

**Campbell County Health Board of Trustees**  
Strategic Planning Session – The Golf Club at Devils Tower  
October 20, 2022  
7:30 AM

**Members present:**

Adrian Gerrits, Chair  
Alan Stuber, Vice Chair  
Lisa Harry, Secretary  
Randy Hite, Treasurer

Sara Hartsaw, Trustee  
Tom Murphy, Trustee  
Kristina Leslie, Trustee

**Also present:**

Matt Shahan, CEO  
Jerry Klein, COO  
Dr. Attila Barabas, CMO  
Natalie Tucker, CNO  
Diane Jackson, UCH  
Matt Sabus, Information Technology VP

Alison Gee, CCH Attorney  
Norberto Orellana, Community Relations  
Rob Lobron, Interim CFO  
Brandi Miller, Executive Assistant  
Jenn Ford, FMG  
Melinda Kirkwood, Interim VP of HR

**Pledge of Allegiance**

**Call to Order** - Mr. Gerrits, Chair, called the meeting to order at 7:30 a.m.

**Mission Statement** – Sara Hartsaw read Campbell County Health's Mission Statement.

**Vision Statement** – Randy Hite read Campbell County Health's Vision Statement.

**Roll Call** - Brandi Miller called the roll, all members present.

**Approval of Agenda**

**SARA HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. TOM MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Epic Update**

Matt Sabus, VP of IT, updated the Board on the Epic Implementation project. Workflow walkthroughs are completed. The hardware walkthroughs will be completed by October 21. Forty-one separate workgroups covering all primary workflows at CCH have started. The onsite clinical visit to UCH Greeley hospital went well.

**Updates**

Matt Shahan updated the Board on a variety of initiatives.  
PYA – engaged to enhance clinic operations through results-driven, clinic specific improvement plans and collaborative implementation process. They are assessing the structure of the clinics and implementing processes to improve financial tracking, accountability, and expense tracking.

Surgical Directions – working with CCH to carry out major enhancements to our scheduling process, culture, and efficiencies. First case of the day start times has improved from 35% on-time starts to 81%. Our goal is to improve our case load to 5k a year. Dr. Furry and Psychologist Doug McKinnley are working with surgeons and staff to create more efficient processes. We anticipate Surgical Directions work to be complete the first of the year.

APW – discussions continue with ED providers and Hospitalists. Like many organizations nation-wide APW's model includes utilizing mid-levels and Physicians. CCH can modify the model to suit our needs.

QHR – is assisting BHS with admission processes and discharge plans. Process improvements have also been made to case management and daily rounding procedures.

Marketing/Communications Department – the team has been focusing on better communication with staff/departments, more up to date information available for staff on staffnet, and community marketing opportunities. We are very excited about the progress they have made.

UCHealth – the affiliation has provided CCH with support in recruiting, networking, group purchasing and allows access to policies, libraries, etc. Over the last year utilizing group purchasing has saved over \$600,000. A meeting is scheduled to discuss the Vascular Clinic. Our staff has been able to participate in onsite visits through the Epic implementation project.

#### **COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN**

UCH assisted a CCH team in the creation of the Community Health Needs Assessment and implementation plan (3-year plan). Per IRS requirements the Board is required to approve the implementation plan. We have increased mental health recruiting efforts to better serve our community. There are four psychiatrist interviews scheduled. Horizon Health is completing an assessment of CCH BHS and the surrounding region. Preliminary results show that within the 110-mile radius there is a shortage of nearly 20 beds. Matt Shahan will meet with Campbell County School District to see if a partnership can be formed to better serve the mental health needs of students. Mental health needs to be a focus of the entire community.

**ALAN STUBER MADE A MOTION TO APPROVE THE COMMUNITY HEALTH NEEDS ASSESSMENT PLAN AS PRESENTED. SARA HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

#### **BOARD SUCCESSION**

Four Board members are up for re-election in the upcoming general election, Adrian Gerrits-Chair, Alan Stuber-Vice Chair, Lisa Harry-Secretary, and Sara Hartsaw-Trustee. In the event the three officer positions are not re-elected a contingency plan was created. The contingency officer plan will be in effect until new officers are elected at the December Board meeting.

**ALAN STUBER MOVED THAT TOM MURPHY WILL SERVE AS CHAIR AND KRISTINA LESLIE WILL SERVE AS SECRETARY IN THE EVENT THAT ALL CURRENT OFFICERS ARE NOT RE-ELECTED DURING THE GENERAL ELECTION. SARA HARTSAW SECONDED THE MOTION. MOTION CARRIED.**

#### **MARKETWARE DEMO**

Heather Follmer, Marketware Product Specialist, joined the meeting virtually to demo their product. The Marketware platform provides the ability to search patient migration and referrals both who our providers refer patients to but also who is referring patients to our organization. The platform does not include any personal health information on patients.

### **EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 11:18 AM.

**ALAN STUBER MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 11:18 AM TO DISCUSS CLASSIFIED CONFIDENTIAL ATTORNEY CLIENT PRIVILEGED MATTERS, LITIGATION AND OTHER MATTERS AS CLASSIFIED CONFIDENTIAL BY LAW. SARA HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ALAN STUBER MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AT 11:26 AM. SARA HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 11:26 AM.

### **BOARD EDUCATION**

Trustee Harry shared American Hospital Association resources with the group. An education calendar was shared with the group to outline specific education topics to be discussed at Board meetings. In January we will begin the 5pm meeting with a 30-minute education portion. This will allow the Board and community to hear valuable education. January's topic will be HIPAA.

**SARA HARTSAW MADE A MOTION TO RECESS THE MEETING AT 11:56 AM. TOM MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

### **FOUNDATION ANNOUNCEMENT**

The staff was notified via Webex that a settlement was reached with the Foundation. The Hospice House building is now property of CCH.

Lunch

### **EXECUTIVE SESSION**

The regular meeting moved into Executive Session at 12:27 PM.

**SARA HARTSAW MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 12:27 PM TO DISCUSS RETENTION OF A PROFESSIONAL PERSON, REAL ESTATE, PERSONNEL MATTERS, CLASSIFIED CONFIDENTIAL ATTORNEY CLIENT PRIVILEGED MATTERS, LITIGATION AND OTHER MATTERS AS CLASSIFIED CONFIDENTIAL BY LAW. RANDY HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**SARA HARTSAW MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AT 12:51 PM. TOM MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 12:51 PM.

### **UCH UPDATES**

Kevin Unger, UCH CEO, joined the meeting virtually to update the Board on UCHealth's current performance and areas of focus. Mr. Unger touched on some of their initiatives for workforce well-being and employee behavioral health support. UCH currently serves 24% of the Colorado inpatient market share. The Medical Center of the Rockies achieved level 1 trauma designation in July 2022. MCR is the only level 1 trauma center in Northern Colorado and only one of six in the state of CO. Mr. Unger reviewed some of the external trends in healthcare including rising inflation and labor shortages.

**WRIGHT CLINIC UPDATES**

Jerry Klein, COO, reported that the Wright clinic is operating at 92% year-to-date productivity. The Wright Clinic was established over 30 years ago. They have an active advisory board, rehab, imaging, lab, occ health and the community is served by CCH's EMS. There are plans to install HMR closets and BHS and other specialties telehealth services.

**HULETT CLINIC UPDATES**

Jerry Klein, COO, reported that the Hulett Clinic is operating at 86% year-to-date productivity. The Hulett Clinic was established last year. An Advisory Board is being established and pharmacy needs are provided by Medical Hills. The clinic offers imaging, lab services, occ health. A volunteer EMS organization serves the community. Upcoming opportunities include the addition of rehab services, HMR closets, retail pharmacy, helipad and telehealth services for BHS and other specialties.

**EXECUTIVE SESSION**

The regular meeting moved into Executive Session at 1:42 PM.

**TOM MURPHY MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 1:42 PM TO DISCUSS RETENTION OF A PROFESSIONAL PERSON, REAL ESTATE, PERSONNEL MATTERS, CLASSIFIED CONFIDENTIAL ATTORNEY CLIENT PRIVILEGED MATTERS, LITIGATION AND OTHER MATTERS AS CLASSIFIED CONFIDENTIAL BY LAW. LISA HARRY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ALAN STUBER MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AT 2:01 PM. LISA HARRY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

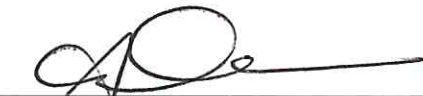
Returned to Open Session at 2:01 PM.

**MEDICAL STAFF APPOINTMENT APPROVAL**

**SARA HARTSAW MADE A MOTION TO APPROVE THE MEDICAL STAFF APPOINTMENTS AS PRESENTED. ALAN STUBER SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ADJOURN**

**KRISTINA LESLIE MADE A MOTION TO ADJOURN THE MEETING AT 2:03 PM. LISA HARRY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

  
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Alan Stuber, Chair

  
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Brandi Miller, Recorder