

STEELE MEMORIAL MEDICAL CENTER

203 S. DAISY ST. ~ SALMON, IDAHO 83467 ~ (208)756-5600 ~ FAX (208) 756-4169

SPECIAL BOARD OF DIRECTOR'S MEETING May 27, 2021 MINUTES

MEMBERS PRESENT: Kristin Troy, Chair
Dennis Lile, Vice Chair
Ingrid Fulstone, Secretary/Treasurer
Chuck Bloodgood
Dennis Krasowski
Bridget Mildon
Ex Officio:
Jeanie Gentry, CEO
Linda Powell, MD, Chief of Staff

OTHERS PRESENT: Lionel Montoya, CFO
Lisa Loughran, CNO

ABSENT: Rick Snyder, Lemhi County Commissioner
Chuck Mark
David Weston

Minutes recorded by Judy Washbon, Med Staff Services Director/Executive Asst.

CALL TO ORDER: The meeting was called to order at 9:54 a.m. by K. Troy, Chair.

Strategic Planning
Work Session:

After discussing some basic ground rules and objectives for the session, J. Gentry reviewed SMMC's Mission, Vision & Value statements. Reviews of mission statements from other facilities were presented. A discussion was held on whether SMMC should revise any of these statements. No changes were recommended to the Mission and Value statement; The Vision statement was to be revised slightly to: "SMMC will be the First Choice for Trusted Quality Care." The Board will discuss and take action on this in a future meeting.

L. Loughran discussed an example of compassionate healthcare and discussed the importance of the boards' role in healthcare.

J. Gentry gave a brief review of the Covid pandemic in our community. Discussed how Covid impacted the hospital and staff. Reviewed the hospital and community response along with a review of timelines and vaccinations.

A discussion was held regarding employee turnover. Data was discussed and reviewed including a comparison with state and national average turnovers. Discussed how the data is calculated. This is a severe issue everywhere, not just in our facility. 2020 turnover was particularly high due to Covid.

Turnover data was requested to be broken into the following categories in the future:

- Terminations: Breakdown of Voluntary vs. Involuntary;
- Breakdown of termination by department;
- Reasons for Voluntary Termination;

Continued discussions followed. It was noted that SMMC is not unique in having many open positions, this is common not only among hospitals nationally, but all throughout our region as well as with many other types of organizations. It was also noted that SMMC hires for a good culture fit.

L. Montoya delivered a presentation and reviewed market data. Discussed projected growth of Lemhi County and SMMC Employee growth and noted SMMC's. L. Montoya reviewed statistics, revenue and expenses. Discussions followed.

J. Gentry led a discussion on current service lines and possible new lines to add in the future. We are currently recruiting for an FP/OB with C-section privileges. Provider referrals discussed. Hospitalist model was discussed. The physicians would like to see a physician-only hospitalist model in the future. ED physician staffing was discussed. Continued discussions followed. J. Gentry will continue to discuss referrals with providers. A joint conference committee meeting will be scheduled soon.

A discussion was held on Facilities, Properties and Infrastructure. Hospital growth was discussed and the need for certain non-clinical departments to move out of the hospital building to allow more space for clinical growth. Examples would be to move the infusion center to a larger area, the ER needs additional space, etc. Discussed alternatives, possibilities and future acquisitions. Discussed areas for improvement, e.g. phone system, IT, parking, etc.

BREAK

SESSION adjourned at 12:06 p.m.
SESSION convened at 12:37 p.m.

J. Gentry reviewed providers, summer PTO and locums. Discussed Succession and sustainment - The strategic key is eliminating bottlenecks. Would like to grow our specialist services and increase the acuity of the patients that can remain without being transferred. Discussed training and telemedicine for nursing. Discussed orthopedics and succession planning, this is high priority. Discussions will continue and J. Gentry will discuss with Dr. Behm.

L. Powell, MD discussed an all physician hospitalist model. Provider call was reviewed. Providers on call must be within 30 minutes from the hospital. Specialists such as cardiology and oncology were discussed. Areas of need, such as pulmonology, neurology, rheumatology and dialysis discussed.

K. Troy noted we would like to have updates from the state level. Discussed having strategic planning meeting updates quarterly.

The June board meeting will be rescheduled from the 22nd to June 29th.

ADJOURNMENT: Meeting was adjourned at 3:37 p.m.

“PARKING LOT” FOLLOW UP:

1. Review Turnover: Voluntary vs. Involuntary
 - By Department - Reporting Stats – Review Processes
2. Do we advertise sign on bonus for new hires?
3. Review housing crisis and brainstorm options to accommodate our employees
4. Expand services – buy land surrounding the current campus
5. Move non-clinical departments out of the clinic and hospital buildings
6. Strategic planning – telemedicine – recruit specialists
7. Transportation – bus rides to specialists in Hamilton / Missoula/Idaho Falls?
8. Review Bond status and payoff dates
9. Review county health / outcomes – needs assessment
10. Have a speaker come from the IHA to speak to the board – Brian Whitlock?