



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, December 7, 2017.

Members present:

Mr. Harvey Jackson
Ms. Ronda Boller
Dr. Ian Swift
Mr. Mr. Dunlap
Dr. Sara Hartsaw
Mr. Randy Hite

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Jennifer Thomas, Chief of Staff
Mr. Dalton Huber, CFO
Ms. Deb Tonn, Vice President of Patient Care
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 Long Term Care
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Jackson, Chairman, called the meeting to order at 5:00 p.m.

Mr. Jackson introduced four members of the Chamber Singers, Kenda Ford, Heidi Gross, Karen Clarke and Vicki Gilmore who are here tonight to sing a Christmas carol to the Board of Trustees.

Mission Statement

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

Vision Statement

Dr. Swift read Campbell County Health's Vision Statement.

Announcement

Mr. Jackson announced the resignation of Trustee, Mike Dugan. The resignation is effective immediately. He added the Board and Administration will begin the process of selecting a new Board member through application process. More information about the process will be announced in the near future.

Roll Call

Ms. Ellen Rehard called the roll of the Trustees of the Board of Campbell County Memorial Hospital District. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite are



present.

Approval of Agenda

Dr. Hartsaw moved, seconded by Mr. Dunlap, to approve the agenda as amended. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Consent Agenda

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

Approval of Minutes

Minutes from October 12, 2017, Board Retreat, October 26, 2017, Board meeting and November 7, 2017, Special Board meeting (copies appended to minutes).

Administrative Policy Review

Five Administrative policies, Communication with Health Officials, Correcting Account Errors, Correctional Facility Inmate/Care of, Divert Status and Paging System (copies appended to minutes). **No motion required.**

Board Policy Approval

One Board policy, Compensation Program (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the December 4, 2017 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Campbell County Healthcare Foundation
BHS Advisory Board
Quality Committee
The Legacy Advisory Board
Facilities Planning Committee

Dr. Hartsaw moved, seconded by Mr. Dunlap to approve the Consent Agenda as presented. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

Crystal Skovly, PA

Crystal joined the medical staff in 2014 and practices at Powder River Orthopedics and Spine (PROS).

She completed undergraduate work in Cell Biology and Neuroscience in her native state of Montana at Montana State University, and received her Masters of Physician Assistant Studies from Idaho State University in Pocatello, Idaho.



Crystal's interest in healthcare came from her days as a high school basketball and track athlete. She liked and respected the PA who treated her sports injuries and chose to specialize in orthopedics and sports medicine when studying to become a PA.

She came to Gillette to be closer to her family in Montana, and found a work environment at PROS that enables her to utilize her skills to the best of her ability. Crystal does casting, applies splints and braces, does injections and makes referrals to physical therapy and further follow-up as appropriate. She finds orthopedics very rewarding because if a treatment or therapy works it can resolve the patient's problem right away. If it doesn't there is a plan in place for the patient to take the next step they need for treatment. She appreciates the team of physicians, fellow PA Dave Boedeker, nurses and office staff at PROS, who work together to provide the best care for their patients.

Crystal and her husband Jason enjoy spending time with their two children; Shane, 10 and Emma, 4. Jason and Shane are dirt-track race enthusiasts in the summer, and the family goes skiing in the winter. A stay-at-home dad, Jason does numerous projects around their home, including re-building their porch last summer.

Thank you Crystal for providing our patients with excellent care.

Employee Recognition

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

Kim Kirby	Health Information Management
Melisa Haddix	Home Health and Hospice
Monte Haddix	Main Clinic
Amanda Wells	BHS
Teidra Arbach	IT
Amanda Teppo	CCMG Administration

Department Discoveries

Accounting November

PUBLIC QUESTIONS OR COMMENTS

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

ACTION ITEMS

Medical Staff Appointments

Dr. Jennifer Thomas 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

Shawna M. Martin, CRNA

Anesthesiology



Reappointments:

Limited Health Care Practitioner:

Department of Surgery
Stacey Hastreiter, APRN Oncology

Department of Surgery **AND** Powder River Surgery Center
Nancy Rusch, CRNA Anesthesiology

EXTENSION REQUESTS (through January 31, 2018) – Applications Not Received OR Complete

Roger Jordan, OD	Optometry
Benjamin Ross, MD	Pediatric Neurology
Wesley Hiser, MD	Cardiology
Allan Wicks, MD	Cardiology
Douglas Christensen, MD	Pediatric Cardiology
Anne Moore, MD	Pediatrics
Robert Barelman, DDS	Dentistry
Chad Best, MD	Pediatric Gastroenterology
Kent Katz, MD	Gastroenterology
Philip Krmpotich, MD	Gastroenterology
Monica Morman, MD	Orthopedic Surgery

ADDITIONAL PRIVILEGES REQUESTED

Michael Pettersen, M.D. to perform TEE

PRIVILEGE EXTENSION REQUESTS (THROUGH DECEMBER 31, 2017)

Benjamin Ross, M.D.
Douglas Christensen, M.D.
Chad Best, M.D.

MEDICAL STAFF RESIGNATIONS TO NOTE:

Douglas Tew, PA-C (voluntary relinquishment) Effective December 16, 2017

Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Electrical Contractor for RFQ for Site B

Mr. Crichton explained that the Facilities Planning committee is recommending approval of the bidder Tucker Electric for the installation of emergency generator and IT Site B at Pioneer Manor at an estimated cost of \$255,000.

Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

CBO Construction Bids

Mr. Crichton explained that the Facilities Planning committee is recommending approval of the low bidder, Norton Construction, to remodel portions of Pioneer Manor for the clinic and hospital billing offices in the amount of \$333,902.00.



Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Pioneer Manor Boiler Installation Bids

Mr. Crichton explained that the Facilities Planning committee is recommending approval of the low bidder, Powder River Heating & Air Conditioning, for boiler installation at Pioneer Manor in the amount of \$59,140.00.

Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Bidding/Alternate Design and Construction Delivery Methods policy

Mr. Crichton explained that the Facilities Planning committee is recommending approval to the Bidding/Alternate Design and Construction Delivery Methods policy to establish general guidelines for the procurement of capital improvement, capital additions and major repairs. The policy has been reviewed by legal counsel as well.

Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

2018 Board of Trustees Meeting Schedule

Mr. Dunlap moved, seconded by Mr. Hite, to accept the 2018 meeting schedule as presented. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Election of Officers

Mr. Jackson stated that through the years he has been uncomfortable with election of officers. With a recommendation from Ms. Boller and after checking with legal counsel, Mr. Jackson would like to conduct voting differently. Mr. Lubnau explained the CCH bylaws do not outline a specific voting process. Roberts Rules of Order state that if an organization does not have a specified method of voting, written ballot is acceptable. Each office will be opened for nomination. After nominations close, a vote will be taken by written ballot. A teller will be appointed to count the ballots and will write down the name of the winner which will be given to the chairman to announce. If the vote results in a tie, two additional votes can be taken. If the third vote remains in a tie, the nominees' names will be put into a hat and the name drawn will be the winner. If only one nomination is made for an office, no vote will be necessary.

Dr. Hartsaw moved, seconded by Mr. Dunlap, that for each position if there is a tie the Board vote two more times, and if the vote can't be resolved, pull the name out of some sort of container. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Chair: Mr. Jackson and Dr. Swift were nominated. Three votes were taken that resulted in a tie. Mr. Jackson was selected as the winner.

Vice Chair: Dr. Swift
Treasurer: Dr. Hartsaw
Secretary: Ms. Boller



INFORMATIONAL ITEMS

Chief of Staff Report

Dr. Thomas reported that MEC is making sure that providers complete their mandatory education. A special Joint Conference meeting is scheduled next Tuesday.

CEO Report

Mr. Fitzgerald reported that CCH achieved the Foothills award from Rocky Mountain Performance Excellence which is the regional organization for the Malcolm Baldrige Performance Excellence award. Mr. Fitzgerald added that CCH is the only organization in Wyoming to apply for and receive recognition.

STRATEGIC FOCUS

People

Ms. Veronica Taylor reported on the Leadership Development Program. The objective of the CCH leadership development program is to develop highly effective leaders throughout the organization. This leads to an organization that upholds high expectations of its leaders. The leadership development team meets monthly to determine leadership competencies and development topics. Three leadership institutes are held annually for Directors and Managers. Leadership hours are open to directors, managers and supervisors twice a month. "Catch the Culture" is a two day leadership orientation program established for leader onboarding which is offered twice per year.

Care

Ms. Jonni Belden reported on long term care readmission rates for short-stay residents. The Legacy's current rate is lower than the state and national average. Strategies used to keep low re-admission rates include competent staff, providers available in house, skilled nursing care, skilled therapy staff and certified wound staff.

Ms. Sue Ullrich reported on re-admission rates in the hospital. The strategic plan goal is to reduce readmissions within 30 days for patients over age 64 to less than 8%. CCH is currently at 5.8%. The national average is about 20%, with other Wyoming hospitals around 13.4%. Strategies used to keep low re-admission rates include comprehensive discharge planning, medication reconciliation, prompt follow-up visits, ideally within seven days, and the increased use of Home Health.

Service

Ms. Jonni Belden reported on the long term care discharge survey. Surveys are completed every two months and offered to all short term rehabilitation residents discharged home. Currently all fifteen questions are at or above the 50th percentile and nine of fifteen are over the benchmark established by the survey vendor.

Business

Mr. Huber reported the following for the month of October:

- Net revenues were short of budget about \$300,000.
- Volumes were stronger than they have been for a while.
- Expenses were significantly under budget.
- Operating Income saw a net loss of \$600,000.
- Excess revenues over expenses is (352,000) compared to a budget of (86,000).



- Operating revenues are higher than a year ago but significantly under budget.
- Operating expenses are higher than a year ago but under budget.
- Year to date CCH has an operating loss of \$5.8M compared to a budget of \$3.9M.
- Excess revenue over expenses is \$1.479M compared to a budget of \$245,000.
- Total Margin is at -2.57%.
- EBIDA is at 8.34%.
- Days of revenue in accounts receivables dropped to 67.
- Days of cash dropped to 175.
- Cash dropped about \$600,000.

Revenue Cycle Director:

Mr. Huber announced that a Revenue Cycle Director, Yvonne Robinett-Hoiland, will start on January 2, 2018. Her job will be to pull together all the different places that CCH bills generate from. Hospital billing and registration and the CBO billing managers will report directly to the Revenue Cycle Director, with indirect reporting relationships to billing staff at BHS, The Legacy, HMR, PRSC, PROS and Medical Records.

Strategic Initiatives

Pioneer Manor Facility Assessment

Mr. Crichton reported that various repair projects at Pioneer Manor are all under budget. The projects include HVAC, plumbing and miscellaneous power connections.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:05 p.m.

The regular meeting reconvened at 7:33 p.m.

ACTION ITEMS

Anesthesia

Dr. Swift moved, seconded by Mr. Dunlap, that Administration be authorized to employ Anesthesia as the exclusive CCH anesthesia provider. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Employee Appeal

Dr. Swift moved, seconded by Mr. Hite, that the Board deny the employee appeal of the personnel hearing panel decision, and to authorize the Chair to issue the Board's final written decision.

Mr. Dunlap questioned that if a Board member descent that they would have the right to write up a descent. Board members requested to get Mr. Brad Cave on the telephone to discuss.

Ms. Boller moved, seconded by Dr. Hartsaw, to go back into executive session. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

The regular meeting recessed into Executive Session at 7:35 p.m.

The regular meeting reconvened at 7:39 p.m.



Dr. Swift moved, seconded by Mr. Hite, that the Board deny the employee appeal of the personnel hearing panel decision, and to authorize the Chair to issue the Board's final written decision. A roll call vote was taken. Mr. Jackson voted aye, Ms. Boller voted no, Dr. Swift voted aye, Mr. Dunlap voted no, Dr. Hartsaw abstained and Mr. Hite voted aye. Motion carried.

Filing of a lawsuit

Dr. Hartsaw moved, seconded by Mr. Dunlap, to authorize Administration to negotiate or authorize the filing of a lawsuit for claims due the hospital district arising out of the design or construction of The Legacy. Mr. Jackson, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 7:42 p.m.

The next regularly scheduled Board meeting is January 25, 2018 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder