



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

Committee: Board of Trustees Monthly Meeting - Public Session - via Zoom

Meeting Date: May 26, 2021

Minutes Prepared By: Morgan Gurney, Executive Assistant

Members Present:

Cynthia Hogan, Secretary
Mike Tennican, Trustee
Susan Critzer, Chair
Joe Albright, Trustee
Scott Gibson, Treasurer
Debby Hopkins, Vice Chair
Bruce Hayse, MD, Trustee

Members Absent:

Others Present:

Will Wagon, CEO
John Kren, COO/CFO
Marsha Sensat, CNO
Morgan Gurney
Audra Nielsen
Blair Christy
Alisa Lane
John Goettler
Amanda Polsk
Joan Goldfarb
Phillip Fox
Karen Connelly

Margot Wolfer
Richelle Heldwein
Roger Perkins
Sean Ryan
Jen Simon
Laurie
Sherry Simpson
Sandra Murphy
Thom Kinney
Tom Lubnau
Call-in Users:(unknown)
Call-in Users:(unknown)
Call-in Users:(unknown)
Call-in Users:(unknown)

Board Advisors Present:

Bob Pisano
Katharine Conover
Dave Robertson
Dr. Jim Little Jr.

Call to Order

The public board meeting was called to order at 4:00 p.m. by Chair Sue Critzer. Sue Critzer asked if there is any corrections or additions to the agenda. **With no comments made, Sue Critzer recommended a motion to approve the Board Meeting Agenda. Those present asked to provide any objections to approval of the agenda with no comments made. Motion made by Cynthia Hogan to approve the Board Meeting Agenda for May 26, 2021 Board of Trustees regular meeting as presented, motion seconded by Scott Gibson and passed unanimously with no objections noted.**

Comments from the Chair *(presented by Ms. Sue Critzer)*

Sue Critzer presented Connie Hansen, President, of the SJH Auxiliary and Mary Ponce, Vice-President, of the SJH Auxiliary. The SJH Auxiliary delivered a check for \$250,000 to the Board of Trustees which marks the completion the Auxiliary pledge. The Auxiliary will announce the new pledge at the June 17th Auxiliary Social event. Sue commented on the Auxiliary role as ambassadors to the community and thanked Connie Hansen and Mary Ponce for the presentation to the Board.

Sue Critzer thanked the SJH team and the community for everyone's participation and hard work during the pandemic. SJH kept the quality of care at the highest standard and kept the community safe. Sue Critzer is very proud and expresses how important it is to have locally led healthcare as an independent non-profit operating in a financially responsible way. SJH was able to respond to the community needs and do the right thing when other rural hospitals were suffering and even closing. SJH was able to retain staff, avoid lay-offs, and provide the highest level of quality care for patients. For the good of the community, SJH aims to remain a locally led healthcare as an independent non-profit. Sue Critzer comments on how rural hospitals that close or merge into bigger healthcare organizations have a decrease in services and staff, have price increases, and have an increase in

patient commute time to obtain healthcare. Sue thanks everyone for being able to turn the corner of the pandemic.

Approval of Minutes

Ms. Critzer asked those present to review the minutes of March 26th and April 16th, 2021 meeting minutes and asked for any recommendations for change prior to approval. **Sue Critzer recommended approval of the minutes. Those present asked to provide any objections to approval of the minutes with no comments made. Motion made by Cynthia Hogan to approve the minutes from both the March 26th and April 16th, 2021 Board of Trustees regular and special meeting as presented, motion seconded by Mike Tennican and passed unanimously with no objections noted.**

CEO Report *(presented by CEO Will Wagnon)*

Will Wagnon thanked Sue Critzer for the opportunity to address the board. Guest speakers, Richelle Heldwein and Marsha Sensat presented during the CEO report on their respective topics.

Quality and Recognition

- Clinical Excellence Indicators
- LeapFrog Rating: A
- CMS Overall Star Rating: 5 Stars
- CMS Patient Survey Star Rating: 5 Stars

Strategic Planning Process

- Great Appreciation for how SJH came together during the Pandemic
- Our People are the heart of who we are as an Organization
- Not only do we care for our Community, our Community cares for us!
- Awareness that what is asked of SJH tomorrow might differ from yesterday
- If the pandemic changed the world, changed Jackson, what refinements should SJH contemplate?
- Extremely well positioned
- What is possible, what resources are required and what is realistic over time?
- Robust dialog around what opportunities and challenges tomorrow might bring
- Service Line Expansion
- Housing Security
- Access
- Specialist Care
- How we interact with our neighboring Communities
- Iterative process to ensure dialogue happens and stakeholders have Voice
- End goal is to have vision moving forward that is reflected in our FY'22 Budget

Administrative Update

- Inpatient Rehab Facility
- Received Certificate of Occupancy
- Verbally passed State Licensure Inspection
- Move in activities June 1 -20
- PM&R coverage via U of U contract finalized
- Ready to accept first patient June 21-28
- Sage Living Center
- July 16 substantial completion
- Furnished and ready for operation - August 10
- Memory Care

- Brain Change training and education
- Gilster Group on site 1 week a month for the previous two months
- Berit Amundson, M.D. dedicated Medical Director 1 day / week
- Sage Living move in begins August 18th
- UV-C is a short-wave ultraviolet light that provides effective germicidal control
- Inactivates virtually all microbes by damaging nucleic acid & proteins
- The technology is effective at inactivating the virus that causes COVID-19, SARS, influenza, and many other microbes that cause infectious diseases
- Upper room installations have been used effectively in hospitals, kitchens, and other areas for over 80 years, and in-HVAC applications for over 30 years
- Recently, UV-C has been extensively reviewed for the ability to inactivate the virus that causes COVID-19
- The technology is recognized by ASHRAE, a professional association that governs HVAC installations
- To provide the safest environment possible at Sage Living, especially with the ongoing COVID-19 pandemic, UV-C was selected for installation
- Airstream disinfection is the application chosen:
- Installation of UV-C lighting within the centralized air handler serving the building
- The moving airstream is disinfected as air returns from the building areas, is filtered, and is passed through the air handler
- Disinfected air is then supplied back throughout the building
- Safety Bonus Progress – 74.1% to 79.1%.
- Visitor Policy Update – Changed to Green level which allows for at least 1 Visitor.
- Ongoing Vaccination now the purview of Public Health.
- Testing Center still open. In process of incorporating into Urgent Care sites.
- Pre-op testing for vaccinated patients protocol amended.
Reminder: CDC guidelines for Healthcare facilities continue to require masking in public spaces and care areas for staff and visitors.
- DaVinci Robot program implemented in March 2021
General Surgery: Colon, foregut, hernia, and gallbladder surgery. High rate of adoption.
Urology: Dr. Johnson, regional referral surgeon for prostatectomy operating at SJH.
Gynecology: Dr. Mellijor: credentialed 3 hysterectomies. Lofaro, Roberts, Girling and Anthony are on training pathway.
- Robust marketing campaign focusing on technological advantage of robotics.

Living Center Annual Report

Current Living Center

- New Executive Administrator
- New position: Director of Operations
- March 10, 2020 - Doors closed to all LC visitors
- Residents:
 - Covid Positive – 12 residents (4 residents tested positive twice) = 16 cases total.
- **Hospitalized - 5 Vaccinated – 100%**
- March 15, 2021 – Scheduled Visitations Opened
- 2 State Unscheduled IP Surveys: No citations
- Legacy Lodge Closed – 7 admitted to LTC
- Current Census 43
- Gilster Group Training – 1-week onsite monthly dementia education/training
- CMS 5 Star Rating since 2017 (ranked in health inspections, staffing, and long-stay

- quality measures).
- RN hours per resident, per day
SJH: 2 hours, 20 minutes
National Average: 46 mins
WY Average: 1 hour, 3 mins
- Nurse Aide hours per resident per day
SJH: 2 hours, 17 minutes
National Average: 2 hours, 22 minutes
WY Average: 2 hours, 32 mins
- YTD Net Revenue Actual \$2,705,252, Budget \$2,459,992, Var \$240,321
- Expenses Actual \$3,168,478, Budget \$3,016,889, Var \$151,589
- Net Loss Actual (\$463,226), Budget (\$556,898), Var \$93,671
- Ribbon Cutting Ceremony August 11th, 2021 and Grand Opening August 18th, 2021

Sage Living

- 2 Neighborhoods: *40 bed Long Term Care and 16 bed Memory Care*
- Ongoing staff education on brain change
- Creating a successful “atmosphere” for MC
- Community educational opportunities on brain change
- Current waiting list – 25:
14 Companion suites: \$9,610/month
All filled by current residents
Single suites: \$11,470/month
Most filled by current residents & the rest to be filled from waiting list
Premium suites: \$15,500/month
(1 in LTC, 4 in MC) Some filled, some TBD

2021 DNV Survey Summary

- A+ for Remote Survey Preparedness
- COVID Processes
- Closing all 8 Nonconformities
- Maintain ISO Certification
- No Infection Prevention Nonconformities
- No Environment of Care Nonconformities
- Excellent Emergency Management (Balloon Accident)
- Testing Center Standardization
- Compliance with Sepsis Bundle
- Anesthesia documentation
- Facilities data to Quality Council
- Dept. of Transportation training for staff signing hazardous waste manifests
- Initial N-95 fit-testing process for providers
- Physician scorecards
- Contractor training documentation

Strategy Committee (presented by Ms. Cynthia Hogan)

Ms. Hogan presents the committee focus on Will Wagon's strategic thoughts and vision. Will Wagon helped the committee appreciate the previous strategic goals and how SJH has executed these, as well as, continue to work on them while making refinements on SJH future strategic direction. Housing continues to be a critical issue as SJH hires staff for Sage Living and other departments. The hospital is not alone in this crisis as other organizations in the community are

experiencing similar housing crises with their employees. The Strategy Committee will continue to work with the community to work on the housing crisis but are also working on it internally with senior leadership. During COVID-19, SJH added 35 employees and the committee is focused on re-deploying these employees as the COVID-19 pandemic improves and the related positions are no longer needed. The committee hopes these positions could be redeployed to fill other openings within the hospital. The Huntsman Chemotherapy treatment partnership was reviewed as a huge success and a quality highlight for SJH. Cynthia reports the committee has discussed the hiring of a full-time cardiologist and pulmonologist.

Cynthia Hogan recommended approval to hire a full-time Cardiologist and Pulmonologist. Motion made by Scott Gibson to approve the hiring of a full-time Cardiologist and Pulmonologist, motion seconded by Mike Tennican and passed unanimously with no objections noted.

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

Mr. Gibson noted the Finance Committee met and reviewed April financials which were favorable and came close to breaking even. Year to date, SJH has about a \$2 million operating gain ending the fiscal year. SJH financials show that the community is using the hospital resources for their healthcare needs and not postponing services. The committee reviewed and voted to approve a few motions this month. Proposed motions as follows:

- Put the previously approved cardiopulmonary remodel on hold and redirect construction teams and efforts to the TJ Maxx Family Medicine Clinic for purposes of remodeling the space to be ready for the summer influx of patients.
- Purchase the already approved back-up boiler for an amount not to exceed \$370,000 which is used to sterilize instruments and has gone through numerous negotiations with boiler companies and the finance team.
- Approve the remodel of the child and adolescent psychiatry unit in the professional building located on campus in the amount of \$140,000.

Scott Gibson recommends approval of the three motions. The first, a remodel not to exceed \$1.3 million for phase 1 remodel of the SJH TJ Maxx Family Medicine Clinic. The second, to purchase a back-up boiler not to exceed \$370,000. Lastly, to remodel the Child and Adolescent wing of the professional building not to exceed 140,000. All three motions are approved by Debby Hopkins, motion seconded by Mike Tennican and passed unanimously with no objections noted.

Scott Gibson notes this is the first month the committee reviews the draft fiscal year budget and capital plan. The first month, June, the finance committee will look at assumptions and budget starting point, analyze the evolution of the budget, and begin to plan how to make adjustments to better the budget review through statistics, capital projections, cash-flow in/out, capital spending analysis, etc. The second month, July, the finance committee will look to provide the community with expected price increases and present the Board information to approve the finalized budget for fiscal year 2021-2022. Additionally, Scott announces a newly invented malware system with a "zero-day threat" that SJH has immediately remediated and hired a company, PYA, to provide ongoing security to the hospital.

JCQC (presented by Ms. Sue Critzer and Richelle Heldwein, CCRO)

Sue Critzer announced JCQC met on May 24th. Provided in the Board Member Packet, four policies with minor adjustments and the credentialing report with recommendations to approve all motions were discussed and full approval recommended by the committee. **Sue Critzer recommends board approval of the four policies presented in the Board Packet on page 83-90. Following discussion, the Code of Conduct policy approval includes a minor change removing the word “consequence” on page 1, bullet 4 per Joe Albright’s request. Richelle Heldwein approves this change and will update the policy to reflect this change. Cynthia Hogan motioned to approve all four policies with minor adjustments noted, motion seconded by Dr. Bruce Hayse and the motion passed unanimously with no objection.**

Sue Critzer reviews a Medical Affairs (MEC) policy, New Surgical Technology Procedure, on page 79 of the Board Member Packet. **Sue Critzer recommends for the board to approve this policy with the minor change in the procedure noted. Dr. Bruce Hayes motioned to approve, motion seconded by Debby Hopkins and the motion passed unanimously with no objections.**

Sue Critzer recommends for the Board to approve the recommended credentialing actions as submitted by the Credentials Committee and MEC as presented in the Board Packet. Joe Albright motioned to approve, motion seconded by Scott Gibson and the motion passed unanimously with no objections.

Nominating / Governance Committee (presented by Ms. Debby Hopkins)

Debby Hopkins provided a committee update on the SJH Conflict of Interest policy and the proposed revision of the Board Bylaws. Debby Hopkins is recommending a revision to the current Board Bylaws which has been reviewed by the committee and attorneys with several minor changes to increase document clarity. The committee, Lubnau Law office, and other trustees involved were thanked for helping support the process of reviewing and editing the Board Bylaws.

Debby recommended a motion by the Board of Trustees to approve the amended document with minor revisions to the Board Bylaws intended clarify the Bylaws overall. Joe Albright motioned to approve, motion seconded by Dr. Bruce Hayse and the motion passed unanimously with no objections.

Debby Hopkins has identified a potential Board Advisor, Bob Hopkins (not related to Debby). The Board currently has two openings for Board Advisor. Bob Hopkins said he was passionate about his family, about Jackson (coming here for over 30 years), and healthcare. Next year, 2022, Bob Hopkins becomes a full-time resident of Teton County.

Debby Hopkins recommended a motion by the Board of Trustees to appoint Bob Hopkins as a Board Advisor. Sue Critzer motioned to appoint, motion seconded by Scott Gibson and the motion passed unanimously with no objections.

Foundation (presented by Mr. John Goettler)

Mr. Goettler provided an update on the Mental Health Pilot Program. This pilot program was voted to be discontinued, and the foundation will be accepting any last applications by May 31st, 2021. The Foundation will give participants until the end of July 2021 to use the six free sessions offered. The main goal of this pilot program was to help remove the stigma related to mental health services as a barrier to care and to lower the cost of these services. Data gathered shows this program was successful and highlighted the need for increased mental health programs in Teton County.

Old Business – NA

New Business – NA

Public Comment – Joan Goldfarb asked the board about visiting specialists.

Next Meeting

The next regular monthly meeting is scheduled for Friday, June 18th, 2021 via Zoom only. Executive Session will be held at 3:00p.m. and the Public session at 4:00 p.m.

Adjournment

With nothing additional to discuss, Ms. Critzer adjourned the meeting at 5:45 p.m.

Respectfully submitted,
Morgan Gurney, Executive Assistant