



**GOVERNING BOARD  
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, June 28, 2018.

Members present:

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

Also present:

Mr. Andy Fitzgerald, Chief Executive 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

Chaplain Alicia Matheson led those present in an opening prayer.

Mission Statement

Dr. Hartsaw 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. Hite and Mr. Gerrits 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 and Mr. Gerrits voted aye. Motion carried.**



Consent Agenda

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

Approval of Minutes

Minutes from May 3, 2018 Special Board meeting and May 24, 2018 Board meeting (copies appended to minutes).

Administrative Policy Review

Three Administrative policies, Patient Grievance, Safety Coach Program, Terminating Patient Relationships in Medical Practice (copies appended to minutes). **No motion required.**

PRRC Meeting

Items requiring Board Action from the June 5, 2018 Physician Recruitment and Retention Committee Meeting (copy appended to minutes).

Finance Meeting

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

Committee Reports

- Legacy Advisory Board
- Healthcare Foundation
- Physician Recruitment and Retention Committee
- Quality Committee
- Facilities Planning Committee

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

**RECOGNITION ITEMS**

Employee Recognition

Thanks for working here Thursday

Rickay Wolf, Pt. Access Rep	BHS
Rene'e Michelena, Secretary	Dialysis

Department Discoveries

- May – Security
- June – CCMH Patient Access

WNA Excellence in Nursing Award Recognition

Cassandra Hurley, RN

Cassandra Hurley, RN, CCMH Maternal Child Clinical Care Supervisor, has been with CCH since 2005. She was nominated for her skills as a leader, teacher and nurse. Not only does Cassandra take her patient care seriously, encourage and coordinate education for her coworkers, she is also a fantastic leader. She “always supports her team as not only nurses but as people, ensuring that self-care is utilized and is constantly reminding each person to listen to themselves when in times of need.”



### Burgundy Leiker, RN

Burgundy Leiker, RN, Campbell County Memorial Hospital CCMH) Intensive Care Unit (ICU), has been with CCH since 2004. She is described as “well respected and highly sought after to precept ICU nurses because of her extreme attention to detail. In addition to nursing duties, Burgundy served on the Practice Council for the ICU, coordinated the annual critical care skills stations is an instructor for the Emergency Nurse Pediatric course and regularly is on-call to insert peripherally inserted central catheters (PIIC lines) or precept new nurses to this procedure.”

### Sacia Lingerfelt, RN

Sacia Lingerfelt, RN, Maternal Child Clinical Care Supervisor, has been with CCH since 2016. She joined the team as a traveling nurse and quickly sought a permanent position. Sacia is a fantastic advocate for practice and process improvement and constantly “chooses to make a difference for better outcomes. She is always willing to have crucial conversations with colleagues regardless of their role with empowers her coworkers to step for safe care.”

### Vicki Sarver, RN

Vicki Sarver, RN, Maternal Child Clinical Care Supervisor, has been with CCH since 2006. She exemplifies excellent nursing skills and qualities and challenges her peers to follow her lead. Vicki’s leadership style finds the value and beauty in every person and then pushes them to embrace the strength. Vicki “mentors others to think critically and stand up for what is right. She constantly shows great control in crisis. Her ability to take charge and organize is her strength.”

### Retiree

#### Deb Hargens, Radiology

When Deb Hargens started work at Campbell County Health 38 years ago, transcription was done on a manual typewriter with carbon paper. She remembers being very excited to get to use an electric typewriter with one line of memory. “It was the greatest thing”, said Deb. While there was a dictation system, it didn’t fast forward or back up—everything had to be transcribed in chronological order for the physicians to sign. She was also part of the crew that moved files from the old hospital on West 8<sup>th</sup> Street to our current location, and helped store old radiology films in the ‘cage’ on the ground floor before the transfer to all digital images.

Deb moved to Gillette in 1979 and came to work as a transcriptionist in the Radiology department. There were five people in the department when she started, a far cry from the 29 people there are now working in the two different locations.

Transcription wasn’t Deb’s favorite thing to do, so she was glad to move into other aspects of the Radiology department. She became the Meditech specialist for Radiology, which included building new procedures and changing CPT codes in the system. She also helped develop the NIOSH chest x-ray program for the department.

Deb says she will miss the people, and having someplace she has to be on a regular basis. You might just see her as a CCH volunteer in the future. She is looking forward to traveling and spending time with her grandchildren, especially taking them camping and swimming this summer. Deb also wants to work on refinishing all the furniture she’s collected over the years.



According to Radiology Director Terri Kinney, Deb's retirement means a significant loss of knowledge for the whole organization, not just her department. "How do you bottle and save all that"?, said Terri.

Thanks Deb, for your hard work and dedication for over 38 years.

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

#### **New Appointments:**

##### **Courtesy:**

Departments of Surgery AND Powder River Surgery Center	
<b>Keith L. Jackson, M.D.</b>	Orthopedic / Spine Surgery
<b>Daniel G. Kang, M.D.</b>	Orthopedic / Spine Surgery
<b>Scott C. Wagner, M.D.</b>	Orthopedic / Spine Surgery

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

##### **Dependent**

Department of Medicine	
<b>Julie K. Tippens, APRN</b>	Geriatric Ambulatory/Long Term Care/Palliative & Hospice Care
Department of Surgery	
<b>Roxanne L. Peters, PA-C</b>	Orthopedics

#### **Reappointments:**

##### **Active:**

Department of Medicine	
<b>Nicholas Stamato, M.D.</b>	Cardiology
Departments of Surgery AND Powder River Surgery Center	
<b>Stanford Israelsen, M.D.</b>	Orthopedic Surgery
<b>Jacob Rinker, M.D.</b>	General Surgery

##### **Courtesy:**

Department of Maternal / Child	
<b>Shelley Shepard, M.D.</b>	Gynecology

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

##### **Independent**

Department of Surgery	
<b>Joseph Maycock, O.D.</b>	Optometry

**ADDITIONAL PRIVILEGES REQUEST:**

Suzanne Harris, M.D.

Family Medicine privileges as requested on privilege sheet.

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

Jon Kerr, M.D.

Mindy Gilbert, PA-C

Tracy Wasserburger, NNP

Grace Wang, M.D.

Michel Skaf, M.D.

Patricia Shull, PA-C

Robert Novick, M.D.

Candace Winters, PA-C

Brahmananda Koduri, M.D.

Tyler Dickey, M.D.

Rachel Helms, APRN

Pauline Lerma, M.D.

Kyle Kusek, M.D.

Oleg Ivanov, M.D.

**PRIVILEGES WITHDRAWAL TO NOTE:**

David Beck, M.D.

Moderate Sedation

**MEDICAL STAFF RESIGNATION TO NOTE:**

Jeffrey Anderson, D.O.

Effective May 30, 2018

Anna Lukens-Black, CRNA

Effective June 4, 2018

Darlene Brown, D.O.

Effective June 16, 2018

Mary Patterson, PA-C (voluntary Relinquishment)

Effective June 16, 2018

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

Recommendation from Physician Recruitment and Retention Committee

Mr. Fitzgerald explained that Physician Recruitment and Retention Committee recommended the following action:

- Move Family Practice from Critical Need to High Need on the Demand Tool.
- Move Spine from a Low Need to Critical Need.
- Add WIC as a Critical Need.
- Add Peds as a High Need.

**Dr. Swift moved, seconded by Ms. Boller to approve the recommendation from Physician Recruitment and Retention Committee. Mr. Jackson, Dr. Swift, Ms. Boller, Dr. Hartsaw, Mr. Hite and Mr. Gerrits voted aye. Motion passed.**

2<sup>nd</sup> Floor Inpatient Project

Mr. Crichton presented the scaled back inpatient room replacement project. The project has been updated and rebid. The bids came in over \$2M less than the project presented in April. A question had come up at Facilities Planning Committee regarding the number of patients diverted out of the hospital. It was determined that the data does not exist but a plan has been put in motion to keep that data and will be presented at a later date. The project includes 33 new inpatient beds for Maternal Child, Med/Surg and ICU. Once the Maternal Child space is completed and after data is collected on the diversion issue, the construction plan can be re-evaluated to determine if additional patient rooms are needed to accommodate all patients. Mr. Crichton advised that \$15,586,656 of the bids came from local contractors and 73% of the bids are from Wyoming contractors. Board members discussed the timing and risks of completing the project and CCH



finances. Finance committee members are in support of the project and believe the project is needed to provide quality patient care.

**Dr. Hartsaw moved, seconded by Mr. Hite, to approve the patient room replacement project in the amount of \$21,566,292 and to authorize management to make the project guaranteed maximum price \$15,586,656 the same for Scull Construction's contract. The total project cost will be a sum of \$23,815,182, which reflects the previously approved amount in FY17 of \$2,248,890. A roll call vote was taken:**

**Dr. Swift – Yes  
 Ms. Boller – No  
 Dr. Hartsaw – Yes  
 Mr. Hite – Yes  
 Mr. Gerrits – No  
 Mr. Jackson – Yes**

**Motion passed.**

### **DISCUSSION ITEMS**

#### Community Mental Health Committee

Ms. Boller reported that the ad hoc committee members plan to personally meet with officials from the City, County and School District to see what interest there is in collaborating the entities on ways to improve mental health services in the community. They hope to plan a visioning meeting in the fall. Eric Barlow has also been contacted and is looking for some statutory aid.

### **INFORMATIONAL ITEMS**

#### STRATEGIC FOCUS

##### People

Ms. Noamie Niemitalo reported on lost time accidents. OSHA defines a lost-time injury as something that results in a fatality, permanent disability or time lost from work. It could be as little as one day or shift. It has been 381 days since CCH has had a lost time occurrence. The Employee Safety and Case Management team work together to ensure injured employees can return to work full duty in a safe and timely manner while also working to reduce worker's compensation premiums. Every injured employee on light duty or taken off of work is assigned a nurse case manager. The first priority is to avoid being taken off work by facilitating light duty when possible. Care conferences are also held with injured employees. Nurse Case Managers work to ensure that injured employees return to work full duty.

##### Care

Ms. Sue Ullrich reported on sepsis. Sepsis is a life-threatening condition in which the body is fighting a severe infection and body systems begin to fail. From October through December CCH had a measure of 41.5%. From January through March the early identification protocols improved to 66.7%. The state average is 56% and the national average is 49%. Early identification is key. Action plans to continue improvements include:

- Education for providers and staff completed.
- Sepsis order sets have been implemented.
- All sepsis charts reviewed and feedback given.



- Ongoing work group includes nursing, physicians and Quality Dept.
- Documentation template for monitoring.

### Service

Ms. Tonn reported on the April 1<sup>st</sup> Press Ganey transition. Telephone surveys are no longer conducted, and patients have the opportunity to give immediate feedback through email and text. Early data show a significant increase in the number of surveys returned.

### Business

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

- Generated net revenues over budget.
- Positive adjustment to bad debt.
- Expenses were over budget.
- Operating loss of \$(643,000) compared to a budget of \$(962,000).
- Bottom line profit of \$518,000 compared to a budget of \$87,000.
- EBIDA was at 13.60%.

#### YTD

- Revenues were short of budget by \$5M but up from last year.
- Operating loss of \$(14M).
- Excess Revenues Over Expenses \$(1,129,000).
- Operating losses at the Legacy have been greater than what expected.
- EBIDA YTD is 10.14%.
- Accounts Receivable Days is at 73.
- Days of Cash is 169.
- Cash Balances are \$76M.

### **EXECUTIVE SESSION**

The regular meeting recessed into Executive Session at 6:41 p.m.

The regular meeting reconvened at 9:25 p.m.

### **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:25 p.m.

The next regularly scheduled Board meeting is July 19, 2018 at 5:00 p.m. in Classroom 1.

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Ronda Boller, Secretary

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Ellen Rehard, Recorder