



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met by WebEx on Thursday, March 26, 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  
Ms. Colleen Heeter, COO  
Dr. Nick Stamato, Chief of Staff  
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  
Mr. Matt Sabus, Vice President of IT  
Ms. Karen Clarke, Community Relations Director  
Mr. Tom Lubnau, CCH Attorney  
Ms. Ellen Rehard, Recorder  
Public

**OPENING**

Call to Order

Dr. Swift, 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. Stuber 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. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Ms. Harry and Mr. Martinson are present. Dr. Hartsaw will arrive after finishing surgery.



Approval of Agenda

**Mr. Gerrits moved, seconded by Mr. Martinson, to approve the agenda as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, 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 February 27, 2020 Board meeting (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, Catering, Driver Eligibility and Vehicle Use Requirements, Holiday Decorations, and Leadership Development (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the March 19, 2020 Finance Committee Meeting (copy appended to minutes).

Committee Reports

- Healthcare Foundation
- Legacy Advisory Board
- Quality Committee
- Facilities Planning Committee

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

**RECOGNITION ITEMS**

Mr. Fitzgerald recognized all CCH employees for their incredible work. He witnessed staff rise up to the challenge in September during the ransomware attack and again now. Public Health, Campbell County, City of Gillette and Campbell County School District are coming together as a group and making good decisions. Mr. Fitzgerald recognized the IT department for bringing together tele-medicine capabilities.

Dr. Swift stated that the Board of Trustees are proud of what CCH staff is doing during this challenging time.

**ACTION ITEMS**

Medical Staff Appointments

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

**New Appointments:**

***Limited Health Care Practitioner:***

Department of Surgery

**Dana Halbrooks, CRNA**

Anesthesia



**Karrienne Moore, CRNA**  
**Byron Peterson, CRNA**

Anesthesia  
 Anesthesia

**Reappointments:**

**Active:**

Departments of Surgery AND Powder River Surgery Center  
**Stanford Israelsen, M.D.** (April) Orthopedic Surgery

Department of Maternal Child  
**Samuel Brescia, M.D.** (January) Pediatric Cardiology

**Limited Health Care Practitioner (Dependent):**

Department of Maternal Child  
**Tracy Wasserburger, NNP** (April) Pediatrics

**MEDICAL STAFF NOT RENEWING**

Departments of surgery & Powder River Surgery  
**Hans Kioschos, M.D.**, Orthopedic Surgery

**MEDICAL STAFF RESIGNATION**

Departments of Surgery AND Powder River Surgery Center  
**Lorraine Clement, PA-C**, Orthopedics Effective March 1, 2020

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

Medical Staff Policy

Dr. Stamato explained that the Medical Staff Policy, Disruptive Practitioner Conduct, has been on the books since 1992. Section A, #5 was added to address patient complaints that are serious in nature. Section B was updated to include how to address potential disruptive conduct. **Mr. Stuber moved, seconded by Mr. Martinson, to approve the Medical Staff policy, Disruptive Practitioner Conduct, as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Ms. Harry and Mr. Martinson voted aye. Motion carried.**

Line of Credit Resolution

Ms. Tate explained that CCH currently has 123 days or 4 months cash on hand. She proposes that CCH apply for a \$10M line of credit with First Interstate Bank in case of an extended COVID-19 response. \$10M would cover two months of expenses. CCH will not pay any interest on the line of credit unless it is drawn on and will be available for one year. Mr. Fitzgerald added that the Board of Trustees would be alerted if there were a need to tap into those funds.

**Mr. Martinson moved, seconded by Mr. Gerrits, to approve the recommendation from Finance Committee to approve a \$10M line of credit with First Interstate Bank. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Ms. Harry and Mr. Martinson voted aye. Motion carried.**

Board Scholarship Recipients

Ms. Boller thanked Ms. Harry, Mr. Martinson and Ms. Heeter for their work choosing this year's recipients.



**Ms. Boller moved, seconded by Mr. Martinson, to approve the recommendation from the Scholarship Committee to approve the four scholarship recipients as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Ms. Harry and Mr. Martinson voted aye. Motion carried.**

## **INFORMATIONAL ITEMS**

### **Chairman's Report**

Dr. Swift reported that this is another difficult time in Campbell County and CCH. He is confident in everyone's ability to make it through these circumstances.

### **Chief of Staff Report**

Dr. Stamato reported that the medical staff is working diligently on preparedness and a physician task force has been convened. Task force members are working on plans, policies and procedures, specifically for patients that need COVID-19 care. Ms. Robertson has been working closely with the physician task force and nursing staff.

### **COVID-19 Preparations**

#### **Clinic Preparations**

Dr. Barabas reported that clinics have slowed down in order to slow down the risk. Clinic providers are working from home on the following:

- Pre-screening over the phone
- Telephone visits
- Telehealth visits
- Keeping people at home vs. coming to clinics

#### **Nursing and Patient Care**

Ms. Robertson reported that the nursing staff is proud to be working closely with physicians. She has been working on the following:

- Triage and Surge Teams
  - Medical staff and nursing working in teams together
- Staffing Plans
- BHS tele visits started
  - Psychiatry and counseling
  - Inpatient starts next week

#### **Legacy**

Ms. Belden reported the following:

- No visitation with the exception of compassionate care (end of life)
- Flower delivery allowed, we are wiping down containers to prevent any inadvertent transmission
- Staff are being screened twice during their shift for any fever or symptoms
- Residents and staff are doing all we can to avoid exposure and prevent transmission
- Thank you for your support to protect our vulnerable residents
- Hospice House is allowing visitation on a limited basis and all visitors and staff are being screened for symptoms



### Testing

Ms. Heeter reported the following:

- Expecting additional swabs and medium to be available to increase testing
- Potential for future antibody testing
- Reagent ordered so we can test on site

### Operations

- Only performing urgent/emergent surgical procedures
- Prioritization of fit testing for N95 based on risk of exposure
- Lab and Radiology limited testing for necessary procedures – urgent/emergent
- Offices asking patients to call before coming so they can screen
- All employees are screened 2 x per day
- All visitors are restricted and screened with some exceptions
- Screening Call Center: 307-688-1000

### Executive United Command Group

Mr. Fitzgerald reported the following:

- Hospital and Public Health working together on contacting/checking up on patients
- Everyone working together to assist the Council of Community Services with thermometers and other services
- Everyone collaborating with what is being shut down/needs to be shut down, and everything relating to COVID-19 (supplies, financial...)

### Supplies

Ms. Tate reported the following:

- Sourcing PPE (Personal Protective Equipment) from all sources including unconventional sources
- Department conservation of PPE going well
- We do have PPE at this time

### Human Resources

Ms. Niemitalo reported that CCH called a Code Yellow. HR has been working on the following:

- Employee pool needs
- Preparing for additional staffing needs
- Support and self-care of our current employees

### PIO Update

Ms. Clarke reported the following:

- Working with JIC (Joint Information Center) so all parties know and approve messaging that is going out
- Sending out staff updates twice a day so all employees receive the same message
- Posting service updates as press releases and on social media as the situation changes
- Working with Public Health on free billboards to communicate simple information like social distancing
- Messaging going out on call first before going to a clinic and orthopedic urgent care with local providers



### Capacity preparations

Mr. Crichton reported the following:

- Get accurate inventory of beds available for use to accommodate increased needs
- Investigating availability of new and used beds to accommodate increased needs
- Efforts focused on availability of 16 additional Med/Surg rooms in the new second floor space. Good discussion with WY OHLS on 3/24/20. Variance request submitted for one-hour separation at west corridor connection.
- Ensuring that 4S be available (16 rooms)
  - Relocate dictation space
  - Relocate rehab equipment

### Telemedicine initiatives

Mr. Sabus reported the following:

- Meditech Video Visits
  - Allows video visits integrated into Meditech and using the Patient Portal
  - Patients have to be registered for the Patient Portal to use
  - Allows patients to see doctors, nurses, and registration staff virtually using their phones or computers
  - Walk-In Clinic first, followed by primary care clinics
- WebEx
  - Virtual meeting software that includes conference calls, video calls, and collaboration by sharing screens and documents
  - Being used with internal meetings to keep social distancing
  - Used with Behavioral Health to enable video visits and counseling sessions. Live since Tuesday for outpatient services and Wednesday for inpatient services
  - Also, deploying tablets and laptops to patient areas to allow services such as case management and pharmacy to not have to enter patient rooms
- Phones
  - Have developed methodology for hospital phones to be deployed outside the hospital. Ready now but waiting on power cords for phones to arrive.
- Remote access
  - Expanded remote access capability. Can have more people access remotely
  - Improved security
  - Will allow physicians, clinicians and employees ability to work from home or at other locations

### Strategic Focus

#### **People**

Ms. Niemitalo explained that Human Resources is focusing on the positive. There are many unknowns and staff are nervous. CCH placed 20 new RN's within the organization, have filled 27 open positions since March 1 and have five current offers on the table. Recruitment is in process for the COO, Director of Plant Ops, Manager of HIM, Manager of IT applications, Bio Med tech and open nursing positions. CCH has had a lot going on over the last six months. Employees remain adaptable and flexible. CCH has incredible employees.

#### **Care**

##### Long Term Care

Ms. Belden shared some fun photos of Legacy residents during the visiting restrictions due to



COVID-19. Legacy staff are going the extra mile for residents and ensure to offer activities every day.

## **Business**

### Business

Ms. Mary Lou Tate provided the following financial report:

February 2020:

- Volumes were strong across the board, inpatient, outpatient and clinics in February.
- Total operating revenues of \$15.2M vs. a budget of \$14.6M.
- Expenses were higher as well. \$16.4M vs. a budget of \$15.8M.
- Operating income was \$1.1M loss vs. \$1.2M loss.
- The Mill levy was less than budget and investments did not perform as well as projected.
- Non-operating income was \$1.1M vs. a budget of \$1.2M.
- Bottom line was a \$22,000 loss vs. a budget of \$6,000 loss.
- EBIDA was 10.65% margin vs. a budget of 11.27%.
- YTD at 9.97% EBIDA margin vs. a budget of 11.96%.
- AR days increased to 81.
- Days cash on hand dropped to 119.
- Payor Mix vs. Cash Mix
  - 2020 YTD Payor Mix
    - Blue Cross 29%
    - Commercial 11%
    - HMO 3%
    - Medicaid 9%
    - Medicare 31%
    - Self Pay 9%
    - Tricare 3%
    - Workers Comp 2%
  - 2020 Cash Receipt Mix
    - Medicare 22%
    - Medicaid 6%
    - Blue Cross 39%
    - Commercial 19%
    - Self Pay 10%
    - Tricare 2%
    - Workers Comp 2%

Ms. Tate explained the payor mix shift impact on net revenues. Impact on the net revenue is -\$5.8M on the bottom line. The positive impact of \$4M does not make up for losses.

Mr. Crichton reported the following:

### Future Needs/Planning

In the midst of the COVID-19 response, EVS is being capped out with additional rooms and spaces to clean. Security is helping with employee screening and vendor screening, keeping them very busy. Planning continues for the following:

- Dialysis 2 chairs expansion and remodel after ICU move. Will start about June 8<sup>th</sup>.
- ER & Walk-In Clinic opportunities to improve security, patient throughput, and upgrade imaging capabilities – **On Hold**



- Pathology planning moving forward as architects update floor plan
- Kid Clinic planning beginning in earnest with CCSD & Kid Clinic staff
- Wellness designs for 1405 4th street location started
- Working toward full completion of second floor new rooms still on track for substantial completion 4/20. This will allow for additional 7 ICU and 2 M/S rooms.

**EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 6:45 p.m.

The regular meeting reconvened at 7:56 p.m.

**ADJOURNMENT**

There being no further business, the meeting adjourned at 7:56 p.m.

The next regularly scheduled Board meeting is April 23, 2020 at 5:00 p.m.

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Alan Stuber, Secretary

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Ellen Rehard, Recorder