



**BOARD OF TRUSTEES
OCTOBER MEETING MINUTES
WEDNESDAY, OCTOBER 28, 2020 4:00 P.M.**

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

CALL MEETING TO ORDER

David Smith, Chairman, called the meeting to order at 4:00 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 October board meeting agenda was reviewed. Dr. Scott moved to approve the agenda as presented. Gene Davis seconded the motion. Motion carried.

The minutes from the September board meeting held on Wednesday, September 30, 2020 were reviewed. Kevin Bailey motioned to approve the minutes as presented. Dr. Timothy Scott seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

The committee once again reviewed inpatient falls, noting that there were less falls in the last quarter and no falls with injuries. Pressure ulcer data showed an increase in the inpatient unit, but this is due to the acuity level of the patient and longer stays in the ICU. Lack of proper nutrition and being in bed for a longer period of time increases this risk, and we are working on a strategy to improve those outcomes. Employee injury data was reviewed, with 6 employee muscle strains reported. Education has been provided to staff. Preoperative diagnostic discrepancies were reviewed; there were no post op discrepancies. Safety events for the quarter were reviewed, with increased reporting on near misses and unsafe conditions; showed an increase in the last quarter. There is a plan in place to report to the quality committee on response to trauma patients and the ability to get them transferred quickly from the Emergency Department.

MEDICAL STAFF REPORT

Dr. Gonda has joined the meeting as Dr. Hunter is unavailable. Dr. Gonda will be the new Chief of Staff effective January 1, 2021. Credentialing will be discussed in Executive Session.

Dr. Gonda on behalf of Dr. Hunter and the medical executive committee and credentials committee, presents the following medical staff appointments for consideration.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Deborah Abney-Lidahl, MD	Locums	Emergency Department		SMH Emergency Department
Geoffrey Fey, MD	Delegated	Tele radiology		Real Radiology

October Board Meeting
Board of Trustee Meeting Minutes
October 28, 2020

Joe Wright moved to approve the medical staff initial appointments as presented. Dr. Timothy Scott seconded the motion. Motion carried.

Dr. Gonda on behalf of Dr. Hunter and the medical executive committee and credentials committee, presents the following renewals for consideration.

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Mary Bowers, MD	Active	Pediatrics	12/16/2022	Goose Creek Pediatrics
Fernando Caceres Lopez, MD	Delegated	Telemedicine	07/15/2022	Billings Clinic
Joseph Garcia, MD	Active	Cardiology	12/28/2022	Sheridan Heart Center
Sierra Gross, MD	Active	Internal Medicine	10/04/2022	SMH Internal Medicine
Corey Jost, MD	Active	General Surgery	11/22/2022	Big Horn Surgical
Raoul Joubran, MD	Consulting	Gastroenterology	07/17/2022	Sheridan Surgical Center
David Pucci, MD	Delegated	Telemedicine	08/01/2022	Billings Clinic
Jamie Riha, MD	Delegated	Telemedicine	08/01/2022	Billings Clinic
Allison Summers, MD	Delegated	Tele radiology	08/22/2022	Real Radiology
Justin Steinert, MD	Active	Orthopedic Surgery	10/25/2022	Sheridan Orthopedic
Breanne Terakedis, MD	Active	Radiation Oncology	12/30/2022	Welch Cancer Center

Name	Category	Specialty	Renewal Date	Affiliated Organization
Rebecca Thompson, MD	Active	Pathology	09/30/2022	SMH Pathology
Kendrick Trostel, MD	Consulting	Nephrology	10/28/2022	Billings Clinic
Michael Walker, MD	Active	Ophthalmology	08/29/2022	Wyoming Eye Surgeons

Kevin Bailey moved to approve the medical staff renewals as presented. Joe Wright seconded the motion. Motion carried.

ADMINISTRATION REPORT

Transitional Care Unit Project (Proposal and Recommendation)

Mike presented information last month and again in detail with the board prior to this meeting on the potential to expand our capabilities in providing transitional care services. We have also expanded our capabilities on COVID surge readiness.

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. We are underway on our surge readiness plans with \$2.1M SLIB funds granted for infrastructure improvement on the second and third floors of the hospital. The total amount of

October Board Meeting
Board of Trustee Meeting Minutes
October 28, 2020

the transitional care unit expansion project is \$8M. With \$2.1M from the State, we are looking for a balance of \$5.9M to finish the expansion project to completion. This will give us the ability to provide 10 patient rooms on the second floor, 10 patient rooms on the third floor, with a dining facility and rehab support.

Gene Davis, on behalf of the Finance Committee, toured the area where the TCU would move to, allowing for additional COVID patients on the medical unit. The potential and the demographic trends indicate that this is a worthwhile project, and the Finance Committee supports the recommendation to proceed with the expansion. Kevin Bailey, on behalf of the Building Committee, concurs with the recommendation. The TCU expansion project interacts with our surge preparedness, allowing us to be equipped to handle COVID patients in a surge. All the TCU rooms on the medical floor will be repurposed for general medical care.

We will utilize The Foundation to work with other community foundations to generate funds, as well as utilizing hospital capital. The hospital board will formally request the Foundation to do fundraising for this project. Fundraising to be completed by June of 2021. Construction documents and finalization of the TCU plan would be done around the same time. There will be no loans involved in the completion of the project.

David Smith asked for a motion to approve the approximate balance of \$5,920,904.00 and to proceed to the next phase in obtaining construction documents for this project. Kevin Bailey made the motion to approve this proposal. Gene Davis seconded the motion. Motion carried.

Thanks were extended to the State and SLIB on assistance for surge readiness. Mr. Garber, Foundation Board President and Cody Sinclair spoke of the plans they are putting together and are excited on how the Foundation can help with the transitional care unit expansion project.

COVID-19 Update

We continue to see an increase in patients with COVID-19. We are tracking this daily. Mike has seen how our staff are caring for patients and seeing how sick people are. Additionally, the risk of our staff in caring for these individuals is great. Mike reiterated how important it is to recognize the tremendous amount of stress to our people and systems in the hospital. Slowing the spread of this virus is crucial for us as our admissions climb and our resources dwindle. Thanks was extended to leadership and staff caring for patients every day in such a skillful manner.

Dr. Addlesperger, CMO states Billings Clinic provided feedback and thanks for providing care to the surrounding communities. We have a good relationship built with them and this will be critical going forward. Dr. Addlesperger states that the care provided by the hospitalist and nursing staff has been commendable and is appreciated.

As of yesterday, there were 207 active cases in town, which had doubled in 10 days; 26% of tests are now positive. We are seeing multiple admissions every 24 hours and the length of stays with a younger patient is not bad. Our ICU continues to be challenged. Wyoming has the highest replication rate in the country. Based on what we are seeing, Dr. Addlesperger will have another table top exercise to update numbers and adjust for future modifications with PPE and staffing, which is critical. We want to make sure our plans are agile enough and flexible enough to move people around. The testing center is going through a process improvement in collecting specimens. There is difficulty in getting test results back and hope to have that ironed out by the end of week.

Dr. Addlesperger states that this is what we have been expecting. The general public need to wear masks and to avoid crowds. Anyone that comes on campus should expect to be screened and asked to wear a mask. That is the expectation and we do it to protect our staff and it is a sign of respect for those you encounter.

October Board Meeting
Board of Trustee Meeting Minutes
October 28, 2020

Simpler Engagement

We will end our 3 year engagement with Simpler on our Lean transformation at the end of the year. There has been a lot of work done, and the foundation is in place to construct new layers of work on top of and around operational excellence. Value Streams that were opened when Simpler was here were in Internal Medicine, Med Surg, Revenue Cycle and Supply Chain Management. Next on the list is the Emergency Department. Dr. Addlesperger anticipates 90 days of work ahead of the team in preparation to open the value stream; expected kick off will be around the first of the year. We continue to have positive success; we made a huge investment in Simpler and we are seeing substantial results. To become fully integrated as a Lean organization is typically a 5-10 year process. We will use outside resources from time to time as needed in our Lean journey.

FINANCE

Nathan commended the revenue cycle team on the success of their Lean improvement projects and value stream. Accounts receivable has improved and helped with first quarter results. The Welch Cancer Center recorded the best quarter in terms of patient revenue growth. However, costs across the organization remain high. There is a strong improvement in the payer mix and the commercial business is flat. We continue to serve a high number of VA patients. There is a high cost with our supplies, including PPE. Supply Chain has seen a 700% mark up in cost of masks and gowns. The clinic has a high no show rate, which we will continue to address and try to identify the cause.

The second quarter expectation has been revised, with updated projections for the WCC, due to strong performance. The hospital will be difficult to predict as we see escalation of COVID admissions and pressure on other services. The hospital will continue to look at cost improvement and other opportunities.

FOUNDATION REPORT

Cody Sinclair states the he is pleased that the Board of Trustees has approved the TCU Expansion project. The Foundation has received education on the importance and impact of the project from the stakeholders, including nursing and physical therapists. Foundation project co-chairs are Mr. Richard Garber and Dr. Doughty, both very passionate about the hospital and this project overall, and excited to engage the community in their fundraising efforts.

Jasmine Slater, the event coordinator, spoke of the success of The Link this year. The virtual event has been very well received and successful. The goal was to raise \$25K in support of the WCC. We have had 330 participants and raised \$56K, exceeding our goal for comfort care at the WCC. The virtual event will go through the end of the month.

BUILDING COMMITTEE REPORT

The Building Committee met with the focus on the TCU proposal, which has been brought before the full board today. The infrastructure construction is on schedule and on budget for the second and third floors. The same is true of the air handler project in the basement, which will house displaced personnel and conference rooms.

OTHER BUSINESS

None.

EXECUTIVE SESSION

David Smith made a motion at 4:44 pm to move into Executive Session to discuss credentialing matters. Kevin Bailey seconded the motion. Motion carried.

The board reconvened into general session at 4:53 pm. Please see the action taken on Medical Staff appointments and reappointments under the Medical Staff report.



October Board Meeting
Board of Trustee Meeting Minutes
October 28, 2020

ADJOURNMENT

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

Patty Forister, Recorder

Shirley Coulter, Secretary