



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: January 26th, 2023

Minutes Prepared By: Morgan Gurney, Executive Assistant

Members Present:

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

Members Absent:

Others Present:

Jeff Sollis, CEO	Richelle Heldwein
John Kren, COO/CFO	Becca Radley
Thom Kinney	Evan Jones
Morgan Gurney	Phillip Fox
Lindsay Love	RM Hochheiser
Anna Olson	Jen Simon
Bob Earwood	Nick Healey
Bradley	Lauren Sullivan
Bill Stangl	Laurie
Jessica	Michelle
Eric	Marcus Stauffer
Lindsay Hoff	Joan Goldfarb
Mark Grambergs	Dr. Marty Trott
Karen Connelly	Naomi Floyd
Allie	Jen Chiappa
Alisa Lane	Mary Ponce
Elizabeth Cheroutes	Sandy Ress
Miranda de Moraes	Sheldon Perkins
Shari Murrell	Seth Robertson
Sean Ryan	Alison Gee
Tom Lubnau	307-739-7617
	240-401-8596
	440-668-4210

Board Advisors Present:

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

Call to Order

The public board meeting was called to order at 4:00 p.m. MST by Katharine Conover-Keller, Chair.

It was moved by Cynthia Hogan, seconded by Scott Gibson, to move from Executive Session to Public Session. Members voted as follows, six Ayes. The motion carried unanimously.

Approval of Agenda

Ms. Conover-Keller presented for approval the agenda of the January 26th Regular Meeting of the Board.

It was moved by Cynthia Hogan seconded by Scott Gibson, 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 started the meeting with a welcome to 2023, the new Board Members, and the new SJH CEO, Jeff Sollis.

Ms. Conover-Keller announced the Board of Trustees has completed their annual Conflict of Interest and Confidentiality Agreements for each Board Member.

Ms. Conover-Keller announced the need to discuss and appoint a new Trustee to fill the vacant position.

It was moved by Cynthia Hogan, seconded by Dr. Bruce Hayse, to nominate Evan Jones to fill the vacant Board position. Trustees discussed and made comments in regard to the nomination of Evan Jones with no concerns noted. **Members voted as follows: six Ayes. The motion carried unanimously.**

Approval of Minutes

Ms. Conover-Keller presented for approval the minutes of the December 7th Regular Meeting of the Board.

It was moved by Dr. Bruce Hayse, seconded by Dr. Pam Cutler to approve the minutes of the January 7th Regular Meeting of the Board as presented. Members voted as follows: six Ayes. The motion carried unanimously.

CEO Report *(presented by CEO Jeff Sollis)*

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

- Introduction
- Current Focus & Early Observations
- Housing Update
 - Hitching Post
 - Millward Units
 - King & Karns
 - New North Parking Lot
- New Providers
- Employee & Provider Engagement
- Strategic Plan

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 the Strategy Committee focused on three topics. These topics included draft Board Goals, Employee Engagement, and the Wyoming Public Records Policy.

Ms. Hogan announced the draft Board Goals as followed:

- Complete a 3-year Strategic Plan
- Assess, action plan, and make meaningful improvements in culture and employee engagement.
- Complete all design and permitting for the Hitching Post Project

Mr. Thom Kinney, Chief Human Resource Officer, reported on SJH Culture and Employee Engagement. A copy of Mr. Kinney's presentation materials, which provides information on SJH Culture and Employee Engagement, is attached as a permanent part of these minutes.

Dr. Pam Cutler presented The Wyoming Public Records Policy for final review and any additional discussion. **It was moved by Dr. Pam Cutler, seconded by Scott Gibson, to approve the St. John's Health Wyoming Public Records Policy as presented.** Alison Gee, SJH Board of Trustees Lawyer, noted this Policy encompasses and streamlines any public requests for documentation. In order to be consistent and accurate with the SJH Bylaws, Alison Gee reminded those present that all media statements made on behalf of SJH must come from the Board Chair, the CEO, or the Chief Communications Officer. **Members voted as follows: six Ayes. The motion carried unanimously.**

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

Mr. Scott Gibson reported the Committee focused majority of their time on creating 2023 draft goals. Their first goal is a rolling, 3-year cash forecast. The Finance department will now create this document on a monthly basis and present to the Committee for review. Mr. Kren and Mr. Gibson presented the Design-Build Firm summary and recommendations. A copy of Mr. Kren's presentation materials, which provides information on The Hitching Post Project, is attached as a permanent part of these minutes.

The Finance, IT and Facilities Committee unanimously recommended the selection of GE Johnson / AMD / Gyde as the design – build team for the Hitching Post Project. The Committee recommended that Administration be authorized to take all necessary action to negotiate and finalize a contract with the team and initiate and implement all aspects of the design process. **It was moved by Scott Gibson, seconded by Dr. Bruce Hayse, to approve the recommended selection of GE Johnson / AMD / Gyde as the design build team for the Hitching Post Project. Members voted as follows: five Ayes, Dr. Brent Blue opposed. The motion carried.**

Nominating and Governance Update *(presented by Mr. Jim Hunt)*

Mr. Jim Hunt reported the Committee focused on reviewing the SJH Board Bylaws and recommended the Board review three proposed amendments to the SJH Board Bylaws. The Board discussed the noted recommendations, including the importance of having the Bylaws reviewed annually.

Amendment 1: Chapter II Section 8:

It was moved by Cynthia Hogan, seconded by Scott Gibson, to approve the recommended amendment of the SJH Board Bylaws by the Nominating and Governance Committee. The language is attached and made a permanent part of these meeting minutes. Members voted as follows: five Ayes, Dr. Brent Blue abstained. Alison Gee referenced Wyoming Statute 9-13-106 regarding official decisions and votes. Dr. Brent Blue opposed the recommended amendment. The motion carried.

Amendment 2: Chapter II Section 8:

It was moved by Dr. Brent Blue, seconded by Cynthia Hogan, to approve the recommended amendment of the SJH Board Bylaws by the Nominating and Governance Committee. The language is attached and made a permanent part of these meeting minutes. Members voted as follows: six Ayes. The motion carried unanimously.

Amendment 3: Chapter II Section 3B:

It was moved by Scott Gibson, to revise the proposed amendment of the SJH Board Bylaw by the Nominating and Governance Committee. The Board discussed potential revisions and the motion was not seconded. The motion died.

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

Dr. Pam Cutler reported the JCQC met on January 23rd, 2023, and presented credentialing recommendations from the Medical Executive Committee for Board consideration and approval. The Committee reviewed multiple policies, action item reports, Medical Staff Bylaws, and the Performance Improvement Plan (QAPI). These amendments are shown within the Board Packet.

It was moved by Dr. Pam Cutler, seconded by Dr. Bruce Hayse, to approve the QAPI v.11 amendments as presented within the Board Packet. Members voted as follows: six Ayes. The motion carried unanimously.

It was moved by Dr. Pam Cutler, seconded by Dr. Bruce Hayse, to approve the Medical Staff Bylaws as presented within the Board Packet. Members voted as follows: six Ayes. The motion carried unanimously.

It was moved by Dr. Pam Cutler, seconded by Dr. Bruce Hayse, to approve the credential recommendations from the MEC meeting on January 23, 2023, 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 the Foundation's Board Orientation has been completed. The 2023 Board Members, Committees, and Foundation Structure have been established, and the SJH Public website is updated with bios and committee appointments for each Member. The Foundation Committee has established the leadership for the Development Committee, which will start the process of Housing Campaign planning. Upcoming Foundation events will include the Rock the Ride benefiting cardiology and stroke patients and the Stripping for a Cure event which resulted in a donation of \$160K to Oncology, for Survivorship and for the Cancer Patient Support fund in 2022.

Old Business - None

New Business – None

Public Comment – Ms. Miranda de Moraes, News and Guide reporter, voiced her concern regarding the SJH Board Bylaw discussion earlier in this meeting. Per the SJH Board Bylaws, any Board of Trustee has the ability to speak with the media as long as the information they are speaking about is not considered confidential per the SJH Board Bylaws. Miranda urged Trustees to continue to speak to the media as long as they are following the SJH Board Bylaws.

Next Meeting

The next regular monthly meeting is scheduled for Tuesday, February 28th, 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 6:05 p.m. It was moved by Cynthia Hogan, seconded by Scott Gibson to adjourn this Public Meeting.

Respectfully submitted,
Morgan Gurney, Senior Executive Assistant

CEO Report

*Board of Trustees Meeting
January 26, 2023*



Introduction

Meet Jeff Sollis


- Salt Lake City
- U of U & MCV
- 17 years and 6 States
- EIRMC for 9 Years
- Mountain Sports
- Teton Valley



Why St. John's Health?

Current Focus & Early Observations

Rounding & Listening – First 3 Weeks

- Clinic Staff (Urgent Care, FM, IM, TVC, Specialty)
 - Hospital Staff
 - Medical Staff
 - Independent Private Practices
 - Civic and Business Leaders
 - Key Business Partners (HCI, JHMR)
 - Community Meet & Greet
- 

Rounding & Recognition



Day 1: *Congratulating Shelby and Kyle Kummer on the birth of their twin daughters and the “First Babies of 2023,” Bryndall Sue and Kendall Elise.*

St. John's Health is proud to be recognized as one of U.S. News and World Report's

High-Performing Hospitals for Maternity Care

HIGH PERFORMING HOSPITALS
& WORLD REPORT
U.S. News
2022-2023
MATERNITY

We're here for health

At St. John's Health, it truly takes a team. We thank every member of our staff as well as our physicians, providers, volunteers, Auxiliary, Foundation, Board of Trustees, and Advisors for helping us achieve the highest level of quality care for our patients and community.

St. John's HEALTH
www.stjohns.health/awards

2022 HX Guardian of Excellence Award

- St. John's Health named a 2022 Human Experience (HX) Guardian of Excellence Award winner by Press Ganey.
- This award puts St. John's Health in the top 5% of health care providers in delivering patient experience in the last year.



Cancer Care

93%

Of patients surveyed said they would recommend our oncology program.



Inspire

St. John's Health's Inspire program reached a major milestone last month after Dr. Trott completed his 100th procedure.



**No masks.
No machines.
Just zzz's.**

**A new sleep apnea innovation
at St. John's Health**

Introducing Inspire, the only FDA-approved sleep apnea surgical treatment that addresses the root cause, not the symptoms. Better sleep health is part of how we're specializing in Wyoming.

Learn more at:
www.stjohns.health/inspire



Additional Updates

Housing/Capital Project Updates

- Design Build Team Selection / Hitching Post
- Purchase process – 2 Millward Units
- Connector / Call Room Project – Complete June 2023
- New Parking – North Lot – Complete – July 2023
- King & Karns – Fencing up – Permit in next two weeks.



New Providers

- James Osmanski, DO – Pulmonology / Sleep
 - Carol Owens, DDS – Dentist Sage Living
 - Ahmad Bashirimoghaddam, DO – Hospitalist
 - Allison Armitage, FNP – Gastroenterology
 - Ashley Bostyan, DMP – Hospitalist
 - Anna Felton, DMP – Lander Clinic
 - Lindsey Gauderer, NP – Lander Clinic
- 

Looking Ahead

Culture

- Setting a Tone
- Listen & Learn
- Patient Safety & Good Outcomes
- Transparency, Vulnerability, and Accountability



Employee & Provider Engagement

- Assess
- Action Plan
- Leadership Development
- Retention

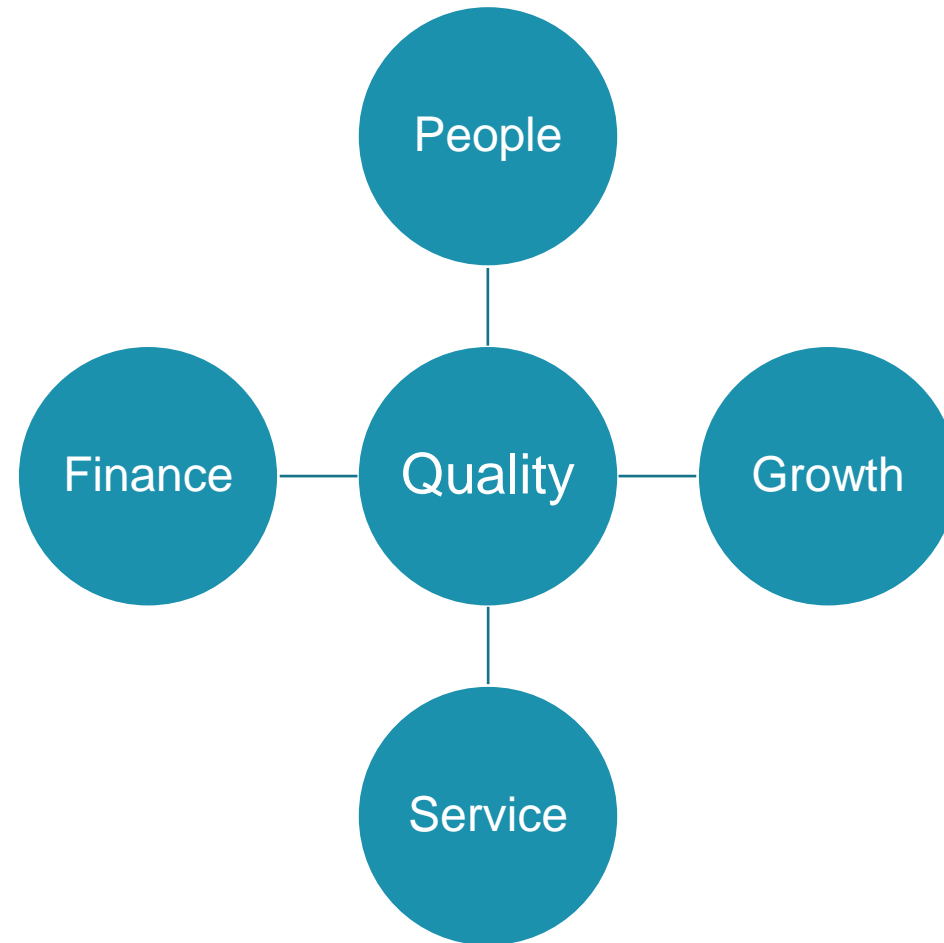


Workforce Housing

- On-Time
- Within Budget
- Community Support



Strategic Plan





Strategy Committee

January 26th, 2023



Draft 2023 Board Goals for Strategy Committee

- Complete a 3-Year Strategic Plan
- Assess, action plan, and make meaningful improvements in culture and employee engagement
- Complete all design and permitting for the Hitching Post Project






Employee Engagement 2023


Report to SJH BOT January 2023



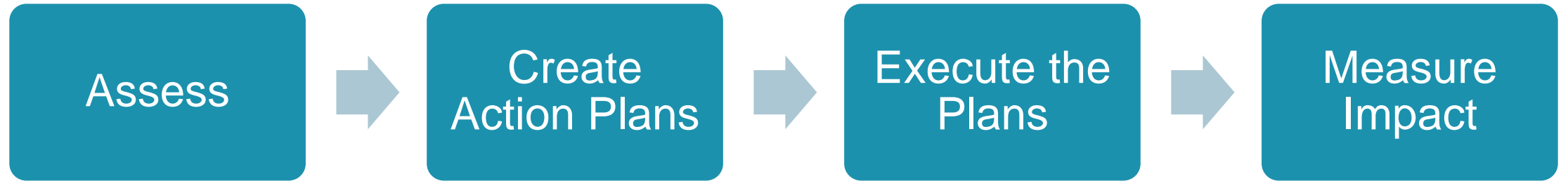
Focus on Engagement and Retention

- In 2022 we focused on our compensation program.
 - Net Hires improved – 5 of the last 6 months were positive (more hired than resigned).
 - Turnover has stabilized around 22%
 - People are still leaving the area, primarily because of housing costs.
 - There is still significant competition from local business for entry level/front line roles (scheduling, front desk, clinic assistants, etc.)
 - But people also leave for other reasons – culture, feeling supported by management, having a voice, respect, recognition, etc.
- 

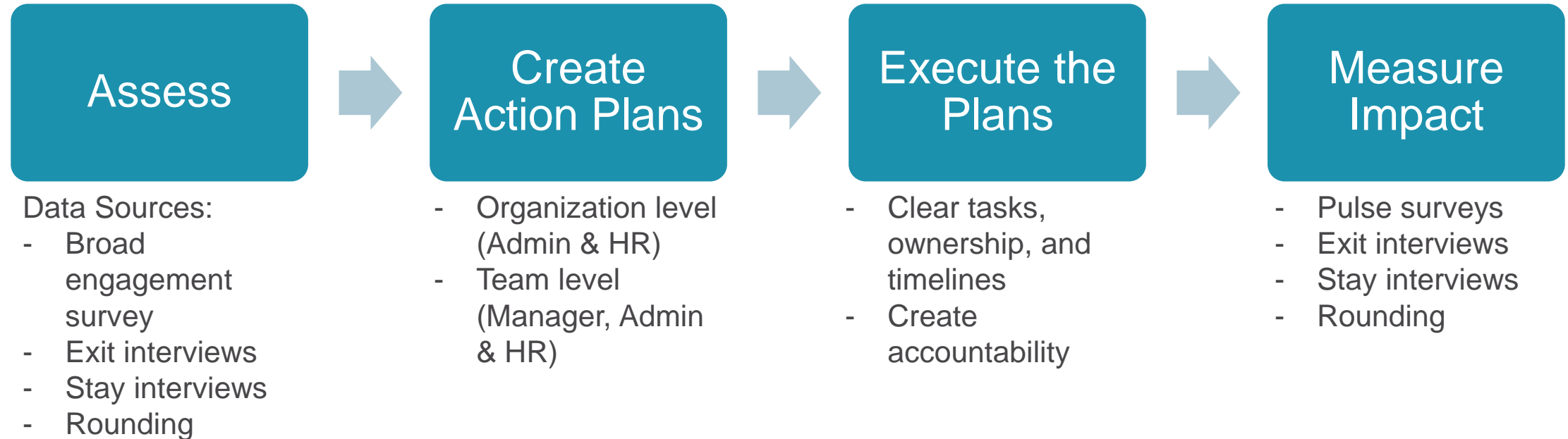
Engagement Factors

- Compensation and Housing (execute the plan and continue to evolve)
 - Hierarchy of needs – if people are worried about basic needs, it's harder to engage them in development, problem solving, continuous improvement, etc.
 - Need to follow-through on the plans developed in 2022: continue to review the compensation plan, and keep on track with King & Karns and hitching post projects for employee housing
 - Leadership Development
 - High-leverage activity – each leader impacts many employees.
 - Had a measurable impact on both employee engagement and patient experience when it was a focus in 2018/2019.
 - Potential to leverage existing content, expertise and partnerships.
 - Other
 - Evaluate specific opportunities at the organization and team level based on feedback.
- 

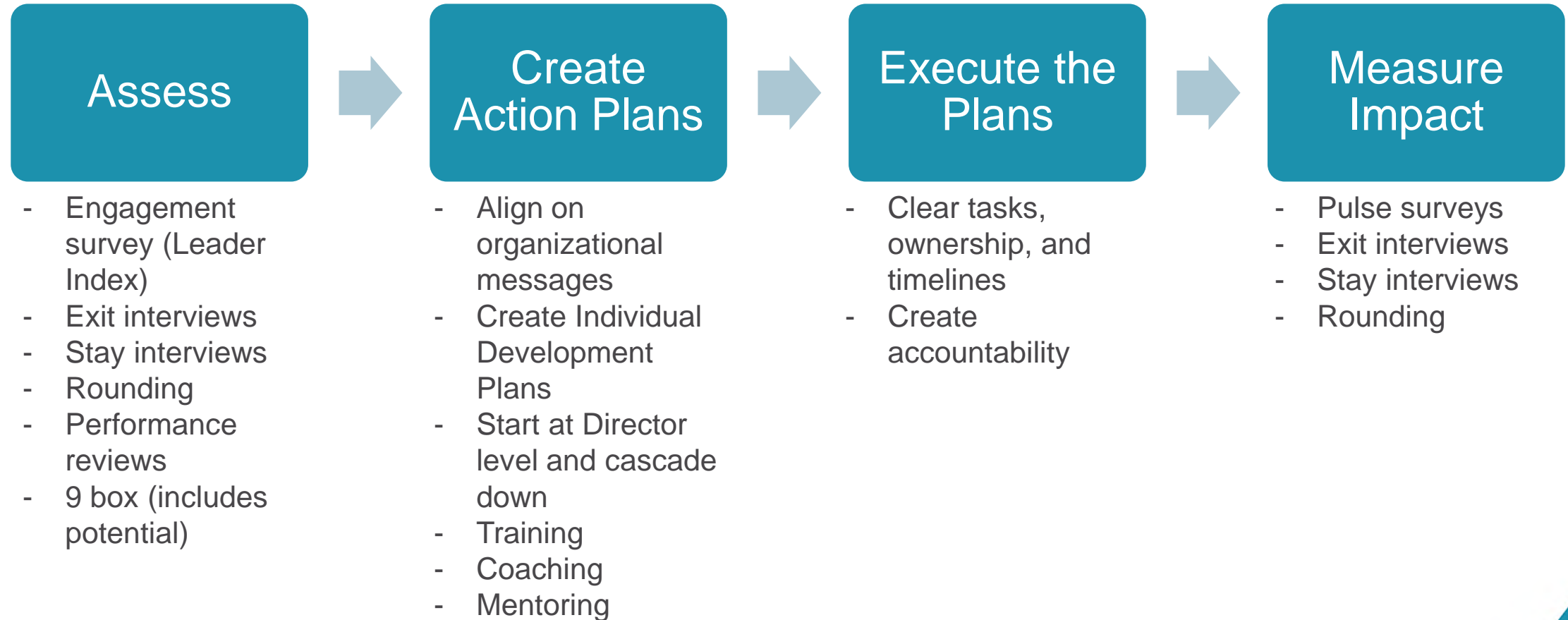
Improvement Process



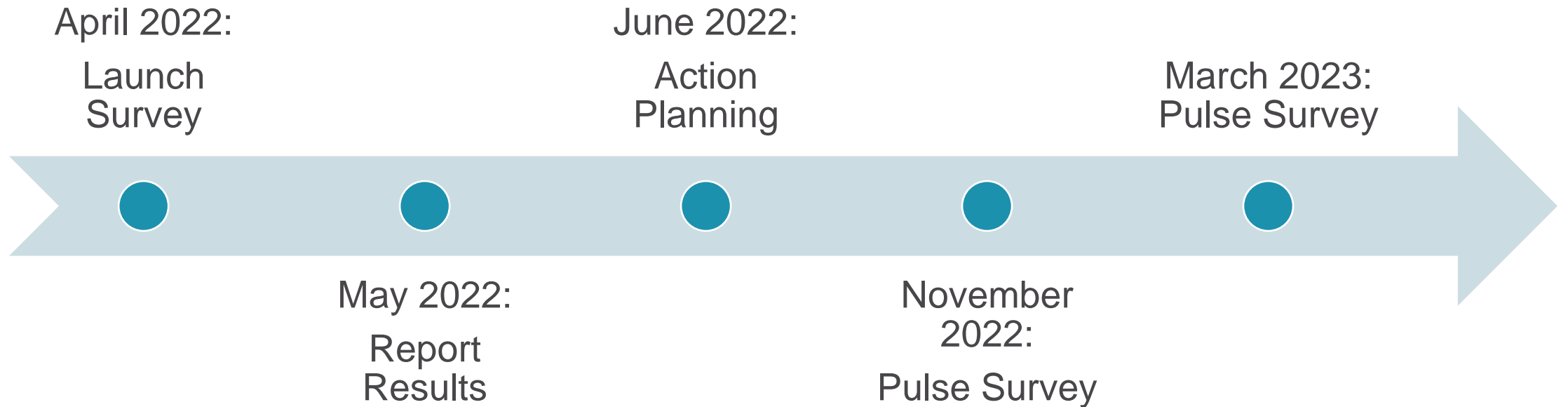
Improvement Process – Engagement



Improvement Process – Leadership Development



Engagement Timeline

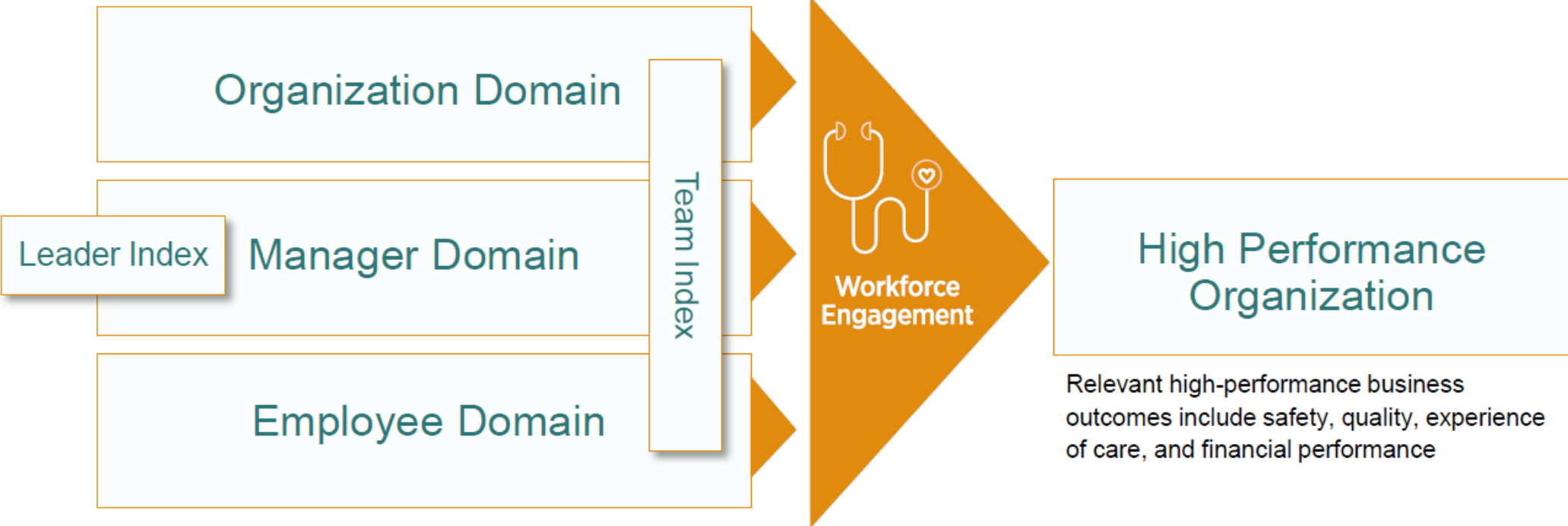


Goals:

- Meet all milestones on time
- Increase participation rate a statistically significant amount (3-4%) compared to 2020

Appendix: Engagement Survey Report 2020

Workforce Engagement Model



Executive Summary 2020

Executive Summary



Overall Performance

- Overall engagement increased from the 71st to the 78th percentile compared to the national HC average.
- 56% of work units designated as Team Index 1 (from 39%).
- 86% of leaders perceived as High or Moderately high in Leader Index (from 69%).



High Performing Themes:

- St. John's Health cares about patients and provides high-quality care.
- Compared to the nation, employees feel units are well staffed and they have sufficient time for patients.
- Compared to last time, trust, respect and teamwork all improved.



Areas of Focus

- Perceptions about diversity
- Resilience: Decompression
- Involvement in decisions
- Different levels communicate effectively

Highest Performing Items Compared to National Average

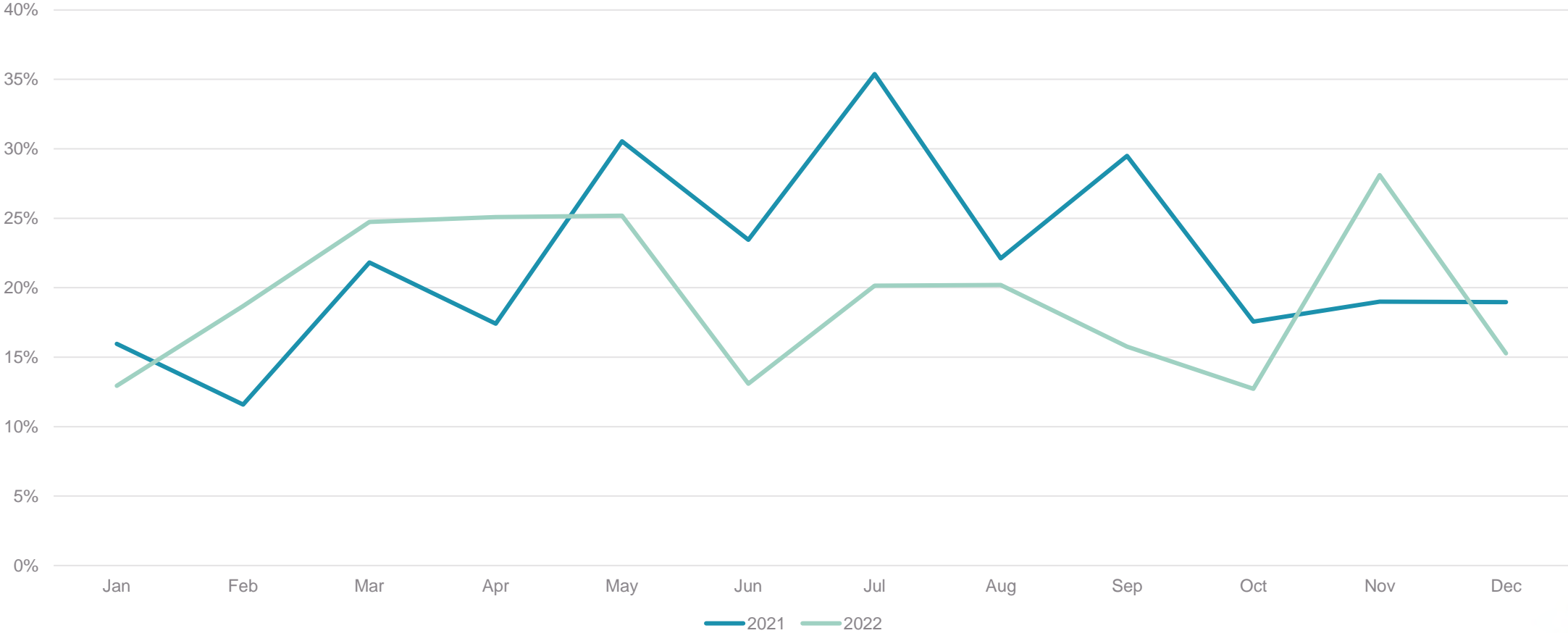
Item	Domain	2020 SJH	% Unfav	Difference from:	
				Natl HC Avg	2018 SJH
2. St. John's Health cares about its patients.	ORG	4.59	1%	+.31	-.01
20. I am satisfied with my benefits.	ORG	4.00	9%	+.30	+.01
29. My work unit is adequately staffed.	ORG	3.56	21%	+.29	+.06
47. I have sufficient time to provide the best care/service for our patients or internal customers.	EMP	3.99	7%	+.28	+.14
10. St. John's Health contributes to the community.	ORG	4.54	0%	+.26	-.01
21. St. John's Health provides high-quality care and service.	ORG	4.49	1%	+.26	-.01



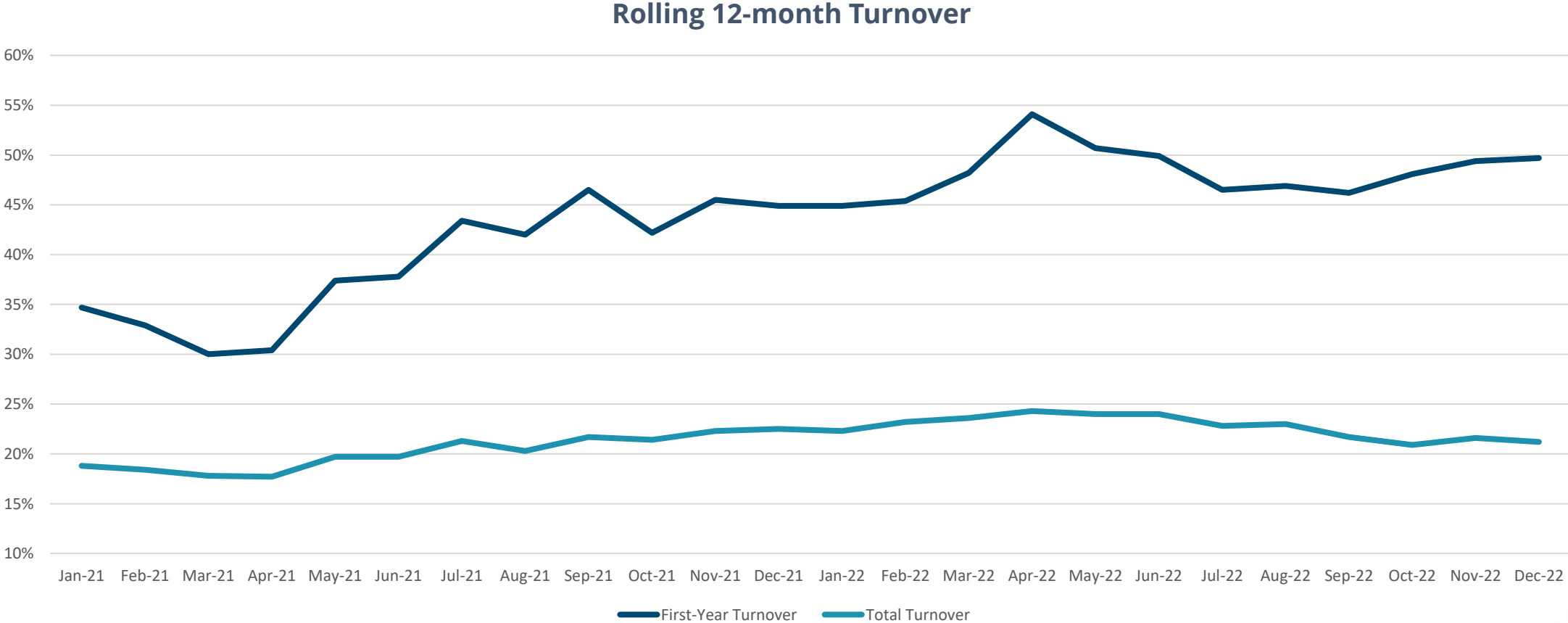
These are also the things staff talk about as reasons they love to work at SJH!!

Appendix – Turnover Reports

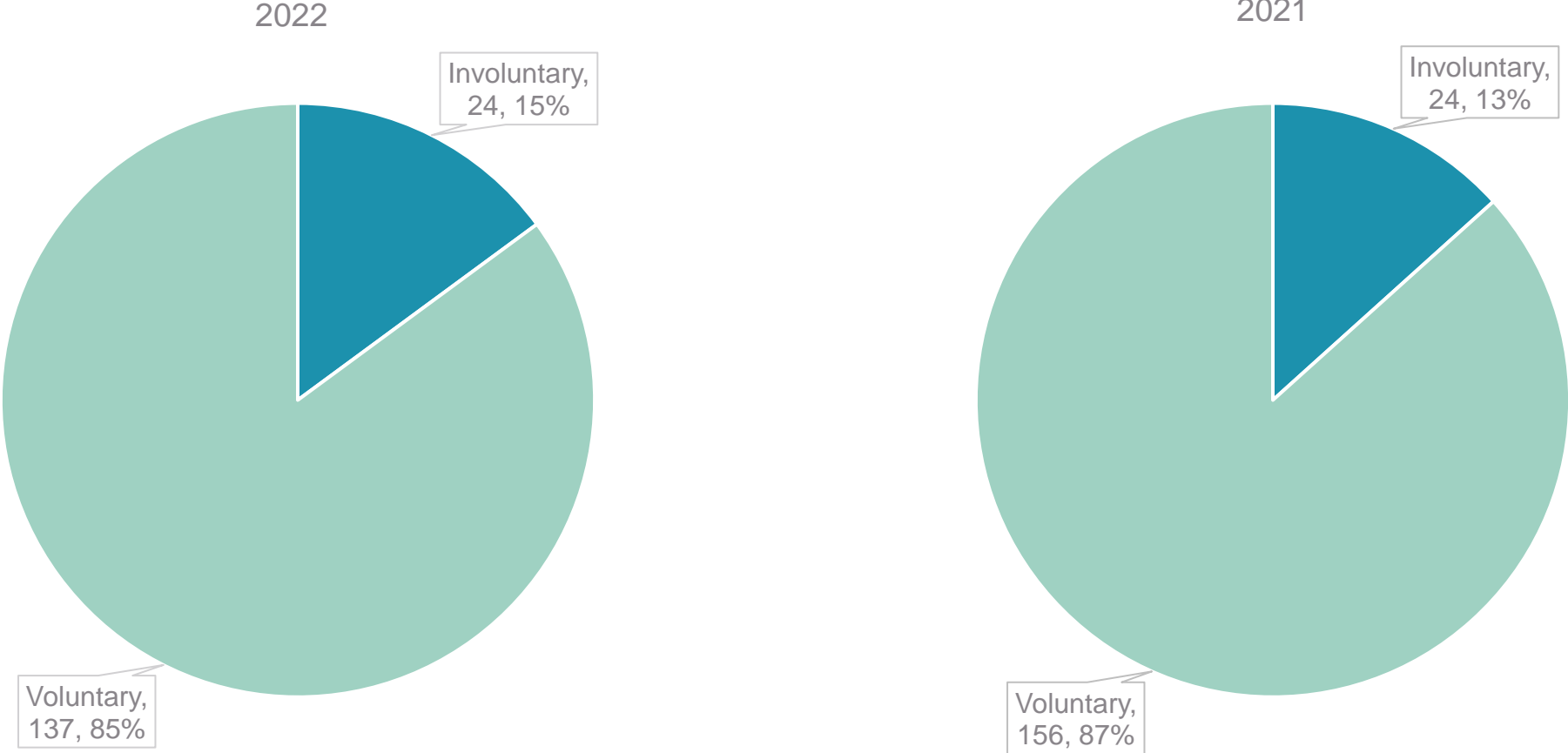
Annualized Turnover by Month



First Year and Total Rolling 12 Months

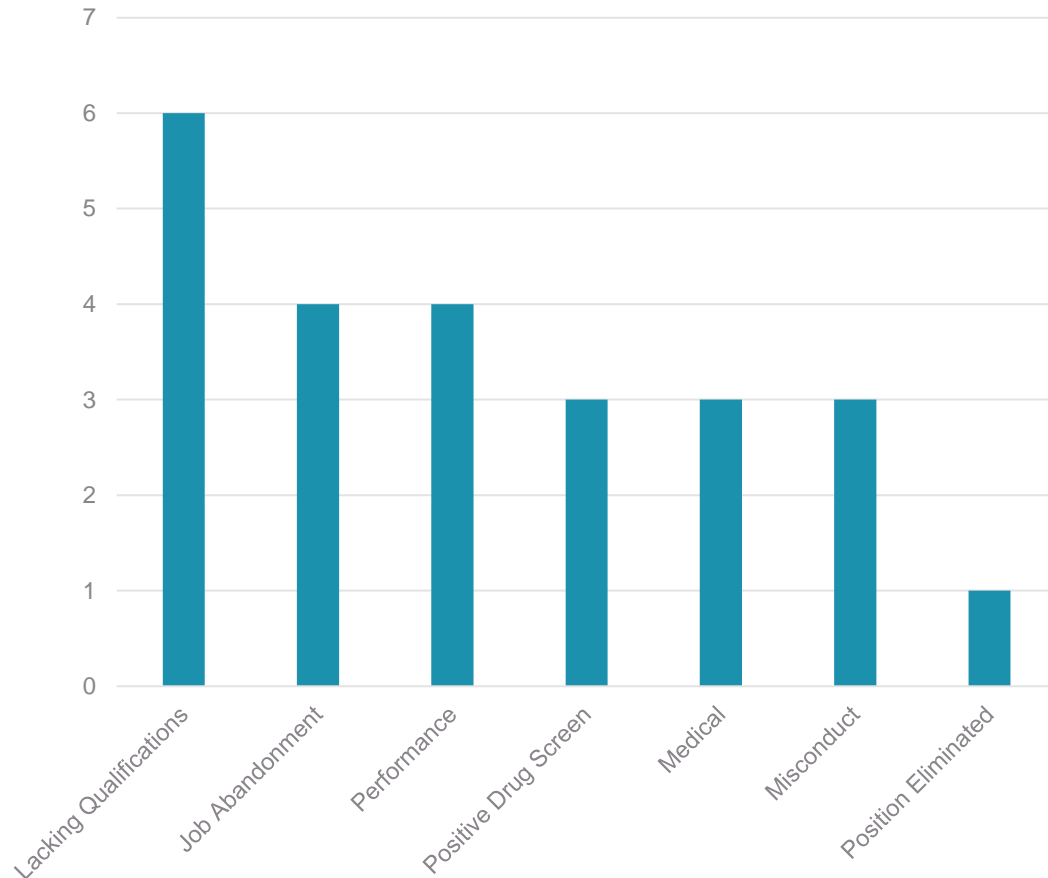


Voluntary vs. Involuntary Turnover



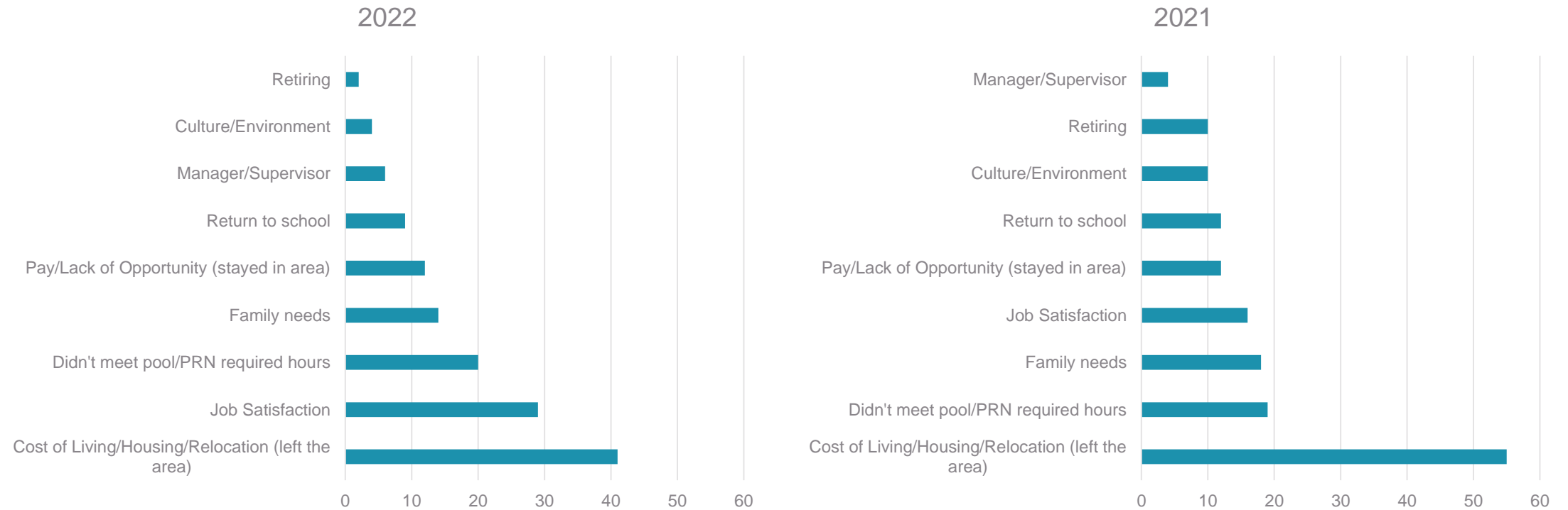
Voluntary Turnover Decreased by 14% from 2021 to 2022

Involuntary Terminations by Reason



- Lacking qualifications includes expired license, failure to meet required certification, etc.
- Positive drug screen could be at hire or for cause (we don't do random testing)
- Misconduct includes harassment, willful violation of policy, etc.
- The position that was eliminated was a remote position that was determined to need to be on site.

Voluntary Turnover by Reason



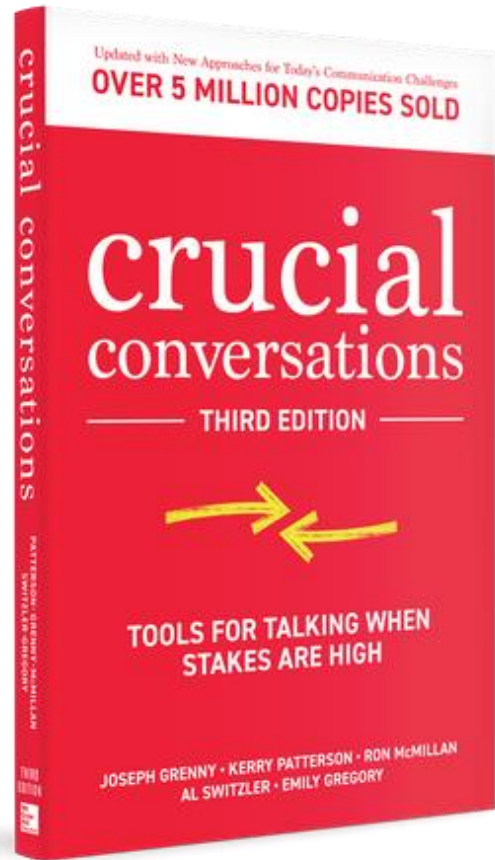
- The biggest swing is a drop in leaving the area, and an increase in leaving because of “Job Satisfaction.”

Appendix: Leadership Development Tools

Talent Assessment Matrix ("9 Box")

POTENTIAL/PROMOTABILITY	High					
	Solid (well-placed)					
	Low (Misplaced or New in Role)					
		Low	Solid	High		
		PERFORMANCE				

Leadership Development Content Example



- Skillfully hold hard conversations
- Build relationships
- Encourage employees' voice
- Improve decision making
- Drive accountability
- Increase quality and safety

“Mistakes don’t happen in secret; they happen in silence. Dialogue skills give workers the confidence to speak up when they see others make errors or take shortcuts.”

Individualized Course Curriculum Plan for New or Emerging Leaders

Discuss with your supervisor/validating leader and plug appropriate courses into the Learning Path

1. So Now I'm a Leader: The First 90 Days
2. Closing the Buddy to Boss Gap
3. Setting & Aligning Goals
4. Creating Personal & Team Accountability
5. Leader Rounding with Employees
6. Monthly Supervisory Meeting
7. Productivity
8. Time Management
9. Leading Effective Meetings
10. Recognition: A Tactic to Drive Performance



Title: Wyoming Public Records Release**Date Approved:** 01/27/2023**Policy****Document Owner:** Karen Connelly (Director)**Approver(s):** Board of Trustees, Document Control/Policy Committee, Karen Connelly (Director)**Version #:** 2**Printed copies are for reference only. Please refer to the electronic copy for the latest version.****Policy Purpose**

St. John's Health ("SJH") follows Wyoming's public records and confidentiality laws. The purpose of the Wyoming Public Records Act (Wyo. Stat. 16-4-201 et seq.) is to promote government transparency by providing access to records defined by statute as public information while protecting confidential information.

Policy Scope

This Policy outlines the process for maintaining public records and responding to public records requests that is reasonably necessary for the protection of records and the prevention of unnecessary interference with the regular discharge of SJH duties in accordance with the Wyoming Public law. This Policy applies to all SJH departments, facilities, and programs. This Policy does not apply to requests for medical or birth records.

Policy Administration

The SJH Chief Communications Officer shall be the SJH Designated Public Records Person who is the point of contact between SJH and requestors of public records ("Designated Public Records Person"). The Designated Public Records Person shall file their business contact information with the Wyoming Department of Administration and Information. The SJH CEO is the SJH Records Custodian ("SJH Records Custodian"). The Designated Public Records Person shall maintain the SJH Searchable Public Information Website. The Designated Public Records Person may delegate their responsibilities to another SJH employee or representative as appropriate.

On a regular basis, the Designated Public Records Person shall assist the SJH Board of Trustees to re-evaluate this Policy to ensure it is currently meeting its Purpose. Also on a regular basis, the Designated Public Records Person shall invite the Wyoming Public Records Ombudsman ("Ombudsman") to present a Public Records training and update to the SJH Board of Trustees in public session as part of the Ombudsman's statutory authority to provide training on Wyoming public records law, standards, and best practices.

Terms used in this Policy are defined at the end of the Policy, including the definitions of Public Records, Non-Public Records, and Records Published to the SJH Searchable Public Information Website.

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Marketing/Community Relations
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Title: Wyoming Public Records Release**Date Approved:** 01/27/2023**Public Records Request and Response Process*****Public Record Requests***

Any person ("Requestor") may request a public record ("Request"). The Request must be in writing and may be submitted by email to publicrecords@stjohns.health. Requests must include the name and contact information of Requestor, date of Request, and description of records requested with sufficient specificity, including particular search terms, such that responding to the request does not impair or impede SJH's ability to discharge its other duties. Requests received by a SJH representative other than the Designated Public Records Person shall be forwarded to the Designated Public Records Person.

Request Acknowledgment

Within five (5) days of receipt of a Request, the Designated Public Records Person shall respond to the Requestor acknowledging receipt of the Request with confirmation of the content of the Request and the terms used to conduct a search for requested records, the assigned unique numerical identifier for the Request, an estimated response time, if available, and reference to this Policy ("Request Acknowledgement"). The Request Acknowledgement will include 1) whether the records exist primarily or solely in an electronic format, 2) whether the records are in active use, storage, or otherwise not readily available at the time of the Request; and 3) if another governmental entity has custody or control of the public records, the name and contact information of the designated public records person at the other governmental entity.

If the Designated Public Records Person determines a requested public record is readily available, the public record shall be released to the Requestor with the Request Acknowledgement so long as the release does not impair or impede SJH's ability to discharge its other duties. In accordance with Wyoming law, public records requests for SJH to create a new record or document will be denied.

Response to Request

Within thirty (30) days of receipt of the Request, the Designated Public Records Person shall provide a Response to the Request ("Response") in writing to include one of the following:

1. Public records responsive to the Request which could reasonably be gathered and reviewed within thirty (30) days of receipt of the Request and at a cost of less than \$500 including administrative time and copy/processing expenses. The Requestor shall not be responsible for costs less than \$500 per request with a maximum of one request per requestor per month. If the Response is a complete response to the Request, the Request shall be considered closed.
2. An estimate of the time and cost needed to produce the records if that estimate is more than \$500 ("Estimate"). The Estimate shall be in accordance with Cost Estimate and Fee Schedule and the Electronic Public Records Response Requirements below. Within ten (10) days after receiving the Estimate, Requestor

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will deposit the amount of the estimate with SJH ("Estimate Deposit"). The Designated Public Records Representative shall confirm with Requestor receipt of the Estimate Deposit. If Requestor does not make the Estimate Deposit within ten (10) days after receiving the Estimate, the request will be considered closed.

3. An explanation that public records responsive to the Request could not reasonably be located.
4. An explanation that the Request is denied including citation to the law, regulation, or policy which serves as the basis for the denial; and reference to the SJH Public Records Dispute Resolution Process.

Requestor and Designated Public Records Person Agreements

All public records shall be released no later than thirty (30) days from the date of the Request Acknowledgment or on a date mutually agreed to by the Requestor and the Designated Public Records Person taking into consideration the work required to process the Request, including confidentiality review, while ensuring the agreed deadline does not impair or impede SJH's ability to discharge its other duties.

All timeframes in this Public Records Request Process may be adjusted by agreement between the Requestor and the Designated Public Records Person. If SJH is unable to provide requested records at the agreed upon time, the Designated Public Records Person shall update the Requestor in writing of an updated estimated Response time. Any agreed change to the scope of the Request, search terms, or the estimated Response time will be confirmed in writing with Requestor by the Designated Public Records Person. Requests shall be considered closed thirty (30) days after the last communication from the Requestor to the Designated Public Records Person unless otherwise indicated in writing by the Designated Public Records Person.

The Designated Public Records Person is empowered to make reasonable efforts to communicate informally with Requestor to confirm the scope of the Request and resolve any potential dispute. The Designated Public Records Person is empowered to consult confidentially with SJH attorneys to ensure public records are released appropriately.

Electronic Public Records Response Requirements

The SJH process for responding to public records requests is entirely electronic. Therefore, and in accordance with Wyoming law, electronic record inspection and copying shall be subject to the following:

- The Requestor shall pay the reasonable costs of producing a copy of the public record.

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- The costs may include the cost of reviewing the record, producing a copy of the public record and the cost of constructing the record, including the cost of programming and computer services.
- SJH shall not be required to compile data, extract data, or create a new document to comply with a record request.
- SJH shall produce responsive records in an electronic format that is usual and customary for the handling of records by SJH.
- SJH may produce electronic public records to the Requestor in an alternative format of the requestor's choice unless the Designated Public Records Person determines that producing the public record in the requested format is impractical or impossible.
- SJH shall not be required to allow inspection or copying of a record in its electronic format if doing so would jeopardize or compromise the confidentiality, security, or integrity of the original record or of any proprietary software in which it is maintained.

Cost Estimate and Fee Schedule

Estimates to produce responsive public records of more than \$500 shall include a description of administrative time and cost required to process, search, copy, review (legal if necessary), and produce responsive records, in accordance with the SJH Electronic Public Records Response Requirements. The Estimate will include a draft request for proposal for an outside document production vendor to perform the work, as needed, including SJH legal and administrative review. Work of the outside vendor will be subject to Requestor's approval of the vendor's proposal and agreement to pay all costs associated with the proposal. Fees charged shall be in accordance with Wyoming Department of Administration and Information Rules and may include personnel time necessary to produce the records, expenses incurred for information technology time and programs, cost to review the records to redact information that is confidential by law, copying costs not to exceed the rate charged for copying medical records, legal fees at the contracted hospital rate, and any other costs directly related to supplying the requested records. Indirect or overhead charges shall not be included. Nothing in this Policy shall be construed as a fee to be charged as a condition of making a public record available for inspection.

Request Dispute Resolution Process

A Requestor may file a complaint with the Wyoming Public Records Ombudsman ("Ombudsman") or a claim with the appropriate district court ("District Court") at any time allowed under the Wyoming Public Records Act. This Policy is created in accordance with Wyoming law and shall govern how SJH handles request disputes with the least amount of

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disruption to SJH's other duties and financial responsibilities, and to not impair nor impede SJH's ability to discharge its other duties.

If a Requestor disputes the veracity or substance of any Response from the Designated Public Records Person, the Requester shall describe their dispute in writing to the Designated Public Records Person within five (5) days of the particular Response which Requestor disputes.

Within thirty (30) days of receiving notice of the dispute from Requestor, the Designated Public Records Person shall either resolve the dispute with Requestor by written agreement with the requestor or notify the Wyoming Public Records Ombudsman ("Ombudsman") of the dispute. The notice to the Ombudsman ("Notice to Ombudsman") shall be reviewed and agreed to by the SJH Records Custodian before submission to the Ombudsman.

The Notice to the Ombudsman shall be copied to the Requestor and include:

1. All written communications between the Requester and SJH regarding the Request, including but not limited to the Request, Responses, and Estimate.
2. A confidential link to the confidential electronic location of any records which have been gathered thus far in potential response to the Request, but which have not yet been reviewed for separation or redaction of confidential information ("Preliminary Data Set"). The confidential link will only be operational for the Ombudsman and not for access by any other person other than the Designated Public Records Person and designates. Access to the Preliminary Data Extraction shall be provided to the Ombudsman with the understanding that the Ombudsman shall keep the information confidential and not disclose anything from the Data Extraction to any other person, including the Requestor, without the agreement of the Designated Public Records Person. The confidential link will not be operational for the Requestor or any other non-designated person.
3. A brief description of why good cause exists not to release the requested records within the statutorily mandated timeframe. Good cause may include the substance of any Responses, the Estimate, and this Policy; why the records are privileged or confidential by law, regulation, or policy; or how release of the records would impair or impede SJH's ability to discharge its other duties.

As required by Wyoming law, the Ombudsman may consider whether the records are privileged or confidential by law or whether release of the records impairs or impedes SJH's ability to discharge its other duties. The Ombudsman shall review the records in camera and determine whether redaction of privileged or confidential information would permit release of the records.

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The Ombudsman has the authority under Wyoming law to mediate the dispute, prescribe timelines for release of the records, or waive any fees charged by SJH.

If the Record Custodian at any time reasonably determines that disclosure of the contents of a record would do substantial injury to the public interest, notwithstanding the fact that the record might otherwise be available to public inspection, the Record Custodian may apply on SJH's behalf to the District Court of the district in which the record is located for an order permitting the SJH Record Custodian to restrict disclosure. Wyoming law dictates that after hearing, the District Court may issue an order upon a finding that disclosure would cause substantial injury to the public interest. The Requestor, in accordance with Wyoming law, shall have notice of the hearing served upon them in the manner provided for service of process by the Wyoming Rules of Civil Procedure and has the right to appear and be heard.

This Policy is a guideline and any perceived or alleged failure to comply with this Policy shall not be considered waiver of any confidentiality provision or process right of SJH. The Designated Public Records Person has the right at any time to ask that records released by the Designated Records Person as public records be destroyed and not re-disclosed if the Designated Public Records Person determines that the record is confidential and may have been disclosed by mistake. If the Requestor disputes such determination, they shall notify the Designated Public Records Person of their dispute and the dispute shall be handled by the Designated Public Records Person in accordance with the SJH Request Dispute Process above.

Maintenance of Public Records

SJH shall not search SJH electronic databases and document locations which are themselves confidential and thus do not contain public records. As an example, SJH electronic medical record and medical communications shall not be searched for public records.

Public records are maintained by SJH on systems over which SJH retains possession, custody, or control. SJH has possession, custody, or control of electronic devices owned or maintained by SJH. SJH does not have possession, custody, or control of electronic devices owned or maintained personally by SJH personnel or representatives and thus personal devices are not subject to search for public record. Electronic communications apps on personal devices which are maintained or controlled by SJH shall be subject to search for public record.

SJH personnel or representatives shall only conduct SJH work on electronic devices or communications apps subject to SJH maintenance and control. SJH personnel or representatives shall not conduct personal work or engage in personal communications on devices or apps which are subject to SJH control.

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Definitions

Public Records

Public Records, as defined by Wyoming law, unless the record is privileged or confidential by law, include:

- Any information in a physical form created, accepted, or obtained by a governmental entity in furtherance of its official function and transaction of public business.
- Any written communication or other information, whether in paper, electronic, or other physical form, received by a governmental entity in furtherance of the transaction of public business of the governmental entity, whether at a meeting or outside a meeting.
- All original vouchers, receipts, and other documents necessary to isolate and prove the validity of every transaction relating to the receipt, use and disposition of all public property and public income from all sources whatsoever.
- All agreements and contracts to which a governmental entity is a party.
- All fidelity, surety, and performance bonds.
- All claims filed against a governmental entity.
- All records or documents required by law to be filed with or kept by a Wyoming governmental entity, including SJH.
- All records, correspondence, exhibits, books, booklets, drawings, maps, blank forms, or documents.
- All duplicate copies of official public records filed with any governmental entity.
- All documents and reports made for the internal administration of the office to which they pertain but not required by law to be filed or kept with the office.

Non-Public Records

Non-Public Records are confidential records in the possession, custody, or control of SJH which are not subject to public disclosure. Records subject to legal confidentiality provisions or privileges shall not be subject to public disclosure but the reason for the confidentiality must be indicated in writing in response to public records requests. The following are examples of categories of records which are not public record:

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- Gifts: Wyoming law mandates that consideration of receiving gifts is confidential, if the donor of the gift asks to have the donor's name kept confidential.
- Hospital Administration Records: Wyoming law mandates that hospital records relating to medical administration, medical staff, personnel, medical care, and other medical information, whether on individual persons or groups, or whether of a general or specific classification are confidential.
- Legal Advice: Wyoming law mandates that legal advice and matters concerning litigation to which SJH is a party or proposed litigation to which SJH may be a party is confidential. The law requires that for "legal advice" confidentiality to apply, an attorney must be present, and the purpose of the discussion must be to receive legal advice. For example, communications with attorneys about terms of contracts is confidential, but the final contract themselves are not confidential unless subject to another Wyoming confidentiality provision. As another example, consultations with counsel about public records requests are confidential. Wyoming law requires that for "litigation" confidentiality to apply, litigation must be contemplated or existing, but no attorney needs to be part of the communication. By law, Interagency or intra-agency memoranda or letters which would not be available by law to a private party in litigation with the agency are not public record.
- Medical and Protected Health Information: Wyoming law mandates that medical, psychological, sociological regarding identifiable individuals are confidential. Wyoming law also mandates that physician-patient communication and protected health information are confidential. Protected health information includes information that can be used to identify an individual pertaining to past, present, or future health status that is collected, created, sent, or maintained by the hospital related to care, payment for care or operations.
- Personnel Matters: Wyoming law mandates that personnel matters are confidential. This includes appointment or employment of SJH contractors or employees, including but not limited to professionals, public officers, or employees. Letters of reference are confidential. Consideration of adopting or tendering offers concerning wages, salaries, benefits, and terms of employment during all negotiations is confidential. Records or information compiled solely for purposes of investigating violations of, and enforcing, internal personnel rules or personnel policies the disclosure of which would constitute a clearly unwarranted invasion of personal privacy are confidential.

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Communications about personnel matters are considered part of an individual, or group of individuals, personnel file(s). Employment contracts, working agreements or other documents setting forth the terms and conditions of employment of public officials and employees are not considered part of a personnel file and are public record.

- Quality Management Information and Peer Review Information: Wyoming law mandates that quality management information and peer review information are confidential. Quality management information relating to the evaluation or improvement of the quality of health care services is confidential and includes reviewing the quality and necessity of care provided by the hospital, prevention of complications and deaths at the hospital, review of medical treatments and diagnostic and surgical procedures to provide safe and adequate treatment, evaluation of medical and healthcare services and the qualifications and professional competence of those performing or seeking to perform those services. All reports, findings, proceedings, and data of medical staff committees shall be confidential and privileged. Reports, findings, proceedings, and data of a professional standard review organization is confidential and privileged.
- Real Estate: Wyoming law mandates that communications regarding the selection of a site or purchase of real estate must be confidential when public disclosure of the consideration would cause a likelihood of an increase in price. By law, the contents of real estate appraisals made for SJH, relative to the acquisition of property or any interest in property for public use, are not public record until such time as title of the property or property interest has passed to the governmental entity.
- Trade Secrets: Wyoming law mandates that trade secrets are confidential and defined as any information, including a formula, pattern, compilation, program device, method, technique or process that derives independent economic value, actual or potential, from not being generally known and not being readily ascertainable by proper means or by other persons who can obtain economic value from its disclosure or use; and is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. Trade secrets may include financial, geological/geophysical data.

Public Records Published to Searchable SJH Public Information Website

Public Records Published to Searchable SJH Website are records which are routinely published on the searchable SJH public website.

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None

References

<https://wyoleg.gov/statutes/compress/title16.pdf>

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The Hitching Post

Design Build Firm Summary

Board of Trustees 1/26/2023



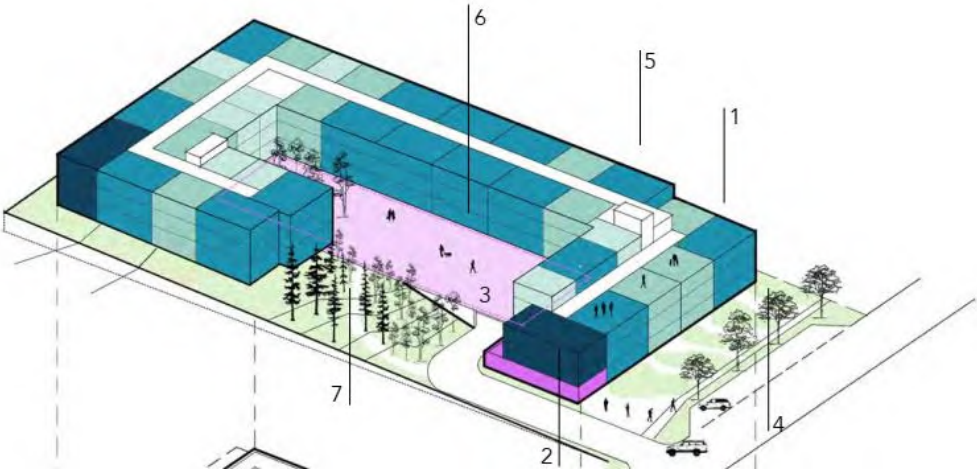
Scope/Design

GEJ/AMD/GYDE

UNIT MIX OVERALL

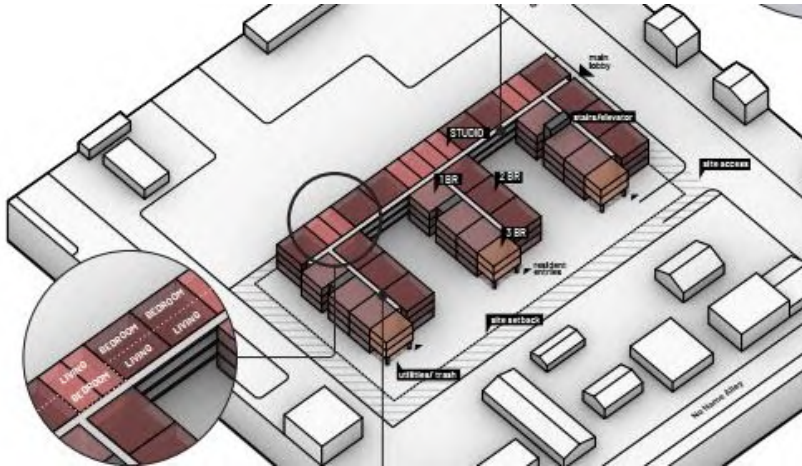
Summary by unit		% of mix	# of units actual	# of type actual	NSF / unit actual	total NSF actual
STUDIO	M1	22%	24	100%	500	12,000
	M2	0%			0	0
1 BED	A1	29%	32	100%	700	22,400
	A1	0%			0	0
2 BED	B1	44%	48	100%	900	43,200
	B2	0%			0	0
3 BED	C1	5%	5	100%	1200	6,000
	C2	0%			0	0
unit totals		100%	109		167	83,600

TOTAL BEDS



SHAW/DYNIA

Type	Per Unit SF +/-	Quantity	Total SF +/-
Studio	500	24	12,000
1-bed	700	32	22,400
2-bed	900	48	43,200
3-bed	1200	4	4,800



Schedule p.2

Description	Duration (Days)	Start Date	Finish Date	2024												2025											
				January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1 RFQ For Design-Build Services	49	8/5/22	9/23/22																								
2 Design-Build Interviews	0	11/16/22	11/16/22																								
3 Follow-up Question Responses	0	12/2/22	12/2/22																								
4 Tentative Design-Build Selection	0	1/25/23	1/25/23																								
5 Contract Negotiation	42	1/26/23	3/9/23																								
6 Design NTP	0	3/10/23	3/10/23																								
7 Schematic Design and Program	61	3/15/23	5/15/23																								
8 SD Owner Review and Approval	7	5/16/23	5/23/23																								
9 Design Development Phase	68	5/24/23	7/31/23																								
10 DD Owner Review and Approval	6	8/1/23	8/7/23																								
11 Construction Document Bid Pack	78	8/8/23	10/25/23																								
12 GMP - Pricing & Approval	30	10/26/23	11/25/23																								
13 Permitting	184	5/15/23	11/15/23																								
14 Development Plan / DRC	184	5/15/23	11/15/23																								
15 Construction	731	11/26/23	11/26/25																								
16 Closeout Punch Commissioning	42	10/15/25	11/26/25																								
17 Opening	0	11/26/25	11/26/25																								

NOTE: This schedule is based on a compilation of dates and durations taken from the proposals of both respondents as well as discussions with various staff of the City of Jackson. Changes may be required after the final design is complete.




Owner's Rep (PWI) Recommendation

Summary:

Since our selection as Owner's Representative for St. John's Health, the team of Inspyre Group and Pitts West Investments has been engaged in the evaluation of Design-Builder professionals competing for the Hitching Post 100-unit workforce apartment project in Jackson, Wyoming. In a series of in-person interviews, written proposals, follow-up questions and re-submittals the Design-Build proposers presented their best and final packages for consideration.

Main Evaluation Factors:

After examination by Inspyre/PWI and SJH, a review was scheduled with the Selection Committee and the following comparisons were made between the two competitors, GE Johnson/AMD/GYDE and Shaw/DYNIA:

- Overall Design concepts with unit mix and square footages
 - Proposed Schedules with special attention to Development Plans, DRC reviews, GMP and opening dates.
 - Building system evaluations
 - Costs as compared to nationally recognized construction cost indexes
 - Budget comparisons
- 

Owner's Rep (PWI) Recommendation, pt. 2

Comparisons:

Upon a careful review of the best and final proposals, it was evident that both teams were qualified and had taken a sharper pencil to their submission budgets. There were reductions noted from the original submittals in the areas of design/construction contingency, contractor's insurance, GC Fee and Design Fee. Although reductions by both competitors occurred in many of the same categories, the "apples to apples" comparison resulted in one competitor being clearly ahead.

Recommendation:

The recommendation of the Inspyre/PWI team is that St. John's Health select the **GE Johnson/AMD/GYDE** group for the Hitching Post project. The team qualifications, effective interview communication, and aggressive pricing model results in a sizeable pricing advantage over the other team.

Nominating & Governance Committee

Board of Trustees
January 26th 2023



Bylaw Amendment Recommendation # 1

Current Bylaws (approved 2/21) Chapter II Section 8:

Section 8. Board Advisors. In order to widen the range of talents and experience of the District's governing body, the Trustees may, by unanimous vote in open session, appoint non-voting Board Advisors for a two-year term with a two consecutive term limit. The Board's consideration of such appointment may be held in executive session, in accordance with Wyo. Stat. §16-4-405(a)(ii). The number of Board Advisors serving at any time shall be limited to seven, one of whom is the current chair of the St. John's Health Foundation and one of whom is the Chief of Staff. The Chief of Staff serving as an advisor will not be subject to the term limit. An appointed Board Advisor will be eligible to participate in Board sessions, including executive sessions, and will be subject to all duties and responsibilities enumerated for Trustees in this Chapter, including Conflict of Interest and Confidentiality requirements. Board Advisors shall be selected by the Board based on their ability to contribute meaningfully to Board meetings and provide information and advice on issues that come before the Board on which executive sessions may be held. By majority vote in open session, the Board may terminate the appointment of a non-voting Board Advisor for failure to attend Board meetings or for any other reason.

Proposed Amendment:

"In order to widen the range of talents and experience of the District's governing body, the Trustees may, by a majority vote in open session, appoint non-voting Board Advisors for a two-year term with a two consecutive term limit."

Explanation: By making it the majority of Board members, not unanimous, the Bylaw will conform with all of the other Bylaws

Bylaw Amendment Recommendation # 2

Current Bylaws (approved 2/21) Chapter II Section 8:

Section 8. Board Advisors. In order to widen the range of talents and experience of the District's governing body, the Trustees may, by unanimous vote in open session, appoint non-voting Board Advisors for a two-year term with a two consecutive term limit. The Board's consideration of such appointment may be held in executive session, in accordance with Wyo. Stat. §16-4-405(a)(ii). The number of Board Advisors serving at any time shall be limited to seven, one of whom is the current chair of the St. John's Health Foundation and one of whom is the Chief of Staff. The Chief of Staff serving as an advisor will not be subject to the term limit. **An appointed Board Advisor will be eligible to participate in Board sessions, including executive sessions, and will be subject to all duties and responsibilities enumerated for Trustees in this Chapter, including Conflict of Interest and Confidentiality requirements.** Board Advisors shall be selected by the Board based on their ability to contribute meaningfully to Board meetings and provide information and advice on issues that come before the Board on which executive sessions may be held. By majority vote in open session, the Board may terminate the appointment of a non-voting Board Advisor for failure to attend Board meetings or for any other reason.

Proposed Amendment:

"An appointed Board Advisor will be eligible to participate in Board sessions, including executive sessions by invitation of the Chair, and will be subject to all duties and responsibilities enumerated for Trustees in this Chapter, including Conflict of Interest and Confidentiality requirements."

Explanation: Inserting "by invitation of the Chair" to reflect that Advisers may not be participating, where appropriate.

Bylaw Amendment Recommendation # 3

Current Bylaws (approved 2/21) Chapter II Section 3B:

Section 3. Duties and Responsibilities of the Board of Trustees.

a. Each Trustee shall be a conscientious member of the Board and shall assist the Board in fulfilling its fiduciary responsibilities for directing the organization, fulfilling the District's mission, vision and values, ensuring the provision of excellent health care, protecting and growing District assets, and remaining accountable to the community for the ethical conduct of all District affairs.

b. Each Trustee acknowledges that, as otherwise set out in these Bylaws, the day-to-day management of the Hospital has been entrusted by the Board to the CEO, and that preserving the integrity of administrative reporting structures is important to a well-run Hospital. Therefore, each Trustee shall show great restraint in communicating with the Hospital administration and staff, addressing any comments or questions between Board meetings to the CEO or a designee of the CEO, except in time-sensitive situations when the CEO is not available.

c. General Duties. Each Trustee shall:

Proposed Amendment (which will need to go back to the Governance Committee for final approval)

"The day-to-day management of the Hospital has been entrusted by the Board to the CEO. To minimize disruptions to operations and the delivery of patient care, Trustees will communicate with employees of the Hospital and Medical Staff about Hospital business only after giving the CEO 48 hours advance notice regarding the communication. Board member requests for information from staff should be arranged through the Board Chair and CEO. Trustees are encouraged to initially bring concerns regarding Hospital business to the CEO, unless the concern involves the CEO."

