SAN JUAN HEALTH SERVICE DISTRICT REGULAR BOARD MEETING
SAN JUAN HEALTH CONFERENCE ROOM MONTICELLO, UT
JANUARY 16, 2025 6:00 PM

Present: Chair, Allen Barry; Board Members: Doug Christensen, Casey Veach, and Paul Sonderegger; Staff: Clayton Holt, CEO; Farley Crofts, CFO; Dr. Wigant, CMO; Ashley Reynolds, CNO; Jimmy Johnson, COO; Skyler Crofts, Deputy Recorder, and others as listed on guest list.

TOPIC	DISCUSSION	CONCLUSION	ACTION
Board Meeting Called to Order:	Allen called the regular meeting to order at 6:07 p.m.	Virtual: N/A Absent: Steve Simpson, Stephen Williams	
Board Minutes Approval: December 5, 2024	December 5, 2024 board minutes were reviewed	Minutes will stand as written	
Public Comment:	N/A		
Celebrations:	Allen Barry shared that the Business Office received an award from Wixcorp for being the 2024 Innovation Partner of the Year. This is an indicator of the overall health we are seeing in the operation of the Business Office. Jimmy Johnson shared that we did reach our Gross Billing goal for 2024		

	Ashley Reynolds shared that Dr Salim, our new general surgeon, handled a bowel obstruction procedure right after his arrival – the surgery staff indicated that he made the procedure very smooth and easy for all involved Ashley Reynolds shared that Marci Bothwell, one of our chemo nurses, has been a great asset to our oncology program. Due to her experience, she has really connected with these patients. She has made baskets of items that were helpful to her during her own treatment. She is very passionate about wanting to help these patients, and will often spend personal time reaching out and making time for whoever needs help. Dr Wigant shared that one of her OB patients provided praise to one of our nurses for providing a great experience. This was even more significant because the patient has not always been very kind to our staff.		
Vision & Values	Clayton Holt read the Vision Statement		

Old/New Business: 1. Hospital Project Update	General Contractor - Wadman was selected as our project general contractor - Invitations to bid have been sent out to seek for subcontractors – bids are due back on January 31st - When the bids come back in they will be reviewed and determine if there are any gaps - After all of the subcontracts have been awarded, everything will be rolled up into a total contract price with the general contractor Plan Review - The State Department of Health & Human Services is currently reviewing the plans - We have been working with our contacts at the State level to help get this review completed in a timely manner Construction Timeframe - Targeting to start construction in either March or April, depending upon the weather - We are trying to avoid having to tent the construction site in the fall		Motion: Second: Motion Unanimous

	Metal Building Addition - We are waiting for insulation and to sheet the inside of the building - This should take about another week		
Financial/Statistical: 1. CFO Report	Financials: Revenues: - For 2024, we ended with a total of $34.2M, which is a $1.2M or 3.6% increase compared to 2023 - The increase in revenue for 2024 appears to be organic growth as there were very few price increases for the year - Spanish Valley experienced a 14% increase in 2024 – we were able to hit the $1M gross revenue number at this location, which is a big milestone for our clinics - Blanding Clinic saw an increase of 4.6% for 2024 - The Monticello Clinic stayed level, but that was deeply impacted by the loss of general surgery in 2024		

	Bank Balances: - All of our project funding has been secured - We have seen our first payment of property taxes – we anticipate receiving another payment to settle any remaining taxes within the near future - The additional funding will provide for more interest income until we start drawing down for project expenses Project Payments - We received $17.5M loan from the Governor’s Office of Economic Opportunity - The terms of the loan are 30-years with 0% interest - We will be making monthly payments on the loan starting in February - By the time the project is complete, we will have 2 years of payments completed Other: Financial Audit - We will have external auditors on site Feb 10-11		

	- If any Board Members would like to meet with the auditors, they are welcome to do so - They would like to meet with Allen while they are on site General Surgery - Our new surgeon is here, and we are already seeing full clinic days for him, which should be a sign of good things to come Redde - This is the program that allows us to communicate with, and collect payments from our patients though text message - It has been very popular among all demographics in our patient base - We have over 3,000 users, and almost 400 patients have used the service in the last 30 days - Over 230 automatic payment plans have been established - The developers of this program have been great to work with – they are willing to listen to our feedback and find solutions - They also help with our price transparency requirements that are imposed by CMS		

2. Capital Equipment Budget Update 3. Expenditure Review and Approval	Arterial Blood-Gas Instrument - This was budgeted at $13.8K, but this was negotiated to $12.8K - This item has been purchased Anesthesia Machines - These were budgeted at $122K, but they were negotiated to $109K - These have also been purchased N/A		

Goals:
1. 2024 Results
	Overall Score
	- 3.26
	- As an organization we have met and exceeded our baseline goals
	- This will drive an incentive payment to our employees
	
	Customer Satisfaction
	- HCAHPS
	    ○ Goal: 84.8%
	    ○ Actual: 92.6%
	    ○ Score: 5
	- ED-CAHPS
	    ○ Goal: 63%
	    ○ Actual: 72.4%
	    ○ Score: 5		

	- SJCB-CAHPS
	  - Goal: 80%
	  - Actual: 73.8%
	  - Score: 1
	- SJCM-CAHPS
	  - Goal: 80%
	  - Actual: 76.8%
	  - Score: 2
	- SVC-CAHPS
	  - Goal: 80%
	  - Actual: 79.5%
	  - Score: 2
	- OAS-CAHOS
	  - Goal: 80%
	  - Actual: 85.3%
	  - Score: 5
	
	Gross Billings
	- Goal: $2.825M per Month
	- Actual: $2.851M
	- Score: 3
	
	Department Goals
	- Biling Office
	  - Goal: $408K Collections per Week
	  - Actual: $413.2K
	  - Score: 3
	- SVC
	  - Goal: $83,333 Gross Revenue per Month
	  - Actual: $89,616
	  - Score: 4
	- SV Pharmacy		

2. 2025 Goals	○ Goal: 1,000 Rx per Month ○ Actual: 1,182.7 ○ Score: 5 Customer Satisfaction - HCAHPS ○ Goal: 84.84% ○ Weight: 5% - ED-CAHPS ○ Goal: 66% ○ Weight: 5% - SJCB-CAHPS ○ Goal: 80% ○ Weight: 5% - SJCM-CAHPS ○ Goal: 80% ○ Weight: 5% - SVC-CAHPS ○ Goal: 80% ○ Weight: 5% - OAS-CAHOS ○ Goal: 84.8% ○ Weight: 5% Gross Billings - Goal: $2.94M per Month - Weight: 19% Cash Flow - Goal: $41,667 per Month in Operating Income - Weight: 19%	Motion made to approve the 2025 goals as presented	Motion: Casey V Second: Paul S Motion Unanimous

	- Trying to make the staff more aware of the expense side of the equation
	
	Department Goals
	- Each Department Goal will be weighted at 2%
	- Access Management
	  - Goal: Reduce 197 Denial Codes (Denials with no pre-auths)
	- Billing Office
	  - Goal: $_____ Collections per Week
	  - Number will be determined based on what we need to collect to cover monthly expenses
	- Central Supply
	  - Goal: Have all implants processed within 1 day
	- SJCB
	  - Goal: Increase annual visits to ____
	  - Will be determined after additional research
	- SJCM
	  - Goal: 1.85 Labor Hours per visit
	  - Excludes time for the provider		

	- SVC
	  - Goal: Reduce no-show rate to 2.98%
	- Dietary
	  - Goal: 3 Process Improvement Initiatives per Quarter
	- Housekeeping
	  - Goal: 85% cleanliness on HCAHP
	- Lab
	  - Goal: $418K Monthly Revenue
	- Nursing
	  - Goal: 12.3 Labor Hours per Patient
	- Radiology
	  - Goal: 77% ED CAHPS
	- SV Pharmacy
	  - Goal: 1,150 Rx per Month
	- Pharmacy
	  - Goal: $385K Gross Billings per Month
	- Plant Ops
	  - Goal: $50K Self-Perform Costs for Hospital Project
	- Surgery
	  - Goal: 35.5 Labor Hours per Case
	- IT		

	○ Goal: 98% of Tickets Resolved Within 1.5 Hours		
Administrative Report: 1. Staffing Update 2. CEO/CNO Report	Summary provided in the Board Packet: CNO: Inpatient Days - November & December saw a dip in inpatient days - Several patients had to be transferred out due to medically complex cases - A few transfers did get to come back for some SNF days before being able to go home - We did get to keep one critically ill patient in December because they did not want to be transferred – The patient did get to stay until they were well enough to be discharged ER - Some of the decrease we saw was linked to a dip in trauma cases Surgery		

	- October ended with really high numbers – this was due in part to Dr Stevens leaving and trying to get through a lot of cases - November was really down with the loss of general surgery - December was a bounce back from being down in November – Dr Lyman & Dr Henderson were a big contribution to the increase COVID/Infection Control Update: - We are seeing an uptick in hospitalized flu patients, and other flu cases - We have had one hospitalized COVID case Clinical Trends: - OB has been very busy – there was a week where we had 4 births back-to-back - Lost pf pneumonia and respiratory illnesses, which is common for this time of year - There were 10 transfers in November and 14 in December – We are beginning to analyze the reasons for transfers to see if there are things that can be done from a		

	training and/or equipment standpoint that would allow us to retain more of these patients Tele-Services - Utilized Tele-Stroke 1 time - Utilized Tele-Crisis 3 times - Utilized Tele-CCU 1 time Infection Control Officer - This responsibility will be transferred to Nick Fox, with Dr Jeppesen providing oversight CEO: N/A		
Sub-Committee Reports: 1. Medical Staff Report	Summary provided in the Board Packet: Transfers - The Med-Staff is motivated to try and find ways to keep patients that have a desire to stay local IV Fluid Shortage - Outside of the 3 Liter Bags, the other products are getting easier to obtain		

	Officers - Dr Wigant will be the CMO for 2 years - Dr Nichols will be the Vice during this time Bylaws - The Med-Staff is planning to review their bylaws in the near future Dr Salim - January was his first Med Staff meeting - He was able to introduce himself to everyone - It was a good opportunity for everyone to get a better understanding of what he brings to the table		
2. Credentialing	1. Individuals for credentialing:	Motion made to accept the Medical Staff's recommendation to credential the following: Andrew Salim, MD (General Surgeon) Marcie Woodbury, Pharmacist (Tele-pharmacy)	Motion: Casey V Second: Doug C Motion Unanimous
	2. Individuals for credentialing:	Motion made to accept the Medical Staff's recommendation to re-credential the following:	Motion: Casey V Second: Paul S Motion Unanimous

          3. Audit Sub-Committee	 3. Delegated Credentialing The committee did meet today to review finances with Farley & Skyler, and everything looked in order	Brian Bothwell, Pharmacist Motion made to accept the Medical Staff's recommendation to approve the updated schedule C-1 for the following services: Tele-Cardiology Tele-Critical Care Tele-Oncology	 Motion: Casey V Second: Paul S Motion Unanimous
Policy Review & Approval 1. New Policies 2. Existing Policies		Motion made to approve the new, revised, unchanged and retiring policies as listed in the Board Packet.	Motion: Casey V Second: Doug C Motion Unanimous
Other Business 1. Next Meeting Date 2. Medical Staff Meeting	March 20, 2025 in Monticello February 13, 2025	Motion made cancel the Feb 2025 Board Meeting in Blanding	Motion: Casey V Second: Paul S Motion Unanimous
Adjournment:		Meeting adjourned at 7:51 p.m.	Motion: Paul S Second: Casey V Motion Unanimous

Allen Barry, Chairman

Date 4/17/25