



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, September 27, 2018.

Members present:

Mr. Harvey Jackson
Dr. Ian Swift
Ms. Ronda Boller
Dr. Sara Hartsaw
Mr. Randy Hite
Mr. Adrian Gerrits
Mr. Alan Stuber

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Attila Barabas, Chief Medical Officer
Mr. Dalton Huber, CFO
Ms. Deb Tonn, Vice President of Patient Care
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

Mr. Jackson, Chairman, called the meeting to order at 5:00 p.m.

Invocation

Pastor George Keralis led those present in an opening prayer.

Mission Statement

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

Vision Statement

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

Approval of Agenda

Mr. Hite moved, seconded by Dr. Hartsaw, to approve the agenda as presented. Mr. Jackson, Dr. Swift, 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 August 23, 2018 Board meeting (copy appended to minutes).

Administrative Policy Review

Two Administrative policies, Blood/Body Fluid Exposure for Independent Medical Staff and Independent Contractors and Protective Services (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the September 24, 2018 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Campbell County Healthcare Foundation
The Legacy Advisory Board
Quality Committee
Facilities Planning Committee

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

RECOGNITION ITEMS

Provider Recognition

Doug Watt, M.D.

Dr. Douglas Watt grew up in Upton, Wyoming and attended the University of Wyoming before attending medical school at the University of Washington in Seattle. He completed his residency in Diagnostic Radiology at Virginia Mason Medical Center in Seattle, Washington, and completed a Fellowship in Musculoskeletal Radiology at the University of Iowa Carver College of Medicine in Iowa City, Iowa. He joins Drs. Lawrence, Mitchell and Rigsby at Gillette Medical Imaging.

Joel Tuckett, CRNA.

Joel Tuckett, CRNA, received his Master of Science in Nurse Anesthesia from Wolford College in Naples, FL. He comes to Gillette from Fairview Range Medical Center in Hibbing, Minnesota, where he worked with a team of eight CRNAs and one anesthesiologist that provided anesthesia services in five ORs and a stand-alone surgery center with two ORs. Joel received his Bachelor of Science in Nursing from Idaho State University in Pocatello.

Francesca McCaffrey, M.D.

Dr. Francesca McCaffrey received a Master of Public Health from the College of Graduate Public Health in Portland, Maine; and a Doctor of Osteopathy degrees from the University of New England College of Osteopathic Medicine in Biddeford, Maine. Even though she grew up on the East coast, Francesca and her husband Ryan were ready to branch out and move to the Midwest when it was time for her residency.



Francesca describes her pediatric residency experience at Sanford Children’s Hospital in Sioux Falls, SD, as “fabulous.” One of her attending physicians was pediatric cardiologist Dr. Theresa Stamato, CCMG cardiologist Dr. Nick Stamato’s sister. Dr. Theresa Stamato started the ball rolling for Francesca’s move further west—to Wyoming. Gillette fulfilled the items on Dr. McCaffrey’s wish list: wide open spaces, friendly people and a community with a real need for a pediatrician.

Dr. McCaffrey recognizes that the biggest impact on health starts with children, inspiring them to make the right choices the first time. Her background in public health gives her an interest in the importance of role models and a strong community, and how to foster resiliency in children. Dr. McCaffrey and her husband Ryan have two children; Lane, 2, and Lillian, 6. Lane is attending the CCH Early Childhood Center and Lillian is in first grade at Pronghorn Elementary.

Employee Recognition

Sean Crawford
Natashua Nava, CNA
RJ Thomas
Andrea Harvey

BioMed
Wright Clinic
Plant Ops
Accounting

Outstanding Healthcare Award Winners

Jonni Belden
Carlos De LeRosa
Bill Heineke
Carol Jandreau
Tom Lubnau
Deb Tonn

Legend Recognition

Tiffany Fager

Ask the staff at The Legacy Living and Rehabilitation Center how to describe Tiffany Fager, and words such as resourceful, motivated, proactive, can-do attitude, go-to person, always smiling, and easy to approach are often used. This is why Tiffany has earned Campbell County Health’s Legend Award.

For those who don’t know, CCH defined a Legend as, “those people who have left a permanent impression on our minds because of their deeds and actions. Ongoing demonstration of hard work, compassion, and a reputation for greatness make someone a legend.”

Tiffany Fager is the Administrative Secretary at The Legacy. She started as a Certified Nursing Assistant (CNA) in September 1998 at Pioneer Manor, and has transferred to different roles, but always continued to work at the long-term care center in Gillette, Wyoming.

Colleagues will tell you that Tiffany comes to work daily with CCH’s mission in mind and delivers excellent resident care—she inspires others in the building to work toward the goal of providing excellence every day.



Tiffany is the go-to person, regardless of the role an employee is in. She is easy to approach and will always make time to help colleagues find answers to problems. There is no job Tiffany won't do at The Legacy and she is a wealth of knowledge.

When Tiffany isn't working, she enjoys spending as much time with her family as possible. Tiffany has been married to her husband, Jerry, for 26 years now, and they have an 11-year-old daughter, Marlee.

Tiffany, thank you for being committed to providing the best level of care to The Legacy residents and treating our resident's families with compassion and respect. You are truly an example of Excellence Every Day. Congratulations.

Board Recognition

Trustees Boller and Gerrits were recognized for completing Best on Board during the Wyoming Hospital Association annual meeting and convention. Only a handful of trustees from throughout the state completed "Essentials of Healthcare Governance."

Volunteer Recognition

Robin Bailey

Mr. Fitzgerald read to the Board the recognition he read at the WHA awards dinner.

The most precious resource any of us has is his or her time. Volunteers, in all of our organizations, freely give us that precious resource. At CCH, we receive nearly 13,000 hours each year of volunteer time. Time that is spent helping customers in our gift shop, directing guests as they enter our facility, taking books and magazines to our patients, helping our residents in our LTC play bingo, and in some cases, holding the hands of our hospice patients so they don't die alone.

Volunteering is important to our organization, and I know it's important to each and every one of your organizations, so, I want to applaud WHA for instituting this award, Volunteer of the Year.

I am blessed to have this special person volunteer in my hospital. Robin Bailey is a special woman, to say the least. Robin retired in 2014 after nearly 37 years in public service. She began her career with US Senator Malcom Wallop, then Senator Alan Simpson, and finally finished with Senator Enzi. It takes a lot of energy, enthusiasm, and I am sure patience to deal effectively with three US Senators, and Robin did that with a combination of modesty, grace, strength and intelligence. But after she retired, she really got busy.

Robin is a volunteer with CCH. Since retiring in 2014, she has volunteered more than 1,100 hours just to our organization. I see her every week at the front desk of our hospital, and she is always beaming a big smile, and not just at me, I see her give that same smile to each person who crosses her path.

Robin is also on our Legacy Advisory Board, where she contributes her time and energy into helping us provide a better quality of life for our LTC residents.

I'm just getting started.



Robin is also the chairperson for the Campbell County Senior Center Foundation. In addition to being the chair, she is there each week greeting the seniors as they come for lunch.

Robin volunteers in Gillette for Blessings in a backpack. This is a community service that gives children in our community food so they don't ever go hungry in school.

Robin assists in a Special Prom held for people with disabilities. Everybody deserves to dance.

She and her granddaughter together raise money for the Salvation Army, so Robin is passing along her volunteer spirit to her grandchildren. That's what we refer to as a good testimony.

She has volunteered to serve on the Senior Center Election Committee.

Finally, she serves in her local church.

Robin is so much more than the word volunteer can infer. In short, she embodies the spirit of what volunteerism is supposed to be about: A good person who simply wants to help other people have a little better life.

Robin, thank you for serving CCH and in so many other ways in our community. Please join me for this most deserving award.

PUBLIC QUESTIONS OR COMMENTS

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

ACTION ITEMS

Medical Staff Appointments

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

New Appointments:

Limited Health Care Practitioner:

Dependent

Department of Medicine

Sylvia "Darlene" Shafer, PA-C

Family Medicine/Ambulatory

Department of Surgery

Russell F. Gale, CRNA

Anesthesia

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

**Reappointments:****Active:****Dependent**

Department of Medicine

Sairav Shah, M.D.

Cardiology & Request for VenaSeal

Department of Maternal Child

Brahmananda Koduri, M.D.

Pediatrics

ADDITIONAL PRIVILEGE REQUESTS GRANTED:

Adam Jorgensen, M.D. (Ophthalmology) to practice at PRSC

Stephen Khachikian, M.D. (Ophthalmology) to practice at PRSC

Joel Tuckett, CRNA to practice at PRSC

Whitney Shawver, APRN Change to IM/LTC

Julie Tippens, APRN Change to IM/LTC

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

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

Oleg Ivanov, M.D.

Hollie Stewart, M.D.

Roy Paulson, DDS

Michel Skaf, M.D.

Morton Hyson, M.D.

Robert Novick, M.D.

Julie Jones, PA-C

Ashlee Mills-Fischer, OD

Robert Finley, M.D.

Candace Winters, PA-C

Kyle Kusek, M.D.

Erica Rinker, M.D.

Amber Knuths, CRNA

Alexandru David, M.D.

Shareef Riad, M.D.

Roi Lotan, M.D.

John Fan, M.D.

Harshvardhan Chaobal, D.O.

David Beck, M.D.

Nahida Khan, M.D.

Theodore Lawson, M.D.

John Mansell, M.D.

Kelly McMillin, M.D.

Romer Mosquera, M.D.

Michael Pettersen, M.D.

Sarah Smith, APRN

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

CCH Bylaws

Mr. Jackson explained the revisions made to the Campbell County Hospital District Bylaws by the Bylaws Committee. Changes are as follows:

- Article II – Board of Trustees, Section 1(a)(3) Management. An addition was made to require each Board member to obtain at least 7 hours of continuing education per year in education pertaining to hospital or health care governance.
- Article II – Board of Trustees, Section 4(b) Conflicts of Interest. Addresses a material change which may give rise to a potential conflict of interest and making updates to the Conflict of Interest Statement.
- Article II – Board of Trustees, Section 4(c), Conflicts of Interest. An addition was made referring to Wyoming Statute sanctions for conflict of interest by a Board member.



- Article II – Board of Trustees, Section 6, Removal for Cause. This is a new section addressing removal for cause for a violation of law.
- Article III – Meetings of the Board, Section 6, Agenda. This is a new section covering the timeline for setting the regular board agenda. The agenda will include committee reports.
- Article IV - Officers, Section 4, Chairman of the Board. Language was removed requiring the Chairman of the Board to have served as an officer of the District.
- Article IV – Officers, Section 7, Treasurer. This addition gives the Treasurer authority to assume the duties of the Chairman in the absence of the Chairman, Vice Chairman and Secretary.
- Article V – Administrator, Section 1 (l), (m), (n), (o) & (p), Administrator. These additions cover required duties of the CEO.
- Article V – Administrator, Section 2, Assistant Administrators. This addition states that an Assistant Administrator reports directly to the Administrator.
- Article VI – Committees of the Board, Section 4, Quality Committee. This is a new section outlining the composition and duties of the Quality Committee.
- Article VI – Committees of the Board, Section 6, Compensation Committee. This is a new section outlining the composition and duties of the Compensation Committee. Board members discussed and agreed to add the Compensation Committee to the list of standing meetings.
- Article VI – Committees of the Board, Section 6, Facilities Committee. This section has been deleted in its entirety and replaced by the Compensation Committee. Action items that previously came through the Facilities Committee will now be brought to the Finance Committee. Mr. Lubnau will create a policy outlining the guidelines of the Finance Committee in regards to facility projects, reporting and costs. If the dollar amount of a project is over a base amount, it will be required to be presented to the Board as an Action item.
- Article VI – Committees of the Board, Section 11, Resignation or Modification of Committee Membership. Removal of a Board member from a committee by majority vote has been removed.

Dr. Hartsaw moved, seconded by Mr. Hite, to approve the Bylaws as amended and presented tonight. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber voted aye. Motion carried.

DISCUSSION ITEMS

Community Mental Health Committee

Ms. Boller reported that the Community Mental Health Committee met on September 19th and are scheduled to meet again in November. Each entity is assigned to report back with what mental health services they offer the community. Are there services that are similar or being overlapped? They also discussed having a mental health assessment completed in the spring along with the community health assessment.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Jackson announced that the fall Board retreat is scheduled for October 30 at the Gillette College. He encouraged all to attend.



Chief of Staff Report

Mr. Fitzgerald reported the medical staff met for a general medical staff meeting last week. Dr. Nick Stamato was elected as Chief of Staff beginning in January 2019 and Dr. John Mansell was elected as Chief of Staff Elect for 2021. Dr. Barabas introduced himself to the medical staff and described his duties as CMO.

CEO Report

Mr. Fitzgerald announced that the Rural Healthcare Conference is scheduled for February 3-6. He asked Board members to look at their calendars.

Strategic Focus

People

Employee Engagement

Ms. Niemitalo explained that the Employee Engagement goal will increase from 4.02 to 4.12 to move to the 75th percentile. The Employee Engagement survey is offered biannually. Merit and Market is one category of questions offered on the survey. At market time, Ms. Niemitalo analyzes about five different surveys of other healthcare facilities as well as each job description and each job title to determine what market adjustments should be made in what positions. Merit is based on performance evaluations Ms. Niemitalo also reported that Employee Performance Evaluations were recently completed. Employees were scored on Standards of Behavior, Job Skills and Pillars. The final scores from the Performance Evaluations determined that 2% of employees need to improve, 48% are fully successful, 47% are superior and 3% are distinguished.

Care

Chronic Care Management

Ms. Elise Necklason, RN Care Coordinator, reported that the goal for readmission rates for patients greater than 64 years of age is 5.6. In July CCH hit 6.3 and August scores were 4.8. The Chronic Care Management Program is a new program for Medicare recipients with two or more chronic conditions. The goal of the program is to reduce complications, readmissions, and unplanned Emergency Department visits. Patient's enrolled in the program receive monthly care coordination of activities by the care coordinator and individual clinic staff. Transitional Care Management begins 30 days from the day of discharge from hospital observation or acute admission. Care is implemented by Acute Care Managers that have been involved in the patient's discharge planning. Managers assure continuity of care, access to needed services and interventions.

LTC Readmissions

Ms. Belden reported that the Mt. Pacific Nursing Home Readmission Collaborative goal is to reduce hospital admissions and readmissions by 5%. The CCH goal is to reduce to 13.25%. The annual performance score for The Legacy Living and Rehabilitation Center for CY 2017 had a 90% improvement score for skilled nursing facility value based purchasing and a 100% performance score for skilled nursing facility valued based purchasing.

Service

OPX Charter

Ms. Tanya Allee, Patient and Resident Experience Manager, reported on the Outpatient



Experience Charter. The OPX Charter formed in October 2017. Departments involved include:

- Cancer Care, Radiology, Lab, BHS, CCH OP Surgery, PRSC, Rehab, Dialysis, and Patient Access.

Service Excellence tactics that were rolled out include:

- Leader rounding on patients.
- AIDET training/validation.

Ms. Allee stated that there has been great attendance at the OPX meetings. All departments were trained on Press Ganey reporting and sharing those reports with staff. Observation and 1 on 1 coaching was completed with each leader on leader rounding as well as completion of AIDET training and validation with seven of ten departments.

Business

Mr. Huber provided the following financial report:

August 2018:

- Inpatient admissions were short of budget.
- There was good outpatient activity.
- Net revenues were close to budget at \$15,048,000.
- Operating loss of (334,000). Better than budget and better than last year.
- Investments are up since interest rates have climbed.
- Bottom line income for August is \$900,000.
- EBIDA is 17% with a total margin of 5.53%.

YTD:

- EBIDA exceeds the budget at 12.21%.
- Accounts Receivable days are at 83.
- Days Cash on Hand decreased to 158 with a goal of 156.
- Cash Balances dropped to \$72M.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:37 p.m.

The regular meeting reconvened at 9:28 p.m.

ACTION ITEM

Personnel

Dr. Hartsaw moved, seconded by Ms. Boller, to approve the bonus for the CEO as structured in his contract out of a total possible \$70,000 to authorize a bonus of \$56,225.00. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Hite, Mr. Gerrits and Mr. Stuber voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:28 p.m.

The next regularly scheduled Board meeting is October 25, 2018 at 5:00 p.m. in Classroom 1.

Ronda Boller, Secretary

Ellen Rehard, Recorder