

Achievement

A year in the life of one of America's great community hospitals.



SAN JUAN REGIONAL
MEDICAL CENTER



Achievement

San Juan Regional Medical Center 2014 Annual Report

- 4 Letter from President and CEO Rick Wallace
- 6 Letter from Board Chair Charlene Scott

Growth Through Innovation

- 8 Patient-First Innovations
- 12 Expanding Physician Services
- 14 A Rich Learning Environment

Growth in Patient Safety

- 16 2014 Quality Awards
- 19 Patient Safety Takes the Stage
- 22 Attacking Infections

Growth in Community Partnerships

- 24 A Gentle Gift of Sunshine
- 25 The San Juan Regional Medical Center Auxiliary Contribution
- 26 Community Involved, Community Governed
- 27 A River of History
- 28 Leading the Community in Conservation
- 29 Summary of Community Benefits
- 30 Financial Statements

Contents





A Letter from President and CEO Rick Wallace

Dear Friends:

I am pleased to present this 2014 Annual Report to San Juan Regional Medical Center's many stakeholders – municipal and tribal governments, regulatory agencies, employees and physicians, hospital volunteers, suppliers of goods and services, members of the hospital Corporation and Board of Directors, and all the citizens of San Juan County. In this report you will read about some of the programs and initiatives that made 2014 a year of achievement for San Juan Regional Medical Center.

As a hospital, we were challenged in 2014 and many of those challenges will carry forward into 2015 and beyond. Tightening our budget, standardizing processes, preparing for Ebola, expanding our clinical services, starting a major renovation project, adopting even more patient safety measures, and nurturing an enthusiastic, patient-centered workplace are just a few of those challenges. Rather than being reactive in such a dynamic environment, however, San Juan Regional Medical Center's Corporation, Board, and Management were guided by careful strategic planning. Our 2012-2015 comprehensive strategic plan provided guidance in four basic areas: Quality Assurance and Performance Improvement, Staff Growth and Enrichment, Finance and Information Technology, and Strengthening Community Partnerships. Such strong planning led to a strong year in 2014. Many people contributed to the

planning, and I am grateful for their participation, their values, and their vision.

Our purpose is defined in our mission: to *personalize healthcare and create enthusiasm and vitality in healing*. To put it another way, we must discover what San Juan County citizens need in terms of healthcare and use our utmost creativity and skill to provide it. So we make investments in new medical technology. We recruit top doctors who offer effective, innovative procedures to their patients. We offer wellness programs like Full Engagement Training (FET), educational opportunities, and free flu clinics to the community. We develop and grow as the community develops and grows. That's been a fact of life at this hospital since 1910.

Patient safety, innovation in care, community partnership – these values took center stage in 2014. I hope you enjoy reading more about it in the following pages.

Sincerely,

A handwritten signature in dark ink, appearing to read 'R. Wallace'.

Rick Wallace, D. Scs., FACHE
President and CEO
San Juan Regional Medical Center

Achievement





A Letter from Board Chair Charlene Scott

Dear Friends:

My time on the San Juan Regional Medical Center Board of Directors has been a real eye-opener. I have always appreciated our local hospital, but when I became involved, I realized what a treasure it is. Few hospitals in the country are governed the way our hospital is – by the people they serve. Few hospitals receive the awards for quality that our hospital received in 2014. Few hospitals embrace the future the way our hospital does, whether in sustainable building practices or in acquiring the latest medical technology.

I was also surprised by the effort SJRMC makes to keep the conversation going with the community. A Community Needs Assessment survey is done every few years. Publications like this annual report and the *Quarterly* magazine are distributed across San Juan County. An award-winning website at sanjuanregional.com provides a steady stream of information about the hospital as well as a huge library of health information. Social media such as Facebook opens up the conversation between the hospital and you, our patients and friends. The Corporation, over 150 members of the community representing local non-profit organizations, meets quarterly with hospital management and both sides listen to each other.

I believe it is this conversation that is San Juan Regional Medical Center's greatest strength. Together

we share the load. We tackle problems, invent solutions, and celebrate triumphs as one united voice. When it came time to renew the gross receipts tax for Emergency Medical Services and the 911 Communications System, we all spoke up for continued excellence. I am so gratified for that show of support. New challenges will come at us in the future. No doubt, some of those challenges will be unexpected and will come like a flash flood. But I have learned a lesson in my time at San Juan Regional Medical Center. Whatever comes at us, we will be ready.

Sincerely,

A handwritten signature in black ink that reads "Charlene Scott". The signature is fluid and cursive, with a large, stylized "S" at the end.

Charlene Scott, Board Chair
San Juan Regional Medical Center

Growth THROUGH INNOVATION





Patient-First Innovations



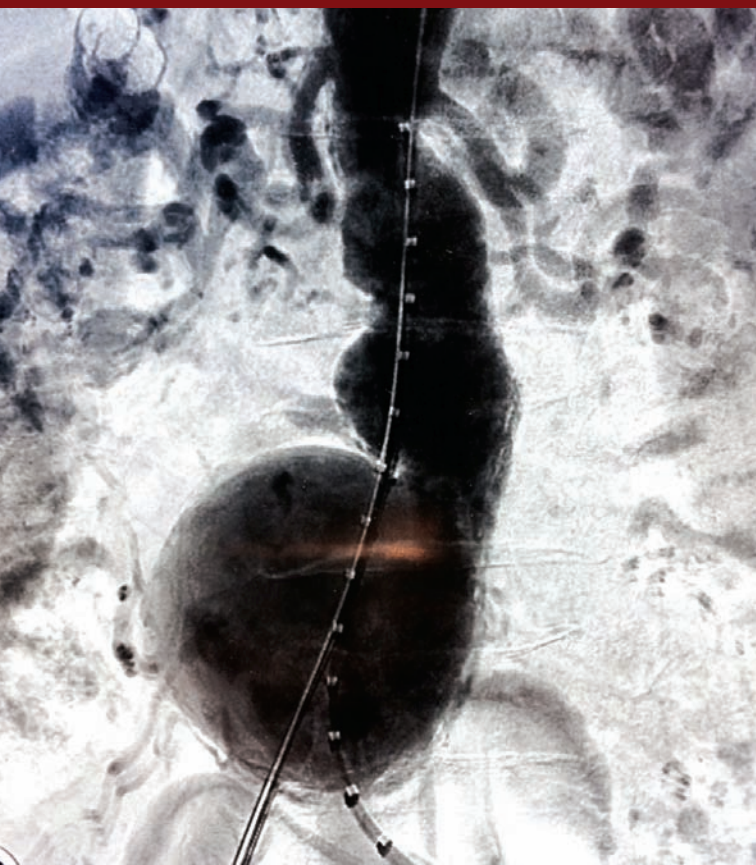
Innovation does not exist for its own sake, but for the sake of the patient. Every adoption of new medical technology or new procedures must meet rigorous standards. Innovations must improve patient care, be safe, be evidence-based, and not interfere with our mission to personalize care and respect the individual. With these principles in mind, San Juan Regional Medical Center embraces the most up-to-date medical practices and technological advances. In 2014, several important medical advances were brought on board.

Treatment for calcified arteries. A new device in San Juan Regional Medical Center's Catheterization Lab is helping patients with coronary artery disease. The *Diamondback 360 Coronary Orbital Atherectomy System* was just approved by the FDA in 2013, and San Juan Regional Medical Center and San Juan Regional Heart Center are the first in the region to begin using it. Some patients with coronary artery disease have severely calcified coronary artery lesions, and this condition can complicate the process of delivering stents. The new device simply and safely reduces coronary arterial calcium by a unique process. Once hard calcium is removed from an artery, patients can have a stent safely placed to improve blood flow. Before San Juan Regional Medical Center acquired this device, patients with highly calcified arteries were transferred to Albuquerque for treatment.

Targeted treatment for clots. The AngioJet Ultra Thrombectomy System includes a catheter that is inserted into an artery or vein to extract a clot (or thrombus). This is especially useful in peripheral vessels to treat deep vein thrombosis (DVT). This method is more targeted, powerful, and effective than previous capabilities such as manually using a syringe. The AngioJet can also be used to extract clots in the arteries of the heart. This device effectively removes large volume clots from heart arteries, bypass grafts, and arteries and veins in the legs such as DVT that would otherwise have to be removed manually. The AngioJet is more efficient, increases the success rate of the procedure, and shortens procedure time.



Abdominal aortic aneurysm repair. Another newly introduced procedure provides less invasive care for patients with abdominal aortic aneurysms. An aneurysm develops when the abdominal artery is weakened, causing it to swell. The pressure generated by the heart causes the aneurysm to gradually enlarge. If untreated, the danger is that it can grow large enough to rupture, resulting in a life-threatening condition. Abdominal aortic aneurysms (AAA) can now be repaired electively at San Juan Regional Medical Center. The procedure is called *EVAR*, *endovascular aneurysm repair*, and is performed by Dr. Faraz Sandhu, Interventional and Vascular Cardiologist at the San Juan Regional Heart Center. Dr. Sandhu feeds a stent through small incisions in the femoral artery, which seals and supports the weakened aorta. “Unlike open surgery, EVAR is a shorter procedure which usually takes under two hours to perform, is associated with lower mortality, and requires less recovery time,” stated Dr. Sandhu.



Wiping out infections. A forward-thinking decision was made in 2014 to purchase the *TRU-D Smart UVC room disinfection system*. This room-disinfecting robot is used as part of San Juan Regional Medical Center’s comprehensive Infection Control (see article on page 22 for more details). Its ultraviolet light energy modifies the DNA structure of viral pathogens, like Ebola, so they cannot reproduce or harm patients. This technology—the only one of its kind—is utilized at San Juan Regional Medical Center in various capacities from isolation rooms, to the operating room, endoscopy, dialysis, and more.





SAN JUAN REGIONAL
MEDICAL CENTER

→ EMERGENCY

→ Cancer Center

→ Main Entrance



Expanding Physician Services

To grow in expertise, San Juan Regional Medical Center must first expand their cadre of outstanding physicians. A lot of resources are devoted to recruiting physicians and other healthcare professionals to relocate to San Juan County. The hospital also devotes significant resources to the training and development of healthcare professionals. (See the article on page 14 for more details on our educational programs.) San Juan Regional Medical Center invests these resources because our mandate to San Juan County is to provide modern, leading-edge medical care. Physician recruiting, whether recruiting specialist doctors as employees of the hospital or as independent practitioners, is an ever-changing and competitive field. San Juan Regional Medical Center's physician recruiting efforts remain among the most proficient in the country.

A notable success in 2014 was the addition of urology services to the array of services already provided by San Juan Health Partners. Dr. Joshua Spendlove joined the staff at San Juan Health Partners Urology which provides a full range of personalized services, including treatment for urologic cancers, prostate diseases, kidney stones, male and female incontinence, and erectile dysfunction. The urology clinic now provides laparoscopic surgery of the kidneys, vasectomies, adult circumcisions, and overactive bladder treatment.

The full extent of physician services provided by San Juan Regional Medical Center, can be found on the hospital's website: sanjuanregional.com. Those services are: Behavioral Health, Heart Care, Family Medicine, General Surgery, Internal Medicine and Specialty Services, Midwifery and Women's Health, Neurosciences, Pediatrics, Urgent Care, and Urology.

Physicians added to the staff at San Juan Regional Medical Center during 2014 are:

- Dr. Macey Bray, San Juan Regional Medical Center Radiology
- Dr. Mark Dwinell, San Juan Health Partners Internal Medicine and Specialty Services
- Dr. David Cundick, San Juan Oral and Facial Surgery
- Dr. Zackary Gangwer, Animas Foot and Ankle
- Dr. Luke Hinzmann, San Juan Regional Medical Center Audiology
- Dr. Kojan Kainth, San Juan Health Partners Neurosciences
- Dr. Bradley Scoggins, San Juan Health Partners Pediatrics
- Dr. Alejandro Solano, Four Corners Nephrology
- Dr. Joshua Spendlove, San Juan Health Partners Urology
- Dr. David Waters, Orthopedic Associates
- Dr. Alan Emamdee, San Juan Health Partners Behavioral Health
- Dr. Sudhakar Girotra, San Juan Regional Heart Center
- Dr. Sadar Imam, San Juan Oncology Associates
- Dr. Jonathan Jones, San Juan Regional Spine Center
- Dr. Nausika Prifti, San Juan Health Partners Behavioral Health
- Dr. Laura Waymire, San Juan Health Partner Neurosciences
- Dr. Michael West, San Juan Regional Heart Center
- Dr. Julie Young, San Juan Health Partners Behavioral Health

* San Juan Health Partners comprise the group of physician clinics managed by San Juan Regional Medical Center.





A Rich Learning Environment

"We cultivate a learning environment where passion for service fuels our growth and development as a hospital of choice." – from the SJRMC Strategic Plan 2012-2015

San Juan Regional Medical Center is a place to learn. On any given day in 2014, over 450 students were on the SJRMC campus furthering their training in healthcare. Also during 2014, hospital employees, numbering over 1700, participated in a wide variety of classes and learning programs. Employees, college students, graduate students, and medical school students all took advantage of San Juan Regional Medical Center's robust learning environment.

In 2014, San Juan Regional Medical Center and San Juan College partnered to train hundreds of students for careers in healthcare. Most of the students in the college's School of Health Sciences received their required clinical hours at the hospital. Students were paired one-on-one with hospital staff to work, under supervision, in a real-world clinical setting. Students in nursing, respiratory therapy, physical therapist assistant, surgical technology, medical laboratory assistant, occupational therapy assistant, and others were accommodated. The clinical hours provided by SJRMC were an essential part of the degree programs.

In addition, many of the graduates of these programs were hired by SJRMC. For example, San Juan Regional Medical Center has typically hired 80 to 100 percent of San Juan College nursing graduates. The hospital, through their Auxiliary, also provides other support to the students. The Auxiliary scholarship fund generously supports a number of students every year. (See page 25 for more information about the Auxiliary.)

In 2013, San Juan Regional Medical Center went a step further by inaugurating the Critical Care Nurse Residency Program. The curriculum for this new program was designed in-house and is administered by the Education Department. In July 2014, the first four students graduated from the year-long program. Nurses who have passed their board examinations may apply to the program, and applications were received in 2013 from as far away as Washington State. The second class which began in 2014 has eight residents and promises to be very successful in providing an exciting career path for nurses who desire to work in ICU and Emergency Medicine.

Much of the continuing education provided to SJRMC employees focuses on developing core competencies in their specific fields. Hundreds of specific educational programs are offered through HealthStream, the online learning system. In 2014, the Education Department met a major educational challenge by delivering a training program for the new Safety Advocates (See page 19). Just a few of the classes offered to the employees in 2014 were: cultural awareness, customer service, basic life support, advanced cardiac life support, patient privacy, and workplace safety.

San Juan Regional Medical Center is also a site for physician training. Medical students around the region often seek out San Juan Regional Medical Center for their practical immersion experience. While medical students visit SJRMC year round, most come in the summer and most are from the University of New Mexico School of Medicine. Students are paired with physicians in their area of study, and the physician acts as the supervising preceptor at all times. Over the summer in 2014, students paired with physicians in general practice, obstetrics, orthopedics, and gastroenterology. Patients must consent to the students' involvement with their care. Nurse practitioners, physician assistants, and nurse anesthetist students participate in similar programs at SJRMC.

Growth IN PATIENT SAFETY





2014 Quality Awards

What do patients need and expect from their healthcare provider? Surely one of those expectations is that their caregivers will strive to reach the highest accepted standards in healthcare. San Juan Regional Medical Center is pleased to announce that in 2014, the hospital was recognized by five national organizations for meeting high standards and achieving excellence in healthcare. By aiming high and adhering to these uncompromising standards, San Juan Regional Medical Center received national honors: the ISO 9001:2008 Quality Management Certification, the ACTION Registry Silver Performance Achievement Award in Cardiology, the Healthgrades Patient Safety Excellence Award, the HealthInsight Quality Improvement Award, and Certification as a Primary Stroke Center.

ISO 9001:2008 Quality Management Certification. International standards for quality management were created in 1947 by the International Organization for Standardization (ISO). Their mandate was to create a gold standard that all organizations could use to deliver safe, consistent, and reliable services. Their latest published standards are designated 9001:2008 and are the most widely accepted such standards in the world. San Juan Regional Medical Center's accreditation provider, DNV Healthcare, uses these ISO standards to certify those hospitals which go above and beyond in enhancing patient safety and quality. Achieving this important certification was not a given. San Juan Regional Medical Center worked hard to implement management practices that led to their 2014 certification. Receipt of this certification establishes that San Juan Regional Medical Center is a leader in providing quality patient care.



Award in Cardiology. The American College of Cardiology and the American Heart Association have established a set of best practices, goals, and standards for the treatment of certain high-risk cardiology patients. This program, called *ACTION Registry – Get With the Guidelines*, is precise and exacting. Participating Cardiology units must consistently follow the guidelines for four consecutive quarters and meet at least 90 percent of specific performance measures. In 2014, San Juan Regional Medical Center was awarded the Silver Performance Achievement Award from this program, one of only 139 hospitals nationally to receive the honor. The award reflects a high degree of training, commitment, and coordination from the SJRMC Cardiology team, the Emergency Medical Services team, and Emergency Department personnel.

Healthgrades Patient Safety Excellence Award. Patient safety has many facets in an acute care facility like San Juan Regional Medical Center. Core safety indicators such as incidents of pressure ulcers (bed sores), clots in lungs or legs following surgery, foreign object left during surgery or procedure, etc. are scrutinized by Healthgrades to select those hospitals which excel at patient safety. In 2014, San Juan Regional Medical Center was selected by Healthgrades for their Patient Safety Excellence Award. To receive this award, SJRMC had to achieve zero incidents of foreign object left during surgery and have data on seven out of eight core indicators. The award places San Juan Regional Medical Center in the top 10 percent of hospitals across the U.S. in patient safety.



HealthInsight Quality Improvement Award. *C. difficile* infections continue to be a focus for preventative care at San Juan Regional Medical Center. In 2014, HealthInsight New Mexico recognized San Juan Regional Medical Center's Infection Control Department for its commitment to reducing and one day eliminating this severe bacterial infection. The SJRMC Infection Control team was presented with an award at a special event in Albuquerque for their innovative and effective work over the past three years. The award came as the Infection Control team presented a storyboard to the statewide group showcasing their multi-faceted approach and their measurable results. One of the most important benefits of participation in the event was the sharing of information between Infection Control professionals across the state concerning what is most effective in reducing incidents of such infections. (See the article on page 22 for more information on infection control at SJRMC.)



Primary Stroke Center Certification. A successful stroke-focused program requires commitment on a broad front. Some of the elements of that commitment are to provide community education in recognizing signs of stroke, intervene as early as possible in the treatment of stroke, invest in advanced imagery to identify stroke more quickly, provide staff specifically trained in stroke treatment, and establish support groups to aid stroke patients and their families. San Juan Regional Medical Center took up the challenge, and in 2014 received certification as a Primary Stroke Center. The certification was made by *Det Norske Veritas (DNV)*, the hospital's accreditation agency. The certification assures patients that from the first symptoms of stroke until treatment, San Juan Regional Medical Center's Primary Stroke Center will provide fast response and effective treatment.







Patient Safety Takes the Stage



Stop – Think – Act – Review. Wash hands frequently. Have a Safety Attitude. These and other safety messages resonate across the campuses and the clinics of San Juan Regional Medical Center. The hospital's mission of personalizing healthcare and their core value of Sacred Trust both demand that everyone who works for SJRMC live, breathe, and propagate a culture of safety – safety for the patients, safety for the employees. In 2014, San Juan Regional Medical Center deepened the organization's commitment to safety by introducing morning department huddles, Safety Advocates, and by providing follow-up training in the on-going *Safety: No Greater Value* program.



The morning huddle, a 10 to 15 minute daily touch-base meeting, is designed to set a tone of safety for every staff member in every department. Any known specific issues such as a unique patient condition, a problem with equipment, medication changes, staffing disruptions, near misses, and the like are discussed along with general safety topics such as error prevention strategies and safe workplace practices. Everyone who has information to give is included – charge nurses, support staff, biomed, physicians, etc., and everyone is encouraged to speak freely and openly without fear of recrimination. The objective is to get everyone thinking about safety all the time.



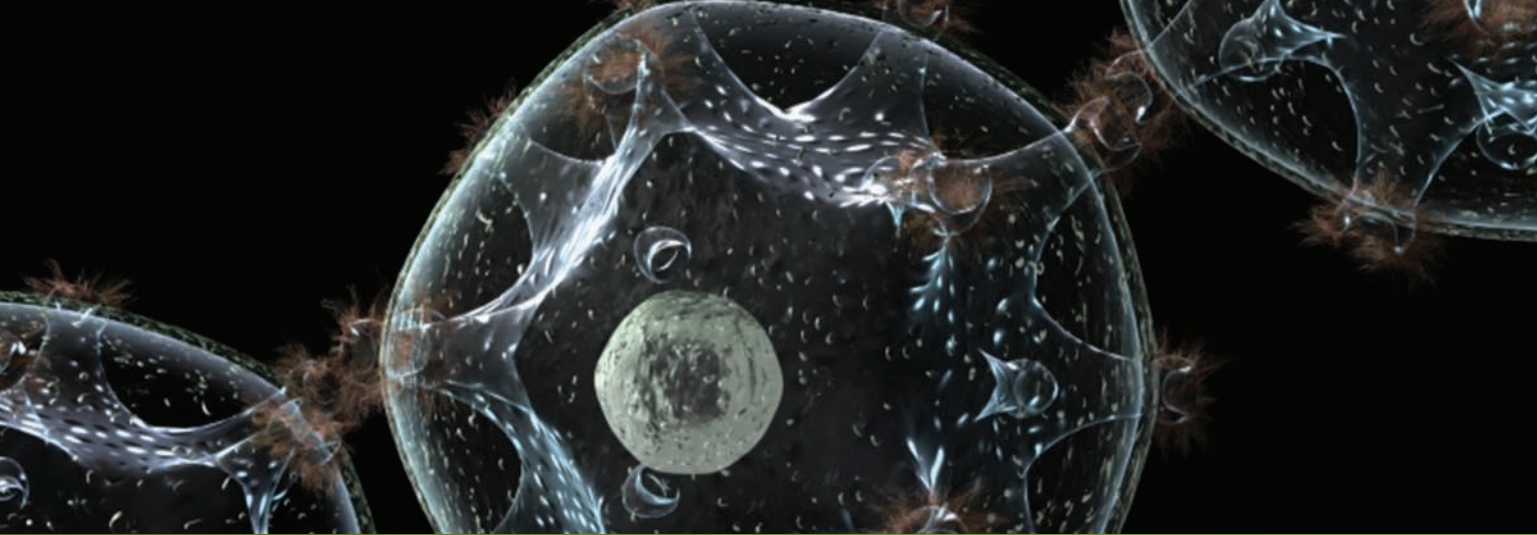
Another safety initiative, the appointment of Safety Advocates in each hospital department, was kicked off in 2013 and rolled out in 2014. Safety Advocates are staff members who are committed to improving patient and staff safety in their department. They recognize and reward good safety behaviors, reinforce safety tools, and serve as a resource on safety topics. The Safety Advocates have received intensive training, and currently, virtually every department has an individual filling that role. As of June 2014, the Safety Advocates completed 2,401 safety observation cards to serve as feedback for the entire hospital.



Hospital-wide training in patient safety was also continued in 2014. As part of an on-going program, all San Juan Regional Medical Center staff attended presentations by Chad Hymas during the month of October. Chad Hymas is an internationally recognized author and speaker. He has made presentations to many of the Fortune 500 companies on issues of safety, a subject that he is passionate about due to his own life experiences. When he was 27 years old, he was injured in an accident on the job that resulted in his paralysis from the waist down. His presentations have brought home how essential, and potentially life-changing, a moment's thoughtlessness can be.







Attacking Infections

An eerie blue light is helping to reduce hospital-acquired infections at San Juan Regional Medical Center. The ultraviolet light is emitted from TRU-D, a robotic device that eliminates pathogens in a way that manual cleaning with chemicals cannot. Its ultraviolet light energy modifies the DNA structure of viral pathogens, like Ebola, so they cannot reproduce or harm patients. This technology helps to sterilize isolation rooms, operating suites, endoscopy labs, and other high priority areas.

The TRU-D Smart UVC room disinfection system is so effective that the manufacturer of the device deployed two of the units to Liberia to aid in the battle against Ebola in 2014. There “Trudy” was used to disinfect healthcare environments and facilities where Ebola patients were being treated. Now this same device is at San Juan Regional Medical Center, the only hospital in New Mexico to have one. The hospital made the \$100,000 investment because of their ongoing commitment to patient safety and to the reduction of hospital-acquired infections.

TRU-D, though an important advancement, is just one part of the Infection Control story. Proper hand washing is the first line of defense in preventing the spread of infectious disease, and all who enter San Juan Regional Medical Center facilities play a role. As part of its continuing hand hygiene efforts, San Juan Regional Medical Center has established “Wash Hands Zones” at each of its facilities.

These zones are located on every floor of the hospital outside the main and central elevators, and outside each patient room. Posted signs request visitors to wash their hands upon arrival to the floor, and as they enter and leave patient rooms. Satellite clinics are also equipped with “Wash Hands Zones” signs in waiting rooms and throughout each facility, prompting patients to use the provided alcohol foam. The message to the community, that they too have a role in helping stop the spread of infection, was delivered via public service announcements on radio and television, and in hospital publications. Patients are also empowered through education and messaging to “speak up” and ask doctors, nurses, or technicians who enter their rooms whether they’ve washed their hands.

Staff training repeatedly reinforces the “Wash In Wash Out” message. A new, focused Hand Washing Communication Plan was introduced to employees throughout the hospital in 2014. Utilizing a wide variety of communication techniques, i.e. letters, emails, meetings, presentations, internal publications, themed events and more, this comprehensive communications effort built upon an already strong culture of “patient safety first” values.

Whether by investing in technology or emphasizing a traditional message in new ways, San Juan Regional Medical Center is unrelenting in its efforts to stop hospital-acquired infections.



Growth IN COMMUNITY PARTNERSHIPS





A Gentle Gift of Sunshine

Alice Gibson: February 17, 1932 to September 5, 2014

Alice Gibson was a “Pink Lady” and surely she wore that coral-colored smock with pride. It was her passion for 33 years. She was the first volunteer to be inducted into the San Juan Regional Medical Center Hall of Fame, but she never made a big deal of that. She was a collector, a baker, a worker, a wife, a mother, a grandmother and a great grandmother. Her life was filled with accomplishments of the best kind – those that satisfy the need to be present to others. Yet of all those roles she played for the 82 years of her life, perhaps none better capture her true nature than the title of “Sunshine Lady”. For a few years, it was Alice’s job in the SJRMC Auxiliary to spread cheer to the other volunteers, to make them feel appreciated and valued by little notes of encouragement, birthday cards, expressions of sympathy, and congratulations on their achievements. That’s the way the *Farmington Daily Times* headlined their article about her – “The Sunshine Lady” – in 2011 when she was recognized for reaching 30,000 cumulative hours of volunteer service at the hospital.

That’s just the way Alice lived her life during nearly 66 years of marriage – doing the little things, and the big things, that touch other lives. She took in ironing for over 50 years, charging \$1.50 per dozen items when she first began. She never stopped ironing clothes for others even after her eyesight began to dim. She always needed to be industrious and useful in her community. She began collecting key rings in 1948 and eventually had over 5,000 of them. She loved showing off the collection. She baked and made crafts and won numerous awards at San Juan County fairs. She started the Farmington Women’s Volleyball League.

After Alice Louise Maurhoff Gibson died on September 5, 2014, her family presented San Juan Regional Medical Center with the various Auxiliary smocks she had worn and saved through the years – 30 well-preserved and meticulously ironed uniforms. This collection of volunteer uniforms is a palpable sign of Alice’s 30,750 hours of selfless service to the staff, volunteers and patients at San Juan Regional Medical Center. Alice served in many capacities for the San Juan Regional Medical Center Auxiliary during those years, and she leaves a legacy that endures – the gentle gift of sunshine.



The San Juan Regional Medical Center Auxiliary Contribution

23,700 total hours were served by the volunteers at San Juan Regional Medical Center in 2014. Volunteers contribute their time and talent to the hospital for many reasons, but the one common denominator is that they all have a desire to make the patients and visitors feel more welcome and more comfortable in the hospital setting. In a word, the volunteers help to “personalize” healthcare.

In 2014, the Auxiliary also made substantial contributions in a more measurable way. They contributed \$82,000 from their annual fundraisers to the Cardiology Department to purchase new equipment. One of the items purchased was the AngioJet Ultra Thrombectomy System, a device that improves the process of removing blood clots. The Auxiliary also donated \$37,221 to individuals pursuing an education in a healthcare field and who desire to work at San Juan Regional Medical Center. (See article on page 14)



Community Involved, Community Governed

Once in a while, you might hear San Juan Regional Medical Center referred to as “your” hospital. That’s not a slip of the tongue. The “you” referred to is every citizen of San Juan County. The people of this county literally govern the operations of this large, modern hospital just as they have since 1921. That year, the hospital, which had been in operation since 1910, had only eight beds in four rooms of a remodeled farm house and was in danger of closing. Seven Farmington business leaders feared the town’s only doctor would leave, so they formed the San Juan Hospital Association to save “their” hospital. They put up their own money to purchase the building and land on Maple Street and to double the size of the hospital. That hospital association continued through the Depression and World War II years to keep the home-grown hospital in operation. In 1951, San Juan Community Hospital was formed to build a new, modern hospital, but community involvement never changed.

Today, San Juan Regional Medical Center has changed names again, but the community roots remain deep and viable. A governing body, the Corporation, is formed of approximately 150 everyday citizens who represent 90 local non-profit organizations. The Corporation meets quarterly to review detailed reports from hospital management and to provide feedback. At the Corporation’s annual meeting, a Board of Directors is selected from the Corporation membership. The Board meets monthly and is actively involved in hospital planning, community needs assessment, and community relations. It is the Board that hires the CEO of the hospital.

The main hospital building and land are owned by San Juan County which leases it back to San Juan Regional Medical Center at \$1 per year. Throughout the years, San Juan County and San Juan Regional Medical Center have enjoyed a close, supportive relationship, but the hospital is not part of any governmental entity, nor is it part of a healthcare system. San Juan Regional Medical Center is almost unique among hospitals in that it is a non-profit, community-governed hospital. It truly is **your** hospital.

2014 Board of Directors

- Chair – Charlene Scott
- 1st Vice Chair – Janel M. Ryan
- Secretary – Tony Atkinson
- Treasurer – Ronald Rosen
- Member – Dr. Jack Eberhart
- Member – Bruce Black
- Member – Russell Florez
- Member – Bruce Glade
- Member – Jim Shaheen
- Chief of Staff – Dr. Charles Hoffman
- Vice Chief of Staff – Dr. Holly Abernethy
- Auxiliary Representative – Karen Morrison
- Immediate Past Chair – Sandy Williams





A River of History

Native Americans, pioneers, and settlers came to the place of three rivers, called *Totah* in Navajo, because the rivers helped them to survive and prosper. In much the same way, yesterday's leaders gave today's hospital what it needs to survive and prosper. Courageous, forward-thinking people left the hospital an enduring legacy. Those pioneers built buildings, paid bills, scrubbed floors, delivered babies, washed sheets, set bones, and performed surgery. They left us a tradition of plain old sweat and hard work. But they also left us their values: treat everybody equal, pay attention to the details, never stop trying to improve yourself, tend to the sick and injured before tending to your own needs, be kind to each other. Today's medical care and technology have gone far beyond what the doctors, nurses, and technicians could accomplish even 10 to 20 years ago, much less even earlier times. But in terms of what is the right thing to do, our founders still teach us.

To recognize the wisdom and sacrifice of the builders and innovators of the past, San Juan Regional Medical Center established a Hall of Fame in 2004. The purpose of the SJRMC Hall of Fame is to keep those healthcare leaders and heroes present in our living memories. In 2014, the hospital added five more names to the 47 healthcare leaders inducted into the SJRMC Hall of Fame since it began. Those individuals are our healthcare heroes. Those five new recipients are:

- **Pioneer Era. Dr. John Brown** came to Farmington in 1878 and was the area's first practicing physician. He was fluent in Spanish and Navajo and had a reputation for being fair-minded and respectful which prompted the community to also seek him out as town arbitrator.
- **Developing Era. Dr. Bill Cumberworth** served on the hospital's Board of Directors three separate times as vice chief of staff and chief of staff in the 1970s, 80s, and 90s. Starting in 1973, he had an internal medicine practice in Farmington until retiring from patient care in 2008. He is currently part-time Medical Director for the San Juan Independent Practice Association.
- **Developing Era. Daphne Morrison** has generously served on San Juan Regional Medical Center's Auxiliary since 1973 and has served nearly 14,000 hours. She has volunteered in the cancer center, mentored teen volunteers, made numerous craft items for patients, and much more. She is a Life Member of the Auxiliary and was selected as Volunteer of the Year in 2007.
- **Current Era. Steve Altmiller** was hospital president and CEO from 1999 to 2009. During this time, he was a visionary healthcare executive who humbly lead San Juan Regional Medical Center into the future through multiple growth and expansion projects including the new East Tower which opened in 2006.
- **Current Era. Deb Gerber** is the hospital's former Nursing Chief. She received local, state, and national recognition including being named Nurse Executive of the Year by the New Mexico March of Dimes in 2004, after being nominated by her own staff. Gerber regularly scheduled herself to work on nursing units alongside staff as she was staunchly dedicated to patient care and her fellow nurses.

Leading the Community in Conservation

When the East Tower addition to San Juan Regional Medical Center opened in 2006, years of planning had already gone into the massive building project. A critical part of that planning was to utilize environmentally sustainable building practices. Many other green initiatives were soon to follow, and in the intervening years virtually every phase of hospital operations has been affected. In 2006, the Green Team was created to identify even more opportunities for reducing waste and improving energy efficiency. The team focused on recycling, reprocessing, composting, and using recycled materials. The projects that came from that effort have driven down hospital operating costs by reducing waste year by year. In 2014, the Green Team posted the following impressive results:

- Paper shredded and recycled: 174,475 pounds
 - E-Waste recycled: 8,955 pounds
 - Waste composted: 29,565 pounds
 - Cardboard recycled: 224,148 pounds
 - Batteries recycled: 833 pounds
 - Single stream recycling: 23,188 pounds
 - Reprocessing some surgical instruments: 5,872 pounds
-
- Total of materials not going into landfills: 467,036 pounds
 - Total solid waste sent to landfills: 1,011,142 pounds
 - Green stream savings: 32 percent, a new record high



Reducing Our Carbon Footprint

San Juan Regional Medical Center remains committed to sustainable building practices in every new construction or renovation project. In 2014, for example, renovations began on the Central Tower, floors two and three. The renovation uses flooring made of recycled materials and energy-efficient LED lighting. These kinds of energy-saving practices are central to every construction project across the San Juan Regional Medical Center campuses.

Early in 2014, the switch was thrown on perhaps the single most impressive energy-saving project to date – the free cooling project. Year around, giant air conditioning chillers run to provide comfortable indoor temperatures. Free cooling is an engineering method that allows those chillers to be disengaged when the outdoor temperature drops to a certain point. Cooling fans are then engaged to chill water with ambient air, and the chilled water is used to cool the building. Free cooling is effective from autumn through spring, and it is estimated that in 2014, the method saved the equivalent of 400 tons of air conditioning.

Green initiatives such as free cooling have made a measurable impact on hospital operating costs. The consumption of electricity, as shown by total kilowatt hours consumed, has declined each year for the past several years. This efficiency, combined with reduced landfill impact and more comfortable patient spaces, is a success today, but signifies even greater things to come.

**This alone resulted in a cost savings of \$222,892 in 2014*

Summary of Community Benefits

Community Program:	Persons served	Community Benefit \$
Traditional Charity Care	327	483,498
Community Health Education	20,566	366,923
Diabetes Education	1,248	270,607
Community Flu Vaccines	4,040	11,175
Healthcare Support Services		
Physicians and Medical Students	32	1,388,154
Nurses/Nursing Students	20	583,403
Funding for Professional Education		
Subsidized Health Services		
Emergency Services	54,142	6,594,275
Women and Children's Services	3,472	3,176,173
Behavioral Health Services	439	1,999,388
Outpatient Services	98,595	18,223,246
Other Subsidized Health Services	3,261	6,791,907
San Juan United Way - Corporate Match		103,867
Financial and In-Kind Contributions	16,590	193,051
Other Community Services	2,151	149,195
Total	204,883	40,334,862

Summary of Finances

	FYE 2013	FYE 2014
Net Patient Service Revenue	243,079	240,933
Other Revenue	11,532	19,116
Total Revenue	254,612	260,048
Wages, Salaries, and Benefits	152,674	151,329
Supplies and Services	53,528	51,454
Depreciation and Interest	16,059	18,837
Purchased Services	25,868	28,768
Total Expenses	248,130	250,389
Excess Revenue Over Expense	6,482	9,659

Consolidated Statements of Operations (in thousands)

Achievement

A year in the life of one of America's great community hospitals through:

Innovation
Patient Safety
Partnerships

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



**SAN JUAN REGIONAL
MEDICAL CENTER**