

# JEFFERSON HOSPITAL ASSOCIATION

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Annual Meeting  
September 26, 2024



# 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**



# FY 24 Highlights

## Escalating Challenges

- Financial Pressures due to Reimbursement
- Changing Referral Patterns for Southeast Arkansas
- Continued Decline of South Arkansas Population
- Power & Cybersecurity

## Financial Improvement Focus

- Significant Performance Improvement Achievement
- Reduction of FTEs & Support Structure

## Service Line & Program Development

- Physician Recruitment
- Jefferson Regional Specialty Hospital
- Urology
- Retail Pharmacy Expansion
- School of Nursing Relocation & Pass Rates

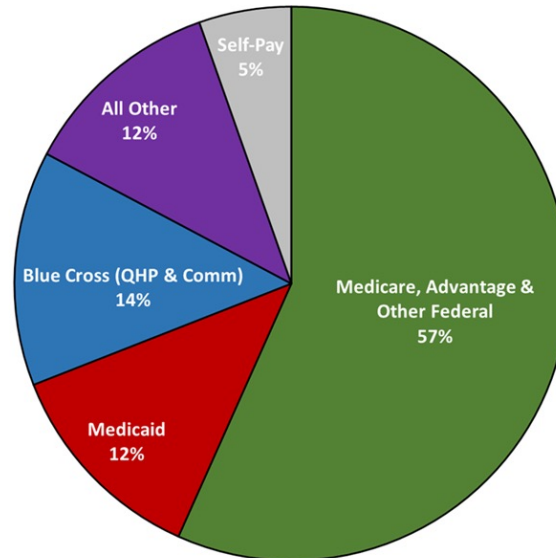


# Challenges at Jefferson Regional

- Information Technology
- Power Outage
- Financials/Reimbursement



Jefferson Regional FY 2024 Payor Source Breakdown



# Healthcare Snapshot

## Layoffs, Closures At AHH

### Hospitals Offer Fewer Places to Give Birth

BY MARK FRIEDMAN  
mfriedman@abpg.com

Ashley County Medical Center's decision to temporarily close its labor and delivery unit next month is the latest example of problems with a financially struggling specialty that has created "maternity deserts" in

Arkansas and beyond.

The Crossett hospital's CEO, Phillip Gilmore, said the departure of two OB-GYNs for personal reasons made shutting the unit necessary. But a search is on for a replacement, and Gilmore hopes the pause will be brief.

"It's not easy to recruit to a rural

area when many are wanting to go to the larger urban areas where there may be less call coverage and things like that," Gilmore said.

Two other hospitals have closed their birthing units since 2020:

**LABOR & DELIVERY**  
CONTINUED ON PAGE 15

### Hospitals, Insurers Spar Over Rates

BY MARK FRIEDMAN  
mfriedman@abpg.com

Baptist Health of Little Rock is in a tough position, it told *Arkansas Business* recently in a statement: It cannot continue to accept low reimbursements from commercial health insurance companies and still deliver sound health care to Arkansans.

Baptist, the state's largest health care provider, says it and other hospi-

tal groups have faced "unprecedented" costs to cover wages, supplies and pharmaceuticals since the pandemic, but has seen stingy reimbursement deals from insurers.

The insurers, in turn, say that they can no longer pass along ever-higher health costs to employers and policyholders.

In its Jan. 4 statement, Baptist Health said it had reached agreements with all large payers in Arkansas

for 2024 with one big exception: UnitedHealthcare of Minnetonka, Minnesota.

As a result, Baptist has been out of UnitedHealthcare's insurance network since Jan. 1. Hospitals are still struggling nationwide, even though their margins improved last year. Margins have not yet returned to

**HOSPITALS**  
CONTINUED ON PAGE 6

- **Dr. Bruce Murphy**, CEO of Arkansas Heart Hospital, says low insurance payments have forced layoffs and clinic closures.
- **New legislation** is being drafted that would force insurers to pay Arkansas hospitals the average being paid in border states.

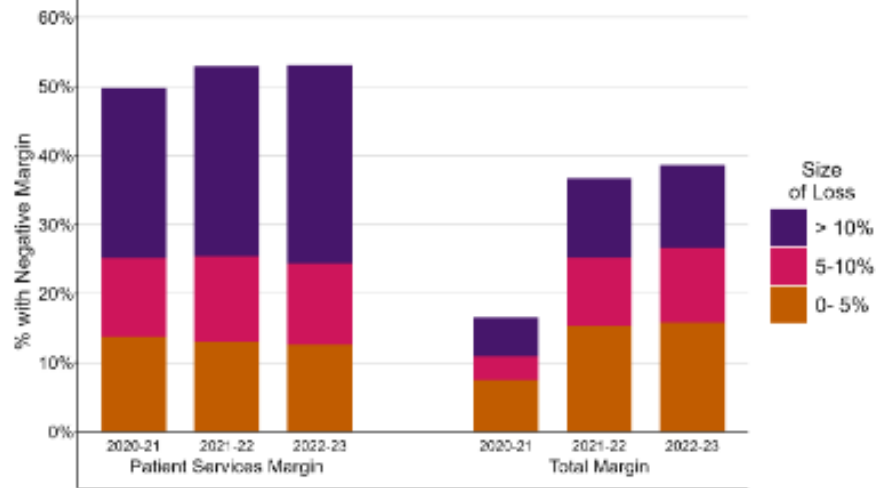
BY MARK FRIEDMAN  
mfriedman@abpg.com

With his company laying off employees and closing rural clinics, Arkansas Heart Hospital CEO Dr. Bruce Murphy is lobbying for a law requiring private insurers to reimburse Arkansas hospitals comparably to hospitals in adjacent states.

Murphy, blaming the job cuts on low reimbursement rates, said fewer than 50 employees have been laid off by Arkansas Heart Hospital since the beginning of the year.

He made his plea for the new law in an interview with *Arkansas Business* in his Little Rock office last week. The legislation, the Regional Equality Health Insurance Act, would require health insurance companies to pay Arkansas hos-

## Percentage of Rural Hospitals Losing Money



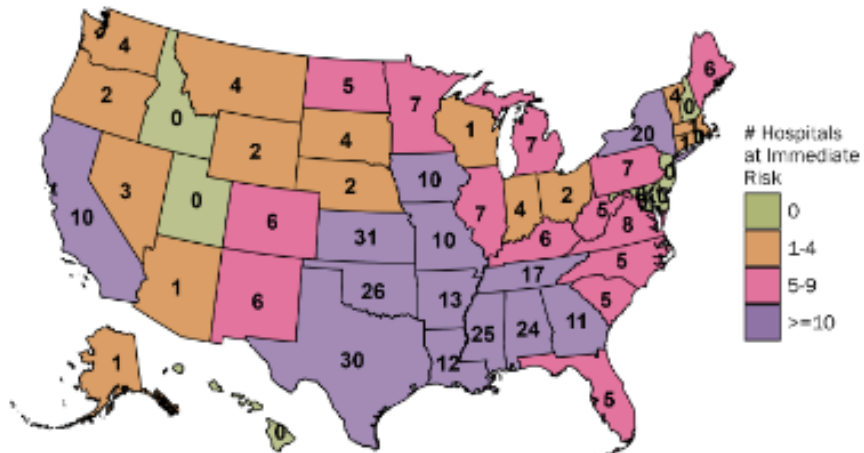
Patient Services Margin is the profit/loss on healthcare services.  
Total Margin is the profit/loss from all sources of revenue.  
Source: Data from hospital cost reports



July 2024



## Rural Hospitals at Immediate Risk of Closing



## RURAL HOSPITALS AT RISK OF CLOSING

| State          | Hospital Closures Since 2015 | Inpatient Service Closures (REH) <sup>2</sup> | Open Rural Inpatient Hospitals | Hospitals With Losses on Services <sup>1</sup> |         | Hospitals at Risk of Closing |         | Hospitals at Immediate Risk |         |
|----------------|------------------------------|---|--------------------------------|--|---------|------------------------------|---------|-----------------------------|---------|
|                |                              |   |                                | Number   | Percent | Number                       | Percent | Number                      | Percent |
| Kansas         | 8                            | 2   | 98                             | 84   | 86%     | 62                           | 63%     | 31                          | 32%     |
| Texas          | 14                           | 4   | 160                            | 107  | 67%     | 80                           | 50%     | 30                          | 19%     |
| Oklahoma       | 5                            | 3   | 78                             | 62   | 79%     | 39                           | 50%     | 26                          | 33%     |
| Mississippi    | 5                            | 5   | 67                             | 43   | 64%     | 35                           | 52%     | 25                          | 37%     |
| Alabama        | 1                            | 0   | 52                             | 34   | 65%     | 28                           | 54%     | 24                          | 46%     |
| New York       | 3                            | 0   | 52                             | 37   | 71%     | 29                           | 56%     | 20                          | 38%     |
| Tennessee      | 11                           | 1   | 53                             | 27   | 51%     | 19                           | 36%     | 17                          | 32%     |
| Arkansas       | 0                            | 4   | 46                             | 35   | 76%     | 25                           | 54%     | 13                          | 28%     |
| Louisiana      | 1                            | 1   | 55                             | 35   | 64%     | 24                           | 44%     | 12                          | 22%     |
| Georgia        | 3                            | 3   | 69                             | 30   | 43%     | 22                           | 32%     | 11                          | 16%     |
| California     | 1                            | 0   | 58                             | 30   | 52%     | 23                           | 40%     | 10                          | 17%     |
| Iowa           | 1                            | 0   | 94                             | 72   | 77%     | 29                           | 31%     | 10                          | 11%     |
| Missouri       | 9                            | 0   | 58                             | 30   | 52%     | 20                           | 34%     | 10                          | 17%     |
| Virginia       | 2                            | 0   | 30                             | 9  | 30%     | 9                            | 30%     | 8                           | 27%     |
| Illinois       | 3                            | 0   | 74                             | 19   | 26%     | 12                           | 16%     | 7                           | 9%      |
| Michigan       | 2                            | 1   | 64                             | 25   | 39%     | 15                           | 23%     | 7                           | 11%     |
| Minnesota      | 3                            | 1   | 97                             | 43   | 44%     | 19                           | 20%     | 7                           | 7%      |
| Pennsylvania   | 3                            | 0   | 43                             | 23   | 53%     | 13                           | 30%     | 7                           | 16%     |
| Colorado       | 0                            | 0   | 43                             | 18   | 42%     | 10                           | 23%     | 6                           | 14%     |
| Kentucky       | 2                            | 1   | 71                             | 25   | 35%     | 13                           | 18%     | 6                           | 8%      |
| Maine          | 2                            | 0   | 25                             | 16   | 64%     | 10                           | 40%     | 6                           | 24%     |
| New Mexico     | 1                            | 1   | 27                             | 19   | 70%     | 7                            | 26%     | 6                           | 22%     |
| Florida        | 5                            | 0   | 22                             | 12   | 55%     | 8                            | 36%     | 5                           | 23%     |
| North Carolina | 6                            | 0   | 55                             | 14   | 25%     | 6                            | 11%     | 5                           | 9%      |
| North Dakota   | 0                            | 0   | 39                             | 29   | 74%     | 13                           | 33%     | 5                           | 13%     |
| South Carolina | 3                            | 0   | 25                             | 13   | 52%     | 10                           | 40%     | 5                           | 20%     |
| West Virginia  | 2                            | 0   | 31                             | 14   | 45%     | 11                           | 35%     | 5                           | 16%     |
| Indiana        | 3                            | 0   | 54                             | 15   | 28%     | 5                            | 9%      | 4                           | 7%      |
| Montana        | 0                            | 0   | 55                             | 35   | 64%     | 14                           | 25%     | 4                           | 7%      |
| South Dakota   | 0                            | 0   | 49                             | 16   | 33%     | 8                            | 16%     | 4                           | 8%      |
| Vermont        | 0                            | 0   | 13                             | 10   | 77%     | 8                            | 62%     | 4                           | 31%     |
| Washington     | 0                            | 0   | 45                             | 30   | 67%     | 16                           | 36%     | 4                           | 9%      |
| Nevada         | 1                            | 0   | 14                             | 9  | 64%     | 5                            | 36%     | 3                           | 21%     |
| Nebraska       | 1                            | 1   | 71                             | 34   | 48%     | 5                            | 7%      | 2                           | 3%      |
| Ohio           | 1                            | 0   | 71                             | 13   | 18%     | 5                            | 7%      | 2                           | 3%      |
| Oregon         | 0                            | 0   | 33                             | 11   | 33%     | 8                            | 24%     | 2                           | 6%      |
| Wyoming        | 0                            | 0   | 25                             | 10   | 40%     | 6                            | 24%     | 2                           | 8%      |

# FINANCIAL PERFORMANCE

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# Statement of Operations

|   | 2020                  | 2021                  | 2022                  | 2023                  | 2024                  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Revenues, Gains and Other Support Without Donor Restrictions</b> |                       |                       |                       |                       |                       |
| Patient service revenue   | \$ 170,893,316        | \$ 195,010,836        | \$ 203,594,672        | \$ 201,717,365        | \$ 198,323,041        |
| Other   | 19,281,369            | 19,411,897            | 11,821,128            | 25,664,498            | 22,709,855            |
| Provider Relief Fund and other support                              | 10,805,863            | 1,967,413             | 11,298,355            | -                     | -                     |
| Total revenues, gains and other support without donor restrictions  | <u>200,980,548</u>    | <u>216,390,146</u>    | <u>226,714,155</u>    | <u>227,381,863</u>    | <u>221,032,896</u>    |
| <b>Expenses</b>   |                       |                       |                       |                       |                       |
| Salaries, wages and benefits  | 100,034,183           | 100,880,836           | 108,947,180           | 111,432,944           | 113,027,808           |
| Professional fees   | 19,553,057            | 22,149,239            | 22,037,458            | 22,701,904            | 23,684,253            |
| Supplies and other  | 87,809,124            | 82,611,228            | 92,332,396            | 96,785,445            | 94,076,262            |
| Interest, depreciation and amortization                             | 11,950,438            | 11,220,293            | 10,679,995            | 11,824,887            | 13,012,762            |
| Total expenses  | <u>219,346,802</u>    | <u>216,861,596</u>    | <u>233,997,029</u>    | <u>242,745,180</u>    | <u>243,801,085</u>    |
| <b>Operating Loss</b>   | (18,366,254)          | (471,450)             | (7,282,874)           | (15,363,317)          | (22,768,189)          |
| <b>Other Income (Loss)</b>  | <u>7,253,078</u>      | <u>28,618,459</u>     | <u>(20,800,143)</u>   | <u>10,450,545</u>     | <u>14,097,916</u>     |
| <b>Excess (Deficiency) of Revenues over Expenses</b>                | (11,113,176)          | 28,147,009            | (28,083,017)          | (4,912,772)           | (8,670,273)           |
| <b>Other Changes in Net Assets, Net</b>                             | <u>-</u>              | <u>1,147,389</u>      | <u>1,449,985</u>      | <u>93,205</u>         | <u>1,120,270</u>      |
| <b>Increase (Decrease) in Net Assets</b>                            | (11,113,176)          | 29,294,398            | (26,633,032)          | (4,819,567)           | (7,550,003)           |
| <b>Net Assets, Beginning of Year</b>                                | <u>203,813,037</u>    | <u>192,699,861</u>    | <u>221,994,259</u>    | <u>195,361,227</u>    | <u>190,541,660</u>    |
| <b>Net Assets, End of Year</b>                                      | <u>\$ 192,699,861</u> | <u>\$ 221,994,259</u> | <u>\$ 195,361,227</u> | <u>\$ 190,541,660</u> | <u>\$ 182,991,657</u> |

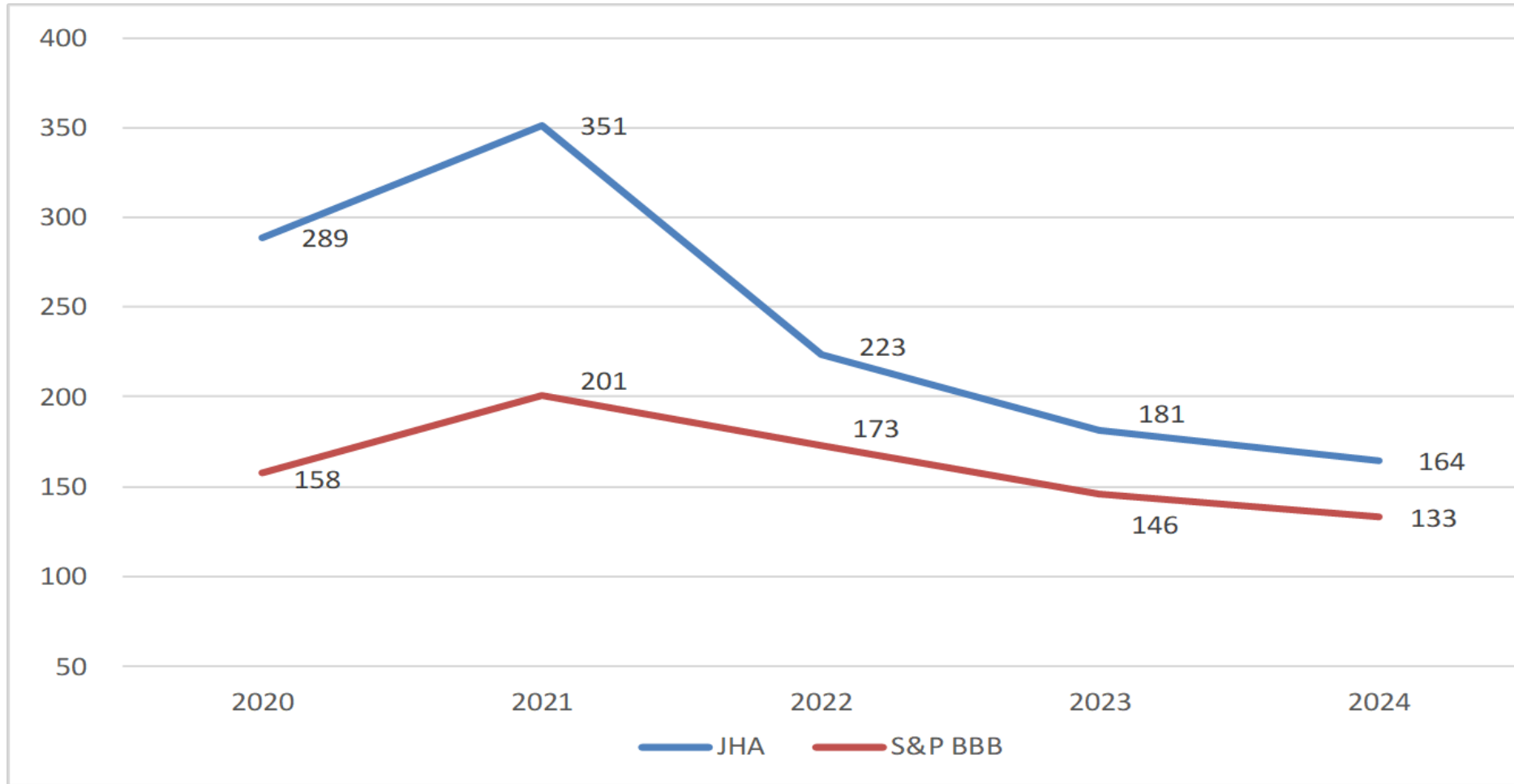


# Balance Sheet

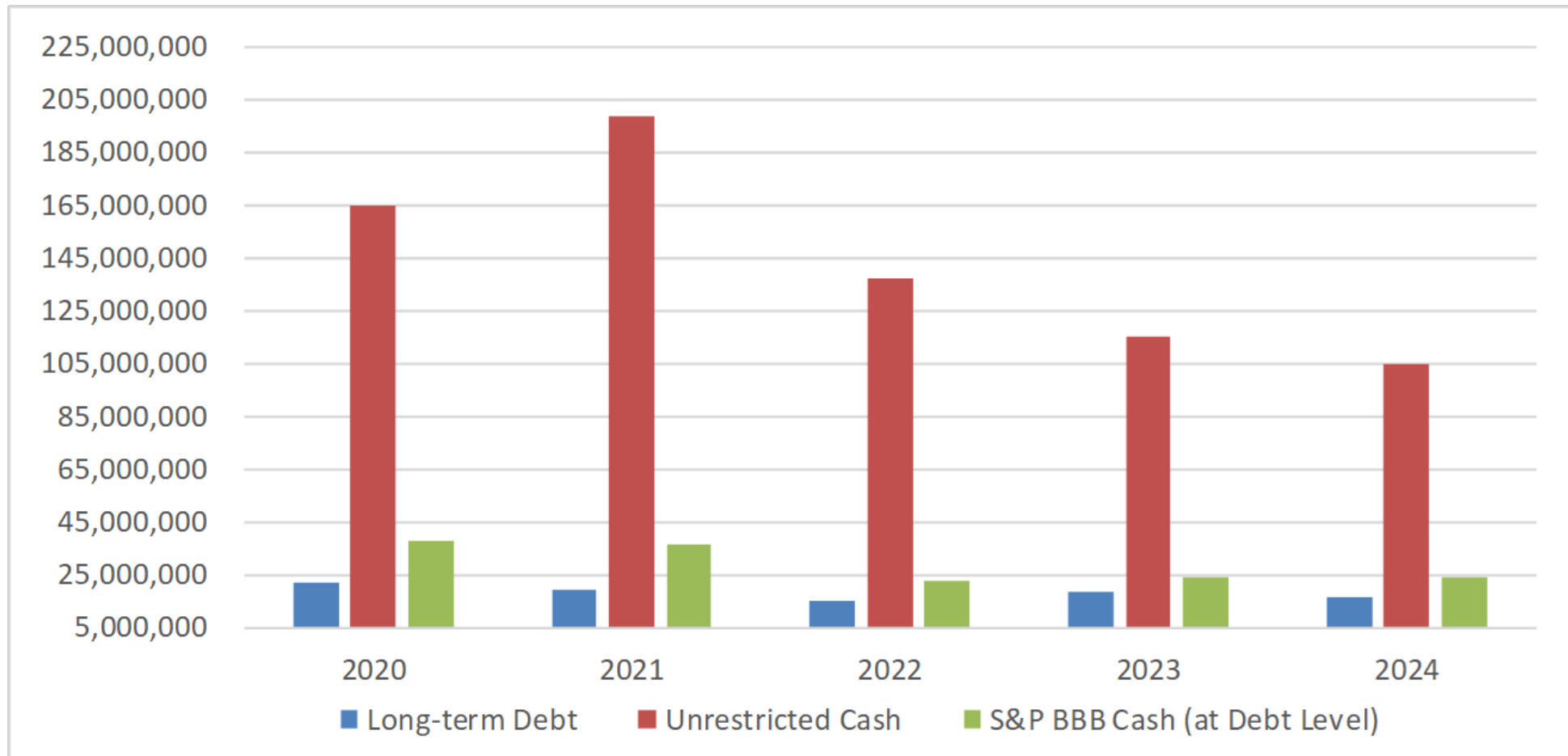
|   | 2020                  | 2021                  | 2022                  | 2023                  | 2024                  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Assets</b>                           |                       |                       |                       |                       |                       |
| <b>Current Assets</b>                   |                       |                       |                       |                       |                       |
| Cash and cash equivalents               | \$ 35,864,568         | \$ 9,727,246          | \$ 4,942,917          | \$ 3,858,484          | \$ 3,155,846          |
| Assets limited as to use – current      | -                     | 13,126,465            | 11,156,937            | -                     | -                     |
| Patient accounts receivable             | 22,262,061            | 21,462,007            | 25,042,330            | 24,959,475            | 23,146,963            |
| Supplies                                | 4,744,506             | 5,411,812             | 6,002,113             | 6,610,684             | 7,543,885             |
| Other current assets                    | 20,506,856            | 15,290,967            | 10,436,987            | 12,150,392            | 12,326,317            |
| Total current assets                    | 83,377,991            | 65,018,497            | 57,581,284            | 47,579,035            | 46,173,011            |
| <b>Assets Limited As To Use</b>         | 129,044,787           | 175,875,933           | 120,921,775           | 111,384,444           | 101,449,971           |
| <b>Property and Equipment, Net</b>      | 75,876,430            | 74,020,575            | 85,197,375            | 86,963,860            | 86,564,029            |
| <b>Other Assets</b>                     | 6,126,119             | 7,878,118             | 9,707,764             | 10,719,981            | 15,751,598            |
| Total assets                            | <u>\$ 294,425,327</u> | <u>\$ 322,793,123</u> | <u>\$ 273,408,198</u> | <u>\$ 256,647,320</u> | <u>\$ 249,938,609</u> |
| <b>Liabilities and Net Assets</b>       |                       |                       |                       |                       |                       |
| <b>Current Liabilities*</b>             | \$ 30,954,782         | \$ 35,218,877         | \$ 37,050,987         | \$ 33,770,470         | \$ 36,098,510         |
| <b>Advances from Third Party Payors</b> | 30,808,479            | 27,030,533            | 12,301,508            | -                     | -                     |
| <b>Long-term Debt</b>                   | 21,736,205            | 19,143,976            | 15,258,746            | 18,740,627            | 16,658,206            |
| <b>Other Liabilities</b>                | 18,226,000            | 19,405,478            | 13,435,730            | 13,594,563            | 14,190,236            |
| <b>Net Assets</b>                       | 192,699,861           | 221,994,259           | 195,361,227           | 190,541,660           | 182,991,657           |
| Total liabilities and net assets        | <u>\$ 294,425,327</u> | <u>\$ 322,793,123</u> | <u>\$ 273,408,198</u> | <u>\$ 256,647,320</u> | <u>\$ 249,938,609</u> |

\* Excluding advances from third party payors, presented separately.

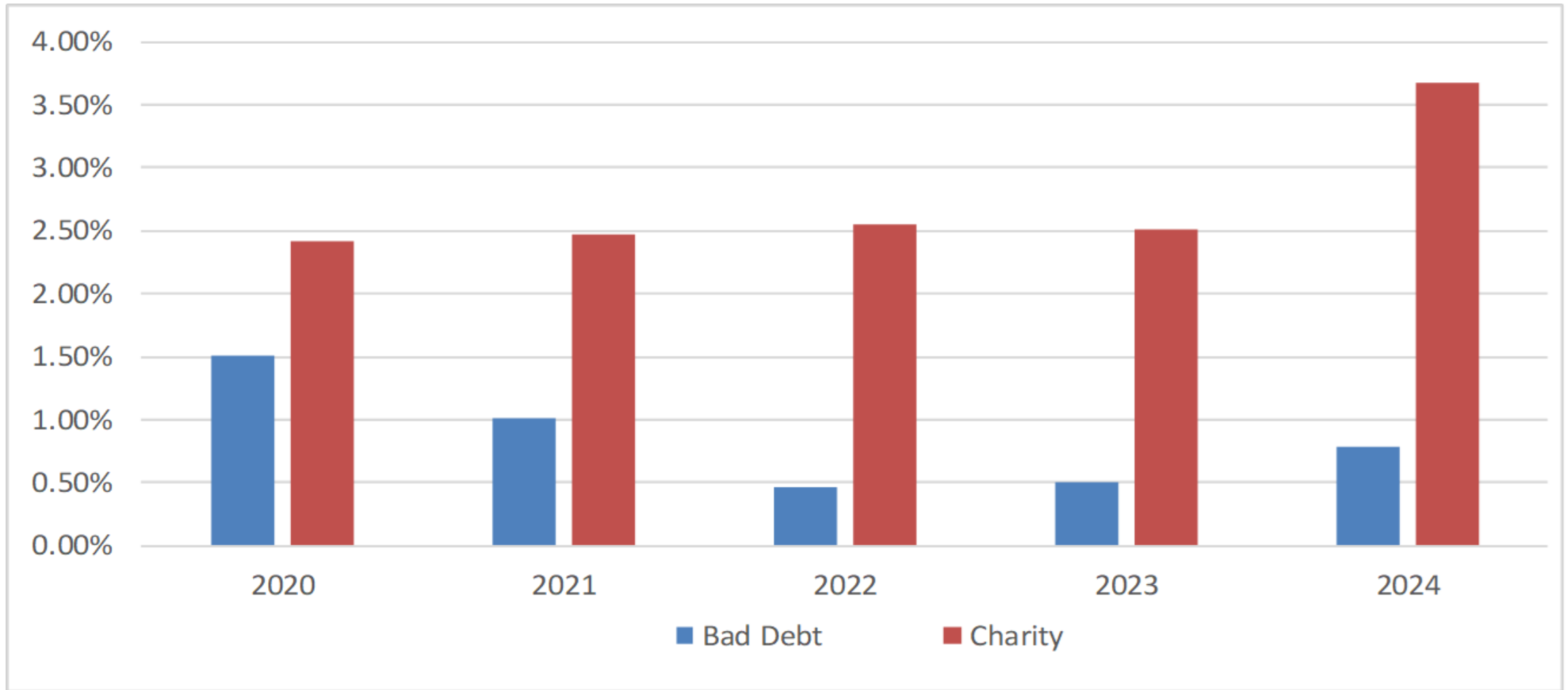
# Days Cash On Hand



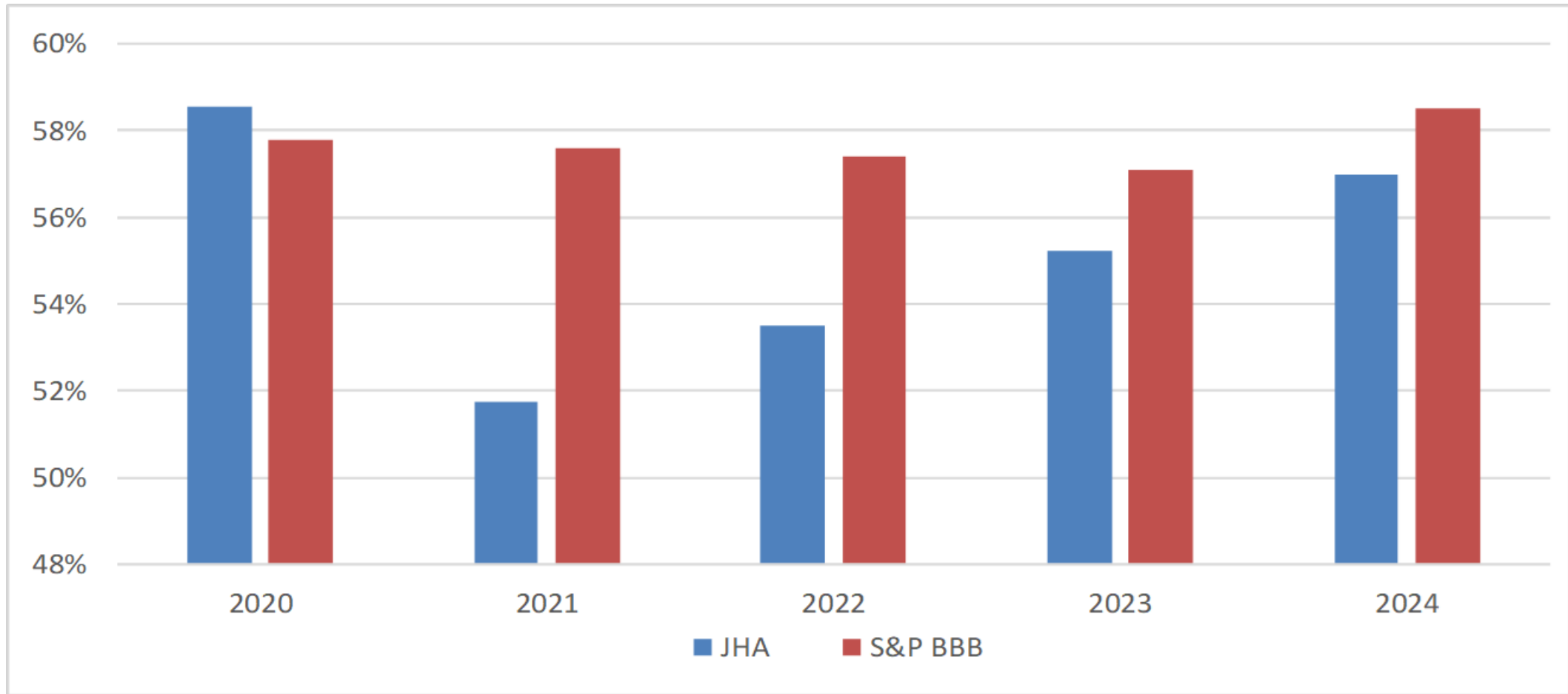
# Cash & Investments vs. Long-term Debt



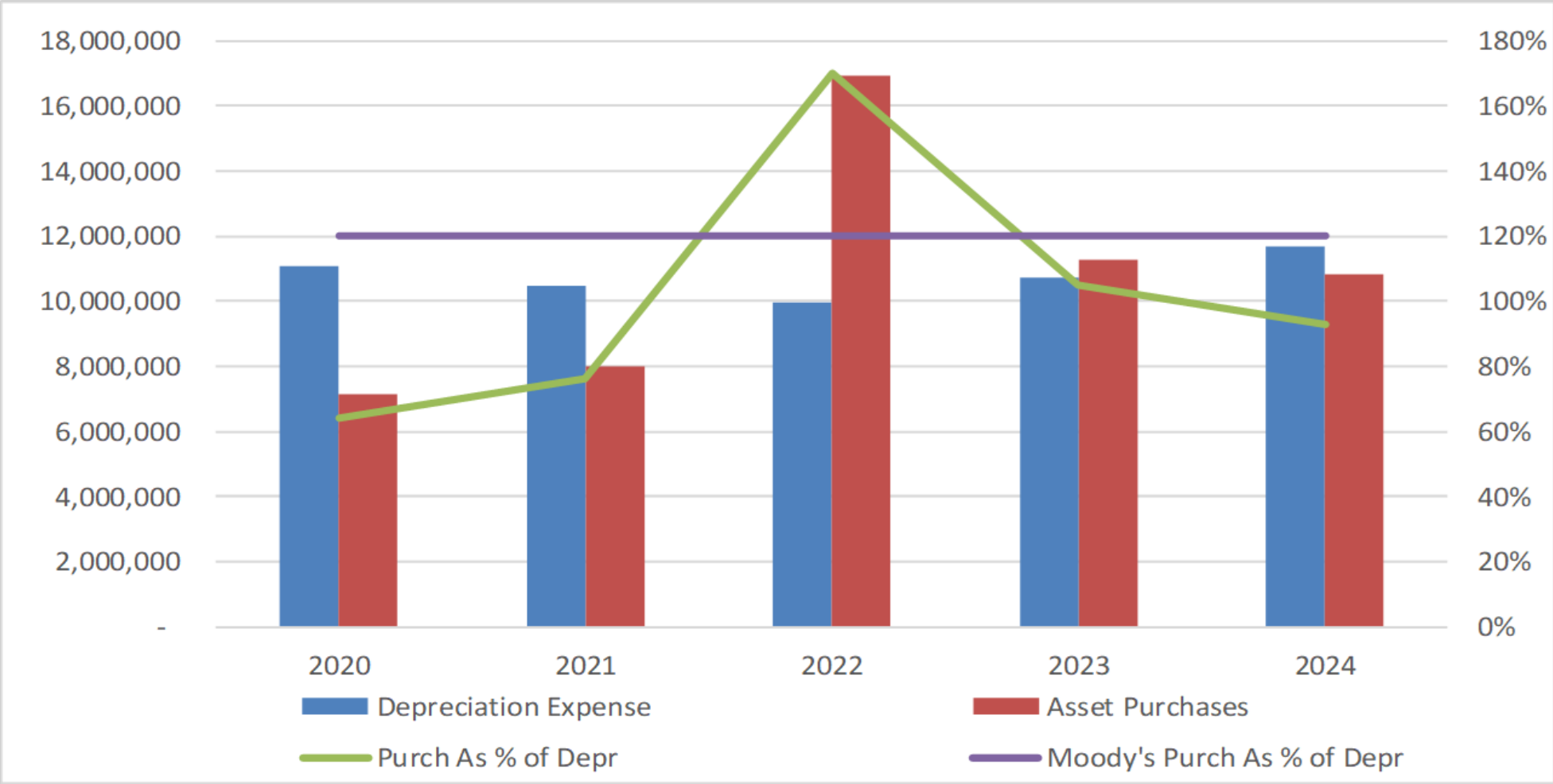
# Bad Debt & Charity as Percent of Charges



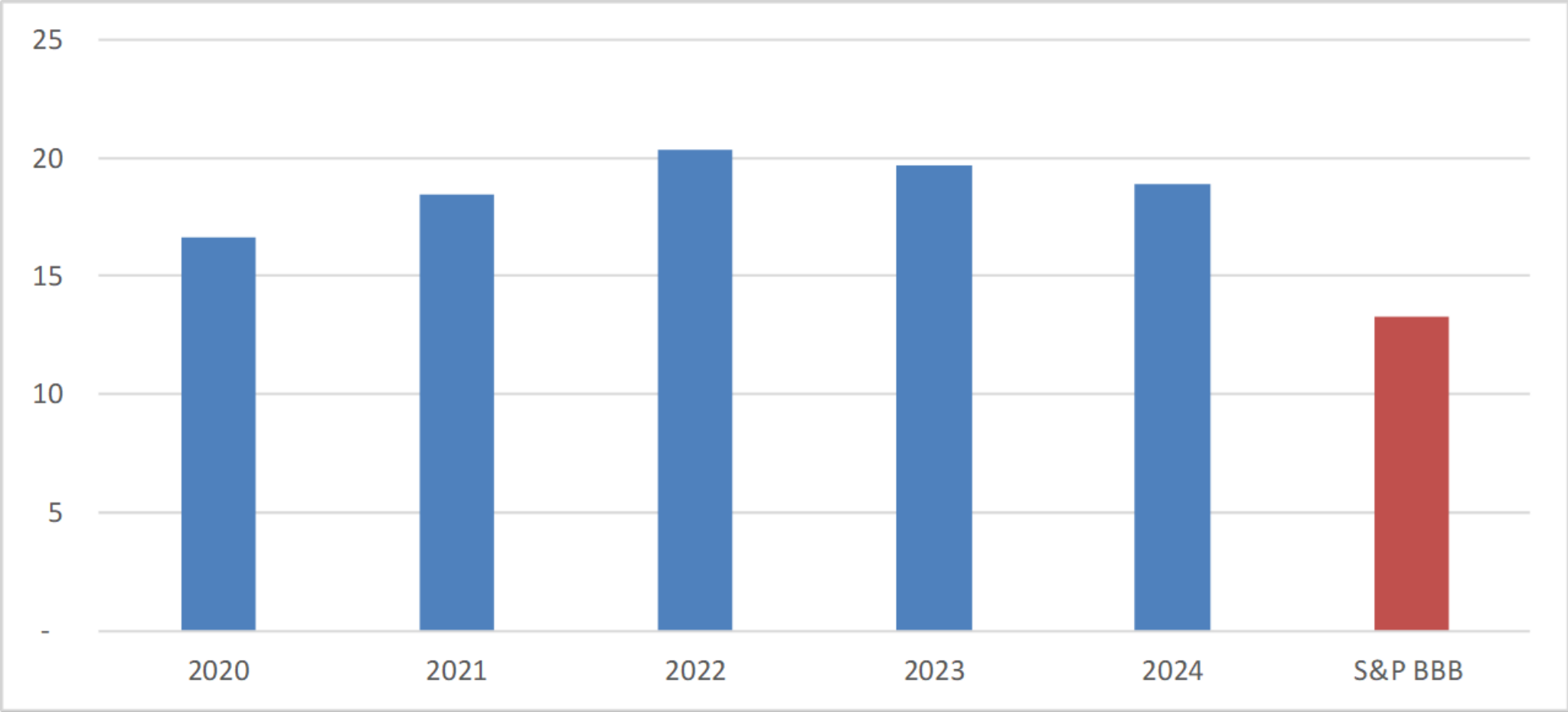
# Salaries, Wages & Benefits as Percent of Patient Revenue



# Capital Investment



# Average Age of Plant



# Financial Improvement Plan Executive Summary

1

Fiscal year-to-date target through June is \$12.7M and \$17.9 of improvement has been realized, resulting in \$5.3M favorable variance

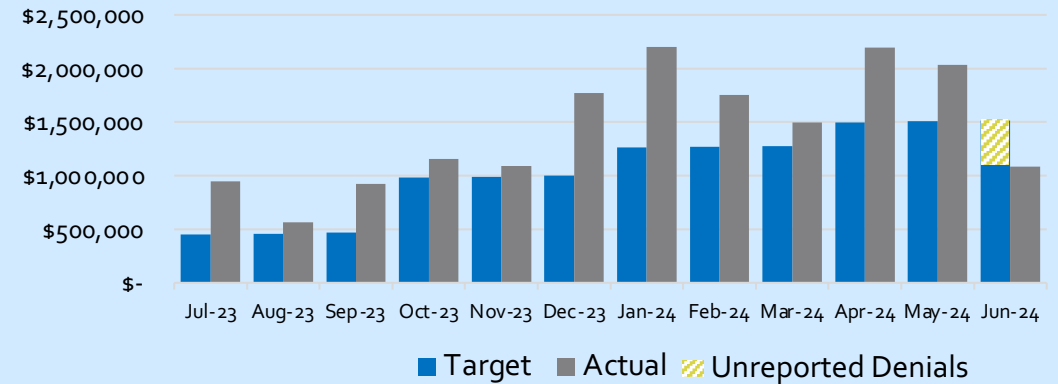
2

Key drivers of the favorable results continue to be from revenue cycle, clinical documentation improvement, and non-labor, particularly within clinical supplies

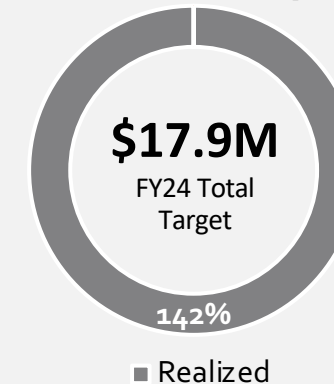
3

The current run rate of all initiatives for FY24 benefit is approximately \$17.9M, compared to the FY24 FIP target of \$12.7M. Through June, 142% of total targeted benefit has been realized

### Total Target vs. Actual Improvements



### YTD Benefit as % FY24 Total Target



Note: Revenue Cycle denials benefit is through March 2024.

# Reimbursement Published Data



Research Report

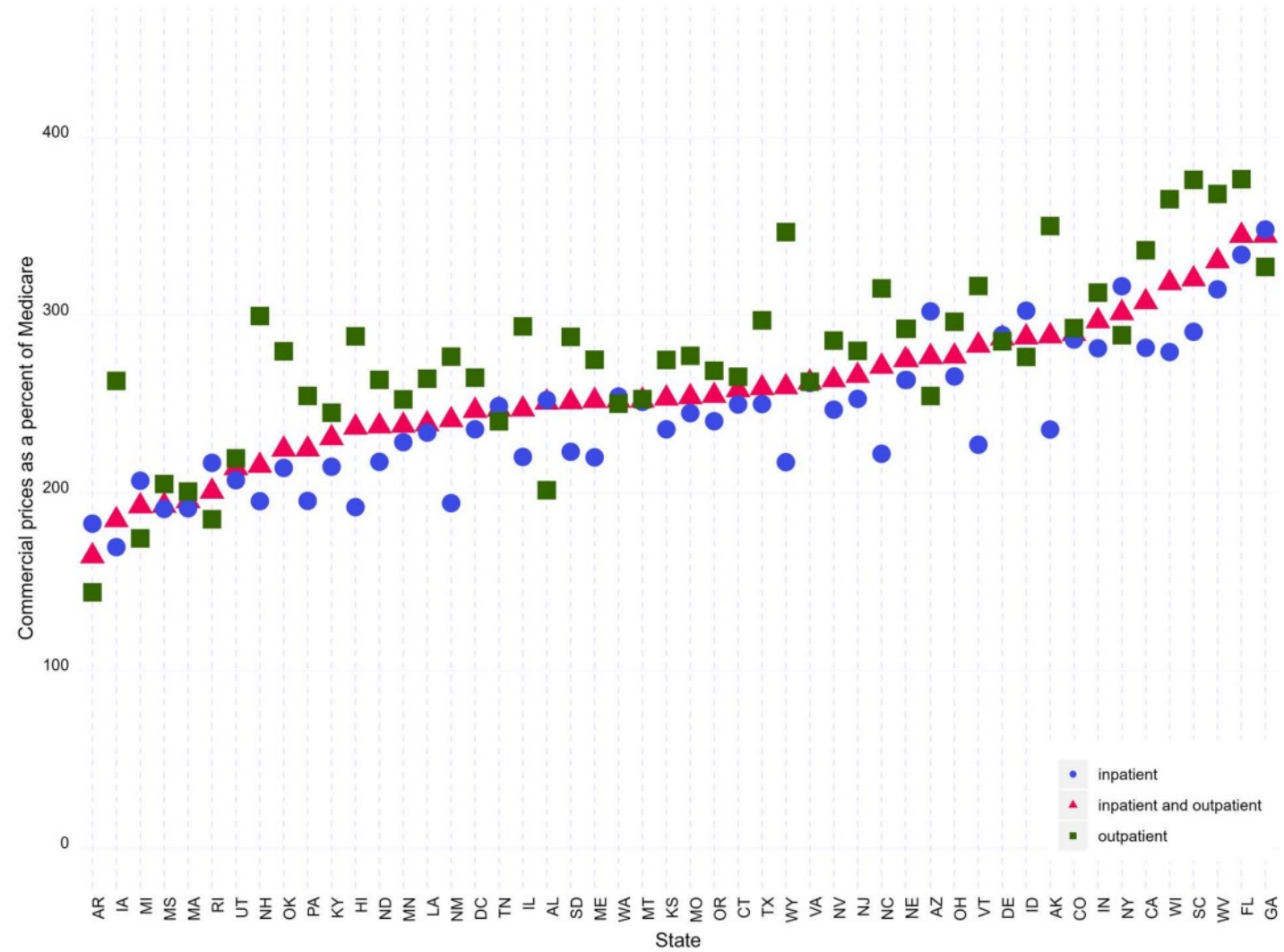
CHRISTOPHER M. WHALEY, ROSE KERBER, DANIEL WANG, AARON KOFNER, BRIAN BRISCOMBE

## Prices Paid to Hospitals by Private Health Plans

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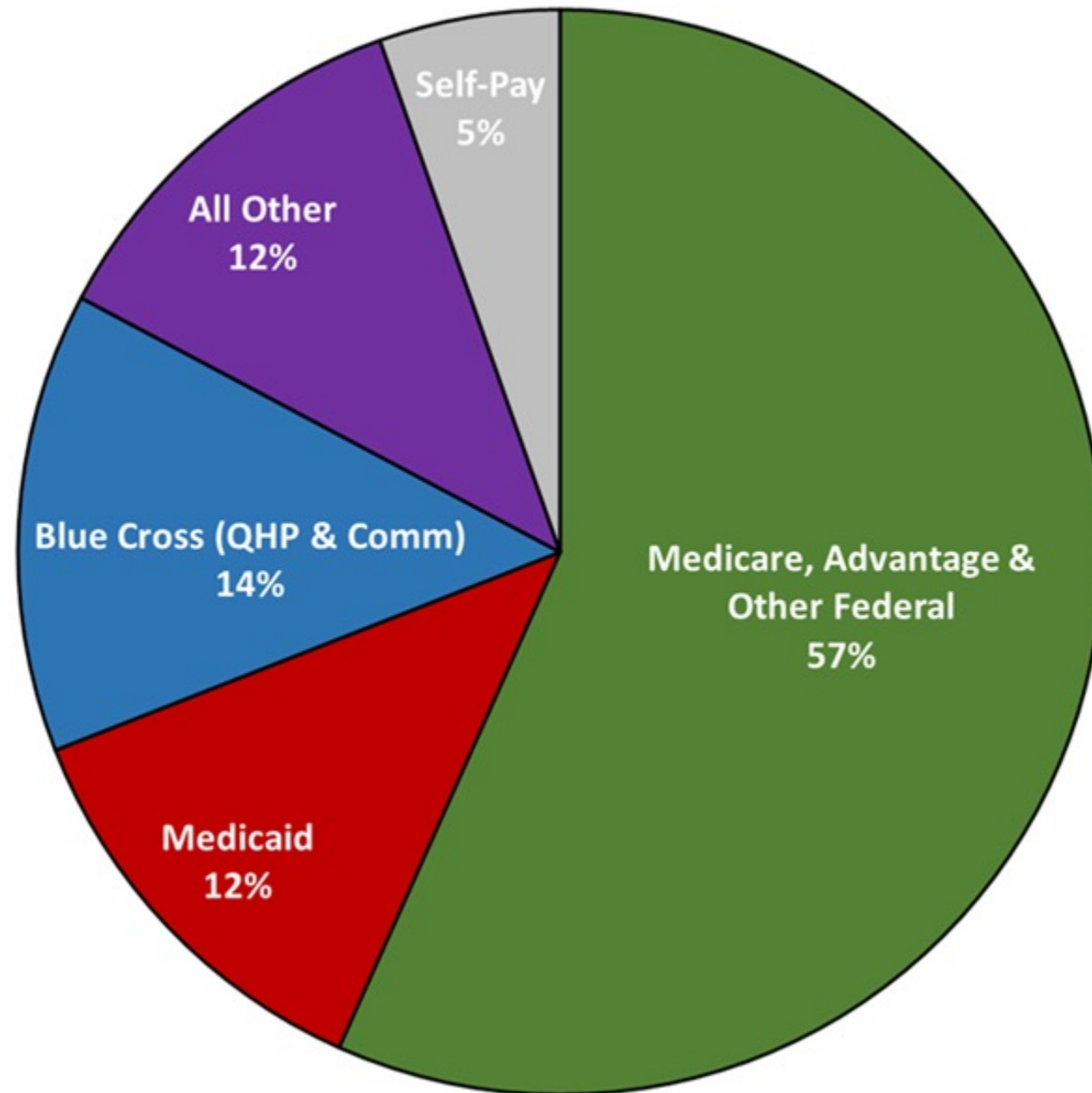
Findings from Round 5 of an Employer-Led Transparency Initiative

Figure 3.2. Relative Prices, by State, 2022

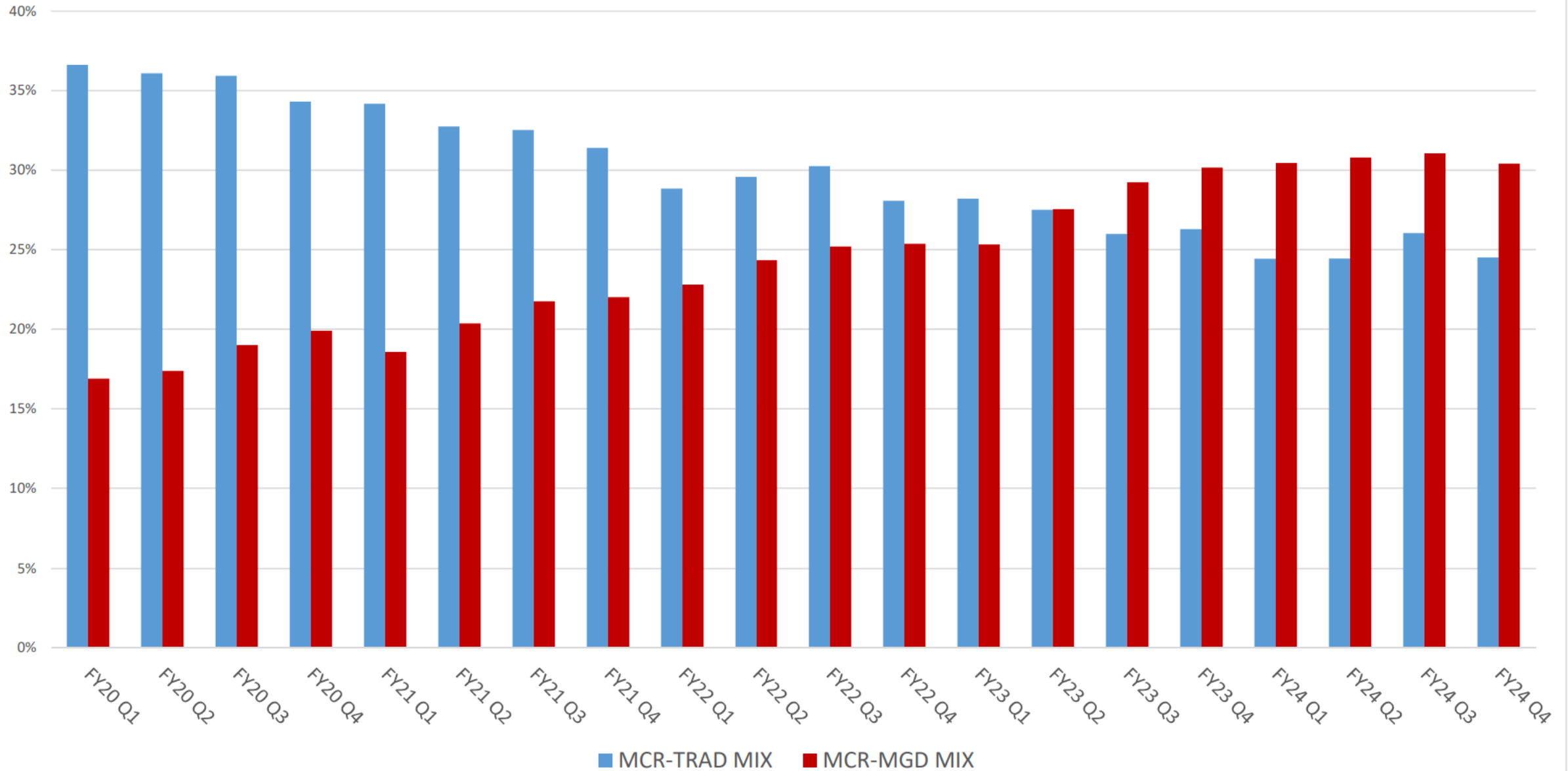


NOTE: Relative prices are the amounts actually paid divided by the amounts that would have been paid—for the same services provided by the same hospitals—using Medicare’s price-setting formulas.

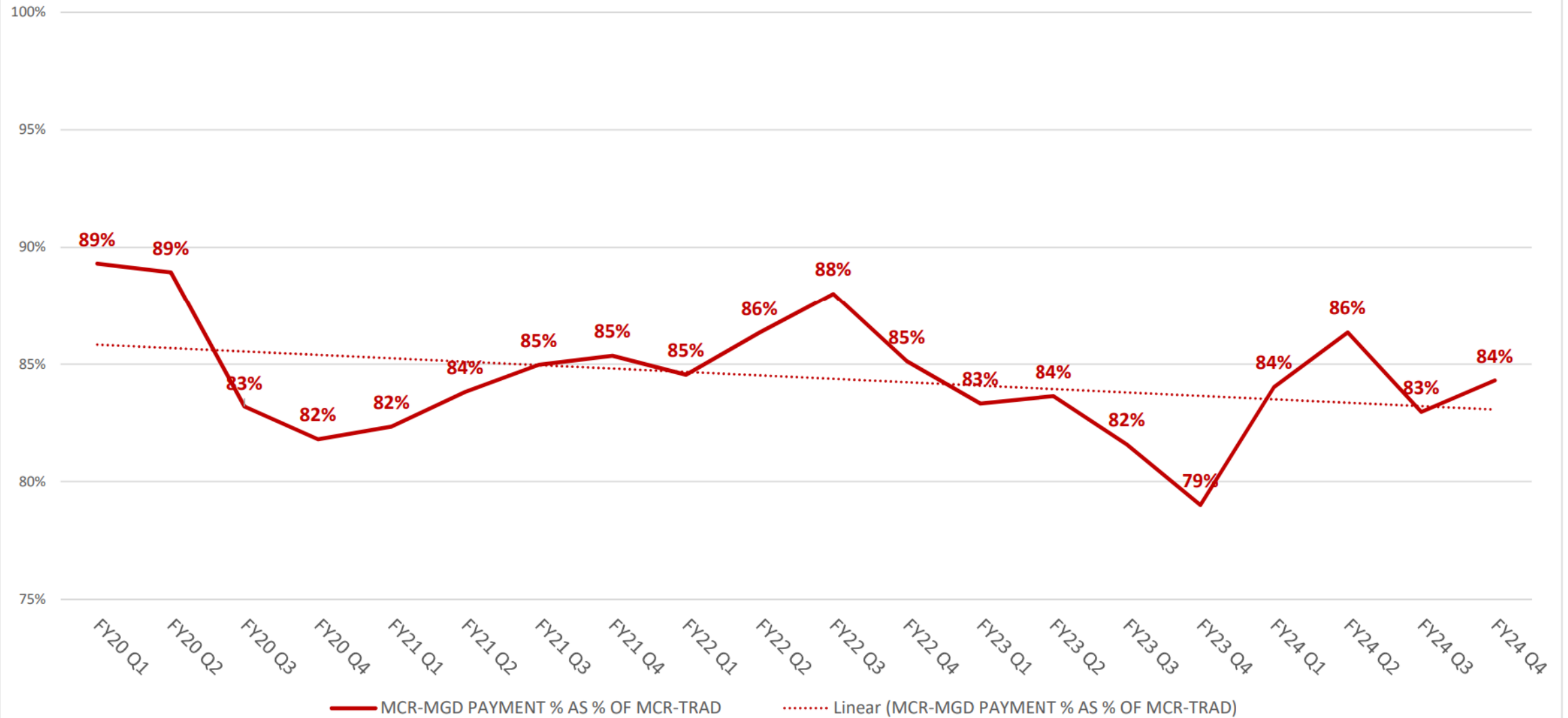
## Jefferson Regional FY 2024 Payor Source Breakdown



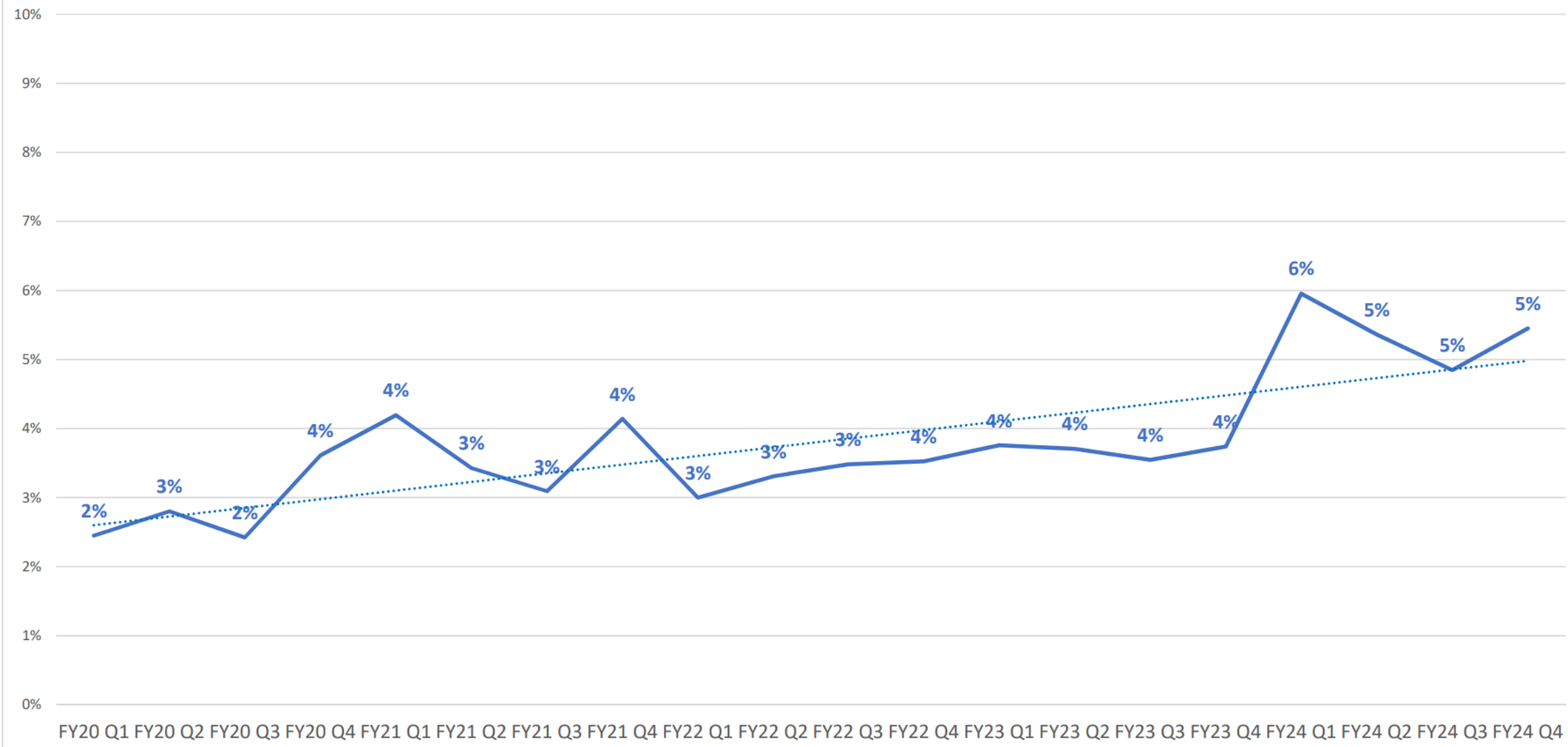
# Mix of Medicare-Traditional vs. Medicare-Managed



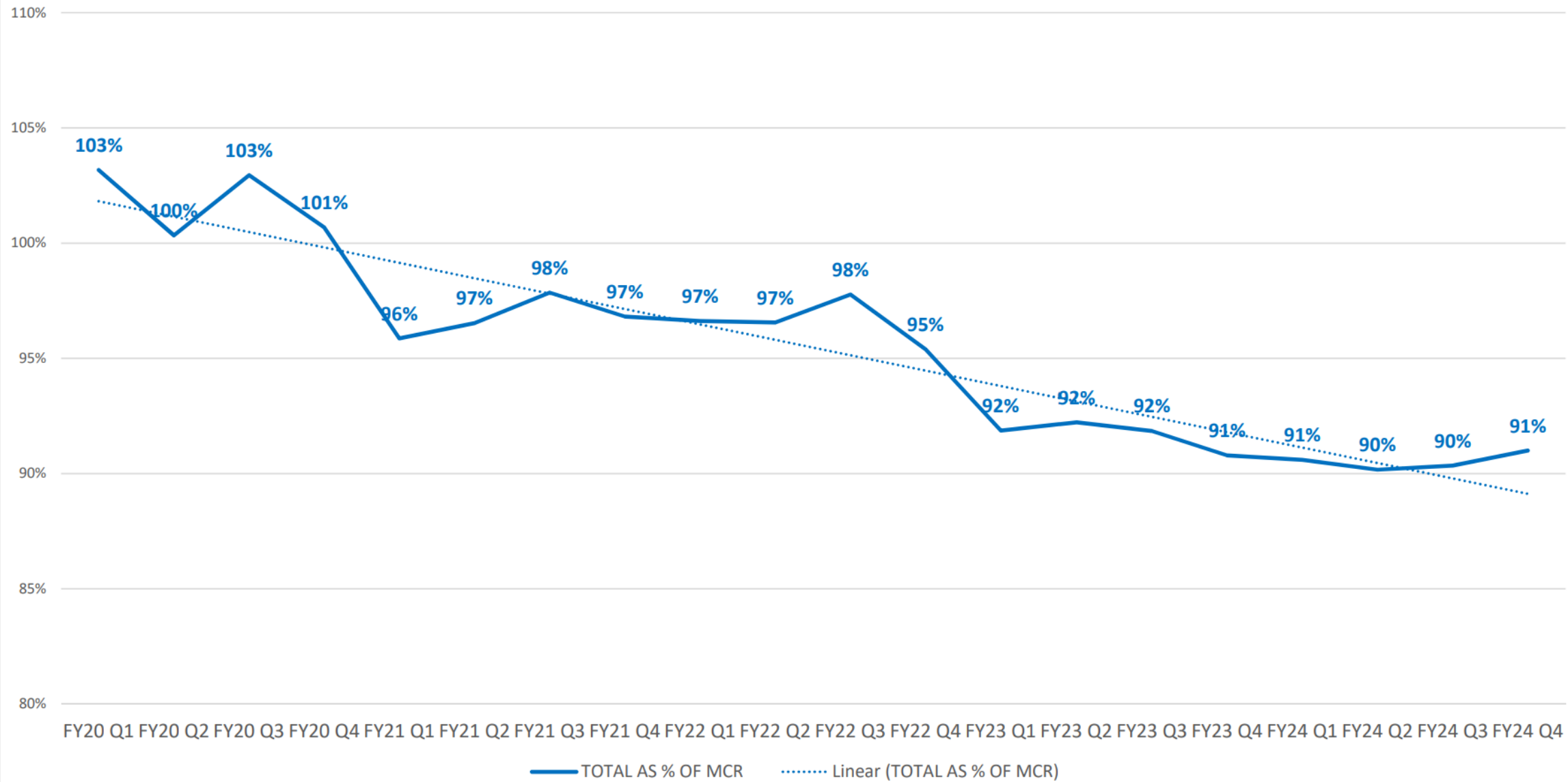
# Medicare-Managed Payments vs. Medicare-Traditional Payments (Based on % of Charges Collected)



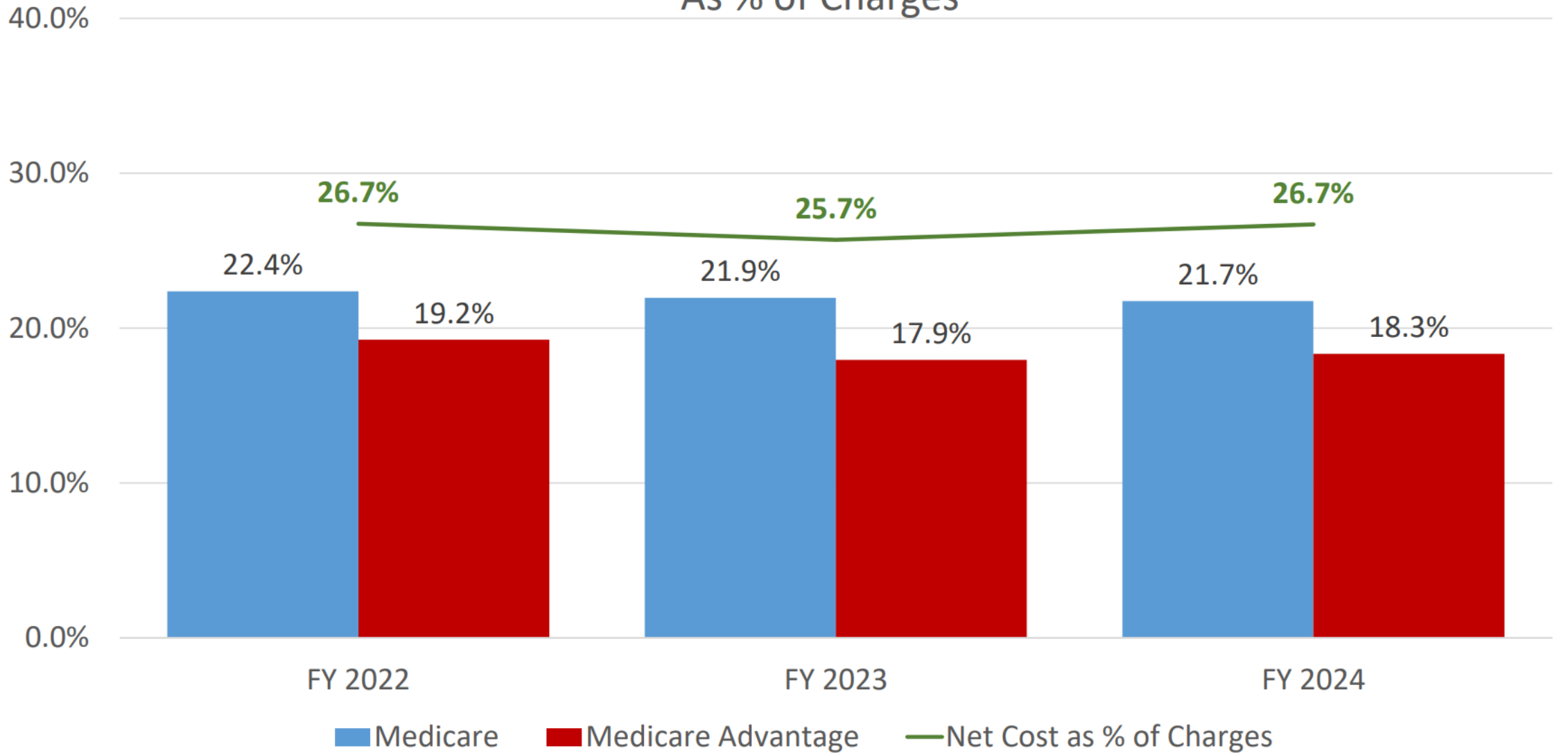
# Self-Pay %



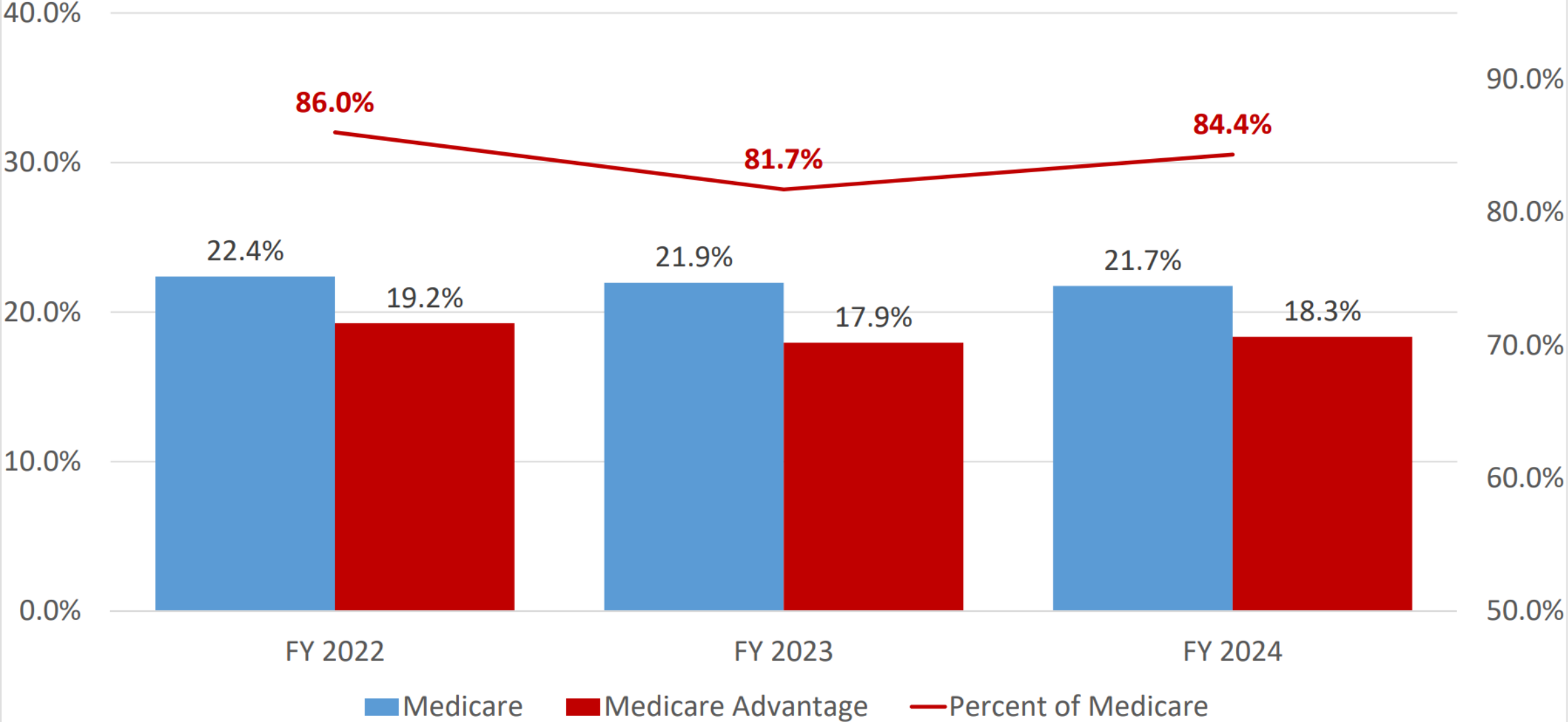
# Blended Net Payment as % of Medicare-Traditional



## Estimated Medicare Payment vs. Net Cost As % of Charges



# Estimated Payment % Medicare Advantage vs. Medicare Traditional



# Community Benefit

|              |             |
|--------------|-------------|
| Charity Care | \$6,289,000 |
|--------------|-------------|

|                       |             |
|-----------------------|-------------|
| Unreimbursed Medicaid | \$7,215,000 |
|-----------------------|-------------|

|                        |             |
|------------------------|-------------|
| Uncollectable Accounts | \$1,347,000 |
|------------------------|-------------|

Total - \$14,851,000

# SERVICE EXCELLENCE

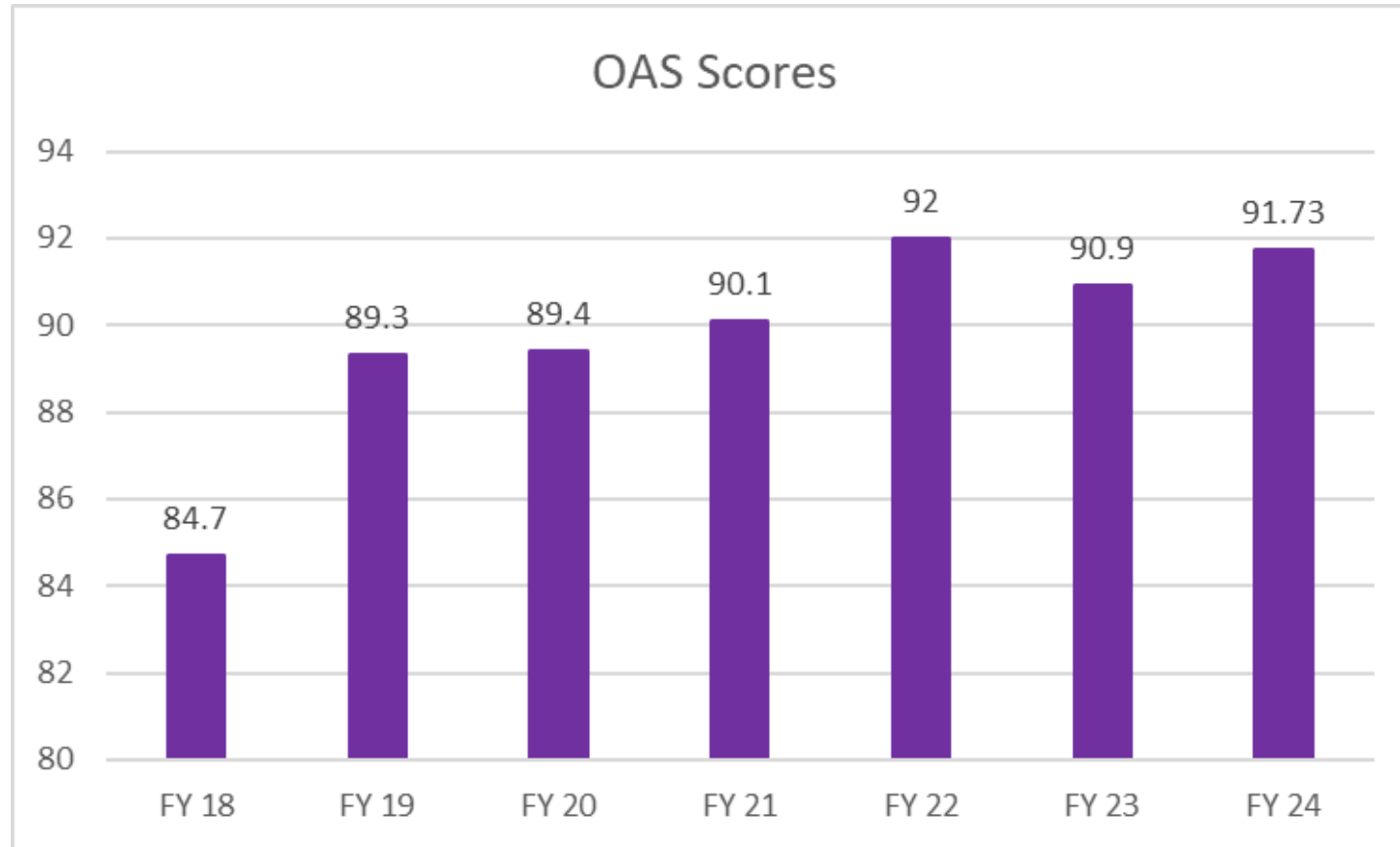
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# HCAHPS

| Hospital Compare        |    |     |         |      |            |        |
|-------------------------|----|-----|---------|------|------------|--------|
|                         | JR | SVI | Baptist | UAMS | Nat'l Park | SVI-HS |
| Nurse Communication     | 75 | 73  | 75      | 74   | 69         | 78     |
| Doctor Communication    | 80 | 78  | 79      | 78   | 68         | 76     |
| Responsiveness of Staff | 68 | 54  | 55      | 59   | 50         | 56     |
| Med Communication       | 58 | 55  | 57      | 61   | 49         | 58     |
| Cleanliness             | 66 | 52  | 50      | 68   | 61         | 70     |
| Quietness               | 68 | 60  | 58      | 61   | 53         | 57     |
| Discharge               | 85 | 84  | 82      | 86   | 81         | 84     |
| Rate                    | 67 | 60  | 66      | 72   | 61         | 70     |
| Care Transitions        | 50 | 48  | 46      | 51   | 41         | 50     |

# Outpatient Experience – OAS Survey



- Continued Strong Performance
- Cath, Specials & GI

# Quality & Safety

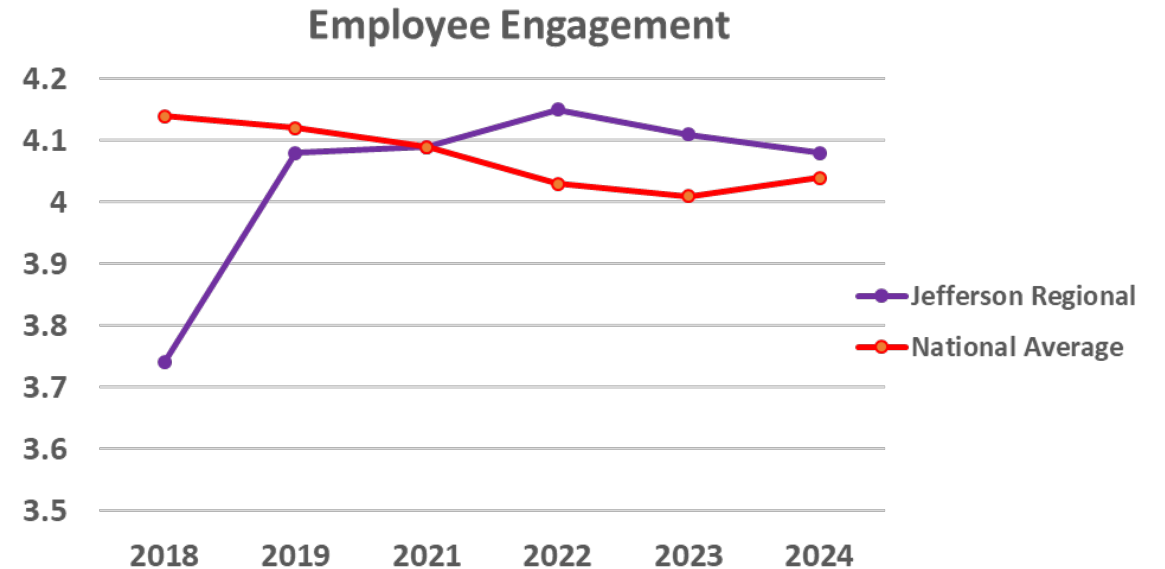
- CMS Inpatient Hospital Quality Reporting Measures (IQR)
  - Improvement in 15 of 20 quality measures
- Success in the Medicaid Quality Improvement Program with a \$267,395 incentive payment
- Maintained Leapfrog publically reported hospital quality performance and Letter Grade
- Maintained the CMS publically reported Care Compare Star Rating
- 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

|      | Eng Score | % Rank | Response Rate |
|------|-----------|--------|---------------|
| 2024 | 4.08      | 53     | 80            |
| 2023 | 4.11      | 62     | 79            |
| 2022 | 4.15      | 65     | 82            |
| 2021 | 4.09      | 46     | 85            |
| 2019 | 4.08      | 44     | 91            |
| 2018 | 3.74      | 3      | 72            |



# BUSINESS DEVELOPMENT

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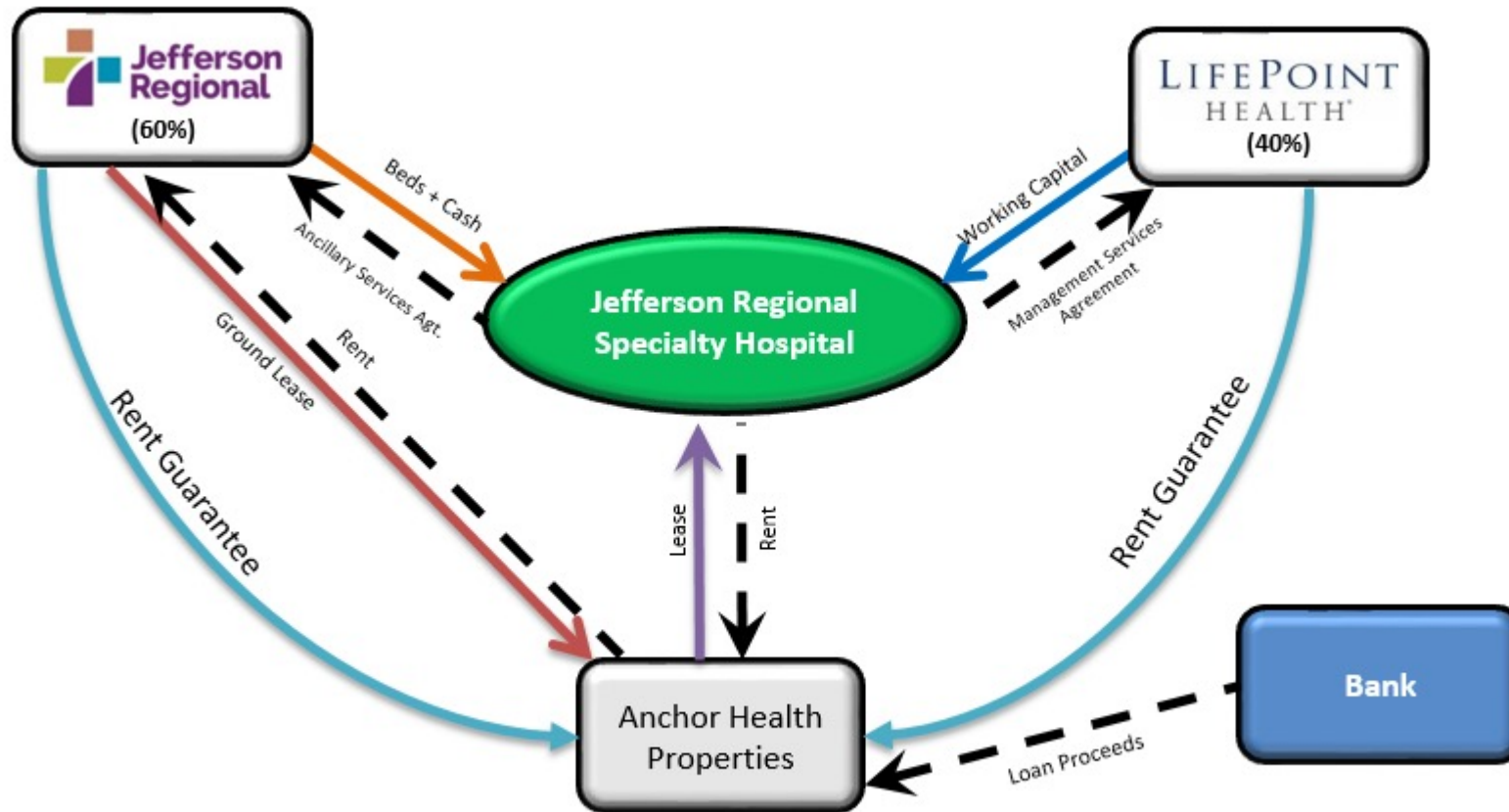


# Jefferson Regional Specialty Hospital

- 76 bed facility
  - 40 acute inpatient rehab beds
  - 36 behavioral health beds



# Jefferson Regional Specialty Hospital



# Specialty Hospital Ribbon Cutting







# Inpatient Rehab

- 40 inpatient beds
- All private patient rooms with private bathrooms
- Specialized rehabilitation services dedicated to the treatment and recovery of loss of function due to injury or illness
- Brain injury unit with private dining and gym
- Large interdisciplinary gyms
- Exterior courtyard with interactive activities on varied surfaces
- Transitional living apartment, designed to simulate a residential apartment to prepare patients for their daily living tasks before they discharge home
- Specialty programs dedicated to neuro, stroke, brain injury and amputations

# Inpatient Behavioral Health

- 36 Inpatient behavioral health beds
- All private rooms
- Inpatient and outpatient services for adults and geriatric patients
- Crisis stabilization/triage for acute mental health and substance use disorders
- Alcohol and drug detox programs
- Specialty programs dedicated to treating highly acute behavioral population
- Exterior courtyard



# Medical Staff Expansion



**Snigdha Gadireddy, MD**  
Rheumatology



**Ian Gaillard, MD, FACP**  
Gastroenterology



**Jackson Haynes, MD**  
Family Medicine



**Rachael Idowu, MD**  
Pulmonology



**Primus Mbawuike, MD, PharmD**  
Hospitalist



**Maria Montales, MD**  
Hospitalist



**Nathan Probst, MD**  
Family Medicine



**Nickolas Scherzer, MD**  
Urology

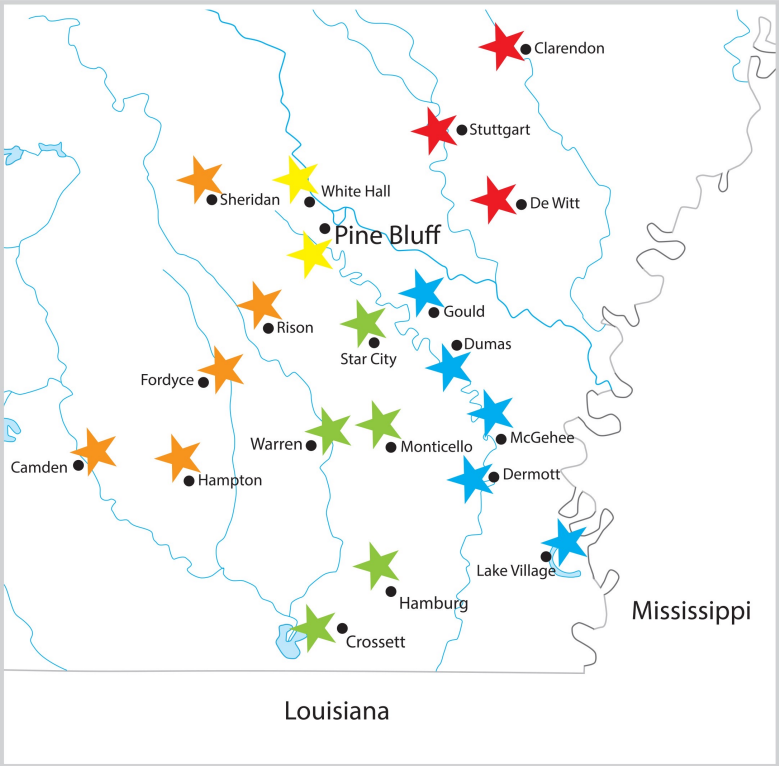


**Mauro Taveras, MD**  
Cardiology

# Regional Outreach Specialist – Carrie Bennett



## Southeast Arkansas



- Route 1
- Route 2
- Route 3
- Route 4
- Route 5



Jordan Hanberry, MD      Nathan Green, MD  
Nick Scherzer, MD

**(870) 541-6060**

Jefferson Professional Center II  
Suite 301C



# Urology Service Line



**BATHROOM** 

**NEVER WORRY**

ABOUT WHERE THE NEAREST BATHROOM IS AGAIN!

**Are you ready for relief? Come learn at lunch  
with Dr. Jordan Hanberry!**

Wednesday, May 8th      Monticello Country Club - 134 Golf Course Drive  
12 noon      Monticello, AR 71655

**RSVP Today! 870-541-7636**

Axonics® Therapy is a long-term treatment known as Sacral Neuromodulation that helps restore communication between the brain, bladder and bowel.





**Nathan Green, MD**  
Jefferson Regional Urology  
Associates

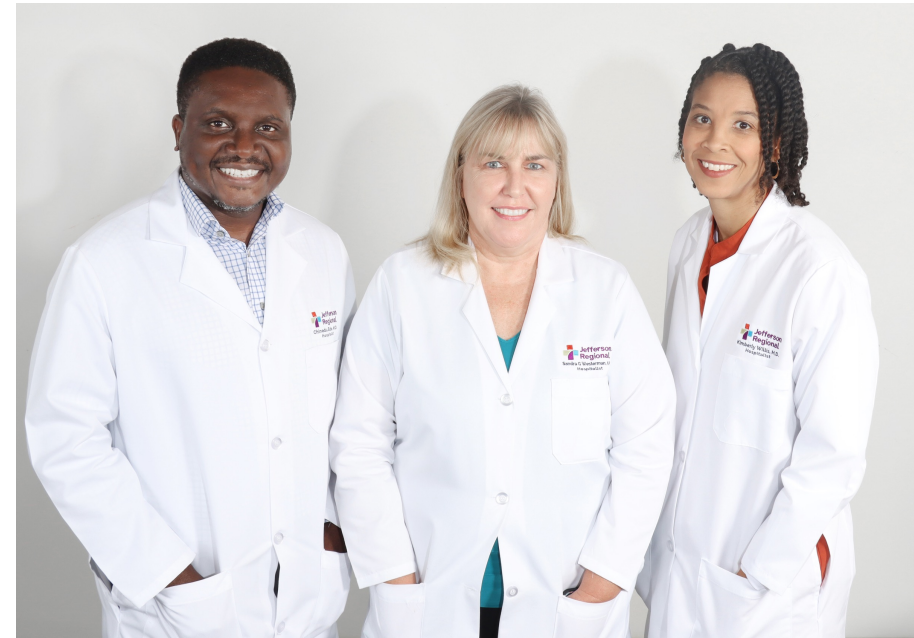
"My wife and I were most impressed by the time Dr. Green spent with us and the discussion of possible treatments to address my problems."

"I have already referred Dr. Green to several friends!"

**- Happy Patients of Dr. Green**



# Hospitalists – Change from Schumacher Clinical Partners



Director of Hospitalist Services – Wayne Harris  
Medical Director of Hospitalist Services – Dr. Naznin Jamal  
Hospitalist Coordinator – Barbara Dickson



# Jefferson Regional Breast Center Walk-Ins Welcome! & Arkansas Cancer Coalition Grant Funding

**Walk-ins Are Welcome!**

1600 W. Holland Ave., White Hall, AR 71602



 Jefferson Regional  
Breast Center



 Jefferson  
Regional

Providing **FREE** breast healthcare services including screening mammograms, diagnostic mammograms and ultrasounds for uninsured and underinsured women in Southeast Arkansas.

Contact the Jefferson Regional Breast Center at (870) 541-7393 for more information

Supported by grant funding  
from the

  
Arkansas Cancer Coalition

 Jefferson  
Regional

# Retail Pharmacy



For patients filling Jefferson Regional prescriptions. **Have questions?** Stop by and visit with our staff!

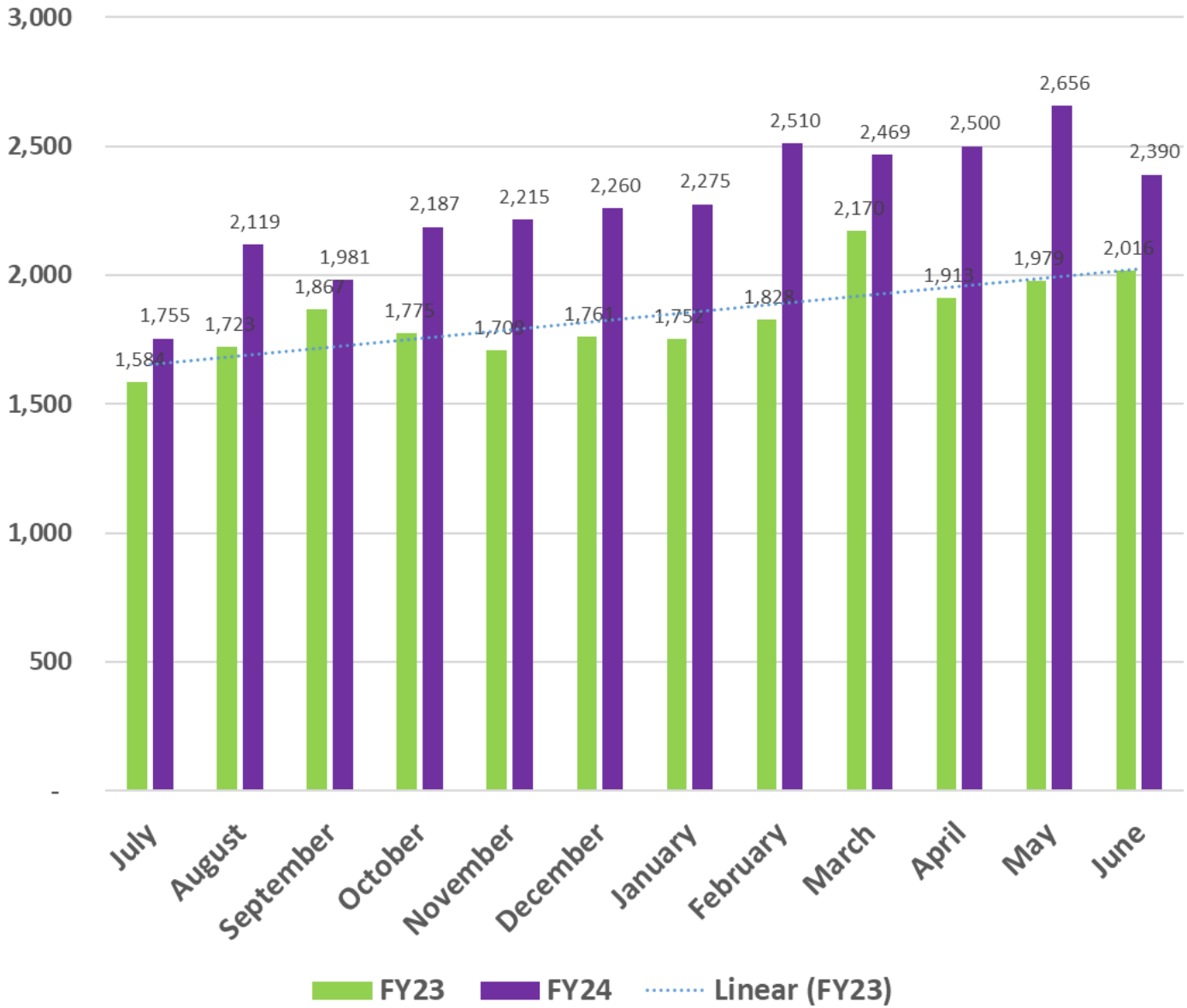
- Convenient Location (first floor of JPC1)
- Drive-Thru
- Over-The-Counter Items
- Friendly Staff
- \$4 and \$10 Generic Plans



1609 W. 40th Avenue, Pine Bluff, AR 71603 | (870) 541-7902



# Non Employee Rx



# Jefferson Regional School of Nursing New Campus

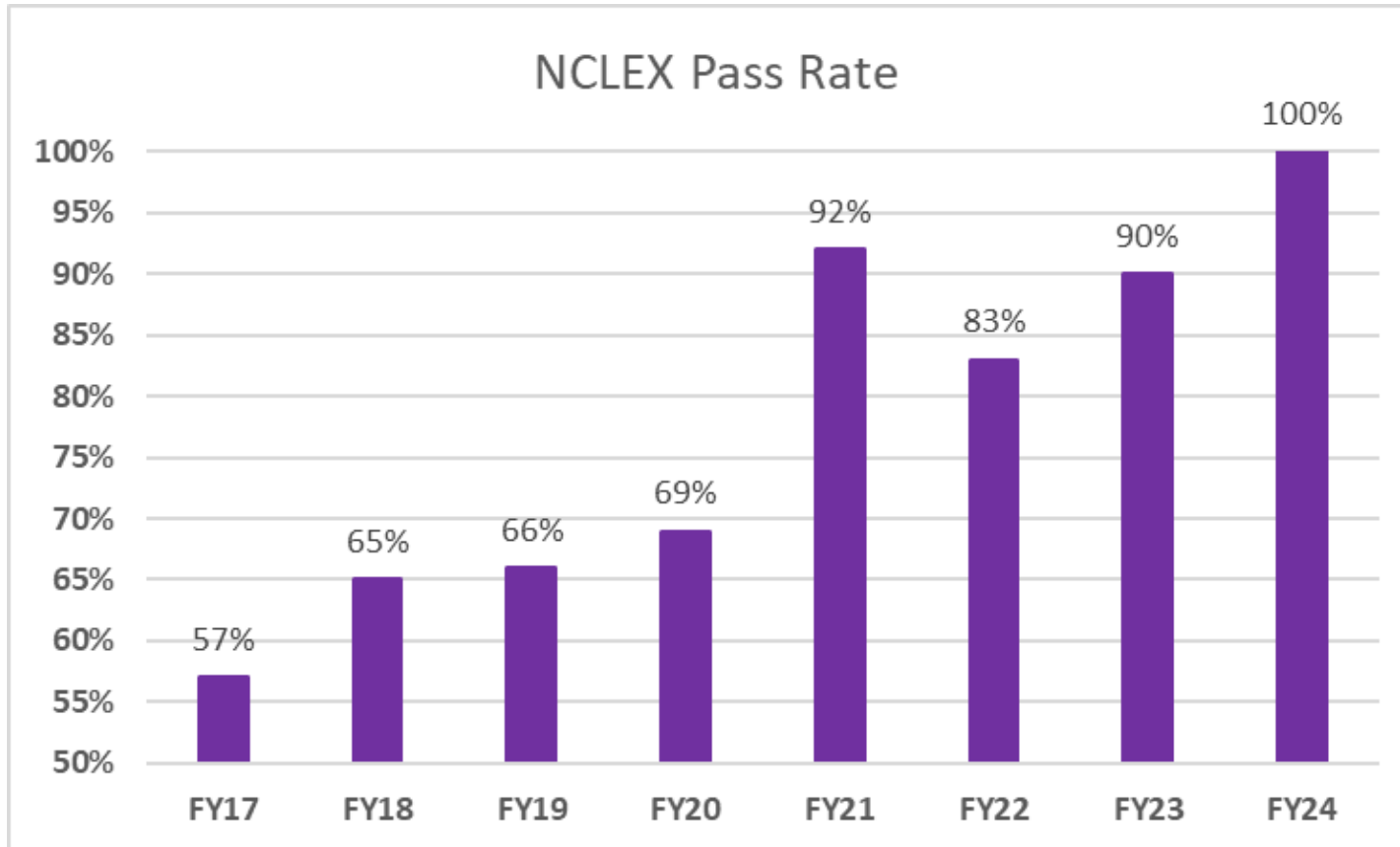


**\$844,812 USDA Grant Funding**

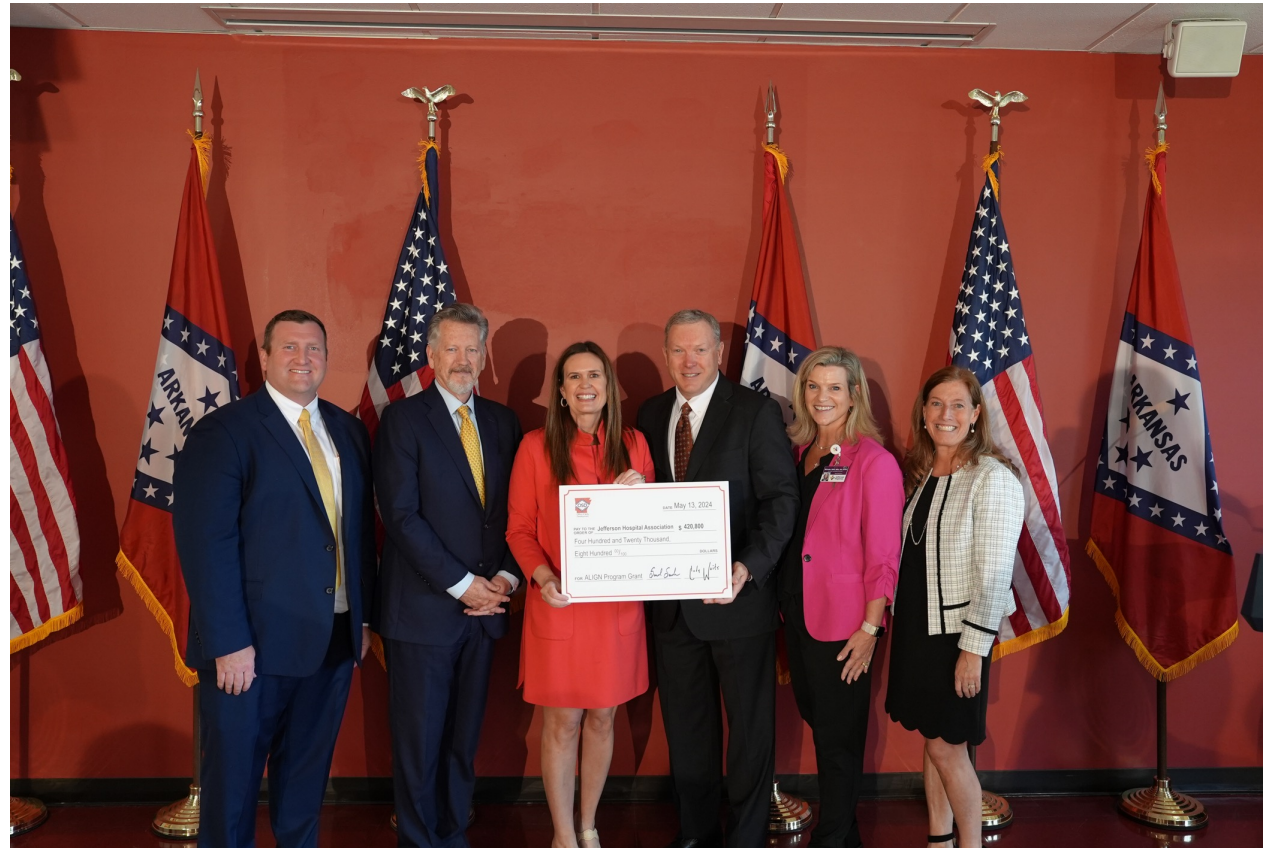
# Jefferson Regional School of Nursing



# School of Nursing 100% Pass Rate



# School of Nursing ALIGN Grant Funding - \$420,800



# COMMUNITY

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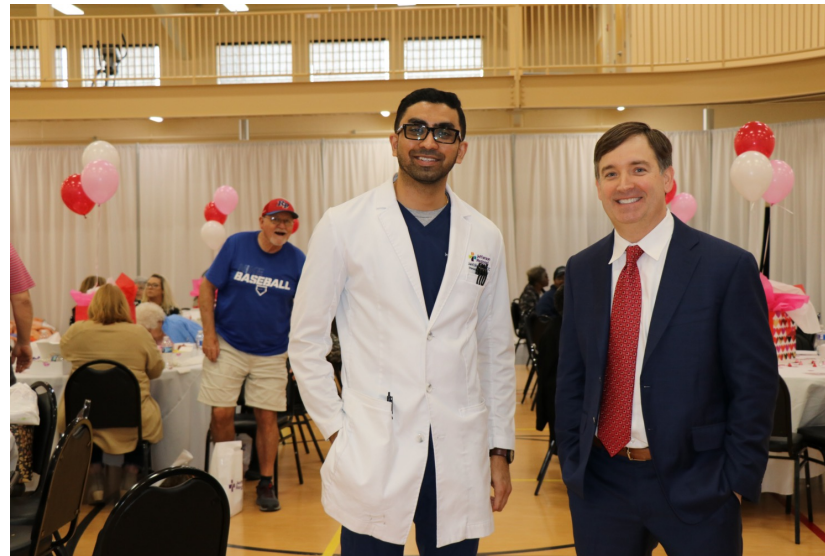
# Arkansas Hospital Association

**Distinguished  
Service Award  
honoring  
*Alice Lawson***



# Community Events

## Love Your Heart



# Community Events

## Men's Health Expo



# Community Events Business Expo



# JEFFERSON REGIONAL FOUNDATION

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*Raised over \$250,000 to support the Jefferson Regional Foundation*



# Pretty in Pink Luncheon



# Golf Tournament



# Coming Soon!



# Foundation

- I Give Employee Campaign
  - 350+ Employees Participate
  - \$80,000 Annually
- Upcoming Events
  - Pretty In Pink Luncheon – Wednesday, October 9
  - Pink Out 5K – Saturday, October 12



# JEFFERSON COUNTY BOARD OF GOVERNORS

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# 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, MD, Chair
  - Eugene Hunt
  - Mayor Shirley Washington
  - David Jacks, MD
  - Harold Pointer
  - Daniel Robinson
  - Archie Sanders

# FUTURE

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# Fiscal Year 2025 Focus

- Operating performance improvement & cash preservation
- Broadening awareness and seeking solutions for financial challenges and the need for stronger reimbursement with state and federal leaders
- Growth & Market Share
- Patient Experience, Quality & Safety
- Recruitment & Retention of Staff