



**BOARD OF TRUSTEES
FEBRUARY MEETING MINUTES
Wednesday, February 22, 2023 4:00 P.M.**

MEMBERS PRESENT: Shirley Coulter, Andrea Mellinger, Joe Wright, Jenifer Shassetz, and Gene Davis
MEMBERS ABSENT: Kevin Kessner and Ron Mischke
OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Holly Zajic, Nyle Morgan, Nathan Stutte, Rob Forister, Ann Aksamit, Brady Shoemaker, Amy Ligocki, Cody Sinclair, Ada Kirven (via phone), Amy Turpin, Brittany Goodvin, Bryan Opitz, Sharon Krueger, Sean Bonnet, Chris Bilyeu, Brent Maurhoff, Erin Oetken, Jennifer Gaona, Tyler Crossley, and Kevin Koile with Sheridan Media

CALL MEETING TO ORDER

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

PUBLIC COMMENTS, INTRODUCTIONS

There are no introductions at this time.

APPROVAL OF AGENDA AND MINUTES

Andrea Mellinger moved to approve the February board meeting agenda as presented. Gene Davis seconded the motion. Motion carried.

Joe Wright moved to approve the minutes of the January board meeting held on January 25, 2023. Gene Davis seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

The council met and reviewed data for the month. Amy Turpin reports that there are no trends or areas of concern to report at this time. Some of the areas highlighted included:

- Core measures, medication adverse events, critical lab results, mammography call back, and employee injuries to name a few. Safety reporting has increased, which is a positive statement, indicating our processes are working.

PATIENT EXPERIENCE REPORT

Kelly Lieb, Director of Patient Experience states that we are seeing movement in patient satisfaction scores in HCAHPS for care transitions and willingness to recommend. Work continues on communication of physicians and nursing staff. Survey questions were reviewed with the ambulatory clinic managers, making sure the questions were understood and finding opportunities for improvement. Kelly provided a high level A3 review and the algorithm involved. HCAHPS scores are utilized for inpatient and a Net Promotor Score is tabulated in the outpatient setting. Great strides for improvement are being made.

MEDICAL STAFF REPORT

Dr. Gonda reports that the medical staff had a fundraiser on February 3 to raise funds for the Sheridan County Medical Society Scholarship. The event was a lot of fun and great to have the medical staff gather for a great evening outside of work.

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.

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MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Kara Larsen, DO	Delegated – Telemedicine	Psychiatry		Avel eCare
Sundeeep Ram, DO	Locums – Independent	Hospitalist		Sheridan Memorial Hospital

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Autumn Barrett, PAC	Advanced Practice Clinician	Physician Assistant – Hospitalist	3/3/2023	Sheridan Memorial Hospital
Steven Clements, MD	Locums – Independent	Hospitalist	2/28/2023	Sheridan Memorial Hospital
Martin Lucas, MD	Active Staff – May Admit	Hematology/Oncology	3/3/2023	SMH – Welch Cancer Center
Steven McCormack, MD	Delegated – Telemedicine	Teleradiology	3/6/2023	Real Radiology
Brianna Rick, MD	Delegated – Telemedicine	Psychiatry	03/4/2023	Avel eCare

Joe Wright motioned to approve the Medical Staff Initial Appointments and Medical Staff Renewals as presented. Andrea Mellinger seconded the motion. Motion carried.

ADMINISTRATION REPORT

Mike McCafferty states that the March Board of Trustee meeting had been moved from March 22 to March 15 due to some scheduling concerns. Those concerns have been resolved and he is requesting that the March meeting be moved to its original date of March 22. This will provide the Finance Department the time needed to pull their reports and provide a financial summary for the month. The trustees in attendance indicated that would be fine and to schedule as needed.

Community Needs Assessment & Physician Demand Analysis – Every few years, SMH refreshes work that is important to us to understand the needs of the community and look at the demand for medical staff. One report is nearly done and the other will begin sometime this spring. The community health needs assessment gathers information on out-migration, population demographics and the community needs. The report will take approximately six months to complete. The physician demand analysis is in process under the direction of Holly and Amy with a company called Veralon. Mike will bring this report back to the board for review once completed in the next month or so. We hope to receive good data back to what the community needs for physicians.

Governor’s Visit | SLIB – Governor Gordon visited the Sheridan community last week, in which he spent a couple of hours with Sheridan business leaders. SMH hosted approximately 60 people on campus to meet with Governor Gordon. Cody Sinclair and Dixie Johnson with the Chamber coordinated the event. Mike states that SMH is fortunate to have the governor’s leadership, and he is thoughtful in his approach and does a nice job. The State Legislature faces many challenges and we are grateful for their support.

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The governor reviewed the plans for the new EmPATH and Crisis Stabilization Unit, and toured the areas that will be affected to make this unit a reality. The governor is very engaged to the needs of the State, and Sheridan and Johnson counties. He also made time to tour the Transitional Care Unit. SMH appreciates the support and resources of our state and local government.

Ambulatory Service Administration – Mike recognizes Holly Zajic’s departure from SMH and extends his thanks to Holly for her work as Chief Ambulatory Officer (CAO), for her caliber of work and presence in the community. Holly was instrumental in establishing Primary Care and providing leadership within the clinics and with the medical directors. We wish her well as she takes a new position with UC Health in Denver, where she will be closer to her sons.

Mikes states that we will not be replacing the CAO position, rather bringing in director level leadership. Sharon Krueger and Sean Bonnet are introduced to the board, as they will work with Dr. Gross in a leadership dyad, medical director and director, working together in this leadership model. Sharon is the current manager of the SMH specialty clinics. Sean was the lab manager many years ago, left to go to Denver, and then came back as a Lean facilitator. SMH is excited for what is on the horizon for ambulatory care moving forward.

Operational Excellence Management Guide - An updated strategic deployment plan for the next four years is being finalized. The plan will include A3 initiatives and how we execute the plan through the organization. This will be a guide leaders can work from. It should be ready next month for review.

FINANCE

The finance committee reviewed January business and the previous seven months. The hospital stayed busy even with a shifting payer mix, with the fixed payer group growing. The commercial payer is in decline and there is an increase in VA utilization of services. There is pressure on write off percentages and what SMH can do to improve this trend.

SMH experienced an operating loss in January, but the loss was better than anticipated due to strong reimbursement from the health plan. Many of the clinics are seeing growth and continue to be busy. There is a decline in cash on hand. Nathan is paying attention to this matter and formulating a mitigation plan. The area demographics consist of fixed payers, Medicare, Medicaid and VA utilization, which SMH has no control over. The Financial Advocates are working to get people insured through Medicaid and through the insurance exchange program.

SMH is contracting with our auditors, CliftonLarsonAllen to review our revenue cycle to identify opportunities to renegotiate third party contracts and those not paying as contracted, as SMH tries to capture what is owed through private pay.

New Investment Account (Action) – Gene Davis on behalf of the Finance Committee recommends adoption of the resolution in order to manage the hospital’s cash more efficiently. This account will allow short duration bond funds with enhanced returns, optimizing our cash holdings. This is a new account with First Interstate Bank Wealth Management. Jen Shassetz recommends approval of the resolution as presented. Joe Wright seconded the motion. Motion carried.

FOUNDATION REPORT

Cody Sinclair, Chief Development Officer stated that next week is employee appreciation, in which the Foundation recognizes our employees for their contributions towards patient care. There will be a “popcorn party” with toppings on Friday, March 3 and the board is invited to attend. There will be a breakfast for employees as well. The Foundation board will meet on Tuesday, February 28. Memberships and sponsorships are going well.

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BUILDING COMMITTEE REPORT

The Building Committee briefly met, as there is not much to report on at this time. Rob Forister states that there are two open projects – the boiler replacement and the electrical upgrade. Both projects are on hold until June when the products arrive; projects are well managed and on budget.

OTHER BUSINESS

None.

EXECUTIVE SESSION

Shirley Coulter made the motion to move into Executive Session at 4:30 p.m. to address personnel and legal matters. Joe Wright seconded the motion. Motion carried.

General session reconvened at 4:39 p.m. to address the medical staff credentialing. Please see above under the Medical Staff Report for action taken.

Shirley Coulter motioned to go back into Executive Session at 4:40 p.m.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:10 p.m.

Patty Forister, Recorder

Andrea Mellinger, Secretary