



**BOARD OF TRUSTEES
MAY MEETING MINUTES
WEDNESDAY, MAY 26, 2021 4:00 P.M.**

MEMBERS PRESENT: David Smith, Andrea Mellinger, Shirley Coulter, Joe Wright, Dr. Timothy Scott, and Gene Davis
MEMBERS ABSENT: Kevin Bailey
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. The board is meeting in person, practicing social distancing and mask usage. The conference line is open for all others to attend via phone due to COVID-19.

PUBLIC COMMENTS, INTRODUCTIONS

There are no introductions and no one from the media made their presence known.

APPROVAL OF AGENDA AND MINUTES

The May board meeting agenda was reviewed. Gene Davis moved to approve the agenda as presented. Dr. Scott seconded the motion. Motion carried.

The April board meeting minutes from Wednesday, April 28, 2021 were presented and Shirley Coulter motioned to approve the minutes as presented. Joe Wright seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

Barb Hespen on behalf of the Quality Committee states that the quarterly results of the hand hygiene data were reviewed, and we are over 90% compliant in the five different points of contact with the patient. Feedback received last quarter saw an increase in compliments and a decrease in complaints. There is 100% compliance in restraints over the last three months. Readmissions are below national average but trending upward. The committee reviewed Home Care and Hospice annual report. Quality indicators for Home Care were reviewed.

MEDICAL STAFF REPORT

Amy Ligocki, on behalf of Dr. Gonda reminds the board of the Quarterly Medical Staff meeting on Tuesday, June 8 at 6:00 p.m. The board is welcome to attend in person or via a Zoom option.

With nothing else to report, credentialing matters will be addressed in Executive Session.

Dr. Gonda, on behalf of the Medical Executive Committee and the Credentials Committee, presents the following Medical Staff Initial Appointment and Renewal for consideration. There are no concerns noted.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization	C
Kirk Brauer, MD	Active Staff w/privileges May not Admit	Anesthesiology		Big Horn Anesthesiology Associates	4/ 5/

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Wendy Price, PA-C	Advanced Practice Clinician	Cardiology	6/11/2023	SMH Heart Center

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Gene Davis moved to approve Wendy Price, PA-C and Dr. Brauer, with the condition that Dr. Brauer obtain his Wyoming licensure. Dr. Scott seconded the motion. Motion carried.

ADMINISTRATION REPORT

COVID-19 and Immunization Update – There was an article in the paper today, indicating that there is an increased number of hospitalizations in the State of Wyoming, with Cheyenne reporting 19 COVID-19 patients hospitalized. There were 516 cases in November, and the number dropped significantly after the mask mandate went into effect. In January, there were just over 100 cases, and we have not had over 25 cases since April. Sheridan Memorial Hospital has had single hospitalizations, no more than one COVID patient at any given time; and no hospitalizations in the last two weeks. The Sheridan community has had teens to single digits of active cases. The State of Wyoming will be going to pre-COVID standards effective June 1, 2021.

The vaccine clinic is winding things down. There was an increase in demand for vaccinations, so the clinic will remain open for one day a week. The clinic saw 200 people today for vaccinations. The increase appears to be that 13-18 year old age group, who will be traveling with family. We are below the national average in immunizations.

Sheridan Memorial Hospital looks to do the right thing with mask usage. We continue to recommend visitors to wear a mask, as we care for a vulnerable population in the hospital. Employee forums were held to communicate what is reasonable and to keep a line of trust and credibility. We are looking for guidance from the medical staff, Chief Medical Officer, and county health officials to determine what to do as we move forward. We do not plan to open the cafeteria or unlimited access to the building until we can evaluate further. As restrictions ease up and people are vaccinated, and there are fewer cases of COVID-19 and hospitalizations, we will have some sense of normalcy, but we are not there yet. We have had over 600 employees and volunteers vaccinated. We do not know how many in the county, as there are so many places offering vaccinations and we do not know how this information is reported.

Ambulatory Services - Mike McCafferty reports that we have hired a Chief Ambulatory Officer to oversee the clinics and outpatient services. Everyone who will be working with the CAO was a part of the interview process, via Zoom and on-site evaluations. Holly Zajic (pronounced Zites) has accepted the offer of employment. Holly has been with Iverson Memorial Hospital for 15 years and currently serves as the COO. She is a great fit for the community and will be a strong addition to our team. Holly will start in July 2021.

Strategic Deployment Framework – as departments determine where there is a problem to work on, the execution of what needs to be done can be challenging. There is thoughtful identification on how to take the teams and educate staff to be effective in their execution. The people doing the work are pushing the outcomes up. Ongoing coaching is done to make sure we are staying on top of our plans for patient experience, financial sustainability, quality, and safety.

We have created an infrastructure where problems are identified and addressed. We are in a volatile industry, and changes happen quickly. We need to pay attention to how we balance resources and care for our community while being sustainable. A number of hospitals in the state are affiliating with larger organizations, such as Casper, Wheatland and Torrington and are now affiliated with Banner Health. Lander and Riverton hospitals are with Lifepoint, to name a few. We need to pay attention as a leadership group and governance board to all of this for the future of healthcare as a county memorial hospital.

Value Stream Development - value streams are done with the patient in mind; looking at the entire journey of the patient and how we touch them and provide value for them. The chiefs that have value streams spoke of the process and the impact on departments. Leadership would like to see the future of additional value stream analysis

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done on a less formal basis. Department silos are breaking down; problem solving is with the patient at the focus, and not on the department and this is an efficient way to manage. Within the principles is enterprise alignment is the journey of the patient and the interaction with us on their journey, with communication of information from one area to the next. Redesigned processes allowing for efficiencies, principles of continuous process improvement, sustainability and quality of care.

FINANCE

Nathan Stutte, Chief Financial Officer reports that April saw a positive operating margin. Cash on hand increased. The last five months saw an increase in patient volume to Internal Medicine and Women's Health. There was a cash outflow as we paid deferred FICA taxes, which was deferred under the Cares Act. We are seeing a positive trend with uninsured moving downward and an increase in commercial business.

The Finance Committee presents an action item for consideration. Gene Davis made the motion to approve the capital purchase of nine switches at the cost of \$358K, which need to be ordered now, due to lead-time. The switches will be on the 2022 budget. The switches will replace aging switches in the fiber network in the EMR as the technology is outdated. Switches will allow us to feed both IT rooms for redundancy. This will be a recurring item as we have things to replace on our current EMR. Shirley Coulter seconded the motion. Motion carried.

FOUNDATION REPORT

Cody Sinclair reports that there has been many tours of the TCU space and the response has been amazing. Community response has been positive of the hospital, with care provided, the vaccine clinic and the confidence in the TCU and what it can offer to Sheridan. The Foundation is at \$3.8 million or 87% of their campaign goal and have confidence in meeting their \$4 million goal by June 30.

Ada Kirven let the board know that the Foundation will have their annual golf tournament at the Powder Horn on Friday, July 2 with a shotgun start. The money raised will go towards the TCU project.

BUILDING COMMITTEE REPORT

The Building Committee had a meeting to share information on a number of items:

The Women's Physician Locker Room / Lounge – this project is coming in under budget and moving along.

Rob Forister spoke of the future project for cardio pulmonary rehabilitation. Cardio Pulmonary Rehab will be moved to a more patient friendly space and is currently in the design phase.

The GMP has been received and we are in the process of review compared to the total price cost estimates. The cost came in higher than anticipated due to timing and the cost of material being volatile. We will call a special board of trustee meeting in advance of the response to the GMP.

OTHER BUSINESS

Mike McCafferty thanks Dr. Scott for his time on the board, as this is Dr. Scott's last meeting. A gift is presented to Dr. Scott. Dr. Scott states that it has been a privilege to be a part of this organization for 43 years and he is proud to be associated with the hospital. The hospital has a bright future due to the people and this board.

EXECUTIVE SESSION

David Smith motioned to move into Executive Session at 4:52 p.m. to address credentialing matters. Gene Davis seconded the motion. Motion Carried.

General session reconvened at 5:15 p.m. to address the medical staff credentialing. Please see above under the



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Medical Staff Report for action taken.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:16 p.m.

Patty Forister, Recorder

Shirley Coulter, Secretary