

**Campbell County Health Board of Trustees**  
Regular Board Meeting – CCH 5<sup>th</sup> Floor Classroom  
January 25, 2024  
5:00 PM

**Members present:**

Alan Stuber, Chair  
Tom Murphy, Vice Chair

Bill Rice, Secretary  
Mark Hoskinson, Trustee

John Mansell, Trustee  
Sara Hartsaw, Trustee

**Also present:**

Matt Shahan, CEO  
Natalie Tucker, CNO  
Tom Lubnau, CCH Attorney  
Adam Popp, CFO

Brandi Miller, Exec Assistant  
Bree Richardson, Marketing  
Director  
Norberto Orellana, Marketing

Tanya Allee, Patient Experience  
Dr. Chweh  
David Thompson, CCH  
Dr. Hayden

**Pledge of Allegiance**

**Call to Order** – Chairman Stuber, called the meeting to order at 5:00 p.m. The Board and attendees had a moment of silence in honor of Senator Barrasso's late wife, Bobbi Barrasso.

**Mission Statement** – Trustee Stuber read Campbell County Health's Mission Statement.

**Vision Statement** – Trustee Stuber read Campbell County Health's Vision Statement.

**Roll Call** - Brandi Miller called the roll, Randy Hite was absent.

**Approval of Agenda**

**TRUSTEE HOSKINSON MOVED TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Consent Agenda**

**TRUSTEE HOSKINSON MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

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

- Minutes – 12/7/23 Regular Meeting
- Policies – Care and Custody of Minor Patients; Freedom of Information Act

There was discussion about the Care and Custody of Minor Patients policy. This policy requires agencies (including parents) that bring children in their custody to the Emergency Department, to remain with the minor. Minors must be accompanied while receiving treatment in the ED.

- Radiology Scope of Service

**Recognitions and Presentations**

Recognitions:

- Years of service (5, 10, 15, 20, 25, and 30 year) milestones were recognized.
- Holiday party was attended by nearly 500 people.
- Dr. William Woodward was recognized for his commitment to CCH and his upcoming retirement. Dr. Woodward has been a pathologist at CCH since 1996. His last day with the organization will be February 2, 2024.

New providers:

- Aisha Rafat, PA-C in the Main Clinic
- Brittney Goeken, MD in the Main Clinic
- Autumn Barrett, MPAS, PA-C with Dr. Mayer seeing neurology patients.

John Adams, Interim Administrator at the Legacy was introduced. He has over two decades of experience in long-term care leadership. Mr. Adams is focusing on improving the culture and philosophy at the Legacy. They are working to get the Aspen Community re-opened.

Mike Smith has served as Interim Director of Support Services for the past year. Today, he was promoted to Director of Support Services.

**PUBLIC QUESTIONS OR COMMENTS** – No comments made.

**DISCUSSION ITEMS**

QAPI Updates – Natalie Tucker, CNO, updated the Board on the progress of the QAPI initiatives. The three workgroups (Specimen Labeling, Workplace Violence, Employee Injuries) have established group leaders and formed goals. Dashboards are being created to track data for each of the workgroups. Progress is shared at Quality Committee meetings. In addition to the QAPI initiatives CCH also monitors medication administration errors, surgical errors, equipment failures, infection control errors, blood transfusion related errors, diagnostic errors, serious safety events, PSE 2s, and falls. Dr. Hoskinson serves as the Board liaison and will report out to the other Board members as necessary.

Behavioral Health Steering Committee Updates – Dr. Mansell reported that at the recent meeting the CCH Marketing department presented options for Mental Health Month (May). CCH has been fortunate to recruit some very talented providers. With the addition of these providers, we have begun receiving additional referrals from across the region.

The state grant was awarded to the VOA. The VOA will be invited to the next Behavioral Health Steering Committee meeting.

**ACTION ITEMS**

FY23 Audit Presentation and Approval – CFO, Adam Popp, presented the audit results based on the board packet created by CliftonLarsonAllen. Principal, Ryan Strusz, attended the Board's Special Meeting on January 22, 2024, to present the full audit.

Financial results for FY23 were improved in comparison to FY22. CCH met both bond covenants for FY23. Two findings were noted in the audit report:

1. 2023 – 001 – Material Weakness in Internal Control Over Financial Reporting; this is due to the district engaging auditors to assist in preparing the financial statements and accompanying disclosures.
2. 2023 – 002 – Misstatements Detected by Audit; CCH went through a general ledger software package conversion. Mainly due to mapping and setup challenges with the new system, there were delays in fully reconciling account balances as of year-end, and a number of accounts that were unable to be fully reconciled as of year-end, including cash. Correcting entries have been made.

**TRUSTEE MANSELL MOVED TO APPROVE THE FY23 AUDIT AS PRESENTED. TRUSTEE MURPHY SECONDED THE MOTION.**

Discussion: Kudos to Adam Popp, his team, and Administration for their work on the audit and meeting the bond covenants. Mr. Popp and Principal, Ryan Strusz, were thanked for providing answers to questions raised at the Special Meeting.

**MOTION CARRIED UNANIMOUSLY.**

November Financials – November 2023 bad debt and charity totaled \$2,092,040.51.

**TRUSTEE HOSKINSON MOVED TO APPROVE THE NOVEMBER BAD DEBT AND CHARITY CARE IN THE AMOUNT OF \$2,092,040.51. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Financial Discussion –

Acute admission, patient days-acute up, Legacy resident days and admissions were all up for the month. Surgeries increased by 14% over last month. There were 7 robotic surgeries in November. Clinic visits, and emergency room visits decreased slightly in November.

Days cash on hand is 114. Total patient revenue for November was \$33.8M. Total Operating Expenses were \$21M. Operating income for November was (\$4.2M), YTD (\$15.1M), budgeted for (\$6.9M). Month ending revenue in excess of expenses was (\$1.43M).

It was recently discovered that we are not receiving all of the GPO cost saving benefits. Some of the vendors have not honored the affiliation GPO. UHealth is working to renegotiate their own GPO contracts on behalf of their affiliates to ensure that all UCH affiliates receive the best pricing.

**TRUSTEE MURPHY MOVED TO APPROVE THE NOVEMBER FINANCIALS AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION.**

Discussion: Board Trustees requested that monthly GPO updates be provided at Board meetings.  
**MOTION CARRIED UNANIMOUSLY.**

December Financials – December 2023 bad debt and charity totaled \$2,519,625.27.

**TRUSTEE RICE MOVED TO APPROVE THE DECEMBER BAD DEBT AND CHARITY CARE IN THE AMOUNT OF \$2,519,625.27. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Financial Discussion –

Acute admissions showed no change from November. Legacy admissions decreased; however resident days were up for December. Physical therapy and clinic visits were down slightly.

Surgeries for December slightly decreased in December. There were nine robotic surgeries completed. Robotic surgeries are reported as billed, rather than completed. There are currently two surgeons doing robotic surgeries. Three surgeons are currently working to get their robotic certification.

Days cash on hand is 129. Total patient revenue for November was \$35.1M. Total Operating Expenses were \$19.5M. Operating income for December was (\$3.45M), YTD (\$18.6M), budgeted for (\$8.35M). Month ending revenue in excess of expenses was (\$1.2M).

The first half of the year included many unbudgeted items. Approximately \$7.25M can be accounted for. DaVinci lease payments will begin in March. Department productivity across the organization is being reviewed.

**TRUSTEE HARTSAW MOVED TO APPROVE THE DECEMBER FINANCIALS AS PRESENTED. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Chairmans Report – Chair Stuber attended meetings in Cheyenne and was able to meet with the Director of Family Services. Staffing continues to be an issue for facilities across the state.

Chief of Staff Report – Dr. Neuwirth shared the medical staff's excitement about starting CMO interviewing process. Dr. Neuwirth thanked Dr. John Hayden for is years of service and dedication to CCH. Dr. Hayden is leaving the organization after nearly 18 years.

CMO Report – Dr. Barabas reported that anesthesia coverage issues continue. OR schedules have been limited at times due to anesthesia coverage issues.

UCH Update – Diane Jackson updated the Board on recent happenings. UCH recently broke ground on the new Medical Center of the Rockies tower which will include 136 additional beds. UCH is scheduled to present at an upcoming CCH Leadership Hour. UCH leaders continue working with CCH leaders on the CCH sustainability plan.

CEO Report – Matt Shahan provided the following updates:

- WREMS – The relationship between CCH, WREMS, the Sheridan VA, and community is very strong. We continue to receive requests from other entities throughout the region about offering services to them. At this time the financials show an income of -\$222K however there are nearly \$400K expected in reimbursements. Neither CCH nor Sheridan Memorial Hospital have been asked to contribute additional funds to WREMS. We anticipate hearing details about the \$4M regionalization grant we were awarded from the State. There has been discussion at the state level about if the grant will be funded or not.
- Legacy – Interim Administrator, John Adams, is working towards opening the Aspen community. They are hosting a CNA course, there were 14 applicants for the program.
- APW – There were staffing issues in the ED staffing over the last year. Dr. Kyle Smith was recently hired and will serve full-time at CCH. Dr. Lauver is the Emergency Room Medical Director and provides an open-door policy in an effort to combat any communication issues that may arise. Dr. Chweh is the Hospitalist Medical Director. The APW Hospitalist transition has gone smoothly.

Matt Shahan continues to have bi-weekly meetings with APW leadership. They have shared that they would like to continue their relationship with us.

- We are not planning on filing the COO and CIO positions. The departments that reported to those positions have been absorbed by the other executives.
- Epic is progressing. Implementation will be in July 2025.
- Compensation Updates
  - Eligible employees will receive a 2.5% annual increase.
  - Market will be used for position pay.
  - Reviewing/updating all pay policies
  - Ending PRN differentials
  - Ending Department specific differentials
    - We will review eligible positions for continued weekend, night, and evening differentials.

Meetings are being held with departments, and individuals to review the compensation changes.

- Dr. Mansell was recognized for completing the Best on Board training.

**EXECUTIVE SESSION**

The regular meeting recessed at 7:25 PM to enter Executive Session.

**TRUSTEE RICE MOVED TO ENTER INTO EXECUTIVE SESSION AT 7:25 PM TO DISCUSS MEDICAL STAFF MATTERS PURSUANT TO W.S. 16-4-405(a)(ix), QUALITY MANAGEMENT INFORMATION PURSUANT TO W.S. 35-2-910, COMPENSATION PURSUANT TO W.S. 16-4-405(a)(x), CONFIDENTIAL ATTORNEY CLIENT INFORMATION PURSUANT TO W.S. 16-4-405(a)(ix) AND W.S. 16-4-405(a)(vii), AND REAL ESTATE PURSUANT TO W.S. 16-4-495(a)(ix). TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**TRUSTEE HOSKINSON MOVED TO COME OUT OF EXECUTIVE SESSION AT 9:03 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 9:03 PM.

**ACTION ITEMS**

Medical Staff Appointment Approval

**TRUSTEE HOSKINSON MOVED TO ACCEPT THE REPORT OF THE CREDENTIALS COMMITTEE. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Real Estate

**TRUSTEE HARTSAW MOVED TO ACCEPT THE PROPOSAL BY HOSPITAL ADMINISTRATION TO PURCHASE THE GILLETTE NEWS RECORD BUILDING FOR A PRICE NOT TO EXCEED \$2,000,000.00 AS DISCUSSED IN EXECUTIVE SESSION. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ADJOURNMENT**

**TRUSTEE MANSELL MOVED TO ADJOURN AT 9:05 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

The meeting adjourned at 9:05 PM. The next meeting is scheduled for February 22, 2024.

  
Bill Rice, Secretary

  
Brandi Miller, Recorder