



South Peninsula Hospital, Inc.

Board of Directors

INFORMATION Packet



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Board of Directors Information**

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Mission

South Peninsula Hospital promotes community health and wellness by providing personalized, high quality, locally coordinated healthcare.

Vision

South Peninsula Hospital is the provider of choice with a dynamic and dedicated team committed to service excellence.

Values

COMPASSION

We provide compassionate patient- and resident-centered quality care, and a safe and caring environment for all individuals.

RESPECT

We show respect for the dignity, beliefs, perspectives and abilities of everyone.

TRUST

We are open, honest, fair and trustworthy.

TEAMWORK

We work together as a dynamic, collaborative team embracing change and speaking as one.

COMMITMENT

We are responsible and accountable for supporting the vision, mission, values, strategies and processes of our organization.



South
Peninsula
Hospital

Our Values in Action

COMPASSION IS:

- I place patient and resident needs first.
- I use safe work practices.
- I am willing to help all individuals.
- I have time for you.
- I show empathy.
- I behave in a caring manner.

COMPASSION IS NOT:

- I treat you as a burden.
- I look the other way.
- I am too busy.
- I act as if I don't care.
- I can't help you.

RESPECT IS:

- I respect diversity and individual beliefs.
- I am kind and polite.
- I am considerate of your needs.
- I value your input.
- I treat you as an equal.
- I respect privacy and confidentiality.

RESPECT IS NOT:

- I bully and intimidate.
- I raise my voice and curse.
- I shame and embarrass others.
- I am divisive and judgmental.
- I manipulate and undermine.
- I ignore you.

TRUST IS:

- I build trust with what I say and do.
- I communicate in an open and timely manner.
- I listen to what you say and ensure that I understand.
- I am fair and consistent in the actions I take.
- I follow up and provide feedback.
- I act with integrity.
- I responsibly report risks, hazards and errors.
- I apologize and admit when I am wrong.

TRUST IS NOT:

- I say one thing and do another.
- I gossip and spread rumors.
- I withhold information and conceal mistakes.
- I undermine the chain of command.
- I discuss issues outside appropriate channels.
- I draw conclusions before facts are known.
- I cause or tolerate retribution to the reporting of harm or near misses.

TEAMWORK IS:

- I embrace change and engage in process improvement.
- I adapt to changing circumstances.
- I actively participate in teamwork and seek out ways to help the team.
- I support the team's decisions.
- I recognize and acknowledge contributions and achievements.
- I invite and accept constructive feedback.

TEAMWORK IS NOT:

- I exclude others.
- "It's not my job/responsibility."
- I resist change.
- I disregard team decisions.
- I do not follow established processes.
- I am not cooperative.
- I complain without offering a solution or recommendation.

COMMITMENT IS:

- I represent my organization's best interests with a positive attitude.
- I exemplify expected behaviors.
- I am responsible and accountable.
- I hold others accountable in a fair and consistent manner.
- I adhere to the organization's policies and best practices.
- I prioritize and accomplish my work with a sense of urgency.
- I am a good steward of resources.

COMMITMENT IS NOT:

- I compromise the quality, safety and reputation of my organization.
- I act inappropriately.
- I delay or fail to hold myself or others accountable.
- I avoid review of my performance.
- I am defensive and make excuses.
- I blame others.
- I disregard policies and procedures.





About South Peninsula Hospital, Inc.
Top 100 Critical Access Hospital

Founded in 1956, SPH is the key component of health care services on the southern Kenai Peninsula. With a Service Area population of 13,000 spread across an 8,900 square mile area, the hospital offers hospital and nursing home services, as well as physical therapy, home health services, education programs, community health fair, nutrition counseling, Safe Kids programs, and a sleep lab.

The population of the Service Area is growing and the demographics are changing. The average annual growth rate is about 4 percent, but there is rapid growth in the over-50 age group as compared with the rest of the borough and state. An increase in population age historically triggers an increase in need for medical care. We expanded to meet national standards and prepare for the needs of the changing population.

Included in the Active Medical Staff are specialists in Ophthalmology, Orthopedics, Anesthesiology, Radiology, OB/GYN and Emergency Medicine as well as Family Practice Doctors and General Surgeons. SPH also has Courtesy, Consulting and Allied staff including Behavioral Health, Diabetes/Lipidology, Pediatric Asthma, Podiatry, Pulmonology, Midwifery, Cardiology, Internal Medicine, Urology, Otolaryngology, Neurology, Dentistry and Pathology.

SPH is one of the southern Kenai Peninsula's largest employers with significant economic impact to the community. It employs over 380 residents of the Borough, has a \$12 million annual payroll with multiplying economic impact in the service area, encourages professional development through tuition reimbursement and offers a competitive benefit package.

SPH is governed by a Board of Directors, which oversees the hospital's operations and an elected Service Area Board through the Kenai Peninsula Borough. Both boards are made up of volunteer members devoted to working with the professional staff to promote the advances in healthcare the hospital provides the community.

Excellence in Service Highlights

- ▶ South Peninsula Hospital has been named three times as a Top 100 Critical Access Hospital in the iVantage Health Analytics' Hospital Strength survey, scoring best among 1,300 hospitals on 56 different performance measures including quality, outcomes, patient perspective, affordability and efficiency.
- ▶ Homer Medical Center acquisition was finalized on July 1, 2012 involving four doctors and multiple midwives, midlevel providers and clinic employees. We also added an OB/GYN physician and an Asthma/Allergy specialist to the team.
- ▶ An Imaging Department accredited by the American College of Radiology for mammography
- ▶ Cancer care including Chemotherapy treatments in the Infusion Outpatient Clinic and a medical oncologist
- ▶ The Sleep Center, diagnosing sleep disorders for hundreds of adults and children annually.
- ▶ Staff members have completed training for Electromyogram/Nerve Conduction procedures and Neuromonitoring training
- ▶ Clinical and teaching affiliations with the University of Alaska
- ▶ A nursing team with numerous certifications in Advanced Cardiac Life Support, Basic Life Support, Emergency Nursing Pediatrics, Trauma Nursing, Neonatal Resuscitation and two Nationally Registered Respiratory Therapists
- ▶ An Imaging Department including specialists in mammography, Nuclear Medicine, Bone Densitometry, MRI, and CT
- ▶ A 64 slice CT scanner with a 360 degree image, allowing cancer patients to stay here for diagnosis and monitoring, and can be used for cardiac calcification scoring to help detect heart disease
- ▶ Home Health providing in home care with an experienced staff of nurses and state certified care coordinators
- ▶ A Specialty Clinic offering care from doctors visiting from around the state, including a V. A. Clinic three times a week.
- ▶ PACS (Picture Archiving Communications System) to allow for digital x-rays and images to be shared immediately and electronically with the patient's doctor
- ▶ Long Term Care has received a 5-Star rating from the Medicare Compare Program, and is the preferred choice for V.A. referrals in Alaska
- ▶ An orthopedic surgeon, offering joint replacement, orthopedic surgeries, care of cervical and spine disorders and sports medicine has been added to our team
- ▶ Dr. Ross Tanner conducts a Diabetes and Lipid Clinic for our community
- ▶ The Pyxis Medication safety equipment was deployed in all departments including Anesthesia, Long Term Care and OB.
- ▶ Pediatric Physical Therapy area was completed with a safe climbing wall in June 2013
- ▶ South Peninsula Hospital is a lead agency in Mobilizing for Action through Planning and Partnerships (MAPP) of the southern Kenai Peninsula, conducting ongoing health needs assessments and participating in the community health improvement plan

Departments

Acute Care

The Acute Care Department combines the expertise of a major medical center with the warmth and friendliness of a small town. The skilled staff of the 22-bed unit delivers a full spectrum of care including medical, surgical, ICU, geriatrics, pediatrics, oncology, respiratory therapy, rehabilitation, nutrition, outpatient procedures, wound care and health education.

The Acute Care Department is the heartbeat of the hospital, with strong ties to the community. Staffed by Registered Nurses, Certified Nurses Aides, Respiratory Therapists, Unit Clerks and a Social Services, this department truly is caring for their friends and families of the service area. Patients frequently comment about feeling comfortable and safe because they are treated like family. Nurses are certified in BLS/ACLS (Basic Life Support/Advanced Life Support), PALS (Pediatric Advanced Life Support) and various other certifications.

Emergency

Emergency care is available 24 hours per day, seven days a week in our well-equipped and up-to-date department. SPH delivers patient-centered care for all types of medical problems, from minor illnesses and injuries to life-threatening emergencies as well as stabilization prior to transport by air for more specialized services when necessary. Features of the new Emergency Department are a HAZMAT decontamination hallway, a private, covered ambulance bay, and Sexual Assault Response exam room. A Trauma Committee was formed in FY 12, and level IV Trauma designation was received.

Medical Staff

Many of the medical staff are employed physicians of the hospital while others are under contract with the hospital. Twenty-one physicians make up the "Active" staff and provide in-patient care, emergency medicine, general surgery, ophthalmology, psychiatry, orthopedics, anesthesiology, and radiology. A combined "Courtesy and Consulting" staff of 31 physicians offers more specialized services, including a Specialty Clinic which features the services of visiting doctors. A growing group of Allied Practitioners represents midwives, nurse practitioners, mental health caregivers and audiologists to name a few. A Chief of Staff is elected annually by peers to provide leadership for the Medical Staff and serve as a liaison between the medical staff and SPH Administration.

Family Birthing Center

The Family Birthing Center (FBC) is a three-bed unit operating seven days a week, 24 hours a day, providing outpatient and inpatient obstetrical assessment and care. The Center provides a family-focused birth experience with an environment unmatched by most hospitals. A whirlpool tub, family-style birthing rooms and a comfortable family "waiting room" are just a few of the attractions of this department. We provide sleeper sofas in each room so you can have your loved ones with you, if you desire. The FBC Unit RNs are all certified in Basic Life Support, Intermediate-Advanced Fetal Monitoring, NRP (Neonatal Resuscitation Program), and STABLE which stands for the six assessment and care modules in the program: **S**ugar, **T**emperature, **A**irway, **B**lood pressure, **L**ab work, and **E**motional support which assists in the stabilizing of infants for transport. An OB Council was developed with a multi-disciplinary team. New parents will receive newborn education and access to many resources for further help.

Rehabilitation

Modern, spacious clinic providing physical and occupational therapy, speech pathology and pediatric therapy services to both inpatients and outpatients. The staff also provides functional job analyses, functional capacity evaluations, work conditioning, orthopedic rehab and neuromuscular rehabilitation.

Pharmacy

The Pharmacy provides full inpatient services and emergency outpatient services for the community. The Pharmacy facilitates appropriate drug therapy, monitors medications and provides a full line of sterile I.V. products. The pharmacy staff is responsible for all drug information in the hospital, and attends and assists in ER, Long Term Care, Acute Care, and Chemotherapy treatments. The staff has a cooperative working relationship with the nursing staff which enhances the overall patient care experience. Medication Reconciliation education/training and results rendered high performance/patient safety percentages.

Surgery

Complete with two surgical suites and one outpatient suite, our skilled staff provides an array of services including general surgery, OB/GYN, sports medicine, orthopedics, minor plastics, minor urology, endoscopy and ENT. crew is also available 24 hours a day for emergency cases.

Long Term Care

Our facility features 28 beds, sitting areas, library, fireplace, beauty salon, whirlpool room, deck and expansive windows facing our spectacular bay and mountains. We maintain a homey atmosphere while providing our residents with skilled nursing and medical care.

Home Health

These programs are to meet the specific needs of elderly and disabled people in their own homes. The services of this department include home health nursing and aides, case management, lifeline, diabetes education, medical supplies and equipment, care coordination, referrals and information.

Imaging

SPH's Diagnostic Imaging Department provides up-to-date imaging services in the areas of General Radiology, Mammography, Fluoroscopy, Ultrasound (including Echo-Cardiography and Venus Ablation services), MRI, CT, Bone Densitometry as well as portable service to the Surgery, ER and Acute Care Departments. Mammography services offer CAD technology, American College of Radiology accreditation and a Women's Center.

Laboratory

The Lab is a modern, fully equipped, state-of-the-art clinical lab, certified for highly complex testing. SPH provides full services for any physician-ordered test. Provide 24/7 coverage and updated or added POC analyzers to Homer Medical Center – Urinalysis, Glucose meters, Hemoglobin meters, A1C analyzer. Also have an A1C analyzer placed at the orthopedic clinic for use in Dr. Tanner's clinic

Quality Improvement

This department measures and improves the quality of patient care delivered at the hospital. It utilizes evaluations, regulatory and professional standards and data analysis to promote the continued improvement of quality and patient safety. HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) results show improvements with "Would recommend to Friends/Family".

Education

The Education Department provides numerous outreach programs and opportunities to promote healthy lifestyles and safety awareness including: Safe Kids (Safe Sitters, Safe Kids Fair); continuing education for SPH staff; American Heart Association Program Administration, Public Health forums and programs, and community events such as Runs, Health Fair, and Walks. Also supported was the programming to help meet Level IV Trauma Designation Criteria as well as Emergency Management Preparedness training.

Human Resources

South Peninsula Hospital is one of the Southern Kenai Peninsula's largest employers with significant economic impact to the community. It employs over 380 residents of the Borough, has a \$12 million annual payroll with multiplying economic impact in the service area, encourages professional development through tuition reimbursement and offers a competitive benefit package. HR enhanced communication throughout the hospital by establishing and participating in a quarterly Employee Open Forum. Conducted an "A-Pulse" Employee Engagement Survey to measure progress.

Responsibilities of Board Members

The power and authority of the Board comes from the Board as a whole; individual members do not have decision-making or directive authority unless specifically designated by the Board. The Board of Directors alone has directive or tasking authority over the CEO.

Be a conscientious member of the board, helping the board to fulfill its responsibilities for directing the hospital, fulfilling its mission, protecting and furthering its assets, and being accountable to the public at large for the ethical conduct of all hospital affairs.

Exemplify the hospital's Mission, Vision and Values.

Be loyal to the hospital, always furthering the interests of the hospital in its pursuit of its mission, and disclosing and avoiding any potential conflict of interest.

Be diligent in the fulfillment of board responsibilities, always being prepared for decisions addressed by the board, including preparation for, attendance at and active participation in board meetings; and participation in continuing education opportunities.

Stay focused at board meetings; come prepared; be a good listener; participate and ask questions to gain knowledge; maintain ethics and values.

Be prudent in all decisions made on behalf of the hospital, employing judgment consistent with generally accepted standards and/or practices for the issue at hand, based on the information that is available.

Respect the confidentiality of the boardroom and refer all inquiries for public statements to the board chairman and/or CEO.

Support the decisions and policies of the board until such time as those decisions or policies are changed by an official action of the board.

Help define and then support the roles delegated to management and the medical staff and to assure that accountability mechanisms exist to receive reports on the delegated duties.

Direct all requests for information or assistance to the CEO or Acting CEO.

Engage in regular self-evaluation processes of the board and be responsible to notify the board chairman or nominating committee at such time as the member determines that he/she cannot continue to carry out the duties of the position.

SPH Committees

Finance Committee

The finance committee assists the Board in maintaining and improving the financial integrity of the hospital and its subordinate activities. Its functions include:

- Recommending approval of policies that maintain and improve the financial health and integrity of the organization.
- Reviewing and recommending approval of a long-range financial plan for the organization.
- Reviewing and recommending an annual operating budget and annual capital budget consistent with the long-range financial plan and financial policies.
- Reviewing and recommending approval of requests for unbudgeted operating expenditures that exceed management spending authority.
- To the extent capital expenditures do not exceed parameters established in the Sublease and Operating Agreement, reviewing and recommending approval of capital expenditure reallocations requests.
- To the extent capital expenditures exceed parameters established in the Sublease and Operating Agreement, reviewing and recommending approval of capital expenditure reallocations requests to be forwarded to the Board of Directors for approval to forward to the South Kenai Peninsula Hospital Service Area Board and the Contract Administrator for consideration.
- Reviewing the financial aspects of major proposed transactions, new programs and services, as well as proposals to discontinue programs or services, and making action recommendations to the board.
- Monitoring the financial performance of the organization as a whole and its major subsidiary organizations or business lines against approved budgets, long-term trends, and industry benchmarks and preparing appropriate reports to the Board.
- Requiring and monitoring corrective actions to bring the organization into compliance with its budget and other financial targets subsequent to approval of such actions by the Board.

Governance Committee

The governance committee assists the Board in fulfilling its ultimate responsibility for ensuring its own effective and efficient performance. Its functions include:

- Recommending to the board policies and processes designed to provide for effective and efficient governance, including but not limited to policies for:
 - Evaluation of the board and the chairperson.
 - Election and reelection of board members.
 - Succession planning for the board chair and other leaders.
- Reviewing and recommending a position description detailing responsibilities of and expectations for board members and the board chair person.
- Recommending nominees for election and reelection to the board.
- Conducting a succession planning process for the board chairperson and other board leaders.
- Nominating board officers for election by the full board.
- Reviewing the board of director bylaws annually and recommend any needed changes to the full board.

Education Committee

The education committee is responsible for ensuring members receive the education and training regarding parliamentary procedures, hospital programs, services, community healthcare needs, trends and demographics needed to make informed decisions regarding the operation of South Peninsula Hospital.

Responsibilities

The education committee's specific responsibilities include:

- Assuring education policies and curriculum satisfies requirements of Sublease and Operating Agreement
- Maintaining the relevance of SM-07 Board Orientation to current board needs
- Assuring that SM – 10 Continuing Education remains in synch with Board challenges and issues
- Assuring that the ongoing curriculum provides information needed to make informed decisions in a changing health care environment
- Planning and conducting an annual board retreat.