



2020 Press Ganey Guardian of Excellence Award Winner

**SOUTHERN MONO HEALTHCARE DISTRICT
BOARD OF DIRECTORS SPECIAL MEETING AGENDA
STRATEGIC PLAN CONFERENCE 2021**

NOTICE IS HEREBY GIVEN that the Board of Directors of Southern Mono Healthcare District will convene at its regular monthly board meeting at the location and on the date and time set forth below.

Pursuant to the current State of Emergency declared by the Governor and Executive Order N-29-20, this meeting will occur and be held via teleconferencing. The meeting will be accessible telephonically to all members of the public seeking to observe and to address the Board of Directors, including giving public comment. To access the meeting, the District has set up a virtual meeting on Microsoft Teams, as well as a call-in number:

[Join Microsoft Teams Meeting](#)

+1 619-614-6679 United States, San Diego (Toll)

Conference ID: 466 416 357#

In compliance with the Americans with Disabilities Act (ADA), if you need special assistance to attend this meeting via telephone, please contact the District Board Administrative Assistant at Mammoth Hospital by telephoning 760.924.4114. Prompt notification prior to the meeting will enable the District to make reasonable arrangements to assist with accessibility to this meeting.

Date: January 22, 2021

Time: 8:00 a.m.

Place: Mammoth Hospital Administration Conference Rooms A & B and Microsoft Teams
85 Sierra Park Road
Mammoth Lakes, CA 93546

- I. **CALL TO ORDER**
- II. **PLEDGE ALLEGIANCE TO THE FLAG**
- III. **PUBLIC COMMENTS**

Mammoth Hospital

P.O. Box 660 | 85 Sierra Park Road | Mammoth Lakes, CA 93546 | 760.924.4114 | Fax 760.924.4104

www.mammothhospital.com

METICULOUS CARE * MEMORABLE PEOPLE * MAJESTIC LOCATION

- IV. STRATEGIC PLANNING CONFERENCE, FACILITATED BY JEFFREY MOSER AND REBECCA LIMESTALL, SG2 CONSULTANTS**

- V. NEW BUSINESS**
 - 1. Adoption of Revised and Updated Mammoth Hospital Vision Statement.

- VI. ADJOURN TO DISCUSSION GROUPS (From 10:00 a.m. to 11:30 p.m.)**

- VII. RESUME BOARD MEETING; BOARD MEMBER REPORTS ON THEIR RESPECTIVE DISCUSSION GROUPS; NO ACTION TO BE TAKEN**

- VIII. PUBLIC COMMENTS**

- ADJOURN**



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Mammoth Hospital Strategic Planning Conference Agenda

8:00-8:05	Introductions
8:05 - 9:00	Industry Trends - Jeff Moser
9:00-9:30	Strategic Plan Update - Tom Parker
9:30-9:45	Vision Writing Contest and Board Voting - Tom Parker
9:45-10:00	Break
10:00-11:30 11:30 – 12:00	Plan Update Facilitation - Jeff Moser and Rebecca Limestall: <ul style="list-style-type: none"> • Breakout Groups (adjourn Board meeting) • Breakout Group Reporting (reconvene Board Meeting)

Break out group assignments:

	Board	MEC	Admin
Team 1	Dave Anderson	Don Harrell, MD Louisa Salisbury, MD	Mark Lind
Team 2	Laurey Carlson	Christopher Ward, MD Timothy Crall, MD	Craig Burrows, MD
Team 3	Yuri Parisky, MD	Kyle Howell, MD	Tom Parker Sarah Vigilante
Team 4	Joanne Hunt	Richard Koehler, MD	Caitlin Crunk David Baumwohl
Team 5	Alec Clowes	Mike Karch, MD Chris Hummel, MD	Melanie Van Winkle

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METICULOUS CARE * MEMORABLE PEOPLE * MAJESTIC LOCATION

Vision Statement Writing Contest Finalists

1. Mammoth Hospital will be patients' preference, physicians' recommendation, and employees' second home.
2. Mammoth Hospital will provide the premier experience in health, wellness and integrated care for the communities of the Eastern Sierra and beyond.
3. We will enhance the health and well-being of our communities, while enriching every life we touch, including patients, families, and staff.
4. We will advance the health and wellbeing of our patients with compassion, professionalism, and an endless enthusiasm for healing and care. We will harness the excellence of our personnel to provide the finest healthcare with kindness and empathy for all.
5. Mammoth Hospital will be a regional health and wellness leader. Our focus will be on providing exceptional patient-centered care, while promoting a culture of wellness both within the organization and to the community as a whole.

MAMMOTH HOSPITAL
MISSION – VISION – VALUES – STRATEGIES

MISSION: To promote the health and well-being of our residents and guests
VALUES: Excellence, Leadership, Empathy, Value, Accountability, Trust, Encouragement

VISION CONCEPTS: High quality care, Growing capacity to meet community needs, Financial strength, Providing a phenomenal guest experience, Assuring the health and wellness of the community, Improving staff and provider retention, Putting patients and families first, Providing services to those in the Eastern Sierra and beyond.

Strategic Plan FY 2021-2022

STRATEGIC FOCUS AREA: HIGH RELIABILITY AND QUALITY OUTCOME
GOAL: BE A HIGH RELIABILITY ORGANIZATION WITH QUALITY OUTCOMES THAT EXCEED NATIONAL BENCHMARKS
Strategy: Develop quality, volume and risk criteria for deciding whether to provide services or procedures. Metric: Plan and Tool Developed (y/n) FY: 21 Lead: Tom
Strategy: Continue to work on process improvement and Just Culture. Metric: Completion of Next Level Training for all Managers (y/n) FY: 21 Leads: Lenna and Caitlin
Strategy: Redesign of staff education program Metric: Development of program and implementation of any related staffing changes (y/n) FY: 21 Lead: Sarah V.
Strategy: Engage providers in process improvement Metric: Inclusion of providers in three Process Improvement Projects FY: 21 Lead: Craig
Strategy: Develop Quality Dashboard with metrics for every department within the organization

Metric: All Departments have quality measures that are meaningful and quantifiable with internal reporting capability

FY: 22

Leads: Lenna and Caitlin

STRATEGIC FOCUS AREA: GROWTH AND CAPACITY

GOAL: RIGHT SIZE THE ORGANIZATION ACCORDING TO DEMAND AND COMMUNITY NEED

Strategy: Explore new ways to create efficiency of staff and space resources (work from home, additional space, and virtual engagement)

Metric: 80% of non-patient facing staff are set up* to be able to work from home.

FY: 21

Lead: Mark

*** Can log in via Teams, access folders and apps, and maintain HIPAA compliance**

Tactic: Expand bed license capacity.

Strategy: Designate Core Services, e.g. Family Medicine, Pediatrics, Women's, Emergency, Orthopedics, General Surgery, Hospitalist, Behavioral Health.

Metric: Designation completed by Admin Team and documented in Strategic Plan update. (y/n)

FY: 21

Lead: Tom

Strategy: Designate Specialty Services, e.g. Hand Surgery, Spine Surgery, Rheumatology, Neurology, Dermatology, ENT, Urology, Cardiology, MAT.

Metric: Designation completed by Admin Team and documented in Strategic Plan update. (y/n)

FY: 21

Lead: Tom

Strategy: Consider making a 4th OR part of the new hospital wing project.

Metric: Completion of feasibility plan in Master Plan and schematic design to include new procedure room. (y/n)

FY: 21

Lead: Mark

STRATEGIC FOCUS AREA: FINANCIAL VIABILITY

GOAL: MEET BUDGET PERFORMANCE ON NET MARGIN AND CASH FLOW
<p>Strategy: Continue involvement at state and national levels on rural health issues (PRIME, ACO)</p> <p>Metric: Active engagement in all FY20 programs in FY21 except for any that are discontinued by a sponsoring organization. (y/n)</p> <p>FY: 21 and 22</p> <p>Lead: Melanie</p>
<p>Strategy: Analyze service line performance.</p> <p>Metric: Professional Services Agreements Review - number of specialties done.</p> <p>FY21: Set up methodology (selection criteria and how many can be done each year)</p> <p>FY22: Implement methodology</p> <p>Lead: Melanie</p>
<p>Strategy: Partner with large tertiary hospitals for the exchange of physician services, improved patient handoffs, staff training, shared staff, and to improve physician satisfaction and retention.</p> <p>Metric: Development of Program Plan and Rationale (y/n).</p> <p>FY: 21</p> <p>Lead: Tom</p>

STRATEGIC FOCUS AREA: CUSTOMER EXPERIENCE AND RELATIONSHIPS
GOAL: ACHIEVE BETTER THAN NATIONAL BENCHMARK SCORES IN CUSTOMER SATISFACTION SURVEYS AND INTERNAL EMPLOYEE AND PROVIDER SATISFACTION SURVEYS.
<p>Strategy: Develop Customer Experience training system.</p> <p>Metric: (y/n)</p> <p>FY21: Selection and installation of HealthStream module</p> <p>FY22: Completion of module</p> <p>Lead: Sarah V.</p>
<p>Strategy: Strengthen communication between providers and administration.</p> <p>Metric: Assure Admin Team member participation at all Medical Staff committee meetings and clinic group meetings. Use a rotation plan.</p> <p>FY: 21</p> <p>Leads: Tom and Craig</p>
Strategy: Increase awareness of customer issues.

Metric: Press Ganey scores (use same goal as Success Sharing).

FY21: Evaluate survey options for the clinics

FY22: Implement survey in the clinics

Leads: Caitlin, Lenna, Zack

STRATEGIC FOCUS AREA: POPULATION HEALTH AND WELLNESS

GOAL: ENHANCE ORGANIZATIONAL ABILITY TO MANAGE CHRONIC DISEASE, AND MOVE ORGANIZATION INTO AN ABILITY TO ASSURE POPULATION WELLNESS

Strategy: Staff Population Health Department to meet growth in measures and functions: RN, PT, BH, Nutrition.

Metric: Evaluation of staffing plan completed and approved by Admin Team

FY: 21

Lead: Caitlin

Strategy: Improve analytical tools for population health (automated vs. Excel).

Metric: Implement i2i software system.

FY: 21

Leads: Lenna and Caitlin

Strategy: Develop wellness strategy and program to reach out to meet community health and wellness needs.

Metric: Number of classes (FY21) / Number of participants in the program (FY22)

FY: 21 and 22

Leads: Lenna and Caitlin

STRATEGIC FOCUS AREA: PHYSICIAN AND STAFF RETENTION

GOAL: IMPROVE RETENTION AND REDUCE TURNOVER

Strategy: Develop a medical staff plan for succession

Metric: Complete a medical staff plan.

FY: 22

Leads: Craig and Zack

Strategy: Develop (FY21) and implement (FY22) mentoring program for providers, staff and managers

<p>Metric: y/n FY21: Develop mentoring program for providers, staff and managers FY22: Implement mentoring program for providers, staff and managers</p>
<p>Strategy: Analyze turnover of staff and providers Metric: All departing FT EEs are offered an exit interview. Seniors report to HR Director: trends and actions taken. FY: 21 and 22 Leads: Sarah V. and Craig</p>
<p>Tactic: Add exit interviews for providers.</p>
<p>Tactic: Provide exit interview information to the Employee Relations Committee</p>
<p>Tactic: Conduct stay interviews. Update: Stay interviews are now offered to staff and providers.</p>
<p>Strategy: Evaluate our recognition programs Metric: TBD FY: 22 Lead: Sarah V.</p>
<p>Strategy: Conduct a comprehensive review and redesign of our annual performance review and compensation processes Metric: y/n FY: 21 (Implementation is FY22) Lead: Sarah V.</p>
<p>Strategy: Prioritize the work of our managers to help them avoid burnout. Metric: Understand and respond to burn out via stay interviews and Beta HEART survey. FY: 21 and 22 Lead: Sarah V.</p>
<p>Strategy: Develop a coordinated onboarding process for providers. Metric: y/n FY21&22: All providers complete the Mammoth Hospital physician orientation guide on HealthStream. Lead: Craig</p>

Mammoth Hospital
Strategic Planning Session
January 22, 2021
Breakout Groups Instruction

The five breakout groups are asked to provide input on any needed changes to the existing strategic plan. We are currently in the first year of the two-year strategic plan that covers fiscal years 2021 and 2021.

Taking into account the presentation from Sg2 on industry trends and the presentation on our progress to date on the current strategic plan, each group should review the plan and prepare to report out on the following three questions:

1. What strategies should we affirm as important and needing to remain in our plan?

2. What strategies are no longer relevant due to changes in the industry and environment over the past year? (This should not include completed or implemented strategies.)

3. What strategies should be added due to changes in the industry and environment?