynn for years, and every time a child came in for blood work she would relive that experience. To help make the experience better for children who were scared of needles, to have blood work drawn or get a vaccination, the department tried everything from stickers to suckers and stuffed animals to festive artwork. But, it wasn't until Lynn met a local black light artist that she figured out how to transform the patient experience with her ["Wow" Rooms](#). Now when children come to the hospital, instead of a choice between a Sponge Bob or Strawberry Shortcake Band-Aid, they get to choose between the ocean room and the jungle room under the black light. Thank you, Lynn for Wowing us all with your innovative ideas and approaches to patient care. You have left a permanent impression in this organization and in our community. Congratulations.



Retirement Recognition

Donald Parker, MD

Tonight we are saying “Good Bye” to one of our long time physicians, Dr. Donald Parker. Dr. Parker recently announced his retirement from his practice in Obstetrics and Gynecology at Associates in Women’s Health and from the Campbell County Health Medical Staff. Dr. Parker is a Board Certified OB/GYN and joined the Medical Staff at Campbell County Health in October of 1984. He has been an active medical staff member, serving as Chief of Staff in 1996 and was Chair of the Department of Maternal Child in 2006 and 2007. Dr. Parker has chaired the Medical Staff Credentials Committee for the last 10 years and sat on the Committee throughout his tenure as a medical staff member. In 1996, Dr. Parker opened North East Wyoming Surgery Center, the second free standing surgery center in the state of Wyoming, where local and visiting physicians have provided surgical care in NE Wyoming.

Dr. Parker and his wife, Cathy, are retiring to St. George, Utah where he will enjoy many hours of fishing and relaxing. They will also spend time at their cabin in Idaho where he loves to fly fish and enjoy the beauty of the area.

Dr. Parker, we appreciate you and the care you have provided for your many patients, their family members and our community over the years. You have made a difference in the lives of many people. Congratulations on your retirement!

PUBLIC QUESTIONS OR COMMENTS

Mr. Hite asked if there were any comments or questions from the public at this time.

Mrs. Vivian Hayes, the daughter of a Pioneer Manor resident, stated she took her mother to the Legacy open house and neither of them thought it felt welcoming or like home.

Mr. Paul Walker inquired about the Pioneer Manor building and if it would be put up for sale and when. Mr. Fitzgerald replied the building will not be put up for sale since there are still several support services that will reside in the building.

EDUCATIONAL SESSION

Community Health Needs Assessment

Ms. Veronica Taylor gave a presentation on the Community Health Needs Assessment. The purpose of the Community Health Needs Assessment is to provide Campbell County Public Health with a functioning tool that meets the federal guidelines and provides strategic insight for resource development, clinical development, and regional and County networking and collaboration. The first Community Health Needs Assessment was approved by CCMH Board of Trustees and the Campbell County Board of Commissioners in August of 2013. On May 31, 2016 CCH and Campbell County Public Health hosted a comprehensive representation of community entities to review the 2013 Community Health Needs Assessment and Plan and begin the process to update and develop the 2016 second Community Health Needs Assessment. Successful projects from the 2013 plan include: the VIP, Vaccines for Influenza Project, for children throughout the school district in the fall of 2015; Suicide Prevention and Behavioral Health Services; and Kid Clinic. The top concerns for 2016 include: Prevention and early detection of cancer; Access to care for under insured and uninsured; Domestic and child abuse; and Suicide prevention.



PUBLIC QUESTIONS OR COMMENTS

Dr. Stephenie Kraycsir queried about access to the Consent Agenda before the Board meeting. Board members suggested putting the Board meeting agenda on the website prior to the meeting as well as a public meeting calendar. Administration will work on getting the calendar out and look into putting the agenda on the website.

ACTION ITEMS

Medical Staff Appointments

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

New Appointment:

Limited Health Care Practitioner:

Department of Medicine	
Julie M. Jones, PA	Family Medicine/Ambulatory

Limited Health Care Practitioner – Telemedicine:

Department of Medicine	
Susan P. Walla, APRN	Psychiatry

Mr. Hite, Dr. Mitchell, Mr. Dunlap, Dr. Hartsaw and Mr. Jackson voted aye. Motion carried.

Provisional Reviews:

Limited Health Care Practitioner:

Department of Medicine	
Whitney Fevold, APRN	Cardiology

Mr. Hite, Dr. Mitchell, Mr. Dunlap, Dr. Hartsaw and Mr. Jackson voted aye. Motion carried.

Reappointments:

Active:

Department of Medicine And Surgery	
Romer Mosquera, MD	Neurology / Pain Medicine

Mr. Hite, Dr. Mitchell, Mr. Dunlap, Dr. Hartsaw and Mr. Jackson voted aye. Motion carried.

Mr. Jackson recused himself.

Extensions Requested Through December 31, 2016 – Applications Not Received and/or Complete

Darlene Brown, DO	<u>StatRad</u>
James Naramore, MD	Jonathan Coll, MD
Ian Swift, MD	Robert Fortuna, MD
Morton, Hyson, MD	Dipti Nevrekar, MD
Theodore Lawson, MD	Christopher Park, MD
Vashu Thakur, MD	Sanjeevi Vridhachalam, MD
Jennifer Thomas, MD	Katharine Yoler, MD
Michael Pettersen, MD	Omid Jafari, MD



Vijaya Koduri, MD

e-ICU

Ahmed Sulieman-Daoud, MD

Junaid Syed, MD

Mr. Hite, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

Mr. Jackson returned to the meeting.

MEDICAL STAFF RESIGNATIONS TO NOTE:

Donald Parker, MD

Effective October 19, 2016

Helen Tedesco, FNP-BC

Effective March 20, 2017

MEDICAL STAFF NAME CHANGE TO NOTE:

Landi F. Halloran, MD

Name changed legally to Landi F. Lowell, MD, effective October 10, 2016

Dr. Mitchell asked about the credentialing department staff keeping up with the demand since the medical staff has significantly grown. Mr. Fitzgerald explained Medical Executive Committee is entertaining extending credentialing for locums from two months to six months which should help with the load. Ms. Ullrich and Ms. Wade are exploring moving to an electronic system instead of a paper system and would like to see how that works before considering additional staff. Another option is to outsource.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite expressed his thanks to the Board for their support during the two years he has served as Board Chair. He also thanked his fellow Board members for their contributions to the Board, CCH and the community.

Chief of Staff Report

Dr. Amiotte thanked the Board for their service as he has one final meeting in December as Chief of Staff. Medical staff has a meeting coming up on December 14, 2016. A new chief of staff elect will be chosen at that time. They continue to work on the by-laws and credentialing.

CEO Report

Mr. Andy Fitzgerald, Chief Executive Officer, reported the following:

Events in October

- October 11 – Living Well with Diabetes, a free seminar sponsored by CCMG Diabetes Education from 8 am – 12 pm at the Gillette College Tech Center. Speakers include Dr. Thomas Repas, Rachel Wilde (Wellness) and Alicia LePard. Attendance: 50.
- October 21 – Blood drive from 9:30 am – 2:30 pm in the 5th floor classrooms. Register online at bloodhero.com, code ccmemorial, or call ext. 1580 to make an appointment.
- October 21 – CCH sponsors “Paint Gillette Pink” night at the CCHS Camels football game. 700 fans received pink “rally” towels to support breast cancer awareness.
- October 25 – Grand Opening for The Legacy, 1000 S. Douglas Hwy. Resident tours from 9 am – 2 pm. Public tours from 3-6 pm. Grand Opening ceremony begins at 4 pm, featuring keynote speaker Senator Mike Enzi. Attendance: 1600+
- October 28 – “Paint Gillette Pink” Pink Day for CCH employees. Proceeds from this Pink



Day go toward the Cancer Care Committee of the Campbell County Healthcare Foundation.

Upcoming Events in November

- November 2 – Moving day for The Legacy. All residents will move to their new home. An evacuation drill will be conducted at the same time, simulating a major healthcare facility evacuation scenario.
- November 6 – The Legacy Housewarming party for residents and families and Chamber of Commerce Ribbon Cutting for residents and families, 2 pm at The Legacy.
- November 17 – Chamber of Commerce mixer at The Legacy from 5-7 pm.
- November 18-20 – Festival of Trees' 25th Anniversary at CAM-PLEX Energy Hall. CCH is sponsoring Family Day on Sunday, November 20 from 12-5 pm. The full schedule is available at www.gillettefestivaloftrees.com.
- November 21 – Hospice Service of Memory and Hope, 6 pm at First Presbyterian Church, 511 Carey Ave. The community is invited to celebrate loved ones and place an ornament in their memory on a special holiday tree.

Other CCH News

- The Campbell County Health (CCH) Board of Trustees is now accepting applications for a trustee to fill a vacancy following the resignation of Trustee Allen Todd. Applications can be completed online or downloaded at www.cchwyo.org/trustapp, or can be picked up at hospital Administration. Completed applications can be emailed using the online form, dropped off at CCH Administration, or mailed to CCH at P.O. Box 3011, Gillette, WY 82717-3011. Application deadline is Tuesday, November 15, 2016 at 5 p.m.
- Memorial blooms are available at Hospice during the month of November. Memorial blooms are beautiful flowers created from memory sheets that individuals write to memorialize friends or loved ones, with the proceeds donated to Hospice. Memorial blooms are displayed at the Close to Home Hospice Hospitality House. Call Hospice at 688-6230 to learn more or arrange to create a memorial bloom.

Physician Recruitment

Emergency Medicine

- UT candidate inquiring on opportunity
- '17 WWAMI resident
 - Site visit scheduled for 10/25 – 10/26
 - Excellent feedback
- Site visit scheduled for WY candidate "17 resident 9/16
 - Excellent feedback
 - Sent contract to candidate for review
 - CCH still a contender in candidate's job search – interviewing with Casper 10/20, will make a decision shortly after.
- Site visit scheduled for 10/10-10/12 for "17 resident in NM
 - Candidate feels Gillette may be too isolated for her
- Site visit scheduled for MO candidate 11/14-11/17.

Family Medicine

- Coordinating phone interview with 2 2017 WY resident
 - No response from either
- Site visit for TN candidate 10/27-29

Hospital Medicine

- Site visit for NJ candidate 11/20-22 (wife MBA in Hospital Admin)



Internal Medicine

- 8/22-8/23 Visit with WWAMI in Billings IM residents (2017) – Bill, Dr. Stamato and Karissa

Oncology

- Candidate signed, tentative start date of 3/1/17

Pediatrics

- Coordinating phone interview with Comphealth candidate
 - Site visit scheduled for 11/4-11/6 for LA candidate
- Working to schedule interview (spouse of rheumatologist)

Pulmonology

- 1 locum confirmed beginning 9/12 to cover (almost) every other week.
 - Pushing start date out by two week to accommodate credentialing process
- Will begin credentialing for WA locum candidate (not through an agency)
- Scheduling site visit for TX candidate

Rheumatology

- Phone interview with SD candidate 7/1
 - Site visit scheduled 8/1

Financial Report

Mr. Dalton Huber reported an operating loss of \$2,635,000 for September, versus a budgeted loss of \$1,034,000. The operating loss has increased \$1,148,000 compared to the prior year.

- Inpatient admits were 31 under budget for September and decreased 23 compared to the previous year.
- Pioneer Manor's admits were 2 below budget in September and decreased 7 compared to the September 2015.
- CCMH's average daily census was 24 versus a budget of 26.
- Pioneer Manor's average daily census was 120 versus a budget of 127 in September.
- Outpatient visits were 1,038 below budget. Compared to prior year, there was a decrease of 712 visits.
- Clinic visits were 1181 under budget and decreased 1,676 visits compared to September 2015.
- ER visits were 37 over budget and 23 below a year ago.
- WIC visits were 223 under budget and 309 below the level of a year ago.
- Total surgeries were 78 over budget in September and increased by 96 compared to September 2015.
- September's net patient revenue was \$1,752k under budget.
- September's bad debt and charity care were over budget \$24k.
- Operating expenses were under budget \$63k in September.
- EBIDA was under budget \$1,620k in September. EBIDA decreased \$1,269k compared to a year ago.
- September's operating loss was \$2,635k vs. a budgeted loss of \$1,034k. The operating loss has increased \$1,148k compared to prior year.
- Net loss was \$1,396k in September vs. a budgeted gain of \$162k. Compared to prior year, the net loss is not favorable by \$1,411k.
- Current assets decreased by \$4,682k in September, due to decreases in cash and net patient receivables. Current liabilities showed a decrease of \$1,031k as a result of a decrease in accrued salaries.



- September's accounts receivable days increased by 1 for a total of 81.
- Days cash on hand decreased by 9 to 174 in September. Cash decreased by \$3,612k.

Mr. Jackson asked Mr. Huber if the financial report could include a five year period. Mr. Huber will provide a more detailed report at the next meeting.

Quality

Ms. Sue Ullrich announced Campbell County Health was awarded a "Commitment to Quality Award". CCH was one of six Wyoming hospitals receiving this award, which required a multiple-step application process. CCH also excelled in the CMS Value Based Purchasing program. Each hospital has 2% of Medicare payments withheld. Based on performance each hospital can earn back the 2% plus. In FY 2017 CCH will be paid 2.34%.

Patient Services

Ms. Deb Tonn reported that CCH has made concerted improvements to the quality of care for patients and the community over the last five years. 4S has been closed the last three months, using ICU as an overflow. There has been a significant reduction in FTE's including nursing staff. The pharmacy passed their recent inspection with flying colors. State EMS was onsite this week inspecting the fleet of ambulances and found no issues. Professional Development provided all of the education and tours to assist the Legacy staff to aid in transition from Pioneer Manor to the Legacy.

Human Resources

Mr. Fitch reported a market increase was given to approximately 350 employees that amounted to .925%. The goal was to stay under 1% of the total payroll budget. Paygrade levels remained the same as last year. For 2017 CCH moved from a standard insurance stop loss program to the insurance captive for a savings of \$573K.

Physician Services

Mr. Bill Stangl provided an update of the annual Medical Management action plan. One PLC member was selected to replace the two members who left, leaving one vacant seat. A peer review process was implemented for physicians that practice in the clinics. PLC members are meeting with physicians to establish financial, production and quality expectations. One goal is to meet with and introduce the Lean process to each provider. After that happens, a Lean evaluation will be completed on each clinic. Will recommend a plan of action to correct EMR deficiencies through training for IT and clinical staff, EMR modifications and templates for all providers. Working closely with Mr. Fitzgerald on provider contracting, implementing standards to meet meaningful use and PQRS requirements. This plan is reviewed monthly at the PLC meeting.

Facility and Plant Operations

Mr. Steve Crichton presented the following:

- Legacy Living and Rehabilitation
 - State OHLS moved the project from construction to licensing – Provisional license coming.
 - Open house attracted more than 1600 people.
 - Only minor punch list items to be completed.
 - Training on building systems almost complete.



- Residents move scheduled for November 2.
- Project will complete approximately \$100K under budget and resident move on time.
- Smoke Evacuation / Lobby Remodel
 - Construction completed with exception of one fan motor being replaced to comply with testing requirements for dual drive belts.
 - Will complete approximately \$212K under budget of \$1,102, 388.
- Cardiac Rehab / Laundry Remodel
 - Completion Laundry in mid-October.
 - Completion Cardiac Rehab end of November.
 - Completion of both in about 255 day's vs contract estimate of 300 days.
 - Will complete approximately \$214K under budget of \$2,866,402.
- Inpatient room replacement planning continues to move forward with HGA.
 - Detailed project undated at retreat.
 - Final plans and budget due in Marcy 2017.
- PROS remodeling underway
 - Project moving along well except for flooring material delay due to original material specified was discontinued.
- Northside earthwork begun for retaining walls.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:31 p.m.

The regular meeting reconvened at 8:46 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:46 p.m.

The next regularly scheduled Board meeting is December 8, 2016, to be at 5:00 p.m. in Classroom 1.

Harvey Jackson, Secretary

Ellen Rehard, Recorder