



**BOARD OF TRUSTEES
SEPTEMBER MEETING MINUTES
Wednesday, September 27, 2023 4:00 P.M.**

MEMBERS PRESENT: Jenifer Shassetz, Kevin Kessner, Shirley Coulter, Tobie Alsup, Gene Davis and Richard Garber

MEMBERS ABSENT: Ron Mischke

OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Joe Wright, Cathy Bealer, Nathan Stutte, Dr. Goddard, Tom Klepperich, Ada Kirven, Dr. Dougherty, Brady Shoemaker, Tommi Ritterbusch, Erin Oetken, Ann Aksamit, Tonya Carlson, Kristen Czaban, Brent Maurhoff, Sharon Krueger, Lisa Kirkwood, Alaina Bergstrom, Britney Varner, Brittany Goodvin, Shelby Kruse with the Sheridan Press and Kevin Koile with Sheridan Media.

CALL MEETING TO ORDER

In Ron's absence Jenifer Shassetz, Vice Chairman, called the meeting to order at 4:00 p.m.

PUBLIC COMMENTS, INTRODUCTIONS

Tobie Alsup, our newly appointed trustee was introduced and welcomed by all.

APPROVAL OF AGENDA AND MINUTES

Mike McCafferty requested that the agenda be amended to add consideration of the main entrance project under the Building Committee Report. Kevin Kessner moved to approve the amended board meeting agenda. Shirley Coulter seconded the motion. Motion carried.

Gene Davis moved to approve the minutes of the August board meeting held on August 23, 2023. Richard Garber seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

Tommi Ritterbusch, Director of Performance Improvement states that the Quality Committee reviewed readmission rates, restraints and seclusions, discrepancies between pre and post-operative diagnosis, patient care contracted services, blood audits and transfusions, code blue and rapid responses, medication scanning, inpatient falls and safety events. There are no areas of concern or negative trends to be concerned with. The Utilization Management Plan was updated for 2023 and reviewed by the Quality Committee. Kevin Kessner states that it is the recommendation of the Quality Committee for the board of trustees to adopt the UM Plan as presented. Shirley Coulter moved to approve the Utilization Management Plan for 2023. Gene Davis seconded the motion. Motion carried.

PATIENT EXPERIENCE REPORT

There has been connectivity issues with NRC so we have been unsuccessful in retrieving the patient experience data to review. Cathy Bealer reported on a successful project relevant to scheduled and unscheduled C-sections that the Women's Health team has been working on and tracking. The engagement of the staff, leadership, Dr. Scalva and the surgical team played crucial roles in achieving a successful outcome. Part of the success is the platform in place for process improvement. Lean provides the platform to solve problems, take action in a standardized way that everyone can follow and understand.

Another patient experience project that was implemented was relevant to on-time operating room start times. Brent Maurhoff, Director of Surgical Services spoke on the success of the project and how it is attributed to the lean processes, with barriers identified and counter measures implemented. Processes were created that everyone can follow with a common goal and common language. It has been a great experience to have a project go through to a

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successful conclusion.

MEDICAL STAFF REPORT

Dr. Gonda states that the quarterly medical staff meeting was held. Britney Varner in the medical staff office will be the contact while Amy Ligocki is on maternity leave. There are a number of new medical staff members coming on board, which Mike and Dr. Gonda will address under the administration report.

Discussion on the credentials of initial appointments and renewals will be held in Executive Session.

Dr. Gonda, on behalf of the Medical Executive Committee and Credentials Committee recommends the following Medical Staff Initial Appointments and Medical Staff Renewals for consideration and approval.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Sara Beth Berner-Orcutt, DO	Telemedicine/Delegated (No Membership)	Psychiatry/Neurology		Avel Telepsych
Hugh Bigg, DO	Consulting -No Admit w/o Active Physician cosign	Pediatric Cardiology		St. Vincent's (Billings, MT)
Valerie Cates, LCSW	Non-Member LIP - Mental Health Consult (Psych, Mental Health)	Mental Health Clinician		Sheridan Memorial Hospital
Allison Dawson, MD	Active Staff w Priv - May Admit	Internal Medicine/ Palliative Care		SMH Internal Medicine Clinic
Michael Peters, MD	Active Staff w Priv - May Not Admit	Anesthesia		Big Horn Anesthesia Associates

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Vineeth Kumar, MD	Telemedicine/Delegated (No Membership)	Medicine/ Critical Care	10/27/23	Billings Clinic Pulmonary

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Ivy Larson, CST	Advanced Practice Clinician - Certified Surgical First Assist	Surgical Tech	10/24/23	Sheridan Memorial Hospital / Sheridan Surgical Center
Jeff Shideman, FNP-C	Advanced Practice Clinician - Nurse Practitioner	Family Nurse Practitioner	10/30/23	SMH Primary Care Clinic

Shirley Coulter moved to approve the Medical Staff Initial Appointments and Medical Staff Renewals as presented. Tobie Alsup seconded the motion. Motion carried.

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ADMINISTRATION REPORT

Mike took this opportunity to welcome Tobie Alsup to the board. Tobi will be a great addition to the leadership group with her valuable nursing experience and community involvement. Welcome Tobi!

Mike also welcomes Joe Wright to his first board meeting as a hospital employee instead of a board trustee. It's good to have Joe join the organization and he has fit in really well.

WHA Annual Meeting Recap & Norman S. Holt Award Recipient – Mike announced that Jazz Scott, a labor and deliver nurse, was the recipient of the Norman S. Holt Nurse of the Year award at the Wyoming Hospital Association annual meeting. This is an amazing accomplishment, and Jazz is a tremendous person. The award is reflective of Jazz and of the great work that goes on in the hospital. We are very proud of Jazz and the work she does.

Jenifer Shassetz states that she has attended three WHA annual meetings and they keep getting better. The training is good, as well as meeting with the various vendors.

Shirley Coulter states that there are outstanding speakers and she has learned a lot. She states that the Norman S. Holt recognition has never been awarded to a Sheridan nurse, so wanted to acknowledge how special this is for the hospital.

Senator Barraso spoke of the good work being done at Sheridan Memorial Hospital (SMH) and that of the Foundation. Other hospitals want to mirror what SMH is doing and it is very exciting. Shirley comments that Sheridan Memorial Hospital was used in a lot of examples. Richard Garber states hearing how other foundation offices function was interesting compared to the SMH Foundation office. Also, the reputation of the hospital is how we attract the people we do.

Mike concluded that Rick Pollack the president of the American Hospital Association was in attendance also. The WHA tries to keep the information fresh so people will attend.

Wyoming Regional EMS Open House – the open house held earlier this month (September 5) went well and was well attended. There has been a lot of work put into this endeavor to make the service a success. Nathan Stutte and Dr. Goddard have put in a tremendous amount of work on the infrastructure and clinical culture to make everything work well. SMH has a very professional partnership with Campbell County Health (CCH) and their staff is tremendous. There have been great strides in the services provided. Dr. Goddard indicated that 23 out of 24 positions are filled, which is a testament of the leadership in Sheridan and Gillette, in creating a culture where people want to work and are paid a living wage. EMS is fragile across the state and the partnership and system work well here for the benefit of the community. Nathan Stutte oversees the overall financial component of the joint venture, with CCH doing the billing and day to day management. There was an initial loss, which was to be expected with startup costs in operations. Wyoming Regional EMS is now operating on a slight positive margin, as standby volume is not as robust as anticipated. Mike McCafferty stated that this is a great operation and viable for the future; being able to have a positive financial performance from operations in the first year is impressive.

Charitable Contribution Board Resolution (Action) – SMH was named as a beneficiary on a life insurance policy from a previous employee, now deceased. The resolution will authorize Cody Sinclair to sign any documents needed on behalf of SMH, to receive this charitable contribution. Jen Shassetz motioned to approve the resolution as presented. Richard Garber seconded the motion. Motion carried.

Physician Recruitment Update – SMH regularly performs a physician demand analysis to insure we are meeting the needs of the community based on age, population, and health needs identified. We are growing our physicians to

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meet these needs.

Dr. Allison Dawson, an Internal Medicine physician joins the Internal Medicine practice in October, 2023. She is fellowship trained in Palliative Care. With an aging demographic and a strong internal medicine group in the region, this specialty is needed. Ann Aksamit explains palliative care affects the community, such as with Hospice. Palliative care encompasses person's overall well-being, with physical, emotional and spiritual care. Ann is excited to see this development in the organization. Hospice is palliative care but palliative care is not Hospice. There are so many opportunities to engage the community and to assist those with chronic illnesses and improve quality of life. We are excited for Dr. Dawson to come to the organization.

Dr. Zach Zemore will also start in October as a Hospitalist. He is board certified in internal medicine and emergency medicine and currently works with Indian Health Services on the Crow Agency. His wife is also an emergency medicine physician working at Billings Clinic. They currently reside in Hardin. There may be opportunities for Dr. Zemore to pick up an ED shift if needed.

Dr. Michael Peters – will be joining the Big Horn Anesthesia Associates in November. He is from Wyoming and familiar with the area. With the addition of Dr. Peters, the group will have four physician members. SMH has an exclusive agreement with the group to provide services to the hospital.

Dr. Erin Henderson – is an internist who will be joining the Primary Care practice downtown. Dr. Henderson will start seeing patients in December 2023. She is well trained and skilled. She and her family are relocating from Cortez, CO.

Dr. Abigail Turnbough – she is currently in rheumatology fellowship and will be joining Dr. Widener in October 2024. SMH had a visit from Dr. Monger with the WWAMI program. He is the only other practicing rheumatologist in the state of Wyoming, other than Dr. Widener. The fact that we will have two rheumatologists on staff is pretty impressive and will be a benefit to the demographics of our community.

Being able to build specialty programs to meet community needs is going strong. An example Mike provided was Dr. Ackerman's Addiction Medicine Clinic which is doing well with meeting patient needs.

Dr. Gonda mentions that Krista Frank is a family nurse practitioner and will be joining the physicians and physician assistants, Becky Olson and Tracy Jons in providing services at the Women's Clinic in October, 2023.

Tanja Sloan, PA-C is joining Drs. Garcia and Brennan, along with physician assistant Jennifer Graslie in the Heart Clinic. She is replacing Wendy Price who has since departed. Tanja will be bringing different skill sets to the clinic, different than what we had before.

Mike announced that a memo was released this afternoon, announcing Brittany Goodvin has been named the Director of Behavioral Health. Brittany has done tremendous work in the organization over the years with lean process improvements and initiatives. Brittany states she is grateful for the opportunity and excited to develop this service line in an area she is passionate about.

FINANCE

Nathan Stutte, CFO reports that there was a positive operating margin for August. Inpatient volumes were down and there was a decline on med-surg. Imaging, lab and women's health remained busy. Clinic activity was down in July, but bounced back up in August. The payer mix improved somewhat in August, but not at the levels they were in 2021. Accounts receivable was down, but there are initiatives in place to address revenue cycle. Costs have been well controlled. There have been some increased costs, but these are explainable, ie spine cases are expensive.

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Submission for reimbursement of SLIB funds has been made, but we are unsure when that will be processed or received.

FOUNDATION REPORT

Ada Kirven, Director of Donor Relations states that there are some big projects on the horizon. The Foundation will start a quiet campaign and meet each month with major contributors. Various local foundations have SMH as a priority and are excited to hear about upcoming projects. The Foundation board reviewed capital committee funds available for equipment. Ada is happy to announce that funds for a nuclear medicine camera was approved. The board also discussed the funds for the front entrance improvement, as this is a patient experience project that would benefit those coming through the front doors, including our donors. The Foundation is excited to be a part of this project and will help with some unrestricted funds.

The 5 Year Old Birthday Party was a success. The hospital auxiliary is amazing with providing goody bags for 100 people and making it a fun event for so many.

The Link is coming up and the Foundation office is receiving calls from people who have supported the event since its inception. Funds have been received from efforts at the WYO Rodeo and Born in a Barn, which has been quite successful. Ada will recognize Shelley Kinnison for her work in supporting the WCC. The Link will be on Saturday Oct 21 at 10:00 am at Whitney Park.

Richard Garber states that he heard from donors about the mental health initiatives. People are grateful for the leadership of the hospital and addressing the mental health needs of the community. The Foundation will have a team to schedule meetings with foundations and local businesses to raise funds for the EmPATH and Crisis Stabilization Unit project.

BUILDING COMMITTEE REPORT

Mike McCafferty talked about the various projects and timelines. The focus is on the behavioral health unit project, with various dominos needing to fall into place. Jordan Lentz, project manager has been an outstanding resource for the hospital in making sure projects are staying on track and on budget. The downtown warehouse was completed and the contents of the basement are being moved to this location in order to facilitate the remodel for pharmacy to be housed in the basement. Along with pharmacy, materials and supplies, offices for non-clinical staff and conference rooms. Then the movement of the pediatric area, and med-surg to free up space for the behavioral health unit. More information will come before the board with construction documents and pricing. Mike indicated that a visit to Avera Health in Sioux Falls, SD may be planned to view their EmPATH unit. Joe Wright offers to show the board the affected areas on where various departments are and where they would move to. Mike mentions that another project that is close to moving forward with is the emergency department remodel to allow for better flow, decrease respiratory illness transmission with reconfiguration of the waiting room, addition of a consultation room, and triage rooms. The remodel will also allow us to better triage behavioral health patients in a safe manner. SMH has received SLIB funds to put towards this project.

On March 22, 2023 the BOT moved to approve the front entrance remodel in the amount of \$71,500. The reconfiguration of the admissions area will allow staff to engage patients in a private and comfortable setting. There will still be a staffed information desk, but patients will be offered privacy when checking in for services and procedures. With new information received, the project cost is now at \$124,700 based upon construction documents. The floor plan and cost sheet is provided to the board for their review and consideration. Mike would like the opportunity for discussion and the possibility to take action. Mike is requesting authorization to proceed with the board to approve the balance of \$53,200 to complete this project. The Foundation board approved the full budgeted amount of \$124,700 to put towards this project. Shirley Coulter moved to approve the remaining balance to redo the front entrance in the amount of \$53,200 with the Foundation funding the project at a total cost of

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\$124,700. Gene Davis seconded the motion. Motion carried.

OTHER BUSINESS

None

EXECUTIVE SESSION

Kevin Kessner made the motion to move into Executive Session at 5:02 p.m. to address personnel and legal matters. Shirley Coulter seconded the motion. Motion carried.

General session reconvened at 5:15 p.m. to address medical staff credentialing. Please see above under the Medical Staff Report for action taken.

Jenifer Shassetz motioned to go back into Executive Session at 5:16 p.m. Kevin Kessner seconded the motion. Motion carried.

ADJOURNMENT

With no further matters to come before the board, the meeting adjourned at 5:47 p.m. with no action taken.

Patty Forister, Recorder

Kevin Kessner, Secretary