

# **Bartlett Regional Hospital**

## **AGENDA**

### **STRATEGIC PLANNING WORK SESSION – NO PUBLIC COMMENTS**

**Thursday, February 3, 2022; 5:15 p.m.**

**Bartlett Regional Hospital Zoom Video Conference**

Although no public comment will be taken, public may follow the meeting via the following link:  
<https://bartletthospital.zoom.us/j/97786237464> or call 1-888-788-0099 Meeting ID 977 8623 7464

- I. Call to order**
- II. Update Strategic Plan—Continued from January 8, 2022 discussion**
  - [Develop Board Key Initiatives](#)
- III. Next Steps**
- IV. Comments and Questions**
- V. Adjournment**

# DRAFT

## BRH Board Strategic Goals & Key Initiatives

1. Services: Develop, maintain and grow a service portfolio that is responsive to community needs and is sustainable.		
R	Initiative	Owner
8	Develop a comprehensive telehealth department at BRH to help develop new service lines.	
7	Build affiliations and partnerships with other healthcare organizations to grow service lines.	
5	Recruit needed Medical Specialists: Ortho, Neurology, General Surgery	
3	Evaluate how to develop hospital run clinics.	
1	Identify ancillary service lines BRH can provide that are not available in Juneau.	
0	Evaluate how BRH can become a provider of telehealth services to support physician recruitment.	
2. Facility: Maintain a comprehensive campus. Address major replacement needs and options for future service lines and revenue growth.		
R	Initiative	Owner
5	Evaluate what needs to be on campus versus off. Consider moving administrative services and storage off campus to maximize space for clinical services.	
4	Move decisively on proposed property acquisitions.	
4	Evaluate current BRH technology and industry best practices to prioritize replacement and identify new equipment needs.	
3	Evaluate off campus acquisitions to support continuum of care and relieve on campus pressure.	
3	Evaluate service line needs and determine if property growth is the best alternative to support expanded care.	
3	Develop proformas for additional service lines, change of use, and acquisitions to properly evaluate ROI.	

### NOTES

This initiative and the one below appear to go together.

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Green = High Vote, Yellow = Medium Vote, Orange = Low Vote

# DRAFT

1	Continue to monitor strategic goals for facilities.	
0	Educate Board on equipment replacement and maintenance schedules.	
<b>3. People: Create an atmosphere that enhances employee, physician and stakeholder satisfaction to improve our ability to recruit and retain. Improve strategic alliances and communication to maintain a community continuum of care.</b>		
R	<b>Initiative</b>	<b>Owner</b>
5	Identify resolutions to EMR system concerns.	
4	Expand workforce development programs.	
4	Develop relationship with SEAHRC to reach mutually agreeable goals to ensure best health care for our community.	
4	Explore feasibility of hospital run clinics by hospital employed providers.	
2	Improve Alliances with existing primary care clinics.	
1	Enhance relationships with healthcare providers that are currently in our community.	
1	Measure, evaluate and adapt with respect to employee, doctors and stakeholders.	
1	Attract new providers to fill in holes in existing services in Juneau.	
1	Pickup discussion about provider wellness that the med staff has initiated.	
<b>4. Financial: Develop a revenue and net income stream that maintains cash reserves while facilitating above goals and objectives.</b>		
R	<b>Initiative</b>	<b>Owner</b>
6	Evaluate current guidelines to identify the unrestricted number of days cash on hand that are required, based on COVID experience.	
5	Ensure BRH has the proper executive team to manage finances and assure adequate financial controls.	
5	Keep an eye on inflation, provider shortages, and labor shortages it is unlikely that there will be additional COVID funds.	

direction to staff?

direction to staff?

Does this need to be an imitative or a filter through which the first two are viewed?

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## DRAFT

4	Look at profitable service lines and see how reimbursement rates are impacting revenues. Can new service lines be added that will pay for themselves? Utilize Moss Adams tools.	
2	Continue focus on marketing initiatives	
2	Evaluate how new competition is impacting profitable service lines.	
1	Look at locums, travelers, etc. to see how it (finances? Quality? Stability?) compares to BRH staff.	
0	Look at current income streams commercial, Medicare, Medicaid	
<b>5. Quality and Safety: Provide excellent community centered care that improves outcomes, maximizes safety, improves access and affordability and is in compliance with national and state regulations.</b>		
R	<b>Initiative</b>	<b>Owner</b>
5	Stay current on technology and resources to facilitate risk management, data security, and employee safety.	
5	Improve graphical and statistical information presented to board.	
4	Develop quality initiatives beyond the regulatory requirements that are meaningful to the community.	
3	Develop additional quality measure beyond those that are mandated beyond accreditation or regulation	
3	Full explanation of any harm that shows up on dashboard. Items that re repeated and a full report back on action taken.	
2	Legal consultation regarding certificate of need compliance for ER expansion	
2	Keep a robust education program along with staff training.	
1	Have board committee chair work with quality officer to review agenda prior to meeting.	

Direction to staff?

same as below?

same as above?

Direction to staff?

Direction to staff?

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## DRAFT

6. Compliance: Continuously improve a robust, proactive compliance program at all levels while maintaining our strategic goals.		
R	Initiative	Owner
8	Make sure information from compliance officer is presented in a way that is concise, understandable, and not redundant.	Direction to staff?
8	Keep a robust education program along with staff training.	

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## BRH Board Strategic Goals & Key Initiatives

1. Services: Develop, maintain and grow a service portfolio that is responsive to community needs and is sustainable.		
R	Initiative	Owner
8	<del>Build on the success of behavioral health through telehealth.</del> Develop a comprehensive telehealth department at BRH to help develop new service	
7	<del>Build on work we have done with respect to</del> affiliations and partnerships with other healthcare organizations to <del>help us grow our service lines.</del>	
5	<del>Recruitment of Specialists:</del> Recruit needed Medical Specialists: Ortho, Neurology, General Surgery	
3	<del>Evaluate</del> how to <del>develop</del> have hospital run clinics.	
1	Identify ancillary service lines <del>we BRH can provide from physician referrals-</del> for service that are not available in Juneau.	
0	Evaluate how BRH can become a provider of telehealth services to support physician recruitment.	
2. Facility: Maintain a comprehensive campus. Address major replacement needs and options for future service lines and revenue growth.		
R	Initiative	Owner
5	Evaluate what needs to be on campus versus off. Consider moving administrative services and storage off campus to maximize space for clinical services.	
4	Move decisively on proposed property acquisitions.	
4	Evaluate current <del>BRH technology on-site</del> and <u>industry</u> best practices to prioritize replacement and <u>identify</u> new equipment needs. <del>Stay up to date-</del> with equipment and technology.	
3	Evaluate off campus acquisitions to support continuum of care and relieve on campus pressure.	
3	Evaluate service line needs and determine if property growth is the best alternative to support expanded care.	
3	Develop proformas for additional service lines, change of use, and acquisitions to properly evaluate ROI.	
1	Continue to monitor strategic goals for facilities.	
0	Educate Board on equipment replacement and maintenance schedules.	
3. People: Create an atmosphere that enhances employee, physician and stakeholder satisfaction to improve our ability to recruit and retain. Improve strategic alliances and communication to maintain a community continuum of		
R	Initiative	Owner
5	<del>Move toward finding</del> <u>Identify</u> resolutions to EMR system <u>concerns.</u>	
4	<del>come.</del>	

4	Develop relationship with SEAHRC to reach mutually agreeable goals to ensure best health care for our community.	
4	<del>Possible</del> Explore feasibility of hospital run clinics by hospital employed providers.	
2	Improve <del>our</del> Alliances with existing primary care clinics.	
1	Enhance <del>our</del> relationships with healthcare providers that are currently in our community.	
1	Measure, evaluate and adapt with respect to employee, doctors and stakeholders.	
1	Attract new providers to fill in holes in existing services in Juneau.	
1	Pickup discussion about provider wellness that the med staff has initiated.	
<b>4. Financial: Develop a revenue and net income stream that maintains cash reserves while facilitating above goals and objectives.</b>		
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6	Evaluate the current guidelines to identify the unrestricted number of days cash on hand that are required, based on COVID experience.	
5	Ensure <del>we have</del> BRH has the proper executive team to manage finances and assure adequate financial controls.	
5	Keep an eye on inflation, provider shortages, and labor shortages it is unlikely that there will be additional COVID funds.	
4	Look at profitable service lines and see how reimbursement rates are impacting revenues. Can new service lines be added that will pay for themselves? Utilize Moss Adams tools.	
2	Continue focus on marketing initiatives	
2	Evaluate how new competition is impacting profitable service lines.	
1	Look at locums, travelers, etc. to see how it (finances? Quality? Stability?) compares to BRH staff.	
0	Look at current income streams commercial, Medicare, Medicaid	
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