



North Canyon  
NETWORK OF CARE



2019



# Annual Report





## A network of care.

Over a century ago, we began our journey as a center of leading health in the Magic Valley, with patient care at the heart of everything we do. Today, that commitment to care is the only thing that hasn't changed. State-of-the-art facilities, specialized clinics, top-tier talent, and world-renowned partnerships constantly evolve, working in tandem to create a connected healthcare ecosystem unrivaled in our region. It's a network of care, with patients at the center—and our community at the heart of it all.

## 2019 at a glance:

### NEW

**Buhl Clinic** | A brand new facility for our neighbors in Buhl, welcoming over 1,500 new patients



North Canyon named a Top Private Company in the state of Idaho

### New Twin Falls Orthopedic Center

The region's only state-of-the-art robotic knee-replacement facility

### 50+ Mayo Patients

Bringing our partnership with the world-renowned Mayo Clinic to our patients

### 240

Our team has grown to over 240 healthcare professionals



North Canyon designated as a Five-Star facility for quality the third year in a row

**6 MESSAGE FROM CEO | J'DEE ADAMS**

**8 MESSAGE FROM BOARD CHAIR | LUCY OSBORNE**

**12 PEOPLE | KELLY HERRGESELL, HR Director**

About Us

New Providers

New Additions

**18 SERVICES | CHRIS BOYD, CNO**

**20 QUALITY | SARA OTTO, CCO**

**22 STEWARDSHIP | SARA DEMOE, CFO**

**26 FRIENDS OF NORTH CANYON | SHELLIE AMUNDSON, Community Relations Director**

#### 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 North Canyon.

**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  
**J'DEE ADAMS**, Chief Executive Officer





### North Canyon Family,

I want to start by thanking everyone for supporting North Canyon as we expanded into new markets and started new service lines this past year. We're proud to be transforming healthcare in the Magic Valley and are looking forward to another year of serving our families, friends and neighbors.

Since this is my first message as North Canyon CEO, I want to share a little bit about my journey with the hospital and where we're headed. I joined North Canyon Medical Center in April of 2014 and took part in welcoming Gooding Family Physicians, now known as North Canyon Family Medicine, to our growing family. As we started to grow, we began planning an expansion of the hospital to bring all our services to one convenient location and provide additional room for more providers and service lines. In January of 2016, we opened our 33,000 sq. ft. Medical Plaza and paved the way for further expansion. With this new space, we were able to recruit new providers in family medicine, wound care, general surgery, telebehavioral health and orthopedics. These additions gave the organization an impetus to move forward. What once seemed like a distant dream was starting to become a reality.

Fast forward to 2019 and we have seen tremendous strides in our pursuit of being the first choice for healthcare in the Magic Valley. Here are just a few highlights:

- Through our partnership with the world renowned Mayo Clinic, more than 50 patients from the Magic Valley sought care there.
- Our team has grown to over 240 healthcare professionals who work hard to provide a personal experience for all our patients.



- In times of emergency, we helped 4,781 families deal with sudden changes in their health conditions.
- We welcomed more than 1,500 new patients into our family through the Buhl Clinic.
- We were named a top private company in the State of Idaho and designated as a Five-Star facility for quality for the third year in a row.

We've experienced a tremendous amount of growth while maintaining our reputation for providing quality medical care with a personalized touch. As I look ahead, we have several key initiatives for 2020 to continue our pursuit of excellence. The first, coming this Fall, is the opening of our clinic in Jerome where we will offer pediatric services to better meet the needs of our entire healthcare family. All of this is possible because of the great team we have here at North Canyon. Without the dedication of our employees, medical staff and board members, our future would still be a far off dream.

**J'DEE ADAMS**

*Chief Executive Officer*



**Dear Community,**

With another year behind us here at North Canyon Medical Center, I am grateful for our ability to give back and move forward. As you may recall, 2018 marked the hospital's 100<sup>th</sup> anniversary in this community. Today, staying committed to build on the last 100 years of healthcare leadership, we will continue to provide advanced care close to home. I am proud to say North Canyon operates with a strong foundation of outstanding people who are devoted to service, quality and stewardship.

Keeping the flame burning can be a precarious journey as we face today's healthcare challenges. Providing safe, quality and compassionate care for our patients at a time of continuous change, driven largely by technology, is a balancing act.

Still, we have made significant progress. The dissolution of the taxing district afforded expansion of boundaries and opportunities. We were successful in building a clinic for our neighbors in Buhl. The Orthopedic Center in Twin Falls serves those seeking alternative treatments. And here in Gooding we're constantly evaluating and expanding services.

North Canyon Medical Center has continually strived to make the patient our primary focus. We've met many challenges and continually implemented the goals we set for ourselves, building on our history of leadership as we move into the future.

I am grateful to work with a very knowledgeable and dedicated Board of Trustees at North Canyon. Our success is a total team effort. I am confident in saying, "We measure our wealth by our employees who bring advanced care close to home."

A handwritten signature in black ink that reads "Lucy Osborne". The script is fluid and cursive.

**LUCY OSBORNE***Board Chair, North Canyon Medical Center***EMERGENCY ROOM DEPARTMENT,**

The Emergency Room staff did a great job caring for my mom. They were quick, efficient, caring, and diligent about keeping the family updated.

— *Anonymous*

# Transforming healthcare in the Magic Valley.

As the Magic Valley continues to expand, our unparalleled healthcare offerings are as well — realizing a truly transformative vision in caring for our patients. But it takes more than innovation, systems, and medical resources to transform care. It takes the best and brightest minds of healthcare professionals working toward our common goals in understanding our mission of unwavering excellence. To that end, we do everything in our power to provide our people with the time, tools, and support needed to help them best serve our patients.

We, as healthcare leaders, are aligned in our commitment to upholding our mission and values as we move North Canyon into this next decade of care.



## 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







**KELLY HERRGESELL**  
*Human Resources Director*

# 12

The average years  
of experience at  
North Canyon for our  
Executive Council

# 11

The average years  
of experience at  
North Canyon for our  
Leadership Council

# 26

Employees working  
toward a formal or  
post-graduate degree

## Our People, Our Greatest Resource

Everything we do at North Canyon Medical Center revolves around our people, patients and communities. We remain committed to creating a culture focused on being the first choice of healthcare in the communities we serve. Without our dedicated and talented people, we couldn't have achieved quality outcomes such as the CMS Five-Star rating we've been awarded the past three years. We also made the Idaho Private 100 List for the third year in a row as one of the top-performing private companies in the state, a tremendous achievement for an independent critical access hospital.

2019 was a year of record growth for North Canyon. We continue to attract, develop and retain an outstanding and diverse group of highly trained, compassionate healthcare providers, nurses, technicians, and support staff. We reached a record number of employees in 2019 at 241 and continue to build our reputation as an employer of choice by focusing on employee engagement and job satisfaction. One of the main contributors to the employee growth was the addition of two new locations in the Magic Valley.

### We Welcomed a Number of New Providers

These new providers enhanced North Canyon's ability to provide quality care to our communities via expanded outpatient surgical options as well as 24/7 expert care for inpatients.



**TOBY ANDERTON, MD**  
*Orthopedic Surgeon*



**JAMES BOLTON, DO**  
*Hospitalist*



**BEN BURTENSHAW, PA-C**  
*Orthopedics*



**MITCH ROBINSON, PA-C**  
*Orthopedics*



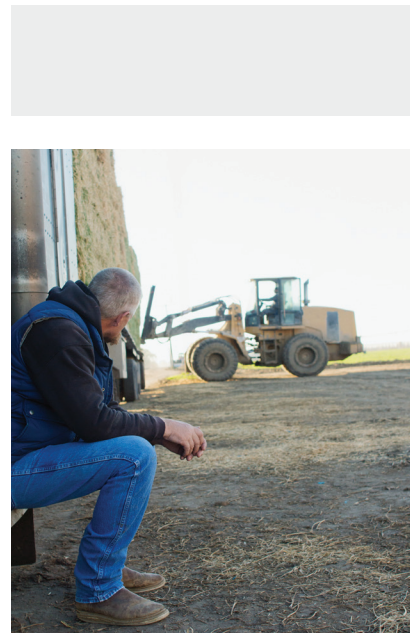
### CHRIS BOYD, CNO

Chris joined our team in July 2019, bringing 20 years of critical access nursing experience to North Canyon in her role as Chief Nursing Officer. Her leadership and expertise are a welcome addition to our executive team.

## We demonstrated continuous learning as many of our existing employees took on new responsibilities and obtained additional credentials.

Jennifer Olsen, DO (top right), moved from our Family Medicine group into a hospitalist role to deliver round-the-clock medical care to our inpatients. Angela Vitek, FNP-BC (bottom right), completed her Doctorate of Nursing Practice (DNP). Sara Otto, CCO (photo page 20), completed her Juris Doctor program through Concord Law School.





## North Canyon Buhl Clinic

In order to better serve the communities surrounding our main location in Gooding, North Canyon opened a Rural Health Clinic (RHC) in Buhl in January 2019. To qualify as an RHC, the clinic must be located in a rural, medically underserved area and provide primary care services. The Buhl Clinic offers family medicine, pediatric care, immunizations, men's and women's health care, orthopedics, dermatology and general surgery. The response to North Canyon's presence in the Buhl community has been phenomenal, and we are extremely proud to provide them with the same high-quality, personalized medical care that we offer in our main facility.

## North Canyon Orthopedics and Sports Medicine

Opened in June 2019 in Twin Falls, North Canyon Orthopedics and Sport Medicine Clinic provides comprehensive care for musculoskeletal injuries and diseases. With over twenty years of experience, our Board Certified orthopedic surgeons, Dr. Toby Anderton and Dr. Guy Grooms, provide a range of operative and non-operative medical solutions, including the first robotic-assisted joint replacement technology in the Magic Valley. Our innovative MAKO program allows for a personalized surgical plan that ensures accurate placement of implants and better outcomes for patients. North Canyon Orthopedics and Sports Medicine offers a wide-range of operative and non-operative orthopedic services including sports medicine, physical therapy, joint injections, and joint replacement.







NORTH CANYON FAMILY MEDICINE CLINIC,

This is the 2nd time we've been to this clinic and the care we received here has been outstanding. It was timely, the CNA's were polite & competent, the physicians were patient in answering questions and helping us understand the issue. Great job!

— *Craig*



**CHRIS BOYD**  
Chief Nursing Officer

## We're intensely proud of who we are and what we do here at North Canyon Medical Center.

Our organization is comprised of many extraordinarily dedicated physicians, nurses and other caregivers. These professionals share a commitment to delivering the highest quality of patient care and to collaborating to ensure that we achieve it. Our passion for caring has fueled healthcare initiatives in several categories, including the addition of a hospitalist program that offers high-quality, 24/7 inpatient medical care. This specialty utilizes evidence-based practices and provides comprehensive care to patients day and night. In addition, patients visiting the hospital for emergency or elective treatment receive care that's second to none.

Our surgical services department is staffed with highly skilled nurses, technicians and anesthesia personnel. With specialists in

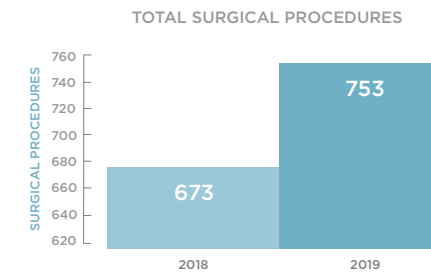
general surgery, orthopedics, urology, spine and podiatry, our surgery department provides services for a broad range of patients. In addition, our anesthesia team helped introduce opioid-free total joint replacements. We have responded to the dangerous opioid trends with safe, effective, opioid-free pain management alternatives established by best-practice techniques. This provides a better experience for patients and has reduced the number of narcotic pain medications required for patients to post-operatively manage pain.

Our strategy for long-term success is to continue to capitalize on our teamwork, research capabilities and extensive resources—providing the highest quality care and services to the people in the communities we serve.

### Outpatient Services Highlights

#### Total Surgical Procedures

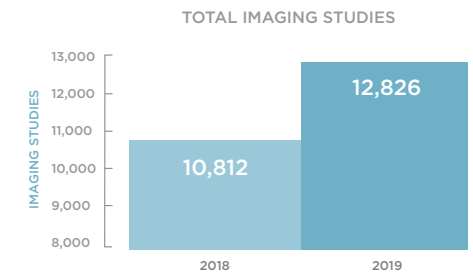
**INCREASED 12%**



#### Imaging Studies

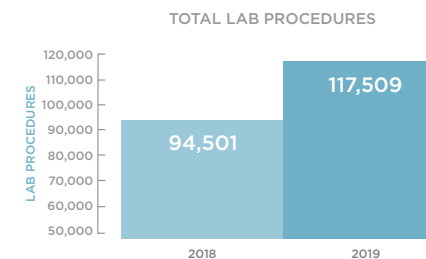
(X-ray, MRI, CT, Mammography, Ultrasound)

**INCREASED 19%**



#### Lab Procedures

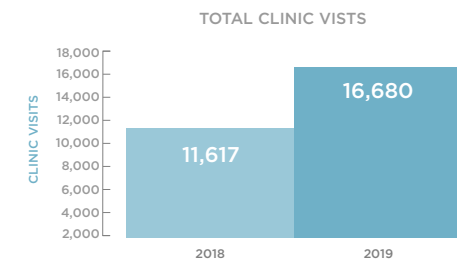
**INCREASED 24%**



#### Total Clinic Visits

(General Surgery, Orthopedic Surgery, Family Medicine)

**INCREASED 43%**







**SARA OTTO**  
Chief Compliance Officer

## As North Canyon Medical Center continues to expand service lines for our patients and provide additional healthcare options for residents of the Magic Valley, it should be no surprise that our quality is recognized regionally and nationally.

In 2019, North Canyon Medical Center was once again designated a Five-Star facility by the Centers for Medicare and Medicaid Services (CMS) marking this the third consecutive year we've received this honor. Of all hospitals across the nation, only 407 of 4,500 were awarded this prestigious five-star rating. Only six hospitals in Idaho received this accolade. CMS assigns star ratings based on a hospital's performance across seven areas of quality, including mortality, safety of care, readmission rates, patient experience, effectiveness of care, timeliness of care and efficient use of medical imaging. These seven measures are monitored internally and submitted monthly to CMS.

The measures we submit to CMS guide performance improvement initiatives in various departments of the hospital. In

November 2019, each area in the hospital created its own department scorecards which are discussed internally and measure four areas: customer satisfaction, human resources, quality and safety, and operations. This data informs each department director on what is working well within their department and serves as a guide for making efficient, cost-effective decisions with patient care always top of mind.

North Canyon Medical Center remains accredited and regulated through CMS and DNV-GL. This is North Canyon's third year of being a DNV-GL accredited facility. The DNV-GL 3-year accreditation is monitored through annual site visits. These annual surveys are tied to the specific CMS Conditions of Participation for Critical Access Hospitals and suggest areas where

improvements can be made. It is the duty of every employee to ensure that North Canyon maintains the high level of quality health care. This is a responsibility we don't take lightly. The DNV-GL accreditation adds another level of review of the care we provide our patients.

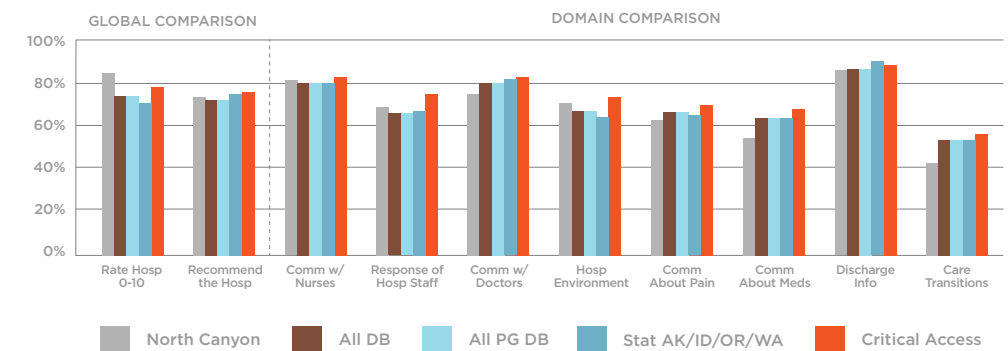
This year North Canyon also started the process of ISO 9001 certification through DNV-GL. ISO 9001 is a quality management system that focuses on process improvement and is applied to many industries, including healthcare. ISO principles help us deliver services in a more streamlined and cost-effective way.

North Canyon continued to participate in the inpatient satisfaction survey program

(HCAHPS) with Press-Ganey. These surveys are sent to patients after they've been discharged from their inpatient stay. The scores are reviewed monthly by the quality and safety committee and the governing board to identify any potential trends so action can be initiated quickly. Below is a recent HCAHPS report.

North Canyon Medical Center strives to continuously improve the quality, safety and efficacy of healthcare for our patients. We prioritize quality improvement initiatives based on the impact they'll have for patients and their families. It's an exciting time for North Canyon as we continue to grow in the Magic Valley.

### RESULTS FOR OCTOBER - DECEMBER 2019





**SARA DEMOE**  
Chief Financial Officer

## Since opening the new hospital in March of 2010, North Canyon Medical Center's revenue has more than doubled.

This growth is attributed to our ability to care for more and more patients by adding service lines and recruiting family practice providers and orthopedic and general surgery physicians, as well as adding clinics in both the Buhl and Twin Falls communities. In just one year, we've grown our revenue by 17 percent. One area in which we have seen significant growth is surgical services, which not only impacts the operating room, but also radiology, laboratory, medical supplies, and inpatient services. We are truly living our mission statement of growing a medical organization that serves our communities in the Magic Valley.

North Canyon spends almost \$32 million annually to provide care to our patients, a 9 percent increase over the prior year. Our largest expenditure is also North Canyon's most valuable asset—the people who work here! North Canyon is one of the largest employers in Gooding County, and we spend over \$17 million on salaries and benefits to our employees. The hospital not only has a significant economic impact on Gooding County, where 57 percent of our employee base resides, but also in Twin Falls County, where 22 percent of our employees live,

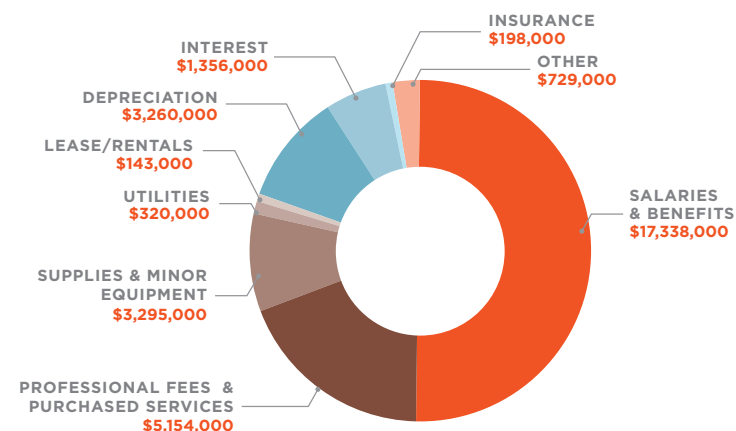
and Jerome County, where 11 percent of our employees live. North Canyon also spent \$9.8 million on professional and purchased services, supplies and other expenses. Of this \$9.8 million, 23 percent went to Idaho businesses. Investing back in our communities is important to our organization.

As a non-profit, North Canyon Medical Center provides benefits and services to the communities we serve. One direct benefit is the health care 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 on September 30, 2019, North Canyon provided uncompensated health care services to those in need at an estimated total cost of over \$600,000. Additionally, the hospital provided services to those in need of specialized care that were subsidized by the hospital at an estimated total cost of more than \$320,000. North Canyon also provided community health improvement services available to the general public at an estimated cost of \$430,000. Providing these services is an important priority for North Canyon because they improve the health of the community.

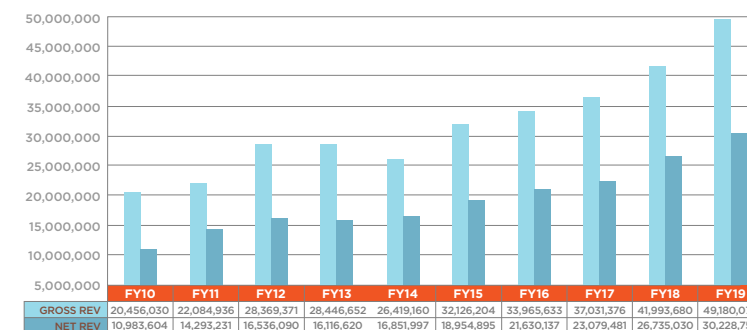
### North Canyon Fiscal Year 2019 Statistics at a Glance:

Clinic Visits, including Family Medicine, Orthopedics, and General Surgery	16,680
Hospital OP Visits	13,368
Emergency Department Visits	4,724
Hospital IP Admissions	603
Surgeries Performed	753

### 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 bad debt.

### Financial Overview for the year ending September 30, 2019

Revenue generated from services to our patients	\$49,180,072
Deductions from Gross Revenue	-\$16,029,666
Bad Debt (unpaid patient bills)	-\$2,513,253
Charity Care (free care provided to patients in need)	-\$408,394
Net Patient Revenue (what hospitals receive for patient care services)	\$30,228,759

\* Net Patient Revenue minus Expenses = Hospital's Operating Margin. The operating margin is what the hospital uses as savings to reinvest in the facility, equipment and other needs



HOUSEKEEPING DEPARTMENT,

They all do a wonderful job of keeping the clinic and hospital clean. Even though they get stuck with dirty jobs they still manage to keep a smile on their faces and greet everyone they see. They are truly one of the biggest parts of North Canyon by keeping the hospital looking great for everyone.

— Vera



**SHELLIE AMUNDSON***Community Relations Director*

## Thanks to the generosity of our friends, fundraising for our new chapel is underway.

We are committed to the well-being and healing of our patients—recognizing that faith and healing can work hand in hand. Through Friends of North Canyon, our community fundraising arm, we have put plans in motion to construct a chapel on our main campus. We set a goal to raise \$180,000 over the next two years, with plans to break ground in the Spring of 2022. The Chapel will be custom built to match the existing North Canyon facility — featuring design elements and details unique to such a sacred space. Once open, the new space will be available 24/7 for use by patients, families, visitors and staff

as a quiet sanctuary for prayer, meditation and relaxation. The chapel will be conveniently located off the main corridor near the Emergency Room, Inpatient Unit, Operating Room and Cafeteria.

The Friends of North Canyon Medical Center is a nonprofit organization, supported by generous individuals and companies committed to advancing the work we do. We are grateful for the many supporters and contributors dedicated to helping grow our service lines, advance our technology, and develop programs that benefit the communities we serve.



LAB DEPARTMENT,

Everyone was truly gracious during my visit to the lab. I appreciate their friendliness and professional manners.

— Patsy

