



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, August 23, 2018.

Members present:

Ms. Ronda Boller
Dr. Sara Hartsaw
Mr. Randy Hite
Mr. Adrian Gerrits
Mr. Alan Stuber

Members absent:

Mr. Harvey Jackson
Dr. Ian Swift

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Nicholas Stamato, Acting Chief of Staff Elect
Dr. Attila Barabas, Chief Medical Officer
Mr. Dalton Huber, CFO
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

Ms. Boller, Secretary, called the meeting to order at 5:00 p.m.

Invocation

Chaplain Gordon Harper led those present in an opening prayer.

Mission Statement

Mr. Stuber read Campbell County Health's Mission Statement.

Vision Statement

Dr. Hartsaw 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. Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber are present. Mr. Jackson and Dr. Swift are excused.

Approval of Agenda

Dr. Hartsaw moved, seconded by Mr. Hite, to approve the agenda as presented. Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber voted aye. Motion carried.



Consent Agenda

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

Approval of Minutes

Minutes from July 19, 2018 Board meeting and July 24, 2018 Special Board meeting (copies appended to minutes).

Administrative Policy Review

Three Administrative policies, Disabled Individual – Program Accessibility, Environment of Care (EOC), and Securing Patient Valuables (copies appended to minutes). **No motion required.**

Administrative Policy Approval

One Administrative policy, Medical Staff Recruitment Referral Incentive (MD/DO/NP/PA), **No motion required.**

Finance Meeting

Items requiring Board Action from the August 20, 2018 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Physician Recruitment and Retention
Quality Committee

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

RECOGNITION ITEMS

New Board Member

Ms. Boller introduced Mr. Stuber as the newest Board member. Mr. Stuber stated he has been a police officer with the Gillette Police Department for the past five years. He was born and raised in Gillette and lives here with his wife and two children.

CMO

Attila Barabas, M.D.

Mr. Fitzgerald introduced Dr. Attila Barabas, CMO. CCH was one of the few organizations this size that did not have a CMO. Dr. Barabas is an Urologist at CCH and has earned his MBA from Auburn University.

Provider of the Month

Kirtikumar Patal, M.D.

Lots of things have changed in Gillette since Dr. Patel arrived in 1991. He remembers walking from the Tower West Lodge, (where he was initially staying) to the hospital to see his patients. Back then Campbell County Health had 600 employees, compared to over 1200 employees today.

Dr. Patel was born in the Indian state of Gujarat, and qualified to train either as a physician or a pharmacist. He initially chose Pharmacy, but laughs as he says he only lasted a week in the



Pharmacy program because it was too confusing. After completing medical school at the Medical College of Baroda in India, he came to the United States and completed a residency in Internal Medicine at Monmouth Medical Center in Long Branch, NJ.

Former CEO Don Shouse recruited Dr. Patel to Gillette, along with his colleague Dr. Amin Rasul. Both were amazed at the wide open spaces of Wyoming and lack of people compared to New Jersey.

Dr. Patel tells his patients that life is a terminal illness, and that what's important is how you get there. He jokes that he will probably die at his desk because he enjoys his interactions with patients and doesn't really see retirement as an option. It's all worth it for Dr. Patel if one patient a month tells him that he helped them make a positive change in their health.

Dr. Patel and his wife Ila have two sons, Rishi, who is in his second year of a general surgery residency at Virginia Mason Hospital in Seattle, WA; and Keyur, who works for ReMax in Gillette. Keyur and his wife, Carly have a one-year old son, Navik, whose name means "navigator".

Provider Recognition

Holly Hink, NP

Holly Hink is a Pediatric Nurse Practitioner who comes to Gillette from Ozark Medical and Pediatric Clinic in Clinton, Arkansas. She has over 20 years' experience in caring for children and teens, and completed her nurse practitioner training at the University of Arkansas in Little Rock. Her practice philosophy is to treat her patients and their families the same way she would want for her family. Family is very important to Holly, and the decision to move across the country needed to be right for her husband Todd and their three children, Makeelie, 11; Jax, 7; and Parker, 3. When she's not practicing at the Kid Clinic, Holly and her family love to be outdoors and are making a list of things to see and do in Wyoming.

Amanda Opfer, M.D.

Amanda Opfer knew she wanted to become a doctor since about the age of seven, and an undergraduate rotation in an Emergency department as a CNA sealed the deal for her. Amanda attended medical school at Rocky Vista University College of Osteopathic Medicine in Parker, CO and completed her Emergency Medicine residency at the University of Texas Southwestern in Dallas, where she worked at Parkland Hospital. She chose emergency medicine for the challenge and variety of patients she sees, and the ability to work in collaboration with different specialists and staff. She already loves the ED group, saying it feels like a big family.

Amanda came to Gillette, in part, because her husband Jake grew up here. The pair met as undergraduates their very first weekend at Virginia Tech. Jake is a general surgeon practicing in Bozeman, MT, where the couple is in the process of buying their first home. Amanda plans to stay with her in-laws, Cheryl and Jim Opfer, during her shifts in Gillette.

When she's not working Amanda loves hiking and kayaking. She and Jake also enjoy cooking together and spoiling their two dogs.



James Bergene, M.D.

Dr. Bergene attended medical school at the Wake Forest University School of Medicine in Winston-Salem, NC. He completed a residency in Anesthesiology at Weill Cornell Medical Center, New York Presbyterian Hospital. He is a native of Cheyenne, Wyoming and attended the University of Wyoming as an undergraduate.

Deanna Lassegard, M.D.

Dr. Deanna Lassegard attended medical school at the Sanford School of Medicine, University of South Dakota in Vermillion. She completed a residency in Emergency Medicine at East Carolina University, Vidant Medical Center. Dr. Lassegard attended South Dakota State University in Rapid City as an undergraduate, and worked in various cities in South Dakota as a registered nurse, paramedic and flight paramedic before attending medical school.

Jessica Quinlan, M.D.

Dr. Jessica Quinlan attended medical school at Washington University in St. Louis, Missouri. She completed a residency in Anesthesiology at Vanderbilt University Medical Center in Nashville, TN. Prior to coming to Gillette, Dr. Quinlan practiced at Northside Anesthesiology Consultants in Sandy Springs, GA, where she provided anesthesia services to three area hospital and 10 outpatient surgery centers.

Employee Recognition

Hollie Kreul, RN-BC	Behavioral Health Services
Carlos C. DeLaRosa, CNA	Home Health & Hospice
Valerie Gray, CAN	Legacy
Rich Robertson, Pharm D.	Pharmacy

Retirement Recognition

Bev Matejka, LPN

Being an OB nurse just seemed like a natural fit for Bev Matejka. As the oldest of ten children, Bev was used to lots of babies. In fact, her youngest brother and oldest son are only ten months apart in age. Bev celebrated 35 years at CCH in June, and she's preparing to move back to her home state of Minnesota to be closer to her family.

Bev remembers being hired at CCH over the phone, and when she began working the whole OB unit occupied the space of the current Labor and Delivery area. What is now the C-section room was the ICU. Bev worked nights with Neonatal Nurse Practitioner Tracy Wasserburger, who was then a registered nurse.

"I remember that Bev never sat down during her shift," says Tracy. "In addition to taking great care of her patients, she was always buzzing around and finding other things that needed to be done. I really admire her strong work ethic."

Maternal Child Director Josie LeMaster agrees. "Bev has always come forward with suggestions on how to improve what we do. It's been a pleasure to have her on my team."

Bev worked straight nights her whole career at CCH because it was easier to manage with a family, and usually a little calmer than during the day. She says she struggled to adjust to 12-hour shifts, but it still took a long time for her to decide to retire at age 70, two months shy of her



71st birthday. Part of the reason--she knew she had to get stuff done at home and going to work kept her organized.

Several times when caring for a mom after delivery, the grandmothers have told Bev that they remembered her as their nurse when their own daughters were born, so Bev has cared for three generations of babies in Campbell County.

Bev says she will miss the people at CCH, and the opportunity to go camping in the mountains, but is looking forward to having seven of her siblings within a half-hour radius of her new home in New Ulm, Minn. She officially retires on August 29, and with a twinkle in her eye, says "I might have to go back to work eventually".

PUBLIC QUESTIONS OR COMMENTS

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

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.

New Appointments:

Active:

Department of Maternal Child	
Francesca A. McCaffrey, D.O.	Pediatrics

Courtesy:

Department of Surgery AND Powder River Surgery Center	
Husain Bharmal, M.D.	Orthopedic / Spine Surgery

Limited Health Care Practitioner:

Dependent

Department of Surgery	
Joel D. Tuckett, CRNA	Anesthesia

Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber voted aye. Motion carried.

Reappointments:

Active:

Dependent

Department of Medicine	
Pauline Lerma, M.D.	Medical Oncology

Department of Surgery	
Tyler Dickey, M.D.	Emergency Medicine
Jon Kerr, M.D.	Emergency Medicine
Joseph Lawrence, D.O.	Radiology



**Limited Health Care Practitioner:
Dependent**

Department of Medicine

Patricia Shull, PA-C

Family Medicine / Ambulatory

Department of Maternal Child

Mindy Keil, PA-C

Pediatrics / Ambulatory

NOTE: Last name change from Gilbert

ADDITIONAL PRIVILEGE REQUESTS GRANTED:

James Bergene, M.D.

To practice at PRSC

Jessica Quinlan, M.D.

To practice at PRSC

30-DAY EXTENSION REQUESTS – Applications Not Received AND/OR Complete

Mindy Gilbert, PA-C

Oleg Ivanov, M.D.

Sairav Shah, M.D.

Michel Skaf, M.D.

Morton Hyson, M.D.

Robert Novick, M.D.

Julie Jones, PA-C

Brahmananda Koduri, M.D.

Ashlee Mills-Fischer, OC

Robert Finley, M.D.

Kyle Kusek, M.D.

Patricia Shull, PA-C

Roy Paulson, DDS

Candace Winters, PA-C

Erica Rinker, M.D.

Tyler Dickey, M.D.

6 MONTH EXTENSION REQUEST

Sherri Blanchard, M.D.

MEDICAL STAFF NOT RENEWING PRIVILEGES:

Grace Wang, M.D.

Current privileges expire September 1, 2018

MEDICAL STAFF RESIGNATIONS TO NOTE:

Bernadette Meade, D.O.

Effective September 1, 2018

Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber voted aye. Motion carried.

DISCUSSION ITEMS

New Patient Room Video

Ms. Clarke presented the new patient room video which is a compilation of some of the previous videos presented by CCH. Board members were very impressed and asked how the public will be able to view. Ms. Clarke explained the video will be posted online and on Facebook.

Walk to End Alzheimer's

Mr. Gerrits challenged the remaining Board members to donate to the Walk to End Alzheimer's being held in Gillette on September 8th at the Lasting Legacy Memorial Park. Registration is at 8:30 a.m. and the walk begins at 9:30 a.m.

INFORMATIONAL ITEMS

Chief of Staff Report

Dr. Stamato announced the next general medical staff meeting is scheduled for September 19th. A new Chief of Staff will be elected along with the Chief of Staff Elect. Medical Executive



Committee has been working to develop a peer review committee who will review issues reported to the Quality department. Guidelines will be provided and they hope this will improve how care is provided.

2017/18 Strategic Plan

Mr. Fitzgerald reviewed the 2017/18 Strategic Plan.

People

Reduce Employee Voluntary Turnover from 16.4% to 16.1% – The goal was exceeded at 13.9.

Recordable Injuries will decrease from 6.5 to 6.2 – The goal was exceeded at 4.1.

Improve organizational leadership assessment score to 3 or above– The goal was exceeded at 4.6.

Time to fill days will decrease from 77.8 to 73.9 – The goal was exceeded at 66.7.

Service

Mr. Fitzgerald stated that CCH only exceeded on one of the HCAHPS goals and that was the Legacy. He explained that Healthstreams was purchased by Press Ganey and during the transition period, CCH was not able to finish with actionable data. The data being received now is good and Ms. Tanya Allee plans to present an update to the Board in October.

Care

Sepsis early management, severe sepsis and septic shock bundle - The goal was met at 50% which is also the national average.

Decrease number of residents reporting moderate to severe pain by 30% - The goal was met at 17%.

Decrease the number of LTC falls by 30% - The goal was not met. Ms. Belden stated they are continuously working to decrease falls and are looking at behaviors that contribute to falls.

Reduce number of Serious Safety Events (SSE) – This goal was exceeded at 1.

Patients reporting suicidal thoughts – This goal was met, but BHS recognizes there are still a lot of challenges in the community. The program MyOutcomes was trialed this year and will go out to all CCH counselors and therapists this year.

Readmission rate for patients – This goal was exceeded at 6%. The national average is 14-15%.

Business

Increase operating margin to budget – This goal was not met.

Maintain days cash on hand between 185-188 days – This goal was not met.

CCMH AR days reduced to 60 – Ended at 82, this goal was not met.

Improve collection rates from collection agencies by 5% from 2.0 to 2.1% - This goal was not met.

Strategic Focus

Business

Mr. Huber reported the following for the month of July:

- Net revenues were under budget by almost \$2M.
- Inpatient admissions on the acute care side were 180 which is 10% below budget.
- Surgeries were 22% under budget.
- Legacy average daily census was below budget.
- Expenses were under budget \$1M.
- Operating loss was \$1.7M.
- Investment interest rates are coming up.
- Bottom line net loss of \$550k.



- EBIDA at \$1.1M and EBIDA margin at 8.39%.
- Account receivable days climbed to 79.
- Days cash on hand dropped to 166.
- Dropped cash to \$75M.

Ms. Boller inquired why numbers are down at the Legacy. Mr. Huber explained that rehab numbers are down significantly. Part of that is because surgeries have been down as well. Ms. Belden agreed that the rehab census has been down. There has also been quite a bit of bed turnover in long term care. It takes about eight to nine days to replace a long term care bed. Four admissions are coming in next week.

Dr. Hartsaw stated that she asked Mr. Huber at the recent Finance meeting what it would take for CCH to be profitable. His answer was to cut the things that don't pay for themselves, but are good for the community. Dr. Hartsaw added CCH is a big organization with a lot of moving parts. Mr. Huber agreed that there are a lot of different pieces that CCH is trying to balance and it is challenging.

Ms. Boller congratulated the Legacy for the fact that they received 15 out of 15 on the resident surveys. She knows that staff is constantly working hard there.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:06 p.m.

The regular meeting reconvened at 7:20 p.m.

ADJOURNMENT

There being no further business, the meeting adjourned at 7:20 p.m.

The next regularly scheduled Board meeting is September 27, 2018 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder