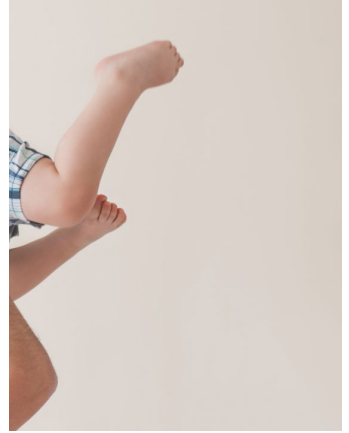




North Canyon  
NETWORK OF CARE



2020

# Annual Report





If there's one thing we learned in 2020, it's that community and care are intertwined.

From the obvious, devastating effects of COVID to the expansion of new services in Jerome to constantly growing our network of providers — our care connection with the Magic Valley remains a top priority. For a year filled with endless examples of giving, caring, and recalibration, the North Canyon team were no exception, working tirelessly toward meeting and exceeding the needs of our community. A huge thank you to all who gave their all in a most challenging and extraordinary year.

## 2020 at a glance:

### NEW

Opened the Jerome Clinic, added 7 days a week urgent care and pediatrics



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

**100** Completed over 100 robotic joint replacements



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

**+18%** Employee population grew by 18% in 2020.

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

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

**12 PEOPLE | KELLY HERRGESELL, Human Resources Director**

About Us

New Providers

New Additions

**18 SERVICES | CHRIS BOYD, Chief Nursing Officer**

**20 GROWTH | NICOLAS HAYES, Chief of Staff**

**22 STEWARDSHIP | SARA DEMOE, Chief Financial Officer**

**26 PHILANTHROPY | 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 | BONNIE J. MARSHALL, Treasurer**  
**ELAINE BRYANT, Secretary | LEO SANCHEZ, Trustee | PHIL BECKER, Trustee |**  
**HELEN EDWARDS, Trustee | PAT HAMILTON, Trustee | NICOLAS HAYES, DO, Chief of Staff**  
**J'DEE ADAMS, Chief Executive Officer**





"Despite the challenges, we continued to provide care to patients and altered our services many different times to make sure we were prepared for the unknown."

#### Dear Community,

As I reflect on the year, I'm incredibly proud and grateful for all the frontline caregivers who sacrificed so much this past year. I'm also grateful for our community. I know many individuals sacrificed their time and talents to help serve others during the pandemic. I share my condolences and deep sorrow for those who lost loved ones or dealt with the debilitating effects of COVID. I pray that all of us can surround ourselves with our loved ones and cherish every moment we have with them. I also pray our lives will return to a new normal — one that is better than our wildest dreams.

In many ways, this past year felt like two halves of a sporting event. During the first half, we were well on our way to having the most successful year in our history, and in the second half, we were responding to a worldwide event that shook our community to its core. Despite the challenges, we continued to provide care to patients and altered our services many different times to make sure we were prepared for the unknown. And while these unknown events can seem to stop time, we chose to push forward with our plans, and I'm glad we did.

The biggest accomplishment from the year was our service expansion into Jerome. I will stick with the sports analogy as it felt like a race to the finish. We could have postponed our plans due to the pandemic, but we chose to step on the gas and fulfill our promise to the Jerome community. We opened our facility in September and started four new service lines: Dr. Ryan Turner (Pediatrics), Dr. Cory Bates (Urology), Dr. Kyle Grooms (Hand Surgery), and North Canyon Quick Care. As I talk to colleagues, they often ask why we pushed forward during the pandemic — I tell them we made commitments for the future and were not about to let the pandemic deter us. I also remind them of all of you — the tremendous team members who have made everything possible.

**J'DEE ADAMS**

Chief Executive Officer

Your people and facility are wonderful. I felt so at ease and welcome. Every person that walked by spoke to me. They were friendly, kind, and professional.

— *Anonymous*



"We came out of that initial storm whole, wiser, and more determined than ever to be here for our patients."

#### North Canyon Family,

In the pages of this annual report, North Canyon's vision to transform healthcare in the Magic Valley through a network of care is proudly documented. But of most importance, you won't read in these pages about the courage and fortitude North Canyon presented when crisis hit. I would like to honor that courage by telling the story here.

We all remember March 10, 2020, when living life as we knew it came to a sudden and tragic stop. The coronavirus pandemic, in the form of COVID-19, invaded our very cores of existence and put our lives on lockdown.

Hospitals and other healthcare facilities in those first dark days were given only the mandates. There was no playbook or template to consult for guidance. In crisis, fear and outrage often take center stage. The feeling of helplessness could well have invaded our hospital and clinics. But we also find that in crisis, leaders and champions emerge. And did the heroes emerge at North Canyon! Our people never wavered in their responsibility for the care and wellbeing of our patients. Safety for patients came first. Through levelheaded thinking, decisions were made, sacrifices were given, and a strong sense of unity prevailed as COVID-19 was ever foremost in thought and action. There were many adjustments, rearranged schedules, and some employees worked from home, but North Canyon kept the employee base intact. Employees were free to leave if that was their desire, but no one was laid off.

Later in the summer, financial help did come from the governmental economic stimulant payment, and those funds were used to help with COVID-related expenditures.



I send a humble and heartfelt thank you to our CEO, Administration, Team Leaders, Clinicians, Employees, and fellow Board Members. And, I give a big shout-out to the community who stuck by North Canyon. We came out of that initial storm whole, wiser, and more determined than ever to be here for our patients.

The ugly COVID-19 Pandemic is not entirely over, and most likely, there will be more obstacles to face. North Canyon will take them on as they come. The success documented in this annual report is a testament of the North Canyon family's dedication to the health and wellbeing of our communities through our Network of Care.

**LUCY OSBORNE**

*Board Chair, North Canyon Medical Center*

# Transforming healthcare in the Magic Valley.

As the Magic Valley continues to expand, our unparalleled healthcare offerings do 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 a Leadership Council and Executive Council 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 HERGESELL**  
Human Resources Director

## Outstanding People Are Our Greatest Asset

Everything we do at North Canyon revolves around our people, our patients, and our communities. Despite the novel Coronavirus disrupting every aspect of our lives in 2020, our employees remained committed to our strategic vision to be the first choice of healthcare in the communities we serve. In a year when numerous businesses and healthcare organizations were severely impacted by the pandemic, North Canyon performed well and persevered during the state-imposed shut down. We were able to meet this unprecedented challenge because of the tremendous dedication, talent, and heart of the people who make up the fabric of this organization.

2020 was another year of record growth for North Canyon as we continued to expand our network of care with additional clinics and providers. This past year, we added pediatrics and quick care with the opening of our North Canyon Jerome Clinic, as well as, adding urology and hand surgery to our Specialty Clinic. Dr. Ryan Turner joined our North Canyon Jerome Clinic, and we partnered with Physicians Immediate Care Center (PICC) to offer comprehensive, non-emergent care 7 days a week in Jerome.

Dr. Cory Bates, Urologist, and Dr. Kyle Grooms, Hand & Wrist Surgeon, joined our Specialty Clinic. We also celebrated the retirement of long-time family practitioner, Ian Kunz, who has been a beloved member of the Gooding and North Canyon community for many years. Sadly, Ian passed away a few months into his retirement and will be dearly missed by all who knew him.

With the addition of these expanded service lines and locations, we saw an 18% growth rate in our employee numbers, making 2020 a banner year for the Human Resources department. The challenge for our leadership team in the next year will be to continue to recruit and retain people who fit our culture, believe in our vision of being the first choice of healthcare in our region, and are willing to give 100% to achieve it. Highly trained, compassionate, and dedicated providers and staff are the essential ingredients to our success, and we must continue to attract high caliber people if we are to sustain the growth, commitment to quality, and patient satisfaction that we pledge to each other and to our communities every day.

In the face of both the COVID-19 virus and the continued growth of our organization, our people continued to offer both quality care and an outstanding patient experience, receiving CMS five-star ratings again in 2020 for both categories. We also found ourselves on the Idaho Private 100 List for the fourth year in a row as one of the top-performing private companies in the state, a monumental achievement for a non-profit critical access hospital. We celebrated

this accomplishment with our employee population this year, streaming the live event on multiple screens throughout the facility so the whole team could watch the countdown and see where North Canyon landed on the list this year (#73). We never want our people to forget that their contributions are what ultimately allow us to celebrate these kinds of successful moments.

# 13

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

# 24

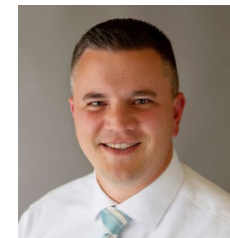
Employees working  
toward a formal or  
post-graduate degree

# 16

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

### We Welcomed New Providers

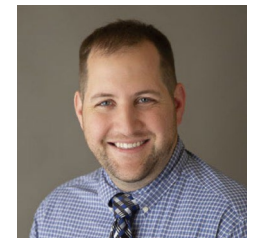
These new providers enhanced North Canyon's ability to provide quality care to our communities via expanded service lines and specialties.



**RYAN TURNER, DO**  
Pediatrics



**CORY BATES, MD**  
Urology

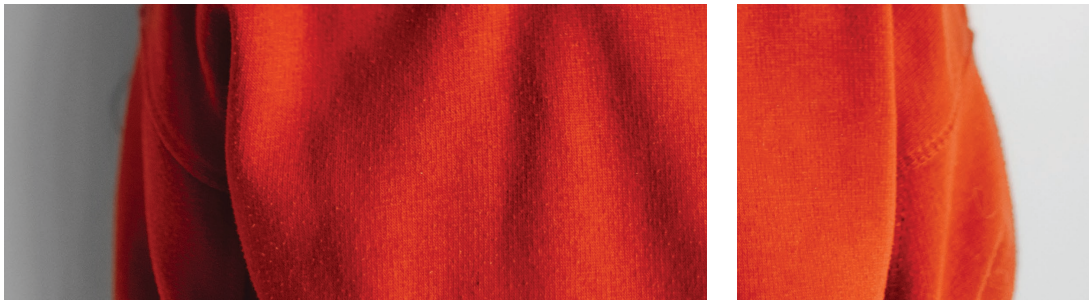


**KYLE GROOMS, MD**  
Hand & Wrist

## JEROME GRAND OPENING







NORTH CANYON ORTHOPEDICS,

I was immediately impressed with the care and attention from every employee I encountered. At this point in my life, I can't imagine going anywhere else for my orthopedic needs and I will strongly recommend your services to anyone who asks.

— *Richard*



**CHRIS BOYD**  
Chief Nursing Officer

## Our mission at North Canyon Medical Center is to be the first choice in healthcare in the Magic Valley.

We recognize that providing quality care puts us on the pathway to achieving our mission. As part of a patient-centered culture, the staff at North Canyon are committed to developing initiatives that ensure the delivery of consistently high-quality service and potential improvements to services.

2020 brought significant challenges and distractions with a monumental pandemic. Even through preparations and response to COVID-19, North Canyon has moved forward its strategy to maintain and build on quality. Centers for Medicare & Medicaid Services (CMS) conducted an Infection Control Survey of our hospital during this time and found that North Canyon successfully implemented appropriate policies and procedures during the pandemic necessary to provide the safest possible care to our patients. North Canyon quickly launched COVID-19 testing in-house to expedite results for the patients in our community and prepared for mass vaccination of our staff and community members. All this, while enhancing our capabilities of caring for patients in airborne precautions with a very new disease process.

Work is continuing in our International Organization for Standardization certification journey and continued accreditation with DNV-GL. Internal Audit teams were selected, and training for the purpose of auditing internal processes within the organization was conducted. The goal is to add value and improve the organization's operations within the Quality Management System. Work surrounding the implementation of quality management software called Synergi-Life was also started. This software will enhance our Quality and Risk Management Program by tracking non-conformances, incident reports, quality audits, and assessments. Synergi-Life will also provide ease of data analysis and identification of areas that need to improve.

Finally, through it all, North Canyon was once again awarded the designation of being a five-star facility by CMS. 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. In addition to this tremendous accolade, North Canyon continues to be accredited by DNV-GL and CMS.

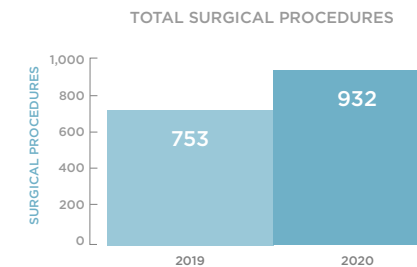
As we look ahead to 2021, we will continue

to strive for excellence and continuously improve the quality and safety of healthcare for our patients. We look forward to our future growth as we continue to offer our communities the quality of care they seek and deserve.

### Outpatient Services Highlights

#### Total Surgical Procedures

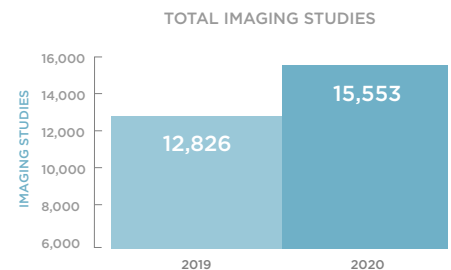
**INCREASED 24%**



#### Imaging Studies

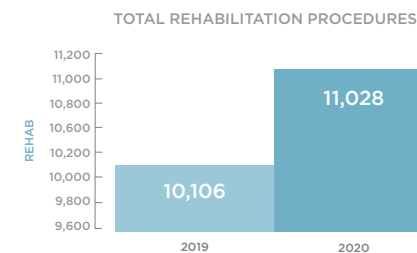
(X-ray, MRI, CT, Mammography, Ultrasound)

**INCREASED 21%**



#### Rehabilitation Procedures

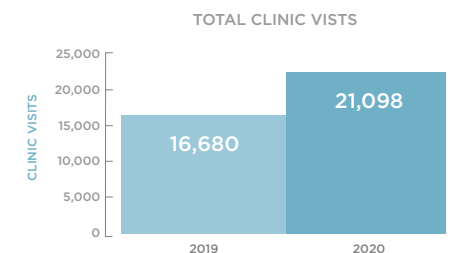
**INCREASED 9%**



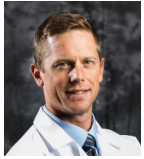
#### Total Clinic Visits

(General Surgery, Orthopedic Surgery, Family Medicine)

**INCREASED 26%**





**NICOLAS HAYES, DO***Chief of Staff*

Ask anyone, and they'll tell you, 2020 was a bad year. Indeed 2020 was a challenging year for everyone. The effects of coronavirus rippled through all aspects of society and significantly impacted the medical community. Like everywhere across the globe, North Canyon faced multiple challenges adjusting to a world with COVID-19.

We are all aware of the difficulties associated with 2020; COVID-19, stock market crashes, widespread insecurities regarding employment, coronavirus vaccine access, and education in the COVID-19 world. Although it was a tough year, we should reflect on the good things that came out of 2020.

With limited data regarding COVID-19 in the early months of 2020, we came together as a team here at North Canyon to devise a plan to protect our patients and employees from the virus. We implemented measures to screen for COVID, isolate patients with COVID, and treat COVID patients.

Although there was a period when we halted non-emergent medical evaluations, surgical procedures, and diagnostic studies,

we have had a rebound in outpatient family medicine clinic visits, orthopedic evaluations, imaging studies, and surgical procedures. We also added three new service lines, including urology, hand surgery, and pediatrics.

**"In many respects, 2020 will be looked upon as a difficult year, but the North Canyon team did an excellent job responding to the challenges."**

North Canyon opened the Jerome clinic, which has expanded our ability to provide excellent care to the people of Jerome and surrounding areas. In many respects, 2020 will be looked upon as a difficult year, but the North Canyon team did an excellent job responding to the challenges. We can now look onward to 2021 with optimism for continued growth and a continued goal of being the first choice for health care in the Magic Valley.

**NORTH CANYON MEDICAL CENTER,**

I brought a friend out here for an appointment. It was my first time being in this new part. I am amazed by how beautiful it is. The design is amazing and it is decorated beautifully. Very tranquil.

— Dee



**SARA DEMOE**  
Chief Financial Officer

## When North Canyon Medical Center opened its doors at 267 North Canyon Drive on March 2, 2010, no one could have predicted where the hospital would be a decade later.

North Canyon spent the first few years growing into the beautiful new facility. The North Canyon staff navigated a new and complex electronic medical records system (Cerner), grew accustomed to new equipment, and dealt with the incredible amount of maintenance involved in keeping the multi-million-dollar facility running smoothly.

Since those first few years, North Canyon has grown from 100 to over 300 employees. With this growth came the need for new service lines in the community. As a result, North Canyon added family medicine, general surgery, orthopedics, and pediatrics to the services we offer. North Canyon has added multiple family medicine providers, a general surgeon, two orthopedic surgeons, two hospitalists, a radiologist, and a pediatrician. In 2016, we added the Medical Office Plaza, increasing North Canyon's footprint by 33,000 square feet. By working with the USDA and the Idaho Health Facilities Authority on the financing for the Medical Office Plaza and refinancing the original hospital loan, North Canyon decreased its debt payments by over 20% annually.

To expand and offer services to more communities, North Canyon worked with Gooding County citizens to dissolve the taxing district. While this meant the hospital would no longer receive almost \$900k of support from County taxes, North Canyon could open its first clinic outside of Gooding County in Buhl, ID. North Canyon then added orthopedic

services in Twin Falls and Mountain Home the following year.

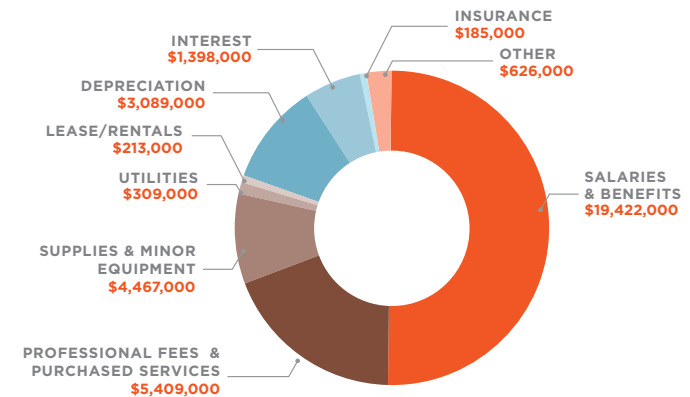
This brings us to 2020 — a year filled with incredible challenges due to a global pandemic that affected our community and the areas around us. Although the hallways, clinics, and ORs were quiet in March and April, North Canyon did its best to stay open and prepared, providing quality services to its patients during this challenging time. We even expanded access to healthcare by opening a clinic in Jerome, where Dr. Ryan Turner, North Canyon's new pediatrician, sees patients.

These initiatives, additions, and strategies have allowed North Canyon to triple its revenue from \$20 million in 2010 to over \$60 million in 2020. A strong financial performance allows us the resources to look for opportunities for growth and to better serve our patients. As a 501c(3), North Canyon invests any profits back into its people, infrastructure, cutting edge equipment, and future growth. Because North Canyon strives to be your first choice for health care, we continue to look for opportunities for growth when needed. In the coming years, North Canyon will look at other services needed in the communities we serve. We'll also look at our current footprint to evaluate the need for additional space. Looking at the strides North Canyon has made since opening the new hospital, we have no doubt the next decade will allow North Canyon to continue to provide the high-quality services we've become known for.

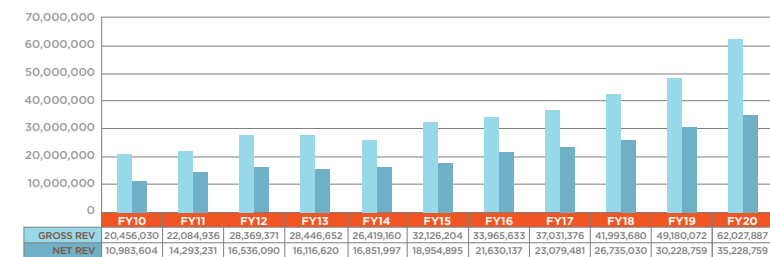
### North Canyon Fiscal Year 2020 Statistics at a Glance:

Clinic Visits, including Family Medicine, Orthopedics, and General Surgery	21,098
Hospital Outpatient Visits	9,454
Emergency Department Visits	4,612
Hospital Inpatient Admissions	509
Surgeries Performed	932

### 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, 2020

Revenue generated from services to our patients	\$62,028,000
Deductions from Gross Revenue	-\$24,049,000
Bad Debt (unpaid patient bills)	-\$2,078,000
Charity Care (free care provided to patients in need)	-\$443,000
Net Patient Revenue (what hospitals receive for patient care services)	\$35,458,000

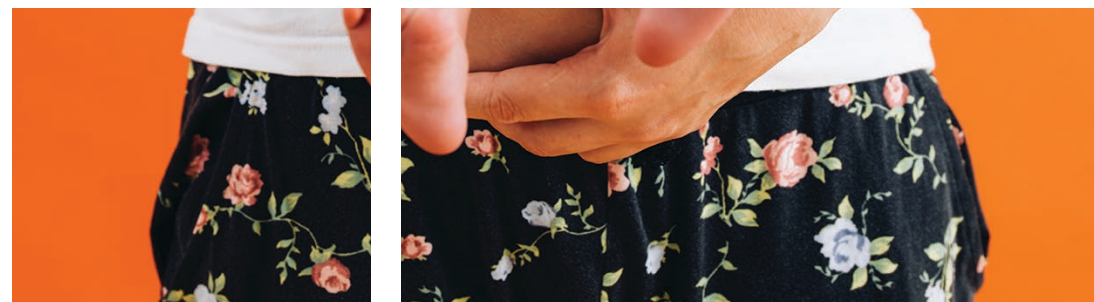
\* Net Patient Revenue minus Expenses = Hospital's Operating Margin. The operating margin is what the hospital uses as savings to reinvest in the facility, equipment and other needs



NORTH CANYON MEDICAL CENTER, GOODING,

Everyone without exception was kind, caring, and professional. Dr. Anderton truly listened to my concerns about not wanting to take opiates. He gave me options and continued to reassure me that this was about me. They listen, they take time to explain procedures and alleviate concerns.

– Cheryl



**SHELLIE AMUNDSON***Community Relations Director*

## At the start of 2020, Friends of North Canyon was a few months into the fundraising campaign to build a chapel on the North Canyon campus.

Within months, the COVID-19 pandemic was in full swing, disrupting every aspect of our daily lives. As a result, fundraising efforts slowed, and all eyes focused on getting our community through the pandemic as we navigated fear, worry, and shortages. As the pandemic stabilized and life felt a little more normal, fundraising efforts reignited, and \$140,000 was raised for the Chapel Construction Project. In addition, some community partners came forward with a commitment to donate labor during the construction process.

The groundbreaking for the Chapel is scheduled for the Spring of 2022, and over the next three months, the architectural

renderings will be finalized, and the project will go out for bid. The original cost of construction was estimated at \$180,000, but the effects of COVID-19 on the construction costs will undoubtedly impact the initial estimate. As the final bids come in, the team will reassess the fundraising goal to determine how much is needed to complete the project.

We want to extend our deepest thanks to those who have supported Friends of North Canyon and the Chapel Construction Project. Without the support of community members, projects like this would not be possible.

She did the best mammogram I've ever had. She was very professional, kind, and supportive. What an amazing employee that led to a perfect experience.

— *Anonymous*

### 2020 FRIENDS OF NORTH CANYON BOARD MEMBERS

**JOE BINGHAM**, *President* | **TAMMY DAYLEY**, *Secretary* | **LARRY HALL**, *Trustee* | **WALT NELSON**, *Trustee*  
**DONNA PENCE**, *Trustee* | **AMANDA GAYLE-REED**, *Trustee* | **LUCY OSBORNE**, *North Canyon Board Chair*  
**J'DEE ADAMS**, *North Canyon CEO* | **SHELLIE AMUNDSON**, *North Canyon Community Relations*



