

**Orcas Island Health Care District**  
**Board of Commissioners – SPECIAL Meeting Minutes**  
**Planning Session**  
**The West Sound Cafe**  
**Monday, May 13, 2019**  
**9:00 am – 3:00 pm**

**Commissioners Present:**

Art Lange  
Diane Boteler  
Patricia Miller  
Pegi Groundwater  
Richard Fralick

**Staff:**

Superintendent Anne Presson

**Commissioners Absent:**

None

**I. Call to Order**

President Fralick called the meeting to order at 9:12 am. He explained that focus of this meeting is for the Board to conduct a strategic planning session. It is being held in a different setting as it's meant to be an informal conversation amongst the Board members. As such, there is not a Public Comments section in the Agenda.

**II. Annual Review of State of District Affairs**

The Board spent the first part of the meeting reviewing the first year of operations. They summarized the District successes and learnings. Commissioner Miller indicated that the District has been managing costs well. President Fralick passed around a summary of the Board's accomplishments in the first year. He felt one of the biggest accomplishments was getting through the first year of operations without any revenue since the District is just now receiving property tax revenue. Commissioner Lange felt that the Commissioners are working well together, and each brings to the Board unique strengths and skills. He has confidence that any two of the Commissioners working on a project are representing the best interests of the Board. All Commissioners agreed that there is a sense of trust and confidence in each other. Commissioner Miller felt that the Committee/Work Group structure allowed the Board to accomplish more in a shorter timeframe; however, it's still important to pay attention to coordinating efforts. Being that there remains a lot of work ahead, it's important to be as efficient as possible. The Board agreed to keep working on good and timely communication to keep everyone in the loop and avoid duplication of efforts.

As far as other opportunities for improvement, having written summaries on items in advance of the Board meetings and adequate time to review the packet is helpful. Superintendent Presson will target getting the bulk of meeting materials out the Thursday prior to meetings, and she asked that Commissioners provide her any Supplemental Committee/Work Group Reports no later than the Sunday before meetings.

Commissioner Lange suggested the Board think about succession planning and how to cultivate the right strengths for future Commissioner candidates. It might be helpful for the Board to do an annual assessment of needs and identify gaps and/or specific skill sets to encourage future Commissioners.

Finally, the Board talked about communicating with the community and Superintendent Presson mentioned ongoing challenges with the website. She will try to locate the services of a webmaster to help get the website notifications working. It's important people are getting proper notifications when they sign up on the website. Commissioner Miller felt the Committees could be re-engaged, and as the needs of the District change the make-up of the Committees should be reviewed. As an example, she is considering changes to the Finance Committee as it moves into a focus on modeling different clinical models. The Communications Committee does have a few non-Board members although the full group hasn't yet been engaged. Discussion was held as to other ways to reach the community, such as having a stand at the Farmers Market. The Commissioners also talked about changing the time of the Board meetings to allow for broader participation.

### **III. Looking Forward to 2019/2020**

- a. Discussion centered around the sustainability of the existing two clinic model and UW partnership since UW's FY '20 budget is significantly higher than expected. The 5-year financial model incorporated a subsidy of \$554,000 and the best-case budget came in between \$612,000 - \$672,000. Additional discussions and modeling will take place to determine if the District can afford UW's current structure.
- b. The group discussed options to the current UW model which could transition some activities to central operations at UW. This includes the Nurse Triage during Clinic hours and much of the patient scheduling which is currently held by the Clinic to allow for same day access. Discussion continued around the pros/cons of each approach, and if part of the strategy needs to include community education and a resetting of expectations. Commissioners Miller and Fralick will continue to pursue conversations with UW around the right staffing mix and associated budget impact.
- c. Regarding the UW CSA, Commissioner Groundwater asked that we have UW consider added language to allow patient records to be transferred should the District and UW not come to a mutual agreement. This was something the community paid for in the transition from Island Hospital, and it would be beneficial to plan ahead and hopefully avoid having to pay for the records to be recreated should the decision be made to work with a partner other than UW.
- d. Finally, it was decided that Commissioners Fralick and Lange represent the Board in a follow-up conversation with UW and the Clinic staff. This was at the request of the Clinic staff following the May 7<sup>th</sup> Board meeting. UW is working to schedule something ASAP since it could inform budget decisions.

- e. Regarding OFHC, discussion was held around their patient base which is approximately 30% Medicaid and 20% Medicare. Being a Rural Health Clinic (RHC) affords them a higher compensation for Medicaid; however, not being contracted with commercial payors provides a much lower reimbursement than what would normally be expected. This is an area to revisit with the Clinic.
- f. There was continued discussion around the operational aspects of OFHC, including whether their EMR's patient portal could be easily implemented and the incremental cost. Commissioners Lange and Miller will pursue conversations around OFHC's proposed provider compensation structure, which is based off hours worked versus WRVUs. Since the latter isn't something that OFHC is familiar with currently, there could be a need for additional education on how to best apply it to measure provider productivity.
- g. Analysis for each Clinic relationship – The Board spent much of the day on the completion of a SWOT (strengths/opportunities/weaknesses/threats) analysis for each clinic.
- h. The Board continued to outline alternatives to the current two clinic model. After continued discussion it was determined that two key elements to understand before going any further are the RHC and Critical Access Hospital (CAH) designations. Commissioners Boteler and Groundwater were tasked with researching how these work and what value they might deliver. They will bring their findings to the May 21<sup>st</sup> Board meeting. There wasn't any further discussion about prioritizing the 2019/2020 work plan beyond this deliverable.

#### **IV. Capital Planning**

Commissioner Groundwater shared the results of the Engineering RFQ/RFP. There were 6 responses and the firm that chosen was Hargis. The qualifications that led to the final selection had to do with the firm's strength in two specific areas. One is their expertise working with health care organizations and facilities. Since the Clinic has a procedure room, it raises questions around the required interaction with the Department of Health. Having a firm well versed in this process who can successfully guide us is going to be key. The other characteristic of the winning proposer was their experience with extensive HVAC installations in medical facilities where operations were uninterrupted. Since it will be imperative that the medical clinic remain open throughout the project, knowing how to minimize disruption for patients is also an essential element of this project. The Building Committee is in negotiations to finalize contract terms and an associated fee for the project. The Committee is hoping to have a draft contract available for Board review at the May 21<sup>st</sup> meeting.

President Fralick indicated that the timing and cost of major capital improvement projects are both at risk due to the complexity and connectedness of the roof and HVAC projects.

**V. Community Communication Plan**

The Board members were all in agreement that it's important the community be updated on their current and ongoing activities. It was decided that the Communications Committee will draft a letter to the community and bring to the May 21<sup>st</sup> Board meeting for action.

**VI. Final Review of UWNC CSA**

Commissioner Miller feels the CSA with UWNC is almost in a final state. The language specific to providing all current after-hours options to ALL individuals who call the Nurse Triage line after hours is the only item outstanding, and UWNC has agreed to the verbiage in principal. She will try to get a final document ready for Board review on May 21<sup>st</sup>.


**VII. Developing a Mission Statement**

All Commissioners agreed that it wasn't necessary to spend a lot of time creating a mission statement; however, they did see the value in making sure everyone is aligned in what they see as the over arching goal for any activities that the Board undertakes and/or supports. President Fralick asked Superintendent Presson to review her notes as she had previously made a statement when preparing the Town Hall materials that could serve this function.

**VIII. Adjourn – Action**

President Fralick adjourned the meeting at 2:45 pm.

Minutes approved this 4 day of June, 2019.



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**Attest: Patricia Miller, OIHCD Board Secretary**