



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, January 24, 2019.

Members present:

Dr. Ian Swift
Ms. Ronda Boller
Dr. Sara Hartsaw
Mr. Adrian Gerrits
Mr. Alan Stuber
Ms. Lisa Harry

Members absent:

Mr. Randy Hite

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Mr. Nicholas Stamato, Chief of Staff
Dr. Attila Barabas, Chief Medical Officer
Mr. Dalton Huber, CFO
Ms. Misty Robertson, CNO
Ms. Noamie Niemitalo, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Facilities and Plant Operations
Ms. Jonni Belden, Vice President of Continuing Health Services
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Dr. Swift, Chairman, called the meeting to order at 5:01 p.m.

Invocation

Chaplain Scott Strohkirch led those present in an opening prayer.

Mission Statement

Dr. Hartsaw read Campbell County Health's Mission Statement.

Vision Statement

Ms. Harry read Campbell County Health's Vision Statement.

Roll Call

Ms. Ellen Rehard called the roll of the Trustees of the Board of Campbell County Memorial Hospital District. Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry are present. Ms. Boller will arrive later and Mr. Hite is excused.



Approval of Agenda

Dr. Swift requested to put Facilities Committee under Action Items as Action Item #2.

Dr. Hartsaw moved, seconded by Mr. Stuber, to approve the agenda as amended. Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.

Consent Agenda

The following items were approved as part of the Consent Agenda.

Approval of Minutes

Minutes from December 6, 2018 Board meeting and December 20, 2019 Special Board meeting (copy appended to minutes).

Administrative Policy Review

Three Administrative policies, Alias Status Registration, Service Animals and Use of Non-Slip Shoes, Shoe Covers or Ice Grips to Prevent Employee Slips and Falls (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the January 21, 2019 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Physician Recruitment and Retention Committee
The Legacy Advisory Board
Joint Conference
Quality Committee
Facilities Planning Committee
Healthcare Foundation

Mr. Gerrits moved, seconded by Dr. Hartsaw to approve the Consent Agenda as presented. Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.

RECOGNITION ITEMS

Provider Recognition

Brent Thurness, M.D

Dr. Brent Thurness comes to Gillette from Rapid City, South Dakota, where he practiced at Black Hills Surgical Hospital. He attended medical school at the University Of Iowa College Of Medicine in Iowa City, and completed his residency in anesthesiology at the University of Iowa Hospital and Clinics.

Dr. Thurness wanted to work in a smaller community with a history of businesses that were involved in giving back. The Campbell County school system was also impressive, and his daughter Emma will be a sophomore in the fall with plans to play tennis, run track and sing in the choir at one of our high schools.

Dr. Thurness and his wife Shelly have two other children, both sons who play football for Chadron St College.



In his role as Medical Director of Anesthesia, Dr. Thurness is very interested in the role the department can play in educating patients about the problem of opioid abuse and ways to prevent its spread with alternative methods for pain management.

Don Tardif, PA-C

Don Tardif began his career in the U.S. Air Force, serving as an x-ray technician. He found that he loved working with his patients and wanted to provide more direct patient care. Don pursued a path to become a physician assistant and went on to receive a Master of Physician Assistant Studies from the University of Nebraska.

He joins the healthcare team at the Walk-in Clinic with over 20 years of experience, working in pain management, orthopedic and urology practices, as well as urgent care. He chose Campbell County Health because it was a good opportunity to work in a close-knit community.

Don enjoys practicing in the clinic because he likes the idea of helping patients feel better quickly. He also likes the other providers he works with.

Don lives with his wife in Gillette. They have six daughters between them and enjoy going to visit them. When he's not working, Don enjoys spending time outside. He likes to hike and camp, and ride his motorcycle.

Director Recognition

Dale Larson, Director of Surgery Services

Dale graduated from Bellin School of Nursing with a Diploma in Nursing, Received his BSN five years later from University of Wisconsin – Green Bay and his MSN in 2007 from the University of Phoenix.

Dale has been a nurse for 33 years beginning his career in Green Bay, WI as an orthopedic staff nurse at Bellin Hospital in Green Bay. Since 1993 Dale has been involved in nursing management on some level from Director to CNO and even CEO. Dale fell in love with surgery in 2001 and has been associated with the service line ever since. Over the years Dale has split service with both for-profit and not-for-profit organizations and has had the joy of serving healthcare needs in many parts of the country.

Dale comes to Gillette by way of El Paso, TX by choice, stating that the family atmosphere, attention to patient outcomes and the overwhelming feeling of support from everyone here to be a part of their community as the determining factor. "I haven't seen a place this inviting and focused in many years."

Dale is married with three children, all married and 3 grandchildren. His wife, Cindy, has found Gillette to be very enjoyable and very much a home feeling to living here.

Gary Cortez, Respiratory Therapy and Sleep Center Director

Gary Cortez was enjoying life in Arizona when his son was transferred and the family moved to Gillette. No stranger to Wyoming, Gary was raised on a ranch and lived in Cody for over 30 years. With an educational background as a Respiratory Therapist, Gary had worked in interim healthcare management for the last 15 years, holding many different kinds of management and administrative positions. In fact, Gary thought the position at CCH would be as interim Respiratory Therapy Director before he was offered and accepted the permanent position.



He says he was pleasantly surprised by CCH and the friendly, welcoming staff he's encountered. Gary wants to continue to improve on what's already here and work on mentoring staff and growing services as appropriate, using his business background to help with budgeting and finances.

Gary's wife Rhonda is a development director for a healthcare system based in North Carolina, but she plans to join him in Gillette later this year. When he's not working, Gary enjoys hunting and fishing, and the wide open spaces of Wyoming.

Misty Robertson, CNO

Misty has been a nurse for 18.5 years, graduating from Boise State University in 2000. Her clinical background was Emergency Department, trauma services, and Intensive Care. She has continued her education, obtaining a Master of Health Administration from the University of South Dakota, and is currently pursuing a Doctor of Nursing Practice degree at Boise State University. Misty is very passionate about the advancement of the nursing profession and being qualified to hold "a seat at the table" for decisions that will impact the future of healthcare. Misty became board certified in healthcare leadership through the American College of Healthcare Executives in 2017.

Misty is originally from Caldwell, Idaho (the Boise area) and was most recently working in Sandpoint, Idaho as the Chief Nursing Officer for a small, but quite diverse hospital. She enjoys the outdoors and animals and has a "pound puppy" named Ringo. Misty prefers to live and work in a rural area, and looks forward to serving the Gillette community.

Employee Recognition

Angie Taylor

Brenda Heim

Tisha Foster Carlson

Hollie Alexander

Legacy Beautician

WIC Clinical Supervisor

Rehab PT

Home Health and Hospice RN

Legend

Kami is the epitome of Excellence Every Day as demonstrated through her compassionate, kind approach to the residents and families she serves. Taking care of people with cognitive deficits, dementia, of all kinds, is taxing on a caregiver. Kami brings her best every single day to "her residents" as she calls them, never letting her bad day get in the way of providing the very best care to residents and family members.

Kami truly understands the importance of dementia care and how interacting with people with dementia must be done with both skill and compassion. She understands and advocates for people with dementia in every way possible. Peers who work with Kami look to her for creative ways to approach a resident with dementia. Kami seeks out training in dementia care, not only through education provided by CCH, but also on her own. She is currently assisting education staff and Nurse Directors in formulating a Dementia Training Course for all staff.

Kami is truly a CCH LEGEND. Congratulations.



Retiree Recognition

Donna Hallcraft

Donna Hallcroft and her husband Gerry moved to Gillette from Basin, Wyoming in 1987 because they heard of a job opening for a Medical Technologist in the hospital Laboratory. That was thirty-one years ago, and Donna retired from CCH on January 3, 2019. When Donna first started at CCH, most lab testing was done manually and there was lots of handwritten documentation. Compared to today, it took a relatively long time for testing to yield results, and there was no such thing as transporting samples through a tube system from the ED to the Lab. The department was much smaller than it is now, with only about 12 techs and four phlebotomists (staff that do blood draws). Donna remembers working shifts that were seven nights in a row, and the Medical Technologist was the only person on duty to do all of the instrument maintenance and cover the whole hospital, including the emergency department. Another memory that seems hard to believe in today's healthcare world--employees were allowed to smoke in the lab!

When Lynn Todd was promoted to Lab Director, Donna took on the position of LIS (Lab Information Supervisor), a role that grew increasingly complex as the Lab became more and more automated and computerized over the years.

Donna says she will miss the people she's worked with as she moves on to her next adventure. She will be working for the Sheridan VA hospital, doing much the same work she does at CCH. She and Gerry have a home in Story, going there most weekends. Donna said it was a hard decision, but the timing was right to make a change.

Thank you Donna, for your dedication to our patients and community.

PUBLIC QUESTIONS OR COMMENTS

Dr. Swift asked if there were any comments or questions from the public at this time. Mr. BJ Clark addressed the Board concerning care received by his son. Dr. Swift gave Mr. Clark the option to address the Board in executive session because of the sensitive nature of the information. Mr. Clark agreed he would like to speak with the Board in executive session.

Dr. Hartsaw moved, seconded by Mr. Gerrits, to adjourn into executive session to discuss a patient care issue. Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.

The regular meeting recessed into Executive Session at 5:25 p.m.

The regular meeting reconvened at 5:38 p.m.

ACTION ITEMS

Medical Staff Appointments

Dr. Stamato recommended approving the following medical staff appointments as recommended by the appropriate Department Chairman, Credentials Committee, and Executive Committee.



Reappointments:

Courtesy:

Department of Medicine Morton Hyson, M.D.	Intraoperative Monitoring
Department of Maternal Child Michel Pettersen, M.D.	Pediatric Cardiology

**Limited Health Care Practitioner
Dependent**

Departments of Surgery AND Powder River Surgery Center Amber Knuths, CRNA	Anesthesia
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ADDITIONAL PRIVILEGE REQUESTS

Nita Engineer, M.D.	To Practice at PRSC
Brent Thurness, M.D.	To Practice at PRSC
Nathan Tracey, D.O.	To Practice at Long Term Care

**30 DAY EXTENSION REQUESTS Applications Not Received AND/OR Complete
Received**

Harshvardhan Chaobal, D.O.
Erin Clark, PA-C
Alexandru David, M.D.
Scott Diering, M.D.
Jennifer Frary, PA-C
Amy Hawk, APRN
Erik Johnsrud, M.D.
Julie Jones, PA-C
Mark Kellam, M.D.
Kyle Kusek, M.D.
Theodore Lawson, M.D.
John Mansell, M.D.
Philip McMahill, M.D.
Kelly McMillin, M.D.
Romer Mosquera, M.D.
James Naramore, M.D.
Michael Nollo, M.D.
Lynn Perlenfein, PA-C
Erica Rinker, M.D.
Michel Skaf, M.D.
Sarah Smith, APRN
Hollie Stewart, M.D.
Ian Swift, M.D.
Vashu Thakur, M.D.
Jennifer Thomas, M.D.

Not Yet Received

Attila Barabas, M.D.
Timothy Bohlender, M.D.
Thomas Davis, M.D.
Brenda Engle, APRN
David Fall, M.D.
John Gall, M.D.
Jonathan Hayden, M.D.
Landi Lowell, M.D.
Kirkumar Patel, M.D.
Thomas Repas, D.O.

MEDICAL STAFF NOT RENEWING PRIVILEGES:

Sherri Blanchard, M.D.	Current privileges expire January 31, 2019
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Dr. Swift, Mr. Stuber, Mr. Gerrits, Dr. Hartsaw and Ms. Harry voted aye. Motion carried.

Second Floor Patient Rooms

Mr. Crichton explained that the Board has previously given approval for 33 total beds made up of 14 Med/Surg beds, 8 ICU beds, 8 LDRP beds and 3 postpartum beds. The 4 flex rooms in Med/Surg can be used for additional ICU rooms or postpartum rooms. The current bed total is 16 Med/Surg beds on 4N, 15 Med/Surg beds on 4S, 11 ICU beds on 4W and 10 postpartum beds on 2S. The House Supervisor report data shows that CCH had 44 occurrences on Med/Surg and ICU combined when the census exceeded 22. The same data shows a census peak of 29. The proposal coming out of Facilities Committee and Finance Committee is to increase Med/Surg to 22 beds which would allow for 4 rooms to flex ICU or postpartum, 7 ICU beds, 8 LDRP and 3 postpartum beds.

Additional construction costs estimated by HGA are \$1,952,942. This cost includes replacement of an air handling unit at \$535,000, costs of \$125,000 for an additional IT data room, \$70,408.33 for furniture and fixtures for the 7 additional rooms and \$281,093.67 for medical equipment for the 7 additional rooms for a total of \$2,964,444. Mr. Crichton anticipates that about \$500,000 will remain in contingency at the end of the current project.

The current schedule projects that CCH will complete Maternal/Child in July 2019 and the current Med/Surg and ICU rooms in January of 2020. The additional time required for the seven room expansion will add approximately 90 days to the delivery of the last set of rooms. If the courtyard outfitting is delayed until it can be determined that the temperatures will allow for reasonable usage, that would save an additional amount of about \$300,000 and that work can be completed at a later time.

Dr. Swift asked if there would be any trends in healthcare that would indicate increased numbers. Mr. Fitzgerald stated that we have seen a downward overall national trend on inpatient stays both in length of stay and some procedures that don't require inpatient stays that did in the past. At the same time, in Campbell County, we expect to see a continuing aging of the population. The demographics show that about 45% of the adult population is going to grow in the next 5-10 years. As you age, you need more services. There is also an outmigration of services that could come back to Campbell County that would require inpatient capacity.

Mr. Gerrits inquired about staffing issues since CCH has been on divert because of current staffing. Will we have the nursing staff to accommodate the extra rooms? Mr. Fitzgerald explained that the current capacity is 27 beds for Med/Surg and ICU and it is being staff. Going up to 29 beds is 2 more beds than we have now and staffing will remain the same.

Mr. Crichton stated that the first request is to request capital expenditure from dollars that may not be spent this year to be allocated to the project or allocated out of next year. To move forward he will need to get detailed drawings of mechanical, electrical, plumbing, fire suppression in order to get specific bids from the contractors. He would like to get those plans submitted and turned around back to CCH from the agency so that when maternal child is moved in July, 2S will be vacated in order for all the demolition work to be done. This will make best use of the dollars spent and manpower resources.

Dr. Hartsaw inquired if there would be a break point any time along the way of this project. Mr. Crichton explained that contractually Campbell County Health has the ability to stop anytime



without harm.

Dr. Hartsaw moved, seconded by Ms. Harry, to authorize administration to go forward with the construction of seven additional ICU rooms in the second floor project, with funds totaling \$2,964,444 to be allocated from the FY 2019-2020 fiscal year budget. Dr. Swift, Dr. Hartsaw and Ms. Harry voted aye. Mr. Stuber and Mr. Gerrits opposed.

Facilities Committee

Mr. Crichton explained that the Facilities committee is a resource for Board members to hear ideas. He has no objection to the committee meeting as often as the Board pleases. Mr. Gerrits stated that it has been a struggle to get committee members to attend the meetings. Dr. Hartsaw shared that it is acceptable to meet as needed. Administration has access to the Board and the committee can come together when an item needs to be dealt with. Mr. Fitzgerald added that the Board will be updated monthly with the 2nd floor project. No motion was required to leave as an ad hoc committee.

DISCUSSION ITEMS

Board Webpage

This item will be tabled until next month when Ms. Boller is present.

Illicit Drug Use Presentation

Mr. Stuber lead a two hour training on illicit drug use in Campbell County to Med/Surg staff and RN's from the ICU. He provided information on what to watch for and safety for staff and nurses. The presentation was recorded for those unable to attend.

INFORMATIONAL ITEMS

Chairman's Report

Dr. Swift reported that he attended the Campbell County vision meeting which was well attended. He also attended a meeting at Gillette College with City and County officials to discuss expanding the nursing program and developing a curriculum for other ancillary programs.

Dr. Swift provided some facts on the flu virus:

- In 2018 in the U.S.
 - 17,000 people were murdered
 - 40,000 people were killed in a car accident
 - 80,000 people died of the flu
- Influenza symptoms include:
 - Fever
 - Chills
 - Myalgia or muscle aches
 - Cough
 - Congestion
 - Headache
 - Fatigue/Malaise
- Diagnosis is obtained by swab
- Prevention



- Flu vaccine
- Cover mouth / mask
- Avoid touching nose or mouth
- Hand Sanitizer
- Management
 - Stay home
 - Fluids / Humidity
 - Manage fever
 - Tamiflu
 - Contagious for 5 to 7 days

Chief of Staff Report

Dr. Stamato thanked Dr. Thomas for her help in transitioning from Chief of Staff. Medical Staff elections took place and Dr. Mark Hoskinson was elected the Department of Medicine Chief and Dr. Kelly McMillin is the Department of Medicine Representative. They replace Dr. Patel and Dr. Wilkerson who have both served for over two decades. MEC is revitalizing and expanding the peer review process. The Credentials Committee has expanded in size hoping to get physicians involved in the process earlier. The Medical Staff office has a large backlog and has brought in interim office staff to help clear up the backlog. The Medical Staff office will be going to a computerized credentialing system, hoping that will help. Have been working with WWAMI students coming in for rotation in the hopes that those students will come back and practice someday. Have had good reviews so far.

CEO Report

Mr. Fitzgerald reported the following:

Events in January

- January 4 – Recognition reception for employees with five years of service from 2-4 pm in the hospital main lobby. All employees were invited to attend and congratulate their colleagues.
- January 5 – Recognition dinner for employees with ten or more years of service from 5-8 pm at the Campbell County Senior Center.
- January 9 – Vision meeting with County, City, CCSD, GCC, and Town of Wright.
- Reviewed 3 master planning companies for CCH, and selected Stroudwater.

Upcoming events in February

- February 11-15 - Classrooms 1 & 2 are closed to install new AV equipment and update the flooring and interior.
- February 3-6 - Trustees attend AHA Rural Healthcare Conference in Phoenix.
- February 26 – CCH LDI on strategic planning.

Other Information

- CCH has partnered with Wyoming Medical Center's (WMC) Primary Stroke Center for Telestroke.
- Radiology is offering a Calcium Scoring screening beginning February 1. This test uses a CT scan to measure the amount and location of calcification in the arteries of the heart. The cost is \$200 and it is self-pay at registration. Talk to your healthcare provider or call the Radiology department at 688-1600 with questions.



Strategic Focus

People

Creating a Workforce Future

Ms. Niemitalo reported on the strategic initiative of workforce. Currently she is working with the Education department to analyze all departments to determine who needs a degree, technical certifications or specialized training and who could use extra training using the SIM Lab and what departments need on the job training. Currently CCH has a summer intern program but are looking at expanding that program offering additional times during the year. Ms. Niemitalo recommends offering career development awareness internally and externally. A team is working to redefine and implement a new preceptor program which will focus on coaching support for job skills and life skills. Upcoming ideas for recruiting a workforce are student loan reimbursement, tuition paid directly to the college and broadening the capabilities of the SIM Lab.

Service

LTC Experience

Ms. Jonni Belden presented information on tactics to improve resident satisfaction scores. Those tactics include using key words at key times, prompt follow-up on grievances, staff rounding, 30/60/90 day employee follow up, directors staggering working hours to capture more evening and night operations and interdepartmental collaboration and team building sessions.

HCAHPS

Ms. Robertson explained that HCAHPS stands for Hospital Consumer Assessment of Healthcare Providers and Systems. The Centers for Medicare and Medicaid Services (CMS) publishes HCAHPS results on the Hospital Compare website four times a year. Discharged patients from CCH are surveyed on 27 questions about their recent hospital stay. A random sample of adult patients (not just Medicare recipients) across medical conditions, occurs between 48 hours and six weeks after discharge. CCH Med/Surg scores have been inconsistent and there will be a refocus to take ownership of the patient experience.

Care

Suicide Prevention

Mr. Jeff Rice, Director of Behavioral Health Services, reported on BHS involvement in suicide prevention measures. Wyoming suicide rates have stayed relatively flat from 2011 through 2017. Campbell County has shown a slight decline. A number of organizations in Campbell County are working on suicide prevention. CCH efforts include a reconstituted Suicide Prevention Committee, use of My-Outcomes software for all BHS patients, crisis follow-up each week and suicide risk assessments throughout the organization and various projects through the Suicide Prevention Committee.

Business

Mr. Huber provided the following financial report:

December 2018:

- \$16M in net revenue. \$1.3M more than budget.
- Expenses were slightly over budget. YTD numbers are right on track with budget.
- Operating expenses were \$16.3M with a budget of \$16M.
- The Mill Levy was above budget by \$800,000 due to some additional payments.



- Excess Revenues over Expenses is \$1.9M compared to \$147,000.
- EBIDA is \$3.5M or 21.73%.

YTD:

- Operating loss of \$4.2M.
- Excess Revenues over Expenses is \$3.8M compared to a budget of \$852,000 budget.
- EBIDA is \$13.5M or 15.19%.

Days of Revenue Account Receivables dropped one day to 86.

Days Cash on Hand increase 169.

Cash increased by \$7M to \$77M.

Strategic Initiative

CCH Online Marketing 2019

Ms. Karen Clarke, Community Relations Director, presented a marketing plan update. CCH does not market every service every month, but look at what services give the biggest bang for your buck and what services have the most potential. A tactic that CCH has recently added is electronic billboard advertising. Marketing continues to use social media and online blogs and is working to increase search advertising tactics in order to rank higher in the search engine. Current online campaigns include Urgent Care awareness and orthopedic services. Strategies new for 2019 are streaming on Pandora radio, forming a Strategic Marketing Advisory Committee, completing a Community Perception survey, listening to the voice of the customer and cause marketing.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:43 p.m.

The regular meeting reconvened at 10:03p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 10:03 p.m.

The next regularly scheduled Board meeting is February 28, 2019 at 5:00 p.m. in Classroom 1.

Alan Stuber, Secretary

Ellen Rehard, Recorder