

Campbell County Health Board of Trustees
Regular Board Meeting – CCH 5th Floor Classroom
July 18, 2024
3:00 PM

Members present:

Alan Stuber, Chair	Mark Hoskinson, Trustee	
Tom Murphy, Vice Chair	Sara Hartsaw, Trustee	Bill Rice, Trustee
Randy Hite, Trustee	John Mansell, Trustee	

Also present:

Matt Shahan, CEO	Dawn Hodges, CHFRO	Mrs. Hoskinson
Natalie Tucker, CNO	Tanya Allee, Patient Experience	Mike Smith
Tom Lubnau, CCH Attorney	Diane Jackson, UHealth	Norberto Orellana, Marketing
Adam Popp, CFO	Bree Richardson, Marketing	Heather Edwards
Dr. Robert Neuwirth, COS	Director	Derek Friedlan

Pledge of Allegiance

Call to Order – Chairman Stuber, called the meeting to order at 3:00 p.m.

Mission Statement – Trustee Stuber read Campbell County Health’s Mission Statement.

Vision Statement – Trustee Stuber read Campbell County Health’s Vision Statement.

Roll Call – Jamie Kay called the roll.

Approval of Agenda

TRUSTEE MANSELL 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 RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

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

- Minutes – June 27, 2024 and July 11, 2024
- Minutes- July 8, 2024, Finance Committee
- Quality Committee Meeting Minutes—July 12, 2024
- Board Committee Meeting Minutes
 - Legacy Advisory Board—July 8, 2024
 - Kid Clinic Advisory Board—July 12, 2024

Recognitions and Presentations

Recognitions:

- Lorri Lang
- Lori Hoelsing
- Ashley Montague
- New Supervisors
 - Jennifer MacManus, Supervisor, Dialysis
 - Brenda Wayne—Supervisor, Dialysis

PUBLIC QUESTIONS OR COMMENTS: None

ACTION ITEMS:

Quality Assurance Performance Improvement (QAPI) Initiatives
Workplace Violence
Social Determinants of Health

Specimen Labeling and Employee Injuries will be removed from the QAPI Initiatives. Discussion regarding importance of the selected initiatives, and the incident of the previous evening of the employee just got punched in the ICU. CEO Shahan thanked local law enforcement for their quick action.

TRUSTEE HOSKINSON MOVED TO APPROVE THE QUAPI POLICY AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

June Finance Report and Discussion:

*****This report is on DRAFT NUMBERS AS THE FULL AUDIT HAS NOT BEEN STARTED. Once we receive final audit this information will be reshared.

Capital Budget Summary:

Charity/Bad Debt: Little lower than last month on bad debt charity quite a bit lower. Pending August Audit. Charity is \$62,590.91 & Bad Debt is \$1,336,408.21.

Discussion: Compared to last year, CCH is in better shape than June of '23. As we continue to improve the Rev Cycle, we can expect the peaks and valleys to smooth out.

June and July are slower months due to summer activities. Focus on YTD: Acute Admission 2,215 reflects a 9.4% increase over prior year. Length of stay up 7.6% increase over previous year. Patient Days BHS 1,800 compared to 1,600 last year--up 13% compared to last year. Mental Health visits 16.6K. for current year to date which is a 12 % increase last year. Surgery saw an 11.5% increase. Physical Therapy was up 8% compared to last year at 70k procedures. Total YTD Clinic visits saw a 2% increase, specifically 104,000 compared to 102,000 last year. Total Radiology procedures were up YTD by 2.3%.

Using the new budget tools will aid organization report timelier and more accurately.

Financial Statements: June actual revenue \$34m down a bit compared to \$38M in May. YTD \$414M is a 7% increase from prior year. By comparison allowances for month heavy compared to revenue. Twenty percent June dates of service have to do with allowances. Total AR did not change very much June compared to May. We are seeing the AR come down. Signature is hoping to lower ARs by the end of the month. Typically Auditors will compare July and August to June, if AR comes down the auditors will take that into consideration with the risk is evaluated. Contract Labor up a little, we had a couple of departments had a couple invoices that needed to be paid totaling about \$175K. Non-medical supplies up a bit partially due to HMR continuing to have 100 patients per day often causing cost of goods sold

to go up. CCH works with an insurance like program for repair costs—It’s actually very costly and will be discontinued. CCH will maintain specific agreements compared to holding the costly insurance policy.

Purchase Services higher than anticipated—we accrued an extra payment for Unidine. Year-end tend to take a harder look to make sure we have the accruals for liabilities and complete as we can.

Operating income down 2.8%.
 Mill Levy may look lower than expected, however last year CCH had a windfall because it was booked incorrectly. It has been booked correctly and the number represented is accurate.

Bottom line loss 1.6M in June.

Focusing on Year to Date:

Patient Revenue up 7% compared to FY23.
 Allowances up; AR up due to change in Rev Cycle vendor.
 Purchase Services--\$35M. last year was 46M—FY23. 23% improvement.
 -This year Purchase Services include the one-time purchases, including the buyout of the Rev Cycle Vendor.

Total operating expense \$232.7M.

FY23 Mill levy was over \$21M this year it is \$17M.

Bottom line FY23 was \$10.9m loss compared to FY24 at \$7.8M loss for year.

Bond Covenant Calculation:

Pre-Audit coming in at 17.8%. Validating time final number of the one-time expenses, \$7.2M.

Consideration for one-time expenses and the audit does not change, bottom line, the allowed loss would be \$10.6M. Which puts us exactly at threshold to meet bond covenant.

Cash on Hand just under 119 days.

Capital and Operating for FY25

Changed policy RE: guardrails for capitals. Bringing fwd. \$9.995M to include operation contingency of \$700K. No change in this category from initial presentation.

Campbell County Health
 FY 2025 Proposed Capital Budget

FY 2025 Proposed Capital Budget	Recommended Budget
Equipment	\$ 4,555,486
Facility Plan / CIP'S	\$ 680,000
IT Projects	\$ 375,000
EPIC Project	\$ 3,382,850
GRANTS	\$ 301,707
FY 2025 Proposed Capital Budget	\$ 9,295,043
Contingency - Operational	\$ 700,000
TOTAL CAPITAL	\$ 9,995,043

BUDGET INCOME SUMMARY

Adam Popp, CFO, presented the proposed FY25 budget. The budget accounts for ENT Dr. Black's departure and the affect on patient revenue. CFO Popp confirmed the Mill Levy in the amount of \$15,594,474. Discussion regarding getting our organization to the point that the Mill Levy is not depended on as operating income and continued discussion of not cutting the budget as opposed to beating the budget for the upcoming fiscal year.

Budget Income Summary

Campbell County Health

For The Budget Year 2025

	FY2023 Actual	FY2024 Projected	FY2025 Budget Published July 2nd	FY2025 Final Proposed Budget	Notes
Patient Revenue					
Inpatient	72,455,748	77,050,000	76,830,000	76,830,083	
Outpatient	306,069,084	336,564,000	341,475,000	340,974,572	Dr. Black leaving
Other Patient	0	0	0	0	
Total Patient Revenue	378,524,832	413,614,000	418,305,000	417,804,655	
Deductions From Revenue					
Charity Services	6,340,719	6,454,000	7,320,000	7,319,980	
Bad Debt	16,241,360	12,908,000	13,386,000	13,386,298	
Allowances	176,539,064	205,858,000	204,969,000	204,968,977	
Total Deductions From Revenue	199,121,143	225,220,000	225,675,000	225,675,255	conservative
Net Patient Revenue	179,403,690	188,394,000	192,630,000	192,129,400	
Other Operating Revenue	6,430,210	6,141,000	6,250,000	6,250,391	
Total Operating Revenue	185,833,900	194,535,000	198,880,000	198,379,791	
Operating Expenses					
Salaries	58,641,126	63,759,000	63,505,000	63,784,607	
Benefits	19,701,267	21,638,000	20,233,000	20,232,661	
Contract Labor	8,536,751	8,216,000	7,142,000	7,142,215	
Physician Salaries	26,404,596	26,461,000	24,008,000	24,007,899	
Non Employed Physician Comp	7,457,200	15,040,000	15,040,000	15,040,426	
Medical Supplies	13,160,470	13,838,000	14,848,000	14,848,352	
Drugs & Pharmaceuticals	13,232,586	15,966,000	19,865,000	19,865,287	340b
Non-Medical Supplies	4,847,035	6,836,000	7,118,000	7,118,361	
Purchased Services	40,594,009	35,037,000	25,953,000	25,952,857	improvement
Utilities	2,802,993	2,635,000	2,755,000	2,756,601	
Insurance	2,628,690	3,290,000	3,215,000	3,215,331	
Other Expenses	3,975,295	3,083,000	5,100,000	5,100,274	
Depreciation and Amortization	16,921,481	16,151,000	16,901,000	16,501,168	
Interest	1,348,898	1,229,000	1,229,000	1,229,200	
Total Operating Expenses	220,252,394	233,179,000	226,912,000	226,795,239	
Total Operating Revenue	(34,418,494)	(38,644,000)	(28,032,000)	(28,415,448)	
Non-Operating Income					
Unrestricted Contributions	0	0	0	0	
Non Operating Revenue	21,173,002	17,557,000	8,003,000	15,594,474	validated
Non Operating Revenue - Other	0	0	0	0	
Investment Income	0	0	0	0	
Interest Income	2,352,234	2,900,000	2,736,000	2,736,000	
Gain(Loss) on Sale of Assets	(8,700)	35,000	0	0	
Total Non-Operating Income	23,516,536	20,492,000	10,739,000	18,330,474	
Excess of Revenue Over Expenses	(10,901,958)	(18,152,000)	(17,293,000)	(10,084,974)	

APPROVAL OF FY 25 BUDGET

TRUSTEE HITE MOVED TO APPROVE THE FISCAL YEAR 2025 BUDGET AS PRESTNED. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

Further discussion took place in cost saving measures; renegotiation of contracts, the Mill Levy and focus on beating the budget—not just cut costs.

INFORMATIONAL ITEMS

Chairmans Report – Chairman Stuber and Chairman Hite both expressed gratitude for a well-prepared budget presentation with the focus on fiscal responsibility and growth of CCH.

Chief of Staff Report – No Report

UCH Update – US News and World Report ranked 3 UCHealth top 5. University #1 NCR #2 and Memorial in the South was #4. Continuing construction Medical Center of Rockies on 3rd tower and growth of additional UCHealth campuses.

Annual system wide leadership meeting on Oct. 30. CEO Shahan will be invited along with another senior leader. UCH continues working with CCH leaders on the EPIC implementation teams and cost savings. Questions around GPO; Diane reached out to David and he's on PTO and meetings will be scheduled in the coming weeks.

CFO Report— Kudos to entire Management Team how much he appreciated the response; impressive to not see finger pointing or deflection. Important for public to know that Management Team is not accepting of what we are putting forward; they are working very hard to improve.

Kudos to Accounting Team Fiscal Year End and Budget they have really put in a lot of work.

Rehab: Lost 1 PT—Tough Loss moving out of the area; discussion with a PT moving into Hulett area and she came on board. Previously we were going to Hulett 2 days a week and we expect to run 4.5-5 days a week. Remainder of team will now have to pick up more patient care in Campbell County.

Plant: movement with City & State—positive movement coming to head very soon.

CHRO Report- No Report.

CNO Report- Want to express our thankfulness for a couple grants that CCH in our oncology centers. First being Wyoming Breast Cancer Initiative Grant helps our patients with prosthetics, gas cards, post mastectomy care bags, and screening events. Second, Wyoming Cancer Resource Grant. Helps with the navigator position, and that person is a valuable resource to our cancer patients.

Recognitions: American Heart Association's Mission Lifeline EMS Award, both CCH EMS and our Wyoming Regional EMS. Awarded for maintaining high standards of care and ensuring rapid access to best practices and lifesaving care. CCH received Silver and WREMS received Bronze.

In June, Lown Institute's Publication of America's Most Socially Responsible Hospital. CCH was #1 in Wyoming. The list is made up of acute and critical access facilities that were measured against 54 metrics. One hundred and fifty-four hospitals received an "A" rating along with CCH, which is 254 fewer hospitals than last year.

CMO Report – Absent

CEO Report –

Earlier this week CMS was here from Denver Regional Office as well as Noridian Regional Office out of Fargo. Main purpose was to check in and see how things were going.

CMO for Denver Regional Office—EMS guy—had a lot of questions and CEO Shahan has sent him additional information regarding sheer geography covered. CCH EMS covers 10,000 square miles Wright, Newcastle, Sheridan, Campbell County. WREMS continues to be very positive. Unfortunately, deer and other animals like our ambulances. One ambulance lead time is close to 3 years and that has been in the works since fall of '22. Continue to work with Sheridan.

PRSC: continues to be busy. PRSC Meeting next Wednesday. Continue to work with them on anesthesia schedule.

Camporee Update: continue to have people involved in planning process. We expect about 32 semis to come in to start setting up and a fence to be erected. August 4-- expect to see 40k people; Monday/Tuesday the rest will arrive. Camporee says they will handle and triage their own patients before they even call 911. We'll learn what we need to this year and have 5 years to plan more. We are planning to be available when needed but stay out of their hair.

Continue to prep for the Epic Meetings. Data collection continues.

Matt and Adam meet with Bond Holders every other month to quarterly. David Thompson meetings will continue.

CCH continues Culture work with "We are CCH", for us to be successful a lot starts with Culture-not just warm bodies.

Stuber: RE: Camporee thank you to marketing for working community on informgillette.com continued to stress stocking up on OTC meds and groceries.

The regular meeting recessed at 4:18 PM to enter Executive Session.

EXECUTIVE SESSION

TRUSTEE RICE MOVED TO ENTER INTO EXECUTIVE SESSION AT 4:18 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 HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

TRUSTEE MANSELL MOVED TO COME OUT OF EXECUTIVE SESSION AT 5:03 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.


MEDICAL STAFF APPOINTMENT

TRUSTEE HOSKINSON MOVED TO APPROVE MEDICAL STAFF APPOINTMENTS AS PRESTNED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

TRUSTEE HOSKINSON MOVED TO ENTER INTO EXECUTIVE SESSION AT 5:06 PM TO DISCUSS MEDICAL 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 RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

TRUSTEE MANSELL MOVED TO COME OUT OF EXECUTIVE SESSION. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.

The meeting adjourned at 5:07 pm. The next meeting is scheduled for August 22, 2024.



Bill Rice, Secretary



Jamie Kay, Recorder