



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, April 25, 2019.

Members present:

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

Members excused:

Mr. Randy Hite

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer  
Mr. Nicholas Stamato, Chief of Staff  
Ms. Colleen Heeter, COO  
Dr. Attila Barabas, CMO  
Ms. Misty Robertson, CNO  
Ms. Noamie Niemitalo, Vice President of Human Resources  
Mr. Bill Stangl, Vice President of Physician Services  
Mr. Steve Crichton, Vice President of Facilities and Plant Operations  
Ms. Jonni Belden, Vice President of Continuing Health Services  
Ms. Ellen Rehard, Recorder  
Public

**OPENING**

Call to Order

Dr. Swift, Chairman, called the meeting to order at 5:00 p.m.

Mission Statement

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

Vision Statement

Ms. Harry 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, Dr. Hartsaw and Ms. Harry are present. Mr. Hite is excused.

Approval of Agenda

**Dr. Hartsaw moved, seconded by Mr. Gerrits, to approve the agenda as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, 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 March 28 & 29, 2019 Board meeting and retreat (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, Recognition of CCH Departments or Professional Associations, Student Interns, Title 25, and Wheelchairs (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the April 22, 2019 Finance Committee Meeting (copy appended to minutes).

Physician Recruitment and Retention Meeting

Items requiring Board Action from the April 2, 2019 Physician Recruitment and Retention Committee Meeting (copy appended to minutes).

Committee Reports

Joint Conference  
Physician Recruitment and Retention Committee  
The Legacy Advisory Board  
Quality Committee  
Healthcare Foundation

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

**RECOGNITION ITEMS**

Medical Staff Recognition

Candi Hallermann, NP

Candi Hallermann is a new nurse practitioner in Campbell County Medical Group's Internal Medicine clinic. No stranger to Campbell County Health, Candi worked in the emergency department while completing her Masters of Nursing from Frontier Nursing University in Lexington, KY. She was looking for more autonomy in her ability to care for patients, and becoming an advanced practice nurse seemed the logical next step. Candi admits that the transition from nurse to provider was harder than she thought it would be because now she was making the decisions for her patients' care. She is grateful for the opportunity to learn from Internal Medicine physician Dr. Mark Hoskinson and says she couldn't ask for a better teacher. Not one to slow down, Candi has just started working on her doctorate in Nursing Practice to take her education to the next level.

Candi and her husband Justin are the parents of 18-month old Lilah, who is a feisty redhead named for her great-grandmother. When she's not practicing or studying, Candi enjoys fishing, hunting and camping with her family.



Jason Higgs, PA

Physician Assistant Jason Higgs was looking for an orthopedic practice opportunity in a small town setting. He comes to Powder River Orthopedics and Spine (PROS) from the Tri-Cities area in eastern Washington; Kennewick, Pasco and Richland in the Columbia River Basin. Jason completed his Masters of Science in Physician Assistant Studies from Clarkson University in Postdam, NY.

In his prior practice in Washington, Jason worked with hip and knee replacement patients about 80% of the time, and he enjoys the variety of orthopedic patients he sees at PROS. He notes that the patients he sees in Gillette are generally motivated to get back to work and everyday activities faster than those in some of his other practice locations.

Jason and his wife have four sons, ages 2, 4, 6, and 8, and they all enjoy outdoor activities like hiking and fishing.

Employee Recognition

Brianne Woldridge	Kid Clinic
Maddy Morgan	Med/Surg
Donny Edwards	Chaplain Services
Amber Jackson-Jordan	Quality
Sarah Moore	Legacy
Andrea Robertson	BHS
Sarah Gleason	Kid Clinic
Megan Wiard	Wellness

Department

Care Managers

**PUBLIC QUESTIONS OR COMMENTS**

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

**EDUCATION**

PFAC

Ms. Tanya Allee and Ms. Heather Edwards provided education on the Patient and Family Advisory Council. The council is a committee established by Campbell County Health for the specific goal of strengthening collaboration between patients and family members and the health care team. The council is made up of a group of community members and CCH employees who meet monthly. PFAC projects include secret shopping in the main clinic, PT, Home Medical Resources and Medical Records. Other projects include patient journeys, patient room remodel and mock room, mock surveys, marketing materials, education signage and wayfinding, safety escape rooms, Legacy activities, new hire interview process, LEAN Projects, Ethics Committee and the public perception survey which is their current project. PFAC member, Jay Mahylis, stated that his favorite event was representing a patient in the mock up rooms to determine if any changes needed to be made to the room set-up.

**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.



Dr. Hartsaw recused herself at 5:24 p.m.

**New Appointments:**

***Courtesy - Telemedicine***

Department of Medicine	
<b>Ronit L. Cohen, M.D.</b>	Psychiatry
<b>Oliver J. Jeffery, M.D.</b>	Neurology

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

Department of Maternal Child	
<b>Valerie B. Amstadt, PA-C</b>	Pediatrics

**Reappointments**

***Active:***

Department of Medicine	
<b>Katie Houmes, M.D.</b>	Family Medicine

Department of Surgery	
<b>Rodney Biggs, M.D.</b>	General Surgery
<b>Sara Hartsaw, M.D.</b>	General Surgery
<b>Stephen Houmes, M.D.</b>	Emergency Medicine
<b>Stanley Lawson, M.D.</b>	Emergency Medicine
<b>William Woodward, M.D.</b>	Pathology

***Courtesy:***

Department of Medicine	
<b>Philip McMahon, M.D.</b>	Internal Medicine

Department of Medicine AND Maternal / Child	
<b>Landi Lowell, M.D.</b>	Internal Medicine / Pediatrics

Department of Surgery	
<b>Rebecca Thompson, M.D.</b>	Pathology

***Limited Health Care Practitioner – Independent***

Department of Medicine	
<b>Melissa Younger, OD</b>	Optometry

***Limited Health Care Practitioner – Dependent***

Department of Surgery AND Powder River Surgery Center	
<b>Shawna Martin, CRNA</b>	Anesthesia
<b>Sarah Smith, APRN</b>	Psychiatry

**ADDITIONAL PRIVILEGES REQUESTS:**

Robert Grunfeld, M.D.	To perform ultrasound-guided joint injections And diagnostic musculoskeletal ultrasound
Stanford Israelsen, M.D.	To perform ultrasound-guided joint injections And diagnostic musculoskeletal ultrasound





### Chief of Staff Report

Dr. Stamato reported that the backlog of medical staff reappointments has been completed. Future credentialing and re-credentialing activities will be computerized with great hopes to keep on top of the process. The Credentials committee members are now helping review some of the files and recommending specific CME courses for providers. The medical staff attorney gave a recent presentation on confidentiality requirements to providers. The next medical staff dinner is scheduled for May 29.

### CEO Report

Mr. Fitzgerald reported on these CCH events:

#### **Events in April**

- April 4 Volunteer Appreciation Luncheon at the Gillette College Tech Center to honor CCH volunteers. Mary Ann Stuckey was recognized for her many years of service.
- April 9 The initial stakeholder meeting was held for the community EMS program. Community EMS is a healthcare model that allows paramedics and emergency medical technicians to operate in expanded roles by assisting with public health, primary healthcare and preventive services to underserved populations. It is not designed to replace any existing programs or services, but to help fill the gaps that may exist within the system for better overall patient care.
- April 10 The annual Medical Staff Recognition Dinner was held at the Gillette College Tech Center to recognize providers for their years of service. Those recognized included: Tracy Wasserburger, NNP, 10 years; Dave Beck, MD, 25 years; William Woodward, MD, 25 years; Dave Fall, MD, 35 years; Julie Fall, MD, 35 years.
- April 11-13 EMS University, a training and networking conference for first responders in the community and region, sponsored by CCH EMS. Over 300 people registered for the event.
- April 23 CCH and CCHCF Scholarship Dinner for recipients and their parents. Recipients of the Board of Trustees' and Healthcare Foundation scholarships were honored and recognized.

#### **Upcoming events in May**

- May 6-12 National Nurses Week
- May 12-18 National Hospital Week
- May 13-19 National Long Term Care Week
- May 18 Caregiver Conference from 8:30 am-1:30 pm at The Legacy. This free event has information and resources for caregivers. Call 688-7156 for registration information.
- May 30 Successful Sitters Babysitting course from 9 am-3:30 pm. Register at [cchwo.org/sitters](http://cchwo.org/sitters).

#### **Other Items**

Mr. Fitzgerald recently attended the AHA meeting in Washington, D.C. and presented the highlights from the 2019 annual meeting.



### **Additional Items**

- The biannual CCH Community Perception Survey opened April 1-30. The survey is available online at cchwyo.org, with paper copies available at the CCMH Information Desk, The Legacy, Campbell County Public Library, Campbell County Rec Center, and Campbell County Senior Center. 566 surveys have been received to date. Results will be presented at the May Board meeting.
- Applications are now open for the Junior Volunteer program for ages 13-18. Applications are available at cchwyo.org/volunteer, or at the CCMH Information Desk. Application deadline is Friday, May 3.
- The Behavioral Health Services Summer program runs June 3-July 18 for eligible students who are clients of BHS or the Kid Clinic. Call 688-5000 or 688-8710 to enroll.
- Jonni Belden, Vice President of Continuing Health Services, recently received the Eli Pick Facility Leadership Award from the American College of Health Care Administration.

### Strategic Focus

#### People

##### Recordable Injuries

Ms. Noamie Niemitalo reported on recordable injuries. The Safety Program was started in fiscal year 2017/2018. At that time the recordable injury rate was 6.5 and is currently at 3.3. The program includes education, safety walk a rounds, safety brief/huddle reports, security/house supervisor completion of accident reports on every incident and the SWARM process. Members of the SWARM team include Security/House Supervisors, Administrator on-call, Director/Manager and Employee Safety representative. The Safety Team at the Legacy consists of the House Supervisor, Jonni Belden or Chelsey Petersen, Department Director and Employee Safety representative. The team analyzes the accident investigations and SWARMS and implements necessary changes after each event. The team has updated functional job descriptions and started a CNA bootcamp. Future opportunities include offering "bootcamp" events for other positions, evaluating opportunities for training through observations and evaluating the idea of having a first aide station to address injuries rather than requiring employees to go to the WIC or ECD.

#### Care

##### Readmission

Ms. Sue Ullrich reported on efforts to reduce the readmission rate. The current rate is 6.3%, down from 11.1%. The Medicare national rate was 14.9% in 2018. Strategies to reduce readmission rates include post discharge calls, patient education, chronic care management, transitional care management and a patient navigator. Transitional care management assures that the patient is seen within 7-14 days post discharge. The patient navigator is being developed to assist patients who have frequent medical needs.

#### Service

##### Provider Domain

Dr. Attila Barabas reported that patient surveys are mandated by CMS. The clinic provider domain has been improving over time along with the ED provider domain. Showing providers their scores gives them an opportunity to improve. Tanya Allee has been helping with provider education and strategies to help with patient interactions.



### Business

Mr. Fitzgerald provided the following financial report:

March 2019:

- Revenues were \$600,000 under budget but greater than the prior year.
- Operating expenses were under budget.
- Net operating income is (1.1M) with a budget of (822,000) which is better than the prior year.
- Investments and other income were higher than budget.
- Excess revenues over expenses is \$186,000 vs. a budget of \$313,000.
- YTD excess revenues over expenses is \$1.1M vs. a budget of \$947,000.
- YTD EBIDA is \$15.5M vs. a budget of \$16M.
- Net revenues climbed to \$14.M from \$11.7M in February.
- Operating expenses continue to rise due to adding depreciation into expense, pharmaceuticals and salary and benefits. Over time that means that expenses are outstripping revenues.
- Expense revenue over expenses saw about \$1M gain in March and better than last year.
- EBIDA is seeing an upward trend.
- Accounts receivable days, days cash on hand and cash balances issues need to be solved within the next 60-90 days. Currently CCH has 141 cash days on hand. Cash balances are at \$66M.
- There were three payrolls, five check runs, a \$3M payment for the inpatient room project and continuing issues with Blue Cross and VA payments.

### EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:36 p.m.

The regular meeting reconvened at 8:36 p.m.

### ADJOURNMENT

There being no further business, the meeting adjourned at 8:36 p.m.

The next regularly scheduled Board meeting is May 23, 2019 at 5:00 a.m. in Classrooms 1 & 2.

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Alan Stuber, Secretary

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Ellen Rehard, Recorder