

**BOARD OF TRUSTEES  
NOVEMBER MEETING MINUTES  
WEDNESDAY, DECEMBER 5, 2018 4:00 P.M.**

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

**MEMBERS ABSENT:**

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

**CALL MEETING TO ORDER**

Kevin Bailey, Chairman, called the meeting to order at 4:00 p.m.

**APPROVAL OF AGENDA and MINUTES**

The November board meeting agenda was reviewed. David Smith motioned to approve the agenda. Shirley Coulter seconded the motion. Motion carried.

The minutes from the October board meeting held on Wednesday, November 7, 2018 were reviewed. Shirley Coulter moved to approve the minutes as presented. Dr. Scott seconded the motion. Motion carried.

**OLD BUSINESS**

None.

**PUBLIC COMMENTS, INTRODUCTIONS**

None.

**FOUNDATION REPORT**

Special guests from Sheridan High School made a presentation of gifts to the Foundation. Jasmine Slater, Volunteer Coordinator introduced the FBLA group; they sold t-shirts for the Link – Partners in Pink. The t-shirts were sold at school and at the hospital resulting in a gift of \$1,500 and was presented to Cody Sinclair of the Foundation. Members also volunteered at The Link, supporting the hospitals' efforts. Also introduced was the Sheridan High School Student Council members. Student Council members had a "hat day" in which the students pay at least \$1 to wear a hat at school. A gift in the amount of \$500 was also presented. The groups are working on another project for the hospital as well and hope to make a gift on December 14<sup>th</sup>. The groups were thanked by the board for all of their philanthropic efforts and the impact it has on the community.

Ada Kirven invited the board to the employee partner breakfast on Thursday, December 13, 2018. The employee partners will be able to vote as to what project they would like their gifts to support.

A copy of the Foundations 2018 Annual Report was passed around to the board. This will be mailed out within the next couple of weeks and is a product of the great work of the marketing team.

**QUALITY COMMITTEE REPORT**

Various data sets were reviewed in the quality meeting and everything is going very well. The Performance Improvement Plan and calendar for the coming year was reviewed and approved by the committee. Sheridan Memorial Hospital is now at a 4-Star Rating and will be on the Hospital Compare site in February. There was a tremendous amount of work that went into moving us from a 3 Star to a 4 Star hospital. This is a major move for the hospital. There is one 5-Star hospital in the State and four or five 4-Star hospitals.

**MEDICAL STAFF REPORT**

The following matters were discussed in Executive Session, with the following action taken in general session:

Dr. Hunter, on behalf of the Medical Executive Committee and Credentials Committee, recommends consulting

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privileges for Dr. Oswald Rondon as presented. David Smith motioned to approve the consulting privileges as presented. Andrea Mellinger seconded the motion. Motion carried.

Dr. Hunter, on behalf of the Medical Executive Committee, recommends Honorary Staff membership of Dr. John Addlesperger and Dr. Irving Robinson. David Smith motioned to approve the membership. Dr. Scott seconded the motion. Motion carried.

Dr. Hunter, on behalf of the Credentials Committee and Medical Executive Committee, recommends the approval of the re-credentialing of the consulting staff as presented. David Smith motioned to approve the consulting staff who made reapplication. Gene Davis seconded the motion. Motion carried.

### **ADMINISTRATION REPORT**

Master Plan Overview – the master site and facility plan is complete. The main floor drawings were viewed and discussion followed on what the future holds for the hospital and community. The information provided will be evaluated with no plans to do anything in the near future. The report will be provided to the board soon.

Strategic Overview and Planning – The hospital has seen a decline in our operating margin after several years of positive financial performance. Administration will present a plan to the board to show how we will address this negative trend. The payer mix continues to have a big impact on the bottom line. We will show a realignment of our resources to provide the same scope of services to the community and will have a system in place for the coming years.

Service Pillar – The four year strategic objective was discussed. HCAHPS drives 22% of the star rating, and Sheridan Memorial Hospital is currently at a 4-Star rating. The one year breakthrough goal is to achieve 82% for “willingness to recommend” on HCAHPS. We are working on an A3 to drive improvement in communications (with both nursing and physician communication) and care transitions. NRC Picker is feeding us real time reports with data to drive strategies. There are opportunities to improve patient experience on direct admits vs. admits that come through the Emergency Department.

Tele-Stroke – We have formed a relationship with Wyoming Medical Center (WMC) in Casper for a tele-stroke program. WMC has provided the equipment/technology needed to provide the service in house, and is located in the ED as most strokes come in through the emergency department; stroke protocols will be followed. WMC has shared best practices to make sure everyone is on the same page for treatment. We are working through some operational issues with the plan to go live in late January 2019.

Air Service – Medical Air Rescue Company (MARC) has requested to place a helicopter on site with a plan to be here in March/April, 2019. This will be a larger helicopter than what Air Methods had on site in the past. This will allow for service to Burgess Junction in the mountains offering an expanded range of service. There is also access to a fixed wing, which can be here in 40 minutes from Rapid City in bad weather. This will be a great service for the hospital and the community. The emergency department physicians are excited to have a helicopter back in the community. There is no financial agreement with MARC; they will bill for their services.

Tele-ICU - We have formed a relationship with Billings Clinic allowing our ICU patients to stay in Sheridan; consultation calls will occur daily. This relationship will allow for us to provide quality care to patients and their families locally. Billings Clinic lacks patient space, and we will have the potential to accept patients from Billings helping to stabilize our ICU numbers. We will evaluate this process to determine if a different model for the internist working with the Billings Clinic oversight will be needed. An advantage with this agreement is that we have adopted their protocols in best practices, which raises the level of care in the ICU. Sheridan Memorial Hospital will pay for a consulting agreement. Billings Clinic physicians will visit Sheridan every other month to do rounds, help train our physicians on various procedures, and share their expertise. These physicians are board certified in pulmonology and stay current on best practices. Sheridan Memorial Hospital will need to buy some specialized equipment, and Billings Clinic will assist us with this purchase.

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**FINANCE**

October had an increase in surgical volumes, and the payer mix within the volume type is positive. Forecasted write-offs will decline this quarter, and we saw a rebound in Medicare. There was a decline in cash due to current projects; we will continue to monitor our capital spending in the next quarter. We saw a positive shift in the payer mix for November as well; more Medicare and less uninsured. The financial services department is offering counseling service for the state health insurance exchange, and there were 3 people who signed up yesterday.

**BUILDING COMMITTEE REPORT**

There are currently three ongoing projects; the expansion project which is nearing completion, the second floor remodel for Sheridan Women's Clinic, and the remodel of Dr. Strahan's space in preparation for Big Horn Heart Center's occupancy. Once BHHC is moved, their existing space will be remodeled for ENT. Concrete is being poured every day to complete the parking lot. The purchase order for the generator has been issued, and expected delivery is early 2019.

**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 5:04 p.m. Please see above for action taken in general session on Medical Staff Credentialing.

**ADJOURNMENT**

With no further matters to come before the board, the meeting adjourned at 5:06 p.m.

Patty Forister, Recorder

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Shirley Coulter, Secretary