

**BOARD OF TRUSTEES**  
**AUGUST MEETING MINUTES**  
**Wednesday, August 28, 2013                      12:00 P.M.**

**MEMBERS PRESENT:**     Ron Mischke, Gary Miller, David Smith, Gene Davis, and Dixie See

**MEMBERS ABSENT:**     Dr. Strahan, Kevin Bailey

**Others Present:**             Mike McCafferty, Dr. Cindy Sharp, and Dr. Sara Smith

**CALL MEETING TO ORDER**

Ron Mischke, Chairman called the meeting to order at 3:05 p.m.

**PUBLIC COMMENTS, INTRODUCTIONS**

Mr. Ron Mischke noted there are a few new physicians in the audience today of which the Board will introduce once all have arrived.

Also, Mr. Mischke recognized representatives from Forward Sheridan to include Jay Stender Executive Director, Mark Kinner, Board Chairman and Anthony Spiegelberg, Director who will present an update on current projects in the Administrative report.

**APPROVAL OF AGENDA and MINUTES**

The agenda for the August Board of Trustees Meeting was available for review. Motion was made by Dixie See to approve the August Board agenda. David Smith seconded the motion. Motion carried.

The minutes from the July Board Meeting, held on July 31, 2013 were reviewed. A motion was made by Gene Davis to approve the July Board meeting minutes. Dixie See seconded the motion. Motion carried.

**OLD BUSINESS**

None

**QUALITY COMMITTEE REPORT**

Dr. John Addlesperger reported from the prior Quality Committee meeting held this month. The Committee discussed and adopted guidelines for what the hospital will be looking at in regards to quality data. Dr. Addlesperger reviewed a handout that defined the FY2015 Finalized Domains and Measures/Dimensions that accreditation and federal organizations have set specific criteria requirements. For example, there are twelve clinical process of care measures (i.e. core measures for heart attack, heart failure, pneumonia, and surgical care improvement projects); outcome measures (i.e. mortality heart attack, mortality heart failure, mortality pneumonia); efficiency measures; and eight patient experience of care dimensions (i.e. HCHAPS, readmissions rates). All of these measures come from evidence based medicine and reflect on the care, culture and processes within the organization. All data that is tracked is specifically reported to public avenues for patients to look at when deciding where to have care. Also, these indicators determine the amount of

reimbursement the hospital receives on compliance. Tracking each is a very labor intensive and detailed process. In addition, Dr. Addlesperger noted he will be attending a patient harm and experience conference next week to drill down on specific patient care experience programs. He feels this education will help create a strong safety program at Sheridan Memorial Hospital.

### **MEDICAL STAFF REPORT**

The Medical Staff report was given by Dr. Sharp. She presented requests for membership and clinical privileges of the following provider credentials file recommended by the Medical Staff for Board approval. The credentials file was discussed first in executive session before reconvening into public session for action.

David Walker, DO is requesting Active Staff membership with Internal Medicine privileges in the Department of Medicine at Sheridan Memorial Hospital. Dr. Walker is welcomed to the Big Horn Mountain Medicine Clinic. His location of practice will be at 1435 Burton Street. Dr. Walker completed a Doctorate of Osteopathy (DO) at the University of Osteopathic Medicine and Health Sciences in Santa Barbara, CA in 1994. He then accomplished an Internal Medicine Residency at the University of Nebraska in 1997. Thereafter, Dr. Walker practiced in the community of Spearfish, SD where he helped develop a unique hospitalist model allowing the traditional internist to practice both clinic and hospital medicine but with separation of duties. In 2012 he relocated to Temecula, CA where he practiced in a current semi-rural practice setting and developed a wide clinical skill-set, practicing in primary care, consultative internal medicine, hospitalist care and provided procedural support. Dr. Walker has served in many leadership roles throughout his practice career to include medical director of a surgical hospital and chair of the peer review committee.

After review of credentials file in the Executive Session, David Smith made a motion to approve the requested privileges of Dr. David Walker. Gary Miller seconded the motion. Motion carried

The following new providers were present for a welcoming and introduction by the Board of Trustees. Dr. David Walker is excited to begin practice with BHMM, recently moving him and his wife, Elisabeth and four boys from California. Dr. Walker also practiced in South Dakota for 15 years prior and is happy to be back in a rural community. Dr. Hannah Hall is returning to her home town of Sheridan, Wyoming after completing her Medical Degree at the University of Washington and Internal Medicine residency at the University of Colorado/Denver this past June 2013. She is excited to be back with her husband Derek, also a native of Sheridan and looks forward to serving the community of Sheridan. Dr. Rebecca Franklund is welcomed by Sheridan Women's Clinic as a new OB/GYN. She travels from Texas Tech University in Amarillo, TX with her significant other, Brad and newborn 8 week old son. Dr. Juli Ackerman introduced herself and her husband Dr. Jason Ackerman, both currently seeing patients at BHMM. Juli and Jason also graduated from the University of Washington with Hannah Hall and thereafter went to Yale University for their Internal Medicine Residency training. Dr. Jason Ackerman is originally from the Sheridan area and Dr. Juli Ackerman is originally from Washington. They are both very excited to be a part of the Big Horn Mountain Medicine practice and begin taking care of the Sheridan patients. Mr. Mike McCafferty welcomed all the providers as well and commented on the great work of the medical staff to assist in recruiting such great physicians, noting "Great people attract great people, making it an easy choice to come to Sheridan. Dr. Greg McAdoo has put great effort into recruiting both Dr. Walker and

Dr. Franklund as well as having Dr. Ian Hunter be a huge factor in bringing the Ackermans, Hannah Hall and Dr. Walker into BHMM. Additionally, Mr. McCafferty noted that he received notice today that Dr. Ian Hunter had received an alumni award from the University of Washington, another great example of the caliber of physicians we have here in Sheridan.

Dr. Cindy Sharp announced to the Board her resignation as of September 30, 2013 as Internal Medicine provider at Big Horn Mountain Medicine and Sheridan Memorial Hospital. A memo to this affect had recently been distributed to all staff and board members via email. She and her husband have decided to move back to Montana for personal reasons. The Board thanked Dr. Sharp for the great work she has done here since 2010 and that she will be sorely missed. In transition of her position as the current Chief of Staff, Dr. Sara Smith will resume as interim Chief of Staff for the remainder of the 2013 term, ending December 31, 2013. Dr. Sara Smith will take over these duties effective immediately and will lead the meeting at the upcoming Quarterly Medical Staff meeting on Tuesday, September 10, 2013 at 6pm. Board members are invited to attend this meeting as well.

### **EMR REPORT**

Mr. McCafferty began by congratulating Mr. Nyle Morgan, Chief Information Officer, on the many accomplishments of implementing the electronic medical record in the past year. Mr. Morgan commented on the group effort and support that it takes to accomplish such a task, which has been a huge factor in its success.

Mr. Morgan also briefed the group on how the hospital prepares for the transition from ICD-9 to ICD-10 coding system, mandated by the federal government. Essentially the codes are becoming extremely specific in diagnosis going to approximately 68,000 codes from about 13,000 codes. For this transition to occur, not only intensive training will be done with staff, but the Hospital will have multiple hardware/software installations to implement throughout the organization. The hospital is prepared for this and has the tools to walk through the implementation process, but it will be another big transition and challenge for all staff to conform to and will take a majority of the next year to complete.

### **ADMINISTRATION REPORT**

Forward Sheridan - Mr. McCafferty introduced again the representatives from Forward Sheridan: Jay Stender Executive Director, Mark Kinner, Board Chairman and Anthony Spiegelberg, Director. Forward Sheridan (FS) is focused on growing new companies and providing opportunities for local entrepreneur's success by providing leadership in relevant policy-making and administrating programs and projects. They come to the SMH Board of Trustee meeting on an annual basis to present an overview of their current operations. Mr. Spiegelberg first noted how wonderful it was to see all of the new physicians begin practice in Sheridan, which shows how lucky a community Sheridan is to have such great physicians available and to see such expansion within the healthcare community. Mr. Jay Stender updated the group on new investors of FS, the importance of the hospital in FS's ability to grow and serve as a great example of excellent customer service within our community. Mr. Stender then briefly reviewed many of the recent projects they have been a part of

this year. Forward Sheridan is hosting a “Technology Conversation” with national experts on Intellectual Property, Telehealth, and Genetic Access. This conference is scheduled for September 19th and 20th and will be held at the Sheridan College Whitney Building. Forward Sheridan has identified a set of possible additions to the county’s railway infrastructure that would allow for increased traffic -and the economic benefits it might bring- while avoiding an increase in congestion for Sheridan commuters. Forward Sheridan is included in the group of Sheridan and Johnson County residents looking to improve the quality and reliability of air travel in northeastern Wyoming to begin crafting bylaws and discussing ways to make flying in and out of the Sheridan County Airport a more attractive option for travelers. Other projects discussed include looking at green power, ability to engineer virtual tech parks for potential incoming businesses, and increase infrastructure to promote more jobs. A current focus of Forward Sheridan is to market their organization and Sheridan to others around the State and beyond. They are using avenues such as social media and face-to-face meetings with outside organizations to do this. On behalf of Forward Sheridan organization, Mr. Stender concluded by thanking the Board of Trustees for their time and support.

Champion Group Overview - Sandy Champion, Executive Director of The Champion Group, LLC and Jody Corona from Health Facilities Planning & Development presented to the Board Finance Committee today a summary of the finalized Sheridan Memorial Hospital Community Opinion Survey, Regional Market Analysis Update, and Community Need Physician Supply/Demand Analysis 2013-2016. 410 (80% capture rate) surveys were completed that reported overall the quality and technology available in Billings (Billings Clinic and St. Vincent) is perceived highly in both the Sheridan and Buffalo service areas. That said, there is not significant outmigration for services offered locally, and Sheridan Memorial itself often outranks Billings in respondent perceptions. A need for between four and eight more physicians by 2016 was reported. Overall the report showed that people think very highly of the hospital in replying “top of mind” when asked what hospital they prefer to go to, depending on level of specialty and service. Mr. McCafferty noted that in-depth reports of the market share and survey data will be presented to the senior leadership team as well as the Medical Executive Committee to discuss the findings further and to assist in strategy development implementation follow-up and significant findings that deserve re-focus, to assist Sheridan Memorial Hospital in moving forward. Per request, the summary report will be emailed to the Board members for review.

Primary Care Overview – Mr. McCafferty has recently spent time presenting to the SMH employees at forums, talking to the community and to the Medical Staff about the future of Primary Care. Focusing on recruiting and retaining primary care physicians to Sheridan has been and continues to be a main force in Sheridan Memorial Hospital’s strategic plan. It started in 2005-2006 as we looked at the changes that were happening in primary care as many physicians were moving out of private practice into a new model of practice and knew they still must assure there are physicians in this community when we need them. Mr. McCafferty emphasized the community mindfulness of the Sheridan physicians who stepped up to the plate and worked their hardest to provide selfless time and services to prepare the hospital for the changes ahead. We are where we are at today because of those physicians and all the work they have done to put our medical community at the forefront and lead in that transition. Mr. McCafferty stressed that without primary care, hospital activities would not occur (i.e. specialist referrals, lab services, radiology services, etc.). The fewer the primary care

physicians, the more challenging it will be, but we have positioned ourselves in a good spot and have a willing partner in the medical staff, to thank and move forward in providing for our community.

Service Line Overview – In conjunction with primary care growth, the Sheridan community is in demand of more requested specialty services such as cardiology and oncology. SMH has responded to these requests by recruiting great specialty physicians in a very short period of time. Mr. McCafferty is devoted to growing these service lines in Sheridan and continuing to respond to the needs of the Community. The group added to the discussion that all of these services would not have happened without the excellent philanthropy throughout Sheridan.

Scope of Service – The governing body’s ultimate responsibility for safety and quality derives from its legal responsibility and operational authority for hospital performance. In this context, the governing body provides for internal structures and resources, including staff that supports safety and quality. In this regard, the Joint Commission requires that the governing Board approves the written scope of services. A list of 22 clinical departments was provided to the Board members for review. This includes the types of patients served, range of conditions and diagnoses treated, range of treatments or activities performed, types of staff carrying out these activities, sites where care and service are provided, and times when care and service are provided within each clinical department. After review, Mr. Ron Mischke motioned to approve the scope of services as presented. Mr. David Smith seconded motion. Motion passed.

## **FINANCE COMMITTEE REPORT**

Mr. Gene Davis, Committee Chair, reported the Finance Committee has met and reported good news on review of the July 2013 financials. ~~There was revenue of approximately \$2 million and expenses were around 200K~~ (amended October 2<sup>nd</sup> Board meeting – GD).

In addition to the information provided in the Board packet, Mr. Ed Johlman reported that we had record-setting revenues in July, for both the Hospital and Big Horn Health Network (BHHN). This is surprising when July is typically slow. In addition to high revenues, both the Hospital and BHHN experienced high contractual write-offs but lower operating expenses. August is projected to look good as well, but because of all the new diversified services we now have, we are unable to project the future as well as we used to. The services that generated a sufficient amount of business to help with the revenue generated during the month included the outpatient areas of chemotherapy and the catheterization lab.

In addition to regular business at the Finance Committee meeting, Ben Baier, Portfolio Manager and Pamela Snell, Trust Manager of the Bank of the West, gave an overview of the Wilson Trust’s activity over the past fiscal year and since 1/1/98. The Trust’s portfolio is currently comprised of 68% equities, 27% fixed income, 4% alternative assets, and 1% cash. Mr. Baier also presented a thorough market outlook for the years ahead and projected investment strategies.

## **FOUNDATION COMMITTEE REPORT**

Mrs. Ada Kirven, Executive Director, first thanked Mr. David Smith for his service on the Foundation Board the past year. The Foundation now welcomes Mr. Gary Miller as new Board member, appointed by the Board of Trustees for the next fiscal year 2013-2014. In addition to these two members, Mrs. Kirven announced that Ms. Andrea Mellinger, controller at ACT has joined the Board as a member and is excited to contribute her financial expertise and skills to the group. Mrs. Kirven reminded the group of the women's heart health event and golf tournament of 20+ teams scheduled for Friday, September 6-7, 2013 at the Powderhorn. Entertainment, a silent auction, raffles, appetizers, and a cash bar will be offered to attendees. Mr. McCafferty will speak and there will be guest Cardiologists, Drs. Garcia and Brennan in attendance. Proceeds will go to cardiac cath lab and women heart health. Following this event, the Foundation will prepare for its annual Link—Partners in Pink breast cancer awareness fundraiser that will occur toward the end of October.

## **BUILDING COMMITTEE REPORT**

Mr. James Rader reported that the Building Committee continues to work on plans for the urgent care construction. At this time the facility is waiting on clarification and approval from the State Department of Health. Preapproved floor plans and equipment are progressing with the ICU remodel project. The Big Horn Mountain Medicine 1428 West 5<sup>th</sup> Street space is finished where Mr. Rader has invited the Board for a tour following the next Board meeting. Sheridan Women's Clinic is also finishing touches on the old spa area to provide space for the three Obstetricians/Gynecologists.

## **OTHER BUSINESS**

WHA Annual Conference – The 2013 Wyoming Hospital Association Meeting and Convention will be held September 17-19, 2013 at the Holiday Inn in Sheridan, Wyoming. All Board members and hospital staff are encouraged to attend.

New Physician Dinner - The Medical Staff and Board have been invited to attend a meet and greet dinner on Wednesday, September 4, 2013 at 6pm at the Powderhorn Clubhouse to help introduce the newest Sheridan physicians.

## **EXECUTIVE SESSION**

With no further business, the meeting moved into closed session at 4:20 p.m. for discussion of personnel and real estate matters. Medical staff privileges were discussed. Please see the Medical Staff report for action taken. The meeting then reconvened into public session at 4:40 p.m.

## **ADJOURNMENT**

There being no further business to come before the Board, the meeting adjourned at 4:42 p.m.

Recorder, Amy Ligocki

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Michael Strahan, M.D., Secretary