

Creating Community Connections

Annual Report



SAN JUAN REGIONAL
MEDICAL CENTER

Creating Community Connections

2017 Annual Report

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Creating Community Connections The value of non-profit hospitals

To our community:

When needed we are here, ready to care for our community. Hospitals are essential anchors in our communities. We demonstrate that in a number of ways. San Juan Regional Medical Center is one of the biggest employers in San Juan County. As your community owned non-profit hospital our nearly 2,000 employees are ready to provide quality care at any given time, 365 days a year. We are here for you whenever you need us – whether it's a routine checkup, a visit to the Emergency Department, or an unexpected stay in the hospital.

In addition to providing personalized care, San Juan Regional Medical Center delivers enormous value to our community through programs to promote wellness and prevention. Most of these programs are offered as community benefit because it is part of who we are. We are committed to keeping our community healthy. We take pride in our community partnerships and work hard to serve you, our community members.

A report released recently reveals just how much non-profit hospitals in particular give back to their communities. **For every dollar invested in non-profit hospitals via their federal tax exemption, they deliver \$11 in benefits back to their communities** in the form of healthcare services to treat illness and disease as well as maintain the health and well-being of their communities.

As a community owned non-profit hospital, San Juan Regional Medical Center is constantly tailoring these benefits to meet the needs of our community. Whether it's providing free diabetes education classes, organizing the annual *A Fair of the Heart Health Fair and Goosebump Race*, or implementing baby-friendly practices to help new mothers, we strive to lead our community to make positive changes to benefit your health.

These examples are just some of the ways in which we create and strengthen our community connections each and every day. We are committed to improving the health and well-being of those we serve. It's a mission we're proud to be a part of.

With all of us working together great things are ahead,

Jeff Bourgeois
President and CEO | San Juan Regional Medical Center



For every dollar invested in non-profit hospitals, they deliver \$11 in benefits back to their communities

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The Core of Our Community

Patient Impact

ER Visits: 64,446

Acute Hospital Admissions: 9,704

Rehabilitation Hospital Admissions: 190

Provider Visits: 289,607

Surgical Cases: 5,916

Financial Impact

Payroll (1,946 employees): \$194,181,089

Charity & Uncompensated Care: 44,878,000

Sales Tax: 485,724

Property Taxes: 385,830

Charitable donations to community: 1,233,690

Dollars spent with local Merchants: 6,188,193

Capital Investments in 2017: 17,240,479

Total Community Investment: \$264,593,005

As your community owned non-profit hospital, San Juan Regional Medical Center is truly invested in giving back. We are committed to making a difference in our community beyond the traditional healthcare list. We are invested in improving the health and well-being of community members. It's about making our community a better place where we can all live, play, work and thrive.

Creating Community Connections Connecting to our Community



San Juan Regional Medical Center's long history of community connections helps us to build and strengthen relationships with our patients. The hospital has a legacy of providing commitment and support as an integral part of the community for more than 100 years. With its unique governing body – a corporation made up of non-profit organizations in San Juan County – people truly think of us as “their hospital.” We have the ability to meet local needs on a local level through our vast community outreach and support efforts which include health fairs, free vaccines and screenings, classes and community support groups.



A signature event during February's Heart Month, San Juan Regional Medical Center's annual *A Fair of the Heart and Goosebump Race* is an opportunity to spread awareness about heart health to our community through outreach, education, and prevention. We offer a free 5K and 1 mile run as motivation to get people exercising and offer several free screenings. In 2017, 104 people took advantage of free peripheral vascular disease risk assessments, 126 received echocardiograms, and 56 people were trained in CPR and learned how to use an AED.



Strengthening and growing service lines to meet the needs of the community is one of our top priorities. We learn what those needs are by seeking actionable feedback through the Community Health Needs Assessment, engaging with the community via social media, and patient rounding. In response to a need for services in Bloomfield, we opened San Juan Health Partners Walk-in Clinic in the summer of 2016. The extended hours provide patients with the convenience of walking in, no appointment necessary. Forming a partnership with Southwest Health System created an opportunity for experienced specialty providers to enter the Cortez, Colorado market and provide the underserved population with heart care and urology services. Recognizing the need for specialty heart care services in Southern Colorado, we opened a San Juan Regional Heart Center clinic in Bayfield, Colorado in November 2016. We are pleased to be a regional hub for heart care in the Four Corners.



San Juan Regional Medical Center is proud to build strong and meaningful relationships with the communities we serve through our aeromedical services. In 2016, we celebrated a major milestone: the 30th anniversary of AirCare. An extension of San Juan Regional Medical Center, AirCare is a hospital with wings. Staff members must be ready at all times to transport ill and injured patients and treat them mid-air. Realizing how important this service is to the community, our administration made the commitment to purchase our own helicopter and airplane, which is truly rare in healthcare. Today, AirCare continues to honor that commitment to our community by flying the right course every time; operating with the highest standards and expectations for quality and safety through accreditation by the Commission on Accreditation of Medical Transport Systems. To date, AirCare has safely transported 25,000 patients with 1,100 in the past year alone and traveled nearly 6.5 million miles.



To support community health and wellness, San Juan Regional Medical Center provides free flu vaccine clinics every year during flu season. It's part of who we are and showcases our dedication to saving lives. Tens of thousands of people die from the flu every year and we want to protect our community by arming them with the lifesaving resources they need to stay healthy. During the 2016/2017 flu season, we protected 696 people against the flu virus through our vaccination clinics. This benefit to our community helps keep people safe and out of the hospital and helps us deliver on our goal of creating a healthier community.



San Juan Regional Medical Center is committed to saving lives through organ donation. We work closely with our community partners at New Mexico Donor Services on organ recovery cases, education for our new nurses, and awareness events. One of those events honored a local organ donor whose story was featured in the 2017 Donate Life Rose Parade® float. Jasper Yazzie, a 35-year-old Navajo husband and father of three daughters, was hit by a car in 2014 and later died. Because he had registered as an organ donor, he was able to save the lives of five people. Even though culture beliefs prevent many Native Americans from organ donation, Jasper made the decision to register as an organ donor on his driver's license because he felt it was important to help others in need. As your community owned non-profit hospital, we also strongly believe in helping others in need and share this important message in hopes of spreading the word about the importance of organ donation.



San Juan Regional Medical Center and San Juan Health Partners Family Medicine partnered together to help make a difference in Aztec at Riverside Park. A group of volunteers from the hospital and clinic spent an entire day working to build a new fence and dugout at the park's softball field with materials donated by San Juan Regional Medical Center. We are proud to create community connections by supporting recreational opportunities in the communities we serve.

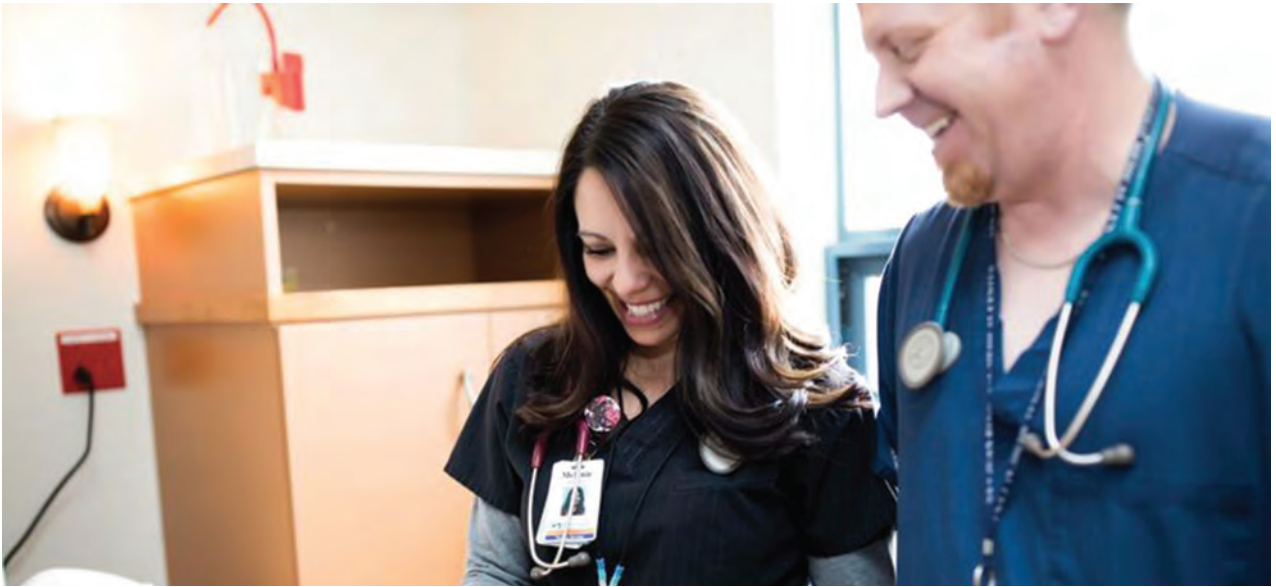


San Juan Regional Rehabilitation Hospital is leading the way to greater independence as the only licensed, accredited acute inpatient rehabilitation hospital in the Four Corners. The hospital's multidisciplinary therapy team works together to provide dedicated rehabilitation services with the goal of preparing patients to return home to the highest level of independence with an improved quality of life. The possibilities are endless for those with physical challenges and the services San Juan Regional Rehabilitation Hospital provides are designed to help those with physical disabilities reach their fullest potential.

Creating Community Connections Connecting to our Patients



At San Juan Regional Medical Center our patients are our number one priority. Our Core Value of Sacred Trust calls on us to do the right thing for our patients, no matter what. Being there for our patients when they need us helps strengthen our community connections. Our patients are our community; they are our friends, neighbors and family members. It's important to us to treat each and every one of our patients like family and provide them with world class healthcare while they are with us. That's why we are continually striving to improve the patient experience.



Keeping the hospital quiet at night can be a challenge. Patients need assistance 24 hours a day, seven days a week. But sleep is an important part of recovery and studies show that quiet environments promote patient healing and reduce staff and patient stress. We took the initiative to reduce noise hospital-wide by introducing Quiet Time from 10:00 p.m. to 6:00 a.m. and developing Quiet Packets for patients. As a result, patients experience a quieter environment at night and survey scores for the question *“how often was the area around your room kept quiet at night?”* have improved 14 percent.



San Juan Regional Medical Center knows how important the bonding between a mother and baby is. We're committed to providing new mothers with a baby-friendly birth experience by becoming a Baby-Friendly designated facility. Patients and visitors will notice “Ten Steps to Successful Breastfeeding” posters in our hospital and clinics to inform pregnant women about the benefits of breastfeeding. We also practice rooming-in to allow moms and babies to stay together during their hospital stay. It increases sleep quality for both moms and babies, decreases crying and distress, and encourages breastfeeding on demand. San Juan Regional Medical Center also provides breastfeeding support services. This community benefit includes group classes, appointments and consultations, and a breastfeeding support group.



San Juan Regional Medical Center's Emergency Department has been steadily getting busier over the last two years with an average of 170 visits per day as compared to 130 in 2012. In order to provide our patients with a positive experience while delivering quality, timely care, we made some improvements. The Emergency Department redesign saw significant results within the first 30 days of implementation, reducing the average wait time more than 50 percent from 28 minutes to 11 minutes. The current performance levels are significantly below state and national averages.

Creating Community Connections Connecting to our Employees



As one of the largest employers in San Juan County, San Juan Regional Medical Center's 1,919 employees make up a large part of our community. They are your neighbors, friends, and family members. To keep our community connections strong, SJRMC hires from within our diverse community when possible to ensure that the workforce represents the diverse ideas, cultures and thinking of the community. We support our workforce through a variety of benefits and learning opportunities designed to meet the diverse needs of our employees.



In 2016, SJRMC launched the Frontline Leadership program to identify and develop future organizational leaders. Up-and-coming leaders across all areas of the organization, both clinical and non-clinical, completed a nine month program that focused on personal growth and development and increasing their knowledge of SJRMC operations. The goal of the program, which will be held yearly, is to help employees be more productive members of teams, lead teams, or take a leadership role in a department initiative. The long-term goal of the program is to create the next generation of leaders for the organization.



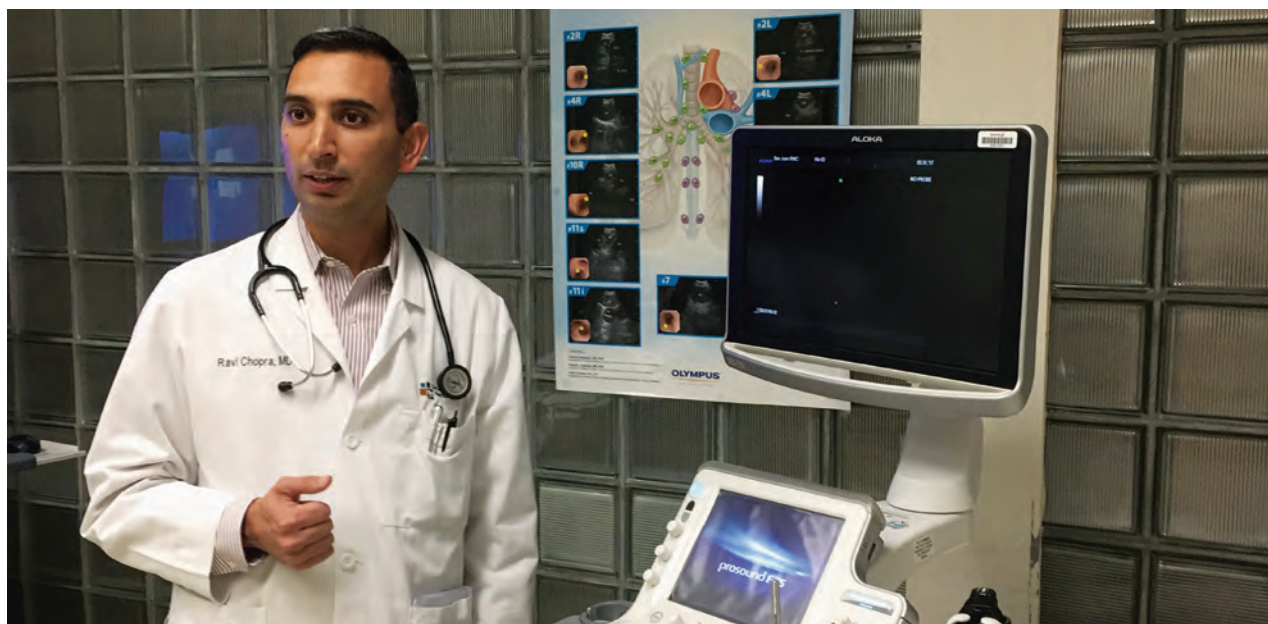
The Children's Discovery Place (CDP) offers our working parents with an on-campus daycare, giving them peace of mind that their children are being cared for while they care for our patients. In 2016, the CDP became one of only two childcare facilities in San Juan County to receive accreditation by the National Association for the Education of Young Children, which is the highest achievement in childcare. The center offers high quality childhood education to benefit all the children who learn, play, and grow there. The CDP even collaborates with community partners to teach children important lessons about safety, helping others, and fostering an early sense of community. We are proud to offer this service to our employees, and they are raving about their experiences too.



Volunteers are an important part of our workforce. They come to the organization with vast knowledge and experience and are placed in meaningful positions that leverage this education and experience. In the 2017 fiscal year they provided 24,600 hours of service and raised \$138,134 for scholarships and equipment for the hospital and community. As community members who have a strong desire to give back through service, our volunteers help to strengthen our community connections through the personalized care they provide. We wish to thank all of our volunteers. Their caring and commitment can serve to inspire us all to take action and make a difference.

Creating Community Connections Connecting to Technology

Investing in major technology has been a strategic focus for San Juan Regional Medical Center for many decades. We are committed to making sure our patients have access to the latest state-of-the-art equipment. We were the first hospital in New Mexico to use the Impella Heart pump, a device that allows the heart to rest, thereby giving it an opportunity to heal. The first to have MRI in the state of New Mexico, we continue to upgrade and offer the latest in imaging. In 2017, our Information Technology Transformation, called **Care Connect**, began with the Board's approval of Cerner's electronic medical record system.



State-of-the-Art Endobronchial Ultrasound equipment (EBUS) offers patients a more accurate and less invasive way to diagnose and stage lung cancer. EBUS is a non-surgical procedure performed in the hospital's Endoscopy unit to obtain tissue samples from the lungs and lymph nodes. The samples are used to diagnose and stage lung cancer. This technology is a major benefit to our patients because it's minimally invasive compared to the traditional diagnostic procedure and patients can go home the same day. EBUS can both diagnose and stage cancer at the same time, instead of using a two-step procedure where each is done separately. This allows for a quicker diagnosis so patients can begin treatment sooner.



San Juan Regional Medical Center purchased new testing technology for our laboratory to shorten the time patients have to wait for results when they show symptoms of meningitis or encephalitis. The Biofire FilmArray® Meningitis/Encephalitis Panel tests cerebrospinal fluid for 14 bacterial, viral, and fungal targets to find out what the cause of the infection is. Providers receive results in as little as two hours with this advanced technology, which is an improvement over the week it took to receive some results from an outside laboratory. This is a huge benefit to our community.



To meet our ever-growing and changing clinical information needs and provide the best care possible to our patients, we are consolidating our more than 75 health IT applications with Cerner's integrated clinical, financial and population health management system. This project, a \$23 million dollar investment, is a major undertaking that will provide us with state-of-the-art systems designed to improve the quality of patient care and safety, all while improving the efficiency of which clinical information is moved throughout the organization. We're calling this project **Care Connect**, because it's going to connect all of us to one health information system and allow our providers to connect to our patients, one at a time, delivering on our mission to personalize healthcare.

Creating Community Connections SJRMC By the Numbers



144,288 patient meals served



Over 200 tons of materials recycled



22,000 pounds of recycled e-waste



1,192 babies born



Over 1,040 visits to sanjuanregional.com per day



642 free Community Service Van rides



961 Diabetes Education patients served

San Juan Regional Medical Center can be represented by thousands of numbers. Here are some highlights from the past year. The number of employees, patients transported, meals served, babies born and dedication all add up to one mission: to personalize healthcare and create enthusiasm and vitality in healing.

Creating Community Connections Connecting to Quality



When patients come in to our hospital, they put their trust in us. That's why providing our community with high quality care is so important. Our Core Value of Sacred Trust calls each of us at San Juan Regional Medical Center to do what's best for our patients, no matter what. Our values drive all our decisions, and have done so since we opened our doors to serve the Four Corners community back in 1910. We are committed to achieving performance excellence. In the end, it all comes back to providing safe, quality patient care to those we serve.



San Juan Regional Medical Center's heart attack care program is the gold standard for a second year in a row. That's according to the American Heart Association, who honored San Juan Regional with not one, but two Mission: Lifeline® Gold Recognition awards. The Mission: Lifeline® program sets the bar for hospitals to follow nationally accepted guidelines to ensure that patients experiencing a STEMI, the most deadly type of heart attack, receive prompt care. As first responders who transport patients and deliver care in the ambulance, our Emergency Medical Services (EMS) Department received the EMS Gold award for providing quality care. The hospital was also honored with a Receiving Center Gold award for continuing the high quality of care for our heart attack patients. Our community can rest assured that they're getting the highest quality care when it comes to treating a heart attack.



San Juan Regional Medical Center is on a journey to create excellence and become a world class healthcare provider. In order to provide our patients with world class care, we've been working with Quality New Mexico to assess the quality of our organization. Quality New Mexico utilizes the Baldrige Excellence Framework, which provides a systems approach to performance improvement by incorporating integrated approaches and creating standardization throughout our organization. In FY 2017 we received Quality New Mexico's Adobe Award, which recognizes our efforts building the foundation toward performance excellence. We plan to continue building on that strong foundation until we become the kind of world class healthcare provider our community deserves.

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Community Benefits

Government - Means Tested Services:	Persons served	Community Benefit \$
Financial Assistance	7,586	2,154,360
Medicaid	104,286	21,436,841
Other Means Tested Services	9,566	817,640
Total Government - Means Tested Services:	121,437	24,408,841
Community Program:		
Community Health Improvement	4,033	232,346
Community Health Education:		
Diabetes Education	1,881	195,882
Community Flu Vaccines	696	8,043
Pre-Natal Instruction	784	19,286
Community Courtesy Van	817	38,463
Health Fair	1,878	28,020
Heart Health and Cancer Support Groups	1,217	24,589
Total Community Health Program:	11,306	546,629
Health Professionals Education:		
Physicians, Nurses, Nursing Students	35	755,732
Subsidized Health Services:		
Freestanding Clinics—San Juan Health Partners**	71,269	8,614,287
Renal Care	763	1,267,192
Total Subsidized Health Services:	72,032	9,881,479
San Juan United Way - Corporate Match:		92,178
Financial and In-Kind Contributions:	1,808	145,257
Total All Community Benefit:	206,618	35,830,116

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

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Our Finances

	FYE 2016	FYE 2017
Net Patient Service Revenue	297,244	300,480
Other Revenue	9,087	17,538
Total Revenue	306,331	318,018
Wages, Salaries, and Benefits	181,047	194,181
Supplies and Services	64,865	65,031
Depreciation and Interest	14,937	14,041
Rent and Leases	2,504	2,645
Purchased Services	30,973	29,461
Total Expenses	294,326	305,359
Excess Revenue Over Expense	12,005	12,659

Consolidated Statements of Operations (in thousands)

Data taken from the audited financial statements

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