

Board Meeting Minutes
January 23, 2025
CCH 5th Floor Classroom – 5:00 PM

Members Present:

Tom Murphy, Chair	Angela Biggs, Trustee
Sara Hartsaw, Vice-Chair	John Mansell, Trustee (Virtual)
Randy Hite, Treasurer	Bill Rice, Trustee (Virtual)

Also Present:

Matt Shahan, CEO	Jamie Kay, Exec. Assistant	Colleen Long, EMS
Adam Popp, CFO	Dawn Hodges, CHRO	Jason Frye, EMS
Hollie Alexander, DON	Shanny Shore, Assistant Administrator	
John Houk, CMO	Bree Richardson, Dir. of Marketing.	
Natalie Tucker, CNO	Kerry Cash, Public Relations Lead,	
Julie Ieronimo, Accounting	Chris Beltz, Director of Urg/Emer. Care	
Shan Kirsch, EMS	Dr. Kelly McMillin, Chief of Staff	
Dr. Alex McClenahan	Mike Smith, Director of Materials Management	

Pledge of Allegiance

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

Mission Statement – Trustee read Campbell County Health's Mission Statement.

Vision Statement – Trustee read Campbell County Health's Vision Statement.

Roll Call – Jamie Kay called the roll, Trustee Stuber absent. Trustee Stuber has chosen to recuse himself from the CCH Board of Trustees Meeting to ensure CCH and Trustee Stuber are doing their best to avoid a conflict of interest due to the matters that will be discussed at this meeting. A quorum is present.

Approval of Agenda

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

Consent Agenda

- a. Approval of Board Minutes – November 21, 2024
November 25, 2024
December 5, 2024
- b. Finance Committee—January 20, 2025

- c. Board Committee Meeting minutes - only on months with a meeting
 - i. Legacy Advisory Board—December 9, 2024
 - ii. Physician Recruitment & Retention –December 12, 2024
 - iii. Facilities Committee Meeting Minutes – January 16, 2025

**TRUSTEE HARTSAW MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED.
TRUSTEE BIGGS SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

A. Recognition Items

- a. Larry and Baerbel Merrill Gratitude
- b. The Gabriel Project of Wyoming
- c. A Legacy of Joy
- d. Recognition for High Performance in Maternity Care
- e. Shawn T. Donation to Maternal Child Unit
- f. Hepner Cancer Center Introduces Chloe's Cupboard
- g. Dr. Su Furman joins Hepner Cancer Center
- h. Dr. Kelly McMillan New Chief of Staff
- i. Kerry Cash joins Marketing Team
- j. EMS Year End Statistics

B. Public Questions or Comments

- a. None

C. Action Items

a. Audit Report

Ryan Strusz, Principal from CliftonLarsonAllen, LLP, presented the Fiscal Year 2024 Audit Report. Mr. Strusz presented the Board Packet including graphical information and offered commentary regarding the improvement in the accounting process compared to FY23.

Trustee Hite motioned, seconded by Trustee Hartsaw, to approve the Capital Request as presented. Motion carried.

D. Capital Budget

- a. The summary capital budget document was shared. Currently just under \$600k of the \$9.2m capital budget has been committed. The commitment includes funds committed to the EPIC Project and the Linear Accelerator which the cost to finance as opposed to paying cash for the equipment.

IT submitted a Capital Request update regarding the advancement of funds to date. The EPIC Capital Project was previously approved for \$3,382,850. To date \$261,092 has been committed to implement the various Interfaces and reclassifying labor expended related to the EPIC directly.



IT submitted a Capital Request for the initial purchase of Micro Computers, Latitude Laptops, Docking Stations and HP Laserjet Printers. The initial request is to advance \$99,624.80 of the budgeted \$375,000 Capital Budget. The purchases will support critical processes including billing, coding, claims processing and reimbursement. These purchases are related to routine update/replacement procedure. It is the recommendation of Management to approve this purchase.

Trustee Hite motioned, seconded by Trustee Hartsaw, to approve the Capital Request as presented. Motion carried.

Legacy submitted a Capital Request for the purchase of Kitchen Equipment in the amount of \$43,431. The Pioneer Foundation has approved a donation of the same amount to cover the cost of this equipment. It is the recommendation of Management to approve this purchase.

Trustee Biggs motioned, seconded by Trustee Hartsaw, to approve the Capital Request as presented. Motion carried.

Surgery submitted a Capital Request in the amount of \$72,317.30 for an OEC Miniview Max Mobile C Arm. The unit is in need of immediate repair as it is the end of life. The funds for the equipment would fall under contingency as this expense was not budgeted. The estimated cost of repair is over \$11k, with no guarantee of operational timeline. The C-Arm is an integral part of procedures performed, and ROI is unable to be calculated as the fee is a bundled charge. It is the recommendation of Management to approve this purchase.

Trustee Hartsaw made a motion to approve the Capital Request for the OEC Miniview Max Mobile C Arm up to and not exceed \$72,317.30, seconded by Trustee Biggs, to approve the Capital Request. Motion carried.

E. Bad Debt and Charity

November 2024: Charity \$21,346.48; Bad Debt \$1,833,101.55;
Grand Total \$1,854,448.03.

This information reflects Charity approved via the Financial Application Process, and Bad Debt accounts being placed with outsourced collection vendors. The "final" Bad Debt Expense, following such collection efforts, is reflected in the Financial Statement.

Trustee Hite motioned, seconded by Trustee Hartsaw, to approve the November Bad Debt and Charity Care as presented. Motion carried.

Trustee Hartsaw pointed out the Bad Debt & Charity Graphs in the Audit Report Out was very gratifying as a visual aide.

F. Financials--November

The November Financial Review was quick as the information is reflected in the year-to-date data for December, that will be reviewed today as well.

November volumes are reflective of a holiday month. It is expected that Thanksgiving week, at a Physician level, 2.5 days are typically lost.

November Year to Date Surgeries were up at 1,344 compared to October at 1,082.

Days cash on hand is 123.

Total Gross Patient Revenue for November is \$37.4m, slightly below Budget, however, is favorable compared to November previous year. Allowances are in line with the Budget at 47.5%. Charity is not as strong as Budget 1.3% and Bad Debt was below Budget coming in at 3.3%. Benefits are higher as it reflects reprocessing of claims to be reimbursed due to a problem with TPA transition. Total Operating Expenses are \$18.1m, which is favorable to the \$19m Budget. Total Operating Income Year to Date the organization is nearly \$5m favorable compared to year-to-date 2023.

For the month of November, Revenue in Excess of Expenses is a positive \$1m and YTD is approximately \$157k. November Mill Levy came in very strong.

Discussion regarding the Mill Levy—Mines contribute 70-80%; Property Taxes make up the difference.

G. Bad Debt and Charity

December 2024: Charity \$134,850.09; Bad Debt \$2,038,778.12;
Grand Total \$2,173,628.21.

This information reflects Charity approved via the Financial Application Process, and Bad Debt accounts being placed with outsourced collection vendors. The “final” Bad Debt Expense, following such collection efforts, is reflected in the Financial Statement.

Trustee Hartsaw motioned, seconded by Trustee Biggs, to approve the November Bad Debt and Charity Care as presented. Motion carried.

Financials—December

Admissions for December were 211, in line with the previous month at 209. Patient days were down slightly; reflecting Length of Stay being down compared to November. Legacy days came in at just under 3,800 compared to November at 3,687. December Surgeries were up slightly at 277 compared to November at 262. Emergency Room Visits were 1,692, slightly below Budget. Clinic Visits are down for December at 7,315 compared to November at 7,595. PROS Clinic was very strong for December. Kid Clinic visits are increasing. Complex Med is favorable. Radiology continues to perform well at 1,900 this month. November was 1,888.

Days Cash on Hand 128.

Gross Patient Revenue is ahead of Budget by about \$1.1m. December YTD FY24 is \$215.4m compared to December YTD FY23 that was \$201.5m, which is approximately a 7% increase. December's Contractual Allowance was slightly higher than the previous month at 47.8%. YTD Bad Debt 3.5%, Charity is a bit higher than November at 1.5%. Total Net Revenue for the month is about \$500k favorable compared to Budget; Total Expenses for December is \$18.7m; Year to Date 2024 compared to the prior year is favorable by \$5.7m. Operating income (\$1.2m) nearly \$1.1m favorable to Budget. For the month of December, Revenue in Excess of Expenses is a positive \$1.7m and YTD is approximately \$1.8m.

Discussion regarding the work that has been put in by Staff and the Departments and what a great job they have done thus far.

Trustee Hite motioned, seconded by Trustee Biggs, to approve the November and December Finance Report Out as presented. Motion carried.

H. Discussion Items

- a. Proposed FY26 Timeline--Informational

I. Informational Items

- a. Chairman's Report
Chairman Murphy's statement regarding Legacy.
- b. Chief of Staff Report
No report.
- c. UCHealth
Continuing to work on EPIC implementation, Diane is kicking off provider connection in the next 1-2 months. Colorado is in their Legislative Session through the end of May. 340B continues to be watched. Labor Peace Act; Estes Park health is working through affiliation/acquisition end of April and construction continues at nearly all campuses in Colorado.

d. CFO Report

Elevator 3 is operational. Kudos to Mike Smith and his team!

Wright Clinic—the supports for the floor have been completed. The x-ray unit should arrive mid late Feb. and operation mid late March.

IV solution—replenishments still coming in lower than order quantity. Thank you to CCH staff for their efforts mitigating IV Solution usage.

Kitchen—State did final walk thru January 9, a couple of more tests to complete the project.

Mydine from Unidine—should be ready to go when EPIC goes live.

Grants—Kate Weiss Foundation approved a donation of nearly \$30k to replace waiting room furniture at the Main Clinics.

e. CHRO Report

Rolled out new performance management system-Career Conversations, feedback has been positive. Saved around \$180k by shutting down 5 systems. CCH hosted 259 student clinical rotations in 2024 in 17 programs. Currently there are 16 open grievances in Patient Experience; 0 over 30 days; Chaplain Services had 245 contacts last week. New enrollments in Childcare continue; the multipurpose room has been opened as a classroom to accommodate the ratios; looking at increasing rooms for younger kids. In December there were 113 open positions within the organization; 76 at CCH; 37 at Legacy, which is down from 2 months ago at 142. The organization has hired 29 employees; 15 at Legacy; 18 employees left in December; 7 gave no reason; 2 due to family emergency; 2 left to outside CCH positions; 3 moved away from area; 2 were PRN positions not picking up enough shifts; 1 not willing to continue making commute to CCH; 1 left involuntarily termination; 17 travelers in CCH with 5 open requests; and Legacy has 31 travelers; with one open request.

f. CNO Report

First level II neonatal care into CCH in the last couple of weeks. Combined effort with EMS, maternal child and pediatric hospitalists. Allows us to keep babies closer to home so kids don't have to travel to Billings or Denver.

TrueBeam kick off calls; goal is to have it completed in late spring.

DNV was here; majority of cases closed from last year. Kudos to IMM & MOON processes.

The Cancer Center is hosting a survivor dinner; Respiratory Therapy is hosting Wyoming society of Respiratory Care Conference in April. EMS University in May—that has taken place 26 years running.

g. CMO Report

DNV Survey—CCH did much better than last year. One major minus Nonconformity Class 1 and four Nonconformity Class 2 Minors. Fire suppression locations blocked; minor minus side problems with documentation proving that individual providers as opposed not group doing what they needed to do. Variation of humidity documentation, Marking and dating of Hazmat containers that can do better on. Fuel quality testing documentation. All and all very good.

MedStaff continues to plug along; Recruitment and Retention Committee met; excited about tying in operations with providers and cross function purposes Access to Care is one common goal.

h. CEO Report

Kudos Representative Hageman & her assistant Trinity; we have been in contact with them regarding 340B Program. 340B qualification standards are not favorable and is costing hospitals approx. \$20M in reimbursement of Pharmaceuticals. Potential adjustments are 35-mile radius—sole community hospital should qualify CCH; but that is not all there is to it.

Big bills currently monitoring are masks and vaccines; if approved as written would force CCH and other hospitals to comply with either Wyoming Law or Federal Law and either would result in loss of funding and fines.

Price Transparency—Federal Law Machine Readable format on the website; Bill at WY level increase scrutiny; already have one law that addresses this.

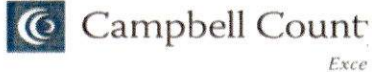
Provider Credentialing Bill—All agreed to Bill; insurance; will require insurance companies to get providers to get done in certain amount of time; historically could be up 3-6 months.

Every Friday Matt meets with other hospitals to discuss upcoming bills.

Level II Transfer in; also took air flight in from a SD hospital to our ICU.

Dr. Mansell has been approached by other providers about adding a compounding pharmacy. There has been minimal discussion regarding that and review of costs and if it's a possibility. Will discuss more at the Spring Retreat.

TRUSTEE HARTSAW MOVED TO ENTER INTO EXECUTIVE SESSION AT 6:41 PM TO DISCUSS MEDICAL STAFF MATTERS PURSUANT TO W.S. 16-4-405(a)(ix) AND W.S. 35-2-618, AND CONFIDENTIAL PERSONNEL MATTERS AND ATTORNEY CLIENT INFORMATION



**PURSUANT TO W.S. 16-4-405(a)(ix) AND W.S. 1-12-102 AND W.S. 16-4-405(a)(vii).
TRUSTEE BIGGS SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Public Session was adjourned at 6:41 p.m.

**TRUSTEE HARTSAW MADE A MOTION TO RETURN TO PUBLIC MEETING AT 8:12 PM.
TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Public Session at 8:12 PM.

**TRUSTEE HARTSAW MADE A MOTION TO APPROVE MEDICAL STAFF APPOINTMENTS
AS PRESENTED. TRUSTEE BIGGS SECONDED THE MOTION. MOTION CARRIED
UNANIMOUSLY.**

**TRUSTEE HITE MADE A MOTION TO APPROVE MEDICAL DIRECTORS AS PRESENTED.
TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**TRUSTEE HITE MADE A MOTION TO ADJOURN AT 8:13 PM. TRUSTEE HARTSAW
SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Public Meeting Adjourned at 8:13 p.m.

J. William Rice
J. William Rice (Mar 11, 2025 20:05 CDT)

Bill Rice, Secretary

Jamie Kay
Jamie Kay, Recorder