

**BOARD OF TRUSTEES
SEPTEMBER MEETING MINUTES
WEDNESDAY, SEPTEMBER 22, 2010 3:00 P.M.**

MEMBERS PRESENT: Harlan Rasmussen, Ron Mischke, Bill Huppert, Gene Davis, Dixie See, Gary Miller and Michael Strahan, M.D.

MEMBERS ABSENT: None

Others Present: Mike McCafferty and Brad Hanebrink, D.O.

CALL MEETING TO ORDER

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

APPROVAL OF MINUTES

The minutes from the August Board meeting, held on August 25, 2010 were reviewed. A motion was made by Dixie See to approve the August 25, 2010 minutes. Gene Davis seconded the motion. Motion carried.

Harlan Rasmussen made a motion to approve the agenda for the September Board meeting. Dixie See seconded the motion. Motion carried.

PUBLIC COMMENTS, INTRODUCTIONS

None

QUALITY COMMITTEE REPORT

Dr. Strahan stated that the Quality Committee met on September 16, 2010. Lajune Bacon, Quality Services Manager, distributed a handout with a new format to show current scorecard progress and information based on Service Excellence Pillars. Discussion was held on how much information the Board would like to see presented.

First year turnover and hiring matrix was discussed and is a focused goal for this fiscal year.

The 5% goal comes from a VHA initiative and even though it is a hard goal to reach, our goal is to retain 95% of new hires for one year. Lajune Bacon announced that Nancy Hooge, Clinical Educator, is involved with VHA aspects and training of our new staff. Mrs. Hooge has also been working on a joint venture with Sheridan College to write a HRSA federal grant for a Simulation Center in Sheridan. She reported that Sheridan College was successful and awarded the grant for \$298,950. Simulation equipment (high fidelity mannikin capable for simulating patient care scenarios, a pediatric manikin, a sim baby and

a Noelle birthing manikin) will be purchased with funds from the grant. This equipment will help to enhance nursing and clinical education. The center will be a mock hospital with real life settings. This will create a learning environment for college students and clinical education for our staff. This will affect how we hire and train.

Ms. Bacon explained that CHF core measures at SMH have been below average. She explained that CHF is a difficult to diagnosis as it presents after the fact because patients present with other symptoms first. Dr. Strahan has agreed to review charts, look at diagnosis information and confer with other physicians to improve scores in this category. It was emphasized that since there are only a few patients in this category, one oversight can lower our scores.

Ms. Bacon explained the graph on inpatient falls/1000 patient days and the data revealed how the fall rate has decreased. Discussion was held on use of lift equipment on Med/Surg. Dr. Strahan and Peggy Callantine, Chief Nursing Officer, explained that combined with a grant, the hospital purchased patient lift equipment. The lifts are ceiling lifts and have been installed in 2 patient rooms. The lifts can lift up to 500 lbs and are used to help turn a patient for a bath, or for repositioning. The lifts will help to reduce injuries and have been well received by both staff and patients. Mrs. Callantine noted that consultants from Diligent analyzed our process, the placement of equipment and trained staff coaches who are available to train all other staff for safe patient handling. The goal was to install two lifts, access the usage and then determine the need to purchase additional lifts. It was also noted that the Radiology Department may be requesting a portable lift to help move patients to x-ray tables.

Ms. Bacon discussed Service Improvement Activities and introduced Becky Anthony, Med Surg Manager to explain the "Take 5" program implemented on her unit. Mrs. Anthony explained that she looked for ways to set SMH apart from our competition and the industry standard to round every hour. During a teleconference Mrs. Anthony learned of the "Take 5" initiative and began researching the program. The program design is for every staff person to pick a patient. They introduce themselves, sit and spend "5" minutes with the patient in conversation that is not associated with care. This will provide a "personal touch" for the patient. The focus of the program is to take time to recognize the patient as a person with concerns and to humanize the care that is provided. Feedback has been positive with staff and patients. Ron Mischke thanked Mrs. Anthony for her hard work to initiate the program to provide the best care possible.

MEDICAL STAFF REPORT

Dr. Hanebrink reported that there was a good turn-out for the September 14, 2010, Quarterly Medical Staff Meeting. Dr. Hanebrink explained that this was a general business meeting with election of new officers for the 2011 calendar year. The following practitioners were elected to take office for 2011 term (January 1-December 31, 2011): Dr. Brad Hanebrink, Chief of Staff; Dr. Cindy Sharp, Vice-Chief of Staff and Dr. Sara Smith, Secretary/Treasurer. Dr. Hanebrink explained that according to the Medical Staff By-Laws, nominations must be declared during one Quarterly Medical Staff Meeting and then voted

on at the next Quarterly Medical Staff Meeting. Ron Mischke thanked the medical staff for their commitment. Discussion was held on the orientation and training provided for the new officers.

ADMINISTRATIVE REPORT

Mike McCafferty provided an update on Strategic Planning. He explained that on August 25, 2010, a Master Plan and Strategic Planning Meeting was held with the Building Committee Board Members and hospital leadership members to discuss the information gathered from physicians, community, and employee planning sessions. The focus of the meeting was on growth priorities and to identify service lines to be able to provide the best care for patients. The expansion of the Cancer Center and Cardiology services were viewed as top priorities.

In support of the growth of those services, the need to remodel the ICU Department and development of a Hospitalist program was discussed. In support of primary care, discussion was also held on the need for additional space or a Medical Office Building to house the physicians we have and for recruitment purposes. Upgrade of Information Systems also remained high on the list of priorities. Mr. McCafferty explained that as the members looked at the hospital vision and mission to meet the community needs, the development of an Urgent Care was not considered a priority. Mr. McCafferty stated that he will be holding additional work sessions to finalize the Strategic Plan and will bring back the final report to the Board with service lines and financial outlays for the next 7 years. Mr. McCafferty summarized by emphasizing that the culture of service excellence and quality of care continues to be in the forefront of everything we will invest in to achieve our vision.

Mr. McCafferty reported that he is actively working on three areas of physician recruitment; Internal Medicine, Pediatrician and Medical Oncology. He continues to recruit for an additional physician for the Big Horn Mountain Medicine clinic. Currently there are two practicing physicians; Dr. Hunter and Dr. Sharp with Dr. Caldwell joining the practice within the next six months. Mr. McCafferty held meetings regarding Pediatrician recruitment with Dr. Wohl, Dr. Oss and Dr. Bowers and discussed the opportunities available for physicians to join their practices. There are currently three individuals that have shown interest in our community.

Mr. McCafferty explained that Medical Oncology is a highly compensated specialty. There are not as many on the market as other specialties. This makes it challenging to recruit. The Cancer Center continues to provide services with Dr. Fehir, Stephanie Sander, PA and staff to provide oncology services. Mr. McCafferty explained that Gillette currently uses our Radiation Oncologist. The possibility exists of sharing a Medical Oncologist with that community.

FINANCE COMMITTEE REPORT

Harlan Rasmussen reported that the Finance Committee met to review the financials,

vouchers and credit card charges for the month of August. Ed Johlman, CFO, explained the new financial report format, which now includes the Consolidated Balance Sheet and Income Statement combining SMH and BHHN. In addition, members are receiving Income Statements for both SMH and BHHN, separately. This will present a complete picture of the profit/loss for hospital functions separate from our physician practices.

Mr. Johlman reviewed the August financial reports and explained that it was a financially sound month. For the first time in the history of SMH, the combined total patient revenue topped \$9.0M for a single month. There was no single clinical reason for the increase. Inpatient revenues were very strong for a summer month. The hospital exceeded the budget by \$402K. Accounts Receivable days reflected a \$40K reduction, leading to a decline in AR days. Review of statistics showed that the average length of stay for the last 36 months had been 5.25. During the month of August, Med/Surg days exceeded the budget for the second consecutive month with average length of stay of 4.66. This produced a better opportunity of having a profitable month

Mr. Johlman addressed the FY 2011 budgeted capital equipment request for a central supply surgery reliance vision washer. This washer was approved for a budget amount of \$85,202 and the actual cost was \$89,927.35 (an increase of \$4,725.35 for freight). The equipment will process surgical instruments in half the time as the previous washer, reducing at least 20 minutes off of the processing time. This request was presented for information only and even with additional costs of \$4,725.35 did not require additional approval.

Mr. Johlman announced that Jerrel Tucker, CPA, will come to the October Board Meeting to present the FY2010 audited financial report.

FOUNDATION REPORT

Ada Kirven, Foundation Director, announced that October is Breast Cancer Awareness month. The Foundation is sponsoring the 2nd Annual Run/Walk The Link, Partners in Pink on October 23, 2010 at the Whitney Commons Park. The Whedon Cancer Detection Foundation is an event sponsor this year. All funds raised will support cancer treatment and care at Sheridan Memorial Hospital.

Mrs. Kirven announced that the Foundation is planning an event to recognize physicians. This has become a nice event to thank them for all they do for Sheridan Memorial Hospital. The event date is yet to be determined. Mrs. Kirven explained that the Hospital's Healthy Garden had a successful year with 44 employee gardeners participating. The Healthy Garden will continue next year.

Dr. Strahan asked if the time line was known for the expansion of the Cancer Center. Mr. McCafferty explained that we are currently waiting for a guaranteed maximum price. At that time, the Board will determine if they will move forward with the project. If approved, Mr. McCafferty will approach the SMH Foundation on coordinating a capital campaign.

Ron Mischke thanked the Foundation for all of their efforts on behalf of the hospital.

BUILDING COMMITTEE REPORT

Dixie See reported that the OR #1 remodel was on schedule and to date, under budget. Equipment has been ordered. The Kitchen Hood project plan is at the state level for review and we are waiting for approval.

OTHER BUSINESS

Ron Mischke read a thank you note that was received from the SMH Auxiliary Board and Gift Shop Committee. The note was to the Board Members expressing their thanks for approving the purchase of the computer system for the Gift Shop.

The Affirmation of Conflict of Interest forms were received from all Board Members. Packets were distributed to the entire Board, containing information on all members.

Danae Brandjord, Marketing Director, reported that to assist with measuring the effectiveness of marketing efforts, the Sigma Group was conducting the 2nd community perception survey. A baseline was established from the survey conducted last year. Mrs. Brandjord anticipates receiving the survey report next month. The Health Fair was held on September 18, 2010, with a good community turn-out. Positive feedback was received from vendors. They felt that they talked with more people than in the past, and that the people attending wanted to be there for educational purposes. Senator, Dr. John Barrasso was in attendance to visit with community members and physicians. Discussion was held on blood draws and Wellness Fridays along with Health Fair plans for next year. Any changes will be determined in the near future to continually meet the needs of our community.

EXECUTIVE SESSION

The public meeting moved into closed session for real estate discussion and personnel matters. The meeting was then reconvened into public session. Personnel was discussed and no action taken.

ADJOURNMENT

There being no further business to come before the Board, the meeting adjourned at 4:30 p.m.

Recorder,
Roxanne Araas
Michael Strahan, M.D., Secretary