

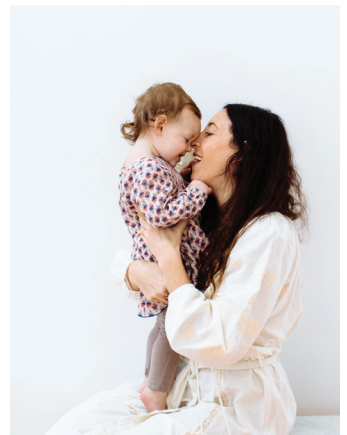
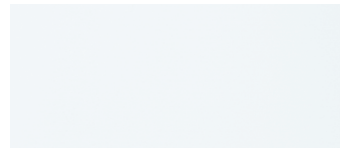


North Canyon  
MEDICAL CENTER



2018

# Annual Report



“Everyone on the staff was efficient and helpful! I’m proud our community has a care facility that's so well respected and trusted. Thank you everyone for your kindness!”

— *Rebecca*



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“Truly, the relationship with Mayo has changed the landscape of healthcare for our employees, their family members, and business in our expanded service area.”

**Colleagues and Community members,**

2018 saw an assortment of changes and challenges as well as some very exciting developments in the continued evolution of North Canyon Medical Center. After developing a well thought-out strategy and business plan, North Canyon made the decision to discontinue the receipt of tax dollars and to move forward with dissolving the hospital taxing district. In May 2018, the residents of Gooding County overwhelmingly voted yes to the dissolution of said taxing district. This action, which began on June 1, 2018, has allowed North Canyon to offer its clinical services outside the boundaries of Gooding County. The opening of our beautiful Buhl Clinic in January of 2019 and our announcement of opening an orthopedic/family medicine clinic in Twin Falls in the spring of 2019 are our first efforts to become patients' first choice for healthcare outside our primary service area. The ability to grow our service area and compete on a broader playing field is critical to our continued success.

This past year also saw a dramatic enhancement in our relationship with the Mayo Clinic. A member of our health network, Mayo has seen a significant increase in patients from employees and their





family members at its Rochester and Scottsdale facilities. This ability to access world-class healthcare has been critical in improving outcomes for all those involved. The rollout of the Mayo Complex Care Network in 2018 resulted in a more streamlined consult and referral process with providers at North Canyon as well as those at the Mayo Clinic site locations. As the process of integrating patient medical records, referrals and scheduling becomes more efficient, we'll see a level of care no other health system in the Intermountain West will be able to offer. Truly, the relationship with Mayo has changed the landscape of healthcare for our employees, their family members, and business in our expanded service area.

Finally, the taxing district dissolution this past year, while very challenging, offered opportunities for our Board and Executive teams to collaborate more effectively as we navigated a new landscape. I fully believe the planning, sacrifices and efforts our organization experienced in 2018 will only strengthen our ability to offer the highest quality and compassionate care at North Canyon Medical Center in Gooding, Buhl, Twin Falls, and beyond—now and in the future.

**TIM POWERS, C.P.A.**

*Chief Executive Officer*



### Dear Community,

2018 will be remembered as the year North Canyon Medical Center took control of its destiny with the dissolution of the hospital taxing district. This wasn't an easy or anticipated decision—the thriving growth of the hospital demanded it. There have been challenges and changes, all indicative of the need to improve the healthcare of our communities while remaining 'close to home.' This past year we initiated new programs and services and entered into new and exciting relationships. While we've struggled and experienced certain setbacks at times, we've also gained momentum.

We measure our success by the quality of our people – dedicated individuals who come to work every day with knowledge, commitment, and compassion for the health and wellness of our patients. We are honored by the professional clinicians who call North Canyon Medical Center home. We on the Board are proud to serve you in our duties of governance.

We're guided by a sense of purpose, believing that North Canyon Medical Center must embrace patient-first values in serving our neighbors in the Magic Valley. We want to ensure that our patients can remain close to home without sacrificing the quality of medical care, so we're committed to providing the highest level of professionalism, advanced medical technology, and patient comfort.

A handwritten signature in black ink that reads "Lucy Osborne". The script is fluid and cursive, with a large, stylized 'L' and 'O'.

**LUCY OSBORNE**

*Board Chair, North Canyon Medical Center*

“North Canyon Medical  
Center must embrace  
patient-first values in  
serving our neighbors  
in the Magic Valley.”

– *Lucy Osborne*





“My husband had surgery and everyone here – from the surgeons and the nurses to the kitchen and housekeeping staffs – were amazing, so friendly and professional! My husband was so amazed at how nice and helpful everyone was.”

– *Michelle*











When you put the patient first,  
it's a natural progression to a quality  
of care that is second to none.

For a century, the Magic Valley has been our home. From our state-of-the-art medical center in Gooding to our recent ventures aimed at serving the healthcare needs of Buhl and Twin Falls, we never lose sight of our primary focus: our patients.

Now, we're preparing for growth and expansion in anticipation of the growing population in the Magic Valley and the need to adequately provide for the community's healthcare needs.







MISSION

Powered by excellence, we are growing a medical organization that serves our communities.



VISION

We aspire to be your first choice in healthcare through an expanded network of medical services of the highest quality.



PILLARS

People | Service  
Quality | Stewardship  
Relationships





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**TIM POWERS,** *Chief Executive Officer*

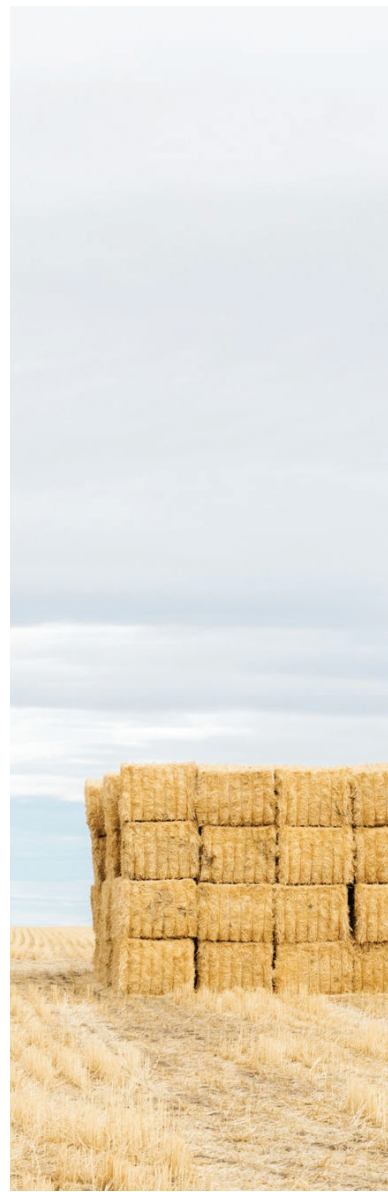


North Canyon Medical Center has a strong commitment to create a values-driven culture that attracts, retains, and promotes the best and brightest healthcare professionals – individuals committed to upholding North Canyon’s mission and vision.

We believe it’s the responsibility of an organization to encourage the development and improvement of its employees by assisting in their continued education and professional development. Currently, North Canyon Medical Center has 15 employees who are working toward a formal or post-graduate degree.

Members of the Leadership Council and Executive Council are all strongly committed to this hospital, and to achieving the goals set forth in our mission and vision.





#### NORTH CANYON MEDICAL CENTER BOARD MEMBERS

The Board is comprised of community members and the CEO from North Canyon Medical Center and is responsible to oversee the operations of NCMC.

**LUCY OSBORNE**, *Board Chair* | **JIM MCCAUGHEY**, *Vice Chair* | **ELAINE BRYANT**, *Secretary*  
**LEO SANCHEZ**, *Trustee* | **PHIL BECKER**, *Trustee* | **BONNIE J. MARSHALL**, *Trustee*  
**HELEN EDWARDS**, *Trustee* | **PAT HAMILTON**, *Trustee* | **KENT SANDERS, MD**, *Chief of Staff*  
**TIM POWERS**, *Chief Executive Officer*

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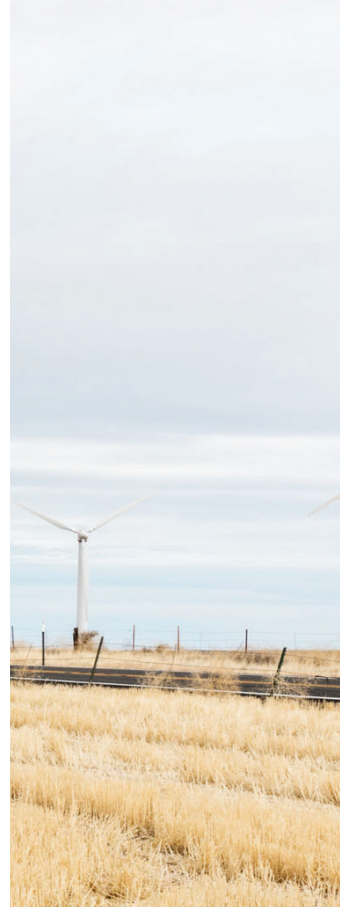
The average years of  
experience at NCMC for  
our Executive Council

# 8.3

The average years of  
experience at NCMC for  
our Leadership Council

# 15

Employees working  
toward a formal or  
post-graduate degree



*From left to right:*

**GREG BOETTCHER, DO**

*Family Medicine*

**ANGELA VITEK, FNP-BC**

*Family Medicine*

**JASON DAVIS, PA-C**

*Family Medicine*

### **We Welcomed a Number of New Providers**

These additions significantly expanded and enhanced our services here at the hospital. Over the past few years we've seen steady growth in our outpatient clinics and surgery program and look to continue this trend going forward.

**WENDY MOHR***Interim CNO*

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## North Canyon Medical Center focuses on providing inpatient and outpatient services to those in our service areas with state-of-the-art equipment and a highly skilled, compassionate staff.

North Canyon Medical Center's nursing services continues to provide the highest level of care for Emergency, Inpatient, Surgery, Swing Bed, and Outpatient services. Our nursing staff strives to excel in providing compassionate, individualized care, demonstrating outstanding nursing skills, and keeping up with the latest and most innovative training and education. Our nurses are current in Advanced Cardiac Life Support, Pediatric Advanced Life Support, and Trauma Core Nursing and have earned additional certifications and specialized training in areas such as wound care, cardiac care, trauma, and forensic nursing for sexual assault. We take our responsibility to the community very seriously and are committed to delivering the best possible care to each and every patient who enters our doors.

In keeping with our commitment to quality healthcare outcomes for our patients, we've expanded our service lines and training to improve access to outpatient services and streamlined the scheduling process for obtaining these services. We've also implemented a program whereby patients seeking joint replacements can meet with our patient education nurse and other members of our staff—to learn more about joint replacement procedures and gain information related to their therapeutic goals moving forward.

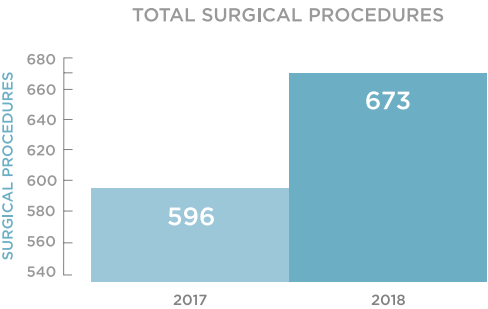
As always, we'll continue to keep patients updated and well-informed throughout their stay – at discharge and after they leave the hospital. We consider every person within our care as an integral part of the North Canyon Medical Center community.



Outpatient Services Highlights

Total Surgical Procedures

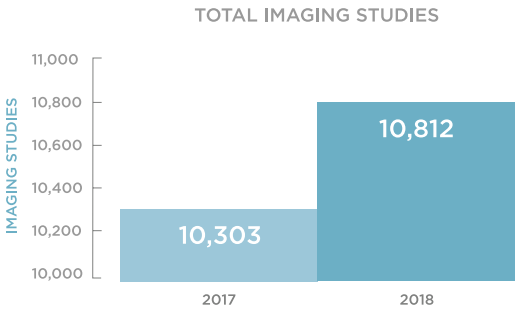
INCREASED 13%



Imaging Studies

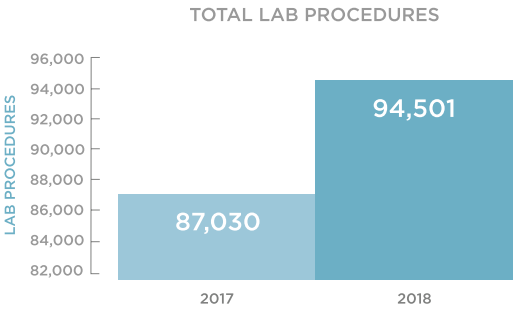
(X-ray, MRI, CT, Mammography, Ultrasound)

INCREASED 5%



Lab Procedures

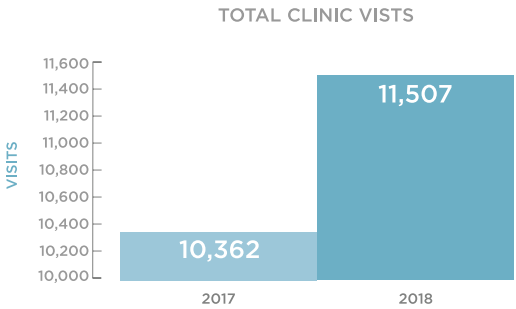
INCREASED 9%



Total Clinical Visits

(General Surgery, Orthopedic Surgery, Family Medicine)

INCREASED 11%





**SARA OTTO**  
*Chief Compliance Officer*

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North Canyon Medical Center is committed to continuously improving the quality, safety, and efficacy of healthcare for our patients. We prioritize quality improvement initiatives based on the impact these plans will have for patients and their families. In addition to meeting internal goals based on our own monitoring and guidance from the governing board, we also carefully follow regulations set by Centers for Medicare and Medicaid Services (CMS), state, and additional accrediting body guidance to initiate additional quality improvement projects.

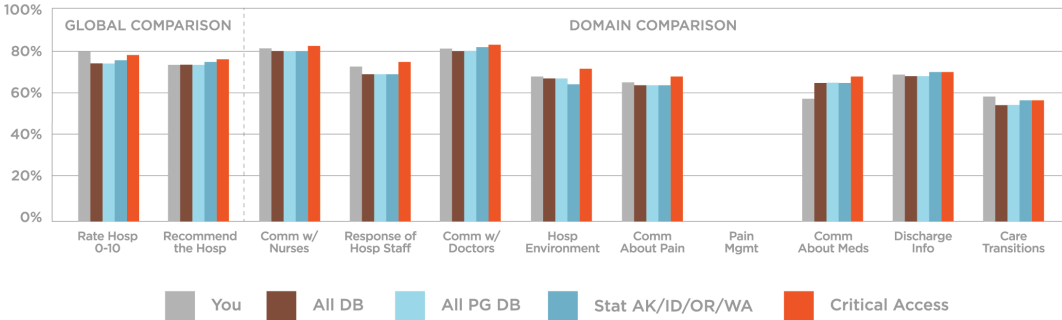
While North Canyon Medical Center remains accredited and regulated through CMS, I am proud to say that we received our initial Certificate of Accreditation from DNV-GL on May 28, 2018. This is a 3-year certification that is maintained and monitored through annual site visits. These annual surveys are tied to the specific CMS Conditions of Participation for Critical Access Hospitals and present North Canyon Medical Center with areas where we can improve on any measures identified through the survey process. It's the duty of each and every employee to ensure the reputation of the quality of healthcare delivered at North Canyon is maintained.

In the coming year, North Canyon Medical Center will be starting to review and implement ISO 9001 guidelines for healthcare. ISO 9001 is a quality management system that

spans multiple industries and was rooted in manufacturing for years. ISO certification will demonstrate our commitment to quality patient care that focuses on patients and staff while evaluating the effectiveness of business and clinical processes.

North Canyon Medical Center still participates and submits quality data to Press-Ganey (PG). PG conducts feedback surveys on satisfaction of inpatient stays after the patient has left the facility. This survey is called a Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) or patient satisfaction survey. We receive scores monthly that are benchmarked regionally, by hospital type and the entire PG database. This data is used to identify any trends that are emerging, so we can develop action plans as needed. Below is a recent HCAHPS report we received.

RESULTS FOR OCTOBER - DECEMBER 2018



“I want to compliment the doctors and nurses for taking such good care to treat my mom. They were thoughtful in their efforts to diagnose her medical problems, and we were very pleased with the treatment she was given here. Thank you.”

*— John, Jerry, and Darlene*







**SARA DEMOE**  
*Chief Financial Officer*

# North Canyon Medical Center lived up to its mission in fiscal year 2018: Powered by excellence, we’re building a medical organization that serves our communities.

And grow WE DID! North Canyon Medical Center increased its gross patient revenue by over 13% from 2017 to 2018. This growth was led by expanding laboratory, radiology, general surgery, and orthopedic services. We aspire to be patients’ first choice for healthcare, and we strive to invest in improving and expanding the excellent care we provide to patients and the community. We do this by recruiting and retaining outstanding caregivers and physicians, keeping up to date with new technology and capital improvements, and growing and expanding the services we offer. This fall, we expanded our North Canyon footprint into the city of Buhl and are excited to be providing care for the people in that community.

As a non-profit organization, North Canyon is committed to building a medical organization that truly serves all our communities. One direct benefit that receives little consideration is the healthcare we provide for free, or for which the hospital is not fully compensated through charity care and medical indigent programs. For the

fiscal year ending September 30, 2018, North Canyon Medical Center provided uncompensated healthcare services to those in need at an estimated total cost of over \$300,000 to the community. Additionally, the hospital provided services to those needing specialized care. We subsidized these services at an estimated total cost of more than \$381,000. We’re honored to be carrying out our charitable mission and treating patients regardless of their ability to pay.

The hospital also provided community health improvement services to the general public at an estimated cost of \$348,000. These efforts are important in helping to improve community health and educating the community on how to prevent and/or reduce the risk of acquiring certain diseases.

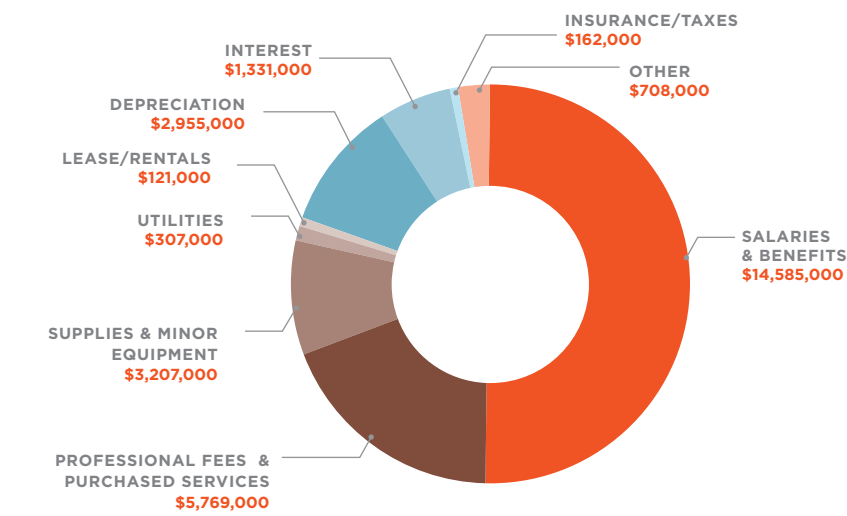
Your support helps us to offer our services to more and more communities in the Magic Valley. We look forward to another year of good health and happiness and thank you for your patronage!

## Financial Overview for the year ending September 30, 2018

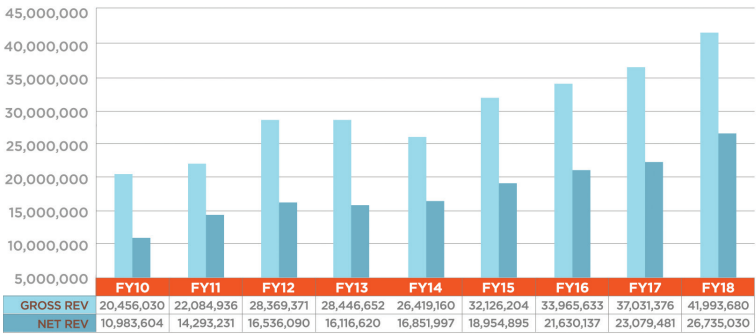
Revenue generated from services to our patients	\$41,993,681
Other Operating Revenue	\$639,663
Total Non-Operating Revenue	\$185,472
Charity care provided to patients in need	\$188,247



Expenses used to provide care to the community



North Canyon Medical Center Revenue Trend



\* Gross Revenue = Total charges generated from services provided to the community.

\* Net Revenue = Gross revenue adjusted for contractual agreements with insurance companies, charity care, and uncollectible receivables.

North Canyon Fiscal Year 2018 Statistics at a Glance:

Employees	225	Emergency Department Visits	4,768
Medical Staff	28	Hospital IP Admissions	589
Clinic Visits	11,507	Surgeries performed	673
Hospital OP Visits	11,477		

**PATRICK J. GALLOWAY***Executive Director of Philanthropy*

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Thank you to all those who have given generously of your time and money to support North Canyon Medical Center as we continue to expand our efforts to provide advanced care to the Magic Valley. Together we can impact the lives of others in so many ways.

As healthcare providers, we see people at some of their greatest moments of need. From providing access to the latest technologies and state-of-the-art facilities to providing simple acts of kindness, our efforts make a critical difference in the lives of our patients and their families.

We had a number of notable accomplishments in 2018. Gooding Pro Rodeo hosted the annual Tough Enough To Wear Pink lunch and auction. Numerous volunteers and auction item donors made the event a huge success, netting \$12,000 for improved breast cancer programs and access to mammograms.

We initiated a more active grant writing program. Grants awarded in 2018 will help fund several initiatives, including diabetes education, mental health first-aid training, yoga classes for cancer patients and survivors, improved opioid prescriptive practices, and the Good Samaritan Fund.

The Good Samaritan Fund has been a blessing in the lives of patients and their families when

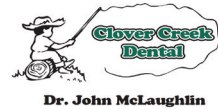
they need it most. The fund provides meals, fuel vouchers, clothing, and other basic needs to community members. New this year, the Fund has already received tremendous support from businesses, North Canyon Medical Center staff, and the community.

Thanks to our amazing Auxiliary Thrift Store volunteers and generous corporate sponsorships from Glanbia and Wilbur-Ellis, we were able to purchase a new van for the free patient ride program.

As our organization expands its services and locations throughout the Magic Valley, so are the opportunities to serve others and bring the latest technologies and facilities to our communities. Fundraising priorities for 2019 include healthcare scholarships, the Good Samaritan Fund and facility expansions.

Together we'll continue to make an impact on the lives of others.

## Regional Partners in Giving



# Edward Jones

NORTH CANYON MEDICAL CENTER  
**AUXILIARY THRIFT STORE**

## Relationships

North Canyon Medical Center has established a regional name and reputation for providing and delivering the highest quality of care and outcomes. The past two years have confirmed this distinction with our multiple designations by CMS as a 5 Star hospital, one of only 293 such designations in 2018 out of over 5,000 hospitals. This recognition is one of the key elements in our organization's ability to attract strategic alliances

and partnerships with such nationally recognized clinical centers of excellence like Mayo Clinic and the University of Utah Health. North Canyon Medical Center has also established a close relationship with The Idaho College of Osteopathic Medicine (ICOM), the states first medical school and one which we hope to create a rural medicine residency program with extension of such a program to include rotations at Mayo Clinic.



**KENT SANDERS, MD***Chief of Medical Staff*

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2018 was a successful year of increased service lines and expanded commitment to our patients and community. North Canyon Medical Center added a Family Medicine walk-in clinic to provide extended hours and additional resources for patients seeking non-emergency medical care and Dr. Guy Grooms came on board as a full-time employed orthopedic surgeon.

As a result, North Canyon accomplished a 13% increase in surgical cases, 9% increase in laboratory studies, 5% increase in total imaging studies, over 4,700 Emergency Department visits, and over 11,500 Family Medicine/ Outpatient Clinic visits.

North Canyon Medical Center continued to support community health by proudly supporting Tough Enough to Wear Pink for Breast Cancer Awareness and remains the first facility in the central Magic Valley to offer digital breast tomosynthesis (3D mammography) for breast cancer screening. We regularly provided informational diabetes education seminars and discounted lab work during the annual North Canyon Medical Center Spring Health Fair.

Integral to our mission of quality and excellence, North Canyon Medical Center received its second consecutive 5 Star rating from CMS. This recognizes the commitment our staff has toward the best possible outcomes for our patients. North Canyon is on track in the second of its DNV-GL certification process and is expanding its expertise with the

addition of Dr. Toby Anderton, MD, orthopedic surgery/sports medicine and Dr. James Bolton, DO, internal medicine/inpatient care specialist. In addition to the main hospital and clinic in Gooding, we now provide Family Medicine and outpatient general surgery/orthopedic surgery care at new facilities in Buhl and Twin Falls.

Our collaboration with Mayo Clinic has brought much needed access to choice and expertise in complex care/oncology for our patients along with experience in navigating the intricacies of long distance complex care coordination and follow up. In 2019, North Canyon Medical Center is refining the coordination of care process to ensure seamless care transitions in the transfer of medical information and follow up vital to this program and patient care.

These are just a few of the most recent examples of how we are a growing medical organization that serves our communities, and aspires to be your first choice for healthcare through an expanded network of medical services of the highest quality.

“This was my first surgery and I really  
appreciate all the help from the great staff.”

– *Anonymous*



