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GOVERNING BOARD
REGULAR MEETING

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, September 25, 2014.

Members present:
Dr. Sara Hartsaw
Ms. Nancy Tarver
Mr. Randy Hite
Mr. Mike Dugan
Mr. George Dunlap
Mr. Harvey Jackson

Members absent:
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 5:01p.m.

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

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

Quality/Safety Brief
Dr. Hartsaw presented a short YouTube video from the Cleveland Clinic from their Empathy Series: Patients: Afraid and Vulnerable.

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 and Mr. Jackson are present. Mr. Todd is excused.

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Approval of Agenda
Ms. Tarver moved, seconded by Mr. Hite, to approve the agenda as presented. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, 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 August 28, 2014 Board meeting (copy appended to minutes).

Notice of Correction to Past Meeting Minutes
February 2014 through July 2014 minutes were corrected to reflect the Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday.

Administrative Policy Review
Four Administrative policies, Control of Documents, Control of Records, Forms Control, and Influenza/Viral Transmission Prevention Strategies (copy appended to minutes). **No motion required.**

Finance Meeting
Items requiring Board Action from the September 23, 2014 Finance Committee Meeting (copy appended to minutes).

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

RECOGNITION ITEMS

PRIDE Employee of the Month – October
Dr. Hartsaw, on behalf of the Board of Trustees, recognized Angel Farnsworth for being selected as the October 2014 PRIDE Employee of the Month. The nomination card displaying Ms. Farnsworth's PRIDE (Personal Responsibility in Delivery Extra Effort) was read as follows: "Angel was called to see if she could come in and work because we had 30 week twins deliver unexpectedly. She could not come in and help because she had no childcare for her children. So Angel sent the staff multiple pizzas because she knew how busy we were and we probably would not have eaten if she hadn't. Then another young patient was put on hospice care and one of our coworkers cared for this patient all day. Angel planned a spa day for that nurse knowing how emotionally tolling it was on her. "

Provider of the Month
Dr. Wilkerson, on behalf of CCH, recognized Dr. Stan Lawson for being selected the Provider of the Month. Recognition was read as follows: Congratulations to Dr. Stan Lawson, the September Provider of the Month. Dr. Lawson joined the Medical Staff in 1995 and is Board

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Certified in Emergency Medicine. He attended medical school at the St. Louis University School of Medicine and completed a residency in Emergency Medicine at Truman Medical Center in Kansas City, Missouri. Dr. Lawson was born in Rawlins, Wyoming and took an interesting path to becoming a physician. He worked as a chemical engineer for eight years, with flexible hours and perks like a company car and football season tickets, but he wanted a more fulfilling career. His brother Ted (also an Emergency physician at Campbell County Health) was in medical school at the time and Dr. Lawson soon joined him. Dr. Lawson's skills in science and math had some similarities to his medical school studies, as well as the objective nature of the practice of emergency medicine. Emergency Medicine gives Dr. Lawson a chance to see the whole field of medicine, from surgical to trauma to obstetrics, and the flexible hours appeal to him.
Emergency medicine has changed in the years since Dr. Lawson began practice, and he credits the use of seat belts and air bags with the decrease in major trauma from vehicle crashes. He also believes there is now more focus on ensuring that patients feel better when they leave the Emergency Department, where in previous years the only goal was to give the correct treatment. Dr. Lawson just calls it "satisfaction", and it's part of the treatment all patients receive in the Emergency Department.
Dr. Lawson is the Co-Director of the Emergency Department and serves on the Credentials and Medical Executive committees.
Dr. Lawson's hobbies include biking, fishing and farming on the 50 acres he owns in Colorado. He and his wife Cathy enjoy their free time together at their home in Buffalo, Wyoming.

PUBLIC QUESTIONS OR COMMENTS

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

EDUCATIONAL SESSION

Renal Disease and Dialysis

Dr. Robert Neuwirth and Lori Hoesing gave a presentation on renal disease and dialysis. There are five stages of chronic kidney disease. Treatment begins when a patient is in stage V with a GFR (glomerular filtration rate) of less than 10. There are four types of dialysis, three of which are performed at CCH. Dr. Neuwirth explained hemodialysis (HD), ultrafiltration (UF), continuous veno-venous hemofiltration (CVVH) and peritoneal dialysis. Dialysis takes from 2-5 hours. 26 million Americans suffer from some form of kidney disease with 430,000 in end stage renal disease. End stage renal disease is expected to double in the next 10 years. 105,000 patients are awaiting transplant. The CCH dialysis unit opened in February 1999 with 2 stations. We now have 8 dialysis machines with 1 isolation room. CCH currently has 21 dialysis patients who range in age from 31 to 91 years of age. The average patient is 45-65 years old. CCH currently has 5 patients that are awaiting transplant. In 2013 CCH provided 2010 treatments and in 2014, 2971 treatments were provided.

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.

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New Applications:

Courtesy - Telemedicine:

Department of Medicine

Emily Hurst, DO	Internal Medicine
Zulfiqar Mohammad, MD	Internal Medicine / Critical Care

Limited Health Care Professional:

Department of Surgery

Aaron Hall, CRNA	Anesthesia
Crystal Skovly, PA-C	Orthopedic Surgery

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

Provisional Review:

Courtesy

Department of Medicine

John Pickrell, MD	Cardiology

***Courtesy -Telemedicine*:**

Department of Surgery

Javier Finkielman, MD	**Internal** Medicine / Critical Care

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

Reappointments:

Courtesy:

Department of Medicine

Adrian Fluture, MD	Cardiology
Wesley Hiser, MD	Cardiology
Oleg Ivanov, MD	Cardiology
Robert Novick, MD	Cardiology
Michel Skaf, MD	Cardiology
Allan Wicks, MD	Cardiology

Limited Health Care Professional:

Daniel Allen, DPM	Podiatry

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

RESIGNATIONS TO NOTE:
Dr. Sanjay Subramanian (e-ICU), effective July 28, 2014

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Mountain States Healthcare Reciprocal Risk Retention Group

Mr. Fitzgerald advised Board members that administration is recommending the adoption of Mountain States Healthcare Reciprocal Risk Retention Group as the new coverage medium for professional and general liability insurance. CCH would be the 21st hospital to join the group. Membership in MSHRRRG will mean increased physician involvement, including membership of the physician group. There is an education requirement for all insured physicians as well as increased leadership involvement in the MSHRRRG membership council. MSHRRRG also offers increased risk management support and time commitment for participation in the risk membership group. Requirements include monthly phone calls and quarterly in face meetings. CCH will make a five year commitment to MSHRRG, which should result in significant savings to the organization. Coverage would begin on October 1, 2014.

Mr. Hite moved, seconded by Mr. Dugan, to approve joining Mountain States Healthcare Reciprocal Risk Retention Group to provide professional and general liability insurance for Campbell County Health and its employed physicians. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Master Facility Plan

Mr. Fitzgerald recapped Option A and Option B of the Master Facility Plan that Hammes Company presented to the Board at the August Board meeting and again into further detail at the Board retreat on September 10th. The Facilities committee voted to recommend Master Plan "B" to the Board. This option would not provide any more beds than we have now but the room compliment would take us many years into the future.

Mr. Sorenson pointed out some of the advantages to Option B:

- Little or no disruptions would be made to the hospital and patient rooms.
- Allows flexibility for patient rooms with room to expand from 24 rooms to 32 rooms if the demand arises.
- Allows for larger more comfortable room sizes for inpatient services.
- Construction can proceed with no disruption to the clinic or surgery.

Mr. Sorensen explained that two crane pads will be placed in two separate locations which will allow them to reach completely across the construction area. That will also give us the opportunity to keep the clinic moving and operating. Mr. Fitzgerald added that is also another reason to complete the parking structure first. Mr. Jackson explained that the Facilities committee recommended that the parking structure and the master facility plan be voted on separately and if the master plan was not voted on the parking structure would be able to go forward.

Parking Structure

The Facilities committee is asking for permission to begin the research for an additional parking structure. Mr. Sorensen reported the estimated cost to provide a new parking structure is approximately $5M. With the addition of the 3rd floor to the expansion, an estimated 160 to 200 parking spaces would be required by code to meet the expansion needs. It would be necessary to complete a parking structure prior to the expansion construction. Mr. Fitzgerald explained that an architect would be brought onboard and discussion on where, how big and how much would be initiated. A project plan will then be brought forward with design elements, placement and a

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cost. Approval will be requested at that time. Mr. Huber stated there is budget for parking in the 2015 budget.

Ms. Tarver moved to approve the recommendation from the Facilities Planning committee to design and plan a new free standing parking structure which will add 160 to 200 additional parking spaces. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Mr. Fitzgerald explained that CCH would like to engage an architect to have them help design the hospital expansion, ideally the same architect for both projects. Staff would be involved in the design as well. Once a final design is created, it will be brought to the Board of Trustees for approval. It will probably take a year to eighteen months to complete a design. The design will have to be approved by the state as well. Mr. Dunlap requested the hard costs to add the third floor shell. Mr. Sorensen explained that completing the second floor and constructing the 3rd floor would cost $21M.

Dr. Hartsaw moved to approve the recommendation from the Facilities Planning committee to select Hammes Master Plan "B". This is the plan to add a 3rd floor to the hospital expansion which would house Med/Surg and develop the second floor shell to house OB/L&D and ICU. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

Wright Advisory Board
Mr. Fitzgerald explained that the Wright Advisory Board Bylaws require that any newly appointed member of the Wright Advisory Board be approved by the CCH Board of Trustees.

Ms. Tarver moved, seconded by Mr. Dunlap, to approve the recommendation from the Wright Advisory Board to appoint Nicole Lindquist, Paula Strohschein and Donna Peterson to serve on the Wright Advisory Board for a three year term. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

COMMITTEE REPORTS
Board Committees

Quality
Mr. Hite reported the Quality committee met on September 15th. CCH continues to have state and federal surveys and are doing very well.

Facilities
Mr. Jackson thanked Mr. Sorensen, facilities staff and administration for their hard work and involvement in the facilities planning. He also thanked the Board of Trustees for voting to go forward with the master facility plan.

Pioneer Manor
Ms. Tarver reported Pioneer Manor Advisory Board met September 8, 2014. Pioneer Manor

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celebrated a successful survey. Surveyors were very pleased with the facility and stated it was a "breath of fresh air." Installing Wi-Fi is cost prohibitive, although it will be available in the new facility. Some hotspot units for connectivity will be purchased, with computers donated by Steven Bailey. The Healthcare Foundation will be doing a video to promote the needs at Pioneer Manor with advisory board participation. Kate Weiss has agreed to pay for the new piano for The Legacy and CCH.

Mental Health Advisory Board

Deb Tonn reported that the Mental Health Advisory Board met on September 19th. There were about 85 children that attended the summer program from June to August. Plans to expand the unit with 2 adolescent beds are still at the state of Wyoming for approval. The Kid Clinic hired a PA with plans to begin in October. The Kid Clinic has had the van at school functions, sporting events as well as the parade. The contract with Netsmart has been approved and signed. Transition will take place over the next eight months. Two doctoral students are doing their internship in BHS with Dr. Brooke England, providing psychological testing and other services.

INFORMATIONAL ITEMS

Chairman's Report

Dr. Hartsaw reported Board members toured the Legacy site before the Board meeting this evening. They will plan to tour the site every other month.

Chief of Staff Report

Dr. Wilkerson reported that the hospital will be sending out the Healthstream physician satisfaction survey in October. A letter will be sent to medical staff encouraging them to participate. Medical staff will have a full meeting in November to select a Chief of Staff elect. Two potential candidates have been identified.

CEO Report

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

Events in September

- September 3 – Staffnet, new employee intranet site, goes live.
- September 10 – Board of Trustees "mini-retreat: 8 am – 5 pm, Gillette College Tech Center.
- September 12 – OHAC (Occupational Health Advisory Committee) meeting, 7 am, Gillette College Tech Center. Topic: NIOSH radiographic testing rules (CCH is an approved testing site).
- September 15 – Pulmonary Rehab dinner for current and former patients, 5-7 pm, Health Science Education Center.
- September 15 – Pain Awareness Fair in the cafeteria, sponsored by the Pain Team for clinical staff.
- September 16-17 – Leadership Development Institute for mangers, Topic is "Crucial Conversations".
- September 19 – Black Cat Ball, Outstanding Healthcare Awards, CAM-Plex Energy Hall, 6 pm.
- September 22 – Ask Andy at 11 am in CR 1&2. An opportunity for employees to meet

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with the CEO.

Upcoming events in October

- October 16 – Blood drive in the 5th floor classrooms. Call 688-180 to make an appointment.
- October 20 – CCH Hospice Volunteer Training takes place October 20,23, 27 and 30 – each session goes from 5-9 pm; session location provided upon registration. Participants must attend all sessions and be 18 or older.
- October 23-24 – Book fair in cafeteria. Hours are 10 am – 4 pm on Thursday, 8 am – 2 pm on Friday. Proceeds go to Volunteer scholarships.
- October 25 – Women's Health Open House in the main lobby from 9 am – 1 pm. Learn about women's services, first birthday celebration for all babies born in the last year, vendors with information on women's health.
- October 30 – Ask Andy in the 5th floor classrooms at 2 pm. An opportunity for employees to meet with the CEO.

Other information

- Congratulations to Veronica Taylor, Professional Development, Infection Prevention and Disaster Preparedness, recipient of an Outstanding Healthcare Professional award from the Campbell County Healthcare Foundation.
- Flu vaccination clinics begin September 30 for CCH staff, physicians and volunteers. Flu vaccination is mandatory for employees, medical staff and volunteers.
- A second WWAMI student starts her clerkship at OB GYN Specialists.
- National Surgical Technologist Week was September 14-20 to recognize CCH staff in Surgery.
- Board candidate forums are planned in October at the hospital and Pioneer Manor, date TBD.

Physician Recruitment

- Family Medicine/Sports Medicine
  - December 2014 Resident from Cleveland Clinic
    - To commence practice January 2015
  - Practicing WY Physician
    - To commence practice January 2015
- Orthopedic
  - Physician Assistant from SD to commence practice September 2014
- Pediatric School Based Program
  - Pediatric trained PA from WI to commence practice October 2014
- Walk In Clinic
  - Three PAs to join the WIC October 2014

Deb Tonn reported that lab manager Lynn Todd was at the Mayo Clinic this past week and gave a presentation on the black light draw rooms in our lab and how they improve the blood draw experience for patients and families. The Mayo Clinic felt that our lab was an example of "best practice". Ms. Todd created a presentation that included a video of patients taken during blood draws to show how the rooms can completely change the patient's response. An article can be viewed at mayocl.in/1vhm6Mo.#2014Leveraging.

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Financial Report

Mr. Huber reported the following:

- CCMH average daily census was 26 in August, versus a budget of 28.
- Pioneer Manor average daily census was 113 in July, versus a budget of 118.
- Outpatient visits were 766 over budget (5.3%). Compared to prior year there was a decrease of 569 visits.
- Clinic visits were 2,641 under budget (24.2%) and increased 548 visits compared to August 2013.
- ER visits were 10.6% over budget and 3.6% above the level of a year ago.
- Walk-In Clinic visits were 4.8% under budget but 2.9% above the level of a year ago.
- Net patient revenue was $1,795k (14.2%) under budget. Gross revenue was unfavorable by $1,414k (6.4%) with inpatient revenues $401k (6.5%) under budget while outpatient revenues were $1,014k (6.3%) under budget.
- Operating expenses were under budget $1,404k (10.2%) in August.
- EBIDA was over budget 111k (5.1%) in August. EBIDA increased $1,089k compared to a year ago.
- The August operating loss was $288k vs. a budgeted loss of $513k. CCH received CMS Meaningful Use funds of $672k in August; this was included in other operating revenues.
- Net gain was $1,131k (8.3% margin) in August vs. a budgeted gain of $879k (6% margin).
- Cash decreased by $2,296k due to construction projects and a decrease in accounts payable.
- Days cash on hand decreased 3 days to 280 in August.

Quality/Patient Safety

- Ms. Ullrich reported on core measures reported to CMS. Patients can help reduce their risk of infection by following pre-op instructions, taking medications as prescribed, washing their hands and making sure that caregivers and visitors wash their hand too.

Patient Services Report

Ms. Deb Tonn, Vice President of Patient Care reported the following:

- The Pharmacy moved back to their remodeled location on the 3rd floor and is in compliance with all state requirements.

Human Resources

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

- There are nine classrooms at the center and one off-site room for school age children.
- Personnel include:
  - 1 manager.
  - 2 coordinators.
  - 1 department secretary.
  - 48 fulltime, part time and PRN staff.
  - All staff hold a Child Development Associates national certificate, BS degree or

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are working towards receiving certification.

- Hours of operation are from 5:30 a.m. to 8:00 p.m. 365 days a year.
- 390 children are enrolled at the center.
- The center is DFS certified.
- The school age program is legally exempt meaning it is not DFS certified with ratios of 1:18.
- Food preparation is done at the hospital and transported to the Center – one FT food service worker.
- Converse County Hospital recently toured our facility because they are losing staff or have a hard time recruiting staff because of employee childcare needs.

Facility and Plant Operations

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

The Legacy Living and Rehabilitation Center

- One third of the footings are poured.
- Foundation walls are being poured.
- GMP is currently $900,000 under budget.

Clinic and Radiology Project

- The project is on the 29th week.
- The clinic scheduled construction completion date is October 10.
- The radiology construction completion date is December 26th.

WORI Remodel

- Construction is scheduled to begin September 29th.

Pharmacy Remodel

- Complete.

Pioneer Manor Child Care

- Are about 2 weeks into the project and have about 2 weeks left before we can move.

Smoke Evacuation Atrium and Main Entry Remodel

- Sitting at #2 in the queue with the state. Waiting on a response from them to move forward.

Cardio Rehab Relocation

- This space will include cardio rehab, 2 ED rooms, a stress echo room and pathology. Will see more designs in the future.

Laundry Remodel

- Expand the laundry space and include expansion of bio-med.

Ground Floor Restrooms

- Waiting for state review.

Mr. Hite asked to give a closing remark. The Board greatly appreciates the work and dedication of administration to make this organization better. Everyone in the room is entitled to their opinion and entitled to express it. He would like the Board to consider attending a presentation on Crucial Conversations in the near future.

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EXECUTIVE SESSION
The regular meeting recessed into Executive Session at 7:13 p.m.

The regular meeting reconvened at 8:33 p.m.

ACTION ITEMS
Split Limit Insurance
Mr. Lubnau noted that for federal causes of action, CCH needs to carry separate split level coverage.

Dr. Hartsaw moved, seconded by Mr. Dunlap, to adopt split limit insurance. Dr. Hartsaw, Ms. Tarver, Mr. Hite, Mr. Dugan, Mr. Dunlap and Mr. Jackson voted aye. Motion carried.

ADJOURNMENT
There being no further business, the meeting adjourned at 8:36 p.m.

The next regularly scheduled Board meeting is October 23, 2014, at 5:00 p.m. in Classroom 1.

_____
Randy Hite, Secretary

_____
Ellen Rehard, Recorder