

# Productive Community Engagement

## Board & CEO Measures of Success

*Shirley Robinson, CAE*  
*President & CEO*  
*Texas Healthcare Trustees*

TORCH Fall Conference  
Tuesday, September 10, 2019  
2-3 p.m.



# Texas Healthcare Trustees

- Statewide 501c3 Trade Association
- Education, Resources and Leadership
- Affiliated with Texas Hospital Association, Partner with TORCH
- Direct members are Board Members, align with C-Suite
- 22 – member board (18 trustees, 4 non-trustees)



- 20+ years in non-profit management, 16 in healthcare
- Board service – Lone Star Circle of Care (FQHC), Homeowners Association
- Band Mom
- Travel, Running & Wine (usually in that order)



# Session Overview

1. Governance challenges in the rural community
2. Deploying Strengths – Setting up the board for success
3. Positive (& productive) Community Engagement
4. Case Studies





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# Governance Challenges in the Rural Community

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# Why is hospital governance important?

**A hospital that is well governed can remain the cornerstone of its community by adapting to a dynamic and sometimes unstable health care environment.**



# Without Boards...

- #1 response - ↓ connected to the community
- ↓ margins & ↓ quality scores
- ⊘ outside perspectives
- ↑ turf battles & boundary creep CEO/MDs
- Conduct ↓ scenario planning & risk assessment
- →→→→→ status quo

**“Nothing would get shaken up”**

# Overarching Board Role

Stewards of community's most precious resource...  
the health of its citizens. . .

As a collective body, board members hold authority & responsibility  
to ensure the fulfillment of the organization's mission.



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# Where Boards Get Into Trouble

- Interference in Staffing Issues – the nurse next door
- Conflicts of Interest – Brother in Law's Construction company
- Protecting physicians – Lack of standards
- Patient/Billing Issues – grocery store/church
- Micromanagement – the check register
- Lack of Interest – meeting prep/attendance



# IMPACT

## NEWSPAPER

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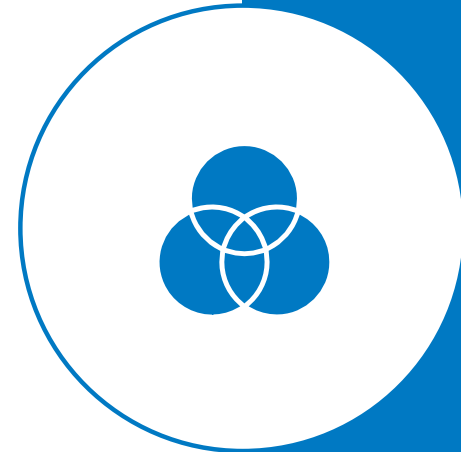
IMPACTS TRANSPORTATION GOVERNMENT BUSINESS DINING THINGS TO DO E-NEWSLETTER LATEST

## Investigation into Round Rock ISD board president made public



# Pitfalls Boards Should Avoid

- Failing to keep an eye on critical or timely issues.
- Ignoring the bylaws, board policies, strategic plan.
- Disregarding code of ethics/conflicts of interest.
- Discussing confidential issues in public.
- Demonstrating a lack of support for hospital, fellow trustees or CEO/management team.
- Failing to perform board self-evaluation and/or act on opportunities to improve overall board performance.
- Neglecting to focus on quality care.
- Not tracking benchmark quality performance and outcome measures.
- Not understanding the appropriate roles for trustees and management.
- Lacking continued education in health care field.



# Trustees Should/Should Not

## Trustees Should

- Speak their mind
- Ask hard questions and expect clear answers
- Stay open-minded
- Trust their professional management team
- Trust other board members
- Think about their community first
- Work to help the good of the organization
- Be a hospital advocate

## Trustees Should NOT

- Keep doubts to themselves
- Accept complacency
- Make their mind up before they have the facts
- Go behind the CEO's/management team's backs
- Nitpick board work
- Promote special interests
- Sacrifice the greater good for an easy answer
- Speak poorly about the hospital in public
- Undermine the CEO's authority





## *Traditional* Rural Board Governance Challenges

- Long-standing relationships
- Potential for conflicts of interest
- Community expectations

# Unintended Consequences of Ineffective Governance



CEO turnover



Friday Night Lights Syndrome



Media Issues



Distraction from strategic plan/mission



Lack of preparation for effects of external forces



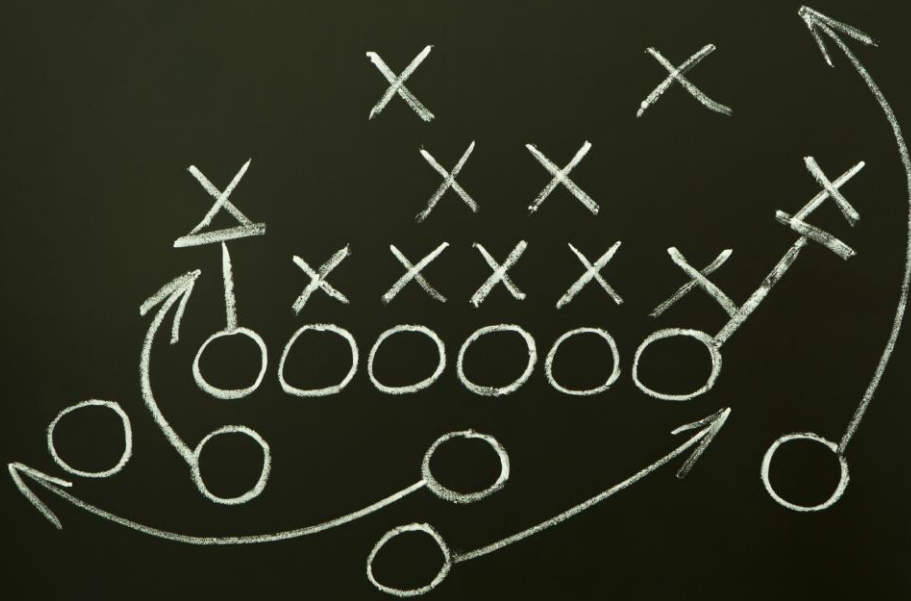
Closure.





# Deploying Strengths

Setting up the Board for  
Success



- Draft well
- Spring training
- Watch the tapes
- Hit the Weights
- Know the league

## Defensive Strategy



# Pick 'em – Your Board Draft

- Pipelines
  - Other Community Orgs
  - Foundation Board
  - Patient/Advisory Councils
  - Special Event Committees
- County Commissioner – appointing body relationships
- Your own board members
- Board Composition Matrix
- Community Education session prior to elections



# Spring Training (Board Orientation)

- Immediately upon election
- Done by CEO – legal is a helpful ‘wing man’
- Usually Includes:
  - Board Packet,
  - Budget,
  - Bylaws,
  - Conflict of Interest,
  - HIPPA, Strategic Plan,
  - Board Policies & Governance Practices,
  - Rules of Order,
  - Board Education Calendar
- Board Chair introduction
- Board Job Descriptions
- Mentor assignment



# Watch the Tapes

- Board Self Assessment
- Board Meeting Evaluation
- CEO Evaluation
- Board Member Call with CEO – frequency?
- Board Chair/CEO meeting – frequency?
- Weekly Board Update – simple email
- Strategic Planning
  - CHNA, County Health Rankings, Top 5 Priorities (Staff & Board)



## Time in the Weight Room

- Ongoing board member education
- Publications, online education, conferences, guest speakers
- Take turns around the board ea. month
- Succession Planning



# Know the League

- Know your neighbors – small, medium & large
- Community Health Needs Assessments
- County Health Rankings
- THCIC & other data
- Physician partnerships
- Equipment/service line partnerships

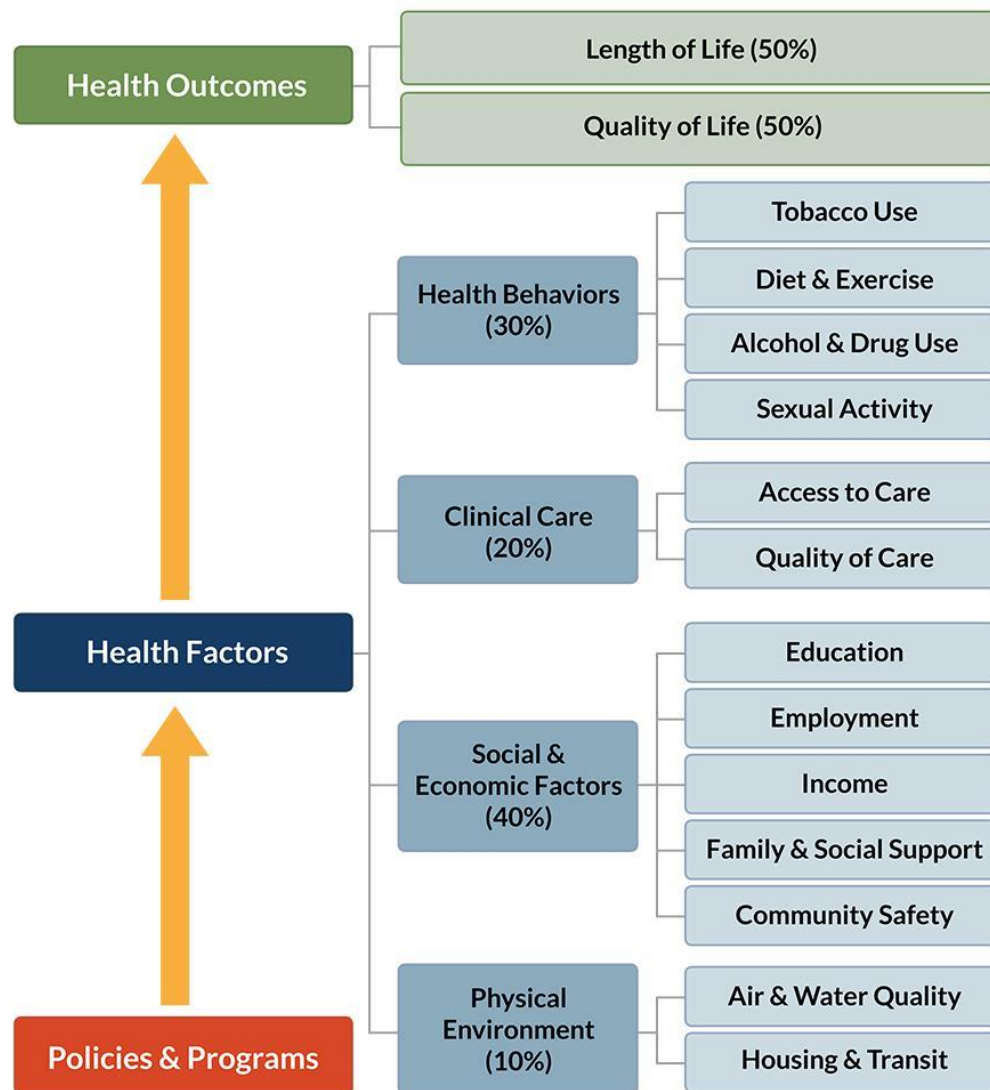




# Positive Community Engagement

# County Health Rankings Model

**What influences how healthy residents are and how long they will live.**

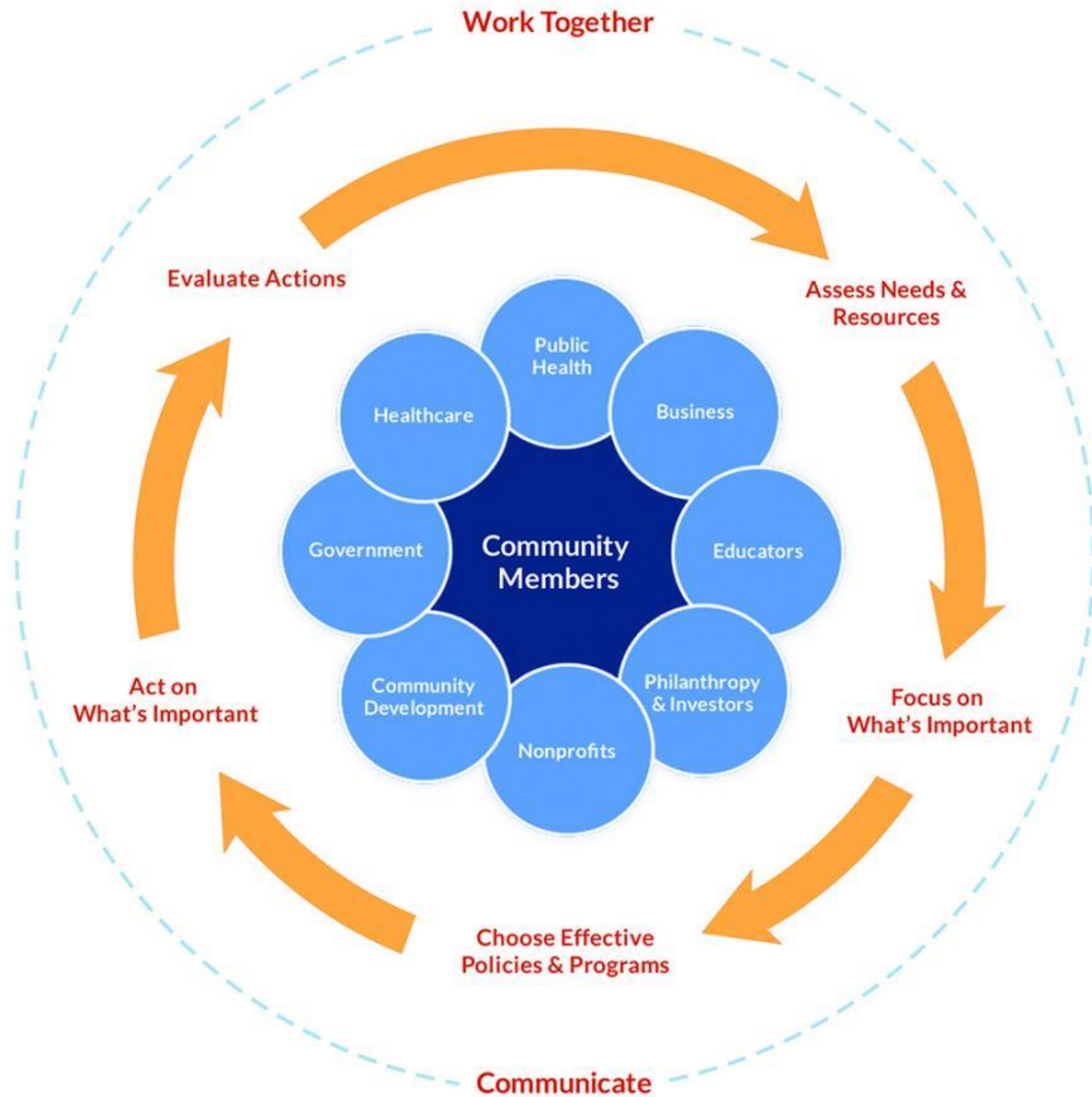


County Health Rankings model © 2016 UWPHI



# Take Action Cycle

Shows us **HOW**  
to create a  
Healthy  
Community





# Ways to connect community members to hospital:

- Focus groups
- Short term task forces/committees
- Event volunteers
- Elected official tours of hospital
- Host events at home or help with fundraisers
- Involvement in wellness programs
- Volunteer to help with publicity/social media



# Keys to Success in Board Led Accountability

## **Patient Advisory Councils (Patient and Family Engagement)**

Collaboration between patients, their families and providers is needed to create stronger alignment between the hospital and community.

### ***Goals of a Patient Advisory Council;***

1. Reduce readmissions – discharge planning, medication follow-up/coordination of services
2. Health Literacy
3. Reduce healthcare disparities of care
4. Feedback on healthcare environment
5. Mock treatment simulations
6. Communicate with the community
7. Educate board/hospital staff about a hospitalization experience



# Baylor Scott & White Medical Center – Temple

P: 254.724.2111 - 2401 S. 31st Street, Temple, Texas, 76508 - [Get Directions](#)

Baylor Scott & White  
Medical Center – Temple



About



Become a Patient and  
Family Adviser

Become a Volunteer

Community Involvement

DAISY Award Nomination

Mary Ryan Memorial  
Social Work Annual  
Scholarship Fund

## Become a Patient and Family Adviser

### What is a patient and family adviser?

A patient and family adviser:

- Wants to help improve the quality of healthcare for everyone
- Gives feedback based on his or her own experiences as a patient or family member
- Helps us plan changes to improve how we take care of patients
- Works with the organization for either short or long-term commitments, depending on the project
- Volunteers his or her time (usually at least one hour and not more than four hours per month)

Patient and family advisers provide a voice that represents all patients and families who receive care at Scott & White. They partner with doctors, nurses, and administrators to help improve the quality of our care for all patients and family members.



## Why should you become a patient and family adviser?

When you or your family members were receiving care in one of our facilities, did you think there were things we could have done better? Do you have ideas about how to make sure others get the best care possible?

Patient and family advisers give us feedback and ideas to help us improve the quality and safety of care we provide.

## Who can be a patient and family adviser?

You can be an adviser if you or a family member received care at Scott & White Healthcare within the last five years.

You do not need any special qualifications to be an adviser. What's most important is your experience as a patient or family member. We will provide any other training you need.

## What do patient and family advisers do?

If you are an adviser for our organization, you can help us in the following ways:

- **Share your story.** Advisers help by talking about their healthcare experiences with clinicians, staff and other patients.
- **Work on short-term projects.** We sometimes ask advisers to partner with us in making improvements — for example, helping to plan and design a family resource room.
- **Serve on a committee.** Some advisers serve on hospital or clinic committees made up of doctors, nurses and others. Advisers help by keeping committee members aware of how issues may be viewed from a patient's perspective.



# Is being a patient and family adviser right for you?

Being a patient and family adviser may be a good match with your skills and experiences if you can:

- Speak up and share suggestions to help improve care for others
- Talk about your experiences as a patient or family member – but also think beyond your own personal experiences
- Talk about both positive and negative healthcare experiences and share your thoughts on what went well and how things could have been done differently
- Work with people who may be different than you
- Listen to and think about what others say, even when you disagree
- Bring a positive attitude to discussions
- Keep any information you may hear as an adviser private and confidential





The American Hospital Association's  
**CENTER FOR  
HEALTHCARE  
GOVERNANCE™**

# **Learnings on Governance from Partnerships that Improve Community Health**

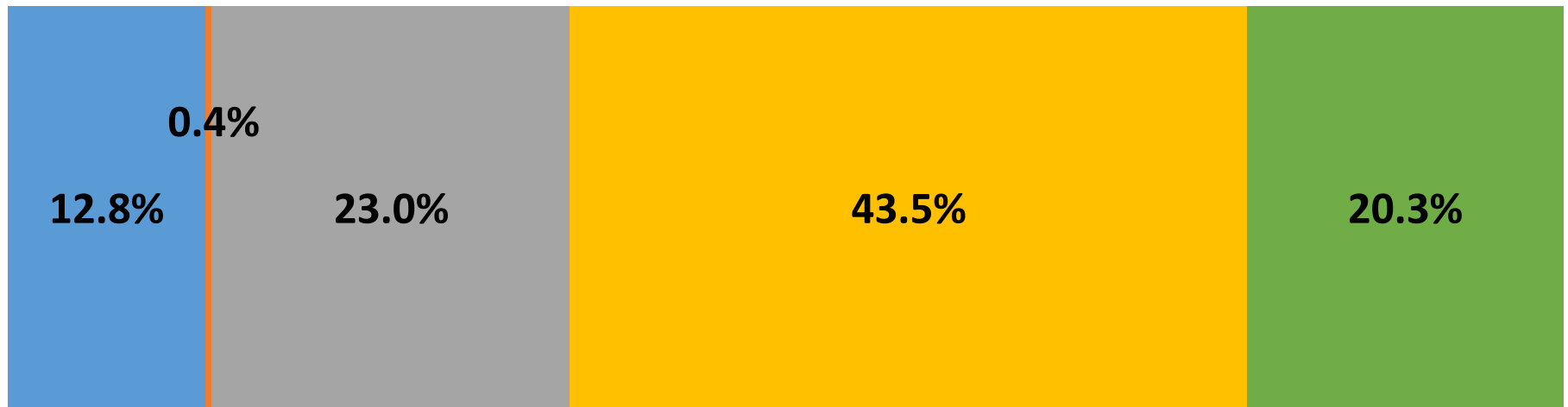
Lessons Learned from  
Foster G. McGaw Prize Recipients

Advances in Health Care Governance Series

**Blue Ribbon  
Panel Report**



# PARTNERSHIPS WITH OTHER HOSPITALS

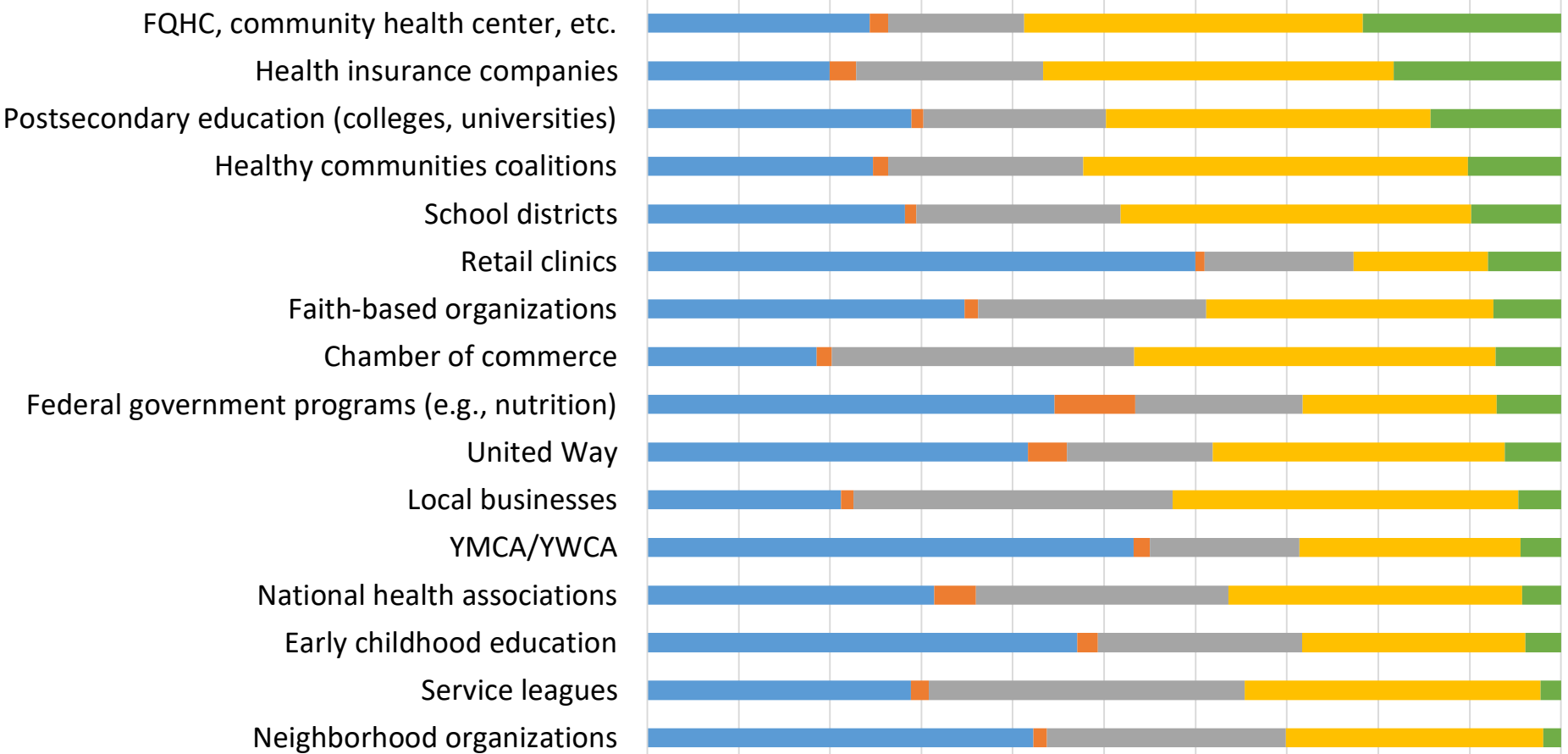


■ Not involved   ■ Funding   ■ Networking   ■ Collaboration   ■ Alliance



# PARTNERSHIPS WITH OTHER AGENCIES

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

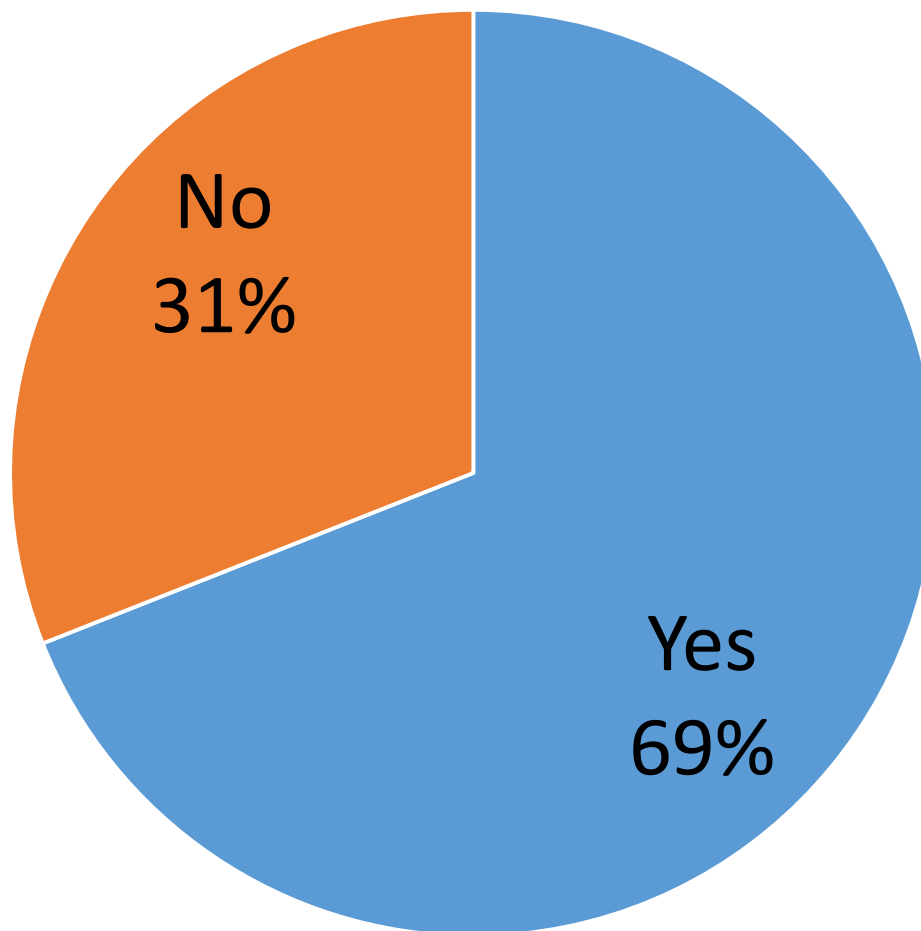


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## PARTICIPATION IN REGIONAL HEALTH PROMOTION COLLABORATIVE



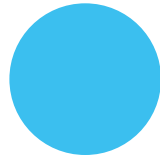
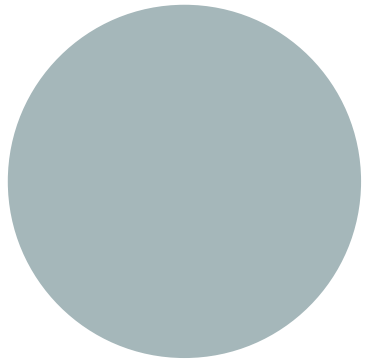
Rank	Most Important Uses for CHNA
1	Integrate population health into the hospital's strategic or operational plan
2	Target programs or services to improve population health
3	Increase collaboration with community partnerships to address identified needs
4	Target programs or services to improve population health in collaboration with local public health departments
5	Assess the impact of hospital resources and community readiness to address health needs
6	Use baseline data to inform future assessments



# ***The Five Ps of Governing Community Partnerships***

- **P** Principles of **health gain** (increasing the health of the communities).
- **P** Process of **stakeholder engagement** (getting people engaged).
- **P** Plan that has a **dashboard of bold targets** (can't have sustainability or progress without measuring where we are going).
- **P** Partnering with diverse and passionate community organizations.
- **P** Progress **reporting to the community** via media collaboration and social media.





# Case Studies



# El Campo Memorial Hospital – 3 Innovative Programs

**El Campo - Population 11,600; Wharton County – Pop. 41,000**

**Managed Care and Marketing Coordinator implements programs**

1. School Based Clinics at 3 locations – 2 elementary schools & junior college
  - open to the public at one elementary school
  - 41 patients seen since school started
  - Patients see nurse first, referral made – no vaccinations
  - Got the superintendents on board
  - Some Facebook chatter from community but benefit has outweighed any concerns



# Walk-In Clinic In Louise!

**midcoast  
WellCare**  
walk-in clinics   
**Open to the Public**

 **Mid Coast  
CampusCare**  
**For Teachers, Staff and Students**

**Hours: Monday—Friday 7:30 am—4:30 pm**  
**408 2<sup>nd</sup> Street, Louise, TX** (Located on the Louise School Campus)

**979-475-6240**



Mollie, Nikki and Deanna

***Louise Staff: Nikki Reger, Nurse Practitioner;  
Mollie Hubenak, LVN and Deanna Herrera, Medical Assistant***

The clinic is located in a former classroom behind the cafeteria.  
The public clinic entrance is located off of the small parking lot  
between the elementary school and the cafeteria.

*This clinic is unique in that it will be a combination of both Mid Coast  
CampusCare for the school and Mid Coast WellCare for the public,  
however the official name of the clinic is be Mid Coast WellCare.*

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## **Additional Walk-In Clinic Locations:**

**Mid Coast Medical Clinic—El Campo**  
305 Sandy Corner Road, El Campo, TX 978-543-5510



# El Campo Memorial Hospital – 3 Innovative Programs

## 2. Senior VIP Group

- Partnership between 5 entities (ECMH, Hospice, Funeral Home, SNF, Senior Care Center)
- 1 free lunch monthly
- Medicare population
- Glucose, Blood Pressure, Cholesterol screenings
- About 80 seniors attend

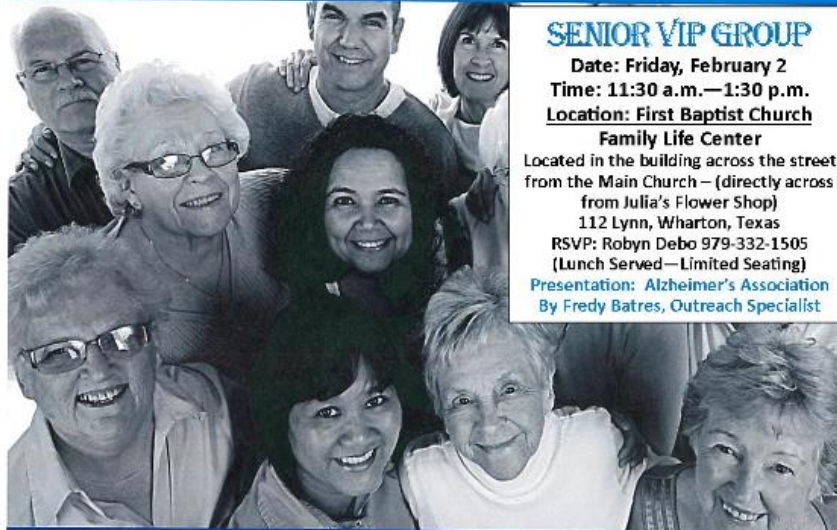


**DOOR PRIZES!**

alzheimer's  association®

## healthy living for your brain and body

tips from the latest research



### SENIOR VIP GROUP

**Date:** Friday, February 2

**Time:** 11:30 a.m.—1:30 p.m.

**Location:** First Baptist Church

**Family Life Center**

Located in the building across the street  
from the Main Church — (directly across  
from Julia's Flower Shop)

112 Lynn, Wharton, Texas

RSVP: Robyn Debo 979-332-1505

(Lunch Served—Limited Seating)

**Presentation:** Alzheimer's Association

By Fredy Batres, Outreach Specialist

### an education program by the alzheimer's association

For centuries, we've known that the health of the brain and the body are connected. But now, science is able to provide insights into how to make lifestyle choices that may help you keep your brain and body healthy as you age. Join us to learn about research in the areas of diet and nutrition, exercise, cognitive activity and social engagement, and use hands-on tools to help you incorporate these recommendations into a plan for healthy aging.



HOUSTON HOSPICE  
*Life Matters*

**Wharton Funeral Home**

*Our Family Serving Yours*  
Dignified . Personalized . Service





# El Campo Memorial Hospital – 3 Innovative Programs

## 3. Senior TREK (Travel Recreation Education Knowledge)

- Has taken 3 years to take off
- 400 members paying \$10/year from all over the area (FNL)
- Alternate Meeting Locations (Wharton, El Campo, Palacios)
- Cover program costs
- Marketed through Facebook
- Monthly lunch – hospital marketing presentation/healthcare edu.
- Monthly trips (Christmas Lights, Astros game, wineries, haunted tours, horse show, 3-Day Cruise)
- Hospital trivia - \$5 bill contest on bus
- Use the clinics – get a free bus ride
- Community Outreach director gives cell phone (“Hassle of Healthcare – call me”)
- P/T employee helps coordinate activities/calendar









### Newsletter Knowledge

El Campo Memorial Hospital  
303 Sandy Corner Road  
El Campo, Texas 77437  
Carol Wootton—Senior TREK  
Coordinator  
carol.wootton@yahoo.com

Webpage:  
[www.ecmh.org](http://www.ecmh.org)

## Live Your Life And Forget Your Age!

### Meet Dr. Michael Belew—General Surgeon



Dr. Michael Belew is the newest member Mid Coast Medical Clinic. He is a native Texan, being raised in Beaville, Texas.

Dr. Belew graduated from Texas A&M University in 1993 and is board certified in general surgery. After completion of his residency at Scott and White Hospital in Temple, Texas in 1998, he joined Beaville Surgical Associates and partnered with Dr. Rodney Scherlemmer. He joined Victoria Surgical Associates in December 2006 and expanded the practice into Beaville, Kennedy, Karnes City, Refugio and surrounding areas as well as seeing patients in Victoria. In addition to El

Campo Memorial Hospital and Mid Coast Medical Clinic, Dr. Belew sees patients at Deter North, Deter, Citizens Medical Center, and Otto Kaiser Hospital. Dr. Belew and his wife Joy are the proud parents of three sons. Dr. Belew is involved in area outreach programs such as the livestock show and the science club. Dr. Belew is excited about adding El Campo Memorial Hospital and Mid Coast Medical Clinic to his practice areas.

Call 979-543-5510  
for appointments  
305 Sandy Corner Road, El Campo



Active adults and Senior Citizen's 55 years and older are encouraged to join and enrich their lives. Sign up for Senior TREK and you'll receive information on upcoming bus trips, activities, luncheon, presentations, entertainment and more. Registration forms are available at the Walk-In Clinic in Wharton, El Campo Memorial Hospital and Mid Coast Medical Clinic. Senior TREK registration fee is only \$10.00 per year (the program runs yearly from Sept. to Sept.)

### The Facts About Hypertension

*Uncontrolled hypertension is a leading cause of heart disease and stroke. It also raises the risk for kidney and heart failure.*

*One in three U.S. adults—about 70 million people—has hypertension. Almost half of these people don't have their blood pressure under control.*

*About 13 million U.S. adults with hypertension aren't even aware they have it and are not being treated.*

*Most people with uncontrolled blood pressure have health insurance and see their providers at least twice a year, but remain undiagnosed.*



## Senior TREK Newsletter



### Calendar

4/18	Senior TREK Luncheon—Heritage Center—Pot Luck—RSVP required
4/20	ECMH Easter Egg Hunt 11 a.m. front lawn—bring your basket for ages up to 9
4/25	Senior TREK Brenham TRIP (FULL)
5/2	Wharton County Youth Fair Senior Citizen's Day (fairgrounds) FREE
5/14	Coffee with the Cops in El Campo—Coffee Bar 7:30-9 a.m.
5/21	Coffee with the Cops in Palacios—Mike's On Main 7:30-9 a.m.
5/16	ECMH Cholesterol Screening, fees apply. Call 578-5185 to register
5/16	Senior TREK Winedale Trip (FULL)
5/30	Senior TREK Luncheon—Wharton Civic Center RSVP Required

**Alternative Contact:**  
Donna Milewska  
El Campo Memorial  
Hospital Marketing  
979-578-5261 office  
979-541-7476 Cell  
[dmilewska@ecmh.org](mailto:dmilewska@ecmh.org)

### Wound Care And Hyperbaric Therapy At El Campo Memorial Hospital

Millions of Americans suffer from chronic wounds caused by diabetes, poor circulation or other conditions which can slow the body's healing process. These wounds can not only cause severe health risks but can also reduce the patients' quality of life by causing pain and discomfort, reduced mobility and the fear of amputation.

Treating a wound that won't heal can be frustrating, expensive and time-consuming. That's where the Advanced Wound Care Center comes in. We offer a comprehensive and individualized approach to wound care using evidence-based treatment and advanced therapies. Our team of expert physicians and nurses treat wounds that have resisted healing after months or even years of traditional treatment. In fact, many patients are completely healed in just a short time after visiting a wound center.

The Advanced Wound Care Center is located at El Campo Memorial Hospital -303 Sandy Corner Road, El Campo, Texas, which is staffed by wound-certified physicians with years of experience treating all types of chronic wounds. Our comprehensive wound care team includes physicians, nurses, technologists, diabetic educators, and clinical dietitians.

Our experienced wound care team provides personalized and specialized treatment for:

- Diabetic foot ulcers / leg and foot wounds
- Venous stasis
- Arterial ulcers

- Traumatic wounds
- Pressure ulcers
- Chronic Bone infection
- Radiation related problems
- Necrotizing infections
- Carbon monoxide poisoning
- Crush injuries
- Selected non-healing wounds
- Post-surgical wounds and slow healing incisions
- Burns covering up to 15 percent of the body
- Collagen vascular

El Campo Memorial Hospital now provides patients with even more advanced treatment for healing wounds through its hyperbaric oxygen therapy chamber located on the campus. Hyperbaric oxygen therapy is administered to patients in a comfortable, spacious chamber pressurized with 100% pure oxygen. The oxygen rich environment allows the body's natural wound-healing mechanisms to function more effectively, dramatically speeding up the healing process of chronic wounds.

For more information about El Campo Memorial Hospital's Advanced Wound Care Center please contact us at the number below:

303 Sandy Corner Road, El Campo, Texas 77437  
[www.ecmh.org](http://www.ecmh.org) 979-543-6251

Call with your physician orders for Wound Care:

979-578-5155  
Wound Care Receptionist  
979-578-5146  
Wound Care Nurse



**El Campo  
Memorial  
Hospital**

303 Sandy Corner Road, El Campo, TX  
979-543-6251 [www.ecmh.org](http://www.ecmh.org)

**2019  
THT Member  
Satisfaction  
Survey Results**

## **Board Members of Rural Public Hospitals**

**85% are required to participate in  
governance education**

**57% budget for education is established**

**85% are increasing the amount of  
education they are seeking**

**100% believe that education should be  
mandatory for publicly elected board  
members**

# Discussion





# Thank You!

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512-465-1562