

**MINUTES FROM THE REGULAR MEETING  
MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
BOARD OF TRUSTEES**

**September 6, 2023**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on September 6, 2023, at 2:00 p.m. in the Sweetwater County Commissioner Meeting Room in Green River, Wyoming, with Dr. Barbara Sowada, President, presiding.

**CALL TO ORDER**

Dr. Sowada welcomed everyone and called the meeting to order.

Dr. Sowada requested a roll call and announced there was a quorum. The following Trustees were present: Mr. Marty Kelsey, Ms. Kandi Pendleton, Mr. Craig Rood, and Dr. Barbara Sowada.

Officially present during the meeting: Ms. Irene Richardson, Chief Executive Officer; Mr. Taylor Jones, County Commissioner Liaison; and Mr. Geoff Phillips, Legal Counsel.

**Pledge of Allegiance**

Dr. Sowada led the attendees in the Pledge of Allegiance.

**Our Mission and Vision**

Ms. Pendleton read aloud the mission and vision statements.

**Mission Moment**

Ms. Richardson shared a message from a patient's family member who was so grateful for our Lab staff who came out to the patient's car to complete a blood draw because the patient was having difficulty walking. Dr. Sowada shared feedback from a friend who had surgery. She said the patient is still singing the praises of MHSC. The patient told Dr. Sowada the care was exceptional. They have been to other hospitals and said there is no place like home.

**AGENDA**

The motion to approve the agenda as presented was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

**APPROVAL OF MINUTES**

The motion to approve the minutes of the August 2, 2023, regular meeting as corrected by Mr. Kelsey was made by Mr. Rood; second by Mr. Kelsey. Motion carried. The motion to approve the minutes of the August 14, 2023, special meeting as presented was made by Mr. Kelsey; second by Mr. Rood. Motion carried. The motion to approve the minutes of the August 25, 2023, special meeting as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

## COMMUNITY COMMUNICATION

There were no comments.

## OLD BUSINESS

### **Board Policy – Senior Leadership Plan: Filling CEO Absences & Vacancies; Filling Senior Leader Absences & Vacancies; Identifying & Developing Internal Senior Leaders**

Dr. Sowada said this is the second reading. She said the content has not changed. The title and formatting did change from the previous policy. The motion to approve the policy with the addition to Section II, B for an alternative proposal made at the discretion of the CEO that the CEO may eliminate the need for reappointment by consolidating Senior Leader positions or assigning duties and responsibilities to other Senior Leaders as discussed was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried.

### **Board Policy – Executive Compensation Policy**

Dr. Sowada said the Governance Committee discussed the policy and, with the advice of Mr. Phillips, determined the Board cannot encumber future Boards so they have elected to withdraw the policy from consideration.

### **Health Equity Plan**

Dr. Sowada said this is the second reading. The motion to approve the Health Equity Plan as presented was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

### **FY24 Performance Improvement and Patient Safety (PIPS) Priorities**

Dr. Sowada said this is the second reading. Dr. Kari Quickenden, Chief Clinical Officer, provided an overview. The motion to approve the PIPS Priorities as presented was made by Ms. Pendleton; second by Mr. Rood. Motion carried. Dr. Sowada said three great areas were chosen and thanked staff for the thought that has gone into the plans. She said she is looking forward to updates.

## NEW BUSINESS

### **CEO Evaluation Principles & Procedures (8/21) and CEO Evaluation Policy (3/22)**

Dr. Sowada said that in review of the policies, we found two related to the CEO evaluation. The motion to archive the 8/21 policy (10045437) and operate under the 3/22 policy (11315741) was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

## CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided an update on person-centered care initiatives. She said we have trained over 1,000 people in the Planetree Experiential Workshop and over 600 people have completed the Communicating With Empathy Workshop. We offer them during new employee orientation.

Ms. Richardson along with Ms. Noreen Hove, Director of Surgical Services, Infection Prevention and Grievance Coordinator, and Ms. Cindy Nelson, Patient Experience Coordinator and Executive Assistant, are meeting with all Providers to review our culture and expectations. The Patient and Family Advisory Council added two new members and continues to meet monthly. Ms. Megan Guess, Director of Obstetrics, led the group on a tour of the Labor, Delivery and Nursery area in August. Ms. Richardson invited the Trustees to join us at future meetings. The Person-Centered Care Committee continues work on our certification application. Wellness Wednesdays continue in the front lobby weekly. Ms. Richardson provided an update on our Critical Access Hospital application process. We are developing policies and procedures to be prepared when/if our application is approved. Ms. Richardson said we had a very successful, clean, excellent audit by CliftonLarsenAllen. She thanked Ms. Tami Love, Chief Financial Officer, Mr. Ron Cheese, Director of Patient Financial Services, Ms. Jan Layne, Controller, and their teams for their hard work all the way through the process. Ms. Richardson said the Foundation put on a wonderful casino night event. She said we are grateful to the Foundation for all they do for the Hospital. We had great participation from MHSC at the recent Wyoming Hospital Association (WHA) annual meeting. Ms. Richardson thanked Mr. Rood for attending. American Hospital Association (AHA) topics were discussed by Mr. Rick Pollack from AHA and we heard from Senator Barrasso and Governor Gordon. The WHA is making great strides with legislative efforts. Our hospital was recognized by AHA for our 75<sup>th</sup> year of membership. Ms. Richardson said she is grateful to be among the participants working to advance healthcare in our community. She recognized Ms. Kara Jackson, Director of Quality, Accreditation, Patient Safety and Risk, for being nominated for the Norman S. Holt Excellence Award. Ms. Richardson said Dr. Quickenden and Dr. Ann Marie Clevenger, Chief Nursing Officer, wrote a wonderful nomination letter. Ms. Richardson recognized her team for taking the time to attend the WHA event. She said we have positive team dynamics and participation. She is proud of her team for representing us so well. Ms. Richardson said she was grateful to be able to participate on a Veralon panel at the event. She said she will attend the AHA Policy Board Meeting October 1-3 in Washington, D.C. She invited everyone to attend the MHSC Fall Festival October 19 at the Events Complex from 4:00 – 7:00 p.m. Trustees are invited to attend the Nurse Practitioner and Physician Assistant Day celebration September 14 at 6 p.m. at Santa Fe Trail. Ms. Richardson expressed appreciation to Commissioner Jones and recognized him for his years of service on the Board. She said he has done wonderful things for our community and our hospital. She congratulated him on his appointment as our new County Commissioner. Ms. Richardson said she is excited for him to be our liaison and knows he will do good things. Commissioner Jones said this is one of the hardest decisions he has ever made. He said he has loved every minute of being on the Hospital Board. He recognized the staff who work hard every day, thanked them, and said what they do is terribly important. He said he can see the good attitude and results over the past 7 years. Dr. Sowada echoed Ms. Richardson's and Commissioner Jones' comments. She said we are hearing fewer complaints and more thank you's. She said it is every person who has made a difference and it is significant. Dr. Sowada said she really wishes every person at MHSC could hear it directly from the Board. She said staff have so much to be proud of.

## **COMMITTEE REPORTS**

### **Quality Committee**

Ms. Pendleton said the Quality Committee packet is available for review in the portal and asked Trustees to please review. Dr. Sowada asked Dr. Quickenden to share some highlights. Dr.

Quickenden reported we had our first meeting with Dr. Raju, the new Physician Director in the Emergency Department. We are working on our stroke protocol. This is one of the mutual measures we are focused on working on with the University of Utah this year. Ms. Richardson gave kudos to the Quality Department for their work on quality measures.

### **Human Resources Committee**

Ms. Pendleton said the Committee minutes are in the packet. She said we are looking at contract staff data. Ms. Richardson said we are moving forward with our goal to decrease contract staff. Ms. Love noted we were under budget in this area for the first time in the past several years.

### **Finance and Audit Committee**

*Capital Expenditure Requests* - Mr. Kelsey said the Committee approved three capital expenditure requests from staff. The motion to approve FY 24-7 for \$75,282.05, FY24-8 for \$71,091.20; and FY24-9 for \$99,555.69 as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

*Information Technology Report* – Mr. Kelsey thanked Mr. Terry Thompson, IT Director, for his report.

*Bad Debt* – The motion to approve the potential bad debt of \$1,334,183.62 as presented was made by Mr. Kelsey; second by Ms. Pendleton. Motion carried.

*Finance & Audit Committee Meeting Information* – Mr. Kelsey noted the Committee meeting information and financial reports are included in the packet. Dr. Sowada noted expenses were under budget. Ms. Love said contract labor and physician fees came in under budget, and group health was down. Commissioner Jones congratulated staff on being over in revenue. Ms. Richardson said we hope to see the positive trends continue and gave kudos to staff for all of their hard work.

### **Building and Grounds**

Mr. Kelsey said the minutes and his report are in the meeting packet.

### **Foundation**

Dr. Sowada said Ms. Tiffany Marshall, Foundation Executive Director, provided a report. Ms. Marshall reviewed the information. Ms. Pendleton thanked Ms. Marshall for providing a childhood cancer awareness message to the Rock Springs City Council.

### **Compliance Committee**

Ms. Pendleton said the Committee did not meet.

### **Governance Committee**

Dr. Sowada said the Committee information is in the meeting packet.

### **Executive Oversight and Compensation Committee**

Dr. Sowada said the Committee did not meet.

### **Joint Conference Committee**

Dr. Sowada said the Committee has not met.

## **CONTRACT REVIEW**

### **Contracts Approved By CEO Since Last Board Meeting**

Ms. Richardson said she signed an annual renewal agreement with Wolters Kluwer for the e-library for Providers.

## **BOARD EDUCATION**

The Trustees shared feedback on the Veralon Quality Essentials Parts 1-3 education videos. Ms. Pendleton said she thought they were interesting and said she learned 25% of the time on the Board should be spent on quality. She mentioned the STEEEP dimensions of quality (safe, timely, effective, efficient, equitable, and patient centered). Mr. Rood said his experience has been around quality in an industry setting and he is interested in continuing to learn about what quality means in a hospital and what it means to patients. Mr. Kelsey said he thinks the Hospital has made many improvements over the years. Dr. Sowada said what jumped out to her was the question, “What are the top five quality issues in your particular hospital?” She asked everyone to be prepared for her to ask that question. She said quality initiatives started with inpatients and she sees it now moving to outpatients because that is where care is moving. Commissioner Jones said he liked the videos and it always made him feel good that he found many things mentioned were things we were already doing. Ms. Richardson said she likes the question of the top five quality priorities we are working on at our hospital.

## **MEDICAL STAFF REPORT**

Ms. Kerry Downs, Medical Staff Services Director, reported Dr. Brianne Crofts is on call and asked Ms. Downs to report on her behalf. She said the General Medical Staff will meet the following night. She said we are very pleased Dr. Hoffman and Dr. Poundstone have joined us.

## **GOOD OF THE ORDER**

Ms. Pendleton requested calling in for the October meeting due to being out of town on business. Dr. Sowada thanked everyone for attending the meeting.

## **EXECUTIVE SESSION**

The motion to go into executive session at 3:27 p.m. was made by Ms. Pendleton; second by Mr. Kelsey. Motion carried. Dr. Sowada said there would be a 10-minute break.

## **RECONVENE INTO REGULAR SESSION**

The motion to leave executive session and return to regular session at 4:37 p.m. was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

## **ACTION FOLLOWING EXECUTIVE SESSION**

### **Approval of Privileges**

The motion to approve the list of clinical privileges and granting appointments to the Medical Staff as discussed in executive session was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

Credentials Committee Recommendations to the Board of Trustees for Granting Clinical Privileges and Granting Appointment to the Medical Staff from August 8, 2023

1. Initial Appointment to Active Staff (2 years)
  - Dr. Theodore Hartridge, Emergency Medicine (U of U)
  - Dr. William Moore, OB/GYN
2. Initial Appointment to Associate Staff (1 year)
  - Dr. Scott Berndt, Emergency Medicine (U of U)
  - Dr. Brent Klaphor, Emergency Medicine (U of U)
  - Dr. Jordan Rode, Emergency Medicine (U of U)
  - Dr. Elizabeth Wuerslin, Pediatric Hospitalist
3. Initial Appointment to Consulting Staff (2 years)
  - Dr. Jeffrey Hare, Tele Radiology (VRC)
  - Dr. Cathleen Ivy, Tele Radiology (VRC)
4. Reappointment to Active Staff (2 years)
  - Dr. Astrid Haaland, Emergency Medicine (U of U)
5. Reappointment to Consulting Staff (2 years)
  - Dr. Safdar Ansari, Tele Stroke (U of U)
  - Dr. Karen Simmons, Tele Radiology (VRC)
  - Dr. Maryellyn Gilfeather, Tele Radiology (VRC)
  - Dr. Christopher Leoni, Tele Radiology (VRC)
  - Dr. Albert Ybasco, Tele Radiology (VRC)
6. Reappointment to Non-Physician Staff (2 years)
  - Shawn Rockey, Physician Assistant Internal Medicine

The motion to approve the physician contracts reviewed in executive session and authorize the CEO to sign was made by Ms. Pendleton; second by Mr. Rood. Motion carried.

## ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 4:38 p.m.

*Dr. Barbara Sowada, President*

Attest:

*Ms. Kandi Pendleton, Secretary*