

**SAN JUAN COUNTY PUBLIC HOSPITAL DISTRICT No. 1**  
**Board of Commissioners**  
**Special Scheduled Meeting**  
**Saturday, July 16, 2016**

**Commissioners Present:**

Commissioner Bill Williams - Chair  
Commissioner Michael Edwards  
Commissioner Barbara Sharp

**Others Present:**

Pamela Hutchins  
SJCPHD#1 Superintendent

EMS: Jerry Martin  
SJIEMS Chief

**By Phone:**

**Absent:** Commissioners Monica Harrington & Mark Schwinge

**CALL TO ORDER:**

Commissioner Williams called the meeting to order at 10:00 a.m. July 16, 2016 at the Frank Wilson Memorial EMS Building at 1079 Spring Street.

**AGENDA:**

**Follow Up Work Session Meeting to Finalize the SJIEMS Framework for Continuous Improvement. See Handout "Develop Framework for SJIEMS Continuous Improvement" Exhibit A Attached**

**AUDIENCE PARTICIPATION: None**

**ADJOURNMENT:**

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

Meeting adjourned at 4:20 p.m. July 16, 2016

**ALL EXHIBITS AND SUPPORTING MATERIAL AVAILABLE ON REQUEST.**



Signed By Chairperson



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.

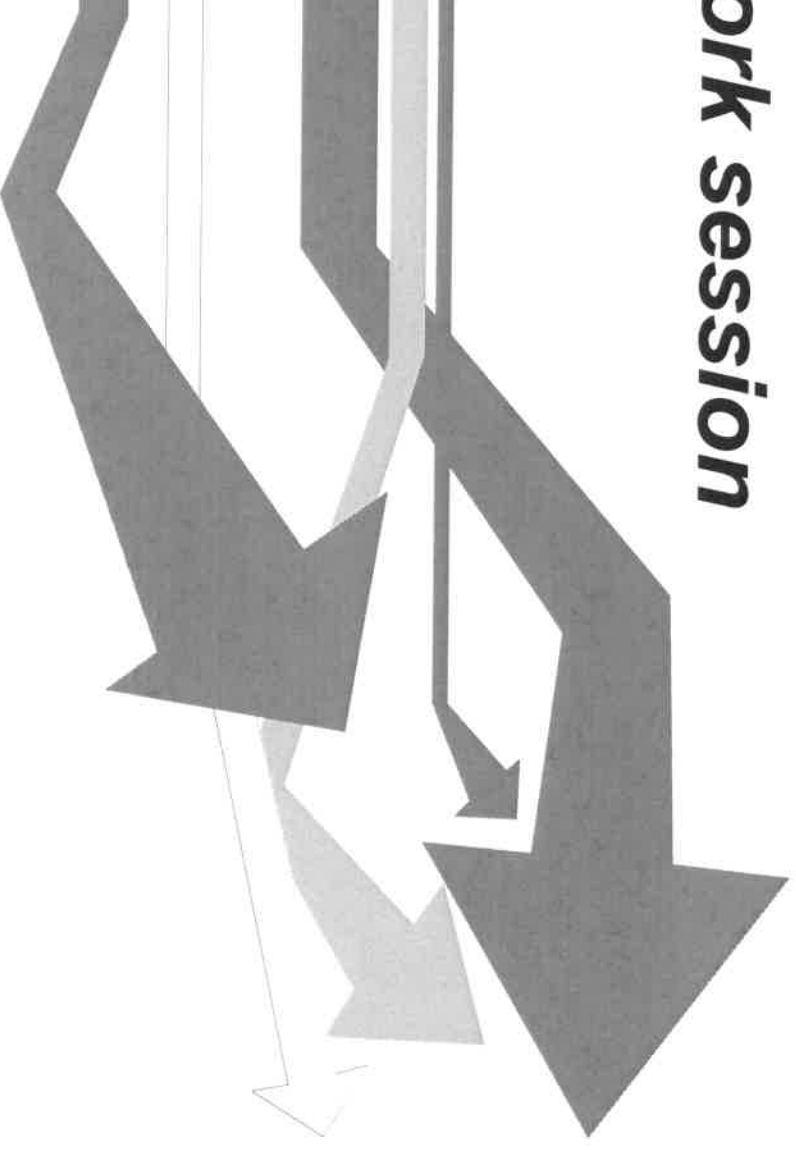
**Attest: Pamela Hutchins, Recording Secretary**

# **A Framework for SJIEMS Continuous Improvement**

## ***July 16 work session updates***

July 22, 2016

Orca Partners LLC



# Work session updates



## Framework for Improvement

Revisions;

- Mission and Vision included
- Service Strategy items have been combined with Patient Strategy
- Added Leadership Strategy in lieu of Continuous Improvement

To do;

- Use the Framework as a communication tool – internal and external

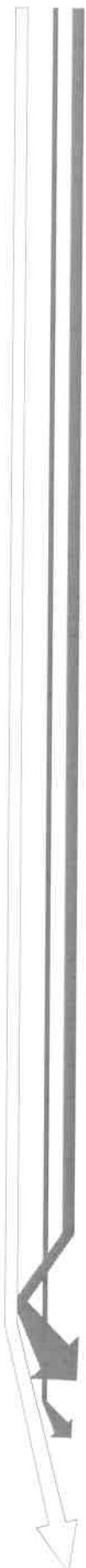
## SWOT

Revisions;

- Updated to current timeframe

To do;

- Distribute SWOT internally when Framework distributed



# Work session updates



## **Accomplishments**

Revisions;

- Updated from conversations

To do;

- Consider appropriate communication – internal and external

## **Strategies**

Revisions;

- Updated Strategies
- Added components for each
- Where appropriate included lead responsibility and timeframe

To do;

- Strategies are key governance and management responsibilities – take time to review
- Consider how to prioritize and assign lead roles



# Work session updates



## Values

Revisions;

- None from work session

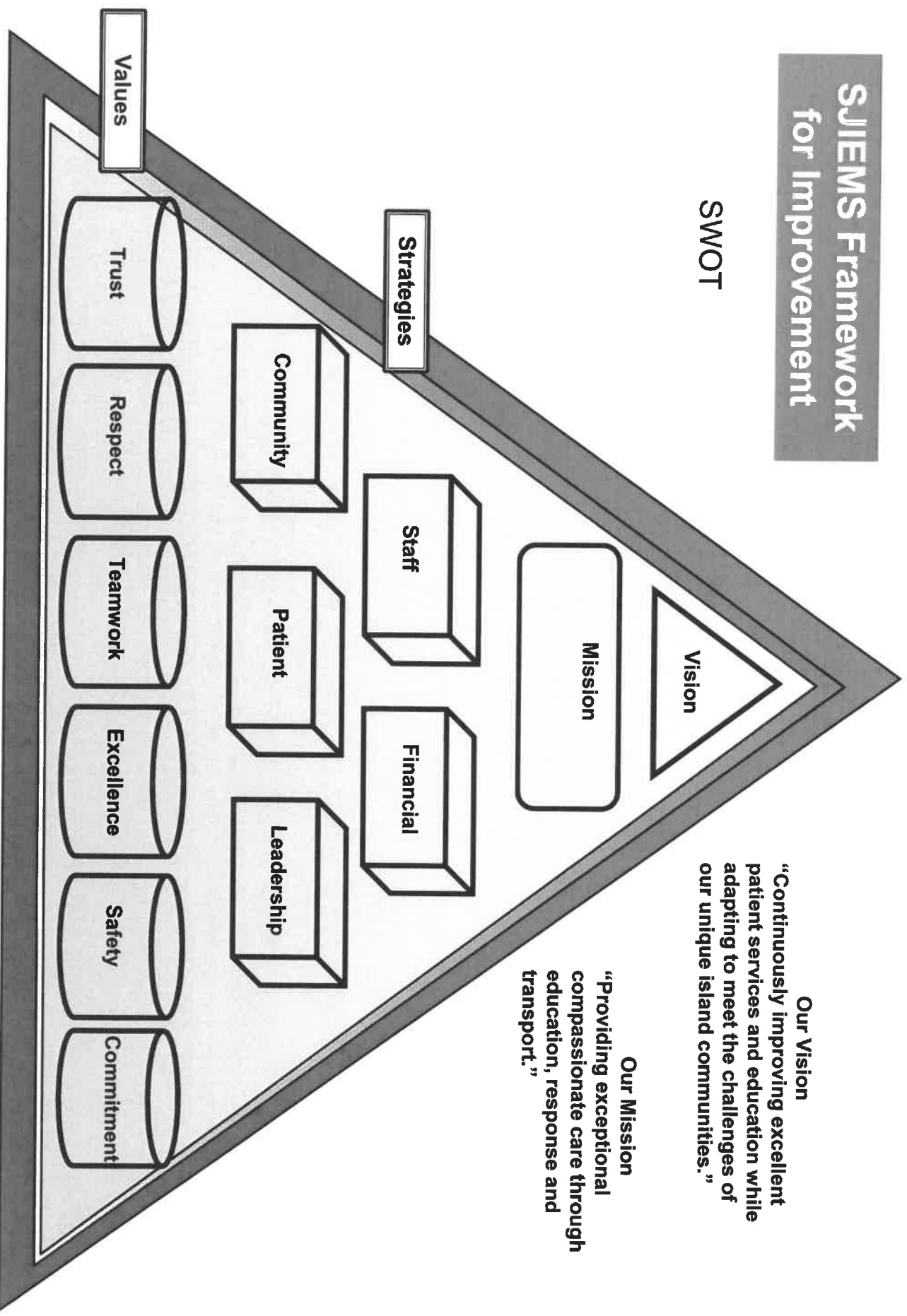
To do;

- Recommendation; use Values developed in April work sessions in Framework
- Communicate value statements and value actions
- Embed values in hiring, training, evaluation, recognition and accountability policies



# SJIEMS Framework for Improvement

SWOT



# SWOT description

		Helpful 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 – July 2016**



**Dedicated, experienced, trained responders**

**High performance core competencies**

**Openness to consider change**

**Patient centric values**

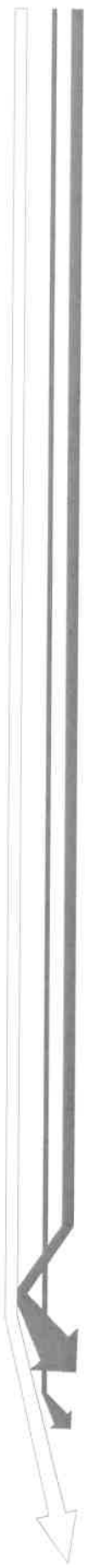
**Staff perseverance in face of multiple challenges**

**Experienced, staff focused, challenge-the-routine Chief**

**Paramedic leadership**

**Prevention and education programs**

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





# SJIEMS weaknesses – July 2016



Board collaboration intertwined with Board and Management partnership

Uncertain future until levy passes

Too many distractions

Where are we going, how to get there, what's my role

Financial challenges

Off Island transport

- Shrinking volunteer pool
- Outdated equipment
- Hospital “connection
- Inconsistent response times

- Inconsistent response times
- Media challenges

# SJIEMS opportunities – July 2016

Enhance Board values, governance practices and partnership with management

Enhance management values, practices and partnership with the Board

Rebuild Board and partnership trust and respect organization wide

Get distractions and innder strife behind us

Revitalize SJIEMS

Rebuild morale

Improve communication

Tell our story

- Financial system
- Receivables

- New programs
- Grants

# **SJIEMS threats – July 2016**



**August levy approval**

**Loss of core competencies – people moving on**

**Ongoing distractions prevent focus on managing the business**

**CID investigation**

**Competition for EMT's**

**Critical issues/ distractions**

- **2016 Budget**
- **Paramedic scheduling**



## **Recognize accomplishments – July 2016**



- ❑ Initial team building April 7 & 8 - apologies to EMT's
- ❑ Acknowledged need for building trust and respect
- ❑ Draft SWOT, Framework, Values, Strategies
- ❑ Commissioner commitment to levy support
- ❑ Town hall discussions – confronted the myths
- ❑ Developed Commissioner/management Compacts



## **Recognize accomplishments – July 2016**



- ❑ Paramedic mediation
- ❑ Island Air arrangement close-out
- ❑ 2017 Budget developed
- ❑ 2017 Budget unanimous approval
- ❑ Financial partnership agreement
- ❑ Financial tools needed for fiscal responsibility



## **Recognize accomplishments July 2016**



- ❑ Successful CMS and State audits
- ❑ Accounts Receivable reduction plan
- ❑ Six new EMT's added to SJLEMS staff
- ❑ Lives continue to be saved
- ❑ Educational outreach continues

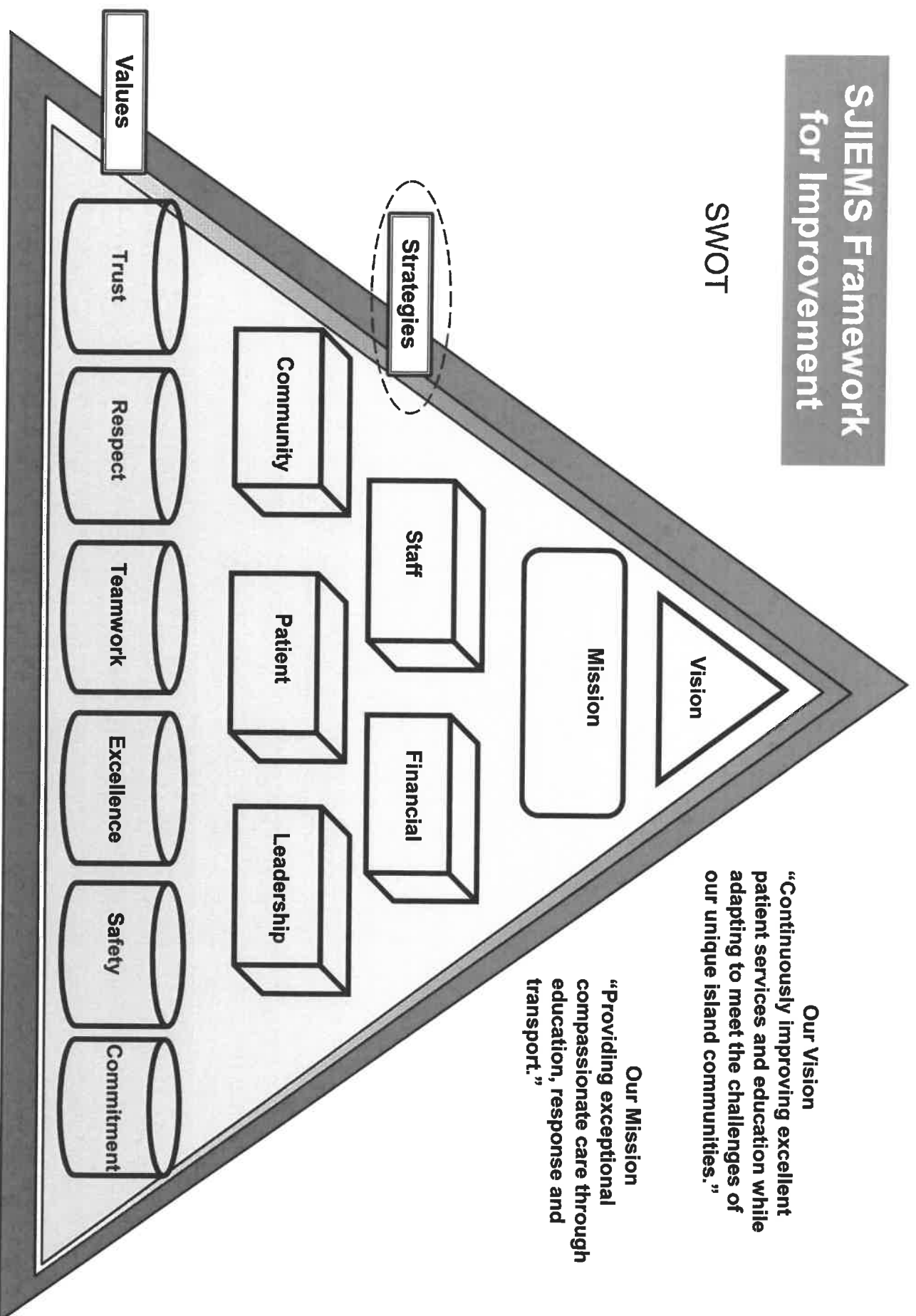
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# SJIEMS Framework for Improvement

SWOT



# Community strategy

Enhance Community Engagement		
<p><b>Identify community stakeholders</b></p> <ul style="list-style-type: none"> <li>• Special interests; sheriff, fire, media, associations, public, etc.</li> <li>• Establish 2016/2017 Engagement Plan; who, when, how</li> </ul>		
<p><b>Consider an educational video</b></p> <ul style="list-style-type: none"> <li>• Establish need, content, uses</li> <li>• Determine costs and recourses</li> </ul>		
<p><b>Begin utilizing patient stories to focus our work</b></p> <ul style="list-style-type: none"> <li>• Board meeting, staff meeting, training, etc.</li> <li>• Video tape when appropriate for including on website</li> </ul>		
<p><b>Utilize new/improved website to better tell SJLEMS story</b></p> <ul style="list-style-type: none"> <li>• Consider a website committee</li> <li>• Plan content; patients, services, staff, metrics, training, messaging</li> <li>• Ensure information and data flow</li> </ul>		
<p><b>Identify potential new engagement programs</b></p> <ul style="list-style-type: none"> <li>• Thank you to community plan levy approval—low key, zero cost</li> <li>• Additional open houses</li> <li>• Consider renting out training room</li> <li>• Solicit a community member to volunteer as a patient for training</li> </ul>		



# Patient strategy

## A. Basic Life Support services

Lead

Time

### Programs

- Washington State Department of Health certification (two year renewal)
- National Registry certification (three year renewal)

### Staffing strategy

### Equipment strategy

## B. Advanced Life Support services

Lead

Time

### Programs – see above

### Staffing strategy

### Equipment strategy

# Patient strategy



C. Education and outreach services		Lead	Time
Programs			
Blood pressure clinic	Safety Fair		
"Kids Don't Float"	Baby sitter course		
Life jacket program	"Touch a Truck"		
"Every Fifteen Minutes"	Fall prevention courses		
First aid at sporting events	Bike and sporting helmets		
Children's festival	Car seats		
Staffing			
Equipment			



# Patient strategy

D. “Holistic”, “What Ever it Takes” service approach	Lead	Time
Efficient and effective handoff to other providers		
Support for families, children and friends		
Secure premises		
Ensure care for pets		
E. Consider New Programs	Lead	Time
Identify needs		
<ul style="list-style-type: none"> <li>• Obtain staff suggestions</li> <li>• Discuss opportunities with other service providers</li> <li>• Compare new potential value programs vs. existing programs</li> </ul>		
F. Establish/Implement 2016/2017 Patient Strategy	Lead	Time
Establish Patient Strategy Plan considering above		
Embed Patient Strategies into orientation, training, programs		
Use Patient Strategy components to tell our story		



# Patient strategy

## G. Assess Patient Strategies

### Identify potential metrics

- Current metrics (initial response, roll time, customer comments, etc.)
- Benchmark capability metrics
- State or other reporting requirements

### Establish SJEMS metrics that;

- Assist in managing the business
- Provide Board oversight and capability to prioritize support
- Can be used to share your story with the community

### Establish a performance communication plan

- Patient Strategy dashboard; Board and Management
- Internal reporting
- Website reporting
- Signage on the building

Lead

Time

# Leadership Strategy

A. Board governance and Board/Management Partnership				Lead	Time
One-on-one discussions Tom with Board Chair and Chief				Tom	ASAP
Work session all Commissioners, Chief, Superintendent				Tom	ASAP
Assess existing compact				Tom	Session
Discuss appropriate governance and partnership best practices				Tom	Session
Establish/commit to a Board working as one, using best practices				Participants	Session
Establish/commit to an effective partnership, using best practices				Participants	Session
Develop the metrics to demonstrate improvements				Tom	Session
Assess the commitment; Participants, Staff				Tom	30/90 d
Establish Commissioner focus needs post levy				Tom	Session
B. Board and Management Leadership support				Lead	Time
Ensure clear roles & responsibilities					
Determine individual educational, training, support needs					
Establish or renew evaluation, recognition, and accountability policies					

# Staff Strategy

## A. Staff engagement

Develop a staff two-way communication plan; what and how

Lead

Time

## B. Competitive, attractive, fun workplace

Address Board and Partnership dysfunctional distractions

Paramedic scheduling enhancements

Support paramedic leadership role

Establish desired recognition programs for planning purposes

Ensure competitive compensation structure

Lead

Time

# Staff Strategy

C. Training		Lead	Time
Routinely evaluate, prioritize and ensure funding for training programs			
Basic Training		Advanced Training	
PHTLS - Pre-hospital Trauma Life Support	WA State paramedic		
CPR AHA Healthcare provider	Paramedic National Registry		
CPR First Aid Instructor	Advance Cardiac Life Support		
WA State Evaluator	Pediatric Advanced Life Support		
PEARS - Pediatric Advanced Emergency Assessment, Recognition and Stabilization	Advanced Trauma Life Support		
Wilderness EMT	Neonatal Resuscitation Training		
Wilderness Survival Training	Critical Care certification		
Marine rescue Tech	Flight Paramedic certification		
	Remote Medicine for Advanced provider		
	King County ALS CBT Training		
	Senior EMT program		

# Staff Strategy



D. Routinely renew Staff policies and procedures	Lead	Time
Competitive compensation		
Reasonable work hours and work shifts		
Competitive benefits		
Evaluation policies		
Recognition policies		
Accountability policies		
Retention policies		
E. EMT Association "partnership"	Lead	Time
Appropriately manage and support the not-for-profit Association		
Fund EMT training		
Participate in funding equipment purchases		





# Fiscal Strategy

## A. Financial reporting system deve

Lead

Time

2017 Budget format for monthly and quarterly reporting

Reconciliation with County and State

## B. Financial Partnership establishment

Lead

Time

Establish and optimize financial partnership

## C. Revenue enhancements

Lead

Time

Grant programs

Audit of billable calls

Ground Emergency Medical Transport reimbursement opportunities

# Fiscal Strategy

## D. Operating expense efficiencies

Lead

Time

Board support for transitioning organization to “managing the business”

Civil Investigative Demand management

Legal and consulting fees

Retirement system review

## E. Non-operating efficiencies

Lead

Time

Accounts receivable

Capital expenditures

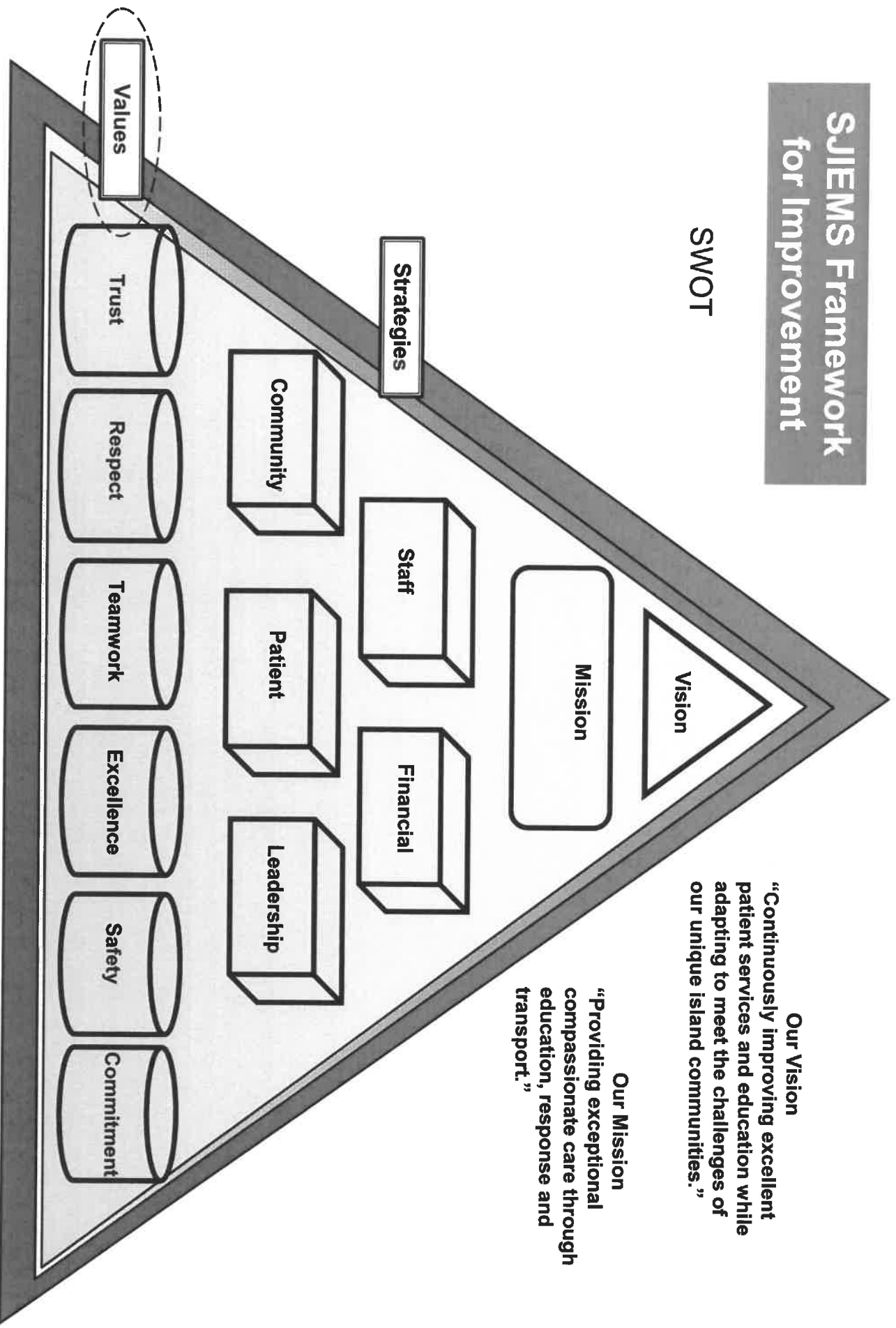
Inter Island Medical Center Building

Frank Wilson EMS building

Debt

# SJIEMS Framework for Improvement

SWOT



## Trust: we are open, honest, fair and transparent

### Actions that demonstrate Trust:

- 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

### Actions that undermine Trust:

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

### **Actions that demonstrate Respect:**

- 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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### **Actions that undermine Respect:**

- 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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## **Teamwork: we work together and acknowledge we are one collaborative team**

### **Actions that demonstrate Teamwork:**

- 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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### **Actions that undermine Teamwork:**

- 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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## **Commitment: we are responsible, accountable and supportive**

### **Actions that demonstrate Commitment:**

- 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

### **Actions that undermine Commitment:**

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

### **Actions that demonstrate Excellence:**

- 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

### **Actions that undermine Excellence:**

- I am complacent
- I rely on the way it's 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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