



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, October 23, 2014.

Members present:

Dr. Sara Hartsaw  
Ms. Nancy Tarver  
Mr. Mike Dugan  
Mr. George Dunlap  
Mr. Harvey Jackson  
Mr. Allen Todd

Members absent:

Mr. Randy Hite

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer  
Dr. Billie Wilkerson, Chief of Staff  
Mr. Dalton Huber, Chief Financial Officer  
Ms. Deb Tonn, Vice President of Patient Services  
Mr. John Fitch, Vice President of Human Resources  
Mr. Carl Sorensen, Vice President of Plant and Facilities  
Ms. Ellen Rehard, Recorder  
Public

**OPENING**

Call to Order

Dr. Hartsaw, Chairman, called the meeting to order at 5:01p.m.

Mission Statement

Ms. Tarver read Campbell County Memorial Hospital's Mission Statement.

Vision Statement

Ms. Tarver read Campbell County Memorial Hospital's Vision Statement.

Quality/Safety Brief

Dr. Hartsaw announced that ccmh.net has an update on Ebola and will be continually updated by staff to provide new information from the State and the CDC. Dr. Hartsaw also reminded the community to obtain their flu shot.

Roll Call

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



are present. Mr. Hite is excused.

#### Approval of Agenda

Mr. Jackson moved, seconded by Mr. Dunlap, to amend the agenda to add to Recognition Items #6, recognition of long standing Board of Trustees member, Nancy Tarver

**Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson, and Mr. Allen voted aye. Motion carried.**

#### Consent Agenda

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

#### Approval of Minutes

Minutes from the September 10, 2014 Board retreat (copy appended to minutes).

Minutes from the September 25, 2015 Board meeting (copy appended to minutes).

#### Administrative Policy Review

Four Administrative policies, Administrative Coverage and Responsibilities, Donations and Memorial Gifts, LTC Admission Criteria, and Patient Care Concerns/Provider Response (copy appended to minutes). **No motion required.**

#### Administrative Policy for Approval

One Administrative policy, Guidelines for Ethical Behavior of the Organization. (copy appended to minutes). **No motion required.**

#### Finance Meeting

Items requiring Board Action from the October 22, 2014 Finance Committee Meeting (copy appended to minutes).

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

### **RECOGNITION ITEMS**

#### PRIDE Employee of the Month – October

Dr. Hartsaw, on behalf of the Board of Trustees, recognized Odessa Jensen for being selected as the November 2014 PRIDE Employee of the Month. The nomination card displaying Ms. Jensen's PRIDE (Personal Responsibility in Delivery Extra Effort) was read as follows: "Odessa was on call on a Friday night and after she had been here for 12+ hours the house supervisor called and said that the patient left the discharge instructions here and really wanted the doctor's information. Odessa, knowing how scared the patient's family already was, came in to pick them up and took them to the patient's house. Odessa showed a true act of kindness that night."



### Provider of the Month

Dr. Wilkerson, on behalf of CCH, recognized Dr. Joe Lawrence for being selected the Provider of the Month. Recognition was read as follows: Congratulations to Dr. Joe Lawrence, the October Provider of the Month. Dr. Lawrence is a Board Certified Radiologist who joined the Medical Staff in 1992. He attended medical school at the Philadelphia College of Osteopathic Medicine and completed a residency in Diagnostic Radiology at Wilford Hall USAF Medical Center, Lackland Air Force Base, San Antonio, TX.

Dr. Lawrence served his country as a USAF flight surgeon based at Tinker Air Force Base in Oklahoma, caring for flyers and their families for three years. His rapid deployments took him to places like Saudi Arabia and Egypt, but he eventually choose the speciality of radiology for its complexity and emphasis on all the systems of the body.

The biggest change he's seen in his field over the years has been the rapid advancements in technology, especially the change from film to digital imaging. Digital images are processed more quickly, contain more detail and patients don't have to wait as long for results. Teleradiology enables images to be available online, so they can be interpreted by the radiologist from virtually anywhere.

Advances in all types of imaging equipment, like ultrasound, CT and PET scans have increased the number of diagnostic and interventional studies being performed, potentially saving patients from more invasive procedures.

Dr. Lawrence has served on many Medical Staff committees while at CCH, including 4 years as Chief of Staff.

Dr. Lawrence met his wife Debby in college at the University of Scranton in PA. They have three grown children, Joe, Jamie and Eddie. Their first grandchild, McKenna, daughter of Jamie and her husband, Carl Matson, lives here in Gillette and they enjoy spending time with her whenever they can.

### Medical Staff Recognition

Mr. Fitzgerald introduced Crystal Skovly, PA. Ms. Skovly spent 3 years as an Orthopedic Physician Assistant. She grew up in Montana on a potato farm. Ms. Skovly loves football and would like to learn how to shoot a compound bow. Crystal has joined PROS.

Mr. Fitzgerald introduced Aaron Hall, CRNA. Mr. Hall was born in Missoula Montana. He received a nursing degree from Montana State University, Bozeman. Mr. Hall worked as an ICU RN in Cheyenne for 6 years. He graduated from St. Mary's University-Minneapolis with a Master's degree in Nurse Anesthesia. Mr. Hall has 2 children, 4 year old Audrey and 2 year old Luke. Aaron and his family are an avid outdoors family and glad to be in Gillette.



### Retirement Recognition

Mr. Fitzgerald thanked Carol Burlum for the many years she served our patients, staff and community. Ms. Burlum began work at CCMH in the Environmental Services department in 1990. Carol worked in Environmental Services for 10 years and was recognized as a consistent hard worker. In 2000 Carol applied for an open position in Materials Management and was hired as a distribution specialist. She has worked in Materials Management going on 15 years. Carol has been a dedicated employee who always takes the initiative to help co-workers and come in over long holiday weekends to stock supplies for our patients. Carol exemplifies Excellence Every Day in her dedication to our mission at Campbell County Health and will be sorely missed.

### Administrative Recognition

Dr. Wilkerson introduced Betty Martinez, a dialysis patient here at CCH. Betty currently serves on the End Stage Renal Dialysis (ESRD) Network 15 Patient Leadership Committee. ESRD Network 15 is a federally mandated, nonprofit corporation located in Denver that contracts with the Centers for Medicare & Medicaid Services (CMS) and serves a six-state area: Arizona, Colorado, Nevada, New Mexico, Utah, and Wyoming. The mission of Network #15 is to facilitate the improvement of quality of care provided to ESRD patients. Betty's committee helps develop and approve educational materials for dialysis patients. She also serves on the ESRD National Patient and Family Engagement Committee for the ESRD Network Coordinating Center, representing dialysis patients from Network 15 on a national level.

### Board of Trustees Recognition

Dr. Hartsaw thanked Nancy Tarver for her service and contributions to the Board of Trustees. Ms. Tarver has served on the Board since 2006 and is not seeking re-election. Ms. Tarver has served faithfully and held every office during that time.

### **PUBLIC QUESTIONS OR COMMENTS**

Dr. Hartsaw asked if there were any comments or questions from the public at this time.

Dr. Hartsaw read a letter from Ron Burkart of Torrington, Wyoming thanking the Cardiology Unit and ICU staff for providing top-notch care.

Mike Elmore asked the Board to write to Governor Matt Mead and question his support of a refugee resettlement program in Wyoming. Mr. Elmore stated that he brought his concerns to the Board because of the potential healthcare impact from refugees with health problems. CCH counsel Tom Lubnau explained that a teacher, who had been a refugee, asked the governor to explore the refugee resettlement program in November 2012 but no legislation was proposed in 2013 or 2014.

### **EDUCATIONAL SESSION**

#### Skip the Wait

Ms. Karen Clarke demonstrated the new feature available for patients to schedule an appointment in the Walk in Clinic. Skip the Wait is a new service at the Walk-in Clinic that lets



the patient request a visit time online and skip the waiting room. Patients can go to ccmh.net and click on the Skip the Wait widget. The patient enters their email and cell phone information at this site. Patients receive a text message confirming their visit time and another text 20 minutes prior to their appointment time.

Pharmacy

Mr. Ken George gave a presentation on the Pharmacy department highlighting their recent remodeling project. The Pharmacy department has 5 certified pharmacy technicians and 7 registered pharmacists. The CCH pharmacy is an accredited preceptor site for school of pharmacy students with 9 students completing 4 week rotations last year. It is also a preceptor site for pharmacy technician students from various programs. The remodel began in February 2014 with the department temporarily relocated to the 2<sup>nd</sup> floor shell space of the expansion. The pharmacy moved back to their remodeled area in September 2014. The remodel included upgrade to the IV admixture area to comply with USP 797 standards.

**ACTION ITEMS**

Medical Staff Appointments

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

**New Applications:**

***Limited Health Care Professional:***

Department of Medicine	
<b>Stefanie Garcia, PA-C</b>	Family / Ambulatory Medicine
<b>Jesse Mumm, PA-C</b>	Family / Ambulatory Medicine
<b>Deborah Johnston, PA-C</b>	Family / Ambulatory Medicine

**Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**

***Limited Health Care Professional:***

Department of Maternal / Child Health	
<b>Valerie Amstadt, PA-C</b>	Pediatrics

**Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**

***Limited Health Care Professional:***

Department of Surgery	
<b>Sasha Rau, CRNA</b>	Anesthesia

**Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**



**EXTENSION OF PROVISIONAL PRIVILEGE REQUESTS – 30 Days**

**Nazila Adib, MD** Psychiatry

(The medical staff office will extend this extension to 60 days in accordance with the Medical Staff By-laws since the Board of Trustees will not meet within 30 days.)

**EXTENSION OF PROVISIONAL PRIVILEGE REQUESTS – 90 Days**

**Michael Vines, MD** Psychiatry

**Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**

**RESIGNATIONS TO NOTE:**

Alison Brady, PA-C, effective October 20, 2014

CCH Representation for Healthcare Foundation Board

Mr. Fitzgerald explained that CCH appoints 2 directors to the Healthcare Foundation Board. Karen Clarke is already appointed and CCH would like to recommend Dr. Nathan Simpson be appointed as the 2<sup>nd</sup> CCH director.

**Mr. Dunlap moved, seconded by Mr. Jackson, to appoint Dr. Nathan Simpson as a director of the Campbell County Healthcare Foundation to represent Campbell County Health. Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**

**COMMITTEE REPORTS**

Board Committees

Quality

Ms. Tarver reported the Quality committee met on October 20th. Twenty four accreditation surveys have been conducted by various agencies throughout the CCH system in 2014. Mary Barks reported the preliminary results of HCAPS, EDCAPS (emergency) and CGCAPS (clinics). Veronica Taylor gave an Ebola preparedness update. A LEAN activity report was given by Bud Lawrence.

Pioneer Manor

Ms. Tarver reported Pioneer Manor Advisory Board met October 13, 2014. Ms. Jonni Belden reviewed the resident satisfaction survey results. Steven Bailey has hardwired 3 computers in the main lobby and will keep these computers serviced. A Jet pack was ordered to service 5 devices to be checked out in Administration. Construction of the building restricts wi-fi coverage in many areas.

**INFORMATIONAL ITEMS**

Chairman's Report

Dr. Hartsaw reported tonight's meeting is the last regular meeting of the Board before the



election on November 4th.

#### Chief of Staff Report

Dr. Wilkerson reported that the medical staff will have a full meeting on November 5<sup>th</sup>. The medical staff will meet with Studer Coach, Debbie Vennekotter on November 10<sup>th</sup>. The Medical Staff Engagement Survey is ongoing and can be completed online or on paper.

#### CEO Report

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

##### Events in October

- October 15 – Beam signing at The Legacy for residents, family members and community.
- October 16 – Blood drive in the 5<sup>th</sup> floor classrooms. CCH hosts 4 blood drives per year.
- October 18 – Families Kickin' Cancer 5K raised over \$2000 for the Cancer Care Committee.
- October 20 – CCH Hospice Volunteer Training begins. Sessions are October 20, 23, 27 and 30.
- October 23-24 – Book Fair in cafeteria. Hours are 10 am – 4 pm on Thursday, 8 am – 2 pm on Friday. Proceeds go to Volunteer scholarships.
- October 25 – Women's Health Open House in the main lobby from 9 am – 1 pm. Learn about women's services, first birthday celebration for all babies born in the last year, vendors with information on women's health.
- October 30 – Ask Andy in the 5<sup>th</sup> floor classrooms at 2 pm. An opportunity for employees to meet with the CEO.

##### Upcoming Events in November

- November 6 – Noon Rotary Club tour of CCMG Main Clinic, 12 pm.
- November 14 – Golden Memories service for Pioneer Manor residents, 6 pm, PM Chapel.
- November 20 – Chamber of Commerce Business Mixer, 5-7 pm CCMG Main Clinic.
- November 24 – Hospice Service of Memory and Hope, 6 pm, Walker Funeral Home.
- County-sponsored Board training: Thursday, November 13<sup>th</sup> 5:30 – 6:30 pm and Tuesday, November 18<sup>th</sup> 5:30 – 6:30 pm. Talk to Ellen if you are interested.

##### Other information

- Skip the Wait, online visit request system, begins in the Walk-in Clinic.
- Virtual Board candidate forums are posted on Staffnet and ccmh.net.
- Dr. Amiotte and I attended a physician credentialing conference together.

##### Physician Recruitment

- Anesthesiology
  - Welcome Aaron Hall, CRNA!
    - Aaron joined Northern Plains Anesthesia in September
  - Site visit for experienced physician from ID 10/20
- Emergency Medicine
  - Onsite interviews and shifts covered by candidates from MI and CA in December
- Family Medicine/Sports Medicine



- December 2014 FM Resident from Cleveland Clinic
  - To commence practice January 2015
- Practicing WY Physician
  - To commence practice January 2015
- Hospital Medicine
  - Site visit for candidate from SD 10/28
- Orthopedic
  - Welcome Crystal Skovly, PA-C!
    - Call PROS for an appointment 686-1413
- Pediatric School Based Program
  - Pediatric trained PA from WI to commence practice October 2014
- Walk In Clinic
  - Three PAs to join the WIC October 2014

### Financial Report

Mr. Huber reported the following:

- CCMH average daily census was 25 in September, versus a budget of 28.
- Pioneer Manor average daily census was 112 in September, versus a budget of 118.
- Outpatient visits were 1,521 over budget (10.9%). Compared to prior years there was an increase of 2,743 visits.
- Clinic visits were 2,062 under budget (20%) and increased 532 visits compared to September 2013.
- ER visits were 15.9% over budget and 10.2% above the level of a year ago.
- Walk-In Clinic visits were 3.9% over budget and 3.6% above the level of a year ago.
- Net patient revenue was \$168k (1.4%) under budget. Gross revenue was favorable by \$332k (1.5%) with inpatient revenues \$92k (1.5%) over budget while outpatient revenues were \$240k (1.6%) over budget.
- Operating expenses were under budget \$841k (6.2%) in September.
- EBIDA was over budget 622k (30.1%) in September. EBIDA increased \$1,170k compared to a year ago.
- The September operating gain was \$107k vs. a budgeted loss of \$617k.
- Net gain was \$1,449k (10.3% margin) in September vs. a budgeted gain of \$775k (5.4% margin).
- Cash increased by \$242k.
- Days cash on hand decreased 3 days to 277 in September.

### Quality/Patient Safety

Ms. Sue Ullrich reported the following:

- The relationship with MSHRRRG is projected to save CCH \$761,339 in 2015.
- LEAN
  - 627 employees or 53% have attended the Lean 101 class.
  - Projects currently underway:
    - 3<sup>rd</sup> floor clinics paper reduction and patient waiting reduction.
    - Flow of information to family care providers.
    - Standardization of physician order forms.



- New clinic patient flow.
- Radiology patient flow.
- Currently working with the PLC to deliver Lean 101 information to physicians.
- Develop and roll out an “Idea Pipeline”.
- Develop and roll out the next tier of the Lean education plan to managers and supervisors in early 2015.

### Patient Services Report

Ms. Anne Raga, Director of Nursing Services reported the following:

- Patient Care Services along with many other have been focused on creating an Ebola preparedness plan.
  - The team includes Dr. Fort, Dr. Moro, Dr. Neuwirth, Dr. Bohlander, Veronica Taylor, the Infection Prevention Staff as well as most of the department leaders.
  - For pre-hospital care, Dr. Birrer has worked with the county dispatch to activate Emergency Infectious Disease surveillance.
  - CCH has established consistent screening questions to be used at every point of access.
  - CCH has reviewed the personal protective equipment required for use by all staff that would care for a potential Ebola patient. Out plan meets, and in some ways exceeds the recommendations of the Centers for Disease Control and Preparedness.
  - A plan has been developed to provide basic education for all staff who might be involved as any level.
  - The team is working with Patient and Guest Relations staff to provide support to the patient’s family
  - The plan provides for post-exposure monitoring for all staff in contact with the patient.

### Human Resources

Mr. John Fitch, Vice President of Human Resources, reported the following on long term disability:

- Long Term Disability is an insurance plan that pays full-time employees a portion of their earnings on a monthly basis.
- CCH pays \$.0268 cents per \$100 of covered payroll per month.
- Employees may receive up to 60% of their base salary, up to \$10,000 per month, if they are unable to return to work.
- Disability affects 1-2 employees each year.

### Facility and Plant Operations

Mr. Sorensen, Vice President of Facility and Plant, reported the following:

#### **The Legacy Living and Rehabilitation Center**

- Footings are almost complete.
- Have received final approval from the state to proceed with construction.

#### **Clinic and Radiology Project**

- The main clinic expansion is nearly complete with final finishes and cleaning remaining.



- Have started the city and fire marshal inspections to be completed tomorrow.
- The state should be here the week of November 3<sup>rd</sup> to complete their inspection for licensure.
- Hoping to open by mid-November.
- Radiology is scheduled to be complete in mid-January.

#### **Landscaping**

- Behind Administration landscaping is being updated.

#### **RFP for 2<sup>nd</sup> and 3<sup>rd</sup> Floor construction**

- Have received quite a few responses.
  - Will create a short list to review at the next Facilities meeting on November 13<sup>th</sup>.
  - The next meeting interviews will be scheduled.
  - Will move forward with a recommendation to the Board in December.

#### **Construction Guidelines**

- Tom Lubnau, Andy Fitzgerald and Mr. Sorensen are working on a draft for construction guidelines.

Mr. Sorensen invited Board members to tour the new clinic anytime. The Chamber of Commerce mixer will be held at CCH in the new clinic area on November 20<sup>th</sup>. This would be a great time for Board members to tour as well.

#### **EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 7:12 p.m.

The regular meeting reconvened at 8:34 p.m.

#### **ACTION ITEMS**

##### Physician Recruitment Contract

**Ms. Tarver moved, seconded by Mr. Dunlap, to approve a physician recruitment contract as detailed. Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.**

#### **ADJOURNMENT**

There being no further business, the meeting adjourned at 8:35 p.m.

The next regularly scheduled Board meeting is December 11, 2014, at 5:00 p.m. in Classroom 1.

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Randy Hite, Secretary

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Ellen Rehard, Recorder