

**Campbell County Health Board of Trustees**  
Regular Board Meeting – CCH 5<sup>th</sup> Floor Classroom  
September 28, 2023  
5:00 PM

**Members present:**

Alan Stuber, Chair  
Sara Hartsaw, Vice Chair  
Tom Murphy, Secretary

Randy Hite, Treasurer  
Mark Hoskinson, Trustee

John Mansell, Trustee  
Bill Rice, Trustee

**Also present:**

Matt Shahan, CEO  
Jerry Klein, COO  
Natalie Tucker, CNO  
Attila Barabas, CMO  
Tom Lubnau, CCH Attorney  
Adam Popp, CFO  
Matt Sabus, VP of IT  
Brandi Miller, Exec Assistant

Breeann Richardson,  
Marketing Director  
Norberto Orellana, Marketing  
Tanya Allee, Patient  
Experience  
Diane Jackson, UCH  
Lonnie Schell, CCMG  
Director

Marlo Dunham, CCMG  
Director  
Yvette Land, Grants  
Matt Miller, CCMG Director  
Chris Beltz, Urgent/Emergent  
Director

**Pledge of Allegiance**

**Call to Order** – Chairman Stuber, called the meeting to order at 5:00 p.m.

**Mission Statement** – Trustee Stuber read Campbell County Health's Mission Statement.

**Vision Statement** – Trustee Hartsaw read Campbell County Health's Vision Statement.

**Roll Call** - Brandi Miller called the roll, all members present.

**Approval of Agenda**

**TRUSTEE MANSELL MOVED TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Consent Agenda**

**TRUSTEE HARTSAW MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

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

**Approval of Minutes** – 8/23/23 Regular Meeting; 8/28/23 Special Meeting

**Finance Committee Minutes** – 9/25/2023

**Approval of Policies** – Code of Conduct

**Medical Staff Appointments** – as presented

**Recognitions and Presentations** – New providers, Chelsi Krehmeyer, PA-C, Main Clinic; Kyle Hunter, PA-C ENT Clinic; Dr. Kyle Smith, Emergency Department; Dr. Leopoldo Cabrera, Kid Clinic, were introduced. Jennifer MacManus, RN, was recognized for recently receiving the Daisy Award.

**QUESTIONS OR COMMENTS** – No comments shared.

**DISCUSSION ITEMS**

**WHA Conference Report-Out** – Matt Shahan and Trustees Stuber, Murphy, Hartsaw, Rice, and Hite attended the annual WHA conference in Cheyenne on August 30. The conference provided great educational and networking opportunities for the members. Governor Gordon and Senator Barrasso presented to the group.

**Strategic Plan Updates** – The Strategic Plan committee, Trustees Hartsaw, Hite, Rice and Matt Shahan met earlier in the week to review the progress made toward strategic planning goals. Matt reviewed the

progress made towards the strategic plan initiatives. A strategic plan booklet was created and provided to the Board. Notable progress discussed:

Care

- Community Mental Health Steering Committee continues to meet monthly
- CCH Administration and Legal working through potential to sign BAA with organizations to lower communication barriers amongst all parties to benefit patients
- Publishing resources and education on suicide awareness
- Building on initial vision of WREMS, both CCH and Sheridan Memorial have been contacted about potential expansion into other areas

People

- Compensation Committee was formed to review all facets of current compensation structure
- Full review of current benefits plan

Service

- Utilizing the LEM system, individual leaders and their Executive have set goals related to care
- Recruitment and retention efforts continue in effort to build our primary care base and the addition of specialties not currently offered at CCH or within the community
- Community provider outreach

Business

- Final stages of selecting a new revenue cycle partner
- New and replacement position requests are being reviewed by the executive team prior to approval
- Contracts in all areas of the organization will be managed through the central contract management system
- Service line growth is being measured against utilization, reimbursement, and organizational impact

Work continues to establish metrics on strategic plan initiatives.

BHS Grant Award – CCH received notice that we were awarded the FY23 Certified Community Behavioral Health Clinic (CCBHC) Planning, Development, and Implementation (PDI) grant. FY23 funding is slated at \$965,123 to help CCH BHS add services and meet the criteria to become a Certified Community Behavioral Health Clinic to expand behavioral health services in Campbell County. We will have the opportunity to apply for funding for the next four years.

Kudos to Yvette Land, CCH Grant Writer. Yvette has submitted and secured multiple grants for CCH.

**ACTION ITEMS**

**Capital Requests**

- a. Hamilton C6 Ventilator (\$47,651.72) - During the budget process six ventilators were approved for purchase. One ventilator was approved/purchased in June 2023. The current ventilators are at end of life and service contracts are ending the end of the month. Without these replacements, patient safety is a primary concern.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE HAMILTON C6 VENTILATOR CAPITAL REQUEST FOR \$47,651.72 AS PRESENTED. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- b. IT Equipment Replacement (\$107,465.50) – Routine equipment replacement for Laser Jet Printers and accessories, monitors, and laptops. This request was budgeted for.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE IT EQUIPMENT REPLACEMENT MONITORS, LASER JET PRINTERS, LAPTOPS CAPITAL REQUEST FOR \$107,465.50 AS**

**PRESENTED. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- c. Cisco Core Data Center (\$278,158.76) – The network equipment that connects the data center and server equipment together is end-of-life and end-of-support. The risk of failure is exacerbated due to the age of the existing equipment. The project will include replacement of the core network switches for the hospital. This provides a second layer of failure and better protection for the organization. This quote is less than the budgeted amount.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE CISCO CORE DATA CENTER NETWORK REPLACEMENT IN THE AMOUNT OF \$278,158.76 AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION.**

Discussion: If the network goes down, we lose access to the EMR.

**MOTION CARRIED UNANIMOUSLY.**

Intuitive da Vinci Xi Single Console System (\$2,146,500) –

*Trustee Hartsaw left the room for the discussion and vote.*

OB/GYN providers have been recruited to Gillette, who have specifically requested robotic services be available. We will utilize a lease option with payments beginning in May 2024. The unit will be delivered in early October with set-up, implementation, and training to follow. Community education/open houses will be scheduled. Utilizing vendor supplied projected data leadership anticipates an ROI of approximately 2.7 years, based on 120 incremental cases. The FY24 financial impact for the lease is \$180k. The lease includes a 6-month stay on payments. The quote presented during the Finance Committee did not include the necessary procedure table which must be included in the contract. Cost of the bed is approximately \$100k. Matt spoke with community providers. Six have committed to utilizing the da Vinci. Many have already scheduled their training or are currently in process of training on the da Vinci.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE INTUITIVE DA VINCI XI SINGLE CONSOLE SYSTEM IN THE AMOUNT OF \$2,146,500 AS PRESENTED. TRUSTEE MURPHY SECONDED THE MOTION.**

Discussion:

- The bed will be included in the lease agreement.
- Encourage Physician attendance at Board meetings when new items are being brought for consideration.
- Possibility of extending surgeon's careers by utilizing robotics.
- Majority of new grads have been trained for robotics and will select positions where robotics are available. CEOs from across the region agree that the da Vinci has been a good recruitment tool.
- The da Vinci should enhance OR numbers.
- Typically, patients experience faster recovery times when procedures are completed using robotics.
- Community and physician education on the da Vinci will be planned.

**MOTION CARRIED UNANIMOUSLY.**

*Trustee Hartsaw rejoined the meeting.*

- d. PacsCube Express 6000 (\$17,397.00) – Takes DICOM images/results and records them onto discs for patients and providers. The current system was end-of-life as of March 2023. This quote came in on budget.

**TRUSTEE MADE HITE A MOTION TO APPROVE THE PACSCUBE EXPRESS 6000 IN THE AMOUNT OF \$17,397 AS PRESENTED. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- e. Astral Home Ventilators (HMR) (\$39,000) – HMR currently has 20 active ventilator patients in the community that are under the care of our Respiratory Therapist and Physician; 10 of which have been set-up since January 2023. CMS, the State Board for Respiratory Care, and the accrediting body require home medical providers to maintain, at a minimum, 1 ventilator per 10 active ventilator patients. Management prefers to maintain the required 1 per plus 1. As of this morning HMR has 4 units on the shelf with 2 new ventilator prescriptions coming in late yesterday. In the interests of patient safety and community need, Management has ordered 6 more home ventilators.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE ASTRAL HOME VENTILATOR CAPITAL REQUEST IN THE AMOUNT OF \$39,000 AS PRESENTED. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Finance Report Out and Approval – August 2023 bad debt and charity totaled \$2,116,285.58.

**TRUSTEE HITE MOVED TO APPROVE THE AUGUST BAD DEBT AND CHARITY CARE IN THE AMOUNT OF \$2,116,285.58 AS PRESENTED. TRUSTEE MANSELL SECONDED. MOTION CARRIED UNANIMOUSLY.**

Financial Discussion –

The August financials include an estimate for Legacy (working on getting vetted details) \*\*and PRSC through July. August reflected higher revenues in Surgery, Anesthesia, ER Department and Physical Therapy. Price increases went into effect August 10<sup>th</sup>. Purchased Services was up partially due to the buy-out provision with the current Revenue Cycle vendor. A large payment was received from Blue Cross Blue Shield.

Days cash on hand is 133. Total patient revenue for August was \$35.4M. Total Operating Expenses were \$19.7M. Operating income for August was (\$2.08M) and month ending revenue and gains in excess of expenses was (\$634K).

Other updates provided by the CFO:

- Selected replacement vendor for RevCycle – Vendor will be announced after contract has been reviewed by Legal and fully executed. The vendor will send resources to complete onsite assessments in preparation.
- CliftonLarsonAllen is onsite completing field work for the audit.
- Expenses from June that booked in July have been transferred back to June.
- Appointed a Budget Analyst to spearhead the new budget platform (Axiom)
- Narrowed the Controller pool to 2, one internal and one external candidate will be interviewed by the Executive team.
- Preliminary projections reflect CCH may meet the Debt Service Covenant.
- Discovered that the mill levy was being reported as an estimate, and not being adjusted to actual. A process has been established to do a year to date true-up.

June unaudited financials showed a revenue in excess of expenses of \$13.9 loss, after appropriate adjustments were made, we are showing a \$10M loss.

**TRUSTEE HITE MOVED TO APPROVE THE AUGUST FINANCIALS AS PRESENTED. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Chairmans Report – Chairman Stuber sent a questionnaire to the Board in an effort address concerns within the Board. The questionnaire consisted of 9 questions. Board members were asked to complete the form and email responses back to him. Chair Stuber read each of the questions during the meeting and asked for each Trustee to give their response. Trustees were asked to listen to all responses, reflect, and come to the October 26 Board retreat ready to continue the conversation. Questions and some of the responses are listed below.

1. Why did you want to be a part of this Board?  
Responses included: improve billing processes; improve transparency; wanting to serve the local healthcare system
2. What do you hope to accomplish?  
Responses included: leave the board in a better position than arriving; a culture of communication within the Board; financially viable organization; robust/accurate billing process; transparent Board
3. What motivates you?  
Responses included: doing what's right even when it is difficult; trust; overcoming adversity
4. What issue(s) does the Board currently have and what can you do to fix the issue(s)?  
Responses included: trust within the board; inherited many of the issues from past Board/Administration; not feeling like adequate information is provided; lack of accountability if something is done outside of Board Governance standards; Board member(s) potential conflict(s) of interest with CCH; publicly elected Board; continued campaigning
5. What is the Board Chair not telling you that you feel like you need to know?  
Responses included: feels questions are answered when asked; would like to know the topics of meetings between CEO/Board Chair
6. What don't you know about CCH that you are most concerned about?  
Responses included: the unknown; accuracy of data; benefits of affiliation (CCH benefits and benefits UCH gets from being affiliated with CCH); footprint of all community providers
7. What do you see always see being discussed but never resolved?  
Responses included: billing; outmigration; outsourcing ED and Hospitalists and not knowing if this accomplished what was intended to be accomplished; strategic plan should be visible around the organization; wanting to see the results of the employee satisfaction survey
8. What are you not discussing that you need to discuss?  
Responses included: conflict(s) of interest within the Board; APW data to see if this has solved issues/unintended consequences; alignment of the Board; not crossing into operations; need to ask questions/health to have multiple opinions; not undermining the C-Suite; be respectful of others' opinions; be collaborative; need to leave personal prejudices out of Board affairs
9. How well do we trust each other?  
Responses included: not a lot of trust; hoping this conversation is a first step to building trust amongst the members; important to have offsite retreats – allows for trustees to get to know each other without distractions

Chief of Staff Report – No report.

CMO Report – Dr. Barabas reported that they have been working on space allocations and relocating some clinics to better serve patients.

UCH Update – Diane Jackson provided updated the Board on recent UCH happenings.

General UCHealth Updates:

- We are gearing up for a heavy RSV season. Flu is predicted to be normal, and West Nile is finally behind us due to the colder weather
- The new MCR tower is planned to break ground in October
- National APP week is September 25<sup>th</sup>-29<sup>th</sup>. Thank an APP for their work

Specific to CCH:

- Working with leadership on their Sustainability plan and a brief presentation at October's board meeting
- Oct 9<sup>th</sup>- Affiliate Dinner, Oct 10<sup>th</sup>- UCHealth Annual Leadership meeting, a few leaders from CCH will be attending.

CEO Report – Matt Shahan provided the following updates:

- The Legacy attained a four-star rating from Centers for Medicare and Medicaid Services. CMS's Five-Star Quality Rating System enables consumers, families, and caregivers to make informed choices regarding the quality of nursing home facilities. Overall ratings are based on health inspection rating, staffing rating, and quality measures rating. Roughly, only the top 33% of nursing homes receive a 4 or 5-star Health Inspection Rating, according to CMS.
- A Corporate Integrity Agreement (CIA) update was distributed prior to the Board meeting. Documentation was provided to the Fox Group for their audit. The Fox Group has 60 days to complete the audit.
- We are working on locations to hold the October 26 Board Retreat. The retreat will be a full-day meeting with a dinner to follow.

**EXECUTIVE SESSION**

The regular meeting recessed at 8:36 PM to enter Executive Session.

**TRUSTEE HARTSAW MOVED TO ENTER INTO EXECUTIVE SESSION AT 8:36 PM TO FOR LEGAL ADVICE. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**TRUSTEE HOSKINSON MOVED TO COME OUT OF EXECUTIVE SESSION AT 9:09 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 9:09 PM.

**ACTION ITEMS**

Medical Staff Appointment Approval

**TRUSTEE HITE MOVED TO WAIVE THE EXECUTIVE PRIVILEGE REGARDING THE FACTS AND CIRCUMSTANCES SURROUNDING THE CALCULATION OF THE CEO BONUS. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ADJOURNMENT**

**TRUSTEE HARTSAW MOVED TO ADJOURN AT 9:10 PM. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

The meeting adjourned at 9:10 PM. The next meeting is scheduled for October 26, 2023.

  
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Tom Murphy, Secretary

  
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Brandi Miller, Recorder