



**BOARD OF TRUSTEES
DECEMBER MEETING MINUTES
Wednesday, December 20, 2023 4:00 P.M.**

MEMBERS PRESENT: Ron Mischke, Jenifer Shassetz, Kevin Kessner, Shirley Coulter, Tobie Alsup, and Gene Davis

MEMBERS ABSENT: Richard Garber

OTHERS PRESENT: Mike McCafferty, Dr. Shaun Gonda, Joe Wright, Nyle Morgan, Cody Sinclair, Cathy Bealer, Nathan Stutte, Rob Forister, Jordan Lentz, Ada Kirven, Dr. Dougherty, Tommi Ritterbusch, Nicole Trott, Brady Shoemaker, Dr. Goddard, Erin Oetken, Ann Aksamit, Kristen Czaban, Britney Varner, Liz Dearcorn, Jasmine Slater, Kelly Lieb, Tonya Carlson, Korissa Duff, Karen Wemple, Sean Bonnet, Brent Maurhoff, Jennifer Rasp-Vaughn, Tyler Crossley, Ashley Phipps, Brittany Goodvin, and Kevin Koile with Sheridan Media.

CALL MEETING TO ORDER

Ron Mischke Chairman called the meeting to order at 4:00 p.m.

PUBLIC COMMENTS, INTRODUCTIONS

Kelly Lieb, Director of Patient Experience introduces Ashley Phipps who has joined the Patient Experience Department as a support specialist to Kelly and Jody.

APPROVAL OF AGENDA AND MINUTES

Kevin Kessner moved to approve the board meeting agenda as presented. Shirley Coulter seconded the motion. Motion carried.

Gene Davis moved to approve the minutes of the November board meeting held on November 29, 2023. Shirley Coulter seconded the motion. Motion carried.

QUALITY COMMITTEE REPORT

Kevin Kessner, Quality Committee Chair states that the committee had a great meeting and asked Tommi Ritterbusch to report. Tommi reports that the committee reviewed restraints and seclusions, code blue and rapid response, blood audits and transfusions, flu immunization rates, staffing issues and nurse fatigue, workplace violence and safety events. The CMS site is down and SMH was unable to obtain the PEPPER report. The Employee Health nurse will begin to follow up with employees that have not received a flu vaccine, and updated data will be provided to the board next month. There are no trends or areas of concern to follow up on.

PATIENT EXPERIENCE REPORT

Kelly Lieb, Director of Patient Experience gave an overview of the committee meeting. Kelly reports that the OASCAHPS, similar to HCAHPS, will be added to patient surveys data, effective January 2024. This survey pertains to outpatient ambulatory clinics, such as the cardiac cath lab, interventional radiology and other outpatient surgery procedures. NRC Picker will be utilized to gather data from the responses. OASCAHPS questions range from anesthesia, bleeding, infection, and home care after procedure, to name a few.

Kelly also reported on the culture and improvements in Internal Medicine and Primary Care. Internal Medicine net promoter scores increased from 88.4 to 92.6, exceeding their goal of 90. Primary Care scored well at 88.6. The work being done is huge as the clinics are the face of the community, and in many cases, a patient's first experience with our health system. Tremendous work has been done to get to where we are at, and Mike extends his thanks to everyone involved.

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Ron Mischke states there has been huge changes in the last six months, and acknowledges Kelly Lieb as she is passionate in the initiatives to improve the patient experience. Mike extends his thanks not only to Kelly, but to Jody Hecker who interacts daily with the patients and managers to create a positive patient experience.

MEDICAL STAFF REPORT

Dr. Gonda states the quarterly medical staff meeting was held and med staff appreciated the attendance of trustees Jen Shassetz, Shirley Coulter and Tobie Alsop. There will be a fundraiser in February to support the Sheridan County Medical Society Scholarship program. Also, there will be a medical staff retreat on February 15 and 16 for medical staff leadership training.

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 Appointment and Medical Staff Renewals for consideration and approval.

MEDICAL STAFF INITIAL APPOINTMENTS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Tracy Wickersham-Frey PA-C	Advanced Practice Clinician - Physician Assistant	Emergency Department		

MEDICAL STAFF RENEWALS (ACTION)

Name	Category	Specialty	Renewal Date	Affiliated Organization
Imbrahim Hammad, MD	Consulting -No Admit w/o Active Physician cosign	OBGYN/Pedia trics	1/5/2024	St Vincent's Healthcare
Randol Hooper, MD	Telemedicine/Deleg ated (No Membership)	Critical Care	1/5/2024	Billings Pulmonary Clinic
Troy Porter, MD	Consulting -No Admit w/o Active Physician cosign	OBGYN/Pedia trics	1/5/2024	St Vincent's Healthcare
Wendy Price PA-C	Advanced Practice Clinician - Physician Assistant	Medicine	6/11/2025	Hospitalist
Waheed Jalalzai, MD	Telemedicine/Deleg ated (No Membership)	Radiology	1/8/2024	Real Radiology

Gene Davis moved to approve the Medical Staff Initial Appointment and Medical Staff Renewals as presented. Tobie Alsop seconded the motion. Motion carried.

ADMINISTRATION REPORT

Prior Authorization – Work is being done at the state level with the Wyoming Hospital Association and Wyoming Medical Society on issues hospitals are facing relative to prior authorization for procedures and services across the

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state. Nathan Stutte, CFO testified at the Joint Appropriations Commission last year on this matter as well. Korissa Duff oversees prior authorization and the financial advocate teams who face daily challenges. Korissa states there is a bill coming from the Joint Appropriations Committee at the state level that may alleviate some of the issues that we are currently dealing with. Commercial insurance is not standardized with how authorizations are submitted and inconsistent response times. Patient financial advocates struggle with varying requirements for submittal, which range between using a portal, telephone inquiry, and fax submittal. There are times that it takes weeks to get a response. Rejected authorizations affect patient care. There are challenges faced as a rural provider, as payment for treatment can be denied based on the patient setting. Korissa has a staff of six prior authorization employees, who run down authorizations to insure there is coverage for service of care received by our patients. There are procedures that did not require prior authorization in years past, but now do. Mike has presented to the Wyoming legislators on this bill and the need for standardization relative to diagnosis and response times. Korissa provides specific examples of care that was previously paid for but are now declined for payment due to patient setting and changes to formulary restrictions.

Strategic Growth | Surgical Services – for the past year and a half, SMH has focused on our behavioral health project and with the start of the construction for the pharmacy in the lower level of the hospital, we are now on our way. The current strategic plan has identified the need to invest in and grow our facility to meet community needs. Access and patient experience continue to be top strategic goals for the hospital. Space to provide surgery and to improve the surgical environment for those that provide the care, as well as our patients is needed. Central Sterile, where instruments are sterilized, is an important part of the surgical services. Growth in this area is needed for washers, autoclaves and technology in order to do our best work. Space for growth in endoscopy and colonoscopy to create better access to get these GI procedures done is needed. And growth in the pre-op space and post anesthesia area is less than satisfactory, with the need for expansion. Conversations with the stakeholders to identify needs and address how to move forward is taking place. We would like to see work done in the next couple of years to have an end product that will sustain the organization for the next 40 years, with an environment to meet current needs and allow for future growth. Technology, storage and space for the robotics, which are big pieces of equipment is needed. Conceptual designs will be done and brought to the board for review.

Mike mentioned that over the holidays, the management team has gone around to the different departments with a cart of snacks to take care of our people. This has meant a lot to the employees on all shifts and in all departments. Thanks is extended to leaders for making the effort. Acknowledgement to our nutritional services area as well for all of their efforts. The R & R team took the lead to make this happen.

A thank you is extended to many for a job well done - Nathan Stutte, CFO and the Revenue Cycle and finance teams. Thank you to the Foundation - Ada Kirven, Liz Dearcorn and Jasmine Slater for their work on the Partner Program.

Ron Mischke mentions that there was discussion in the Quality Committee meeting relevant to staffing and our partnership with Sheridan College and the nursing program. Without this positive relationship we wouldn't be able to perform at the level that we do. Currently, SMH has three traveling nurses compared to Cody Regional Hospital with 18 travelers.

FINANCE

Nathan Stutte states that November was the best month we have had in a long time. The payer mix was very favorable and revenue cycle had a strong performance for the month. Hospital activity was slower, but Women's Health and the Emergency Department had robust activity. The clinics had increased volume and there was a slowdown in orthopedic cases. With the improved payer mix and controlled costs, we operated in the black for the month of November.

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FOUNDATION REPORT

Cody Sinclair thanks Mike for bringing up the R & R team and recognizing the work done by this group. The employee partner breakfast was held and the partners voted on the behavioral health project as the recipient of the \$41K from the employee partners. Cody states that the community wants to know what is needed, especially by those who have experienced care received by great staff, who are well trained. Donors would not give to our organization if they weren't pleased with our services.

BUILDING COMMITTEE REPORT

Jen Shassetz states that the committee met and reviewed a few on-going projects. Rob Forister reported that the electrical system is operational and testing completed. The transfer switches are being done at this time. The front entrance is coming along. Completion of this project is delayed due to when the flooring will be received and installed. The elevator company is on site this week and hope to have the elevator replacement completed soon. The pediatric phase of the EmPATH project will have the conceptual drawings approved and signed off on soon by the stakeholders. The pharmacy project has begun in the lower level. The delivery method for the emergency department project is being determined and a time line developed for the start of this project.

OTHER BUSINESS

None

EXECUTIVE SESSION

Ron Mischke motioned to move into Executive Session at 4:46 p.m. to address personnel matters. Shirley Coulter seconded the motion. Motion carries.

General session reconvened at 4:50 p.m. to address medical staff credentialing. Please see above under the Medical Staff Report for action taken.

Ron Mischke moved to go back into Executive Session at 4:51 p.m. to address other personnel and legal matters. Shirley Coulter seconded the motion. Motion carries.

ADJOURNMENT

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

Patty Forister, Recorder

Kevin Kessner, Secretary