



St. John's Health
P.O. Box 428
Jackson, Wyoming 83001
307-733-3636

Committee: Board of Trustees Regular Meeting –Public Session - via Zoom

Meeting Date: February 28th, 2023

Minutes Prepared By: Morgan Gurney, Executive Assistant

Members Present: **Members Absent:** **Others Present:**

Cynthia Hogan, Secretary
Scott Gibson, Treasurer
Bruce Hayse, MD, Trustee
Brent Blue, MD Trustee
Evan Jones, Trustee
Pam Cutler, MD, Vice Chair
Katharine Conover-Keller,
Chair

Jeff Sollis, CEO
John Kren, COO/CFO
Fred Keller
Richelle Heldwein
Bert Wolfey
Tammy Christel
Thom Kinney
Morgan Gurney
Anna Olson
Bill Stangl
Lindsay Hoff
Karen Connelly
Alisa Lane
Miranda de Moraes
Shari Murrell
Sean Ryan
Tom Lubnau
Laurie
Sherry Simpson
Bob
emarshall
Jane Hopkins
Mary Carol Staiger

Jemima Snow
Casey Orzech
Johanna Love
Jen Simon
Nick Healey
Joan Goldfarb
Dr. Marty Trott
Naomi Floyd
Jen Chiappa
Mary Ponce
Sandy Ress
Seth Robertson
Alison Gee
Katelyn Webb
Chris Clabuesch
Audra Nielsen
Eric
Bill
SJH Foundation
307-200-1022
714-328-4977
307-739-7617
440-668-4210

Board Advisors Present:

Bob Pisano
Jane Carey Hopkins
Jim Hunt
Dr. Jim Little Jr.

Call to Order

The public board meeting was called to order at 4:01 p.m. MST by Katharine Conover-Keller, Chair.

Approval of Agenda

Ms. Conover-Keller presented for approval the agenda of the February 28th Regular Meeting of the Board.

It was moved by Dr. Bruce Hayse, seconded by Cynthia Hogan, to approve the Agenda of the Regular Meeting of the Board as presented. Members voted as follows: six Ayes. The motion carried unanimously.

Comments from the Chair *(presented by Ms. Katharine Conover-Keller)*

Ms. Conover-Keller welcomed SJH Auxiliary President, Connie Hansen, and the Executive team who presented a pledge to the Sage Living, Bird Song Garden. The pledge will grant the Bird Song Garden a landscaping refresh and further development of the outdoor space.

Ms. Conover-Keller announced the need to discuss and approve the process of appointing a trustee. **It was moved by Dr. Pam Cutler, seconded by Cynthia Hogan, to approve the process recommended by the Nominating and Governance Committee that was previously approved on December 7th, 2022, and the reaffirming email sent by Board Chair, Katharine Conover-Keller, on January 16th, 2023, which both state the process of appointing a Trustee to the SJH Board of Trustees. Members voted as follows: five Ayes. Scott Gibson abstained. The motion carried .**

Ms. Conover-Keller acknowledged receiving Scott Gibson's resignation letter on January 11th, 2023. The letter stated that Scott Gibson would resign after the appointment of his successor, or on April 1st, 2023, whichever is sooner. Ms. Conover-Keller read the acknowledgement email she sent addressing Scott Gibson's resignation notice. Katharine thanked Scott Gibson for his eleven and a half years of service to St. John's Health, serving as the Finance, Facilities, and IT Committee Chair and as a member of the Board of Trustees.

It was moved by Cynthia Hogan, seconded by Dr. Pam Cutler, to accept Scott Gibson's letter of resignation, effective when a new successor is appointed and sworn in, or on April 1st, 2023, whichever is sooner. Members voted as follows: five Ayes. Scott Gibson abstained. The Motion carried.

Ms. Conover-Keller discussed the Board of Trustees' desired attributes and the need to appoint a new Trustee to fill the position created by Scott Gibson's resignation. Ms. Hogan discussed the process the Nominating and Governance Committee established to create the Desired Attributes worksheet. Ms. Hogan explained the Board of Trustee Members reviewed the worksheet, made slight changes to the document, and then published the worksheet on the SJH public website. Any public member can obtain a copy of this worksheet through the website and each applicant was provided a copy. The Board of Trustees discussed the importance of keeping this document updated with current attributes needed.

Ms. Conover-Keller announced that the Board of Trustee received six applications for the vacant Trustee position. The Board interviewed two candidates, Shannon Brennan and Brad Peck, on the morning of February 28th, 2023, and the other four candidates; Lindsay Love, Sadie Cole, Eric Snow, and Jim Hunt, were previously interviewed on January 26th, 2023.

It was moved by Cynthia Hogan, seconded by Dr. Brent Blue, to discuss the six candidates for the vacant Board of Trustee position. Members voted as follows: five Ayes. Scott Gibson abstained. The motion carried. The Board of Trustees discussed the strong talent each candidate has, the time commitment needed, the need for financial expertise, culture driven by the SJH CEO, and the need to serve the community.

It was moved by Dr. Pam Cutler, seconded by Dr. Bruce Hayse, to nominate Jim Hunt to fill the vacant Board of Trustees position. Trustees discussed and made comments regarding the nomination of Jim Hunt with no concerns noted. **Members voted as follows: five Ayes. Scott Gibson abstained. The motion carried.** Scott Gibson will continue to serve until Jim Hunt is sworn in as a Trustee. Jim Hunt has ten days of this appointment to be sworn in.

Ms. Conover-Keller mentioned that the Board of Trustees could discuss appointing Board Advisors. The Board of Trustees agreed to postpone this discussion until the next Board of Trustees Public meeting.

Ms. Conover-Keller announced the need to revisit and review the Committee Chairs, Members, Foundation Members, and the 2023 Calendar now that the Board of Trustees has seven Trustees.

Ms. Conover-Keller proposed the process of announcing Committee Chairs and then having a Special Board of Trustees meeting the week of March 6th to vote and finalize the positions. Ms. Conover-Keller proposed Cynthia Hogan as Nominating and Governance Chair, Evan Jones for Strategy and HR Chair, Jim Hunt for Finance Chair, and Dr. Pam Cutler for Joint Compliance and Quality Chair.

Ms. Conover-Keller proposed Evan Jones serve as the second Foundation Board Member alongside her as the representative from the SJH Board of Trustees.

It was moved by Dr. Brent Blue, seconded by Cynthia Hogan, to approve a Special Board Meeting on March 8th, 2023, time to be determined. The motion was amended by Evan Jones to approve a Special Board Meeting on or around the week of March 8th, 2023. The amended motion was moved by Dr. Brent Blue and seconded by Cynthia Hogan. Members voted as follows: six Ayes. The motion carried unanimously.

Ms. Conover-Keller announced the Board of Trustees has a need for a Special Litigation Committee. The Board of Trustees won in court on Monday as Judge Owens denied the injunction, the Board of Trustees have and will continue to follow the Wyoming Open Meeting Statutes and have followed an appointment process for both Trustee appointments, as mentioned earlier from the December 7th, 2022, Public Board Meeting and ratified again earlier in this meeting. Ms. Conover-Keller proposed a special committee to address this specific litigation. It would be comprised of three Board Members, an Advisor, and legal counsel.

It was moved by Dr. Bruce Hayse, seconded by Dr. Pam Cutler to approve the establishment of a Special Litigation Committee with no more than three Board Members and one Advisor appointed by the Chair, with the purpose to consult with legal counsel and delegate litigation power to make decisions, except as to entering into agreements for settlement which approval should be reserved to the entire SJH Board of Trustees. The Board discussed and clarified that this committee is specific to this litigation only. Members voted as follows: six Ayes. The motion carried unanimously.

Approval of Minutes

Ms. Conover-Keller presented for approval the minutes of the January 26th Special and Regular Meetings of the Board and the February 15th Special Meeting of the Board.

It was moved by Cynthia Hogan, seconded by Dr. Pam Cutler to approve the minutes of the January 26th Special and Regular Meeting and the February 15th Special Meetings of the Board as presented. Members voted as follows: six Ayes. Evan Jones abstained from January 26th Special and Regular Meeting. Members voted as follows: seven Ayes, for the February 15th Special Meeting of the Board. The motion carried unanimously.

CEO Report *(presented by CEO Jeff Sollis)*

Mr. Jeff Sollis presented the monthly CEO Report focusing on the following topics:

- Introductory Meetings
- Recognition
- Patient Experience

- Quality

A copy of Mr. Sollis's presentation materials, which provides information on each of the above topics, is attached as a permanent part of these minutes.

Strategy, Development, and HR Committee *(presented by Ms. Cynthia Hogan)*

Ms. Cynthia Hogan reported on the Committee which focused on the framework for the upcoming strategic planning process. Ms. Hogan announced the draft discussion is focused on people, quality, and sustainability. The planning process will include a review of the SJH purpose and unite the team around the common purpose, to consider major challenges facing SJH, to develop a shared vision and direction for the next 3+ years. A longer-term plan (10+ years) may be conducted in the future. Committee Members are currently working on this inclusive planning project which may include up to 200 people and will be data driven from surveys. The administration is working with regional facilitators to gain additional data driven knowledge for this project. Additionally, members are working on the director's incentive timeline. The Committee asked the HR and Finance departments to work on both, the budget strategy and the director's incentive strategy, and that would be introduced in July 2023 and linked to the strategic plan even if the plan is completed later in the year.

Finance, IT, and Facilities Committee *(presented by Mr. Scott Gibson and John Kren)*

Mr. Scott Gibson reported on the Committee which focused the majority of their time on reviewing financial long-term capital needs and different types of alternatives for the Hitching Post Project. A copy of Mr. Gibson's presentation materials, which provide information on the finance strategy, is attached as a permanent part of these minutes.

Joint Compliance & Quality Committee *(presented by Dr. Pam Cutler)*

Dr. Pam Cutler reported the Committee did not meet in the month of February, but the MEC did forward recommendations for changes to the SJH Rules and Regulations to the Board for consideration and approval. The MEC and full Medical Staff voted unanimously to approve a change to Physicians Assistant's orders which would no longer require a supervising physician signature for orders placed.

The Wyoming legislature passed a new law allowing Physicians Assistant's to practice independently. SJH is still requiring all Physician Assistant's to have a supervising physician at SJH. The MEC recommends changing the Rules and Regulations to align with this legislation. Changes are located on page 25, section 14 of the SJH Rules and Regulations.

It was moved by Cynthia Hogan, seconded by Scott Gibson, to approve the SJH Rules and Regulations as presented within the Board Packet. Members voted as follows: six Ayes. The motion carried unanimously.

SJH Foundation *(presented by Ms. Anna Olson)*

Ms. Anna Olson announced a warm welcome to Debby Hopkins, Donna Coles, and Evan Jones. The St. John's Health Public website is updated with bios and committee appointments for each Member. The Foundation Committee has continued work on restricted fund strategy and long-term capital needs with SJH leaders. The Rock the Ride Foundation event, benefiting cardiology, is this upcoming Saturday, March 11th.

Old Business - None

New Business - None

Public Comment - None

Next Meeting

The next regular monthly meeting is scheduled for Thursday, March 30th, 2023, via Zoom only. The Executive Session begins at 2:30 pm and the monthly Public Session begins at 4:00 pm.

Adjournment

With nothing additional to discuss, Katharine Conover-Keller adjourned the meeting at 6:12 p.m. It was moved by Cynthia Hogan, seconded by Dr. Pam Cutler to adjourn this Public Meeting.

Respectfully submitted,
Morgan Gurney, Senior Executive Assistant

CEO Report

Board of Trustees
February 28, 2023



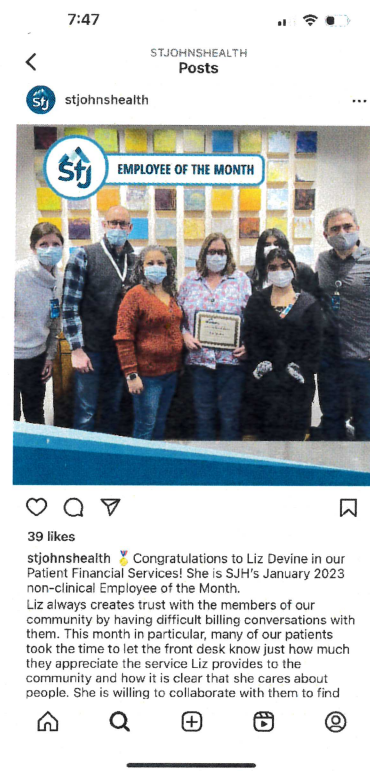
Introductory Meetings

Introductory Meetings w/ Staff, Providers and Community

- Staff
 - Leadership
 - Front Line Staff
- Medical Staff
 - Physicians
 - APCs
- Community
 - Local Government Officials, Not-for-Profit and Business Leaders



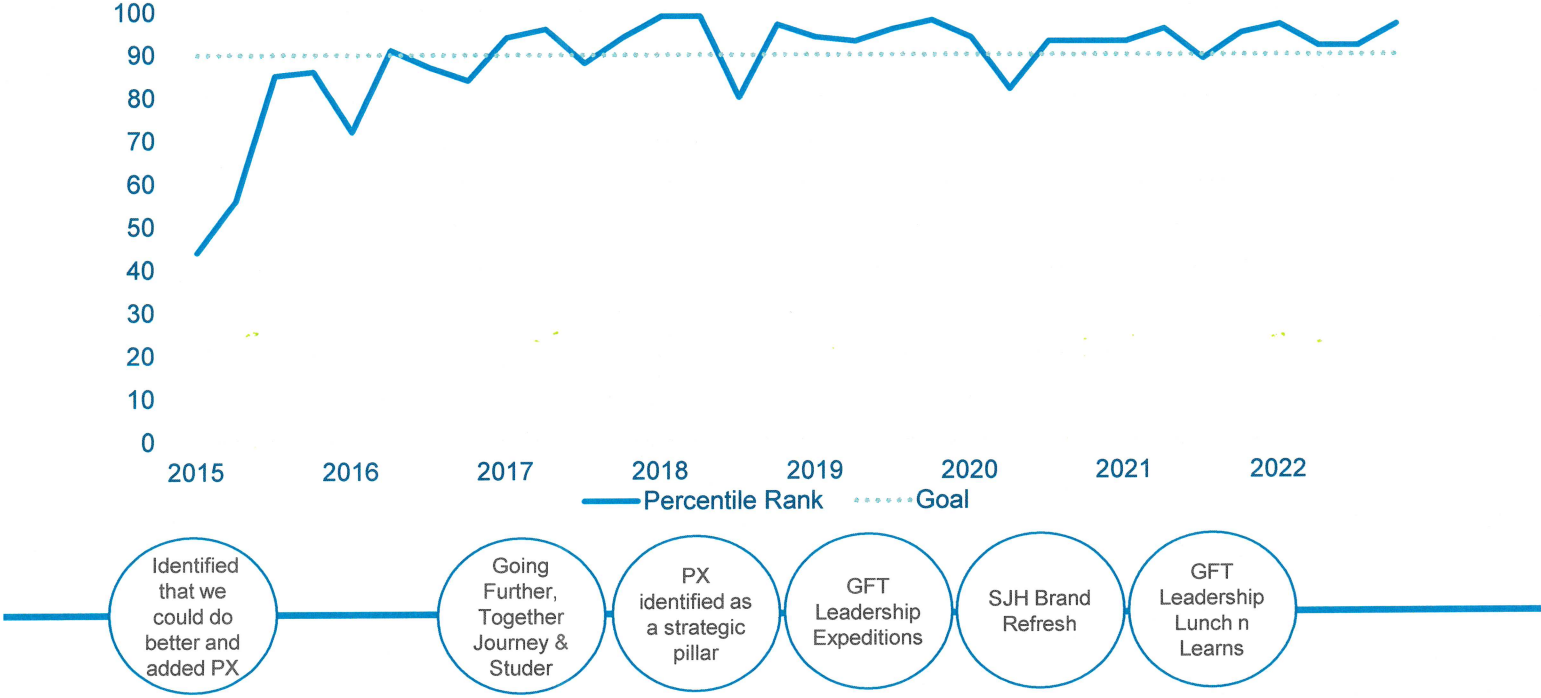
People: Recognition



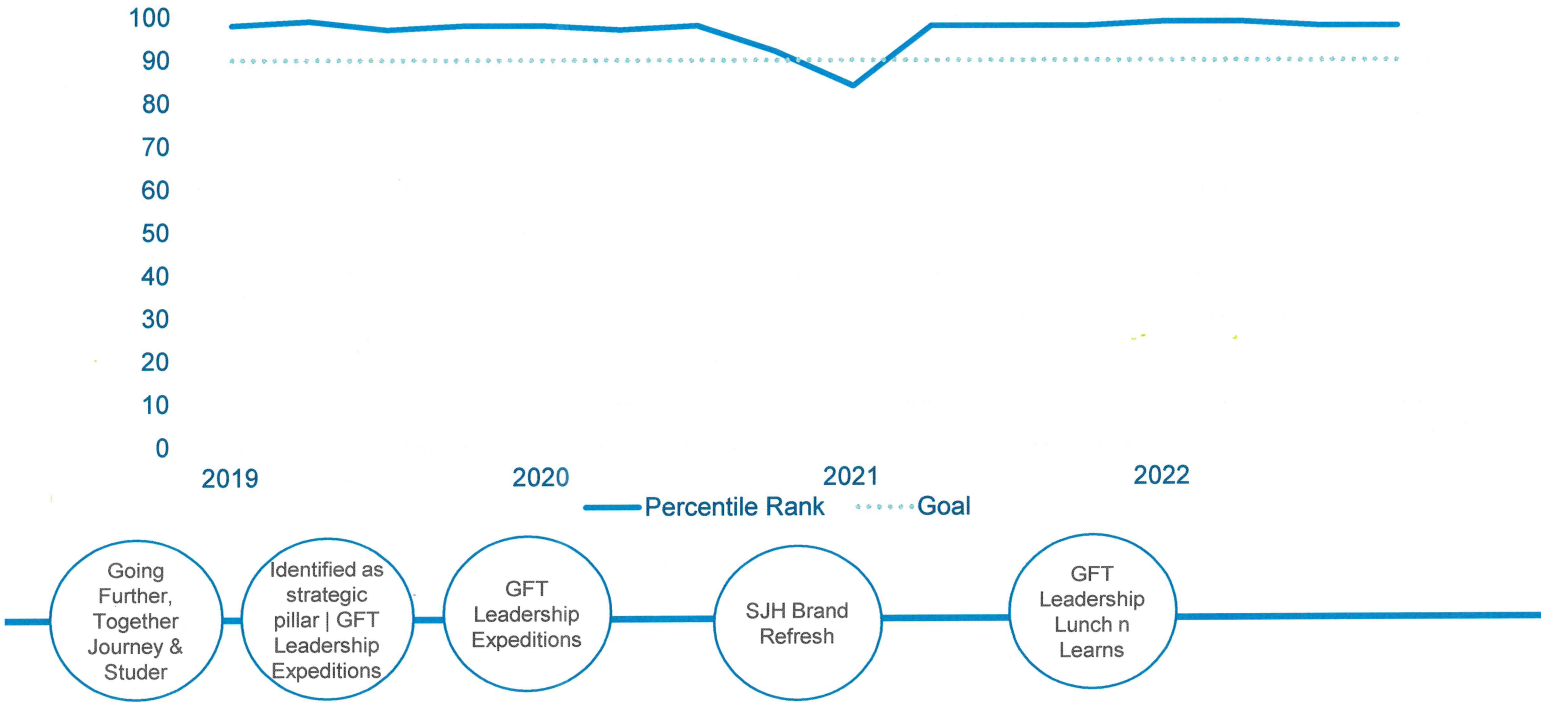
Patient Experience

2022 Results

PX: HCAHPS | Overall Rating Hospital Percentile Rank



PX: EMERGENCY | Overall Rating Hospital Percentile Rank



PX: SERVICE LINE PERFORMANCE

Overall Rating and Key Drivers

Top Box & Percentile Rank | Calendar Year 2022

	Overall CY '22		Prov Commun CY '22		Nurse Commun CY '22		Leader Rounding CY '22	
Service Line	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank
Inpatient	85.23	95	86.45	90	85.04	89	77.78	98

	Overall CY '22		Prov Commun CY '22		Nurse Commun CY '22		Staff Cared CY '22	
Service Line	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank
Emergency	87.81	98	83.18	96	88.99	97	86.97	98

	Overall CY '22		Care Provider CY '22		Nurse/Assistant CY '22		Moving thru Visit CY '22	
Service Line	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank	Top Box	% Rank
Medical Group	87.10	62	86.47	48	86.53	75	68.47	39

	Overall CY '22		Your Care CY '22		Staff Worked Together CY '22	
Service Line	Top Box	Percentile Rank	Top Box	Percentile Rank	Top Box	Percentile Rank
Outpatient Testing	86.07	62	85.37	59	85.46	56

	Overall CY '22		Discharge CY '22		Facility/Personal Treatment CY '22	
Service Line	Top Box	Percentile Rank	Top Box	Percentile Rank	Top Box	Percentile Rank
Surgery	89.89	63	97.23	64	97.44	62

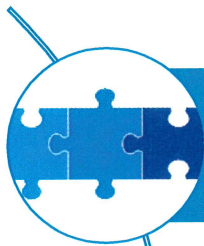


KEY DRIVERS OF EXCELLENCE

Service Line	Key Drivers
Inpatient	<ul style="list-style-type: none"> ➤ Nurses treated you with courtesy and respect ➤ Nurses listened carefully to you ➤ Doctors explained in way you understand ➤ Leader Rounding <p><i>95% of patients who give top box scores (Always) for top three drivers are likely to score 9/10 for Overall Rating.</i></p>
Emergency	<ul style="list-style-type: none"> ➤ Staff cared about you as a person ➤ Staff worked together to care for you ➤ Courtesy of Nurses <p><i>99% of patients who give top box scores (Very Good) for top three drivers are likely to score Very Good on Overall rating of care.</i></p>
Medical Group	<ul style="list-style-type: none"> ➤ Staff worked together to care for you ➤ Care Providers concern for questions/worries ➤ Care Providers efforts to include in decisions <p><i>99% of patients who give top box scores (Very Good) for top three drivers are likely to score Very Good on Overall rating of care.</i></p>
Outpatient Services	<ul style="list-style-type: none"> ➤ Staff worked together to care for you ➤ Treated you with respect and dignity ➤ Response to concerns or complaints <p><i>98% of patients who give top box scores (Very Goods) for top three drivers are likely to score Very Good for Overall rating of care.</i></p>
Surgery	<ul style="list-style-type: none"> ➤ Staff ensure you were comfortable ➤ Staff treat you with courtesy and respect ➤ Nurses response to concerns/questions <p><i>93% of patients who give top box scores (Always) for top three drivers are likely to score 9/10 for Overall rate the Facility.</i></p>

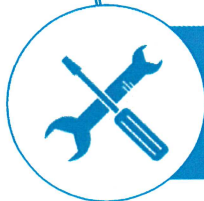


OUR JOURNEY | Next Steps



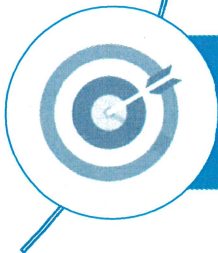
CORE FOUNDATION

- Going Further, Together (Studer Principals)
- Engaged Teams and Medical Staff
- Culture of Caring



TOOLS

- MyRounding
- AIDET & Service Recovery trainings
- Huron Patient Experience Learning Modules
- Patient Experience Reports



NEXT STEPS

- Nurse Leadership Rounding
- Focus: Caring Behaviors and Communication
- PX Learning: 12-month curriculum
- Leadership Validation



2022 PX Success Stories at SJH

- 2022 was only the second year that the overall rating of the hospital hit the 90th percentile or higher for all 4 quarters.
- 2022 HCAHPS “would recommend” scores were in the 90th percentile or higher for all 4 quarters.
- 2022 2nd quarter all 9 HCAHPS domains hit the 90th percentile or higher.
- In 2022 all 5 major service lines increased Top Box %.
- 2022 ED received Press Ganey Guardian of Excellence PX Award for ranking in 95th percentile annually.
- 2022 SJH received 5-star PX Award by Healthgrades.
- 2022 DNV Report: PX Concierge Services are “Noteworthy”



Quality

Quality

REGULATORY SURVEYS

- Very Successful Sage CMS Survey
- DNV / ISO Window for Survey

AWARDS AND RECOGNITION

- Chartis Top 100 Rural Hospitals
- Newsweek World's Best Hospitals

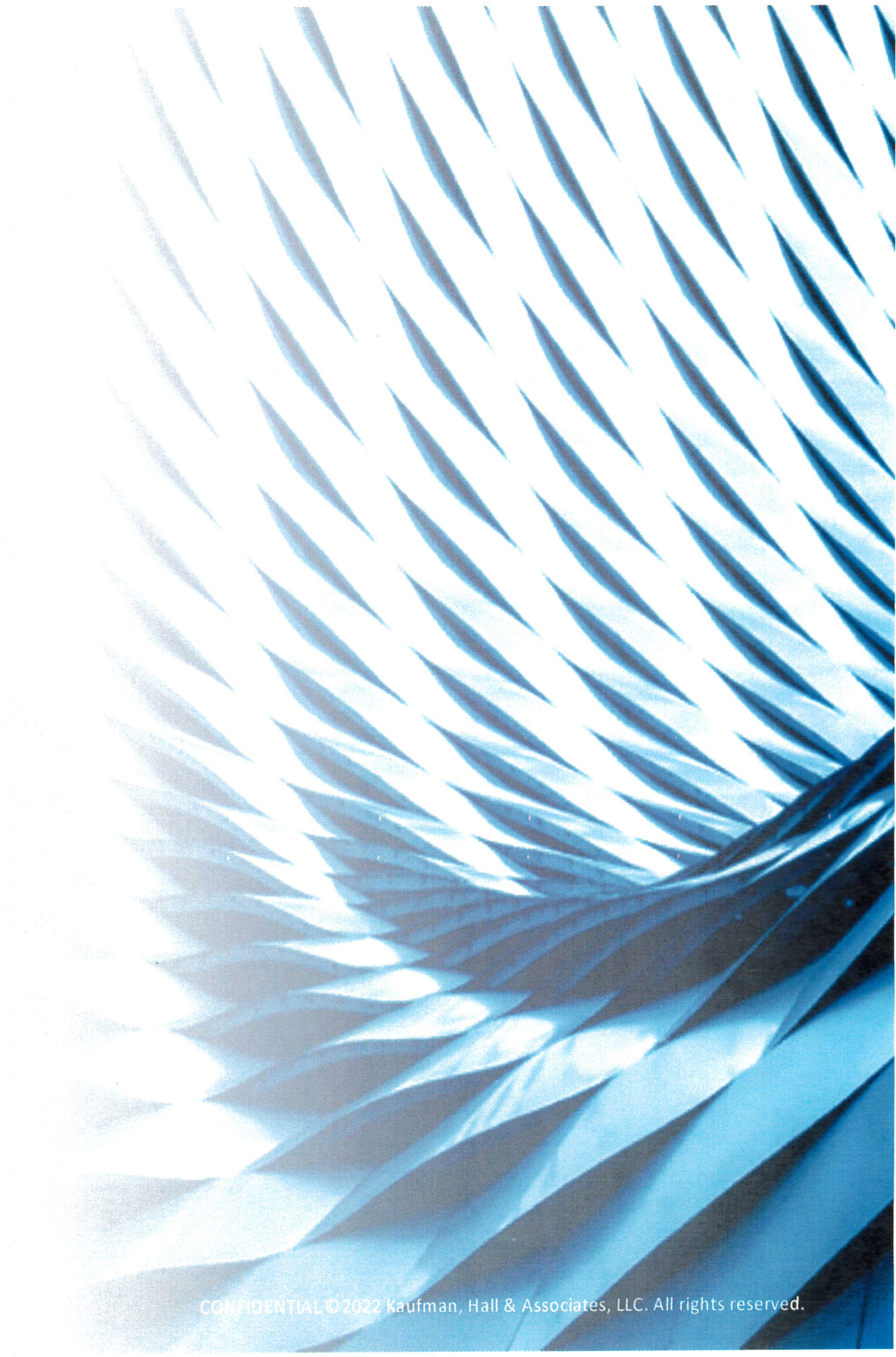


KaufmanHall

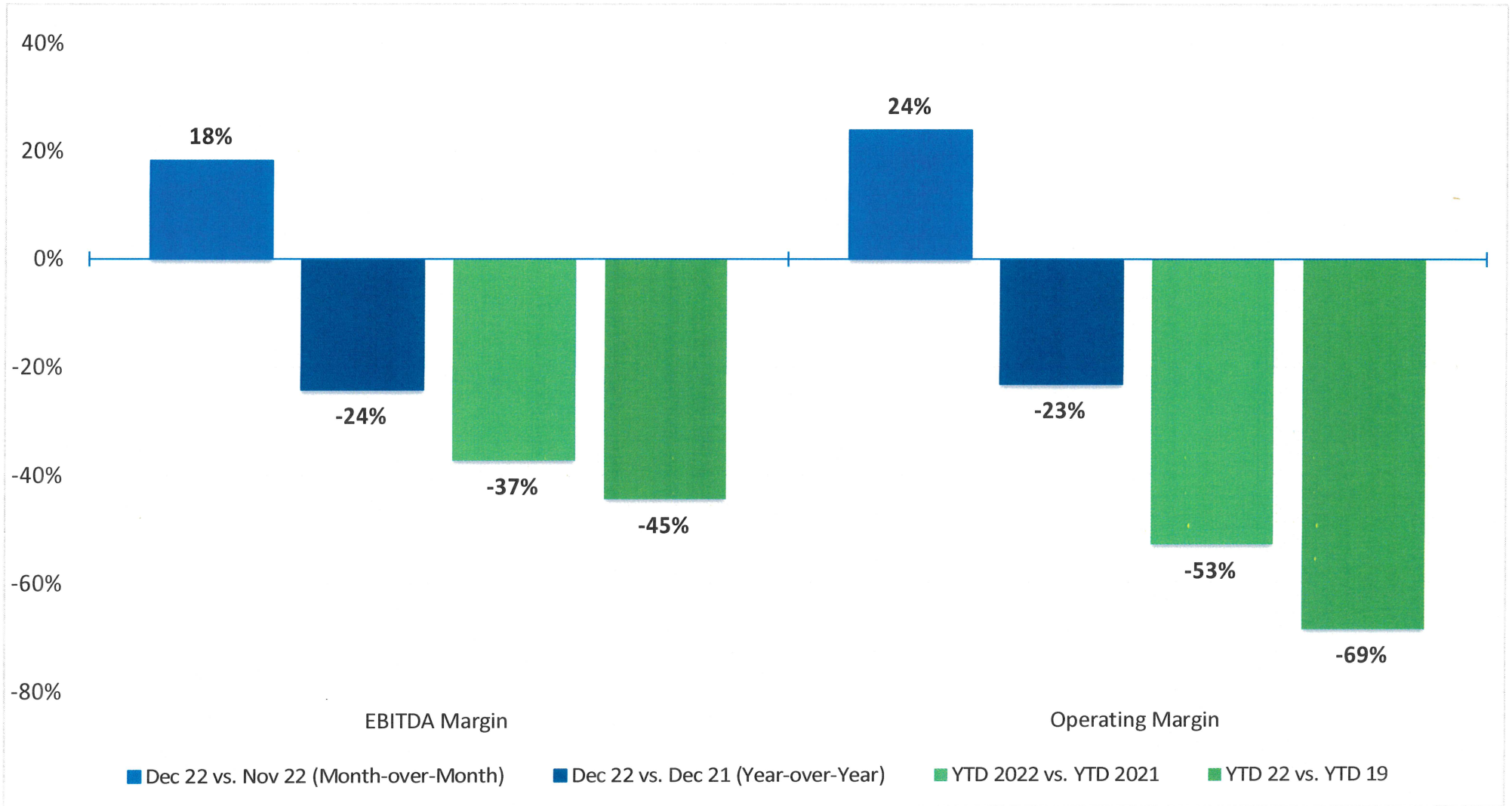


Discussion Materials

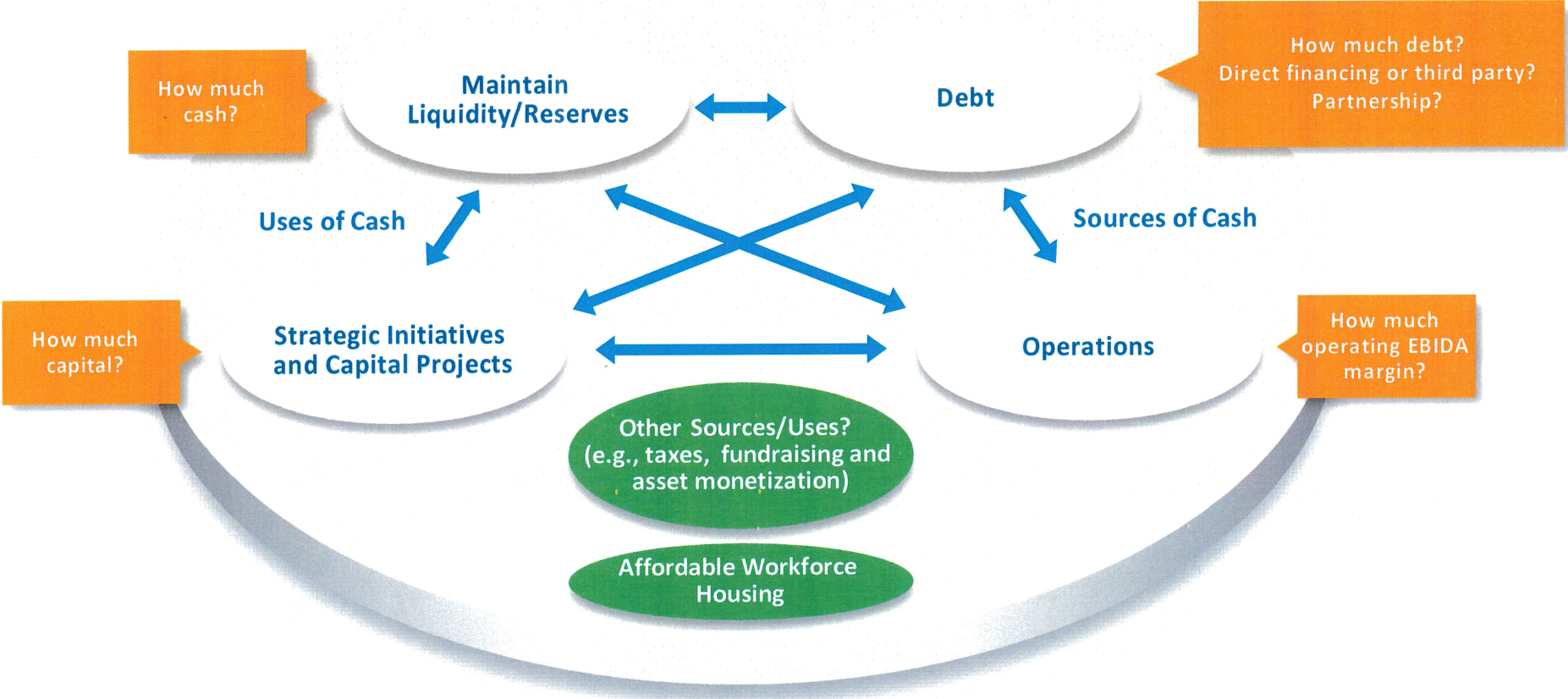
February 28, 2023



West Region Profitability Data for December 2022

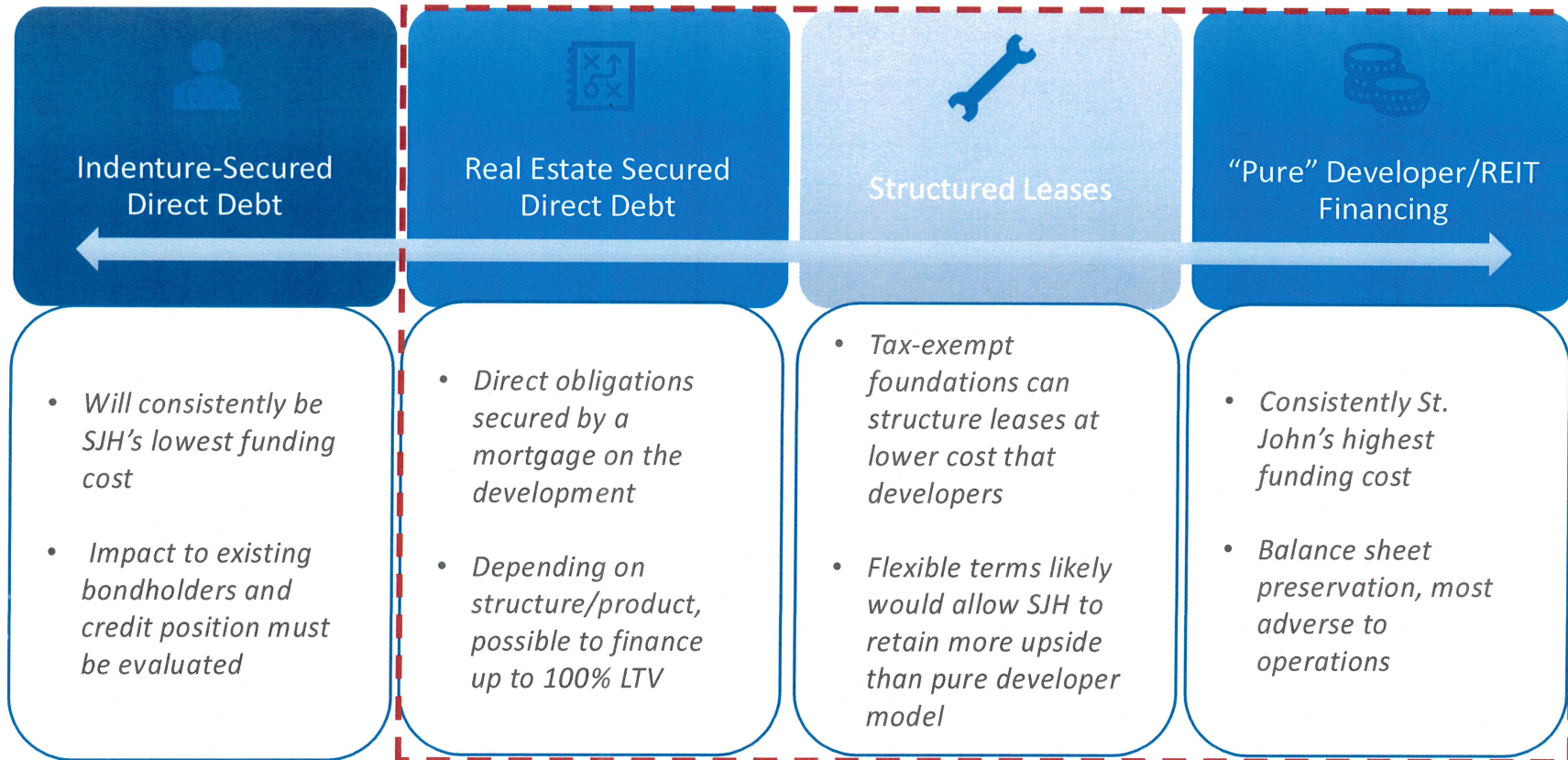


Balancing Sources and Uses of Funds as an Imperative at the Enterprise Level



An integrated strategic financial plan supports true optimization within an appropriate risk context for successful enterprise decision-making

St. John's Has a Range of Financing Alternatives Which Will be Informed by Strategic Planning



OWNERSHIP / EQUITY CONTROL

TYPE OF CONTROL

GROUND OR MASTER LEASE / OPERATIONAL CONTROL

LOWEST COST

COST OF CAPITAL

HIGHEST COST

Qualifications, Assumptions and Limiting Conditions (v.12.08.06):

This Report is not intended for general circulation or publication, nor is it to be used, reproduced, quoted or distributed for any purpose other than those that may be set forth herein without the prior written consent of Kaufman, Hall & Associates, LLC. ("Kaufman Hall").

All information, analysis and conclusions contained in this Report are provided "as-is/where-is" and "with all faults and defects". Information furnished by others, upon which all or portions of this report are based, is believed to be reliable but has not been verified by Kaufman Hall. No warranty is given as to the accuracy of such information. Public information and industry and statistical data, including without limitation, data are from sources Kaufman Hall deems to be reliable; however, neither Kaufman Hall nor any third party sourced, make any representation or warranty to you, whether express or implied, or arising by trade usage, course of dealing, or otherwise. This disclaimer includes, without limitation, any implied warranties of merchantability or fitness for a particular purpose (whether in respect of the data or the accuracy, timeliness or completeness of any information or conclusions contained in or obtained from, through, or in connection with this report), any warranties of non-infringement or any implied indemnities.

The findings contained in this report may contain predictions based on current data and historical trends. Any such predictions are subject to inherent risks and uncertainties. In particular, actual results could be impacted by future events which cannot be predicted or controlled, including, without limitation, changes in business strategies, the development of future products and services, changes in market and industry conditions, the outcome of contingencies, changes in management, changes in law or regulations. Kaufman Hall accepts no responsibility for actual results or future events.

The opinions expressed in this report are valid only for the purpose stated herein and as of the date of this report.

All decisions in connection with the implementation or use of advice or recommendations contained in this report are the sole responsibility of the client.

In no event will Kaufman Hall or any third party sourced by Kaufman Hall be liable to you for damages of any type arising out of the delivery or use of this Report or any of the data contained herein, whether known or unknown, foreseeable or unforeseeable.

KaufmanHall

CHICAGO, IL

LOS ANGELES, CA

SKOKIE, IL

WEST PALM BEACH, FL