



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Monday, January 28, 2016.

Members present:

Mr. Mike Dugan
Dr. Alan Mitchell
Mr. George Dunlap
Mr. Harvey Jackson
Dr. Sara Hartsaw

Members absent:

Mr. Randy Hite
Mr. Allen Todd

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Lowell Amiotte, Chief of Staff
Mr. Dalton Huber, Chief Financial Officer
Ms. Deb Tonn, Vice President of Patient Care
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Plant and Facilities
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Dugan, Vice Chairman, called the meeting to order at 5:04 p.m.

Mission Statement

Dr. Hartsaw read Campbell County Health's Mission Statement.

Vision Statement

Mr. Jackson read Campbell County Health's Vision Statement.

Quality/Safety Brief

Mr. Dugan provided the following patient visit safety brief:

Campbell County Health encourages you to visit family and friends while they are hospitalized. Here are a few tips we ask you to follow while you are here:

- Wash your hands before and after visiting. Hand sanitizer is available throughout CCH.
- Please don't set on the bed with the patient.
- If you see an Isolation Precautions, please stop and check with a staff member before proceeding.
- Please do not handle any equipment in the room.



Roll Call

Ms. Ellen Rehard called the roll of the Trustees of the Board of Campbell County Memorial Hospital District. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw are present. Mr. Hite and Mr. Todd are excused.

Approval of Agenda

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

Consent Agenda

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

Approval of Minutes

Minutes from December 14, 2015 Board regular meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Electric/Hybrid Vehicle Charging, Injuries to Volunteers, Posting of Information in Public and Non-Public Spaces, Smoke-Free/Tobacco-Free Campus, and Valet Parking Service (copy appended to minutes). **No motion required.**

Board Policy Approval

Board Evaluation Governing Board Policy (copy appended to minutes).

Finance Meeting

Items requiring Board Action from the January 27, 2016 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Physician Recruitment & Retention
Quality
Healthcare Foundation
Legacy Advisory Board
Facilities Planning

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the consent agenda as presented. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

Dr. Amiotte, on behalf of CCH, recognized Dr. Jim Price, for being selected the January provider of the month. Dr. Price is Board Certified in Anesthesiology and joined the medical staff in 2012. He attended medical school at Western University of Pomona, CA and completed his Anesthesiology residency at the University of Florida in Gainesville. Dr. Price came to Gillette from Vail, CO and just opened his own anesthesia practice, Gillette Anesthesia Specialists. You could say that Dr. Price's interest in medicine began as a youngster. He admits to reading encyclopedias in elementary school and always had a strong interest in zoology. According to



Dr. Price, the development of new and better medications and more precise techniques have greatly decreased the side effects of anesthesia and improved the ability to control pain. He believes that healthcare in general is much more conscious of the importance of good pain management, and its contribution to better patient outcomes and decreased anxiety. He enjoys working in a rural setting like Gillette because it enables him to spend more time with patients, both before a procedure and with follow-up care. Dr. Price is both humbled and honored by the trust that patients place in him for their care. Dr. Price and his wife Keri have three children; Greta, Dominic and Sydney. Keri has been named the principal for the new Stocktrail dual-immersion school, now under construction. When he's not practicing medicine, Dr. Price likes to bow hunt, as well as breed and train Chesapeake Bay retrievers for field trials. Thank you Dr. Price, for providing our patients with excellent care.

Medical Staff Recognition

Dr. Tom Repas

Mr. Fitzgerald introduced Dr. Tom Repas. Dr. Repas is a first generation American. Both parents were immigrants who fled communism in the 1950's-1960's. His father from Hungary and his mother from East Germany. While in high school, Dr. Repas got to know a family physician and decided that someday he wanted to become a small town country doctor like him. He attended medical school at Des Moines University in Des Moines, Iowa followed by a residency in Internal Medicine at the University of Nevada-Reno in Reno, NV. Over time, Dr. Repas pursued multiple medical subspecialty board certifications in Clinical Lipidology and as a Physical Nutrition Specialist. He has also obtained certification in endocrine neck ultrasound, certified clinical densitometrist, certified physician investigator and certified diabetes educator. Dr. Repas is a physician educator and advocate for people with endocrine disease across the U.S. Dr. Repas and his family currently live on a small farm in the Black Hills, He is a 4th generation beekeeper and avid home brewer of beer, wine and mead. He sings and plays traditional folk music and loves playing the fiddle. Dr. Repas is now seeing patients in the Pulmonology clinic.

Dr. Helen Kuehlman

Mr. Fitzgerald introduced Dr. Helen Kuehlman. Dr. Kuehlman was born and raised in Chicago, IL. She graduated from Loyola University of Chicago with a bachelor degree in public accounting and worked in the accounting world for many years, traveling the world as an auditor. Dr. Kuehlman decided to go into medicine when she saw what medicine could do when her mother went into cardiac arrest. She graduated from Chicago College of Osteopathic medicine and completed residency initially as internal medicine but then changed to family medicine. Dr. Kuehlman loves to spend time with her husband Kevin, sons Patrick and Alexander, and black lab, Bobby. They all love to hunt, fish, RV, cook and eat. Dr. Kuehlman is now seeing patients in the WIC.

Retirement Recognition

Ken George

Ms. Tonn recognized Ken George for 35 years of service. Ken started his career at Campbell County Health in October 1980. Ken worked as a retail pharmacist for two years after graduating from the pharmacy school at the University of Wyoming. Six months after Ken started at the hospital, the current building was finished and everyone pitched in to move patients, equipment and supplies to the new location. One of the most positive changes Ken



has seen is the opportunity for the clinical pharmacist to become more involved with patient care. This has come about with the growth of the hospitalist program, a collaboration of care that is positive for both provider and patients. Ken and his wife Shirley plan to do more traveling, with trips to Las Vegas and Israel already scheduled. He may also fit in some more hunting trips. Thank you Ken, for your dedicated service to Campbell County Health.

Pat Tschetter

Ms. Tonn recognized Pat Tschetter for her 34 years at Campbell County Health. Nursing Supervisor Pat Tschetter spent 29 year as a Nursing Supervisor and four years as a night supervisor. Pat earned her nursing diploma at the age of 20 and has worked in the emergency department, critical care, medical surgical, maternal child and behavioral health. As a nursing supervisor, also call a house supervisor, Pat supports her peers and is a consummate problem solver. The biggest change she's seen over the years is that nursing has become much more specialized. Pat is proud to have passed on her love of nursing to her daughter Rebecca Koss, who works in the Dialysis Unit at CCH. Pat is looking forward to babysitting her eight-month old granddaughter, going fishing with her grandsons and taking care of her mom. She also has some bucket list trips planned to New Zealand, fishing in Alaska and taking her grandchildren to Disney World. Thanks Pat, for everything you've done for our patients and community.

Employee Recognition

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

Brian Edwards	BHS
Patty Smith	Laundry
Bea Pfenning	Radiology
Christy Mayard	Laboratory
Shelly Kline	CBO
Jackie Walsh	Surgery

Department recognized through *Department Discoveries*:
KID Clinic

Legend Award

Mr. Dugan recognized Sheldon Murray, Plant Operations, as a new CCH Legend. "Sheldon only thinks of what is best for the community and for the organization...I have been impressed with his work ethic, knowledge base, and willingness to provide ideas to better the chance of success of any given project." Ask any of his colleagues, and they'll tell you Sheldon usually does it with a smile on his face. Sheldon has been in Gillette around 10 years, and has worked in the Plant Operations department for eight years, starting out as a carpenter and then moving into a Manager role. He's the go-to man for many in the organization on their projects because he is always thinking of patient safety, care and comfort. Sheldon is also active in his community, helping the Project 61 Church with various repairs, sporting a Santa suit for an organization or two when he can, and even taking wounded warriors bird hunting near his hometown in Roosevelt County in Montana.

Sheldon, thank you for always trying to save the organization money and always being prompt and here (day or night) to make sure projects get done on time. We are proud to have you on our team.



PUBLIC QUESTIONS OR COMMENTS

Mr. Dugan asked if there were any comments or questions from the public at this time. Mr. Cliff Richey addressed the Board of Trustees about his concern for security at CCH and suggests adding armed security personnel 24/7. Mr. Richey asked if CCH has started a security plan with local law enforcement. Mr. Fitzgerald assured Mr. Richey that CCH does have a security plan in place and works closely with law enforcement.

Dr. James LaManna echoed Mr. Fitzgerald comments about Bea Pfenning contributing to the quality of care and the compassionate care that she shows to patients and staff. She is one of CCH's greatest assets.

EDUCATIONAL SESSION

Standards Committee

Noamie Niemitalo, Childcare Services Manager and Employee Engagement, provided education on Employee Recognition. She explained that in 2015, CCH released an updated Employee Recognition program in an effort to highlight more employees. In 2015, CCH highlighted employees more than 2,300 times. Employees are highlighted in the Employee Recognition page on Staffnet, in blogs on our website, in emails sent throughout the organization and on public and social media. Thirty four employees are visible on the 30 year employee page on Staffnet as well. Department Discovery provides information on what a department does in the organization. Twelve departments were highlighted in 2015. Excellence Every Day cards give employees, patients, residents or visitors a chance to pat an employee on the back. From January to December CCH the Standards Committee received 1,835 Excellence Every Day cards. Legends are the most prestigious award that features "people who have left a permanent impression on our minds because of their deeds and actions". CCH highlighted 5 legends in 2015. Shout Outs are a way to spread the good news about deserving CCH employees and volunteers immediately on Staffnet. From June to December, more than 253 Shout Outs were posted. Thanks for Working here Thursday highlights one employee a week and gives readers information on what inspired them to work in healthcare and what Excellence Every Day means to them. Fifty employees were highlighted in 2015. More than 60 employees who are also veterans are showcased on a Thank You Veterans page on Staffnet to thank them for their service.

2015 Audit Results

Rob Schile from CliftonLarsonAllen gave a presentation on the 2015 CCH audit. They conduct a risk based audit approach. There were no proposed audit adjustments and no passed audit adjustments. Three adjustments were proposed by management. There were no difficulties encountered during the audit. Days cash on hand dropped to 243, but is still ahead of CCH peers. Net days in accounts receivable increased to 76 days of revenue outstanding. Management is looking at this and Mr. Huber intends to have a review of how the revenue cycle is functioning and what opportunities there are for improvement on the rate CCH bills and collects for services delivered. Average age of plant reflects all the capital investments CCH has made over the years and was at 7.6 in 2015. Debt to capitalization is 21% which is considerably less than CCH benchmarks. Mr. Schile stated CCH has done a good job of utilizing the cash reserves making significant capital investments while not overleveraging the future of the organization. Total margin reflects excess of revenue over expenses as a percentage of total revenues, including non-operating revenues. CCH saw a big increase, 6.1% growth, in the profitability from 2014 to 2015 and saw 13-14% growth in total revenue. From a financial standpoint, CCH had a good year. The balance sheet is strong for the organization. There is



opportunity to drive cash and improve the revenue cycle. Mr. Schile also explained the national taxonomy framework from the National Health and Human Services which came out in early 2015. It describes the future evolution of the reimbursement streams for healthcare providers for Medicare. Their vision for the future of healthcare by 2018 is to have 90% of reimbursement linked to quality. Many organizations are focusing on primary care delivery to re-leverage the care team by understanding the needs of the patient population they are serving. Organizations are identifying low risk, medium risk and high risk populations and are transitioning to team based care. Duties will be re-leveraged from the primary care physician to additional care team members at the same or lower total costs. Mr. Dunlap asked about AR days. Mr. Schile stated that he expects nationally that number will rise, but each geographical location differs. He stated there is opportunity for CCH to improve the revenue cycle and expedite the rate of collections.

ACTION ITEMS

Medical Staff Appointments

Dr. Lowell Amiotte recommended approving the following medical staff appointments as recommended by the appropriate Department Chairman, Credentials Committee, and Executive Committee.

New Appointment:

Active:

Department of Surgery / Department of PRSC

Eric Welling, MD Anesthesiology

Courtesy – Telemedicine:

Department of Surgery

Todd Chapman, MD Radiology

Avishkar Tyago, MD Radiology

Department of Medicine

Baruch B. Goldstein, MD Internal Medicine / Critical Care

Mihaela Ivan, MD Critical Care / Pulmonology

David H. Kupferberg, MD Internal Medicine / Critical Care / Pulmonology

Tzvi Y. Neuman, DO Internal Medicine / Critical Care

Limited Health Care Practitioner:

Department of Medicine

Whitney Fevold, APRN Cardiology

Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Provisional Reviews:

Active:

Department of Medicine

Travis Roberts, MD Family Medicine

Nathan Tracey, DO Family Medicine

Courtesy – Telemedicine:

Department of Medicine

Ronit Cohen, MD Psychiatry



Limited Health Care Practitioner:

Department of Surgery

Sasha Rau, CRNA

Anesthesiology

Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Reappointments:

RECOMMENDATION:

The Credentials Committee recommended the following applicants for reappointment, privileges as approved by Department and/or Section Chair.

Active:

Department of Medicine

Blanca Osorio-Candelaria, MD

Psychiatry

Courtesy:

Department of Medicine

Phillip Krmpotich, MD

Gastroenterology

Kent Katz, MD

Gastroenterology

Wesley Hiser, MD

Cardiology

Adrian Fluture, MD

Cardiology

John Pickrell, MD

Cardiology

Allan Wicks, MD

Cardiology

Ghazi Ghanem, MD

Infectious Disease

Raoul Joubran, MD

Gastroenterology

Department of Surgery

Todd Hansen, MD

Urology

Courtesy / Telemedicine:

Department of Medicine

Peter W. Anderson, MD

Internal Medicine / Critical Care

Javier D. Finkielman, MD

Internal Medicine / Critical Care

Elizabeth Fitzpatrick, MD

Psychiatry

Mary Maymana, MD

Psychiatry

Limited Health Care Practitioner:

Department of Medicine

Mary Patterson, PA-C

Family Medicine / Ambulatory

Deborah Johnston, PA-C

Family Medicine / Ambulatory

Robert Lang, PA-C

Family Medicine / Ambulatory

William Heineke, PhD

Psychology

Department of Surgery

Nektarios (Nick) Bouzis, DDS

Dentistry

Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.



ADDITIONAL PRIVILEGE REQUESTS

Brian Clarke, MD, Anesthesiology

PRSC PRIVILEGES

Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Extensions Requested – Applications Not Received and/or Complete

- Douglas Christensen, MD
- Benjamin Ross, MD
- Roger Jordan, OD
- Samuel Brescia, MD
- Helen Iams, MD

Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

RESIGNATIONS TO NOTE:

- | | |
|-------------------------------|-----------------------------|
| Fady Jamous, MD (e-ICU) | Effective November 1, 2015 |
| Zulfiqar Mohammad, MD (e-ICU) | Effective January 1, 2016 |
| David Porembka, DO (e-ICU) | Effective January 13, 2016 |
| John Fan, MD (StatRad) | Effective December 10, 2015 |

Revised 2016 Meeting Schedule

Mr. Dugan stated the July Board meeting date should be corrected to July 21, 2016.

Dr. Hartsaw moved, seconded by Mr. Dunlap, to approve the revised 2016 meeting schedule as presented. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Residency Stipend and Loan Timing

Mr. Fitzgerald explained that Physician Recruitment and Retention Committee discussed a residency stipend that would be tied to a critical need category. The critical need category is new and will be discussed at the Physician Recruitment and Retention Committee meeting next week. To receive the residency stipend the candidate would have to be in a specialty in that critical need status. This additional stipend would be received during the last year of residency and the amount of the stipend would be limited. In the event the resident does not come to Gillette, the loan would have to be paid back, but forgiven if they do come to Gillette. The second motion was about loan timing. For the past several years CCH has required the recruit to be in Gillette for one year which has presented some hardships especially in terms of a home loan.

Dr. Hartsaw moved, seconded by Dr. Mitchell, to table the recommendation from Physician Recruitment and Retention Committee to establish a discretionary fund to provide stipends to residents who are in critical need specialties until the decision has been made on a whether or not a category of critical exists.



Dr. Mitchell pointed out that fellowship should be included as well since a recruit's last year may be in residency or fellowship. Mr. Dunlap inquired if there is a candidate that may want the stipend immediately. Mr. Fitzgerald stated there is an interested candidate in his residency. Board members discussed the timing of the approval of the motion and establishing a definition for critical need category. Mr. Fitzgerald described Critical Need as two or more practitioners in a high need in the same fiscal year or a high need practitioner that has been on the recruitment plan more than 2 years/into the 2nd year. It was established that if two recruits/fellows in the same critical need category made a commitment in the same fiscal year, both would be eligible to receive a stipend. Offering the stipend would be at Administrations discretion.

Mr. Jackson called for the vote. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted nay. Motion to table failed.

Dr. Mitchell moved, seconded by Dr. Hartsaw, that CCH establish the category of critical need as presented by Administration tonight. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the recommendation from Administration to establish a discretionary fund to provide stipends to residents and/or fellows who are in critical need as put forth by administration on the demand tool. This would only be available at Administration's discretion and would not exceed \$15,000 per recruited provider. Funds would only be available to those deemed to be critical need status as defined by administration tonight per the physician recruitment plan. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Mr. Fitzgerald explained that currently the student/home loan up to \$100,000.00 is split into two periods. The provider receives ½ after 12 months and ½ after 24 months. The money is paid directly to the lending institution. The provider signs a guarantee to pay that money back if they do not meet their commitment. The change would move the payment time up to when the provider begins their practice in Gillette and the second payment made after 12 months. The commitment period is four years. If the provider only takes ½ or \$50,000.00, the commitment period is 36 months.

Mr. Jackson moved, seconded by Dr. Mitchell, to approve that Administration be authorized to make the timing of home and/or student loans immediately available for recruited physicians from the beginning of their practice in Campbell County. Mr. Dugan, Dr. Mitchell, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.

Smoke Evacuation and Cardiac Rehab/Laundry Project

Mr. Crichton explained that bids for the smoke evacuation and Cardiac Rehab/Laundry projects were presented to the Facilities Planning Committee and they recommended that the low bids be presented to the Board for approval.

Dr. Hartsaw moved, seconded by Mr. Dunlap, to approve both contracts as presented. Mr. Dugan, Mr. Dunlap, Mr. Jackson and Dr. Hartsaw voted aye. Motion carried.



INFORMATIONAL ITEMS

Chairman's Report

Mr. Dugan encouraged viewers to speak with their health insurance representatives and educate themselves on their health plan coverage, deductibles and health savings accounts. Plans with the lowest premiums may have the highest deductibles.

Chief of Staff Report

Dr. Amiotte reported the medical recognition dinner is coming up. The initial scheduled date falls during spring break so they will be looking at a new date. The bylaws committee continues to work on the bylaws and the issue of administration not being able to attend meetings has been resolved. The next step is to send an email out to everyone asking for suggestions and recommendations. A peer review committee will be established to help deal with quality issues.

CEO Report

Mr. Andy Fitzgerald, Chief Executive Officer, reported the following:

Events in January

- January 20 – GALI (Gillette Area Leadership Institute) tours Stocktrail building and meets with CEO and Board members for a discussion on leadership and healthcare trends.
- January 26 – Caregiver Support group meets at CCMH. Formed by community members, the group will meet twice a month in the hospital GFCR.

Upcoming events in February

- February 11 – Welcome reception at Pioneer Manor for Patty McJilton, APRN, 6-7 pm, main dining room. PM residents and family members are invited.
- February 19 – Blood drive in the 5th floor classrooms from 9:30 am – 2:30 pm. Make an appointment online at www.bloodhero.com, code ccmemorial or call ext. 1580.
- February 22 – Annual Cardiac Rehab reunion for former cardiac rehab patients, 6-8 pm at the Gillette College Tech Center.
- February 25-26 – Board retreat/February Board meeting in Deadwood.

Other News

- 16 CCHS mentorship and internship students start their second semester rotations in various CCH departments on February 4.
- Maternal Child Services and Nutrition Services are participating in the Gillette Main Street Ice Fest Chowder Challenge on February 20 from 12 pm-5pm.
- The Chair Affair, a fundraiser for the Cancer Care Committee, Campbell County Healthcare Foundation, is Friday, March 4, 6 pm, Gillette College Tech Center.

Physician Recruitment

- CMO
 - Position posted, working with contingency companies
 - Identified 6 potential candidates of varying specialties – scheduling initial phone interviews with Bill Stangl
 - Scheduling onsite visits with 3 candidates within the first two weeks of February
 - Physician (if credentialing file is complete) will go to the December Board Meeting



- Family Medicine
 - IA physician inquiring on opportunity, spouse is a GS and is also inquiring both
 - available summer 2016
- General Surgery
 - Resident inquiring on opportunity completes residency summer 2016, spouse is in FM and also inquiring
- Physical Medicine
 - Candidate from FL site visit scheduled for 2/12-2/15
- Hospital Medicine
 - Site visit for 2016 resident in CO, has family here 10/11-10/13
 - Will follow up with candidate
 - Extending offer week of ¼
 - Phone interview for OR candidate 12/4
 - Site visit 1/7-1/11
 - Awaiting salary info to get to the candidate
 - 2017 University of Washington resident
 - Site visit scheduled for 3/5-3/8
- Internal Medicine
 - Physician from Spearfish has expressed interest
 - Phone interview with candidate in CA
 - Looking to schedule site visit at the end of February
 - MN candidate site visit scheduled for 2/28-3/1
- Otolaryngology
 - Phone interview set for 9/28
 - Candidate waiting on hard numbers before committing to a formal interview
 - Sent compensation info to begin negotiations

Financial Report

Mr. Dalton Huber reported the following:

- Inpatient admits were 42 (15.3%) below budget for December and decreased 57 (19.7%) compared to the previous year.
- Pioneer Manor admits were 3 above budget for December and increased 5 compared to December 2014.
- CCMH's average daily census was 23 versus a budget of 28.
- Pioneer Manor's average daily census was 117 versus a budget of 113 in December.
- Outpatient visits were 927 (5.7%) below budget.
- Clinic visits were 1,420 (13.7%) under budget and decreased 362 (3.9%) visits compared to December 2014.
- ER visits were 185 (8.9%) under budget and 247 (11.5%) below a year ago.
- WIC visits were 445 (15.5%) under budget and 533 (18.0%) below the level a year ago.
- Total surgeries were 54 (15.0%) over budget in December and decreased by 44 (9.6%) compared to December 2014.
- Net patient revenue was \$195k (1.4%) under budget.
- Operating expenses were over budget \$437k (3.0%) in December.
- December's preliminary operating loss was \$1,154k vs. a budgeted loss of \$459k.



- The preliminary net gain was \$331k (2.1% margin) in December vs. a budgeted gain of \$1,057k (6.7%) margin.
- Current assets decreased by \$9,870k in December, due to \$8,048k from the tax levy and a decrease in operating cash. Current liabilities showed an increase of \$3,580k as a result of an increase in accounts payable.
- December's accounts receivable days increased by 3, for a total of 76.
- Days cash on hand increased by 6 to 213 in December. Cash increased by \$3,333k.

Quality/Patient Safety

Ms. Sue Ullrich reported a new category, Serious Safety Events, was added to the Strategic Plan this last year at the request of CCH's new insurance captive MSHRRRG. All participants in the group are categorizing their incident reports in a new manner. The largest category is Near Miss Safety Event. This category does not reach the patient and the error is caught by a detection barrier or by chance. The second category is Precursor Safety Events which does reach the patient and results in minimal or no detectable harm. The final category is Serious Safety Events which reaches the patient and results in moderate to severe harm or death. All incident reports are now being categorized and sent quarterly to the insurance captive. CCH receives a 12 month rolling rate of serious safety events per 10,000 adjusted patient days. CCH set a goal of 1.8 and hit that goal in both November and December. CCH compares favorably to other members in the captive.

Patient Services

Ms. Deb Tonn announced that with the retirement of Ken George, Robert Quintana has been named the new pharmacy director. The PACS replacement project has been delayed, with a new implementation date of December 1, 2016.

Facility and Plant Operations

Mr. Steve Crichton reported on the following:

- Legacy – There is good progress on exterior work. Drywall finishes are moving along. Large equipment for the kitchen and the elevators are being installed.
- Stocktrail Building – PROS x-ray and MRI have been removed. Work is starting to remodel the old radiology suite to construct additional patient exam rooms.
- BHS lobby – Work is continuing to create a new patient registration area for BHS on the 5th floor south.
- Stocktrail parking lot – Documents are being prepared for bidding the parking lot at the Stocktrail building. The project will use land on the east side of the building.
- Walk-in Clinic South – Administration recommends discontinuing the Walk-in Clinic South project, due to a decrease in visits at the Walk-in Clinic. The project can be brought back quickly if needed.

Physician Services

Mr. Bill Stangl reported that the diabetes nurse educator has completed the first part of her certification program and can now see patients under the supervision of a diabetes provider. Dr. Repas is seeing patients 2 ½ days a week in endocrinology, diabetes and metabolism. MedMan has completed their annual clinic assessment and are preparing a new work plan. Mr. Stangl will report on the plan at a future Board meeting.



EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:21 p.m.

The regular meeting reconvened at 9:12 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:12 p.m.

The next regularly scheduled Board meeting is February 25, 2016, at 12:00 p.m. at The Lodge at Deadwood, in Deadwood, S.D.

Allen Todd, Secretary

Ellen Rehard, Recorder