



**BOARD OF TRUSTEES  
DECEMBER MEETING MINUTES  
WEDNESDAY, JANUARY 6, 2021 4:00 P.M.**

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

**MEMBERS ABSENT:**

**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 December board meeting agenda was reviewed. Gene Davis moved to approve the agenda as presented. Shirley Coulter seconded the motion. Motion carried.

The minutes from the November board meeting held on Wednesday, December 2, 2020 were reviewed. Kevin Bailey motioned to approve the minutes as presented. Shirley Coulter seconded the motion. Motion carried.

The minutes from the special board meeting held on Tuesday, December 22, 2020 to address credentialing matters before end of year were reviewed. Joe Wright motioned to approve the minutes as presented. Andrea Mellinger seconded the motion. Motion carried.

**QUALITY COMMITTEE REPORT**

The Quality Committee reviewed four data points. Inpatient falls for October and November were reviewed with three falls occurring on the medical-surgical unit in October; one resulted in a minor injury and two of the falls sustained no injury. Measures have been put into place to address the matter. There were no falls reported in November.

Flu immunizations were reviewed. We are struggling to get to the 90% compliance rate. The feedback received is since everyone is wearing a mask due to the coronavirus, employees, volunteers, and contractors are choosing not to be vaccinated. We will continue to monitor this.

There is an increase in reporting of near misses. Near misses are safety events where there is no injury sustained to the patient. We will look to improve our processes. There is a rapid improvement event in two weeks to get safety processes in place. Barb Hesper, CNO will report to the board on this.

The committee reviewed utilization data for a one-day stay for Medicare patients. This is a complex measure and is monitored by the physician group and case management, in order to comply with Medicare requirements. There is room for improvement and work will be done on this.

**MEDICAL STAFF REPORT**

Dr. Gonda presented the proposed Bylaws, Rules and Regulations revisions for the board to address. Tom Klepperich, Sheridan Memorial Hospital's staff attorney stated that he did not work on the revisions, as Nick Healy is the medical staff attorney, but he did review the proposed changes and has provided a high-level summary to the board. The purpose of the revision is to improve the way the medical staff handle issues and disagreements among

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themselves. Dr. Scott has a concern on a section of the bylaws; it was discussed and agreed that it is not this board's place to question the content of what has been discussed and accepted by the Medical Executive Committee and their attorney. If the medical staff would like to amend a section of the bylaws, they can do so once again, and it will come before this board for approval. Dr. Gonda, Chief of Staff, indicated that the Medical Executive Committee was comfortable with the changes with no concerns. Kevin Bailey moved to approve the proposed Bylaws, Rules and Regulations revisions as presented. Joe Wright seconded the motion. Motion carried.

### **ADMINISTRATION REPORT**

COVID-19 Update – the number of active cases in November were around 500; this number has been reduced substantially. We are now seeing on average from 50-70 cases on any given day, resulting in a decreased hospital admission rate. Dr. Addlesperger reports that we did see a little uptick after the holidays with 51 positive cases over a three-day period. This has not affected our hospitalization rate, as we have had three to four patients over the last couple of weeks. The transmission rate for the State is .97. Billings, Casper, Gillette and Rapid City are all seeing decreased cases as well. With the decreased cases, our visitation policy has been amended to allow one visitor per patient for non-COVID patients per day. The visitors will be screened, wear a mask, and adhere to other precautions while on campus.

Immunization Protocol / Plan - Testing supplies remain adequate. Those wanting a test have a full range of options from a Rapid PCR Test to Rapid Antigen Testing. We have a tremendous volume of phone calls from the public wanting the vaccine. The hospital is working with Public Health to address. We received an allotment of the vaccine in January to take care of hospital employee front line workers. We are vaccinating groups in phases as per state guidelines. We have identified 4900 residents over the age 70 that could potentially be vaccinated. Public health is experiencing a large volume of phone calls and are unable to keep up. We will work with them to get messaging out to the community.

The hospital should receive another shipment of the vaccine in the next couple of weeks. Dr. Addlesperger will be hosting a round table discussion for staff via Zoom to dispel myths and answer questions about the vaccine. There are a number of staff that have yet to be vaccinated, who are unsure of the safety of the vaccine. There is a small percentage of people that have not tolerated the vaccine well and have had side effects of a sore arm, fever, and body aches.

Guiding Principles- Overview – Mike McCafferty will be sending the guiding principles to the board, with a letter similar to what he sent to hospital leadership a couple of months ago. We are honing in on the transformation planning and Lean thinking integral to our future and the principles to the work that we do. It is important that we get back to the work that was sidelined to some extent with COVID-19. We strengthened our MDI with a tiered huddle system to manage our work through the pandemic. This thinking is critical to our culture and sustains the work we have done around Lean management. This is based on the Shingo Model, which focuses on operational excellence, behaviors and results; principles you embrace and govern as an organization, connecting behaviors for the organization to the work we do every day. This model is based on four dimensions.

1. Ideal Behaviors in which you lead with humility and respect for every individual. Digs down to developing people and providing a safe environment in support of this principal.
2. Continuous Process Improvement to line up the work done with a Lean structure in place. There is a focus on the processes, scientific thinking, flow and value, assuring quality at the source, and seeking perfection.
3. Enterprise Alignment to create consistency of purpose for an organization focused on the customer's journey.
4. Results, which is value for the customer.

All principles support the work we do. The right alignment and right beliefs to match the work we do every day, with the value streams, tiered huddle systems, and management for daily instruction. Individual coaching is done to

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drive home the expectations to use every day and create ideal behaviors in the leadership team.

### **FINANCE**

The November performance is behind budget expectations but in line with the forecast. November was slow overall. We did see cash improvement, as we received payment from the State and reimbursement from the SLIB board for funds that were paid in October for the infrastructure enhancement on the 2<sup>nd</sup> and 3<sup>rd</sup> floors and basement HVAC installation. There was a decline in the payer mix and fewer uninsured patients. There was an increase in Medicare patients and a decrease with VA utilization. We had better than projected write-offs for the month. The Welch Cancer Center continues with a strong performance, but that comes with a high cost of treatment. December continues to see a positive stride with revenue cycle. We had a strong collection month in September along with an improved accounts receivable. The best revenue cycle month will be in December and an all-time low for days in accounts receivable. Surgical services had a high volume in December, out pacing 2019. The Finance Committee looked at investment options for the Wilson Trust, with more discussions to come.

### **FOUNDATION REPORT**

Cody Sinclair wished everyone a Happy New Year and recapped on what transpired with the Foundation in 2020. We are grateful for all the community support related to the coronavirus with the gifts of masks, gowns, resources, food, monetary support, and well wishes. All of the generosity is spelled out in the Gratitude Report, which was mailed to donors this week.

The “Quiet Phase” of the TCU project is going well; we should have 80% of the goal reached by the end of January 2021. The Foundation will have a Community Steering Committee meeting in the coming weeks to help kickoff the community campaign. We have had strong support from major donors, leadership and board members.

### **BUILDING COMMITTEE REPORT**

Rob Forister gave a brief overview of current projects. The project on the 2<sup>nd</sup> and 3<sup>rd</sup> floors, as well as the basement HVAC unit installation, finished on time and under budget. There is a possibility that we can continue to complete additional work on the 2<sup>nd</sup> and 3<sup>rd</sup> floors to support the TCU project. We are awaiting clarification from the SLIB board. Current floor plans for the TCU project were sent to the building committee. Weekly meetings with the project stakeholders are happening to refine and complete the design. Mockup of the spaces will be created to verify the design will work. Work continues on the Women’s Physician locker room, and an update on the project given at the next board meeting.

### **OTHER BUSINESS**

None.

### **EXECUTIVE SESSION**

There will be no executive session.

### **ADJOURNMENT**

With no further matters to come before the board, the meeting adjourned at 4:43 p.m.

Patty Forister, Recorder

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Shirley Coulter, Secretary