



## **GOVERNING BOARD REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, February 27, 2014.

**Members present:**

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

**Members absent:**

Mr. Randy Hite

**Also present:**

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

### **OPENING**

**Call to Order**

Dr. Hartsaw, Chairman, called the meeting to order at 5:00 p.m.

**Mission Statement**

Dr. Hartsaw 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 explained that appropriate use of antibiotics is essential. Take antibiotics as directed by starting and stopping as prescribed by your physician. Antibiotics do lose their effectiveness over time. Most viruses do not need an antibiotic for treatment.

**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 and Mr. Jackson are present.



Mr. Hite is excused.

#### Approval of Agenda

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

#### Consent Agenda

Mr. Dunlap inquired why the policy that came out of Physician Recruitment committee was not on the agenda last week. Mr. Fitzgerald explained that it was approved by Leadership Council this week and added to the agenda. Mr. Dunlap stated it would be beneficial for the public to be given notice of physician recruitment bonuses.

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

#### Approval of Minutes

Minutes from the January 23, 2014 Board meeting (copy appended to minutes).

#### Administrative Policy Review

Three Administrative policies, Disposal of Sharps and Needles, Gifts and Awards, and Product Recalls (copy appended to minutes). **No motion required.**

#### Finance Meeting

Items requiring Board Action from the February 25, 2014 Finance Committee Meeting (copy appended to minutes).

#### Facilities Meeting

Items requiring Board Action from the February 20, 2014 Facilities Committee Meeting (copy appended to minutes).

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

### **RECOGNITION ITEMS**

#### PRIDE Employee of the Month – March

Dr. Hartsaw, on behalf of the Board of Trustees, recognized Jari Bachmann for being selected as the March 2014 PRIDE Employee of the Month. The nomination card displaying Ms. Bachmann's PRIDE (Personal Responsibility in Delivery Extra Effort) was read as follows: "Jari gave all the cash she had in her wallet to a family that had a sick child that was being life-flighted to Denver. The family was concerned about how they were going to pay for gas and food along the way. Jari always goes the extra mile for people."

#### Provider of the Month

Dr. Wilkerson, on behalf of CCMH, recognized Dr. Tim Bohlender for being selected the



Provider of the Month. Recognition was read as follows: "Dr. Bohlender joined the CCMH medical staff 2 years ago, moving here from Granby, Colorado. We are privileged to have him care for our patients in the Walk In Clinic as a Board Certified Family Practice physician. Dr. Bohlender attended medical school at the University of Colorado School of Medicine and completed his residency in Family Medicine at St. Joseph Hospital in Denver. He was attracted to medicine through two brothers and an uncle who are veterinarians; that influence, along with his interest in biology and science, led him to pursue a career as a physician. He is proud of his philosophy of providing personal care and even made house calls in his practice in Granby. Dr. Bohlender feels the biggest challenge in healthcare today is the pressure to do more things faster and would advise young practitioners to take time to be quiet and listen to the patient because they will usually tell you exactly what you need to know. Dr. Bohlender continues to live the core values he grew up with in a small town...Family is his #1 priority and he spends many hours with his wife, Shirra and their 6 year old son, Luke, teaching him family values; he surrounds himself with animals (six dogs and four horses) which give him a sense of peace, and he chooses listening over talking. Thank you Dr. Bohlender for choosing to join our team. We appreciate all you do for our community."

#### Medical Staff Recognition

Dr. Wilkerson welcomed Dr. Vijaya Koduri to the CCMH Medical Staff. Dr. Koduri is a pediatrician and will be providing care at the new Kid Clinic beginning March 3. Dr. Koduri and her husband, Dr. Kiran Koduri, live in Gillette with their three children.

Dr. Wilkerson welcomed Dawn Fiedler, Geriatric Nurse Practitioner. Ms. Fiedler will be working with Dr. Bernadette Meade, seeing residents at Pioneer Manor and clinic patients in Geriatric Medicine.

#### Retirement Recognition

Mr. Fitzgerald honored Jeanne Sanders who is retiring after 33 years of service to CCMH. Ms. Sanders is a patient accounts representative and began working at CCMH in 1981. Mr. Fitzgerald wished Ms. Sanders the best of luck.

#### EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 5:17 p.m.

The regular meeting reconvened at 6:43 p.m.

#### PUBLIC QUESTIONS OR COMMENTS

Dr. Hartsaw asked if there were any comments or questions from the public at this time. Brad Knowlton stated Ascent Construction looks forward to the building project at Pioneer Manor and stands ready to serve and take care of projects they are committed to. Mr. Knowlton added there is no margin that is hidden as Ron Christensen has expressed there might be. Ascent has given CCMH all the breakdowns and thought it was okay to have some of the small scope items done with their own forces. There are 49 small scope items that total about \$4.9M. The number on the table is the GMP and is a good number. Dr. Hartsaw addressed Mr. Knowlton and stated that as she understands Ascent has not been able to provide CCMH with a GMP that does not diminish the scope of the project or what appears to be unreasonable fees of \$1M that are not spelled out in the contract and that several bids remain to be confirmed. The Board asks that Ascent provide the final GMP that does not diminish the scope of the project in any way or include fees that are not part of our original contract. We expect that by the close of business on



Tuesday. Dr. Hartsaw announced there will be a special meeting of the Board on Wednesday at 12:00 p.m. to consider the contract going forward. Dr. Hartsaw thanked Mr. Knowlton for his comments.

## **EDUCATIONAL SESSION**

### **Maternal Child Unit**

Josie LeMaster, Director of Maternal Child Services, provided information on the Maternal Child unit. The unit has 14 postpartum beds, 4 antepartum beds, 14 nursery beds and 4 labor and delivery beds. Maternal Child averages 60-75 deliveries per month. Care includes antepartum, intrapartum, postpartum, surgical, newborn, preemies  $\geq 32$ -34 weeks and noninfectious infants  $< 28$  days.

LEM goals include:

- Increase six (6) of nine (9) HCAHPS scores for the composite domains at or above the 50<sup>th</sup> percentile of patient experience as measured by Health Stream vendor survey.
- Decrease elective inductions at  $< 39$  weeks by 50%.
- Reduce employee turnover from 21.4% to 17.1%.
- Increase employee engagement score from 15% to 30%.
- Maintain operational expenses at budget.
- Increase lactation visits by 50%.

Ms. LeMaster's plans for the future of the unit include:

- Strengthen existing core knowledge, increase proficiency – grow instructors, simulations, PSL Preceptorship, educational partnerships
- Increase community perception and awareness with an open house.
- Move to Couplet care, family centered care with an initial launch in February 2014.
  - Motivate and empower staff to lead the change.
- Establish lactation service and best practice initiative.
  - Donor human milk depot
  - Lactation support group
  - Community connections/resources
  - Increase availability of lactation resources

## **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 Appointments:**

#### **Provisional Courtesy**

Department of Maternal / Child Health

**Michael D. Pettersen, MD**

Pediatric Cardiology



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

***Provisional Limited Health Care Professional***

Department of Medicine

**Dawn D. Fiedler, APRN**

Geriatric Ambulatory/Long Term Care/  
Palliative & Hospice Care

Department of Surgery

**Brandon C. Shelley, DPM**

Podiatry

**Michele R. Iwan, Surg Tech**

Ophthalmology

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

**Provisional Review:**

***Limited Health Care Profession***

Department of Surgery

**Amanda R. Zuck, CRNA**

Anesthesia

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

**Additional Privilege Requests:**

Department of Medicine

**Blanca Osorio-Candelaria, MD**

Psychiatry

Dr. Osorio-Candelaria has requested additional privileges to provide Suboxone treatment.

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

**Resignations to Note:**

Adolfo Bagnarello, MD

Internal Medicine

Julie Maggiolo, MD

Psychiatry

Susan Fisher, PhD

Geriatric Psychology

**Vision Statement**

Mr. Fitzgerald presented the revised Vision Statement to Board members which had been selected at the Department Managers meeting held yesterday. "CCMH will be the first choice for healthcare and wellness in Wyoming by providing Excellence Every Day".

Ms. Tarver moved, seconded by Mr. Dunlap, to approve the revised Vision Statement as presented. Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.



#### Miner's Board Representative

Dr. Hartsaw announced that Bill Rice's term of service on the Miner's Board terminates in June 2014. It is recommended that Tanya Allee, Health and Wellness Education Supervisor, fill that position. Mr. Rice will continue to consult with Ms. Allee.

**Ms. Tarver moved, seconded by Mr. Dunlap, to appoint Tanya Allee as the Board representative to attend the State Miner's Board meetings. Dr. Hartsaw, Ms. Tarver, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.**

#### Contracts

Not to discuss.

### **COMMITTEE REPORTS**

#### Board Committees

##### Quality

Mr. Dunlap reported the Board is becoming more involved in the Quality Committee. An overview of infection prevention activities for 2013 was reported. Infection rates remain low under 1%. Quality is expecting several surveys to be conducted with the next 6 months.

##### Pioneer Manor

Ms. Tarver reported George Dunlap attended the Pioneer Manor Advisory Board in her absence on February 10<sup>th</sup>. A building update for the new Pioneer Manor site was given. A mock CMS survey was conducted. Visiting restrictions are still in place.

### **INFORMATIONAL ITEMS**

#### Chairman's Report

Dr. Hartsaw announced the Board had a successful strategic planning retreat where Dr. Wilkerson gave a very detailed medical staff presentation.

#### Chief of Staff Report

Dr. Wilkerson thanked the Board for inviting medical staff to the strategic retreat. On March 12<sup>th</sup> Dr. Jay Kaplan will make a Studer presentation at the Medical Staff meeting. The Medical Staff recognition dinner is scheduled for April 2 at the Gillette College in conjunction with Physician week.

#### CEO Report

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

##### Events in February

- February 13-14 – Board of Trustees strategic planning retreat.
- February 13 – Blood drive in the 5<sup>th</sup> floor classrooms from 10 am – 4 pm. Call 688-1580 to make an appointment.
- February 19 & 26 – Blood draws at Recluse and Little Powder Schools for those rural



communities.

#### Upcoming events in March

- March 12 – Dr. Jay Kaplan to present Studer principles from a physician viewpoint to the Medical Staff, managers and employees.
- March 13 – Get to know your heart, community health luncheon at Tower West Lodge, featuring guest speakers Dr. Shah and Stamato.
- March 26 – OHAC meeting with industry representatives featuring Campbell County Clinic physicians.

#### Other information

- Physician Leadership Council established and will have its first meeting next week.
- Community perception survey open February 3-28 in online and paper versions. Over 450 surveys received so far.
- New Process Improvement Coordinator Bud Lawrence starts work on February 10.
- Employee Engagement survey is open for employee participation March 10-24.
- New CFO Dalton Huber to start work March 17.
  - Thank you Andy Sr.!

#### Physician Recruitment

- Family Practice
  - 2014 FP Chief Resident accepted offer
  - Site visit for candidate currently practicing in WI scheduled for 2/27-3/2.
- Geriatric Nurse Practitioner
  - Welcome Dawn Fiedler! To make an appointment 688-3636
- Internal Medicine (Hospitalist)
  - Meds/Peds physician from MT accepted offer
    - To commence employment April 2014
  - Site visit scheduled for SC candidate 1/31-2/2
    - Offer extended to candidate
- Orthopedics
  - Extended offer of employment to 2015 foot/ankle surgeon
    - Physician accepted offer
  - Extended contract to Chief Navy Spine surgeon available 6/2015.
- Pediatrics
  - School based program
    - Welcome Dr. Vijaya Koduri!

#### Financial Report

Mr. Rybolt, Interim Chief Financial Officer, reported the Finance Committee met Tuesday, February 25 and reported continued improvement. CCMH had an operating loss of \$948,000 against a budgeted loss of \$439,000. Clinics continue to do well and volumes are up. Clinics will be receiving training on clinical documentation and coding. Pioneer Manor had one variance that contributed to their shortfall for the month. Dr. Hartsaw asked about the success of asking for the deductible and co-payments in the ED. Mr. Rybolt indicated that is becoming the normal practice and CCMH is beginning to realize the expected gains.



### Patient Services Report

Ms. Deb Tonn reported interviews are being conducted for the ECD nurse manager position. Equipment for the Cath Lab is scheduled to arrive on March 7<sup>th</sup>. The Cardiologists and staff traveled to Wyoming Medical Center in Casper to meet with their Cardiology group.

### Human Resources

Mr. John Fitch, Vice President of Human Resources, reported the following:

- The second portion of the retirement contributions were paid for 2013 in the amount of \$2,315,000 which was down \$40,000 from last year.
- Approximately 40 employees will be offered medical insurance at the FT rate effective 1/1/2015.
- 380 children are enrolled in childcare which is up 95% from 2010 when there were 195. Hours of use increased 35% between 2010 and 2013. There are currently 51 staff members employed in the Childcare department.

### Quality/Patient Safety

Ms. Sue Ullrich provided a presentation on pressure ulcers. A pressure ulcer is an area of skin that breaks down when something keeps rubbing or pressing against the skin. Nurses in acute and long term care frequently assess skin for any signs of pressure ulcers. The Wound and Skin team becomes involved if any signs of pressure ulcers are found. We have 3 wound certified nurses, 2 in acute care and 1 at LTC. PT has 2 wound certified therapists. Pioneer Manor had only 1 stage one ulcer in the past 8 months and the hospital had 1 hospital acquired pressure ulcer in 2013.

### Facility and Plant Operations

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

- Withholding \$10,000 retainage from the hospital expansion for two issues, the leak in the cafeteria hallway and flooring in front of administration is starting to come up a bit.
- Construction started February 17 on the Imaging and Clinic projects. Excavation started on the clinic side and should be completed tomorrow. They will then move over to the Radiology side. Skull Construction has come in \$838,000 under budget.
- Pushing for a solid GMP with Ascent Construction.
- Twelve responses were received for the Master plan. Four interviews are scheduled for next week.
- The design stage is completed for the WORL building. Going out for bid on March 23.
- Construction is nearly complete on the Cath Lab.
- Funds were re-allocated from the EVS/Laundry remodel which will be postponed until 2015 for:
  - BHS remodel.
  - Pharmacy remodel.
  - Emergency roof repair, Dialysis unit.
  - Emergency replacement of patient hot water system.





Board Vacancy

Dr. Hartsaw reported that the application process for a new Board member closed yesterday. Interviews will be planned at a special Board meeting.

**EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 7:49 p.m.

The regular meeting reconvened at 8:32 p.m.

**ADJOURNMENT**

There being no further business, the special meeting adjourned at 8:32 p.m.

The next regularly scheduled Board meeting is March 27, 2014, at 5:00 p.m. in Classroom 1.

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Mike Dugan, Treasurer

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Ellen Rehard, Recorder