



2020 BOARD STRATEGIC PLANNING RETREAT

July 16-17, 2020

Via Zoom:

<https://lch.zoom.us/j/95186466312?pwd=RjUwa0RQK2MzQ1JoRng4bG9hdDh1UT09>

Meeting ID: 951 8646 6312

Password: 842083

Thursday, July 17	
9:15 AM	<p>Opening Comments, Introductions, Review of Agenda</p> <p>Game Plan, Ground Rules, Goals for the Retreat and Post- Retreat Follow-up</p>
9:30 AM	Opening Exercise
9:50 AM	<p>The Work in Front of Us Over the Next 1.5 days: <i>Reaching Consensus on Steps for LCCH&C Realizing the Future the Community Needs:</i></p> <ol style="list-style-type: none"> 1) What are the highest volume health care services used by District residents? 2) Which service lines address community need and contribute margin? Which ones do we subsidize? 3) Should LCCH&C be in the primary care business? 4) Is the Sanctuary a service line that LCCH&C should operate? 5) Reviewing key findings from draft Master Facilities Plan: <ol style="list-style-type: none"> a. Highest and best use of each existing facility; b. Quantification of economies that could be realized by co-location of select services and or use of existing buildings 6) Would a partnership or collaborative with the Okanogan PHDs or others benefit us? How? 7) Do we need a more formal affiliation/partner? Why? How would we measure the value? 8) What are the 2-3 initiatives we must undertake in the next 12-18 months? What is the path we are explicitly creating? How will we measure success or how we will know we need to quickly change course? 9) Given the drastic changes in health care delivery, does the new hospital need to be re-designed? Reconsidered in total? What impact is growth in virtual care/telehealth expected to have on facilities? Do we revisit the need/timing or just the scale/scope? <ol style="list-style-type: none"> a. If the Board wants to pursue replacement what are the explicit metrics for unpausing? <p>To be followed by strategic planning refresh and metrics</p>

10:00 AM	LCCH&C Current Strategic Planning Goals/Priorities and Leadership Perspective
11:00 AM	Break
11:15 AM	What we heard from community interviewees, managers, and medical staff
12:00 PM	What is the data telling us? District resident use and LCCH&C market share. How does this compare to other rural WA communities?
12:05 PM	Lunch Break
12:35 PM	Best Practice CAHs: Quality, Financial, Market Share
1:00 PM	Highest volume health care services needed/used by District residents and LCCH&C service lines that address community need Who are the other key providers of services needed by residents? How do we compare?
1:30 PM	Discussion: <ul style="list-style-type: none"> ▪ What is the need for primary care in the District? What role should LCCH&C play in primary care? ▪ Is the Sanctuary a service line that LCCH&C should operate? ▪ What about OB? ▪ Any others?
2:10 PM	Rural partnership/collaborative models in WA and nationally, how are they structured? What do they measure? Do they demonstrate ROI? Are they enough?
2:40 PM	Discussion: <ul style="list-style-type: none"> ▪ Can/should we remain “independent”? ▪ Would a partnership or collaborative with the Okanogan PHDs or other larger provider benefit the community? How? ▪ Do we need a more formal affiliation/partner? Why? How would we measure the value? ▪ How do we address concerns raised in interviews and surveys?
3:10 PM	Break
3:25 PM	Discussion and Takeaways from Today
3:45 PM	Adjourn for Day
Friday, July 18	
9:00 AM	Additional thoughts from yesterday. Does it impact today’s work? What is unresolved, where is the clarity and what are the burning questions?
9:30 AM	Rebranding update: naming recommendation and justification, logo options, tagline, and messaging
10:00 AM	Break out session: Based on yesterday’s discussions what are the non-facility-based initiatives we should commit to undertaking in the next 12-18 months? <ul style="list-style-type: none"> ▪ Are they additive to our current strategic planning goals?

	<ul style="list-style-type: none"> ▪ Rank them, and explain why ▪ What does success look like? Where are the concerns?
10:20 AM	Report Back
10:45 AM	Break
11:00 AM	Status Update on Master Facilities Plan
11:30 AM	Lunch Break
12:00 PM	Possible Roadmaps for replacement facility: framework of options and timelines
12:50 PM	<p>Discussion regarding the replacement hospital:</p> <ul style="list-style-type: none"> ▪ Does the new hospital need to be re-designed? Reconsidered in total? ▪ What impact will growth in virtual care/telehealth have on facilities? ▪ Do we revisit the need/timing or just the scale/scope? ▪ If the Board wants to pursue replacement what are the explicit metrics for unpausing?
1:50 PM	Break
2:05 PM	Discussion: what's next, non-facility strategies, replacement, partnerships, finance? Bringing it all together
3:00 PM	Next Steps
3:15 PM	Wrap-up, Feedback, and Concluding Remarks
3:30 PM	Adjournment