

# Personalizing Care

| 2016 |

| Annual Report to the Community |



SAN JUAN REGIONAL  
MEDICAL CENTER



# PersonalizingCare

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## Table of Contents

- ④ A Letter from President and CEO Jeff Bourgeois
- ⑥ A Letter from Board Chair Janel Ryan
- ⑧ Economic Impact
- ⑨ Promoting Health in our Community
- ⑪ Safety Initiatives
- ⑬ Increasing Services
- ⑮ Quality Achievements
- ⑰ New Technology
- ⑲ Premier Employer

San Juan Regional Medical Center, Inc. and Affiliates

- ⑳ Consolidated Statements of Operation
- ㉑ Community Benefit Summary







# Personalizing Care

**FOCUSED ON SAFETY AND QUALITY**

To our community:

At San Juan Regional Medical Center, nothing is more important than our patients. Everything we do is done with the purpose of providing the best possible care for our patients. We are able to provide this exceptional care by holding each other to the highest standards of safety and quality.

The hospital's mission of personalizing healthcare and the core value of Sacred Trust both demand that everyone who works for SJRMC live, breathe, and create a Culture of Safety for our patients and each other. San Juan Regional Medical Center is also committed to quality. We have an entire department called Quality Systems dedicated to constantly improving quality of patient care, patient safety and operational performance.

In this 2016 Annual Report, we've highlighted some of the many ways we put safety and quality first for the sake of our patients. Safety first is not a mere slogan in our organization. Safety first represents the personal commitment of each member of the SJRMC family to your family. As far as quality goes – to

us it's simple. Quality is doing the right thing, for the right person, each and every time.

As you take a look at the following pages, you will see awards and accreditations given to San Juan Regional Medical Center; an expansion of our employee safety initiatives; and innovative new technology and added services to meet community need. In the end, it all comes down to you – our patients – and how we can best serve you as ***your community hospital***.

As we reflect upon the highlights of 2016, we also look to what lies ahead in the future. You can be assured that our values of safety, quality, and putting our patients first will continue, just as they have for more than a century.

With all of us working together great things are ahead for SJRMC,

Jeff Bourgeois  
President and CEO  
San Juan Regional Medical Center







# Personalizing Care

## LIVING OUR CORE VALUES

Dear Friends of SJRMC:

As the Board Chair of your community-governed hospital, I am pleased to present this Annual Report. You can be proud of the way San Juan Regional Medical Center has focused on personalizing care to the Four Corners community – your friends, family and neighbors. Our employees, physicians and volunteers are able to provide this exceptional quality of care with the guidance of SJRMC's Core Values.

These values, which include Sacred Trust, Personal Reverence, Thoughtful Anticipation, Team Accountability and Creative Vitality, guide us in every interaction we have. These values are our culture, our identity as an organization. They make us unique. They are not just words. They are actions, big and small, that we see every day at the hospital.

In the following pages of this annual report, you'll find many examples of our Core Values. A common thread among them all: personalizing the care we provide to make sure our patients always come first.

From new technology acquired to help our patients heal, to several new

safety initiatives implemented to keep our patients safe, to a popular low-cost blood screening program extended for our patients' benefit, all of these initiatives were enacted with Sacred Trust in mind.

You'll also read about some of the many awards San Juan Regional Medical Center was honored with in 2016. A common factor you'll find in each is the excellent Team Accountability displayed as diverse medical specialties come together to assess, diagnose and treat patients who present with chest pain or heart attack symptoms.

Our Core Values are truly at the core of all we do and who we are. They have fed a century of growth and vision and will continue to be the San Juan Regional Medical Center difference. Take a look around the next time you're at the hospital and I know you'll see them in the actions of our employees, too.

Together we can make anything happen,

Janel M. Ryan  
Board of Directors Chair







# PersonalizingCare

## THE CORE OF OUR COMMUNITY

Each year, San Juan Regional Medical Center cares for thousands of Four Corners residents from New Mexico, Colorado, Arizona and Utah. While our patients benefit from the personalized care we provide, it's really our entire community that prospers from our presence. The patients we treat, the people we employ, the community events we are dedicated and proud to support, and the education we provide to help improve the health of our community is our highest priority. San Juan Regional Medical Center is more than a hospital. As a non-profit organization we are committed to making a difference in our community.

### Community Benefit Report:

Patient Impact	59,594
ER Visits.....	9,719
Acute Hospital Admissions.....	212
Rehabilitation Hospital Admissions.....	255,363
Provider Visits.....	6,466
Surgical Cases.....	
Financial Impact:	
Payroll (1909 employees).....	\$181,047,295
Charity & Uncompensated Care.....	39,013,000
Sales Tax.....	414,883
Property Taxes.....	417,593
Charitable Donations to Community.....	1,206,551
Dollars Spent with Local Merchants.....	5,767,528
Capital Investments in 2016.....	15,379,488
Total Community Investment.....	\$243,246,338



# Personalizing Care

## PROMOTING HEALTH IN OUR COMMUNITY

San Juan Regional Medical Center is committed to improving the health of our community. We believe that health happens every day, everywhere, even outside of our hospital and clinics. That's why we make every effort to create and promote wellness throughout the Four Corners region with our community benefit programs. Our hope is to empower each individual to create a healthier community and greater quality of life for us all.





## ○ San Juan Regional Medical Center partnered with various community groups throughout the year. Here are the few of the events we helped to support:

San Juan College Employee Health Fair  
City of Farmington Employee Health Fair  
Young Parent Conference  
Sycamore Park Health and Safety Fair  
Discovery Festival  
Every 15 Minutes  
Riverfest  
Four Corners Oil and Gas Conference  
Homeless Veterans Stand Down  
Kid Fest  
Bump Day  
Aztec National Night Out



## ○ Early Heart Attack Education

Four Corners residents have access to exceptional heart care at San Juan Regional Medical Center and San Juan Regional Heart Center. Thanks to efforts spearheaded by Barbara Charles, who served as the Cardiology Service Line Director and Chest Pain Center Coordinator at the time, our community also receives education about the early symptoms of a heart attack. Charles was honored as the Early Heart Attack Care Person of the Year by the Society of Cardiovascular Patient Care for her outstanding work sharing this life-saving message with the community. Posters and flyers listing the early symptoms of a heart attack are handed out at health fairs and community events and the message is shared verbally as well. This lifesaving information urges people not to ignore their symptoms and to call 911 for help.

## ○ Partnership with Sobering Center

A multi-agency partnership to create a safe place to get San Juan County's inebriated residents off the streets was completed in the spring of 2016. The Sobering Center and Joint Intervention Program was a collaboration between San Juan Regional Medical Center, San Juan County, the City of Farmington, the San Juan County Adult Detention Center, Presbyterian Medical Services and Totah Behavioral Health Authority. San Juan Regional Medical Center worked with San Juan County to oversee construction of the project and furnish the Sobering Center. The goal is to improve the health of our community by providing a safe space where those in need can begin working towards sobriety.

# Personalizing Care

## THROUGH SAFETY INITIATIVES

At San Juan Regional Medical Center, we believe that there is no greater value than safety. As an organization we personalize healthcare through our culture of safety. Our core value of Sacred Trust calls for all of our employees to live, breathe, and propagate a culture of safety—safety for the patients we serve and safety for each other.





## ○ AirCare Receives Accreditation

San Juan Regional Medical Center's AirCare air ambulance service has safely transported more than 25,000 patients over the last 30 years. To provide this high-quality service to our community, AirCare must maintain strict national standards through a strenuous accreditation process. AirCare received a three year reaccreditation in 2016 by the Commission on Accreditation of Medical Transport Systems. Staff members in the AirCare department are diligent in maintaining these high standards, which include training and education, medical direction, aircraft maintenance, and staff and pilot qualifications. Keeping safety at the forefront on a daily basis has helped AirCare fly high for 30 years, operating with the highest standards and expectations for quality and safety.

## ○ The Final Check

Employees at San Juan Regional Medical Center have a new safety tool to use for safe patient care. The Final Check helps to ensure patient specimens are identified correctly. Misidentified specimens can result in delayed diagnosis, additional laboratory testing, treatment of the wrong patient for the wrong disease, and severe transfusion reactions. The Final Check approach is to verbally compare the last three digits of a patient's Medical Record Number on the wrist band and the specimen label – for every sample. After the first two months of implementation, mislabeling of specimens decreased by 70 percent.

## ○ Patient Belonging Process

Our goal of patient safety extends to the belongings our patients bring into the hospital with them. In an effort to keep our patients' valuables safe, a systematic process for documentation, storage, and return of those valuables was established and rolled out in March 2016. A standardized patient valuables documentation form and sticker sheet now includes items turned over to security for storage, items remaining with the patient, and items sent home and who they were released to. This process makes it easier for all hospital departments to help keep track of and safely return our patient's belongings. Our patients can focus on their care and recovery and not worry about whether or not their valuables are safe.



# Personalizing Care

## BY INCREASING SERVICES

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One of the main initiatives in our strategic plan is service line enhancement. San Juan Regional Medical Center's goal is to provide personalized services our community members need right here at home. In the past year, we've worked to increase our services and make them convenient and accessible for our patients. As a non-profit organization dedicated to serving the community, we'll continue to make strides when it comes to increasing our services, and plan to expand our outreach even more in the coming years.





## ○ Anesthesiology becomes hospital department

San Juan Regional Medical Center now has its own Anesthesia department to provide our patients with consistency in providers, expanded services, and increased customer satisfaction. The department is made up of both Physician Anesthesiologists and Certified Registered Nurse Anesthetists (CRNA). A CRNA is an advanced practice nurse with a master's degree and several years of critical care experience. Since becoming a department, anesthesia has expanded its personalized services beyond the operating room, performing more non-OR anesthesia procedures. These include offering services to Endoscopy, Audiology, MRI, the Childbirth Center, and the Cardiac Cath Lab.

## ○ Expansion of Urology Services

San Juan Health Partners Urology expanded and became a multi-provider practice in the 2016 fiscal year. The specialty service also moved to a new, bigger location that has the space to provide an array of personalized treatments to our patients. San Juan Health Partners Urology is conveniently located at 2700 Farmington Avenue Building E Suite 1 in Farmington. Our urologists are able to perform many specialized procedures in the comfort of the office, with surgeries performed at San Juan Regional Medical Center. San Juan Health Partners Urology provides services to the whole family, including treatment for overactive bladder, male and female incontinence, kidney stones, urologic cancers and prostate disease.



## ○ My Labs: Patient Ordered Testing

Low-cost blood tests used to be available just twice a year, but San Juan Regional Medical Center saw a greater need for these tests and expanded the service to offer the screenings all year long. MY LABS: Patient Ordered Testing allows you to choose the tests you want and get them when it's convenient for you. To better serve our patients, the tests are performed at San Juan Regional Medical Center and the Outpatient Diagnostic Center during regular business hours. There are 19 to choose from, with most prices ranging from \$10 to \$20.

# Personalizing **Care**

## THROUGH QUALITY ACHIEVEMENTS

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San Juan Regional Medical Center received several awards in 2016 for excellence in cardiac care, reaffirming our vision to be known as the most personalized quality healthcare provider. Our comprehensive cardiology services allow our patients to get the treatment they need right here in the Four Corners region, close to family.





## ○ Chest Pain Center with Primary PCI Accreditation

San Juan Regional Medical Center is now a fully accredited Chest Pain Center with Primary PCI (Percutaneous Coronary Intervention.) Hospitals that are accredited by the Society of Cardiovascular Patient Care have achieved a higher level of expertise caring for patients who come in with a complaint of chest pain or are experiencing symptoms of a heart attack. San Juan Regional Medical Center is able to bring together diverse medical specialties such as paramedics, emergency medicine and cardiology to assess, diagnose and treat those patients. This Team Accountability helps ensure all types of chest pain patients receive appropriate protocol-driven and timely care with improved outcomes.

## ○ CMS approved site for carotid artery stenting

The Centers for Medicare and Medicaid Services (CMS) granted San Juan Regional Medical Center certification as an approved site to provide carotid artery stenting. The procedure can be used on our patients whose carotid arteries have narrowed or been blocked by plaque, making it hard for blood to flow to the brain. Carotid artery stenting can open the arteries back up, improving blood flow and lowering a patient's risk of having a stroke.

## ○ Mission: Lifeline® Gold Awards

San Juan Regional Medical Center received two Mission: Lifeline® Gold Awards from the American Heart Association for implementing a high quality heart attack care program. One award was given to the hospital as a receiving center; another was for the Emergency Medical Services (EMS) department.

When a serious and potentially deadly type of heart attack called a STEMI occurs, it's critical to restore blood flow as quickly as possible to prevent death. San Juan Regional Medical Center delivers education in STEMI identification; provides access to 12-lead ECGs which measure the electrical activity of the heart and can help determine if a heart attack has occurred; and develops protocols based on American Heart Association guidelines. These crucial steps allow EMS providers to rapidly identify suspected heart attack patients, promptly notify the medical center, and trigger an early response from the awaiting hospital personnel. This greatly improves the quality of care and quality of life for patients.



# Personalizing **Care** THROUGH NEW TECHNOLOGY

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The healthcare field is constantly advancing with new technology leading the way. San Juan Regional Medical Center is dedicated to improving personalized patient care through the use of cutting-edge technology and equipment. We are fortunate to have the San Juan Regional Medical Center Auxiliary and San Juan Medical Foundation purchasing some of this advanced technology to benefit our community.





## ○ LiteGait Rehabilitation System

At San Juan Regional Rehabilitation Hospital and San Juan Regional Medical Center's Adult and Pediatric Rehabilitation Outpatient Centers, many of our patients are working on rebuilding their ability to walk from place to place independently. Skilled therapists help patients recover their posture, balance, endurance, and coordination of lower limb movement. The Partial Weight Bearing Gait Therapy provided by the LiteGait System has been a great addition to our rehabilitation services. This technology is now available at all three rehabilitation facilities, thanks to \$24,450 from the Auxiliary. It is improving the lives of patients with a variety of conditions such as stroke, head injuries, spinal cord injuries, Cerebral Palsy and more.



## ○ Digital Tomosynthesis

San Juan Regional Medical Center is pleased to now offer digital breast tomosynthesis, the newest cutting edge technology in the quest for earlier detection of breast cancer. Digital tomosynthesis, also known as 3D mammography, is an advanced form of mammography that images the breast in one millimeter slices. This allows our radiologists to look for abnormalities in many different areas of the breast compared to 2D mammography, which shows just two angles. This state-of-the-art technology was purchased by the San Juan Medical Foundation with the help and support of community donations to the Cathy Lincoln Memorial Cancer Fund. The 3D mammograms are available at two convenient Farmington locations: San Juan Regional Medical Center and the Outpatient Diagnostic Center on 30th Street.



# Personalizing Care

## AS A PREMIER EMPLOYER

San Juan Regional Medical Center is a non-profit, acute care hospital and Level III Trauma Center accredited by Det Norske Veritas (DNV) through October 2019. We are one of the largest employers in San Juan County, with 1,953 talented and compassionate employees dedicated to making our hospital a leader in personalized care. Our employees are our most important asset. San Juan Regional Medical Center attracts and retains leading physicians, nurses, and other professionals to provide quality medical care to our community.





## ○ Work with a Purpose

Everyone who works at San Juan Regional Medical Center, from central sterile techs to certified medical assistants to surgeons, has a purpose. Each individual's purpose allows them to use their skills and share their talents to help the organization be a success. While our employees' work varies and contributes to our success in different ways, we all work with a common purpose to create enthusiasm and vitality in healing and to be known as the most personalized quality healthcare provider.

## ○ Dedication to Physician Recruitment

San Juan Regional Medical Center is committed to improving health in the Four Corners by bringing highly qualified physicians to our area through a vigorous physician recruitment program. The program is unique, as the hospital has always supported a community recruitment approach. Our recruiters not only find the best physicians for San Juan Regional Medical Center and San Juan Health Partners; they also help other medical practices in the area with their recruitment needs. To assure a well-rounded representation, three members of the Recruitment Committee are appointed by the San Juan IPA. San Juan Regional Medical Center is dedicated to meeting the specific needs of patients in our area by supporting a healthy medical community which represents a wide range of medical specialties.

## ○ On-site Childcare Center

San Juan Regional Medical Center took over daily operations of Children's Discovery Place on July 1, 2015. This convenient, on-site childcare center provides quality care to children of hospital employees and local physicians. The center offers extended hours to meet our employees' needs and follows nationally recognized curriculum designed to meet and support the quality standards set by the National Association for the Education of Young Children.

Parents can be assured that their children are being taken care of in a safe, nurturing environment while they're at work. It's one of many benefits available to our employees.



# Community Benefits

Government - Means Tested Services:	Persons served	Community Benefit \$
Financial Assistance	6,863	1,461,590
Medicaid	94,356	19,341,448
Other Means Tested Services	8,655	1,281,984
<b>Total Government - Means Tested Services:</b>	<b>109,874</b>	<b>22,085,022</b>
<b>Community Program:</b>		
Community Health Improvement	10,340	238,241
<b>Community Health Education:</b>		
Diabetes Education	1,438	164,492
Community Flu Vaccines	702	3,732
Pre-Natal Instruction	480	20,144
Community Courtesy Van	473	41,000
<b>Total Community Program:</b>	<b>13,433</b>	<b>467,609</b>
<b>Health Professionals Education:</b>		
Physicians, Nurses, Nursing Students	223	905,344
<b>Subsidized Health Services:</b>		
Freestanding Clinics—San Juan Health Partners**	96,725	12,439,356
Renal Care	809	2,487,272
<b>Total Subsidized Health Services:</b>	<b>97,534</b>	<b>14,926,628</b>
<b>San Juan United Way - Corporate Match:</b>		<b>109,915</b>
Financial and In-Kind Contributions:	1,130	57,770
<b>Total All Community Benefit:</b>	<b>222,194</b>	<b>38,552,288</b>

\*\* Services include Women and Children's, Emergency and Behavioral Health services.



# Our Finances

	FYE 2015	FYE 2016
Net Patient Service Revenue	269,398	297,244
Other Revenue	10,979	9,087
Total Revenue	<b>280,377</b>	<b>306,331</b>
Wages, Salaries, and Benefits	160,290	181,047
Supplies and Services	58,166	64,865
Depreciation and Interest	15,973	14,937
Rent and Leases	2,408	2,504
Purchased Services	30,893	30,973
Total Expenses	267,730	294,326
Excess Revenue Over Expense	<b>12,647</b>	<b>12,005</b>

*Consolidated Statements of Operations (in thousands)*

*Data taken from the audited financial statements*



# Personalizing Care

| 2016 |

| Annual Report to the Community |

## Our Mission

*To personalize healthcare and create enthusiasm and vitality in healing.*

## Our Vision

*To be known as the most personalized quality healthcare provider.*

## Our Core Values

- Sacred Trust
- Personal Reverence
- Thoughtful Anticipation
- Team Accountability
- Creative Vitality



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