

Bartlett Regional Hospital

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Planning Committee Meeting Minutes
November 5, 2021 – 12:00 p.m.
Bartlett Regional Hospital Zoom Videoconference

Called to order at 12:02 p.m., by Planning Committee Chair, Lance Stevens.

PLANNING COMMITTEE* AND BOARD MEMBERS PRESENT (*Virtual attendees italicized*):
*Lance Stevens**, Hal Geiger*, Rosemary Hagevig, Kenny Solomon-Gross, Brenda Knapp, *Deb Johnston*
and *Mark Johnson*

ALSO PRESENT (*Virtual attendees italicized*) *Jerel Humphrey, Kevin Benson, Karen Forrest, Dallas Hargrave, Kim McDowell, Vlad Toca, Marc Walker, Katie Koester (CBJ), Jeanne Rynne (CBJ), Amanda Black, Katie Bausler* and Anita Moffitt

APPROVAL OF AGENDA - Mr. Geiger made a MOTION to approve the agenda as written. Mr. Stevens seconded. There being no objections, agenda approved.

PUBLIC PARTICIPATION – None

APPROVAL OF THE MINUTES – Mr. Geiger made a MOTION to approve the minutes from the September 3, 2021 Planning Committee meeting. Mr. Stevens seconded. There being no objections, minutes approved.

MARKETING STRATEGIES

SBAR – BRH Logo Refresh, Marketing Plan and Website – Mr. Toca provided an overview of the Situation, Background, Assessment and Recommendations (SBAR) – Bartlett Logo Refresh, Marketing Plan and website document included in the packet. The document outlines the current situation, background, assessment and recommendations of Bartlett’s website and marketing strategy. Bartlett’s current website marketing templates are over a decade old and there is no clearly defined strategy. It is poorly maintained and offers no artificial intelligence, predictive features, chatbots or easy contact options. An aggressive marketing approach to attract new patients, highlight new and unique services and technology to our community is needed. Due to the estimated costs to engage a vendor to assist in our marketing strategy, an RFP (Request for Proposals) will be required. A draft RFP is included in the packet. Amanda Black joined our team less than two months ago as the Director of Marketing and Strategy. Working closely with Mr. Toca she helped identify a very high error percentage rate of information on the BRH website and provided valuable input on the RFP.

Questions and comments from board members about the plan presented:

- Mr. Geiger can see the goal in updating the website but is unclear of the goal of refreshing the logo and color scheme and why it would be worth 70,000 - 100,000 dollars.
- Mr. Stevens stated our logo is not currently in a digital format and does need a refresh.

- Ms. Hagevig expressed concerns about get bogged down and spending money on a logo if it's not needed. She feels that the color scheme is familiar to the community and could be used again. The important thing at this time is messaging to get the information out that we want to convey. She questioned whether there will be new messaging going on while working with the contractor on the logo refresh. She also noted we are not a critical care access hospital and asked why we are modeling this on a critical access platform and when the contractors finish their work, who is going to maintain the website?
- Ms. Johnston expressed concern about the ongoing operating costs. She also wanted to know who was going to maintain the website and noted marketing materials using the new logo would also require periodic maintenance and refresh. She asked what we are currently spending for website maintenance and production of the House Calls magazine and what we anticipate our operating costs will be going forward. Will the marketing director pick up some of the responsibilities that we currently have assigned to the outside contractor?
- Ms. Knapp doesn't dispute that the website needs to be regularly maintained with an administrator and designated personnel updating it but the idea of changing our logo and colors when we haven't yet had a strategic planning session to decide where we are going and what our priorities are, she feels, is premature. We need to go through that process first. In the meantime, we could make the website more useful and relatable. She expressed concerns about considering a marketing department at this time while we're trying to get our revenue stream back in line with expenditures and so forth. She suggests we all take a step back and make sure we agree with the assumptions presented. The board needs to identify strategic goals before moving ahead.
- Mr. Solomon-Gross appreciates all of the hard work that has been put into this plan so far but agrees that we need to know what direction we're going. Everyone agrees that we need a new website but he also feels we are putting the cart before the horse. He would like to have a clearer answer to the questions the board members are asking about what we are trying to accomplish.
- Mr. Johnson requests a white paper be drafted to clearly outline what we're trying to do and why.
- Mr. Geiger stated he's never made a decision for medical services based on a logo and asked if we invest in this marketing plan, what is it we want to achieve and how will we know whether we're reaching our goal or not.
- Ms. Hagevig suggests a two pronged process should be considered. What is being presented now is important and is spot on for long term plans. It is pretty time and labor intensive and the board needs to help identify what it is we want to accomplish. We need another track going that actually deals with the problems we have on our plates today. She feels a sense of urgency to let the community know what services BRH has to offer via radio ads, social media, newspapers, etc.
- Mr. Stevens said we all need to recognize that our digital front door is broken. Our current digital presence isn't effective and isn't a tool that can be utilized long term because it doesn't have the capabilities to be modernized. If we start advertising and invite people to look at BRH and our digital front door is broken, that's a problem. While we do need a two pronged approach, this process, from the time we engaged them to after the RFP process, could be 7-8 months. If we wait to start building our digital front door, we're going to be farther and farther behind. In his opinion, this is an important launch piece for future efforts to engage the public. He feels Mr. Toca is on the right track in presenting this information first because we can't attract people to look us up on line with the presence we currently have. He's not sure if we need to change our logo but feels that our current logo is massive with a dated look and color scheme. A logo should



catch the eye but not be the dominant feature on the page. He stated there have been a lot of needed, behind the scene things presented today to move things forward so we can become two pronged and can move, regardless of not having a strategic initiative around marketing yet. He's hoping we can come back to this next month with answers to the questions being asked and can move on this sooner rather than later as a board.

- Mr. Solomon-Gross requested Mr. Humphrey and Mr. Benson work with Mr. Toca to put together a more comprehensive plan that will answer the Board's questions and concerns.

Mr. Toca will present a comprehensive plan with answers to these questions.

COVID STATUS – Ms. McDowell reported that we have 3 COVID patients in-house. Monoclonal antibody clinic is slowing down due to decreased demand. Overall, state and city numbers are starting to show a slight decline. Staffing is stable. We have received 1,200 doses of vaccines approved for children ages 5-11. Vaccination clinics will be held this weekend for those wishing to receive them. Mr. Benson reported that COVID testing has increased exponentially in the past two months, 6,300 tests in October compared to 800-1,000 a month 3-4 months ago. The numbers are now beginning to taper off a bit.

MASTER FACILITY PLAN AND TIMELINE – This document is included in the packet. Mr. Benson reported that the dollar amount listed on the Emergency Department addition and ventilation upgrade has increased from \$7 million to \$12 million due to more accurate estimates. This is one of the two projects to be funded by the \$20 million bond issue approved by the CBJ Finance Committee on Wednesday evening. This \$20 million bond issue will be presented for the first reading at next Assembly meeting and for approval at the following Assembly meeting.

CURRENT PROJECTS UPDATE – Mr. Benson reported this is the same project listing included in last week's Board of Directors packet. There have been no changes since then. The RRC window and siding replacement project is anticipated to be completed the middle of this month.

BOPS / CRISIS STABILIZATION PROJECT UPDATE – The final renderings of the Crisis Stabilization building are included in the packet. Significant progress is being made on getting ready to pour the foundation. Due to COVID, the upcoming holidays and weather, the planned ground breaking ceremony for this project has been postponed until May 19th.

Because the space to be used is still in use until the end of December, the physician sleep room project has been postponed. Mr. Benson has asked Ms. Rynne move ahead with the RFP for the construction of the sleep room to take place after the first of the year when the space becomes available.

Comments - None

Next meeting: 12:00pm, Friday – December 3rd

Adjourned – 1:03 pm.