



**BOARD OF TRUSTEES
SEPTEMBER MEETING MINUTES
WEDNESDAY, SEPTEMBER 30, 2020 4:00 P.M.**

MEMBERS PRESENT: David Smith, Kevin Bailey, Dr. Timothy Scott, Andrea Mellinger, Gene Davis, and Shirley Coulter
MEMBERS ABSENT: Joe Wright, Trustee and Dr. Ian Hunter, COS
OTHERS PRESENT: Mike McCafferty, Dr. John Addlesperger

CALL MEETING TO ORDER

David Smith, Chairman, called the meeting to order at 4:02 p.m. Due to the COVID-19 pandemic, this meeting is being held via conference call.

PUBLIC COMMENTS, INTRODUCTIONS

Pat Blair from Sheridan Media made it known that she is on the call this afternoon.

APPROVAL OF AGENDA AND MINUTES

The September board meeting agenda was reviewed. Dr. Scott moved to approve the agenda as presented. Kevin Bailey seconded the motion. Motion carried.

The minutes from the August board meeting held on Wednesday, August 26, 2020 were reviewed. Dr. Scott motioned to approve the minutes as presented. Andrea Mellinger seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

The committee reviewed inpatient falls, re-admission data, rapid response and code blue events, medication scanning, and patient experience data. There were three falls in the medical-surgical unit; none with injuries. Processes were reviewed, and post-fall huddles insured all measures were in place. Re-admission data was reviewed, and we continue to do better than the national average. There were four rapid response and three code blue events called; all were reviewed. Medication scanning of patients prior to drug administration was also reviewed. The hospital has implemented a different program for drug administration, and there is an opportunity to put processes into place to insure medications are scanned correctly. The committee reviewed patient experience data from the clinics and outpatient service areas using a new platform to gather data, and the score is tabulated in real time.

MEDICAL STAFF REPORT

Dr. Addlesperger, on behalf of Dr. Hunter reported that at the Quarterly Medical Staff meeting Dr. Gonda has been named new Chief of Staff and Dr. Goddard as new Vice Chief of Staff. The appointments will become effective January 1, 2021. Dr. Gonda will select the department chairs to work with him at that time.

Dr. Addlesperger also reminded the board that the Greeley Company will be here on Saturday, November 14, 2020 for a leadership conference, and it will be well worth the time to attend. Another reminder will go out to the physicians and Board of Trustees; all are welcome to attend.

ADMINISTRATION REPORT

Transitional Care Unit Project – We have been talking about the capacity for growth of the TCU to match the market data in meeting patient needs and an unmet opportunity in the community. A demand analysis showed market projections and expectations in the region, and our auditors, CLA, confirmed this information. We identified that the TCU is highly impacted and the highest risk category to have the coronavirus. With the expansion, we will be able to segregate the TCU patient from the diseased patient. We have, with the SMH Board of Trustees approval, approached the State Loan and Investment Board (SLIB) for funds to update the infrastructure; SMH was awarded the funds to update the HVAC and electrical systems, and work has begun. This

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is a great starting point to update the TCU and allow us to build capacity. Mike will approach the board next month for a formal recommendation and funding plan associated with this endeavor. The total project is estimated to be \$8.1M, which will be funded through the SLIB grant, hospital funds, and fundraising efforts by the Foundation on our behalf.

Lean Presentation

Lekan Ajayi, Director of Lean states that we are in the final year of our Lean engagement with Simpler. In the past three years we have implemented a system of rapid improvement events through value stream work in Internal Medicine, Revenue Cycle, Med-Surg, and Supply Chain. MDI is a win with a system of daily huddles. Leaders are better equipped to connect strategy with the front line staff. The engagement with Simpler will terminate at the end of the year, but we have developed the capacity to keep moving forward. The core Lean Team will engage other hospitals that have been working with Lean to learn from one another and share best practices. Lekan is confident in taking Lean to the next level and grow capacity.

COVID-19 Update

Dr. Rebecca Thompson gave a brief update on the COVID-19 testing being done, providing clarification to the types of testing, turnaround times, and a combination test that looks at 20 different pathogens. Newly released is a saliva test, which is easier to collect, but the sensitivity is not as good. The number of COVID-19 positive cases has increased in the area, including Casper, WY and Billings, MT whose hospitals are at capacity. Part of the influx is due to smaller hospitals who are not equipped to serve COVID-19 patients with the higher level of care needed. Billings Clinic has talked with SMH about taking non-COVID-19 ICU patients in order to free up bed space for critical COVID-19 patients.

Dr. Addlesperger gave an update on a table top exercise that was held at SMH, ensuring our plans are still adequate and effective in case of a surge of COVID-19 patients, especially with the increased cases we have seen in our region. Identified in the table top exercise were potential weaknesses and counter measures to overcome these weaknesses. Additional threats identified would be school closures and child care center closures which could impact staffing models, staff fatigue, and limitations in supply chain, which could be impacted by the national supply chain as well. Some of the strengths identified were an engaged medical staff, a good stockpile of PPE, our tiered huddle system that functions like incident command on a daily basis, and the ability to move people from different units as needed.

Barb Hespen met and led a discussion with the nursing home administrators and staff to keep the lines of communication open and provide assistance on education on donning and doffing of PPE, and monitoring staff and patients. Board chairman, David Smith acknowledged that we are on top of this and asked if there was anything that the hospital can and should do to lead the community in trying to reduce the potential for a surge. We are already engaged with the county officials and public health officer. Information has been released within the hospital and out in the community on mask usage and temperature checks. We have supported the public health officials in their efforts as well.

The board is requesting an in-person meeting for the next board meeting. We can make that happen with social distancing in place. More information to come for the upcoming board meeting to be held on Wednesday, October 28, 2020.

FINANCE

August experienced a loss for the month, driven by a rapid change in the payer mix. There was a decline in the commercial payer patient and an increase in VA and Medicare patients in surgery utilization; and we witnessed a 50% increase in ICU Medicare patients. There is a volume increase at the Welch Cancer Center, with 3 continuous months of growth which we will monitor closely. The hospital saw some growth in our cash on hand, with strong

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revenue cycle collections. Accounts receivable has shown strong improvement for 5 months in a row. Capital spending has been light with a few projects in the cath lab. Our insurance renewals for the year will show some cost savings due to the work of Tom Klepperich and Lynn Custis. Dr. Widener's rheumatology practice and cancer center referrals are off to a good start.

FOUNDATION REPORT

At the recent Foundation board meeting, the appointment of JT Grainger was approved as a new member. JT is active in the community, and the Foundation is excited about the energy and passion he will bring. Nyle Morgan and Jeanne Brooks met with the Foundation board on the TCU expansion. The board is excited to engage the community on this project, as it will have a huge impact on the community and the care it offers. Ada Kirven updated the trustees on the breast boutique at the WCC and The Link event. The Link will be a virtual race this year, which continues to support the WCC and raising funds for comfort care. Acknowledgements to Tommi Ritterbusch and Dr. Ratterman were made on the care they provide. Registration for The Link can be accomplished on line, and you can race anytime within the month of October. The Breast Boutique was started about 3 years ago after receipt of two grants to open the first boutique in our area. Through Born in a Barn, the boutique has now been remodeled at the WCC. It is a special place, offering women a great experience with their needs.

Dr. Doughty and Richard Garber with the Foundation, thanked everyone for the opportunity to help with the TCU expansion efforts. The TCU expansion is a spectacular addition to the hospital and they are excited to help with the fundraising efforts. The preliminary planning has been very positive.

BUILDING COMMITTEE REPORT

The building committee met and Rob Forister gave a summary of the meeting. There are three projects on the table; two projects are active with the air handling system upgrade on the 2nd and 3rd floors of the hospital, which is moving forward as scheduled and close to budget. The air handling system in the basement to support office space for displaced employees that were moved to support a surge area, has been ordered and everything is in place to move forward. The locker room for the female physicians is on the back burner. The contractors will move on to the locker room once the other projects have been completed.

OTHER BUSINESS

None.

EXECUTIVE SESSION

There is no Executive Session. There are no credentialing matters and no other business to discuss in an Executive Session at this time.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 4:57 p.m.

Patty Forister, Recorder

Shirley Coulter, Secretary