



**BOARD OF TRUSTEES
DECEMBER MEETING MINUTES
Wednesday, December 28, 2022 4:00 P.M.**

MEMBERS PRESENT: Shirley Coulter, Joe Wright, Ron Mischke (via phone), Gene Davis, Kevin Kessner, and Andrea Mellinger
MEMBERS ABSENT: Jenifer Shassetz
OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Dr. Luke Goddard, Holly Zajic (via phone), Nyle Morgan, Nathan Stutte (via phone), Amy Ligocki, Cody Sinclair, Amy Turpin, Kelly Lieb, Tom Ringley, Sheridan County Commissioner, and Shelby with the Sheridan Press

CALL MEETING TO ORDER

Shirley Coulter, Chairwoman, called the meeting to order at 4:00 p.m.

PUBLIC COMMENTS, INTRODUCTIONS

Shelby with the Sheridan Press was acknowledged.

APPROVAL OF AGENDA AND MINUTES

Andrea Mellinger moved to approve the December board meeting agenda as presented. Joe Wright seconded the motion. Motion carried.

Gene Davis moved to approve the minutes of the November board meeting held on November 29, 2022. Kevin Kessner seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

Amy Turpin reports that the Quality Committee did not meet due to the weather, but will convene in January to review the December and January data and reports.

PATIENT EXPERIENCE REPORT

Mike McCafferty states that the committee met last week and Kelly Lieb and Holly Zajic put together information to guide SMH in patient experience, utilizing two high level A3's. The A3's pertain to the HCAHPS for inpatient data and the other for outpatient utilizing NRC data. These guiding documents solidify the work we believe is the right work to get the results we are looking for. The committee will focus on one of the two A 3's each month to make sure we are making progress. Kelly Lieb states that this is the framework for where we are going. Other areas/departments of the hospital will also be contributing to the A3's.

MEDICAL STAFF REPORT

Dr. Gonda, on behalf of the Medical Executive Committee and Credentials Committee presents the following Medical Staff Initial Appointments and Medical Staff Renewals for consideration. There are no issues or red flags identified.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Abigail Holzwarth, NP	Advanced Practice Clinician - Nurse Practitioner	Medicine	n/a	Billings Clinic Nephrology

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MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Patrick W. Cobb, MD	Consulting -No Admit w/o Active Physician cosign	Oncology	12/21/2022	St. Vincent's Healthcare (Billings, MT)
Robin K. Horsley, AGACNP-BC	Advanced Practice Clinician - Nurse Practitioner	Medicine	1/29/2023	SMH Hospitalist
Tracy L. Jons, MS, PA-C	Advanced Practice Clinician - Physician Assistant	OBGYN	1/2/2023	SMH Women's Clinic
Jessica L. Neau, PA-C	Advanced Practice Clinician - Physician Assistant	Medicine	1/22/2023	SMH Primary Care
Clay A. Smith, MD	Active Staff w Priv - May Not Admit	Emergency Department	1/9/2023	SMH Emergency Department
Breanne E. Terakedis, MD	Active Staff w Priv - May Admit	Radiology	12/30/22	Billings Clinic Welch Cancer Center

Confidential and Privileged.

Joe Wright motioned to approve the Medical Staff Initial Appointment and Medical Staff Renewals as presented. Kevin Kessner seconded the motion. Motion carried.

ADMINISTRATION REPORT

People (Reflection of the work done by our staff) – Mike is putting together correspondence to staff around his personal experience/journey as a recent patient. He has a list of approximately 40 people who were involved in his care journey, all doing different things to make the process a great experience. Mike reflects that this is amazing to behold when you are the patient; with the communication to insure that processes were understood and what to expect. There is a level of care and compassion enhanced by the skill and expertise of the people who show up to work every day. Mike is grateful to be a part of the organization with staff who care as much as they do and the teams they work in to deliver great service, at every point in the process. Mike would like to say thank you to everyone, for the managers who work with staff, those acting as a guide and coach, setting goals, and encouraging kindness, compassion and teamwork.

SLIB Application Update – Mike was able to present to the State Loan and Investment Board (SLIB) on December 15 pertaining to the remaining three applications SMH submitted for review for potential funding. SMH has one of four grant applications already approved. SLIB had a tall order to try to fulfill everyone's needs and applications, with \$250M in requests for \$85M of funds available. SMH is fortunate to have our top two priorities now funded. SMH was awarded \$5.9M for the EmpATH and Crisis Stabilization Unit and \$480K for the Emergency Department Triage Remodel. The SLIB denied our applications for the HVAC distribution system throughout the second and third floors and the remodel of space for our supply chain inventory. SMH has already paid for the HVAC distribution system for the second and third floors, but applied for funds to get the balance of work yet to be done. The supply chain space, pre-pandemic housed a 4-7 day supply of inventory. Supply Chain now maintains a 30-45 day inventory due to supply chain issues. There is nowhere to store supplies and this hinders the way we do business. At any given time, there is approximately \$1.5M of inventory on hand, stored in various areas of the hospital due to lack of space in the material management footprint. SMH will make this a priority to fund a larger space for supplies, along with the behavioral health project and triage area in the emergency department. With the funding for the triage area, we have the opportunity to create a space with segmented areas, specific to what a

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person may be coming to the emergency department for, i.e. trauma, upper respiratory, a laceration or behavioral health needs.

SMH will contact CTA to start the design development for those projects. Conceptual planning only has been done so far. The ARPA funds allocated through SLIB will need to be dispersed by 2026.

Sheridan County Commissioners Resolution – Mike states that the County Commissioners passed a resolution committing \$2.5M from the County to help fund the EmPATH and Crisis Stabilization Unit. Mike McCafferty, CEO and Shirley Coulter, Board Chair sent a letter to the commissioners, acknowledging SMH's appreciation of the county's partnership. Commissioner Tom Ringley, states that the county has never contributed to a capital project before. The commissioners are well aware that the hospital has discounted over a \$1M a year towards behavioral health charges. The hospital receives approximately \$300K annually from the county for Title 25 needs. Mr. Ringley states that it is appropriate for the county to step up and help with the challenging behavioral health needs in our community. The commissioners are looking forward to seeing the impact the EmPATH and Crisis Stabilization Unit will have on our community. The \$2.5M from the county along with the \$5.9M from the SLIB will go a long way towards meeting the \$12.8M project cost.

Workforce Update – Mike presented to a legislative forum a few weeks ago and presented information on the behavioral health unit, and talked through the process and challenges around workforce needs. Mike states that this will not hold us back from fulfilling our mission. Mike will provide an ongoing update on workforce and challenges, which all employers face.

Cody Sinclair shares that healthcare facilities face the same challenges across the nation. SMH has great leaders focusing on recruitment and retention. During COVID, SMH had approximately 100 job openings; we currently have 54 openings. Leaders are focused on cross training personnel, allowing the ability to “float” staff to other areas as needed to fill a gap. House supervisors are filling in and covering areas when and where asked. There are many clinical positions that are hard to fill, along with entry-level positions, such as environmental services. SMH has reduced the number of traveling nurses since July, but will have a few coming on as we open the second floor of the transitional care unit. The third floor of the TCU has been at capacity since opening. SMH will also have a traveling histotech to meet our needs. Radiology continues to have staffing challenges and cath lab personnel have been able to help while recruitment efforts continue. Success in filling positions changes in how we look for staff; managers are quick to interview applicants and target candidates they are aware of who have yet to apply. Turnover has increased a bit as well as people retire and relocate. Board supported competitive salaries and great benefits help in our recruitment efforts. There are some housing issues, but SMH has some temporary homes to help offset that issue.

FINANCE

Gene Davis, Finance Committee Chairman reports that the committee had a good meeting. There is a 3% margin for the month of November. The hospital is showing a 3.8% year to date loss, due to the payer mix. The payer mix is weighted heavily to Medicaid, Medicare and the VA. Since 2020, there has been a slow but steady decline in commercial business. SMH has seen Medicaid, on average, take a 100 days to pay, the VA is at 54 days, and patient balances are growing. Uninsured patient balances due has grown to 300 days. There is a project in process to help bring this balance down. The trend of commercial payers is tracking down, Medicaid, and VA picking up. The hospital is busy with increased surgical volumes, with spine procedures leading the way. The orthopedic surgeons have had steady cases as well. Dr. Krzyminski in Women's Health has been busy in the OR as well. The Welch Cancer Center is slow this time of year, but remains busier than they were a year ago. The clinics have seen growth due to strategy and initiatives put into place. There has been a little decline at Urgent Care due to fewer COVID testing and vaccinations. The committee discussed capital, as the DaVinci lease has been recorded and will be a long-term liability for the next seven years.

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FOUNDATION REPORT

Cody Sinclair, Chief Development Officer stated that the annual gratitude report was released with great response. Thanks extended to Jasmine Slater for her work on the report. The Partner Breakfast was prior to Christmas and the Foundation had a great employee turn out. The partners voted to have the partner gift of \$40K go to fund the GAP Program. The GAP program supports a patient in going home when leaving the hospital for a successful transition. This program has now expanded to outpatient needs as well.

BUILDING COMMITTEE REPORT

There was no meeting this month and nothing new to report on existing projects. Nyle Morgan states that SMH has started our engagement with CTA on plans for the SLIB funded projects.

OTHER BUSINESS

None.

EXECUTIVE SESSION

Shirley Coulter made the motion to move into Executive Session at 4:34 p.m. to address personnel and legal matters. Joe Wright seconded the motion. Motion carried.

General session reconvened at 4:50 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 4:51 p.m.

Patty Forister, Recorder

Andrea Mellinger, Secretary