



**BOARD OF TRUSTEES
NOVEMBER MEETING MINUTES
WEDNESDAY, DECEMBER 2, 2020 4:00 P.M.**

MEMBERS PRESENT: David Smith, Kevin Bailey, Andrea Mellinger, Shirley Coulter, Joe Wright, Dr. Timothy Scott, and Gene Davis
MEMBERS ABSENT: 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 November board meeting agenda was reviewed. Kevin Bailey moved to approve the agenda as presented. Gene Davis seconded the motion. Motion carried.

The minutes from the October board meeting held on Wednesday, October 28, 2020 were reviewed. Andrea Mellinger motioned to approve the minutes as presented. Dr. Timothy Scott seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

The Quality Committee reviewed approximately a dozen topics in their meeting today. Barb Hesper, CNO updated the board on the patient satisfaction scores that impact our Star rating. SMH ranked in the 70th percentile for patient satisfaction. Some outpatient scores were not captured, but do drive into the patient satisfaction. Surgery, internal medicine, and oncology were a few of the clinic scores reviewed acknowledging that there are areas that can be improved upon. Core quality measures in prenatal care were above the national average. Time in the ED and our sepsis scores are above the national average as well. Readmission rates are factored into our Star rating. We are well below the national average on this measure and have been for a period of time. We continue our work with the nursing homes and behavioral health patients on care with our community partners. The tele-psych program in the emergency department is now being offered 24/7 as the number of behavioral health patients has increased by 20% in the last year.

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. Dr. Gonda states that there will be a Quarterly Medical Staff meeting on Tuesday, December 8th and all are welcome to attend. Credentialing will be discussed in Executive Session.

Dr. Gonda on behalf of Dr. Hunter, the Medical Executive Committee, and Credentials Committee presents the following medical staff initial appointments for consideration.

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MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Shannon St. Clair, MD	Delegated	Tele radiology	06/04/2021	Real Radiology
Rafael Flores, MD	Delegated	Telemedicine	08/01/2021	Billings Clinic

Kevin Bailey motioned to approve the staff initial appointments as presented. Joe Wright seconded the motion. Motion carried.

Dr. Gonda on behalf of Dr. Hunter, the Medical Executive Committee and Credentials Committee, presents the following medical staff renewals for consideration.

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Manfred Baumgartner, MD	Delegated	Telemedicine	7/15/2022	Billings Clinic
Kristen Butz, MD	Delegated	Telemedicine	06/30/2022	Avera
Richard Pardilla, MD	Delegated	Telemedicine	10/31/2022	Avera
Martin Prager, MD	Delegated	Telemedicine	08/01/2022	Billings Clinic
Gregory Peters, MD	Delegated	Teleradiology	10/22/2022	Real Radiology

Dr. Timothy Scott moved to approve the medical staff renewals as presented. Gene Davis seconded the motion. Motion carried.

ADMINISTRATION REPORT

Physician Recruitment

Mike McCafferty, CEO updated the board on the continued efforts to recruit a physician for endocrinology. We are looking for a person who meets the needs and is a good fit for the Sheridan community. This is a very challenging specialty to fill for a small community such as ours.

We have an emergency medicine physician under contract to start June 2022. Dr. Isaac Hayward is from the area and has done some rotations in our emergency department.

Dr. Martin Lucas has signed a contract for medical oncology services with the Welch Cancer Center. She will work approximately 20 hours a week. She has a practice in Billings but is looking for a change. She will start April 1, 2021 at the WCC.

COVID-19 Update Governor's Healthcare Task Force

In March, Governor Gordon created a group to deal with COVID-19 in the State. In September, when things calmed down, the governor turned the group into a task force to study the high cost of health care in the state. Mike was invited to be a part of this service delivery task force. Mike has shared with the task force what we have done as an organization, our community benefit report, and how we have positioned ourselves with pricing. We are in the top 2% of medical spending per Medicare beneficiary – meaning that our cost of care per episode per Medicare patient is lower than 98% of the state. We remain competitive in the region as well. Mike will continue to update the board as the task force continues their work. The State is in a solution phase and has hired a consultant to look at solutions to address the high cost of healthcare in the State of Wyoming.

Surge Plan

As COVID-19 continues to be prevalent in our community, we have updated our surge plan to insure we can continue to meet the needs of the community. Nyle Morgan, COO gave an overview of the physical plant itself and

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our ability to have 110 bedded patient capacity in house. The second and third floors, even though we are doing construction, can be utilized in an emergency situation as medical gasses and air are in place. Additionally, the new air handlers can be utilized as needed.

Barb Hespen, CNO addressed staffing challenges in case of a surge. The nursing leadership team meet daily to address situations with census and staffing. There is a labor pool to initiate if needed. We can pull staff from outpatient areas to help with inpatient areas, though we have not needed to institute this measure. Staff also look at supplies on a daily and weekly basis as additional PPE is utilized. The Ethics Committee meets to address ventilators and protocols. There is no surge yet, but the plan is in place and reviewed daily to meet the needs of our patients.

Dr. Addlesperger, CMO spoke to the board about a weekly physician meeting regarding COVID-19. Approximately 10-12 physicians attend this meeting to address testing and supplies, strategies for pre-op patients, visitation, surge planning, messaging, transfers, etc.

Urgent Care has antigen testing available. This is a quick test and the results are delivered at the time of service. The PCR test will be available at the Urgent Care in two weeks. Antigen testing within the hospital is done on staff, pre-operative patients, and emergency department patients that are asymptomatic.

The hospital has received monoclonal antibodies from the State. This is offered to high risk patients to prevent severe disease progression. We are still working through how to identify those patients in order to offer it to them.

Dr. Addlesperger reported on the table top exercise that was held on November 3rd. The scenario presented was based on the trajectory at that time of the potential for 30 COVID-19 patients on the medical-surgical unit and six in the ICU. Since that time, we have seen a flattening in the curve. Currently there are 500 cases in the community. Dr. Addlesperger feels that the mask mandate will make a difference. There were 27 items addressed at the table top, including room turnover in the emergency department, placement plans for behavioral health patients, staff fatigue, and mask compliance on campus and among patients. Dr. Addlesperger told the board that he feels we are in a good position to deal with what is yet to come. The hope is to have new cases level off but we are ready for more.

There is high level planning on the vaccine, and the CDC is working on the prioritization details. Gillette will receive the first vaccines and will get them to us once our freezer arrives mid-January. The FDA has yet to approve the vaccines; once approved we will get them distributed to the community. Bryan Opitz and Lynn Custis are organizing and actively generating a list. It appears that physicians and long-term care facility providers and patients will be at the top of the list, but ultimately the prioritization will be based on risk. The plan is to have everyone who wants to be immunized done by April. The immunization is a two-step injection process. The expectation is that the vaccine is approved in the next couple of weeks. There is strong work going on to plan and provide this service in an efficient manner.

Dr. Addlesperger addressed questions from the board. If a person tests positive for COVID-19 they are no longer considered active after 14 days. Although some can remain infectious for up to 20 days, they drop off the active list after day 14. If a person has already had the virus it does not mean that they can move down the list or to not receive the vaccine. The medical community is still uncertain of the immunity; and in light of this lack of knowledge, it is still recommended to receive a vaccine. There have been cases of reinfection in the community.

FINANCE

Nathan Stutte, CFO reported on the October financials. October had the largest decline in cash position, due in part to the significant work done with the 2nd and 3rd floor project. We have submitted reimbursement to the state,

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but have not received the funds yet. Cash flow and the payer mix declined. Commercial payers declined and there was an increase with the VA and Medicaid. The hospital continues to see a higher business level driven by a higher COVID-19 census. We are averaging 8-15 COVID-19 patients in the hospital which increased activity with pharmacy and respiratory therapy. There are increased lab costs for COVID-19 testing as well. Higher costs are related to the pandemic. The Welch Cancer Center continues to have strong performance. This is the 4th month in a row of year over year growth. The WCC is staying busy in spite of the pandemic. The clinics have moved in a better direction toward budget, and patient volumes continue to be erratic.

James Mann, the principal with CliftonLarsonAllen (CLA) and Daniel Deyle, the manager of the audit presented the audit by phone. James Mann indicated the audit went very well, even with much of the work being done remotely due to COVID-19. CLA is very appreciative of the hard work done to prepare for the audit resulting in a great and timely audit. There are some significant transactions related to COVID-19 that impacted the organization. This is true for others around the country with a decline in revenue. CLA has issued an unqualified opinion (clean audit) with no proposed adjustments or past adjustment audit. This is the highest/best audit to receive. After gaining insight into our internal control design, a management letter will be provided indicating no issues with the internal controls we have in place.

Daniel Deyle went through the audit with the board recapping benchmark data comparisons, industry data, cash on hand, net days in account receivables, industry trends around the pandemic and its impact on revenue streams to name a few. James Mann pointed out that we are unique in that we have limited outstanding debt, our days of cash on hand increased, and we invest back into the plant to upgrade our facility.

With money received through the Cares Act, there will be some reporting requirements to address. Once the requirements are finalized, CLA will share this information and make a plan for a single audit on funds received through the Cares Act.

Another item to be aware of is the industry reform being pushed for pricing transparency from the Medicaid program. The transparency rule will go into effect on January 1, 2021 for shopable services and price transparency. If this requirement is postponed, we will still move forward with the price transparency initiative.

Mike extended his thanks to Nathan and the finance staff for their great work on the audit. It is quite a process and we have another great outcome.

Gene Davis on behalf of the Finance Committee recommends that we adopt the CLA report through June 30th as formal acceptance of the audit results. Kevin Bailey seconded the motion. Motion carried.

Thanks were extended to James Mann and Daniel Deyle with CLA for their work on a clean audit.

Wilson Memorial Trust – The proposed resolution brought forth before the board is due to a change in IRS rules. The resolution acknowledges the IRS change with the distribution of the funds, but still honors the Trustees intent and use of funds for capital improvement purposes without needing to ask the trust for the funds specifically. Gene Davis motioned to adopt the resolution as presented. Andrea Mellinger seconded the motion. Motion carried.

FOUNDATION REPORT

Cody Sinclair, Chief Development Officer updated the board on the TCU expansion and fundraising campaign. The hospital board formally requested the Foundation for their assistance in raising the needed funds for the TCU expansion. The co-chairmen, Richard Garber and Dr. Doughty, are doing a great job in connecting with the community partners, donors, and friends of the Foundation. The Foundation is nearing 50% in the fundraising goal

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and feel they will meet the goal as they prepare to launch the public campaign. Approximately 100 employees toured the 3rd floor to view the work done to prepare the infrastructure and the conceptual drawings.

An update on The Hometown Healthcare Hero campaign was presented. Community members touched by the hospital's video on how the community can help stem the progression of COVID-19 offered to reach out to healthcare providers and employees to acknowledge their efforts. This campaign will connect local businesses to offer food and encouragement to hospital employees, clinics, and assisted living facilities in the Sheridan.

A reminder that the Foundation will host the Partner Breakfast with a grab and go breakfast on Friday, December 11th. Foundation partners will vote as to where the funds will go this coming year.

BUILDING COMMITTEE REPORT

The hospital currently has two projects going on as a result of the funds received from the Cares Act. The HVAC units for the 2nd and 3rd floors and the lower level are in place. The projects are coming along as planned and will be done by the December 15th deadline. There is nothing else to report at this time.

Before moving into Executive Session, Mike wanted to acknowledge and congratulate Kevin Bailey and First Federal. First Federal was named 2020 Best Community Banks to Work For by the Independent Community Bankers of America. First Federal was one of five community banks in the country recognized for their exemplary efforts to create an exceptional work environment for employees.

OTHER BUSINESS

None.

EXECUTIVE SESSION

David Smith made a motion at 5:16 pm to move into Executive Session to discuss credentialing matters. Gene Davis seconded the motion. Motion carried.

The board reconvened into general session at 5:31 pm. Please see the action taken on Medical Staff appointments and reappointments under the Medical Staff report.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:34 p.m.

Patty Forister, Recorder

Shirley Coulter, Secretary