



January 24, 2018

4:00 PM

Welcome Announcement of Open Meeting Law Posting

Loren Wiedel called the meeting of the Thayer County Health Services Board of Trustees to order on January 24th, 2018, at p.m., in the TCHS Bruning Conference room, 120 Park Avenue, Hebron, NE. The open meeting laws are posted and viewable in the conference room.

Present on roll call were: Laura Tuma, Loren Wiedel, Libby Heitmann, Karen Dahlkoetter and Craig Pope.

Others in attendance: Dan Ritchie, Dave Burd, Erica Christianson, Stephanie Boldt, Jamie Koch, Doug Wismer, Shawn Petras, Lori Grummert

Opening and Introduction

Craig motioned to approve the agenda as written, Libby seconded the motion. Upon roll call vote, the "Ayes" were unanimous, motion carried, agenda approved.

Dave introduced Dan Ritchie who is a strategist with CHI Health and has been assisting TCHS with the Strategic Plan Draft from the beginning.

Environmental and Market Assessment: Dan covered a number of topics that affect Thayer County Health Services. They included Healthcare Industry Trends and Forces, Demographic information for Thayer County, Discharge information that included a projected system of care growth map, projected inpatient discharges and projected outpatient volumes. Dan also discussed how the rural healthcare market is changing dramatically and that the strategic plan is designed to address this challenge.

SWOT Analysis Results: Dan discussed the Strengths, Weaknesses, Opportunities and Threats that resulted from the SWOT analysis. The top strength was staff, followed by providers, facilities and locality. The top weaknesses were billing and customer service. The top opportunity was promotion of TCHS and its staffs' involvement in the community. The top threat was reimbursement. Dave mentioned that there are a few key themes reflected in the strategic plan.

Draft Strategic Plan Review: Dave commented that the Draft Strategic Plan came directly from directors and providers and SWOT analysis. The Strategic plan looks a little different because TCHS is still building its base so some of the things that are in there are not typically what you would see in a traditional strategic plan.

1. Mission, Vision and Values

The mission was condensed from its current form to make it more succinct. The term "lives" was added on purpose to communicate a holistic approach on healthcare. The Vision was again condensed and the phrase "employer of choice" was added to coincide with the goal of organizational loyalty. The values have changed to Respect, Integrity, Compassion, and Excellence, which closely follow the values of CHI Health. Laura asked when the mission, vision and values would be rolled out, Dave commented that while this 3-year plan would begin FY19, the mission, vision and values would be rolled out immediately following approval. Loren commented that while this is a 3-year plan, he hopes to see some marked improvement sooner than that, especially in some key areas such as billing. Doug responded that he hopes to see improvement with that by the end of this fiscal year; Dave also commented that this was why it was important to make billing one of the goals of the strategic plan, even though it is unusual to see that traditionally, and also that while this is a 3-year plan, it will be reviewed annually and adjusted as needed.

2. **Goals, Objective and Tactics**

Dave discussed the 5 goals that make up the strategic plan. The goals are divided into objectives and tactics. Tactics are usually not seen in a strategic plan, but these came straight from providers and directors and Dave felt it was important not to lose that.

Provide Outstanding Customer Service:

Enhance patient care as reflected in HCAHPS.

Improve the quality of care provided: Dave reported that Amber and Jamie are working on a draft scorecard to measure quality that will be shared with senior leadership, directors and the board once completed. The data will come from ActionCue. Loren cautioned not to be afraid to evolve this and always ask if this is the right benchmark to be measuring.

Utilize and Implement Communication Tools: Doug reported that AIDET will be utilized, and other scripting will be used to include key words and phrases in the patient survey that will help patients fill out the survey more accurately. Senior Leadership will begin rounding on patients.

Organizational Loyalty:

Dave commented that his goal is that people are offended if they are asked to work or doctor anywhere else than TCHS. The bar is set high. Laura asked if the employee engagement survey was done today, would there be improvement seen and the overall consensus was yes.

Promote Organizational Strength:

Laura commented that directors and board members should also be responsible for word of mouth promoting TCHS. Loren requested that if there are new hires in the hospital, the board gets names and perhaps pictures of them during the board meetings. Dave will also make sure to include the board on the weekly newsletter.

Billing:

Not only does billing need to be improved, it also needs to be talked about more. Loren commented that it is important that staff understands the costs associated with services and to be able to effectively communicate that to the patient. Doug commented that the goal is to move to where the patient has an idea upfront of total cost, cost to patient, and payment options.

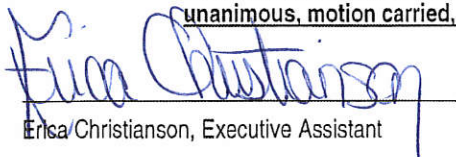
Services close to home: Dave commented that the agreement with Heartland Oncology has been executed. In addition, the Behavioral Health Clinician has been filled and is completing new hire orientation.

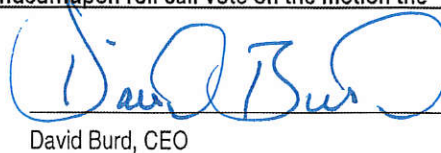
Wrap Up: Loren asked who will own each individual section: Dave would think that there would be staff assigned to each tactic with a timeframe and then review frequently. It will follow the same as the Action Plan.

Closing Comments/Board Approval of Strategic Plan: Dan commented that the plan is inclusive of what the directors and providers have voiced. Craig motioned to approve the Strategic Plan that includes the Mission Vision and Values, Laura commented that it should be implemented as management sees fit. Upon roll call vote the "Ayes" were unanimous. Motion Carried, Strategic plan approved.

Executive Session – No Executive Session

At 6:13 Laura made the motion to adjourn, Libby seconded..upon roll call vote on the motion the "ayes" were unanimous, motion carried, retreat adjourned.


Erica Christianson, Executive Assistant


David Burd, CEO