MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ANNUAL REPORT TO COUNTY COMMISSIONERS FY 2020

JUNE 2020

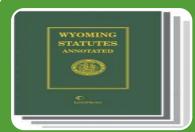


AGENDA

- INTRODUCTION
- BOARD OF TRUSTEES
- EXECUTIVE LEADERSHIP TEAM
- EMPLOYED PHYSICIAN AND PROVIDER TEAM
- SERVICES
- STRATEGIC PLAN UPDATE
- MHSC YEAR IN REVIEW
- COVID-19
- STATISTICS
- COUNTY MAINTENANCE AND TITLE 25 PAYMENTS
- MHSC FOUNDATION YEAR IN REVIEW
- QUESTIONS



INTRODUCTION



Per Wyoming Statute §18-8-107, "...board of trustees shall annually report at the June meeting of the board of county commissioners all the important transactions for the previous twelve (12) months...".



Memorial Hospital of Sweetwater County (MHSC) is a Joint Commission accredited, 99-bed rural acute-care facility located in Southwest Wyoming, which services a region exceeding 10,000 square miles.



MHSC has 520 employees serving a population in excess of 43,000 in Sweetwater County alone as well as surrounding areas. MHSC provides a vast array of inpatient and outpatient services, emergent care. MHSC continues to maintain a strong, viable presence in the community.



BOARD OF TRUSTEES

- Taylor Jones
- Richard Mathey
- > Marty Kelsey
- Barbara Sowada
- Ed Tardoni
- County Commissioner Liaison
 - > Jeff Smith



EXECUTIVE LEADERSHIP TEAM

- Chief Executive Officer Irene Richardson
- Chief Clinical Officer Kari Quickenden
- Chief Financial Officer Tami Love
- Chief Medical Officer Melinda Poyer, MD
- Chief Nursing Officer Kristy Nielson



MEET THE TEAM

Meet the Team

These are just 36 of the people who are on your health care team.

We can't wait until you meet the other 464.





SERVICES

Cardiac Rehabilitation

Cardio-Pulmonary Therapy

- Holter Monitoring
- Respiratory Therapy
- Sleep Disorder Lab
- Stress Testing

Clinical Laboratory

- Hematology, Urinalysis, Chemistry
- Drug Screen Collections
- Microbiology
- Blood Bank
- Pathology

Dialysis

- 8-Chair Outpatient Dialysis Unit
- Peritoneal Dialysis

Emergency Department – 24Hr Emergency Med Services Imaging/Radiology

- 64 Slice CT Scanner
- Digital X-Ray
- Digital Mammography 3D Mammography May 2020
- Ultrasound and Echocardiography
- Nuclear Medicine
- MRI and Breast MRI
- Bone Density Scanner
- Mobile PET Scanner

Intensive Care Unit

Labor and Delivery

- State of the Art Labor/Delivery/Recovery/Postpartum
- Epidurals Available
- Child Birthing Classes
- Cesarean Section Services

Cancer Center

- 10-Chair medical oncology suite
- Radiation Therapy

Medical/Surgical Unit Inpatient

- Medical Surgical Beds
- Telemetry Beds

Occupational/Physical/Speech Therapy

Pharmacy

Surgical Services

- General Surgery and Endoscopy
 - Orthopedic Surgery
- ENT Surgery
- OB/GYN
- Urology
- Reconstructive Surgery

Sweetwater Medical Group

- ENT/Allergy
- Pulmonology
- Nephrology
- Oncology
- Family Practice
- Pediatrics
- Internal Medicine
- OB/GYN
- Occupational Medicine
- Telehealth April 2020
- Walk-In Clinic April 2020

Specialty Clinics - University of Utah

- Cardiology & Vascular
- Maternal Fetal Medicine
- Dermatology



STRATEGIC PLAN UPDATE



OUR MISSION

Compassionate care for every life we touch.

OUR VISION

To be our community's trusted healthcare leader.

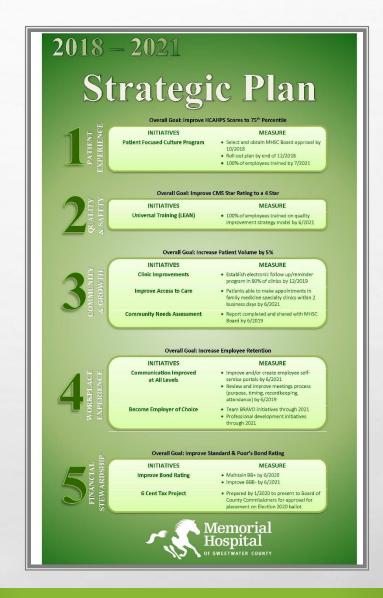
OUR VALUES

Be Kind Be Respectful Be Accountable Work Collaboratively Embrace Excellence

OUR STRATEGIES

Patient Experience
Quality & Safety
Workplace Experience
Growth, Opportunity & Community
Financial Stewardship







Overall Goal: Improve HCAHPS Scores to 75th Percentile

PATIENT

INITIATIVES

Patient Focused Culture Program

MEASURE

- Select and obtain MHSC Board approval by 10/2018
- Roll out plan by end of 12/2018
- 100% of employees trained by 7/2021

PATIENT EXPERIENCE



Overall Goal: Improve CMS Star Rating to a 4 Star

OUALITY & SAFETY

INITIATIVES

Universal Training (LEAN)

MEASURE

 100% of employees trained on quality improvement strategy model by 6/2021

QUALITY & SAFETY



Overall Goal: Increase Patient Volume by 5%

INITIATIVES Clinic Improvements

Improve Access to Care

Community Needs Assessment

MEASURE

- Establish electronic follow up/reminder program in 80% of clinics by 12/2019
- Patients able to make appointments in family medicine specialty clinics within 2 business days by 6/2021
- Report completed and shared with MHSC Board by 6/2019

COMMUNITY & GROWTH



INITIATIVES

Communication Improved at All Levels

Become Employer of Choice

MEASURE

- Improve and/or create employee selfservice portals by 6/2021
- Review and improve meetings process (purpose, timing, recordkeeping, attendance) by 6/2019
- Team BRAVO initiatives through 2021
- Professional development initiatives through 2021

WORKPLACE EXPERIENCE



Overall Goal: Improve Standard & Poor's Bond Rating

FINANCIAL STEWARDSHIT

INITIATIVES

Improve Bond Rating

6 Cent Tax Project

MEASURE

- Maintain BB+ by 6/2020
- Improve BBB- by 6/2021
- Prepared by 1/2020 to present to Board of County Commissioners for approval for placement on Election 2020 ballot

FINANCIAL STEWARDSHIP



MHSC UPDATES

physician and staff recruitment and retention lean process improvement be accountable employee recognition exceptional MIPS scores central plant upgrade ASCO Quality Improvement grant community and growth paint the town pink be kind 3D mammography Peritoneal Dialysis meals on wheels patient navigation WCRS grant occupational medicine financial stewardship wellness testing chronic care management workplace experience **EMR** review community support partnerships person centered care workshops patient and family advisory council MHSC Foundation Wyoming Quality Excellence Award work collaboratively clinic electronic check in promises every patient every time new internet patient experience new intranet Sweetwater County 4-star CMS Quality Rating



OUR GREATEST RESOURCE – OUR STAFF

- Implementation of new HRIS through HealthCare Source (HCS).
 - O Position Manager Position Control Team (PCT) still meeting regularly when positions are requested. Process for approval and posting streamlined by HCS.
 - O Performance Manager Database for employee evaluations/appraisals. Evaluation process streamlined by HCS.
 - NetLearning New Learning Management System (LMS). Replaced previous LMS and streamlines the performance portion tying in to evaluations and competencies.
- New intranet implemented and launched
- HIPAA Training completed for all staff. Presentation included in new hire and annual education. Additional trainings conducted by HR Director throughout facility.



OUR GREATEST RESOURCE – OUR STAFF

- Employee recognition program, BRAVO was launched
- HR Committee Policies reviewed and updated regularly
 - Current employee turnover = 19%
 - RN turnover for the past year = 13%, which is below the national average of 17.8% RN turnover in US hospitals in 2019
- As of March 2020, 66% of nurses have a BSN or above. This is greater than the current national data that shows 56% of nurses in the US have a BSN or above

STAFF ACCOMPLISHMENTS

- Kristy Nielson was asked to join a group of 13 experienced nurses from around the US in reviewing and revising the nation's Nursing Scope and Standards of Nursing Practice and Scope. Work on the 4th edition book revision has been ongoing since August 2019 with publication due sometime in 2020. This book, the Nursing Scope and Standards of Nursing Practice, is the authoritative resource used by state boards of nursing, schools of nursing and all health care settings that serves as the foundation of nursing practice.
- Four respiratory therapists at Memorial Hospital of Sweetwater County recently received extra certification. MHSC Cardiopulmonary Director Crystal Hamblin, Amanda Armendarez, Carol Burke and Ronda Piercy received National Institute for Occupational Safety and Health (NIOSH) Pulmonary Function Testing certification after completing a two-day course in late November in Salt Lake City.



STAFF ACCOMPLISHMENTS

- Nicole Halstead received the 2020 MHSC Nightingale Award and Sue Park received the MHSC Nightingale in 2019. The Nightingale Award is an award in which a nurse is nominated by MHSC nursing staff for role modeling the MSHC Mission and Values
- Janelle Scott was honored with the Daisy Award in 2019. The Daisy Award is based on nominations received by patients and /or their families for nurses going above and beyond
- Kerry Downs was elected as the secretary/treasurer of the Wyoming Association of Medical Staff Services (WyAMSS)
- Our volunteers had approximately 3,400 volunteer hours this year and the total number of cumulative hours for our current volunteers is 44,700 hours



STAFF ACCOMPLISHMENTS

- Irene Richardson was appointed to the Wyoming Hospital Association Board of Directors
- Tami Love was appointed as a Director on the Wyoming Chapter of HFMA Healthcare Financial Management Association
- Kari Quickenden attended American Hospital Association Executive Forum: Addressing Disruption Through Innovation and Value. This was in Denver on 09/26/2019. Kari was a participant on the panel for the following: Partnerships for Value: Leadership Conversations to Address Clinical Variation. Kari also attended the quarterly AHA Clinical Leadership meetings.
- Kristy Nielson, CNO, was honored with the 2019 Wyoming Women of Influence Award in the category of Best Mentor in Casper in June 2019.



MEDICAL STAFF ACCOMPLISHMENTS

- Israel Stewart, DO, Internal Medicine Physician completed the Utah Certificate of Palliative Education in October 2019 at the University of Utah. In November 2019 was selected as an Adjunct Assistant Professor for the U of U.
- Jacques Denker, DO, Orthopedic Surgeon became board certified in November 2019.
- Banu Symington, MD, Hematologist/Oncologist had an article titled: "When Less is More, or Acknowledging the Value of Tincture of Time," published in the Journal of Clinical Oncology. Dr. Symington was awarded the American College of Physicians Idaho Laureate Award in January 2020. This was awarded for outstanding service as a physician. Idaho has only awarded this award three times since 1990. In addition, Dr. Symington and the cancer center are ready to start clinical trials (unfortunately these were delayed due to COVID.) The cancer center won the ASCO Niarchos Rural Cancer Care Quality Improvement grant.



MEDICAL STAFF ACCOMPLISHMENTS

- Jackie Lyndsey, FNP Jackie Lyndsey, FNP worked as the point person on the ASCO Niarchos Rural Cancer Care Quality Improvement grant, which was awarded to the Cancer Center.
- Tamara Walker, PNP Completed the Keep Your Children Safe and Secure (KYSS) fellowship through Ohio State University (pediatric mental health fellowship). Tammy has also completed the Creating Opportunities for Personal Empowerment (COPE) certification (resiliency skills-building program for children and teens).
- Dr. Joseph Oliver, Orthopedic Surgeon, was appointed to the MHSC Foundation board.
- Dr. Brianne Crofts, General Surgeon, was named outstanding WWAMI alumni for 2019.
- Dr. Alicia Gray, Hospitalist/Internal Medicine, became board certified in August



- 4-star Quality Rating: Patient care at Memorial Hospital of Sweetwater County achieved a four-star rating form the Centers for Medicare and Medicaid Services (CMS). The achievement was awarded in 2019 and again in 2020.
 - CMS uses a 5-star quality rating system to measure the quality of care provided by a hospital.
 - The information from hospitals nationwide is compiled and a rating is then produced on a 1 to 5 scale, called a star rating. The CMS program ranks nearly 4,600 U.S. hospitals in 57 quality measures in several different categories. A portion of these quality measures captures information related to the patient's experience of their care. Only about 30 percent of those hospitals received four stars or higher.



- Wyoming Quality Excellence Award: For three years in a row, Memorial Hospital of Sweetwater County has received a Wyoming Quality Excellence Award.
 - Mountain-Pacific Quality Health recognized Sweetwater Memorial with a 2019
 Hospital Quality Excellence Award for outstanding performance in effectively
 using quality assurance performance improvement methodologies to improve
 care practices.
 - Mountain-Pacific Quality Health is Wyoming's Quality Improvement Organization, with a goal of promoting excellence in health care through safe, patient-centered, and cost-effective practices. The award recognizes hospitals for their successful accomplishments with patient experience, care coordination, patient and family engagement, and the advancement of these achievements within communities.



- Accreditation of Laboratory services through The Joint Commission after a thorough and comprehensive survey resulting in minimum findings
- Our preliminary 2019 MIPS (merit-based incentive payment system) is above 75 (preliminary score is 78.8) The final score will be released in July. We will likely qualify for the exceptional performance bonus
- MHSC was awarded the WY state 2020 Silver Syringe Award for our efforts in vaccinating children in our community
- In 2019, MHSC received recognition from the Wyoming Department of Health and the Centers for Medicare and Medicaid as a certified Peritoneal Dialysis service. Our Peritoneal Dialysis survey elicited zero deficiencies. MHSC is one of two recognized Peritoneal Dialysis services in Wyoming.



- May 2020 WCRS Grant: A \$9,000 grant was recently awarded to Memorial Hospital of Sweetwater County's Sweetwater Regional Cancer Center from Wyoming Cancer Resource Services. The grant money will be used to purchase Radformation's EZFluence software.
- January 2020 ASCO Grant: Sweetwater Regional Cancer Center is among 10 oncology practices nationwide to receive a three-year grant from the American Society of Clinical Oncology that targets improvement in the delivery of cancer care in underserved populations.



• New website - sweetwatermemorial.com: Memorial Hospital of Sweetwater County collaborated with Scorpion, a marketing and technology company that serves the healthcare industry, for the design of the hospital's new, easy-to-navigate site. The site continues to offer user-friendly features such as online bill-pay, career opportunities, and access to both patient portals. Visitors also will find an enhanced provider tab, leadership team listing and contact information, and services listings with more information to help you plan your visit. Some of the new features include information on how to volunteer, area healthcare resources, and the hospital's Person-Centered Care initiative. The new Primary Care page outlines options available for your first stop in medical care – Family Medicine, Pediatrics or Internal Medicine. Once the new EMR is online, the patient portals will be much more user-friendly.



- Continuing to offer wellness testing to our community every Tuesday and Wednesday
- In 2019, we served 1,313 patients seeking wellness testing, an increase of over 25% from the previous year
- MHSC provided an average of 22 meals each day for patients with special diets
- Transitioning to Press Ganey for our Patient Satisfaction Surveys



- Created the CCM (Chronic Care Management) program and have approximately 85 people enrolled. Working toward adding BHI (Behavioral Health Integration) program with the use of a telepsychiatrist. The goal is to provide a stable, continuity of psychiatric care for our community in the outpatient setting
- We have also certified most of our Providers and staff on NIOSH,
 CAHOC, BAT, & Drug Screening Certifications. One of our providers
 MRO Certified



- We have worked closely with the two nursing homes in our area and continue to provide the Medical Director for both programs and are now using telemedicine in those facilities to help keep that population safe and healthy
- Worked cohesively with the University of Utah Outreach programs that include Cardiology, Vascular Surgery, Maternal Fetal Medicine and Dermatology to see patients in our community and decrease the time that they are away from home.



- Started the Walk in clinic to assist patients with same day appointments
- Built telehealth program during the COVID-19 pandemic to ensure our patients had the ability to see patients safely and efficiently
- Established an electronic check in system in all the clinics that helps with appointment reminders and less paperwork
- We enhanced our Patient Navigator program with an additional specialist as the program continues to grow. The two specialists assist patients with governmental program applications, free or reduced drug programs, healthcare grants from non-profits and medical assistance. The program has received encouraging feedback from the community and we have seen positive financial results from the program for our patients as well as the hospital



- Our Cancer Center celebrated their five year anniversary and had a successful community event/celebration
- We hosted a masquerade party "Unmasking Breast Cancer" event and a Paint the Town Pink campaign
- We were awarded the Paint the Town Pink Breast Cancer Awareness Grant for the third year
- We are close to starting clinical trials
- We started a patient navigation and survivorship team
- We initiated a new chemo education process
- We are currently upgrading processes and flows such as advance directives and tobacco cessation/education and we are involved with helping start a Wyoming State Oncology Society



- The EMR Steering Committee spent the year vetting a new electronic medical record for the Hospital and Clinics. The new system will be one integrated system across all services, including ER, Clinic and the Hospital, replacing the multiple systems we currently have. The vendor choice was made last week after months of onsite and virtual demonstrations, calls with reference hospitals and evaluations of each system. We hope to start the year-long implementation in early 2021.
- IT projects completed this year include the replacement of all wireless access points across the Hospital to improve the connectivity for staff, patients and visitors across the building. We also replaced old security cameras and added several new cameras throughout the building and across the campus in an effort to update our aging security system.



- We educated leaders and staff on Lean process improvement and held a Lean Forum to present Lean projects
- The Sepsis workgroup worked with multiple team members to develop new sepsis bundle and order set and created a campaign for sepsis awareness day
- Recreated PIPS Plan and committee reporting structure
- Developed new strategy for Joint Commission, rebranded regulatory committee
- Developing new strategy for Patient Safety
- Administered Culture of Safety Survey to staff



HOSPITAL CULTURE

• Person-Centered Care "Experiential" Workshops continue with several sessions each month. To-date, we have had over 415 staff, physicians, and trustees complete the workshops. Irene Richardson is one of the workshop leaders and shows commitment to this process by meeting with as many employees as possible during the workshops. Our next step in training is "Communicating with Empathy." We had planned to kick that off in May but due to Covid-19, we have moved the first session to September.



HOSPITAL CULTURE

- Person-Centered Care Steering Committee continues to meet and work on cultural assessment areas of improvement for patients, visitors, and staff. The Executive Champion is Kari Quickenden. The Physician Champion is Dr. Banu Symington. We commit to begin each committee meeting with a patient story & encourage all meetings to start with a patient story or "mission moment." The committee is group of over 40 staff on a mission to "foster a culture of person-centered care at Memorial Hospital of Sweetwater County where patients, families and staff consistently experience quality, compassion and partnership."
- Patient and Family Advisory Council meets monthly at the hospital We are currently inviting 21 patients & family members. A dozen usually attend regularly and several people submit their feedback via e-mail.



HOSPITAL MAINTENANCE

- Central Plan Upgrade The construction of the new central plant upgrade continues with the new cooling towers being installed this week. The project is about 70% complete with an estimated completion date in July. We were informed by Rocky Mountain Power we would be receiving a \$90,000 rebate check once the project is completed due to the energy savings expected from the project.
- Maintenance projects- With the help from the County, we were able to complete multiple deferred maintenance projects around the Hospital and Clinics. Some of the larger projects included a new roof over the ICU, fall protection installed on the entire roof, crack sealing of all the parking areas, needed tank repairs to our underground storage tanks, upgrading of ceiling sprinklers in the basement level and code renovation for the Pharmacy compounding room. Many small renovation projects along with routine maintenance were also reimbursed through this fund.



COVID-19

- In late February 2020, MHSC stood up Incident Command in order prepare for the novel coronavirus, SARS CoV-2
- Our number one goal was the safety of our staff, patients and community
- Our efforts to minimize and stop the spread of COVID-19 were very successful
- We worked collaboratively with the County EOC, Sweetwater County
 Public Health and the other healthcare providers in the community to ensure
 that we minimized the spread of COVID-19 and kept our community safe

COVID-19

MHSC works collaboratively with the community for the collection of specimens and reporting of results to Public Health

Preparing specimens for send out testing and managing results

Currently performing in-house Sars-CoV-2 testing by molecular methods on the Abbott ID NOW and BioFire platforms

Preparing to start validation process on Cepheid platform

Prepared to perform COVID-19 in-house antibody testing

As of June 13th we have performed 1,790 tests with 30 positive cases being reported.



THANK YOU TO OUR COMMUNITY!!

- We want to thank our wonderful community for being so incredibly kind and generous to our hospital! We have a page on our website dedicated to all of the people and businesses who donated to our hospital in our effort to treat COVID-19 and keep our community safe.
- All of our amazing donors are on our website at
 https://www.sweetwatermemorial.com/~/coronavirus-covid-19-/thank-you/





Admissions – 1,888



Patient Days - 4,707



Surgeries – 1,778



Medical Imaging – 23,537





Laboratory — **54,640**



Respiratory Therapy – 5,458



Cardiovascular – 5,112



Dialysis - 5,280



Physical Therapy – 2,441





Cardiac Rehab – 3,122



Clinic Visits – 51,076



Oncology – **5,112**



Emergency room – 13,797



Newborns – 480





Sleep Lab - 478



Infusion Center – 2,135



Dietary meals – 103,155



Laundry pounds - 402,896



Total Registrations – 64,933



COUNTY MAINTENANCE

- TITLE 18 COUNTIES
 CHAPTER 8 MEMORIAL HOSPITALS
 18-8-102. Prerequisites to appointment of board of trustees; indebtedness authorized for construction; annual tax levy for maintenance.
- (b) A county indebtedness may be created and county bonds authorized and issued for the construction, acquisition and equipment of the hospital in the manner then provided by law for the creation of indebtedness and the issuance of bonds for the construction of a courthouse and jail. When the hospital has been constructed or acquired and equipped the board of county commissioners shall annually levy a sufficient tax on all the taxable property in the county to provide for the maintenance of the hospital or wing or portion thereof. The tax shall be levied and collected as other county taxes and the amount collected shall be set apart as the county memorial hospital fund. No money shall be expended from the fund without the approval of the board of county commissioners.



TITLE 25

- TITLE 25 INSTITUTIONS OF THE STATE CHAPTER 10 HOSPITALIZATION OF MENTALLY ILL PERSONS 25-10-112. Liability for costs of detention, involuntary hospitalization and proceedings therefor.
- (c) Subject to the provisions of subsections (d) and (e) of this section, if continued emergency detention is ordered pursuant to W.S. 25-10-109(k)(iii), the county's liability for any costs of detention, treatment or transportation shall terminate after the first seventy-two (72) hours of detention, in addition to any Saturday, Sunday or legal holiday. The department shall be responsible for those costs after the expiration of the county's responsibility for payments of the costs. The county attorney shall notify the department of the continued emergency detention order or involuntary hospitalization order within twenty-four (24) hours. All costs of treatment, transportation and continued emergency detention incurred after the first seventy-two (72) hours of detention, in addition to any Saturday, Sunday or legal holiday, shall be paid by:



MHSC FOUNDATION



MHSC FOUNDATION - GRANTS

- Grants:
 - Helmsley Charitable Trust- \$50,541 4 LUCUS Pumps
 - Wyoming Department of Health- \$5,720
 - Cancer Center and Wyoming Cancer Resource Services awarded grant to implement Patient Reminder Program to encourage cancer screenings for qualifying patients
 - Wyoming Department of Health- \$198,600
 - For Cancer Center to continue with the Wyoming Cancer Resource Services program (this is the second grant award for this two-year program).
 - Wyoming Breast Health Initiative
 - Cancer Center's Grant for 2020 Paint the Town Pink (Breast Health Event)



MHSC FOUNDATION - PURCHASES

- 4 LUCUS Machines through Helmsley Grant- \$50,541
 - Machines perform CPR on patients so that the staff aren't at risk for potential Covid-19 as a result of performing CPR. These were placed in the ED, ICU, Med/Surg, and Clinic
- 3D Digital Mammography-\$396,290
 - Includes the smart curve technology to improve patient comfort. Only location in Southwest Wyoming with this technology!



MHSC FOUNDATION - UPDATES

- Waldner House- has had at least one patient/family member staying in the home since January 2020 with the exception of approximately 30 days
- FEAT- Foundation has provided \$6,000 to employees in need through the FEAT program in FY20.
- Building Community Committees to help increase private giving and establish planned gifts.
- WyoRadio, The Radio Network and Kelly's Convenience Centers teamed up to host Cruisin' the Drag event in Rock Springs and Green River, raising more than \$15,000.



MHSC FOUNDATION

- We love our foundation and our community! When our community donates to our foundation, our foundation donates to MHSC and then MHSC uses the funds to buy equipment and provide more services to the community!
- Community + Foundation + MHSC = Success!!!





THANK YOU!!



