



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: June 29th, 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
Brent Blue, MD Trustee
Evan Jones, Trustee

Members Absent:

Others Present:

Jeff Sollis, CEO	Tom Lubnau
John Kren, COO/CFO	Amelia Davis
Morgan Gurney	Jason Field
Karen Connelly	Jen Simon
Joan Goldfarb	Jennifer Chiappa
Janette Boner	Jessica
Bill Stangl	Sandy Ress
Thom Kinney	Laurie
Shari Murrell	Naomi Floyd
Sherry Simpson	Sue Critzer
Richelle Heldwein	Dr. Marty Trott
417-274-7279	Whitney Matson
Alisa Lane	Rene Fitzpatrick
Audra Nielsen	Max Fairclough

Board Advisors Present:

Bob Hopkins
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.

Approval of Agenda

Ms. Conover-Keller presented for approval the agenda of the June 29th Regular Public Meeting of the Board.

It was moved by Dr. Brent Blue, seconded by Cynthia Hogan to approve the agenda of the Regular Public Meeting of the Board. Members voted as follows: seven Ayes. The motion carried unanimously.

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

Ms. Katharine Conover-Keller updated the Public on the CEO 360-review the Board of Trustees received from Korn Ferry. Korn Ferry, the firm selected to conduct the CEO Search last year, committed to conducting a CEO 360-review on the CEO after the position had been filled for six months. They used a survey to conduct multiple internal interviews and found favorable results on Jeff Sollis' work as the SJH CEO over his first six months. Additionally, Jeff Sollis completed a self-assessment, and the Board of Trustees evaluated that self-assessment.

It was moved by Dr. Pam Cutler, seconded by Jim Hunt to approve the performance review bonus, which was established within the terms of Jeff Sollis's employment contract. Members voted as follows: seven Ayes. The motion carried unanimously.

Ms. Conover-Keller announced that SJH has acquired new software that will allow SJH to retain the recorded Zoom videos on the SJH public website. Additionally, the software grants the user the ability to search specific key words within the meeting minutes or any documents on the website.

Ms. Conover-Keller gave a litigation update. The Board of Trustees filed the Summary of Judgement and are currently awaiting the Courts to respond.

Approval of Minutes

Ms. Conover-Keller presented for approval the minutes of the May 25th Regular Meeting of the Board.

It was moved by Jim Hunt, seconded by Cynthia Hogan to approve the minutes of the May 25th Regular Meeting as presented. Members voted as follows: seven Ayes. The motion carried unanimously.

CEO Report (*presented by Jeff Sollis, CEO, Thom Kinney, CHRO, and Bill Stangl, Director of Physician Services*)

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

- Employee Engagement Survey Completed
- State of the Clinics

A copy of Mr. Sollis' 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 Mr. Evan Jones*)

Mr. Evan Jones reported on the monthly Committee meeting which focused on the progress to date on the strategic planning effort. KaufmanHall has conducted approximately twenty individual interviews with administration and physician leaders. A short survey is planned to go out to hospital and medical staff in the upcoming month with community engagement opportunities to be held in August. The recent housing survey was completed to solicit feedback on expectations of rental rates. The survey had roughly 160 respondents. Mr. Jones mentioned that the compensation planning work for the 2024 budget, which includes a step-in-grade format, was reviewed by the Committee. The Committee concluded that they will not be able to analyze the effectiveness of the step-in-grade payor format until SJH uses this format for multiple years and can gather data around retention/employment from HR. Mr. Jones referenced the results of the employee engagement survey that Jeff Sollis and Thom Kinney presented earlier, and thought it was noteworthy to mention that the action plans from that survey will be facilitated by Jeff Sollis. Additionally, Mr. Jones mentioned a common theme of the survey was that SJH employees desired to have a structured engagement with the SJH Board of Trustees. Mr. Jones reports that more on these topics will be presented at the July 20th Board of Trustees meeting.

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

Mr. Jim Hunt reported on the monthly Committee meeting, which focused on the near completion of the capital tunnel project that allowed for an additional sixty-five parking spaces. The Committee has continued to review the 2023/2024 SJH Fiscal Year Budget. Within the review, the Committee focused on healthcare cost inflationary factors, and recommended a 3.5% price increase to be built into the budget for the Fiscal Year 2023/2024.

It was moved by Jim Hunt, seconded by Cynthia Hogan to approve the recommended amount of a 3.5% price increase within the SJH 2023/2024 Fiscal Year Budget. Members voted as follows: seven Ayes. The motion carried unanimously.

Mr. Hunt reported on the Hitching Post project and that the Committee deemed it the best response to the housing needs of SJH employees. The Committee has been meeting with private developers to find any support through tax credits for the project. The 15 units on King and Karns are set to be ready for move-in in the Fall of 2024; framing those units is currently underway.

Mr. Hunt gave a monthly and end of year financial update. Although SJH has achieved its budget target for the past two months, SJH is projected to finish the Fiscal Year 2022/23 with an operating loss due to expenses that grew at a faster rate than revenues, as well as a shift in payer mix away from commercial or private insurance to governmental insurance, such as Medicare and Medicaid. This shift in payer mix does align with national trends the healthcare industry is reporting.

Nominating and Governance Update *(presented by Ms. Cynthia Hogan)*

Ms. Cynthia Hogan reported that the Committee met to review a draft policy on a software application named Tiger Connection. This software would allow the Board to conduct business through encrypted text message to one another in both a secure manner that is in compliance with the Wyoming Public Records Statute and Meeting laws.

It was moved by Cynthia Hogan, seconded by Dr. Brent Blue to authorize administration to implement a software platform called Tiger Connection in the custody and control of the hospital to allow the Board to conduct ministerial tasks by text as presented within the Board Packet. Members voted as follows: seven Ayes. The motion carried unanimously.

A copy of the policy, which provides information on this above topic, is attached as a permanent part of these minutes.

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

There was no Foundation report this month. No remarks were made.

Old Business - None

New Business - None

Public Comment - None

Next Meeting

The next regular monthly meeting is scheduled for Thursday, July 20th, 2023, via Hybrid. The Executive Session begins at 10:30 am and the monthly Public Session begins at 12:00 pm.

Adjournment

With nothing additional to discuss, Katharine Conover-Keller adjourned the meeting at 5:31 p.m. It was moved by Jim Hunt, seconded by Dr. Brent Blue to adjourn this Public Meeting.

Respectfully submitted,
Morgan Gurney, Senior Executive Assistant

Physician Services

Board Report June 2023



Introduction to the Management Team



Bill Stangl
Executive Director
Physician Services



Risa Sandoval
Urgent Care
Clinic Manager



Lindsay Long
Behavioral Health
Clinic Manager



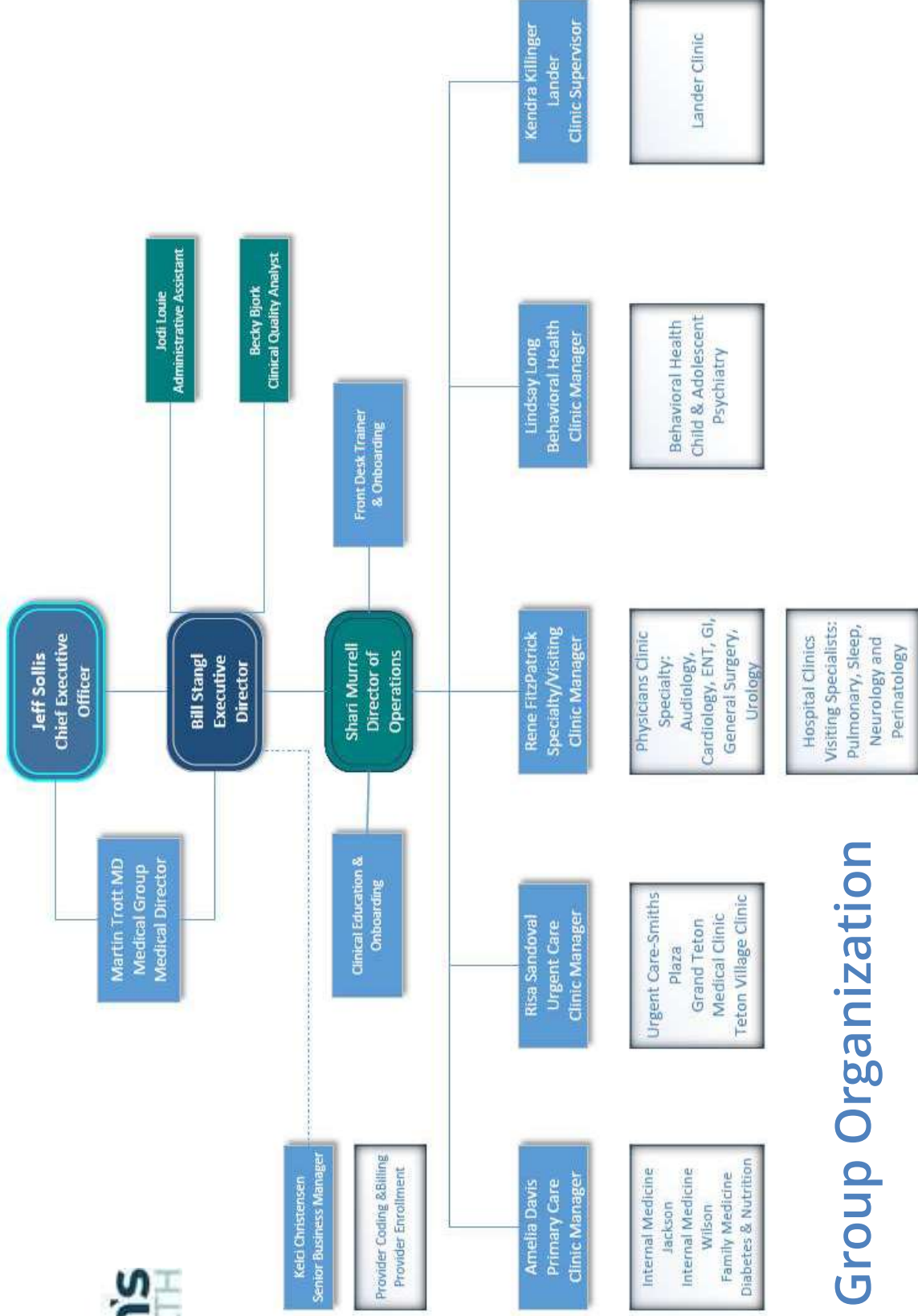
Rene FitzPatrick
Specialty
Clinic Manager



Shari Murrell
Director of Operations



Amelia Davis
Primary Care
Clinic Manager



SJH Medical Group Organization

Overarching Themes:

Headwinds

- Front desk challenges
- Varied Leadership Experience
- Engagement Challenges
- Patient Satisfaction

Tailwinds

- Filling open positions
- Leadership development
- Monthly operating review
- Improved scheduling process
- Quality goal: Focus on moving through visit and access

Front Desk Challenges:

Headwinds

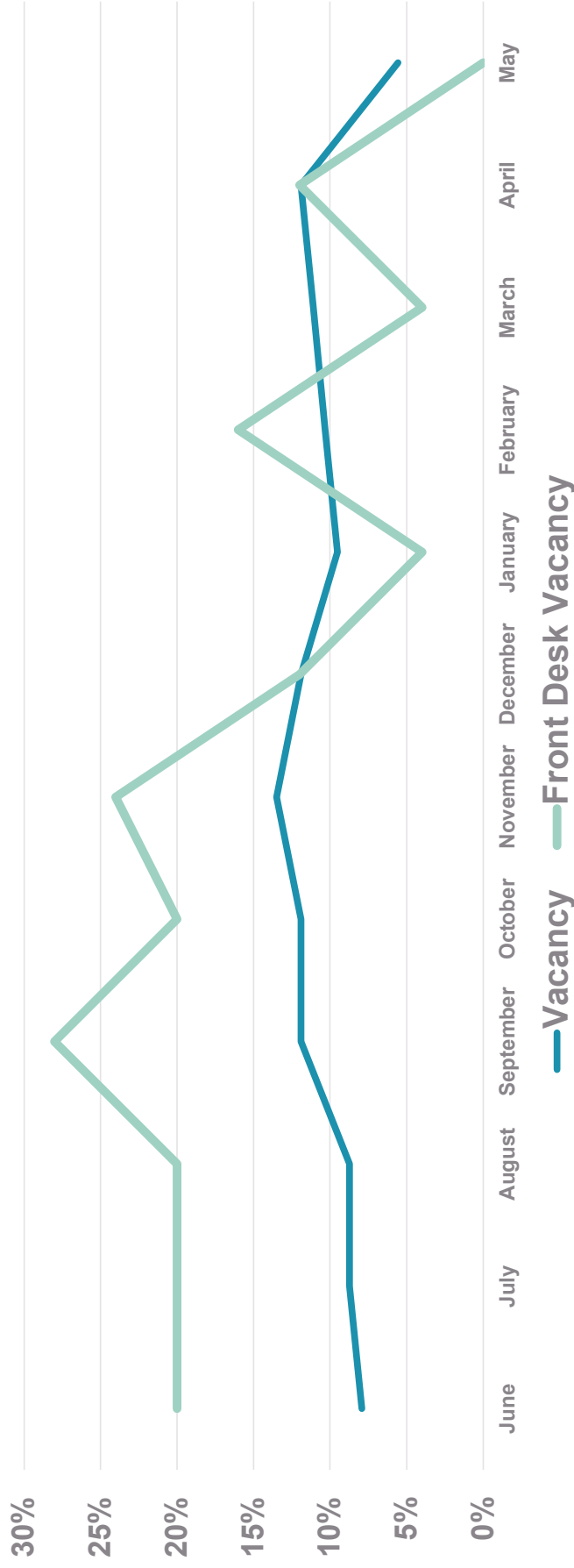
- Difficult to attract and retain front desk
- Complexity of front desk role
- Inconsistent training
- Limited interaction with supervisor/manager

Tailwinds

- Wage increases
- Front desk ladder
- Standardization of processes
- Revised training program
- Daily huddles, planned staff meetings, regular updates

Vacancy Rate Improvement

Clinics Vacancy Rate 2022 - 2023



Definition: The number of open positions divided by the total number of employees.

Leadership Experience:

Headwinds

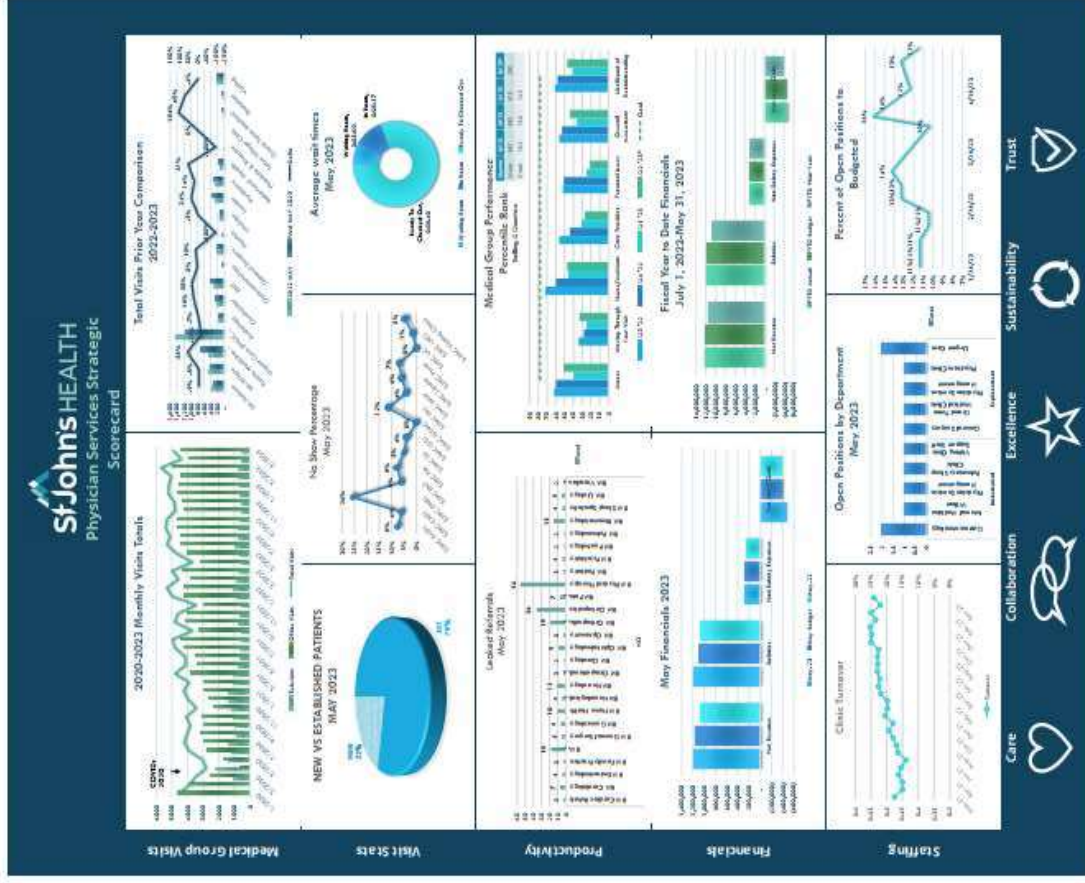
- Inconsistent support to managers with varied experience
- Unclear priorities and direction
- Absence of data driven decisions

Tailwinds

- Increase support:
 - Coaching
 - Structure meetings and communication
- Monthly operation review with CEO & CFO
- Medical group scorecard
- Provider dashboard

Clinic Scorecard Example

- Follow hospital scorecard
- Based on
 - Strategic pillars
 - Key performance indicators
- Updated monthly



Engagement Challenges

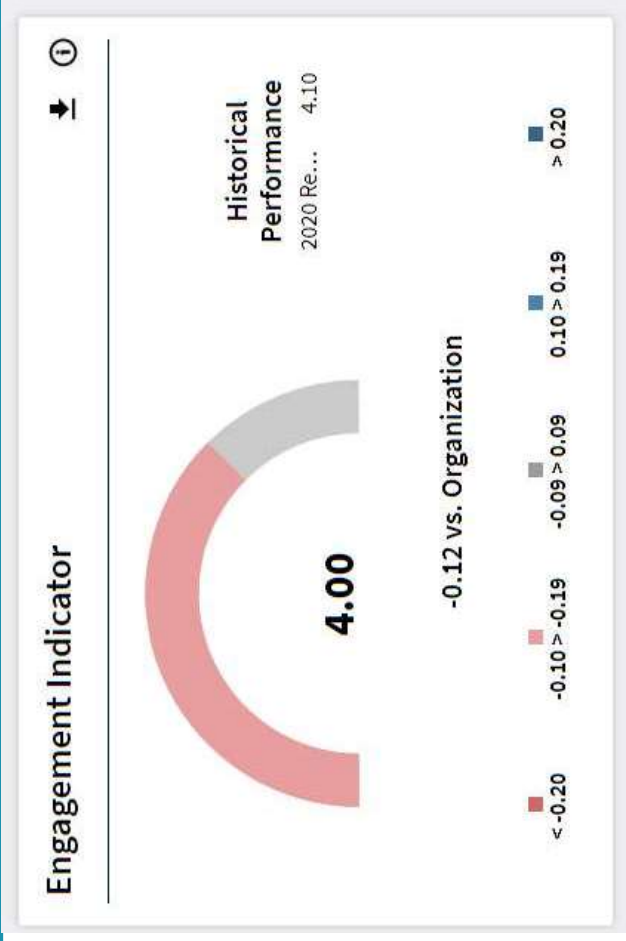
Headwinds

- Siloed operations
- Hospital/Medical Group disconnection
- Provider engagement
- Duplicative job functions

Tailwinds

- CEO support and integration
- Increasing collaboration
- Improved structure of provider leadership meetings
 - Provider dashboard upgrade
 - Accountable conversations
- Addressing redundancy

Engagement:



18	My work unit is adequately staffed.	-	Organization	25%	19%	56%
27	This organization provides career development opportunities.	-	Organization	19%	22%	58%
19	The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.	-	Employee	17%	29%	53%

Progress on Quality Goals

Status	Goal	Comment
Done	Point of Care Test Compliance	<ul style="list-style-type: none">• Rapid diagnosis and timely care.• Reduces risk of inaccurate results.• Improved processes and started audits.
In Progress	Culture of Safety	<ul style="list-style-type: none">• 88.6% of staff report positive overall safety• Opportunity in communications• Job specific training on communication
In Progress	Accurate front desk data entry	<ul style="list-style-type: none">• Patient experience• Billing accuracy• Improved billing efficiency
In Progress	Timely communication of lab/diagnostics results	<ul style="list-style-type: none">• Improved communication with lab on scheduling• Increase support to providers• Monitor and respond to delays• Improved portal access

Patient Experience:

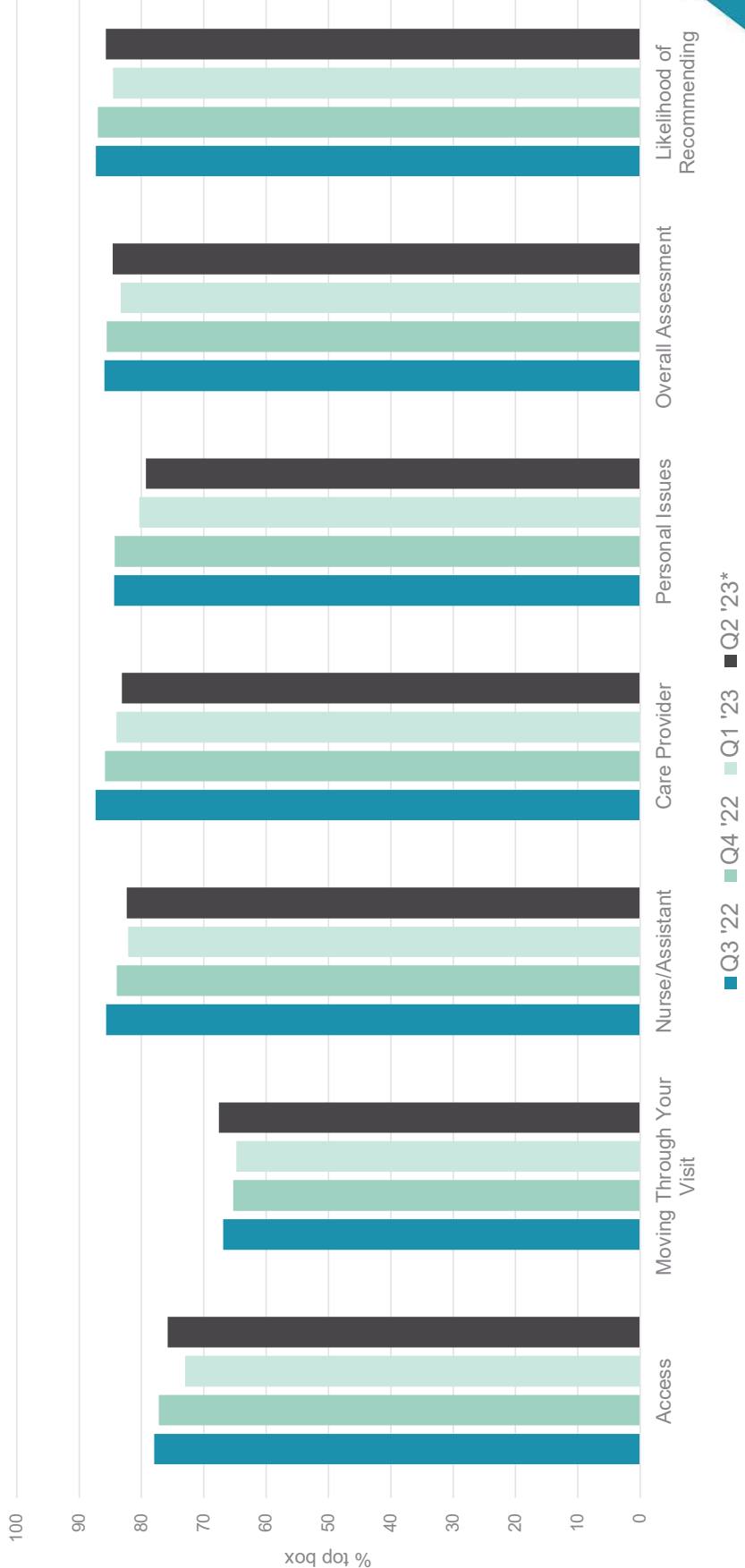
Headwinds

- Moving through the visit
- Access to care

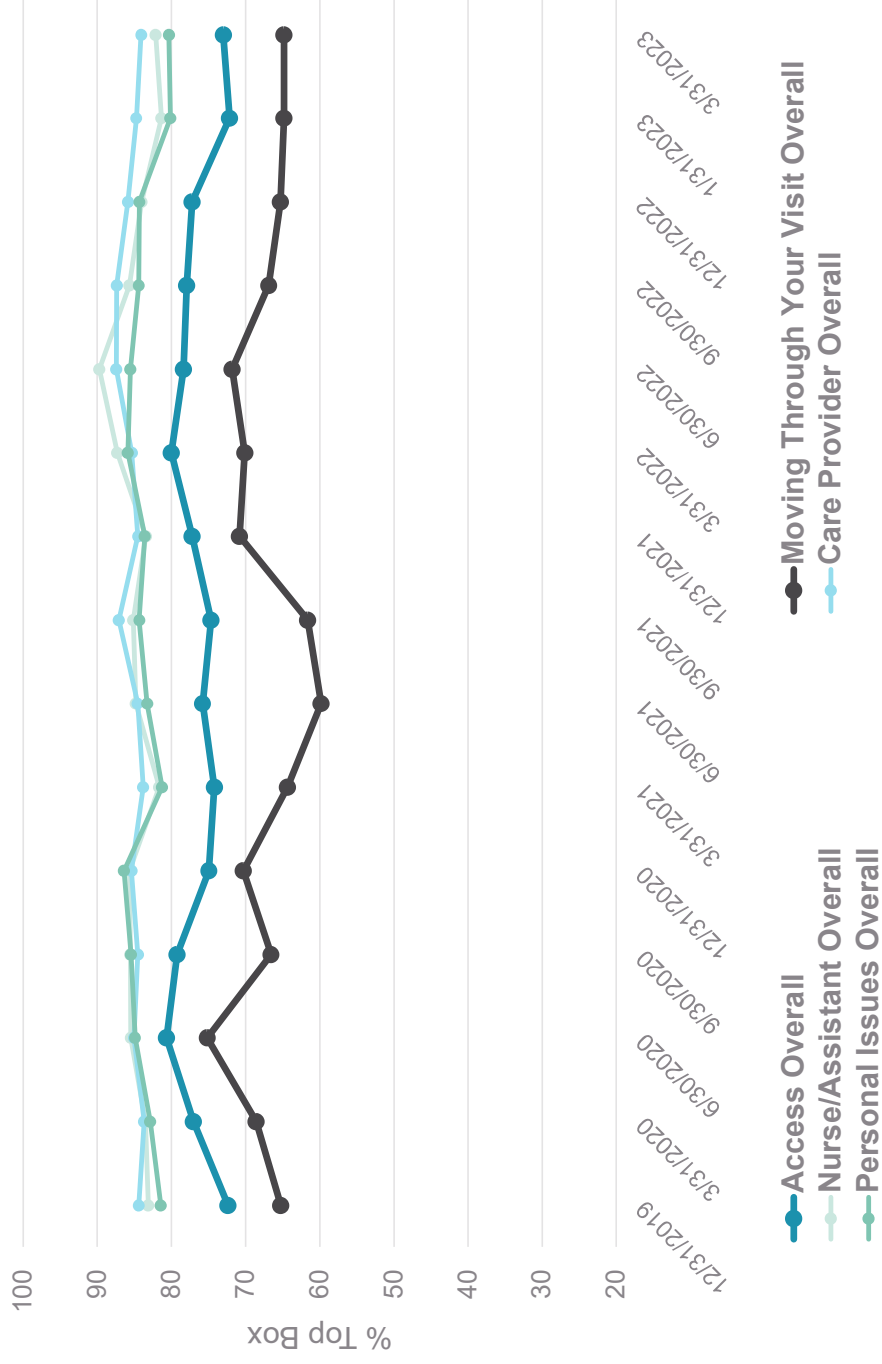
Tailwinds

- Training and expectations on communication with patients
- Filled front end staff vacancies
- Moved remote staff to report to clinic managers
- Provider scorecard
- EMR improvements
- Centralized scheduling

MEDICAL GROUP PERFORMANCE | Top Box Scores



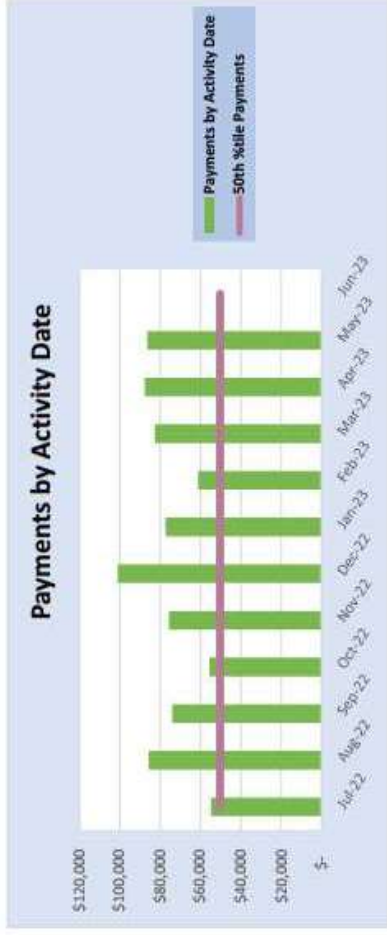
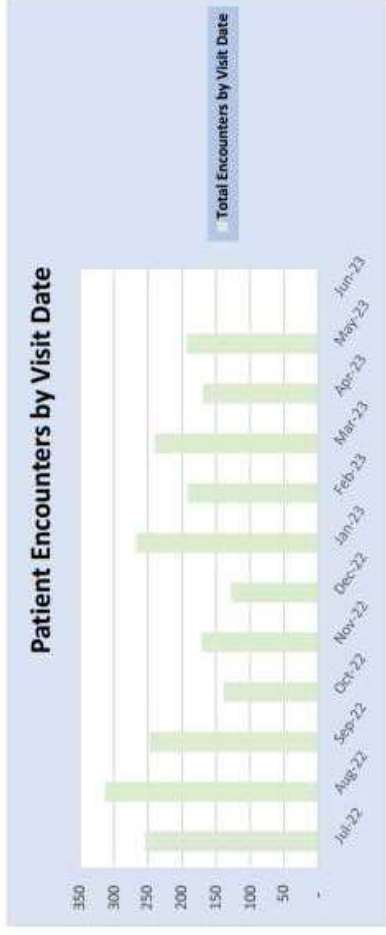
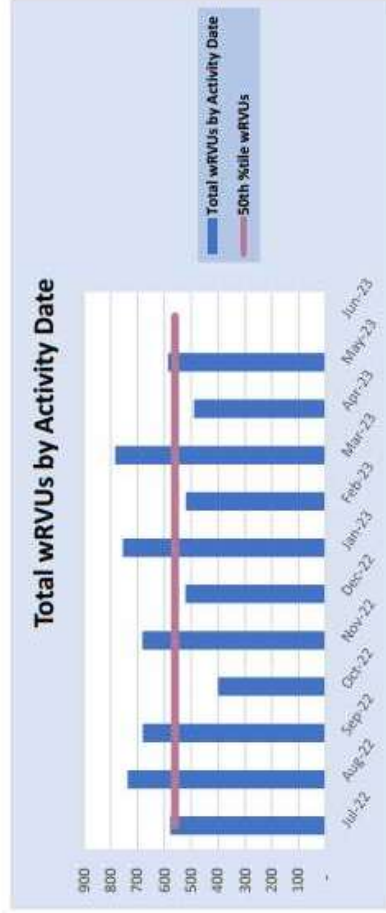
MEDICAL GROUP Performance by Domain | Top Box



Scores by domain, we see that our biggest opportunities are in Access and “Moving Through Your Visit”. Other domains are consistently favorable with 80-90% of patient consistently rating



Provider Dashboard Example



Questions?



Title: Board Use of Texting Application**Date Approved:** Not Approved Yet**Document Owner:** Richelle Heldwein (CRO)**Approver(s):** Board of Trustees, Document Control/Policy Committee**Version #:** 1**Printed copies are for reference only. Please refer to the electronic copy for the latest version.****Purpose:**

St. John's Health ("SJH") follows Wyoming's public meetings, public records and confidentiality laws. The purpose of the Wyoming Public Meetings Act (Wyo. Stat. 16-4-401 et seq.) is to conduct public business, certain deliberations and actions openly to the public. 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 as defined by statute.

Scope:

This Policy outlines the Board's use of a texting application to be provided and maintained by SJH in compliance with the Wyoming Public Meetings Act and the Wyoming Public Records Act. This Policy applies to the SJH Board of Trustees and Board Advisors. *[already a separate policy for employees]*

Administration:

The SJH Board of Trustees shall evaluate this Policy at least every three years to ensure it is currently meeting its purpose. *[This is the minimum required policy review timeframe for DNV and CMS]*

Board Use of Texting Application:

The SJH Board of Trustees may adopt a texting application for purposes of communicating with each other and with the SJH Administration regarding SJH business. Any texting application used by the SJH Board of Trustees shall be on a platform approved by the SJH Board of Trustees and provided by and within the custody and control of SJH ("Application").

Any text messages sent on the Application may be public record, subject to production under the provisions of the Wyoming Public Records Act and within the custody and control of SJH under the SJH Wyoming Public Records Release Policy. This policy shall apply to devices provided by SJH or personal devices of Trustees and Board Advisors. *[Admin and employees are covered in a separate policy]*

The Application shall be used in compliance with the Wyoming Public Meetings Act. The SJH Board of Trustees shall refrain from deliberating on SJH business, taking any action on SJH business, and voting or taking a straw poll on the Application ("Prohibited Activities"). Sequential communications on a given subject shall be considered as one communication for purposes of determining whether communications are considered Prohibited Activities under this Policy.

This Policy does not waive any confidentiality requirements imposed by state or federal law or SJH Confidentiality with respect to HIPAA safeguards for patients, personnel matters, litigation, real estate transaction, or any other legally protected deliberations by the Board of Trustees.

Related Documents:

NONE

References:

Wyoming Public Meetings Act (Wyo. Stat. 16-4-401 et seq.)

Next Review Date: No Review Date**Originating Department:** Risk Management
Page 1 of 1**Document Viewed:** 8/9/2023 10:21 AM



Monthly Public Board Meeting Highlights

St. John's Health Board of Trustees - June 29, 2023

Workforce Housing/Hitching Post Project Update

St. John's Health's (SJH) Administration and Finance Committee have reviewed employee input from four housing surveys conducted over the past few years to identify themes that will help inform specifics of upcoming housing projects, including the Hitching Post. Themes under discussion include employee interest in options for both renting and purchasing deed-restricted housing, the consistent need for two-bedroom units, and the employee preference for amenities such as pet-friendly units, storage space, and adequate parking. The recent survey also solicited feedback on expectations for rental rates, which will help SJH evaluate options for a financing plan that is feasible for SJH and employees. This information will be rolled into the Strategic Planning process that is underway. SJH does not expect to receive SPET funding for the Hitching Post project until late 2024.

Budget Updates

Although SJH has achieved its budget target for the past two months, SJH will finish FY 2022/23 with an operating loss due to expenses that grew at a faster rate than revenues, as well as a shift in payer mix away from commercial insurance to governmental insurance, such as Medicare and Medicaid. This is in line with national trends. After reviewing healthcare cost inflationary factors, an average 3.5% price increase will be built into the budget for Fiscal Year 2023/24. The full budget, which will include an employee compensation adjustment plan, will be brought to the Board of Trustees for approval at the July board meeting.

Strategic Plan

Kaufman Hall Associates (KFA) has conducted approximately twenty individual interviews with administrative and physician leaders. A short employee survey will be emailed to hospital and medical staff within the next week to capture additional internal perspectives on strategic operational issues that should be considered in the development of the long-range strategic plan for SJH. Opportunities to engage the community in these discussions will be scheduled for August. KFA will continue to collect and analyze data throughout the summer.

Press Ganey Employee Engagement Report

Seventy-one percent of employees participated in the Press Ganey Employee Engagement Survey this spring. The survey results indicate that 75% of SJH employees identify as engaged or highly engaged, and SJH overall is in the 64th percentile for employee engagement compared to the national benchmark. Employees reported highly favorable perceptions around quality of care and service, along with patient safety. A high percentage of respondents said they would refer their own friends and family to SJH for care. In many areas across the organization, employees report strong relationships with their direct manager, a key indicator of overall engagement and retention. Scores also showed improvement in self-reported resilience. *(Continued on next page)*

P.O. Box 428
625 East Broadway
Jackson, WY 83001

[Phone 307.733.3636](tel:307.733.3636)

www.stjohns.health



Action plans are being developed to drive improvement in areas where lower scores were reported. For example, results showed there is opportunity for improvement in how employees perceive their prospects for professional growth and development, as well as the sense of teamwork across work units. Another area that needs attention is the uncertainty expressed by employees regarding how the survey results will be used to drive improvement. The next steps are to drill down to team-level feedback; each department will develop an action plan with milestones and accountability. Pulse surveys will be used to check in on progress for specific action plan items. The entire staff was thanked for the time and attention they took to complete the survey, which is a vital improvement tool for SJH—not only for employee retention but also due to the link between high employee engagement and high-quality patient outcomes.

The next regular public board meeting of the SJH Board of Trustees is Thursday, July 20 at 12:00 pm in the hospital boardroom. The agenda, as well as a zoom option for those who wish to participate virtually, will be posted on the hospital website.

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