

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

January 2, 2019

Trustee Cathy Frank called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Brie Casterline, Tom Crippen, Larry Miller, and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Darlene Sanders, Kim Studiner, Lissa White, Shayla Luhman, Gina Brown, Sheri Hiser, Elizabeth Missildine, and Zora Clark. Gerele Pelton was on video conference as representative from Billings Clinic. Members of the community present were: Ashley Dennehy, Becky Miller, Donaleen Rogers, Terry Taylor, Scott White, Sable Kerzmann, Sabrina Nieman, Angie Hedges, Shawn Hage, Jody Williams, Helen Palmer, Karri Kerzmann, Peggy White, Joey Gillespie.

Administrator John Poole welcomed Kim Studiner, MS-PAC, to the clinic.

#### **Communication from the Public:**

- Sabrina Nieman announced that she had been hired as a Power Grant coordinator to help laid off employees retrain. They were scheduled to put on an EMT course fully funded for up to 25 people. 27 had signed up thus far.
- Jim Atchison spoke to the board on behalf of the South Eastern Montana Development Corporation. He reminded the board of the Diversification Strategy that SEMDC has assembled, and that it contains recruitment strategy info for the community. He also requested that the Clinic consider having representation at the January 17<sup>th</sup> Colstrip Legislative Session meeting in Helena. Jim also met with John recently and discussed the possibility of Coal Board grants for new equipment and other uses.
- The following individuals provided various comments/questions regarding the newly developed retention incentive policy (not necessarily in order, comments are summarized):
  - Sable Kerzmann asked if the benefit would be available to past employees and if there would be anything to help with moving expenses.
  - Helen Clark asked if there can be a grandfather clause added in or a time frame for qualification of the incentive
  - Ashley Dennehy asked that the board consider allowing for a grandfather clause to cover past employees
  - Terry Taylor asked that the 12 nurses who live in town but do not work at the clinic be given exit interviews. He commented that there were 6-8 nurses at the November board meeting that stated they did not get an exit interview.
- The following individuals provided various comments/questions regarding strategic planning for on-call coverage alternatives (not necessarily in order, comments are summarized):
  - Peggy White asked if there were going to be nurses on the sub-committee.
  - Cindy Hatten that there should be plant and mine employees on the committee, and that she also is concerned about coverage.

- The following individuals provided various comments/questions regarding the Mill Levy discussion:
  - Sabrina Nieman asked if the tax district was just Colstrip.
  - Jody Williams asked what the Special election turnout is like.
  - Sabrina Nieman asked if the district can be changed to include more of the surrounding area that the clinic serves.
  - Donaleen Rogers asked the board to remember that a lot of the community wants a physician in town
  - Russ Dunn asked the board to consider all of the clinic staff in the discussion.
  - Sable Kerzmann stated that she was glad to see Kim Studiner join the clinic staff. She asked that the board and administration consider getting feedback from past staff and make changes for the better where needed. She stated that fixing the nursing retention is her main concern.
  - Cindy Hatten stated that stability is everything and we have not had that in the nursing staff lately.

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda with Trustee Brie Casterline seconding the motion and it passed unanimously.

- a) Minutes – November 27, 2018
- b) Warrants – (1) warrant (MasterCard for \$53,582.83)
- c) Review Check register for the period from November 1, 2018 to November 30, 2018
- d) Department Reports
- e) Second reading Admin Policy 151 Bereavement Leave – comments and suggestions from board received. Tabled for Third reading next month.
- f) First Reading – Admin Policy 152 Retention Incentive – comments and suggestions taken from community and board. Tabled for Second reading next month.

#### **Finance Report:**

- For the month of November, CMC had a gain of \$22,317, after depreciation and District Income.
- Total patient revenues were \$116,504, which is greater than the fixed budget by \$2,948. Total Operating Expenses were \$193,075, which is greater than fixed budget by \$20,627. This resulted in a net loss before Depreciation and District Income of \$103,671.
- YTD revenues are greater than budget by \$58,005. Total expenses YTD were less than budget by \$4,845.

#### **Administrators Report:**

- Purchased a new/used EKG machine to replace the existing machine, which had some broken buttons
- Conducted employee benefit enrollment on December 14<sup>th</sup>.
- Open house was held for Dr. Ortiz on December 19<sup>th</sup>.
- Gutter replacement and dryvit repair is complete.
- Two offers made to two Registered Nurses.

- Workforce engagement survey has been sent out. When complete a report will be given to the board.
- A contract has been signed with Associated Employers out of Billings to conduct neutral third party exit interviews.
- Beginning to put a board manual together for use in training new board members in the future.
- Three board members have completed Best on Board training thus far.
- New website is up and running. It will undergo changes and updates as it is rolled out. ([www.colstripclinic.com](http://www.colstripclinic.com))
- Met with Jim Atchinson regarding digital radiology equipment and the possibility of getting funds from the Coal Board.

#### **New Business:**

- Appoint a new board Vice-Chair
  - Brie Casterline volunteered to serve as Vice-Chair. The position has been vacant since Allison Peterson's departure.
  - Trustee Tom Crippen made a motion to seat trustee Casterline as Vice-Chair.
  - Trustee Larry Miller seconded the motion
  - The vote passed unanimously
- Updated signature card with First Interstate Bank
- Formed strategic sub-committee for On-Call Alternatives
  - Two board members needed (Trustees Miller and Crippen)
  - Input will be sought from the public (including assigning representatives of the community to the committee)
  - Trustee Miller asked if the request for input could be posted on the clinic Facebook page and the website.

#### **Old Business:**

- Mill Levy increase
  - Comments heard from public as stated above
  - Administrator Poole explained that the district consists of part of the mine, all of the plant and town.
  - Trustee Crippen explained that the turnout for special elections is typically better with mail in ballots.
  - Gerele Pelton from Billings Clinic discussed the difficulty of recruiting physicians

#### **Executive Session:**

- Chair Cathy Frank called the board to Executive Session at 7:56pm. Executive Session was ended at 8:28pm.

The next regular Board of Trustees meeting will be Tuesday, January 29<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Brie Casterline. Seconded by Trustee Tom Crippen and passed unanimously. The meeting was adjourned at 8:35 pm.

Respectfully Submitted,

  
\_\_\_\_\_, Date: 1-29-19  
Rusty Batie, Secretary

Approved,

  
\_\_\_\_\_, Date: 1/29/19  
Cathy Frank Chairperson



**Kathy Fahrenbruck**  
PO Box 167 Forsyth MT 59327  
kfahrenbruck@rosebudcountymt.com  
406-346-7661

January 4, 2019

Board of County Commissioners  
Boards of School District Trustees  
Boards of Special Districts  
School District Clerks

As of December 31, 2018 deposits and pledged securities are as follows:

The county account had a balance of \$2,012,696.96. Investments currently held for the investment pool are as follows:

First State Bank	\$	8,000,000.00
Buchanan Capital	\$	4,000,000.00
DA Davidson & Co	\$	14,000,000.00
State Investment Pool, County	\$	20,094,503.13
State Investment Pool, Dist 6	\$	37,989.55
State Investment Pool, Protest Taxes	\$	17,854.97

We have current investments that will mature by December 13, 2022. Current interest rates are between .85 and 3.00 up to 6% if they can be held until maturity. STIP interest rate is 2.3756471% A list of the pledged securities are on file in my office and also with the commissioners.

Sincerely,

A handwritten signature in black ink that reads "Kathy Fahrenbruck".

Kathy Fahrenbruck  
Rosebud County Treasurer

Cathy Frank  
PO Box 2189  
Colstrip MT 59323

January 7, 2019

Colstrip Medical Center  
ATTN: John Poole, Board Members, Employees  
PO Box 1858  
Colstrip, MT 59323

Dear John, Board and Employees:

I would like to notify you that I am resigning from our Colstrip Medical Center board effective March 31, 2019.

John it has been an honor to work alongside you for the past 4 years. You have done an amazing job as the administrator over the past 15 years. You have served this community in total for 23 years. I know your love of the clinic and its employees. To the employees of the Colstrip Medical Center, a big thank you for caring for the community's medical needs and being part of this great little community. You guys Rock!

I have served the Colstrip Community over the past 22 years by serving on a total of 8 different boards. I retired from the previous 5 boards in 2017. It's time for full retirement!

I want to give you enough time to appoint my replacement and give them time to become familiar with the inner workings of the clinic.

Thank you for allowing me to serve the Colstrip Medical Center and the Colstrip Community.

Sincerely,

  
Cathy Frank

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Strategic Planning Committee

January 23, 2019

Trustee Tom Crippen called the Strategic Planning Committee Meeting of the Colstrip Medical District Board of Trustees to order at 1:10 p.m. at the Colstrip Medical Clinic (CMC). In attendance were Trustees Tom Crippen and Larry Miller. Also present was CMC Administrator John Poole and CMC Staff Darlene Sanders, Jackson Craig, Kim Studiner, Sheri Hiser, Gena Brown, Zora Clark, Sue Palm and community member Deb Terrett.

#### **Communication from the Public:**

- None

The committee met with the Medical Staff that takes call to seek out any On Call Alternatives. The following ideas were discussed:

Darlene Sanders, PA-C showed a three minute video on a product call Clear Triage. She got the idea from one of the CMC travelers that is a nurse for St. Vincents and a professor at MSUBillings. This is software that has templated protocols that are standard of care. The Nurse would enter in the chief complaint into the web-based software it will print out a treatment document. This can be texted or emailed to the patient and can be uploaded into the Aprima. It will establish a more consistent communication with the patient, between nursing staff and allow for improved documentation into the medical record. CMC will also need to purchase a laptop and establish a Virtual Private Network. The cost is the computer and \$749 per year for the software license.

Sheri Hiser, RN talked about a new nurse orientation checklist created by Mosby. This will require the nurse to complete certain proficiencies before turning them loose on call. A question was raised about the certification required to take call. CMC policy requires ACLS, BLS and PALS. CMC also sends nurses/providers to TNCC, burns, pediatric and geriatric training.

Sheri mentioned a staffing model including 4 Full Time staffed nurses and each taking call for a week at a time. The on call nurse for that week would work 12-5 during the day and take any trauma that comes into the office during normal business hours. They would also take care of the busy work that usually bogs down the nurses (cleaning, referrals, refills, stock supplies, etc).

Sheri discussed another staffing model option where CMC has a clinic nurse and on call nurses. The clinic nurse would not take call. John mentioned a Patient Centered Medical Home model where the clinic nurse could be an LPN or MA. They could do more of the tasks that bog down the nurses and free up the RN to do more advanced tasks.

Tom asked a question on what CMC could do to prevent burnout? Zora mentioned that it takes people and CMC goal is to have a 1:4 call rotation for providers and nurses. Zora and Gena take 50/50 call for XRay and state that it doesn't bother them. CMC is sending another employee to XRay class this year.

Tom asked John to create budget scenarios for the staffing models discussed. Larry would also like to compare the budget with full time staff vs travelers.

Meeting ended at 6:00 pm.

The next regular Board of Trustees meeting will be Tuesday, January 29, 2019 at 6:30 p.m.

Respectfully Submitted,

Approved,

  
\_\_\_\_\_, Date: 1-29-19  
Tom Crippen, Treasurer

  
\_\_\_\_\_, Date: 1/29/19  
Larry Miller, At Large



### 3 FULL TIME REGISTERED NURSES

#1 RN- NURSING DEPARTMENT LEAD  
#2 RN- STAFF  
#3 RN- STAFF

CALL SCHEDULE: (coverage for hours clinic is closed)

#### Week #1

Mon/Tues: #1 RN  
Wed/Thurs: #2 RN  
Week-end: #3 RN

#### Week #2

Mon/Tues: #1 RN  
Wed/Thurs: #3 RN  
Week-end: #2 RN

#### Week #3

Mon/Tues: #3 RN  
Wed/Thurs: #2 RN  
Week-end: #1 RN

#### Week #4:

Mon/Tues: #2 RN  
Wed/Thurs: #3/#1 RN  
Week-end: Local/ contracted coverage

The nurse who is on call, during the week days, could take nursing responsible during clinic hours for any emergent issues brought to the clinic.

#1 Lead RN would be given 12 hours weekly for administrative duties-

#2 Staff RN would be given 4 hrs weekly for assigned duties (out date checks, checklist, inventories, stocking, etc.

#3 Staff RN would be given 4 hrs weekly for assigned duties. (out date checks, checklists, inventories, stocking, etc.

Scheduling of these hours would be such that there would be 2 nurses for providers at all times and 3 nurses available 4 hours of each 8 hour day. There is flexibility in this depending on the patient load for the day.

There might be an opportunity to cover the 4th week-end call by RN's that live in the community and are familiar with the clinic (i.e. Penny Klein, who currently covers). There could be a flat rate for the week-end, with call outs at the pay grade of the covering RN. If this wouldn't work out, then a contract nurse would be the next option.

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

January 29, 2019

Trustee Cathy Frank called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Larry Miller, and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Darlene Sanders, Sue Palm, Shayla Luhman, Gina Brown, Sheri Hiser, and Tanya Bradley. Gerele Pelton was on video conference as representative from Billings Clinic. Members of the community present were: Ashley Dennehy, Becky Miller, Terry Taylor, Jody Williams, John Williams, Karen Kautzman, Joey Gillespie, Jim Achinson, Debra Terrett.

Administrator John Poole officially welcomed Sheri Hiser, RN, to the clinic. She will fill the role as lead nurse.

#### **Communication from the Public:**

- Debbie Terrett asked if there are possibilities for negotiation in the incentive package policy regarding possible wage increases instead of the lump sum.
- Joey Gillespie asked if there had been much interest from potential nurses with the incentive.
- John Williams supplied the board and clinic with some history regarding coal board funds.

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda with Trustee Rusty Batie seconding the motion and it passed unanimously.

- a) Minutes – January 2, 2019
- b) Warrants – (1) warrant (MasterCard for \$84,204.03)
- c) Review Check register for the period from December 1, 2018 to December 31, 2018
- d) Department Reports

#### **Finance Report:**

- For the month of December, CMC had a gain of \$145,202, after depreciation and District Income. The district received 283,848 of tax and entitlement revenues this month.
- Total patient revenues were \$110,850, which is less than the fixed budget by \$2,705. Total Operating Expenses were \$219,244, which is greater than fixed budget by \$46,796. This resulted in a net loss before Depreciation and District Income of \$125,254.
- YTD revenues are greater than budget by \$59,502. Total expenses YTD were greater than budget by \$24,097.

#### **Administrators Report:**

- Sheri Hiser has started full time as the lead nurse at the clinic. Please join the clinic and board in welcoming her to the community.
- John attended the City Planning board meeting on January 14<sup>th</sup>.
- Consideration is being made as to whether or not the clinic would benefit from a Homestead Boulevard entrance into the clinic parking lot, from the West.
- Administrator Poole provided an update on the discussion regarding the status of the CMC apartments as being taxable income or not.
- Workforce engagement survey is complete

#### **New Business:**

- Jim Atchison spoke to the board on behalf of the South Eastern Montana Development Corporation. He pointed out the amount of effort that is going into looking into the future for Colstrip. He provided the board with a recap of the 2018 Community Meeting that helped to shape the Comprehensive Economic Development Strategy. He pointed out that the community needs to find ways to get and keep professionals in Colstrip.
  - Chairperson Frank asked Jim how the board and clinic should go about trying to get some of the funds.
  - Jim said he would stay in touch and that a new board is going to be appointed for the CCIAG funds.
- Access rewards Points for CMC shirts
  - Trustee Crippen made a motion that would give permission to Administrator Poole to go forward with using some of the Clinic's rewards points to order shirts for clinic staff. Larry Miller seconded the motion. It passed unanimously.
- LifePak 15 purchase
  - Currently the clinic has two Lifepack 12's which are getting older. The new version is Bluetooth capable and has many other improvements. The cost will be over 25k.
  - Discussion was started about the possibility to use coal board money to help purchase the new unit. This item was tabled until the board and clinic can move forward with applying for coal board funds in June.
- Trustees Casterline, Miller and Batie have completed the Best on Board training class.
- Cathy Frank Resignation
  - Cathy Frank has decided to resign from the clinic board after many years of service. Trustee Crippen made a motion to accept her resignation. Trustee Batie seconded it.
  - Discussion: Trustee Miller asked what the timing will be considering the three positions that are up for election (Frank, Miller, Casterline). The position held by Cathy can/will be held open until an election can be held.
  - The vote was unanimous.

#### **Old Business:**

- Final reading – Admin Policy 151 Bereavement Leave
  - Trustee Batie made a motion to accept the policy as written.
  - Trustee Crippen seconded the motion.
  - Passed unanimously
- Second reading – Admin Policy 152 Employment Incentive

- Trustee Batie asked for clarification of bullets 5 and 6, regarding the timing of payments and when they would be required to be given back.
- Gerele Pelton said that she would look into that language as listed and see if there is need to change anything.
- Strategic Planning Sub Committee-On Call Alternatives
  - The committee met with staff and any interested public on January 23<sup>rd</sup>. The sub-committee is not yet prepared to make any recommendations to the board. The committee will meet again and have further discussions and planning sessions before the next full board meeting.

The next regular Board of Trustees meeting will be Tuesday, February 26<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Tom Crippen. Seconded by Trustee Larry Miller and passed unanimously. The meeting was adjourned at 7:48 pm.

Respectfully Submitted,

Approved,

  
Rusty Batie, Secretary, Date: 2-26-19

  
Cathy Frank Chairperson, Date: 2/26/19

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Strategic Planning Committee

February 6, 2019

Trustee Tom Crippen called the Strategic Planning Committee Meeting of the Colstrip Medical District Board of Trustees to order at 4:05 p.m. at the Colstrip Medical Clinic (CMC). In attendance were Trustees Tom Crippen and Larry Miller. Also present was CMC Administrator John Poole and CMC Staff Darlene Sanders, Jackson Craig, Kim Studiner, Sheri Hiser, Gena Brown, Zora Clark and Sue Palm.

#### **Communication from the Public:**

- None

The committee met with the Medical Staff that takes call to seek out any On Call Alternatives. The following ideas were discussed:

Sheri Hiser discussed purchasing a book for community members entitled, "Taking Care of Yourself". The cost is \$14 per book and she would look into a bulk price. The book is similar to a home triage and education for sickness which might reduce call outs related to non-emergency callbacks. The range of patients is infant to geriatric. Options discussed were putting the clinic name, logo and emergency phone numbers on the book. Another option was to purchase a small number and hand out at the Colstrip Days BBQ.

Sheri explained a busy day last Friday and why she feels four nurses would be a good model. She also explained the tasks that bog down nurses including: phone calls, expired medications, ordering supplies/meds, prescription refills, stocking/cleaning rooms, urgent care walkins and referrals. She talked about Monday currently would be her admin day due to having two providers. Sheri noted that her goal was to eliminate utilization of travelers for financial reasons and she wants the clinic to be team focused and improve the community trust. She wants the community to see the same faces and personally know our staff.

John reviewed some preliminary budget numbers based on the last three years and projections for the next six months. We compared 1.) Three RN plus one weekend per month of traveler; 2.) Four RN and no traveler and 3.) Three RN with fourth LPN/MA models. Number 1 would pencil out including depreciation expense. Number 2 and 3 would not if we include depreciation. John consulted with our auditors that we do not have to factor depreciation according to General Accepted Accounting Principles for budgetary purposes so all three models will be alright.

Jackson asked the Xray staff about call and they noted that they are fine. CMC is working on cross training current staff in phlebotomy and we are sending an employee to the Limited Permit Xray course in May.

The providers are rotating two weekend of call per month. Every third month one provider will have two weekends until we are able to fill our Per Diem position. We have interviewed a candidate and an offer has been made.

Meeting ended at 5:00 pm.

The next regular Board of Trustees meeting will be Tuesday, February 26, 2019 at 6:30 p.m.

Respectfully Submitted,

Approved,

 , Date: 2-26-19  
Tom Crippen, Treasurer

\_\_\_\_\_, Date: \_\_\_\_\_  
Larry Miller, At Large

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

February 26, 2019

Trustee Cathy Frank called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Brie Casterline and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Darlene Sanders, Zora Clark, Gina Brown, Lissa White, Kjersti Downing, Jimi Fix, and Sheri Hiser. Nicole Hobbs was on video conference as representative from Billings Clinic.

Administrator John Poole officially welcomed Kjersti Downing, RN, and Jimi Fix, LPN, to the clinic.

#### **Communication from the Public:**

- None

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda with Trustee Rusty Batie seconding the motion and it passed unanimously.

- a) Minutes – January 29, 2019
- b) Warrants – (4) warrants (MasterCard for \$57,830.94, WA Mitchel Agency for \$2,550.00, Montana Health Network for \$28,820.75, Maxim for \$10,000.00)
- c) Review Check register for the period from January 1, 2019 to January 31, 2019
- d) Department Reports

#### **Finance Report:**

- For the month of January, CMC had a loss of \$116,509, after depreciation and District Income.
- Total patient revenues were \$163,289, which is greater than the fixed budget by \$49,733. Total Operating Expenses were \$241,218, which is greater than fixed budget by \$68,770. This resulted in a net loss before Depreciation and District Income of \$105,774.
- YTD revenues are greater than budget by \$102,452. Total expenses YTD were greater than budget by \$92,868. YTD Loss before Depreciation and District Income is \$550,096.

#### **Administrators Report:**

- City of Colstrip is hosting a meeting on February 27<sup>th</sup> to discuss the street repairs upcoming on Homestead and Main Streets.
- Received a quote form Associated Employers to conduct a Strategic Planning Session. No decision made yet, may wait until new board members are elected in May.
- John and the CMC Foundation met with Jim Atchison to discuss the possibility of getting coal board grants ready.
- Working on a new board orientation packet. Hopeful to be completed by the end of May.

- The CMC Board will have 4 residents running for three positions in May.
- John attended a CEO circle meeting on Feb. 20<sup>th</sup>.

#### **New Business:**

- First Reading Admin Policy 143 – Housing and Lodging Utilization
  - Moved to second reading
- Postpone strategic planning session –
  - Targeting July after new board is in place.
  - 8-hour, 2-session class was quoted from Associated Employers
  - Nicole Hobbs mentioned that Billings Clinic can assist with Strategic Planning also, at no charge.
- Approve Billings Clinic Clinical Services Contract – this item was tabled as it is not yet complete

#### **Old Business:**

- Foundation Report – Coal Board Grant Application \$30k matching fund
  - Grant is asking for (2) Life Pak 15's, at \$30k each.
  - Clinic would forward \$30k, ask for a match of \$30k.
  - A motion was made by Trustee Tom Crippen to approve the \$30k in funds for the match if offered. It was seconded by Trustee Brie Casterline. In discussion, Trustee Batie inquired about the change from purchasing one Life Pak 15 to now purchasing two. The opportunity will provide for replacing both old Life Paks at one time with the grant money. The motion passed unanimously.
- Final reading – Admin Policy 152 Employment Incentive
  - Trustee Casterline made a motion to approve Admin policy 152 with recommended changes to Item #5. Trustee Crippen seconded the motion and it passed unanimously.
- Strategic Planning Sub Committee-On Call Alternatives
  - The committee met again with staff and any interested public on February 6th. See minutes from sub-committee meeting for discussion.
- **Executive Session:**
  - Executive Session was called by Chair Cathy Frank at 7:10pm.
  - The board reviewed the results of the workforce engagement survey with Healthcare Performance Solutions. In attendance were the trustees, John Poole, and Nicole Hobbs (video conference).
  - Executive session was ended at 8:10pm.
- Approval of Incentive and 2019 goals for Administrator
  - Trustee Casterline made a motion to approve the 2018 annual incentive for Administrator Poole. Trustee Crippen seconded and the motion passed unanimously.
  - The board reviewed the goals to be in place for Administrator Poole for 2019. Trustee Crippen made a motion to approve the goals. Trustee Casterline seconded the motion and the motion passed unanimously.



The next regular Board of Trustees meeting will be Tuesday, March 26<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Brie Casterline. Seconded by Trustee Tom Crippen and passed unanimously. The meeting was adjourned at 8:12 pm.

Respectfully Submitted,

Approved,

  
\_\_\_\_\_, Date: 3-26-19  
Rusty Batie, Secretary

  
\_\_\_\_\_, Date: 3/26/19  
Cathy Frank Chairperson

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

March 26, 2019

Trustee Cathy Frank called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Brie Casterline, Larry Miller and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Darlene Sanders, Zora Clark, Gina Brown, Lissa White, and Sue Palm.

Administrator John Poole presented an award plaque of recognition to Cathy Frank as a show of thanks for her many years of service to the clinic and the public on the board of trustees. Cathy expressed her thanks to John for his service and for taking care of the community in his role as well.

#### **Communication from the Public:**

- Patty Dunn stood to say thanks to Cathy Frank for her many years of service to the clinic and public.

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda with Trustee Rusty Batie seconding the motion and it passed unanimously.

- a) Minutes – February 26, 2019
- b) Warrants – (2) warrants (MasterCard for \$23,653.12, Montana Health Network for \$14,125)
- c) Review Check register for the period from February 1, 2019 to February 28, 2019
- d) Department Reports

#### **Finance Report:**

- For the month of February, CMC had a loss of \$70,673, after depreciation and District Income.
- Total patient revenues were \$137,146, which is greater than the fixed budget by \$23,591. Total Operating Expenses were \$170,715, which is less than fixed budget by \$1,733. This resulted in a net loss before Depreciation and District Income of \$60,280.
- YTD revenues are greater than budget by \$120,392. Total expenses YTD were greater than budget by \$91,135.

#### **Administrators Report:**

- John, Trustee Rusty Batie, and Jackson Craig attended a meeting on February 27<sup>th</sup> to discuss the street repairs upcoming on Homestead and Main Streets. CMC recommended not opening the south parking lot to Homestead Blvd.
- John attended a community Advisory Panel meeting at Talen on March 8<sup>th</sup>.

- The board met with Jeff form Healthcare Performance Solutions regarding the completed staff engagement survey.
- A “Meet the Candidates Forum” has been scheduled for April 25<sup>th</sup> to meet the upcoming candidates for the open board positions up for election in May.

**New Business:**

- Approve Billings Clinic Contract – new supervising physician will be Larry Hemmer. Cost is 15k/yr. Will be onsite 6 hrs./month minimum.
  - Motion made by Trustee Tom Crippen to approve signing of the contract.
  - Motion seconded by Trustee Brie Casterline.
  - Discussion: Trustee Larry Miller asked how long the term was for. John Poole said it is for one year.
  - The motion passed unanimously
- Revise Admin Policy 99 – Policy on Policy
  - Motion made by Trustee Brie Casterline to revise policy with discussed changes
  - Motion seconded by Trustee Larry Miller
  - The motion passed unanimously
- Reviewed Admin Policy 127 Sliding Fee Schedule

**Old Business:**

- Second Reading Admin Policy 143 Housing and Lodging Utilization
  - Moved to third reading

The next regular Board of Trustees meeting will be Tuesday, April 23rd, 2019 at 6:30 p.m.



A motion for adjournment was made by Trustee Tom Crippen. Seconded by Trustee Rusty Batie and passed unanimously. The meeting was adjourned at 7:30 pm.

Respectfully Submitted,

Approved,

  
Rusty Batie, Secretary

Date: 4-23-19

  
Cathy Frank Chairperson  


Date: 4/23/19

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

April 23, 2019

Trustee Brie Casterline called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Brie Casterline, Larry Miller and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Darlene Sanders, Sheri Hiser, Lissa White.

#### **Communication from the Public:**

- None

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda with Trustee Rusty Batie seconding the motion and it passed unanimously.

- a) Minutes – March 26, 2019
- b) Warrants – (3) warrants (MasterCard for \$86,406.54, Montana Health Network for \$12,440, Montana Health Indemnity for 8,013.50)
- c) Review Check register for the period from March 1, 2019 to March 31, 2019
- d) Department Reports

#### **Finance Report:**

- For the month of March, CMC had a loss of \$2,009, after depreciation and District Income.
- Total patient revenues were \$146,793, which is greater than the fixed budget by \$32,238. Total Operating Expenses were \$176,182, which is less than fixed budget by \$3,734. This resulted in a net loss before Depreciation and District Income of \$58,988.
- YTD revenues are greater than budget by \$145,094. Total expenses YTD were greater than budget by \$94,869.

#### **Administrators Report:**

- John attended an Operation Excellence Introduction at Billings Clinic on April 9<sup>th</sup> as well as a Management Excellence Course.
- Another PA has been interviewed and an offer has been made. This would be the fourth PA to cover the fourth weekend of call.
- Dr. Hemmer will be coordinating a day to be onsite soon for his beginning supervisory duties. All of his paperwork is complete, and he will begin reviewing policies and documentation.
- John would like to say thanks to Brie Casterline for serving the community on the board for the past year and a half.

#### **New Business:**

- Approve access to Rewards Points for Colstrip Days BBQ –
  - Trustee Rusty Batie made a motion to approve the use of \$2,000 from the Rewards balance to cover the costs for the clinic bbq.
  - Trustee Larry Miller seconded the motion
  - The motion was approved unanimously.

**Old Business:**

- Third Reading Admin Policy 143 Housing and Lodging Utilization
  - Moved to approve the policy as read was made by Trustee Tom Crippen
  - Seconded by Trustee Larry Miller
  - Motion was passed unanimously.

The next regular Board of Trustees meeting will be Monday, May 20<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Tom Crippen. Seconded by Trustee Rusty Batie and passed unanimously. The meeting was adjourned at 6:49 pm.

Respectfully Submitted,

Approved,



Rusty Batie, Secretary

Date: 5-20-19



Tom Crippen Treasurer

Date: 5-20-19

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

May 20, 2019

Trustee Brie Casterline called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Brie Casterline, Larry Miller and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Kjersti Downing, Zora Clark, Gina Brown, Sue Palm, Lissa White. Representing Billings Clinic was Nicole Hobbs. Members of the public present included Patty Dunn, Debra Terrett, Russ Case.

#### **Communication from the Public:**

- None

#### **Consent Agenda:**

Trustee Tom Crippen moved to accept the consent agenda. Trustee Larry Miller seconded the motion and it passed unanimously.

- a) Minutes – April 23, 2019
- b) Warrants – (2) warrants (MasterCard for \$53,806, Montana Health Network for \$5,486.25)
- c) Review Check register for the period from April 1, 2019 to April 30, 2019
- d) Department Reports

#### **Finance Report:**

- For the month of April, CMC had a loss of \$77,258, after depreciation and District Income.
- Total patient revenues were \$141,891, which is greater than the fixed budget by \$28,336. Total Operating Expenses were \$175,765, which is greater than fixed budget by \$3,317. This resulted in a net loss before Depreciation and District Income of \$67,880.
- YTD revenues are greater than budget by \$160,486. Total expenses YTD were greater than budget by \$98,186.
- In April, net receivables increased \$50.7k. Accounts Payables decreased \$43.9k.

#### **Administrators Report:**

- The clinic will be applying for a MT Coal Board grant. The application is asking for \$55k to help purchase Digital Radiology Equipment and two LifePak15 units. The grant would be matched by the clinic and the clinic foundation. It will be presented to the Coal Board on June 20<sup>th</sup>.
- The clinic will host its annual BBQ on June 21<sup>st</sup> to help kick off Colstrip Days weekend.
- The clinic will be terminating its downtown apartment lease on May 31<sup>st</sup>.
- An offer to another PA has been accepted for covering the fourth weekend of call. The credentialing process will start, and can take 3-5 months.

- A receptionist position has been opened.

#### **New Business:**

- Oath of Office for newly elected Board Members
  - Trustee Brie Casterline assisted with the swearing in of newly elected board members Larry Miller (re-elected), Debra Terrett, and Russ Case.
- Election of Officers
  - Trustee Larry Miller made a motion to nominate Tom Crippen as Chair of the board. Trustee Deb Terrett seconded the motion, and the motion passed unanimously.
  - Trustee Deb Terrett made a motion to nominate Larry Miller as Vice-Chair. Trustee Russ Case seconded the motion, and it passed unanimously.
  - Trustee Larry Miller nominated Deb Terrett as Treasurer. Trustee Tom Crippen seconded the motion, and it carried unanimously.
  - Trustee Tom Crippen nominated Rusty Batie as Secretary. Trustee Deb Terrett seconded the motion, and it carried unanimously.
  - Final Approved Board positions:
    - Chair: Tom Crippen
    - Vice-Chair: Larry Miller
    - Treasurer: Deb Terrett
    - Secretary: Rusty Batie
    - At-large: Russ Case
- The Board signed the signature card for Rosebud County, which allows for authorized check signatures/payments.
- The Board also signed Conflict of Interest Statements and Cod of Business Conduct Statements

#### **Old Business:**

- Strategic Planning update:
  - Discussion was held for future coordination
  - Tom Crippen raised the question of when to apply for a mill levy increase if approved by the Board. John Poole suggested that it be on the November ballot.
  - Trustee Rusty Batie made a motion to approve the purchase of services from Associated Employers for assistance with conducting a strategic planning session with the Board and clinic. Trustee Russ Case seconded the motion. In discussion, Trustee Larry Miller asked who all should be invited to the session. Through further discussion the Board identified that several members/representatives from the community and surrounding industry should be present, along with members of the clinic staff. After discussion, the motion passed unanimously.

#### **Executive Session:**

- The Board entered into Executive Session from 7:27pm until 8:24pm.

The next regular Board of Trustees meeting will be Tuesday, June 25<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Rusty Batie. Seconded by Trustee Larry Miller and passed unanimously. The meeting was adjourned at 8:29 pm.

Respectfully Submitted,

Approved,

  
Rusty Batie, Secretary

Date: 6-25-19

  
Tom Crippen Treasurer

Date: 6-25-19



**COLSTRIP HOSPITAL DISTRICT**  
**Minutes**  
**Board of Trustee Special Meeting**  
 May 28, 2019

Trustee Larry Miller called the Colstrip Medical District Board of Trustees meeting to order at 6:00 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Larry Miller, Deb Terrett and Rusty Batie. Employees present were Clinic Administrator John Poole, Sue Palm, Jackson Craig, Darlene Sanders, Zora Clark and Gina Brown.

**Communication from the Public:**

- None

**New Business:**

- Discussion of public notice Environmental Impact of Equipment
  - Jim Atchinson of the Southeast Montana Development Corporation (SEMDC) provided a summary of the need for a categorical exclusion regarding the new equipment to be purchased with coal board funds if approved. The clinic needs to review and accept.
  - Trustee Deb Terrett made a motion to adopt and sign the resolution as written and that a categorical exclusion is appropriate.
  - Trustee Rusty Batie seconded the motion.
  - The motion was approved unanimously.

The next regular Board of Trustees meeting will be Tuesday, June 25<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Rusty Batie. Seconded by Trustee Deb Terrett, and passed unanimously.

Respectfully Submitted,

Approved,

 , Date: 6-25-19  
 Rusty Batie, Secretary

 , Date: 6/25/19  
 Larry Miller, Vice Chair

**RESOLUTION**

WHEREAS, The Colstrip Hospital District has completed a review to identify potential environmental impacts of purchasing medical equipment;

WHEREAS, The Colstrip Hospital District has held a public meeting to solicit public comments regarding the following: potential for causing a significant effect on the quality of the human environment; potential public controversy over the project's possible effect on the quality of the human environment; and potential to affect sensitive environmental or cultural resource areas or endangered or threatened species and their critical habitats;

WHEREAS, No substantive public comment was received;

WHEREAS, The Colstrip Hospital District has determined that the equipment purchase will not significantly affect the quality of the human environment; a significant public controversy does not exist over the project's potential effect on the quality of the human environment; and the project will not affect sensitive environmental or cultural resource areas or endangered or threatened species and their critical habitats;

WHEREAS, The Colstrip Hospital District has determined an Environmental Assessment and Environmental Impact Statement are not necessary;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

That Colstrip Hospital District adopts the determination that a Categorical Exclusion for the equipment purchase project is appropriate.

Passed and approved on this date of May 28 2019.

Signed: \_\_\_\_\_

Name: Larry Miller

Title: Colstrip Hospital Board

Date: 5.28.2019

Attested: Sue Deem

*Debra Jernett*  
*All J. Bates*  
*Debra Jernett*

# Affidavit of Publication

STATE OF MONTANA }  
County of Rosebud } ss.

Tina A. Edgerly, being duly sworn on her oath, says that she has been the principal clerk of the printer of the Independent Press, a daily newspaper of general circulation, printed and published at Forsyth, in said County and State. Colstrip Medical Center. Public Notice- Coal Board Grant. A printed and true copy which, cut from the columns of said newspaper, is hereto attached, and made a part hereof, was printed and published in said newspaper, in the regular and entire issue of every number of the paper during the period and time of publication, on the following dates, to-wit:

May 16 and 23, 2019.

Signed Tina A. Edgerly  
Subscribed and sworn to before me this 23rd

Day of May, 2019  
Tabatha Hallman

Tabatha Hallman, Notary Public for the State of Montana, residing at Rosebud. My Commission Expires June 1, 2019.

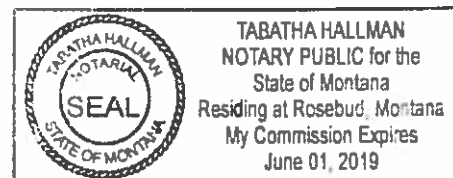
### Public Notice

The Colstrip Hospital District will be considering the environmental impacts of medical equipment to be purchased for Colstrip Medical Center. The equipment will include two LifePak 15 Units and Digital Radiography equipment. After a preliminary review of the project, the board has determined that the proposed project may be a categorical exclusion from further environmental review. However, a public meeting has been scheduled for May 28, 2019 at 6:00 PM at Colstrip Medical Center 6230 Main Street, to obtain public comment in regard to the project and any environmental impacts the project may have. If any of the following items below become apparent to the Colstrip Hospital District Board, further environmental review may occur:

1. The proposed project involves a significant public controversy over the project's potential effect on the quality of the human environment;
  2. The proposed project might have a significant effect on the quality of the human environment; or
  3. The project might affect sensitive environmental or cultural resource areas or endangered or threatened species and their critical habitats.
- Please contact John Poole, Administrator, Colstrip Hospital District, for further information on this project at (406)748-3600 or john.poole@colstripclinic.com. Comments may be submitted in writing by email or mail but must be received on or before May 28, 2019 at 12:00PM.

(Published May 16, and 23, 2019)

MNA XLP





# COLSTRIP MEDICAL CENTER

May 20, 2019

Rosebud County Treasurer  
PO Box 167  
Forsyth, MT 59327

Dear Treasurer,

Please find below the signatures of our Board members for check signing. If you should have any questions please call me at 748-3600.

Thank you,

John D. Poole, Administrator  
Colstrip Medical Center

Larry Miller

Russell J. Case

Thomas Crippen

Russell Batic

Debra Terrett

**Certificate of Appointment**

Office of the Colstrip Hospital District Trustee, of the County of Rosebud, State of Montana

**Certificate of Appointment**

THIS IS TO CERTIFY, THAT I, Buanna Casstine being the duly elected, qualified and acting Chairman of the Colstrip Hospital Board of the County of Rosebud, State of Montana, and reposing special faith and confidence in the ability and integrity of Debra Terrett, do hereby make, constitute and appoint said person as a Colstrip Hospital Board of Trustees of and for the County of Rosebud, State of Montana, with power incidental to such appointment as prescribed by law, to hold such office and possess and exercise such powers during the pleasure of the undersigned.

IN WITNESS WHEREOF, I have hereunto set my hand at the City of Colstrip, Rosebud County, Montana, this 20th day of May, 2019.

Debra C. Terrett

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**Oath of Office**

I do solemnly swear (or affirm) that I will support, protect and defend the Constitution of the United States and the Constitution of the State of Montana, and that I will discharge the duties of my office of the Colstrip Hospital District with fidelity; and that I have not paid or contributed, or promised to pay or contribute, either directly or indirectly, any money or other valuable thing to procure my nomination or election (or appointment) except for the necessary and proper expenses expressly authorized by law; that I have not knowingly violated any election law of this state, or procured it to be done by others in my behalf; that I will not knowingly receive, directly or indirectly, any money or other valuable thing for the performance or non-performance of any act or duty pertaining to my office other than the compensation allowed by law. So help me God.

Buanna Casstine

Subscribed and sworn to before me this 20<sup>th</sup> day of May 2019.

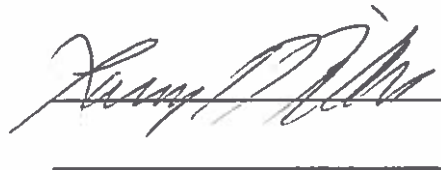
**Certificate of Appointment**

Office of the Colstrip Hospital District Trustee, of the County of Rosebud, State of Montana

**Certificate of Appointment**

THIS IS TO CERTIFY, THAT I, Brianna Caterline being the duly elected, qualified and acting Chairman of the Colstrip Hospital Board of the County of Rosebud, State of Montana, and reposing special faith and confidence in the ability and integrity of Larry Miller, do hereby make, constitute and appoint said person as a Colstrip Hospital Board of Trustees of and for the County of Rosebud, State of Montana, with power incidental to such appointment as prescribed by law, to hold such office and possess and exercise such powers during the pleasure of the undersigned.

IN WITNESS WHEREOF, I have hereunto set my hand at the City of Colstrip, Rosebud County, Montana, this 20th day of May, 2019.



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**Oath of Office**

I do solemnly swear (or affirm) that I will support, protect and defend the Constitution of the United States and the Constitution of the State of Montana, and that I will discharge the duties of my office of the Colstrip Hospital District with fidelity; and that I have not paid or contributed, or promised to pay or contribute, either directly or indirectly, any money or other valuable thing to procure my nomination or election (or appointment) except for the necessary and proper expenses expressly authorized by law; that I have not knowingly violated any election law of this state, or procured it to be done by others in my behalf; that I will not knowingly receive, directly or indirectly, any money or other valuable thing for the performance or non-performance of any act or duty pertaining to my office other than the compensation allowed by law. So help me God.



Subscribed and sworn to before me this 20<sup>th</sup> day of May 2019.

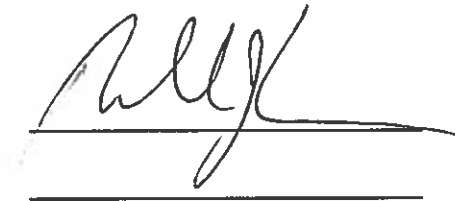
**Certificate of Appointment**

Office of the Colstrip Hospital District Trustee, of the County of Rosebud, State of Montana

**Certificate of Appointment**

THIS IS TO CERTIFY, THAT I, Brianne Cesterline being the duly elected, qualified and acting Chairman of the Colstrip Hospital Board of the County of Rosebud, State of Montana, and reposing special faith and confidence in the ability and integrity of Russell Coe, do hereby make, constitute and appoint said person as a Colstrip Hospital Board of Trustees of and for the County of Rosebud, State of Montana, with power incidental to such appointment as prescribed by law, to hold such office and possess and exercise such powers during the pleasure of the undersigned.

IN WITNESS WHEREOF, I have hereunto set my hand at the City of Colstrip, Rosebud County, Montana, this 20th day of May, 2019.



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**Oath of Office**

I do solemnly swear (or affirm) that I will support, protect and defend the Constitution of the United States and the Constitution of the State of Montana, and that I will discharge the duties of my office of the Colstrip Hospital District with fidelity; and that I have not paid or contributed, or promised to pay or contribute, either directly or indirectly, any money or other valuable thing to procure my nomination or election (or appointment) except for the necessary and proper expenses expressly authorized by law; that I have not knowingly violated any election law of this state, or procured it to be done by others in my behalf; that I will not knowingly receive, directly or indirectly, any money or other valuable thing for the performance or non-performance of any act or duty pertaining to my office other than the compensation allowed by law. So help me God.



Subscribed and sworn to before me this 20<sup>th</sup> day of May 2019.

*“Quality Life Through Quality Medicine”*

**SUBJECT: CONFLICT OF INTEREST**

**POLICY #: BOARD 109**

**DEPARTMENT: COLSTRIP MEDICAL DISTRICT BOARD OF TRUSTEES**

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Conflict of Interest

A trustee may not:

1. Engage in a substantial financial transaction for the trustee’s private business purpose, with a person whom the trustee inspects or supervises in the course of official duties.
2. Perform an official act directly and substantially affecting, to its economic benefit, a business or other undertaking in which the trustee either has a substantial financial interest or is engaged as counsel, consultant, representative or agent.
3. Act as an agent or solicitor in the sale or supply of goods or services to a district.
4. Have a pecuniary interest, directly or indirectly, in any contract made by the Board, when the trustee has more than a ten percent (10%) interest in the corporation. A contract does not include: 1) merchandise sold to the highest bidder at public auctions; 2) investments or deposits in financial institutions which are in the business of loaning or receiving money, when such investments or deposits are made on a rotating or ratable basis among financial institutions in the community or when there is only one (1) financial institution in the community; or 3) contracts for professional services other than salaried services or for maintenance or repair services or supplies when the services or supplies are not reasonably available from other sources, if the interest of any Board member and a determination of such lack of availability are entered in the minutes of the Board meeting at which the contract is considered.
5. Be employed in any capacity by the District.
6. Appoint to a position of trust or emolument any person related or connected by consanguinity within the fourth (4th) degree or by affinity within the second (2nd) degree.
  - a. This prohibition does not apply to the renewal of an employment contract of a person who was initially hired before the Board member to whom he/ she is related assumed the position.
  - b. This prohibition does not apply if the trustees comply with the following requirements: 1) all trustees, except the trustee related to the person to be



employed or appointed, vote to employ the related person; 2) the trustee related to the person to be employed abstains from voting; and 3) the trustees give fifteen (15) days written notice of the time and place of their intended action in a newspaper of general circulation in the county where the district is located.

**Degrees of Affinity**

Affinity is the legal relationship arising as the result of marriage. Relationship by affinity terminates upon the death of one of the spouses or other dissolution of marriage, except when the marriage has resulted in issue still living.

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Approved : \_\_\_\_\_

Effective Date: March 21, 2005

I have read, understand and will comply with the Colstrip Medical District Conflict of Interest Statement.



Russell Batic



Russell Case



Thomas Crippen



Larry Miller



Debra Terrett

*“Quality Life Through Quality Medicine”*

**SUBJECT:** *CMC CODE OF BUSINESS CONDUCT*

**POLICY #:** *ADMIN-100*

**DEPARTMENT:** *ADMINISTRATION*

**POLICY:**

It is the policy of the Colstrip Medical Center to abide by high standards of integrity, accountability, and legality in everything it does.

**PROCEDURE:**

Colstrip Medical Center ("CMC") has prepared this Business Conduct Policy to provide directors, officers, physicians and employees of CMC, as well as those with whom CMC does business and the general public, with a formal statement of CMC's standards and rules of ethical business conduct. This Policy reflects CMC's commitment to its stated Mission and is part of CMC's Corporate Compliance Program.

Compliance—When In Doubt

No Policy can cover all circumstances or anticipate every situation. Consequently, employees encountering situations not addressed specifically by this Policy should apply the overall philosophy and concepts of this Policy to the situation -- always following the path of honesty and integrity. If questions still exist or if any employee wants to report or discuss a possible violation, he or she should use any of the following methods of communication:

- Review the particular circumstances with his or her supervisor, the Administrator, or the Board of Directors.
- Send an e-mail to the Administrator at [john.poolc@colstripclinic.com](mailto:john.poolc@colstripclinic.com).

It is the obligation of every CMC employee to report honest concerns about potential violations of this Policy. CMC pledges that it will protect employees from any negative consequences of making reports or asking questions about the implications and meaning of this Policy.

Personal Conflicts of Interest and Outside Activities

CMC employees must avoid situations where their personal interests could conflict, or reasonably appear to conflict, with the interests of CMC. An example of a conflict of interest is any opportunity for personal gain apart from the normal compensation provided through employment. In that regard, listed are some guidelines:

1. Personal Financial Gain
  - a. Employees should avoid any outside financial interest that might influence their decisions or actions as CMC employees. Such interests might include, among other things:
  - b. A personal or family interest in an enterprise that has business relations with CMC. This restriction does not apply to minimal holdings of stock or other securities of a corporation whose shares are publicly traded and which may incidentally do business with CMC.
2. Outside Activities
  - a. Employees should avoid outside employment or activities that would have a negative impact on the performance of their job, conflict with their obligations to CMC, or in any way negatively impact CMC's reputation in the community.

- b. Members of CMC governing boards and committees are subject to the conflict of interest policy required of tax exempt organizations by the IRS.
- c. Employees, who feel they may have a conflict of interest due to investments or outside activities, should consult with the Clinic Administrator.

#### Avoidance of Fraud, Waste and Abuse

Avoidance of behavior that could constitute fraud, waste or abuse is imperative. In CMC's relations with all payors, including Medicare and Medicaid, CMC's policy is to deal legally and honestly with all requirements, including those related to billing, documentation, coding, marketing, and self-referral prohibitions. Each employee should understand the behavior within his or her area of responsibility that could pose a concern under federal or state fraud, waste and abuse or false claims laws, and should comply with those laws. All CMC personnel should be familiar with and comply with the requirements of the CMC Corporate Compliance Program, which focuses on fraud and abuse.

Examples of Fraud, Waste and Abuse include but not limited to: double billing, doctor shopping for prescription drugs, eligibility fraud, short-filling prescriptions, prescription forging or altering, billing for more expensive services or procedures than were actually provided, prescribing a medication for 30 days with a refill when it is not known if the medication will be needed, reimbursement for services that are not medically necessary or that fail to meet professionally recognized standards for health care. It also includes beneficiary practices that result in unnecessary costs to the health care system.

#### Use of CMC Funds and Assets

CMC assets are to be used solely for the benefit of CMC. Assets are much more than equipment, inventory, funds, and office supplies. Assets include medical records, concepts, business strategies and plans, financial data, intellectual property rights, and other information about CMC's activities. Employees or others may not use CMC assets for personal gain. If property no longer needed by CMC is sold to employees, such sales must be documented and approved by an appropriate authority other than the employee making the purchase.

#### Marketing and Public Relations

CMC respects the rights and needs of our patients and the community to receive accurate, honest and helpful communications about health care. Communications will be responsive and sensitive to the diversity of people CMC serves and will not promote unnecessary services or services that have not been shown to be efficacious. CMC shall adhere to all laws governing the marketing of health care services.

#### Confidential Information, Patient Privacy and Trade Secrets

All employees must safeguard Colstrip Medical Center's confidential information and trade secrets. Employees must also refuse any improper access to confidential information and trade secrets of any other company, including our competitors. Patient protected health information must be kept confidential in accordance with Colstrip Medical Center's policies and applicable laws. Violations of Colstrip Medical Center patient privacy policies, federal privacy regulations and state privacy laws must be reported to the CMC Privacy Officer for resolution.

Information regarding patients, visitors, or employees of CMC is considered to be private protected health information. Even a patient's office appointment or a phone call note regarding scheduling an appointment must be safeguarded. Employees, physicians and vendors who do business with CMC cannot share information that was obtained appropriately or incidentally while performing work on behalf of CMC.

Information in our computer systems is intended for the sole purpose of treating our patients or managing the business of CMC. This information should not be shared with those who are not authorized to have access to the information or who do not have a need to know the information in order to perform work on behalf of CMC.

Even though your family members may seek services at CMC, it is still their right to keep this information confidential from you and others. Do not assume that you have a right to access information related to your friends and family members care.

Confidential and trade secret information includes any information that is not generally disclosed to the public, which is useful or helpful to CMC and/or which would be useful or helpful to CMC competitors. Common examples include financial data, planned new projects, information about areas where CMC intend to expand, wage and salary data, employee information, capital investments plans, and projected earnings, information about suppliers and customers and changes in management or policies of CMC.

#### Dealing with Suppliers and Referring Providers

Dealing with product and service suppliers and with referring providers can pose ethical or even legal problems. The following guidelines are intended to help all personnel to make the ethical decision in potentially difficult situations:

##### \* "Kickbacks" and Rebates

Employees or their families must not receive personal kickbacks or rebates as a result of the purchase or sale of goods or services at CMC. "Kickbacks or rebates" can take many forms and are not limited to direct cash payments or credits. In general, if an employee or family member stands to gain personally from a transaction, that transaction is prohibited. Such practices are not only unethical but are in many cases illegal.

##### \* Gifts or Gratuities from Businesses

Personnel may not accept gifts of money from suppliers or other companies or individuals doing or seeking to do business with CMC under any circumstances. Also, personnel may not solicit or accept non-monetary gifts, gratuities, or any other personal benefit or favor from such businesses. Personnel and members of their immediate families may accept unsolicited, non-monetary gifts from a business or individual doing or seeking to do business with CMC only if the gift is of nominal value or the gift is primarily of an advertising or promotional nature. Textbooks and other gifts that primarily benefit patient care with a value in the general range of \$100 or less are permissible. Gifts of greater value may be accepted if protocol, courtesy, or other special circumstances exist. However, all gifts that appear to be worth more than \$100 should be reported to the Clinic Administrator. The Clinic Administrator will determine if gifts may be kept, if they should be returned or if they become CMC's property.

##### \* Entertainment by Businesses

Personnel may not encourage or solicit entertainment from any individual or company with whom CMC does business. From time to time, personnel may offer or accept entertainment, such as business meals, but only if the entertainment is reasonable, occurs infrequently, and does not involve lavish expenditures. Offering or accepting entertainment, which is not a reasonable adjunct to a business relationship, but is primarily intended to gain favor or influence, should be avoided.

##### \* Payments to Government Employees

No payments of money, gifts, services, entertainment, or anything of value may be offered or made available in any amount, directly or indirectly, to any government official or employee. Such payments or offers are not legal in the United States. Such payments should not be made in other countries, even if legal there, if they are in violation of U.S. laws, regardless of the nationality of the recipient. If in doubt, consult the Clinic Administrator.

### Expert Testimony

Physicians and other health care providers are prohibited from serving as expert witnesses if their testimony could conflict with the interests of CMC or if payment for expert witness testimony could appear to influence the physician's or provider's decision-making. If in doubt, consult the Clinic Administrator.

### Books and Records

#### \* Falsification of Records

It is illegal and unethical to falsify records. Federal law requires CMC to assure that its books and records accurately reflect the true nature of the transactions represented. While in rare circumstances to protect the identity of a patient, CMC may agree to use an alias instead of the patient's true name, it is against CMC policy, and possibly illegal, for any personnel to knowingly cause our books and records to be inaccurate. Examples include making records appear as though payments were made to one person when, in fact, they were made to another; submitting expense accounts which do not accurately reflect the true nature of the expense; and creating any other records which do not accurately reflect the true nature of a transaction. False or artificial entries must never be made in CMC books and records, or in any public record, for any reason. Permanent entries in CMC records should not be altered in any way.

No payment or receipt on behalf of CMC may be approved or made with the intention or understanding that any part of the payment or receipt will be used for a purpose other than that described in the documents supporting the transaction. "Slush funds" or similar off-book accounts, where there is no accounting for receipts or expenditures on clinic books, are strictly prohibited. Personnel must not create or participate in the creation of any records, which are intended to mislead or to conceal anything, that is improper.

#### \* Retention of Records

Disposal or destruction of CMC's records and files is not discretionary. Legal and regulatory practices require the retention of certain records for various periods of time, particularly in the tax, personnel, health and safety, environmental, contract, and board areas. In addition, when litigation or a government investigation or audit is pending, relevant records must not be destroyed until the matter is closed. Destruction of records to avoid disclosure in a legal proceeding may constitute a criminal offense.

### Political Activities and Contributions

CMC encourages all personnel to vote and be active in the political process. However, federal laws and many state laws restrict the use of corporate or tax funds in connection with elections. Accordingly, it is against CMC policy, and may also be illegal, for personnel to:

- Include, directly or indirectly, any political contribution on your expense account or in any other way which causes CMC to reimburse you for that expense. In general, the cost of fund raising tickets for political functions is considered a political contribution. Therefore, including the cost of such a fund-

raising dinner on an expense account, even if business is discussed, is against CMC policy and possibly illegal.

Use any CMC property or facilities, or time of any of CMC personnel, for any political activity. Examples of prohibited conduct include using secretarial time to send invitations political fund-raising events, using a CMC telephone to make politically motivated solicitations, allowing any candidate to use any CMC facilities (such as meeting rooms) for political campaigning or loaning any CMC property to anyone for use in connection with a political campaign.

The political process has become highly regulated. Anyone who has any question about what is or is not proper should consult with the Clinic Administrator before agreeing to do anything that could be construed as involving CMC in any political activity at either the federal, state or local level, or any foreign country.

### Safety, Health and Environment

CMC is committed to providing a safe and healthy work place for our employees and for visitors to our premises. CMC is equally committed to preventing the deterioration of the environment and minimizing the impact of our operations on the land, air, and water. These commitments can only be met through the awareness and cooperation of all personnel. CMC personnel have a responsibility to abide by safe operating procedures, to guard their own and their fellow employees' health, and to maintain and utilize pollution control systems.

In the United States, regulatory agencies exist under federal, state or local jurisdiction to ensure compliance with laws and regulations affecting safety, health, and environmental protection. It is CMC's policy to comply with both the letter and the spirit of the laws and regulations imposed by these agencies and to attempt to develop a cooperative attitude with inspection and enforcement personnel. In keeping with this spirit, personnel are encouraged to report to their supervisors conditions that they perceive to be unsafe, unhealthy, or hazardous to the environment.

### Employee Relations

It is CMC's policy to provide equal employment opportunity to individuals who are qualified to perform job requirements, regardless of their race, color, sex, religion, national origin, disability, or age. CMC is committed to following the various human rights laws of the United States and of the states where employees reside. Every employee has a right to a work in an environment free of harassment or discrimination because of race, color, sex, religion, national origin, disability, or age. These commitments can only be met if all employees treat each other with mutual respect, courtesy, and fairness.

### The Powers and Fiduciary Duties of Directors and Administrator

CMC acts through its employees, Administrator and Board of Directors. The Administrator and members of the governing boards and committees occupy a fiduciary relationship to CMC and are required to exercise the utmost good faith and to exercise their powers solely in CMC's interests. When accepting a position on a governing board, an individual agrees to give diligent attention to its concerns and to be faithful and honest in the discharge of his or her duties. Board members are not expected to be infallible, but should act in good faith.

The Administrator and members of the Board of Directors are charged with the general responsibility to oversee the business conduct and ethical standards of CMC.

### Conclusion

This Policy attempts to make CMC's expectations as clear as is possible for employees and others who do business with CMC. If, in violation of this Policy, unethical or unlawful is found to exist, CMC shall halt such behavior as soon as possible after its discovery, discipline personnel who violate the standards contained in the Policy, and report conduct to the appropriate authorities, as required by law. Everyone at CMC, and those with whom CMC does business, are expected to comply with the standards contained in this Policy, report possible violations to the Clinic Administrator, and assist Administrator in investigating any allegations of wrongdoing.

Resources for Guidance and Reporting Concerns:

It is the obligation of every CMC employee to report honest concerns about potential violations of this Code. CMC makes every effort to maintain within the limits of the law, the confidentiality of identity of any individual who reports concerns or possible misconduct. There will be no retribution for anyone who reports a concern in good faith. Anyone who deliberately makes false accusations with the purpose of harming or retaliating against another employee is subject to disciplinary action.

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Approved by: \_\_\_\_\_  
John Poole, Administrator

Effective: September 27, 2004  
Revised: March 7, 2012  
Reviewed: July 1, 2017; February 1, 2019

I have read, understand and will comply with the CMC Code of Business Conduct

---

Employee Signature

Date

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]* 5-20-19

## COLSTRIP HOSPITAL DISTRICT

### Minutes

### Board of Trustee Meeting

June 25, 2019

Board Chair Tom Crippen called the Colstrip Medical District Board of Trustees meeting to order at 6:30 p.m. at the Colstrip Medical Clinic (CMC) with a quorum present. In attendance were Trustees: Tom Crippen, Russ Case, Deb Terrett, Larry Miller and Rusty Batie. Employees present were Clinic Administrator John Poole, Jackson Craig, Kjersti Downing, Darlene Sanders, Zora Clark, Gina Brown, Sue Palm, Lissa White.

#### **Communication from the Public:**

- Jackson Craig thanked the board and the foundation for working to get the coal board grant.

#### **Consent Agenda:**

Trustee Russ Case moved to accept the consent agenda. Trustee Deb Terrett seconded the motion and it passed unanimously.

- a) Minutes – May 20, 2019
- b) Warrants – (2) warrants (MasterCard for \$65,488.19, Strom and Associates for \$17,000)
- c) Review Check register for the period from May 1, 2019 to May 31, 2019
- d) Department Reports

#### **Finance Report:**

- For the month of May, CMC had a loss of \$14,183, after depreciation and District Income. The district received \$67,276 in tax revenue.
- Total patient revenues were \$132,308, which is greater than the fixed budget by \$18,752. Total Operating Expenses were \$186,646, which is greater than fixed budget by \$14,398. This resulted in a net loss before Depreciation and District Income of \$81,549.
- YTD revenues are greater than budget by \$173,380. Total expenses YTD were greater than budget by \$112,584.
- In May, net receivables decreased \$1,550. Accounts Payables increased \$6,447.
- Patient encounters were 89 less than this time last year.

#### **Administrators Report:**

- The clinic was successful in receiving a MT Coal Board grant for \$55k. The grant will help purchase Digital Radiology Equipment and two LifePak15 units.
- John and Nick cleaned out the downtown apartment on May 31<sup>st</sup>. The furniture has been put in storage.
- A PA needed to cover the fourth weekend of call will start July 15<sup>th</sup>. His name is Luke Altenhofen.
- Sheri Hiser will resign as of June 30<sup>th</sup>.
- Jimi Fix resigned June 7<sup>th</sup>.



- One RN has accepted one of these positions pending acquiring her license and passing background checks and drug screen.
- The Clinic has hired a Medical Assistant starting July 8<sup>th</sup>. She will assist in rooming patients and other duties.
- Dr. Cameron Grove visited the site June 6<sup>th</sup> to meet the physicians. Dr. Anderson from Forsyth has agreed to be the backup Supervising Physician.

#### **New Business:**

- Review/Revise bylaws
  - Motion to table made by Deb Terrett.
  - 2<sup>nd</sup> made by Russ Case
  - Passed unanimously.
- Out of Network Insurance (for after hours patients)
  - There will be a lag in time for approval from the insurance providers for Luke to be considered in-network. During this time he would be and out-of-network provider while covering call.
  - The clinic asked the board for approval to allow Luke to start without in-network coverage in order to relieve call time for the existing providers.
  - Trustee Rusty Batie made a motion to start Luke w/out in-network coverage until insurance companies can approve.
  - Trustee Deb Terrett seconded the motion.
  - The motion passed unanimously.
- The 2019 Preliminary Budget was read.
- Computer upgrade/replacements
  - Trustee Deb Terrett made a motion to approve the update of PC's for the clinic and purchase them from Systems Technology Consultants.
  - Trustee Russ Case seconded the motion.
  - The motion passed unanimously.
- Board training options
  - The board members will complete the Best on Board class
  - Associated employers offers board training should the board be interested
  - The Billings Clinic will host a trustee convention in November
  - Review of Best Practices document from Trustee Terrett.

#### **Old Business:**

- Strategic Planning update:
  - Special session to be held July 9<sup>th</sup>.

#### **Executive Session:**

- The Board entered into Executive Session from 8:49pm until 9:46pm.

The next regular Board of Trustees meeting will be Tuesday, July 30<sup>th</sup>, 2019 at 6:30 p.m.

A motion for adjournment was made by Trustee Larry Miller. Seconded by Trustee Russ Case and passed unanimously. The meeting was adjourned at 9:47 pm.

Respectfully Submitted,

Approved,



Rusty Batie, Secretary

, Date: \_\_\_\_\_



Tom Crippen, Chair

, Date: \_\_\_\_\_

OFFICE OF THE GOVERNOR  
STATE OF MONTANA

Steve Bullock  
GOVERNOR



Mike Cooney  
LT. GOVERNOR

July 15, 2019

John Poole  
Colstrip Hospital District  
PO Box 1858  
Colstrip, MT 59323

Re: Notice of Coal Board Grant Award

Dear Mr. Poole,

Congratulations! On behalf of the State of Montana, it is my pleasure to congratulate the Colstrip Hospital District on its recent award of \$55,000 from the Montana Coal Board for the purchase of monitor-defibrillators and radiology equipment.

Projects such as this help promote and develop local communities and their ability to ensure the health and safety of citizens in coal-impacted communities.

All awardees will be contacted directly with more information in the upcoming weeks by program staff. If you have any questions, please contact the Community Development Division at the Montana Department of Commerce, at 406-841-2770 or email [DOCCDD@mt.gov](mailto:DOCCDD@mt.gov).

Again, congratulations and good luck on the successful completion of your project.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. Bullock".

STEVE BULLOCK  
Governor

**BYLAWS OF THE  
COLSTRIP HOSPITAL DISTRICT  
COLSTRIP, MT**

**ARTICLE I- NAME**

Section 1: Name of Entity

This entity is a public hospital district that is a political subdivision of Rosebud County, Montana. It shall be known as the Colstrip Hospital District d/b/a Colstrip Medical Center, hereinafter referred to as the "District".

Section 2: Name of Governing Body

The name of the governing body of the District shall be the Board of Trustees, hereafter referred as the "Board".

**ARTICLE II- PURPOSE**

Pursuant to the powers of a hospital district as defined in Montana Statute 7-34-2122, Montana Code Annotated, Colstrip Hospital District proposes to:

1. Employ nursing, administrative, and other personnel, legal counsel, engineers, architects, accountants, and other qualified persons, who may be paid for their services by monthly salaries, hourly wages, and pension benefits or by such fees as may be agreed upon;
2. Cause reports, plans, studies, and recommendations to be prepared;
3. Lease, purchase, and contract for the purchase of real and personal property by option, contract for deed, conditional sales contracts, or otherwise and acquire real or personal property by gift;
4. Lease, or construct, equip, and furnish necessary buildings and grounds and maintain the same;
5. Adopt, by resolution, rules for the operation and the admission of persons thereto;
6. Impose by resolution and collect charges for all services and facilities provided and made available by it;
7. Levy taxes.
8. Borrow money by the issuance of notes and bonds.

## **ARTICLE IV- MEETING OF THE BOARD OF TRUSTEES**

### **Section 1. Regular Meetings**

The Board of Trustees will hold regular meetings at the Colstrip Medical Center or other district location on a monthly basis to review the budget and other pertinent matters. The date and time of the meeting shall be determined by the Trustees.

### **Section 2. Special Meetings**

A special meeting of the Board may be called by the Chairman of the Board.

### **Section 3. Annual Meeting**

The annual meeting shall take place in April of each year and called by the Chairman of the Board.

### **Section 4. Quorum**

For regular, special or annual meetings of the Board, a quorum shall consist of a majority of the members. A unanimous consent of three (3) votes shall be necessary to carry a motion.

### **Section 5. Call of Special Elections**

With the concurrence of the County Commissioners, the Board at any regular meeting may call a special election of the voters of the district.

### **Section 6. Conflict of Interest**

The Board shall adopt and periodically review a conflict of interest policy to protect the District's interest when it is contemplating any transaction or arrangement which may benefit any employee, Trustee, officer or member of a committee with Board delegated powers. This policy shall comply with Sections 2-2-104, 105, 121 and 131 Montana Code Annotated.

## **ARTICLE V- OFFICERS OF THE BOARD**

### **Section 1. Elections**

At the first regular meeting of the Board of Trustees and at their annual meeting every year thereafter, Trustees shall elect a chairman, vice-chairman, secretary (who shall serve as Clerk of the Board) and treasurer to serve for the ensuing year or until a successor is elected and qualified.

### **Section 2. Chairman**

The Administrator shall represent the Colstrip Medical Center in all aspects of its operations. He/she shall attend regular monthly meetings and any special meetings which the Board requests attendance. His/her line of authority shall derive from the Board. The duties of the Administrator shall include but not be limited to the following:

Section 2a. Implementation of the Board Policies

It will be the duty of the Administrator to implement recommended policies of the Board as approved by the Board, especially those relating to the physical and financial resources of the Colstrip Medical Center.

Section 2b. Liaison

The Administrator will act as liaison to the Board, Medical Center Staff, professional staff and the local community.

Section 2c. Organization and Management

Organization and management of the Colstrip Medical Center and its services, departments and subdivisions, delegation of duties and establishment of formal means of accountability of subordinates, if any, will be the responsibility of the Administrator.

Section 2d. Compliance

The Administrator is responsible for taking reasonable steps to insure that the Colstrip Medical Center Complies with all-applicable laws, rules and regulations.

Section 2e. Reporting to the Board

The Administrator is responsible for reporting to the Board on the overall activities of and developments and inspections affecting the Colstrip Medical Center.

**ARTICLE VIII RULES OF CONDUCT**

The District shall comply with all rules of conduct for public officers and public employees as set forth in Sections 2-2-104, 105, 121 and 131 Montana Code Annotated.

**ARTICLE IX BYLAW REVIEW AND REVISION**

The bylaws shall be reviewed annually or at such other times as directed by the Board Chairman. The Bylaws may be amended only by a majority vote of the members of the Board. Proposed amendments or changes shall be made available the Board members prior to the meeting at which the amendments or changes are to be considered. The Board shall vote on the proposed amendments or changes at the next Board meeting following the meeting during which the same were considered.

The forgoing bylaws were approved by the Board of Trustees of the Colstrip Hospital District at its regular meeting on the 25<sup>th</sup> day of June, 2019 and adopted as of the Board's regular meeting in June, 2019, and are in full force and effect as of that date.

ATTEST:

COLSTRIP HOSPITAL DISTRICT

  
SECRETARY

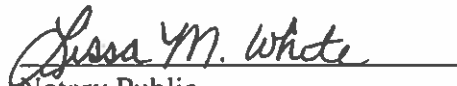
  
CHAIRMAN

  
VICE CHAIRMAN

  
TREASURER

  
TRUSTEE

Subscribed and sworn to before me this 30<sup>th</sup> day of July 2019

  
Notary Public

My commission expires on: July 02, 2022

