

**BOARD OF TRUSTEES  
OCTOBER MEETING MINUTES  
WEDNESDAY, NOVEMBER 8, 2017 4:00 P.M.**

**MEMBERS PRESENT:** Kevin Bailey, Ron Mischke, Gene Davis, Shirley Coulter, David Smith, and Dr. Tim Scott

**MEMBERS ABSENT:** Dixie See

**Others Present:** Mike McCafferty and Dr. Ian Hunter

**CALL MEETING TO ORDER**

Kevin Bailey, Chairman, called the meeting to order at 4:04 p.m.

**PUBLIC COMMENTS, INTRODUCTIONS**

Dr. Hunter introduced two new physicians – Dr. Matt Moog with Big Horn Anesthesia Associates and Dr. Sierra Gross, an internal medicine physician with Big Horn Mountain Medicine. A welcome was extended to both.

Mike McCafferty took this opportunity to announce Cody Sinclair as the new Chief Development Officer. He will oversee the Foundation, Marketing, and Human Resources departments. Also introduced was Alan Dubberley who is the new Marketing Manager. Congratulations was extended to both.

**APPROVAL OF AGENDA and MINUTES**

The agenda for the October Board of Trustees meeting was available for review. The agenda was amended to add an action item under Finance pertaining to the MRI purchase, and an action item pertaining to a Resolution for the Quality Charter under Quality. David Smith moved to approve the revised agenda. Gene Davis seconded the motion. Motion carried.

The minutes from the September board meeting held on October 3, 2017 were reviewed. Ron Mischke moved to approve the minutes. Dr. Scott seconded the motion. Motion carried.

**OLD BUSINESS**

None.

**QUALITY COMMITTEE REPORT**

The committee reviewed scheduled data sets with no concerns noted. HCAHPS were reviewed and how the hospital compares to our competition in the surrounding areas. Patient feedback and grievances were viewed, and the process is being handled well. We continue to do self-surveys and had a 3<sup>rd</sup> party mock survey in preparation for the Joint Commission visit next spring. Leadership has indicated that it is a strategic priority to get the right tools in place to improve the “willingness to recommend” HCAHPS score.

**Resolution** – The Quality Council Charter and the Resolution accepting the charter was presented and reviewed. Ron Mischke made the motion to accept the Resolution. David Smith seconded the motion. Motion carried.

**MEDICAL STAFF REPORT**

Dr. Hunter has nothing to report or present at this time.

## **ADMINISTRATION REPORT**

Mike McCafferty welcomed students from Sheridan High School who are in attendance as part of their government class. Mike took the opportunity to explain the hospital structure as it is important for them to understand how hospitals are set up, and how hospitals are owned and operated in many different ways.

Strategic Planning - The strategic plan is on a 4-year cycle, and we are 2 years into this cycle. The operational plan is on a 2-year cycle, which will end January 1, 2018. Mike is currently meeting with leadership and physicians to gather information about how we can better support the needs of the physicians and what the physicians can do to be the best partner they can be; the level of engagement between the two is important in moving forward.

Master Planning- CTA is working on the Master Plan which includes analyzing the site and facility, the industry for business growth and opportunity for service expansion, and what we need to do to support the community. The final draft is forthcoming, and Mike will share it with the medical staff to see where we need to focus.

Operational Planning – We want to tie our vision to a quantifiable set of metrics moving forward toward a goal of excellence; focus on the patient experience, operating performance, and financial management. We will be implementing a Lean Management system. The hospital is reviewing a variety of options for engagement such as the Q12 Gallup Survey. We will be utilizing a CMS measure known as the CMS Star Rating System. The hospital is currently a 3-Star rating, but is actively pursuing a 4-Star rating. The focus is on improving performance and how the hospital is perceived. There will be forums for staff and community presentations to gather input for the strategic planning cycle. Leadership will continue to review metrics and the work being done to achieve our goals.

## **FINANCE COMMITTEE REPORT**

A welcome was extended to James Mann from our auditing firm, CliftonLarsonAllen. James provided background information on this national firm, whose focus is on hospitals around the country. James indicated the audit was clean at the management level with adequate internal controls in place for all cycles; a clean management letter was issued. The firm issued an unmodified opinion, which is the best you can get. There are no material weaknesses and no bias of management. The Foundation was included in the financials. Gene Davis moved to accept the audit as prepared and presented by CliftonLarsonAllen for FY2017. Ron Mischke seconded the motion. Motion carried.

MRI – Gene Davis, on behalf of the Finance Committee, moved to engage the Sheridan Memorial Hospital Foundation to raise \$1.6M for the new MRI and construction work needed in conjunction with the MRI location. Ada Kirven has talked with the Foundation board, and they have agreed to develop a campaign around this endeavor. Ron Mischke seconded the motion. Motion carried.

Quarterly Report – the quarter finished the way it began with a decline across the organization. There was no growth in the Emergency Department and a volume slowdown in Urgent Care. We saw areas of growth in Home Care and the Cath Lab. The ICU was up slightly, and TCU was up 57% compared to the previous quarter. The Hospitalist program is up, and BHMM has higher revenues this quarter. The payer mix has more Medicare patients and less commercial patients, which negatively impacts our margins. We are developing a finance mitigation plan to be presented in December. The goal is to

breakeven in the second quarter, generate a 1% margin in the 3<sup>rd</sup> quarter, and a 2% margin in the 4<sup>th</sup> quarter to keep on track with our commitments.

A thank you was extended to James Mann for his audit report and congratulations to the Finance team for a good job and a clean audit.

### **FOUNDATION REPORT**

The Foundation is happy to welcome Cody Sinclair as the new Chief Development Officer working with the Foundation and Alan Dubberley to the Marketing team. The Foundation membership drive will be starting soon, and patient stories will be shared with the community. The Link Partners in Pink had a great attendance with 580 people registered for the walk/run and approximately 700 people in attendance including volunteers and spectators. Other fundraisers in the community encompassed Sheridan High School, The Wood Group, and hospital employee donations for “jeans day”. There will be some fun things incorporated next year to make the event even more special in celebration of the 10<sup>th</sup> anniversary. Thanks to all who helped.

Look for information from the Foundation on the MRI project and membership.

### **BUILDING COMMITTEE REPORT**

The Medical Arts Complex expansion project is on schedule and going well. The road to Highland is not open yet, but should be accessible by the middle of next week. The additional parking lot will not be opened up because of the construction fence.

The design work will start on the MRI project, and the Master Plan should be ready next month.

We passed the follow-up inspection from the State Department of Health so Wound Care is moving on Friday and will see patients in their new location on Monday.

### **OTHER BUSINESS**

2018 Board Meeting Schedule – the schedule was reviewed and discussed.

February, March and April are “go live” months for INFOR so the dates have been adjusted to allow for any issues pulling data from the new system. David Smith moved to accept the schedule as presented. Shirley Coulter seconded the motion. Motion carried.

### **EXECUTIVE SESSION**

Kevin Bailey moved to adjourn into Executive Session at 4:46 p.m. after a short recess to discuss real estate. David Smith seconded the motion. Motion carried.

The Board reconvened into open session at 5:05 p.m. after discussions on real estate with no action taken.

### **ADJOURNMENT**

With no further matters to come before the board, the meeting adjourned at 5:05 p.m.

Patty Forister, Recorder

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Shirley Coulter, Secretary