

Report to the Community

JULY 1, 2019-JUNE 30, 2020



Campbell County Health

Excellence Every Day



From the CEO



Colleen Heeter, CEO

Dear Friends,

I am pleased to introduce our first ever Annual Report for Campbell County Health. I'm hoping it gives you a snapshot of our work over the past year. You can see our Mission, Vision and Core Values on the right side of this page. I realize these are bold statements and big dreams for a small rural healthcare system like ours, and I am confident that our workforce of physicians, providers, employees, and volunteers share this Mission and Vision for CCH.

This has been a challenging year for us as an organization, community and nation. I am so proud of everyone associated with CCH, and the work they have done to prepare us for this pandemic, and will continue to do in the months ahead. I know we have not always made everyone happy, but keeping our patients, residents and employees safe is always our first priority.

You can read about our accomplishments over the last year on page 3 of the report. And while construction projects and awards are meaningful and important, it is our people who make the difference, because they provide the care you receive from CCH.

I'm happy to tell you that we exceeded our goal this last year with respect to community perception of patient satisfaction, which we measure through patient surveys. All hospitals in the nation that treat Medicare patients are rated by their patients, and the scores are tied to how the government reimburses us for care. We will keep working on improving every aspect of the patient experience this coming year, with the help of the employees who do the actual work of patient care.

We ended the last fiscal year with a positive bottom line, due to funds received from the CARES Act. We know there is lots of work to do to keep us financially sustainable, and I encourage you to check out the graphs on page 7.

Our CCH employees and medical staff have heard my talk about 'Pause and Perfect' several times already. That is what we'll be spending the coming year doing; looking closely at all our departments and services. This is a major piece of our new Strategic Plan, which was approved last month.

We'll be trying to optimize productivity, enhance revenue cycle performance and pursue alternative funding sources and long-term growth opportunities — all fancy terms for doing our work better and giving more value to our customers.

I am proud to follow in the footsteps of Andy Fitzgerald as I begin my work as the CEO for Campbell County Health. I am thankful for our community support as well as the vision and support of our Board of Trustees.

Sincerely,

Colleen Heeter, CEO



Mission

Serving our community by providing a lifetime of care with dedication, skill and compassion.



Vision

Campbell County Health will be the first choice for healthcare and wellness in Wyoming by providing Excellence Every Day.



Pillars and Core Values

Care: Relentless pursuit of safety and quality

People: Fairness and dedication

Service: Care and compassion

Business: Fiscal responsibility with integrity and transparency

Executive Leadership

Colleen Heeter, RN, BSN, MBA, *Chief Executive Officer*

Jerry Klein, MS, *Chief Operating Officer*

Attila Barabas, MD, *Chief Medical Officer*

Misty Robertson, RN, BSN, MSA, FACHE, *Chief Nursing Officer*

Mary Lou Tate, *Chief Financial Officer*

Jonni Belden, RN, *Vice President of Continuing Health Services*

Noamie Niemitalo, BSW, MS, *Vice President of Human Resources*

Matt Sabus, *Vice President of Information Technology*

Nicholas J. Stamato, MD, FACC, *Chief of the Medical Staff*

cchwyo.org/lead

Board of Trustees



Ian Swift, MD,
Chair



Ronda Boller,
Vice Chair



Adrian Gerrits,
Treasurer



Alan Stuber,
Secretary



Lisa Harry,
Trustee



Sara Hartsaw, MD,
Trustee



Dustin Martinson,
Trustee

Board of Trustees meetings are generally held on the fourth Thursday of the month at 5 pm and are open to the public.

cchwyo.org/trustees

By the Numbers!

5,984

Total Surgeries
(CCMH & Powder River Surgery Center)



Radiology Procedures

48,068



ED Visits 20,001

97,690

Total Clinic Visits

2,499

Inpatient Admissions
including Behavioral Health



Babies Born

627



Lab Tests 307,769

7,711

Home Health Visits



52,784

The Legacy Resident Days
including Short Term Rehab



Volunteer Hours

10,934



Pharmacy Doses 480,911

670,380

Patient and Resident Meals Served

1,126,640

Pounds of Laundry (CCMH & The Legacy)

Ambulance Runs

2,546

2019-2020 Achievements



- **Summer 2019** – A joint fundraising project with the Campbell County Healthcare Foundation purchases a PET/CT scanner for the Heptner Cancer Center.
- **December 2019** – CCMH and The Legacy receive awards from Rocky Mountain Performance Excellence. The awards were presented August 31, 2020 at CCMH. *See page 4.*
- **February 2020** – CCH receives Blue Distinction® Center+ designation for knee and hip replacement surgery from Blue Cross Blue Shield. *See page 4.*
- **May 2020** – New patient rooms for Medical Surgical and ICU completed on time and under budget. New Maternal Child rooms were completed in July 2019.
- **Summer 2020** – Close to Home Hospice Hospitality House celebrates its 10th Anniversary, serving 570 hospice patients and over 3,200 hospitality guests since opening in 2010.

Blue Distinction® Center+

CCH is the only Wyoming healthcare facility to be awarded Blue Distinction® Center+ designation for hip and knee replacement by Blue Cross Blue Shield. Knee and hip replacement procedures are some of the most commonly performed elective surgical procedures in the U.S., according to a 2018 study released by the American Academy of Orthopedic Surgeons.



Facilities designated as Blue Distinction® Centers+ for knee and hip replacement demonstrate expertise

in total knee and hip replacement surgeries, resulting in fewer patient complications and readmissions. They are on average 20 percent more cost-efficient in an episode of care compared to other facilities.

CCH has a full array of services for our knee and hip replacement patients, from initial diagnosis to rehabilitation after surgery.

Go to cchwyo.org/bdcplus to learn more.

The Road to Performance Excellence

Campbell County Memorial Hospital received the Timberline Award and The Legacy Living and Rehabilitation Center received High Plains recognition from Rocky Mountain Performance Excellence (RMPEX), a regional stepping stone to the national Baldrige Performance Excellence Award. The national award recognizes U.S. organizations in the business, health care, education, and nonprofit sectors for performance excellence. It is given by the President of the United States, and administered by the Baldrige Performance Excellence Program, based at and managed by the National Institute of Standards and Technology, an agency of the U.S. Department of Commerce.



Organizations who reach the top level in performance from their regional

organization can apply for the national Baldrige award. The Timberline award is the third of four award levels in RMPEX. High Plains recognition is the first of four levels in the journey toward performance excellence.

Virtual Visits Become a Reality

Telemedicine is the ability to see a healthcare provider without going to the hospital or clinic using a computer, tablet or smartphone. The technology is easy to use and the experience is very similar to using Skype or FaceTime. CCH had planned to work on implementing telemedicine, sometimes called virtual visits, during late 2020, but the COVID-19 pandemic moved up the timeline to April.

Now CCMG Clinics and Behavioral Health can see patients with a virtual visit, and it works well for many types of appointments. Virtual visits are not for emergencies, or complex conditions that require a full or detailed physical exam. Call your clinic and they can walk you through the process.

Providing Quality Care is Good for Business

Most of us know that Medicare is a government funded program that pays for healthcare for people age 65 and over. Medicare reimburses hospitals and providers for care, based on a number of factors. The Centers for Medicare and Medicaid (CMS), who administers Medicare, wants its recipients to receive healthcare that is high-quality and cost effective, and partially reimburses through a program called Value Based Purchasing (VBP). The 'value' consists of quality, patient experience, and the cost of care, and healthcare facilities and providers have a portion of their Medicare reimbursement based on these factors, called patient outcomes.

How does it work?

Government payers withhold a portion of reimbursements to providers and hospitals (usually around 1-2% of charges) and set it aside for the VBP program. This portion can be earned back by reaching certain goals or measures based on quality, patient experience and cost of care. If the goals are not met, the money is not earned back and the providers or hospitals lose money. CCH qualified for a 2% payback from VBP, which translates to \$45,900. This means we are able to demonstrate through data that our care meets or exceeds standards that are used by all providers and healthcare organizations in the U.S.

The Hospital Compare website, (www.hospitalcompare.hhs.gov) lists many of the value-based measures reported to the government by CCH, so you can see how we compare to other facilities across the country. Information on nursing homes is available at www.medicare.gov/nursinghomecompare.

People

COMMUNITY CONNECTIONS

At Campbell County Health we are committed to serving our community, including developing key partnerships with individuals, businesses, nonprofit organizations and government.

PET/CT Scanner

The Campbell County Healthcare Foundation has supported local healthcare for 45 years with scholarships and capital projects. Their most recent capital project, completed in August 2019, was a partnership with CCH to purchase a PET/CT scanner for the Heptner Cancer Center. PET/CT equipment provides valuable information to help with cancer diagnosis and treatment.

Vaccines for Influenza Prevention (VIP)

The VIP program is beginning its fifth year of providing free influenza vaccines for children in Campbell County. Last year over 2,600 children were vaccinated at their school by nurses from Campbell County Public Health. Other partners include Campbell County School District, Campbell County government, City of Gillette, Campbell County Healthcare Foundation, Coalition Family Health Center and the Gillette Energy Rotary Club.

Gillette College Nursing Program

CCH partners with the Gillette College Nursing Program to increase the number of nursing students in the program by supporting faculty and administrative salaries. CCH provided funding for the Simulation (SIM) Lab for clinical training, and collaborated with Gillette College and Campbell County on the Health Science Education Center, which houses the nursing program and CCH training and education classrooms.

Campbell County School District

The Kid Clinic is a school-based medical and counseling clinic currently located in a former elementary school building. CCH continues this unique partnership with Campbell County School District to build a new \$1.2 million Kid Clinic on property next to Twin Spruce Junior High. Construction begins in September, with a nine-month timeline for completion.

Council of Community Services

CCH Behavioral Health Services provides case management, individual therapy and group therapy services for the Greenhouse residential group home, part of the Council of Community Services. Future plans include offering resumé, budgeting and mock interviewing classes to unemployed people who are receiving services through the Way Station.

Patient and Family Advisory Council (PFAC)

PFAC involves patients, families and caregivers to improve the patient experience by providing feedback and perspective on issues surrounding care, safety, quality and service at CCH. PFAC members serve on committees, give input on healthcare policies, care practices and educational materials; conduct surveys, evaluate marketing materials and perform secret shopping.



1,195

Total Employees



89

Employed Providers



426

Nurses, CNAs, Medical Assistants and Medication Aides



342

Volunteers

Advisory Boards

Advisory Boards connect CCH with the community to improve the quality of care for patients and residents and include the Hospice Advisory Board, The Legacy Advisory Board, Patient and Family Advisory Council and Wright Advisory Board. Go to cchywo.org/ab for specific information about each advisory board.

Service

New Patient Rooms are Now Complete

The project to replace all the inpatient rooms at Campbell County Memorial Hospital is now complete, with the opening of the Medical Surgical and ICU units in late May. These are the first new patient rooms at CCMH since the hospital was built in 1982. There are 22 Medical Surgical rooms, 7 ICU rooms and 15 Maternal Child rooms, for a total of 44. Four rooms are “flex rooms,” and can be used for Medical Surgical or Maternal Child patients based on need.

- Rooms designed with the patient at the center and safety in mind
- Plenty of space for equipment, supplies and visitors
- Large waiting room and touchdown spaces for family



Our Patients Tell the Story



Wright Mayor **Ralph Kingan's** symptoms were uncomfortable, but not especially painful. He first noticed pressure in his chest when going up and down stairs while vacationing over Thanksgiving. A diagnostic test and visit with Cardiologist Dr. Nick Stamato soon followed.

Ralph's advice after quadruple bypass heart surgery, "...don't think you are Superman—don't wait if you have symptoms, and take care of your health."

Read more at cchwyo.org/ralphk



Like many working parents, Amanda Quick sometimes uses the CCMG Walk-in Clinic when her children need medical care. Her three-year old son **Jameson White** was playing outside at daycare, and somehow ended up with a rock deep in his ear.

Amanda's comments about Physician Assistant Deb Mullinax, "...she was fantastic. I've been to the Walk-in Clinic before and it's always a quick and pleasant experience."

Read more at cchwyo.org/jwhite



After visiting with a couple of different doctors after a fall that injured his shoulder, **Joseph Green** decided that Powder River Orthopedics & Spine (PROS) surgeon Dr. Stanford Israelsen was his best option for shoulder surgery.

"He was very thorough going through everything," Joseph said. Because "this was the first thing I've ever broken," he said, "the whole process was really challenging for me."

Read more at cchwyo.org/jgreen

Why Am I Getting So Many Surveys?

You or a family member has recently received services at Campbell County Health. Soon afterward, you will be asked about your care through one or more patient surveys. Your feedback is important to us for many reasons. We are always looking to improve our care and services, and one of the ways we do that is through your responses. We take your comments very seriously, and they are discussed in department meetings and interdepartmental team meetings so improvements can be made throughout the organization. We also share compliments so that employees can be recognized for great care and service.

All hospitals and healthcare facilities are required to survey their patients using a standard set of questions, so they can be compared and given a rating on the patient experience. CCH is rated on inpatient care, outpatient care, and care in specific departments like Radiology and Rehabilitation Services. These ratings let you—and us—know how we compare to others and how we can improve. We encourage you to complete the surveys you receive, and we're always willing to answer your questions or concerns. You can reach our Patient Experience department at 688-1530.

Business

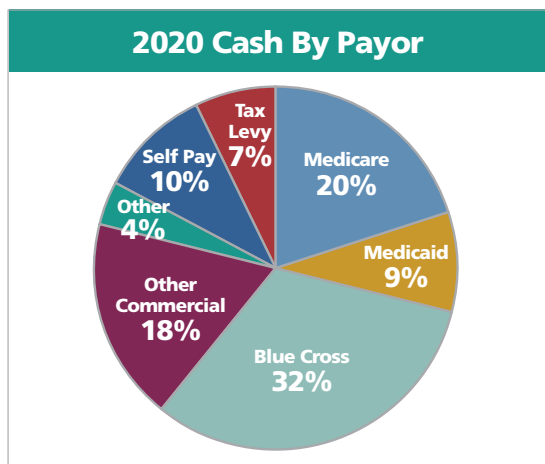
How much of your tax dollars go to CCH?

Every year, homeowners and business owners receive a property tax notice from Campbell County Government. It consists of a local portion, which is used to fund area services, and a statewide portion which is used to fund public schools. Local taxes are paid out to different entities in Campbell County - City, County, Hospital, Cemetery Board, and others.

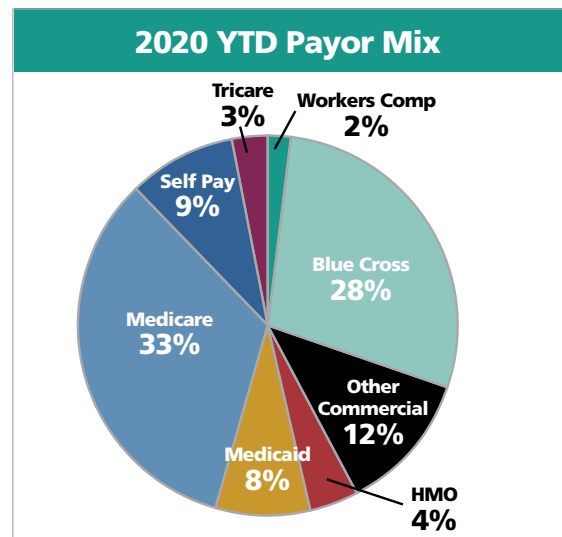
Campbell County Health is not a division of Campbell County Government. It is a separate entity with its own Board of Trustees who are elected by the members of our community. CCH is allowed by Wyoming statute to collect a tax levy of 3 mills each year. The mill levy is the “tax rate” that is applied to the assessed value of a property. One mill is one dollar per \$1,000 dollars of assessed value. CCH received \$13.2 million from tax revenues in fiscal year 2019-2020.

Roughly 85 percent of the revenue is assessed from local industry while 15 percent is paid by Campbell County residents through their property taxes. Approximately 5 percent of residential property taxes go to CCH, officially called the Campbell County Hospital District. If you want to see how much you contribute in taxes to the Campbell County Hospital District, look under the “How Your Taxes Are Used” section in your tax notice – check out the line named *CNTY Hospital Dist Trust Fund*. For example, in a residential property tax bill of \$1,20.60, \$45.29 goes to CCH annually.

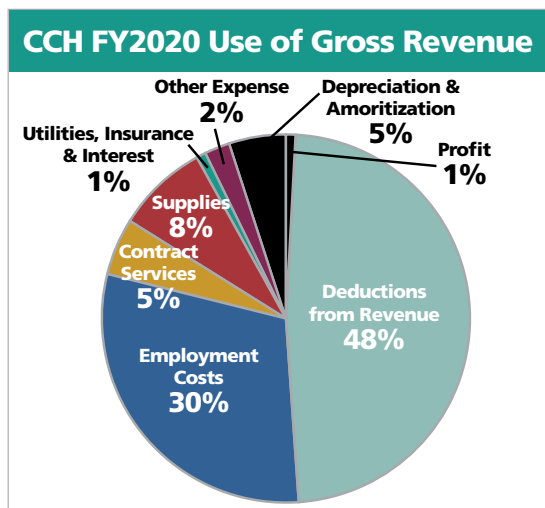
Revenue from the mill levy is applied to CCH’s bad debt and charity care, which totaled more than \$26.5 million (unaudited) in fiscal year 2020 (July 2019-June 2020). Bad debt is when patients do not pay their hospital bills. Charity care is when patients are unable to pay their hospital bills, and complete a financial assistance application.



Where CCH receives its operating cash — 93% from various payors and 7% from the tax levy.



The different payor sources for patient visits. Other commercial insurance includes, Aetna, Cigna, United Healthcare, and others.



Almost half of patient charges are never collected, and 30% go toward employee salaries and benefits. Only 1% is profit.

	FY 2020 Capital
Misc. Equipment	2,213,590
Automated Lab System	1,836,000
FY 2020 Facilities Projects	3,986,301
Med Surg/ICU New Unit Construction	16,706,521
Information Technology Projects	1,135,763
	\$25,878,175

The bulk of capital spending was on the new Medical Surgical and ICU units, and other facility improvements in clinical and nonclinical areas.



**Don't delay your
medical care.**

**WE ARE OPEN, SAFE AND
READY TO SEE YOU.**

For more about our COVID19 safety
protocols, visit:
cchwyo.org/coronavirus

OUR CLINICS

ANTICOAGULATION
MANAGEMENT
AUDIOLOGY
BEHAVIORAL HEALTH
CARDIOLOGY
CHRONIC CARE MANAGEMENT
ENDOCRINOLOGY, DIABETES &
METABOLISM
FAMILY MEDICINE
HEPTNER CANCER CENTER
INTERNAL MEDICINE
KID CLINIC
NEPHROLOGY & COMPLEX
MEDICINE
PEDIATRICS
POWDER RIVER ORTHOPEDICS &
SPINE (PROS)
PULMONARY & SLEEP MEDICINE
UROLOGY
WALK-IN CLINIC &
OCCUPATIONAL HEALTH
WRIGHT CLINIC &
OCCUPATIONAL HEALTH

Campbell County Health complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, sex, gender, gender identity or sexual orientation.

ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística.

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung.

The full nondiscrimination statement can be found at cchwyo.org/nds