



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, June 23, 2016.

Members present:

Mr. Randy Hite
Mr. Mike Dugan
Mr. Allen Todd
Dr. Alan Mitchell
Mr. George Dunlap

Members excused:

Mr. Harvey Jackson
Dr. Sara Hartsaw

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Nathan Simpson, Medical Executive Committee
Ms. Deb Tonn, Vice President of Patient Care
Mr. John Fitch, Vice President of Human Resources
Mr. Bill Stangl, Vice President of Physician Services
Mr. Steve Crichton, Vice President of Plant and Facilities
Ms. Ellen Rehard, Recorder
Public

OPENING

Call to Order

Mr. Hite, Chairman, called the meeting to order at 5:08 p.m.

Mission Statement

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

Vision Statement

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

Quality/Safety Brief

Mr. Hite provided the following Quality/Safety brief:

- Summertime means many children are out and about. Please obey all traffic laws.
- Keep a close watch out for children walking or bike riding.
- Drive slowly through neighborhoods as children may come from between parked cars.
- Taking a few extra minutes to arrive at your destination may save a life!

Roll Call

Ms. Ellen Rehard called the roll of the Trustees of the Board of Campbell County Memorial Hospital District. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap are present. Mr. Jackson and Dr. Hartsaw are excused.



Approval of Agenda

Mr. Dugan moved, seconded by Dr. Mitchell, to approve the agenda as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Consent Agenda

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

Approval of Minutes

Minutes from May 26, 2016 Board regular meeting (copy appended to minutes).

Administrative Policy Review

Five Administrative policies, Blood/Body Fluid Exposure for Non-Employed Medical Staff and Independent Contractors, Grant Administration, Overnight Accommodations, Patient Grievance Policy, and Securing Patient Valuables (copy appended to minutes). **No motion required.**

Administrative Policy Approval

Two Administrative policies, MD/DO Staff Recruitment Referral Incentive and Scholarship/High School Student (copy appended to minutes). **No motion required**

Finance Meeting

Items requiring Board Action from the June 23, 2016 Finance Committee Meeting (copy appended to minutes).

Committee Reports

- Physician Recruitment & Retention
- Quality
- Legacy Advisory Board
- Facilities Planning
- BHS Advisory Board
- Campbell County Healthcare Foundation

Mr. Dugan moved, seconded by Dr. Mitchell, to approve the consent agenda as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell, and Mr. Dunlap voted aye. Motion carried.

RECOGNITION ITEMS

Provider of Month

Dr. David Fall

Dr. Simpson, on behalf of CCH, recognized Dr. David Fall, for being selected the June provider of the month. Dr. Fall is Board Certified in Pediatrics and joined the medical staff in 1984. For as long as he can remember, Dr. Fall wanted to be a doctor, and was the first person in his family to graduate from college. He thought he wanted to specialize in Family Medicine, but realized he really liked working with children but didn't really like delivering babies. Extra pediatric rotations convinced him that he had made the right decision.

One of the biggest changes Dr. Fall has seen in his practice is the utilization of hospitalists so primary care providers don't have to be on call 24/7. At one time Dr. Fall and his wife Dr. Julie Fall were the only pediatricians in Gillette, rotating call between them for ten years. He has



always appreciated the parents who do research, ask questions and become involved in their children's care.

In addition to practicing at Big Horn Pediatrics, Dr. Fall currently serves as a trustee for the Campbell County School District. He began his community service on the Children's Developmental Services board over ten years ago, and considers the School Board a natural progression.

The Drs. Fall have three children; Abby, who is in her last year of OB GYN residency in Iowa City, IA; Robin, who will soon be working for Bloomberg Media in Hong Kong, and Nathan, who will attend law school at the University of Denver this fall.

Many people know of Dr. Fall's love of golf, but he and Julie also like to hike and travel. In fact, they recently returned from a trip to watch the filming of "American Ninja Warrior" in Las Vegas.

Thank you Dr. Fall, for providing our patients with excellent care.

Medical Staff Recognition

Dr. Mark Walter

Mr. Fitzgerald introduced Dr. Mark Walter. Dr. Walter was raised in Kannapolis, NC. He served as an enlisted member of the U.S. Army. Dr. Walter graduated from Wake Forest University undergrad and from Wake Forest University School of Medicine in 2002. He completed adult psychiatry residency training program at Vanderbilt University Medical Center in Nashville in 2006 and is board certified by the American Board of Psychiatry and Neurology. Dr. Walter moved to Wyoming upon completion of his residency. He works with all adult psychiatric problems but has extensive experience in geriatric psychiatry and additions. Dr. Walter also serves as the medical director for the Wyoming Professional Assistance Program (WPAP). For years, he has also provided forensic/expert witness services in criminal cases to the US Department of Justice and the DEA. He has worked with veterans at the Sheridan VAMC prior to relocating to Gillette, WY this month. Dr. Walter is the proud father to three sons and his interests include music performance and outdoor activities.

Employee Recognition

Mr. Fitzgerald recognized employees that have been selected for *Thanks for working here Thursday*:

Robyn Laughlin	Cardiopulmonary Services
Nate Hixson	Plant Ops
Maegen Mahylis	WIC
Faith Harvey	Orthopaedic Specialist

Department recognized through *Department Discoveries*:
Quality and Risk – June

Retirement Recognition

Sandra Porter

Ms. Tonn recognized Sandra Porter, RN Med/Surg, on her upcoming retirement. Keep calm and carry on. That saying could describe Sandra Porter's nursing career. She's always calm no matter what is going on. Her colleagues say she never seems rattled in any situation, an



enviable quality for any nurse. Sandra is retiring after 33 years at CCH, but healthcare has been a part of her life since childhood.

Sandra's mother took care of many relatives and other older people in their home, and Sandra says that caring for others was what she knew growing up. A career in healthcare was a natural fit for Sandra, especially since jobs in nursing were almost always available.

Sandra worked as a nurse's aide from 1969-1971, when Campbell County Memorial Hospital was located on the site of what is now the Senior Center. She then attended an LPN program in Chattanooga, TN, worked as an LPN for several years and then went back to school to become a registered nurse. She came back to Wyoming to raise a family, intending to stay on the family ranch near Newcastle. But the hospital in Newcastle wasn't hiring at that time and, to our good fortune, we were.

Sandra began work as a nurse in 1983 and remembers the fast pace of working at the hospital during the boom years in Gillette. She worked in OB for a short time, but spent most of her career in Med Surg. Her favorite part of nursing has always been Pediatrics, taking care of children admitted to the hospital for various illnesses and injuries.

That experience will serve her well during retirement, where Sandra plans to babysit her five grandchildren. She says that two of them think they're too old for a babysitter, but of course Sandra knows better. She will also help care for her mother-in-law, who still lives on the family ranch in Newcastle. She has told Sandra that she was born there and is going to die there. Scrapbooking and charting her ancestry are hobbies she looks forward to as well.

Sandra admits that she won't miss working on the computer, her least favorite part of nursing. She has seen the profession grow in autonomy, and is pleased to see the amount of decision-making that nurses are doing in their practice, compared to when she started her career.

Thank you for all the years of caring for others, you have made a difference in our community.

PUBLIC QUESTIONS OR COMMENTS

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

EDUCATIONAL SESSION

FY17 Marketing Plan

Ms. Karen Clarke presented the Marketing plan for FY17. The CCH marketing philosophy targets female healthcare decision makers, markets services with profit centers and with direct competition and uses an integrated approach across multiple media platforms. Each month CCH features one CCMG clinic plus one support service. Community Relations is currently working with Scorpion Healthcare on updating the website and should be live later this summer. They will also be incorporating two, one to three minute, unique videos each month for the website and social media. One of the members of the community relations team will be making local and regional sales calls to identify current and potential customers. There will be a focus on the regional market in northeastern Wyoming and western South Dakota. A community health needs assessment will be completed in the spring 2017.



FY17 Strategic Plan

Mr. Fitzgerald reviewed the Strategic Plan that was presented at the March Strategic Planning retreat. The Strategic Plan will be approved at the budget session on July 21.

People:

- Reduce employee voluntary turnover from 15.0% to 14.3%.
- Employee Engagement score will increase from 74.6% to 78.3%
- Recordable injuries will decrease from 5.3 to 5.0.
- Improve organizational leadership assessment score from 42.6% to 44.7% for Directors and Managers stating leadership training is either “Very Effective” or “Extremely Effective.”

Care:

- Reduction of preventable venous thrombolysis emboli.
- Sepsis. Early management, severe sepsis and septic shock. Core measure for Medicare.
- Decrease readmission rate within 30 days for patients over 64 from 9.8% to 9.3%.
- Decrease the number of residents who have moderate to severe pain.
- Monitor resident weight loss to prevent decline in condition.
- Reduce serious safety event rate from 2.4 to 1.8.
- Increase the percentage of BHS clients reporting a decrease in suicidality upon treatment completed.

Service:

- Increase the number of HCAHPS domains to 6 of 9 above 75th percentile.
- ECD scores for 12 of 17 questions above the 75th percentile of patient experience.
- Outpatient scores for 5 of 10 questions at or above the 50th percentile of patient experience.
- Increase Long Term Care satisfaction by increasing 5 out of 10 key drivers to above the 50th percentile.
- Increase Physician Clinic scores to 6 of 15 questions at or above the 50th percentile.

Business:

- Increase adjusted discharge to 100% of budget.
- Increase operating margin to budget.
- Maintain cash days on hand from 210 days to 183 days.
- CCMH AR days will be reduced to 70 days.

Strategic Projects:

Service Plan

- Diabetic Program
- Chronic Care Management Clinic

Facility Plan

- Legacy Living Center
- Develop IP room replacement plan
- Implement an energy management plan

Information Technology Plan

- Meditech 6.15 ambulatory implementation
- New PACS
- Investigate home monitoring technology to enhance home care and increase efficiency.

Marketing/Recruitment

- Improve and increase marketing for CCH



- Recruitment of Physicians

Human Resources

- Develop recruitment and retention strategies for senior management and key clinical/operation positions.

Campbell County Medical Group

- Implement work plan to enhance and improve clinic finances and operations.

Business Enhancement

- Implement a bundled pricing program.
- Implement a productivity monitoring system.
- Consumer-driven AR management: pricing and insurance/self-pay amounts prior to service.
- Revenue cycle management project.

LT Initiatives

- Initiate a discussion with a payer partner to discuss a risk contracting strategy.
- Succession plan for senior leaders.

ACTION ITEMS

Medical Staff Appointments

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

New Appointment:

Active:

Department of Maternal / Child

Amber R. Cohn, MD

OB / GYN

Department of Surgery

Cynthia M.E. Taber, MD

Anesthesia / Pain Medicine

Courtesy-Telemedicine:

Department of Medicine

Ever Luizaga-Coca, MD

IM/Pulmonology/Critical Care

Department of Surgery

Nicholas E. Armstrong, MD

Radiology

Limited Health Care Practitioner:

Department of Surgery **AND** Powder River Surgery Center

Rebecca J. Edwards, CRNA

Anesthesia

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Provisional Reviews:

Active:

Department of Maternal / Child

Grace Wang, MD

Anesthesia



Department of Surgery
Tyler Dickey, MD
Paul Rigsby, DO

Emergency Medicine
 Radiology

Limited Health Care Practitioner:

Department of Maternal / Child
Mindy Gilbert, PA-C
Rachel Helms, APRN

Pediatrics
 Pediatrics

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Reappointments:

Active:

Department of Medicine
Nicholas Stamato, MD

Cardiology

Department of Maternal / Child
Brahmananda Koduri, MD
Jennifer Linden, MD

Pediatrics – Hospitalist
 OB/GYN

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Courtesy – Telemedicine:

Department of Medicine
Walter Astorne-Figari, MD
David Kovalski, MD
Jan Levora, MD
Arvin Santos, MD
Michael Vines, MD

IM/Nephrology/Critical Care
 IM/Nephrology/Critical Care
 IM/Critical Care
 IM/Nephrology
 Psychiatry

Department of Surgery
Farhad Khorashadi, MD
Avanee Peel, MD
Manal Schoellerman, MD

Radiology
 Radiology
 Radiology

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Limited Health Care Practitioner:

Department of Medicine
Dawn Fiedler, APRN
Patricia Shull, PA-C

Geriatric Amb/LTC/Palliative & Hospice Care
 Family Medicine / Ambulatory

Department of Surgery
Roy Paulson, DDS

Dentistry

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

ADDITIONAL Privilege Requests
John Roussalis, MD

Plastic Surgery/General Surgery



Dr. Roussalis is requesting privileges to perform some General Surgery procedures.

Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

30 Day Extensions Requested – Applications Not Received and/or Complete

Oleg Ivanov, MD
Joseph Maycock, OD

PROVIDERS ELECTING NOT TO REAPPOINT:

Ankur Sandhu, MD e-ICU (Telemedicine)

MEDICAL STAFF RESIGNATIONS TO NOTE:

Joshua Popkin, PhD (Psychology) Effective May 25, 2016

PROS Remodel

Mr. Crichton explained the Facilities committee recommended going forward with awarding the bid for the PROS remodel to the low bidder, Norton Construction, with Alternates 1A, 1B and 2C for a cost of \$377,270.00 and project total of \$706,000. Alternate #1A and #1B include solid surfacing of the exam room countertops and Alternate #2C includes the repair of existing laminate countertops by replacing them with solid surface product throughout the exam rooms.

Dr. Mitchell moved, seconded by Mr. Dugan, to approve the recommendation from Facilities Committee to award the Stocktrail Building interior project to the low bidder, Norton Construction, with alternates 1A, 1B and 2C for a cost of \$377,270.00 and project total of \$706,847.00 as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

Medical Staff Policy

Dr. Simpson informed Board members that at the request of legal counsel and administration, medical staff are in the process of aligning the medical staff bylaws with medical staff policies and procedures. This policy, Disruptive Practitioner Conduct was updated and approved by the medical staff bylaws committee and medical executive committee.

Dr. Mitchell moved, seconded by Mr. Dunlap, to approve the policy as presented. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

INFORMATIONAL ITEMS

Chairman's Report

Mr. Hite stated the last six months in Campbell County have been challenging with staff and medical staff departing, but there are processes in place for recruitment and retention. CCH continues to employ skilled providers and challenges the medical staff to improve alignment among independent and employed practitioners.

Chief of Staff Report

Dr. Simpson reported the medical staff by-laws committee is making great strides in revising the medical staff by-laws and continues to work on the medical staff rules and regulations. Revisions were needed to keep up with changes in case law and Wyoming administrative law. The medical staff is also in the process of forming a peer review committee.



CEO Report

Mr. Andy Fitzgerald, Chief Executive Officer, reported the following:

Events in June

- June 1 – Appointments line opens for the Sports Screening program, sponsored by CCH, CCSD and the Campbell County Healthcare Foundation. Call 688-1539 to make an appointment. Screening dates are: July 12, 19, 26 and August 2 from 6-8 pm at the Stocktrail Building.
- June 8 – Aug 11 – ICAN Excel program for youth ages 7-10. Fun activities and learning how good nutrition contributes to a healthy life. Call 688-8000 to register.
- June 14 – Aug 9 – EXCEL Athletic Performance Program for youth ages 10-17. Participants improve speed, power and coordination for any sport. Call 688-8000 to register.
- June 20 – OB GYN Specialists and Dr. Jennifer Linden move to the CCMG Main Clinic.
- June 29 – Filming for the next episode of Ask Andy on the Air. The new episode will be posted on Staffnet July 15.

Upcoming Events in July

- July 7, 19 – Successful Sitters babysitting class for ages 12-16. Class meets from 9 am-3pm at the EMS Base. Cost is \$25 per person and includes CPR training. Call 688-6006 or cchwyo./successfultitters to register.
- July 12- Sept 27 – Grieve and Heal, Understanding your Grief (Support Group_ begins, sponsored by CCH Hospice. Call 688-6230 for more information.
- July 12, 19, 26 – Sports Screenings for youth athletes from 6-8 pm at the Stocktrail building. The \$30 fee supports scholarships and programs to benefit youth in the community. Call 688-1539 for an appointment.
- July 17-23 – National High School Finals Rodeo at CAM-PLEX. Sign up to volunteer at <https://volunteer.cam-plex.com>.

Other Information

- Two CCH employees, Felicia Messimer, Community Relations and Noamie Niemitalo, Childcare, graduated from the Gillette Area Leadership Institute (GALI). GALI is a 9-month leadership development program developed by the Chamber of Commerce.
- Nominations are open for the Campbell County Healthcare Foundation's Outstanding Healthcare Awards, presented at the 11th Annual Black Cat Ball on Friday, September 16, 2016. The awards honor people working in healthcare-related fields who have been influential in improving healthcare in Campbell County through their career accomplishments and volunteerism. Download the application form or contact Nachelle McGrath at 688-6235 for more information. Application deadline is Friday, July 29.
- CCH is now donating leftover food from the cafeteria to the Council of Community Services' Way Station Homeless Shelter. Employees can sign up to deliver food by contacting Nutrition Services at ext. 1720. This idea was submitted by a CCH employee through the Idea Pipeline, a way for employees to suggest improvements for the organization.

Physician Recruitment

Emergency Medicine

- UT candidate inquiring on opportunity
 - Trying to confirm dates in August to work a block of shifts
- Several candidates scheduled for phone interviews or site visits

Family Medicine

- Phone interview with WY candidate 5/3



- Informal site visit scheduled for week of 6/27
- Site visit for AL candidate 7/25

General Surgery

- Resident inquiring on opportunity completes residency summer 2016, spouse is in FM and also inquiring
 - Candidate to align with High Plains Surgery

Hospital Medicine

- Site visit for 2016 resident in Colorado
 - Candidate to start 8/29
- 2017 University of Washington resident
 - Will inform of stipend

Oncology

- Phone interview with TX candidate

Pediatrics

- Working to schedule interview (spouse of rheumatologist)

Pediatric Hospital Medicine

- CO candidate to commence practice in July

Physical Medicine and Rehabilitation

- Site visit for WA candidate
 - Presenting contract offer for private practice
 - Rehab Medical Director for Legacy
 - Begin practice potentially in October 2016

Psychiatry

- WY candidates
 - Start date of 6/27

Financial Report

Mr. Andy Fitzgerald reported the following:

- Inpatient admits were 18 under budget and increased 12 compared to the previous year.
- Pioneer Manor's admits were 2 below budget in May and decreased 2 compared to May 2015.
- CCMH's average daily census was 29 versus a budget of 28.
- Pioneer Manor's average daily census was 121 versus a budget of 113 in May.
- Outpatient visits were 460 below budget.
- Clinic visits were 2,158 under budget and decreased 567 visits compared to May 2015.
- ER visits were 197 under budget and 14 below a year ago.
- WIC visits were 964 under budget and 444 below the level of a year ago.
- Total surgeries were 34 over budget in May and increased by 30 compared to May 2015.
- May's bad debt and charity care were over budget \$79k.
- Current assets increased by \$5,508k in May, due to an increase in cash and cash equivalents. Current liabilities showed an increase of \$1,743k as a result of an increase in accounts payable and accrued expenses.
- May's accounts receivable days decreased by 1, for a total of 77.
- Days cash on hand increased by 7 to 175 in May. Cash increased by \$1,793k.



Patient Services

Ms. Deb Tonn reported that the inpatient census normally drops off this time of the year, but is staying consistently high in OB and Med/Surg. Utilization in Rehab, Home Health, Cath Lab and Powder River Surgery Center continue to see growth. The community needs assessment committee has met twice and plans to hold a final meeting before reporting out to the Board in August. Implementation of the new PACS system for Radiology will be delayed until January 2017. BHS funding from the state decreased by \$158M but will not result in a loss of services.

Human Resources

Mr. Fitch reported the following on OSHA accident/incident reporting:

- Data on injuries and illnesses will be reported electronically to OSHA beginning August 10.
 - OSA will then post data for the public to view beginning in 2017.
- OSHA Recordable Injuries:
 - National Incident rate for hospitals is 6.2.
 - CCH incident rate is 5.3. 17% better than the national average.
- Recordable incidents result when:
 - The employee is injured and receives medical treatment and receives prescription medication.
 - The employee is injured and receives medical treatment and is restricted from full duty.
 - The employee has a lost time accident.
 - The employee is exposed to blood or bodily fluid.
 - The employee has a needle stick.
- CCH strives to lower employee injuries.
- Lower incident rates reduce Workers Comp costs.

Physician Services

Mr. Bill Stangl reported on the diabetes education program. The program is fully staffed by a registered nurse and registered dietician who is also a certified diabetes educator. The team delivered gift baskets to providers in May to help with program awareness and are planning a diabetes education day in October which will include community resource booths and educational speakers.

Facility and Plant Operations

Mr. Steve Crichton presented the following:

- Legacy Living – Sidewalk and curb work has begun and the oxygen tank has been set. Retaining walls are being completed on the east side of the building facing South Douglas Hwy. The stained glass from Pioneer Manor will be installed in an interior wall in the new chapel. Construction work is on target for a September 12 completion date.
- Stocktrail parking expansion – Site work is in progress, retaining walls are under construction and earthwork is substantially complete.
- Main Entry – Work on the main entrance door is continuing.
- Power washing is complete.
- Smoke Evacuation / Lobby Remodel – Continues on schedule.
- Cardiac Rehab/Laundry Remodel – Framing is underway in the new Cardiac Rehab area and work is progressing in the laundry.



- HGA – Inpatient room replacement planning continues to move forward. Next site visit is July 11 & 12. Mock up presentations are planned at 4:00 p.m. July 12.
- An Energy Conservation Management effort is beginning and is on the FY17 Strategic Plan.
- Construction at PRSC was inspected by the State and passed inspection.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 7:02 p.m.

The regular meeting reconvened at 8:26 p.m.

ACTION ITEM

Physician Recruitment Policy

Mr. Dunlap moved, seconded by Mr. Todd, to revise the Physician Recruitment policy to allow student/home loans of up to \$130,000 for critical need recruitment. Mr. Hite, Mr. Dugan, Mr. Todd, Dr. Mitchell and Mr. Dunlap voted aye. Motion carried.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:27 p.m.

The next regularly scheduled Board meeting is July 21, 2016, at 5:00 p.m. in Classroom 1 & 2.

Allen Todd, Secretary

Ellen Rehard, Recorder