



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, February 26, 2015.

Members present:

Mr. Randy Hite
Mr. Mike Dugan
Mr. George Dunlap
Mr. Harvey Jackson

Members absent:

Dr. Alan Mitchell
Mr. Allen Todd
Dr. Sara Hartsaw

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 Services
Mr. John Fitch, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Hite, Chairman, called the meeting to order at 5:10 p.m.

Mission Statement

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

Vision Statement

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

Quality/Safety Brief

Mr. Hite encouraged patients to become active members of their health care team by asking their provider three questions:

1. What is my main problem?
2. What do I need to do?
3. Why is it important for me to do this?

Studies show that people who understand health instructions make fewer mistakes when they take their medicine or prepare for a medical procedure. They may also get well sooner or be



able to better manage a chronic health condition. Patients can find this information online at the National Patient Safety Foundation website.

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. Dunlap and Mr. Jackson are present. Dr. Mitchell, Mr. Todd and Dr. Hartsaw are excused.

Approval of Agenda

Mr. Dunlap requested that one discussion item be added to the agenda. Mr. Hite suggested placing the discussion item on the agenda prior to item #VII Educational Session. **Mr. Dunlap moved, seconded by Mr. Dugan, to approve the agenda as revised. Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.**

Consent Agenda

Mr. Dunlap requested Medical Staff Credentialing Manual be discussed. Dr. Amiotte explained that two items were added to the Credentialing Manual. The first item states that privileges for each specialty are unique. The second item explains that any non-anesthesia providers must complete additional training in order to be eligible for moderate sedation privileges.

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

Approval of Minutes

Minutes from the January 22, 2015 Board meeting (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, Holiday Decorations, Release of Information/News Media, Staff Rights: Staff Requests for Non-Participation in Care Delivery, and Treatment and Care of Undocumented Persons (copy appended to minutes). **No motion required.**

Campbell County Health Organizational Chart

(copy appended to minutes).

Medical Staff Credentialing Manual

(copy appended to minutes).

Finance Meeting

Items requiring Board Action from the February 24, 2015 Finance Committee Meeting (copy appended to minutes).

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



RECOGNITION ITEMS

Provider of the Month

Dr. Kelly McMillin

Dr. Amiotte, on behalf of CCH, recognized Dr. Kelly McMillin, for being selected the February Provider of the Month. Dr. McMillin is Board Certified in Family Practice and joined the medical staff in 2010. She attended medical school at the University of Colorado School of Medicine in Denver, CO and completed a residency in Family Medicine at the University of Wyoming Family Medicine Residency Program in Casper. Dr. McMillin's practice is Frontier Family Medicine in Gillette.

Dr. McMillin grew up in Rozet, Wyoming, and always had an interest in medicine, though as a child she thought she would become a veterinarian. As she began coaching young people while in high school, her interest in people made medical school the logical choice.

She wanted to come back home to practice medicine, where there was a strong need for family medicine in the community. According to Dr. McMillin, with a family practice you see everyone from grandpa to the grandkids and have the chance to form long-term relationships with patients. She understands that sometimes people come to see her for visits that are not purely clinical and may just need someone to talk to. Those relationships are why she looks forward to coming to her office every day.

A mother of three active boys, ages 7, 5, and 3, Dr. McMillin's schedule revolves around the seasons for wrestling, soccer and other youth sports. She and her husband KC are active in their church, and Dr. McMillin has just begun to get back to horseback riding, something she loved to do growing up.

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

Medical Staff Recognition

Dr. Travis Roberts

Mr. Andy Fitzgerald introduced Dr. Travis Roberts, Family Medicine. Dr. Roberts completed family medicine training at the University of Washington in Seattle. Dr. Roberts' mother lives in Thermopolis and he has a 7 year old son who lives in Olympia, Washington. Dr. Roberts enjoys landscaping and gardening as well as radio controlled toys. Dr. Roberts is seeing patients at Frontier Family Medicine.

Dr. Nathan Tracey

Mr. Andy Fitzgerald welcomed Dr. Nathan Tracey who was unable to attend the meeting. Dr. Tracey recently completed family medicine training at the Cleveland Clinic with interest in Sports Medicine. Dr. Tracey is a family man and has been married to his wife, Andrea, for 13 years. They have five children. Dr. Tracey enjoys serving at his church and in the community. He also enjoys the outdoors, mountain biking and staying in shape. Dr. Tracey has been friends with Dr. Israelsen for about 13 years and is excited to be in Gillette.



Administrative Recognition

Chaplain Gordon Harper

Mr. Hite recognized Chaplain Gordon Harper who was the co-founder of the Chaplain Service department in 1994. He helped to get the program established and encouraged and recruited area pastors to become involved. Gordon has assisted with the mentoring of numerous volunteer chaplains of clergy and laity status. Chaplain Harper has invested a total of 5,802 volunteer hours to-date providing service to over 4,500 clients. He has consistently led the volunteer chaplain staff in volunteer hours and actual weeks of carrying the pager. The community has benefited from his involvement at CCH, as he has taken his vast experience in hospital chaplaincy to the Campbell County Fire Department, Crook County Fire Department, Campbell County Sheriff's Office, Pilots for Christ and the Wyoming Law Enforcement Academy. Chaplain Harper assisted in the initial implementation of the Campbell County CISM Team, eventually becoming an approved instructor in various aspects of CISM through the International Critical Incident Stress Foundation. He has been a member of the Campbell County CISM Team for nine years and the Healthcare Emergency Action Response Team (HEART) for 4 ½ years. Chaplain Harper has also served as a preceptor by filling in during the absence of the CSC for various CNA classes and new nurse orientation.

Retirement Recognition

Janet Happs

Mr. Fitzgerald recognized Janet Happs for 37 years of service. Janet was born and raised in Iowa and after graduating High School in 1972 joined the Air Force and served as a vehicle operator. While in the service she spent time at Laughlin AFB, TX, St. Louis AFB, Guam and Ellsworth AFB in South Dakota. In 1977, after leaving the Air Force, she moved to Wyoming and began working at Pioneer Manor in September of that year. Janet held all positions while she worked in nutrition at the Manor from dishwasher to cook and worked her way up to supervisor. She was excited when one of the administrators let them add pancakes to the breakfast menu, since the breakfast menu was the same every day. Janet's fondest memories were celebrating with the residents on holidays, birthdays and anniversaries. She has met many people over the years and has great memories. Thank you Janet for the many years you served our patients, our staff and our community. We will miss you and we wish you well.

PUBLIC QUESTIONS OR COMMENTS

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

DISCUSSION ITEM

Mr. Dunlap stated that there was confusion last month about him attending a couple of committee meetings that he is not a member of. Mr. Dunlap recommends a Board policy be developed to allow Board members to attend committee meetings even if they are not a member of that committee by contacting the Board Chair or Administration at least 24 hours in advance so that the proper notice can be given. Mr. Jackson and Mr. Hite recommended the discussion be held at a time when all Board members are available.



EDUCATIONAL SESSION

Cardiac Rehabilitation

Sheryl Bailey gave a presentation on the CCH Cardiac Rehabilitation department. Cardiac Rehab provides a medically supervised rehab program to help stabilize, slow, or reverse the progression of underlying cardiovascular problems. Patients with a history of MI, coronary bypass surgery, heart valve repair or replacement, coronary stents, heart or heart lung transplants or heart failure all benefit from cardiac rehab. Evidence shows that mortality decreases approximately 20-25% in patients who participate in cardiac rehab. The rehab team consists of physicians, RNs, dietitians and exercise specialists. Ms. Bailey introduced staff members Leah Thalken, Wendy Kaufman and Donna Reece.

ACTION ITEMS

Medical Staff Appointments

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

New Applications:

Provisional Courtesy:

Department of Surgery

Paul Dearing, MD

General Surgery

Courtesy – Telemedicine:

Department of Surgery

Stacy Greenspan, DO

Radiology

Provisional Reviews:

Active:

Department of Maternal / Child Health

Vijaya Koduri, MD

Pediatrics

Courtesy:

Department of Maternal / Child Health

Michael Pettersen, MD

Pediatric Cardiology

Limited Health Care Practitioner:

Department of Medicine

Dawn Fiedler, APRN

Geriatric Ambulatory/Long Term Care/
Palliative & Hospice Care

Reappointment:

Courtesy – telemedicine

Department of Surgery

Ronald Sonken, MD

Radiology

David Tague, MD

Radiology



ADDITIONAL PRIVILEGE REQUEST

Daniel Allen, DPM Ankle Arthroscopy; Lateral Ankle Stabilization (Peroneal Tenoplasty)

Crystal Skovly, PA-C Pioneer Manor Privileges

**30-DAY PROVISIONAL PRIVILEGE EXTENSION REQUESTS
(MSO did not receive applications in time to process)**

Walter Astorne-Figari, MD

Ahmed Daoud, MD

Dayna Groskreutz, MD

Jan Levora, MD

Ankur Sandhu, MD

Junaid Syed, MD

WITHDRAWAL OF PRIVILEGE/PROCEDURE

Alan Mitchell, MD Administration of Sedation and Analgesia

Stanford Israelsen, MD Administration of Sedation and Analgesia

RESIGNATIONS TO NOTE:

Dawn Nolan, PA-C Effective October 13, 2014

PRACTITIONERS ELECTING NOT TO RENEW PRIVILEGES

Brandon Shelley, DPM

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

Trauma Designation Resolution

Mr. Hite read the Resolution for Trauma Designation (copy appended to minutes). Mr. Fitzgerald explained that the resolution is in support of renewing the trauma designation commitment.

Mr. Dugan moved, seconded by Mr. Dunlap, to approve the Resolution for Trauma Designation necessary to become designated as an area trauma hospital pursuant to Wyoming trauma rules. Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

COMMITTEE REPORTS

Board Committees

Healthcare Foundation

Mr. Jackson reported the following:

- The first annual Chair Affair is scheduled to kick off March 20th. All proceeds benefit cancer patients in our community.
- Money is being received from memorials in the community specified to the PET CT scan project even though the project has not been approved. CCHCF and CCH need to decide on an appropriate direction for this potential project.



- CCHCF had a successful audit with no management letter for 2013-2014 fiscal year. CCHCF is proud that MG&A is only at 12% which is great for a non-profit in terms of using donor funds wisely.
- The VIP committee is meeting to plan details to unveil free flu vaccines to schools in the fall and working on funding for the 2016 school year.
- CCHCF & Gillette College Foundation will be hosting a Planned Giving seminar in April to teach people how to maximize their planned giving.
- Festival of Trees will be planning their check-givings to Close to Home and Lifeline in March.

Pioneer Manor

Mr. Dugan reported Pioneer Manor Advisory Board met February 9, 2015. Residents are making silent auction items for the "Empty Bowl", Council of Community Services annual fundraiser to be held on Saturday April 18th. The Caregiver Conference is scheduled for April 11 & 12. There will be a panel of community people to discuss caregiver options and ask questions. Three choices for the Mission Statement have been submitted. Advisory Board members will make a final decision on March 9th. The high school wood working class will make bird feeders for the residents to help put together and paint for the new facility.

Powder River Surgery Center

Mr. Hite reported the Powder River Surgery Center Board met on February 12th. PRSC had a very good 2014, especially the month of December. A transition committee has been established for the transition of the final purchase of the surgery center for final purchase on December 31st. Full transition will occur on January 1, 2016.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite reported that Dr. Hartsaw is an officer in the United States Navy and has been called to active duty. Mr. Hite stated the Board has no intention of asking Dr. Hartsaw to resign her position. We are grateful, proud and appreciative of her efforts. Mr. Hite also reminded Board members that the annual Strategic Planning retreat will be held March 12-13 at the Ranch in Ucross.

Chief of Staff Report

Dr. Amiotte reported that Bob Limyansky of Strategy House will be here next week to meet with physicians for an update to the Physician Needs Assessment. There has been pretty good input so far and are busy scheduling appointments with physicians to meet with Mr. Limyansky. The Physician and Provider Recognition Dinner is scheduled for March 5th. There will also be a medical staff business meeting scheduled in April.

CEO Report

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

Events in February

- February 2 – Website URL changes to www.cchwyo.org
- February 9 – Cardiac Rehab Reunion for current and former patients at the Gillette



College Tech Center. Guest speaker is Dr. Nicholas Stamato

- February 13 – Code Pink Drill to test response to infant abduction from Maternal Child Unit
- February 19 – Community Blood Draw at Recluse School, 6:30 – 8:30 am
- February 20 – United Blood Services' blood draw from 9:30 am – 2:30 pm
- February 23 – Survey Action Plan sent to DNV. Expect another survey in March
- February 24 – Community Blood Draw at Little Powder School, 6:30 – 8:30 am

Upcoming events in March

- March 5 – Physician and Provider Recognition Dinner at Gillette College Tech Center, 6 pm
- March 9 – Ask Andy on the Air is posted on CCH intranet, Staffnet, for employees.
- March 12-13 – Board of Trustees' Strategic Planning Retreat, The Ranch at Ucross
- March 20 – Employee Craft Bazaar in the cafeteria, 7 am – 5 pm
- March 26 – Radiology department grand opening / open house, time TBD

Other information

- Pioneer Manor instituted partial, then full visiting restrictions due to influenza during February.
- The News Record will follow Dr. Amiotte for a day in Surgery for an upcoming feature story. Tentative date is Tuesday, March 10.
- The Main Clinic's "sock" campaign has committed to purchasing over 200 pair of socks for donation to the Way Station on behalf of new clinic patients for Drs. Iams, Noonan, Tracey and Koduri. The campaign ends February 28.
- The Community Perception Survey will be open for participation in mid-March. Results from this survey will be compared to the one taken last year to see if community perception about CCH and its services have changes.
- Dr. Attila Barabas, Sue Ullrich, and I attended the MSHRRRG conference on patient safety.

Physician Recruitment

- Endocrinology
 - Site visit for candidate 1/22 – 1/25
 - Continuing discussions with candidate
- Emergency Medicine
 - Resident from MI to work shifts in ED in March
 - Candidate observing with ED physicians 2/26 – 2/27
 - Site visit scheduled for candidate currently in IN 3/26 – 3/31
 - Site visit scheduled for candidate 3/12, physician has worked as a locum in the ED
- Family Medicine
 - Dr. Travis Roberts joins Frontier Family Medicine
 - For an appointment call 682-3333
 - Summer 2015 Resident inquiring on opportunity
 - Scheduling site visit in May
- Internal Medicine
 - Site visit scheduled for candidate practicing in NJ 1/31 – 2/15



- General Surgery
 - Summer 2016 Resident inquiring on opportunity
 - Scheduling site visit in May
- Hospital Medicine
 - Site visit for 2;015 Resident in NJ 2/18
 - Candidate to make decision by month's end
- Psychiatry
 - Site visit scheduled 1/17 – 1/20 for Resident at the University of Washington
 - Intend to extend offer of employment
- Psychiatry
 - Site visit 1/17 – 1/20 for Resident at the University of Washington
 - Intend to extend offer of employment
 - Coordinating site visit for NM candidate in March

Physician Needs Analysis

- Analysis provides CCH with a strategic recruitment plan over a 2 year period, ensuring CCH recruits to meet the needs of Campbell County
- Med Staff was asked to participate in a web-based survey inquiring on physicians needs and perspectives
- The Strategy House will be onsite to meet with physicians in the community 3/3-3/5
- Final assessment on qualitative and quantitative results will be presented at Physician Recruitment and Retention Committee 4/7

Strategic Plan

Mr. Fitzgerald gave the following update on the CCH Strategic Plan:

- Service Goals:
 - Increase the number of HCAHPS domains to 9 of 9 above the 50th percentile. The goal has been met.
 - ECD scores for 8 of 17 questions at or above the 50th percentile of patient experience as measured by Healthstream vendor survey. Now at 16 over the 50th percentile. ECD is doing a great job.
 - Outpatient, Clinic and Long Term Care scores are coming up, but still have a ways to go.
- People Goals:
 - Reduce employee voluntary turnover from 15.9% to 15.1%. The score has come down to 17.9% and we hope to keep that momentum bringing the score down.
 - Employee Engagement score has not come down and is the same as last year.
 - Physician Satisfaction goal was not met. Working with Dr. Amiotte on a strategic plan to try to raise that score.
 - Recordable Injuries score has been dropping every month.
- Quality & Safety Goals:
 - Increase overall Core Measure Compliance score from 88.2% to 90.0%. We are currently at 91.5%.
 - Decrease acute care readmissions within 30 days for patients aged ≥ 64 years by 5% over calendar year 2013. Goal is 9.2% and we are currently at 9.3%.
 - Reduce LTC falls above the goal.
 - Acute care falls. We are meeting the goal.



- Business Goals
 - Adjusted Discharge goal. We are pretty close to meeting.
 - Operating Margin. Exceeding this goal.
 - Maintain Cash Days on Hand. Exceeding this goal.

Financial Report

Mr. Dalton Huber reported the following:

- Inpatient admits were 7 (2.6%) over budget and an increase of 43 compared to the previous year.
- Pioneer Manor's admits remained 1 above budget for January.
- CCMH average daily census was at budget.
- Pioneer Manor average daily census (115) was below budget (118) in January.
- ER visits were 14% over budget and 7.4% above the level of a year ago.
- WIC visits were 3.6% over budget and 2.4% below the level of a year ago.
- Total surgeries were 10 over budget in January and increased by 32 compared to January 2014.
- Net patient revenue was \$198k (1.6%) under budget. Gross revenue was favorable by \$782k (3.5%) with inpatient revenues \$798k (12.9%) over budget while outpatient revenues were \$16k (.1%) under budget.
- Operating expenses were under budget \$709k (5.4%) in January.
- EBIDA was over budget \$740k (36.3%) in January. EBIDA increased \$1,16k compared to a year ago.
- The January operating gain was \$155k vs. a budgeted loss of \$652k.
- Net gain was \$1,695k (11.3% margin) in January vs. a budgeted gain of \$740k (5.0% margin).
- Days cash on hand decreased 8 days to 264 in January. Cash decreased by \$2,733k.

Quality/Patient Safety

Ms. Sue Ullrich recently attended a conference with Mr. Fitzgerald and Dr. Barabas sponsored by MSHRRRG. Dr. Michael Leonard gave an 8 hour presentation on Building a Culture of Safety, High Reliability and Continuous Learning. Ms. Ullrich gave a brief overview of that presentation. Safety cultures have evolved from "Unmindful" to "Reactive" to "Systematic" to "Proactive" finally to "Generative". The "Generative" organizational culture is wired for safety and improvement. Ms. Ullrich and Mr. Fitzgerald would like to bring Dr. Leonard onsite next year to speak to CCH staff and medical staff.

Patient Services

Ms. Deb Tonn reported that the development of a Diabetes Center is a project on this year's Strategic Plan. She is working with Bill Stangl and Dr. Neuwirth to re-establish a diabetic program. They are hoping to recruit an endocrinologist, a NP or PA and a trained diabetic nurse. Ms. Tonn will continue to keep the Board updated.

Human Resources

Mr. John Fitch reported on the CCH Health Insurance Plan, which is the largest benefit expense in the organization. The plan is self-funded with BXBS receiving administrative fees. The plan



pays up to \$100,000 for individual claims. Full time employees pay 20% of premium costs and part-time employees pay 60%. This benefit is currently under budget for the year by \$1.3 million due to fewer large claims.

Physician Services

Mr. Bill Stangl reported Med Man was onsite last month and they have finalized the work plan for this year. Members have been chosen for the various teams and an aggressive timeline has been developed. Mr. Stangl also reported that patient volumes are increasing for Dr. Noonan, Dr. V. Koduri, Dr. Iams and Dr. Tracey and they have also been receiving positive patient comments as well.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:54 p.m.

The regular meeting reconvened at 8:12 p.m.

ACTION ITEMS

Ascent Construction Settlement

Mr. Dugan moved, seconded by Mr. Dunlap, to approve a settlement with Ascent Construction, Inc. to resolve all contractual claims regarding outstanding sums due Ascent for work performed prior to the termination of the construction agreement for the Legacy. Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:13 p.m.

The next regularly scheduled Board meeting is March 26, 2015, at 5:00 p.m. in Classroom 1.

Allen Todd, Secretary

Ellen Rehard, Recorder