



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, January 16, 2020.

Members present:

Dr. Ian Swift
Ms. Ronda Boller
Mr. Alan Stuber
Mr. Adrian Gerrits
Dr. Sara Hartsaw
Ms. Lisa Harry
Mr. Dustin Martinson

Also present:

Mr. Andy Fitzgerald, CEO
Dr. John Mansell, Chief of Staff Elect
Ms. Colleen Heeter, COO
Dr. Attila Barabas, CMO
Ms. Misty Robertson, CNO
Ms. Mary Lou Tate, CFO
Ms. Noamie Niemitalo, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Plant and Facilities
Ms. Jonni Belden, Vice President of Continuing Health Services
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Ms. Boller, Vice-Chair, called the meeting to order at 5:00 p.m.

Invocation

Chaplain Donny Edwards led those present in an opening prayer.

Mission Statement

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

Vision Statement

Mr. Martinson 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. Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson are present. Dr. Swift will be arriving shortly.

Approval of Agenda

Dr. Hartsaw moved, seconded by Mr. Martinson, to approve the agenda as presented. Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye.



Motion carried.

Consent Agenda

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

Approval of Minutes

Minutes from December 5, 2019 Board meeting (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, EMS (Emergency Medical Services) Provider In-Hospital Skill and Procedure Authorization, Memorials for Campbell County Health Employees, Board Members, and Medical Staff Members, Notification for Credentialing of Locum Tenens Medical Staff, and Security Camera Usage (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the January 13, 2020 Finance Committee Meeting (copy appended to minutes).

Committee Reports

- Healthcare Foundation
- Legacy Advisory Board
- Physician Recruitment and Retention Committee
- Quality Committee
- Facilities Planning Committee

Mr. Gerrits moved, seconded by Dr. Hartsaw to approve the Consent Agenda as presented. Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

RECOGNITION ITEMS

Employee Recognition

- | | |
|------------------|-------------------------|
| Traci Morris | Legacy |
| Laura Gerber | Home Health and Hospice |
| Anna Huntley | Home Health and Hospice |
| Jenny Kercher | Information Technology |
| Danielle Allison | Nutrition |
| Alex Thomas | Oncology |

Department Discoveries

RN Residency

Legend

Bill Rice

Bill has served as a leader in multiple departments throughout his time here at CCH, proving his flexibility and willingness to try new things and accept new challenges. Bill initiated the CCH Wellness Services over twenty years ago. He built the program up into a full department providing wellness screening and coaching to our community and area businesses, serving over 10,000 clients annually. Bill is a humble leader that is open to feedback, in fact welcomes it for growth, which sets the stage for those around him to be receptive to the same. He is prompt



with follow up and responses and is always willing to make time for someone despite his full schedule.

Bill encourages staff and peers to look at the big picture and think outside the box. He is willing to try new things, humbly learns from those that fall short, and gives praise and gratitude to staff when they are successful. Bill's longevity and commitment to CCH is an incredible resource for this staff and peers. Bill initially pursued the Wyoming Miners Funding in hopes to expand the wellness screening business and capabilities. Once this was well established, he received feedback that put him on the trail to actively pursue the development of an extensive wellness program. This helped to broaden services offered through the general screening to provide health coaching. These services further grew the Wellness Department's business and greatly impacted health and prevention for our community and area businesses. He was also a driving force to create a sports training program for local youth (EXCEL).

Bill is very active in the community, coaching volleyball, basketball and baseball for over 35 years. He has coached all of his children and grandchildren as well as other local children. He is largely active in his church and continues to be active with the Boy Scouts, long after his children have grown out of the organization. Bill also served on the Campbell County School Board and is well respected in our community.

Bill, thank you for your dedication, your service, and for your commitment to CCH and our community.

PUBLIC QUESTIONS OR COMMENTS

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

ACTION ITEMS

Medical Staff Appointments

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

Initial Applicant:

Courtesy:

Department of Medicine

Robert T. Neff, M.D.

Nephrology

Reappointments:

Active:

Department of Medicine

Robert Neuwirth, M.D. (January)

Internal Medicine / Nephrology

Courtesy:

Department of Medicine

John Pickrell, M.D. (January)

Cardiology

Limited Healthcare Provider – Independent:

Department of Surgery

Nick Bouzis, DDS (January)

Dentistry



Limited Healthcare Provider – Dependent:

Department of Surgery

Lori McInerney, APRN (January)

Urology

EXTENSION REQUESTS

Department of Maternal Child

Samuel Brescia, M.D. (January)

Pediatric Cardiology

MEDICAL STAFF RESIGNATIONS

Department of Medicine

Laine Russell, D.O., Ambulatory Family Medicine

Effective December 21, 2019

Erin Clikeman, PA, Psychiatry

Effective March 2, 2020

Sara Smith, APRN, Psychiatry

Effective February 23, 2020

Departments of Surgery and Powder River Surgery Center

Ian Swift, M.D., Otolaryngology

Effective December 23, 2019

Russell Gale, CRNA, Anesthesia

Effective March 20, 2020

Voluntary Resignation

Department of Surgery

Cody Rasmussen, CRNA, Anesthesia

Effective December 25, 2019

MEDICAL STAFF NOT RENEWING

Department of Medicine

Travis Roberts, M.D.

Family Medicine

Departments of Surgery and Powder River Surgery Center

Ryan Gocke, M.D.

Orthopedic Surgery

Anton Jorgensen, M.D.

Orthopedic Surgery

Dr. Hartsaw moved, seconded by Ms. Boller, to approve the recommendation from Med Exec. for Medical Staff appointments as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

Campbell County Hospital District By-Laws

Dr. Swift explained that Board sub-committees have set members. He proposes to change the co-chair of the By-Laws committee from the Vice-Chair to one member of the Board appointed by the Chairman along with two rotating members of the Board. Dr. Hartsaw inquired whether the Medical Staff By-Laws would need to be updated as well. Mr. Lubnau will look into that with the medical staff counsel.

Mr. Stuber moved, seconded by Mr. Martinson, to approve the Campbell County Hospital District By-Laws as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

Resolution for Creation of Powder River Surgery Center, LLC

Mr. Fitzgerald explained that CCH recommends the Board approve a resolution to approve the creation of a LLC at Powder River Surgery Center in the possible anticipation of creating a joint venture in the future.



Ms. Harry moved, seconded by Mr. Stuber, to approve the Resolution for Creation of Powder Rivers Surgery Center, LLC. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

Wyoming Miner's Hospital Board Representative

Mr. Stangl reported that the Wyoming Miner's Hospital Board was created by the Legislature and the Governor in March 2001 to use funds set aside by the state to serve disabled or incapacitated miners in the state of Wyoming with emphasis on pulmonary/respiratory, hearing loss, cardiac and musculoskeletal conditions. The Wyoming Miner's Hospital Board is mandated to meet twice a year, but always meets more than that in various locations throughout the state. Mr. Bill Rice is the current CCH representative, but will be retiring from CCH in April. Ms. Niemitalo recommends that the Board appoint Jamie Black to complete Mr. Rice's term. Ms. Black is a Gillette native and graduated from Chadron State College. Ms. Black has a mining background and has many connections to CCH departments through her position in Human Resources.

Dr. Hartsaw moved, seconded by Mr. Martinson, to approve Jamie Black to represent Campbell County Health Board of Trustees on the Wyoming Miner's Hospital Board. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

ED Project Design

Mr. Crichton explained that the Facilities Committee and Finance Committee both approved Perkins & Will to provide architectural and engineering services to evaluate both the ED and WIC entry into the hospital. They will look at the entire patient flow. The request is for \$297,361. Mr. Crichton stated that the last ED remodel was about ten years ago. The patient makeup is changing and there is a need to triage patients.

Mr. Stuber moved, seconded by Mr. Martinson, to approve Perkins & Will to provide architectural and engineering services for the emergency department renovations Phase I in an amount not to exceed \$297,361. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Ms. Harry and Mr. Martinson voted aye. Motion carried.

INFORMATIONAL ITEMS

Chairman's Report

Dr. Swift reported that Board members will be attending the upcoming AHA Rural Health Care Conference in February. He asks Board members to begin thinking about educational ideas for the March Board retreat. Mr. Stuber reported that several Board members attended the annual vision meeting in Wright last evening. The vision of Campbell County, City of Gillette and Town of Wright looks very promising.

Chief of Staff Report

Dr. Mansell explained that he is filling in for Dr. Stamato. National Pharmacist day was earlier this week on Sunday. January is National Physiotherapy month. Next week is National Certified Registered Nurse Anesthetist week and the following week is National Physician Anesthesiologist week as well as the National Medical Group Practice week.



CEO Report

Mr. Fitzgerald reported on these CCH events:

Events in January

- January 10 - Employee recognition reception in the Main Lobby from 11 am – 1 pm to honor 5-year employees. All employees were invited to attend for refreshments and received a recognition gift.
- January 11 - Employee recognition dinner at the Campbell County Senior Center for employees with 10 or more years of employment.
- January 15 - Gillette Area Leadership Institute (GALI) students visit CCH as part of Healthcare Day.
- January 27 - Choose You and Prevent Type 2 Diabetes program begins. This is a yearlong program from the CDC, taught by CCH Diabetes Educators.

Upcoming Events in February

- February 6 - Medical Staff Recognition dinner at Gillette College Tech Center at 6:00 p.m.
- February 11 - Healthy U program begins through March 17 at the Campbell County Senior Center. The program is free and helps participants who have chronic health conditions learn to play a more active role in their health.
- February 28 - Blood Drive on the 5th floor classrooms from 10 am – 3 pm.

Other CCH News

- CCH implemented visiting restrictions at The Legacy and on the Maternal Child unit at CCMH on January 10.
- Campbell County Health has been awarded the Timberline level of the regional Baldrige award process.
- The Legacy Living and Rehabilitation Center has been awarded the High Plains level of the regional Baldrige award.
- Visioning meeting with CCH, County, City of Gillette, City of Wright, CCSD, and Gillette College.
- Begin the marketing of the Blue Distinction Designation – only hospital in Wyoming.

Strategic Focus

2019 Strategic Plan

People

Leaders in Training for Excellence (LITE)

Ms. Delora Schmidt and Ms. Heather Stucker reported on the LITE program. The LITE program focuses on improving skills of current and future leaders. In addition to attending regular leadership training courses, each participant has both an individual project and a group project to complete. Ms. Schmidt shared that those chosen to participate in the program feel valued by CCH. Ms. Stucker stated that she feels fortunate to be a mentor and shared that the program is helping her to grow as a leader as well.

Service

Long Term Care

Ms. Jonni Belden reported that the goal for LTC quality measures is six of 11 at or below the CMS national target of 6%. The Legacy is making slow steady progress. Ms. Belden explained there are many quality measures, all of which affect the quality of life and desired health outcomes. Urinary tract infections, incontinence and depression are a few of these that affect many quality measures.



Care

Outpatient Experience Charter

Ms. Leigh Worsley explained that the mission of the Outpatient Experience Charter started in October 2017 is to align with CCH pillars and improve patient satisfaction scores in the outpatient setting. The team is comprised of leaders from Radiology, Lab, Rehab, CPS, Dialysis, Surgery, Behavioral Health, Home Medical Resources and Patient Access. The focus throughout the first year was hardwiring leader rounding on patients, with observation and coaching provided to all leaders. The focus for the 2nd year was AIDET validation. All leaders were validated in their AIDET and leaders are expected to validate AIDET on all staff once per year. The overall outpatient score in May of 2018 was 81.5% Top Box. The current rolling 12 scores are now at 86.6%. In October 2019, the charter began recognizing frontline Champions. Three staff have been recognized to date. One staff member in Patient Access, one in Surgery and one in Respiratory Therapy/CPS.

Outpatient Surgery OAS CAHPS

Ms. Tanya Allee reported that the overall goal for CCH Outpatient Surgery is 81.2%. The current rate is slightly below at 78.5%. Mr. Dale Larson, Surgery Director, reported Surgery is currently focusing on two goals; that staff ensure the patient is comfortable and provided with the necessary information regarding their procedure. He recognized nurse Lee Sanders as an example of outstanding customer services and a department champion.

PRSC Outpatient Surgery

Ms. Allee reported that the overall goal for PRSC is 81.2%. The current rate is slightly below at 81.0%. Scores have been falling at the surgery center. Ms. Linda Bedwell, PRSC Director, has identified some issues that need to be tackled since her arrival. Currently they are focusing on providing the patient with the necessary information about their procedure and providing thorough instructions for discharge. Ms. Bedwell added that staff is working well together and CCH has some incredible surgeons to work with.

Business

Business

Ms. Mary Lou Tate provided the following financial report:
November 2019:

- Inpatient admissions and observations are under budget. CCH will see a rise for December and January.
- YTD acute admissions are down from budget but are significantly ahead of last year.
- OB admissions are significantly ahead of last year.
- Behavioral Health increased and is ahead of last year.
- Observation patient admissions were under budget but up from last year.
- Outpatient visits are down both YTD and prior year.
- Clinic visits remain strong with about a 10% improvement.
- YTD surgeries and PRSC surgeries are ahead of budget and ahead of the prior year.
- November was below budget on the income statement.
- Total revenues were \$14.6M vs a budget of \$15M.
- Expenses were \$16.5M vs a budget of \$16.2M.
- The operating income was under budget by \$1.1M.
- Operating expenses are above budget.
- Excess revenue over expenses was \$(781,000) vs a budget of \$104,000.



- EBIDA is \$877,000.
- Total margin is -4.96% vs budget of .64% and EBIDA margin is 6.01% vs a budget of 11.66%.
- Ms. Tate noted changes in the payor mix from FY19 to FY20. Blue Cross has decreased 1%, Medicare increased from 32% to 38%. Commercial insurance went down 2% and Medicaid went down 3%. VA can take up to 48 months to pay. Payor mix is based on gross revenues.
- Net Patient Revenue was \$862K (-5.2%) under budget.
- Bad debt and charity care were under budget by \$791k (5.31% of gross revenue vs a budget of 8.08%).
- Excess revenue over expenses \$1M loss MTD. YTD excess revenue over expenses at a \$2M loss.
- EBIDA margin lags behind the prior year.
- Days Cash on Hand decreased by 5.
- Accounts receivable days remain at 88.

Strategic Project

Master Facility Plan Summary

Mr. Crichton reported on the population changes projected by Stroudwater. The Gillette market is anticipated to grow by 5.7% over the next five years. The 65+ cohort is anticipated to grow by 42.3% over the next five years. Ms. Heeter shared that outpatient services are anticipated to grow over the same five year period by 16.3%. The current plan is to grow surgical volumes through increased market share and recruitment of key physicians. CCH plans to explore the expansion of telemedicine to increase out-reach and will evaluate outpatient services for future growth and collaboration. CCH will continue to watch year over year trends for payer mix, outpatient volumes and physician clinic needs.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:42 p.m.

The regular meeting reconvened at 8:26 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:26 p.m.

The next regularly scheduled Board meeting is February 27, 2020 at 5:00 p.m. in Classrooms 1 & 2.

Alan Stuber, Secretary

Ellen Rehard, Recorder