

2010 Mark Reed Health Care District Strategic Plan and Focus

In the fall of 2009 the Board of Commissioners, along with the district's Administration, medical staff and Community Advisory Committee (CAC) developed a plan which was to act as the strategic roadmap for the hospital district in 2010. This strategic plan was broken down into five areas of focus or "buckets" to help outline the work ahead for making necessary changes and improvements to the Hospital District. Our Quality program is an invisible bucket that encompasses all five areas of focus.

This page will be updated monthly with administrative progress reports and community development updates. Individuals who have questions or want more information on the progress listed here may attend both the CAC meetings and the Board of Commissioner meetings. Details on both monthly meetings are listed on the website as well.

The "bucket list" is a list of accomplishments for 2010 organized by area of focus and then listed by the month of completion or month in which a milestone was reached in the project.



Bucket #1 - COMMUNITY



Bucket # 2- ORGANIZATIONAL DEVELOPMENT



Bucket #3 – FACILITY



Bucket #4 - CORE PROCESSES & SERVICES



Bucket #5 - FINANCE



Bucket #1 - COMMUNITY

March:

- Foundation hosted their 2nd Annual St. Patrick's Day Bash at the Elma Microtel as a fundraiser that was open to the community.
- Foundation is scheduled to present their grant proposal to the City of Elma next month for tax monies to help fund the advertising for the Golf & Gala signature event.
- Patient Assistance Fund has started and fuel cards have been distributed to clinic and emergency departments.
- Managers continue to be active in political and chamber groups in the community and to answer questions about the facility replacement project to the community members as well as reporting back on issues in the towns.
- Mark Reed Foundation and Healthcare Clinic have taken over the "Run from the Bears" fun run and will be hosting this event at the Bear Festival in McCleary in July.
- New Foundation website is up and running. Continuously updating with new information.
- Quarterly mailer will be in The Daily World's East County News section in April.
- First batch of returned Patient Satisfaction Surveys have been tallied and results will be assembled for Quality team and board next month.
- Offer has been extended to Lt. Litzinger to include firefighters in our education programs.
- Human Resources manager met with Olympic College group regarding possible internships and volunteer positions at Mark Reed.
- First EGH Health Fair meeting was held and there was involvement by community members who answered the advertisement placed in *The Vidette* and *The Daily World*.
- Spanish clinic ads have been developed with the assistance of CHOICE and have been distributed in Hispanic businesses, daycares, and churches in the area to advertise our Spanish-speaking provider.
- Diabetes Education program has started with Mary Ellen Biggerstaff and Joyce Kirby. Great response and attendance and meetings are now regularly scheduled with current patients being identified to attend. This education service will also be advertised throughout the district inviting all members of the community to sign up.
- Clinic has deployed its new motto and employee standards for the Patient Centered Medical Home project. New staffing module will be put into effect in the near future.
- ER and Clinic wait time goals have been set by the Quality Committee and they are continuing to track the arrival-to-physician times to ensure better quality of care upon arrival.
- All EGH providers, including those at MRHCD, are being recognized for Doctor's Day in the newspaper and a sign of appreciation from Mark Reed administration and staff.



Bucket # 2- ORGANIZATIONAL DEVELOPMENT

March:

- Radiology and Human Resources departments have requested to be enrolled in the online customer service training to help develop and refine our CS skills.
- Clinic continued through March to work with consultant to help implement the vision for the Patient Centered Medical Home model. This model will serve as the platform for the PCMH implementation throughout the entire organization.
- HR department researching processes for employee tuition reimbursement policy since so many of our employees are moving toward higher education and advancing their roles and knowledge in our organization.
- Nursing department continues to work with Gladys Campbell on identifying areas for educational opportunities and how to strengthen the nurses' roles within the organization by reviewing charts to improve patient care, and sending three of the RN's to the 1st Annual TICC meeting in Spokane.
- Managers invited to take part in the CNO candidate interview processes, along with a meet-and-greet with staff. This will allow for more participation and input from all levels of staff.
- All-staff meeting has been scheduled to update the entire organization on the new facility project, as well as give staff an opportunity to ask questions and be involved in the process.
- March Med Staff meeting was very well attended and the area medical providers had an opportunity to express their desires and needs of Mark Reed as we move forward with a new facility. Meeting helped define how MRH relied on the other healthcare providers and reinforced that in order to be successful all of the area clinics and providers must be viable and successful as well. Great feedback and understanding during the discussions.
- QA committee has implemented a formal process of notification to physicians following chart reviews. Letters outline patient complaints or areas of improvement as determined by physician and quality chart review and are formally documented and sent to the physicians, who then have a formal process for responding if they choose. This is a huge step in formalizing the hospital's Quality processes and identifying areas to improve patient care.
- Purchaser continues to receive education on autoclaving and ways to streamline inventory and ordering processes for MRH. Some new cost-saving measures have been implemented already.
- First round of CNO interviews have begun this month.

Bucket #3 - FACILITY



March:

- New office is being constructed in former switchboard/mail area for Clinic manager. Clinic manager's former office will house the clinic RN and possible a new provider in the future.
- Continuing to upgrade grounds appearance and Business Office.
- Boy Scout who put in flag pole at front of hospital campus has been invited to bring his troop in for Memorial Day and do an official colors flag raising with the McCleary VFW. Lighting has been rewired to project onto the flag once it is raised. Waiting on confirmation from scouts and VFW for date/time.
- Maintenance manager met with landscaper who designed and built new look for campus. Will be evaluating a possible ongoing landscaping maintenance contract.
- Maintenance manager met with exterminator and roofing company to deal with ants in far corner of clinic/lab area and also to repair sections of roof that are rotting.

- Room 6 has been reclaimed for patient space. All old records have been sent to WAM for storage and Radiology is beginning to purge their unneeded records to allow for additional space downstairs for purchasing/maintenance and IT.
- Have negotiated a special rate at the Microtel to house overnight on-call staff since patient rooms are filling to capacity and there are no rooms available for staff to sleep.
- New outside lights have been installed on the stairs leading up to upper parking lot. Smaller solar lights were stolen by vandals and so we will need new idea for those. Two corner lamps are concreted in and are aesthetically pleasing.
- Appointment with a vendor has been made to survey the building for an electronic lock system. Maintenance is also moving forward with an automatic privacy door between the ER waiting area and the trauma rooms.
- Have received one of two requested vendor quotes for security cameras. Will move forward once additional quotes are received and financial impact has been evaluated.
- Potential site for new construction project was selected for moving forward with feasibility study. Pending completion of these studies, the Board will be asked to formally select a site for construction in either March or April.
- Architect team has scheduled on-site meetings with staff and commissioners to determine what the new facility will need and look-like.
- Gravel for the side and rear parking lots has been spread at the Maple Street property to help with wet mud situation for patients and employees.



Bucket #4 – CORE PROCESSES & SERVICES

March:

- Coder is scheduled to take final coding exam in April. She has been doing a coding boot camp education over the last couple months. This will increase our depth in the medical records department without having to look for additional FTE or PTE.
- Radiology manager will be attending a demo for ultrasound. Looking to implement ultrasound services mid-year.
- Continuing to source quotes and information regarding PACS unit in Radiology. Will need to purchase a new system to replace failing system very soon.
- Contract has been signed to develop an interface with the new LIS and e-MD's. Interface will be pushed back though until interfaces that are already in development are completed and working correctly. Then full attention can be put toward LIS/EMR interface.
- Materials purchasing committee will be formed to develop process improvements for ordering and supply management in each department.
- Business Office is reviewing sample statements in an effort to target ways to make the billing process easier to understand and more patient-friendly.
- Clinic team members attending PCMH Learning Session at end of March.
- Charla Parnham to visit Elma Senior Center to teach course on fall prevention and where to go for to recover. This will help promote our Skilled Nursing and Rehabilitation program.
- Harborview has already sent one referral to Mark Reed for the Skilled Nursing program.
- Clinic is developing the PCMH clinic staffing model to maximize quality and quantity of services offered through the clinic.
- Nursing department has hired two new employees to help with inpatient volumes and regular staffing in the ED.

- Housekeeping has also increased staffing to assist in reducing gaps and lacks of coverage for vacation/sick days and also to keep up with increasing patient volumes while maintaining quality of cleanliness.
- Official security breach policy has been developed and implemented by Compliance Manager. Will be introduced to staff in annual and new-hire employee training.
- Radiology conducted first outpatient CT on the first day of being open on Saturdays. Anticipating that this weekend service will generate more volumes for CT and help offset cost for having mandatory on-call tech staffed on weekends.



Bucket #5 - FINANCE

March:

- Firm is conducting the debt capacity and financial feasibility analyses.
- Swing Bed billing accounts are now being processed through e-MD's.
- CMO, Bus. Off. Manager and Clinic Manger continuing to meet about processing e-MD's payments and better charge capture for the clinic.
- Days in A/R continue to fall slowly but are under 100 mark as of end of February.