



**GOVERNING BOARD
REGULAR MEETING**

The Campbell County Hospital District Board of Trustees met in the Hospital's Fifth Floor Classrooms on Thursday, July 19, 2018.

Members present:

Dr. Ian Swift
Ms. Ronda Boller
Dr. Sara Hartsaw
Mr. Randy Hite

Members absent:

Mr. Harvey Jackson
Mr. Adrian Gerrits

Also present:

Mr. Andy Fitzgerald, Chief Executive Officer
Dr. Jennifer Thomas, Chief of Staff
Dr. Attila Barabas, Chief Medical 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

Dr. Swift, Vice-Chairman, called the meeting to order at 5:02 p.m.

Invocation

Chaplain Donny Edwards led those present in an opening prayer.

Mission Statement

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

Vision Statement

Dr. Hartsaw 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. Dr. Swift, Ms. Boller, Dr. Hartsaw and Mr. Hite are present. Mr. Jackson and Mr. Gerrits are excused.

Approval of Agenda

Ms. Boller moved, seconded by Dr. Hartsaw, to approve the agenda as presented. Dr.



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

Consent Agenda

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

Approval of Minutes

Minutes from June 28, 2018 Board meeting (copies appended to minutes).

Administrative Policy Review

Three Administrative policies, CCH Housing, Director/Manager's Fiscal Responsibilities, Relocation of Equipment/Furniture (copies appended to minutes). **No motion required.**

Finance Meeting

Items requiring Board Action from the July 16, 2018 Finance Committee Meeting (copy appended to minutes).

Committee Reports

Legacy Advisory Board

Healthcare Foundation

Joint Conference

Quality Committee

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

RECOGNITION ITEMS

Provider of the Month

Lynn Perlenfein

Like many young kids, Physician Assistant Lynn Perlenfein thought she wanted to be a veterinarian when she grew up. Interested in chemistry while in high school, Lynn found out about the field of medical technology from a friend. After majoring in Medical Technology at the University of Nebraska, Lynn worked in a hospital laboratory in Deadwood, SD, for ten years, but began to wish she could do more to help people than analyze lab tests.

Lynn decided to go back to school to become a physician assistant at the age of 32, with two young children at home. She says it was the hardest thing she had ever done. Lynn graduated from the University of South Dakota's physician assistant program, and worked mostly in urgent care, family medicine and women's health practices in northeast Wyoming.

Lynn was practicing at the CCMG Walk-in Clinic when an opportunity opened up in the CCMG Cardiology Clinic. It's been a steep learning curve for her, but she is happy to be working with Dr. Stamato, Dr. Shah and her co-workers in the clinic. Lynn sees cardiology patients for follow-up appointments, and participates in cardiac stress testing and other diagnostic procedures. Lynn's father passed away from a heart attack when Lynn was only 22, and she has always had an interest in prevention of heart disease since that time.

When she's not practicing, Lynn loves to be outdoors, especially in the summer. She enjoys boating, camping, gardening, playing golf, and hiking with her dog, Sophie.



Thank you Lynn Perlenfein, for providing our patients with excellent care.

Provider Recognition

Roxi Peters, PA-C

Roxanne, (Roxi) Peters, PA-C, is happy to be back at PROS. She worked there with Dr. Hans Kioschos from 2009-2014, and comes to Gillette from Ashton, Idaho, where she was the sole provider in a rural general practice clinic. Roxi received her Family Nurse Practitioner/Physician Assistant certification from the University of North Dakota in Grand Forks. Roxi made her home in Sundance for many years and practiced at Crook County Memorial Hospital in Sundance and rural clinics in Moorcroft, Upton, Hulett and Sundance.

Julie Tippens, APRN

Julie Tippens, APRN, comes to Gillette from the Center for Wound Healing in Calhoun, GA. She received a Master of Science in Nursing as a Family Nurse Practitioner from Frontier Nursing University in Hyden, KY. Julie's nursing experience includes Emergency Department, Med Surg, Oncology, Quality Management, Pediatrics and Home Health. She will be practicing at CCMG Geriatric Medicine and The Legacy Living and Rehabilitation Center.

Julie's husband recently retired and they were looking for a new adventure. They were familiar with Wyoming, having traveled here for vacations, and Julie was impressed with the friendliness of the people she's met. The couple has a grown son back in Georgia, and four Chihuahuas who have moved with them to Gillette.

Employee Recognition

Department Discoveries

July – Human Resources

PUBLIC QUESTIONS OR COMMENTS

Dr. Swift asked if there were any comments or questions from the public at this time. Dr. Linda Walby encouraged the Board to submit a letter of support for the State Veterans Skilled Nursing Facility. Dr. Walby stated that the State of Wyoming would own the facility and may choose to or provide one employee the oversight role of a management company selected to manage the facility. 65% of construction costs would come from the VA and the remaining 35% from the state or some combination of the state and funding provided by the selected site. 75% of the SNF residents must be honorably discharged veterans. The remaining 25% may be veteran spouses or gold star family members. If the veteran has greater than or equal to 70% service connected disabilities, the VA will pay for all of their care. Only two counties in Wyoming will have increasing veteran populations between now and 2045: Laramie and Campbell. Ms. Belden noted that the impact to CCH would be competition for employees, especially CNA's. She added that the Legacy currently has a contract with the VA, and all veterans eligible have been placed.

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:****Active:**

Department of Surgery

James D. Bergene, M.D.**Deanna L. Lassegard, M.D.****Amanda E. Opfer, D.O.****Jessica A. Quinlan, M.D.****Douglas A. Watt, M.D.**

Anesthesiology

Emergency Medicine

Emergency Medicine

Anesthesiology

Radiology

Limited Health Care Practitioner:**Dependent**

Department of Maternal / Child

Holly A. Hink, APRN

Pediatrics

Reappointments:**Limited Health Care Practitioner:****Dependent**

Department of Maternal / Child

Rachel Helms, APRN

Pediatrics

Tracy Wasserburger, N-NP

Pediatrics

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

Mindy Gilbert, PA-C

Grace Want, M.D.

Michel Skaf, M.D.

Robert Novick, M.D.

Brahmananda Koduri, M.D.

Paulina Lerma, M.D.

Kyle Kusek, M.D.

Patricia Shull, PA-C

Candace Winters, PA-C

Tyler Dickey, M.D.

Oleg Ivanov, M.D.

Sairav Shah, M.D.

Morton Hyson, M.D.

Julie Jones, PA-C

Ashlee Mills-Fischer, OC

Robert Finley, M.D.

Sherri Blanchard, M.D.

Roy Paulson, DDS

Erica Rinker, M.D.

MEDICAL STAFF RESIGNATIONS TO NOTE:

William Doughty, M.D.

Effective July 1, 2018

Anne Moore, M.D.

Effective July 19, 2018

Maria Roberta Moro, M.D.

(Voluntary Relinquishment) Effective July 1, 2018

Dr. Swift, Ms. Boller, Dr. Hartsaw and Mr. Hite voted aye. Motion carried.**State Veteran Skilled Nursing Facility**

Ms. Boller explained that she has attended two community meetings to discuss the Veterans Administration State Home Skilled Nursing Facility project. Robert Palmer has scheduled another meeting on Monday and proposals are due next Friday. Ms. Boller recommends that CCH write a letter of support.

Ms. Boller moved, seconded by Dr. Hartsaw, to support efforts to host the Veterans' State Home Skilled Nursing Facility in Campbell County, in particular a letter of support. Dr. Swift,



Ms. Boller, Dr. Hartsaw and Mr. Hite voted aye. Motion passed.

Baby Friendly Hospital

Ms. Tonn stated that in response to the request by the La Leche League, Ms. LeMaster will report on the investments CCH has in breastfeeding and provide a formal recommendation. Ms. LeMaster reported that CCH has sixteen certified lactation consultants that support new moms and anyone in the facility with breastfeeding needs. CCH established a lactation program in 2014 which includes outpatient lactation resources and follow up, breastfeeding classes, staff education, donor human milk and milk depot. They received the International Board Certified Lactation Counselor Care Award in April 2017. Baby Friendly is seen as too rigid and the mother perceives she has only one choice. The newborn is given no food or drink other than breastmilk unless medically indicated. Pacifiers or artificial nipples may not be offered to breastfeeding infants.

Recommendations include:

- Support informed family choice at all times.
- Continue to educate, inform on the benefits of breastfeeding.
- Continue to strengthen provider and community partnerships for success in breastfeeding and formula feeding.
- Develop and promote breastfeeding support groups for breastfeeding success.
- Medical staff strongly support maternal choice.
- Do not pursue Baby Friendly Designation at this time.

Ms. Boller moved, seconded by Dr. Hartsaw to support the current mother/baby practices used by maternal child providers and staff. Dr. Swift, Ms. Boller, Dr. Hartsaw and Mr. Hite voted aye. Motion passed.

FY19 Strategic Plan

Mr. Fitzgerald reviewed the FY19 Strategic Plan.

People:

- Reduce employee voluntary turnover
- Reduce recordable injuries (as defined by OSHA)
- Provide an effective leadership development program
- Decrease time to fill open positions
- Implement succession planning

Care:

- Improve identification and treatment of sepsis
- Reduce serious safety event rate
- Of patients reporting suicidal thoughts, the average percentage of clinical improvement over total of patients measured by My Outcomes will be at least 33%.

Service:

- Patient Experience Survey results for inpatient, emergency department, outpatient, outpatient surgery, medical practice clinics and long term care.

Business:

- Increase EBIDA to budget.
- Maintain cash days on hand.
- Reduce CCH AR days.
- Improve collection rates from collection agencies.



Long Term Initiatives

People:

- Recruiting and retaining a talented, diversified and motivated workforce.

Care:

- Patients need their care coordinated to ensure optimum outcome.

Business:

- Increase joint replacement market share.
- Improved collections of accounts receivable.

Mr. Fitzgerald stated that he will present the final results of the FY18 Strategic plan at the August Board meeting.

Dr. Hartsaw moved, seconded by Ms. Boller, to approve the FY2018-19 Strategic Plan as presented. Dr. Swift, Ms. Boller, Dr. Hartsaw and Mr. Hite voted aye. Motion passed.

INFORMATIONAL ITEMS

Chairman's Report

Dr. Swift compared his climb of Mt. Everest to the challenges of CCH and the Board of Trustees.

- Don't invent a new route. Take a look around and enjoy the journey.
- Be prepared for obstacles. It is the obstacles that you can't see that can be the most dangerous.
- Use each person's talents.
- Develop your skills and confidence. Learn throughout the task.
- Take advantage of your resources.
- When you reach your goal, look for the next challenge.

STRATEGIC FOCUS

Business

Mr. Huber stated that the June financial results are preliminary. Wyoming statutes mandate the third Thursday for budget approval making the close time for accounting abbreviated. Final results will be reported in August.

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

- Net revenues for June exceeded budget by almost \$900,000.
- Expenses were up about \$500,000.
- Income from operations exceeded budget by about \$300,000.
- The mill levy was a little short of budget.
- Interest rates have been coming up so investments are earning a little more money.
- Small loss on disposable assets.
- Excess revenue over expenses was just over \$200,000.
- Budget was a break even.
- Earnings before interest and depreciation were \$1.7M.
- 11.4% EBIDA margin for the month.

YTD

- Revenues were short of budget but up from last year.
- Expenses were \$3.5M higher than last year and short of budget.
- Operating loss of \$(14.6M) compared to a budget of \$(12.2). A \$4M improvement in



operations from last year.

- Mill levy right on track with budget. \$3M less than last year.
- Investments look good.
- Bottom line loss of \$(785,000). Budget was \$331,000.
- EBIDA is \$17.3M. 10.3% EBIDA margin. The goal for next year is 12.
- Accounts receivable days have increase to 78.
- Days cash on hand is up 1 day to 170.
- Cash balance is \$77M to end the year.

EXECUTIVE SESSION

The regular meeting recessed into Executive Session at 6:08 p.m.

The regular meeting reconvened at 8:00 p.m.

EDUCATIONAL SESSION

Proposed FY18-19 Budget

Mr. Dalton Huber presented the proposed Campbell County Health Budget to the Board and the community for fiscal year 2019.

Budget assumptions are based on the following:

Expenses:

- 5% price increase across the board
- No growth projected on volumes
- Expenses
 - 3% salary assumed for merit and market increases
 - FTE increase of 7.8
 - Benefits increase of 4.8% due to health insurance expense
 - Supplies flat with 2.3% inflation increase
 - Contract services down 8% due to reducing contract labor
 - Interest expense higher than projection due to refinancing, but 31% lower than FY18 budget

Other Revenue:

- Pharmacy – 340B revenue from contract pharmacy program
- Tax Levy – Based on valuation from the county

Profitability:

- Operating Margin will be budgeted at -6.9%, which is better than the projection of -9.5%. EBIDA will remain at 12% due to very little growth in the tax levy.



**CAMPBELL COUNTY HEALTH
FY2019 PROPOSED FTE BUDGET**
FY 2017 Actual, April, 2018 Actual, FY 2018 Actual, FY 2019 Budget

SUMMARY BY DIVISION	FY 2017	Apr-18	FY 2018	FY 2018	FY 2019	Budget YTD Variance	
	Actual	Actual	YTD Actual	Budget	Budget	Amount	Percentage
Hospital	718.68	705.52	715.26	727.40	717.23	1.97	0.28%
Hospice Homecare	28.96	27.09	28.13	29.22	27.22	(0.91)	-3.23%
Legacy	174.11	201.06	201.57	200.67	201.20	(0.37)	-0.18%
PRSC	17.14	17.21	17.55	20.36	18.50	0.95	5.41%
PROS	6.40	4.75	5.63	7.00	6.00	0.37	6.57%
CCMG	153.20	172.97	164.18	174.43	169.96	5.78	3.52%
	1,098.49	1,128.60	1,132.32	1,159.08	1,140.11	7.79	0.69%
<i>PROS Leased Employees</i>	21.00	21.00	21.00	21.00	21.00	-	0.00%
	1,119.49	1,149.60	1,153.32	1,180.08	1,161.11	7.79	0.68%

Proposed Operating Budget for the 2018-2019 Fiscal Year

Total Patient Service Revenue	\$ 345,610,938
Charity Care	(\$ 9,816,387)
Provision for Bad Debts	(\$ 16,198,785)
Revenue Deductions	(\$ 147,195,698)
Net Patient Service Revenue	\$ 172,400,068
Other Operating Revenue	\$ 5,335,073
Total Operating Revenues	\$ 177,735,141
Operating Expenses	
Salaries & Benefits	\$ 91,184,904
Physicians' Expenses	\$ 23,014,634
Supplies	\$ 29,168,100
Other Expenses	\$ 26,665,615
Interest Expense	\$ 1,830,885
Depreciation & Amortization	\$ 18,122,918
Total Operating Expenses	\$ 189,987,056
<i>Operating Income/(Loss)</i>	<i>(\$ 12,251,915)</i>
Non-Operating Gains (Losses)	
District Mill Levy	\$ 13,284,000
Investment & Other Income	\$ 500,000
Gain/Loss on Sale of Assets	(\$ 150,000)
Total Non-operating Gains, Net	\$ 13,634,000
Revenue & Gains in Excess of Expenses	\$ 1,382,085
Capital Budget FY 18	\$ 24,146,851

Mr. Huber explained that this is the budget that was published in the newspaper. Added to this amount are funds to replace an ambulance chassis and some carry over items from 2018 added to 2019. \$177M of net revenues, operating expenses of \$190M and a \$12,251,000 loss. Gain from operations \$1.3M.



**Campbell County Health
Proposed FY 2019 Capital Budget**

	<u>Budget FY 2019</u>
Equipment	
FY 2019 Equipment	5,237,974
FY 2018 Equipment Carryover	621,795
	<u>5,859,769</u>
Contingency	
Administration	250,000
Campbell County Medical Group	200,000
Plant Operations - Legacy Contingency	50,000
IT CAPITAL PROJECTS TOTAL	<u>100,000</u>
	600,000
Facility Plan	
FY 2019 Facilities	3,625,152
FY 2018 Facilities Carryover	733,029
	<u>4,358,181</u>
Major Projects	
OB / Med Surg / ICU Room Replacement	11,600,554
	<u>11,600,554</u>
IT Capital Projects	
Wireless Infrastructure	1,115,201
Meditech Business & Clinical Analytics	575,120
Meditech Web ED & Web Acute	650,560
Meditech Interfaces	30,000
	<u>2,370,881</u>
Proposed FY 2019 Capital Budget	<u><u>24,789,385</u></u>

The proposed FY2019 capital budget is \$24,789,385. Mr. Huber thanked Ms. Heather Stucker, Controller, and the Accounting staff for their work on the 2019 budget.

Dr. Hartsaw pointed out that CCH will give away twice what is received from the tax levy in free care. Ms. Boller is concerned with the 5% rate increase, stating that with the 4.5% insurance increase people are seeing, CCH will add an additional 5% to charges. Mr. Huber explained that there are facilities in the region that are planning an 8% rate increase. CCH has kept the rate increase to 3% for two years in a row. The 3% rate increase only accounts for the current rate of inflation. A rate increase is needed to stay competitive with employee salaries and to offset Medicare and Medicaid reimbursements, which do not cover the costs of the services that are provided. Otherwise, CCH would have to look at drastic cuts of services. Board members discussed the concerns of healthcare insurance and quality of care.

Mr. Hite moved, seconded by Dr. Hartsaw, to approved the FY19 budget as presented. Dr. Swift, Dr. Hartsaw, Mr. Hite voted aye. Ms. Boller opposed. Motion passed.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:32 p.m.

The next regularly scheduled Board meeting is August 23, 2018 at 5:00 p.m. in Classroom 1.

July 19, 2018

10



Ronda Boller, Secretary

Ellen Rehard, Recorder