



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, September 28, 2017.

Members present:

Mr. Harvey Jackson
Mr. Mike Dugan
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.

Mission Statement

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

Vision Statement

Ms. Boller 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. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite are present.

Approval of Agenda

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

Consent Agenda

Mr. Fitzgerald explained that Item #3, Administrative Policy Approval, of the Consent Agenda



should be removed. Medical Executive Committee has tabled review of the policies pending further information.

Mr. Dunlap moved, seconded by Mr. Dugan, to remove item #3 from the Consent Agenda.

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

Approval of Minutes

Minutes from August 24, 2017, Board meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Business Plan for Expansion of Services or Programs, Communication and Graphic Standards, Forms Control, Product Recalls and Website and Intranet Management (copy 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 September 25, 2017 Finance Committee Meeting (copy appended to minutes).

Facilities Meeting

Items requiring Board Action from the September 21, 2017 Facilities Planning Committee Meeting (copy appended to minutes).

Committee Reports

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

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

RECOGNITION ITEMS

Provider of Month

September – Stacey Hastreiter, Nurse Practitioner

Stacey joined the medical staff in 2011 and practices with Dr. Pauline Lerma at the Heptner Cancer Center. She received her Master's degree in Adult Health and Illness at the University of Nebraska Medical Center in Omaha and is licensed as an Advanced Practice Registered Nurse (APRN). She is also nationally certified in oncology care.

Stacey began her career in healthcare as a Certified Nursing Assistant (CNA), and continued to work in that role while she attended nursing school. After graduation she worked in a variety of healthcare settings as a nurse, but her passion is oncology.



Stacey and Dr. Pauline Lerma work as a team and are in constant communication about their patients' needs. The nursing approach teaches practitioners to view the needs of the whole person, and Stacey enjoys answering questions and explaining things in ways her patients can easily understand. Her goal for all patients is to help them achieve their best quality of life.

Stacey appreciates the opportunity to work with such wonderful patients, even on days when it is emotionally difficult. That is when she relies on her husband Will and their two children Ellie, (8) and Evalynn (6) to remember what life is all about. In her personal time Stacey is a sports fanatic, enjoying playing volleyball, basketball and softball. She also spends as much time as she can with family and friends.

Thank you Stacey, for providing our patients with excellent care.

Medical Staff Recognition

Michael Nolledo, M.D.

Dr. Michael Nolledo is a Pulmonary and Sleep Medicine specialist and attended medical school at the University of the Philippines. He is Board Certified in Internal Medicine, Pulmonary Medicine, Critical Care Medicine and Sleep Medicine.

Dr. Nolledo comes to Campbell County Medical Group from the Deborah Heart and Lung Center in Browns Mill, NJ, where he was the Medical Director of their Institute for Sleep Medicine and Pulmonary Rehabilitation and Balance Program. He also served as a Clinical Assistant Professor at the Robert Wood Johnson Medical School in Piscataway, NJ and teaching faculty at University Medical Center at Princeton, Princeton, NJ.

During his training Dr. Nolledo enjoyed the diversity available in the specialty of Internal Medicine, enabling him to zero in on the things he was very passionate about, sleep medicine and pulmonary rehabilitation.

Dr. Nolledo has been in Gillette only a few weeks, making the move to Wyoming to join his wife Dr. Pauline Lerma, Medical Oncologist at the Heptner Cancer Center. Both physicians describe themselves as homebodies, and are enjoying living in a small town. Family members who have come from the Philippines to visit love the wide open spaces of Wyoming.

He describes the patient population here as very similar to his practice in New Jersey, but he finds Wyoming people very straightforward—what you see is what you get!

Dr. Nolledo's hobbies include collecting vintage Omega watches and landscape photography. He traveled to Casper to view and photograph the solar eclipse on August 21.

Dr. Nolledo will be seeing both Pulmonology and Sleep Medicine patients in his practice, which is located on the 3rd floor south of Campbell County Memorial Hospital.

Employee Recognition

Mr. Fitzgerald welcomed new Directors and Managers:

Matt Sabus
Sherry Bailey
Nicole Schrock

Director of Information Systems
Director of ICU and Medical Surgical Services
Childcare Manager



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

Geraghty Kirsch	Emergency Room
Renee Rhoades	Behavioral Health Services
Tavia Blake	Urology Clinic, Main Clinic
Malerie Bock	Wright Clinic
Katie Rohan	Medical/Surgical

Department Discoveries
Family Medicine

September

Retiree Recognition
Mary Swirzcki

Mary chose Nursing, because she decided she loved it after taking a Nurse's Aide class for a summer job. Mary initially worked on a surgical unit in a small hospital in South Dakota. She saw how hard the aides worked yet she could also see their limitations. It became apparent that the RN's could do more. Mary's mother was also an RN, but in high school Mary didn't want to be "just like her mom"! She now sees what a mistake that line of thinking was, because there wasn't a better role model. Those who influenced Mary were all the RN's and personnel that she walked alongside for 45 years. She has worked at CCH for 36 years.

Mary has seen so many changes! Technology is the biggest but in a good way since we have better diagnostics and can take better histories. New techniques have given us better options such as improved pain control to just name one.

Mary loved simple- bedside nursing the most. Getting to make patients feel better, making them comfortable, teaching prenatal classes was just a few of the things that she loved. Mary always had a sense of humor and saw it as essential! She reflected that nursing is a rewarding profession. There was the ability to do anything and being flexible makes anyone so marketable.

Her last day of work she did what she has done so often-brought in treats for the nurses. Mary is always taking care of others. She plans to just relax and stay active. We wish her the best on this new journey.

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 Medicine

Jennifer Frary, PA-C

Amy E. Hawk, APRN

Anne M. Jones, APRN

Family Medicine – Ambulatory

Internal Medicine – Ambulatory

Internal Medicine – Ambulatory



Sarah A. Smith, APRN

Psychiatry

30-DAY EXTENSION REQUESTS

Ghazi Ghanem, MD
Todd Hansen, MD
Raoul Joubran, MD

Infectious Disease
Urology
Gastroenterology

MEDICAL STAFF RESIGNATIONS TO NOTE:

The following resignations were noted:

Bret Birrer, M.D.
Jesse Mumm, PA-C
Amanda Zuck, CRNA

Effective September 30, 2017
Effective September 7, 2017
Effective September 22, 2017

e-ICU Physicians

Walter Astorne-Figari, MD
Anthony Brehm, MD
Peter DeLong, MD
Mark Franklin, MD
Baruch Goldstein, MD
Mihaela Ivan, MD
Matthew Koff, MD
Ever Luizaga-Coca, MD
M. Anas Moughrabieh, MD
Dileep Raman, MD
Arvin Santos, MD

Effective September 1, 2017

Bryan Barnosky, DO
Daniel Cotoi, MD
Hussam Elkambergy, MD
Alan Garber, MD
Emily Hurst, DO
Jonathan Klein, MD
David Kupferberg, MD
Jan Levora MD
Tzvi Neuman, DO
Athos Rassias, MD
Stephen Surgenor, MD

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

Wyoming Miner's Hospital Board Representative

Mr. Fitzgerald explained that Tanya Allee has resigned as the CCH Miner's Board representative because of her new role at CCH. Administration recommends the Board appoint Mr. Bill Rice to represent Campbell County Health. Board members requested Mr. Rice provide an annual update to keep them apprised.

Mr. Dugan moved, seconded by Dr. Hartsaw, to approve Bill Rice to represent Campbell County Health Board of Trustees on the Wyoming Miner's Hospital Board. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Utility Easement

Mr. Crichton explained that CCH received an easement request from the City of Gillette for the storm drain which is located under the new retaining wall on the north side of the property. By granting this easement, the City is responsible to take care of the storm drain.

Dr. Hartsaw moved, seconded by Mr. Dugan, to approve the request for a utility easement as provided by the City of Gillette Utilities Department. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.



CEO Compensation Policy

Mr. Lubnau explained that the Compensation Committee met on Monday, September 25. Mr. Lubnau was instructed to prepare a draft CEO Compensation policy to include the total compensation package which falls into the range of the 45th to 55th percentile of CEO salaries of the regional peer group of hospitals. Mr. Jackson explained that a consultant was secured to compile comparative market data and interpretation to provide a salary range recommendation for the CEO at Campbell County Health.

Dr. Hartsaw moved, seconded by Mr. Hite, to adopt the Governing Board policy, CEO Compensation, as presented.

Ms. Boller stated she would like to see more comparison data from the 27 hospital peer groups listed in the study. Mr. Jackson reasoned that a 3rd party was selected to prepare the compensation review to provide real data and comparables. Mr. Jackson reminded Board members that the vote is about the policy to determine the percentile salary levels. Dr. Swift stated there are not a lot of hospital systems that are comparable because of the scope of services that Campbell County Health provides. Mr. Dunlap suggested changing the language in #3 of the policy, removing the employee number and total annual business amount. Mr. Dunlap also suggested making the range wider from 40% to 60%.

Dr. Hartsaw read the new language provided by Mr. Lubnau for item #3:

3. Campbell County Health is a governmental hospital which has a regional peer group of Rocky Mountain hospitals, and in which market Campbell County Health competes for employees.

Dr. Hartsaw moved, seconded by Mr. Dunlap, to amend her motion and to strike #3 and include the new language, Campbell County Health is a governmental hospital which has a regional peer group of Rocky Mountain hospitals, and in which market Campbell County Health competes for employees. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Mr. Dunlap moved, seconded by Mr. Dugan, to change the range from 45th to 55th percentile to 40th to 60th percentile.

Ms. Boller proposed moving the range to 25%. Mr. Hite verified the committee struggled with how wide to make the range, but determined a narrow range would make it fair for candidates coming in and easier for the organization to come up with a number.

Mr. Dugan voted aye. Ms. Boller voted no. Dr. Swift voted aye. Mr. Dunlap voted aye. Dr. Hartsaw voted no. Mr. Hite voted no. Mr. Jackson voted no. Motion failed.

Ms. Boller had provided a separate assessment from the Rural Healthcare Association and would like to see at least two surveys.

Board members voted on the main motion of the policy.

Mr. Dugan voted aye, Ms. Boller voted no, Dr. Swift voted aye, Mr. Dunlap voted aye, Dr. Hartsaw voted aye, Mr. Hite voted aye and Mr. Jackson voted aye. Motion passed.



DISCUSSION ITEMS

Best On-Board

Mr. Fitzgerald reported that the WHA will pay for two Board trustee enrollments from each hospital in Wyoming in Best On-Board which is an online educational program. Any additional trustee or hospital staff enrolled will receive a discounted registration fee. The course series, Essentials of Healthcare Governance, is a resource for current and prospective trustees and leaders to provide a basic foundation and strengthen their ability to serve on a healthcare organization governing board. Email Ms. Rehard to get registered.

INFORMATIONAL ITEMS

STRATEGIC FOCUS

People

Ms. Noamie Niemitalo reported on recordable injuries. A recordable injury is one that requires more than simple first aid. The goal is a rate of 6.2 and at the end of August CCH was at 7.2. So far in September, CCH has had 4 recordable injuries. The Employee Safety and Case Management staff are attending a conference this month to look at a back injury program and how to read claims data to help better manage our self-insured insurance plan. In October a committee will be traveling to St. Vincent's hospital in Billings to spend the day learning about a program they have developed and implemented to lower their recordable injuries. CCH plans to analyze all workmen's comp claims from the last three years to look for trends, investigate patient handling injuries and implement improvement tactics.

Care

Ms. Sue Ullrich reported on the Sepsis Implementation Project which was implemented in 2015. CCH's overall sepsis measure score is below average compared to national facilities. CCH individual sepsis indicators have shown strong improvement with initial management of sepsis with the continued sepsis management improving as well. Cases that previously fell out in initial sepsis management bundle are now being met and falling to secondary sepsis bundle measurements and measuring with improvement.

Ms. Jonni Belden reported on the LTC pain measurements. The effects of pain can create a vicious cycle of depression, loneliness, anxiety, stress and loss of independence. Strategies to improve wellbeing and function at the Legacy include chair yoga, relaxation techniques, support groups, appropriate seating, referrals to therapy and functional activities.

Service

Tanya Allee reported on CCH HCAHPS.

Strengths include:

- Responsiveness of hospital staff (95th percentile)
- Discharge Information (93rd percentile)
- Transition of Care (90th percentile)
- Communication about medicines (86th percentile)
- Cleanliness of hospital environment (80th percentile)

Opportunities include:

- Pain management (64th percentile)
- Quietness of hospital environment (62nd percentile)
- Communications with nurses (61st percentile)
- Communication with doctors (47th percentile)



New questions on pain dimension will be added to the HCAHPS survey beginning January 1, 2018.

Business

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

- CCH is very close to budget.
- Outpatients visits were 10% lower than last year.
- Total net revenues were \$2.5M lower than budget and \$600,000 lower than last year.
- Expenses are lower than budget, but up from last year.
- July's operating loss was \$2.6M
- Net loss was \$1.5M
- July's accounts receivable days increased by 1 day to 69. The goal for the year is 60.
- Day's cash on hand decreased to 184 in July. Cash decreased \$500k but remains stable.

Strategic Initiatives

Meditech Ambulatory Update

Mr. Sabus and Mr. Stangl reported on the Meditech ambulatory update. The project is on time for implementation in March. There are many teams involved developing a one system approach. The Core Team are making sure everything is tied together and works. The clinical bill team is working with providers one on one. There is still a lot to be accomplished before the March start date.

Pioneer Manor

Mr. Steve Crichton reported that the Patient Accounting department and the Central Billing Office would like to consolidate all billing functions into one office in the Pioneer Manor building. There is available space in the building and accommodations could be made quite easily. This will not exceed the budget.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:51 p.m.

The regular meeting reconvened at 9:14 p.m.

ACTION ITEMS

Sale of Mountain States Healthcare Reciprocal Risk Retention Group

Dr. Swift moved, seconded by Dr. Hartsaw, to authorize administration to participate with other owners of the Mountain States Healthcare Reciprocal Risk Retention Group for the sale of the company. If a majority of the owners of MSHRRRG reach an agreement for the sale of the group, administration is authorized to sell the interest owned by Campbell County Hospital District upon the terms agreed upon by a majority of the owners of the MSHRRRG. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

CEO Bonus Compensation

Dr. Hartsaw moved, seconded by Dr. Swift, to award the CEO a bonus structured as follows:

- **Of the clinical and financial benchmarks based on the possible points Mr. Fitzgerald scored 59 out of 95 possible, which equates to \$21,728.50 out of a**



possible \$35,000.

- The strategic plan bonus is \$27,500. The compensation committee voted to give him the entire amount.
- The leadership bonus is \$7,500. The committee decided to give him the full amount.
- There is \$10,000 a year set aside for education and he only used approximately \$4000 which is not part of the bonus structure.

The total bonus will be \$56,738.50 out of a possible \$70,000. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

CEO Compensation Package

Mr. Dugan moved, seconded by Dr. Hartsaw, to approve a compensation package for the Chief Executive Officer. The base salary shall be \$440,000 plus standard hospital benefits. Total bonus compensation shall be evaluated on the following areas in the following percentages:

- People 25%
- Care 25%
- Service 25%
- Business 25%

The total amount of the potential bonus shall be \$70,000. The specific terms and conditions shall be set forth in a written agreement which complies with these parameters. Mr. Dugan voted aye, Ms. Boller voted no, Dr. Swift voted aye, Mr. Dunlap voted no, Dr. Hartsaw voted aye, Mr. Hite voted aye, and Mr. Jackson voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:20 p.m.

The next regularly scheduled Board meeting is October 26, 2017 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder