



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, August 24, 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. Hite read Campbell County Health's Mission Statement.

Vision Statement

Dr. Hartsaw 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

Ms. Boller requested Inpatient Renovation CMAR be removed from the Consent Agenda and placed as Action Item #3.

Dr. Swift moved, seconded by Mr. Dugan to approve the agenda as amended. Mr. Jackson, Mr. Dugan, 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 July 20, 2017, Board meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Visitor Injury, Ethics Committee, Staff Rights: Staff Requests for Non-Participation in Care Delivery, Treatment and Care of Undocumented Persons and Security Camera Usage (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the August 22, 2017 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Physician Retention and Recruitment
Campbell County Healthcare Foundation
The Legacy Advisory Board
Quality Committee
Facilities Planning Committee

Facilities Planning

Items requiring Board Action for the August 17, 2017 Facilities Committee Meeting (Copy appended to minutes).

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

RECOGNITION ITEMS

Provider of Month

August – Ted Lawson, MD

Dr. Lawson joined the medical staff in 1997 and is a Board Certified Emergency Medicine physician. He attended the St. Louis University School of Medicine and completed his residency in Emergency Medicine at the University of Missouri in Kansas City. Dr. Lawson had an interesting and varied background before attending medical school – he taught high school chemistry and physics for five years and worked for Exxon before that. He began to realize that teaching, though rewarding, didn't challenge his skills, so he decided to pursue a career in medicine. He remembers asking his mother for a loan so he could complete the pre-requisites necessary to apply.

Dr. Lawson practiced in Grand Junction, Colorado; Kansas City, Missouri and Greeley, Colorado before moving to Gillette. Dr. Lawson's brother Stan is also an Emergency Department physician at CCH, and was already working in Gillette when Dr. Ted Lawson came up to visit him. Though the brothers practice in the same hospital in the same specialty, Dr. Lawson says they are like any two physicians working together in the same department.



Dr. Lawson joked that the development of the electronic medical record (EMR) changed the way he practices medicine because now people can read his documentation instead of his handwriting. On a more serious note, he says that the EMR has removed much of the clerical work from patient care, and he is able to spend more time talking to patients. On the personal side, Dr. Lawson has a daughter, Elsie, who is a freshman at the University of Missouri. He enjoys biking and traveling, and working his small farm near Fort Collins, Colorado.

Medical Staff Recognition

Whitney Shawver, NP

Whitney Shawver is new to the role of Advanced Practice Provider, but not to CCH. Whitney has worked at Campbell County Health since 2004, starting as a LPN in the medical surgical unit and then at the Heptner Cancer Center. She continued her education while working full-time, completing both an Associate degree and Bachelor's degree in nursing. Whitney just completed her Masters of Science in Nursing for the University of Nebraska Medical Center in Omaha, and is now practicing at CCMG Geriatric Medicine with Dr. Bernadette Meade and fellow nurse practitioner Dawn Fiedler. Whitney is excited about her new role because she'll be able to provide primary care with an emphasis on prevention. She is looking forward to learning from Dr. Meade and Dawn, and working with Dr. Phillip McMahill, the medical oncologist in practice during Whitney's first years at the Heptner Cancer Center. Whitney has been married to her husband TJ for 12 years and enjoys being a mother to her children Danica and Ashtyn. Her hobbies include weight lifting, playing softball, watching football, watching her children's sporting events, and spending time with friends.

William Hoskinson, MD

Dr. William Hoskinson received his medical degree at Rocky Vista University College of Osteopathic Medicine and completed his residency in Internal Medicine at Sky Ridge Medical Center in Denver. Medicine was a familiar career choice in Dr. Hoskinson's family. His grandfather is an OB GYN, his father an Internal Medicine physician and his mother a respiratory therapist. After receiving an undergraduate degree in psychology, Dr. Hoskinson completed his BSN in nursing and worked as an ICU nurse before attending medical school. He prefers the culture of a smaller town with Gillette feeling like home to him over other places he interviewed as a Hospitalist. Dr. Hoskinson really enjoys seeing older patients. He feels that his job is to connect with his patients and their families and give them honest options about their care and treatment based on his training and expertise.

Stephen and Katie Houmes, MD

Drs. Stephen and Katie Houmes met in their second year of medical school at the University of Washington. Both received their medical degrees from the University of Washington and completed their respective residencies at the University of Arizona in Tucson. They participated in the WWAMI program, which provides educational opportunities for students from states like Wyoming that don't have medical schools.

Katie is from Star Valley, Wyoming and always wanted to come back to practice in her home state. They were very impressed by the Campbell County Health's welcoming and friendly community and their dedication to up-to-date and best practice patient care. They choose Gillette over several other places throughout Wyoming and are ecstatic to be joining the hospital. Their medical school provided good training on how to involve patients in decisions about their care and the importance of a team approach, philosophies that they'll bring with



them to CCH. Both Steve and Katie enjoy biking, hiking and skiing and have had the opportunity to visit the Bighorns several times while waiting for their belongings to arrive from Arizona.

Employee Recognition

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

Shawn Gallagher	Rehabilitation Services
Kimberly Maser, CNA	Legacy
Myra Deobald, BSN, RN, CPAN	Pre-Anesthesia Testing
Tandie Kelly, RN	CCMG OB GYN Specialists
Samantha Jones, MA-C, PBT	CCMG Neurology
Kimberly Maser	Legacy

Department Discoveries

Patient and Resident Experience August

Retiree Recognition

Maureen Tyson

Maureen Tyson started work at CCH on January 15, 1990, and spent her first 10 years working Med/Surg, Behavioral Health and the Emergency Department.

In February of 2000 Maureen transferred to CCH Case Management. Case Management had been providing return to work services to Burlington Northern Railroad employees and had several Coal mines interested in assisting their employees in return to work and to participate in CCH's Work Hardening program that was just developed and housed in the current EMS building.

Maureen developed a great knowledge for occupational health. Case management was soon the choice for several mining companies needing assistance in returning their employees to work for occupational and non-occupational work injuries, surgeries, and illnesses.

One of the largest Coal mining companies in Campbell County informed their insurance carrier that CCH Case Management and Maureen would be their first choice for their employee's return to work and the insurance company would follow Maureen's directions.

Over the past 17 years Maureen has been instrumental in assisting or developing:

- Work hardening protocols
- Protocols and guidelines for CCH ER and Walk-In clinic providers in treating employees with work injuries
- Functional job and functional equipment operation measurements at 15 coal mines in a two year joint venture project overseen by Case Management
- Established protocols with CCH Rehab Services for Functional Job testing and evaluations
- Marna Kuehne Foundation grant where case management assists in providing medical assistance for veterans.
- Community Veteran outreach to Campbell, Crook and Weston counties
- Helped developed the standard Treatment of Injury (TOI) form that employers and CCH still use today
- 2009 Case Management was asked to take over managing the CCH Worker Comp injuries as yearly Worker Comp premiums were increasing



- o Maureen played a major part in managing CCH employee work injuries. Projected savings since Case Management started managing CCH Worker Comp premiums is around \$7 million dollars

Thank you Maureen for the many year you served CCH. Maureen will be missed by local employers, physicians, employees and her co-workers.

PUBLIC QUESTIONS OR COMMENTS

Mr. Jackson asked if there were any comments or questions from the public at this time. Dr. Keith Mills stated that he has been a medical oncologist for CCH for the past seven year. His contract shows an end date of April 15, 2017, but a new provider began seeing his patients on March 1, 2017. He went on to state that no documentation, no email or no contract revision was given to him for early termination. All meeting requests have been refused and he felt he had no other option but to present this information to the Board of Trustees.

EDUCATION

Karen Clarke and Felicia Messimer presented the marketing plan for FY18. Monthly themes for one of the CCMG Clinics as well as one service featuring support services for that clinic are promoted. Services are featured through multiple media platforms. Facebook posts, newspaper advertising, CCH website, sponsorships, partnerships and collaboration, Staffnet, theater slides, flyers, radio, video and Health Matters. Marketing plans to develop a sales/outreach program and would like to establish a point person for information about CCH services.

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:

Active:

Department of Medicine

Michael T.S. Nolloedo, MD

Pulmonary Medicine / Sleep Medicine

Limited Health Care Practitioner:

Department of Surgery

Melissa M.S. Younger, OD

Optometry

Reappointments:

Active:

Department of Medicine AND Maternal / Child

Judith Boyle, MD

Internal Medicine / Pediatrics

Courtesy:

Department of Surgery

Stephen Khachikian, MD

Ophthalmology

Department of Surgery AND Powder River Surgery Center

Eric Welling, MD

Anesthesia



Limited Health Care Practitioner:

Department of Maternal / Child

Valerie Amstadt, PA-C

Pediatrics - Ambulatory

ADDITIONAL PRIVILEGES REQUESTED

David Fall, MD	To order therapeutic treatments
Monica Morman, MD	To perform PRP injections for the purpose of tissue and wound healing and resolution of inflammation
Jacob Rinker, MD	To perform pH Bravo Studies and to read Esophageal Manometry Studies
Sairav Shah, MD	To perform endovenous radiofrequency ablation with the Venefit and ClosureFast system

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

Healthcare Foundation PET CT Project

Ms. Nachele McGrath announced the Healthcare Foundation would like to partner with CCH in a capital campaign to raise funds for a PET-CT scanner for the Heptner Cancer Center. CCH currently contracts to have a mobile PET scanner come from Cheyenne every other Friday. The current CT scanner in Radiation Oncology is over 15 years old and would be replaced by the new PET-CT. The Campbell County Healthcare Foundation approved the PET-CT Capital Campaign for a total cost of \$1.6M of which CCHCF will cover 50% of the cost of the equipment and ask that CCH support this partnership and cover the cost of the other 50%.

Ms. Boller moved, seconded by Mr. Hite, to approve the recommendation from Finance Committee to partner on a plan with the Healthcare Foundation for the joint purchase and installation of a PET/CT for the Campbell County Health Oncology service line.

Mr. Jackson suggested the motion include a detailed amount that CCH and the Healthcare Foundation commit to. Ms. Boller amended the motion.

Ms. Boller moved, seconded by Mr. Dugan, to purchase a PET-CT for the Oncology service line for so long as the Campbell County Healthcare Foundation funds one half of the purchase and the hospital's financial commitment is limited to \$805,000. The purchase shall not occur until significant progress in Campbell County Healthcare Foundation fundraising has been made. Mr. Jackson, Mr. Dugan, Ms. Boller, Dr. Swift, Mr. Dunlap, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.

Mr. Huber cautioned that the purchase of a PET-CT is not in the budget for this fiscal year and would be quite difficult to squeeze into the FY17/18 budget.

Inpatient Renovation CMAR

Mr. Crichton explained that Kraus Anderson was involved in the pre-construction phase of the 2nd floor project, but CCH was unsuccessful obtaining them as the CMAR. The project was put out to bid with Scull Construction being the low bidder. Mr. Crichton added that Scull has been a good



partner with CCH in the past and he is confident with their performance. The Facilities Committee recommends approval of Scull Construction for CMAR for the inpatient remodel project.

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

DISCUSSION ITEMS

Public Forums / Town Hall Meetings

Ms. Boller suggests holding town hall meetings in order for the Board to receive feedback, positive and negative, from stakeholders. The Town Hall meeting would be Board generated and Board moderated. Board members would like to discuss the idea further at the fall Board retreat.

INFORMATIONAL ITEMS

STRATEGIC FOCUS

People

Ms. Noamie Niemitalo reported on "Time to Fill Days" which is a new metric CCH is using to measure the time it takes to fill an open position. The goal for time to fill days is 73.9 days or less. A committee was developed to sponsor multiple HR focuses which include recruitment, education/pipeline and partners, performance management, culture, technology, outside sources, strong leadership/succession planning, retention and compensation.

Care

Ms. Sue Ullrich reported CCH met last year's readmission rate goal of 8%. CMS reporting changes in the future will include data on readmission to the ED and inpatient care from long term care, home health and chemotherapy.

Ms. Jonni Belden reported on the LTC Fall Risk Team. Falls are a major source of morbidity and mortality in the elderly population. The more times you fall the increased likelihood of injury. Falls are minimized and prevented by increased rounding/presence and management of environment, but behavior is not so easily managed. Ms. Belden celebrated two units at the Legacy that have experience more than 35 days without a fall.

Service

Ms. Tonn reported that CCH Rehab Services surveys have moved to a specific rehab survey focusing on issues related to rehab patients only. Lab and Radiology will continue to use the generic outpatient survey and have selected five questions to monitor the patient experience for FY18 although all of the questions are still asked of the patients. An Outpatient Service Excellence Team is being developed to assist the outpatient leaders in identifying specific tactics and initiatives that will have the biggest impact on the patient experience in these areas. Scores in the Cancer Care Clinic have improved significantly as they hardwired Key Words at Key Times, Leaders Rounding on Patients and AIDET for all staff, including providers. The Cancer Clinic survey is moving to the CG CAHPS survey for FY18 so that they can focus more on the clinic patient experience vs. the infusion center patient experience.

Mr. Stangl reported on the questions that will be asked in the new Walk-in Clinic "express survey", which will be sent to patients via email. Question topics include: time spent in the clinic, communication with the provider, confidence in the provider, overall rating, willingness to recommend and open-ended questions.



Business

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

- Admission were down 7% from last year and 12% below 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

PACS

Ms. Tonn reported on the recent PACS implementation which went live on August 1. There have been some challenges, one of the largest being the 400,000 images that need to be moved from the old NOVARAD system to the New PACS system. One third of the images have been migrated. Overall the radiologists are pleased with the system which allows them to read images from home. Non-privileged providers should have access to their patients images and general surgeons should have access to all images. Ms. Tonn will follow up on access issues.

Workplace Violence by Patients

Mr. Fitzgerald reported that he, Ms. Tonn and Ms. Belden met with local legislators to discuss the increase in violence by patients at the local and national levels.

Mr. Fitzgerald announced Mr. John Fitch's retirement after 11 years at CCH and thanked him for his service. Ms. Noamie Niemitalo has been promoted to Vice President of Human Resources.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:07 p.m.

The regular meeting reconvened at 8:50 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:50 p.m.

The next regularly scheduled Board meeting is September 28, 2017 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder