

**BOARD OF TRUSTEES  
MARCH MEETING MINUTES  
WEDNESDAY, APRIL 4, 2018 4:00 P.M.**

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

**Others Present:** Dr. Ian Hunter

**CALL MEETING TO ORDER**

Kevin Bailey, Chairman, called the meeting to order at 4:02 p.m.

**PUBLIC COMMENTS, INTRODUCTIONS**

None.

**APPROVAL OF AGENDA and MINUTES**

Dixie See motioned to approve the March agenda. Dr. Scott seconded the motion. Motion carried.

The minutes from the February board meeting held on Wednesday, March 7, 2018 were reviewed. Dr. Scott moved to approve the minutes. Dixie See seconded the motion. Motion carried.

**OLD BUSINESS**

None.

**QUALITY COMMITTEE REPORT**

The Quality Committee members reviewed the following in the Quality Council meeting: critical results, pressure ulcer data, safety events with associated root cause analysis (RCAs), readmissions which are below the national average due to the social service team's work pertaining to call back processes, medication scanning, hospital acquired infections, and hand hygiene data for the month. The Quality Council received an update on the transitional plan of care (TPOC) in regards to the LEAN project progress; a detailed report will be presented to the board. The LEAN team is focusing on the Revenue Cycle Value Stream Analysis (VSA) this week. Board members are encouraged to attend parts of the VSA events as they are able.

**MEDICAL STAFF REPORT**

No credentialing this month for action. Dr. Hunter announced the retirement of Dr. William Doughty, Anatomic and Clinical Pathologist, from Sheridan Pathology Associates. There will be a retirement reception to celebrate Dr. Doughty's 42 years of service on Friday, April 13 from 2-4 p.m. in the SMH Cafeteria. The board is invited to attend.

**ADMINISTRATION REPORT**

**Safety and Security Officer Authority** – It is the recommendation of the hospital to appoint Rob Forister as the Safety and Security Officer. This annual appointment is a Joint Commission requirement so that immediate action can be taken in the event of a safety or security issue. The security officer is responsible for the safety and security of the staff, visitors, facility and grounds. Dr. Scott moved to approve the appointment. Gene Davis seconded the motion. Motion carried.

**Chief Quality Officer (CQO)** – Barbara Hespen has been hired as the new CQO and will start on May 14, 2018. The Hospital worked with a national recruiting company, B.E. Smith, to attract Barb to this

position. She comes from Avera St. Mary's in Pierre, SD where she served as Vice President of Operations and Chief Nursing Officer. Barbara has a wealth of healthcare experience in both clinical and leadership roles throughout her career, making her an outstanding resource to our organization. Barbara has family in Sheridan, and she and her husband are excited to be a part of our community.

Value Stream Analysis for Big Horn Mountain Medicine – Director of LEAN Transformation, Lekan Ajayi presented the process completed by the BHMM team on its first VSA planning process. Current state, waste, and metrics were identified when seeing a patient at BHMM. After an intense week-long event, a future state with goals and improvement events were scheduled for the upcoming months. Testimonials of staff and physicians were shared, noting how intense, yet productive and rewarding the project took.

Rapid Improvement Event Schedule for Big Horn Mountain Medicine – The first RIE will take place May 7-11 where specific issues from the VSA will be of focus. Front-line staff will come together to map out specific processes and training to implement the LEAN process. The scope of this RIE will be Indirect Patient Care such as medication refills, scheduling appointment, etc.

Chief Nursing Officer Resignation – Charlotte Mather has announced her resignation effective May 18, 2018. She and her husband will be relocating to Michigan. Charlotte has been an integral member of SMH for the past 7 years. She has been instrumental in many nursing leadership goals and initiatives as well as the success of the Nurse Residency Program and Pathway to Excellence. She has been a strong advocate for nursing at the local, state and national level as well. She will be greatly missed. A transition plan will be created to fill this vitally important nursing leadership position for the organization.

### **FINANCE COMMITTEE REPORT**

Nathan reported February as having a continued increase in mixed activity. Overall inpatient care activity was down compared to prior months. Surgical visits also dropped well below the running average from previous months. Urgent Care saw an uptick in volume activity, and this marks the 4<sup>th</sup> month in a row in which volume increased.

Financial Institution Board Resolution – In the process of implementing a new financial management system effective May 1, 2018, it is necessary to pay out all existing vouchers from the old system and transition to the new system. This process will necessitate the need to borrow from the Capital Replacement Reserve. Motion was made by Gene Davis, on behalf of the Finance Committee to authorize the CEO to access and borrow up to Four Million Dollars (\$4,000,000) from the Capital Replacement and Reserve account for as long as six (6) months to fund operations during the financial management system switchover process. Motion was seconded by David Smith. Motion carried. All funds transferred shall be returned to the Capital Replacement and Reserve account prior to September 5, 2018. Full Resolution was attached in the Board packet for review with final signatures by Board Chairman and Finance Committee Chairman.

Discretionary Funds - A Board Resolution was presented and recommended for action outlining the powers granted and limitations on powers for Board Members and Sheridan Memorial Hospital to act on behalf of the organization in accomplishing financial discretionary funds transactions. Full Resolution was attached in the Board packet for review with final signatures by the listed staff and

Board Members. Motion was made by Gene Davis on behalf of the Finance Committee to approve the resolution as presented. Motion seconded by David Smith. Motion carried.

Spine Navigation Information – Dr. Ulibarri, spine surgeon, has expressed interest in looking at how spine navigation could provide enhanced patient outcomes and expanded services to the Sheridan community. A memo provided to the board outlines the benefits and risks of pursuing spine navigation and robotics within Sheridan Memorial Hospital. Further discussion and review will come before the Board as the Finance Committee discusses the financial impact of the new service. It was also clarified this is not the same as urology or OB robotics equipment, such as the DaVinci products.

### **FOUNDATION REPORT**

The MRI campaign continues to move towards its goal of raising \$1.6 million. The campaign will allow the hospital to purchase an upgraded MRI machine to service more people in the community.

The Foundation will be holding Planned Giving Events in May to invite community members to learn about planned giving. Videos in this regard will come to the Board next meeting.

The Foundation Board received a great update from the Hospice program regarding respite care and Hospice rooms to be formed at Sheridan Memorial Hospital.

The ninth annual Foundation benefit golf tournament will be held Friday, July 6, 2018 at the Powder Horn Golf Club. The tournament proceeds support essential patient care programs at Sheridan Memorial Hospital.

### **BUILDING COMMITTEE REPORT**

The Building Committee reported MAC expansion change requests had been processed, and the project is moving along as scheduled despite the wintery weather. The MRI project is underway with an expected completion towards the end of May. The Board will also see a Master Plan update for review in the near future.

### **OTHER BUSINESS**

None.

### **EXECUTIVE SESSION**

Kevin Bailey moved to adjourn into Executive Session at 4:45 p.m. after a short recess to discuss personnel. David Smith seconded the motion. Motion carried.

The Board reconvened into general session at 5:40 p.m. No actions taken following executive session.

### **ADJOURNMENT**

With no further matters to come before the board, the meeting adjourned at 5:41 p.m.

Amy Ligoeki, Recorder