



April 15, 2014

The special leadership retreat meeting of the Board of Commissioners of the Whidbey Island Public Hospital District was called to order at 8:27 am by Board President, Anne Tarrant. Present were President Tarrant; Commissioner Wallin; Commissioner Fey; Commissioner Gardner; Commissioner Cammermeyer; Chief Executive Officer, Tom Tomasino; Chief Operating Officer, Hank Hanigan; Chief Nursing Officer, Linda Gipson; Chief Quality Officer, Teresa Fulton; Chief of Staff, Gabe Barrio, MD; Chief of Staff elect, Brenden Hansen, MD; Nicholas Perera, MD; Wyn Andrews, MD; Christopher Bibby, MD; Robert Wagner, MD; Public Relations reps Trish Rose and Keith Mack.

Welcome

President Tarrant welcomed everyone and reported Terry Litke, CFO will be excused today. President Tarrant stated our hospital is like our family and friends. The care is centered around patients with the warmth of family. Meditech has taken time away from our focus and we need to remember patient care is why we are here. President Tarrant stated we are here to help take care of our friends and neighbors in their time of need. We need to get back to basics.

Opportunity for Public Comment

None

Agenda Review/Goals for Retreat

Tom Tomasino, CEO stated Meditech has consumed our resources, energy and our people. We have some of our staff that this was too much for. We have lost ground in patient satisfaction and finances and our relationships suffered. Today we are looking to refocus on values and standards. Embrace once again values and standards that help us move forward. We will succeed together and support each other; not just in meetings but always, everywhere. We are leaders in this organization. Today we will discuss our identity and goals. We encourage all of you to participate with criticism, concerns and feedback and we will address each concern and issue.

Introductions

Dr. Gabe Barrio, Chief of Staff introduced Dr. Lawrence Wyn Andrews, Medical Director of our rural health clinics in Oak Harbor and Clinton.

Board Updates

President Tarrant reported the following updates:

- Researching the possibility of selling the Bayview property.
- WSHA mandatory government training; this will include Trish Rose and the Board of Commissioners and this will have to be done before the end of 2014. President Tarrant will be in contact for future classes.
- WSHA is requiring all public hospitals to post board minutes and board agendas on their websites. We have already been posting minutes and agendas on our website.

Hospital Update/Discussion

Tom Tomasino, CEO reported since we all have been in Board meetings and MEC meetings together for the last few days, there are no new updates. Tom Tomasino stated WSHA would like to see more transparencies across the board at all facilities and part of this will include all dashboard scores to be given to all physicians. Tom Tomasino stated the world is changing and our goals and visions should stay focused; we need good volumes and a good reputation. To be in good shape, we need great alignment of employees and medical staff with organizational goals. Dr. Gabe Barrio, Chief of Staff stated since we passed the bond and the Navy has been performing surgeries at the hospital, Dr. Barrio feels this has brought the public and the Navy closer. Some changes with surgical governances and the Navy



are reorganizing the block times, which is time consuming but everything else is moving smoothly. Dr. Barrio stated most of the medical staff is very pleased with the new hospitalist group, Sound Physicians. Our pediatrics division is in need of pediatric physicians. We would like to have the required coverage for the hospital and planning for the future of the hospital and our Pediatrics office.

President Tarrant asked Dr. Barrio if medical staff training on organizational reporting was introduced and if it was; is it working well. Dr. Barrio stated we have had training and it is working well. We haven't held as many executive sessions and we are working with staff issues more diligently.

Branding Discussion

Keith Mack, Public Relations/Marketing stated we have been using the four B's structure: Buzz, Bond, Brand and Build. We want to rebrand before the build, due to signage, colors etc., to make sure they are carried through in the new build. Our hospital will soon turn 45 and this is the logical time to rebrand. We recently used GMA research to conduct a community awareness survey and an employee satisfaction survey so that info will be used in the rebrand process. Keith shared various reasons why it might make sense for an organization to rebrand:

- Change in competitive landscape, growth potential
- Customer needs
- Organization has new services
- Wrong story conveyed
- Out of step with technology

Dr. Robert Wagner stated the north and south clinics are affected by the surge in other companies such as Boeing and this brings more patients to the island and this means housing and patient care needs increase. This is a major time to reassess and it is agreed that Whidbey General Hospital (WGH) as a group entity needs to present a new brand. Keith Mack stated WGH has many services/awards that most people are not aware and we need to address and improve this perception. Tom Tomasino, CEO asked Dr. Wagner how we can improve on the south end healthcare. Dr. Wagner stated we are struggling with immunizations and we have people that are looking for answers to help this issue. On the south end we hear about great stories of service and we need to focus on healthcare in south Whidbey and advertise and report great stories so we do not lose patients to off island. Dr. Robert Burnett stated we should emphasize what we do well and this should be stressed. Dr. Wagner agreed we also have telestroke services that people are not aware of. Trish Rose stated that is why the re-brand is so important, we are more than just a "general hospital" and our current brand no longer reflects who we have become and who we are..

Keith Mack presented a PowerPoint to describe the 5 steps in the rebrand process...He then facilitated an exercise to get the group involved in determining our "brand promise". He reported the leadership group's discussion the following are some possible brand promise ideas:

- 45 years of promises kept, now and always, one team one purpose – quality technology – compassion
- Promise exceptional care – earn trust with exceptional care – safe environment
- Your best friend in local healthcare – you local connection to your world of healthcare
- Healthy Living – moving ahead, not small community provider – excellent equipment – Trusted integrated care in your island community



Keith Mack stated all of these promises are foundational to the development of the new name. Dr. Wyn Andrews stated using services as collaboration is a great idea. Commissioner Gardner stated using the collaboration term with other facilities is a great term to use, we offer services from ambulance to Hospice. Dr. Robert Wagner stated the term integrated means helping patients wherever they are with today's technology. Keith Mack stated we will be talking with a small groups to help generate some names in the future.

Break

The leadership group took a 15 minute at 10:53 am

Administration Update

Tom Tomasino, CEO reported that he has received Request for Proposal's (RFP's) for interested anesthesia groups. The hospital is looking at different models, which may include an all physician model or a model with physicians and CRNA's. We will bring the proposals to Medical Executive Committee for review.

Challenges and Opportunities 2014

Hank Hanigan, COO presented the following operations update. In 2013 we had notable achievements with Meditech and Maestro in our sleep center system. We also had a surprise CAP inspection. 2013 was a challenging year for our Lab department. We have since brought in a permanent Lab Manager, Steve Lail. DI has done 15 Breast MRI's with the new equipment. Our new Pharmacy Manager, Ken Martin has been a great addition. Due to the Meditech implementation we saw a decline in patient satisfaction. Hank Hanigan, COO reported we are still recruiting for a Diagnostic Imaging Manager and hope the patient satisfaction will rise when one is hired. Rehab services are high in patient satisfaction; despite we are still looking for a rehab manager. The Sleep center is going well. We will have transparency moving forward. We are looking into streamlining the registration process. Hank Hanigan, COO reported the growth with operations. The Lab services have declined since 2011. The Diagnostic Imaging department has also declined since 2011, but due to bundling services the decrease of services is not as high as first thought. The Sleep center has also declined. The key is good leadership and then we will see a rise.

Quality

Teresa Fulton, CQO reported we are always looking at how to eliminate preventable harm. Core measure composites scores regarding AMI are very low. SCIP is up to 96.6%. HCAHPS has seen more improvement. Having the new hospitalist group, Sound Physicians has increased patient satisfaction scores already. We have hired Tracy Deskin, Infection Prevention and Patient Safety; she is a great addition in helping to achieve our ultimate goals in patient safety. In the emergency department we would like to cut c-diff in half. The goal is to improve patient safety. We are implementing electronic health records to most of our clinics with GE Centricity. Teresa Fulton, CQO stated Dr. Lawrence Wyn Andrews, Clinic Medical Director has helped to improve the quality at the clinics. We would like to hold employees accountable and reteach AIDET. We are researching pain management procedures, chronic pain and mental health patients, to better the current issues we face. Teresa Fulton, CQO thanked Dr. Andrews for his help with quality. We are looking into provider efficiency and workstations to help with the patient flow. We have also hired a 3rd surgeon who will be here in August.

Dr. Robert Wagner left the Leadership Retreat at 1:04 pm.

Nursing

Linda Gipson, CNO reported when she came here 2 years ago the average census was around 13 inpatients a day. Our volume is increasing every day and has almost



doubled. We have new services and with these services we are seeing more patients. Our staff is grateful to the administrative team for supporting Sound Physicians as our new hospitalist group. They are working well with staff. We averaged last year about 112 patients that were sent offsite for mental health care. We are in the process of contracting with Sunrise Health who will be able to start the tele-psych services as soon as they are credentialed. Linda Gipson, CNO thanked all staff for their help with the build of Meditech and thanked staff for the smooth transition with the Navy surgeries.

Linda Gipson, CNO presented the following initiatives and projected future states:

Surgical Services 2013 Initiatives:

- ⊙ Improved efficiency in OR
- ⊙ Integration of CS complete
- ⊙ ORM built
- ⊙ Charge master and pricing updated
- ⊙ Block schedule to maximize capacity
- ⊙ Improved scheduling and efficiency
- ⊙ All SCIP and surgical measures at 100% compliance

2014-2015 Future State:

- ⊙ AS PACU open late
- ⊙ AS patient focused process redesign
- ⊙ Vascular service line
- ⊙ New General Surgery procedures

Linda Gipson, CNO stated the LEAPT project has been working well. This is a program that Dr. Robert Burnett and Trish Nilsen, RN have received a grant to help reduce the C-section rates in the state. Linda Gipson, CNO emphasized again the great interactions that Sound Physicians have with patients and family that have resulted in very positive comments. Home Health services will be emphasized this year and Hospice is actively moving toward accreditation. We will be using the Harrison assessment for the hiring of new managers.

Goals

Tom Tomasino, CEO shared organizational goals. In 2009 we discussed the need to change the organization and we were met with reluctance. We started to see improvements between 2009-2012, then Meditech derailed us in 2013. Now we need to move forward. It's taken several years to get our Hospice accreditation process moving forward. Our surgery department has grown. We have 3 more surgeons and the perception of the hospital is positive and we need to refocus on caring. In 2014 we will focus on the following:

- Eliminate preventable harm; increase the hospital score by 5%;
- Increasing employee satisfaction; we have worked hard on employee recognition. We need to focus on employee turnover.
- Increasing our volume and improve the cash flow. We are looking into reviewing contracts to improve the cash flow to the hospital.

Tom Tomasino, CEO reported HDR Architects met with administration and they have a master plan for the new wing. We need medical surgical suites; endoscopy suite and will be moving the lab and pharmacy departments.



Discussion items for next meeting

President Tarrant reported items for the next leadership agenda will be:

- Quarterly leadership retreat
- Financials
- Branding process
- Status of bylaw changes
- Medical staff leadership
- Trends for the half year
- Building process

If you have any topics you would like to add to the next agenda, please contact President Tarrant or Tom Tomasino, CEO. President Tarrant thanked everyone for their presentations, comments and discussion.

Adjournment

There being no further business, President Tarrant called for a motion to adjourn. Commissioner Gardner made a motion, seconded by Commissioner Cammermeyer to adjourn the meeting at 2:48 pm. Motion carried.