



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, January 25, 2018.

Members present:

Mr. Harvey Jackson  
Ms. Ronda Boller  
Dr. Ian Swift  
Mr. George Dunlap  
Dr. Sara Hartsaw  
Mr. Randy Hite

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer  
Dr. Jennifer Thomas, Chief of Staff  
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 Plant and Facilities  
Ms. Jonni Belden, Vice President of Long Term Care  
Ms. Ellen Rehard, Recorder  
Public

**OPENING**

Call to Order

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

Invocation

Pastor Gordon Harper led those present in an opening prayer.

Mission Statement

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

Vision Statement

Mr. Hite 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. Dunlap and Mr. Hite are present.

Approval of Agenda

Ms. Boller requested Consent Item #3, Board Policy Approval, be moved to Action Item #4 and distributed proposed revisions to the policy.

Ms. Boller requested Consent Item #5, Committee Reports, be moved to Discussion Items. Mr.



Jackson suggested adding Discussion Items before Informational Items.

Mr. Dunlap inquired about discussing selection of a new Board member in open session in order to be transparent. Mr. Jackson stated that he would like to have a discussion in executive session.

**Mr. Dunlap moved, seconded by Ms. Boller, to discuss and vote on the candidates for the Board in open session.**

Ms. Boller stated that the policy is vague and would like to see the Board discussion take place in open session. A roll call vote was taken.

**Dr. Swift opposed, Ms. Boller voted aye, Dr. Swift opposed, Dr. Hartsaw opposed, Mr. Dunlap voted aye, Mr. Hite opposed, Mr. Jackson opposed. Motion failed.**

**Dr. Hartsaw moved, seconded by Dr. Swift, to approve the agenda as amended. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Dunlap, Mr. Hite voted aye. Motion carried.**

#### Consent Agenda

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

#### Approval of Minutes

Minutes from December 7, 2017, Board meeting (copies appended to minutes).

#### Administrative Policy Review

Five Administrative policies, Determination of Medical Necessity, Driver Eligibility and Vehicle Use Requirements, Scented/Perfumed Dispensers/Candles, Structured Super User and Weapons (copies appended to minutes). **No motion required.**

#### Finance Meeting

Items requiring Board Action from the January 25, 2018 Finance Committee Meeting (copy appended to minutes).

#### Committee Reports

Campbell County Healthcare Foundation  
Quality Committee  
The Legacy Advisory Board  
Physician Retention and Recruitment Committee  
Facilities Planning Committee

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

#### **RECOGNITION ITEMS**

##### Provider of Month

Tracy Wasserburger, NNP



Tracy joined the medical staff in 2009 and works with pediatricians and nursing staff to care for normal newborns and provide comprehensive critical care to infants in the CCH Level II Nursery. She completed her Neonatal Nurse Practitioner (NNP) program at East Carolina University in Greenville, NC. The online program enabled her to stay in Wyoming and continue working while completing her clinical practice requirements in Denver.

Prior to completing her NNP education, Tracy was the Manager of the Maternal Child Unit at CCH for over twenty years, where she developed her love of learning and passion for newborn care.

Tracy is one of only two NNPs in the state of Wyoming, and is active in the National Association of Neonatal Nurse Practitioners (NANNP). She is currently serving her last term on the organization's national council, one of eight NNPs elected from across the United States.

Like many places in the U.S. today, Tracy has seen the number of newborns born with substance abuse exposures greatly increase since she began practicing. She emphasizes the importance of education without judgment for the parents of these babies, including during prenatal visits and breastfeeding education.

Tracy loves her work and plans to keep working for the foreseeable future, but she also loves being on grandma duty for her sons, Jory and Trey. Jory is in his second year of an orthopedic surgical residency at the University of New Mexico in Albuquerque, and Trey owns a registered Angus bull ranch in Nebraska. Daughter Hayley is working on her second Bachelor's degree, this one in nursing. Tracy suspects that Hayley will become an Advanced Practice Provider like her mom someday. Tracy is very proud of her husband Jeff, a state senator representing Campbell County in the Wyoming legislature.

Thank you Tracy for providing our patients with excellent care.

### Medical Staff Recognition

#### Shawna Martin

Shawna Martin blames her mother for her career choice. One of CCH's newest CRNAs (Certified Registered Nurse Anesthetists) was looking for a new challenge and the opportunity to do more with her nursing background after seven years in ICU and coronary care. Her mom, an LPN, had some ideas about how Shawna could learn and grow in her profession. This led first to a nine-month stint on a Mercy Ship off the coast of Africa, working as a charge nurse and ICU nurse on a surgical ship providing pre-op and post-op care in a third world country; and then to a CRNA Master's program at the University of Akron in Akron, OH.

As a CRNA, Shawna uses the nursing approach to patient care, learning the patient's unique history and developing an individual plan of care. She says each patient is different, and the challenges of pain control, avoiding post-anesthesia illness, and most importantly, safely and efficiently inducing, maintaining, and emerging each individual patient from anesthesia, can be an intricate puzzle.

Shawna and her husband Jeff enjoy hiking and camping, and both are certified scuba divers. Right now they're concentrating on getting settled in Gillette and welcoming their first child in just a few weeks.



### Employee Recognition

#### New Directors and Managers

Lori Hoelsing	Dialysis Manager
Yvonne Robinett-Hoiland	Revenue Cycle Director
Rori White	PRSC Clinical Manager

#### Thanks for working here Thursday

Misty Garcia	CCMG KID Clinic
Patricia Heald	Med Surg
Thea Gusemen	Home Health and Hospice
Christina Dierking	Nutrition
DeEtte Eby	Heptner Cancer Center
Ashely Neves	CCMG Main Clinic
Nancy Martinez	Legacy Nutrition Services

#### Department Discoveries

Case Management	December
Dialysis	January

### Legend

#### Veronica Taylor

Veronica is passionate about keeping CCH patients and employees safe. In her role as Director of Infection Prevention, she is committed to Excellence Every Day as witnessed in the organization's low rate of infections. She also works very closely with local, regional and state Emergency Preparedness agencies to ensure the health and safety of all Campbell County residents. She was instrumental in implementing our region 1 Healthcare Coalition, which is a new concept in Emergency Preparedness planning that coordinate regional partners for a wider, more integrated approach to disaster resource management. Her role in Professional Development is to oversee the employee Tuition Assistance program. She encourages staff to pursue their career goal and offers advice on how to succeed.

Veronica has given herself through community service to the Wyoming State Board of Nursing, Wyoming Nurses Leadership Institute, and the Wyoming Nurses Association. She was a founding member of the Wyoming Center for Nursing. She also serves on the Gillette College Advisory Board and Campbell County Healthcare Foundation.

Veronica is truly a Legend. Congratulations

### Retiree

#### Betty Champlin

Betty Champlin has seen a lot of change (and many CEOs and Directors of Nursing) in her 40 years at Campbell County Health, all of it in Linen Services. Only a few hundred employees worked at the hospital when she started, which was located on the site of the Campbell County Senior Center. Betty remembers that the commercial washing machines didn't spin the excess water from each load; linen had to be transferred to another machine called an "extractor" to spin dry. Just like a centrifuge in the Lab, if the extractor wasn't balanced properly, bad things would happen. Betty tells a story of when the top blew right off the extractor like a flying saucer and landed in the folding room among the startled staff members. Luckily no one was hurt. Another great memory involves a buff-colored rolling metal laundry cart still used in the department today. Betty turned the cart around to display a huge dent in the back, caused when it fell out of the ambulance during the move to the new hospital in 1982.



“No one had a day off during the move,” said Betty. “Everyone pitched in and we didn’t use moving trucks. We were doing laundry in the new hospital before the move, and I hauled it back to the old building in my own vehicle.”

Betty began working in Linen Services right out of college alongside her mom Joan, who worked in the department for 26 years. After Joan retired, Betty took over from her as Supervisor. While most hospitals around the country now send their laundry out to be processed, Linen Services at CCH has grown to include CCMG clinics, The Legacy and will soon add Powder River Surgery Center (PRSC).

Betty says she won’t miss the staffing issues and the early morning hours, but she will miss the people.

Tammy Rockafellow will take over as Linen Supervisor, a move which Betty approves. Tammy worked for Betty for 20 years, transferred to EVS, and is now training to take over for her.

“Betty has a lot of knowledge to share,” says Tammy. “She’s the one that knows what it means if a machine makes this certain noise.”

Betty is going to spend a month or so traveling after she retires, with trips planned to Las Vegas, Arizona and Texas. After that she’s looking forward to staying with her grandchildren in Cheyenne while her daughter travels for work.

Thanks Betty, for providing a clean and comfortable environment for patients, visitors and staff for 40 years!

### **PUBLIC QUESTIONS OR COMMENTS**

Mr. Jackson asked if there were any comments or questions from the public at this time. Mr. Scott Clem requested clarification on the voting process held last month for electing a Board chairman stating he did not think it was a transparent process. Mr. Lubnau explained that the Board follows Roberts Rules of Order and the process for voting adopted by the Board is acceptable under those guidelines. Mr. Clem disagreed with the process and expressed his concern.

### **EDUCATION**

#### **2017 Audit Report**

Mr. Rob Schile from CliftonLarsonAllen gave a presentation on the 2017 audit. CliftonLarsonAllen provides a risk based approach. They complete an evaluation of internal controls focusing on areas of greatest risk of error and provide formal recommendations identifying material weaknesses. Mr. Schile noted no material weaknesses, difficulties or disagreements in the audit, and noted that CCH had made good progress on the recommendations from the prior year. Mr. Dunlap inquired about the operating margin. Mr. Schile explained that operating margin is the profit or loss that comes from the pure operations of the health system. The tax levy revenue is excluded from that amount and is classified as a non-operating source of revenue. Mr. Dunlap also asked Mr. Schile to explain discount percentages. Mr. Schile explained that for every dollar of revenue that the organization generates, how much is not paid for by third party payers.

**Mr. Dunlap moved, seconded by Ms. Boller, that CCH pay back in full the bank loan of approximately \$20M as funds become available for the cash reserves currently invested in various institutions.**

Mr. Dunlap stated that CCH has \$88M in the bank and it is easy to spend. If the loan is paid back the cash reserves would drop to \$68M. CCH would be better off not having the loan and it would make it a little tougher to spend the money. Mr. Lubnau suggested looking at the Bond



paperwork that was signed a few months ago before taking any action to determine if

decreasing cash reserves would cause CCH to default on the bonds. Mr. Huber will research the bond paperwork.

**Mr. Dunlap moved, seconded by Ms. Boller, to table the motion. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Dunlap and Mr. Hite voted aye. Motion carried.**

### **ACTION ITEMS**

#### **Medical Staff Appointments**

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

#### **New Appointments:**

##### **Courtesy:**

Department of Surgery	
<b>Adam Jorgensen, M.D.</b>	Ophthalmology
<b>Rebecca B. Thompson, M.D.</b>	Pathology

##### **Limited Health Care Practitioner:**

Department of Surgery	
<b>Bryce Dougal, CRNA</b>	Anesthesiology
<b>Jared J. Weishaar, CRNA</b>	Anesthesiology

#### **Reappointments:**

##### **Active:**

Department of Surgery	
<b>Peter Chase, M.D.</b>	Emergency Medicine
<b>Monica Morman, M.D.</b>	Orthopedic Surgery

##### **Limited Health Care Practitioner:**

Department of Surgery	
<b>Roger Jordan, O.D.</b>	Optometry

### **30-DAY EXTENSION REQUESTS– Applications Not Received OR Complete**

Benjamin Ross, MD	Pediatric Neurology
Wesley Hiser, MD	Cardiology
Allan Wicks, MD	Cardiology
Douglas Christensen, MD	Pediatric Cardiology
Anne Moore, MD	Pediatrics
Robert Barelman, DDS	Dentistry
Chad Best, MD	Pediatric Gastroenterology
Kent Katz, MD	Gastroenterology
Philip Krmpotich, MD	Gastroenterology
David Boedeker, PA-C	Orthopedics / Family Medicine
Samuel Brescia, M.D.	Pediatric Cardiology
John Pickrell, M.D.	Cardiology
Nektarios (Nick) Bouzis, DDS	Dentistry



### **ADDITIONAL PRIVILEGES REQUESTED**

Rodney Biggs, M.D. to perform pH Bravo Studies

### **MEDICAL STAFF RESIGNATIONS TO NOTE:**

Lowell Amiotte, M.D. (voluntary relinquishment) Effective October 20, 2017

**Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Dunlap and Mr. Hite voted aye. Motion carried.**

#### FY17 Audit

**Dr. Hartsaw moved, seconded by Ms. Boller, to approve the FY17 audit as presented by Clifton, Larsen, Allen. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Dunlap and Mr. Hite voted aye. Motion carried.**

#### EMS Renovations

Mr. Crichton explained that the Facilities Planning committee is asking for approval to move forward with the budgeted EMS sleep room project to expand three sleep rooms to four and expand bathroom facilities. Mr. Dunlap declared a conflict and left the room.

**Ms. Boller moved, seconded by Dr. Swift, to approve the recommendation from Facilities Planning Committee for the EMS renovations at a cost of \$135,000.00 budgeted in the capital budget and to award the contract to Hladky Construction as the low bidder. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.**

Mr. Dunlap returned to the meeting.

#### Board Policy – Selection of a New Board Member

Ms. Boller presented a revised edition of the policy. She recommended changing four weeks to two and revising wording to *receipt of applications from interested eligible candidates* in Procedure #1. She also suggested the following wording changes to Procedure #4:

*Board of Trustees will meet and review all applications at the next regularly scheduled meeting following the deadline for application. The Chairman of the Board will then entertain nominations from the Board for the open position. If the applicant is selected unanimously, the selection process is complete. If there is not a unanimous vote, the Board will then schedule interviews with the nominated applicants. After the interviews, the Board will select the new member by a majority vote of the quorum.*

**Dr. Swift moved, seconded by Dr. Hartsaw, to proceed with the previous policy with the change including Campbell County Health, changing within two weeks of receiving, and further down in number 1, omitting the word written and proceed with the document that was previously voted on in 1999.**

**Mr. Dunlap moved, seconded by Dr. Swift, to amend two weeks to fourteen days. Mr. Jackson, Dr. Swift, Dr. Hartsaw, Mr. Dunlap and Mr. Hite voted aye. Ms. Boller opposed. Motion passed.**

**Mr. Dunlap moved, seconded by Ms. Boller, to include the information proposed by Ms. Boller in #4. Ms. Boller and Mr. Dunlap voted aye. Mr. Jackson, Dr. Swift, Dr. Hartsaw and**



**Mr. Hite opposed. Motion failed.**

Mr. Jackson asked for a vote on the original motion.

**Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Dunlap and Mr. Hite voted aye. Motion carried.**

### **DISCUSSION ITEMS**

Ms. Boller stated the Board discussed committee reports at the last retreat and it was decided that each committee chair would provide a written report for Board members to be included with the committee minutes. Dr. Swift suggested that each committee chairman write up a concise brief to be included with the minutes to be sent out the Tuesday prior to the Board meeting. Dr. Hartsaw stated that formal committee reports were removed from the Board meeting agenda in the interest of time.

### **INFORMATIONAL ITEMS**

#### **Chief of Staff Report**

Dr. Thomas reported that March 14<sup>th</sup> has been selected as the date for the Physician and Provider Recognition Dinner at the Gillette College Tech Center.

#### **CEO Report**

Mr. Fitzgerald reported the following:

- Mountain States, the malpractice insurance company, has merged with UMIA. Ms. Ullrich is pleased with the physician credentialing process. CCH is locked into the same price for five years and will save around \$500,000 a year.
- CCH is working on the Peak Award application from Rocky Mountain Performance Excellence award. CCH was encouraged to apply for the fourth level award which is one level below the Malcolm Baldrige Performance Excellence Award. Applications are due August 28<sup>th</sup>.
- CCH dropped to a C+ level for Leapfrog. Leapfrog stated they were only able to take data that is submitted to Medicare, but then were unable to retrieve the data. This happened to several hospitals and the data was completely left out. One organization is suing Leapfrog.

### **STRATEGIC FOCUS**

#### **People**

Ms. Noamie Niemitalo reported on turnover. The current goal was to reduce turnover to 16.1% and CCH presently at 13%. The national average ranges from 17.1% to 19.9%. The national average for LTC is 47% and the Legacy is presently at 27%.

#### **Care**

Ms. Jonni Belden reported on pain management at the Legacy. The goal is 13% of residents voicing that they are experiencing moderate to severe pain. The current measure is at 20%. The corrective plan includes re-implementing the pain team, a focus on educating residents and streamlining pain assessments to mirror MDS assessment and leadership rounding to focus on pain as a question. This program will be conducted on Spruce neighborhood to include the MDS RN, both Spruce day shift primary RNs, and the Spruce Nurse Director.





### Service

Ms. Jonni Belden reported on the long term care discharge survey. Currently eight of fifteen questions are at or above the 50<sup>th</sup> percentile. Areas of focus include Emotional Support, Coordination of Care, Pain Management and Nutrition.

Ms. Belden reported that the Legacy has been identified as a 5 star nursing home. That recognition is based on staffing, quality measures, infections and life safety measures.

### Business

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

- Net revenues are over budget due to a \$1.7M payment received from the State of Wyoming.
- Total operating expenses were under budget.
- Net operating loss of \$172,000.
- The mill levy was about \$.5M higher than budgeted.
- \$1.4M profit from operations.
- EBIDA is at 19.88%.
- YTD revenues continue to be under budget although higher than last year.
- Operating expenses continue to be under budget although higher than last year.
- Short of budget on the operating income side.
- Inpatient average daily census of 17.
- Outpatient averages are lower than last year.
- YTD EBIDA is at 12.03% with a goal of 10%.
- Accounts receivable days is down to 64 as an organization, 68 for the hospital.
- Days cash on hand is at 192, up to \$85M.

### Strategic Initiatives

#### Energy Management

Mr. Crichton reported on the 2017 Retrocommissioning study. The study recommended a series of minor modifications to the central plant to improve operational efficiency. This includes changes to the cooling towers, piping and controls. Upon completion of this project it is estimated that these changes will avoid approximately 4 Billion BTs annually, and reduce annual utility expenses by an estimated \$82,000.

#### Revenue Cycle

Mr. Huber reported on projects to improve the revenue cycle which include:

- Medical Necessity feedback going to physicians weekly. ED physicians will start checking for non-emergent testing.
- Focusing on reducing the insurance denial percentage.
- Add new write-off codes to enable more accurate reporting.
- Implemented early out program successfully.
- New Revenue Cycle Director started 1/2/2018
- July to November denials saw a decrease from 18.37% to 11.62%.
- Increased monitoring of procedures not being paid.
- Working on new statement format to help ensure statements going out timely and accurately.



- Continue to work on combining Patient Accounting/CBO offices to increase customer satisfaction.

#### Pioneer Manor Building

Ms. Boller inquired about the completion timeline for the Pioneer Manor remodel. Mr. Crichton reported that he is waiting on the final approval from the State of Wyoming to proceed with construction. CCH has submitted all the paperwork requested by the state. They have a 60 day construction timeline once the project is started.

#### Committee Reports

Mr. Hite read the following as a point of clarification from the minutes of the Fall Board Retreat:

##### **Board Conduct**

Mr. Dugan expressed that the Board member that chairs a Board subcommittee is responsible to communicate to the Board Chair any items that need to come to the full Board out of that subcommittee. The Board Chairman speaks officially for the entire Board to the CEO and the community. Dr. Swift suggested committee chairs provide a written report to the Board Chairman. The Board Chairman could then provide a written overview to be distributed to all the Board members. Mr. Dugan proposed adding this suggestion into the job descriptions.”

#### **EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 7:23 p.m.

The regular meeting reconvened at 8:56 p.m.

#### **ACTION ITEMS**

##### Selection of a New Board Member

Dr. Hartsaw pointed out that the nomination to fill Mr. Dugan’s vacancy on the Board of Trustees only runs until the election.

**Dr. Hartsaw moved, seconded by Ms. Boller, to nominate Adrian Gerrits to fill the vacant position until the election as provided by statute.**

A roll call vote was taken.

**Dr. Swift voted aye, Ms. Boller voted aye, Mr. Dunlap voted aye, Mr. Hite voted aye, Dr. Hartsaw voted aye and Mr. Jackson voted aye. Motion passed.**

Dr. Swift will contact Mr. Gerrits to notify him of the appointment and that he is required to take his Oath of Office within one week.

#### **BYLAWS COMMITTEE**

Mr. Jackson announced the Bylaws Committee is working on updating the CCH Bylaws and plans to update the Board policies as well.

#### **ADJOURNMENT**

There being no further business, the meeting adjourned at 8:58 p.m.

The next regularly scheduled Board meeting is February 22, 2018 at 5:00 p.m. in Classroom 1.

January 25, 2018

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Ronda Boller, Secretary

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Ellen Rehard, Recorder