



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, December 11, 2014.

Members present:

Dr. Sara Hartsaw
Mr. Randy Hite
Mr. Mike Dugan
Mr. George Dunlap
Mr. Harvey Jackson
Mr. Allen Todd

Members appearing by telephone:

Dr. Alan Mitchell attended during Action Items.

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. 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 5:06 p.m.

Mission Statement

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

Vision Statement

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

Quality/Safety Brief

Dr. Hartsaw explained that Quality is a very important part of running a healthcare organization. Quality can mean something different to specific departments, individuals or patients. How CCH controls, monitors and continues to improve quality is something the Board will continue to focus on more in the future.

Roll Call

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



present. Dr. Mitchell will appear by telephone during the Action items.

Approval of Agenda

Mr. Dunlap moved, seconded by Mr. Dugan, to amend the agenda to add Call Coverage to #3 Educational items.

Dr. Hartsaw, Mr. Hite, 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 October 23, 2014 Board meeting (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, E-Mail Usage, LTC Resident and Family Complaint and Grievance, Volunteer Services, and Website and Intranet Management (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the December 10, 2014 Finance Committee Meeting (copy appended to minutes).

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

RECOGNITION ITEMS

PRIDE Employee of the Month – December

Dr. Hartsaw, on behalf of the Board of Trustees, recognized Sheldon Murray for being selected as the December 2014 PRIDE Employee of the Month. The nomination card displaying Mr. Murray's PRIDE (Personal Responsibility in Delivery Extra Effort) was read as follows: "On the last snowy day the parking garage was full. I parked out back by Administration and was walking around the building trying every door I could find trying to reach the ER. Sheldon saw me as he was exiting a side door and gave me access and took my car keys to move my car to Valet parking. He is a totally awesome guy to help a patient like that."

Medical Staff Recognition

Mr. Fitzgerald introduced Jesse Mumm, PA. Mr. Mumm received a BS in Health Science at BYU in Rexburg, ID and his MPAS at Pacific University Oregon. He recently came from Kenai, AK with 4 years of experience in occupation, family, urgent and orthopedic medicine. Mr. Mumm served on a mission in England for 2 years for the LDS church. Jesse and his wife, Heather, have 5 children under the age of 11, 4 dogs and 2 cats. He loves to hunt, but only shot one black bear while in AK and all the moose meat he had was road kill.



Mr. Fitzgerald announced that Val Amstadt, PA has joined CCH. Val was born and raised in a small town in Wisconsin 30 miles north of Madison and came to Gillette from Milwaukee. She attended PA school at Midwestern University in a Chicago suburb, Downers Grove, IL and graduated in the top 10 of her class. Val worked for Children's Hospital of Wisconsin for about 2 years in the Pediatric Emergency Room which helped develop her knowledge and skill set. Valerie and her husband, Bob, have always wanted to move to the West. They both enjoy hunting and fishing.

Mr. Fitzgerald announced that Deb Johnston, PA has joined CCH. Deb grew up in northern Montana and moved to Sheridan at the age of 13. She is married with two grown sons and has a nine y/o granddaughter. Deb started her medical career as an EMT/fireman, was a CNA, LPN and then an RN. She went back to school at age 40 and received her PA degree and has been a PA for 14 years. She has worked as a PA in Family Practice, ENT, Urgent Care, GYN and now the WIC. Deb loves to garden, taking the dogs to hike in the mountains, fish and ride ATV's.

Mr. Fitzgerald announced that Stefanie Hepp Garica, PA has joined CCH. Stefanie graduated from Kaycee High School in Kaycee Wyoming. Stefanie received her Physician Assistant Masters from Rocky Mountain College in Billings, MT. She worked for Family Practice at Western Medical Associates in Casper, Wyoming as well as Urgent Care Now in Casper and is currently at the WIC. Stephanie is easy going, caring, hardworking and down to earth.

Administrative Recognition

Ms. Tonn introduced Jim Morda, the new manager of the Cardiopulmonary Services. Jim brings over 20 years of management experience to the position.

Mr. Fitzgerald introduced Bill Stangl, new Vice President of Physician Services. Bill will work with the clinics and employed physicians. Bill comes to CCH from Cheyenne Regional Medical Center in Cheyenne.

Retirement Recognition

Ms. Tonn honored Bette Smith who will retire from CCH after 45 years of service on January 16, 2015. Bette graduated with the class of 1962 from the Montana State College, School of Nursing in Billings. She came to work for the hospital in 1963, left in the late 70s, and returned in 1984. Ms. Tonn thanked Bette for her knowledge, experience, commitment to excellence in nursing and her dedication to the Campbell County community. CCH is truly grateful for the care she gives her patients.

EDUCATIONAL SESSION

2014 Audit Results

Rob Schile from CliftonLarsonAllen gave a presentation on the 2014 CCH audit. They conduct a risk based audit approach. The overall goal is to express an opinion on the CCH financial statements. Internal controls recommendations were made to management with one related to the billing and collection processes in the CBO primarily related to reconciling on a monthly



basis as well as other recommendations revolving around the revenue cycle. No audit adjustments were proposed by the auditors, and five were proposed by management which was no cause for concern. Days cash on hand is 290, which is well ahead of CCH peers. Net days in accounts receivable is 69. The average age of plant has dropped to 7.1. Debt to capitalization ratio remained about the same at 23%. Percentage growth in net patient service revenue decreased to 4.4%. The capital expense ratio is 9.7%. CCH has made significant capital investments in its facilities over the last several years, and as a result the composition of CCHs operating expenses has changed. The total net margin decreased to 2.0%. EBIDA is 11.5%. Mr. Schile also explained the reimbursement system and where payment for health care is going. Value in healthcare reform is the intersection of lower cost and improved quality. Providers who can lower costs and deliver quality will be measured as “value-based providers”. This can be done by changing utilization patterns by removing redundant tests, reducing re-admissions and improving quality on an overall basis. Also by reducing the payment rates by which we are paid to provide medical services. There are a lot of payment rate changes occurring in the industry. Mr. Schile emphasized that CliftonLarsonAllen gave CCH an “Unqualified Opinion”, which is the best opinion an organization can receive.

Environmental Services

Jeanie Trudo, Environmental Services Manager, gave a presentation on CCH Environmental and Laundry services. EVS are the people who work around the clock to ensure CCH is clean and comfortable for the patients, staff and visitors. They serve 10 outside buildings as well. There is one supervisor and nine housekeepers at Pioneer Manor and one supervisor and thirty three housekeepers at CCH. There are currently 6 openings. It had been difficult to recruit and retain staff in the local economic environment, but the recent hourly salary adjustment has helped. EVS holds weekly huddles, provides skill labs for customer service and AIDET and provides ongoing coaching and on the spot training. Ms. Trudo stated she has an amazing and dedicated staff. It takes a special person to be a service worker behind the scenes to make patients and staff more comfortable.

Call Coverage

Mr. Dunlap reported that each ENT provider currently takes call ten days per month which leaves 10 days uncovered and in order to fulfill the Mission statement requests that call coverage be provided every day. Dr. Hartsaw stated ENT is not the only service that is uncovered and this is a medical staff issue to be discussed at Joint Conference or Physician Recruitment. Mr. Fitzgerald will work with administration and medical staff to analyze the problem and come up with some possible solutions. Dr. Wilkerson suggests meeting with the ENT providers to begin the process.

PUBLIC QUESTIONS OR COMMENTS

Mr. Ritchie asked to address the Board regarding an incident he had this past summer when in an ambulance and had asked for a shot for pain and was told by the ambulance staff that they were not qualified to give a shot for pain. Dr. Wilkerson explained that there are various levels of EMTs. A basic EMT is qualified to provide standard stabilization and transport to the hospital but cannot administer medication. Two full time crews are staffed but we do not have enough paramedics to be on every crew. If there is a severe emergency during transport ER physicians



will often meet the ambulance on route and provide care. There is also a rapid response vehicle that is manned by a paramedic that can also go out and meet the ambulance to provide care quickly.

Dr. Mitchell joined the meeting by telephone.

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:

Active:

Department of Medicine

Helen D. Iams, MD

Travis L. Roberts, MD

Family Medicine / Sports Medicine

Family / Ambulatory Medicine

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

Courtesy-Telemedicine

Department of Medicine

Ronit L. Cohen, MD

David T. Porembka, DO

Psychiatry

Critical Care

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

Provisional Reviews:

Active:

Department of Medicine

Blanca Osorio-Candelaria, MD

Psychiatry

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

Courtesy – Telemedicine:

Department of Medicine

Peter W. Anderson, MD

Noel Dexter L. Tiangco, MD

Peter L. White, MD

Internal Medicine/Critical Care

Internal Medicine/Critical Care/Pulm Disease

Critical Care

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



ADDITIONAL PRIVILEGE REQUESTS

Sairav Shah, MD Cardiology

Dr. Shah is requesting privileges to insert and remove Inferior Vena Cava (IVC) Filters

Nicholas Stamato, MD Cardiology

Dr. Stamato is requesting Electrophysiology privileges AND privileges to insert and remove Inferior Vena Cava (IVC) Filters

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

30 Day Extension Request

Nazila Adib, MD Psychiatry

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

RESIGNATIONS TO NOTE:

John Dunn, MD – Effective November 30, 2014

2015 Board of Trustees Meeting Schedule

Mr. Dunlap moved, seconded by Mr. Todd, to approve the 2015 meeting schedule as presented. Dr. Hartsaw, Mr. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson, Mr. Todd and Dr. Mitchell voted aye. Motion carried.

Dr. Mitchell exited the meeting until further Action Items were discussed.

COMMITTEE REPORTS

Board Committees

Quality

Mr. Dunlap reported the Quality committee met on December 1, 2014. A report was given on the Baylor, Scott & White conference that several Board members attended in Dallas regarding Board Engagement and Policy and Patient Safety. Participants believe that 95% or more of the incentives and goals that CCH has initiated are on track with conference recommendations. Quality begins when the patient first enters the hospital and ends when the patient pays the final bill.

Physician Recruitment

Mr. Dunlap reported the Physician Recruitment and Retention Committee met December 2, 2014. Two OB/GYN physicians have inquired about cutting back their practice hours and recruiting a part time OB/GYN. The issue was tabled until the January committee meeting. A physician manpower study will be completed in March. Mr. Fitzgerald stated the provider who



made the request will wait for the results of the study.

Healthcare Foundation

Mr. Todd reported the Healthcare Foundation met on December 8, 2014. Dr. Nathan Simpson has agreed to serve on the Healthcare Foundation Board. The Black Cat Ball raised \$85,000 and the Festival of Trees raised \$191,000 for Lifeline and the Close to Home Hospice Hospitality House.

Pioneer Manor

Mr. Todd reported Pioneer Manor Advisory Board met December 8, 2014. The residents created items for sale at the recent John Paul II holiday bazaar, netting \$970.00. These activities give residents a purpose and make them feel valued. The Advisory Board also plans to create a history wall and is looking for old photographs.

Powder River Surgery Center

Mr. Dugan reported the Powder River Surgery Center Board met December 2, 2014. The overall case load ending October 2014 was 6% higher than budgeted. Total operating expenses were 4% higher than budgeted, total operating expenses were 4% less than budgeted, overall net income was 7% higher than budgeted and AR days were 45. The Board approved the capital budget for 2015.

INFORMATIONAL ITEMS

Chief of Staff Report

Dr. Wilkerson reported this is her final meeting as Chief of Staff, with Dr. Lowell Amiotte taking over in January 2015. Dr. Amiotte is currently working on medical staff committee assignments. Dr. Jennifer Thomas is the Chief of Staff Elect.

CEO Report

Mr. Andy Fitzgerald, Chief Executive Officer, thanked Dr. Wilkerson for her two years of service as Chief of Staff and reported the following:

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 21-23 – Festival of Trees raises \$191,000 for Lifeline and Close to Home.
- November 24 – Hospice Service of Memory and Hope, 6 pm, Walker Funeral Home.

Upcoming Events in December

- December 3 – Managers participate in Crucial Conversations training at the HSEC.
- December 8 – CCMG Main Clinic opens for business.
- December 9 – Ask Andy, 2 pm in the 5th floor classrooms.
- December 13 – Annual Awards Banquet, CAM-PLEX Wyoming Center, doors open at 5 pm.



- December 18 – Blood Drive in the 5th floor classrooms from 11 am – 4:30 pm. Call ext. 1580 for an appt.

Other information

- Family Medicine (Ryan Noonan, MD) and Pediatric (Vijaya Koduri, MD) practices open in the Main Clinic on December 8.
- Thank you to the Kate Weis Trust for the gift of a beautiful grand piano for the Main Lobby. Call Volunteer Services at ext. 1536 to schedule a time to play during the holiday season and beyond.
- Visiting restrictions were implemented at Pioneer Manor on Wednesday, December 10 due to confirmed cases of influenza.
- CCH purchased a new ambulance with liquid suspension which creates a much improved ride. The ambulance has a lift gate capable of 1300 pounds.
- Dr. Hartsaw was recently at the Robert E. Bush Naval Hospital in 29 Palms, CA.

Physician Recruitment

- Endocrinology
 - Physician in the region
 - Site visit 1/15-1/17
- Emergency Medicine
 - Site visit for physician currently practicing in MO 12/4-7
 - Feedback has been positive
 - Continuing discussions with 8 additional potential candidates
- Family Medicine/Sports Medicine
 - MD from Casper inquired on opportunity
 - Site visit 9/11 – 9/14
 - Physician to join Frontier Family Medicine tentative start date 1/1/15
 - FM Resident at the Cleveland Clinic interested in FM with an emphasis in Sports Medicine
 - To commence practice February 1, 2015
 - FM Resident inquiring on opportunity completes residency summer 2015, spouse is a GS and also inquiring
 - Coordinating a site visit for both in March
- Family Medicine/Sports Medicine
 - WY physician interested in opportunity – would be interested in .5 FTE FM and .5 FTE SM
 - To commence practice January 12, 2015
- General Surgery
 - Resident inquiring on opportunity completes residency summer 2016, spouse is in FM and also inquiring
 - Coordinating a site visit for both in March
- Psychiatry
 - Site visit scheduled 1/17 – 1/20 for Resident at the University of Washington
- Rheumatology
 - Phone interview with physician currently in CO
 - Coordinating dates for an onsite visit
- Demand Tool



- Strategy House reassessing demand tool this spring

Financial Report

Mr. Huber reported the following:

- CCMH average daily census was 25 in October, versus a budget of 28.
- Pioneer Manor average daily census was 114 in October, versus a budget of 118.
- ER visits were 10.6% over budget and 15.4% above the level of a year ago.
- WIC visits were 4.4% under budget and 5.9% above the level of a year ago.
- Net patient revenue was \$271k (2.1%) under budget. Gross revenue was favorable by \$1,425k (6.4%) with inpatient revenues \$632k (10.2%) over budget while outpatient revenues were \$793k (5%) over budget.
- Operating expenses were under budget \$190k (1.4%) in October.
- EBIDA was under budget 197k (10.2%) in October. EBIDA increased \$857k compared to a year ago.
- The October operating loss was \$839k vs. a budgeted loss of \$748k.
- Net gain was \$622k (4.3% margin) in October vs. a budgeted gain of \$644k (4.4% margin).
- Cash decreased by \$7,252k.
- Days cash on hand decreased 26 days to 251 in October. Cash decreased due to 3 payrolls, 5 AP cycles, QRA payment and construction in progress payments for The Legacy, Radiology and Clinic.

Quality/Patient Safety

Ms. Sue Ullrich shared information she received from the Baylor, Scott & White conference regarding a study that was completed by the NY Hospital Association comparing publicly reported healthcare data. The study concluded that one of the best sources of public healthcare reported data is the CMS website. Ms. Ullrich demonstrated how to use the Hospital Compare website (www.medicare.gov/hospitalcompare) to search for information about CCH and other healthcare facilities.

Patient Services Report

Ms. Deb Tonn reported that a new uniform policy will be implemented on January 1 to help patients determine the role of the staff member taking care of them and demonstrate a professional image. Staff members will continue to wear name badges and use AIDET greetings. Uniform color identification will be included in the patient handbook and employed physicians can be identified with hospital logoed lab coats.

Facility and Plant Operations

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

Main Clinic Project

- The Clinic opened for business on Monday, December 8, 2014.
- The canopy was added to enhance the entrance appearance and guide patients to the Clinic entrance.

Legacy Living and Rehabilitation Center

- Construction has picked back up due to nicer weather.



- The footings are being poured and the basement floor pad has been poured in Zone 3.
- In the coming weeks, underground utilities, footing walls and exterior framing will take place. Exterior framing is currently being pre-fabricated offsite due to the complexity of this area.
- Construction completion date is slated for March 16, 2016.

Radiology Expansion Project

- Framing and drywall are complete and painting is currently underway on the East side of the project.
- In the West space, painting, casework, and ceiling grid installation is underway with flooring to follow.
- Scheduled completion date is currently February 15, 2015 due to changes made to the project.

WORI

- Norton Construction began construction on October 6.
- In the first of three phases, framing, drywall, ceiling grid installation, painting and flooring are complete.
- Anticipated completion of Phase I is December 22.

School Age Daycare

- The remodel of Stocktrail Apts for the school age daycare was completed in November.

2nd and 3rd Floor expansion

- In Oct. 2014 CCH sent out a RFP to over 40 architectural firms. Nine were received. A short list was developed and the top three architectural firms were invited back for interviews. On December 4th the Facilities Committee interviewed three architectural firms, Gould Turner Group Inc., CTA Architects and HGA Architects. Administration is now calling references. Facilities Planning Committee hopes to bring a recommendation back to the Board in January.

Dr. Mitchell returned to the meeting by telephone.

Chairman's Report

Dr. Hartsaw announced that it has been a privilege to serve in the chair function. CCH and the CCH Board is a unique organization compared to other organizations in the County and other healthcare organizations in the State of Wyoming. Dr. Hartsaw stated that the Board is a governing body, not a managing body. It is not the job of the Board to field complaints or fix all the little problems. She urged the Board to address the major issues of improving quality, and hiring and keeping the best staff. Dr. Hartsaw reminded the Board that they have one employee, the CEO. It is the CEO's responsibility to run CCH and to find a good team to help him manage and make management and strategic decisions going forward. Dr. Hartsaw recommended the Board move into the future and let new generations step forward to serve.

ACTION ITEMS

Election of Officers

Dr. Hartsaw, seconded by Mr. Jackson, proposed the following slate of officers for 2015:
Chairman – Mr. Randy Hite



Vice Chair – Mr. Mike Dugan
Treasurer – Dr. Alan Mitchell
Secretary – Allen Todd

Dr. Hartsaw asked Ms. Rehard to take a roll call vote from Board member for the slate of officers as presented.

Dr. Hartsaw – Aye
Mr. Hite – Aye
Mr. Dugan – Aye
Mr. Dunlap – Aye
Mr. Jackson – Aye
Mr. Todd – Aye
Dr. Mitchell – Aye
Motion Carried

Mr. Hite thanked Dr. Hartsaw for her leadership over the last two years. It was greatly appreciated.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:36 p.m.

The regular meeting reconvened at 8:56 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:56 p.m.

The next regularly scheduled Board meeting is January 22, 2015, at 5:00 p.m. in Classroom 1.

Randy Hite, Secretary

Ellen Rehard, Recorder