



GOVERNING BOARD REGULAR MEETING

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, October 22, 2015.

Members present:

Mr. Randy Hite
Mr. Mike Dugan
Mr. Allen Todd
Dr. Alan Mitchell
Mr. George Dunlap
Mr. Harvey Jackson

Members absent:

Dr. Sara Hartsaw

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Lowell Amiotte, Chief of Staff
Ms. Deb Tonn, Vice President of Patient Care
Mr. John Fitch, Vice President of Human Resources
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. Hite, Chairman, called the meeting to order at 5:08 p.m.

Mission Statement

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

Vision Statement

Dr. Mitchell read Campbell County Health's Vision Statement.

Quality/Safety Brief

Mr. Hite provided the following medication safety brief:

- This is the time of the year to wear non-slip shoes due to the increase of slips and falls.

Roll Call

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

Approval of Agenda

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

Consent Agenda

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

Approval of Minutes

Minutes from September 24, 2015 Board regular meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Catering, Control of Documents, Correcting Account Errors (Documentation/Charges), Forms Control, and Idea Pipeline (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the October 19, 2015 Finance Committee Meeting (copy appended to minutes).

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

RECOGNITION ITEMSProvider of Month

Dr. Amiotte, on behalf of CCH, recognized Dr. Roberta Moro, for being selected the October provider of the month. Dr. Moro is Board Certified in Pediatrics and joined the medical staff in 2011. She attended medical school at the Central University of Venezuela and completed a residency in Pediatrics at the Albert Einstein Medical Center in Philadelphia, PA. Dr. Moro also completed a fellowship in Pediatric Infectious Disease at SUNY in Syracuse, NY. Dr. Moro discovered her passion was working with children during a pediatric rotation while in medical school. She had a mentor who was an infectious disease specialist, and Dr. Moro believes the two disciplines complement each other well, as about 80% of the patients she sees have issues related to infections. The biggest change Dr. Moro has seen in her practice was having children of her own. Now that she's a parent she has realized that some of her advice may have been a little unrealistic. She feels she is better able to connect with other parents and help them with their children's issues through her own experiences. Dr. Moro also sees the potential for using social media to help educate parents, because they often have more questions for her than can be answered in a single appointment. Dr. Moro and her husband Dr. Romer Mosquera have three children; Carlota, Santiago and Ignacio. In addition to spending time with her family, Dr. Moro has recently started running again, a hobby she used to practice regularly. She completed a 10K run with her sister in Barcelona, Spain this past summer and is training for a ½ marathon in January.



Medical Staff Recognition

Dr. Peter Chase

Mr. Fitzgerald introduced Dr. Peter Chase. Dr. Chase trained in Emergency Medicine at Hennepin County Medical Center in Minneapolis, MN. Currently Dr. Chase and his wife, Mary Jo, live in Boulder, CO and rent in Gillette, but are looking to relocate soon. They are avid hikers, bikers, cross county skiers, snowshoers and someday would like to say fly fishing as well. Dr. Chase also enjoys watching college sports. Mary Jo is an avid photographer and gardener. They both enjoy cooking and Dr. Chase has learned a lot from Mary Jo who has been a sous-chef for many excellent chefs. He is still looking for the perfect pizza crust.

Retiree Recognition

Mr. Fitzgerald recognized Judy Nichols for 31 years of service. Judy has worked for Pioneer Manor since 1984. She started out in EVS and became a nurse in 1985. Judy's favorite part of working at LTC was providing care for the elderly, as she just loves them. Some of the biggest changes in LTC that have been positive are the computer charting and computerized medication pass, not having physical restraints on the residents and all of the disposable products we have available to us now. Thank you Judy for the many years you served our patients, our staff and our community. We will miss you and we wish you the best of luck in the future.

Employee Recognition

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

Crystal Johnson	CCMG OB GYN Specialists
Nancy Oberst	Environmental Services
Audrey Brandon	Nutrition Services
Trisha Kleiboeker	BHS

Departments recognized through *Department Discoveries*:

Radiology
 Nutrition

Wyoming Nurses Association Award Winners

Ms. Tonn congratulated three CCH nurses for their achievements at the Wyoming Nurses Association state meeting the end of September.

Laura Castellanos, RN, ICU, received the Excellence in Clinical Nursing Award, which is given to one nurse in the state. Nurses who receive this award are true nursing leaders. Those who receive this award have developed and delivered innovative and applicable approaches to enhance patient care, serve as a role model for other nurses, impact the quality of patient care delivery and/or the response of patients to care they receive.

Josie LeMaster, RN, Director of CCMH Maternal Child Department, and Whitney Shawver, RN, Heptner Cancer Center Medical Oncology, were two of 5 nurses in the state who received the Top 5 in 15 Emerging Nurse Leaders Award, which celebrates and encourages exemplar dedication to the nursing profession, dedicated service to the population and promise to grow in leadership for their advancement of nursing in Wyoming.

Way to go Laura, Josie and Whitney! Thank you for your commitment to excellence, every day.



Legend Award

Mr. Hite recognized Carolyn Cole, Child Care Specialist as a new CCH Legend. Carolyn Cole, CDA, has worked at CCH since 1986 and has been at the Early Childhood Center since 1988. She consistently goes above and beyond to help her colleagues, parents and the children who attend the Center. She calls each parent and child by name and has created rituals around the Center to help the children as they grow – and not only at CCH, but throughout the community. For more than 20 year, Carolyn has helped organize the Children's Festival. She is also a force in Relay for Life – joining a team in 1998 and later helping the Early Childhood Center form their own, which has continued throughout the years. She chaired the team for roughly 12 years, and is still a participant. But that's not all. Carolyn served on Festival of Trees for 12 years working on the Family Day event for the committee. A day that became one filled with holiday crafts and fun for children, and their parents.

While she loves working with the children at CCH, Carolyn enjoys spending as much time as possible with her family, especially her grandchildren, Derrik, 11; Hallie, 10; and Sadie, 7. She enjoys giving them experiences rather than gifts that they eventually outgrow – taking them to horse shows, Cirque du Soleil productions, amusement parks and University of Wyoming football games, just to name a few.

Carolyn Cole, thank you for your dedication to the children to the parents who work at CCH. It makes leaving them easier knowing that they are in such caring and loving hands. You are legendary in the eyes of all the staff at CCH.

PUBLIC QUESTIONS OR COMMENTS

Mr. Hite asked if there were any comments or questions from the public at this time. There were none.

EDUCATIONAL SESSION

Home Health/Hospice

Maureen Hurley, RN, CHPN provided education on Home Health/Hospice. Dr. Bernadette Meade, Hospice Medical Director, came to Campbell County several years ago with many years of geriatric and hospice experience. In 2003 Hospice became a department of CCMH, under the same leadership and staff as Home Health. In 2010 Close to Home Hospice and Hospitality House opened. There are currently 34 staff including RNs, CNAs, PTs, MSWs, billing and clerical to cover 24/7 inpatient and home based hospice patients, bereavement program, and home health, including administration and Lifeline program. "Hospice care is an approach to treatment that recognizes that the impending death of an individual warrants a change in the focus from curative care to palliative care for relief of pain and for symptom management". Individuals who qualify for hospice care must have a prognosis of 6 months or less if the terminal condition runs its expected course, based on the primary diagnosis and comorbidities' that may influence the prognosis. The patient's attending physician and Hospice Medical Director must both certify the anticipated prognosis. Levels of care include routine home care, respite care, general inpatient care and continuous home care. Generous donations from the community assist in supporting bereavement services for family up to 13 months after a death. Hospice care is an option that can be offered to patients with end-stage/terminal illness.

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:*****Provisional Active***

Department of Surgery

Helen Kuehlman, DO

Family Medicine / Ambulatory

Courtesy – Telemedicine

Department of Surgery

Dipti Nevrekar, MD

Radiology

Max R. Pollock, MD

Radiology

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

Reappointments:***Courtesy - Telemedicine:***

Department of Surgery

Stephen Khachikian, MD

Ophthalmology

Limited Health Care Practitioner:

Department of Surgery

Crystal Skovly, PA – C

Orthopedics

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

Extensions Requested through December 2015 – Applications Not Received or Complete

Michael Johnson, CRNA

Michael Hughes, OD

Aaron Hall, CRNA

Vanessa Gunn, PA-C

Raoul Joubran, MD

Benjamin Ross, MD

Todd Hansen, MD

Valerie Amstadt, PA-C

Ghazi Ghanem, MD

Stefanie Garcia, PA-C

Javier Finkielman, MD

Deborah Johnston, PA-C

Fady Jamous, MD

Jess Mumm, PA-C

Chad Best, MD

Sasha Rau, CRNA

Douglas Christensen, MD

Robert Lang, PA-C

Phillip Krmpotich, MD

William Heineke, Psych

John Stamato, MD

Amanda Zuck, CRNA

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

PROVIDERS ELECTING NOT TO REAPPOINT:

James Haden, MD

Urology

NAME CHANGE – FYI

Nancy Thompson, CRNA – Name change to Nancy Rusch, CRNA



CCHCF By-laws

Mr. Fitzgerald explained that the Healthcare Foundation by-laws will have one additional amendment to recommend at the next Board meeting.

Mr. Dunlap moved, seconded by Dr. Mitchell, to table voting on the by-law revisions until the next Board meeting.

Wright Advisory Board Trustees

Mr. Hite read a letter from the Wright Advisory Board recommending Brandi Harlow, Karl Bertagnole and Mandy Quarters be approved by the CCH Board of Trustees to serve on the Wright Advisory Board each for a three year term.

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve recommendation from the Wright Advisory Board to appoint Brandi Harlow, Karl Bertagnole and Mandy Quarters to serve on the Wright Advisory Board, each for a three year term. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Construction Method for Parking Garage

Mr. Crichton explained that the Facilities Committee discussed the benefits of a CMAR delivery option for the parking garage, but did not properly vote to bring the motion to the meeting tonight. Mr. Fitzgerald clarified the recommendation to come before the Board tonight is for the construction method and not the person.

Mr. Dugan moved, seconded by Dr. Mitchell, that Campbell County Health adopt a Construction Manager at Risk construction method for the parking garage project as recommended by the Facilities Committee.

Mr. Dunlap stated he has seen construction manager at risk projects cost millions of additional dollars. He suggested having all the plans drawn up and let companies bid on the project. With construction manager at risk we pay a company 4-6% more and we need to be fiscally responsible.

Mr. Dunlap moved to table the motion until the Board has a chance to talk about the project and obtain additional information.

Mr. Crichton explained that the Legacy project was started as a design build project not as a construction manager at risk project. In a design build project the architect is responsible and under contract to the contractor. The project is designed as it is being built. A construction manager at risk project brings a contractor onboard as a partner for a fixed fee for a period of time prior to bids actually going out for a project. When a project goes out for bid on a CMAR agreement those construction documents are 100% complete as far as the architect is concerned and have been reviewed by the construction manager. It allows us to get a contractor onboard with the architect under contract to the hospital rather than one under contract to the other and we are able to manage both of those contractual relationships. Mr. Crichton suggests that we get a recommendation back to the Board of Trustees for a budget approval based on the construction manager's review of the architect engineer drawings which would typically be 95%. The construction manager would solicit for sub-contractor bids for each phase of work to be completed. Those bids then become the guaranteed maximum price that is



entered into that agreement. Dr. Mitchell suggested that if this item is tabled it be brought back to the Board for a vote next Tuesday at the public Board retreat. Mr. Todd stated that the Facilities committee voted on the CMAR and the purpose of the committee is to bring a recommendation to the full Board and to trust the committee to select the right process. Mr. Jackson stated that he thought the changes that needed to be made are CCH's organizational process which are now in place.

There is no second to the recommendation to table.

Mr. Hite called for the vote on the motion that Campbell County Health adopt a Construction Manager at Risk construction method for the parking garage project as recommended by the Facilities Committee. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Jackson voted aye. Mr. Dunlap opposed. Motion carried.

COMMITTEE REPORTS

Board Committees

Healthcare Foundation

Mr. Jackson reported the Healthcare Foundation met on September 28th. The Black Cat Ball estimated gross revenue was \$156,000. The VIP project had close to 2000 children with returned vaccine forms. The Healthcare Foundation will start the initial planning of a capital campaign to raise money for the PET CT scan project.

Legacy Advisory Board

Mr. Todd reported the Legacy Advisory board met on October 12th. Bruce Roosa is working with CCH and Pioneer Manor to create a caregiver support group which will begin in January. An ice cream machine will be purchased in the near future to replace the machine that has broken.

BHS Advisory Board

Mr. Todd reported the Behavioral Health Advisory Board met on October 15th. The Board toured the new unit which will be a huge benefit to the community. The 3rd quarter census was 4,959 patient contacts. Kip Farnum and Jeff Rice are working on holding seminars and conferences for parents and trying to get parents involved with topics such as suicide prevention, and what to look for in your child.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite acknowledged that Veterans Day is coming up on November 11th and thanked veterans for the enormous sacrifices they continue to make day in and day out. On this day Americans across the nation will thank their neighbors who have been called to serve and still try to balance their civilian life and their patriotic duty. These are our teachers, our lawyers, civil duty officers, hospital CEO's, physicians and Board members and VP's of Physician Services. Thank you to all of our veterans, we appreciate your huge sacrifice and we understand now more than ever that freedom is not free.

Chief of Staff Report

Dr. Amiotte reported that medical staff will meet November 2nd at Gillette College and will vote on the revisions to the medical staff bylaws. Medical staff committee assignments are coming up and Dr. Amiotte is looking for volunteers.



CEO Report

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

Events in October

- October 2 – UBS Blood drive in 5th floor classrooms from 9:30 am – 2 pm. Make an appointment online at www.bloodhero.com or call ext. 1580.
- October 2 – Employee Craft Bazaar in the upper level of the cafeteria from 6:30 am – 5 pm.
- October 21 – Concert in the main lobby by students of Teddi Smothermon vocal studio, 6 pm. Forty students and 100 people were in attendance. CCH hopes to expand opportunities for concerts in the main lobby during the holiday season.
- October 22 – BHS opens new adolescent inpatient unit for ages 13-18.
- October 27 – Flu vaccination clinic at Pioneer Manor Chapel for 10 am – 4 pm. Vaccination is \$35, payable by check or cash.
- October 29-30 – Book Fair in the cafeteria. Proceeds go toward volunteer scholarships.

Upcoming events in November

- November 2-3 – Leadership Development Institute for directors and managers. Topics include Strategic Plan Review (Andy Fitzgerald), Creating a Culture of Safety (Dr. Michael Leonard), High, Middle and Low Performers (Debbie Venekotter), Crucial Conversations (Noamie Niemitalo).
- November 7 – Flu vaccination clinic at Pioneer Manor Chapel from 10 am – 4 pm. Vaccination is \$25, payable by check or cash.
- November 13 – Pioneer Manor Memorial Service to honor residents who have passed away in the last year. 6 pm, Pioneer Manor chapel.
- November 19 – Chamber mixer at Orthopaedic Specialists and Outpatient Imaging Center from 5-7 pm.
- November 20-22 – Festival of Trees at CAM-PLEX. Live auction is Saturday, November 21 at 7 pm.
- November 23 – Hospice Service of Memory and Hope, First Presbyterian Church, 6 pm.

Other News

- CCH has received the Wyoming Employer of Choice Award from the Wyoming Council for Women's Issues. The award is presented annually to businesses that progress toward an equitable and diverse workforce, promote wages and benefits that compare to regional or national averages and support family needs for flexibility to help balance the demands of work and family. The award will be presented at the Governor's Business Forum in Cheyenne on November 17, 2015.
- The fall issue of Health Matters community newsletter is in homes this week. This publication goes to all households in Campbell, Crook and Weston counties and selected households in Natrona, Converse and Johnson counties. This issue features patient stories from the Walk-in Clinic and Orthopaedic Specialists and a 'day in the life' of an ED nurse.
- New volunteer coordinator Michele Ridgeway started work in the Community Relations department on September 28. Michele enjoys working with people and has a background in the military and law enforcement. She is looking forward to strengthening and growing the CCH volunteer program.

Physician Recruitment

- Anesthesia/Pain
 - NPAA site visit for candidate 8/21

- Offer accepted, in credentialing process, tentative start date 11/15 pending credentials
 - NPAA working interview the week of 11/2 for candidate
 - NPAA site visit for candidate 10/16 (2016 Pain Fellow/Anesthesia)
 - GAS, LLC
 - Presents letter of intent to employ, is requesting recruitment assistance from CCH
 - Official site-visit for candidate 10/18 – 10/20
 - Candidate in credentialing process, tentative start date 11/1 pending credentials
- Endocrinology
 - Physician in the region
 - Tentative start date 12/1 or after, in credentialing process (file/priv sheet incomplete to present at October Board Meeting)
 - Physician (if credentialing file is complete) will go to the December Board Meeting
- Emergency Medicine
 - MS candidate interviewed 3/26-3/31
 - MS candidate interviewed 3/26 – 3/31
 - Dr. Lawson is following up with candidate on opportunity
 - Phone interview with PA 2016 resident
 - Working on site visit dates
 - Working to schedule interview with physician recommended by Dr. Hartsaw
 - Working with locum agency to secure coverage for approx. 12 shifts beginning January 2016 until two permanent physicians are placed
 - Contracting with Merritt Hawkins to assist with recruitment
- Hospital Medicine
 - 2016 Resident inquiring on opportunity
 - Dr. Neuwirth spoke to candidate, recommends bring candidate out for an onsite interview this fall
 - Site visit scheduled for the week of 6/23-6/25
 - Candidate has requested a contract, will send once approved
 - Site visit for 2016 resident in CO, has family here 10/11-10/13
- Internal Medicine
 - Site visit for candidate in CO 8/13-8/15
 - Preparing contract for candidate
 - Presented offer 9/16
 - Site visit for CO candidate 8/26 – 8/30
 - Feedback positive
 - Presented offer 9/16
 - Physician from Spearfish has expressed interest
 - Site visit 10/19
- Otolaryngology
 - Phone interview set for 9/28
 - Candidate to discuss with spouse



- Physical Medicine
 - Site visit for fellow in MD 9/3-9/5
 - Feedback positive, identifying dates to bring fiancée out
 - Sent draft to Bill for review
- WIC/WIC-S
 - Spearfish candidate has accepted offer to commence practice 11/2, pending privileges

Financial Report

Mr. Andy Fitzgerald reported the following:

- CCMH's average daily census was 24 versus a budget of 28.
- Pioneer Manor's average daily census was 115 versus a budget of 113 in September.
- Outpatient visits were 497 under budget.
- Clinic visits were 1,562 under budget and increased 236 visits compared to September 2014.
- ER visits were 15 under budget.
- WIC visits were 439 under budget.
- Net patient revenue was \$1,862k under budget.
- Operating expenses were under budget \$926k in September.
- Salaries and benefits were under budget \$904k as a result of FTEs under budget by 48. Supplies increased as a result of Pharmacy drug costs. Contract services were over budget due to contract staffing at Pioneer Manor, Med Surg, OB & Nursery. Other expenses decreased due to a general decrease of expenditures in this category.
- EBIDA was under budget \$918k in September.
- September's operating loss was \$1,491k vs. a budgeted loss of \$564k.
- Net gain was \$12k in September vs. a budgeted gain of \$952k.

Patient Services

Ms. Deb Tonn reported that an out of state patient's puppy was rescued this week, thanks to Plant Ops, which was the best medicine for the patient. The inpatient psychiatric unit has been opened which will include the ability to admit adolescents. There is an 8 bed capacity which allow for either four adolescents and four adults or 6 and 2 depending on the need. The two populations do not co-habitat and are in their own separate space. The Meditech go live is scheduled for December 1st thanks to our clinical and IT staff as well as a consultant helping to make sure that all goes well.

Human Resources

Mr. John Fitch provided information on subrogation which is financial reimbursement from the responsible party for a claim paid by itself. Generally, this occurs as a result of an accident where another party is responsible for the accident. Medical bills are sent to our 3rd party insurance provider, BC/BS of Wyoming, for payment. Since CCH is self-insured, CCH pays the claims up to \$100,000. If claims exceed this amount, claims are paid by our Stop Loss carrier. If the employee seeks a financial settlement as a result of the accident and is successful, BC/BS will then seek subrogation from the employee for repayment of the medical claims paid by CCH. Subrogation cases occur approximately once or twice annually.



Physician Services

Mr. Bill Stangl reported the clinics continue to work on an improvement plan and are focusing on CGcaps scores especially in the front desk area and patient communications. The PLC has a mini retreat scheduled in November. Medical Management planning review will be held in January.

Facility and Plant Operations

Mr. Steve Crichton reported on the following:

- Behavioral Health
 - The State approved the plan of correction and approval was given to open the unit.
- WORL remodel
 - The State approved the plan of correction and approval was given for occupancy.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:37 p.m.

The regular meeting reconvened at 8:43 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:44 p.m.

The next regularly scheduled Board meeting is December 14, 2015, at 5:00 p.m. in Classroom 1.

Allen Todd, Secretary

Ellen Rehard, Recorder