



GOVERNING BOARD
STRATEGIC PLANNING SESSION
March 25-26, 2021
Deadwood, SD

The Campbell County Hospital District Board of Trustees met in the Bullock Room at The Lodge in Deadwood.

Members present:

Mr. Adrian Gerrits
Mr. Alan Stuber
Ms. Lisa Harry
Mr. Randy Hite

Dr. Sara Hartsaw
Ms. Kristina Leslie
Mr. Tom Murphy

Also present:

Ms. Colleen Heeter, CEO
Mr. Jerry Klein, COO
Ms. Mary Lou Tate, CFO
Ms. Misty Robertson, CNO
Ms. Noamie Niemitalo, Human Resources, VP
Mr. Matt Sabus, Information Technology VP
Dr. Barabas
Dr. Neuwirth

Ms. Karen Clarke, Community Relations Director
Mr. Tom Lubnau, CCH Attorney
Ms. Alison Gee, CCH Attorney
Ms. Brandi Miller, Executive Assistant
Ms. Patty McJilton, Quality Management
Mr. Jacki O'Hara, Jet Marketing

Call to Order

Mr. Gerrits, Chair, called the meeting to order at 9:00 a.m.

Mission Statement

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

Vision Statement

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

Roll Call

Ms. Brandi Miller called the roll of the Trustees of the Board of Campbell County Memorial Hospital District, all Board members were present.

Approval of Agenda

DR. HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. MR. MURPHY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

Consent Agenda

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

Approval of Minutes

February 25, 2021 Regular Meeting Minutes
March 11, 2021 Special Meeting Minutes



Administrative Policy Review

Governing Body Ethics

Travel and Reimbursement

Institutional Planning

Utilization of Hospital Facilities for Physician Offices

MR. HITE MADE A MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED. DR. HARTSAW SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

Other Action Items

Medical Staff Appointments:

DR. HARTSAW MADE A MOTION TO APPROVE THE MEDICAL STAFF APPOINTMENTS AS PRESENTED. MR. HITE SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

Board Scholarship Recipients

The scholarship committee recommended four scholarship recipients and one alternate.

MR. STUBER MADE A MOTION TO APPROVE THE FOUR SCHOLARSHIP RECIPIENTS AND ONE ALTERNATE AS PRESENTED. MS. HARRY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

Finance Meeting

Items requiring Board Action from the March 22, 2021 Finance Committee

- March 22, 2021 Minutes
- Consent Items
- Bad Debt & Charity

DR. HARTSAW MADE A MOTION TO APPROVE THE FINANCE COMMITTEE ACTION ITEMS AS PRESENTED. MR. MURPHY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

Public Questions or Comments

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

Mission / Vision / Pillars / Values

There was discussion about changing the mission statement to a more descriptive term than Community. After discussion it was decided that Community encompasses everyone we serve; physicians, stakeholders, staff, etc.

An Environmental Scan and SWOT slideshow was presented. There was discussion about what the community needs, how can we offer these services in a way that people seek us out as a complete healthcare solution, and what will set us apart from other organizations. Some of the services discussed include: Telehealth, home visits, service bundle rates for occupational health, wellness programs, outpatient services, etc. The Board would like a Grateful Patient program implemented to allow patients/families an opportunity to donate to the hospital or a specific department or program.

Campbell County Healthcare Foundation Presentation/Discussion

The Hospice report was distributed to all members for review. This report provided a lot of information on the financial state and staffing issues with the Hospice House. As pointed out in the report there was not a feasibility study conducted prior to opening the Hospice House.

Nachelle McGrath and Kristin McKenny gave a Foundation update. They stated that their top priority is looking out for the investment of the community. The Board and Foundation need to work together to put a plan of action in place to make the Hospice House successful if the Hospice House is to reopen. Mr. Gerrits extended an invitation to Ms. McGrath to provide monthly presentations/updates at the CCH monthly Board meetings.

There was discussion of reopening the Hospice House and continue to operate it as an outpatient, routine care facility with the higher needs general inpatients being referred to Legacy.

Both entities agree that a feasibility study needs to be completed, reevaluate the business plan, and outline services and how services will be offered. A robust marketing plan needs to be outlined to ensure the community knows what services are being offered. Ms. McGrath agreed to ask the Foundation Board at their next meeting if they will split the cost of the feasibility study and how much the Foundation can financially assist with the operations at the Hospice House.

A Hospice House task force was created. Tom Murphy will chair the committee, Alan Stuber, Lisa Harry, Jerry Klein, and Nachelle McGrath will all sit on the committee. Ms. McGrath will work with the Foundation Board to add three of their representatives to the committee.

The Foundation's next Board meeting is Monday, March 29, 2021.

Board Education

Tom Lubnau and Alison Gee facilitated a Roberts Rules of Order discussion. Proper motion etiquette and order of events regarding motions, discussion and tabling of items were reviewed.

Executive Session

The regular meeting recessed into Executive Session at 1:42 p.m.

**DR. HARTSAW MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 1:42 PM.
MS. HARRY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.**

**MR. STUBER MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AT 4:53 PM.
MS. HARTSAW SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.**

The regular meeting reconvened at 4:53 p.m.

Mr. Adrian Gerrits recessed the meeting until 8:00 a.m. Friday, March 26, 2021.

March 26, 2021

Mr. Gerrits called the meeting to order at 7:57 a.m.

There was a brief recap and discussion of Thursday's meeting.

SWOT Discussion

Strengths, Weaknesses, Opportunities and Threats (SWOT) slides were presented. Supervisors and Managers/Director's items were listed on each slide. Many of items were identified by both groups as well as the Board. The Board agrees the following items need to be addressed/reviewed during the coming year:

- Greater community involvement
- A more in depth marketing plan and the need to create a measureable marketing goal
- More staff engagement/improved morale
- Better customer service experiences
- Improved billing processes
- A robust online patient registration
- Implementation of a Grateful Patient program

Ms. Robertson updated the Board on EMS successes and Behavioral Health opportunities. Work continues on the community paramedicine program. The program was awarded 15 remote patient monitoring units from Wyoming Department of Health CARES act funding. These monitors provide real-time blood pressure, SP02 monitoring, and glucometer. EMS is within 60 days of implementing a ground critical care team comprised of ICU/ER nurses and critically care trained paramedics.

CCH is designated Community Mental Health Center from the Wyoming Department of Health, Behavioral Health Division. CCH has an inpatient 8 bed acute unit for ages 13+. BHS currently has 864 patient days. We currently have 40% private insurance visits vs. 20% in 2016.

The Leadership Council was tasked with creating a list of measurable needs of the organization and community and reporting back to the Board. Included in this list will be marketing strategies, possible mobile units (the need for, cost, and an implementation timeframe), and outreach clinics.

Jet Marketing Presentation

Jackie O'Harra recapped what marketing has been done in the past. A more robust marketing plan was discussed. Marketing resources discussed include:

- Electronic and or Static Billboards (possibly on land owned by CCH)
- Team Sponsorships
- Increased Social Media
- Mail-outs
- Partnering with other entities for surveying purposes
- Partnering with entities on websites (Chamber, City, County Commissioners, etc.)

Our marketing plan has always been and will continue to be fluid giving us the ability to move marketing dollars where the need presents itself. Ms. O'Harra, Ms. Clarke and Mr. Klein will meet to discuss other marketing necessities.

Executive Session

The regular meeting recessed into Executive Session at 9:35 a.m.

DR. HARTSAW MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 9:35 AM. TO DISCUSS PROFESSIONAL PERSON. MR. MURPHY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.



MS. HARTSAW MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AT 9:57 AM. MR. HITE SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

The regular meeting reconvened at 9:57 a.m.

Open Session – 9:57 am

Financial Overview and Projections

Ms. Tate presented a financial overview and projects to the Board. CCH received nearly \$8.5 million in one-time funding from CARES Act, insurance and legal settlements, and state grants. Without these one-time funding's CCH would see a deficit of \$3.5 million for fiscal year 2021. With the continued downward trajectory of in-patient visits, bad-debt continuing to rise and revenue trends Ms. Tate expects a \$5 million loss for next fiscal year.

Provider and Staff Recruitment and Retention Presentation

Ms. Niemitalo reviewed the CCH full-time staff benefits package and the cost associated with offering those benefits. In addition to the benefit package the hospital continually works to increase employee morale and appreciation by offering a variety of activities, special celebrations, recognitions for Nat'l Hospital Week, etc.

As part of our recruitment plan the Board recommended contacting WWAMI students to share what CCH can offer them. Our collaboration with the college has benefited us in nurse recruitment.

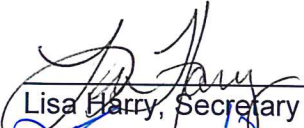
The 2012 physician contract is being revised to reflect our current benefit package.

Ms. Niemitalo will share the results of the staff survey with the Board when results are received.

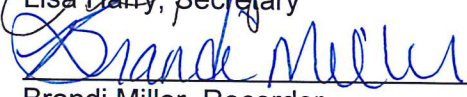
Adjourn

ALAN STUBER MADE A MOTION TO ADJOURN THE MEETING AT 1:50 PM. LISA HARRY SECONDED THE MOTION. THE MOTION CARRIED UNANIMOUSLY.

The next regularly scheduled Board meeting is April 22, 2021.



 Lisa Harry, Secretary



 Brandi Miller, Recorder