

# LARAMIE COUNTY CLERK BOARD OF COUNTY COMMISSIONERS AGENDA ITEM PROCESSING FORM

1. DATE OF PROPOSED ACTION: September 6, 2016

2. AGENDA ITEM:     Appointments     Bids/Purchases     Claims

Contracts/agreements/leases     Grants     Land Use: Variances/Board App/Plats

Proclamations     Public Hearings/Rules & Reg's     Reports & Public Petitions

Resolutions     Other

3. DEPARTMENT: Commissioners

APPLICANT:

AGENT: Commissioners

4. DESCRIPTION: Consideration of a resolution appointing a member to the Laramie County Hospital Board of Trustees to complete the term left vacant by the resignation of James Lugg which will expire on June 30, 2019.

Amount \$

From September 6, 2016

To June 30, 2019

5. DOCUMENTATION: 1 Originals 1 Copy

RECEIVED AND APPROVED AS  
TO BE FILED BY THE  
LARAMIE COUNTY ATTORNEY

<u>Commissioner</u>	<u>Clerks Use Only:</u>	<u>Signatures</u>
Ash _____		Co Attny _____
Heath _____		Assist Co Attny _____
Holmes _____		Grants Manager _____
Kailey _____		Outside Agency _____
Thompson _____		
Action _____		
Postponed/Tabled _____		

RESOLUTION # \_\_\_\_\_

**RESOLUTION APPOINTING A MEMBER TO THE LARAMIE COUNTY HOSPITAL BOARD OF TRUSTEES**

**BE IT RESOLVED** by the governing body of Laramie County, Wyoming, \_\_\_\_\_ shall be and is hereby appointed as a member of the Laramie County Hospital Board of Trustees to perform the duties of said Board according to law to complete the vacancy of James Lugg's five year term which will expire June 30, 2019.

**PRESENTED, READ AND ADOPTED** this \_\_\_\_ day of September, 2016.

BOARD OF LARAMIE COUNTY COMMISSIONERS

\_\_\_\_\_  
K. N. Buck Holmes, Chairman

ATTEST:

\_\_\_\_\_  
Debra K. Lee, Laramie County Clerk

Reviewed and approved as to form:

  
\_\_\_\_\_  
Mark Voss, Laramie County Attorney

**OATH OF APPOINTMENT**

THE UNDERSIGNED does solemnly swear (or affirm) to honor and sustain the constitution of the United States, the constitution of the State of Wyoming, and to faithfully, honestly and impartially discharge all duties as a member of the Laramie County Hospital Board of Trustees.

LARAMIE COUNTY HOSPITAL BOARD OF TRUSTEES

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

## Commissioners

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**From:** James Lugg <jimlugg@gmail.com>  
**Sent:** Thursday, August 04, 2016 7:21 AM  
**To:** Commissioners; Margo Karsten; Fran Cadez; Bryan Pedersen; Dr. Jean Halpern; James A. Lugg, MD; Jonath Jackson; Marian Orr; Michelle Mulberry; Patrick Madigan; Philip Rosenlund; William L. Larson  
**Subject:** Board of Trustees

Effective immediately, I will resign my position on the Board of Trustees of Cheyenne Regional Medical Center. It has been a pleasure to serve with you all.

Submit by Email

Print Form

APPOINTMENT APPLICATION

Board/committee/commission: Cheyenne Regional Medical Center Board

Name: Jeffrey Storey Preferred Name: Jeff

Mailing Address: 3952 Parkview Dr Home Address: 7308 Hawthorne Dr  
Cheyenne WY 82001 Cheyenne WY 82009

Phone: 307/637-7700 Spouse: Kelly

Occupation: Physician Self-Employed? Yes

Employer/Name of business: Cheyenne Women's Clinic, PC

Address / Zip: 3952 Parkview Dr. Cheyenne WY 82001 Phone: 307/637-7700

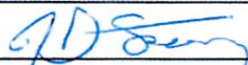
Year Employed: 11 Years of Laramie County Residency: 19

Fax: 307/637-5672 Email: jdstorey@cwcob.com Cell: 307 630-4207

Education/Degrees: M.D.- Dartmouth Medical School; B.S.- Middlebury College

Other community memberships: Wyoming Air National Guard- Colonel

Please explain your interest in serving on this Board/Committee/Commission (attach additional pages if needed):  
see attached sheet

Signature:  Date: 22 Aug 2016

Please return to: Laramie County Commissioner's Office  
310 W 19<sup>th</sup> St, Room 300  
Cheyenne, WY 82001  
Fax: 307-633-4267  
Email: commissioners@laramiecounty.com  
Phone: 307-633-4260

=====For Office use Only=====

New Appointment: \_\_\_\_\_ or Reappointment: \_\_\_\_\_ Term Length: \_\_\_\_\_ Year(s)

Full Term: \_\_\_\_\_ or Unexpired Term: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Comments: \_\_\_\_\_





## Cheyenne Women's Clinic P.C.

Rene R. Hinkle  
MD, FACOG

Jeffrey D. Storey  
MD, FACOG

Jacques D. Beveridge  
MD, FACOG

Janet L. Anderson  
MD FACOG

LeAyn J. Dillon  
DO FACOG

Kristy VanKirk MD  
FACOG

22 August 2016

Dear Commissioners;

Thank you for the opportunity to explain my desire to serve on the Cheyenne Regional Medical Center Board of Directors. I have been a Laramie County resident since 1997 when I arrived with the military to serve at FE Warren AFB. My wife and I greatly enjoy and respect the Cheyenne community and have become so deeply involved that I left active duty and transferred to the Wyoming Air National Guard in order to stay in Cheyenne. The primary reason I decided to stay in Laramie County was the great people I met within the community and it's the reason I'll never consider leaving.

I have been an active local physician for almost twenty years. I joined Cheyenne Obstetrics and Gynecology in 1999 and then began my own practice, Cheyenne Women's Clinic, in 2004 with the intent to provide unparalleled care for my patients. With that ideal in mind, our practice has grown to 6 physicians, all deeply committed to this community and the residents who live in it. I have practiced at CRMC since leaving active duty in 1999. I have seen many changes occur throughout that time and I have watched the hospital grow significantly since the late 1990s. It is my deep commitment to my patients, to the staff of the hospital, to my colleagues, and to the community at large that drive my desire to serve on the Board. As a board member, I would like to engage with all aspects of the hospital. In doing so, I hope to find innovative strategies to help ensure the hospital's future success while maintaining the numerous accomplishments the hospital has garnered over time.

I have had the opportunity to serve in various leadership positions throughout Cheyenne. I currently serve on the hospital leadership team as the Secretary/Treasurer of the Medical Staff and have previously served on the Executive Committee of CRMC, both through the Surgical Services Department and the Department of Obstetrics and Gynecology. I manage both obstetric patients and surgical and medical inpatients as an OB/GYN, allowing me to be intimately involved with all facets of care that occur within the hospital. I can provide both the breadth of knowledge regarding hospital issues and the depth of insight that comes from a lifetime commitment to the hospital.

I have gained leadership experience from both my civilian and military positions. I served on the Board of Medicine for eight years, two of which I spent as the President of the Board. I am currently the Medical Group Commander of the 153<sup>rd</sup>



*Cheyenne  
Women's  
Clinic P.C.*

Air Wing for the Wyoming Air National Guard where I also serve as the State Air Surgeon for Wyoming. Throughout these various experiences, I have garnered an interest in ensuring that leaders and group members serve their community with unwavering dedication.

I remain steadfastly involved in the leadership of the aforementioned institutions, all of which have provided me with a unique insight into the issues that face our hospital. I understand the necessity for a profitable hospital that leads our community in combatting healthcare problems, both today and long into the future. I would like to be a part of the solution in guiding necessary changes to ensure the residents of Laramie County continue to receive the best care possible within our community.

Thank you for allowing me to elucidate my interest in serving as a member of the Board of Cheyenne Regional Medical Center. Should you have any questions, please do not hesitate to call me as I would love to have the opportunity to speak about my passion of ensuring Laramie County continues to be the leader in Wyoming's healthcare.

Sincerely,

Jeffrey D Storey, MD  
Cheyenne Women's Clinic, PC



With my institutional knowledge of the history of the hospital as well as my background in communications and fundraising, I believe that I can be a valuable asset to the Board of Directors of Cheyenne Regional Medical Center. It is my desire to see CRMC succeed, not just as a business, but also as an active and viable part of Cheyenne and Laramie County.

- *Sue Castened*



APPOINTMENT APPLICATION

Board/committee/commission: Cheyenne Regional Medical Center - Board of Trustees

Name: Melvin Muldrow Preferred Name: Mel

Mailing Address: 1610 Morningstar Rd Home Address: (Same)  
Cheyenne, WY 82009

Phone: 307-631-6181 Spouse: \_\_\_\_\_

Occupation: Administrator, Construction Management Self-Employed? \_\_\_\_\_  
DIVISION

Employer/Name of business: State of Wyoming

Address / Zip: 700 W. 23rd St, Cheyenne, WY Phone: 307-777-8660

Year Employed: 3 yrs Years of Laramie County Residency: 26 yrs

Fax: \_\_\_\_\_ Email: Mel.Muldrow@wyo.gov Cell: 307-631-6181

Education/Degrees: Assoc. in Health Care Adm., Associate, Surgical Technologist,  
Certified Facilities / Plant Management, Diploma Health Sys Adm'n.

Other community memberships: Frisco, United Way Board, Warren Fed Credit Union  
Board.

Please explain your interest in serving on this Board/Committee/Commission (attach additional pages if needed):

I have a passion for Health Care and especially the Care  
and Services at CRMC. Having worked there for 14 years & having  
been treated as a patient, I want to share my knowledge to help make  
it a better place. Please see cover letter.

Signature: Mel Muldrow Date: 9/1/2016

Please return to: Laramie County Commissioner's Office  
310 W 19th St, Room 300  
Cheyenne, WY 82001  
Fax: 307-633-4267  
Email: commissioners@laramiecounty.com  
Phone: 307-633-4260

=====For Office use Only=====

New Appointment: \_\_\_\_\_ or Reappointment: \_\_\_\_\_ Term Length: \_\_\_\_\_ Year(s)

Full Term: \_\_\_\_\_ or Unexpired Term: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Comments: \_\_\_\_\_

**Mel Muldrow**  
1610 Morningstar Rd  
Cheyenne WY 82009  
(307-631-6181) Cell

September 1, 2016

Laramie County Commissioners

Please consider this letter of introduction as the expression of my interest in a position on the Board of Trustees at Cheyenne Regional Medical Center. I have enclosed my resume for your review also.

As you will note in my resume I have worked for over 25 years in various leadership roles in Healthcare Support Services and Facilities Management that are directly related to this position. My prior experience as VP and Director of Support Services has provided me with the leadership and communications skills necessary for this important position. Having been responsible for and worked in critical healthcare facilities both in the clinical and administrative areas, has given me a unique insight into the management of your facilities.

I realize it is critical to satisfy service requirements, quality, improve performance, strategic and financial objectives. As a Board Member, I have the experience, skills, and expertise to help guide Administration through its operation and improvement initiatives. My goal is to help ensure the organization functions to the highest standards. My additional experiences in the other support services departments such as construction management, real estate and property management over the years have given me the ability to understand the immediate needs of the organization.

In summary, I believe my experience in healthcare administration, management and facilities, especially at CRMC, would make me an asset to the board. I look forward to speaking with you regarding this opportunity. I can be contacted at 307-631-6181 or via email at [mmuldrow@msn.com](mailto:mmuldrow@msn.com).

Sincerely,

  
Mel Muldrow



## **MEL MULDROW**

1610 Morningstar Road • Cheyenne, Wyoming 82009  
307-631-6181 • [mmuldrow@msn.com](mailto:mmuldrow@msn.com)

### **VP/Director of Support Services Facilities Management ~ Construction ~ Support Services Administration**

Executive leader with extensive background and experience in developing and implementation of strategic programs and objectives with improvements in support services, facilities, operations and management for profit/non-profit organizations. Highly skilled at leveraging broad knowledge base of compliance regulations on federal, state, and local levels to achieve ambitious project objectives. More than 25 years of management experience in government, healthcare, and education environments complemented by an exemplary leadership record as a Master Sergeant in the U.S. Air Force.

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Operations Management • Support Services Administration • Facility Management • Compliance Training Program Development • Construction Project Management • Strategic Planning • Process Improvement Financial Management • Relationship Building • Capital Projects Budgets • Client / Vendor Relations • Mentoring • Logistics Non-Profit Organizations

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### **PROFESSIONAL EXPERIENCE**

#### ***STATE OF WYOMING, Cheyenne, Wyoming 2013 – Present Administrator, A & I, Construction Management Division***

- Responsible for the operation, management and oversight of construction, leasing, real property and land purchases, architectural design, and space needs of all State agencies and serves as the Executive Secretary of the State Building Commission.
- Directs and manages staff that is responsible for Capital construction and major maintenance projects for the State of Wyoming, Department of Health, Department of Corrections and Wyoming Community Colleges.
- Effectively coordinating a team of elected officials, legislators, task force member and stakeholder as we prepare for the Capitol Renovation and Restoration Project. This project includes the State Capitol, Executive Office Building remodel and addition of a new office building to the Capitol Square, a project totaling \$290million dollars.
- Spearheaded and led a pilot program in the development of a standardized condition assessment process all state owned buildings in the capitol city. This allowed the state to be able to prioritize construction and renovation needs and the estimated cost of those services; to include, planned maintenance schedules to eliminate backlogs and establish proactive maintenance practices. The program is now being started throughout the state at all of it hundreds of facilities.

#### ***MEMORIAL HOSPITAL OF CARBON COUNTY, Rawlins, Wyoming 2009 – 2013 VP, Operations, Facilities and Support Services***

- Collaborate with executive management team to set strategic direction for operation and compliance for employees and licensed, 50-bed facility with 6 external medical clinics.
- Instrumental in the facilities successful CMS Life Safety Survey, resulting in the organization receiving Critical Access Hospital (CAH) status.



- Spearhead project management function for the design of an \$8M remodeling and construction project. Negotiated and managed numerous service contracts.
- As Safety Officer, bolstered safety record from 37% to 87% in less than a year by training leadership in compliance issues and orchestrating facilities management staff training.
- Developed a preventative maintenance and capital equipment program to identify service and upgrade outdated major mechanical systems and facilities.

**MULDRON CONSULTING, LLC, Cheyenne, Wyoming • 2007 – 2010**

**Owner / Senior Project Executive**

- Consultancy providing construction project management, facilities management, and support service administration to clients in the healthcare and education sectors.
- Deliver expert consulting services for customer base to provide executive-level leadership and strategic direction for major client initiatives.
- Oversee financial and operational manage in alignment with project objectives. Leverage extensive knowledge of federal, state, and local regulations to drive clients to achieve compliance goals.
- Develop and administer training programs. Devise and institute and/or review and revise policies and procedures.

*Key Client Engagements:*

***Fremont County School District #25, Riverton, Wyoming***

- Drove site operations for a \$12M new construction project of an elementary school to achieve all scheduling and budgetary objectives. Built viable business relationships with contractors/sub-contractors, architects, and district personnel to facilitate operations.

***Mountain View Regional Hospital, Casper, Wyoming***

- Led new hospital facility to attain licensure by administering a comprehensive training program to provide facilities management personnel with tools to fulfill all compliance regulations. Inspection and QA of all major HVAC, boiler, electrical systems and equipment.
- Orchestrated creation of documentation to establish formal departmental policies and procedures.
- Facilitated launch of an Environment of Care Committee for regulatory compliance.

***Cheyenne Women's Clinic, Cheyenne, Wyoming***

- Project executive and owner's representative for Medical office building, 3.5 M, 10,000 sq. ft. state of the art facility. Responsible for all aspects of design, construction and closeout.

**CHEYENNE REGIONAL MEDICAL CENTER, Cheyenne, Wyoming • 1993 – 2007**

**Vice President / Director of Support Services and Facilities**

Consist of three healthcare facilities with 250 beds, 1700 employees, and 300 million in annual revenue. Managed a staff in excess of 150 with an annual operating budget in excess of \$15 Million. Facilitated support for facility management and planning, engineering, environmental services, security, grounds and transportation, construction, laundry, and food / nutrition functions. Set performance metrics and developed short- and long-term master facility plans. Strategic advisor to senior leadership, while advising on critical issues, and providing effective solutions to improve operational efficiency.



*Major Contributions:*

- Won state approval for \$15.5M in construction projects, including the renovation and expansion of multiple facilities and the new construction of a \$9.8M hospice center.
- Cut employee turnover in Food Services from 27% to 16% by improving morale and facilitating communications, orchestrating a series of forums for employees and management.
- Improved employee satisfaction ratings by an average of 30% through creation of a call center for the division to handle request and concerns.
- Selected by executive leadership to launch an Integrated Services Division to promote staff cohesion and improve delivery of patient services.
- Led the organization to achieve JCAHO accreditation by playing a key role in fulfilling all survey standards for operations, facilities, life safety and support services.
- Selected to head numerous internal committees, including the Executive Safety Committee and the Employee Advisory Committee.

**MILITARY BACKGROUND**

**UNITED STATES AIR FORCE, Master Sergeant (Retired)**

Roles performed during active duty included; Superintendent, Administration/Nursing/Surgical Services; Superintendent, Hospital Services Administration; Manager Facilities/Plant Management; and Air Force Liaison for Patient Air Evacuation.

**EDUCATION**

**BS/Health Services Administration program  
(Completed all coursework)**

Warren National University • Cheyenne, Wyoming

**Coursework in Business**

Laramie County Community College • Cheyenne, Wyoming  
Eastern New Mexico University • Clovis, New Mexico

**Diploma in Healthcare Administration**

**Diploma in Healthcare Facility / Plant Management**

Air Force School of Healthcare Sciences • Wichita Falls, Texas

**CERTIFICATIONS & PROFESSIONAL DEVELOPMENT**

**Training by the American College of Healthcare Executives (ACHE)**

Strategic Planning: From Formulation to Action  
Managing Healthcare Facility Design  
Renewing the Healthcare Organization  
Accelerated Construction Project Delivery  
A Business Case for Better Healthcare Facilities

**Training by the American Society of Healthcare Engineering (ASHE)**

Infection Control during Construction  
International Conference on Health Facility Planning and Design

**Certified Surgical Technologist**