



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, April 24, 2014.

Members present:

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

Also present:

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

OPENING

Call to Order

Dr. Hartsaw, Chairman, called the meeting to order at 5:02 p.m.

Mission Statement

Mr. Hite read Campbell County Memorial Hospital's Mission Statement.

Vision Statement

Dr. Hartsaw read Campbell County Memorial Hospital's Vision Statement.

Quality/Safety Brief

Dr. Hartsaw's Quality brief was a reminder to pay your hospital bills on time.

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. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd are present.



Approval of Agenda

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

Consent Agenda

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

Approval of Minutes

Minutes from the March 27, 2014 Board meeting (copy appended to minutes).

Administrative Policy Review

Two Administrative policies, Alias Status Registration and EMT (Emergency Medical Technicians) In-Hospital Skill and Procedure Authorizations (copy appended to minutes). **No motion required.**

Finance Meeting

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

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

RECOGNITION ITEMS

PRIDE Employee of the Month – March

Dr. Hartsaw, on behalf of the Board of Trustees, recognized Nicole Reimers for being selected as the May 2014 PRIDE Employee of the Month. The nomination card displaying Ms. Reimers' PRIDE (Personal Responsibility in Delivery Extra Effort) was read as follows: "She checked on a newborn who was supposed to be discharged early in am and noted she heard heart sounds on the right side and notified physician which led to immediate relief of a tension pneumothorax. Keep up the good work."

Provider of the Month

Dr. Wilkerson, on behalf of CCMH, recognized Dr. James Naramore for being selected the Provider of the Month. Recognition was read as follows: "The Provider of the Month for April is Dr. James Naramore. It is a privilege to recognize Dr. Naramore for his service to CCMH and to the citizens of Campbell County. Dr. Naramore is the most senior active medical staff member; he has been credentialed since July of 1980. With his 34 years of service as a Family Practice Physician in Campbell County, Dr. Naramore has built his practice on his basic philosophy that, "Every patient is important and deserves my best." This philosophy is evident as he has cared for patients and families for many years in his private practice at Family Health.

Dr. Naramore was drawn to practice medicine by Dr. Jerry Hannum, who recommended he consider it given his interest in biology and math. He attended the University of Utah, College of Medicine where he received Family Practice Honors and completed his residency at the University Affiliated Hospitals in Omaha. His desire to meet the needs of the entire patient, as well as families helped him select his area of specialty in Family Practice. After a short time working as a locum tenens provider in Wyoming and Nebraska, Dr. Naramore settled in Gillette.



If you were to view Dr. Naramore's CV, you would recognize quickly that he is not one to sit on the sidelines of life. Dr. Naramore and his wife of 41 years, Karen, raised their four children in Gillette, and now enjoy their expanding family of 3 grandchildren, one son-in-law, and one soon to be son-in-law. He has served on the CCMH Medical Staff in numerous roles including Chief of Staff; he is a Certified Medical Review Officer, a FAA Medical Examiner and is a Certified DOT Examiner. He is a Fellow in the American Academy of Family Physicians and has been Board Certified in Family Medicine for 34 years.

Since 1984, Dr. Naramore has been a vital member of the Razor City Toastmasters, serving in multiple leadership roles, and was named Distinguished Toastmaster. He established and sponsored the Energy Capital Toastmasters Club that meets here at CCMH as well. In Dr. Naramore's spare time, he enjoys golfing, skiing, reading, traveling abroad, and is proud to stay active in his church community, including an international mission trip where his entire family served people in need.

Thank you for all you do for CCMH and our community Dr. Naramore."

PUBLIC QUESTIONS OR COMMENTS

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

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 Limited Health Care Professional

Department of Surgery

Ashlee E. Mills-Fischer, OD

Optometry

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

Additional Privilege Requests:

Department of Medicine

Romer Mosquera, MD

Neurology

Dr. Mosquera has requested additional privileges to see patients under the age of 16, as appropriate to the level of training, as provided for in the revised Neurology Privilege Sheet.

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

Provisional Privilege Extension Requests (30 Days):

Jennifer Linden, M.D.

OB/GYN

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



RESIGNATION TO NOTE:

Shailendra Singh, MD
Effective April 1, 2014

Internal Medicine-Hospitalist

Hospital Assistance Funding Policy

Mr. Huber reported the Finance Committee reviewed the Governing Board Hospital Assistance Funding policy in February and no revisions were made. Mr. Fitzgerald explained that the policy should be reviewed annually to make sure it is up to date and reflects the desire of the Board to extend charity care to the community.

Mr. Jackson moved, seconded by Mr. Todd, to approve the Hospital Assistance Funding policy. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.

LTC CMAR Bid Approval

Dr. Hartsaw explained that the Facilities Committee viewed three presentations from bidders for the LTC CMAR process. All bidders had an opportunity to make a presentation and answer questions. Mr. Jackson stated that the Facilities Committee, as well as Administration and Ron Christensen, met with Van Ewing Construction, GH Phipps Construction and Scull Construction. After careful consideration the Facilities Committee recommends negotiations be entered into with Scull Construction for the CMAR contract for the Long Term Care Facility construction project. Mr. Dunlap expressed his disappointment that all seven Board members were not involved and present for the interviews. Mr. Dunlap continued to say that the Board as a whole said they were very interested in using local people as much as possible and that after looking through the matrix there is not one single thing for a local contractor. Mr. Dunlap also pointed out that the alternatives of piped oxygen to resident rooms, patient hoist systems for 9 rooms and a boiler and snow melt system for entry walks and patio, which will make the cost of the project even greater, should have been included in the bids. After crunching all the numbers Mr. Dunlap believes Van Ewing is the best contractor for the project. Board members discussed the bid process as well as allowing all three contractors to be given the same opportunity as Scull Construction to review and change their numbers. Trevor Larson with Van Ewing Construction stated he is not willing to go back and redo his numbers. Clint Moseley from GH Phipps Construction has a serious concern that another contractor was given the opportunity to sharpen their pencil and that GH Phipps Construction would revisit if given the opportunity. Danny Wegner from Scull Construction stated he believes CCMH needs to pick a contractor quickly because costs will go up and that Scull Construction reacted to a request when asked to redo their numbers. Mr. Fitzgerald stated that cost was not the sole deciding factor. Interviews provided the contractors the opportunity to put their best foot forward. Mr. Fitzgerald also mentioned that the process was delegated to a committee and the committee made their recommendation. Board members will have to determine if they want to change the process for the future. Mr. Sorensen explained that a new price was negotiated with Scull Construction which decreased the CMAR fee, the general conditions were negotiated down \$500,000, the contingency stayed the same and self performed work was negotiated down. Mr. Jackson stated that the unanimous recommendation from the committee was Scull Construction and the



matrix was thrown out almost immediately in the decision making. Mr. Sorensen added that they do go through the subcontractors bidders list and if they are close the local contractor is chosen.

Mr. Dunlap moved to hire Van Ewing Construction to build the long term care facility. There was no second to the motion and the motion died.

Ms. Tarver moved, seconded by Mr. Jackson, to approve the recommendation from the Facility Committee to enter negotiations with Scull Construction for the CMAR Contract for the long term care facility construction project. Dr. Hartsaw requested that roll be called for the vote. Ms. Tarver – for. Mr. Hite – for. Mr. Dugan – for. Mr. Dunlap – yeah. Mr. Jackson – aye. Mr. Todd – for. Dr. Hartsaw – for. Motion carried.

Appointment of Chief Compliance Officer

Mr. Fitzgerald recommended Mr. Dalton Huber to be appointed as the Chief Compliance Officer which historically is the Chief Financial Officer.

Ms. Dunlap moved, seconded by Mr. Todd, to approve the recommendation from the Finance Committee to appoint Dalton Huber as the Chief Compliance Officer. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.

Board Scholarship Recipients

The Scholarship Committee presented four names to the Board for approval to receive the Board of Trustee's Scholarship.

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

LTC Naming

Ms. Dane Joslyn reported that 701 votes were cast for the naming of the new long term care facility and The Legacy Living and Rehabilitation Center was the overwhelming choice.

Ms. Tarver moved, seconded by Mr. Hite, to approve The Legacy Living and Rehabilitation Center as the new long term care and rehabilitation center name. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.

COMMITTEE REPORTS

Board Committees

Quality

Mr. Hite reported the DNV report will be made by Sue Ullrich in the near future. Mr. Hite also stated that the Virginia Mason trip was very reassuring to him and that the presentations he attended have been discussed over the last one to two years in the patient quality meetings and



is what CCMH is trying to implement and move forward with in their quality and patient care.

Pioneer Manor

Ms. Tarver reported the Pioneer Manor Advisory Board met April 14. The Advisory Board plans to raise funds for the purchase of a baby grand piano which will cost approximately \$23,800. Due to Allen Todd resigning from the board, Cathrine Gallilee was elected to be the new chairperson and Deb Proctor was elected as the vice-chair. Jonni Belden will investigate the wifi connectivity to improve quality of life and care of residents and family. Mr. Tom Lubnau commented that there may be funds available in the Kate Weis Trust for the purchase of a piano.

Mental Health Advisory Board

Mr. Todd reported he met with Peter Edis and was given a tour of the Behavioral Health inpatient and outpatient areas. He also met with the remote psychiatrist and was very impressed with the process. Statistics from Behavioral Health for the month of March include:

Inpatient admissions – 22

Inpatient discharges – 20

Daily inpatient census – 4 with an average of 4.6 days

Outpatient visits: 452 visits with a psychiatric provider

318 for substance abuse

138 for mental health

KID Clinic: 157 mental health patients

20 substance abuse

26 medical

INFORMATIONAL ITEMS

Chairman's Report

Dr. Hartsaw announced there are two trustee educations, one in Casper on May 16th and one in Las Vegas on June 11th. Dr. Hartsaw encourages Board members to get that information from Ms. Rehard if they are interested in attending. Dr. Hartsaw will be gone on active duty from April 29th through May 20th. Nancy Tarver will be in charge during her absence.

Chief of Staff Report

Dr. Wilkerson reported the Virginia Mason trip was very interesting and she has incorporated some of those techniques into her practice and has received positive feedback from her patients. The Pain Team continues to work on the roll out of the pain initiative. Wyoming Workers Compensation is sending letters to individuals letting them know that they will not pay for medications that are more than 120mg equivalence of morphine for more than three months. Emergency room physicians may see more of these patients when they are being taken off of those medications unless they choose to pay for them out of pocket. Dr. Hartsaw sent an email to Dr. Wilkerson from the Wall Street Journal that shows how many Medicare dollars physicians were paid out in 2012. All physicians were listed in the state and the nation. Dr. Wilkerson stated April 23rd was Administrative Professionals day and thanked all unit secretaries and administrative secretaries for their help and support. She especially thanked Deb Wade,



Medical Staff coordinator, for all she does.

CEO Report

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

Events in April

- April 2 - DNV Survey celebration for employees.
- April 2 – Physician and Provider Recognition Dinner.
- April 3 – Welcome reception for Dawn Fiedler, APRN, for residents and families.
- April 3-4 – Book Fair in the cafeteria. Proceeds fund volunteer scholarships.
- April 8 – Volunteer Recognition Dinner, Senior Center.
- April 11 – Annual Doo Wop Dinner, A Tribute to the Beatles, sponsored by the Campbell County Healthcare Foundation, this event funds healthcare scholarships.
- April 14 – Visiting restrictions lifted for Maternal Child Unit.
- April 22 – Senior Blood Draw at the Senior Center.
- April 25 – Senior Health Fair at the Senior Center from 9 am – 2 pm. Guest speaker; Tanya Allee, RD, CCMH Wellness, “Healthy Eating on a Fixed Income”.
- April 29 – Governor’s Luncheon at CAM-PLEX, 11:30 am, sponsored by the Chamber of Commerce.

Upcoming events in May

- May 6 – CCSD Scholarship night, 6 pm. Several CCMH scholarships are presented. .
- May 8 – Ask Andy, 2 pm in the 5th floor classrooms.
- May 9 – LDI (Leadership Development Institute) for managers, HSEC, 8 am – 3 pm.
- May 13 – National Hospital Week employee breakfast, 8-9:30 am, cafeteria.
- May 14 – “Nurses Leading the Way” 5K run/walk at the Fishing Lake, 5:45 pm. \$15pp.
- May 15 – National Nursing Home Week cookout for employees and residents, 11:30 am.
- May 16 – National Hospital Week employee indoor cookout, 11:30 am – 1:30 pm, cafeteria.
- May 17 – 2nd Annual Caring for the Caregiver conference, HSED, 9 am – 2 pm, includes lunch. Call ext. 7000 to register.
- May 21 – Community Health Education Luncheon, CCPL, featuring Ian Swift, MD, Love the Skin You’re In. \$10 pp. Call ext. 1581 to register.
- May 29 – Blood Drive, 10 am – 4 pm, 5th floor classrooms, call ext. 1581 for an appointment.

Other information

- The community perception survey was completed in February. Results have been compiled and will be shared at the May 22 Board meeting. The results are being used to develop a marketing plan as well as strategic marketing principles and guidelines for FY 15.
- The Employee Opinion Survey results will be presented to the Board at the May meeting.

Physician Recruitment

- Emergency Medicine
 - Site visit for candidate from MN 6/20-6/28, will cover shifts in the ED.



- Family Medicine
 - Site visit for 2013 FM grad 2/28.
 - Physician is exploring options in starting a solo practice and hospital employment.
- Orthopedics
 - Extended offer of employment to Chief Navy Spine surgeon available 6/2015.
 - Gillette remains in the top three places interviewed for physician and family.
- Pediatrics – School Based Program
 - Site visit 4/26 – 4/28 for Pediatric Nurse Practitioner.

Financial Report

Mr. Huber, Chief Financial Officer, reported the following:

- CCMH average daily census was 29 in March, versus a budget of 32.
- Pioneer Manor average daily census was 9 under budget. This was an increase from 108 last month to 111.
- Outpatient visits were 388 or 1.8% under budget.
- Clinic visits were 9.7% more than the prior year and 4.6% below budget.
- Net revenues were \$2,105,000 under budget. Gross revenue was unfavorable by \$1,861k with inpatient revenues \$834k under budget while outpatient revenues were \$1,028k under budget.
- The March operating loss was \$2,083k vs. a budgeted loss of \$439k.
- Net loss was \$700k in March vs. a budgeted gain of \$973k.
- Cash decreased by \$1,745k in March. Cash disbursements included \$1,128k for the Cath Lab project. Days cash on hand decreased 4 days to 287 in March.

Quality

Ms. Ullrich gave a presentation on the CCMH DNV Survey. Three surveyors were onsite for 3 days. The report has been received and an action plan submitted within the required 10 days. All nonconformities from last year were cleared and there were no Nonconformity 1 findings. The surveyors were very positive about CCMH and commented that the lab has set a new benchmark for being the cleanest, most well organized lab they have seen. Other positive comments were that nursing care plans are well done and used consistently by staff not just a paper process, CCMH has a good credentialing process, and they would not hesitate to be cared for at CCMH.

They found eight NC-2s, or minor nonconformities which are:

- ISO: Control of documents
 - Control of forms to include revision and approval, external documents.
- History and physical
 - Documentation of update at time of admission.
- Immediate post-op report
 - Assure all elements are addressed.
- Control of Medications



- Securing during transport
- Utilization review
 - To include tracking and reporting of medical necessity of professional services.
- Life Safety
 - Includes 8 findings related to fire safety such as penetrations, door closures, sprinkler heads, fire damper testing.
- Physical Environment: Safety
 - 2 findings: thermometers in nutrition refrigerators and temperature of blanket warmers.
- Medical Equipment Management
 - Ensuring appropriate BioMed checks before use of equipment.

A plan to address the findings has been submitted.

Patient Services Report

Ms. Deb Tonn reported they are in the final stages for finding a replacement for the Surgical Services director and have been very pleased with the candidates. State surveyors were at the Cath Lab on April 22. There were a couple of issues found that will delay the opening of the lab, the fire suppression system and waste anesthetic gases disposal. A plan has been submitted and everything should be completed in three weeks. The Cath Lab is slated to open on June 23.

Human Resources

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

- Results from the Employee Satisfaction survey should be received tomorrow. There was 87% participation. Departments with 100% participation will be given a pizza luncheon. The main goal was to reach the Healthcare Employee Engagement norm which is a national average of 30%.
- The tax deferred annuity plan 403 (b) has 1085 participants.
 - Old Plan – 5% contribution of earnings to 403(b) plan once per year.
 - New Plan – Matching on a pay period basis.
 - CCMH match after 1 year of service & match employee contributions up to 3%, 6%, 7% or 8%.
- The tax deferred annuity 457 (b) plan has 30 participants.
 - Employee contributions to account only.
 - Fund has approximately \$2,000,000.
- The tax deferred annuity retirement oversight committee
 - Committee
 - CFO
 - VP HR
 - HR Benefits Administrator
 - Controller
 - Three employees
 - Gallagher Retirement Services (TPA)



- Review fund performance and make recommendations to replace funds that are not performing to expectations
 - On watch list for more than 4 consecutive quarters.

Facility and Plant Operations

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

- The Facility Committee conducted interviews for the new LTC CMAR.
- The Radiology project is going well with an expected completion date of November 2014.
- Framing is going up for the new clinic.
- The Radiology and Clinic projects are under budget by \$784,000.
- Two meetings were conducted by Hammes Company with another scheduled in May.
- Plans for the WORL remodel have been submitted to the state for approval.
- Plans for the BHS expansion have been submitted to the state for approval.
- The Pharmacy remodeling project is underway.
- A new roof will be installed in Dialysis possibly in June.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:24 p.m.

The regular meeting reconvened at 9:29 p.m.

ACTION ITEMS

General Surgery Trauma Contract

Mr. Dunlap moved to accept the increase in reimbursement to General Surgeons for call coverage as presented. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap, Mr. Jackson and Mr. Todd voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:30 p.m.

The next regularly scheduled Board meeting is May 22, 2014, at 5:00 p.m. in Classroom 1.

Randy Hite, Secretary

Ellen Rehard, Recorder