



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, June 25, 2020.

Members present:

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

Members absent:

Mr. Dustin Martinson

Also present:

Mr. Andy Fitzgerald, CEO  
Ms. Colleen Heeter, COO  
Dr. Nick Stamato, Chief of Staff  
Dr. Attila Barabas, CMO  
Ms. Mary Lou Tate, CFO  
Ms. Misty Robertson, CNO – by Web Ex  
Ms. Noamie Niemitalo, Vice President of Human Resources – by Web Ex  
Mr. Steve Crichton, Vice President of Plant and Facilities – by Web Ex  
Ms. Jonni Belden, Vice President of Continuing Health Services – by Web Ex  
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

Father Bryce Lungren 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, Dr. Hartsaw and Ms. Harry are



present. Mr. Gerrits will arrive shortly. Mr. Martinson is excused.

#### Approval of Agenda

**Mr. Stuber moved, seconded by Ms. Harry, to approve the agenda as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.**

#### Consent Agenda

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

#### Approval of Minutes

Minutes from May 28, 2020 Board meeting (copies appended to minutes).

#### Administrative Policy Review

Four Administrative policies, Alcoholic Beverages, Escalation Procedure for Patient Care Concerns, Medical Mission Support, Trespassing of Persons from CCH Properties (copies appended to minutes). **No motion required.**

#### Finance Meeting

Items requiring Board Action from the June 25, 2020 Finance Committee Meeting (copy appended to minutes).

#### Committee Reports

Healthcare Foundation  
Legacy Advisory Board  
Quality Committee  
Physician Recruitment and Retention Committee

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

### **RECOGNITION ITEMS**

#### Employee Recognition

##### Thanks for Working Here Thursday

Kelly Tryon	Cardiac Rehab
Jenn Mortimore	Nutrition at the Legacy
Karissa Morris	Kid Clinic
Julia Regan	Lab

#### Retirement

##### Michelle Halford

Michelle Halford was born and raised in Rapid City, South Dakota. She attended Black Hills (Western Dakota) Vocation Technical School and graduated with her LPN. After graduation, she started her nursing career at a Nursing Home in Rapid City and then transferred to Rapid City Regional Hospital where she worked in Med Surg. She moved to Gillette in 1979 and began her long career at CCH. She worked in Med Surg at the "old" hospital when it was a four bed ICU and 10 bed Med Surg Unit. She helped moved Med Surg to the new CCMH building. Michelle



served on various committees at CCH throughout the years and was also a CPR instructor for 20+ years.

After 30+ years of Med Surg experience, she transferred to Oncology in 2010 and has been there ever since.

She and her husband George, share a combined family of 6 children and 5 grandchildren together.

Michelle has enjoyed being able to make a difference in the lives of our patients and their families. She will miss her patients and her co-workers in Oncology as they have become like family.

Michelle plans to enjoy retirement by helping watch her grandson and plans to spend more time doing the things she loves: quilting, baking, traveling and gardening.

#### Andy Fitzgerald

Dr. Swift announced that this is Mr. Fitzgerald's last Board meeting as CEO of CCH. Andy is a California native and is retiring and staying in Gillette. Andy is blessed to have his wife, Heide, and four children and five grandchildren. He went to undergraduate school at the University of Puget Sound and graduate school at the University of Colorado, Masters of Science and Finance. Andy spent some years in the Army, has been in the healthcare field for greater than 30 years and joined the CCH family in 1997 as CFO. He left briefly for a few years, but came back as CFO for a second time. He intermittently was the interim CEO and finally became CEO in 2013. Certain words always surround Andy when thinking of his character, his integrity, his kindness, how genuine he is and how persistent he is. Those attributes have made him a very successful CEO.

### **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:**

##### ***Courtesy (Telemedicine):***

##### **From Locum Tenens:**

Department of Medicine

Abhishek Mehra, M.D.

Sukhpreit Sohi, M.D.

Nicole B. Washington, M.D.

Psychiatry

Psychiatry

Psychiatry

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

Department of Surgery

Tawna L. Kiljander, RNFA

Registered Nurse First Assist



**Reappointments:**

**Active:**

Departments of Medicine Erica Rinker, M.D. (July)	Family Medicine
Department of Surgery AND Powder River Surgery Center Nita Engineer, M.D. (July)	Anesthesiology

**Courtesy:**

Department of Medicine Morton Hyson, M.D. (July)	Intraoperative Neurophysical Monitoring & interpretation (IONM)
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**Courtesy (Telemedicine):**

Department of Medicine Oliver Jeffery, M.D.	Neurology
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**Limited Health Care Practitioner (Independent):**

Department of Medicine Ashley Mills-Fischer, OD (July)	Optometry
Roy Paulson, DDS (July)	Dentistry

**Active:**

Department of Surgery Jon Kerr, M.D.	Emergency Medicine
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**Limited Health Care Practitioner (Dependent):**

Rachel Helms, APRN (June)	Ambulatory Pediatrics
Mindy Keil, PA-C (June)	Ambulatory Pediatrics

**ADDITIONAL PRIVILEGES REQUESTS**

**Active:**

Department of Surgery Kris Canfield, M.D.	To perform Botox injections for the purpose of relieving tension on the fascia.
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**PRIVILEGE EXTENSION REQUESTS**

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

Department of Maternal Child Holly Hink, APRN	Ambulatory Pediatrics
Departments of Medicine AND Maternal Child Patricia (Tish) Shull, PA-C	Ambulatory Family Medicine / Pediatrics

**MEDICAL STAFF NOT RENEWING PRIVILEGES:**

Department of Maternal Child Kyle Kusek, M.S.	Pediatric Gastroenterology
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**Ms. Harry moved, seconded by Ms. Boller, to approve the recommendation from Med**



**Exec. for Medical Staff appointments as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.**

### **INFORMATIONAL ITEMS**

#### **Chairman's Report**

Dr. Swift reported that CCH is ramping up services and increasing the number of patients being seen. The Board has been rigorously working on the strategic plan and will vote on the budget on July 16<sup>th</sup>. Dr. Swift asked Dr. Hartsaw to give a report on her deployment to New York City.

Dr. Hartsaw reported that on April 3 she received notice that she was being mobilized to New York City and was assigned to the Javits Center along with 450 other Navy personnel. The Javits Convention Center served as a field hospital for COVID-19 patients. The inpatient ward was comprised of 16 pods, with each pod having 32 cubicles. The intensive care unit had one thousand beds. Between the two spaces, they had portable shower facilities and toilet facilities for patients. Patient rooms consisted of a metal cot with a 2-inch mattress on springs and a folding metal chair. Each pod had a curtain in the front that could be drawn, but there was next to no privacy. The patients all came from hospitals in New York City. Not all were confirmed to have COVID-19. They had either been tested or presumed positive. One Thousand Ninety Four patients were admitted to the Javits Center over this one-month period and only six patients died. For a time, this field hospital was the 5<sup>th</sup> largest hospital in New York City.

Mr. Gerrits arrived at 5:35 p.m.

#### **Chief of Staff Report**

Dr. Stamato reported that the general medical staff meeting has been scheduled for September. A new Chief of Staff elect will be elected and a few medical staff bylaw changes will be voted on.

#### **CEO Report**

Ms. Heeter reported on the changes to the Organizational Chart. The COO reports will be divided up until a new COO is onboard.

#### **Strategic Focus**

##### **People**

Ms. Niemitalo reported the following:

##### **Reduce voluntary turnover**

Goal: 12.6%

Currently : 11.7%

##### **Reduce recordable injuries (as defined by OSHA)**

Goal: 3.3

Currently: 3.4

**The effectiveness of the CCH Leadership Development will be evaluated with a composite score of each LD!**

Goal: 4.59

Currently 4.61



The employee engagement survey is currently out for employees to take.

Ms. Tucker reported on Leaders In Training for Excellent (LITE) training.

LITE participants' leadership skills will increase by 8.7% from pre to post testing

Goal: 8.70%

Ended: 8.81%

### Care

Ms. Robertson reported the following for the behavioral health services update:

- Reduce Suicide Rate per 10,000 population (Campbell County) – baseline = 1.73 suicides per 10,000 FY19 (8 suicide)  
Results: 3<sup>rd</sup> quarter (5 suicides) 1.08 per 10,000  
YTD: 1.95 per 10,000 (9 suicides)
- Reduce Suicide Attempt Rate per 10,000 CCH clients – baseline = 532.7 attempts per 10,000 FY19  
Results: 3<sup>rd</sup> quarter 62.3 per 10,000 (25 attempts)  
YTD: 144.6 attempts per 10,000 (57 attempts of 4000 clients)

Interventions that CCH is using include:

- Call all patients with patients with missed appointments to check in on them and reschedule an appointment
- Crisis counseling available 24/7 – updated web page
- Evaluating service options in the community using telehealth
- Call patients that present to ER with mental health complaints, if not admitted to follow up
- All new patients meet with counselor, all patients meet with counselor every 6 months for evaluation of needs

Improvements in BHS care coordination include:

- “State contract” finalized for 2020-2022
- Includes “residential” component for the Green House
- Improving the partnership with the Green House/Council of Community Services – case management onsite, documenting in NetSmart EMR, accreditation to CARF, care team that will monitor length of stay and admission policies

Telemedicine for BHS

- July 1, 2020 CCH will transition to a partnership with Virtual Medical Staffing for tele-psychiatry support
- Dr.'s Mehra and Sohi via tele psychiatry will assist with ED call, inpatient rounding, and some outpatient clinic
- Dr. Cohen and Dr. Maymana will continue outpatient tele psychiatry
- Dr. Walter, Medical Director, has returned onsite
- No show rate decreased from 21% in February to 11% in April and 12% in May with telemedicine being the primary delivery mechanism in the outpatient clinic
- Approximately 1,312 outpatient visits using telemedicine from March 24 through June 19, 2020
- Current evaluation expanded uses for telemedicine – access to care, Legacy, detention center, extending to primary care.



## Service

Mr. Fitzgerald reported the following:

- HCAHPS for inpatient is exceeding the goal at 68.3%
- ER is under goal at 67%
- LTC is above goal at 7
- Medical Practice Clinics are just under goal at 80.30%
- Urgent Care is just under goal at 69.20%
- Outpatient services are below goal at 85.30%

## Business

### Business

Ms. Mary Lou Tate provided the following financial report:

May 2020:

- BHS admissions were down in May by 10 admissions. YTD down 27.
- OB admissions were down by 19.
- Acute admissions were down 35.
- OB and acute combined YTD were down 116 admissions.
- The Legacy average daily census is holding steady at 145.
- Outpatient visits are below budget MTD as well as YTD
- Clinic visits are below budget MTD as well as YTD
- Surgeries at the hospital and PRSC are down both MTD and YTD
- Down \$14.8M in revenues YTD from operations
- Expenses are down \$2.5M MTD and \$2.9M YTD
- EBIDA is \$7.3M MTD
- Excess revenues over expenses at \$5.6M, YTD are \$1.1M below budget
- EBIDA YTD is \$19.6M vs. \$20M
- Total margin is .58% vs. budget of 1.18%
- EBIDA margin YTD is 11.69% vs. budget of 12.05%
- Accounts receivable days increased to 89 days
- Days cash on hand rose to 144

### CARES Act Funds Recap

For March, April and May the financial impact prior to the CARES Act due to Covid is \$14.8M behind in revenues. CARES Act funding totalled \$10.9M. CCH received five different disbursements during the month of May and one in June. The shortfall is about \$42,000.

## Strategic Initiative

### Telehealth

Ms. Tate explained that the next steps for telehealth are to form a working group consisting of physician champions, clinic leadership and IT along with PFAC for patient input. To develop a long term strategy, the working group will look at:

- Service lines/scope of treatment
- Remote monitoring – vitals, EKG, etc.
- Remote locations – create locations for patients to virtually gain services if they do not have the technology
- Patient populations to target for tele-services



- What technology platforms to standardize on to present services

IT will continue implementing portal technology improvements and infrastructure improvements.

Mr. Fitzgerald thanked the Board for the opportunity to serve as CEO. He also thanked the executive team, employees and medical staff.

### **EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 6:37 p.m.

The regular meeting reconvened at 9:11 p.m.

### **ACTION ITEMS**

#### CEO Bonus

**Dr. Hartsaw moved, seconded by Mr. Gerrits, to award the current CEO his full bonus as outlined in his contract on June 30, 2020. Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry voted aye. Ms. Boller opposed. Motion passed.**

Dr. Hartsaw excused herself from the meeting at 9:12 p.m.

#### Confidential Quality Management Action

**Mr. Stuber moved, seconded by Mr. Gerrits, to approve the confidential quality management action discussed in executive session. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits and Ms. Harry voted aye. Motion passed.**

### **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:13 p.m.

The next regularly scheduled Board meeting is July 16, 2020 at 5:00 p.m.

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Alan Stuber, Secretary

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Ellen Rehard, Recorder