

## **BOARD OF HOSPITAL COMMISSIONERS**

**September 22, 2020**

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

Don Wilson called the regular meeting of the Board of Commissioners to order at 8:01 a.m.

**It was moved, seconded and voted to approve the September 8 and 14, 2020 minutes.**

### **Commissioner's Committee Report & Calendar**

Gayle Weston attended the BOHC on September 8th, the Strategic Planning meeting on September 14<sup>th</sup>, the Finance Committee Meeting on September 21<sup>st</sup> and one on one with Eric on September 21, 2020.

Scott Hilburn attended on BOHC on September 8<sup>th</sup>, the Strategic Planning meeting on September 14<sup>th</sup>, the QIC on September 15<sup>th</sup>, WSHA eSeries on September 16<sup>th</sup>, WSHA eSeries on September 18<sup>th</sup>, Bikers and Babies event on September 19<sup>th</sup> and one on one with Eric Moll on September 24, 2020.

Don Wilson attended on BOHC on September 8<sup>th</sup>, the Strategic Planning meeting on September 14<sup>th</sup>, WSHA eSeries on September 18<sup>th</sup>, and Shelton Hospital Associations on September 19, 2020 which donated \$87,000.

### **Consent Agenda**

**It was moved, seconded and voted to approve the consent agenda for September 22, 2020.**

### **Public Comments – None**

### **Legal Counsel – None**

### **Administrator's Report**

Eric Moll gave an update on Olympia Orthopedic Associates.

Eric Moll discussed Campus Master Planning confirming next steps are looking at the 5 top priorities. Do you have cost on the various priorities? Have OAC and TGBa finish providing us the cost estimate. We will put the 5 campus master priorities into the 5-year capital project planning and the 3 community needs will be included in the 2021 initiative planning.

### **Monthly Reports –**

- a) Financial Report - Rick Smith provided us with August 2020 financial summary, as well as went over the 2021 budget timeline.

Rick Smith shared that we hired a Director of Supply Chain, Candice Soldiers, who will be starting November 8, 2020. Merry Antrim's official retirement is the end of October 2020.

## Old Business

2021 Strategic Planning – Eric Moll and John Van Gorkom recapped the last Strategic Planning meeting and then we moved into the start, stop, continue review. The following attendees joined the meeting for 2021 Strategic Planning portion through teleconference: Jennifer Capps, Chief Development Officer, Laura Grubb, Compliance Officer, Colby Snyder, Chief Information Officer, Nicole Eddins, Senior Director of Ancillary Services, Brad Becker, Senior Director of Revenue Cycle, Dr. Mark Schlauderaff and Pam Schlauderaff, Director of Quality & Safety.

## Stop

1. Don't put employees in position in silos, we need to be collaborative. Don't say "no" first, say "yes" instead of "no". Jen (1), Mark (2), Gayle (1),
2. Lean principles and executing lean. Meetings that are top heavy, too much management in some of our meetings, better use of their time. Laura (1), Scott (1), Kevin (1) Colby (1)
3. Making decision without all stakeholders that are impacted. You need to hear all the voices before deciding. Don (1) Brad (2), Laura (2), Kevin (1) Colby (1)
4. Do a better job getting out on the genba. Stop staying in your office. Leadership needs to be more visible. Get out and get to know the employees. Nicole (1), Jen (1), Pam (2), Mark (1), Gayle (1), Scott (2), Rick (1) Colby (1)
5. Stop educating about restraints and go into monitoring status. Regulatory we must do education annually. No longer needs to be initiative. We can stop this initiative. Brad (1), Nicole (1), Pam (3), Mel (1), Rick (1)
6. Ensure financial strength. Implementing a financial benchmarking was a three-year commitment. We have spent a lot of time just to get alignment. We use the information time to time to see if they are exceeding benchmark. We need to focus more on quarterly rolling forecast instead of financial benchmarking. Remove this initiative and replace with quarterly rolling forecast. Don (2), Jen (1), Rick (2), Mark (2), Eric (1), Dean (2), Gayle (1),
7. Payer administrator reduction strategy instead of pure contracting strategy. Referral initiative needs to be broader. Brad (1), Eric (1),
8. More initiatives need more sustainability, we lose focus. Stop the un-sustainability on initiatives. Don (1), Nicole (1), Mel (1), Dean (1), Rick (1)
9. Stop and smell the roses, the successes we have accomplished, take the time reflect on it, we move to quickly to the next project. Nicole (2), Jen (1), Gayle (1), Scott (1), Kevin (2),

**Stop (continued)**

10. Mel concurs with Jen. Stop the culture of blame, setting the tone for giving grace instead of blame. Don (1), Mel (2), Colby (1)
11. Too many challenges at one time. Dean (2), Scott (1),
12. Stop and think about the last 6 months. What was the dynamics that made things happen over the last 6 months and what we want to take forward? Brad (1), Jen (1), Laura (1), Gayle (1), Colby (1)
13. Stop and take time out on what we have done. Find a way around the benchmarking to accomplish the things we set out to do.
14. Stop the restraints (sunset) Dr. Schlauderaff (5), Eric (3), Mel (1), Laura (1), Kevin (1)

**Continue**

1. Continue to focus on patient experience. Don (1) Brad (1) Dr. Schlauderaff (1), Mark (1), Jen (1), Mel (1), Kevin (1) Colby (1)
2. Manager connecting with their staff at a deeper level Dr. Schlauderaff (1), Scott (1), Kevin (1),
3. Morning huddles- Feel more connected due to huddles. Brad (1), Laura (1),
4. Standard Communication Tool & Regular communication around COVID experience. Getting information out to front line helps with trust. Morning huddles. (Jen) 1, Laura (1), Rick (1), Kevin (1),
5. Continue to work on workflow. Really looking at what MAs do, what they have time for and that it is done consistently. Dr. Schlauderaff (1), Pam (3), Eric (1), Mel (2), Kevin (1), Colby (1)
6. Continue to keep the strategic capital process in place and connect it to the quarterly rolling forecasting. Don (2), Dean (1), Laura (1), Gayle (1), Rick (2),
7. Employee and Provider engagement. Acknowledgement that we have social distance requirements but how we keep that engagement going. Brad (2), Mark (1), Eric (2),
8. Continue to build and improve our relationships. Nicole (2), Jen (1),

## BOARD OF COMMISSIONERS

September 22, 2020

Page 4

### Continue (continued)

9. Show casing our people and our culture. Culture beats strategy for lunch every day! Don (1), Jen (1), Mel (2),
10. Patient and employee experience. Pam (2), Laura (1)
11. Provider engagement along with outreach. Professional development program. Don (1), Dr. Schlauderaff (2), Mark (1), Eric (1), Dean (1), Laura (1), Gayle (1), Scott (1), Colby (1),
12. Level the technology that we already own. (e.g. EMR, HealthIntent) Dean (2), Colby (1)
13. Celebrate the employee's success and highlighting patient experience Gayle (1),
14. Decisions we make and how they impact our employees and their families. Scott (1), Kevin (1)
15. Support the (physician) wellness committee to stand-up and have some successes. Nicole (1), Scott (2),
16. Continue the Master Campus Planning. Domain NW and have other hospital join into the process. Brad (1), Jen (1), Dean (1), Gayle (1), Rick (2), Colby (1)
17. Bonfire – patient experience. An element that focuses on our staff and continued commitment to sustain it. Mark (2), Eric (1), Nicole (2), Gayle (1),

Each Strategic Planning committee member get five votes and use them to highlight what is most important.

Set the stage at the next board meeting. Next board – carve out 1 hour to spend time on the voting. Start putting together a supposal and connect them to specific objectives. Where do we have the priorities? Confirmation on the goals and target we have set relative to the objections. We will likely sunset the initiative around patient restraints

### New Business –

- a) Green Health – Jenn Capps joined our meeting to present a presentation on “Welcome to Practice GreenHealth”.
- b) Annual Compliance Program - Laura Grubb presented the annual compliance program. Gayle Weston asked how often the compliance committee meets. Laura Grubb shared monthly. We will look at how to celebrate those involved in the medical necessity for getting 100% compliance. Scott Hilburn asked how we reach the 9% that have not done the cybersecurity training. Eric Moll shared that we had our annual risk assessment and

**New Business (continued) –**

                  this year we did not have any bites on spam emails. Kudos from the board on Laura Grubb’s annual evaluation.

**Administration Roundtable - none**

**Commissioners’ Comments/Meeting evaluation:**

Scott a lot of good processes and very intense.

Gayle loves all the collaboration and the working together. Good meeting

Don a lot to go over. Good meeting.

Adjourned at 10:58 a.m.

PUBLIC HOSPITAL DISTRICT NO. 1  
OF MASON COUNTY, WASHINGTON

**BY:** \_\_\_\_\_  
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Attest: \_\_\_\_\_