



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

Committee: Board of Trustees Regular Meeting - Public Session - via Hybrid

Meeting Date: September 28th, 2023

Minutes Prepared By: Morgan Gurney, Senior Executive Assistant

Members Present:

Katharine Conover-Keller, Chair
Pam Cutler, MD, Vice Chair
Cynthia Hogan, Secretary
Jim Hunt, Treasurer
Bruce Hayse, MD, Trustee
Evan Jones, Trustee

Members Absent:

Dr. Brent Blue

Others Present:

Jeff Sollis, CEO
John Kren, COO/CFO
Morgan Gurney
Thom Kinney
Karen Connelly
Janette Boner
Jen Chiappa
Naomi Floyd
Anna Olson
Alisa Lane
Amanda Meekins
Becca Radley
Lindsay Love
Tiffany Logan
Laura Martien
Casey Gregory
Tom Lubnau
Joan Goldfarb
Alison Gee
Brent
Jen Simon
Richelle Heldwein
Roger Perkins
Sean Ryan
Seth Robertson
Shari Murrell
Sherry Simpson
Whitney Matson
Bill Stangl
Laurie
517-490-8922
Risa Sandoval

Board Advisors Present:

Bob Hopkins
Jane Carey
Dr. Jim Little Jr.

Call to Order

The public board meeting was called to order at 3:00 p.m. MST by Katharine Conover-Keller, Chair.

Executive Session

Ms. Conover-Keller recommended that the Board of Trustees move into Executive Session to discuss personnel matters, **W.S. § 16-4-405(A)(II)**. **It was moved by Jim Hunt, seconded by Cynthia Hogan to move into Executive Session. Members voted as follows: six Ayes. The motion carried unanimously.**

Ms. Conover-Keller reconvened the public session at 4:00 p.m.

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

Ms. Katharine Conover-Keller mentioned that the Board of Trustees had met in mediation sessions regarding litigation matters over the past month, and was not successful in reaching a settlement, but has appreciated the robust conversations it has influenced. Ms. Conover-Keller would appreciate if the Board of Trustees would consider creating a more informative monthly meeting agenda that closely aligns with the county's agendas, as well as other potential future additions to the meetings that would overall continue to increase transparency and effectiveness in operating the public Board of Trustee meetings. Ms. Conover-Keller mentioned that the State of Wyoming has passed a law that requires elected officials and any officials who are responsible for public monies, must complete State required training and announced that each Board of Trustee will participate in this training.

Approval of Minutes

Ms. Conover-Keller presented for approval the minutes of the August 31st Regular Meetings of the Board.

It was moved by Evan Jones, seconded by Cynthia Hogan to approve the minutes of the August 31st Regular Meetings of the Board as presented. Members voted as follows: six Ayes. The motion carried unanimously.

CEO Report *(presented by Jeff Sollis, CEO)*

Mr. Jeff Sollis presented the Community Survey Results which included the demographics, key themes, and what SJH's greatest strengths are. Mr. Sollis provided a strategic planning update along with the next steps. A copy of Mr. Sollis' presentation materials, which provide information on each of the above topics, is attached as a permanent part of these minutes.

Strategy, Development, and HR Committee *(presented by Mr. Evan Jones and Mr. Sollis)*

Mr. Evan Jones reported on the monthly Committee meeting which focused on the status of the strategic planning project. The Committee is in full support and alignment with the direction of the strategic plan. Mr. Jones highlighted that quality was a main theme and focus point that is driving the goal setting for the strategic plan project. The Committee's goal is to have the full strategic plan project presented at the October Board of Trustees meeting with a follow-up to approve that plan at the December Board of Trustees meeting.

Finance, IT, and Facilities Committee *(presented by Mr. Jim Hunt and John Kren, CFO/COO)*

Mr. Hunt reported on the monthly Committee meeting, which focused on aligning the financials along with the master proposal for the strategic plan project. Forvis, a 3rd party contracted entity, is well along in completing the fiscal year 2023 audit for SJH, and Forvis representatives will be presenting the results from the audit at the October Board of Trustees meeting. Mr. Hunt commented that both revenue and expenses are on budget for the 2 months, fiscal YTD results. The Hitching Post Project continues to be analyzed in alignment with the Strategic Planning Project.

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

Dr. Cutler presented that the JCQC Committee met and reviewed the regular patient quality and medical executive committee reports. Dr. Cutler announced that the Medical Executive Committee (MEC) recommended that the JCQC review and bring the recommended credentialing considerations to the Board of Trustees for their consideration and approval.

It was moved by Evan Jones, seconded by Dr. Bruce Hayse to approve the credentialing recommendations recommended within the Board Packet from the MEC. Members voted as follows: six Ayes. The motion carried unanimously.

Richelle Heldwein, CPHRM, presented the annual Board of Trustees Compliance Education. A copy of Ms. Heldwein's presentation materials, which provide information on this topic, is attached as a permanent part of these minutes.

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

Ms. Anna Olson announced that the Foundation has focused mainly on the roll-out of the universal patient funding program which is a new process that any patient can apply for patient funding from SJHF. The SJHF has met to discuss diabetes, type I and type II, fund and create an action plan for that

program. Old Bill's was in the month of September, thank you to Susan Freeze and Mary Ponce for supporting the Foundation during the Old Bill's event.

Old Business - None

New Business - None

Public Comment - None

Next Meeting

The next regular monthly meeting is scheduled for Thursday, October 26th, 2023, via Hybrid. The Executive Session begins at 2:30 am and the monthly Public Session begins at 4:00 pm.

Adjournment

With nothing additional to discuss, Katharine Conover-Keller adjourned the meeting at 5:37 p.m. It was moved by Dr. Pam Cutler, seconded by Evan Jones to adjourn this Public Meeting.

Respectfully submitted,
Morgan Gurney, Senior Executive Assistant

CEO Report


Board of Trustees

September 28, 2023



Community Survey Results Summary

Survey Demographics

- **379** survey responses total.
 - Over half the responses (58%) came from individuals **over the age of 65**. Nearly 75% of responses came from individuals **over the age of 55**.
 - Nearly 63% of all respondents were **female**.
 - 70% of respondents identified **Teton County, Wyoming as the zip code where he/she lives**. The next most prevalent locations included Fremont County (10%), Teton County, Idaho (7%), Lincoln County (6%), and Sublette County (5%).
 - 72% of respondents reported living in Jackson Hole **more than 10 years**.
 - 73% of respondents are **full-time residents of Jackson Hole**.
 - 12% of respondents **reported having a child/children under the age of 18 living at home**.
 - 45% of respondents reported **Medicare as his/her primary insurance**.
- 

Key Themes

- 97% of those surveyed **have consumed health care at St. John's Health** in the past two years.
- **The top 10 services consumed by survey takers in the last two years were all Outpatient services.** The highest Inpatient service consumed was 'Inpatient Hospital Care', which was the 15th most consumed service by survey takers.
- 86% of respondents answered that they are '**Very Satisfied**' or '**Satisfied**' with St. John's health and its services.
- When asked which medical services he/she would want/need accessible between now and December 2024, **the top 15 medical services** identified by respondents were all **Outpatient services**.
- **Eye Care** was identified as the number one medical service respondents would need to travel out of the area to receive.
- '**Lack of Services Needed**' was identified as the **top obstacle to receiving care at St. John's Health**. Specialties such as Ophthalmology, Oncology (radiation), Cardiac Surgery, Dermatology, and Neurology were most frequently cited as services needed. An underlying theme to the responses was an overwhelming desire to keep care local as much as possible.
- '**Staff Recruitment and Retention**' was identified as the **greatest opportunity for improvement**. Respondents specifically called out the need to retain high-quality providers, including specialists, and nurses.
- 51% of respondents identified **Providers, Nurses, and support-staff** as St. John's Health's **greatest strength**.

Strategic Planning Update

St. John's Undertook a Three-Step Integrated Planning Process



STRATEGIC CONTEXT AND POINT OF VIEW

Informed a baseline understanding of St. John's current market dynamics, competitive position, operational performance, and financial situation. Assessed strategic implications and current organizational trajectory. Key stakeholders – physicians, other clinical, administrative and community – were engaged for their insights regarding market considerations, patient needs, and gaps in St. John's capabilities. The qualitative and quantitative findings informed planning parameters and a shared **Point of View** about the future.

1-2 MONTHS

STRATEGY FORMULATION

Developed a strategic direction, supported by the shared Point of View. Convened planning teams for a series of discussions to articulate a vision and identify strategic priorities. Reviewed information gathered in the situation assessment, evaluated potential opportunities against organizational goals, and finalized a list of strategic priorities.

2-3 MONTHS

STRATEGIC PLAN

Developed aligned strategic plan into a single, concise summary document, including recommendations regarding metrics and KPIs to track successful execution of the plan. Recommendation prioritizes sustainability and transparency. As stakeholder buy-in is critical to successful implementation, Kaufman Hall will support St. John's in socializing the strategic plan and implementation road map with St. John's Board of Directors.

1 MONTH

Executive Summary – The Strategic Planning Process

As part of a revamped long-term planning effort, St. John's leaders evaluated and developed a strategic plan that positions St. John's to maintain high-quality care delivery, sustain organizational performance, and create a roadmap for continued success in an increasingly competitive market.

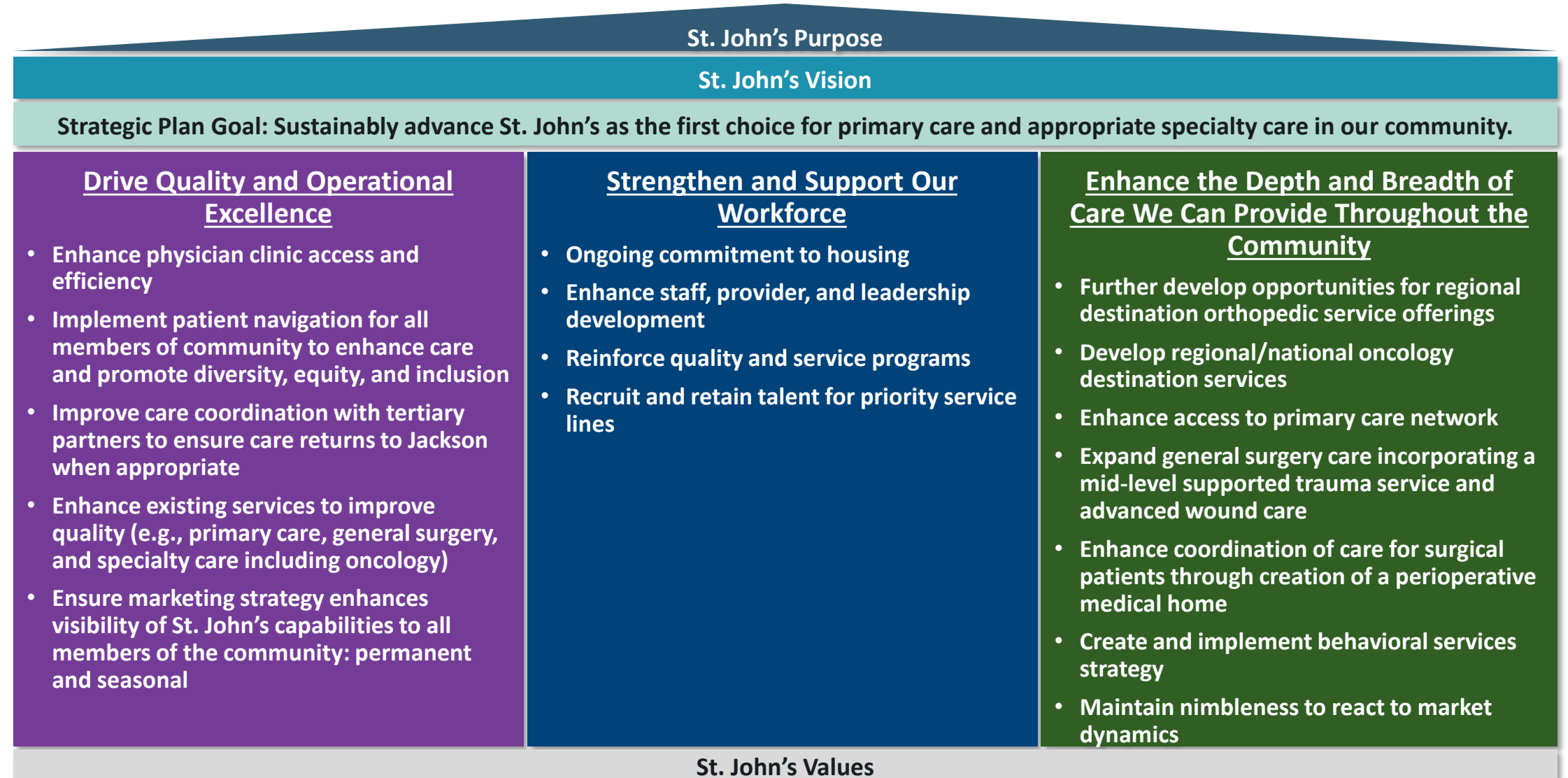
KEY MILESTONES OF STRATEGIC PLANNING EXERCISE

1. Validated current market position and St. John's ability to remain successful in a changing landscape
2. Refined St. John's strategic purpose, vision, and goals in light of dynamic macro and local trends
3. Engaged key stakeholders to ensure the plan is executable
4. Set priorities that enable decision making and strategic choice
5. Tested multiple scenarios and solutions sets to determine areas to grow, maintain, or exit/partner
6. Gathered input from all stakeholders, including staff, providers, SJH BOT, SJH Foundation Board & community
7. Identified key strategic plan pillars and corresponding initiatives to achieve success

Strategic Plan Pillars and St. John's Values Will Advance St. John's Health in its Pursuit of its Goals, Vision and Purpose



The Strategic Pillars Consist of Tailored Initiatives to Advance the Strategic Plan



Next Steps

- Finalize Conceptual Plan and share in the October BOT meeting
- Finalize the Working Plan
- Working Plan Components:
 - Prioritized initiatives for the next 6 months, 12 months, etc.
 - Tactics incorporated into each initiative
 - Responsible leaders assigned to each initiative and tactic
 - Due dates assigned to each initiative and associated tactics
- Complete the Facility Master Plan by year end
- Share the plan
- Execute the plan

Compliance Education

D. Richelle Heldwein, MPH, B.S., R.T., (R), CPHRM



Compliance

St. John's Health is committed to follow all laws and regulations

Compliance is EVERYONE's responsibility

Prevents noncompliance

Detects noncompliance

Corrects noncompliance



Ethics – Do the Right Thing!

Act Fairly and Honestly

Comply with the letter and spirit of the law

As a part of the compliance program, it is important that you conduct yourself in an ethical and legal manner.

It's about doing the right thing!

Adhere to high ethical standards in all that you do

Report suspected violations

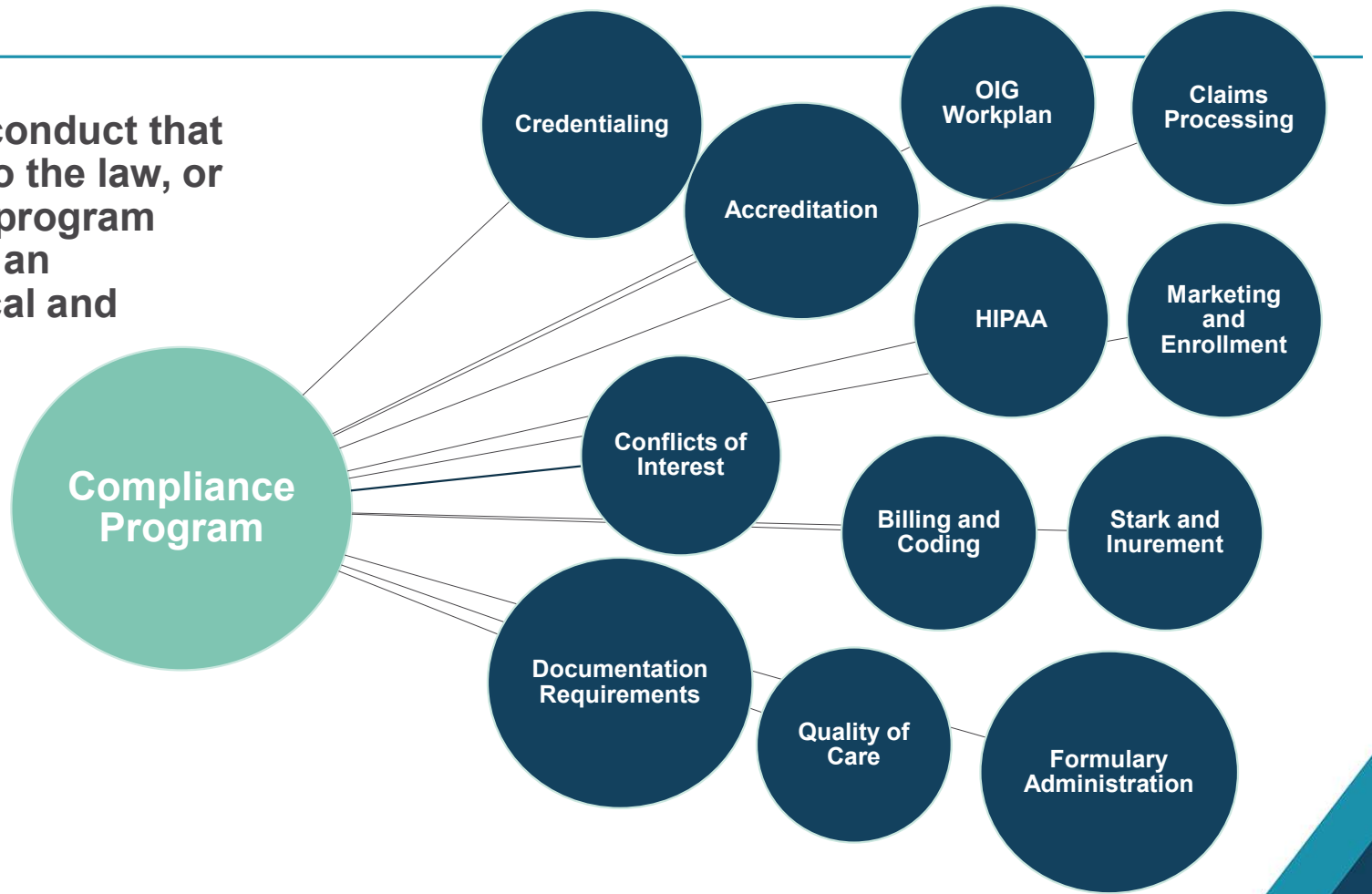
Board Compliance Committee

- OIG Work Plan
- HIPAA Compliance
- Patient Complaints
- Billing and Coding Audits
- CMS Regulations
- House-wide Internal Audits
- Regulatory Inspections
- ISO Certifications



What Is Noncompliance?

Noncompliance is conduct that does not conform to the law, or federal health care program requirements, or to an organization's ethical and business policies.



“I’m Afraid to Report Noncompliance”

There will be **NO** retaliation against you for reporting suspected noncompliance in good faith.

SJH offers reporting methods that are:

