

Jefferson Hospital Association
Annual Meeting
September 28, 2023

Serving Our Community

Mission

- Improving health through excellence and compassion

Vision

- To be the healthcare provider and employer of choice for Southeast Arkansas

Values

CARES

- Compassion
- Accountability
- Respect
- Excellence
- Safety



<i>Mission</i> Improving health through excellence and compassion.	<i>Vision</i> To be the healthcare provider and employer of choice for Southeast Arkansas.
<i>Values</i> <ul style="list-style-type: none">• <i>Compassion:</i> We show concern and understanding for others 24/7• <i>Accountability:</i> We conduct our daily activities with reliability• <i>Respect:</i> We show consideration, fairness and dignity to others• <i>Excellence:</i> We perform at a level that meets or exceeds expectations• <i>Safety:</i> We strive for zero harm for our patients and fellow employees	

Highlights

- Further Improvements in Patient Experience
- Continued New Highs in Quality Performance
- Financial Improvement Focus
 - Internal Accomplishments
 - Kaufman Hall - External Resource
 - Significant RN Traveler Reduction
- Continued Growth
 - Jefferson Regional Specialty Hospital
 - Jones-Dunklin Cancer Center
 - Urology
 - Nephrology
 - Physician Recruitment
 - Satellite Clinics
 - Sleep Lab
- Robotics – DaVinci, Rosa, Mako
- Campus Improvements
- Continued Employee Engagement Achievements



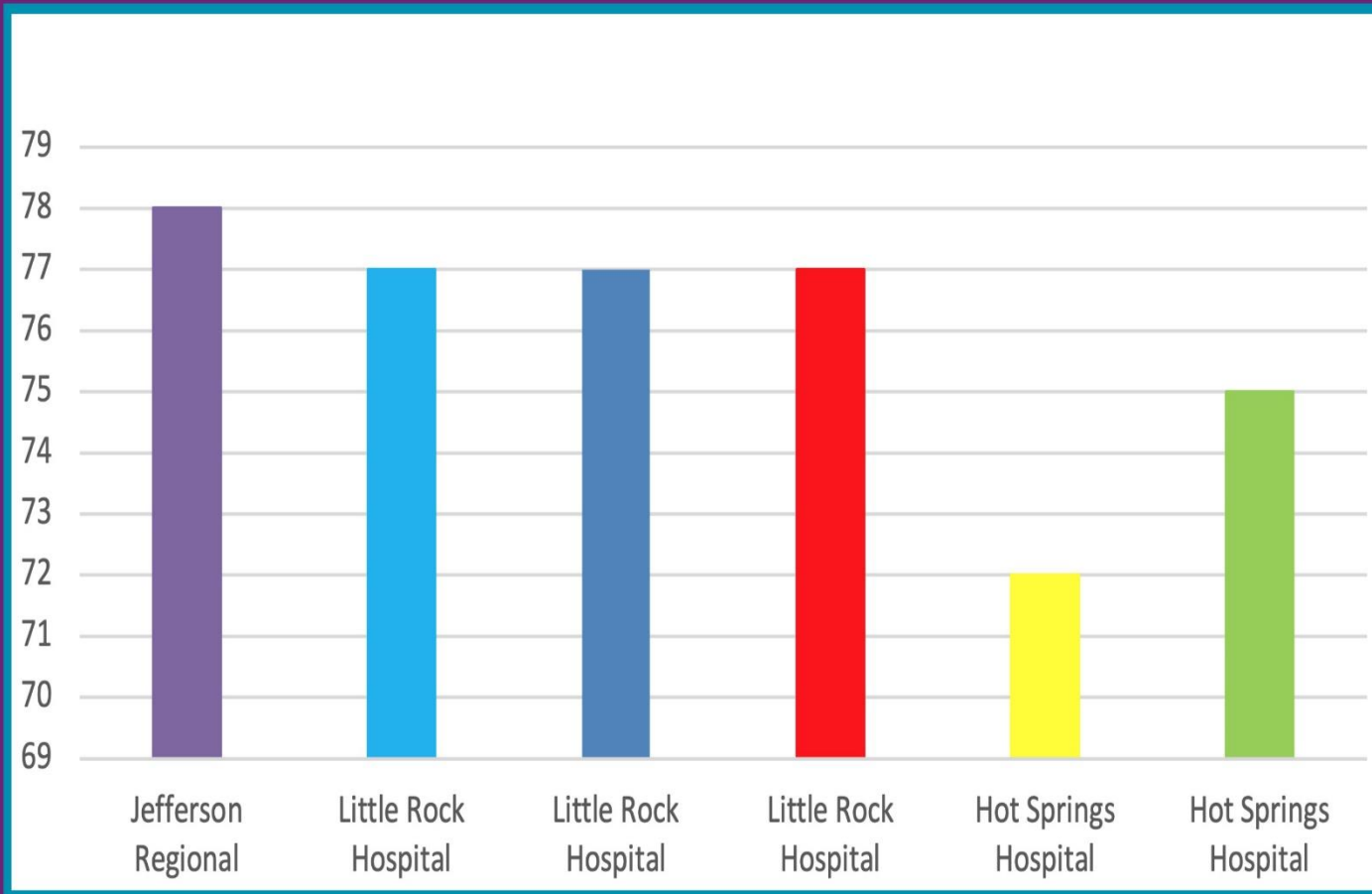
Service Excellence

Inpatient Experience

Achieved improvement or greater than the 50th percentile in all 10 domains when compared to the entire Press Ganey database, large hospital database or Arkansas hospital database.

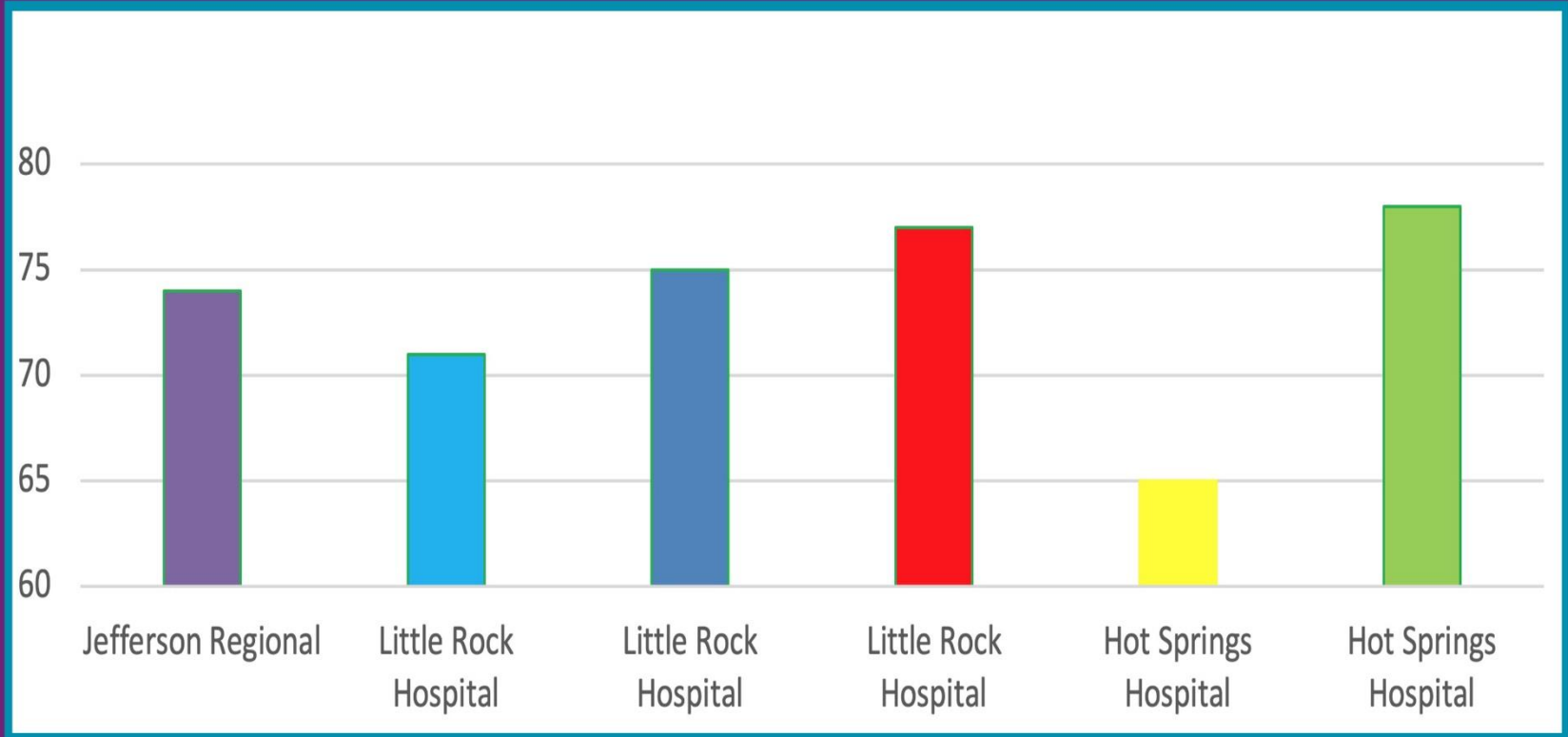
	Score			Lg Hosp Database Percentile Ranking			Arkansas Hosp Percentile Ranking			All PG Database Percentile Ranking		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
Communication About Medicines	66	66	65	78	89	81	67	84	83	72	84	75
Quietness of Hospital Environment	76	72	76	86	93	96	71	76	81	77	88	92
Responsiveness of Hospital Staff	69	64	70	78	69	88	77	37	77	67	58	78
Doctor Communication	82	81	82	51	71	75	52	53	54	44	66	68
Nurse Communication	82	77	79	43	48	56	58	45	63	38	42	49
Discharge Information	87	86	87	37	47	55	74	81	91	34	44	51
Post-Item Care Transition Measure	52	52	52	50	56	53	74	59	61	48	53	50
Cleanliness of Hospital Environment	69	65	67	30	30	35	27	25	31	24	35	30
Overall Rating of Hospital	67	64	66	27	31	37	43	26	47	23	27	32
Willingness to Recommend Hospital	63	59	62	16	20	27	37	15	38	15	18	25

Doctor Communication

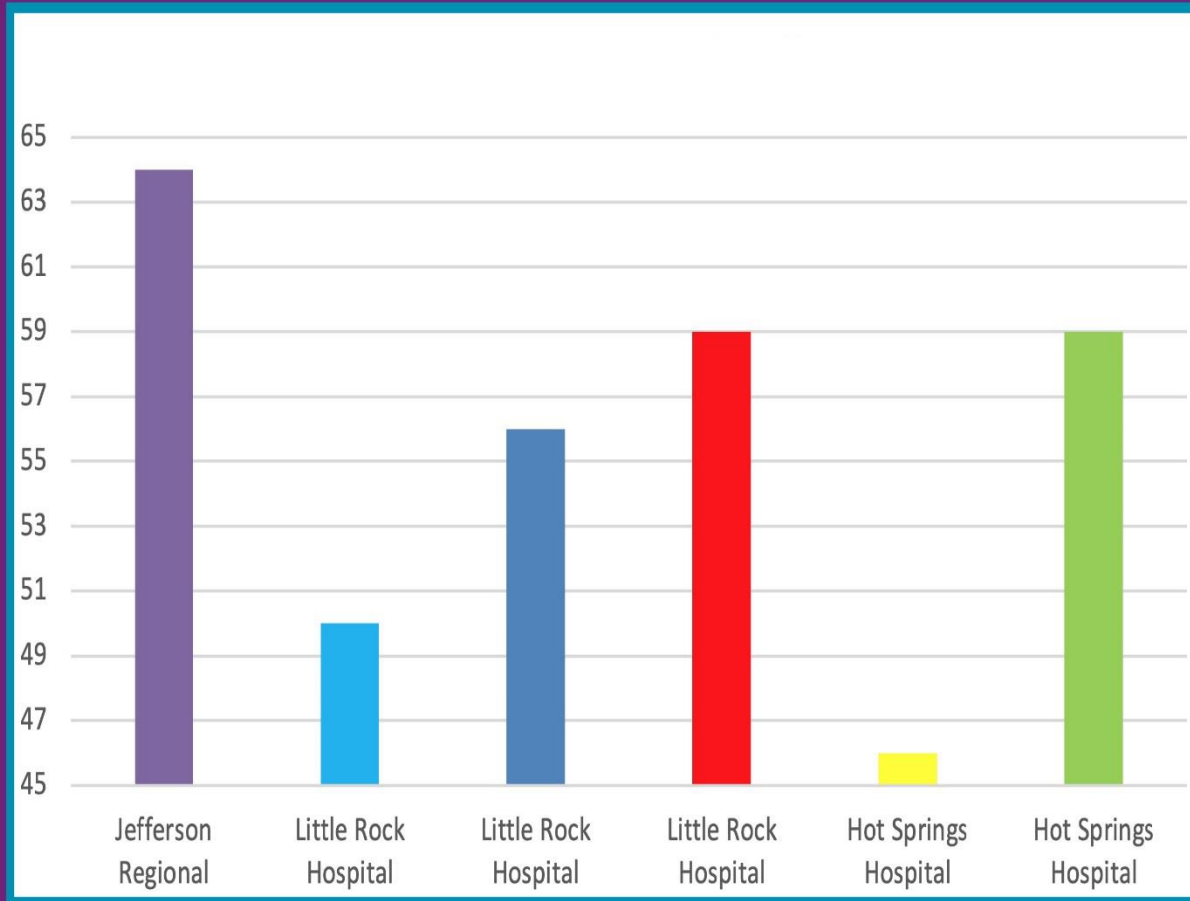


*CMS Hospital Compare Data 10/21-9/22

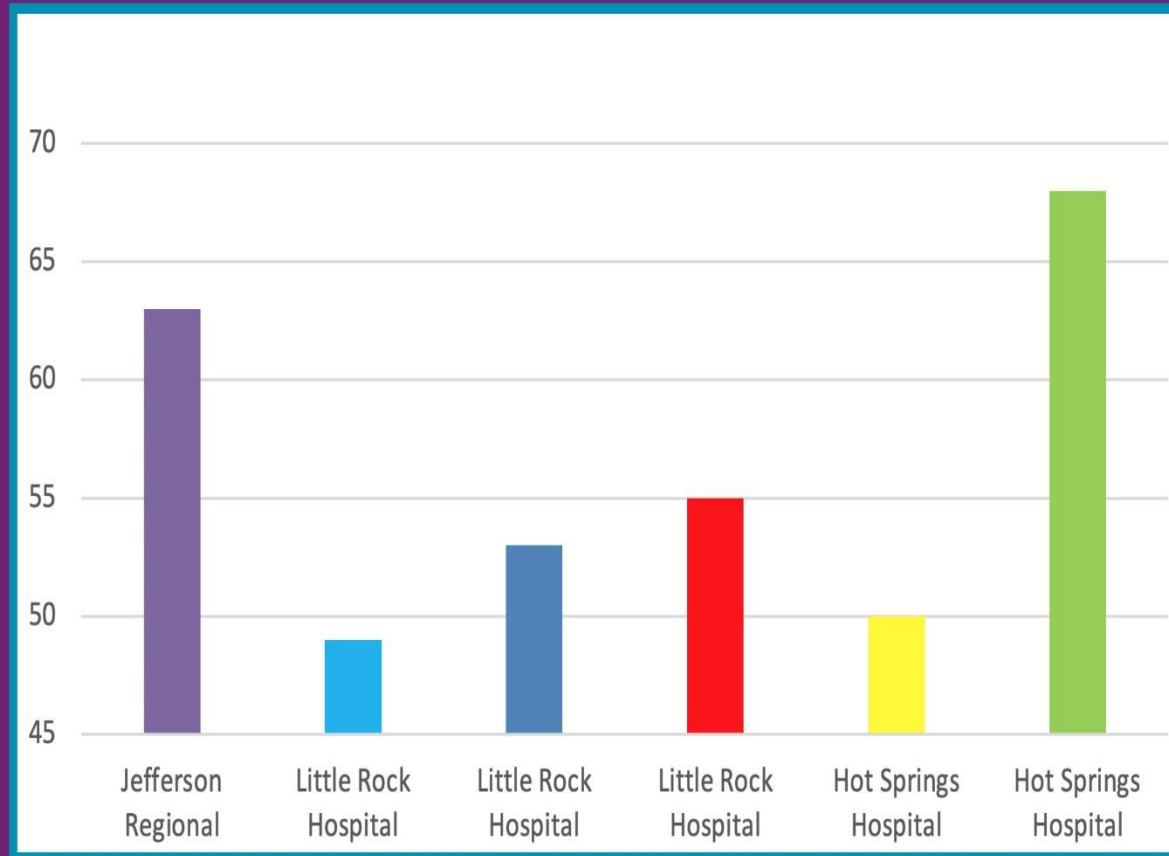
Nurse Communication



Responsiveness of Staff

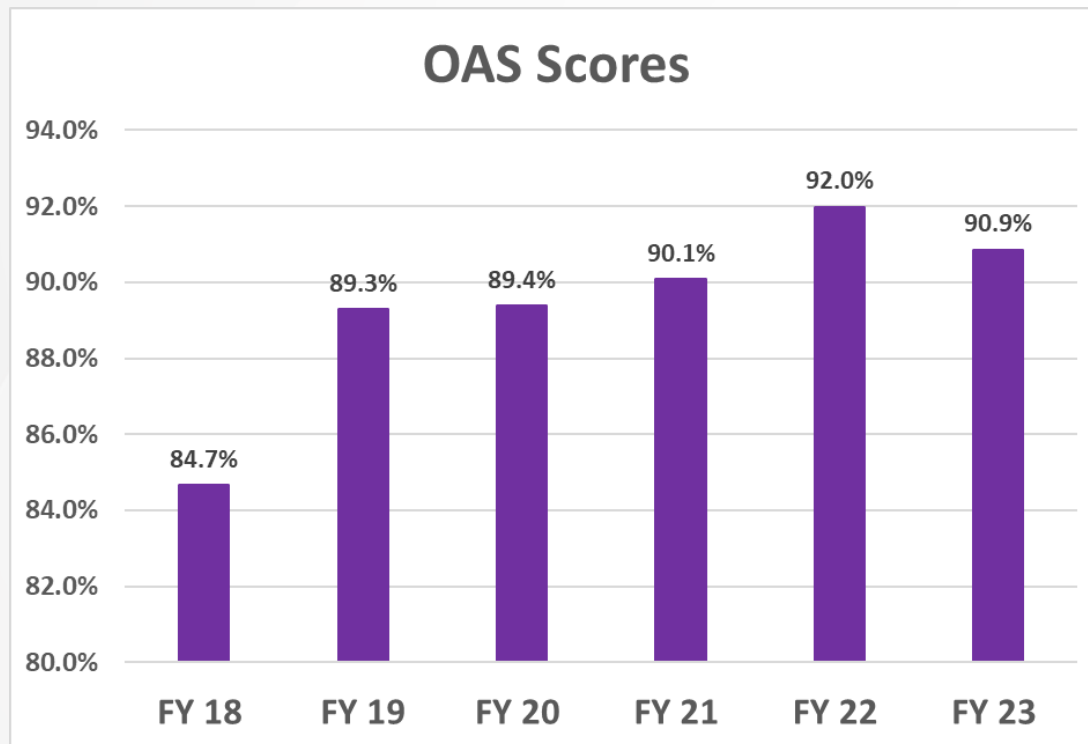


Cleanliness



Outpatient Experience

- Clinic Survey Performance – 92% Mean Score
- OAS (Outpatient Surgery) Survey – Continued Strong Performance



Quality & Safety

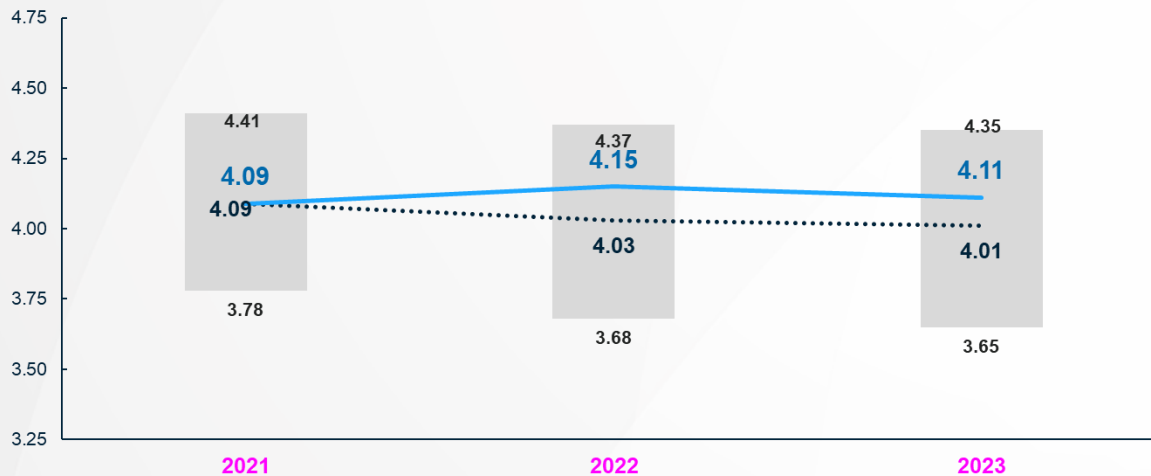
- **Improved the CMS publically reported Care Compare Star Rating**
- CMS Inpatient Hospital Quality Reporting Measures (IQR)
 - Improvement in 18 of 20 quality measures
 - Decreased the number of hospital acquired infections
 - Central Line Blood Stream Infections (CLABSI)
 - Methicillin-resistant Staphylococcus aureus (MRSA)
 - Decreased readmissions for Congestive Heart Failure patients
 - Improvement on all Mortality Measures.
- **Success in the Medicaid Quality Improvement Program with a \$ 335,445 incentive payment.**
- Maintained Leapfrog publically reported hospital quality performance and Letter Grade
- Participated in the CMS Hospital Quality Improvement Initiative (HQIC) demonstrating a cost savings of over \$500,000 by reducing hospital acquired infections and avoiding hospital acquired conditions.

Employee Engagement



Employee Engagement Survey

	Eng Score	% Rank	Response Rate
2023	4.11	62	79
2022	4.15	65	82
2020	4.09	46	85
2019	4.08	44	91
2018	3.74	3	72



Healthcare National
Average trending down

Oncology Service Line Development

Comprehensive Cancer Program



 **Jefferson
Regional**



TrueBeam Linear Accelerator



“Our new machine is the very best Varian offers,” Ryan Barbry (Lead Dosimetrist, Jones-Dunklin Jefferson Regional Cancer Center) said, adding that the company provides equipment for about 80% of the U.S. radiation oncology market. “Varian was very excited to see that a community hospital, such as Jefferson Regional, would invest and use this technology, which traditionally has been limited to research facilities.”

Jefferson Regional Specialty Hospital

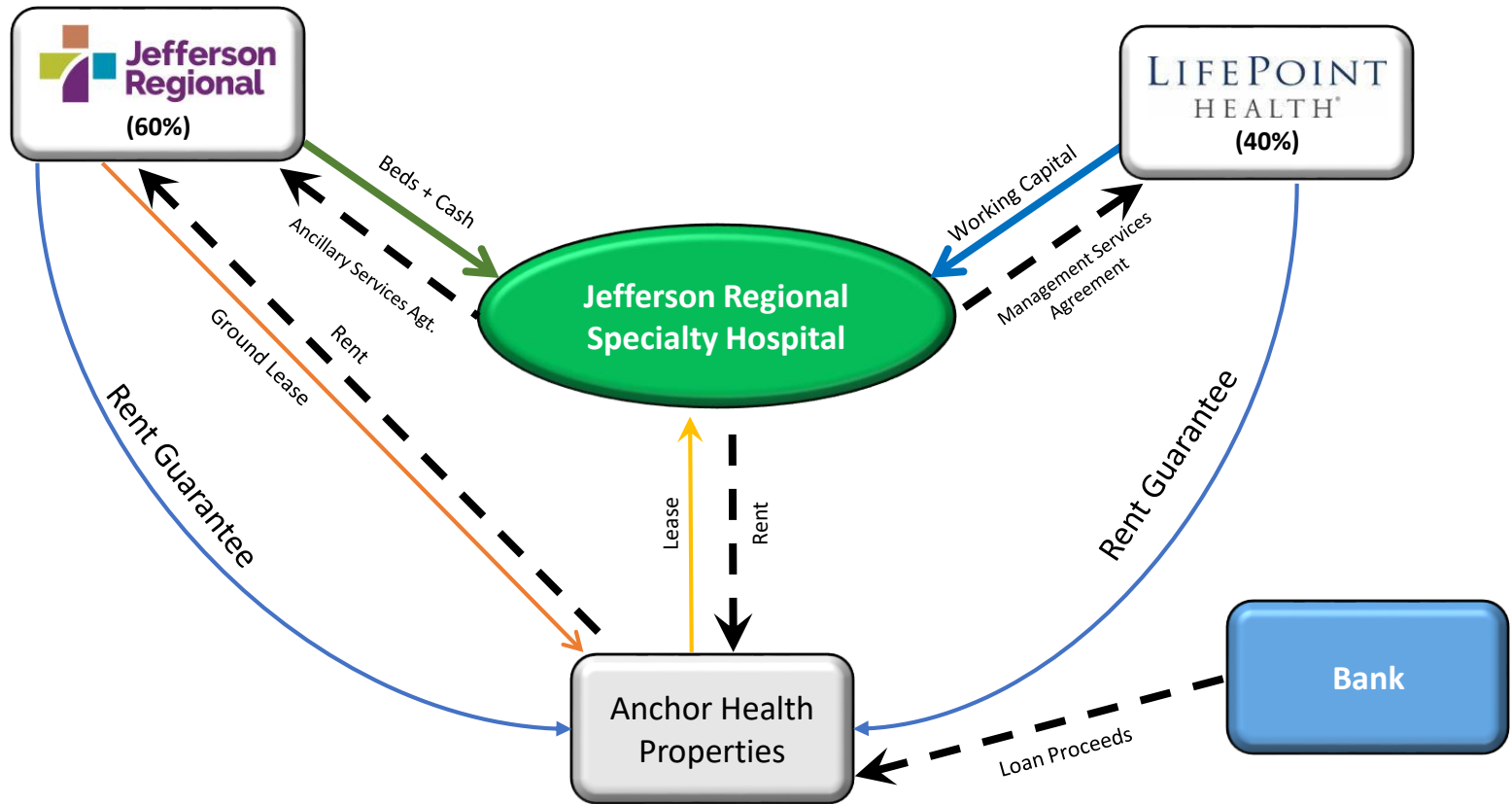


**Jefferson Regional
Specialty Hospital**
Rehabilitation & Behavioral Health





Jefferson Regional Specialty Hospital





You're Invited!

**Please Join Us for the Groundbreaking of
the Jefferson Regional Specialty Hospital**

Wednesday, October 19 at Noon
1600 West Holland Avenue
White Hall, AR 71602

This event will be held on a construction site.
Comfortable shoes are recommended.





Jefferson Regional Specialty Hospital

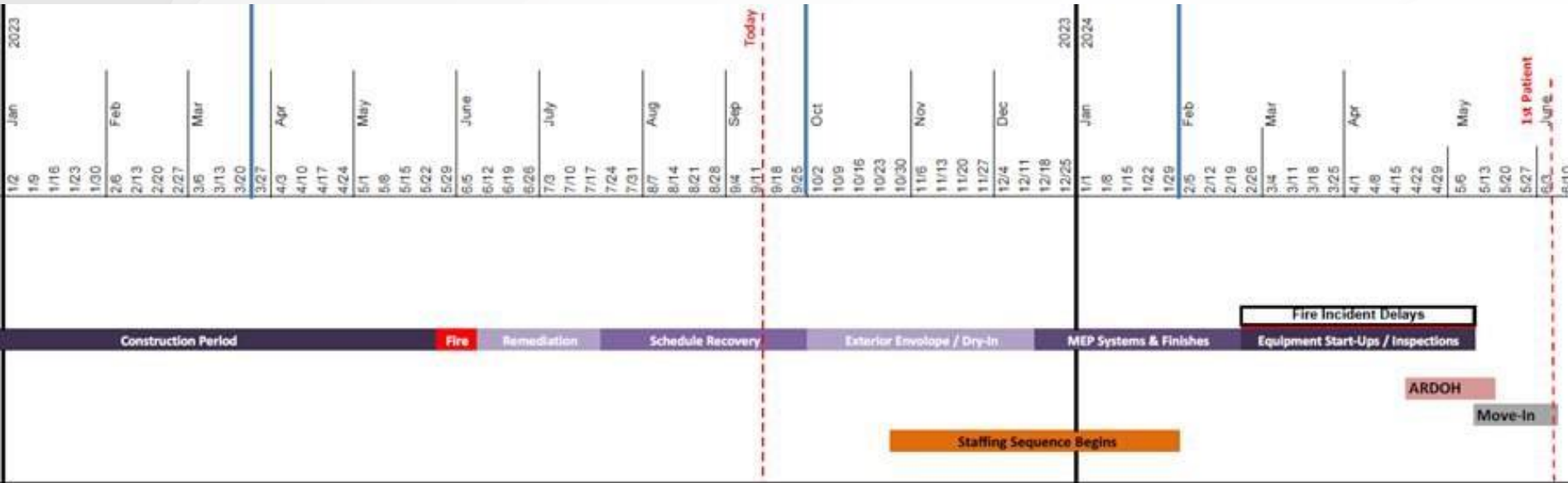


Topping Out Ceremony





Jefferson Regional Specialty Hospital



The logo consists of four overlapping squares: a brown square at the top, a yellow square on the left, a teal square on the right, and a purple square at the bottom. The text "Jefferson Regional" is in purple and "Specialty Hospital" is in teal.

Jefferson Regional Specialty Hospital



Mary Daggett
Chief Executive Officer

Physician Landscape

Medical Staff Expansion



Raquel Rivera, MD
Family Medicine



Christine Mirabal, MD
Ear, Nose, & Throat



Sarenthia Epps, MD, MBA
Pulmonology



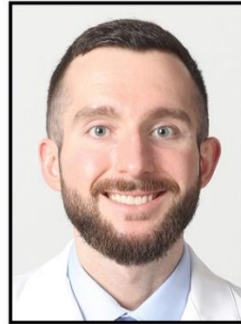
Brandi Wright, MD
Nephrology



Sheheryar Shah, MD
Nephrology



Jordan Hanberry, MD
Urology



Nathan Green, MD
Urology



Irfan Qureshi, MD
General Surgery

Service Line Advancements

Surgical Advancements

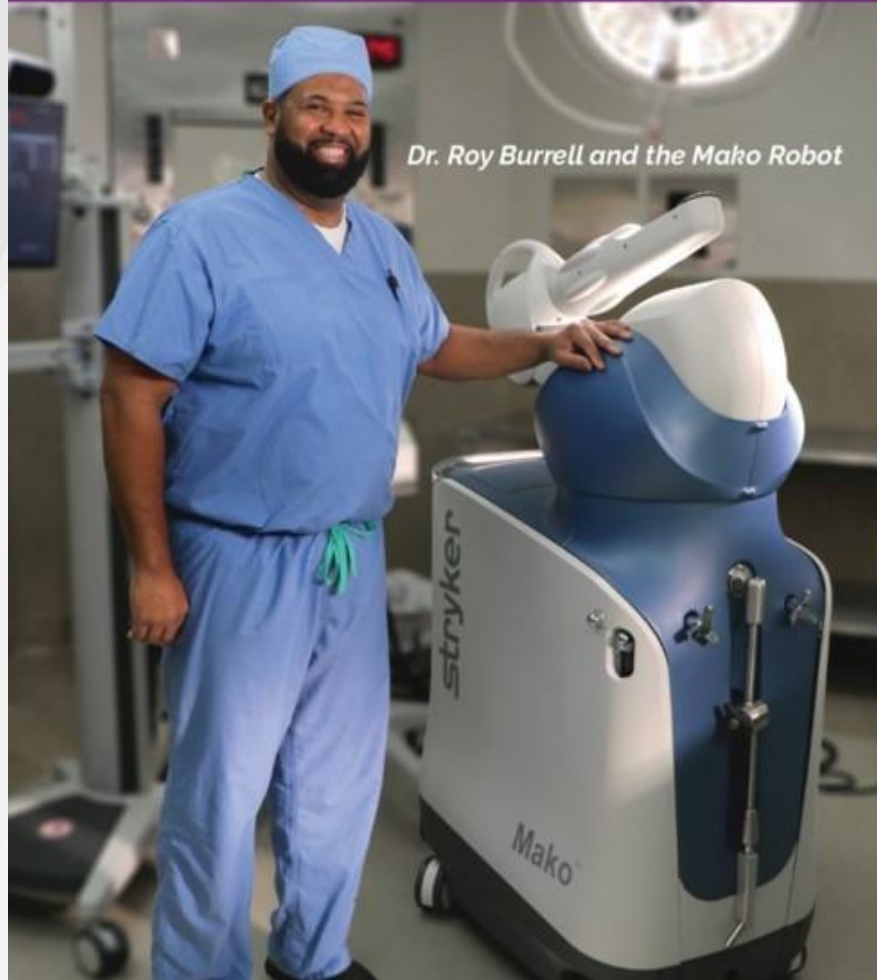
Da Vinci Xi Surgical Robot



*"I had never met Dr. Eckert before scheduling my surgery, but now I feel like she's my best friend! I had less pain and a quicker recovery with the robotic surgery."
– Tiffany Copeland*

Mako Smart Robotics

Available at Jefferson Regional



Dr. Roy Burrell and the Mako Robot

Now offering total knee replacement using Mako Smart Robotics. Patients having the robotic-assisted surgery can expect a:

- Personalized surgical plan
- More predictable surgical experience
- Faster recovery time

To schedule an appointment call:

(870) 534-3449

 **Jefferson Regional
Orthopaedic & Spine**

1609 W. 40th Ave, Ste. 501
Pine Bluff, AR 71603

 **Jefferson
Regional**



Urology Service Line



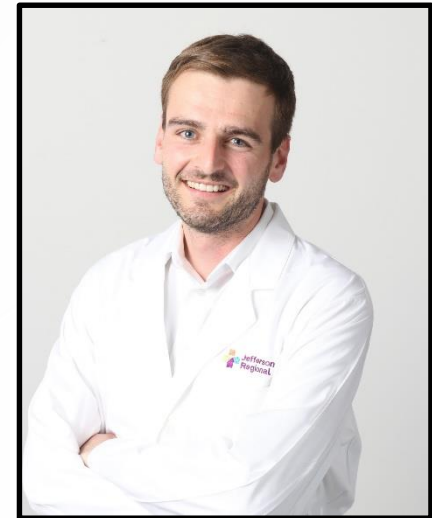
 **Jefferson Regional
Urology Associates**

**Nathan Green, MD &
Jordan Hanberry, MD**

**Now
Accepting
Patients!**

www.jrhc.org

To make an appointment call 870-541-6060



Nick Scherzer, MD
August 2024



Nephrology Service Line

 **Jefferson Regional**
Nephrology Associates
(870) 541-6020



Sheheryar Shah, MD

Brandi Wright, MD

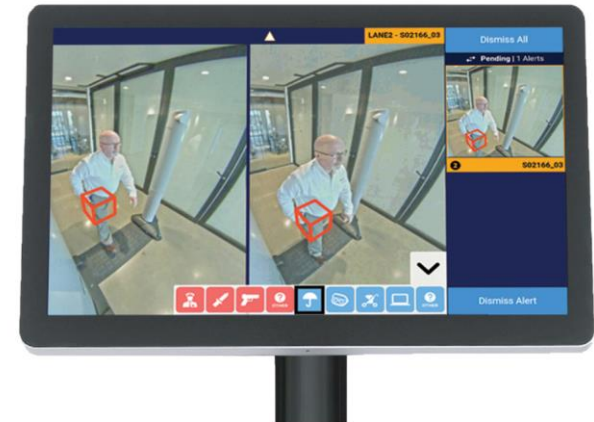
James A. Campbell, Jr., MD

Your life. Our commitment.



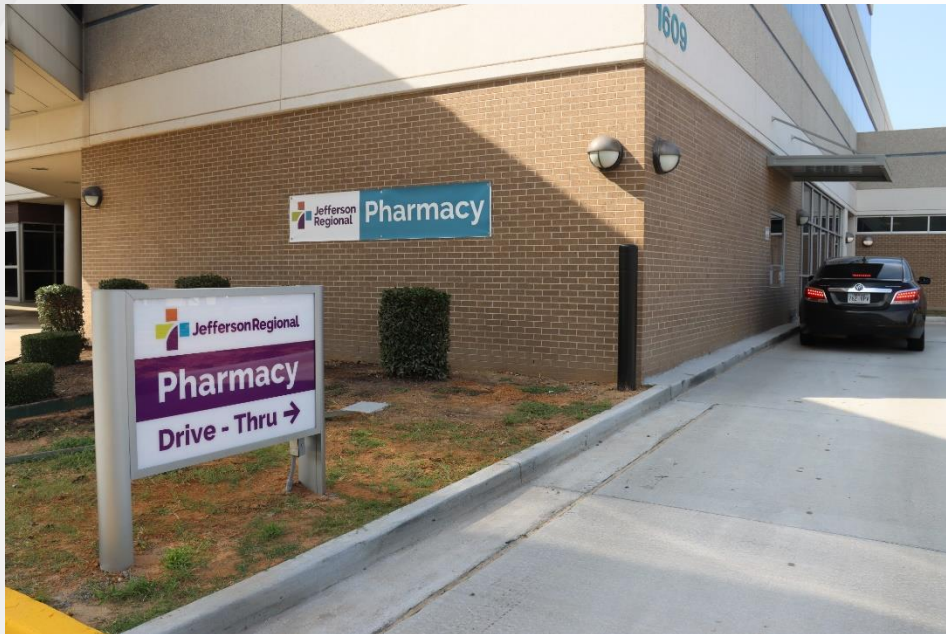
Campus Improvements

Weapons Detection System



Retail Pharmacy

Now Open!



Jefferson Regional Urology Associates



ENT, Nephrology & Sleep Lab



Financial Performance

Summarized Financial Information - Statements of Operations & Changes in Net Assets

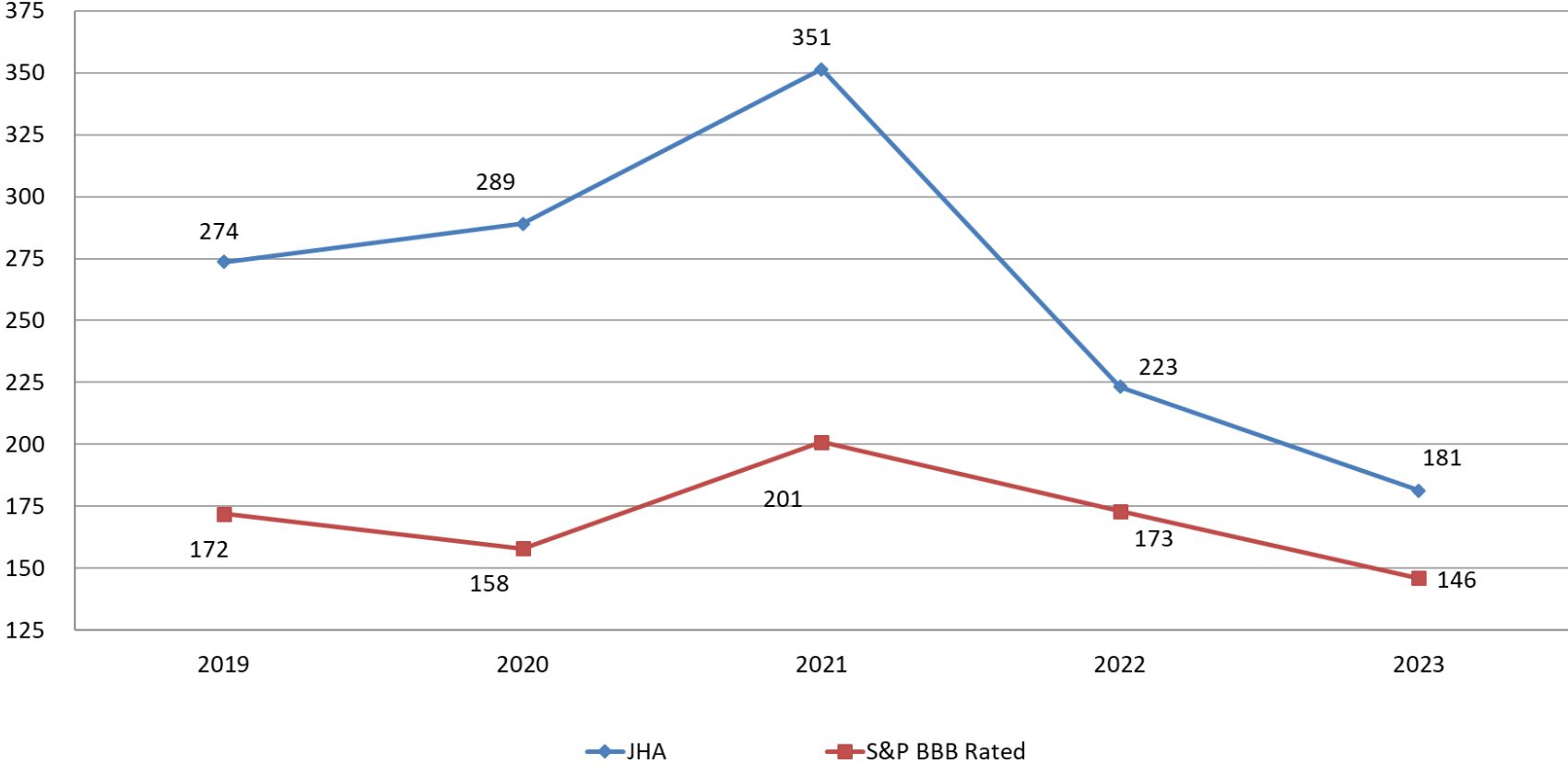
	2019	2020	2021	2022	2023
Revenues, Gains and Other Support Without Donor Restrictions					
Patient service revenue	\$ 180,514,964	\$ 170,893,316	\$ 195,010,836	\$ 203,594,672	\$ 201,717,365
Other	7,185,212	19,281,369	19,411,897	11,821,128	25,664,498
Provider Relief Fund and other support	-	10,805,863	1,967,413	11,298,355	-
Total revenues, gains and other support without donor restrictions	187,700,176	200,980,548	216,390,146	226,714,155	227,381,863
Expenses					
Salaries, wages and benefits	97,919,847	100,034,183	100,880,836	108,947,180	111,432,944
Professional fees	18,430,895	19,553,057	22,149,239	22,037,458	22,701,904
Supplies and other	73,205,482	87,809,124	82,611,228	92,332,396	96,785,445
Interest, depreciation and amortization	11,936,576	11,950,438	11,220,293	10,679,995	11,824,887
Total expenses	201,492,800	219,346,802	216,861,596	233,997,029	242,745,180
Operating Loss	(13,792,624)	(18,366,254)	(471,450)	(7,282,874)	(15,363,317)
Other Income (Loss)	8,941,379	7,253,078	28,618,459	(20,800,143)	10,450,545
Excess (Deficiency) of Revenues over Expenses	(4,851,245)	(11,113,176)	28,147,009	(28,083,017)	(4,912,772)
Other Changes in Net Assets, Net	180,952	-	1,147,389	1,449,985	93,205
Increase (Decrease) in Net Assets	(4,670,293)	(11,113,176)	29,294,398	(26,633,032)	(4,819,567)
Net Assets, Beginning of Year	208,483,330	203,813,037	192,699,861	221,994,259	195,361,227
Net Assets, End of Year	\$ 203,813,037	\$ 192,699,861	\$ 221,994,259	\$ 195,361,227	\$ 190,541,660



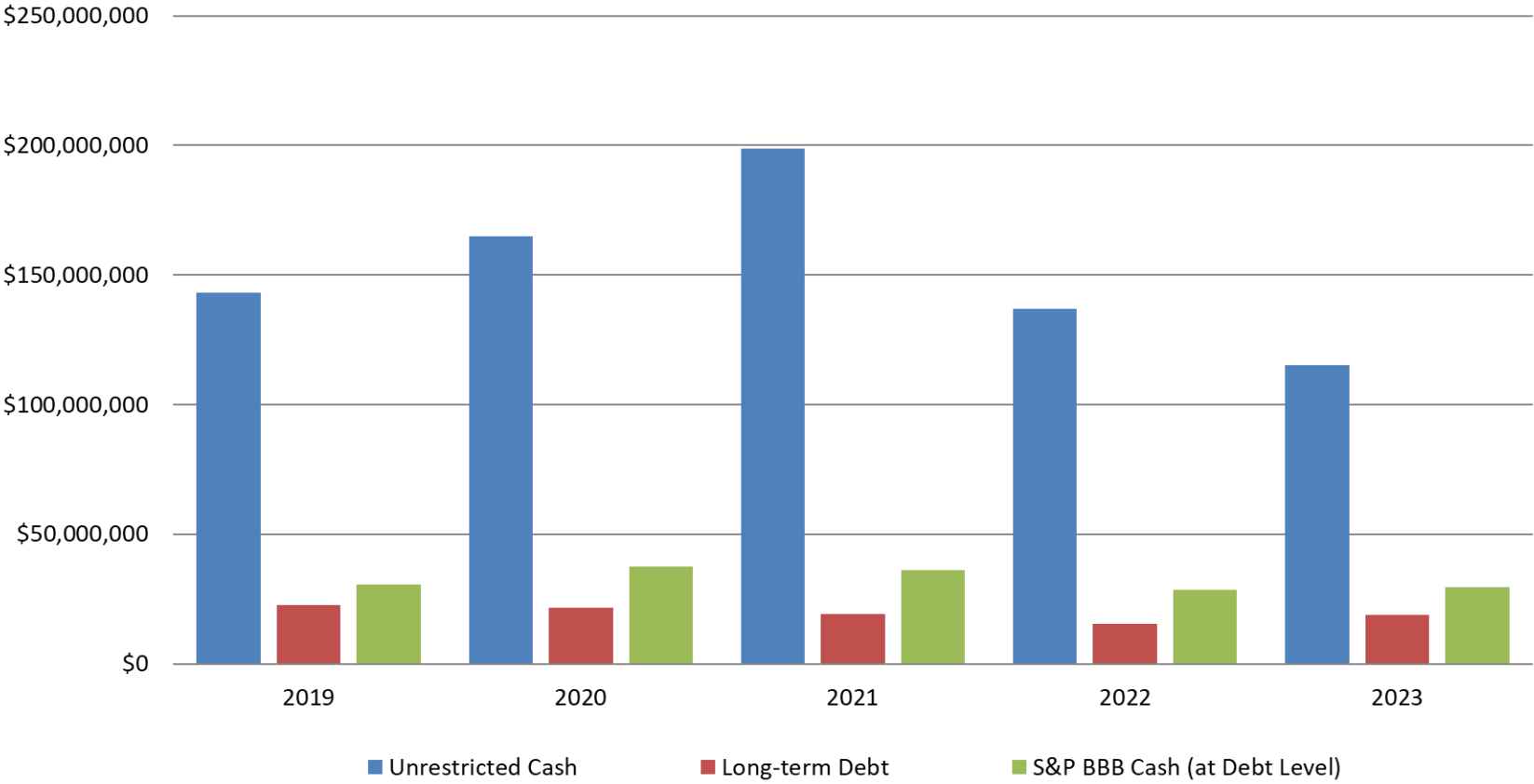
Summarized Financial Information - Balance Sheets

	2019	2020	2021	2022	2023
Assets					
Current Assets					
Cash and cash equivalents	\$ 661,875	\$ 35,864,568	\$ 9,727,246	\$ 4,942,917	\$ 3,858,484
Assets limited as to use – current	-	-	13,126,465	11,156,937	9,901
Patient accounts receivable	32,310,379	22,262,061	21,462,007	25,042,330	24,959,475
Supplies	3,779,030	4,744,506	5,411,812	6,002,113	6,610,684
Other current assets	8,645,520	20,506,856	15,290,967	10,436,987	12,150,392
Total current assets	45,396,804	83,377,991	65,018,497	57,581,284	47,588,936
Assets Limited As To Use	142,356,172	129,044,787	175,875,933	120,921,775	111,374,543
Property and Equipment, Net	78,484,691	75,876,430	74,020,575	85,197,375	86,963,860
Other Assets	4,892,787	6,126,119	7,878,118	9,707,764	10,719,981
Total assets	\$ 271,130,454	\$ 294,425,327	\$ 322,793,123	\$ 273,408,198	\$ 256,647,320
Liabilities and Net Assets					
Current Liabilities*	\$ 30,925,834	\$ 30,954,782	\$ 35,218,877	\$ 37,050,987	\$ 33,770,470
Advances from Third Party Payors	-	30,808,479	27,030,533	12,301,508	-
Long-term Debt	22,554,547	21,736,205	19,143,976	15,258,746	18,740,627
Other Liabilities	13,837,036	18,226,000	19,405,478	13,435,730	13,594,563
Net Assets	203,813,037	192,699,861	221,994,259	195,361,227	190,541,660
Total liabilities and net assets	\$ 271,130,454	\$ 294,425,327	\$ 322,793,123	\$ 273,408,198	\$ 256,647,320

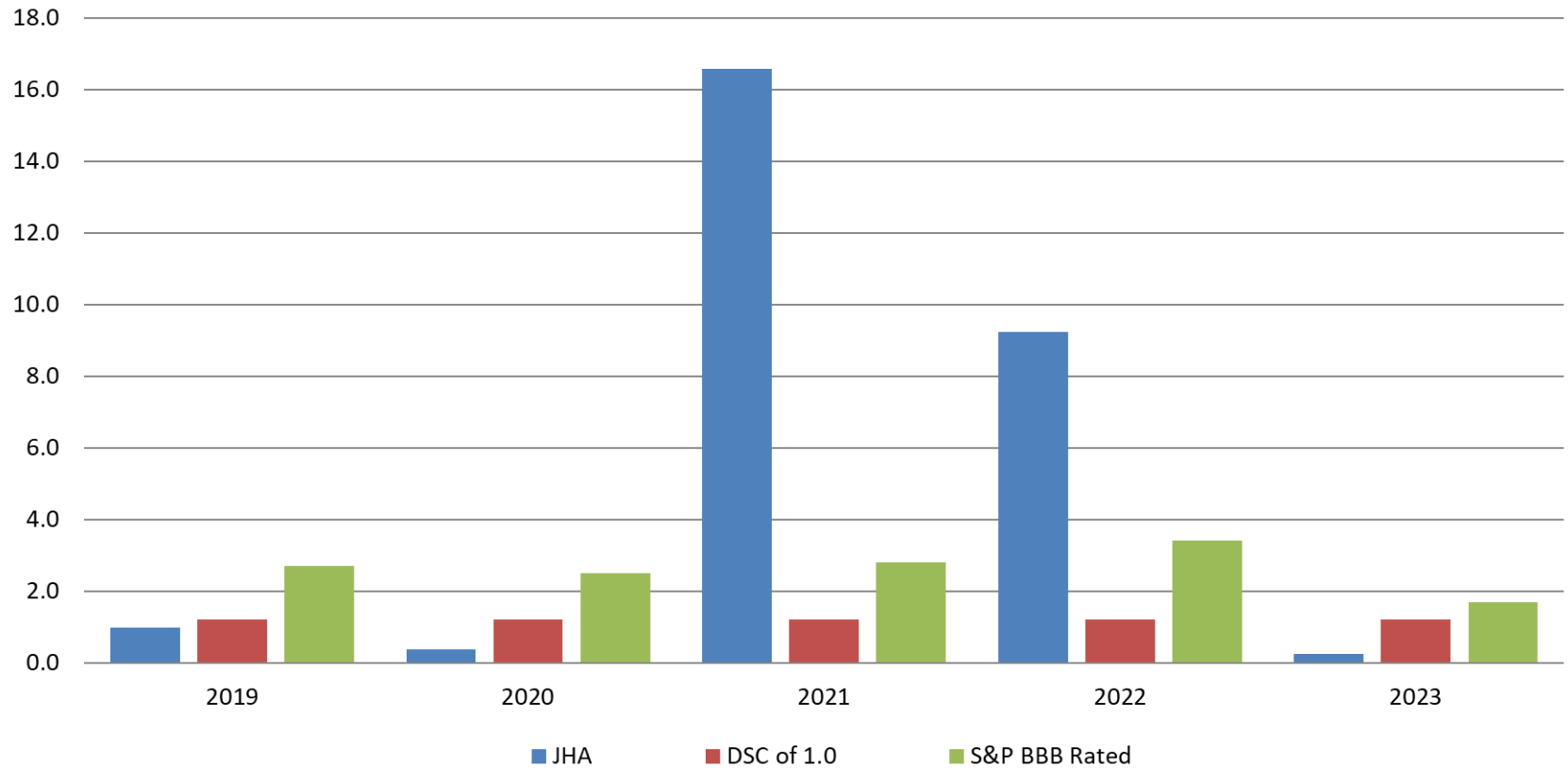
Days Cash on Hand



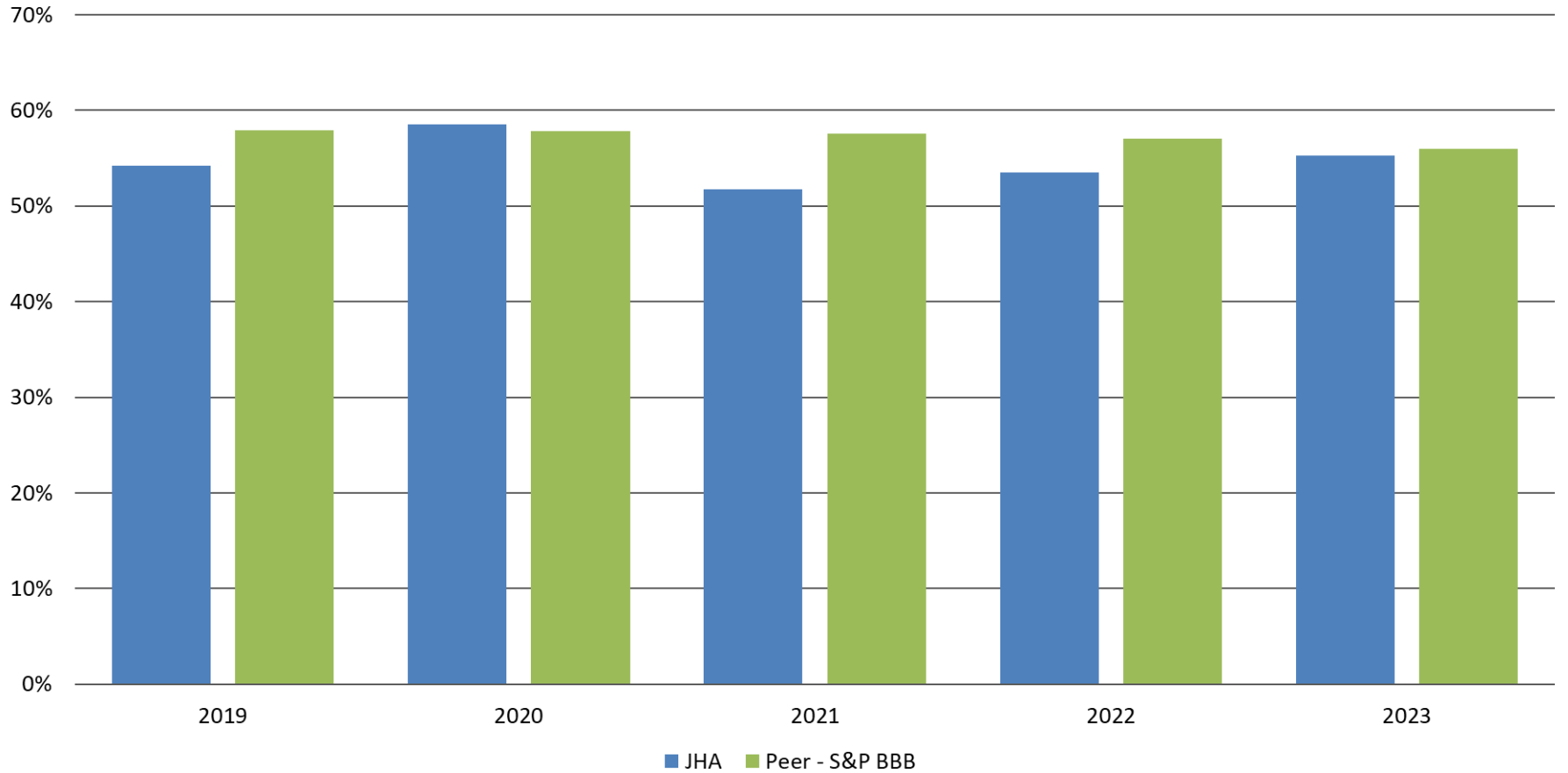
Unrestricted Cash & Long-Term Debt Comparison



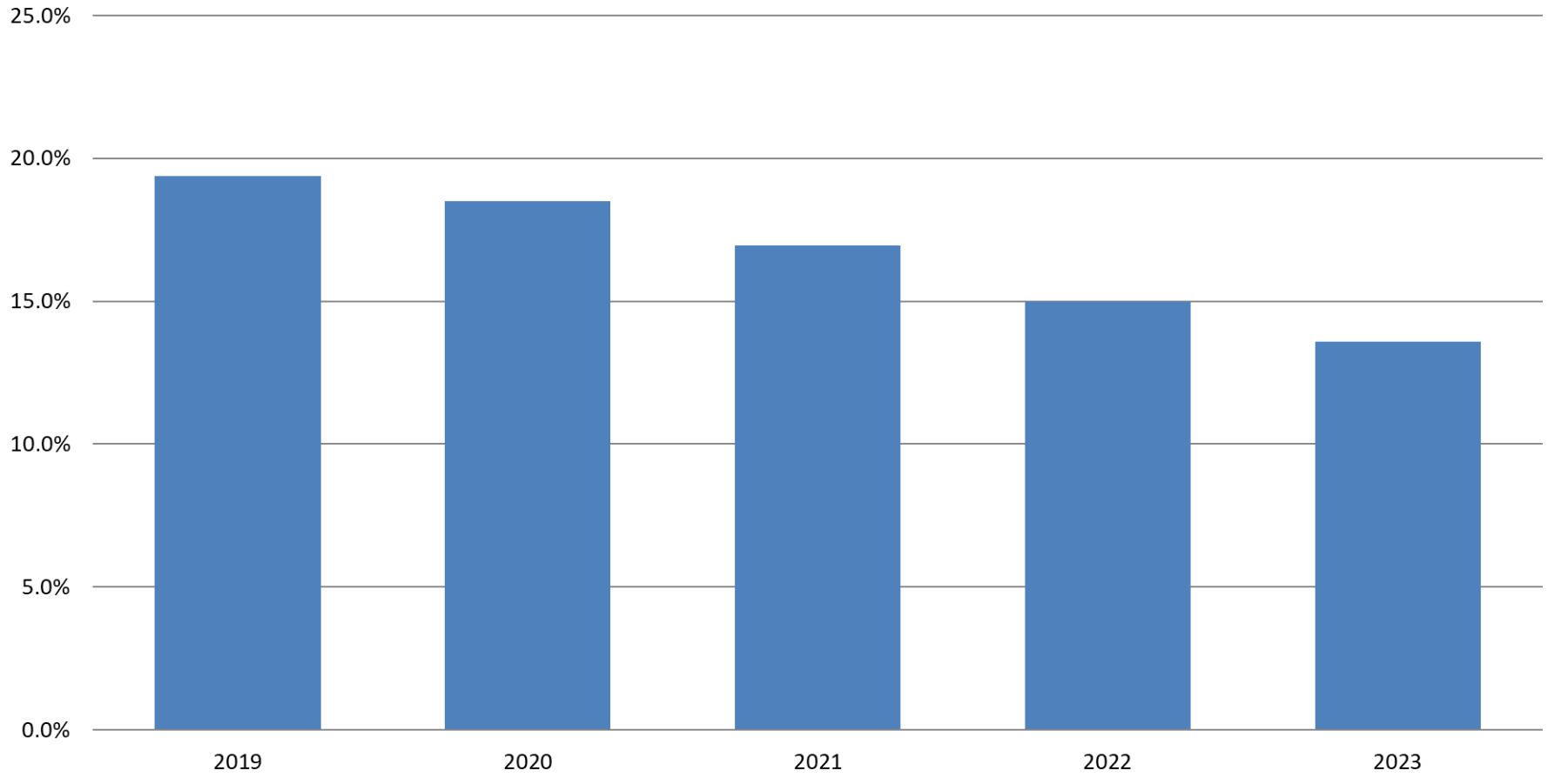
Debt Service Coverage Ratio



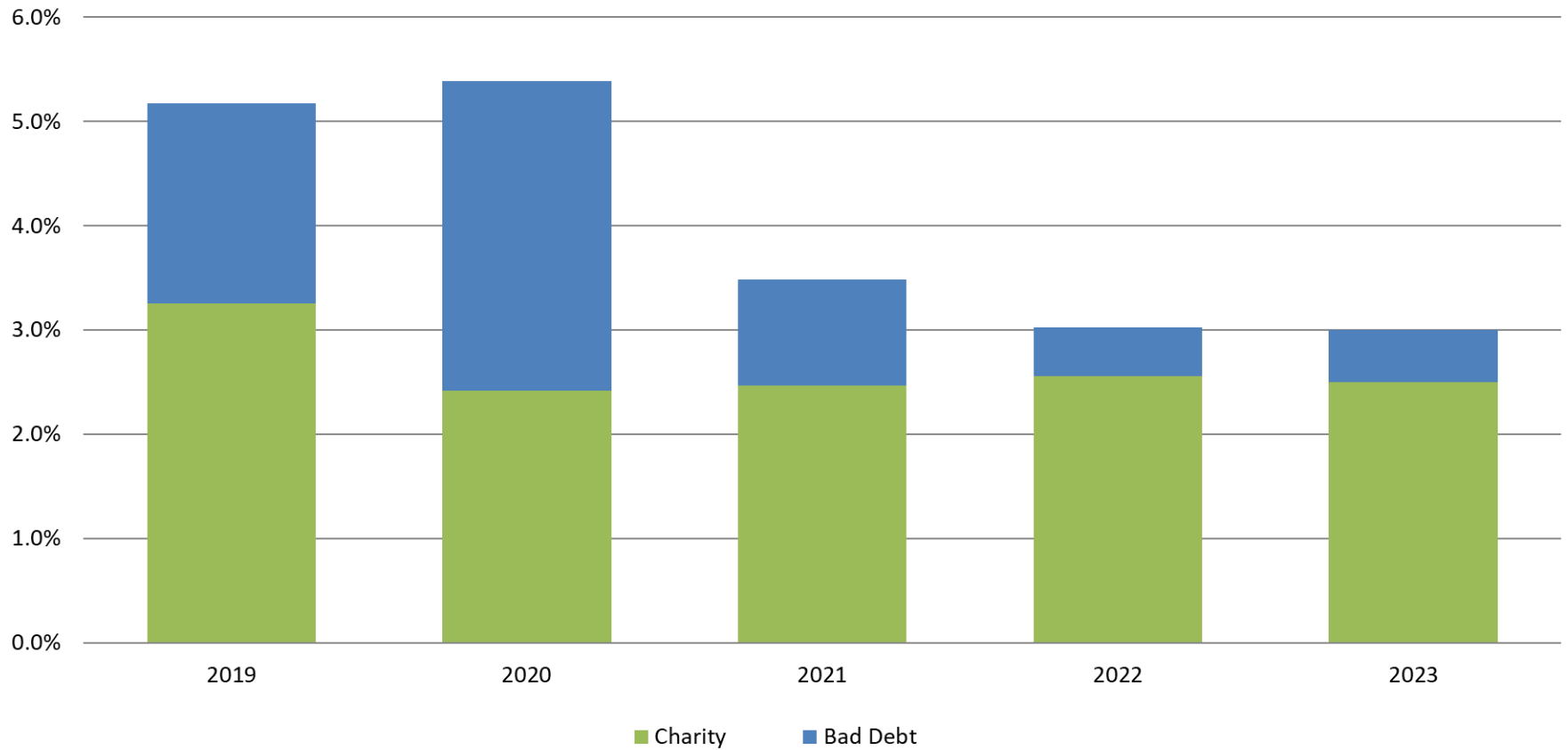
Salary & Benefits as % of Net Patient Revenue



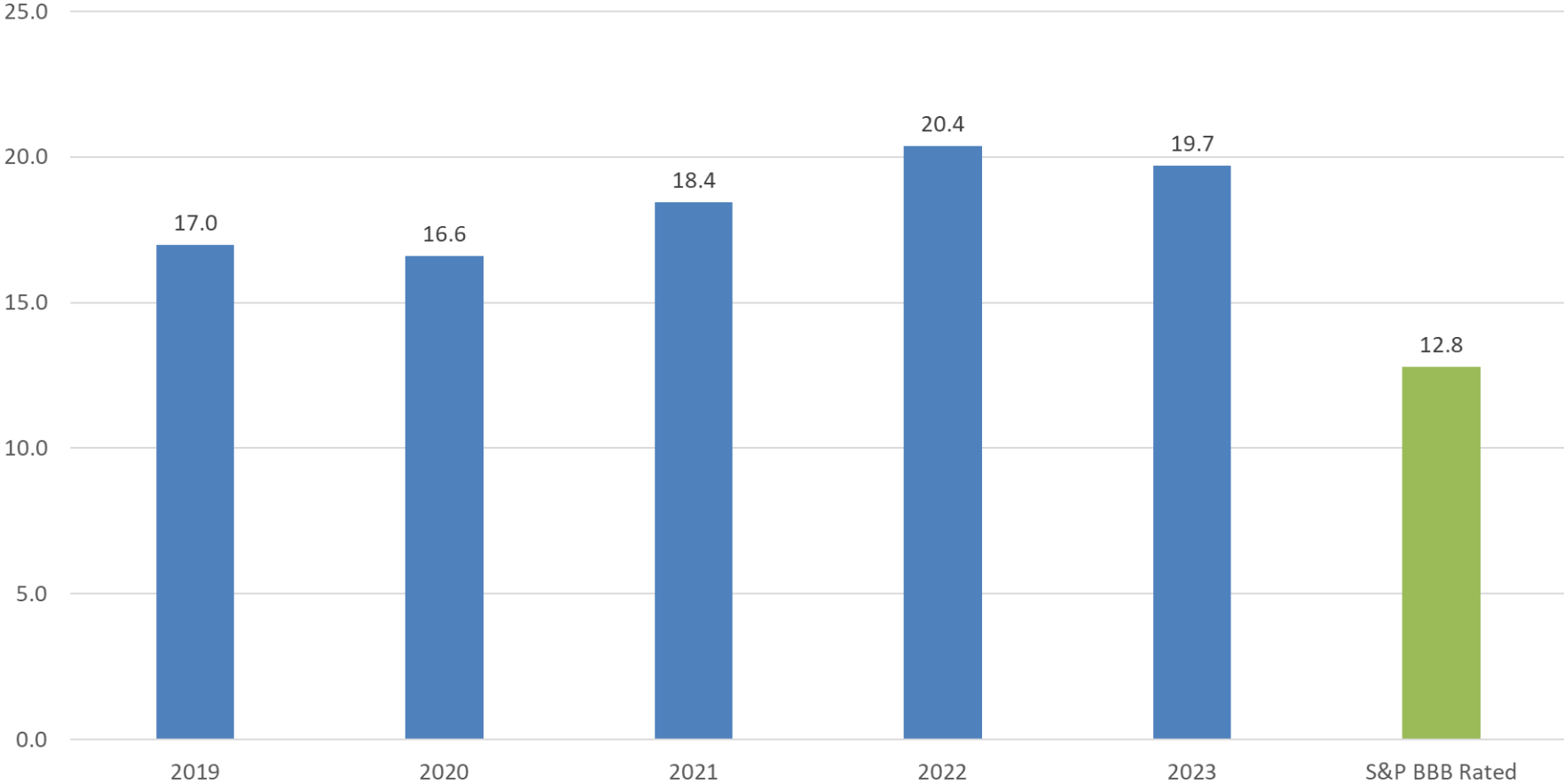
Employee Benefits as % of Salaries & Wages



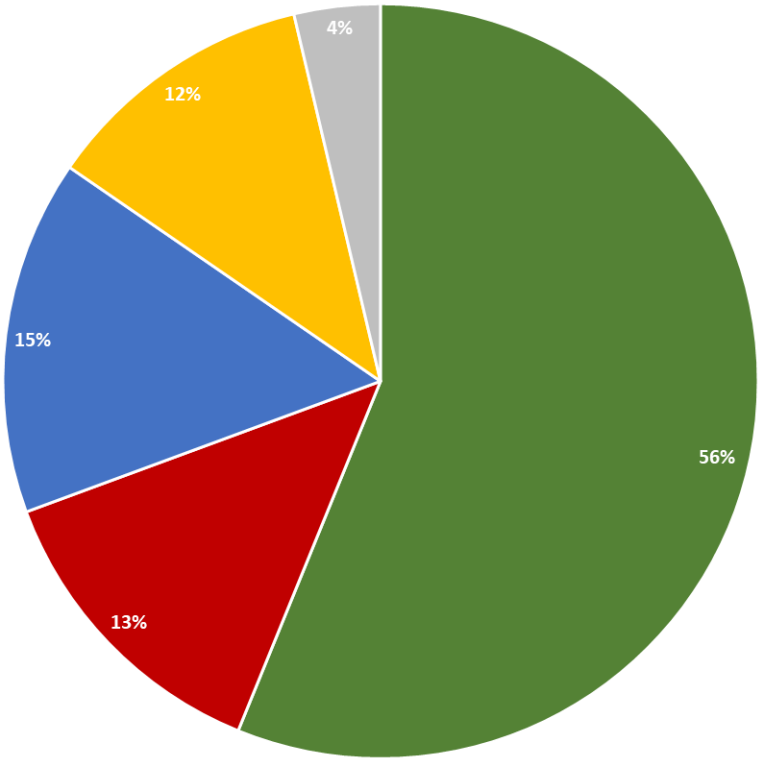
Charity & Bad Debt as % of Gross Revenue



Average Age of Plant

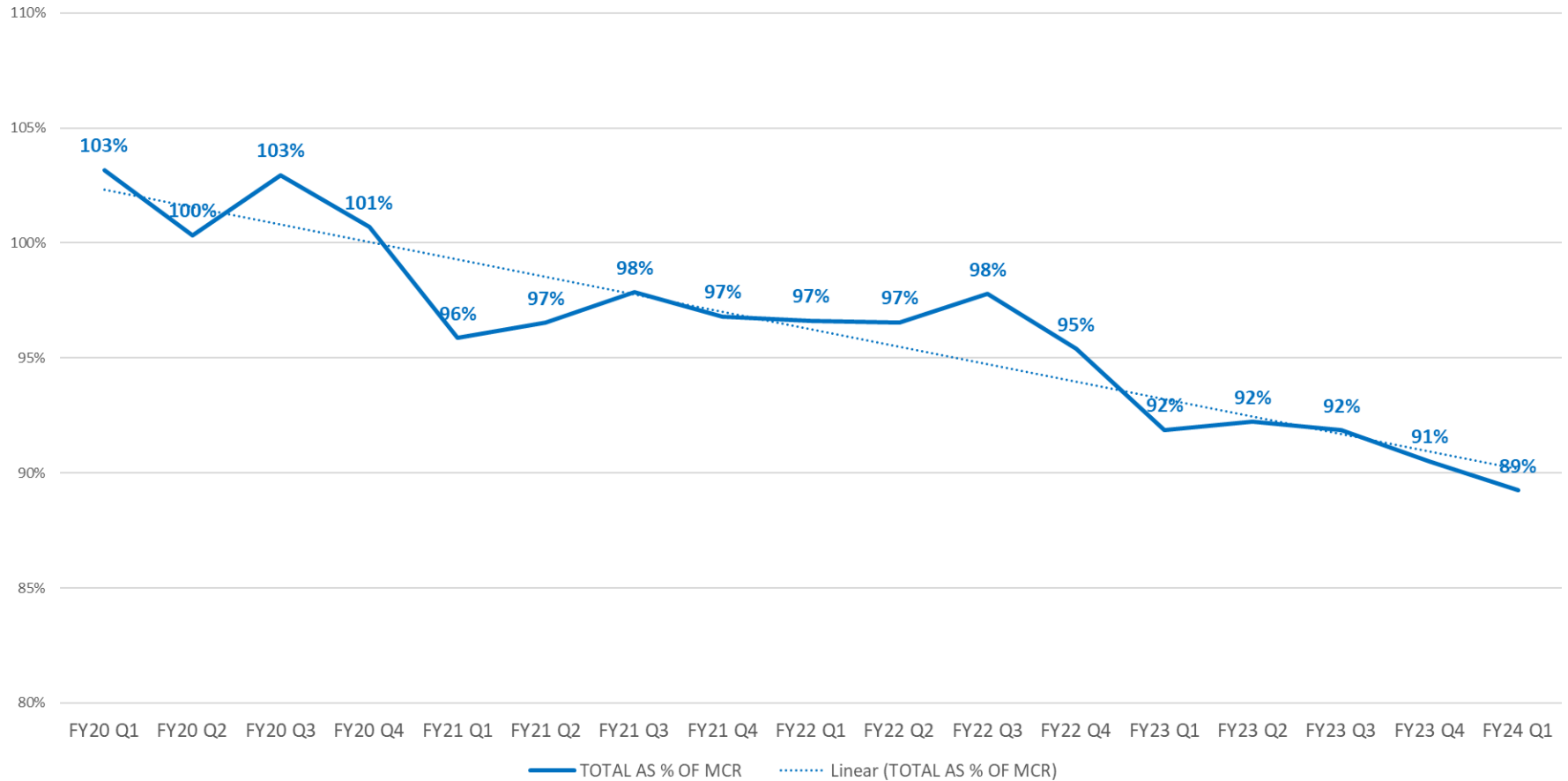


FY 2023 Payor Source Breakdown

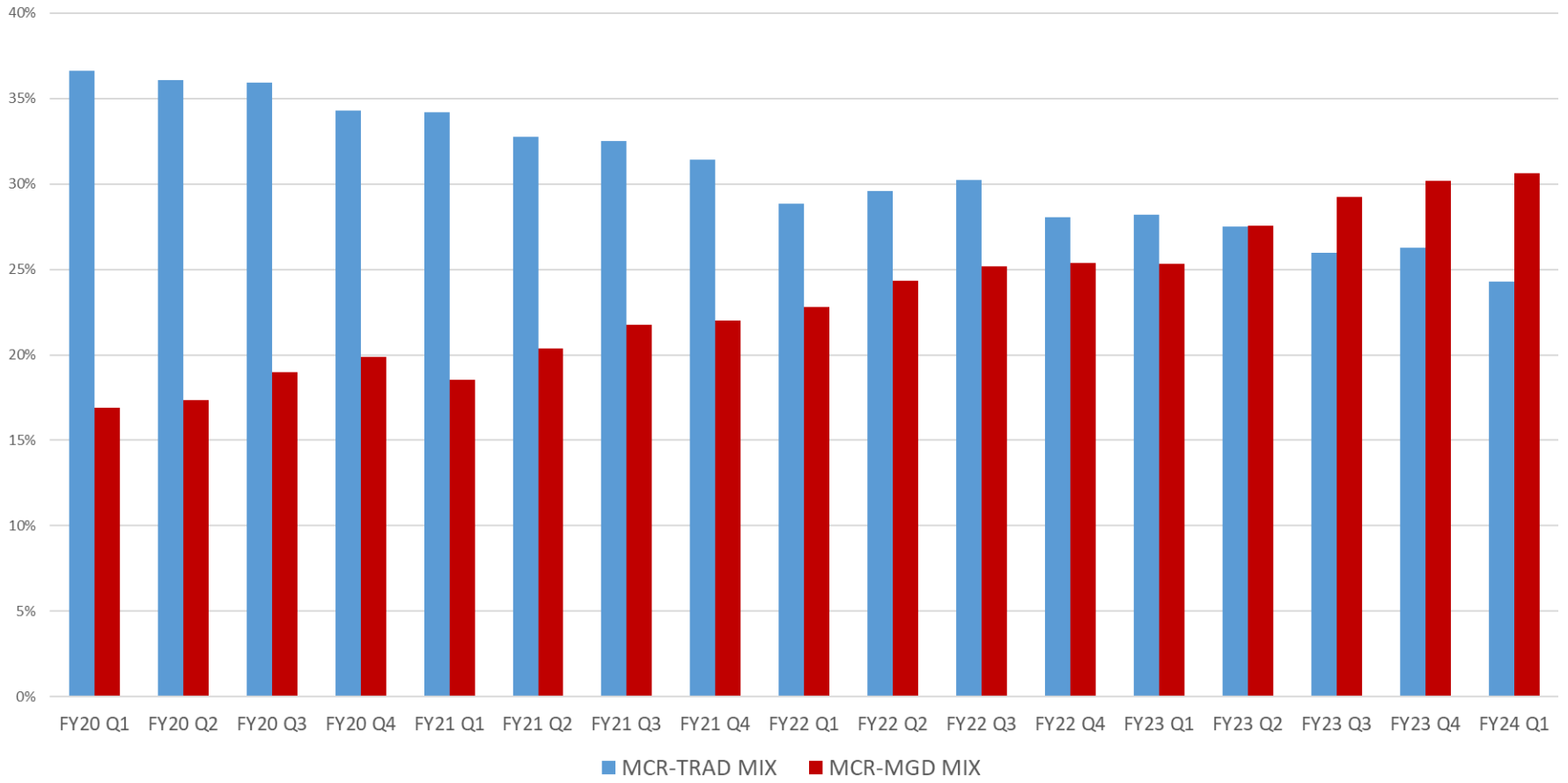


- Medicare & Other Federal
- Medicaid
- BCBS - Comm & Metallic
- All Other
- Self-Pay

Blended Net Payment as % of Medicare-Traditional

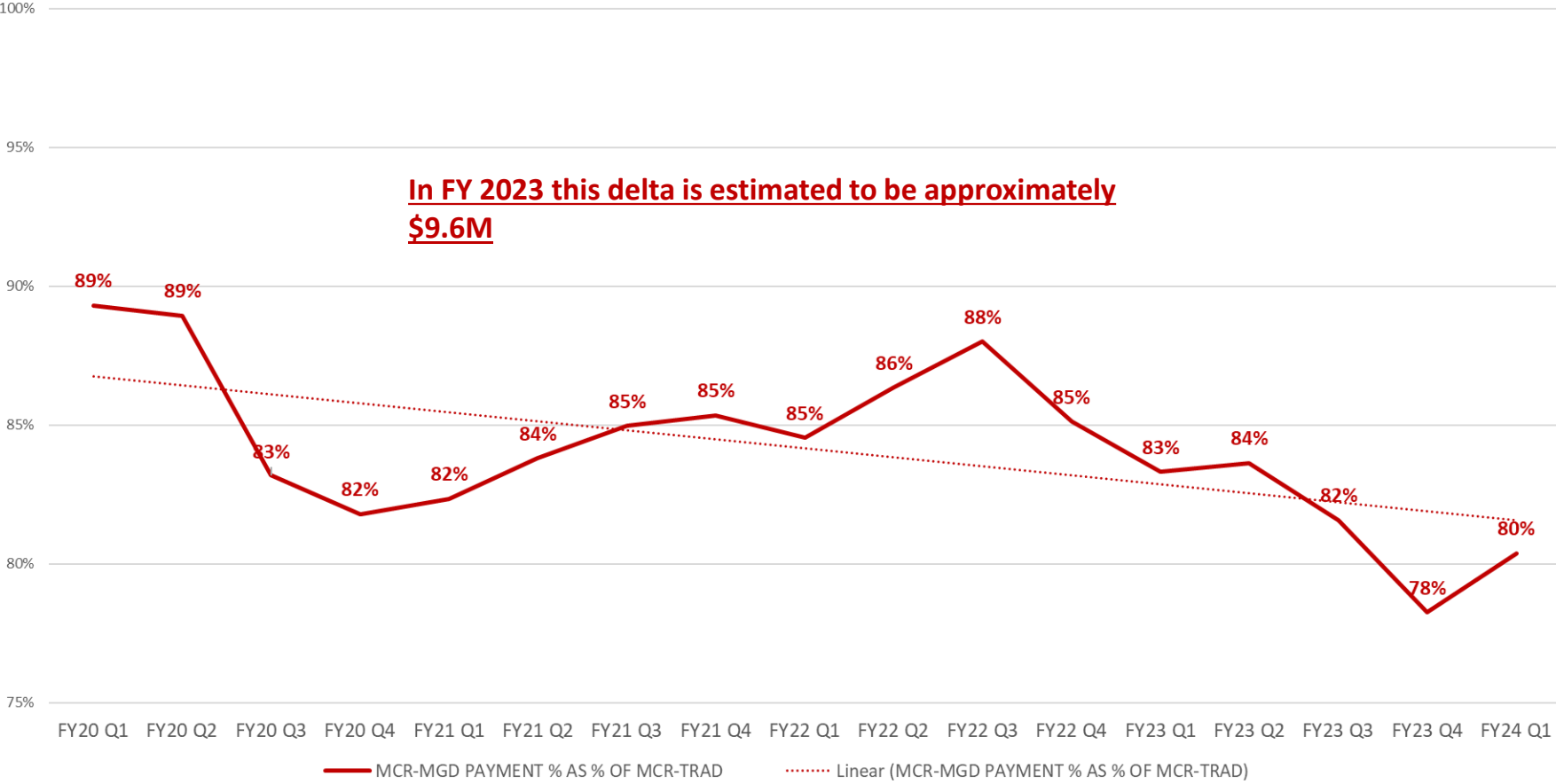


Mix of Medicare-Traditional vs. Medicare-Managed

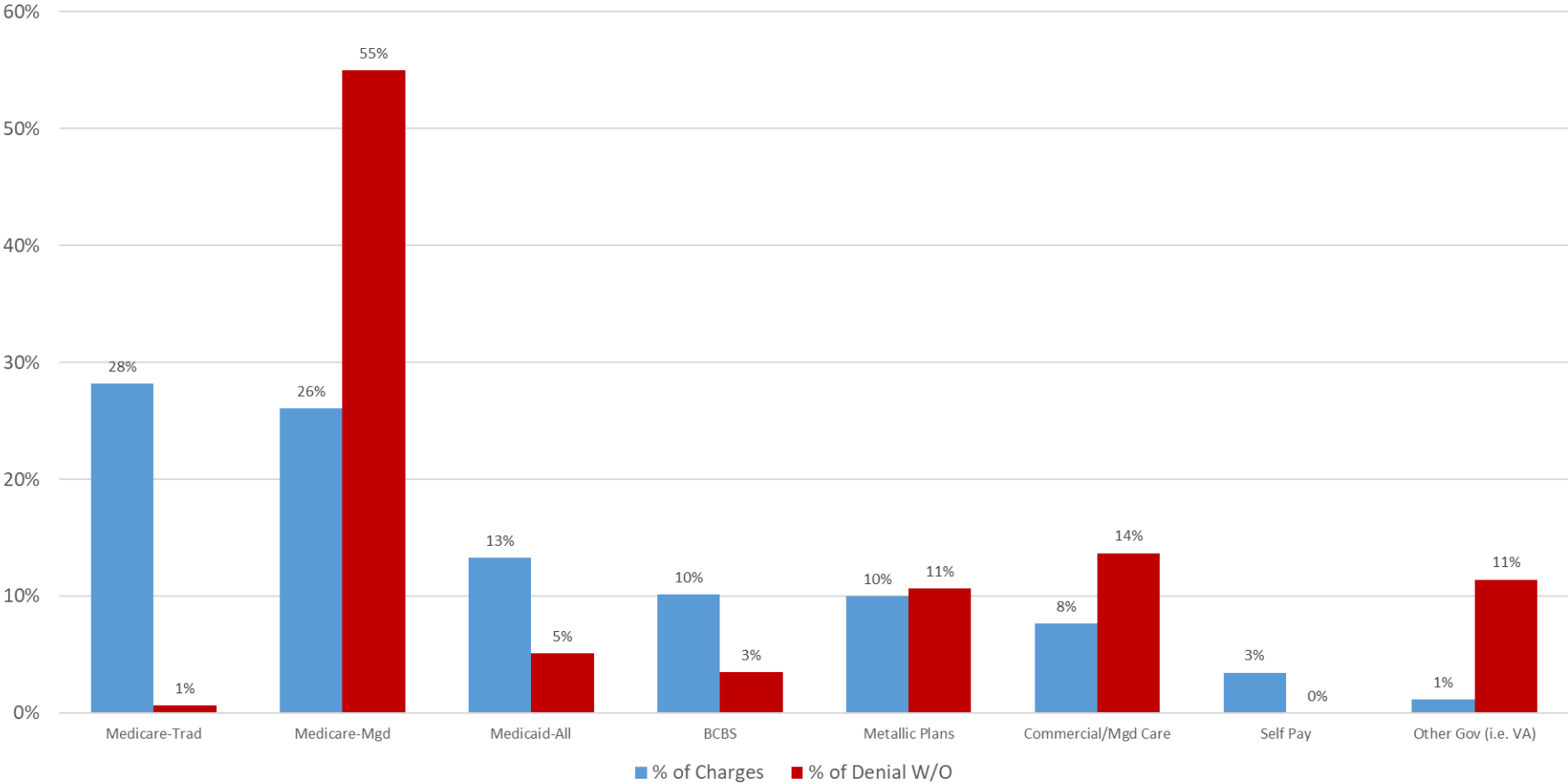


Medicare-Managed Payment as % of Medicare-Traditional

In FY 2023 this delta is estimated to be approximately \$9.6M

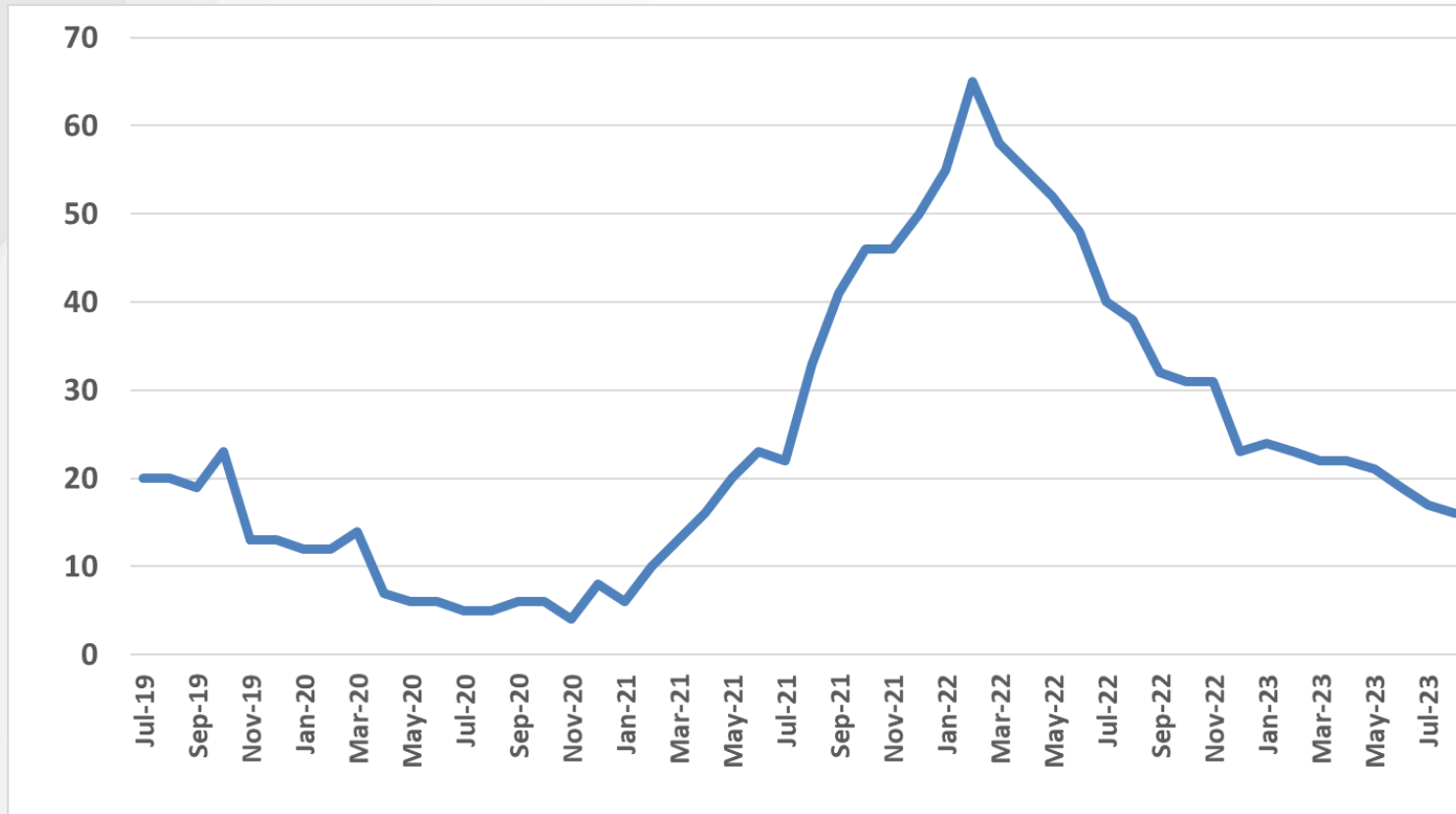


Payor Mix vs. Denials



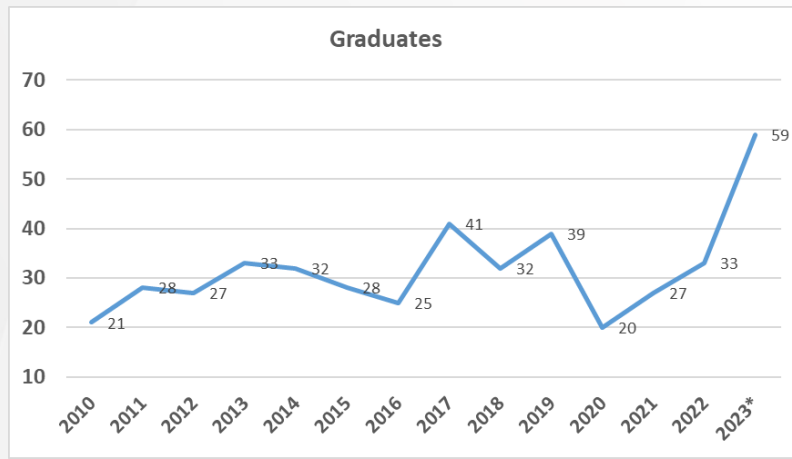
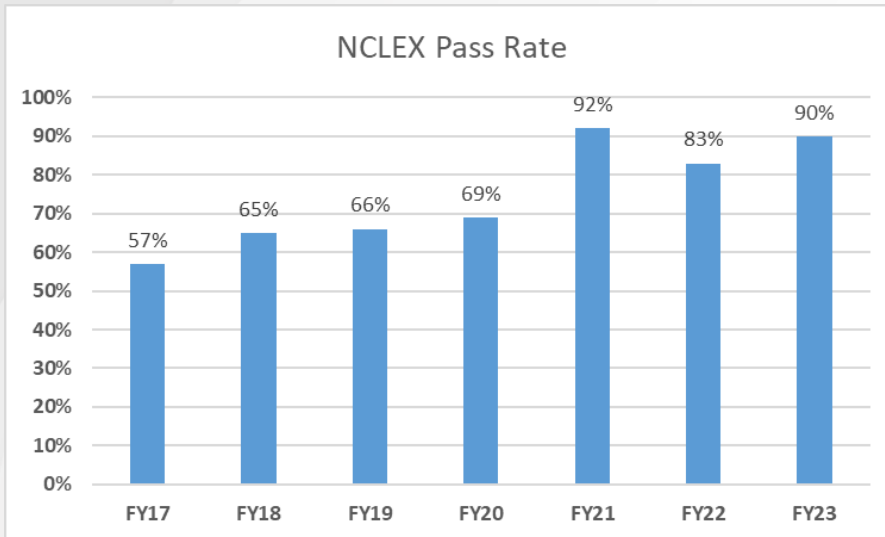
Nursing Recruitment & Retention

Nurse Agency Reduction



Jefferson School of Nursing

Multi-faceted strategy in place to improve pass rates



Community

Awards

Arkansas Hospital Association Awards

- **Alan A. Weintraub Memorial Award:** President & CEO Brian Thomas
- **ACHE Regent's Award for Senior Level Healthcare Executive:** Senior Vice President/Chief Operating Officer Peter Austin
- **Distinguished Service Award:** Quality Director Erin Bolton, RN
- **2 Diamond Awards:** Jefferson Regional Marketing Department (Total Campaign Radiology, Writing)



Community Events

Boys & Girls Club Dinner
Narcan Training
Peer Recovery
United Way Day of Caring
Leadership PB
Pop Up in the Bluff
Ladies Night Out
Business Expo
Timberfest in Sheridan
White Hall Founder's Day
White Hall Community Christmas
Physicians at Rotary



Foundation



Jefferson Regional Foundation

- Launched Employee Campaign (iGive)
 - 300+ employees donate every pay period
 - \$75,000 annually
- Upcoming Events
 - Pretty in Pink Luncheon sponsored by Relyance Bank (October 10)
 - Pink Out 5K (October 28)
 - Winter Wonderland (February 24, 2024)



Jefferson County Board of Governors

Jefferson County Board of Governors

- The Board of Governors consists of seven members appointed by the County Judge and approved by the Quorum Court.
- The current members are:
 - Stephen Broughton, M.D., Chair
 - Eugene Hunt
 - Hon. Shirley Washington
 - David Jacks, M.D.
 - Harold Pointer
 - Daniel Robinson
 - Archie Sanders

Jefferson County Board of Governors

- Since inception in 1959, Jefferson Hospital Association has leased the hospital property from Jefferson County.
- By state law, each County that owns a hospital has a Board of Governors that is responsible for oversight of the hospital. The Board of Governors can manage and operate the hospital themselves or can lease it, such as the case in Jefferson County.
- The Jefferson County Board of Governors most recently met in June 2022 to consider, and subsequently approve, an extension of the lease with JHA through December 31, 2099.
- JHA leadership has requested a meeting with the Board of Governors in October to review the material from this Annual Meeting.



Future

Fiscal Year 2024 Focus

- Continued operating performance improvement
- Jefferson Regional Specialty Hospital – Opening Summer 2024
- Recruitment and retention of staff
- Patient experience, quality and safety
- Market share growth across the region

