



GOVERNING BOARD REGULAR MEETING

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, August 27, 2015.

Members present:

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

Members absent:

Dr. Sara Hartsaw

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Lowell Amiotte, Chief of Staff
Mr. Dalton Huber, Chief Financial Officer
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 5:03 p.m.

Mission Statement

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

Vision Statement

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

Quality/Safety Brief

Mr. Hite provided the following Back to School brief:

- **Slow down!** Drivers please be aware that children are walking, biking, skateboarding to school, so please slowdown in residential areas and school zones, which are 20 mph.
- **Keep your head up, and your phone down.** When driving, please put cell phones and other distractions out of sight until you've reached your destination.
- **Always stop when buses are loading and unloading.** Children often are unpredictable, and they may dart out into the road without looking first. If you're driving behind a bus, allow a greater following distance than if you were driving behind a car.

For more tips, check out this blog by the National Safety Council, <http://bit.ly/1NFpj3Z>.



Remember to exercise caution to keep our kids safe this school year.

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

Approval of Agenda

Mr. Dugan moved, seconded by Mr. Dunlap, to approve the agenda as presented. Mr. Hite, 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 July 16, 2015 Board Regular meeting and the August 5, 2015 Board Special meeting (copy appended to minutes).

Administrative Policy Review

Three Administrative policies, Adoption and Surrogate Birth, Communication with Health Officials/Health Care Providers and Risk Management Write-Off/Adjustments (copy appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the August 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. 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. Laura Anders, for being selected the August provider of the month. Dr. Anders attended medical school at Creighton University in Omaha, NE. She joined the Air Force while in residency training at Creighton and was stationed in Florida before coming to Gillette in 1997. Dr. Anders is Board Certified in Family Medicine and practices at Frontier Family Medicine.

Her grandparents' death when Dr. Anders was about 16 had a big impact on her decision to become a doctor. "I decided I wanted to do something that would make a difference," said Dr. Anders. She chose family medicine because she could care for patients on a more personal level, getting to know whole families and how those family dynamics can affect a patient's health and mental state. She believes in spending time with her patients and helping them understand their disease process. "It helps them feel more comfortable and make good, informed decisions about their treatment", she said.

The biggest change Dr. Anders has seen in healthcare since she began her practice is the use of the electronic medical record (EMR). It can be cumbersome and generally takes more time, but it also puts more information, especially historical patient data, at the doctor's fingertips.



When she isn't caring for patients, Dr. Anders enjoys reading, playing cards and spending time with her three grandchildren, who live in Sheridan. Her parents still live in Torrington, and she has siblings in Wyoming as well. "It's neat to watch my grandchildren grow," said Dr. Anders. "It seems like they grow faster than my own kids did."

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

Medical Staff Recognition

Dr. Robert Grunfeld

Mr. Fitzgerald introduced Dr. Robert Grunfeld. Dr. Grunfeld attended medical school at Penn State College of Medicine and completed a fellowship at the University of Rochester. Dr. Grunfeld moved to Gillette with his wife, Beth, and their greyhound. In his spare time Dr. Grunfeld enjoys kayaking, canyoneering and hiking. Dr. Grunfeld is seeing patients at Powder River Orthopedics and Spine.

Dr. Paul and Lora Rigsby

Mr. Fitzgerald introduced Drs. Paul and Lora Rigsby. Both Dr. Paul and Lora Rigsby attended medical school at Midwestern University in Glendale, AZ. They both also completed their residencies at McLaren Oakland Hospital through Michigan State University. Paul completed an MRI fellowship at Michigan State University and Lora worked at McLaren Flint for two years while Paul finished his training. They have a 6 year-old daughter, 3 year-old son and a 3 month old daughter. Their main hobby and interest is getting the chance to spend more time with the children since they rarely saw them during residency and training. They love to watch movies, travel, go to the mountains, snowboard, ride four-wheelers and snowmobiles, go running, play volleyball and Lora loves to bake. Dr. Paul Rigsby is practicing with Gillette Medical Imaging. Dr. Lora Rigsby is practicing with Northern Plains Anesthesia Associates.

Retirement Recognition

Mr. Fitzgerald recognized Kayla Huravitch for 32 years of service. Kayla began work at CCMH in 1983 in the Medical Records department as a transcriptionist. She served in that capacity until she took on a new challenge last year as a Pathology technician. Kayla has beautiful calligraphy style handwriting, is a fabulous cook, loves to do crafts and enjoys gardening. She even grows her own peanuts! Thank you Kayla for the many years you served our patients, our staff and our community. We will miss you and we wish you the best of luck in the future.

Employee Recognition

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

Cindy Rasnic	Pioneer Manor Social Services
Ellen Rehard	Administration
Marcy Otto	Pioneer Manor
Jaimie Crosier	Emergency Department
Elise Necklason	Quality
Sondra Dabney	Pioneer Manor
Wendy Kaufman	Cardiac Rehab
Jeanette Tollefsrud	Materials Management

Department recognized through *Department Discoveries*:
ICU



Legends

Mr. Hite recognized Rose Rennell, Employee Health Nurse, as a new CCH Legend. CCH defines a Legend as, “those people who have left an indelible impression on our minds because of their deeds and actions. Ongoing demonstration of hard work, compassion, and a reputation for greatness make someone a legend. “Tonight’s Legend Award is presented to Rose Rennell, Employee Health Nurse.

Anyone who knows Rose knows that she has a passion for providing quality patient care to the CCH staff. As an Employee Health Nurse, Rose spends hours of her time making sure CCH staff, volunteers and providers are all immunized and healthy for their jobs and their lives outside of CCH.

In September, Rose will have been with CCH for 35 years. She’s seen a lot of changes with this organization, and has been a part of many of changes that have made CCH a safer and better place to work.

- Rose implemented the Safe Handling program by encouraging the application of portable lifts and ceiling lifts for moving patients and residents.
- She is a strong advocate of the needleless system and strives to help staff prevent blood borne pathogen exposures daily.
- And, she implemented the return to work light duty programs to help employees return to work safely after work-related or non-work related injuries.

Rose is also involved in the safety coach program, the smoking cessation program, and the respiratory protection program.

As you can tell, Rose is very active at CCH; however, she’s also very committed to her community. Rose is a member and past president of the Wyoming Independent Living and Resources program, and was very involved with the Unable to Self-Evacuate disaster preparedness group for people with disabilities in Campbell County.

Rose, you are a role model to all at CCH and an excellent example of what we consider a LEGEND at CCH. Thank you for your service and for your commitment to Excellence Every Day. You have left a permanent impression here. Thank you Rose for your service and for your commitment to Excellence Every Day.

PUBLIC QUESTIONS OR COMMENTS

Mr. Hite asked if there were any comments or questions from the public at this time. Mr. Dave Allison addressed the Board regarding an editorial written in the Gillette News Record by Bob Ernst. Veterans would like to see a new plaque updated to include the most recent conflicts to be placed in the main lobby. Mr. Allison suggested that a sign with Campbell County Memorial Hospital be placed in the main entrance. Mr. Fitzgerald reiterated that the name of the hospital has not changed. Campbell County Health was added as an umbrella name to better describe who we are as an organization.

Mr. Duffy Jenniges also addressed the Board of Trustees and stated that Memorial was put in the hospital name in 1978. He asked that the proper Memorial name be placed on the front of the building and asked the Board to consider putting up a memorial plaque to recognize the military for the sacrifices they made.

Dr. Shelly Shepard addressed the Board regarding a letter she sent concerning the physician recruitment policy, specifically has the hospital’s policy of not hiring to compete against the private physicians changed? If it has changed, would you please let us know and if it hasn’t



changed, please address why you would hire someone who will directly compete with the private providers. Mr. Jackson advised that the policy has not changed. Mr. Fitzgerald added that physician recruitment seeks to meet the needs of the community by recruiting providers based on the Demand Tool.

Mr. Allison extended an invitation for the tribute to WWII Veterans which will be held at the CamPlex on Saturday.

EDUCATIONAL SESSION

Kid Clinic

Kip Farnum and Jeff Rice gave a presentation on the Kid Clinic's performance to date. The Kid Clinic is the school based health care center representing a shared commitment between Campbell County Health and Campbell County School District. Kid Clinic provides primary medical care and counseling services to children in Campbell County School District and their siblings. The Kid Clinic served 116 medical and 238 behavioral health clients from September 2013 to June 2014; and 1804 medical and 411 behavioral health clients from September 2014 to present. CCH and CCSD plan to continue increasing services provided to the children in the community.

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

John Alexander, MD

Radiology

Limited Health Care Practitioner

Department of Medicine

Helen C. Tedesco, F-NP

Pulmonary Medicine – Ambulatory

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the recommendation from Medical Executive for medical staff appointments as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Reappointments:

Active:

Department of Medicine / Pediatrics

Judith Boyle, MD

Internal Medicine / Pediatrics

Courtesy - Telemedicine:

Department of Medicine

Emily Hurst, DO

Internal Medicine / Critical Care

Zulfiqar Mohammad, MD

Internal Medicine / Critical Care



Department of Surgery

Larry Kessler, MD**Albert Klekers, MD****Thomas Vreeland, MD**

Radiology

Radiology

Radiology

Limited Health Care Practitioner:

Department of Surgery:

Patrick Love, DDS**John Naugle, DDS**

Dentistry

Dentistry

Department of Medicine

Douglas Tew, PA-C

Family Medicine

30-Day Extensions Requested – Applications Not Complete**Stephen Khachikian, MD****Anthony Hericks, DO****Michael Johnson, CRNA**

Mr. Dunlap moved, seconded by Mr. Todd, to approve the recommendation from Medical Executive for medical staff appointments as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

WITHDRAWAL OF PRIVILEGE/PROCEDURE**Robert Grunfeld, MD**

Administration of Sedation and Analgesia

NAME CHANGE to Note:**Dr. Celine Buckley** (Vrad) has legally changed her name to **Celine Melitz**.**RESIGNATIONS TO NOTE:**

Edward Zawada, Jr. MD (e-ICU)

Effective August 12, 2015

Laura Hotchkiss, MD (VRad)

Effective June 29, 2015

Part time Women's Health Services recruitment

Mr. Fitzgerald stated that a physician has requested to come to Gillette part-time to provide outpatient only primary care services to women. She is OB/GYN board certified. There is a need for one FTE primary care Family Practice physician on next year's demand tool. CCH has been in contact with another Family Practice physician that has expressed an interest in a part time position as well. Those 2 providers would fulfill the 1.0 FTE need on the demand tool. The candidate can be given the opportunity for a private practice, to join an existing practice or to join CCH. Mr. Fitzgerald also noted that Mr. Lubnau is working on the Physician Recruitment policy to include a part-time benefits package. Mr. Jackson recommended that the recruitment process be followed to bring this physician in to be interviewed and meet with other physicians.

Mr. Jackson moved, seconded by Mr. Dugan, to approve the recruitment of a physician to provide outpatient primary care women's health services in a part-time capacity as recommended by Physician Recruitment and Retention committee. Mr. Hite, Mr. Dugan, Mr. Todd, Mr. Dunlap and Mr. Jackson voted aye. Dr. Mitchell abstained. Motion carried.



Part time ENT recruitment

Mr. Fitzgerald reported that there was a request by Dr. Swift and Dr. Davis at the July Physician Recruitment and Retention committee meeting to recruit a part-time ENT provider to provide outpatient clinic services and surgery as well as call coverage. Currently the 2 providers each take call 10 days per month leaving the community without coverage on those days remaining. Dr. Davis stated that call coverage 365 days of the year would be great for the community. Mr. Jackson pointed out that ENT recruitment is not on the Needs Analysis and that is the reason ENT recruitment has come before the Board.

Mr. Dugan moved, seconded by Dr. Mitchell, to approve the recruitment of a part time ENT physician as recommended by Physician Recruitment and Retention Committee. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Demand Tool revision

Mr. Fitzgerald explained that Gerontology is on the recruitment plan demand tool. CCH has successfully recruited a nurse practitioner to work with Dr. Meade. Because of that CCH would like to delay the recruitment of a Gerontologist at least until 2017.

Mr. Dugan moved, seconded by Mr. Todd, to approve the recommendation from Physician Recruitment Committee to revise the Demand Tool to postpone the recruitment of a Gerontologist until 2017. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

CMO Position

Dr. Neuwirth provided a presentation on the onboarding process for the proposed Chief Medical Officer (CMO) position. The management key roles and responsibilities of the CMO include:

- Part-time administrative position (recommend 0.5 FTE initially).
- Reports to CCH CEO and serves in dyad management model with VP of Physician Services.
- Overall operational and strategic responsibility for the CCMG, both in terms of developing short-term and long-term goals and for each of the specialties and/or locations.
- Partner with hospital leadership and PLC in driving growth and performance enhancement across the CCMG, as well as its impact on the health system.
- Provide leadership to the physicians and mid-levels in areas such as patient care, care management, clinical quality, peer review, physician culture development, IT implementation, and patient safety.
- Establish and maintain communications and collaborative relations with the hospital medical staff.
- Ensure appropriate use of evidence-based medicine and clinical resources in providing high quality care and a superior patient experience.
- Provide direction to and supervision of physical leadership (e.g., medical directors for primary care, specialty care, and hospital-based physicians) to meet expected performance standards as defined by the PLC, and consistent with CCH goals.
- Need to be involved in recruitment and on-boarding of CCMG providers.

Dr. Neuwirth explained that the CMO will actively practice and there are a variety of specialties on the Demand Tool that could be filled by the candidate. Mr. Huber stated the budgeted



amount for this position is 200 hours a year @ \$150.00 per hour.

Mr. Dugan moved, seconded by Mr. Jackson, to approve the initiation of the CMO hiring / onboarding process as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Jackson voted aye. Mr. Dunlap voted nay. Motion carried.

CEO Compensation

Mr. Hite reviewed the CEO compensation with Board members. The July 2015 salary will be adjusted to \$360,000 per year. Mr. Hite added that Mr. Fitzgerald shows loyalty to the organization and the employees, demonstrates servant leadership and Mr. Fitzgerald has a willingness to take risks. Mr. Hite thanked Mr. Fitzgerald for his leadership.

Mr. Dugan moved, seconded by Dr. Mitchell, to accept the compensation committee recommendation as to the employee bonus for CEO, Mr. Fitzgerald, and to ratify the pay escalation as stated and approved in the current Mr. Fitzgerald agreement. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

COMMITTEE REPORTS

Board Committees

Quality/Safety

Mr. Hite reported the Quality Committee met August 10, 2015. HCHAPS scores in most clinics continue to move forward.

Powder River Surgery Center

Mr. Hite reported the Powder River Surgery Center Board met August 18th. The ownership transition continues to move forward and will be finalized shortly after the first of the year.

Healthcare Foundation

Mr. Jackson reported the Healthcare Foundation Board met on July 27, 2015. The Board is still deciding how they want to approach an action committee to identify fundraising projects.

Pioneer Manor/ Legacy

Mr. Todd reported The Legacy Advisory Board met on August 10, 2015. A young man was hired to put music on 3 Ipods and 3 I pads. Activity staff is certified on music and memory and they will be invited to next month's advisory board meeting to report on the progress of the music and memory program.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite provided some history on Gillette and Campbell County Health. Gillette was originally named Donkey Town in 1891. The town was incorporated in 1892 by railroad surveyor, Edward Gillette. In approximately 1920, Gillette received its' first Red Cross nurse for medical care. County Memorial Hospital was built in the 1950's. The minimum requirements were 30 beds, 3 trained nurses, 6 to 8 nursing aides, one cook, one helper and an unknown number of doctors. In 1974 U.S. psychologist used Gillette as a basic example of Gillette Syndrome which is the social disruption that can occur in a community due to rapid population growth. The first of which occurred in the 1960's. Currently Campbell County Health has 19 service lines, 17 clinics and is the most diverse hospital district in the state of Wyoming.



Chief of Staff Report

Dr. Amiotte reported that about 20 medical staff members attended the recent medical staff mixer. The medical staff bylaws are being re-written, and Dr. Amiotte hopes to bring them forward for a vote by the full medical staff at their November meeting.

CEO Report

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

Events in August

- August 5 – Special Board meeting to present proposed parking garage locations.
- August 7 – United Blood Services Blood Drive from 8 am – 3 pm in the 5th floor classrooms.
- August 7 – Junior Volunteer program ends for the summer. Forty Junior Volunteers served during the summer. The program provides an introduction to healthcare for young people.
- August 13, 18 – Successful Sitters babysitting class from 9 am – 3:30 pm at the EMS base.
- August 28 – “End of the Summer” employee picnic in the south employee parking from 11 am-2 pm and 5-7 pm.

Upcoming Event in September

- September 2 – New Gillette College nursing students luncheon and hospital tour.
- September 11 – Community-wide disaster drill in conjunction with Campbell County, City of Gillette and Wyoming National Guard. CCH will observe a moment of silence prior to the drill at approximately 7:45 am to honor the victims of September 11, 2001.
- September 18 – Black Cat Ball at CAM-PLEX Energy Hall. Call ext. 6235 for tickets.
- September 24-25 – CISM (Critical Incident Stress Management) training. Post-incident training to help first responders and providers deal with emotional, mental and physical stresses. Contact Gordon Harper at 680-6286 to register.

Other News

- Dr. Robert Grunfeld began practice at Powder River Orthopedics & Spine (PROS) on September 3. Dr. Grunfeld specializes in orthopedic surgery, and completed fellowship training in foot and ankle at the University of Rochester in Rochester, NY.
- CCH Volunteer Services receives the Auxiliary of Year Award from the Wyoming Hospital Association. The award will be presented on September 2 at the WHA annual conference in Casper.
- Dr. John Mansell began his new practice, called Powder River Pain Clinic on August 26, 2015. The clinic is located at 3100 W. Lakeway Rd., Ste. 3. Call 696-2996 to make an appointment with Dr. Mansell.
- Welcome Steve Crichton!
- Sue Howard has been appointed to the Wyoming Board of Nursing.
- Annual performance appraisals.
- Decon Training on August 25. 7 staff members participated in staff training with operations training to follow in October.
- Preparation for Disaster Drill September 11.
- Participated in the MSHRRRG conference in Big Sky.



Physician Recruitment

- Anesthesia/Pain
 - Site visit for candidate 8/21
- Endocrinology
 - Physician in the region
 - Offer extended
- Hospital Medicine
 - 2016 Resident inquiring on opportunity
 - Site visit scheduled for the week of 6/23-6/25.
 - Candidate has another interview, will let CCH know of his interest by mid-August.
 - Candidate has requested a contract, will send one approved.
 - Scheduling site visit for 2016 resident in CO, has family here.
- Internal Medicine
 - Phone interview for IL candidate (9/2016 Resident) 6/19
 - Site visit for candidate in CO 8/13-8/15
 - Site visit for UT 2016 resident 8/2-8/22
 - Site visit for CO candidate 8/26-8/30
- Orthopedic
 - 2018 Spine candidate
 - Scheduling phone interview
- Pediatrics
 - Phone interview with CO candidate 7/31
 - Site visit 8/12-8/14
 - Candidate would prefer inpatient (hospitalist) practice
- Physical Medicine
 - Site visit for fellow in MD 9/3-9/5
- Psychiatry
 - Contracted with Merritt Hawkins to assist with recruitment
- WIC/WIC-S
 - Spearfish candidate has accepted offer to commence practice 10/1

Financial Report

Mr. Dalton Huber reported the following:

- Inpatient business for the month of July is on-track with budget.
- Outpatient volumes were down.
- ER visits were stable.
- WIC has been down the last three months.
- Revenues were short of budget.
- Expenses were lower than budget.
- Meditech 6.1 implementation will be delayed until at least November 1, due to issues with Meditech conversion and third-party interfaces. Training will be scheduled right before go live. PRSC is opting to go live January 1st.
- Clinics have been doing education for ICD-10. Kim Johnson is bringing some educators in during September for hospital physicians.

Quality

Ms. Sue Ullrich reported on the recent state Trauma designation. CCH is an acute care facility with the commitment, medical staff, personnel, and specialty care necessary to provide primary



care to the trauma patient. There are 2 levels of trauma response.

- **Trauma A:** Most critical patients that require an immediate response. Activates several care providers including surgeon, anesthesia, OR team, radiology, lab, respiratory therapy, House Supervisor, security, chaplain, and social services.
- **Trauma B:** Potentially unstable patients. Radiology, lab, and chaplain are activated, and others depending on severity of injury.

In 2014 Gillette saw 43% of the trauma cases in the trauma registry. CCH Trauma committee meets monthly and reviews all trauma cases and trauma related policies.

Physician Services

Mr. Bill Stangl reported that patient experience scores for the clinics continue to improve. The addition of the CMO will help with the alignment of the Campbell County Medical Group with the overall goals of CCH.

Mr. Dunlap inquired about the pay schedule for sports physicals. Mr. Stangl explained that the price for the physical is \$25.00. Proceeds go to the Healthcare Foundation scholarship program and to the schools for athletic equipment. Students in Wright are charged \$20.00 and the money goes to the school. Administration intends to make the fee schedule consistent.

Facility and Plant Operations

Mr. Steve Crichton is learning the current status of projects and will provide a report next month.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 8:03 p.m.

The regular meeting reconvened at 9:15 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:15 p.m.

The next regularly scheduled Board meeting is September 24, 2015, at 5:00 p.m. in Classroom 1.

Allen Todd, Secretary

Ellen Rehard, Recorder