

## Executive Summary

St. John's Health (SJH) is pursuing the development of a comprehensive Cancer Center. Building on the success of its existing medical oncology services, SJH has identified approximately 13,000 square feet of available space on the hospital campus through the recent closure of the Inpatient Rehabilitation Facility. This beautiful space, which overlooks the National Elk Refuge, would undergo a major remodel and add approximately 1,800 square feet of construction for a vault to house the linear accelerator. When complete, the comprehensive Cancer Center would encompass a total of 14,800 square feet dedicated to providing medical oncology, chemotherapy, infusion, and radiation oncology services to western Wyoming.

Currently, SJH offers medical oncology, brachytherapy, and surgical oncology services but lacks a linear accelerator to complete the Radiation Oncology service line and achieve access to comprehensive oncology services. Existing medical oncology and infusion services would be relocated to this space to be co-located with the new radiation oncology services. Market research and current cancer registry data validate that approximately 180 radiation oncology cases occur annually within SJH's service area. Of those 180 cases, approximately 16% qualify for and are appropriate for brachytherapy. This leaves the remaining 84% of patients requiring radiation oncology treatments to travel a minimum of two hours each way to Idaho Falls for care.

Additionally, having a linear accelerator would enable SJH to perform Low-Dose Radiation Therapy (LDRT) to reduce chronic inflammation and pain for patients with conditions such as arthritis and bursitis.

The estimated total cost of the Oncology Project, including all design, construction, and equipment, is \$24,818,990. Ultimately, adding a linear accelerator and building a comprehensive Cancer Center would enable SJH to elevate care and offer all modalities of cancer treatment for patients in western Wyoming. Once complete and fully operational, with all modalities in place, the Cancer Center will provide comprehensive, evidence-based cancer care locally, ensuring continuity of treatment and reducing barriers to access.

## About St. John's Health

### **Providing healthcare to Teton County and western Wyoming for over 100 years.**

St. John's Health is the sole health system in Jackson Hole, Wyoming. An independent, not-for-profit system governed as a hospital district with elected board members, the health system

encompasses acute inpatient care and a myriad of outpatient medical clinics offering urgent care, primary care, and specialty care. In 2021, St. John's opened a senior living community (Sage Living) that provides skilled nursing and a dedicated memory care neighborhood.

SJH has received numerous national recognitions, including Newsweek's "Top Hospital" designation and "Best Nursing Homes" recognition by U.S. News & World Report. The St. John's Health mission is to "provide its unique community and visitors with exceptional and ever-advancing individualized care."

SJH consists of 48 acute-care beds and 56 long-term care beds and is designated as a Level III Trauma Center. Acute-care services include 33 medical/surgical beds, 6 intensive care unit beds, and a 9-bed labor and delivery unit.

In a typical fiscal year, SJH admits approximately 1,900 patients, delivers 350 babies, performs 2,750 surgeries, handles more than 9,000 emergencies, and sees over 60,000 patients in the outpatient clinics. In fiscal year 2025, operating revenues were \$190,299,956, and the operating loss was (\$19,493,910).

SJH employs over 800 people, allowing the health system to provide a broad range of services so that people in the community do not need to travel far for expert healthcare. With more than 150 providers representing a wide range of medical specialties, SJH offers comprehensive care to Teton County and the surrounding region, including Lincoln County, Sublette County, Fremont County, and Teton County, Idaho.

## **Current St. John's Health Oncology Program**

### **Medical Staff**

Dr. Melissa J. Cohen, M.D., is a board-certified oncologist with nearly 20 years of experience and provides oversight for medical oncology and infusion services at St. John's Health. Dr. Cohen completed her fellowship training and served on staff at UCLA for 15 years. Her practice includes breast, gastrointestinal, lung, gynecological, and urological cancers, as well as blood cancers such as chronic leukemias, lymphoma, and multiple myeloma.

Dr. Dan Miller, M.D., is a board-certified radiation oncologist who oversees SJH's brachytherapy services. In addition to his training at Mayo Clinic, he received advanced experience focusing on gynecological brachytherapy at Washington University's Barnes-Jewish Hospital and proton therapy at the University of Florida Health Proton Therapy Institute.

SJH also employs several surgeons on the medical staff who specialize in cancer care. Dr. Hannah Caulfield, M.D., is a board-certified general surgeon, a Fellow of the American College of Surgeons, and a member of the American Society of Breast Surgeons. Dr. Caulfield has advanced training in robotic surgery and oncoplastic and reconstructive surgery. She has a particular

interest in surgery of the colon, breast, thyroid, and parathyroid, as well as robotic, laparoscopic, and reconstructive procedures.

SJH also has urologic, gynecologic, ENT, and general surgeons who support cancer treatment. Dr. Bufkin Moore is a licensed clinical psychologist who specializes in treating oncology patients and their families in coordination with their medical and radiation treatments. Beyond surgery, SJH offers gastroenterology services, breast imaging specialists, interventional radiology for biopsies, hospitalists for inpatient care, and numerous other specialists who support cancer care.

Lastly, SJH has contracted with Mountain States Treatment Planning Services to provide dosimetry and medical physics services, working in concert with the radiation oncologist to develop individualized treatment plans for each patient.

### **Current Clinical Services**

Currently, SJH offers Medical Oncology and Infusion services, Brachytherapy, and Oncologic Surgery. SJH served 1,143 unique patients in fiscal year 2025.

The medical oncology practice performed 1,158 oncology infusion treatments, 2,209 clinic visits, and 2,190 community infusions for patients with various disorders such as Crohn's disease, Multiple Sclerosis, anemia, and others.

Within the radiation oncology practice, Dr. Miller, M.D., performed 39 brachytherapy treatments last year.

In addition to these services, SJH offers PET/CT with simulation capabilities for radiation oncology planning, CT scans, MRI (1.5T and 3T), pathology, laboratory services, and an in-house pharmacy.

### **University of Utah Huntsman Cancer Institute Affiliation**

SJH has a long-standing partnership with the Huntsman Cancer Institute (HCI) that has been in place for over 20 years. HCI is a cancer research and treatment facility in Salt Lake City and is part of the U Health system at the University of Utah.

As partners, our organizations collaborate to ensure that residents of Jackson Hole and the surrounding region have access to a wide array of cancer specialists from one of the country's top cancer institutes. This means our patients benefit from the resources of a large academic health system while receiving care in our small, rural Wyoming community.

The HCI/SJH affiliation provides access to:

- New developments in cancer research
- Specialized cancer treatments

- Oncologists specializing in specific cancers, as well as backup coverage
- HCI's expansive oncologic library
- Online resources for cancer support

Paired with our full-time local oncologist, this affiliation allows individuals diagnosed with cancer to access a wealth of resources close to home.

On the rare occasions when SJH does not have the requisite expertise, our patients already have an established connection to a sophisticated academic health system, where providers can easily access patients' medical records to provide consultations and communicate with primary care providers.

### **Survivorship Program**

SJH's Cancer Survivorship Program offers a wide range of services to support cancer survivors and their caregivers through the challenges that can result from cancer and its treatments. From diagnosis through treatment and recovery, a highly skilled team of physical, mental, spiritual, and psychosocial healthcare providers supports patients and their loved ones throughout their cancer journey.

Services include acupuncture, massage, physical therapy, occupational therapy, speech therapy, Pilates, yoga, mental health counseling, support groups, mindfulness, wellness coaching, nutritional services, and a wig boutique.

All patients receive these services free of charge through philanthropic support from St. John's Health Foundation.

## **Future St. John's Health Oncology Program**

### **Improving Rural Access**

People throughout western Wyoming would benefit greatly from access to a linear accelerator, eliminating or significantly reducing the need to travel long distances for care. Radiation therapy delivered via a linear accelerator typically requires 15–30 treatments over the course of three to six weeks. Requiring patients to seek this care elsewhere is extremely inconvenient and places additional strain on patients and their families.

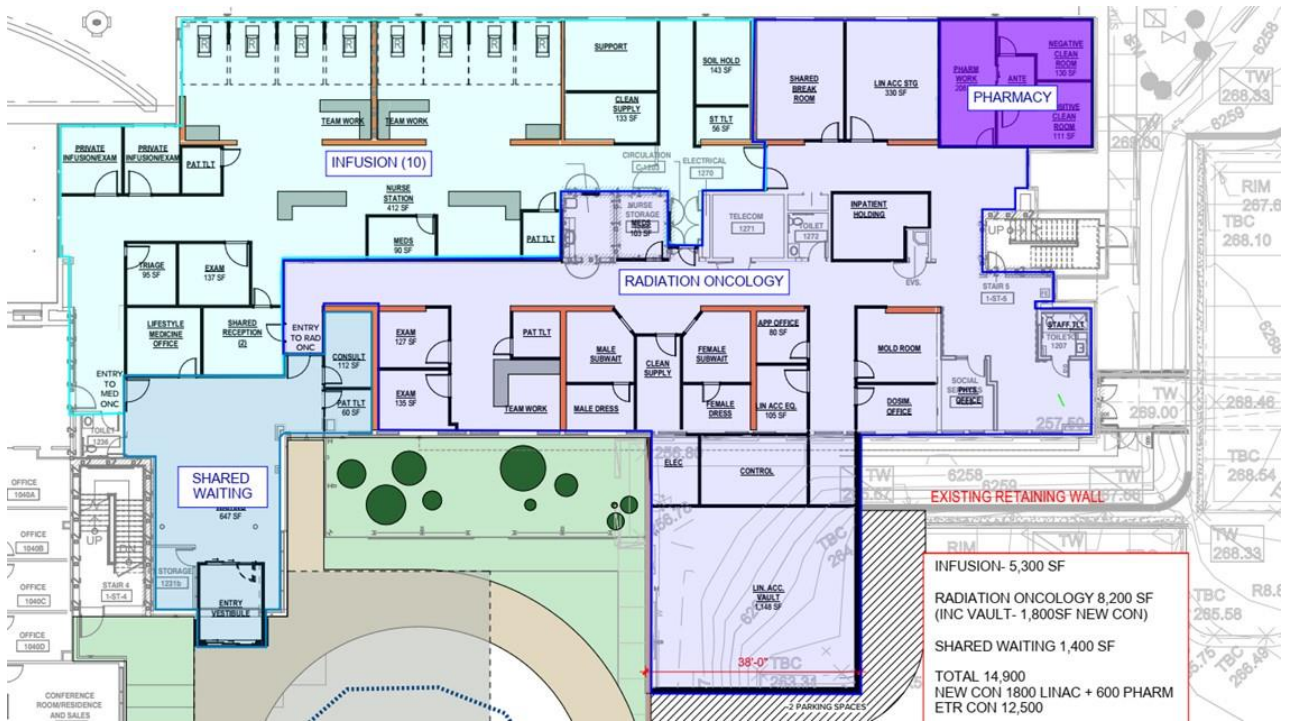
SJH is seeking to better serve the region by adding this complementary service to its existing Oncology service line. This addition will enable patients to receive care close to home and, in some cases, access improved treatment options that have historically not been practical due to travel and associated expenses.

Furthermore, this expansion will enhance care coordination, as all oncology services will be in one location, allowing all cases to be reviewed by a single Tumor Board.

## The New Cancer Center

Shown below is a high-level rendering of how the existing space could be remodeled. Currently, SJH has seven infusion bays for treatment, along with one private room for immunocompromised patients. The proposed space would allow SJH to expand to eight infusion bays and two private rooms.

In addition, nursing functions would be shared between Medical Oncology and Radiation Oncology to optimize staffing efficiencies and maximize the use of space.



Source: Earl Swenson Associates, Conceptual Proposal 2025

## Market Analysis

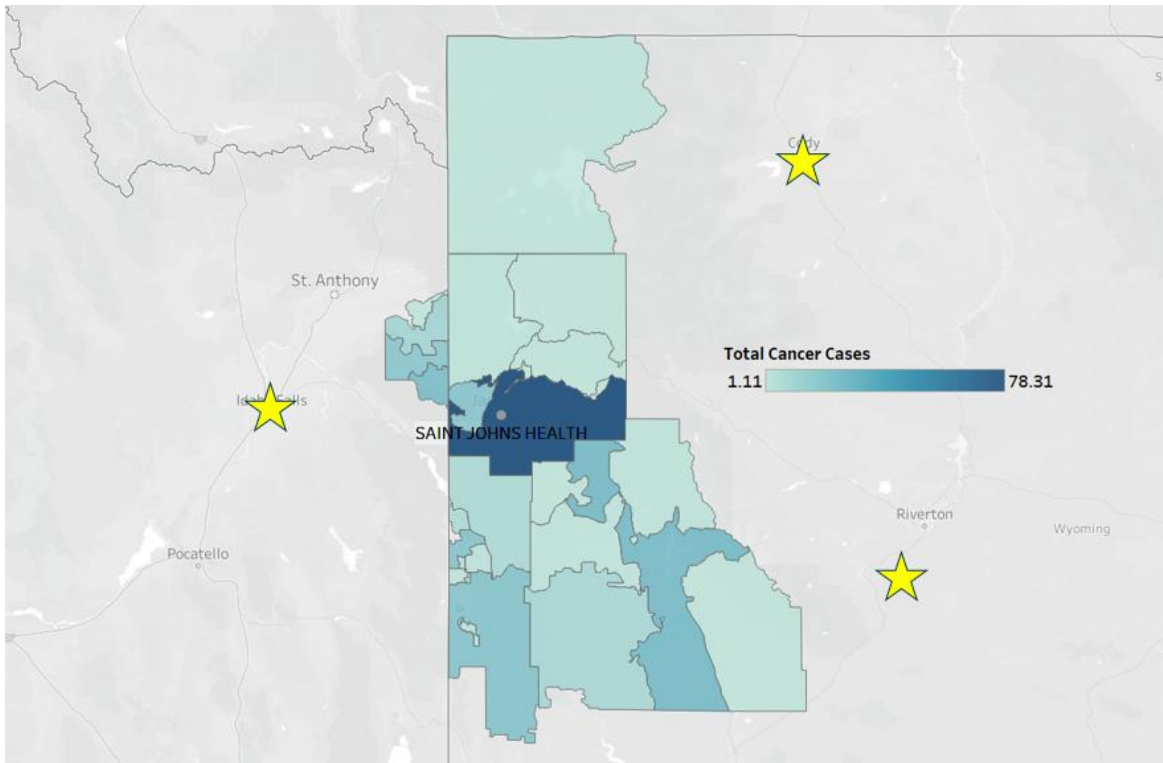
The current population within SJH’s service area is expected to grow by approximately 1% per year, reaching 63,930 by 2029. Notably, market demographics project that the population aged 65 and older will increase by 17% over the next four years, as depicted in the following chart.

This growth will create continued demand for cancer services in our community.

Primary Market	2025	2029	4-Year Growth
Female Population	29,328	30,752	5%
Male Population	31,896	33,178	4%
Population < 65	49,003	49,612	1%
Population 65+	12,221	14,318	17%
Total Population	61,224	63,930	4%

Source: Claritas

In addition to the population change forecasted, the nearest access to radiation therapy via a linear accelerator is approximately two hours from Jackson, Wyoming (and even farther for those who live south of Jackson). The stars on the chart indicate the locations of other linear accelerators in proximity to Jackson. This distance creates a significant burden for patients in our community.



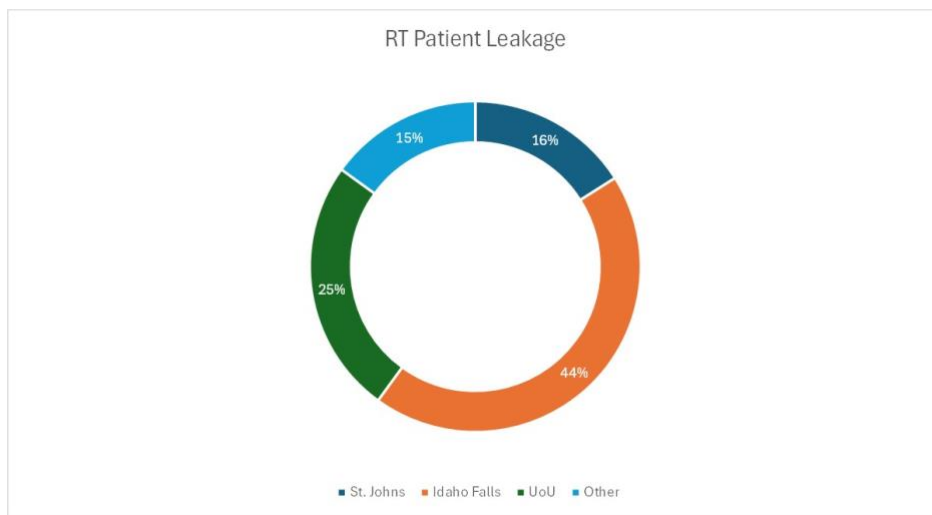
Source: Source: Claritas, state cancer registries

The chart above also illustrates the cancer incidence rate in the region, with lighter colors representing fewer cases and darker colors representing higher case volumes.

We also analyzed the number of cancer cases by type using cancer registry data and Claritas. Listed below are data from the cancer registry and Claritas demonstrating the number of cancer cases for 2025, along with projected growth for each type of cancer. Radiation therapy cases are expected to grow to 197 cases by 2029.

Primary Market	2025	2029	4-Year Growth
Bladder	18	21	15%
Brain ONS	4	5	9%
Breast (Female)	48	53	11%
Breast in Situ	8	9	7%
Cervix	2	3	5%
Colorectal	24	27	11%
Esophagus	3	4	14%
Kidney	12	14	12%
Leukemia	10	11	13%
Liver/Bile Duct	5	5	13%
Lung	29	34	15%
Melanoma	28	31	12%
NH Lymphoma	13	15	13%
Oral Cavity	8	9	11%
Ovary	3	4	11%
Pancreas	10	11	14%
Prostate	43	49	13%
Stomach	4	4	13%
Thyroid	9	10	6%
Uterus	9	10	10%
<b>Total Cancer Cases</b>	<b>293</b>	<b>328</b>	<b>12%</b>
<b>Total RT Cases</b>	<b>176</b>	<b>197</b>	<b>12%</b>

Source: Claritas, state cancer registries



\*Facilities with <10 patients were excluded, Source: Q4 2023 – Q3 2024 Medicare and commercial claims data

SJH used cancer registry data to understand where patients in the community are typically seeking treatment. Currently, SJH cares for only 16% of patients requiring brachytherapy within our community.

Approximately 44% of patients are seeking care in Idaho Falls, Idaho, which is two hours away. Another 25% are traveling to the University of Utah, approximately five hours away.

While some patients may continue to seek care in these locations, the goal is to provide the region with the ability to receive treatment close to home.

### Radiation Oncology Pro Forma

These data were used to create a pro forma to identify the potential financial performance of adding radiation oncology. Multiple scenarios were modeled to determine how many patients would remain in Jackson for oncology care. The scenarios ranged from 60 patients per year to 100 patients per year in the first year, with growth projected in subsequent years.

Year one of the pro forma contemplates a total of 80 patients receiving radiation therapy. In this scenario, the service would generate an EBITDA of \$1.2 million in year five of operations. Eighty patients per year represents a conservative 41% market capture rate within the defined service area. The break-even point is 51 cases.

# of patients in year 1	60	70	80	90	100
Year 5 Treatments	1,829	2,134	2,439	2,744	3,048
Year 5 EBITDA	\$357	\$754	\$1,152	\$1,550	\$1,947
IRR	-5.7%	1.7%	7.4%	11.5%	14.9%

The assumptions have been tested by multiple internal and external experts that have provided SJH leadership with confidence needed to operate a sustainable service line.

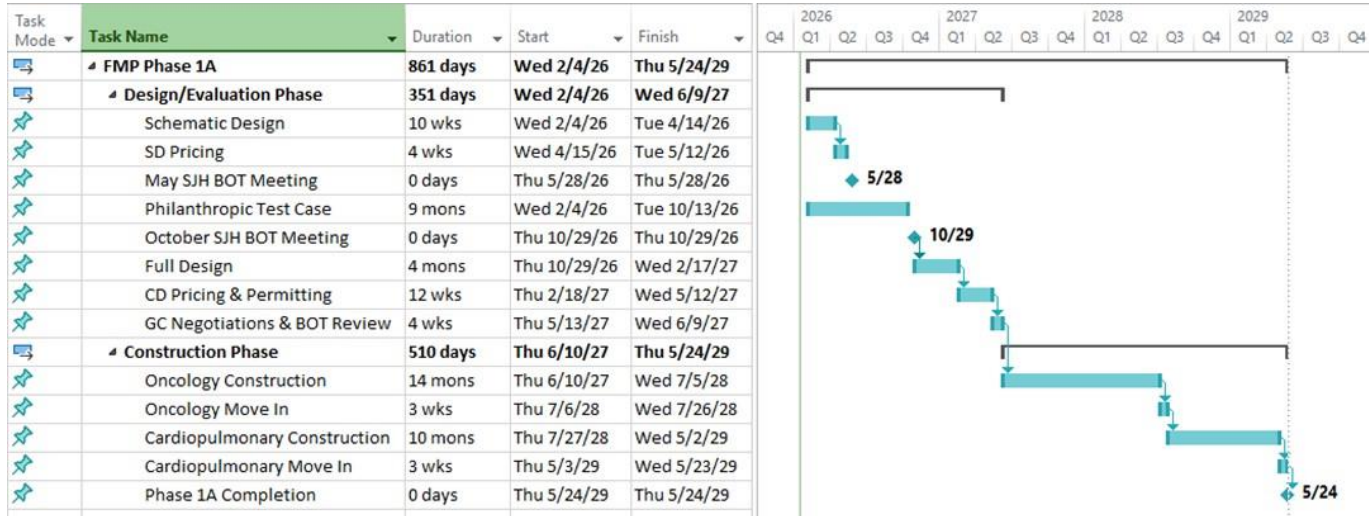
### Cancer Center Projected Planning and Construction Costs

<b>Facility Project:</b>	<b>Cancer Center</b>
Square Footage	14900
Construction Cost	\$12,628,917
FFE/IT	\$8,450,817
Design Fees	\$1,856,505
Project Related Exp.	\$619,860
Owner Contingency	\$1,262,892
<b>Total Estimated Price</b>	<b>\$24,818,990</b>



## Cancer Center Projected Timeline

Currently, St. John’s Health is evaluating the fundraising potential for this project. The St. John’s Health Foundation has funded schematic designs to be shared with potential donors. Listed below is the projected timeline for this project.



## Conclusion

Adding a linear accelerator and creating a comprehensive Cancer Center at St. John’s Health is the most practical and impactful next step in further developing the Oncology program. It represents the final modality of oncology care needed to enable western Wyoming to access comprehensive cancer services close to home.