



Heather Schindler

**Memorial Hospital Association
Celebrating 70 Years
1948 - 2018**

**2017-18
Annual Report
to the Community**

December 4, 2018



Beartooth Billings Clinic

Real people. Exceptional Care.

Greetings

This past year has brought about advancement in Beartooth Billings Clinic's service lines and capabilities in addressing our patient's healthcare needs.

One such area of focus centers on transitional care for those patients recovering from hospitalization at a tertiary facility in Billings. Through an affiliated partnership with Billings Clinic and Allevant, we are addressing post-acute care in a new, innovative system based on the patient's needs.

Another area of innovation, made possible through the Leona M. and Harry B. Helmsley Trust, is the Avera eEmergency system implemented this year in order to improve our care of emergency patients. This allows off-site medical specialists and staff to offer our emergency team real time support in high intensity cases in the emergency setting via telecommunications technology. You can learn more about Allevant and Avera eEmergency on the following pages.

While we celebrate these evidence based care improvements for our patients, access to care and sustainability of services remain the primary concern of administration and the Board of Directors. The future of Medicaid Expansion will be determined in the next legislative session. Specifically for Beartooth Billings Clinic, this means compensation of over \$800,000 for 2018 alone. Because Beartooth Billings Clinic is not subsidized by district or county taxes, loss of revenue must be covered by reductions in programs, staff, and equipment leading in turn to reduction or compromise of services we have so diligently established.

Commitment to running a quality, fiscally sound organization for our community will remain our priority now and in the future. We will do everything in our power to work with our legislature, our donors, our board and our team here at Beartooth to deliver on this promise.

George Clow,
Governing Board Chair
Memorial Hospital Association

Kelley Evans,
Chief Executive Officer
Beartooth Billings Clinic

On behalf of the Foundation Board and myself, thank you for your involvement with Beartooth Billings Clinic and its Foundation.

It is intriguing and energizing to get to see firsthand how Beartooth Billings Clinic meets its mission day in and day out. The leadership team, medical staff and all employees work diligently to provide lifesaving care when needed, partner with patients to help them manage--and recover from--chronic disease and to ultimately live a healthy and meaningful life.

We depend on the staff and leadership to guide us in our fundraising efforts to best support their work. We are active in the community and learn from our friends and neighbors about their healthcare wants and needs.

Together, with the help of all our donors and friends, we are supporting local healthcare through Beartooth Billings Clinic. We invite you to join us in our work; please contact myself or a board member to find out how you can join our mission of caring.

Thank you for your continued support,
Sara Urbanik, Executive Director, Beartooth Billings Clinic Foundation.



Community Benefit

Caring for our Community

Many services we provide are offered at minimal or no cost to the patient or community. This type of care is known as “Community Benefit Care”.

Financial Assistance includes free or discounted healthcare services. We care for all who come through our doors, regardless of a patient’s ability to pay.

Community Building Activities protect or improve community health and safety.

Medicare and Medicaid Shortfalls, Bad Debt & Collection Practices encompass shortfalls in Medicare reimbursement, patients who choose not to pay for medical services although they are not medically indigent, and the cost of collecting those debts.

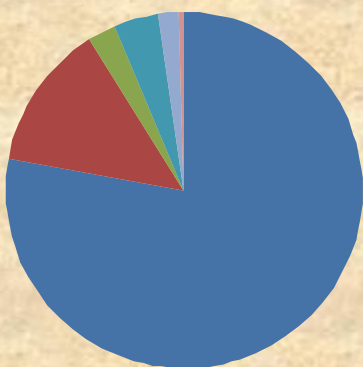
Community Health Improvement activities are subsidized by Beartooth Billings Clinic for the express purpose of improving community health. Programs in this category include the Health Fair, Student Sports Physicals and Childbirth Education Classes. The Federal 340B Discount Prescription Drug program is a recent addition to this category, which actually generates offsetting revenue.

Community Benefit Operations consist of activities associated with our Community Health Needs Assessment as well as fundraising and grant writing.

Health Professions Education involves on-site education for medical, nursing and therapy students.

Subsidized Health Services entail services which fulfill an identified community need, but are provided at a financial loss .

Community Benefit Operations Total \$4,820,834



■ Medicare and Medicaid Shortfalls	\$ 4,069,136
■ Bad Debt	687,665
■ Financial Assistance	138,591
■ Community Building Activities	1,612
■ Community Health Improvement	(202,829)
■ Community Benefit Operations	4,531
■ Health Professions Education	93,187
■ Subsidized Health Services	28,941

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Our Family - Back Cover

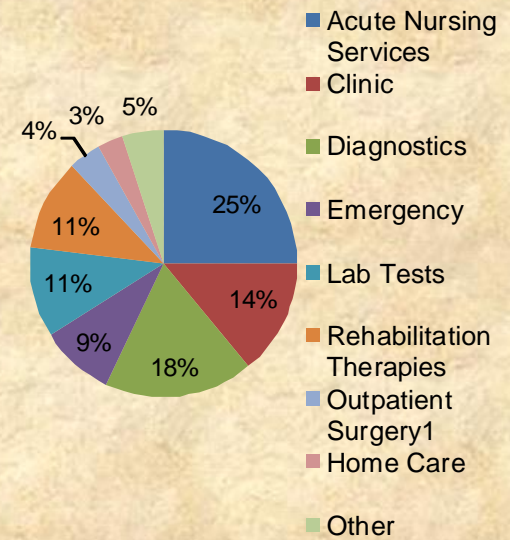
“I thought I’d send a note to tell you that our experience at your clinic was wonderful. I was seen immediately and everyone was very kind. The care provider even kept in mind that the pharmacy was closing soon and got us out the door quickly. Thank you for your care and kindness.” -- SS

“...deep down your thoughtfulness & understanding is ... a reason to give thanks to the Lord above. We just want to say Thank You so very, very much for the financial assistance and reduction (on our bill). All involved will never fully understand the deep impact this has had on our lives as we struggle through one situation to the other.” --T

Consolidated Statement of Operations

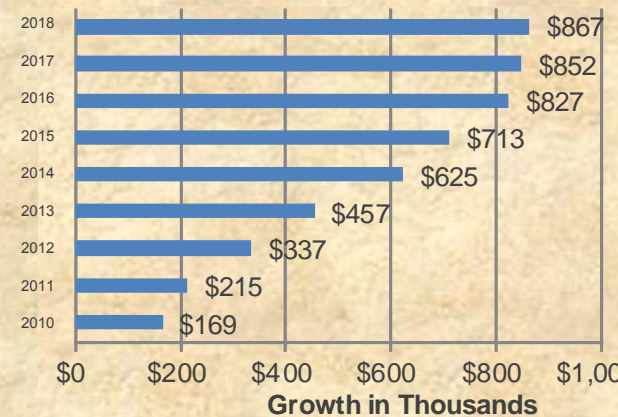
	2018	2017
Unrestricted Revenues, Gains & Other Support		
Gross patient service revenue	\$21,578,879	\$ 19,921,599
Contractual discounts and allowances	6,070,482	5,619,268
Provision for uncollectible accounts	752,596	941,169
Net patient service revenue less provision for uncollectible accounts	14,755,801	13,361,162
Other	770,101	764,514
Net assets released from restriction used for operations	118,167	45,455
Total unrestricted revenues, gains & other support	15,644,069	14,171,131
Expenses		
Salaries and wages	5,416,234	5,031,466
Professional fees and purchased services	3,288,300	3,290,962
Employee benefits	1,638,371	1,569,145
Supplies and other	2,254,716	2,099,869
Repairs and maintenance	240,504	161,552
Depreciation and amortization	1,128,436	1,124,620
Interest	844,943	862,130
Total expenses	14,811,504	14,139,744
Operating Income	832,565	31,387
Other Income		
Contributions received	251,795	229,036
Investment return	210,886	332,270
Net other income	462,681	561,306
Excess of Revenues Over Expenses	1,295,246	592,693
Contributions released from restriction used for property acquisitions and improvements	157,757	--
Increase in Unrestricted Net Assets	\$ 1,453,003	\$ 592,693

Patient Services Revenue



¹ Includes Outpatient Surgery and Endoscopy

Foundation Endowment Fund



To learn more about our Foundation endeavors, visit BeartoothBillingsClinic.org/Foundation



Rehabilitation Services

- Speech Therapy
- Physical Therapy – Red Lodge & Joliet
- Occupational Therapy
- Pulmonary Function Testing
- Cardiac Rehab – Phase II-IV
- Cardiac Stress Testing
- Nutrition Services
- Sports Medicine

Key Services

Clinic Services

SameDay Care
 Women's Care
 Skin Conditions
 General Health Exams
 School/Sports Physicals
 Risk Evaluation
 Hypertension
 Pediatrics
 Diabetes
 Geriatrics
 Minor Surgery
 Sports Related Injuries
 Injury Care
 Pulmonary Function Testing
 Reproductive Health,
 Implants
 Chronic Care Management
 Incontinence Assessment
 DOT Physicals
 Cardiac Health
 Prenatal Care
 Wellness

Inpatient Services

Pediatrics
 Telemetry
 Primary Care
 Respite Care
 Medical Surgical
 Hospice Care
 Transitional Care

Outpatient Services

Emergency Care
 24-hour Provider, Lab &
 Radiology Access
 Gastroenterology
 General Surgery
 Telemedicine
 Dermatology
 Orthopedics
 Observation
 Endoscopy
 IV Therapy
 Cardiology
 Urology

Public Health Services

Public Health Nursing
 Maternal Child Health
 County School Nurse
 Emergency Preparedness
 Communicable Disease
 Immunizations

Volume Statistics

<u>Service Line</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Total Clinic Visits	10,521	10,555	9,909
Radiology Procedures *	4,920	3,324	4,378
Lab Tests *	69,930	73,574	78,616
Visiting Physician Visits	1,295	1,236	1,226
Children's Center Hours	34,367	29,282	37,131
Hospital Admissions ¹	361	411	434
Rehab Visits * **	11,312	12,327	12,869
Endoscopy Procedures	313	296	309
HomeCare/Hospice Visits	6,356	5,786	5,429
ED Visits	2,091	2,089	2,175
Surgical Procedures ²	7	8	12

* Includes Inpatient and Outpatient Services

** Home Health & Hospice Rehab Therapy visits not included

¹ Includes Inpatient, Swing Bed and Observation

² Outpatient Surgery Services began in early 2016

Grant Funding Received by Foundation

Pacific Source: Community Health Excellence	\$50,000
Governor's STARS Preschool	\$115,919
OP and WE Edwards Foundation Childcare Scholarship	\$20,000
Total	\$185,919

Diagnostic Imaging

CT Scan / Ultrasound
 Digital Radiology
 Echocardiograms
 Digital Mammography
 Stress Echocardiograms

Laboratory

Reference Lab Testing
 Direct Access Testing
 On-site Testing & Pathology

Other Services

Child Care - Learning Center
 Private Duty Nursing
 Tobacco Prevention
 Home Health
 Foot Clinics
 Hospice

Accomplishments & Highlights

Carbon County Ranked 4th Healthiest in State Outcomes

According to Robert Wood Johnson Foundation's *2018 County Health Rankings and Roadmaps* report, Carbon County is ranked fourth in Montana's Overall Rankings in Health Outcomes, out of 47 reporting counties.

The Health Rankings measure social, economic, physical, clinical and other factors that affect a population's health and influence both length and quality of life outcomes. Carbon County has been ranked in the report's top 5 for six of the last eight years of the study, which is completed annually in collaboration with the University of Wisconsin-Madison School of Medicine and Public Health. Visit <http://www.countyhealthrankings.org/> to view the full report.



Avera Enhances Local Emergency Care

Rural community hospitals typically have less access to medical resources and specialty expertise found at major trauma centers. Many, such as Beartooth, do not have dedicated on-site emergency physicians or access to specialists. Local practitioners can quickly burn out from the responsibility of being the solo emergency room provider, without a colleague to collaborate with on the toughest cases. Avera's eEmergency supports our providers and nursing staff with around-the-clock, immediate access to eEmergency's board-certified emergency medicine physicians. They serve as a second set of eyes and ears and collaborate with our facility's team in the wide variety of emergency situations we encounter. At the push of a button, local physicians and emergency room staff have immediate, virtual access to a team of physicians and nurses who specialize in emergency medicine thanks to this new technology. Avera gives us access to the same type of specialists available in Billings, enabling us to deliver better care right here in our community and keep patients here whenever possible.

Allevant Allows Patients to Recover Closer to Home

In partnership with Allevant Solutions and Billings Clinic, we have championed a new, smarter approach for Beartooth. By developing new pathways such as high-quality transitional care and respiratory care, we not only keep more patients local, but we become a new kind of discharge destination. Developed by Mayo Clinic, Allevant's programs integrate innovative clinical services, quality improvement efforts and business expertise. Transitional Care is for patients who are well enough to leave a traditional hospital setting but still have nursing, therapy, or respiratory needs that may not be optimally met in their homes or non-hospital facilities. Some examples of these needs would include frequent intravenous medications, wound care, breathing treatments, or intensive physical, occupational, or speech therapy.



Public Health Highlights

Maternal Child Health - Free Child Birth Education classes for mothers and coaches; includes free infant car seat to those who complete the class. A partnership with Red Lodge EMS for Belt Up for Life.

Belt Up for Life Campaign - Automobile air fresheners and trash bags for new drivers, offered in partnership with the county DUI task force, in addition to other promotional materials.

Influenza Vaccinations - 500 flu shots administered during the 2017-2018 influenza season via the office and 25 outreach influenza clinics at area senior centers, schools, businesses and group homes. A partnership with Red Lodge Drug Company.

Play Safe Campaign - The Department of Health and Human Services Communicable Disease Division provides condoms to Public Health to distribute to residents and visitors in order to prevent STD's. Public Health distributed 1000 free condoms in the county throughout the year.



Karas Service Award



This award is given in honor of the late Benjamin Karas, MD, long time area physician who exemplified dedication and service. The late Nicholas Wolter, MD, former CEO of Billings Clinic, is honored with this award for his vision, leadership and guidance that brought Beartooth to where it is today - a leader in rural healthcare. Nick will long be remembered for his passion for patient quality, safety and service.

Performance Improvement

Beartooth received a Montana Rural Healthcare Performance Improvement Network Quality Improvement Award for work on increasing influenza immunization of healthcare workers.



Employee Longevity Awards

5 YEARS

Tony Christensen
CJ Coffman
Mandy Davis
Jackie Gerds-Njos
Greg Maddox
Tanya Norberg

10 YEARS

Joni Giovetti
Bob Miner

15 YEARS

Rose Filkin
William Oley, MD
Jenny Spencer
Dulcie Trager
Doug Whitehead

20 YEARS

Linda "Sippy" Burlison
Brad Freeman
Trish Hilderman
Sharon Norby

30 YEARS

Jan Hildebrand

40 YEARS

Gerianne Zagoric

Dr. James and Juanita Kane Scholarship

Cooper Mann, Red Lodge
Tayler Wright, Joliet
Cara White, Bridger
McKendra O'Dore, Joliet
Shannon Crable, Clinic



Experience It! 23rd Annual Beartooth Ball

The 23rd Annual Beartooth Ball, supporting Outpatient Surgical Services and the Foundation Endowment, was a lovely event. Donors, friends, volunteers and staff all came together to make the evening magical. Over 200 guests joined forces to raise more than \$130,000 to support our cause.

Our Family

Medical Staff

Beartooth Billings Clinic:

William George, MD, Chief of Staff,
William Oley III, MD, Medical Director
Greg Burfeind, MD
Erin Oley, DNP
Hailey Baldwin, PA
Douglas Whitehead, PA

Mountain View Clinic:

T. Bradley Fouts, MD
Deirdre McNamer, MD

Senior Leadership Team

Chief Executive Officer,
Kelley Evans
Chief Quality Officer,
Sharon Norby
Director of Nursing,
Bridgett Chartier
Director of Home Care/Hospice,
Brandi Mains
Director of Support Services,
Trish Hilderman
Director of Information Services,
Beth Nordstrom
Foundation Executive Director,
Sara Urbanik
Director of Human Resources,
Stephanie Baldwin
Director of Rehabilitation Services,
Derek Stiegemeier
Director of Finance,
Linda Harris

Governing Board

George Clow, President
Mitzi Vorachek, Vice President
Dick Fellows, Secretary / Treasurer
Steve Muth, Past President
Randy Dragon
Jim Duncan
Sarah Ewald
William George, MD
Kelly Heaton
Guy Schmidt, MD
Mike Shuck
Steve Smith

Ad Hoc:

Sara Urbanik, Foundation
Executive Director
Clay Cummins, Interim Foundation
Board President

Staff:

Kelley Evans, CEO

Foundation Board

Clay Cummins, Interim President
Don Hamilton, Vice President
Ken Awes, Secretary - Treasurer
Kelly Miner, Past President
Deb Agnew, MD
Rhonda Baker
Dick Fellows
Cheryl Fowell
Joel Hunt
Anita O'Neil
Mel Reinhardt
Jim Richards
Rob Ringer
Lyle Zimmerman
Kelley Evans, CEO

"I am so grateful for the care I received today, as well as my earlier visits, for my colonoscopy procedure. My anxiety leading up to it was so "all for not" as I had no idea how "easy" and "routine" it would be. I just had to tell you what a wonderful and professional staff you have. This surrounding community is so fortunate to have you all as our caretakers!

--P.M.

