

**SPECIAL BOARD OF HOSPITAL COMMISSIONERS**  
**August 30, 2021**

Those in attendance were Hospital Commissioners Darrin Moody (teleconference), Gayle Weston (teleconference), and Don Wilson (teleconference). Also present were Eric Moll, Mason Health CEO (teleconference); Mark Batty, Mason Health COO (teleconference); Rick Smith, CFO (teleconference), Dr. Dean Gushee, Mason Health CMO (teleconference); Melissa Strong, Mason Health CNO (teleconference) Robert Johnson, Legal Counsel (teleconference) and Shelly Dunnington Senior Executive Assistant (teleconference).

Others in attendance for a portion of the Hospital Commissioners meeting: Pam Schlauderaff, Director of Quality, Dr. Schlauderaff, Jen Capps, CDO, Laura Grubb, Compliance Officer, Kevin Keller, Senior Director of Human Resources, Brad Becker, Senior Director of Revenue Cycle and John Van Gorkom, VG Strategies.

Gayle Weston called the special meeting of the Board of Commissioners to order at 8:36 a.m.

Eric Moll introduced John Van Gorkom and reminded everyone he facilitates our annual strategic planning.

Eric reviewed the agenda.

John Van Gorkom asked each of the participate to share one positive and negative from the 2021 AHA Environmental Scan and the Community Health Needs Assessment.

The group went over the competitor analysis and discussed the changes since 2019.

The group discussed the SWOT (Strength, Weaknesses, Opportunities, Threats):  
Internal Strengths & Weaknesses

- Education went from strength to weakness
- Collaborate with other organizations (WRHC) – topic change to COVID vs the items they initially that they were working on.
- Strengths balance sheet
- Department customer service improvement
- Weaknesses to Strengths– Improved the lack of cascading & awareness.
- Leadership Fail forward fast (Nimble and change quickly)
- Speed to decision making
- Staffing challenging – Weaknesses (Customer Experience)
- Staff & Provider Engagement Challenging
- Onboarding – Move from weaknesses
- Training is inconsistent (MA onboarding okay but in clinic inconsistent)
- Phone system enormous weakness – Customer Service
- Patient portal broke with upgrade Cerner – Customer Service (Weakness)
- SLT better communication, morning huddle has help, weekly email and communication – Leadership/Mgmt. Strength
- Collaboration – Continues to stay strong with our partnership
- Rumor Mill – remove from weakness

SWOT (Continued)

- Exceeding current capacity – big weakness (overall care delivery) – Outcome of staffing is a big component of this. (4)
- Staffing – 1. Weakness (1)
- Drop historical pattern alt isolated clinics from weaknesses

External Opportunities & Threats

Top Four Opportunities

- Partner with other specialty (Competitors) opportunities
- Health Care MOB
- Swing Bed (capacity) opportunities not that many votes
- Cerner Domain – still high
- Staffing should be an opportunity
- Other – Social Media - Create a business platform (remove)
- Competitors - Improve (contracting QIP Partnership SFM/OP)
- Transportation – we go to them online (remove)
- Virtual Care (remove)
- Build Brand
- Service Expansion Market Share
- Grow your own and Link to partnership (1)
- Cerner Domain (1)
- Specialty partnership (2)
- Telemedicine (3)

Top Four Threats

- Change Epidemic to Pandemic
- Sustainability Funding – 340B – (3)
- Sustainability Funding – Fixed Payment Model (4)
- Cybersecurity (Cyber Crime) 2
- COVID/Vaccination Impact - 1
  - Morale
  - Divineness
  - Mental Health
  - Fatigue
  - PTSD
  - Financial Impact

Review & Refine Current Strategic Plan Direction, Identify Key Priorities for Change, Review Strategic Objectives and Associated Targets, and Review Key Action Plans

Core Strategies

- **We will make it easy for the community to access high quality healthcare services.**
- **We will provide, or partner to provide, services to improve the health of our community.**
- **We will maintain a positive workplace culture being the employer of choice.**

Core Strategies (continued)

- **We will enhance operational efficiencies and integrated care throughout our clinics and hospital.**

Mel Strong's major focus

- Staffing

Employee Engagement

- Action Plan change from new employee onboarding. Change the Performance from employee engagement to Retention. Target: Overall Turnover (planned or unplanned) 30,000 Action Plans – Nurse/MA Development Program Executive Sponsor: Mel Strong

Enhance Community/Population Health

- Remove Closing Care Gaps Annual Wellness Program – Add Implement Annual Wellness Program (Medicare) 30,000 Action Plan
- PC Patient receiving depression screening annually – change the 30,000-action plan to Integrate Behavioral Health w/Primary Care. 2022 -45<sup>th</sup>%tile

Create a Superior Patient Experience

- Ease of obtaining referral – tighter focus on initiatives connecting the referral process for the annual wellness 30,000 Action Plans – Improve referral efficiency and communication to patient. 2022 35<sup>th</sup>%tile
- Clinic Patient (Overall) - 30,000 Action Plans change to Enhance patient experience 2022 – 50<sup>th</sup>%tile
- Emergency Patient (overall) 2023 target 70<sup>th</sup>% percentile 70<sup>th</sup>% 2022

Ensure Financial Strength/Growth - Operating Margin – delete optimize supply chain. Executive Sponsor Rick/Brad 2022 – 3%

Be the Workplace of Choice – Provider Engagement (overall) – change optimize Domain NW

Next step: Will create graphs and present on September 28th board meeting for approval.

Adjourn: 4:07 p.m.

PUBLIC HOSPITAL DISTRICT NO. 1  
OF MASON COUNTY, WASHINGTON

BY: \_\_\_\_\_

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Attest: \_\_\_\_\_

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