

**BOARD OF TRUSTEES
MAY MEETING MINUTES
Wednesday, May 28, 2014 3:00 P.M.**

MEMBERS PRESENT: Ron Mischke, Gene Davis, David Smith, Kevin Bailey, Dixie See, Gary Miller, Dr. Strahan

MEMBERS ABSENT: Dr. Sara Smith (present for Executive Session only)

Others Present: Mike McCafferty

CALL MEETING TO ORDER

Mr. Ron Mischke, Chairman called the meeting to order at 3:02 p.m.

PUBLIC COMMENTS, INTRODUCTIONS

None

APPROVAL OF AGENDA and MINUTES

The agenda for the May Board of Trustees Meeting was available for review. Motion was made by Mr. Kevin Bailey to approve the May Board agenda. Mr. Gene Davis seconded the motion. Motion carried.

The minutes from the April Board Meeting, held on May 1, 2014 were reviewed. A motion was made by Mr. David Smith to approve the AMENDED April Board meeting minutes to correct punctuation. Mr. Gene Davis seconded the motion. Motion carried.

OLD BUSINESS

None

QUALITY COMMITTEE REPORT

Dr. Strahan stated that there was no Quality Meeting held this month so there is no report.

Dr. Addlesperger reported on the Team STEPPS program, pertaining to teamwork and culture of safety training. The focus at this time is on the OR (operating room) and Women's Health areas. The team from Synensis is here doing an onsite assessment and Dr. Addlesperger finds them to be very thorough with the list of questions. The Synensis team will meet with leadership and Board Members tomorrow May 29, 2014 to present an overview on what the curriculum will look like for our organization. There will be two days of training for staff and leadership at the end of June, 2014. The focus will be on accountability and follow through.

Dr. Addlesperger presented also on Value Based Purchasing on reimbursements for 2016. The measurement period (how we perform) is now, in 2014, as to how we will be reimbursed in 2016. The data collected shows that we are in a good position at the present time. In the year 2017 things will change again. The hospital will need to be aware of core measures. There is a definite need to

increase our HCAHP scores. Again, the performance period is now for outcome measures, to be paid in 2016.

MEDICAL STAFF REPORT

There are privileging matters to discuss in the Executive Session.

Credentials files of Dr. John Schallenkamp and Dr. Christopher Goulet Radiation Oncologists who are requested Active Staff membership and privileges in the Dept. of Radiology to provide services at the Welch Cancer Center were reviewed. After review of credentials in Executive Session, motion was made by Mr. Kevin Bailey to approve the requested active staff membership and privileges of Dr. John Schallenkamp. Mr. Gene Davis seconded the motion. Motion carried. After review of credentials in Executive Session, motion was made by Mr. Kevin Bailey to approve the requested active staff membership and privileges of Dr. Christopher Goulet. Ms. Dixie See seconded the motion. Motion carried.

Additional privilege requests by Drs. Hannah Hall, Juli Ackerman, and Jason Ackerman to supervise and interpret exercise stress tests were reviewed in Executive Session as well. It was clarified that these privileges were not formally included in the Internist “core privileges” at initial appointment; reason for this separate request. Since then, these privileges have been added to the core privilege form for future Internists applying for privileges. After review, Ms. Dixie See made a motion to approve the requested additional privileges of Drs. Hall, Jason & Juli Ackerman. Dr. Strahan seconded the motion. Motion carried.

Additional privilege request is made by Mrs. Jennifer Graslje, Physician Assistant at the Big Horn Heart Center under the direction of Dr. Michael Brennan to supervise exercise stress tests and to manage the pacemaker clinic at the Big Horn Heart Center. These privileges are an extension of the core Physician Assistant privileges, specific to cardiology. After review in Executive session, Mr. David Smith made a motion to approve the requested privileges of Jennifer Graslje, PA. Mr. Gene Davis seconded the motion. Motion passed.

EMR REPORT

Mr. Nyle Morgan had no report on the EMR at this time.

ADMINISTRATION REPORT

Mr. McCafferty stated that he has received a proposal from Mr. Tim Belton with Malone Belton Abel P.C. for conceptual design and master planning for the East Highland Campus, to address the issue of hospice care in our community. Mr. McCafferty has looked at the options of having a more robust program within hospital, or in the patient’s home, or utilizing our real estate to build a hospice house. The future needs of the community suggest that we need to explore our ability to provide a free standing hospice house. Mr. Tim Belton looked at different areas of our campus and sees exciting opportunities for a hospice house. Mr. McCafferty is recommending authorization from the Board for \$22k for conceptual planning and master planning of the East Highland Campus

by Mr. Tim Belton with Malone Belton Abel P.C., for the potential of a hospice house. That design information will then be presented to the Board. Motion was made by Dr. Strahan to approve the \$22K for a conceptual design and master planning of the East Highland Campus. Ms. Dixie See seconded the motion. Motion carried.

Mrs. Ann Aksamit, manager of the hospital's hospice program stated that she has started the process in doing site visits and investigating on hospice locations. Some hospice houses are free standing; however Mrs. Aksamit would like to see it closer to the hospital for support services. A hospice house is for the patient only, but family members can stay overnight or have a space for the family. The burden is lifted from the family in providing 24 hour care. This is a great option for those families that can't offer 24 hour care.

There is a utility line running through the East Highland Campus that will need to be addressed, but can be remedied fairly easily with burying the utilities within the alley easement. Mr. McCafferty envisions that the hospice house would be placed more to the back of the property, towards Hume Draw.

Mrs. Aksamit stated there has been an increase in referrals; they have had 80 referrals YTD with 30 more they couldn't take based on the circumstances (death, hospitalization, VA, etc). Mrs. Aksamit states that the demand is there and she would like to see a six to eight room hospice, which would be warranted for the current demand in our community. Mr. McCafferty encouraged the Board to go on site visits with Mrs. Aksamit to see first-hand what is needed. When a hospice home is done well, it can make a huge difference for families.

Mr. McCafferty stated that he still looking at the ICU enhancement and expansion project. The staff has done a tremendous job in identifying needs of the ICU. His concern is to make sure that the service line and facility as a whole match. When starting the process of this project, we were at \$2M now it is \$5M. Mr. McCafferty would like us to step back and take another look; to see if there are other options or alternatives. The staff involves are open to looking at different alternatives; to provide the services within the hospital and to utilize our staff efficiently. Mr. McCafferty would like to continue to explore our options; such as moving the ICU to the Pediatric location and finding a different space for Pediatrics. Mr. McCafferty stated that the ICU nurses are looking at how the space would fit the needs in order to take care of the patients.

An update was given by Mr. McCafferty on the strategic planning sessions that were held this month. Again there were 11 planning sessions that were held; some were for physicians, managers, staff and the public. Mr. McCafferty was pleased with the number of physicians that attended. Ms. Laura Lehan with PeAk Consulting did a great job facilitating. Ms. Lehan will provide us with a summary and prioritize some things with senior leaders. Mr. McCafferty will get with the Board to plan for the future of the hospital.

Mr. McCafferty stated to the Board that as an organization, we have more than doubled our work in a 10 year period of time, with an increase in the scope of services and how we deliver those services. Within this period of growth the hospital has had the same organizational structure; being Leadership, Manager, and then front line staff. We have asked a lot of our managers with doing strategic planning, budget work and making sure areas are staffed and providing a high level of

service to our patients, plus being responsible for efficiencies and outcomes. The hospital is at the point where we need to change our organizational structure. Mr. McCafferty states that he feels the managers agree with him that changes need to be made. In looking at the future and the changes in healthcare, we will need to do things differently and change our focus. We need to bring patients back into our facility for services and look at the consumer perspective in healthcare. We need to look at the leadership structure to take us in the right direction, with the capacity and strength of leadership and taking care of our patients. In stating this, he sees the structure to be Chief, Director, Manager, and then front line staff. There will be five directors overseeing different areas. For instance, under the CFO there would be a Director of Finance overseeing the hospital and a Director overseeing the Big Horn Health Network; under the CNO would be a Director over the nursing units. There would be a Director of guest services or hospitality. Having this organizational structure will cost the hospital more money, but for our strategic needs, having the leadership to direct people and care givers of our hospital is needed. This will be part of the budget workshop at the end of June. To achieve our quality plan, we need people in place to help us get there. Operational work will require additional man power. Strategy to action is key. We know what we need to do, but to turn it into actionable plans and enact it is tough.

FINANCE COMMITTEE REPORT

Mr. Davis reported that they had a very good meeting with the Bank of the West regarding the Wilson Trust. In the finance meeting it was discussed that the hospital is breaking even right now. Mr. Davis thanked Mr. Johlman once again for his expertise and service to the hospital. Mr. Johlman reported that it has been a good year for the hospital and he is happy to be exiting on a high note. This will be Mr. Johlman's last board meeting and states that it has been a pleasure and honor to be here and it has been a great experience. He sees that the hospital has a tremendous future ahead and will miss being in Sheridan, but is excited in his new endeavor. It was noted that Mr. Johlman has the talent of taking the data and separating it so it is understandable to all. He will be missed.

FOUNDATION COMMITTEE REPORT

Mrs. Kirven reported that she attended Philanthropy Days in Casper. The hospital Foundation started in 1954 and continues to grow. Mrs. Kirven appreciates the partnership with the hospital and the support the Foundation is able to bring. All the foundation board members did a strategic planning session and it went really well. They will expand on a work plan for the staff and providing services to the hospital. Upcoming events for the Foundation are ~ July 29, 2014 is the Foundation's annual meeting and invitations will be sent. There is a women's golf tournament Sept 5 and 6, 2014, with a kickoff event Friday night as well. The Link Partners in Pink will be October 11, 2014.

Mrs. Kirven states that she works closely with finance staff and will miss Mr. Johlman and will continue to work with Mrs. Susan Novak who she works well with. Mrs. Kirven will miss Mrs. Janie Johlman, who volunteers for the hospital and all of her work with the hospital grounds and gardens.

BUILDING COMMITTEE REPORT

Ms. See reported that there was no Building Committee Meeting this month so there is no report.

OTHER BUSINESS

Mr. Ron Mischke commented on Mr. McCafferty's talk at the Joint Labor, Health and Social Services Interim Committee meeting in Casper. Mr. Dan Perdue with the WHA was to be the presenter and was unable to attend and asked Mr. McCafferty to fill in for him at the last minute. Mr. Mischke stated that the audience was captivated; it was remarkable and very interesting. Mr. McCafferty spoke on the healthcare in Wyoming and why it is priced the way it is. The Board as a whole would like him to make the same presentation to them.

It was asked to move the June Board of Trustee Meeting from Wednesday June 25, 2014 at 3:00 pm to Thursday, June 26, 2014 at 2:00 pm. The Board would also like to see the Quality meetings changed to meet right before the Board meeting like the Finance Committee. Dr. Strahan agreed to move the Quality meeting. Both Quality and Finance Committee will meet at 1:00 pm on Thursday June 26, 2014. The Board of Trustees will meet at 2:00 pm. Mr. Kevin Bailey will not be present at this meeting due to a conflict in scheduling.

EXECUTIVE SESSION

With no further business, the meeting moved into closed session at 3:58 p.m. for discussion of personnel.

The meeting then reconvened into public session at 4:10 p.m.

ADJOURNMENT

There being no further business to come before the Board, the meeting adjourned at 4:15 p.m.
Recorder, Patty Forister

Michael Strahan, M.D., Secretary