

**Board Meeting Agenda
December 5, 2024
CCH 5th Floor Classroom – 5:00 PM**

Meeting ID: 275 276 964 832

Passcode: cBaJLo

Members Present:

Alan Stuber, Chairman
Tom Murphy, Vice-Chair
Randy Hite, Treasurer

Sara Hartsaw, Trustee
John Mansell, Trustee
Bill Rice, Trustee (Virtual)

Also Present:

Matt Shahan, CEO
Adam Popp, CFO
John Houk, CMO
Natalie Tucker, CNO
Yvette Land
Shan Kirsch
Dr. Alex McClenahan

Jamie Kay, Exec. Assistant
Dawn Hodges, CHRO
Bree Richardson, Dir. of Marketing.
Emily Swanson
Chris Beltz, Director of Urg/Emer. Care
Dr. Robert Neuwirth, Chief of Staff
Danielle Wood

Ryan Reeves
Derric Culey
Colleen Long
Jason Frye
Alexis Porter
Dr. William Salmon

Pledge of Allegiance

Call to Order – Chairman Stuber, called the meeting to order at 5:00 p.m.

Mission Statement – Trustee read Campbell County Health's Mission Statement.

Vision Statement – Trustee read Campbell County Health's Vision Statement.

Roll Call – Jamie Kay called the roll, all members present.

Approval of Agenda

Change to Agenda: Remove Discussion Items: Finance Chair Comments

TRUSTEE MURPHY MOVED TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Consent Agenda

TRUSTEE HITE MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

- a. Approval of Board Minutes – October 4, 2024
October 23, 2024
- b. [Finance Committee—December 2, 2024](#)
- c. [Quality Committee Meeting Minutes – November 13, 2024](#)

- d. [Facilities Committee Meeting Minutes – November 21, 2024](#)
- e. Board Committee Meeting minutes - only on months with a meeting
 - a. [Legacy Advisory Board—October 14, 2024, Minutes](#)
 - b. [Community Behavioral Health Steering Committee –November 21, 2024](#)
 - c. [WREMS-November 22, 2024](#)
- B. [Recognition Items](#)
 - a. Dr. Angela Biggs
 - a. Dr. Biggs and her family have been in Gillette since 2005. She is a Board Certified OBGYN.
 - b. Dr. Alexandria McClenahan
 - a. Dr. McClenahan and her husband, Dr. Salmon, moved to Gillette from Canada. Dr. McClenahan joins CCMH Family Practice. Both Dr. McClenahan and Dr. Salmon began their recruitment process over two years ago.
 - c. Dr. William Salmon
 - a. Dr. Salmon and his wife, Dr. McClenahan, moved to Gillette from Canada. Dr. Salmon joins Behavioral Health Services as a psychiatrist. Both Dr. Salmon and Dr. McClenahan began their recruitment process over two years ago.
 - d. Dr. Cameron Davis
 - a. Dr. Davis joins CCMH Complex and Internal Medicine. Dr. Davis is originally from Alabama, and he enjoys being outdoors.
 - e. Yvette Land
 - a. Yvette took on the role of Grant Writer in 2022. Since that time the amount awarded is likely very low compared to the impact that Yvette has had on our organization. Seven new Ultrasound Machines; ED Fast Track; Behavioral Health; EMS Grants; are just a few that have been awarded. We are so thankful to have Yvette.
 - f. Ryan Reeves
 - a. This recognition is really cool recognition item. Dr. Peterson from Pediatrix Cardiology personally wrote a letter of recognition and hand delivered to Administration. Ryan came to work on his day off and due to his selfless act, an infant received expedited care that without him coming in could have resulted in delayed care for the infant.
 - g. Colleen Long
 - a. Nearly two decades of service; our EMS covers over 10k miles of coverage area. Colleen has recently taken on the role of Supervisor of Logistics for CCH EMS.
 - h. Katelyn Hook
 - a. Katelyn is a is a Sexual Assault Nurse Examiner. This is specialized training and a valuable asset to CCH's Emergency Department.



- i. EMS Proclamation
 - a. Campbell County EMS was recognized October 6-10 in honor of Mobile Integrated Health (MIH) Week in Wyoming.
- j. Gillette Chamber Mixer
 - a. Thank you to Business Development, Marketing and Unidine for making the Gillette Chamber Mixer a success. Unidine just does such a great job catering for our events.
- k. Festival of Trees
 - a. Maternal Child & Profession Development submitted trees to the Festival of Trees. This is an event that raises over \$400K of Funds.
- l. Duane Barker
 - a. Duane Barker has previous law enforcement training and was able to assist a Campbell County Deputy in Wright detaining a suspect. Without Duane's assistance, the Deputy may have suffered very serious bodily harm, or more forceful actions may have been taken.

Chairman Stuber: complimented on what a good and professional job our EMS crews do. Not all calls are easy; most are stressful, and we are lucky to have the crews that we have.

C. Public Questions or Comments

- a. None

D. Action Items

- a. Capital Items:
 - a. EPIC Summary—IT submitted a Capital Request update regarding the advancement of funds to date. The EPIC Capital Project was previously approved for \$3,382,850. To date \$183,990 has been advanced to implement the various Interfaces.
 - b. Emergency Department submitted a Capital Request for Consideration for the ED Fast Track—Architectural Plans and Project Management in the amount of \$129,899. The funds will be used to cover the architectural expenses related to a previously approved grant that CCH received for construction costs for constructing three Emergency Department Fast Track Rooms. The architectural fee was not covered by the Grant, however due to the increased patient efficiency and patient satisfaction, CCH Leadership recommends approval of the above referenced request.

TRUSTEE HITE MOTIONED, SECONDED BY TRUSTEE MURPHY, TO APPROVE THE CAPITAL REQUEST AS PRESENTED. MOTION CARRIED.

- c. Radiology submitted a Capital Request for Consideration for a Symbia Prospecta 32 Slice CT (Nuclear Medicine Gama Camera) in the amount of \$562,283.00. This request was initially Budgeted for \$762,115.00. The current system was purchased in 2011 and is end of support as of December 31, 2024. End of support generally translates as the inability of the vendor to guarantee parts availability, and the vendor ceases to provide service. Currently there is one Nuclear Medicine Camera in Campbell County. It is the recommendation of Management to approve this purchase.

TRUSTEE MANSELL MOTIONED, SECONDED BY TRUSTEE HITE, TO APPROVE THE CAPITAL REQUESTS AS PRESENTED. MOTION CARRIED.

b. [Finance Report Out and Approval](#)

October 2024: Charity \$25,529.17 Bad Debt \$1,770,754.06; Grand Total \$1,796,283.23.

This information reflects Charity approved via the Financial Application Process, and Bad Debt accounts being placed with outsourced collection vendors. The "final" expense for Bad Debt, following such collection efforts, is reflected on the Financial Statement.

TRUSTEE MURPHY MOTIONED, SECONDED BY TRUSTEE HITE, TO APPROVE THE BAD DEBT AND CHARITY CARE AS PRESENTED. MOTION CARRIED.

Discussion: CFO Popp offered to meet with Trustee Biggs for more in depth education.

Financials

Acute Admissions for October are 211, which is just over a 15% increase from September at 183. Patient Days are down 5% from September at 585 Days. Average Length of Stay is down slightly compared to September. Newborn admissions are up, 56, compared to the prior month at 52. Case Legacy Residency days were up at 3,681 compared to September at 3,486. Outpatient Mental Health visits were up by nearly 20% compared to September at 1,478. October Inpatient Surgeries were at by 14% compared to September. Outpatient Surgeries were down by 7%. Overall October Surgical Cases were up by 7% compared to September. Cath Lab Procedures were 197 for the month, a 91% increase from September. Physical Therapy Procedures were up by 7% compared to September; October Occupational Therapy was up by 14% compared to the previous month. Total Outpatient visits were up by 14%; Home Health was up 16%. October Geriatrics were up by 100 visits which is close to a 50% increase compared to September. Family Practice was up by 18% compared to the previous



month. October Pediatrics Clinic visits were up nearly 20%; Cardiology was up slightly in October compared to September. Rad Onc was up over 75% in October at 260 visits compared to 148 in September. Occupational Health was up 189% in October largely due to Hospital Employee Screenings and School District Screenings. Total Radiology Procedures were up by over 6% at 3,923 compared to September 3,687.

Days cash on hand is 115.

Total Gross Patient Revenue for October was \$37M and about \$1.1M better than Budget. Total Operating Expenses were \$19.8M. Operating Income for October was (\$1.6M). Month-end Revenue in Excess of Expenses was \$79K. so

Charity came in favorable to the Budget; Year-to-Date Bad Debt is running 3.6% of Gross Patient Revenue and Contractual Allowances were \$17.5M, in favor to Budget.

October's Total Operating Loss came in at (\$1.6M).

Discussion Stuber: other expense—administration has really hit on expenses and trying to make that number positive, and we are definitely seeing that by being ahead of last year's YTD Budget by \$5M. Chairman Stuber appreciates seeing positive number.

Discussion: When we purchased and implemented Axiom CFO Popp stated that it was a budget and reporting package; CCH spent first year getting the budget up and going and focused on the expenses. Axiom is unable to generate reports related to departments. Clarification discussion ensued as Department and Service Lines are different as Surgery includes Anesthesia, Sterile Processing, etc. but Anesthesia and Sterile Processing are specific service lines. Data is out there but the language is getting crossed regarding Department vs. Service Line.

CEO Shahan stated our staff has led to this decrease in expenses. Purchase services is a 47% decrease nearly an 8M savings on that line in particular. Not just eliminating a vendor; it is staff doing more work and not increasing our expenses. Directive from Board was to ensure that purchase services did not run away as it did before.

Discussion regarding Axiom report: Department managers are requested to provide variance narratives. This will be addressed in more depth in the coming weeks and months and will be presented in January to Executives.

Treasurer Hite: Overall comment: back in July when the Budget was proposed, Adam challenged the organization to beat the budget by \$8M we are 4 months in and we are at over \$2M. A lot of shots have been taken that CCH was fiscally irresponsible and Treasurer Hite would like remind everyone that we all are on the same page and everyone is working together. Thank you all for your hard work.

c. Appointment of Officers

This has been a different process on multiple occasions through Chairman Stuber's time on the Board. Each Board Office takes time to adjust and learn the role. Chairman Stuber suggests going from year to year to every two years due to the learning curve. The current Officers have been in place for two years and agrees it's time to change. Trustee Stuber encourages discussion from the Board.

Trustee Hite: Bylaws state you have to hold some sort of position prior to being elected to chair.

Chairman Stuber proposes the following: Trustee Murphy move to chair and recommends Trustee Hartsaw moving into Vice-Chair; Treasurer Hite remain as the Treasurer to create some stability and keeping Trustee Rice as secretary to increase the stability.

Trustee Rice recommended that Dr. Mansell take on the Vice-Chair role and revisit the Board Officers in two years.

Trustee Hartsaw suggests that the Board Officers be revisited in one year.

Trustee Mansell indicated that he has no objection to serving as Vice Chair as long rest of the board doesn't have any objections. There is some merits to having the former chair being the Vice Chair.

TRUSTEE MANSELL MADE A MOTION TO APPROVE TOM MURPHY AS CHAIR, DR. SARA HARTSAW AS VICE-CHAIR, RANDY HITE AND TREASURER AND BILL RICE AS SECRETARY. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

E. Discussion Items

- a. None

F. Informational Items

- a. Chairman's Report

-Spoke a lot about stability during election and again tonight regarding Board Officers, when Chairman was looking at the definition of stability it is a state of being consistent, reliable and free from excessive change and disruption. That hits on this organization. We are getting into a great time with our organization. Stability is foundation of success. Stability is critical in healthcare. Stability and trust will be things we continue to see and hear. We are seeing a lot of positives. This is a great board.

b. Chief of Staff Report

-Dr. Neuwirth is coming to end of his 2 years Chief of Staff appointment- he has enjoyed his time and has been very impressed to see the turn around that we are starting to see in our economics and how as an organization we are making those changes.

c. UCHealth:

-Continue to work with UCHealth on GPO purchasing, sharing IT governances.

d. CFO Report

-Second Street is moving at a more rapid pace, the Ceiling Tiles and new LED Lights have been installed; cubicles have ordered; IT is working on the networking and wireless. From a work standpoint, we will be removing the flooring inhouse; still working on a last component with City to get a permit for the walls to be build for HMR to separate public space and cubicles; Fire Marshall and City Component is pending. Once that is done, we will build the walls; and bring in the vendor to install the flooring. Compressed air storage could be an issue; do we need to expand one of the rooms or build a new?

-Audit: we are ahead of where we were last year; we do have a small issue regarding Infor Install that is being worked through; there are inner company accounts and some of the Vivage information regarding Legacy Business side regarding Legacy estimates and actual and intercompany numbers. It looks like there is some accrued AP that is being flushed out. Should be ready to be reviewed by their quality and an internal auditor with their company.

e. CHRO Report

Legacy

-Census 5.6% increase since a change in Admission process and adding care manager.

-Clinical staffing recruitment remains a concern and a high priority for RN and CNA.

-Currently running a CNA class (8) and have another planned to start in January reviewing 35 applications.

-Resident Holiday dinner planned for December 12 from 5:00 - 7:00 pm with food provided by the Prime Rib and funded by the Advisory - Board, local business donations and the Pioneer Manor foundation. Pioneer Manor Foundation funding \$60,000 of new kitchen Equipment including 2 double ovens, one double steamer and 4 dishwashers.

Patient Experience

-50 Complaints/Grievances in November

-0 over 30 days

-Successful Roll out of Career Conversations and Organizational/Departmental Dashboards. Continuing with training and report development in preparation for go live in January, A lot of positive feedback and excitement from leaders at all levels.

Chaplin Services

-977 Chaplain Contacts in November

Customer Services Greeters

-16,721 contacts in November

Radiology

-3,798 procedures month of November

Lab

-JCAHO Survey 12 out of a potential 946 findings 98.7% correct, Last survey 24 findings and none of the findings were repeated. Will report more detail when we receive the final report.

-28,670 Lab Draws

-581 Path Specimens

-2,673 Community Wellness Blood Draws

Professional Development

-The Climb Wyoming Medical Assistant class of 11 was a success with 9 students passing the national Certified Medical Assistant exam on their 1st attempt (after a 30-day waiting period the other 2 students will retake).

-The EMT Basic course is wrapping up with graduation for 12 students scheduled for Tuesday, December 10.

-The November CNA class of 8 students will complete State testing during the week of December 9.

-As part of the Emergency Preparedness program, Hazard Vulnerability Analyses (HVAs) have been completed for 2025.

Employee Health and Safety

-11 intermittent FMLA, 31 block FMLA, 2 on LOA and 3 on WC

Childcare

- Childcare numbers continue to grow. Starting December 16 we will be moving all the kindergarten kids to the multi-purpose room. This will lighten the numbers of the rooms that are either full every day or over ratio.
- Will open an additional classroom

Human Resources

- DOL Audit
- 139 open positions (83 at CCH, 56 At Legacy)
- 49 travelers (20 at CCH, 29 At Legacy)
- November 18 new hires and 20 employees who left CCH
- The 20 who left
- Retire 1
- Full time mom 1
- Moving out of Gillette 5
- Another position 5
- Involuntary 3
- Reason not given 5
- Market analysis completed, data being reviewed with leaders
- Turnover:
Physicians 3.125% (Ave # 32, Left org 1)
APP 8.27% (Ave # 36.25, Left org 3)

- Dr. Mansell compliments to team on what a DOL Survey

f. CNO Report**a. Departments Report Out**

- Stats that Adam shared length of stay down 2.8 days 3.4 prior month and 3.3 the prior year. That does take whole team to get that sort of number down. New processes have been implemented, and it shows.

Maternal Child

- US News and World Report recognized Campbell County Health as High Performing in Maternity Care (Uncomplicated Pregnancy).
- Gabriel Project donated a basket for new year's baby.
- Starting to see new regulation from CMS, OSHA and a lot of different places. New regulations could be as easy as signing attestation or submitting data.

g. CMO Report**Baxter Fluid Shortage**

- Baxter went back into production Nov. 18 at an 85% pre hurricane rate. One-to-two-week shipment lag. We tighten fluid usage and CCH has reduced usage to about 50% and that has been sustained. Some elective surgeries had to be

postponed. Pharmacy did a great job changing and mixing fluids to make up the difference. Should be back to 90% supply by end of the year. Slowly rescheduling small elective surgeries; kudos to everyone.

Departments

Quality

-Has gone digital and continue to progress now dissemination of information is electronic.

Med Staff Services

-Training with Greeley is progressing; Feb 21 or 22 maybe pushed to April—training on privileging and credentialing processes.

Recruitment and Retention Committee

-Meeting next week-discuss direction with providers and service lines around CCH and community.

-Thank you to Dr. Neuwirth and CMO Houk is looking forward to working with Dr. MacMillan as Chief of Staff.

Anesthesia

-is making improvements as service lines; been able to cut some numbers and help on the budget side and systematic delivery of anesthesia and hope to see that translating in service department.

Radiology

-CCH had to go another direction—we are excited to see it progressing.

Dashboards

-Access to care—we are a healthcare delivery business, completed some very cursory metric calculations—this has been taken to a whole new level for each department and how it affects their departments personally.

h. CEO Report

Fluid Shortage

-Yes, CCH did have to postpone some elective cases and yes, we have received some flak from community; and we have lost some business to surgery centers. We must provide critical care 24/7 so some of the elective cases could not be completed.

-Shift in healthcare landscape, a local orthopedic group has been purchased by a much larger organization. That is being monitored.

-Grateful to our this team, Department Managers and Staff it was very nice having a vacation and knowing everyone was working in the same direction and providing stability. Appreciate the Board and their roles and teams working 24/7 to keep our ship moving in right direction.

Discussion regarding what are we seeing in community as far as sickness: not a large bump in respiratory illnesses WIC usually lets us know. They have not seen a large uptick; only place we have seen some health issues, is employee health as some departments have been affected.

Discussion regarding Dr. Neuwirth's end of Chief of Staff Term. Thank you for all of your insights they have always been welcomed and appreciated. Good luck in all our new available time. Thank you to Chairman Stuber for last 2 years of service and leadership as Chairman of the Board. Chairman Stuber's passion or organization is infectious.

TRUSTEE HITE MOVED TO ENTER INTO EXECUTIVE SESSION AT 6:53 PM TO DISCUSS MEDICAL STAFF MATTERS PURSUANT TO W.S. 16-4-405(a)(ix) AND W.S. 35-2-618, AND CONFIDENTIAL PERSONNEL MATTERS AND ATTORNEY CLIENT INFORMATION PURSUANT TO W.S. 16-4-405(a)(ix) AND W.S. 1-12-102 AND W.S. 16-4-405(a)(vii). TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Public Session was adjourned at 6:53 p.m.


TRUSTEE MUPRHY MADE A MOTION TO ADJOURN TO PUBLIC MEETING AT 8:14 PM. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Returned to Open Session at 8:14 PM.

TRUSTEE MUPRHY MADE A MOTION TO APPROVE MEDICAL STAFF APPOINTMENTS AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

TRUSTEE HITE MADE A MOTION TO ADJOURN AT 8:16 PM. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Meeting Adjourned at 8:16 p.m.


J William Rice (Jan 29, 2025 14:21 CST)
Bill Rice, Secretary


Jamie Kay, Recorder