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SAN JUAN COUNTY PUBLIC HOSPITAL DISTRICT No. 1
Board of Commissioners
Special ~~Regularly Scheduled Meeting~~
Monday, May 23, 2016

Commissioners Present:

Commissioner Bill Williams - Chair
Commissioner Michael Edwards
Commissioner Monica Harrington
Commissioner Mark Schwinge
Commissioner Barbara Sharp

Others Present:

Pamela Hutchins
SJCPHD#1 Superintendent

EMS: Jerry Martin
SJIEMS Chief

By Phone: Commissioner Michael Edwards

Absent:

CALL TO ORDER:

Commissioner Williams called the meeting to order at 12:00 Noon. May 23, 2016

AGENDA:

Follow Up Work Session for EMS to Develop a framework for the SJIEMS Strategic Plan

See Handout "Establish a Board and Management Partnership to Promote the Best Interests of the Public" Exhibit A Attached

AUDIENCE PARTICIPATION: None

ADJOURNMENT:

Commissioner Chair Williams asked for a motion to adjourn,
Commissioner Schwinge--moved to adjourn, seconded by
Commissioner Sharp. All in favor.

Meeting adjourned at 6:10 p.m. May 23, 2016

ALL EXHIBITS AND SUPPORTING MATERIAL AVAILABLE ON REQUEST.



Signed By Chairperson

5/25/16

Date

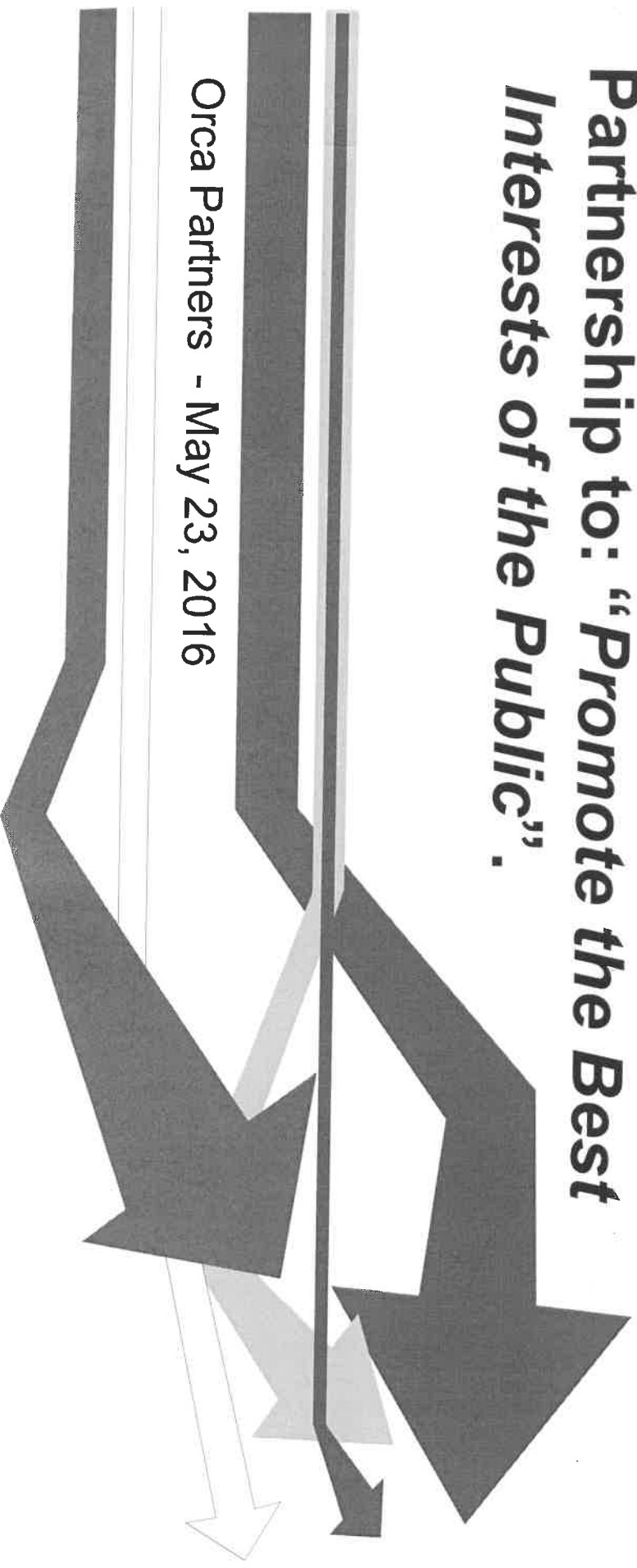
The original document is retained at the Frank Wilson EMS Building at 1079 Spring Street, Friday Harbor, WA 98250 in San Juan County Public Hospital District #1 permanent proceedings file.

Attest: Pamela Hutchins, Recording Secretary

San Juan Island EMS work session to:

**Establish a Board and Management
Partnership to: “*Promote the Best
Interests of the Public*”.**

Orca Partners - May 23, 2016



Establish a partnership compact



2

Make Commitment

- Updated assessment
- A compact framework
- Roles and responsibilities
- Trust and respect
- Sign and share

3

Sustain Commitment

- Give/receive feedback
- Offer/take coaching
- Evaluate commitment
- Achieve Best

1

Strategic
Framework

Values &
Behaviors

Current
SWOT

Best
Board

Best
Leader

FOUNDATION FOR AN EFFECTIVE PARTNERSHIP

My commitment

- ☐ Facilitate constructive discussions
- ☐ Ensure everyone is heard
- ☐ Build a consensus; know when to move on
- ☐ Maintain impartiality
- ☐ Play devils advocate
- ☐ Facilitate making a difference



Ask for your commitment



- ☐ Leave titles at the door – it's a partnership effort
- ☐ Focus on best interest of your community
- ☐ Understand significance of the partnership
- ☐ A participative engaged discussion
 - Candid and constructive
 - Leave nothing unsaid
 - Respect all opinions
- ☐ Agree to make a difference



Establish a partnership compact



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Strategic
Framework

Values &
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Best
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FOUNDATION FOR AN EFFECTIVE PARTNERSHIP

Laid the partnership foundation in April

April 7; 10:00 to 4:00

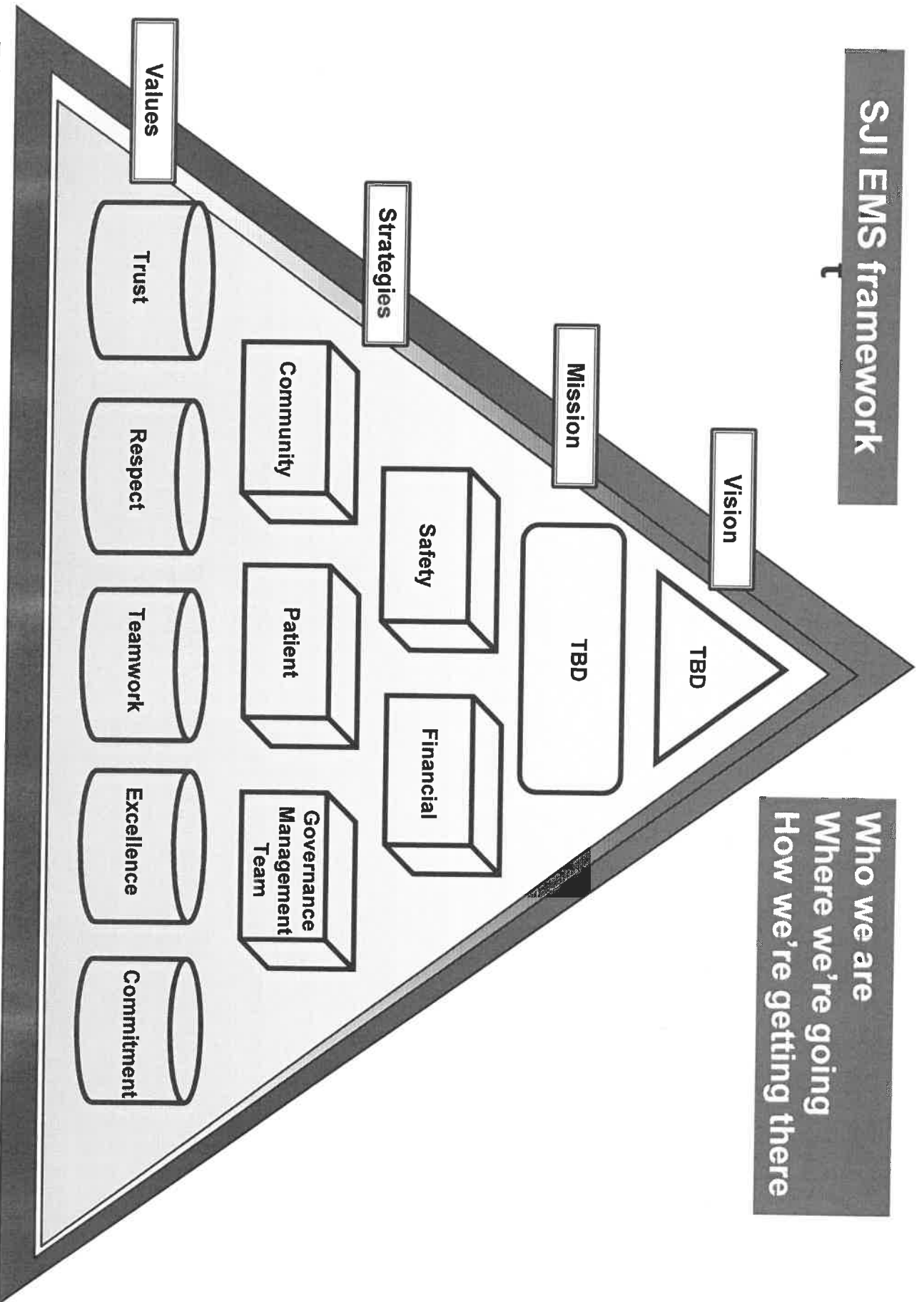
Lunch provided

- Patient focus
- Fiscal responsibility
- Strategic framework
- SWOT
- Elephant in room - Trust
- Values
- Patient focus
- *Vision*
- *Mission*
- *Strategies*
- *Support work*

April 8; 8:00 to 5:00

Lunch provided

SJI EMS framework



Strategic framework



- ❑ Vision; something to be pursued
- ❑ Mission; something to be accomplished
- ❑ Strategies; something to be done to fulfill mission and achieve vision
- ❑ Values; something I do that enables or undermines best intended strategies
- ❑ Framework; something you establish that provides where you are going and how

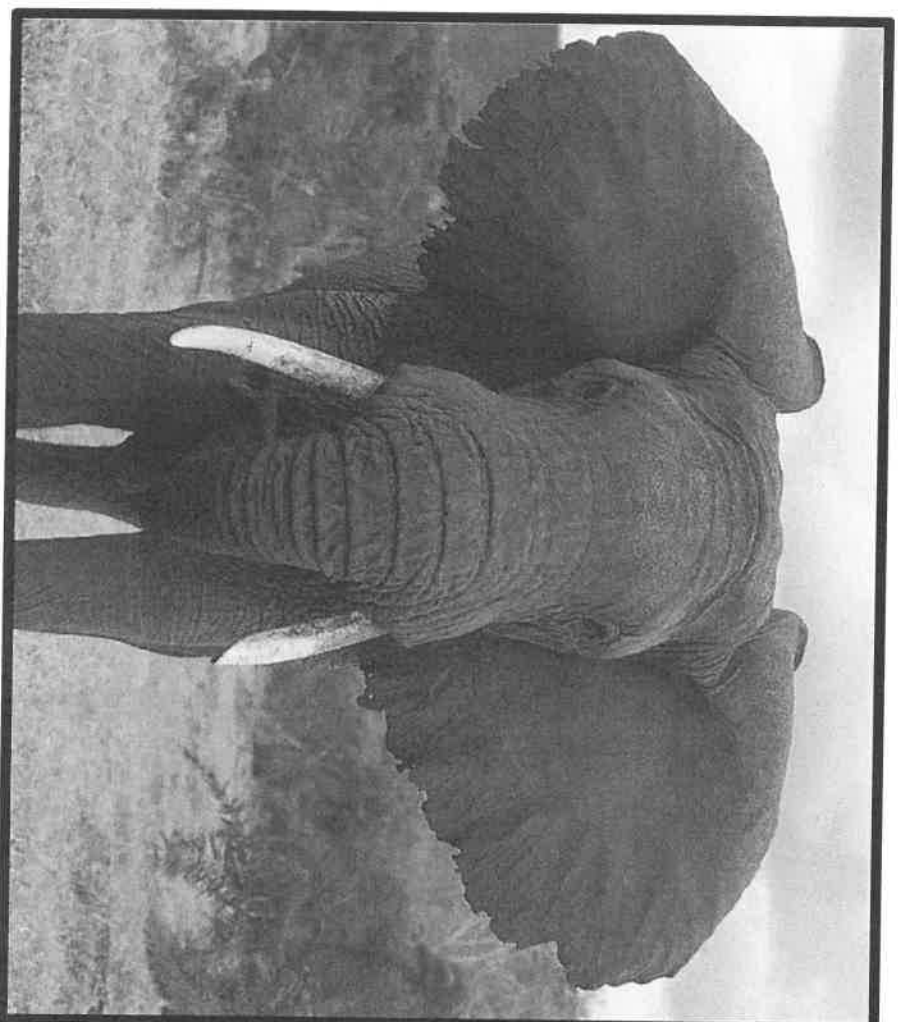


Elephants in room from work sessions



- ❑ Strategic direction
- ❑ Balanced budget
- ❑ Demonstrate EMS value
- ❑ Pass the levy
- ❑ Robust financial process
- ❑ Island Air issues
- ❑ CID investigation
- ❑ Paramedic mediation

Largest elephant in the room



Largest elephant in the room



- ❑ Lack of trust and respect is all consuming
 - Hear it, see it, #1 identified weakness & threat
 - Making everyone's role incredibly difficult
 - Interfering with making sound decisions
- ❑ An appropriate partnership is an imperative
- ❑ Rebuilding trust can begin today
 - Conversations we have
 - Compacts we can develop



Partnership challenges last 45 days



☐ -

☐ -

☐ -

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SWOT results

		Helpful to achieving the objective		Harmful to achieving the objective	
Internal origin (attribute of the organization)		Strengths S		Weaknesses W	
External origin (attribute of the environment)		Opportunities O		Threats T	

SJIEMS strengths - consolidated



Dedicated, experienced, trained responders

High performance core competencies

New, experienced challenge-routine Chief

Patient centric values

Prevention programs

- **Legacy of community appreciation**
- **Local knowledge**
- **Respected and reliable services**
- **-**

SJIEMS weaknesses - consolidated



Lack of trust and respect

Uncertain future – where are we going

Balanced budget; commitment – do-ability

Too many distractions

Community PR

- Shrinking volunteer pool
 - Outdated equipment
 - Resistance to change
 - Hospital “connection”
- Media challenges

SJIEMS opportunities - consolidated



Rebuild trust and respect

Work together – Board/EMS – EMS Team

Balance the budget – stick to it

Get distractions behind us (elephants)

Revitalize SJIEMS

- **Board knowledge**
- **Tell our story**
- **Financial system**
- **Collaborative**

- **New programs**
- **Grants**
- **Receivables**

SJIEMS threats - consolidated



Lack of trust/respect continues to affect progress

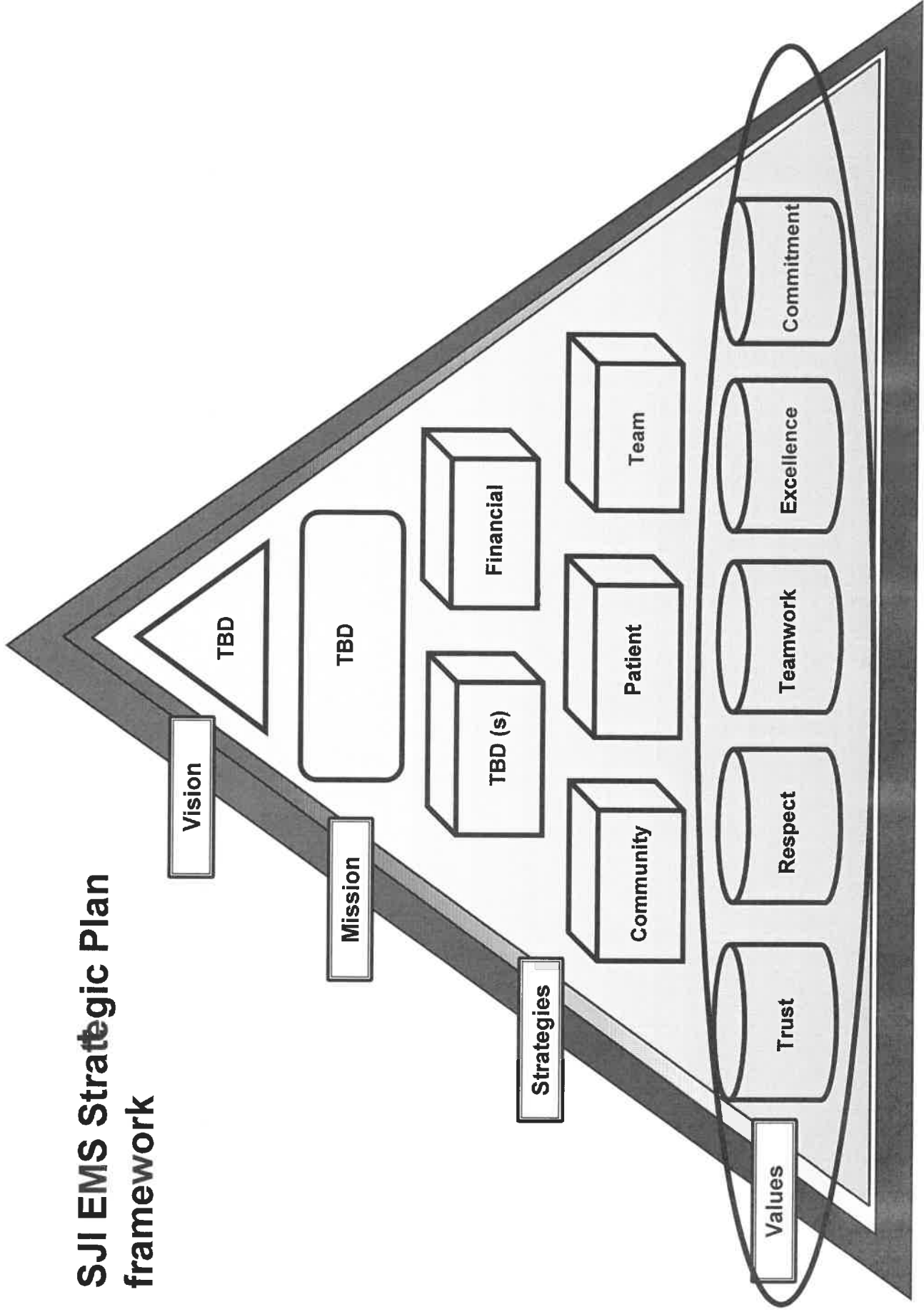
Distractions prevent focus on basic services

Loss of core competencies – people moving on

Critical issues/ distractions

- **Balance the budget**
- **Upcoming levy**
- **Island Air**
- **CID investigations**
- **Paramedic mediation**

SJI EMS Strategic Plan framework



Values importance



- ❑ "Cultural values do eat strategies for lunch"
- ❑ Values are largest barrier or greatest opportunity to making a difference
- ❑ Value statements are just words on wall
- ❑ Actions must demonstrate the commitment
- ❑ When actions are clear you can coach, train, recognize and insist on accountability



Effective values



- ❑ Guide how stakeholders work together and provide expected level of care and service
- ❑ Identify expected and inappropriate actions that demonstrate values commitment
- ❑ Address your SWOT
- ❑ Coachable, measurable, in all policies
- ❑ Must be led and exemplified at the top



Make Your Values Important - Enable Strategic Success

Culture - Culture i.e. "how we do things around here" will enable, inhibit or undermine the success of best intended strategies, plans and performance improvement initiatives. While the path to transforming culture is a journey, an immediate and sustainable impact can be made on how stakeholders work together and deliver care by renewing your value statements, identifying actions that validate each value, and demonstrating the leadership commitment. When a common set of values and behaviors establish how decisions are made, actions taken and work is performed, all performance enhancement work gains traction.

Value Statements - In most organizations value statements direct how stakeholders are expected to work together and provide the desired level of care and service. While important, statements fall short of the specificity needed for all stakeholders to understand what actions contribute to fulfilling the stated value, and those that do not. It is therefore difficult to have a constructive conversation on values, or to fairly evaluate, recognize and hold all accountable.

Value Actions - To make your values important, it is imperative that the actions that demonstrate and validate your values commitment are clearly understood.

Consider a typical value statement;

Add validating and undermining actions;

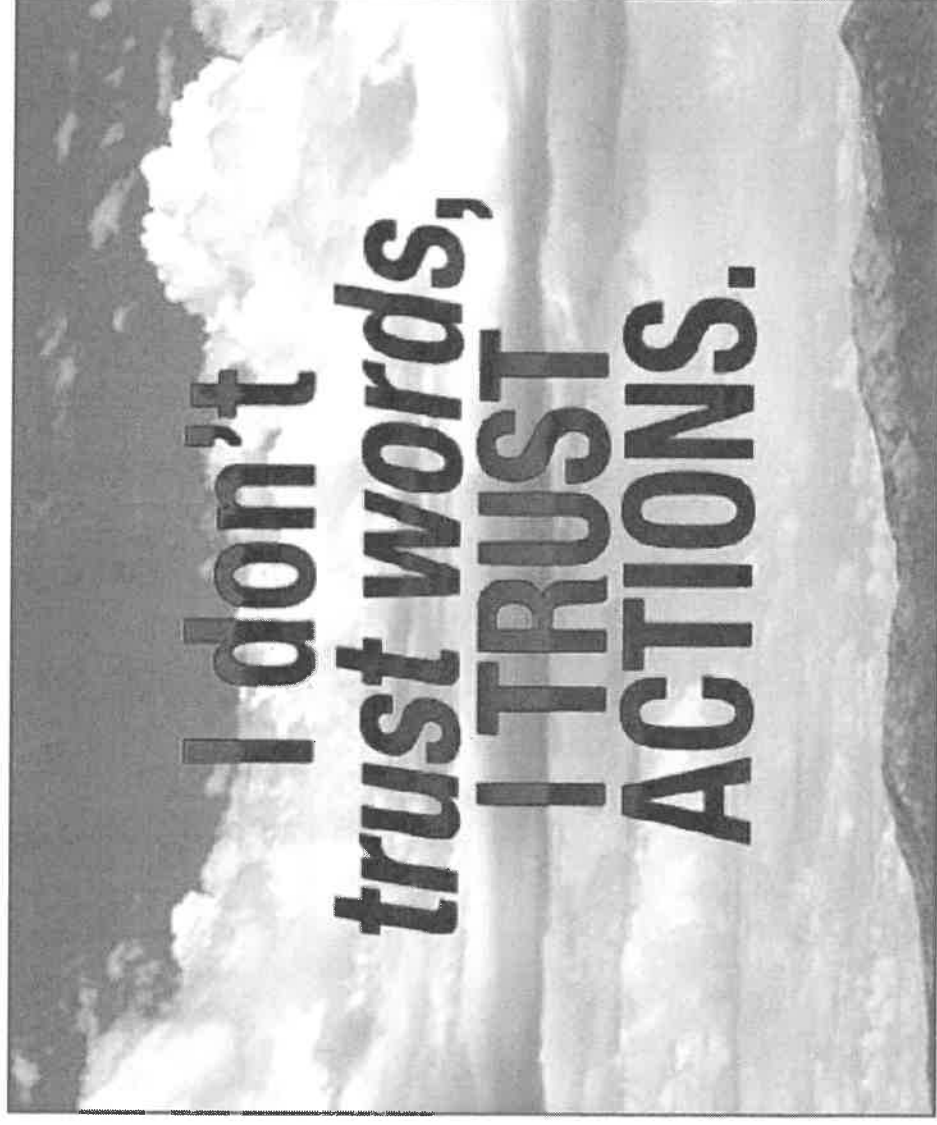
Now you are positioned to;

- Lead by example
- Have a constructive conversation
- Coach individuals & train teams
- Fairly evaluate, recognize & reward
- Instill & insist on accountability
- Measure & act quickly to close gaps

Trust: We are open, honest, fair and trustworthy

Actions that validate (examples)	Actions that undermine (examples)
I build trust with what I say and do	I say one thing and do another
I communicate in an open, timely manner	I withhold information, conceal mistakes
I listen to what you say, ensure I understand	I ignore you
I am fair and consistent in the actions I take	I draw conclusions before facts are known
I follow up and provide feedback	I bully and intimidate

SJIEMS values template



Trust: we are open, honest, fair and transparent

Trust is:

- I recognize trust is earned through actions
- I establish clear expectations
- I am responsible and accountable
- I do what I say
- I provide open, timely and effective communication
- I support a respectful work environment
- I listen, ensure I understand & “close the loop”
- I invite and accept feedback
- I am fair and consistent

Trust is not:

- I withhold information
- I have a “hidden agenda”
- I blame others
- I say one thing, and do another
- I say what others “want to hear”
- I simply say “no” without providing a reason
- I gossip and spread rumors
- I draw conclusions before facts known
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SJIEMS values template



Respect: we show respect for all beliefs, perspectives & contributions

Respect is

- I earn respect by demonstrating trust
- I treat others as I want to be treated
- I consider the interests and needs of others
- I recognize all have something to add
- I seek out and value all viewpoints
- I am available and approachable
- I recognize ongoing accomplishments
- I provide spontaneous recognition
- I honor confidential information

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Respect is not

- I ignore or belittle others input
- I raise my voice, use rude language
- I interrupt while others are speaking
- I bully, intimidate and undermine
- I use inappropriate non-verbal communication

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SJIEMS values template



“ Coming together
is the beginning.
Keeping together
is progress.
Working together...
is success.

~Henry Ford

Teamwork: we work together and acknowledge we are one collaborative team

Teamwork is

- I embrace we are one integrated team
- I support the value of working together
- I actively participate in teamwork
- I share knowledge and information
- I identify challenges and solutions
- I appreciate team member input
- I help and support the team and my teammates
- I share my opinions and support team decisions

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Teamwork is not

- I consider it is “us and they”
- I focus upon personal interests
- I take the position “it’s not my job or problem”
- I am close minded
- I complain without offering solutions
- I “bad mouth” team decisions
- I disregard team decisions

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SJIEMS values template



COMMITMENT

**MEANS STAYING LOYAL TO
WHAT YOU SAID YOU WERE
GOING TO DO, LONG AFTER
THE MOOD YOU SAID IT IN
HAS LEFT YOU. ~Author Unknown**

Commitment: we are responsible, accountable and supportive

Commitment is

- I acknowledge we all have areas for improvement
- I focus on future challenges and opportunities
- I promote our organization's best interest
- I am self motivated and persistent
- I demonstrate a positive attitude
- I am responsible for personal learning
- I am fiscally responsible and use resources wisely
- I self assess my actions

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Commitment is not

- I compromise our organization's interests
- I make unreasonable excuses
- I am negative and defensive
- I disregard policies and procedures
- I am indifferent, disengaged and apathetic
- I waste resources
- I use inappropriate behaviors

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SJIEMS values template



Excellence is never an accident.
It is always the result of high
intention, sincere effort, and
intelligent execution; it represents
the wise choice of many alternatives
choice, not chance, determines your
destiny.

Aristotle

Excellence: we will exceed our patient, customer & staff expectations

Excellence is

- I recognize each person is unique
- I plan and organize my work
- I embrace continuous improvement
- I am innovative and creative
- I ensure I have the right resources
- I adhere to approved processes, procedures and practices
- I readily ask for guidance and help when needed
- I acknowledge and learn from mistakes
- I am accountable for my work
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Excellence is not

- I am complacent
- I rely on the way its always been done
- I think "I know it all"
- I resist change
- I am concerned about asking for help
- I blame others for my performance

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Best Board's



1. Focus on best interests of the community they serve

- Understand community interests
- Promote organization's capabilities to meet community interests
- Acknowledge organization's improvement needs and work plan
- Ensure community interests is #1 criteria in all decision making

2. Provide a clear direction

- A framework depicting of where they are going and how to get there
- Vision and mission
- Key strategies
- Values and actions that demonstrate commitment to the value
- Top line goals; community, service, care, staff, financial

Best Board's



3. Develop an appropriate partnership with CEO

- Establish clear governance and management roles
- Focus on their governance role
- Select the “right” CEO to focus on management roles
- Provide CEO the leadership authority to lead; don’t micro manage
- Support CEO ability to lead; respect chain of command
- Support and recognize the CEO before the community
- Insist on CEO accountability in executive session
- Manage gray areas, be open and transparent in a timely manner
- Build trust in the partnership; honor the Partnership Compact
- Routinely evaluate the board and CEO compact commitment

4. Provide resources needed for success

- Operating and capital budget
- Staffing levels

Best Board's



5. Oversee performance

- Establish criteria for "10,000 feet" oversight
- Utilize a dashboard associated with top line goals and objectives

6. Manage own affairs

- Make the best use of time together as a Board; effective and efficient meetings
- Minimize number of special meetings
- Hold the Board accountable for governance role; annual self and 360 evaluation
- Provide support and resources for Board members
- Evaluate, recognize and hold Board members accountable

7. Commit to best governance

- Document governance role in "English"
- Commit to partnership with management; honor Partnership Compact
- Develop a work plan to become best

Best Board Members

1. Commit to their Duty of Care: The level of competence expected of a board member, in order to make informed decisions;

- Prepare for, participate in and attend all board meetings
- Commit time necessary to be review all materials
- Study all relevant information
- Build continuous level of knowledge to support sound decision making

2. Commit to their Duty of Obedience: Requires members to be faithful to the organization's mission, goals, policies, decisions, and the rules of law;

- Act ethically and in good faith to represent the best interests of the community
- Respect the difference between representing elected and community interests
- Be guided by the organization's vision, mission and strategies
- Champion, support and demonstrate expected values and value actions
- Build trust in partnership with management; honor the Partnership Compact
- Engage in robust, active discussions in a respectful manner
- Do not misrepresent, demean or belittle positions taken by others
- Support the majority decision
- Comply with all applicable laws, rules and regulations
- Appropriately handle confidential materials and information

Best Board Member's

3. Duty of Loyalty: A standard of faithfulness and undivided allegiance a member must give when making decisions affecting the organization;
- Duty of Loyalty is to community served; not to the chair, or special interests
 - Don't allow activities or personal interests to influence objective decisions
 - Conduct affairs to creates an impression that they cannot be influenced
 - Openly communicate any and all potential conflicts of interest
 - Develop a conflict of interest plan

4. Commit to becoming a best member
- Document their role in "English" – position description
 - Commit to partnership with management – a Compact
 - Develop a work plan to become best
 - Recognize unique role of Board Chair – position description

Best CEO's



1. Focus on best interests of the community they serve
 - Provide Board information regarding community interests
 - Promote organization's capabilities to meet community interests
 - Acknowledge organization's improvement needs and work plan
 - Ensure community interests is #1 criteria in all decision making
 2. Utilize the direction provided by Board to execute operational responsibilities
 - A framework depicting Vision, Mission, Strategies and Values
 - Participate in setting top line goals; community, service, care, staff, financial
 - Lead the organization to achieve or exceed goals and objectives
 3. Develop an appropriate partnership with Board and Board members
 - Participate in establishing clear governance and management roles
 - Focus on their management role
 - Exercise the authority provided to lead operation responsibilities
 - Manage gray areas, be open and transparent in a timely manner
 - Build trust in the partnership; honor the Partnership Compact
 - Routinely evaluate the board and CEO compact commitment
- 

Best CEO's



4. Manage appropriately the resources provided by the Board

- Participate in developing the resource requirements
- Operating and capital budget
- Staffing levels

5. Provide open and timely performance information

- Support information and data for Board dashboard
- Ensure a “drill down” capability for all top-line reporting
- Ensure the accuracy, timeliness and applicability of information
- Commit to “no surprises” open and transparent reporting

6. Manage own affairs

- Provide direction, leadership and support for staff to be successful
- Evaluate and recognize staff
- Insist upon staff accountability
- Support the Board's meeting requirements

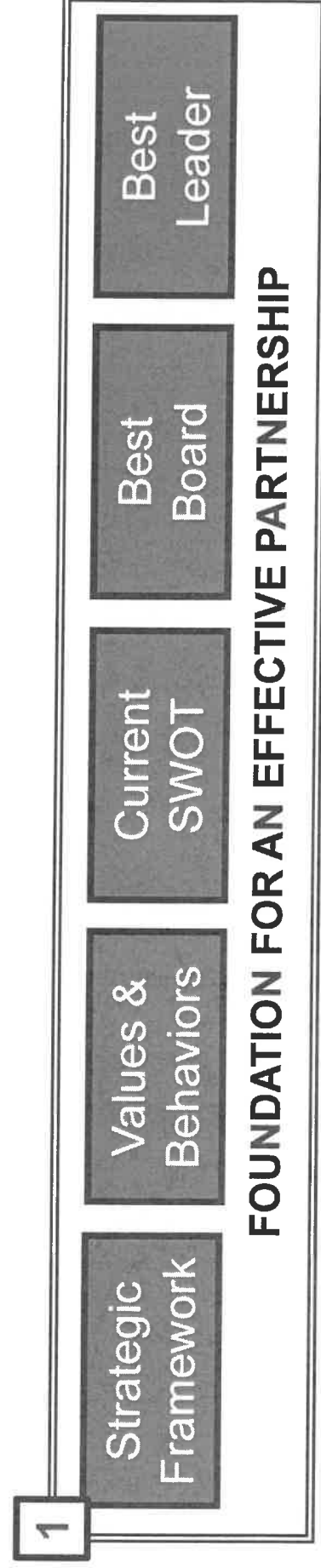
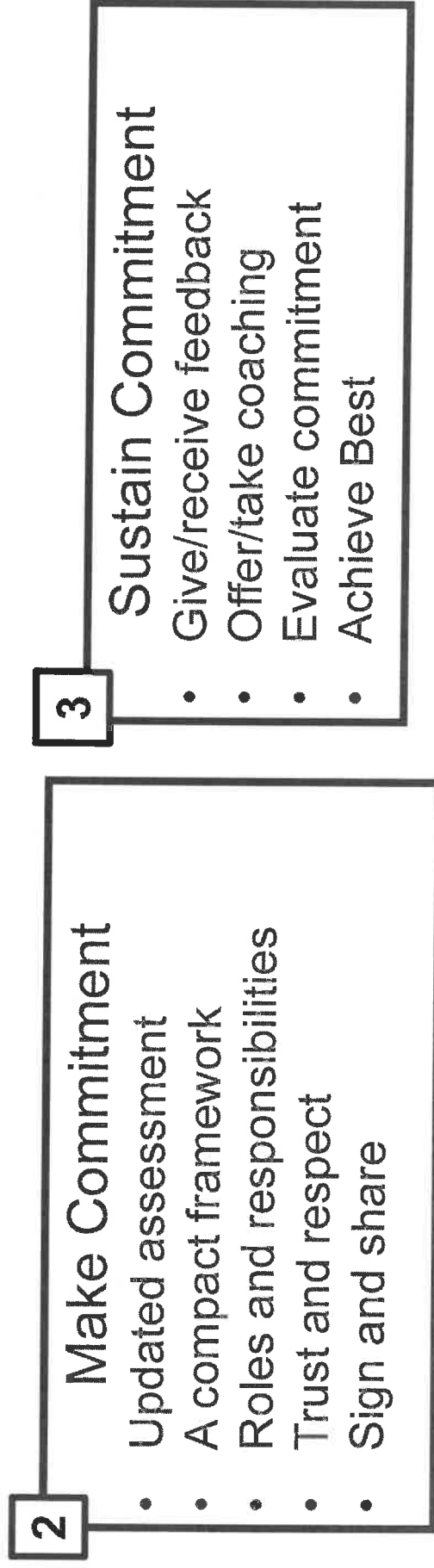
Best CEO's



7. Commit to best leader

- Document their role in “English” – position description
- Commit to partnership with the Board – a Compact
- Develop a work plan to become best leader

Establish a partnership compact



Compacts



Most organizations have implicit working relationship understandings between and among their various leadership and caregiver groups; few have taken the steps to develop written Compacts that explicitly state the working relationship agreements that are so critical to organization success.

Compacts are particularly valuable in an organization at significant risk due to lack of an appropriate partnership, involved in transforming the way they work together and engaged in accelerating the way the provide a service or product.

The following compacts are applicable to most organizations;

1. Board with Board Members
2. Board with the CEO
3. CEO with the leadership team
4. Leadership team with their managers and staff

The process utilized for developing the working relationship commitments is as valuable as the resultant written Compact. Dependent upon the environment being addressed, a 360 evaluation of the Compact commitments should be completed monthly, quarterly or annually and used routinely to focus upon “coaching” opportunities.

SJIEMS Compact – Board & Members with Chief & Team

Draft May 23

Board & Members commit to Chief & Team:
Focus on community best interests
• Routinely determine & assess community best interest expectations • Promote capabilities to meet community interests • Acknowledge organization's continuous improvement work • Ensure community interests #1 decision criteria
Provide a clear direction
• Vision, Mission, and approve key strategies • Values and actions that demonstrate values commitment • Top line goals and objectives
Establish and sustain a Board and Chief partnership
• Establish clear governance and management roles • Focus on governance role • Provide Chief authority to lead; don't micro manage • Honor chain of command; Chief is primary contact • Support and recognize management before the community • Insist on management accountability in executive session • Manage the gray areas in an open and timely manner • Honor the Partnership • Routinely evaluate the partnership

Chief & Team commit to Board & Members:
Focus on community best interests
• Participate in assessing community interests • Promote capabilities to meet community interests • Acknowledge organization's continuous improvement work • Ensure community interests #1 decision criteria • Perform to community expectations
Be guided by direction framework
• Participate in Vision Mission development • Develop key strategies for Board approval • Values and actions that demonstrate values commitment • Participate in development of top line goals and objectives
Establish and sustain a Board and Chief partnership
• Participate in establishing governance and management roles • Focus on management roles and responsibilities • Establish chain of command operationally • Support and recognize the Board in the community • Provide feedback on governance accountability in executive session • Manage the gray areas • Honor the partnership • Routinely evaluate the partnership

SJIEMS Compact – Board & Members with Chief & EMS Team

Draft May 23

Board & Members commit to Chief & Team:
Provide resources needed for success
• Determine budget format and criteria
• Operating budget and capital planning
• Staff training and education
Oversee performance
• Establish criteria for top-line oversight
• Request drill down detail through Chief
Manage own affairs
• Minimize special meetings
• Hold Board accountable for governance actions
• Members commit to position description responsibilities
• Members accountable for responsibilities
• Commit to best governance practices
• Commit to best Members practices
Establish trust and respect

Chief & Team commit to Board & Members:
Manages resources provided
• Participate in budget development
• Be responsive to budget requests
• Appropriate manage the resources provided
Provide expected level of performance
• Meet or exceed performance goals and objectives
• Provide level of drill down capabilities required
Manage own affairs
• Be responsible and accountable for operational affairs
• Commit to position descriptions responsibilities
• Commit to best leadership practices
Establish trust and respect

SJIEMS Compact – Board & Members with Chief & Team

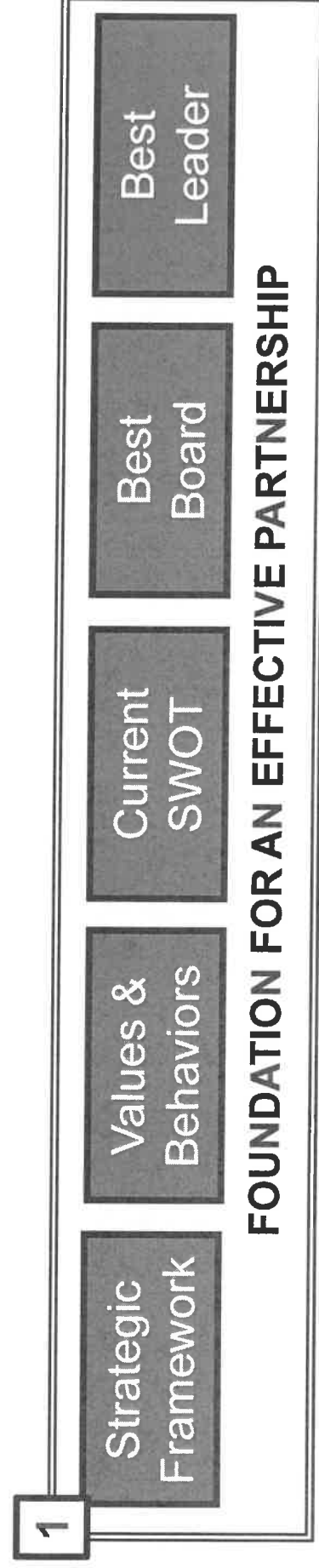
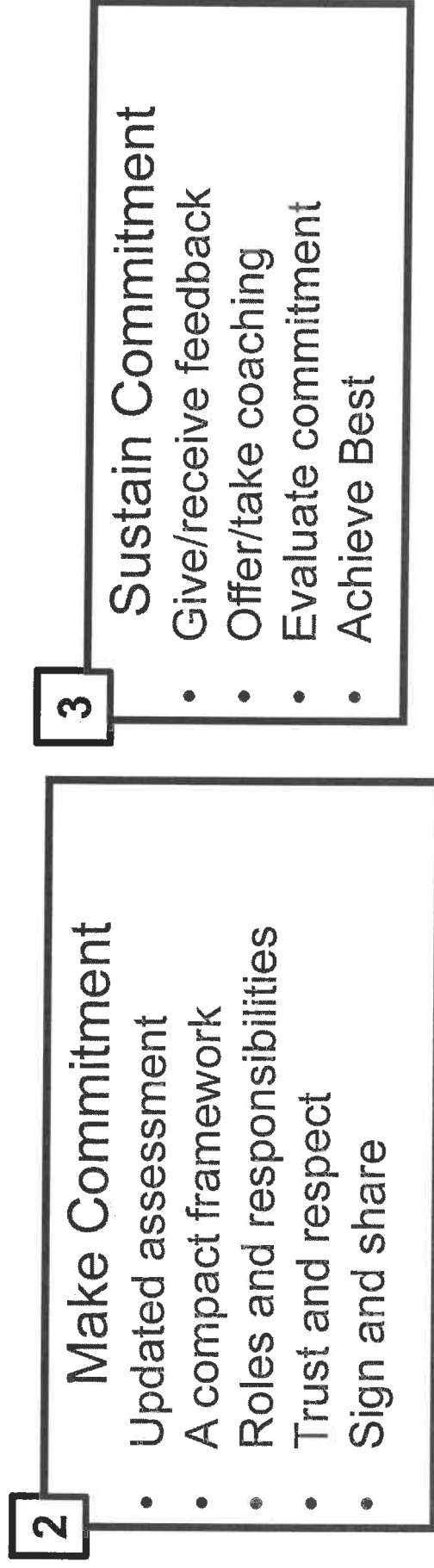
Draft May 23

The Partnership and each member commit to:		
Build trust		Not undermine trust
Establish clear expectations		Withhold information
Do what I say		Say one things and do another
Provide open and timely communication		Say what others want to hear
Listen and ensure I understand		Draw conclusions before facts known
Respect roles and responsibilities		Ignore chain of command
Treat others as I want to be treated		Bully, intimidate and undermine
Seek out and consider all viewpoints		Use inappropriate behaviors
Support the value of working together well		Consider it us and they
Challenge the routine		Resist change
Support continuous improvement		Act autonomously

Board & Member commitment: _____

Chief & Team commitment: _____

Establish a partnership compact



SJIEMS Compact – Board & Members with Chief & Team

Draft May 23

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Board & Member commitment: _____

Maria Harrington
Wendy H. H.
Michelle H.
Michelle H.

Chief & Team commitment: _____

Joseph H.
Joseph H.
Joseph H.
Joseph H.