

STEELE MEMORIAL MEDICAL CENTER

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

SPECIAL BOARD OF DIRECTOR'S MEETING

September 21, 2022

MINUTES

MEMBERS PRESENT: Kristin Troy, Chair
Ingrid Fulstone, Secretary/Treasurer
Dennis Krasowski
David Weston
Chuck Bloodgood
Chuck Mark
Leah Madsen, Lemhi County Commissioner
Ex Officio:
Preston Becker, CEO
Joe Krakker, Acting Chief of Staff

ABSENT: Dennis Lile, Vice Chair
Linda Powell, MD, Chief of Staff

Others Present: Josh Corbridge, CHRO
Marsha Sensat, Interim CNO
Justin Voorhees, CPSO
Shawn Huston, CQO

Minutes recorded by Judy Washbon, Med Staff Svc Director / Executive Assistant

CALL TO ORDER: The meeting was called to order at 8:30 a.m. by K. Troy, Chair.

2023-2025 SMMC
STRATEGIC
PLAN PROPOSAL:

Strategic Plan Purpose:

P. Becker discussed the purpose of a strategic plan, which is to provide strategic, operational and financial priorities to guide SMMC over the next three years.

The strategic plan is a broad, over-arching summary of what we want to see in a 3-5 year time period. The board's role is "to set the destination" and senior leadership "sails the ship". It is a very fluid plan that needs to be revisited every year.

Once the board accepts and approves the plan, then leadership starts the work and implements the objectives and operational initiatives.

Strategic Plan Components:

The Mission, Vision and Values statements were reviewed and discussed. The board is satisfied with the current Mission statement and Values. The Vision statement was revised at last year's Strategic Planning; no other changes will be made.

Strategic Priorities; reviewed the 4 main components:

Prioritizing Relationships: P. Becker discussed the importance of prioritizing relationships, in order to heal the organization; we must build on all relationships, including partners, providers, patients, employees and community members.

Developing plans for growth: Discussed developing plans for ongoing growth of local healthcare needs. P. Becker noted the need to work with stakeholders in creating a foundational strategy.

Focus on continuously improving quality and safety: It was noted that it's very important to ensure our quality and safety are where we need to be and not only focus on growth and finances. Our purpose and our priority are focusing on quality and safety. K. Troy commented that this is one of SMMC's superpowers. Our safety and quality has consistently remained very strong over the years, despite past issues and turmoil.

Remaining financially viable and independent: It is extremely important for SMMC to remain independent and not be forced to partner with another organization. We must remain financially viable if we are going to remain independent. K. Troy discussed financial viability and reported there are only 3 or 4 county owned hospitals left in the state. It is actually very rare for small hospitals to still be independent. Most people are unaware of the significance and importance of this. SMMC's independence should be a real source of employee and community pride.

Organizational Goals: P. Becker will be reviewing the organizational goals that will support our strategic objectives. The goals are on the operations side, but it is important for the board to also weigh in.

People: The individual departments will set their own goals. The suggestion was made for department leaders to review their departments' goals at their scheduled board presentations. Examples of goals were reviewed and discussed.

Quality & Service: Discussed how each department focuses on specific operational causes, e.g., the clinic may focus on provider communications, etc. Departments will have goals and measure for each score. Every area and department of the hospital has an impact on our quality and patient experience. Goals will be always be something that reviews patient safety or core measures.

Growth: P. Becker reported we are looking at are volumes, which affects the entire organization, the types of growth that are we tied into and is it consistent. It was noted the 'growth' category, will be reflected in the budget. If the percentages are reviewed on a regular basis, the board will feel more grounded.

Finance: Examples of goals were given, e.g., achieving a budgeted operating margin and increasing gross charitable contributions to the Foundation, etc. I. Fulstone discussed monitoring our financial goals, e.g. RHC vs hospital.

Community: Discussed the importance of having our employees volunteering in the community. The goal is to connect more of our employees with the community. Each director will work to provide the community with volunteer services. The suggestion was made to develop a measurement on tracking community involvement. An annual report including community presentation was discussed. Continued discussions followed.

K. Troy noted that this is a work session and no action will be taken today. The action item for the Strategic Plan proposal will be at the September 27th board meeting. P. Becker noted the actual goals and percentages, will not be completed until the October board meeting. October is the first month of the fiscal year and we will want to review the current goals at year end and then set the new goals for FY2023.

The board is supportive of moving forward with the strategic plan at the regular board meeting and then see the actual goals in October. K. Troy re-iterated the importance of following up on a regular basis. P. Becker was commended on developing the strategic plan draft, it is streamlined, easy to understand and the plan is simple and straight forward. P. Becker thanked everyone for their input, ideas and involvement and noted it will be great to have clear expectation, goals and measurement.

ADJOURNMENT:

Meeting was adjourned at 9:51 a.m.