



CGH Medical Center
Board of Directors Special Strategic Planning Meeting
12 March 2019 - 1800

<p>Call to Order and Attendees</p>	<p>A meeting of the CGH Board of Directors was called to order by John Van Osdol at 1804 on 12 March 2019. Present were John Van Osdol, Dr. Shawn Hanlon, Dr. Marcia Jones, Dr. Jeff LeMay, Andy Moore, Nancy Rasmussen, Heather Sotelo, and Carolyn Spencer. Absent was John Benson and Dr. Thomas McGlone. 7 CGH staff members were also present.</p>
<p>CGH History 1800-1815</p>	<p><i>A timeline of CGH History was distributed to see what we could learn from our past. These were some observations:</i> Short-term partnerships are better Focused on Pt. Care: North Edition and Merger NICTC – Not so good EMR – big decision/took money Conservative with spending: CT/PET Focus on Community Needs – offsite clinics</p>
<p>Strengths/Opportunities 1815-1827</p>	<p><i>What do we do well? What are our opportunities?</i> Patient Care: Physician/Nurses/Staff Non– stability and NP/PA integ Geography Finances Reinvest in Org Leadership Tech Independence Range of Services Facilities Quality Up to date facilities Ability to recruit providers Integrated system <ul style="list-style-type: none"> - Common goals - Involved providers - Shared technology Financial strength IT Implementation Emphasis on Quality Improvement</p>
<p>Weakness/Threats 1827-1839</p>	<p><i>What do we not do well? What are our threats?</i> Payor Mix - Government payors Exterior Aesthetics Prices/Value In Illinois - \$15.00 min wage Access to Care Partnership Structure (NICTC) Leakage IMRF EMR not a unified system Salary Challenges – Nurse/staff retention NP Collaboration Relationship Independence – Resource Limitation Size/Scale Admitting/Reg Process</p>

<p>Opportunities 1839-1851</p>	<p><i>Where should we be going?</i> Increase/Expand Market Share and Service Line – Access/reduce leakage/ territorial expansion (East and West) Service Line – Focused Marketing - Non-Cable focused Psych/Detox/MH and SA Rehab Expansion: NH and Home Nursing 340B Tele-pharmacy/Retail SNU/Extended Care Ready Care Expansion/Relocation Med School Recruitment/Residency One Health System for the Sauk Valley - Reduction in duplicated services/technology - Larger medical staff, improved call coverage, opportunity for more specialization Improved Patient Convenience - Ease of access - Short wait times - Integrated EMR Market share in Western Whiteside County – Medical Associates struggling financially, losing physicians</p>
<p>Threats 1851-1903</p>	<p><i>What should we watch out for?</i> Centers of Excellence outside the areas - Better Marketing (flashy) - Staff migration Single Specialty Providers Cost Structure Lack of Ability to cut low/no margin business Government Payors Programs shrink Employer leaving Cyber threats Medicare for all Medicare cuts Workplace violence Imaging Centers Reference Labs Opp: Affiliation? Cost of technology Pension costs</p>
<p>Bringing it Together- Updates to the Strategic Plan</p>	<p><i>Thoughts/feedback to Strategic Plan – What We Do?</i> Portal Timeline? Physician Recruitment/Retention Succession Planning Training and On-boarding of Compassion/Kindness - LDI/Patient Experience? <i>Thoughts/feedback to Strategic Plan – Who We Serve?</i> Market Share Goals - Clinic and Inpatient</p>

	<p>Timeline?</p> <ul style="list-style-type: none"> - Telepharmacy - Partnerships - Substance Abuse and Psych <p>Residency Program Go/No-go by FY20 ? Consultant needed for needs analysis</p> <p><i>Thoughts/Feedback to Strategic Plan – Who Gets It Done?</i> Addressing compensation models</p> <ul style="list-style-type: none"> - Marketing adjustments? <p>Summer Scholars – Local High School Young Nurses League/HC league 1 time a month Employee Appreciation (Meals)</p> <ul style="list-style-type: none"> - Family Event? Bouncy Houses - Rent out Movie theater? <p>Results of Employee Satisfaction Survey not known Highlight Employee Benefits</p> <p><i>Thoughts/Feedback to Strategic Plan – How We Support It</i> Expand Service Lines that are profitable</p> <ul style="list-style-type: none"> - Beyond 340B <p>What are no/low margin businesses? Internal/External Marketing of Service Lines</p> <ul style="list-style-type: none"> - Self-referrals – keeping it here <p>Stop Top 100/Leapfrog Advertisements</p> <ul style="list-style-type: none"> - It all looks the same <p>Humor in Marketing Increased visibility of Physicians Better Education of Service Line Capabilities Grant Writing Exploration</p>
<p>Facility Discussion</p>	<p>Low Ceilings not good in current Ryberg Tear down Ryberg if Option #3 Question if need Ortho Center? Do we need as large a building? Option for Foundation Support? Historically have underbuilt? Perceptions matter – Our entrance needs work “Small Town” – current message Fix back end and Option #3 – More affordable than 3 alone</p>
<p>ADJOURNMENT</p>	<p>There being no further business, the meeting was adjourned at 2135.</p>

Respectfully submitted:

Attest:

Dr. Paul Steinke
Recording Secretary

Nancy Rasmussen
Secretary