



**BOARD OF TRUSTEES
AUGUST MEETING MINUTES
WEDNESDAY, AUGUST 31, 2022 4:00 P.M.**

MEMBERS PRESENT: Shirley Coulter, Joe Wright, Ron Mischke, Jenifer Shassetz, Gene Davis, and Kevin Kessner

MEMBERS ABSENT: Andrea Mellinger

OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Dr. Goddard, Holly Zajic, Nyle Morgan, Nathan Stutte, Cathy Bealer, Amy Ligocki, Cody Sinclair, Tom Ringley, Sheridan County Commissioner, Ann Aksamit, Tom Klepperich, Tommi Ritterbusch, Sharon Krueger, Tyler Crossley, Rob Forister, Ada Kirven, Jasmine Slater, Amy Turpin, Bryan Opitz, Jessica Kaminsky, Erin Oetken, Jessica Lucas, Brittany Velasquez, Dr. Josh Scott, Dr. Rita Cherni-Smith, Dr. Erica Rinker, Sean Bonnet, Brady Shoemaker, and Kevin Koile with Sheridan Media

CALL MEETING TO ORDER

Shirley Coulter, Chairwoman, called the meeting to order at 4:01 p.m.

PUBLIC COMMENTS, INTRODUCTIONS

Amy Ligocki introduced a few of the new physicians that have recently joined Sheridan Memorial Hospital. Amy thanked each for working with her during the on-boarding process.

Dr. Rita Cherni-Smith will be working in the newly expanded and updated Transitional Care Unit. Dr. Cherni-Smith has 30 years of experience in healthcare and is excited for the prospect of working with SMH and the population that will be served in the TCU. Dr. Cherni-Smith will begin at SMH mid-September, once the expanded TCU starts receiving patients.

Dr. Josh Scott will be working with the surgeons at Big Horn Surgical. He grew up in Sheridan and many will know his father, Dr. Tim Scott (retired OB/GYN). He is happy to be back to raise his young family in Sheridan and to be at SMH. He has completed a robotics fellowship and is excited to bring his skills to take care of the community. Dr. Scott will begin his practice mid-September.

Dr. Erica Rinker is a board certified family medicine physician, who brings with her many years of experience. She is serving patients at the Primary Care Clinic downtown. She was previously working in Buffalo, but is excited to be part of the team and to be in Sheridan and working with her medical school colleagues. Dr. Goddard, our CMO / Emergency Medicine physician is one of her medical school colleagues. Dr. Rinker grew up in Columbus, MT.

Dr. Isaac Hayward is a new Emergency Medicine physician as well and unable to attend as he is working in the emergency department today.

There are many dedicated, great people we have added to our organization and a warm welcome was extended to all.

APPROVAL OF AGENDA AND MINUTES

The August board meeting agenda was presented. Ron Mischke moved to approve the agenda. Kevin Kessner seconded the motion. Motion carried.

The July board meeting minutes from Wednesday, July 27, 2022 were presented and Ron Mischke motioned to approve the minutes. Gene Davis seconded the motion. Motion carried.

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QUALITY COMMITTEE REPORT

Amy Turpin is introduced as the Director of Continuous Improvement and overseeing the Quality and Lean Departments. The Quality Committee met and Amy reports the following:

- Mammography callback rates were reviewed and SMH is below the national average in having patients needing to return for additional imaging. This is a positive statement as the national average is 10% of patients needing to return for additional imaging and SMH is averaging a call back rate of 7.1%.
- Critical Radiology results are well below the 30-minute standard. Communication amongst providers is strong.
- Utilization Management Plan revisions for 2022 were reviewed and approved by the Quality Committee.
- Work place violence data showed one event submitted during this reporting period, with policy and procedures followed as outlined.
- The antimicrobial stewardship program members reviewed Vancomycin use and will continue to monitor and provide feedback to the physicians.
- Medication adverse events and medication errors were reviewed and there was no harm to any patient and there are no trends to be addressed.
- Tissue graft infection data was reviewed.
- Quality core measure criteria is being met.
- Critical lab result timeframes were met in the ICU and Emergency Department. There is room for improvement in med-surg.
- Review of restraint and seclusion audits reviewed. 100% of charts are being audited in real time.
- Blood transfusion compliance data reviewed and real time audits being performed.

Amy Turpin has been a part of the hospital for a very long time. She is a critical care nurse and highly respected in our region. She has been an educator of a lot of our nurses through Sheridan College. Amy's work through Team STEPPS, as a care giver, and as a leader is tremendous. SMH will tap into her leadership and expertise in process improvement and quality.

PATIENT EXPERIENCE REPORT

The Patient Experience Committee met at the Primary Care Clinic (PCC) and took a tour. Tyler Crossley, PCC Manager presented on the initiatives of primary care and what is being done to improve the patient experience and satisfaction. Patient parking and congestion concerns were addressed. A patient drop-off/pick-up area has been identified and approved by the City; we are waiting on signage. Primary Care will do a health fair in October to partner with breast cancer awareness month. The clinic has experienced some walk-in traffic and are able to get patients seen in a timely manner. A Patient Advisory Committee will be established to engage our patients for continued feedback and improvement.

MEDICAL STAFF REPORT

Dr. Gonda, on behalf of the Medical Executive Committee and Credentials Committee, recommends approval of the Medical Staff Initial Appointment and Medical Staff Renewals as discussed in Executive Session. There are no concerns to note.

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MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Brenda Fischer, FNP-BC	Advanced Practice Clinician - Nurse Practitioner	Family Nurse Practitioner		SMH Transitional Care Unit
Daniel Holst, MD	Active Staff with Priv – May Admit	Urology		Billings Clinic / SMH BHS Outreach
Josh Scott, MD	Active Staff w Priv - May Admit	General Surgery		Big Horn Surgical
Jory Wasserburger, MD	Active Staff w Priv – May Admit	Orthopedic Surgery		Sheridan Orthopedic Associates

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Matthew Moog, MD	Active Staff w Priv – May Admit	Anesthesiology	10/1/22	Big Horn Anesthesiology Assoc
Anthony Quinn, MD	Active Staff w Priv – May Admit	Orthopedic Surgery	7/26/22	Sheridan Orthopedic Associates
Bairn Walker, MD	Consulting –No Admit w/o Active Physician cosign	Ophthalmology	8/29/22	Wyoming Eye Surgeons
Lawrence Gill, MD	Active Staff w Priv – May Admit	OB/GYN	9/16/22	SMH Women's Clinic

Joe Wright moved to approve the initial appointment and renewals, pending receipt of DEA licensure for the initial appointments of Drs. Holst, Scott and Wasserburger. Kevin Kessner seconded the motion and the motion carried. Amy Ligocki, Medical Staff Manager explains that the state requires a physician to have a Wyoming address in order to receive a DEA license through the federal application process. All three recently moved from out of state to Sheridan, resulting in a delay. All three can still practice, but cannot prescribe narcotics until the licensure is in place.

The quarterly Medical Staff meeting will be held on September 17th and the officer elections will be taking place. Dr. Gonda has agreed to serve another 2 years as Chief of Staff and there are two candidates running for the Vice Chief of Staff position.

ADMINISTRATION REPORT

Patient Experience Structure – a memo was recently released outlining where we are at with quality, case management and the utilization review departments. The Patient Advocate is currently in this mix and after evaluation and to insure SMH is in alignment with our strategic priorities, it was determined to carve this position out and to form an office of the patient experience. Recruitment for a Director of Patient Experience will begin this month and Mike will work with the director across the health system relevant to the engagement with patients, technology, and creating a better overall experience for our customers. Once a director is identified, we will build out the balance of the team with other positions to lead work on patient engagement and technology innovation.

ARPA Request Update – SMH submitted four applications to ARPA for funds associated with \$85M available through SLIB. There is quite a screening process and hope to be notified where each application is at along the way. The leadership team did a great job in the application process. Special recognition given to Rob Forister for his participation in the grant writing process.

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HHS Application – Innovation Grant - There is another innovation grant that has been submitted for the EmPATH and Crisis stabilization unit project. This is a \$625K research grant, which would be used to build the physician and clinical infrastructure. A requirement of this grant is to collaborate with others outside of the hospital that have the expertise to run such a unit and achieving some metrics. We hope to show that in building this unit, we will decrease the number of involuntary holds by having the clinical infrastructure to evaluate a patient before making a disposition. The application has been submitted and the review process is scheduled for November.

Physician Recruitment – Sheridan Orthopedics just added another physician and SMH continues to grow Primary Care in order to expand our reach in the community. SMH has hired Dr. Emily Denney, currently practicing family medicine in Hamilton, MT. Dr. Denney will begin in February 2023 at the Primary Care Clinic. Dr. Derek Redinger was recently hired and will be starting in Internal Medicine in September. The scope of our medical staff is impressive and we are doing great work as we grow to meet the needs of the community. We continue to focus on our aging population as we look to recruit a geriatrician.

Big Horn Surgical Update - With the move of physicians to our offsite location at the Primary Care Clinic, space opened up on the north end of the internal medicine practice. Big Horn Surgical has moved to this location on the main floor of the Outpatient Center as more space was needed with the addition of Dr. Josh Scott to the practice. The outpatient lab was moved in order for Big Horn Surgical to use this space as well to receive patients. We foresee great collaboration between Internal Medicine and the Surgeons due to the close proximity of the practices.

Primary Care Update – We are impressed with what primary care has done. Everyone has paid attention to the feedback received from the community to make this clinic a success. There is a culture of getting people together and solving problems, listening to the community about access and getting people seen quickly. There are challenging circumstances and changing the culture in customer service.

Outpatient Lab Services Update - The outpatient lab was moved and is now in a shared space with outpatient radiology. This was an easy transition as the lab used to be in this space and it is a very nice area. There will be a single point of entry for the lab and outpatient radiology needs. Some lab services are located at the downtown clinic as well. Over time, the idea is to have the phlebotomist go to the patient in the exam room in the clinic settings.

With the move of Big Horn Surgical, the freed up space will allow for the expansion of Dr. Jason Ackerman's Addiction Medicine Clinic. This skilled team is doing great work and the hospital will invest in this service line and move them to a larger space. There is an opportunity to serve the greater Wyoming and Montana areas through telehealth options. SMH would like to expand our footprint in providing services so no one else comes in, as big organizations want to break into rural areas.

FINANCE

Nathan Stutte, CFO reports on the July results, as we fell short of the budget. Operating costs are under budget, but the operating margin was missed for the month. The payer mix declined in July, and has declined even further in August. VA patient usage has doubled from last year and Medicaid is up significantly. Medicare is trending downward. Cash on hand is at 43 days. Medical assistance is over \$1M, and there is a tremendous influx of applications with high deductible plans coming into play.

In the board packet is a representation letter from the hospital's auditors, CliftonLarsonAllen (CLA), who is going through the audit and federal filing process required for the CARES money SMH received. The letter states we have met the terms and conditions of the grant and CLA is providing an unmodified opinion. Gene Davis moves to accept the representation letter as outlined. Ron Mischke seconded the motion. Motion carried.

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FOUNDATION REPORT

Cody Sinclair reports on the Transitional Care Unit open house event that took place last week. A thank you was extended to the board and leadership team for the vision to see the expansion need for the community. It was amazing to see the engagement from the physicians and the community members as well. Cody extended a thank you to the Foundation Team members for their work in engaging various committees, community members, physicians, and getting the space ready to host an open house – Ada Kirven, Jasmine Slater and Krista Jensen.

BUILDING COMMITTEE REPORT

There was no meeting this month as there are no action items or decisions to be made. Rob Forister updated the board on the status of the generator project, cooling tower, and other minor projects relevant to Primary Care and the houses on the property previously known as NSI. The board again recognized the work of the project manager, Jordan Lentz. We are happy to have him on the SMH team and the building committee will let him know how much he is appreciated for the work he does.

OTHER BUSINESS

None.

EXECUTIVE SESSION

Shirley Coulter motioned to move into Executive Session at 4:52 p.m. to address personnel and legal matters. Joe Wright seconded the motion. Motion carried.

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

Andrea Mellinger, Secretary