

1. **4:30pm – CALL TO ORDER/ROLL CALL**
2. **4:32pm – CEO REPORT**
3. **5:00pm – BOARD/EXECUTIVE TEAM STRATEGIC PLAN PERFORMANCE GOALS FOR 2022**
(presentation/discussion)
4. **5:30pm – ADJOURNMENT**

Additional Board Education Opportunities – (Contact **Jamie** for registration information)

1. **Olympia Advocacy Days** (virtual) [Click here for more details](#)
 - **January 24 – 28**
2. **WSHA Leadership Summit** (Boards & CEOs) [Click here for more details](#)
 - **May 15-17, Walla Walla WA**
2. **Virtual DEI Workshops** – all workshops from 12:00-1:00pm [Click here for more details](#)
 - **February 10: A new Referee for Diversity, Equity and Inclusion Implementation**
 - **February 24: Equitable Conversations**
 - **March 10: Equitable Messaging**
 - **March 24: Equitable Partnership Building**
 - **April 7: Diversity Pipeline Development**

***“Often when you think you’re at the end of something,
you’re at the beginning of something else.”
– Fred Rogers***

Foundational Elements

Building essential infrastructure to support a healthy future.

- **Electronic Medical Record (EMR)** – The project is on schedule and moving forward quickly. Our key leaders will be stretched as we move into the build phase of the project. CFO Ritter is doing a great job managing the project and keeping everything organized with the team.
- **Hospitalist Coverage** – We are fully staffed with our hospitalist team! We now have 2 full time providers, one PRN and a complete team of remote night time physicians. Dr. Thompson will provide training and onboarding to our newest provider, Emilia Lewis, PA beginning in January.
- **SafetyZone Challenge** – Congratulations to the Quality team and staff. In three short weeks over 100 good catches and near misses were reported in SafetyZone! The program was a huge success and we look forward to sharing more details in the quality committee report.
- **The Rural Collaborative** – www.ruralcollaborative.com On Monday December 13th, TRC launched a new website. Please check it out. It also has a resource library for members to assist with policies, procedures and information sharing.
- **Dragon Ambient Experience (DAX)** – In order to support our providers being able to spend more time with patients and less time with charting and computers we are launching DAX which is an Artificial Intelligence tool to assist with data capture during patient visits. It will decrease the amount of time providers spend charting, improve charge capture and increase the amount of detail available in charts. This will not only improve the patient experience but it will decrease provider burnout and improve satisfaction. Implementing and testing are currently in progress.
- **Primary Care Provider** – Shantal Postiglione, DNP joined our team in January. She is providing primary care and offering an additional choice of provider for our community.

Health System of Choice

Develop a brand of the future and define the “New SVH”.

- **Ridge Clinic Expansion/Urgent Care** – WE ARE OPEN FOR BUSINESS!! Finally, after many challenges we welcomed our first patients to our new Urgent Care space on January 13, 2022. This was a huge team effort and took all hands on deck to get the equipment moved, assembled, supplies stocked, staff trained and community notified. We are very proud to be offering this new service to our community and look forward to continuing to refine our processes and services over the next several months.
- **AWPHD Board** – CEO Jensen participated in the AWPBHD board meeting this month which focused on IGGT fund opportunities, policy, and strategic planning.

- **WSHA Public Policy Committee** – CEO Jensen participated in the WSHA PPC this month which focused on approving the 2022 legislative agenda, charity care policy, telemedicine, and advocacy strategy.
- **Legislative session** – It is that time of year again! WSHA is hosting legislative education, briefings, and virtual congressional visits. CEO Jensen is participating and representing SVH.
- **Trail Youth Coffee** – We continue to partner with TYC to enhance the visitor experience and support a local non-profit that benefits at risk youth in our community. COO Denton is working with contractors to update electrical and plumbing to be able to move the current coffee stand to a more central and visible location near the café. We expect to be able to operate in this redesigned space sometime in February.
- **Online Presence** – Sherry Jennings is doing a FABOULOUS job increasing awareness of our organization through social media and website improvements. The launch of urgent care exploded the online conversation about the hospital and many positive comments were shared.

Community and Outreach Meetings

- Participated in Healthy Communities Coalition. Reported on Behavioral Health at the hospital and talked about safety network in SnoValley
- Participated in Parent Education Alignment meeting
- Attended Fall City Association Meeting
- Presented SVH report to SnoValley Chamber
- Worked with SnoPD to support our Polar Express-themed pediatric vaccine event
- Attended King County OEM's PIO roundtable for social media use and retention policies

Local events

- Supported pediatric vaccine event at SVH
- Shared local events on social

People

Recruit and retain the highest caliber SVH team to successfully execute the vision of the "New SVH".

- **HR Manager** – After an exhaustive search we finally hired an HR manager who decided to accept reemployment with her previous employer. The challenges we are experiencing with the HR manager search highlight the complications of the employment market and demonstrate how competitive the market has become, not only for recruitment but retention as well. Employees have many options and it is impacting how we hire, recruit and retain our own staff. In an effort to provide some much needed support to the HR department, we have recruited a temporary Manager that will work on site 1 day per week and remote the remainder of the time. Being able to provide remote work opens our options to a larger pool of candidates. This will be a trial and assessment for consideration going forward.

- **Recruitment** – In an effort to reduce open positions, reduce the use of agency staff and retain our own staff we have decided to invest in a fulltime recruiter position. We will extend our current staff member from part time to full time to assist with our staffing challenges. We anticipate this position will offset the costs associated to difficulty filling positions, as well as reduce costs for recruitment agencies.
- **ED Manager** – An interim ED manger is in place. We are collaborating with Overlake to find a permanent person and solution for this department.
- **Staff COVID Impacts** – Due to the high incidence of COVID in the community and exposures to staff, the Executive team conducted an internal incident command over the holidays to implement mitigation strategies and increase communication and support to our staff. We are asking staff to “level up” their masking to reduce the exposure from unknown positive COVID cases. We anticipate this additional level of caution to extend until February when the COVID infection rates begin to decline. In addition the leadership team is conducting daily staffing huddles which result in a dashboard that informs staff of critical staffing areas and impacts as well as mitigation measures that are being put in place for support.

Community Health Needs

Develop our programs and infrastructure to meet and support the needs of our community.

- **Pediatrics** – In response to provider and patient feedback, Dr. Jain’s pediatric practice moved to the hospital based RHC. Dr. Jain needed larger rooms to accommodate adolescents and larger families. This is a welcome change in the hospital with the activity and sounds of children in our space. Kudos to Sherry Jensen and Juan Buenrostro for all their hard work painting and putting up murals and art work.
- **COVID Vaccines** – Volumes in the drive through testing area continue to be a capacity. Staffing is fragile in this department. We are doing our best to continue to offer about 150 vaccines 5 days per week. We are in the process of extending our FEMA contract through King County Public Health which will provide funding and support through March 2022.
- **Polar Express Vaccine Event** – Staff from all over the hospital pitched in to decorate the drive through area and barn for a winter celebration and kids 5-11 vaccine event. Mr. & Mrs. Clause were on site to greet the kids, lights and music set the stage and families were provided hot coco, cookies and a teddy bear from Santa while they waited for their 15 minute safety stop. Over 120 kids and parents were vaccinated. A huge thank you to all of the volunteers that made this amazing event possible for our community.
- **Mass Vaccination Event** – The SVH COVID team and staff welcomed the community on Saturday, January 15th for COVID vaccines and boosters for all ages. Over 250 vaccines were provided. This event was scheduled in response to the high demand for appointments and the desire to get more kids in our community vaccinated.

- **Community Health Needs Assessment** – CEO Jensen received a grant from the Department of Health in the amount of \$7,500 to complete a CHNA that would help to inform our strategic plan and take into consideration the impacts that COVID has had and will continue to have on our community. Health Facilities Planning will be assisting with the assessment. We are targeting March for a completion date. Non-critical access hospitals are required to perform a CHNA every three years. Our current assessment is in year two.
- **Referral Team** – Thanks to the great work of Dr. Moore, we are happy to report that we have a full team of referral coordinators for the organization. We are working quickly through the backlog of referrals as well as keeping up with the current referrals. This will dramatically improve patient satisfaction, quality, and outpatient service volumes.

Financial Stewardship

Ensuring we have comfortable financial resources to support our ability to provide excellent care and service to our community.

- **See finance summary prepared by CFO Ritter for more details on financial performance.**
- **Sound Medical Laboratories (SML)** – Transition plan is in place and the teams are working together to finalize the operational details.
- **Director of Finance** – we have successfully hired a director of finance to replace Jim. He will start in February.
- **Endoscopy** – Due to the Washington State Governor’s mandate, all elective surgeries and procedures need to be suspended January 17th – February 17th, 2022. This will have a volume impact on our endoscopy program. We are currently assessing patients for risk factors and rescheduling routine screening for February.
- **COVID Testing** – We have officially submitted all the required applications and budgets for the FEMA contract with DOH for COVID testing activities. This contract works similar to COVID vaccines and will allow us to expand services and provide better support to our community.

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Respectfully Submitted, Renée K. Jensen

DRAFT V3
2022 Strategic Plan Objectives (Key Performance Indicators) and
Annual at-Risk Compensation Incentive Metrics

Annually the Board of Commissioners will set the Key Performance Indicators for the strategic plan. These KPI's will become the board's dashboard for organizational performance as well as the metrics which will be applied to the Executive Team at risk compensation program. This document confirms the agreed upon metrics for each area/bucket of the strategic plan for 2022.

2022 year strategic plan KPI summary:

- I. **Financial Stewardship –**
 - a. Positive .5% profit margin. (2022 Budget est = \$236,628 net income target)
- II. **Foundational Elements –**
 - a. Successful migration to Epic system & Go-live by Dec. 31st, 2022.
- III. **Health System of Choice –**
 - a. Likelihood to recommend scores for the rural health clinics & Urgent Care combined will be 89.00 or above.
- IV. **People –**
 - a. 4th Quarter open positions will be decreased by 25% to an average of 45 or less.
- V. **Community Health Needs –**
 - a. Increase the annual number of visits in the rural health clinics by 3% over prior year (2022 target = 17,583).

2022 year strategic plan KPI detail:

Financial Stewardship

Goal - Ensuring we have comfortable financial resources to support our ability to provide excellent care and service to our community.

Objective: Positive .5% profit margin. (2022 Budget est = \$236,628 net income target)

This measure was recommended by the finance committee because it assumes the income generated will cover the cost of the at-risk compensation. In addition, a positive bottom line has been rare in the history of SVH so a positive net will be a significant accomplishment. We anticipate that targeted performance to the 2022 budget will produce this result or better.

Strategies:

- Capture opportunities for program growth to support increased and new revenues
- Maximize program expense reduction to create one-time and annual budget savings.
- Optimize charge capture and billing practices across the organization to improve revenues
- Develop a strategic approach to cost reporting and operational decisions that will positively impact financial outcomes.

Foundational Elements

Goal - Building Essential Infrastructure to support a healthy future

Objective: Successful migration to Epic system & Go-live by December 31st, 2022.

This objective is being recommended for the measurement of the foundational elements because the Epic conversion is easily the largest and most difficult single strategy in our entire strategic plan. The Epic project is one of the most critical and fundamental elements in the plan with many other strategies depending on this being successful. It is also an extremely resource heavy project both financially and human, making it very difficult to achieve. For this reason, a successful implementation is a foundational element that is key to our future success and ability to achieve the remainder of the strategic plan.

Strategies:

- Transform SVH culture to support core values driving organizational culture
- Invest in Primary Care practices to create robust infrastructure to build upon for the future
- Replacement of the Electronic Medical Record System
- Revitalize the Hospital Foundation
- Improve the IT/IS infrastructure for the organization
- Leverage the Medical Staff engagement to support strategic initiatives
- Create opportunities for SVH Board of commissioner development & engagement

Health System of Choice

Goal - Develop a brand of the future and define the "New SVH"

Objective: Likelihood to recommend scores for the rural health clinics & Urgent Care combined will be 89.00 or above. (2021 = 88.72; 2020 = 89.78)

When we considered how we would know if we were the health system of choice we determined that the highest compliment someone could give a business based on their experience is to recommend our services to other people or family members. Our vision is to have people choose SVH for themselves, their families and their friends. Choosing likelihood to recommend supports this vision and fits with the word of mouth culture of our community. Our community values the opinions and recommendations of their neighbors. 2021 scores were lower than 2020 so we chose a target of improvement over 2021 with an internal stretch goal of exceeding 2020.

Strategies:

- Engage the community in a meaningful way that encourages community-based feedback and input to drive organizational change.
- Improve our physical spaces to support a visually appealing and functional environment for patients and staff
- Create a special and unique experience that differentiates SVH from other choices, creating an emotional connection with customers
- Ensure that every aspect of service focuses on the ease of use by the customer
- Engage and support our local community in a way that creates awareness, brand recognition and trust
- Create a health system model that is recognized at a state and national level

People

Goal - Recruit and retain the highest caliber SVH team to successfully execute the vision of the "new SVH"

Objective: 4th Quarter open positions will be decreased by 25% to an average of 45 or less.

A good measure of how desirable your place of employment is (either to new hires or through retention) to others is how many open positions you have at any given time. We are making the assumption that positions will be quickly filled if people desire to work at SVH and fewer positions will be open if employees wish to stay. Currently our practice has been to post one position and leave it open until the desired number of staff are hired. We estimate that 4th quarter 2021 we had approximately 60 positions open. An estimated 25% reduction will create a target rate of 45 or less. There are many other metrics that would be great measures for the people category but our data and ability to collect and analyze that data is very limited. Of our choice of metrics we felt this would be accurate and reliable; we would have the ability to manually gather the data in a reasonable amount of time. By choosing this metric this year, it will set the stage for a turnover rate metric in the future.

Strategies:

- Improve and enhance our total benefits package to be more competitive, more creative and more desirable than other companies our staff may choose
- Redesign the compensation philosophy and comp plan to be more adaptable to demand and market competitive
- Create a strategic plan-focused, organization wide performance-based incentive program
- Enhance, refine, and improve HR related practices
- Improve internal communication and transparency to engage staff in initiatives, changes and strategic direction
- Invest in workforce development activities that will inspire our existing staff and invest in the future generation of our staff

Community Health Needs

Goal - Develop our programs and infrastructure to meet and support the health needs of our community.

Objective: Increase the annual number of visits in the rural health clinics by 3% over prior year. (2021 = 17,071; 2022 target = 17,583)

We are specifically recommending the total number of visits (including specialty, excluding vaccinations) for the rural health clinics for several reasons. First, primary care is a fundamental element in our strategic plan so keeping focused on this area was of great interest. Secondly, as we progress more and more towards population health, we wanted a metric that was aligned with access to care and not market share. With this metric we are making the assumption that each visit to the clinic is an opportunity to provide primary care and improve the health of our community. Volume of visits is important to support our financial stewardship strategies and increasing visits will also allow us to make an impression on our patients which could lead to increased likelihood to recommend scores. We feel this metric not only is a good measure for this bucket of work but it also integrates well into the other areas and metrics.

Strategies:

- Redesign the Quality Improvement program to be an integrated element of overall organizational performance
- Leverage the COVID-19 pandemic to benefit our community and our ability to create positive benefit
- Assess appropriate specialty and NEW services to bring to SVH in order to generate new revenue through services
- Optimize the acute care service line to improve revenue, savings and increase services available to our community
- Optimize the Rehab department services to improve access, meet patients' needs and increase volumes
- Establish and nurture strategic partnerships to support our long-term vision and service delivery system