



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, July 18, 2019.

Members present:

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

Also present:

Mr. Andy Fitzgerald, CEO
Dr. Nicholas Stamato, Chief of Staff
Ms. Colleen Heeter, COO
Ms. Misty Robertson, CNO
Ms. Noamie Niemitalo, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
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.

Invocation

Chaplain Ed Sisti led those present in an opening prayer.

Mission Statement

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

Vision Statement

Dr. Swift 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, Mr. Hite, and Ms. Harry are present. Dr. Hartsaw will arrive shortly.

Approval of Agenda

Mr. Gerrits requested to add Community Mental Health Committee update to Discussion Items.

Mr. Hite moved, seconded by Mr. Stuber, to approve the agenda as amended. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Mr. Hite and Ms. Harry voted aye. Motion carried.



Consent Agenda

Ms. Harry requested that Administrative policies, Divert Status and Internal Critical Incident Debriefing –HEART Team, be added to Action Items to allow for discussion. Dr. Swift added those to Action Item #3 and Action Item #4.

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

Approval of Minutes

Minutes from June 27, 2019 Board meeting (copy appended to minutes).

Administrative Policy Review

Two Administrative policies, Scented/Perfumed Dispensers/Candles and Visiting Privileges (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the July 15, 2019 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Healthcare Foundation
Joint Conference

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

RECOGNITION ITEMS

Medical Staff Recognition

James Ulibarri, M.D.

Dr. James Ulibarri grew up in a ranch south of Douglas, Wyoming and is a University of Wyoming graduate. He attended medical school at the University of Wisconsin Medical School in Madison, Wisconsin and completed his Orthopedic Surgery Residency at the University of Wisconsin. Dr. Ulibarri completed a Fellowship in Spine Surgery at the University of Pittsburgh, in Pittsburgh, Pennsylvania. He is a Board Certified Orthopedic Spine Surgeon and has practiced in Wyoming since 2009.

Dr. Ulibarri specializes in surgery of the cervical, thoracic and lumbar spine, including degenerative disease, trauma and tumors. He is experienced in minimally invasive procedures and the use of navigation and robotics. Dr. Ulibarri is looking forward to begin practicing in Gillette and enjoys helping patients return back to their normal function.

Dr. Ulibarri and his wife Janelle have three grown children. When not practicing medicine he enjoys gravel and mountain biking, bird hunting, fishing, polo and traveling

Employee Recognition

Angie Murphy
Tiffany Parks

Pharmacy
Legacy



Jason Russell

Biomed

Department Discoveries
Ethics Committee

Special Recognition

Miglena Shoemaker, Nutrition Services Inventory Clerk at The Legacy

Miglena was born, and grew up in Lyaskovets, Bulgaria. She made a huge life changing decision to become a United States Citizen and that dream came true on July 9, 2019. Miglena first came to the US on a J1 Visa and worked summers in Thermopolis, Wyoming in 2008 and 2009. In 2011, she came back to Thermopolis and decided that America is where she could make her dreams come true. Miglena says, "I appreciate, so much, what America offers; I have a great job where I can work hard, I love the people I work with, and I have good opportunities. Here in Wyoming, people are so kind and offer to help however they can. In Wyoming, I am not treated "differently". Wyoming is now my home and I am so proud to be a US Citizen." Miglena pursued citizenship when some of her friends from Bulgaria and her church friends encouraged her to go through the process. After about 8 months of preparation and paperwork, and with the support of her mother who is still in Bulgaria, and her church and work family here in Gillette, Miglena was proud to show her daughter, Heaven, what hard work, perseverance and the appreciation of a great country can do. US Citizenship!

PUBLIC QUESTIONS OR COMMENTS

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

EDUCATION

Chemo Safety

Robert Quintana, Pharmacy Director, explained how pharmacy staff puts on the personal protective equipment required to safely mix chemotherapy medications. Some medications can have adverse reactions if the staff member is exposed. The gown that is used does not absorb liquid. There are two separate pairs of gloves, one that protects against the chemo drug. A bonnet and mask are also part of the personal protection equipment. Chemo drugs are mixed within a hood that the pharmacist puts their hands into. Mr. Fitzgerald explained that leaders attend a safety huddle each day at 8:45 a.m. to talk about safety issues in their department and near misses as well as a weekly safety story.

FY2020 Proposed Budget

Ms. Heather Stucker reviewed the proposed FY2020 budget. She projects that, overall, volumes will stay flat to the FY2019 projections. Increases are projected in surgery cases for the new spine surgeon along with increases in clinics for the new providers in Pediatrics, Complex Medicine, Cardiology, Internal Medicine, and PROS. The WIC will probably continue to see a decrease in volumes. Legacy Rehab should see a slight increase.

Expense Assumptions include:

- Salaries 3% merit/market adjustment applied
- FTE's overall increase of 25
- Benefits up 4% driven by health insurance
- Contract labor and locums decrease of \$3.8M
- Pharmaceuticals up 5% and chemotherapy 12%



- Service Agreements up 15% driven by IT expense
- Other expenses general inflation of 3%

Other Revenue:

- Full year of 340B revenue from contract pharmacy program
- Tax levy based on valuation from the county

Profitability:

- Operating margin budgeted at -6.8%
- EBIDA will remain at 12% due to no growth in the tax levy

FY20 Proposed FTE Budget:

CAMPBELL COUNTY HEALTH FY2020 PROPOSED FTE BUDGET						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY2019 Actual YTD	FY2020 Budget	Variance (FY2020 Budget / FY2019 YTD Actual)
SUMMARY BY DIVISION						
Hospital	718.68	715.26	718.46	705.24	721.01	15.77 2.24%
Hospice Homecare	28.96	28.13	27.22	27.68	27.19	(0.49) -1.76%
Legacy	174.11	201.57	202.62	202.10	206.58	4.48 2.22%
PRSC	17.14	17.55	18.50	15.09	16.00	0.91 6.03%
PROS	6.40	5.63	6.00	4.60	6.60	2.00 43.48%
CCMG	146.73	159.44	170.93	167.98	170.04	2.06 1.23%
SUBTOTAL	1,092.02	1,127.58	1,143.73	1,122.69	1,147.43	24.74 2.20%
<i>PROS Leased Employees</i>	21.00	21.00	21.00	21.00	21.00	- 0.00%
TOTAL	1,113.02	1,148.58	1,164.73	1,143.69	1,168.43	24.74 2.16%

FY2020 Budget Rate Scenarios – 2%, 3% and 5%

	0% RATE INCREASE	2% RATE INCREASE	VARIANCE TO 0%	3% RATE INCREASE	VARIANCE TO 2%	5% RATE INCREASE	VARIANCE TO 3%
Operating Revenue							
Inpatient Revenue	62,639,141	63,891,924	1,252,783	64,518,315	626,391	65,771,098	1,252,783
Outpatient Revenue	189,577,799	193,369,355	3,791,556	195,265,133	1,895,778	199,056,689	3,791,556
Legacy Revenue	20,150,752	20,553,767	403,015	20,755,275	201,508	21,158,290	403,015
PRSC Revenue	16,875,271	17,212,776	337,505	17,381,529	168,753	17,719,035	337,505
Clinic Revenue	77,193,448	78,737,317	1,543,869	79,509,251	771,934	81,053,120	1,543,869
Total Patient Revenue	366,436,411	373,765,139	7,328,728	377,429,503	3,664,364	384,758,232	7,328,728
Contractual Allowances	158,153,955	164,028,664	5,874,709	166,966,018	2,937,354	172,840,726	5,874,709
Bad Debt	19,311,199	19,697,423	386,224	19,890,535	193,112	20,276,759	386,224
Charity Care	10,773,230	10,988,695	215,465	11,096,427	107,732	11,311,892	215,465
Total Deductions	188,238,384	194,714,781	6,476,397	197,952,980	3,238,199	204,429,377	6,476,397
Net Revenue	182,577,120	183,429,451	852,331	183,855,616	426,166	184,707,947	852,331
Operating Income (Loss)	(13,717,509)	(12,865,178)	852,331	(12,439,013)	426,166	(11,586,682)	852,331
Mill Levy	13,284,000	13,284,000	-	13,284,000	-	13,284,000	-
Excess Revenue over Expenses	985,967	1,838,298	852,331	2,264,463	426,166	3,116,794	852,331
EBIDA	20,815,656	21,667,987	852,331	22,094,152	426,166	22,946,483	852,331
EBIDA Margin	11.40%	11.81%	0.41%	12.02%	0.20%	12.42%	0.41%
Operating Margin	-7.51%	-7.01%	0.50%	-6.77%	0.25%	-6.27%	0.49%
Total Margin	0.54%	1.00%	0.46%	1.23%	0.23%	1.69%	0.46%



Below is the proposed budget for FY2020:

CAMPBELL COUNTY HEALTH

	<u>FY2020 Budget</u>
Equipment	
FY2020 Equipment	5,433,134
 Facility Plan	
FY2020 Facilities	5,259,828
 Major Projects	
OB / Med Surg / ICU Room Replacement	16,706,521
 IT Projects	
PACS Expansion	432,000
BCA	255,120
GE Parinatal Integration	160,255
	<u>150,000</u>
	997,375
 Contingency	
Administration	250,000
Campbell County Medical Group	200,000
Plant Operations - Legacy Contingency	50,000
Plant Operations	<u>100,000</u>
	600,000
 FY2020 Proposed Capital Budget	 <u>28,996,858</u>

Ms. Stucker explained that the Accounting staff work on the budget for about seven months. They meet with the executive team and directors and look at trends. This gives them a starting point for revenue. Every director is responsible for their department FTE requests.

Mr. Hite inquired about what other organizations are doing around the state in regards to rate increases. Mr. Fitzgerald stated that he did not do a survey, but has seen increases from 6-8%. Administration is recommending a 3% rate increase.

Mr. Stuber asked how salaries work with 3% merit and market and what percent is market. Ms. Niemitalo explained that 1% of all the salaries is looked at for market. She looks at many different surveys from different regional healthcare organizations, looking at each position to see where they fall within the market. 1% of that salary is used to adjust those positions that are below market. 2% of the total salaries is used for merit. Based upon evaluations for each department, there is a curve where 2% of the salaries can be used to increase from 0% to 4% based on performance. There is no cost of living increase given straight across the board.

Ms. Boller asked about uncompensated care and if most of those expenses come through the ER. Ms. Heeter stated that there is a process for charity care. The request goes to a committee for approval. There are a broad range of requests, not focused only in the ER. Mr. Fitzgerald added that there are emergencies that are not covered because the patient does not have insurance. There is also charity care in Oncology and Behavioral Health services. People cannot go without these services and CCH is a community provider. Mr. Robertson shared that through a LEAN project, a process was developed to triage the patient, giving them a chance to be seen in the WIC instead of the ER.



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:

Active:

Department of Maternal Child Kyle Sabey, D.O.	Pediatric Hospitalist and Pediatric Ambulatory
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Reappointments

Active:

Department of Surgery Brent Thurness, M.D.	Anesthesiology
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Request for Additional Privileges:

Department of Maternal Child Francesca McCaffrey, D.O.	Pediatrics Ambulatory
Hollie Stewart, M.D.	Pediatrics Ambulatory

Limited Health Care Practitioner – Dependent

Reappointments:

Department of Medicine Anne Jones, APRN	Ambulatory
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Request for Additional Privileges:

Department of Medicine Whitney Fevold, APRN	Cardiology
Holly Hink, APRN	Pediatrics Ambulatory
Valerie Amstadt, PA-C	Pediatrics Ambulatory

LIMITED HEALTH CARE NOT RENEWING PRIVILEGES

Whitney Fevold, APRN	Otolaryngology
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30 DAY EXTENSION REQUESTS Applications Not Complete

Patrick Love, DDS

Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Mr. Hite and Ms. Harry voted aye. Motion carried.

FY20 Strategic Plan

Mr. Fitzgerald reviewed the FY20 Strategic Plan

People:

- Reduce employee voluntary turnover
- Reduce recordable injuries
- Provide an effective leadership development program



Campbell County Health

Excellence Every Day

- Increase employee engagement scores
- Increase succession planning participant leadership skills

Care:

- Early Management of sepsis
- LTC CMS goals
- Reduce serious safety events
- Reduce suicide rate
- Reduce suicide attempt rate
- Improve transition of care

Service:

- Improve patient and resident satisfaction survey results

Business:

- Increase operating margin
- Maintain cash days on hand
- Reduce CCH AR days
- Improve collection rates from collection agencies
- Increase EBIDA

Long Term Plan 2019-2023

- Creating a future workforce
- Primary care medical home
- Telemedicine expansion
- Care coordination across CCH
- Revenue cycle enhancement
- More robust patient portal
- IT Strategic Plan
- Physician Recruitment
- Master facility plan
- Baldrige framework

Mr. Gerrits moved, seconded by Ms. Boller, to approve the FY2019-20 Strategic Plan as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Mr. Hite and Ms. Harry voted aye. Motion passed.

Divert Status Administrative Policy

Ms. Harry stated that she is supportive of this policy, but wonders if staff is following the process as well as they should. Ms. Robertson explained that throughput is important. Divert status can be a hardship for families because of the rural setting and CCH does not want them to have to leave the community. Administration is involved in placing the hospital on divert status. They work with departments, physicians and staff to make the best decision for the patients. Staffing is evaluated constantly, and when patient placement is near capacity, they huddle and look for available resources. Dr. Stamato added that the time it takes to move a patient to the floor at CCH is generally faster than the national average.

Dr. Hartsaw moved, seconded by Ms. Harry, to approve Administrative policy, Divert Status, as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Mr. Hite and Ms. Harry voted aye. Motion passed.



Internal Critical Incident Debriefing –HEART Team

Ms. Harry inquired about the follow-up with employees when the HEART Team is activated. Ms. Niemitalo explained that follow-up is determined on a case-by-case basis.

Ms. Harry moved, seconded by Mr. Gerrits, to approve Administrative policy, Internal Critical Incident Debriefing – HEART Team as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Mr. Hite and Ms. Harry voted aye. Motion passed.

DISCUSSION ITEMS

Community Mental Health

Mr. Gerrits explained that CCH is working with Campbell County School District, the City of Gillette, Campbell County, the City of Wright and state representatives. At the July meeting, they discussed hiring a network coordinator and how that position would be financed. The network coordinator will initially work for the Community Mental Health Committee and will be responsible for coordinating services throughout the area. Representatives were tasked with going back to their organizations to discuss their level of involvement.

INFORMATIONAL ITEMS

Chairman's Report

Dr. Swift acknowledged the 2nd floor, Maternal Child Unit, opening. Upgrades were necessary to improve safety, efficiency, patient care and staff morale. A true nursing station was eliminated and nurses now have a clear view of the patient, which should help reduce falls. Supplies are kept in a nurse server right outside of each room. The patient room and bathroom are enlarged with a larger family space. A new communication system has been installed which helps the nurse clearly hear the patient. The security system will help mitigate infant abduction. A Pediatric Hospitalist sleeping area is provided as well.

Chief of Staff Report

Dr. Stamato reported that Ms. Wade will not be in the medical staff office for a few weeks, so Mr. Renee Darling will be helping in that office. He sends good wishes to Ms. Wade for a speedy recovery. Medical Executive Committee had a great discussion on evaluating patients and think there is an opportunity for improvement. An educational program has begun for ER physicians and hospitalists. This program will be re-evaluated in January.

CEO Report

Mr. Fitzgerald reported on these CCH events:

Events in July

July 8	Provider tours of the new Maternal Child unit
July 9	CCMH Maternal Child Grand Opening
July 23	2 nd Session of Camp Med for 11-12 year olds
July 29	Patients, equipment and supplies will move to the new Maternal Child unit. Training is now underway for staff who interact with maternal/child patients

Upcoming events in August

August 1	UBS Blood Drive from 11:30 to 3:30
August 14	PET-CT Dedication at the Heptner Cancer Center. Public tours from 5:30 – 7:00
August 15	Chamber of Commerce Mega-Mixer, 5:00 to 7:00 pm, Pronghorn Center. Rehab Services, Radiology and Wellness are the participating CCH departments



Other CCH News

- The PET CT is onsite and being installed
- CCH will be submitting the 3rd Baldrige application on August 1, 2019
- Mike Ceballos, Director of the Wyoming Department of Health, visited with CCH administration and Board this week
- Board Vantage, an electronic Board book, will be rolled out to trustees and senior leaders. A “soft” start is planned for the August Board meeting, with both paper and electronic documents available.
- The Kate Weiss Trust approved funding for three “WOW” rooms. Mr. Fitzgerald thanked Tom Lubnau, Stan Hunter and Tammy Erb, Kate Weiss Trust Board, for their generosity.

Strategic Focus

Business

Ms. Heather Stucker provided the following financial report:

June 2019:

- Total operating revenues were below budget by \$450,000 and about \$1M below last year for the month. YTD \$3.2M below budget. \$6.4M ahead of last year.
- Operating expenses are about \$1.5M over budget for the month of June. \$1.8M higher than last year for the month. YTD about \$9.3M higher than the previous year.
- Loss from operations was just under \$3M for June and \$17M YTD compared to a budget of \$12M.
- Mill Levy for the month is a little short of budget, YTD exceeded budget by \$460,000.
- Excess Revenue over Expenses lost about \$2.2M vs a budgeted gain of \$38,000 compared to last years gain of \$610,000 for the month. YTD about \$3.3M behind budget and \$1.5M below last year.
- Net patient revenue generated about \$13.6M. Inpatient volumes continue to be below budget. Outpatient volumes have been up.
- Bad debt was close to budget, charity was over budget by \$330,000 and write offs were over budget by \$1M.
- Operating expenses were \$1.5M over budget for June.
- EBIDA was at a loss of \$506,000 for the month which is \$2M below budget. YTD \$17.8M with a budget of \$21.3M. Below the prior year by \$1.7M.
- Loss from operations with net patient revenue falling short of budget and expenses over budget, was \$3M which is \$1.1 over the budgeted loss.
- Excess revenue over expenses was a loss of \$2.2M vs a budget of \$39,000. YTD below budget by \$3M.
- Accounts Receivable days is stayed at 79 days.
- Days cash on hand came up 3 days to 141 days.
- Cash balance gained about \$2M.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:04 p.m.

The regular meeting reconvened at 8:03 p.m.



Proposed FY19-20 Budget

Mr. Stuber asked about moving the budget process up in order to better educate Board members. He would like to have a better grasp on the process. Dr. Swift mentioned that Board members will now rotate attendance at the Finance Committee meeting, which will be a good way for Board members to understand CCH finances. Mr. Gerrits suggested rotating Board members to attend the budget work sessions. Mr. Fitzgerald suggested holding two budget workshops and also recommends that Board members meet with the CFO to help them better understand the budget. Ms. Harry asked about the recommendation of a 3% rate increase. Mr. Gerrits explained that last year they approved a 5% rate increase and it didn't feel right to recommend that amount this year. Mr. Fitzgerald added that 3% will raise EBIDA to 12%, which is included in the bond covenants.

Mr. Gerrits moved, seconded by Dr. Hartsaw, to approve the Fiscal Year 2019-10 budget as presented. Dr. Swift, Ms. Boller, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw, Mr. Hite and Ms. Harry voted aye. Motion passed.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:25 p.m.

The next regularly scheduled Board meeting is August 22, 2019 at 5:00 p.m. in Classrooms 1 & 2.

Alan Stuber, Secretary

Ellen Rehard, Recorder