



Campbell County Health

Excellence Every Day

Board Meeting Agenda

February 27, 2025

CCH 5th Floor Classroom – 5:00 PM

Meeting ID: 275 276 964 832

Passcode: cBaJLo

Members Present:

Tom Murphy, Chair
Sara Hartsaw, Vice-Chair (Virtual)
Randy Hite, Treasurer

John Mansell, Trustee
Bill Rice, Trustee (Virtual)

Also Present:

Matt Shahan, CEO	Jamie Kay, Exec. Assistant	Colleen Long, EMS
Adam Popp, CFO	Dawn Hodges, CHRO	Jason Frye, EMS
John Houk, CMO	Bree Richardson, Dir. of Marketing	David Neir, GNR
Natalie Tucker, CNO	Kerry Cash, Public Relations Lead,	Lynn, Todd
Julie Ieronimo, Acc.	Chris Beltz, Director of Urg./Emer. Care	Robin Hughes
Shane Kirsch, EMS	Dr. Kelly McMillin, Chief of Staff	
Karla Arzola, Dir. of IT	Dr. Alex McClenahan	
Mike Smith, Director of Materials Manag.		
Shanny Shore, Assistant Administrator		

- A. **Pledge of Allegiance**
- B. **Call to Order** – Chairman Murphy, called the meeting to order at 5:00 p.m.
- C. **Mission Statement** – Trustee read Campbell County Health's Mission Statement.
- D. **Vision Statement** – Trustee read Campbell County Health's Vision Statement.
- E. **Roll Call** – Jamie Kay called the roll. A quorum is present.
- F. **Approval of Agenda**

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

G. Consent Agenda

- a. Approval of Board Minutes – January 23, 2025
- b. Board Committee Meeting minutes - only on months with a meeting
 - i. Quality Committee
 - 1. Campbell County Sheriff's Office Dispatch Reviewed
 - ii. Behavioral Health Steering Committee
 - iii. WREMS



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

H. Recognition Items

- a. Amber Burns, OT
- b. Zach Kinsolving, PT
- c. Rylea Erickson
- d. Karla Arzola, Interim IT Director
- e. Robin Hughes
- f. Lynn Todd
- g. Julia Regan
- h. Mobile Integrated Healthcare Summit
- i. Level II Neonatal Transport Services
- j. Level II Nursery Receives Praise
- k. EMS Successfully Completes First Backcountry Rescue
- l. EMS Assists Three Field Deliveries
- m. Kate Weis Foundation Award

I. Public Questions or Comments

Sally White, resident of Gillette, chose to address the Board regarding her concerns at The Legacy.

**** Trustee Stuber recused himself at 5:21p.m. ****

Ms. White spoke to her time limit and her comments notes were given to CEO Shahan to prepare a response to Ms. White regarding her concerns.

**** Trustee Stuber returned at 5:26 p.m. ****

J. Action Items

- a. Capital Requests

Capital Budget Update:

CCH anticipates utilizing more of the Contingency Capital Budget in the next 30-45 days.

Epic Update:

IT submitted a Capital Request update regarding the advancement of funds to date. The Labor category was updated, along with the UCHealth amounts.

Trustee Hite motioned, seconded by Trustee Hartsaw, to approve the Capital Request as presented. Motion carried.



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Parata Max 2 Vial Filling Robot:

Pharmacy brought forward its request for the Parata Max 2 Vial Filling Robot. This purchase will allow us to take the next steps in having a retail pharmacy. The initial plan is that this will help us get up and running to supply retail pharmacy to Legacy. The amount requested is \$205,520.00.

Trustee Mansell motioned, seconded by Trustee Hite, to approve the Capital Request as presented. Motion carried.

b. Finance Report Out and Approval:

January Charity \$129,950.21

January Bad Debt: \$2,015,471.92

Grand Total: \$2,145,422.13

Trustee Stuber motioned, seconded by Trustee Mansell, to approve the January Bad Debt and Charity Care as presented. Motion carried.

January Acute Patient days are 685 Days, December at 610. Medicare and Acute Length of Stay over the course of January has increased while the Case Mix Index has decreased. That is a result of admission freeze at Legacy and CCH caring for a number of Hospice Patients.

January Legacy Admissions are 4 and account for the readmissions of residents that were treated outside Legacy that were previously admitted.

January Mental Health Outpatient is down 24% compared to Budget; some providers have left; the new providers have started however are working to establish the same caseload.

January Robotic cases are 268, compared to December's 277.

Discussion: BHS Admits—do we see seasonality to admits; in previous years we have seen an increase in adolescents' admissions but this year it has been steady.

January OB Deliveries are lower compared to Budget. January Cath Lab procedures look strong compared to Budget.

January Lab tests are holding steady and slightly above December.

Discussion: Home Health visits are up. They have been very consistent in beating the budget.



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January WIC is about 1850, compared to December at 1923. Some is seasonal and when respiratory season hits. February is anticipated to be over 2100.

Audiology and Endocrinology are at 0. When the Budget was created these areas were areas that we knew recruitment would need to take place and the budget was established in anticipation of successful recruitment.

January Pulmonology visits were at 555; that number takes into account the 199 from December that was not included in December's reports.

January Productive FTE looks more favorable due to holidays in December.

Year to Date Robotic surgeries is out pacing budget, but overall CCH is down in that area.

Current Year to date at the WIC is down compared to prior year. Likely due to Respiratory season occurring slightly earlier in the previous year.

The current year to date at the Kid Clinic is down compared to last year, however that has been mitigated due to Dr. Maremma and Family Health rotating through the Kid Clinic as providers.

The current year to date for BHS is 2,400 compared to 3,100 prior year to date. Much is due to the loss of counselors and recruiting efforts are underway.

Current year to date Family practice is very strong at 3492 compared to 2200 prior year to date.

The current year to date in Cardiology is 6,800 compared to 5,200 from the prior year to date.

Discussion: at Board Retreat—Hit on the Hulett Clinic continues to see decrease and speak on the future of it; a PT has been hired in Hulett. That has allowed staff in Gillette to have to stop traveling.

Current year to date Radiology 26,000 visits compared to the prior year to date at 24,611. This is a 5% increase year over year and Radiology is beating the Budget by 5% as well.

Days Cash on Hand: 138. Following the Audit, a formula error was caught between December and January Financials. It has been corrected and the current month's days on hand reflect the correction.



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January Revenue is \$35.8 million. Beating budget by 2.5%; ahead of prior year by 1.4%. YTD CCH is beating budget by \$6M and ahead of prior year by \$14M or 6%.

Total January Deductions are \$18.8M, 52.6% of Gross Revenue. YTD Deductions are \$131.8M, 52.47% of Gross Revenue.

January Bad Debt is heavier at 3.5%; Charity is 1.4% compared to 1.42% Budget.

Discussion regarding insurance payments and increased payor mix.

January Total Net Revenue \$17.2M; ahead of budget by \$660K. YTD \$121.5M, which is ahead of budget by \$5M. CCH is ahead of prior year to date by \$4M.

Discussion regarding the improved revenue picture. Is that a credit to improved Rev Cycle processes with the new vendor? That coupled with the last year to year and a half recruiting and signing providers. There have been over 36 providers added to the organization. So those two factors highly contribute the improved revenue picture.

January Salaries are below budget; YTD below by \$1.5M. Benefits are reflective of the change to the new benefit provider that has required claims from previous months to be reprocessed.

January Contract Labor is higher than Budget, we are working through some areas to reduce travelers in areas that feasibly can be reduced and provide proper care and coverage.

January Physician Salaries are \$222K; YTD we are up \$624K due to the radiology issue that has since been resolved.

January Medical Supplies are up for the month; YTD still reflects positive.

January Purchase Services has a positive variance. UCHHealth invoices were fixed due to a line-item reporting issue.

Discussion: IV Solution issue. CCH is tracking 25-30 SKUS of different contents and sizes; in about 3 areas, we are receiving ordered amounts.

An estimate on recovery times: discussion at one point timeframe after Christmas 4-6 weeks. About 10% of SKUS come in as ordered. Mike Smith—what we are hearing from manufacturer is taking place about 4 weeks later.



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January Total Operating Expenses are \$18.6M. Beating budget by \$600K. Better than prior year to date by 6.5-7M.

Operating income loss \$1.4M. Budgeted Loss of \$2.7M. YTD CCH is beating budget by \$7M and compared to the prior year we are beating budget by \$11M.

Mill levy down a bit not unexpected.

Discussion: Nonoperating income the trend is up and that is a good thing to see. There are some facilities that have less restriction on investments than we do as governmental entity. In November/December timeframe CCH received the QRA payment, and that was able to be put into investments.

Comment: looking at P&L good to see expense going down revenue going up. Average daily expenses are going down. Great.

Trustee Stuber motioned, seconded by Trustee Mansell, to approve the January Finance Report Out as presented. Motion carried.

K. Discussion Items

a. Physician Recruitment Guidelines

The last Physician Recruitment Guidelines was reviewed about a decade ago when there were some inconsistencies with definitions. An update was brought to committee to reflect clarification to the policy.

Discussion from Trustee Mansell: The policy is very well crafted; a lot of work went into the improvement of the policy. There were situations where a recruit could use the system that has been identified; antikickback statutes have been addressed. Tom Lubnau has reviewed the Policy.

Trustee Mansell motioned, seconded by Trustee Hite, to approve the updated Physician Recruitment Guidelines as presented. Motion carried.

L. Informational Items

a. Chairman's Report

We would like to address Legacy, but we just cannot. The people at the tables love the community. Chairman Murphy would like to let our young people know there is a pathway to a really good job to make a living; Chairman Murphy's family has experienced Radiology, ER, Cardiology



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and the Lab and all the things that make this organization what it is. And tomorrow they are going to oncology and expect to be treated well.

b. Chief of Staff Report

We have added two members to the Med Exec Committee, Dr. Tom Davis for the Department of Surgery and Dr. James Griggs as the Subsection Chair of the Department of Medicine. Greeley Credentialing Education is tomorrow at 9:00 a.m. at the College of Nursing.

Dr. Hartsaw—strongly encourages members in town to attend; it is critical, and the Board has final say on credentialing.

c. CFO Report

i. FY26 Budget Timeline Update

CCH is implementing revised capital budget parameters. Current FY was heavy with LINAC and EPIC so it was higher than what typically would be allotted.

Wright Clinic X-Ray Machine install is complete—calibration and complete training scheduled for next week. Should be operational mid-March.

Kitchen Update: State gave final permission to use.

Second Street Building--New tiles have been ordered and installed in HMR retail side along with new LED Lighting. Fire Marshall gave verbal approval. There are some limitations on Oxygen Storage compared to Square Footage. Walls are framed and expected to be completed mid March. Old floor removed and new flooring is prepped and will be installed after walls and Fiber optic will be installed around April target move in mid May.

Pioneer Manner—Leadership from Plant moved boxes internally to create space. Meeting with WYOS soon to move records to Pioneer.

Accounting—working on capital and operating budget planning.

d. CHRO Report

i. Departments Report Out

Childcare is back to pre-COVID numbers; still recruiting staff and working on moving the Summer School Age Program to Legacy.



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The Legacy is starting a Dementia Care Module that will be opened up to CCH once Legacy completes it.

2025 NCLEX Judge Professional Development

Legacy—Mock Survey and State Survey took place last week. Both had great information—The State Survey is the 30 day follow up after the January incident. Legacy was found to be in full compliance and 2 of the 3 complaint surveys were unsubstantiated; one is minor tag; follow-up information has been sent. Tim has been Legacy's State survey for 10 years, he said in the 30 days since he had been to the facility, he was impressed with staff engagement; how positive interactions and the changes were "profound". CHRO Hodges gave very high praise for changes made at Legacy. Kudos to all Staff at Legacy.

Patient Experience--38 complaints and grievances and 0 over 30 days old; 127 open positions; 87 at CCH; 40 at Legacy. CCH has 15 travelers, 14 at Legacy. The Legacy travelers are down from 37 to 22. In January 15 employees were hired; 36 employees left; 4 due to lack of hours as PRN; 1 retired; 1 student; 5 moved out of State; 5 were involuntary and 20 employees resigned; 12 took positions in the community, remaining employees did not share and 8 moved to other healthcare facilities.

e. CNO Report

For another quarter Hospice has performed in the 98th percentile nationally for rate Hospice 0-10. Only 2% of Hospice perform better than us.

MS and ICU are trying new shift times and revamped bedside handoff to help improve HCAPHS scores and employee satisfaction.

Day of Hope in Cheyenne— our Navigator attended on 2/26. This is a day dedicated to improving cancer care across WY with a focus this yr on screening, raising awareness, sharing resources and discussing strategies which affect access to care

CMS new Pt Safety Structural Measure reporting. This is an attestation-based measure that assesses our structure and culture that prioritizes safety in 5 domains:

Leadership commitment to eliminating preventable harm

Strategic planning and organizational policy

Culture of safety and learning



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Accountability and transparency

Pt and family engagement

CARF (Commission on Accreditation of Rehabilitation Facilities) survey completed Jan 27-28 for mostly outpatient BHS. Awaiting results as to whether we are re-accredited for 1 or 3 yrs.

Maternal Child will be at the Wyoming Maternal Mortality Prevention Workgroup in Casper on Mar 31. There may be grant opportunities for us to request via this group.

Pharmacy and Infection Prevention have finished the 2025 Guide to Antimicrobial Therapy booklets as part of the Antimicrobial Stewardship Program and are distributing that in the community for providers to reference. This is completed in collaboration with our Lab. There is a regulation that we have leadership and Board support for this program.

ER/Trauma. Our Trauma survey is coming up soon, we are designated as an Area Trauma Hospital. In preparation for the survey, we have a Resolution for Trauma Designation document that needs to be signed by all Board members in support of redesignating as an Area Trauma center.

f. CMO Report

Recruiting and Retention—expect at Board Retreat strategy as far as talent and contract modifications that have taken place.

Quality—the Peer Evaluations is about to go electronic.

Med Staff Services has been working on clearing out some backlog.

g. CEO Report

CEO Shahan reviewed the new Dashboard that was created internally. The Goals were previously approved by the Board and the dashboard is the tracking mechanism to track progress and areas that need work. Access to care continues to be monitored, which helps with recruitment.

h. UCHHealth: Colorado Legislative session will end May 7 and so far over 300 bills have been reviewed, few effects healthcare. Internal discussions regarding the use of AI with documentation for doctors. UCHHealth has a program they are trialing. Provider Connect Meetings kicked off in February; UCHHealth plans to provide two or three speakers for EMS University.



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TRUSTEE STUBER MOVED TO ENTER INTO EXECUTIVE SESSION AT 6:44 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 6:44 p.m.

TRUSTEE STUBER MADE A MOTION TO RETURN TO PUBLIC MEETING AT 8:12 PM. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Returned to Public Session at 8:12 PM.

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

TRUSTEE HITE MADE A MOTION TO ADJOURN AT 8:12 PM. TRUSTEE STUBERSECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Public Meeting Adjourned at 8:12 p.m.


J. William Rice (Apr 28, 2025 10:02 CDT)

Bill Rice, Secretary


Jamie Kay, Recorder