

Campbell County Health Board of Trustees
Strategic Planning Session - Deadwood Mountain Grand
April 4-5, 2024
8:30 AM

Members present:

Alan Stuber, Chairman
Dr. Sara Hartsaw, Vice Chair
Bill Rice, Secretary
Randy Hite, Treasurer

Dr. John Mansell, Trustee
Tom Murphy, Trustee
Dr. Mark Hoskinson, Trustee

Also present:

Matt Shahan, CEO
Dr. Neuwirth, COS
Dr. Attila Barabas, CMIO
Adam Popp, CFO Natalie
Tucker, CNO
Kevin Unger, UCH
Grace Taylor, UCH
Diane Jackson, UCH

Tom Lubnau, CCH
(Campbell County Health)
Attorney
Dawn Hodges, CHRO
Dr. John Houk, CMO (Chief
Medical Officer)
Jake Goodrick, GNR (Virtually)
Erick Boley, WHA (Wyoming
Hospital Association) (Virtually)
Joan Evans, PFM(Virtually)
Chris Vairo, Signature
Performance

Call to Order - Chair Stuber called the meeting to order at 8:30 AM.

Mission Statement – Chair Stuber read Campbell County Health's Mission Statement.

Vision Statement - Chair Stuber read Campbell County Health's Vision Statement.

Roll Call – Matt Shahan called the roll, all members present.

Approval of Agenda

TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Consent Agenda

TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Public Comment

Chair Stuber opened the floor for public comment. No comments were made. Matt Shahan welcomed and introduced Dr. John Houk, CMO.

Approval of Medical Staff Appointments

TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Hulett Clinic

Adam Popp presented information about changing signatories on the bank accounts for the Hulett Clinic. Specific to the Campbell County Health, CCMG Family Clinic, account (# 406368), at Summit National Bank in Huletts, WY, the Board of CCH authorizes the removal of the following signatories on the

account:

Gerard Klein
Hakeem Arogundade
Dr. Gaddiel Rios

The Board of CCH authorizes the addition of the following signatories on the account:
Matthew R. Shahan
Douglas Adam Popp

The Board of CCH acknowledges that Cheryl McAmis will remain as a signatory on the account.

TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

2024 Fall Budget Legislative Session

Eric Boley, WHA President, presented an update on the recently completed legislative session and its impacts on healthcare throughout Wyoming. In total 366 bills and resolutions were introduced, 126 of which passed as bills. 45 House Bills, and 43 Senate Bills were signed into law or were waiting for the Governor's signature at the time of the presentation. Health Bills of interest to WHA and Wyoming Hospitals were as follows:

- HB66 Firefighter-cancer screening benefits authorizes firefighters to receive annual cancer screenings under the Wyoming Worker's Compensation Act. The screenings will continue for ten (10) years after the firefighter ceases employment.
- HB0014 - Prior authorization regulations help our hospitals and fellow Wyomingites by addressing prior authorization, which health care providers must obtain from insurance companies. This bill guarantees patients access to previously approved treatments and medications and provides a buffer if their health insurance plan changes their coverage or the approval criteria for their treatment.
- HB15 Health insurance-reimbursement of overpayments allows insurance companies two years, not the current timeframe of 10 years, to request overpayment. This decreases the outstanding liabilities on medical providers and allows for faster closure on medical claims. Prior to this bill becoming state law, in Wyoming, providers had one year to file a claim after services are provided, but insurers had up to 10 years to come back to a health care provider and request reimbursement for overpayment.
- SF07 Behavioral health redesign-vulnerable adults includes vulnerable adults within the definition of "adults with severe mental illness" as it applies to the Behavioral Health Redesign, which becomes effective July 1, 2024. The Redesign required the Department of Health to reform the state-funded mental illness and substance use disorder treatment system and creates priority populations that will be the focus of community mental health and substance abuse services.
- SF05 Organ transplant recipient protection prohibits discrimination against organ transplant recipients by insurers.
- SF03 State employee leave for volunteer emergency services authorizes every state officer and employee to receive up to twenty-four (24) hours of leave with pay during each calendar year to use when the state officer or employee is absent from work due to service or training as a rostered volunteer with a volunteer fire department, licensed ambulance service or county search and rescue organization in the state of Wyoming.
- SF69 Hospice care reimbursements increases payment to hospice reimbursement that equals that of nursing home reimbursements.
- SF81 Hospital or healthcare district created entities-immunity. The Wyoming Governmental Claims Act provides that governmental entities are immune from liability except for specified actions. This act clarifies that entities formed by a county memorial hospital, special hospital district, rural health care district and a senior health care district that are wholly owned by one or more governmental entities are covered entities

for purposes of the Wyoming Governmental Claims Act.

Scholarship Committee Updates and Recipient Approvals

Trustee Mansell reported that 65 applications were received from a wider variety of schools this year. The committee reviewed all applications and selected key performance indicators to narrow the field. All applications were impressive. The Medical Executive Committee voted to award three more scholarships that they will fund, and the County Medical Society is discussing doing the same. Many applicants are graduating with their associate degree, CNA license, Phlebotomist certification, etc. At this time, we are not formally announcing the winners to allow them to be announced at their school's scholarship night. The committee would like to host a dinner for the winners and their families to congratulate them on winning the scholarship. Letters will be sent to the applicants that were not selected for the scholarship thanking them for applying and letting them know about other opportunities CCH provides such as student intern positions, volunteering, certification classes, etc.

TRUSTEE RICE MADE A MOTION TO APPROVE THE FOUR SCHOLARSHIP WINNERS. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED.

Culture PIT

Matt Shahan shared the ongoing initiative to improve culture from within through our employee led Culture Pit. Board members were provided updated copies of the CCH Standards of Excellence Commitment form, the "We are CCH" culture puzzle, and the Mission, Vision, and Pillars documents. Matt thanked all the hard work of the Culture Pit Team, and the organization is looking forward to the outcomes from the group.

PFM Asset Management Investment Presentation

PFM Asset Management Director, Joan Evans joined virtually to present investment strategies. PFM manages and distributes funds on behalf of the Wyoming Government Investment Fund (WGIF). WGIF is a local government investment fund that complies with WY Statutes for public investing. It is 100% liquid and has a variable rate. Joan Evans provided an update related to the status of the US markets and the influences that impact the rise and fall of rates. Topics such as the unemployment rate, job openings vs unemployed workers, inflation, treasury yields, and personal spending vs market expectations, were used to highlight the impacts on current fund rates. PFMAM currently manages over \$73B in assets from roughly 6000 participants across the county. In late 2022 CCH initially invested \$40M in the WGIF, which has returned almost \$2.7M in just over 15 months. Joan Evans highlighted the potential for CCH to utilize the Term program through WGIF in tandem with the liquid fund to further maximize potential investment returns.

Revenue cycle education and updates

Chris Vairo, VP Signature Performance, discussed the "bright line" change between revenue cycle vendors that was completed on 1-1-2024, and the impacts that this type of change has on go-live operations. Root cause issues continue to be identified and fixed prior to moving on to the next issue. This slows down the revenue cycle process, but only temporarily, but puts in place foundational change that will benefit the organization in the future. Discussion was held around what processes go into "hospital billing" where Chris shared a flow-chart of the processes and departments that make-up the life cycle of a claim. The current state of the CDM, EDI, self-pay, small balance, payor audits, and staffing challenges were highlighted. Positive momentum is starting to show in the areas of claim edits and billing volumes per month. Signature Performance and CCH Revenue Cycle leadership continue to meet frequently to highlight process improvement and quickly put updates into place.

UCHealth Updates

Kevin Unger, President, and CEO, UCHealth Northern Colorado, updated the Board on the current UCHealth strategic plan, UCHealth regional growth, and ongoing initiatives. Parkview Medical Center recently joined UCHealth. Community investments by UCHealth were discussed, outlining the \$1.2B in community benefits that UCHealth provides to their service area. Mr. Unger highlighted the virtual health center that UCHealth operates, with over 2,000 unique patient interactions a day.

Mr. Unger pointed out healthcare trends related to labor expenses and drug costs, workforce challenges, competitive landscapes, demand changes of an aging population, as well as legislative and revenue pressures.

Financial Presentation

Capital Budget requests were approved as follows:

- Vyntus Pulmonary Function System \$58,544.22
- Hamilton C6 Ventilator x 2 \$96,515.90
- Hot Deck Coil Replacement \$42,831 (\$5k over budgeted amount)
- Line Isolation Monitors \$45,407 (\$6k under budget)

February Financials: Charity \$89,11.20; Bad Debt \$978,30560; Grand Total \$1,067,146.8

Gross Revenues for February are \$1,981,035 higher than the budget. Inpatient gross revenue is over budget by \$135K, and Outpatient Services Revenue was over budget \$1,845,449. Year to date we are \$1.1M under budget, but \$20.5M higher than last YTD actual. Tax levy revenue is on budget for the month, and \$700k higher YTD. Days cash on hand decreased by 9 days to 114 days. Accounts Receivable increased by \$2.8M as the revenue cycle process improvements have started to impact the organization positively and patient responsibilities are going out in a timelier manner.

Organizational updates

Members of Administration highlighted updates from their respective areas.

The regular meeting reconvened at 5:25 PM.

Chair Stuber recessed the meeting until 8:15 AM, Friday, April 5, 2024.

April 5, 2024

Chair Stuber called the meeting to order at 8:15 AM.

Strategic Planning Discussion

Matt Shahan provided a recap of the current strategic plan.

Care Pillar

- Mental Health (Community & Staff) - work continues to implement BHS services into primary care.
- Access to Care – provider recruitment and retention efforts have led to a significant increase in availability of primary care providers at CCH.

People Pillar

- Employee Retention – recent compensation updates were implemented in response to employee concerns around equity.
- Employee Mental & Physical Health programs – RFP responses have started to return as the organization looks to offer a more comprehensive benefit plan at a more affordable rate.

Service Pillar

- Excel in patient care – QAPI work continues to ensure we are providing high quality care and have processes in place to improve areas where needed.
- Continuity of care – Recruitment and retention efforts have led to increased offerings in continuity of care for our patients.

Business Pillar

- Increase efficiencies and decrease costs, manage revenues – Continue to work with UCHHealth on maximizing the GPO cost savings afforded to CCH through the affiliation. Contracts with vendors are being reevaluated for quality and return on investment.

EPIC Update

Initial planning meetings have been occurring. The kickoff will start in July of 2024, for an Epic go-live in July of 2025.

CEO Performance FY24 Measurables

Matt Shahan presented an update on the Fiscal Year 2024 Annual Performance Measures document approved by the Executive Committee of the Board of Trustees. These goals will be utilized to measure the CEO's performance against the performance of the organization to calculate the CEO's variable compensation at the end of the Fiscal Year.

EXECUTIVE SESSION

TRUSTEE HARTSAW MADE A MOTION TO ENTER INTO EXECUTIVE SESSION AT 10:15 AM TO DISCUSS MATTERS CONCERNING LITIGATION TO WHICH THE GOVERNING BODY IS A PARTY OR PROPOSED LITIGATION TO WHICH THE GOVERNING BODY MAY BE A PARTY; TO CONSIDER THE SELECTION OF A SITE OR THE PURCHASE OF REAL ESTATE WHEN THE PUBLICITY REGARDING THE CONSIDERATION WOULD CAUSE A LIKELIHOOD OF AN INCREASE IN PRICE; TO CONSIDER OR RECEIVE ANY INFORMATION CLASSIFIED AS CONFIDENTIAL BY LAW; TO CONSIDER ACCEPTING OR TENDERING OFFERS CONCERNING WAGES, SALARIES, BENEFITS AND TERMS OF EMPLOYMENT DURING ALL NEGOTIATIONS. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

**TRUSTEE HARTSAW MADE A MOTION TO COME OUT OF EXECUTIVE SESSION AND ADJOURN THE MEETING AT 12:25 PM. TRUSTEE MANSELL SECONDED THE MOTION.
MOTION CARRIED UNANIMOUSLY.**

Adjourn

TRUSTEE HOSKINSON MADE A MOTION TO ADJOURN THE MEETING AT 1:09 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

The next CCH Board meeting is scheduled for May 23, 2025.

Bill Rice

Bill Rice, Secretary

Roberta Durbin, Recorder

Signature: 
Bill Rice (Apr 26, 2024 10:34 MDT)

Email: bill.rice@cchwyo.org