



**BOARD OF TRUSTEES
APRIL MEETING MINUTES
WEDNESDAY, APRIL 27, 2022 4:00 P.M.**

MEMBERS PRESENT: Shirley Coulter, Joe Wright, Ron Mischke, Jenifer Shassetz, Gene Davis, and David Smith

MEMBERS ABSENT: Andrea Mellinger

OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Dr. Goddard, Holly Zajic, Nyle Morgan, Nathan Stutte, Cathy Bealer, Amy Ligoeki, Cody Sinclair, Alan Dubberley, Brent Maurhoff, Sharon Krueger, Tyler Crossley, Lynn Grady, Brady Shoemaker, Kristi Ramsay, Rob Forister, Ada Kirven, Erin Oetken, Ann Aksamit, Bryan Optiz, Jennifer Smith, Margaret with the Sheridan Press, and Kevin Koile with Sheridan Media

CALL MEETING TO ORDER

Shirley Coulter, Chairwoman, called the meeting to order at 4:00 p.m. The board is meeting in person, practicing social distancing and mask usage.

PUBLIC COMMENTS, INTRODUCTIONS

Margaret with the Sheridan Press and Kevin Koile with Sheridan Media are acknowledged to be in attendance.

APPROVAL OF AGENDA AND MINUTES

The April board meeting agenda was presented. David Smith moved to approve the agenda. Gene Davis seconded the motion. Motion carried.

The March board meeting minutes from Wednesday, March 23, 2022 were presented and Gene Davis motioned to approve the minutes. David Smith seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

Cathy Bealer, Chief Nursing Officer reported on the following which was reviewed by the committee:

- Work Place Injuries – Education on new needles will be given to employees who draw blood. Fall risk assessments will continue, and patients will be encouraged to use equipment provided to decrease falls, which will also protect employees from injuries.
- Workplace Violence – there were no incidents of workplace violence reported during the first quarter of 2022.
- Patient Feedback - Patient communication needs improvement. Will look at standard work to improve communication.
- Trauma Report – ED dwell time for trauma patients was reviewed, and room for improvement noted.
- Staff Fatigue – continued evaluation and staffing strategies utilized; providing adequate resources including use of nurse travelers, which was needed with numerous resignations.
- Alarm Fatigue – SMH is reviewing equipment that is not as loud and providing education to staff as well. Will continue to monitor safety events related to alarms and conduct staff self-assessments on alarm fatigue.
- Blood Audits/Transfusion – SMH is auditing 100% of the charts, and is 87% compliant throughout the nursing departments. Ongoing monitoring for compliance is in place.
- Restraints and Seclusion – Real time audits are completed and SMH is 100% compliant. Will continue to train and educate new employees on expectations to ensure compliance.

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PATIENT EXPERIENCE COMMITTEE REPORT

Holly Zajic, Chief Ambulatory Officer reports that the committee reviewed:

- Strategic A3 to ensure that the correct partners were being engaged to improve the patient experience.
- Reviewed the NRC patient experience data obtained. Will continue to review the engagement of our patients and how processes work.
- Patient portal enhancement with the texting to patients with appointment reminders. This will roll out to patients in June. Education of staff and the patient is needed.

MEDICAL STAFF REPORT

Credentialing to be done in Executive Session.

Dr. Gonda, on behalf of the Medical Executive Committee and Credentials Committee, brings forth the following Medical Staff Renewals for board review and approval.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
None				

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Loren Budge, MD	Consulting -No Admit w/o Active Physician cosign	Cardiology	4/27/2022	Billings Clinic
Jarret Kuo, MD	Teleradiology/Delegated (No Membership)	Radiology	5/27/2022	Real Radiology
Shawn Stone, MD	Teleradiology/Delegated (No Membership)	Radiology	5/27/2022	Real Radiology
David Henley, MD	Teleradiology/Delegated (No Membership)	Radiology	5/27/2022	Real Radiology
Jolene Karls, PA-C	Advanced Practice Clinician - Physician Assistant	Nephrology	5/18/2022	Billings Clinic
Sarah Coulter, PA-C	Advanced Practice Clinician-Physician Assistant	Emergency Department	5/27/2022	SMH Emergency Department
Derek Gilbert, MD	Active Staff w Priv may Admit	Family Medicine	4/27/2022	SMH Hospitalist

Name	Category	Specialty	Renewal Date	Affiliated Organization
Ian Hunter, MD	Active Staff w Priv may Admit	Internal Medicine	5/30/2022	SMH Hospitalist
Jacob Lieb, MD	Active Staff w Priv may Not Admit	Emergency Department	5/26/2022	SMH Emergency Department
Jamie Ramsay, MD	Active Staff w Priv may Not Admit	Anesthesiology	4/29/2022	Big horn Anesthesia Associates
Alan Smith, MD	Active Staff w Priv may Not Admit	Anesthesiology	4/28/2022	Independent

David Smith moved to approve the Medical Staff Renewal of Sarah Coulter, PA-C as presented. Ron Mischke seconded the motion. Motion carried with Shirley Coulter abstaining.

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David Smith moved to approve the remaining Medical Staff Renewals as presented. Gene Davis seconded the motion. Motion carried.

ADMINISTRATION REPORT

Introduction of the Chief Nursing Officer – Cathy Bealer has accepted the position of Chief Nursing Officer. Cathy was previously the Chief Clinical Officer, and has gone through the interview process for the CNO role. SMH conducted an in-depth search, with the top seven candidates identified for an initial interview. SMH engaged numerous staff from across the hospital to participate in the interview process. The top two candidates were brought on site for a final round of interviews. Cathy was identified to be the next CNO and she accepted the position. This is a critical position in our community and within our organization. Cathy will do a fantastic job for SMH, with history in the community, in nursing, and as a leader in our region.

Master Planning – SMH is identifying projects to align with ARPA funding, which includes the site and facility master plan. There will be an assessment and conceptual planning done to see if there is an opportunity to utilize space for behavioral health, instead of building a new wing. ARPA funding is critical for supplies, materials, infusion, and addressing bottlenecks in the operating rooms. We should have information back in the next couple of weeks and will work with staff on flow and effects on patient care. The last site and facility master plan was completed in 2018.

Plans are moving forward with the Primary Care Clinic and costs are being reviewed. The numbers for construction needs, furniture, fixtures and equipment are upwards of \$250K. Mike will schedule a special board meeting in a week to get specific information to the board, prior to any authorization to proceed. The Gould Street building has been vacated in anticipation of a primary care clinic being operational in late July.

Market Compensation – SMH has responded to dynamics in the work force, by implementing a \$1.8M wage increase effective April 17, 2022. An emergency inpatient wage increase of \$1.68M was implemented in November 2021 for staff in vital roles, and another \$1.8M was issued in January, 2022 relative to an organization-wide salary increase. Human Resources conducted a market compensation study, and worked with hospital leadership on opportunities for salary improvement and to stay competitive. We will be down to three traveling nurses in July. The need for traveling nurses has declined, as well as the cost associated with each traveler. SMH has hired 41 nurses in the past six months, and cross training of staff continues across the organization.

Mike acknowledged that board trustee, Jenifer Shassetz has retired from the Sheridan Police Department. Flowers were presented to Jenifer, with a word of thanks for her and the work she has done for the community.

FINANCE

Nathan Stutte, CFO reports that there was record revenue for the hospital and multiple departments were very busy. SMH still had a net loss in the organization due to costs associated with nurse travelers. SMH saw a minor shift with the payer mix, with the commercial payer mix declining slightly, and the fixed payer mix and government payer mix increasing. There has been a consistent increase in bad debt write-offs as well as medical assistance. Capital activity for the quarter was almost \$1.7M, partially related to the TCU project. The ED, Imaging, and Women's Health experienced growth over the year. Urgent Care was profitable this quarter, and ENT and Surgery was busy with strong patient volumes and revenue growth.

FOUNDATION REPORT

Cody Sinclair reports that a membership mailing has gone out. With the spring weather, the Foundation is thinking about the golf tournament and The Link. Volunteer appreciation was last week, and thanks extended to our board for their volunteer work. An invitation to all volunteers was extended to tour the TCU on Friday, April 29th from

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1:00 pm – 2:30 pm.

BUILDING COMMITTEE REPORT

Rob Forister reports that the electrical system upgrade is being monitored. The submittals have been approved, and the gears and generator have been ordered. The project will be complete in the late fall or early winter due to the lead time required in receiving the generator. Everything else will be ready and in place by the time the generator arrives for installation.

The contractor on the TCU project had indicated a substantial project completion date of May 6th. It appears that they will meet that date and be under budget. The delivery method of Construction Manager at Risk (CMAR) was the right choice for this endeavor, as the collaboration of the contractor, the architect, and SMH project manager combined for favorable outcomes on the project.

OTHER BUSINESS

None.

EXECUTIVE SESSION

Shirley Coulter motioned to move into Executive Session at 4:26 p.m. to address personnel matters. Ron Mischke seconded the motion. Motion carried.

General session reconvened at 4:36 p.m. to address the medical staff credentialing. Please see above under the Medical Staff Report for action taken.

Shirley Coulter motioned to reconvene back into Executive Session at 4:38 p.m. to discuss additional personnel and legal matters. David Smith seconded the motion. Motion carried.

General session reconvened at 5:31 p.m. with no action taken.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:31 p.m.

Patty Forister, Recorder

Andrea Mellinger, Secretary