



GOVERNING BOARD REGULAR MEETING

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Monday, December 14, 2015.

Members present:

Mr. Randy Hite
Mr. Mike Dugan
Mr. Allen Todd
Dr. Alan Mitchell
Mr. George Dunlap
Dr. Sara Hartsaw

Members absent:

Mr. Harvey Jackson

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Lowell Amiotte, Chief of Staff
Mr. Dalton Huber, Chief Financial Officer
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. Hartsaw read Campbell County Health's Vision Statement.

Quality/Safety Brief

Mr. Hite provided the following medication safety brief:

- Stop, look and listen for your safety can apply to more than crossing the street.
Stop and learn the facts about your condition and your medication.
Look carefully at education and medication information you are given.
Listen closely to instructions about what you'll need to do to continue your care at home.

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 Dr. Hartsaw are present. Mr. Jackson is excused.

Approval of Agenda

Dr. Mitchell moved, seconded by Mr. Dunlap, to amend the agenda by moving committee reports to Item #4 of the Consent Agenda. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion approved.

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

Consent Agenda

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

Approval of Minutes

Minutes from October 22, 2015 Board regular meeting (copy appended to minutes).

Minutes from October 27, 2015 Board retreat (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Communication and Graphic Standards, Employed Practitioner Referral, Internal Critical Incident Debriefing – HEART Team, Leadership Development, and LTC Admission Criteria (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the December 7, 2015 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Physician Recruitment & Retention
 Quality
 Healthcare Foundation
 Powder River Surgery Center
 Legacy Advisory Board
 Facilities Planning

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the consent agenda with Committee Reports added as item #4. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

Dr. Amiotte, on behalf of CCH, recognized Dr. Monica Morman, for being selected the November provider of the month. Dr. Morman is Board Certified in Orthopedic Surgery and joined the medical staff in 2003. She attended medical school at the University of Alabama School of Medicine in Birmingham and completed her orthopedic surgery residency at the University of Texas Southwestern Medical Center in Dallas. She completed a Hand Surgery Fellowship at the Hand Center in San Antonio, TX; and took a sabbatical for a year in 2008 to pursue a Shoulder and Elbow Fellowship at Harvard Medical School, Massachusetts General



Hospital. Practicing in the same location for twelve years has given Dr. Morman the opportunity to develop long term relationships with her patients and their families. She says that a referral from a family member is the highest compliment a physician can receive. Dr. Morman has seen many positive changes in medicine during her years of practice. Technological advances have made procedures like shoulder replacement safer for patients with a greater potential to improve function. And improvements in imaging equipment like CT and MRI let physicians see the body structures more clearly than ever before. She believes that patients are much more involved in their care and she appreciates the questions she gets, knowing that it means there is a greater chance for an optimal result when the patient understands what's involved. Dr. Morman and her husband Buddy have four children: Rowdy, 13; Jordan, 10; Ryder, 8 and Raylan, 2. Their children's interests in rodeo and hockey keep the family busy, and they also enjoy skiing and snowboarding. Dr. Morman is looking forward to a family trip to the National Finals Rodeo this December in Las Vegas.

Thank you Dr. Morman, for providing our patients with excellent care.

Dr. Amiotte, on behalf of CCH, recognized Dr. Kris Canfield, for being selected the December provider of the month. Dr. Canfield is Board Certified in Surgery and joined the medical staff in 2010. He attended medical school at the University of Kansas School of Medicine in Kansas City and completed a residency in General Surgery at Michigan State University, Grand Rapids, MI. Dr. Canfield chose to become a physician through a deep desire to help others, and on a varied and unusual career path. He worked as a microbiology technician and holds a Master of Divinity degree from Trinity Evangelical Divinity School in Deerfield, IL. He entered medical school at the age of 38, with a wife and six children at home. Dr. Canfield describes it as "not an ordered template for my life." Dr. Canfield sees improvements in surgical equipment and techniques, as well as better and longer-lasting control antibiotics as contributing to quicker recovery times and better pain control for his patients. He also credits medical research in finding better treatment methods for the types of procedures he performs. Dr. Canfield and his wife Tracee have ten children between them and have introduced them to the joy of helping others through medical missions. In addition to several trips to Mexico and Costa Rica, the Canfields and their children traveled to Cameroon in central Africa last July for a one month medical mission trip. Dr. Canfield performed surgery for up to ten hours a day while his family got to know the peoples and culture of sub-Saharan Africa. When he's not doing mission work or providing care at his surgical practice, Dr. Canfield enjoys spending time with his family. He is an avid trout fisherman and got his first elk last year on a hunt with ED physician Dr. Mike Stolpe.

Employee Recognition

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

Megan Sprenger	Main Clinic
Krystal Bauer	OBGYN Specialists
Sonya Wood	Main Clinic
Krista Poole	Nutrition
Caity Rogge	Heptner Cancer Center
Abby Holzwarth	Nephrology and Complex Medicine Clinic
Hayley Renken	ENT Clinic
Ashley Padilla	WIC



Departments recognized through *Department Discoveries*:

Wellness

Childcare

Legend Award

Mr. Hite recognized Karen Polson, RD, LD, registered dietitian in Nutrition Services as a new CCH Legend. Mentor. Friend. Dedicated healthcare professional. All have been said of Karen Polson. Karen has always had a passion for science and cooking, so becoming a dietitian was a natural fit. This Montana State Bobcat came to Gillette, and Campbell County Health, 20 years ago and has built quite a nutrition program here for the organization. Karen spends much of her time working with hospital patients to help them understand their disease, and select the best foods to keep them healthy. She also helps other budding healthcare professionals with their certifications and takes time to help high school and college students learn more about the opportunities available with a career in nutrition. Karen is also a board member for the Early Head Start Program at Children's Developmental Services, volunteers faithfully at the Prince of Peace Lutheran Church by cooking church goers food in times of need and helping with their youth education, and is well known as the "snack mom" at her children's soccer and track and field competitions. Karen, thank you for your dedication to your profession and to the future of healthcare. You have left a permanent impression in this organization. Congratulations.

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

Medical Staff By-laws

Tom Lubnau provided education on the Medical Staff Bylaw amendments. The goals of the amendment process is to improve "usability", to streamline the bylaws, manuals, Rules & Regulations and medical policies and to ensure Department of Health, CMS and DNV requirements are met. The Bylaws committee met over a period of two years, working to meet those goals. The Bylaws committee utilized independent Wyoming counsel who specializes in bylaw reviews. The amended bylaws were approved by the medical staff with one dissenting vote in November. The bylaws were formerly silent, but now define the relationship and accountability of the medical staff to the Board.

Some elements of accountability include:

- All patients under care or supervised by medical staff member.
- Medical Staff membership shall be extended only to professionally competent physicians who continuously meet the standards of membership.
- Medical staff shall participate in medical management oversight infection prevention and control oversight, tissue review, utilization review, medical record management and quality management system oversight.
- Medical staff duties specifically listed.

Requirements for clinical privileges include:

- Minimum patient contacts – at least 24 patient contacts in a two year period.
- Reasonable on-call coverage.



- Each practitioner must submit and follow a plan of care.
- A change to a focused practice evaluation.

New duties were assigned to the Chief of Staff which include managing the medical staff for quality, administration and collegiality, acting as a liaison from the medical staff to administration and the board, and ensuring compliance with regulatory issues and accreditation. The Powder River Surgery Center was added as a department and there will be additional discussion about adding additional departments. Changes were made to the investigations and suspensions policy when a practitioner does not meet the standards of care. The constructive problem solving policy was removed and an informal process to determine a pattern of suspected conduct was added. The policy also allows Board members to initiate an investigation. The hearing process has remained essentially the same but the burden of proof is now upon the affected practitioner to show that the Medical Executive Committee's recommended action is not supported by admissible evidence or is unreasonable, arbitrary, capricious or unlawful.

Mr. Lubnau explained that he was unable to review the bylaws in their entirety before the Medical Staff voted upon these changes and believes there are items that still need to be discussed and revised. Primarily by removing the provision allowing Board members to initiate an investigation and, only allowing the CEO to attend medical staff committee meetings, other than MEC as an ex-officio member, by invitation only. The current bylaws do not meet DNV guidelines and accreditation requires the medical staff bylaws be approved by the Medical Staff followed by the Board of Trustees. Dr. Amiotte agreed that additional revisions need to be discussed by the Medical Staff By-Laws Committee, but recommends approval by the Board of Trustees tonight. Mr. Lubnau added that the process to make additional changes to the bylaws could take a minimum of 4 months before they come back to the Board of Trustees for approval.

ACTION ITEMS

Medical Staff By-laws

Dr. Hartsaw moved, seconded by Mr. Hite, to approve the revised bylaws of the Medical Staff of Campbell County Memorial Hospital as approved by the Medical Staff. Mr. Hite, Mr. Dugan, Mr. Todd, and Dr. Hartsaw voted aye. Dr. Mitchell and Mr. Dunlap opposed. Motion carried.

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 Medicine

Thomas B. Repas, DO

Endocrinology

Department of Surgery

Harshvardhan N. Chaobal, DO

Anesthesiology

Brian T. Clarke, MD

Anesthesiology

***Courtesy – telemedicine:***

Department of Surgery

Ryan A. Frederiksen, MD

Radiology

Provisional Limited Health Care Practitioner:

Department of Medicine

Patricia L. McJilton, APRN

Geriatric/Amb/LTC/Palliative & Hospice Care

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

Reappointments:***Courtesy:***

Department of Maternal / Child Health

Chad Best, MD

Pediatric Gastroenterology

Department of Surgery

John Stamato, MD

Radiation Oncology

Limited Health Care Practitioner:

Department of Medicine

Stacey Hastreiter, APRN

Medical Oncology

Stefanie Garcia, PA-C

Family Medicine / Ambulatory

Jesse Mumm, PA-C

Family Medicine / Ambulatory

Department of Maternal / Child Health

Valerie Amstadt, PA-C

Pediatrics / Ambulatory

Department of Surgery

Michael Hughes, OD

Optometry

Robert Bareman, DDS

Dentistry

Vanessa Gunn, PA-C

Orthopedics

Aaron Hall, CRNA

Anesthesiology

Nancy Rusch, CRNA

Anesthesiology

Amanda Zuck, CRNA

Anesthesiology

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

Extensions Requested for PRSC Privileges – Through March 2016

Jennifer Thomas, MD

Nathan Simpson, MD

Nancy Rusch, CRNA

Ian Swift, MD

Sasha Rau, CRNA

Robert Grunfeld, MD

John Mansell, MD

Sara Hartsaw, MD

James Price, MD

Stanford Israelsen, MD

Lora Rigsby, DO

Erik Johnsrud, MD

Hans Kioschos, MD

Lowell Amiotte, MD

Darlene Brown, DO

Thomas Davis, MD

Aaron Hall, CRNA

Amanda Phillips, CRNA



Campbell County Health

Excellence Every Day

Amanda Zuck, CRNA
Daniel Allen, DPM

Brian Austin, CRNA

Extensions Requested – Applications Not Received and/or Complete

Helen Iams, MD
Raoul Joubran, MD
Todd Hansen, MD
Ghazi Ghanem, MD
Wesley Hiser, MD
William Heineke, PhD
Roger Jordan, OD
Kent Katz, MD
Robert Lang, PA-C
Travis Roberts, MD
Allan Wicks, MD
Fady Jamouns MD

Deborah Johnston, PA-C
Sasha Rau, CRNA
Ronit Cohen, MD
Douglas Christensen, MD
Todd Hansen, MD
Peter Anderson, MD
Raoul Joubran, MD
Phillip Krmpotich, MD
Blanca Osorio-Candelaria, MD
Benjamin Ross, MD
Javier Finkielman, MD

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

RETURN FROM LEAVE OF ABSENCE

Sara Hartsaw, MD

General Surgery

PROVIDERS ELECTING NOT TO REAPPOINT:

Michael Johnson, CRNA

CCHCF By-laws

Mr. Fitzgerald explained that the Healthcare Foundation by-laws are revised to include that two directors may be nominated by the CCH Board of Trustees and the CEO of CCH shall serve as an ex-officio member of the Board of Directors.

Mr. Dugan moved, seconded by Dr. Hartsaw, to approve the revised Campbell County Healthcare Foundation by-laws as approved by the Campbell County Healthcare Foundation Advisory Board. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

Master Facility Plan

Mr. Crichton presented the following four projects for Board consideration. The Finance Committee recommended that a final design plan should come before the Board for approval.

Cardiac Rehab/Laundry Project

Mr. Crichton explained the Cardiac Rehab project and the laundry project plan will be submitted as combined projects to obtain a better price under a single contract.

Dr. Mitchell moved, seconded by Mr. Dugan, to approve the recommendation from the Finance Committee to approve the request to bid Cardiac Rehab/Laundry project as design/bid/build. Budgeted total at \$2,866,402. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.



WORI Surface Parking Project

Mr. Crichton informed Board members that PCA Engineers have provided a parking lot expansion plan for 65 additional surface parking spaces at the WORL building. The project is estimated at \$570,000. The area of this lot would have been the first level of the parking garage. The parking garage has been put on hold but can be picked back up at a later date if desired. Mr. Crichton stated that we are code compliant with the current number of parking spots even with future remodeling. Mr. Fitzgerald included that an additional level could be added to the current parking structure providing 80-90 parking spots which would accommodate future growth.

Dr. Mitchell moved, seconded by Mr. Dugan, to approve the recommendation from the Finance Committee to approve the request to bid WORL surface parking project as design/bid/build. The estimate for the project is \$570,000. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

Landscaping

Mr. Crichton requested approval to bid landscaping as a design/bid/build project.

Dr. Mitchell moved, seconded by Mr. Dugan, to approve the recommendation from the Finance Committee to approve the request to bid landscaping as design/bid/build with a total cost not to exceed \$900,000 over two years. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

Inpatient Design Fees

Mr. Crichton explained the inpatient construction project will completely replace all existing Med/Surg and ICU rooms to stay on the 4th floor by enlarging rooms or by moving those rooms to the 2nd floor, as well as placing women's services in the 2nd floor shell space. This is a more economical solution rather than adding an additional floor to the expansion.

Dr. Mitchell moved, seconded by Mr. Dugan, to approve the recommendation from the Finance Committee to approve the request to pursue design for inpatient services through completion of construction with HGA as architect at an amount not to exceed \$2,248,890. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

Recruitment of two Family Practice Providers

Mr. Fitzgerald explained that because of the loss of two Family Practice providers, Physician Recruitment and Retention Committee requested that the recruitment of two family practice providers be brought to the full Board for approval.

Mr. Dugan moved, seconded by Dr. Mitchell, to approve the recommendation for the Physician Recruitment and Retention Committee to recruit two full-time family practice providers. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted aye. Motion carried.

2016 Board of Trustees Meeting Schedule

Mr. Dunlap moved, seconded by Mr. Dugan, to approve the 2016 meeting schedule as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Dr. Hartsaw voted



aye. Motion carried.

Election of Officers

Mr. Hite proposed, seconded by Dr. Mitchell, the following slate of officers for 2016:

Chair: Randy Hite

Vice Chair: Mike Dugan

Treasurer: Dr. Alan Mitchell

Secretary: Allen Todd

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

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite welcomed Dr. Sara Hartsaw back and thanked her for her commitment and service to our country. During this past year CCH was fortunate to continue forward progress in providing quality healthcare. CCH continues to grow and maintain its position as the most diverse hospital organization in the state of Wyoming. Mr. Hite thanked Board members for their continued commitment and responsibility in governing the organization, in offering their professional expertise when appropriate and in always considering the best interest of the organization when making decisions and taking action. He also thanked CCH administration for their dedication to the organization, its employees and customers. Excellence Every Day is truly the goal.

Chief of Staff Report

Dr. Amiotte reported that medical staff will continue to work on the bylaws. Dr. Amiotte is working on reassigning committees with fresh input and would like to have a new Physician Review committee next year.

CEO Report

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

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 \$35, 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. ***The live auction raised \$103,000 to support the Lifeline Program and Close to Home Hospice Hospitality House.***
- November 23 – Hospice Service of Memory and Hope, First Presbyterian Church, 6 pm.
- November 30 – Stocktrail building art installation for Dr. Monica Morman and Outpatient Imaging Center.
- November 30 – CCMH lobby decorations hung, large tree put up.



Upcoming events in December

- December 1 – Meditech 6.1 Go Live
- December 12 – Annual Awards Banquet at CAM-PLEX Wyoming Center, doors open at 5 pm.
- December 17 – Meditech Go Live celebration for staff from 11:30 am – 1 pm in the 5th floor classrooms.
- December 22 – UBS Blood Drive from 9:30 am – 2 pm in the 5th floor classrooms.
- December 22 – Ask Andy on the air filming at GPA TV.
- December 1 thru 23 – Holiday music in the main lobby at various days and times. A complete schedule is on Staffnet.

Other News

- The Cornerstone Advisors Group's CAres program presented a gift of \$10,000 to the Gillette Abuse Refuge Foundation (GARF) on December 9. The CAres program funds nonprofit organizations in the communities where they work through associate and company funding. GARF Executive Director, Margie McWilliams, says the fund will be used to help their clients meet some basic needs such as childcare, food, gas, rent and utilities. Cornerstone Advisors Group, LLC, has worked with Campbell County Health (CCH) in a consulting role on the Meditech 6.1 project.
- The VIP program (Vaccines for Influenza Prevention) program was completed in October with a vaccination rate of 84%, or 1876 of 2195 available doses given to children in Campbell County. The remaining unused doses were donated to Public Health, where parents can request a free vaccination for their children until the vaccine is gone. VIP is a project of the Campbell County Healthcare Foundation, supported by CCH, Campbell County, Campbell County School District, Sports Screenings, Prevention Management Organization of Wyoming, Coalition Board (Peabody Energy, Cloud Peak Energy, Alpha Coal), Gillette Energy Rotary, Gillette Rotary, First Interstate Bank and Basin Electric Power Cooperative.
- Carol Aberle from Human Resources and Karen Clarke from Community Relations accepted the Wyoming Employer of Choice Award from the Wyoming Council on Women's issues at the Governor's Business Forum in Cheyenne on November 17. CCH received the award for its creative, innovative methods of improving the workplace for employees and their families.

Physician Recruitment

- Anesthesia/Pain
 - NPAA and GAS, LLC have candidates for their respective groups.
- CMO
 - Position posted, working with contingency companies
 - Identified 7 potential candidates of varying specialties – scheduling initial phone interviews with Bill Stangl week of 12/7
- Endocrinology
 - Physician in the region
 - Tentative start date 12/15
 - Physician (if credentialing file is complete) will go to the December Board Meeting
- Family Medicine
 - IA physician inquiring on opportunity, spouse is a GS and is also inquiring both available summer 2016
 - Candidate interested in independent practice with local group



- General Surgery
 - Resident inquiring on opportunity completes residency summer 2016, spouse is in FM and also inquiring
- Hospital Medicine
 - Site visit for 2016 resident in CO, has family here 10/11-10/13
 - Will follow up with candidate
 - Phone interview for OR candidate 12/4
 - Working on dates for site visit
 - Phone interview for VA candidate 12/4
 - Working on dates for site visit
- Internal Medicine
 - Physician from Spearfish has expressed interest
 - Phone interview with MO candidate 12/11
- Otolaryngology
 - Wisconsin candidate interested and presently in discussion with CCH
- Physical Medicine
 - Working on site visit dates for candidate in AL
- Psychiatry
 - CO candidate declined opportunity 12/4
- Women's Primary Care
 - Candidate from FL
 - Site visit scheduled for 11/17
 - Working on privileging check list

Financial Report

Mr. Dalton Huber reported the following:

- The Standard and Poor rating for CCH will remain at A- with a stable outlook.
- Mr. Huber attended a healthcare law conference in Cody. He will share that material with Mr. Fitzgerald and Tom Lubnau.
- Lunch will be provided on December 17th to 85 staff members who have worked tirelessly on Meditech implementation.
- Inpatient admits were 7 (2.6%) below budget for October and decreased 5 (1.8%) compared to the previous year.
- Pioneer Manor admits were 10 above budget for October and increased 8 compared to October 2014.
- CCMH's average daily census was 27 versus a budget of 28.
- Pioneer Manor's average daily census was 120 versus a budget of 113 in October.
- Outpatient visits were 144 (.9%) over budget.
- Clinic visits were 1,693 (15.3%) under budget and decreased 77 (.9%) visits compared to October 2014.
- ER visits were 120 (5.8%) under budget and 330 (12.2%) below the level of a year ago.
- Total surgeries were 9 (2.5%) over budget in October and decreased by 4 (1.1%) compared to October 2014.
- Net patient revenue was \$917k (6.7%) under budget. Gross revenue was favorable by \$71k (.3%) with inpatient revenues \$555k (8.2%) over budget and outpatient revenues were \$484k (2.6%) under budget.



- Total bad debts and charity care were over budget \$813k (11.0%) of gross revenue vs. a budget of 7.8%).
- Operating expenses were over budget \$66k (.4%) in October.
- Salaries and benefits were under budget \$414k as a result of FTEs under budget by 47
- Supplies increased as a result of Pharmacy chemo drug costs and Surgery implants. Contract services were over budget due to contract staffing at Pioneer Manor, MedSurg, OB, Dialysis and Meditech end user training costs. Other expenses decreased due to a general decrease of expenditures in this category.
- EBIDA was under budget \$842k in October.
- October's operating loss was \$2,006k vs. a budgeted loss of \$1,156k.
- Net loss was \$519k (-3.5% margin) in October vs. a budgeted gain of \$360k (2.3% margin).
- Current assets decreased by \$4,545k in October, due to a decrease in cash. Current liabilities showed a decrease of \$1,976k as a result of a decrease in accrued salaries and wages.
- October's accounts receivable days decreased by 1, for a total of 76.
- Days cash on hand decreased 23 days to 207 in October Cash decreased by \$6,604k due to capital expenditures, three pay periods in October and the annual property insurance payment.

Quality/Patient Safety

Ms. Sue Ullrich reviewed the Care Transitions Program. The program is a 4 week program at no cost to the patient. The program includes one home visit, a home safety assessment, medication and health maintenance education and weekly or biweekly follow up phone call visits. Qualifying patient eligibility consists of COPD, pneumonia, congestive heart failure, diabetic and frequent readmission patients.

Patient Services

Ms. Deb Tonn reported that CCH will welcome a new Med/Surg director in January. Outpatient Behavioral Health is receiving a facelift with painting, new flooring and creating a new registration desk. Clinical areas are working through ongoing issues with the Meditech go-live. It is still a work in progress.

Human Resources

Mr. John Fitch reported the following:

- There were 263 voluntary resignations in 2015.
- In November CCH lost 7 employees which was the fewest in 54 months.
- The turnover rate dropped to 16.8% which is the lowest since March 2013.
- Currently there are 84 openings.

Mr. Fitch thanked HR staff for all their hard work getting people into the organization.

Physician Services

Mr. Bill Stangl reported that the diabetes program is on track and a nurse educator has been hired. An endocrinologist was approved this evening. There are several candidates for the CMO position that align with the recruitment program. Clinics will begin the Meditech conversion in January with a potential start date in July. Medical Management will be onsite in January to review 2015 and make a plan for 2016.



Facility and Plant Operations

Mr. Steve Crichton reported on the following:

- Legacy – the building is completely walled in and temperature controlled. They plan to have the final bits of the exterior completed by the end of the year. A couple of the rooms are really taking shape. The basement area is $\frac{3}{4}$ finished and painted. The elevator will be installed in January. Kitchen coolers and cooking equipment will be installed in January.
- WORL – The old MRI will be removed in January which will make room for more exam rooms.
- Smoke Evac – The state has approved plans for this project and it will be re-bid since the current bids have expired. This includes removing the current revolving door.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:25 p.m.

The regular meeting reconvened at 9:48 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:48 p.m.

The next regularly scheduled Board meeting is January 28, 2016, at 5:00 p.m. in Classroom 1.

Allen Todd, Secretary

Ellen Rehard, Recorder