



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, May 28, 2015.

Members present:

Mr. Mike Dugan
Mr. Allen Todd
Dr. Alan Mitchell
Mr. George Dunlap
Mr. Harvey Jackson

Members absent:

Mr. Randy Hite
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
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Dugan, Vice Chairman, called the meeting to order at 5:00 p.m.

Presentation of Colors

The Gillette American Legion led the meeting in the Pledge of Allegiance. Mr. Dugan read the following statement from the certificate which accompanied the flag sent by Dr. Hartsaw:

"This is to certify that on the first day of the Taliban's spring fighting season, April 24th, 2015, the accompanying flag was flown in the face of the enemy at the site of the Taliban's Last Stand. The flag, flown by me, sits atop a flag pole that extends out from the impact crater formed by a 500 lb. bomb dropped by the United States Military. This was the last defensive position the Taliban held in Kandahar, Afghanistan. This flag bears witness to the strength of the Coalition Forces and Afghan people in rebuilding Afghanistan and denying a safe haven for terrorists. It further serves as remembrance for those that have given their lives, and those who remain embroiled in the valorous and enduring fight for freedom."

The American Legion honor guard continued with the flag-folding ceremony and presented the flag to Mr. Dugan.

Mission Statement

Dr. Jackson read Campbell County Health's Mission Statement.



Vision Statement

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

Quality/Safety Brief

Mr. Dugan stated that Campbell County Health routinely drills in order to be prepared for disasters such as tornados and fires. Being prepared is always a good idea. Your family should know a safe place to go in the event of a tornado and you should have emergency supplies such as a battery powered radio and first aid supplies. If you are at CCH during a disaster a staff member will provide directions to keep you safe. The website www.ready.gov/natural-disasters has helpful information for many kinds of disasters.

Roll Call

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

Approval of Agenda

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

Consent Agenda

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

Approval of Minutes

Minutes from the April 23, 2015 Board Regular meeting (copy appended to minutes).

Administrative Policy Review

Four Administrative policies, Business Plan for Expansion of Services or Programs, Foliage Placement and Management, Petty Cash Fund and Safe Haven Provider (copy appended to minutes). **No motion required.**

Administrative Policy Approval

Two Administrative policies, Bidding and Expenditure Control (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the May 26, 2015 Finance Committee Meeting (copy appended to minutes).

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



RECOGNITION ITEMS

Provider of Month

Dr. Amiotte, on behalf of CCH, recognized Dr. James LaManna, for being selected the May Provider of the Month. Dr. LaManna is Board Certified in Radiology, joined the medical staff in 1981, attended medical school at the University of Louisville, interned in Milwaukee, and trained in Diagnostic Radiology at the University of Colorado in Denver. "My wife Carole and I came to Gillette in 1981 to work for a couple years and make some money. But Gillette kept getting better each year with a quantum leap with construction of the Heritage Center for performing arts at the Camplex. Carole is a native New Yorker and we go back to NYC every few years to see shows. Heritage Center is as good as any performance hall in NYC and attracts great talent as a result. My three kids were all born at CCH and Carole's mother passed away at Close to Home.

One of his role models was his father, a family practitioner in Ohio who steered him into Radiology as he had been the base "radiologist" in Seattle during WWII. "We would always go to x-ray when I made rounds with him on weekends to see the films for himself. He was at the office or on house calls most of the time. Patients came up to me at his funeral that he had taken care of for 50+ years."

Dr. LaManna's other role model is his son, Jed, who works part-time at CCH in Material Management. "I am very proud of him and amazed by his daily effort, giving all he has to the task at hand, exceeding expectations given us early on when diagnosed with autism. His job at CCH gives him a needed sense of self-worth and the social interaction is invaluable. He is a nice guy to be around."

Professional accomplishments include voluntary recertification in Radiology, taking oral boards first in 1981 then again in 2001 after 20 years in practice. "I felt old professionally and wanted a boost only to discover later that I was just the 3rd radiologist to voluntarily recertify of over 35,000 practicing." Board Certification in Radiology was lifetime until a written recertification exam every 10 years became a requirement for all certified after 2002.

Personal accomplishments include completing 10 marathons. "My first was at age 51 in NYC, twice in Boston, and my last in NYC at age 57. My PR of 3:48 was in Chicago. The Casper marathon was the most difficult." Dr. LaManna plans to retire from active practice at the end of June, still filling in as needed. "We are fortunate to have Paul Rigsby, a Gillette native and former state cross-country champion, joining the group in July. He is completing a fellowship in MRI in Michigan. His wife, an anesthesiologist, will work part-time for Northern Plains Anesthesia and get to spend time raising their children."

As for post-retirement, travel to visit new places and old friends is planned. "We are pretty much dug-in here in Gillette. I do not golf, fish, or hunt. Several put-off projects are waiting to be completed. I may be seen from time to time walking around the golf course with Carole or riding my KLR650.

Medical Staff Recognition

Mr. Fitzgerald introduced Chet Rall, new nurse practitioner at the Walk-In Clinic. Mr. Rall trained at Jewish Hospital College, at Washington University in St. Louis, MO. He just celebrated 25 years of marriage on Tuesday, May 26th. Mr. Rall's hobbies are playing and writing music with his wife, Susan (they were professional musicians in their life before healthcare), fly fishing and smoking foods.



Employee Recognition

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

Angie Murphy, Pharmacy

Suzanne Struebing, Nutrition

Nicole Rozier, Radiology

Robin Yeradi, Wright Walk in Clinic

Junior Moore, Plant Ops

Department recognized through *Department Discoveries*:
Emergency Care Department

Administrative Recognition

Ms. Tonn announced that EMS has achieved the 2015 Mission: Lifeline EMS Bronze Level Recognition Award for their participation in the Mission: Lifeline program.

PUBLIC QUESTIONS OR COMMENTS

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

EDUCATIONAL SESSION

Laboratory Services

Ms. Lynn Todd gave a presentation on CCH Laboratory Services. 75% of all diagnoses are made using lab studies. Two hematology analyzers performed 35,513 complete blood counts in 2014. The addition of new equipment has enabled the Lab to increase the number of tests from 509,373 in 2008 to 1,002,668 in 2014. The CCH blood bank transfused 1362 units of blood and blood products in calendar 2014. CCH's lab was the first lab to use black light rooms. These rooms help to transform patient's fear and anxiety and patients leave with a positive last image. DNV surveyors from the last two surveys say what we started here in Gillette should be a best practice. Ms. Todd was invited to speak at the Mayo Clinic in September 2014 and the Clinical Laboratory Manager's Association in March 2014 about the rooms.

CCH Inspiration Video

Mr. Fitzgerald showed a new video featuring CCH staff and physicians talking about their experiences as a patient or a family member as a patient. The video will be shown at new employee orientation and will soon be available to view on Staffnet.

Community Perception Survey

Ms. Karen Clarke, Director of Community Relations, and Jackie O'Hara from Jet Marketing, gave a presentation on the results of the 2015 Community Perception Survey. The 2015 survey showed a substantial shift in public perception, an increase in satisfaction and fewer people leaving town for treatment. The survey also helped to provide feedback on how the public would like healthcare services information communicated to them. The Community Relations department has been using more social media and internet and will also be moving towards



more direct mail marketing.

ACTION ITEMS

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:

Courtesy – Telemedicine

Department of Surgery

Thomas M. Stoehr, MD

Radiology

Limited Health Care Practitioner

Department of Maternal/Child Health

Mindy D. Gilbert, PA-C

Pediatrics / Ambulatory

Rachel A. Helms, APRN

Pediatrics / Ambulatory

Reappointments:

Courtesy – Telemedicine

Department of Surgery

Dariusz P. Bulczak, MD

Radiology

Jeffrey G. Zorn, MD

Radiology

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

RESIGNATIONS TO NOTE:

Dr. Sean Kalagher V-Rad

Dr. Margaret Kang V-Rad

CCH 2015 Demand Tool

Mr. Fitzgerald presented the CCH 2015 through 2020 physician recruitment demand tool. The Physician Recruitment committee has reviewed the document and recommends the adoption of the demand tool. Fourteen of the 31 physicians recommended are in primary care; 3 Family Practice, 7 Internal Medicine and 4 Pediatric. Mr. Fitzgerald explained that the demand tool is a working document, subject to changes caused by future demographic changes, resignations or retirements and can be revisited as needed.

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the CCH 2015 through 2020 Physician Recruitment recommendations as provided. Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.



COMMITTEE REPORTS

Board Committees

Miners Board

Tanya Allee reported she attended the Miners Board meeting in January and May. Many mines have begun offering Health Savings Accounts (HSAs) to their employees for insurance coverage. The IRS will not allow the Miners Board to provide funds to individuals with HSAs so the Board is looking for ways to allow miners to continue to utilize their funding. The Miners Board focus is to provide funding to miners upon retirement.

Powder River Surgery Center

Mr. Dugan reported the Powder River Surgery Center Board of Managers met on May 20, 2015. First quarter financials were reviewed. Overall case load was 9% higher than budgeted and operating expenses were 17% less than budgeted.

Pioneer Manor

Mr. Allen Todd attended the Pioneer Manor Advisory Board meeting on May 11th. The budget for 2015/2016 was approved. On June 10th the Board will tour The Legacy.

Facilities Planning

Mr. Jackson reported on the following:

- Legacy Living project is going well.
- Radiology is waiting on final approval from the state.
- Work is continuing on the WOR1 and BHS remodel.
- Plans have been resent to the state for the smoke evacuation project.
- Cardiac Rehab and Laundry remodel planning meetings have been held.
- Meetings have been held with HGA and stakeholders on the design of the new patient care units and multiple parking solutions.
- Design work is continuing on the new Walk-in Clinic south. Plans will be presented to the Board in a couple of months.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Dugan read from the May 2015 issue of Trustee magazine article "How to Achieve Your Mission: Sustainable success demands clarity of purpose and a fully engaged workforce. When leaders create a culture that unleashes the potential of highly talented staff for the benefit of the individual and the mission, the organization achieves high performance." Mr. Dugan commented that he has seen positive improvements and a cultural shift over the past two and a half years.

Chief of Staff Report

Dr. Amiotte reported that the medical staff is hosting its first mixer on June 9th. A peer to peer support group for medical staff is being formed. Physicians may volunteer to provide sports physicals beginning June 9th.



CEO Report

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

Events in May

- May 6-12 – National Nurses Week with events to honor nurses
- May 10-16 – National Hospital and Long Term Care Week with events to honor CCH employees
- May 12 – Employee Appreciation breakfast at the hospital from 6:30 – 9:30 a.m.
- May 14 – Employee and Resident cookout at Pioneer Manor from 11 am – 12:30 pm
- May 15 – Employee Appreciation cookout at the hospital from 11:30 am – 1:30 pm
- May 16 – The Kid Clinic is a sponsor of the John Paul II Catholic Church 5K Color Run
- May 21 – Nurses Leading the Way 5K Walk/Run at the Fishing Lake
- May 22 – United Blood Services blood drive, 8 am – 2:45 pm in the 5th floor classrooms

Upcoming Events in June

- June 4 – Summer session of EXCEL athletic performance program begins for ages 10 and up. Call ext. 8000 for information.
- June 9 & 25 – Sports Screenings held at the WOR1 building. Call 688-1539 after June 1 to make an appointment.
- June 15 – The Junior Volunteer program begins for the summer. 38 junior volunteers will be working at the hospital, Pioneer Manor and Childcare learning what goes on in a healthcare system.
- June 15 – Ask Andy on the Air is posted on Staffnet for employees to view.
- June 16 & 30 – Successful Sitters babysitting class at the ES Base. Call ext. 6006 to register.
- June 23 – Hospice picnic and Hospitality House 5th anniversary, 5:30 pm at the Fishing Lake, Edwards shelter.

Other information

- Beginning June 1, basic screening lab tests will only be available at CCH Wellness Services, located at 1901 Energy Ct., Suite 115. Screenings are available Monday – Friday from 6-11 am, by appointment or walk-in. Schedule at 688-8051 or www.cchwy.org/healthcheckplus. Healthcheck screenings will no longer be performed at the hospital Lab or Walk-in Clinic.
- AHA Seminar in Washington. Big issue: King vs. Burwell.
- VP Plant interviews. Three very qualified candidates. Selection expected by third week of June.

Physician Recruitment

- Anesthesia
 - Candidate working shifts/interview 5/11-5/14
- Emergency Medicine
 - Candidate from MI scheduled to commence practice July 15, 2015 pending credentials
 - Contract to be offered
 - MS candidate interviewed by 3/26 – 3/31
 - Dr. Lawson is following up with candidate on opportunity



- Family Medicine
 - FM Resident inquiring on opportunity completes residency summer 2015, spouse is a GS and also inquiring
 - Dates scheduled for 5/29 – 6/2
- General Surgery
 - Resident inquiring on opportunity completes residency summer 2016, spouse is in FM and also inquiring
 - Dates scheduled for 5/29 – 6/2
- Hospital Medicine
 - 2016 Resident inquiring on opportunity
 - Dr. Neuwirth spoke to candidate, recommends bring candidate out for an onsite interview this fall
 - Site visit scheduled for the week of 6/23 – 6/25
- Internal Medicine
 - Have contracted with Pacific Companies, Weatherby, AllStar Recruiting, Comphealth and Merrit Hawkins for assistance
- Physician Extenders
 - Cardio – NP/PA – Presented VA candidate
 - Pulm
 - FNP candidate from VA site visit scheduled here 5/10 – 5/12
 - Dr. Fort met with candidate from CA, working to schedule site visit
 - Site visit scheduled for candidate from AZ
- WIC
 - South Dakota candidate originally interested locums, would consider perm if opportunity is right.
 - Candidate here for an onsite interview 5/20

2015 Employee Engagement Survey Results

- Participation Rate
 - 2013 – 79%
 - 2014 – 87%
 - 2015 – 81.4%
- Departments with 100% participation – 13
- Actively Engaged – A group of employees willing to go above and beyond their normal job duties. These employees comprise the group identified in the survey as “Strongly Agree” to questions asked on the survey.
- Percent Favorable – The percent of favorable responses, calculated as the combined number of “Agree” and “Strongly Agree” responses for an item divided by the total number of responses for a particular question.
- Actively Engaged verses Percent Favorable

Actively Engaged – “Strongly Agree”

<u>CCH</u>	<u>Avatar Healthcare Norm</u>
2013 – 26.4%	2013 – 30%
2014 – 31.5%	2014 – 30.1%
2015 – 33.6%	2015 – 30.1%



Percent Favorable (Average of 5 Dimensions) – “Strongly Agree” + “Agree”	
<u>CCH</u>	<u>Avatar Healthcare Norm</u>
2013 – 69.6%	2013 – 74%
2014 – 73.6%	2014 – 74.4%
2015 – 76.6%	2015 – 75%

- Next Steps
 - Departmental results to be distributed
 - Department Directors/Managers identify areas for improvements
 - Create action plans to address areas for improvement
 - Implement of appropriate strategies
 - Next Employee Engagement Survey will be in March 2017

Financial Report

Mr. Dalton Huber reported the following:

- Inpatient admits were 21 (8.0%) under budget and increased 34 (16.5%) compared to the previous year.
- Pioneer Manor’s admits were 5 above budget for April.
- CCMH’s average daily census was 26 versus a budget of 28.
- Pioneer Manor’s average daily census (109) was 9 below budget (118) in April.
- ER visits were 3.1% over budget and 4.7% below the level of a year ago.
- Walk-In Clinic visits were 5.8% under budget and 8.6% below the level of a year ago.
- Total surgeries were 64 over budget in April and increased by 74 compared to April 2014.
- Net patient revenue was \$760k (6.2%) over budget. Gross revenue was favorable by \$2,750k (12.8%) with inpatient revenues \$560k (9.3%) over budget and outpatient revenues were \$2,189k (14.1%) over budget.
- Operating expenses were over budget \$766k (5.6%) in April.
- EBIDA was under budget \$14k in April. EBIDA decreased \$156k compared to a year ago. YTD EBIDA is \$20,487 which has increased \$7,060 compared to prior year.
- April’s operating loss was \$678k vs. a budgeted loss of \$748k. YTD the operating loss is \$5,441k vs. a budget of \$7,721k. The operating loss has decreased \$6,765k compared to prior year. The operating margin year-to-date is -4.21; this has improved from prior year at -10.95.
- Net gain was \$751k (5.0% margin) in April vs. a budgeted gain of \$644k (4.5% margin). YTD the net gain was \$8,608k (6.0% margin) vs. a budget of \$6,200; this has also improved compared to prior year’s net gain of \$1,550k (1.2% margin).
- Days cash on hand increased 1 day to 239 in April. Cash increased by \$1,144k.

Quality /Patient Safety

Ms. Sue Ullrich gave a presentation on the newly implemented Daily Safety Huddle. The goal of the huddle is for CCH to become a highly reliable learning organization by improving patient safety by increased situational awareness of issues that that may impact patient safety and increasing organizational learning from errors. A three-point agenda is used by looking back at



significant safety or quality issues from the last 24 hours; by looking ahead at anticipated safety or quality issues in the next 24 hours; and follow-up of status reports on issues identified today or days before. Daily communication is important since the majority of adverse patient events involve communication failure.

Communication problems fall into 4 categories:

1. Communications that were too late to be effective.
2. Failure to communicate to all the relevant individuals on the team.
3. Content that was not consistently complete and accurate.
4. Issues left unresolved until the point of urgency.

Patient Services

Ms. Deb Tonn reported the following:

- CCH has hired 16 nurses in the last month, 11 new grads and 5 with experience.
- The new Radiology area is waiting anxiously for state approval.
- BHS is waiting for approval from the state as well.
- Nursing has been practicing bedside reporting for the last six months. The nurse from the previous shift reports to the oncoming nurse at the bedside involving the patient and family in the plan of care for the day. Feedback from families and patients has been great.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:03 p.m.

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

ACTION ITEMS

Subrogation Claims

Mr. Todd moved, seconded by Dr. Mitchell, to grant the Chief Executive Officer authority to agree to reduction in subrogation claims of injured employees not to exceed one-third of the proposed subrogation amounts. Mr. Dugan, Mr. Todd and Dr. Mitchell voted aye. Mr. Dunlap abstained. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:33 p.m.

The next regularly scheduled Board meeting is June 25, 2015, at 5:00 p.m. in Classroom 1.

Allen Todd, Secretary

Ellen Rehard, Recorder