

**Campbell County Health Board of Trustees**  
Regular Board Meeting – CCH 5<sup>th</sup> Floor Classroom  
July 20, 2023  
5:00 PM

**Members present:**

Alan Stuber, Chair  
Sara Hartsaw, Vice Chair  
Tom Murphy, Secretary

Randy Hite, Treasurer  
Mark Hoskinson, Trustee

John Mansell, MD, Trustee  
Bill Rice, Trustee

**Also present:**

Matt Shahan, CEO  
Jerry Klein, COO  
Natalie Tucker, CNO  
Attila Barabas, CMO  
Robert Neuwirth, MD, COS  
Tom Lubnau, CCH Attorney  
Adam Popp, CFO

Matt Sabus, VP of IT  
Dawn Hodges, VP of HR  
Brandi Miller, Executive Assistant  
Breeann Richardson, Marketing Director  
Norberto Orellana, Community Relations  
Tanya Allee, Patient Experience  
Diane Jackson, UCH

**Pledge of Allegiance**

**Call to Order** – Chairman Stuber, called the meeting to order at 5:00 p.m.

**Mission Statement** – Chairman Stuber read Campbell County Health's Mission Statement.

**Vision Statement** – Chairman Stuber read Campbell County Health's Vision Statement.

**Roll Call** - Brandi Miller called the roll, all members present.

**Approval of Agenda**

**TRUSTEE HITE MOVED TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Consent Agenda**

**TRUSTEE HITE MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

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

**Approval of Minutes** – 6/22/23 Regular Meeting; 7/12/23 Special Meeting; 7/17/23 Special Meeting

**Finance Committee Minutes** – 7/17/2023

**Contract Oversight Update** – Update on the progress being made with transitioning contracts into Intelligent Contract.

**Recognitions and Presentations** – The Board recognized Kim Horton, ECD Department Secretary, who recently received the Bee Award.

Shawna Cochran, Shane Kirsch, Brad Mckee, and everyone who responded/assisted with the NARM tornado incident were also recognized. CCH and CCH-EMS were recognized by the Campbell County Commissioners for our extraordinary response to the incident. Roughly 300 employees responded to the incident.

While working the Sheridan WYO Rodeo, Chairman Stuber was told multiple times how pleased Sheridan County residents are with the EMS services being provided.

**QUESTIONS OR COMMENTS** – No comments shared.

**DISCUSSION ITEMS** – No topics discussed.

### **ACTION ITEMS**

**QAPI Policy** – The QAPI policy and updated CMS regulations were discussed. An annual QAPI plan and projects will be established by the QAPI Committee with oversight from the Board of Trustees and Executive Leadership. The Board will determine the annual QAPI focus and will receive a periodic review of the program with updates on progress and effectiveness of QAPI at least quarterly. The QAPI Committee is comprised of:

- Director of Quality
- Directors/Managers from clinical care areas
- Infection Preventionist
- Director of Pharmacy
- Director of Lab
- Director of Radiology
- Staff from Biomed and/or IT
- Other disciplines as determined by current or potential QAPI projects
- Medical Staff Representation

**TRUSTEE HOSKINSON MOVED TO APPROVE THE QAPI POLICY AS PRESENTED. TRUSTEE MANSELL SECONDED.**

**Discussion:** Most of these initiatives/programs are already being worked on within various committees. The QAPI policy ensures that programs/processes are being communicated to the Board. Dr. Hayden volunteered to be the Medical Staff representative.

**MOTION CARRIED UNANIMOUSLY.**

**Capital Budget Policy Approval** – Adjustments to the policy were shared. Two calculations, one utilizing a percentage of Net Patient Revenue and the other will utilize depreciation, as guardrails to determine appropriate Capital spend levels. Under current policy, the EBIDA margin is used to determine capital spend.

**TRUSTEE HITE MOVED TO APPROVE THE CAPITAL BUDGET POLICY AS PRESENTED. TRUSTEE HOSKINSON SECONDED.**

**Discussion:** The Board agreed that the new calculations presented would work better than using the EBIDA margin. Language was also added requiring that a ROI and/or impact statement be included in all Capital Requests.

**MOTION CARRIED UNANIMOUSLY.**

**Capital Request** – ICU/Med Surg submitted a request for a GE Venue GO R4 Ultrasound which will enable quicker treatment thereby decreasing length of stay. The ultrasound will allow the following procedures to be performed at the patient's bedside (point of care): Abdominal Paracentesis, Thoracentesis, Dialysis Catheter placement, Central and Arterial line placement, Arthrocentesis, Lumbar puncture, Abscess drainage/sampling, adult and pediatric peripheral IV placement, and abscess drainage/sampling. Dr. Bergin agreed that two of the probes in the original request (that was presented to the Finance Committee) do not need to be purchased at this time. The request is recommended for approval to not exceed \$55K. This request will be funded using Gladys Landers Trust funds.

**TRUSTEE RICE MOVED TO APPROVE THE GE VENUE GO R4 ULTRASOUND NOT TO EXCEED \$55,000. TRUSTEE HOSKINSON SECONDED. MOTION CARRIED UNANIMOUSLY.**



Finance Report Out and Approval – June 2023 bad debt and charity totaled \$737,398.29.

**TRUSTEE HITE MOVED TO APPROVE THE JUNE BAD DEBT AND CHARITY CARE IN THE AMOUNT OF \$737,398.29. TRUSTEE RICE SECONDED. MOTION CARRIED UNANIMOUSLY.**

Financial Discussion –

Days cash on hand decreased to 129.8 days. Patient Days-Acute, Average Length of Stay-Acute and Medicare, Avg Daily Census-Acute, Legacy Admissions, Surgeries, EMS runs, and ER Visits were up for the month.

Operating income for June was (\$3.48M) and month ending revenue and gains in excess of expenses was (\$1.87M). Purchased Services are down compared to previous months. June 2023 total patient revenue was \$32M.

**TRUSTEE HOSKINSON MOVED TO APPROVE THE UNAUDITED JUNE FINANCIALS AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Chairmans Report – Treasurer, Randy Hite, shared some of the wins we have seen as an organization over the last few years. (Full C-Suite, New Board members, UCH affiliation, Rev Cycle improvements, EMS service line, Updated chargemaster, Surgery department improvements/efficiencies, etc.) He reminded everyone that it is important to think about the wins and where efforts need to be focused.

Chief of Staff Report – Dr. Neuwirth reported that it has been a busy month with a full census. There has been significant improvement in the stability of nursing staff.

CMO Report – Dr. Barabas reported that Clinic Leadership Committee has been brainstorming ideas about how to train our own MA staff, recruit, etc.

UCH Update – Diane Jackson provided UCH updates:

- Anschutz Inpatient Pavilion 3 (Tower 3) in Aurora, CO, opened the first space in the new building at end of May, as the emergency department expanded into new space on the first floor. Phased openings included:
  - June 2023: The new ED and the Behavioral Health units open
  - July 2023: Cardiology moves to Tower 3
  - August 2023: Neuro ICU moves to Tower 3; MSPCU moves temporarily to Tower 3; and surgical oncology opens in Tower 3
  - September 2023: ORs open
- Completed restructuring and financial initiatives to close last fiscal year.
- Created AI/Chat GPT Guidelines, see below.

Specific to CCH

- Strategic planning proposal was moved from week of 7/17 to 7/24
- Upcoming UCH Health Leadership mtg- October
- Variety of meetings/connections
  - School of Medicine, Medical Staff, tele-visits, EPIC, etc.

CEO – Matt Shahan reported:

- In an effort to be more transparent, the hospital is implementing the Tiger Text platform for members of the hospital board. The platform will be used for text messages between hospital board members, and the messages will be in the custody and control of the hospital, so they can be reviewed for compliance with the Wyoming Open Meetings Act. In addition to the

hospital email addresses we have given each of the hospital board members, this step will allow hospital board members to conduct all their hospital business on hospital platforms.

- MA program – there is not a large workforce available. Clinic Leadership suggested “growing our own” MA staff. There were over 30 applicants, and 14 were selected to begin the course.
- A North Carolina Pfizer storage facility was damaged by a recent tornado. Many of our sterile products are purchased through Pfizer. We are monitoring the situation and anticipate some supply issues.
- There have been many difficult patient placements lately. Some of these difficult patients have been extremely difficult on staff members.

Recess until 6:00 PM.

**TRUSTEE MANSELL MADE A MOTION TO RECESS UNTIL 6:00 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**6:00 PM FY24 BUDGET PUBLIC HEARING**

**TRUSTEE HOSKINSON MADE A MOTION TO ENTER INTO THE FY24 BUDGET PUBLIC HEARING AT 6:00 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Adam Popp, CFO, presented the proposed Capital Budget. Capital Purchases will be encouraged to be made during the 2<sup>nd</sup> and 3<sup>rd</sup> quarter as a cash management measure.

<b>Capital Summary</b>	<b>FY 2024 Proposed</b>
Equipment	\$ 1,005,254
Facility Plan	\$ 25,000
Major Projects - 4th Floor	\$ 1,000,000
IT Projects	\$ 903,000
Contingency - Operational	\$ 500,000
EPIC Project	\$ 2,800,000
<b>FY 2024 Capital Budget Proposed</b>	<b>\$ 6,233,254</b>
FY2023 Carry Forward	\$ 1,546,514
GRANTS	
<b>TOTAL CAPITAL PROPOSED</b>	<b>\$ 7,779,768</b>

The summary income statement with supporting information was reviewed. Revenues in excess of expenses for the FY24 budget are projected to be \$3,102,407. The long-term outlook for the organization shows improvement from last year. As an organization we need to continue to look for efficiencies and educate our staff on efficiencies and budget awareness.

A new budget platform will be implemented over the next year. The new platform will allow for better budgetary tracking and reporting. The platform has more reporting capabilities allowing for information to be drilled down by department.

**TRUSTEE HITE MADE A MOTION TO APPROVE THE FY24 BUDGET AND CAPITAL BUDGET AS PRESENTED. TRUSTEE HARTSAW SECONDED THE MOTION.**

**Discussion:** It was requested to look at data from the first quarter to see where we are at in relation to the Board.

**MOTION CARRIED UNANIMOUSLY.**



**Summary Income Statement  
CAMPBELL COUNTY HEALTH**

CAMPBELL COUNTY HEALTH	YTD Act FY2022	YTD Bud FY2023	YTD Feb Act FY2023	YTD Feb '23 Annualized	YTD Act FY2023 *unaudited*	PROPOSED BUDGET FY2024	
Inpatient Service Revenue	72,382,569	70,556,510	47,917,414	71,876,129	71,625,742	79,166,411	
Outpatient Service Revenue	272,937,223	281,291,138	196,022,033	293,609,206	309,486,402	329,225,177	
<b>Total Patient Revenue</b>	<b>345,319,792</b>	<b>351,847,648</b>	<b>243,939,447</b>	<b>365,485,335</b>	<b>381,112,144</b>	<b>408,391,588</b>	7.2%
Charity	6,109,523	5,985,518	3,581,363	5,372,045	6,093,114	5,032,313	
Bad Debt	17,742,595	16,849,232	10,554,084	15,831,126	15,088,699	17,068,600	
Allowances	164,955,983	164,530,759	111,072,810	166,609,237	177,092,706	182,428,789	
<b>Total Deductions</b>	<b>188,808,101</b>	<b>187,365,509</b>	<b>125,208,257</b>	<b>187,812,407</b>	<b>198,274,519</b>	<b>204,529,702</b>	3.2%
	54.7%	53.3%	51.3%	51.4%	52.0%	50.1%	
<b>Net Patient Service Revenue</b>	<b>156,511,691</b>	<b>164,482,139</b>	<b>118,731,190</b>	<b>177,672,928</b>	<b>182,837,625</b>	<b>203,861,886</b>	
Interest & Other Revenue	4,438,947	12,711,418	3,742,566	5,613,849	6,580,642	8,564,891	
<b>Total Net Revenue</b>	<b>160,950,638</b>	<b>177,193,557</b>	<b>122,473,756</b>	<b>183,286,777</b>	<b>189,418,267</b>	<b>212,426,777</b>	12.1%
Salaries	67,690,690	68,857,308	44,186,459	66,279,689	66,024,071	70,934,243	
Benefits	21,347,909	20,892,346	13,162,134	19,743,201	18,950,951	20,874,015	
Contract Labor	8,498,501	1,282,872	4,506,358	6,759,537	6,475,650	6,504,591	
Physician Salaries	19,709,969	18,617,534	13,439,175	20,158,763	20,173,802	16,868,970	
Non Employed Physician Comp	3,757,487	6,552,319	4,304,096	6,456,144	7,356,110	4,608,956	
Medical Supplies	12,254,333	11,663,267	9,524,208	14,286,312	14,239,190	14,635,805	
Drugs/Pharma	14,103,809	12,887,383	8,358,745	12,538,118	13,390,473	14,984,108	
Non-Medical Supplies	3,282,043	2,273,950	1,806,464	2,709,696	4,593,521	3,674,956	
Purchased Services	23,669,729	31,728,507	24,849,765	37,274,648	42,257,949	44,312,025	
Utilities Expense	2,232,141	2,160,469	1,790,129	2,685,194	2,648,847	3,057,498	
Insurance	1,731,340	1,984,775	1,457,780	2,186,670	2,554,154	4,208,163	
Other Expense	6,020,991	5,339,905	3,446,732	5,170,098	4,171,877	5,472,989	
Depreciation / Amortization	17,443,785	16,567,000	11,326,404	16,989,606	17,324,667	17,466,952	
Interest Expense	1,468,091	1,378,045	909,552	1,364,328	1,325,671	1,450,000	
<b>Total Operating Expenses</b>	<b>203,210,818</b>	<b>202,185,680</b>	<b>143,068,001</b>	<b>214,602,002</b>	<b>221,486,933</b>	<b>229,053,270</b>	3.4%
<b>Total Operating Income</b>	<b>(42,260,180)</b>	<b>(24,992,123)</b>	<b>(20,594,245)</b>	<b>(31,315,225)</b>	<b>(32,068,666)</b>	<b>(16,626,493)</b>	48.15%
Mill Levy	10,723,139	13,400,000	10,326,785	15,490,178	15,851,385	17,118,000	
Investments & Other, Net	229,740	2,015,500	1,861,279	2,791,919	2,292,790	2,610,900	
Gain/Loss on Sale of Assets	75,103	0	2,169	3,254	13,189	0	
<b>Total Non-Operating Gains, Net</b>	<b>11,027,982</b>	<b>15,415,500</b>	<b>12,190,233</b>	<b>18,285,350</b>	<b>18,157,364</b>	<b>19,728,900</b>	8.7%
<b>Revenues in Excess of Expenses</b>	<b>(31,232,198)</b>	<b>(9,576,623)</b>	<b>(8,404,012)</b>	<b>(13,029,876)</b>	<b>(13,911,302)</b>	<b>3,102,407</b>	122.3%

**TRUSTEE HOSKINSON MADE A MOTION TO COME OUT OF THE FY24 BUDGET PUBLIC HEARING AT 6:18 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Hite 6:19PM – HOSKINSON 2<sup>ND</sup>.**

**EXECUTIVE SESSION**

The regular meeting recessed at 6:53 PM to enter Executive Session.  
**TRUSTEE HITE MOVED TO ENTER INTO EXECUTIVE SESSION AT 6:19 PM TO DISCUSS QUALITY MANAGEMENT INFORMATION, MEDICAL STAFF MATTERS, LEGAL ADVICE, LITIGATION AND POTENTIAL LITIGATION. TRUSTEE HOSKINSON SECONDED THE MOTION.**

**TRUSTEE HARTSAW MOVED TO COME OUT OF EXECUTIVE SESSION AT 9:10 PM. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 9:10 PM.

**ACTION ITEMS**

**Medical Staff Appointment Approval**

Trustee Hartsaw left the room for the Medical Staff Appointment vote.  
**TRUSTEE HOSKINSON MOVED TO APPROVE THE MEDICAL STAFF APPOINTMENTS AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

QAPI Organization Approval

TRUSTEE MURPHY MADE A MOTION TO APPROVE SPECIMEN LABELING, WORKPLACE VIOLENCE, AND EMPLOYEE INJURY AS THE THREE INITIATIVES FOR FISCAL 2024. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Potential Litigation

TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE SETTLEMENT OF POTENTIAL LITIGATION UPON THE TERMS AND CONDITIONS DISCUSSED IN EXECUTIVE SESSION, AND TO BE MADE PUBLIC UPON ACCEPTANCE BY THE OTHER PARTY. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

ADJOURNMENT

TRUSTEE HITE MOVED TO ADJOURN AT 9:12 PM. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

The meeting adjourned at 9:12 PM. The next meeting is scheduled for August 23, 2023.

  
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Tom Murphy, Secretary

  
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Brandi Miller, Recorder