



2016 - 2017

**ANNUAL REPORT
TO THE COMMUNITY**

CORRECTED JANUARY 15, 2018



Beartooth Billings Clinic

Real people. Exceptional Care.

Greetings from the Governing Board Chair & CEO

It is easy to look back on the previous operational period and see the successes Beartooth has achieved through the awards and accolades contained in these pages. One can get a sense of our ability to strategically manage our fiscal performance in the fragile environment of healthcare by reviewing the financial figures herein. What isn't as obvious, but is an equally important measure of our organization's success, is the number of satisfied patients we've treated who are able to enjoy a fuller, healthier life thanks to the exceptional care they have received from our staff.

We thrive daily on our patient's success stories and knowing their lives have been touched by our compassionate care, our state of the art diagnostics, and the level of professionalism found in this rural facility. But the caring and professionalism goes beyond the attention our patient's receive while in a Clinic or Hospital room seeking medical treatment. Our Registration staff, Rehabilitation Therapy team and Housekeepers all strive to enhance the patient experience. From Foundation to Finance, regardless what department a staff member represents, each and every one of us does everything in our power to ensure our patient – our guest, really – is treated with respect and kindness.

This past year has seen myriad challenges brought about by the current course in Washington. Regulations regarding healthcare delivery, reimbursement and accessibility are anything but stable and predictable. We keep a close eye on the national and local impacts new legislation will have on our organization's ability to sustain and to provide quality care to the members of our communities.

Looking to the future, we will continue to grow our existing service lines and offer new services as technology opens more doors to rural medicine.

We are honored by your continued trust in Beartooth. As we strive to provide the very best in care, we look forward to what the future may hold for rural health.

George Clow, Memorial Hospital Association Governing Board Chair
Kelley Evans, Beartooth Billings Clinic Chief Executive Officer

Community Benefit

Caring for our Community

Many services we provide occur outside the walls of the traditional clinic or hospital setting, and are offered at minimal or no cost to the patient. 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 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, including the Annual 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.

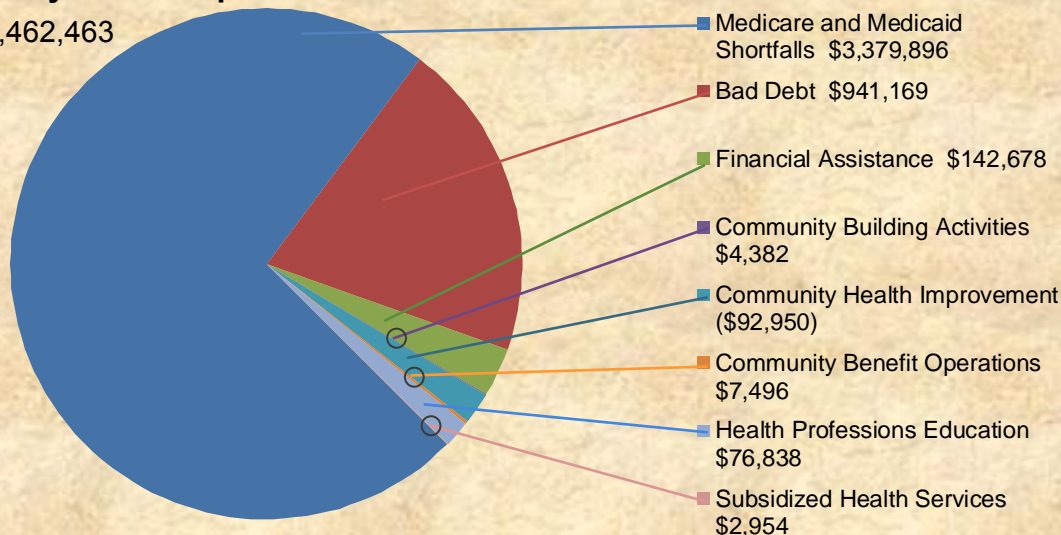
Community Benefit Operations consist of activities associated with our Community Health Needs Assessment, as well as fundraising and grant writing.

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

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

Community Benefit Operations

Total \$4,462,463



"I want to thank all of you great people that helped me when I was a patient there. I have never been treated as good as I was there. Would like to name all of you, but do not want to leave anyone out. Will never forget my therapist Jode, he helped me beyond great. I will miss seeing all of you and you have my heartfelt thanks."

J.P.

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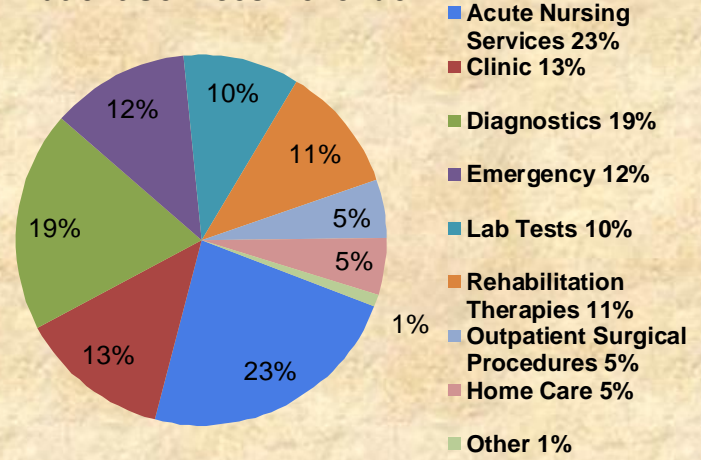
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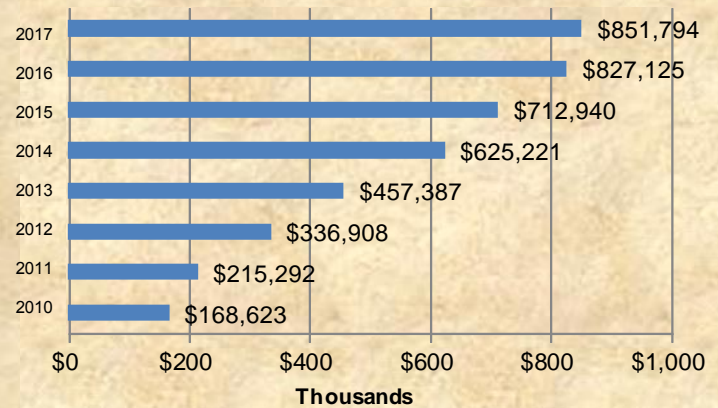
Financial Performance & Statistics

Statement of Operations	2016-17	2015-16
Revenue		
Patient Services Rev	\$19,771,760	\$18,619,233
Other Revenue:		
Contributions / Grants	\$252,178	\$516,258
Investments Income	\$246,808	\$4,282
Other Revenue	\$764,399	\$485,676
Children's Center	\$149,835	\$209,427
Gross Revenue	\$21,184,980	\$19,834,876
Deductions from Revenue		
Uninsured or Underinsured Financial Assistance	\$142,678	\$266,287
Bad Debt	\$959,176	\$1,944,616
Medicare, Medicaid, Insurance & preferred Provider Shortfalls	\$5,511,251	\$4,487,656
Total Deductions from Revenue	\$6,613,105	\$6,698,559
Expenses		
Total Salaries	\$5,031,466	\$4,683,277
Total Benefits	\$1,257,074	\$1,156,481
Other Operating Expenses	\$5,773,672	\$5,753,883
Depreciation & Amortization	\$1,124,617	\$1,146,081
Interest	\$862,130	\$847,730
Total Expenses	\$14,048,959	\$13,587,452
Net Income / (Loss)	\$522,916	(\$451,135)

Patient Services Revenue



Foundation Endowment Fund



Full Audited Financial Report is available upon request.

Note: Figures reported on pages 2 - 3 for previous year may differ slightly from original figures due to final reconciliation following Annual Report publication.



Volume Statistics—Revised

Service Line	FY 2014	FY 2016 ³	FY 2017
Clinic Visits ⁽⁴⁾	11,429	10,521	<u>10,555</u>
Radiology Procedures *	4,429	4,920	3,324
Lab Tests *	66,473	69,930	73,574
Visiting Physicians	1,151	1,295	1,236
Children's Center Hours	28,200	34,367	29,282
Hospital Admissions ⁽¹⁾	395	361	411
Rehab Visits * **	9,942	11,312	<u>12,327</u>
Endoscopy Procedures	177	313	296
Home Care / Hospice Visits	4,367	6,356	5,786
ED Visits	2,071	2,091	2,089
Surgical Procedures ⁽²⁾	0	7	8

* Includes Inpatient and Outpatient Services

** Includes Cardiac Rehab and Medical Nutrition: Home Health & Hospice Rehab Therapy visits not included

¹ Includes Inpatient, Swing Bed and Observation

² Outpatient Surgery Services began in early 2016

³ The six month transitional period 2015 not reported here

⁴ Includes Provider and Nurse visits

Grant Funding Received by Foundation

Pacific Source: Community Health Excellence \$50,000

Leona M. and Harry B. Helmsley Charitable Trust: Avera eEmergency \$249,180

OP and WE Edwards Foundation: Childcare Scholarship \$20,000

Expectant Mothers Car Seat Program: Rotary, RLACF, Kids Corner \$1,300

Total \$320,480

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 Evaluation & Treatment
 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-Inpatient & Respite
 Transitional Care/Skilled Swing Bed

Outpatient Services

Emergency Care
 Outpatient Surgical Services
 24-hour Provider, Lab & Radiology Access
 Gastroenterology
 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
 Tobacco Prevention
 Immunizations

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
 Wellness

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 – Pre- and Playschool
 Private Duty Nursing
 Home Health
 Foot Clinics
 Hospice

Accomplishments & Highlights

AFIX Awards

Clinic and Public Health Staff were recognized by the Montana Department of Health and Human Services with an AFIX Improvement Award for increasing childhood immunizations in Carbon County. Each department also received a “Kudos” award for follow up work with pediatric patients relative to immunizations. In addition, Public Health received the *AFIX Certificate of Achievement – Healthy People 2020*, for reaching a childhood immunization rate of 80%.



iVantage 2017 Top 100 Critical Access Hospital

For the second year in a row, Beartooth achieved this top performance level among our peers as measured through iVantage Hospital Strength INDEX[®] indicators. The national ranking is based on performance in three general categories of market, value and finance, with eight specific pillars of measurement including quality, outcomes and patient perspectives. This recognition is a tribute to our hard-working and dedicated staff who strives every day to ensure our community receives the highest quality medical care possible.



Early Childhood Education Boost

Red Lodge area families will now have greater access to quality early childhood education thanks to Governor Steve Bullock and the Montana STARS Preschool pilot funding program. Beartooth Children’s Center was awarded a STARS Preschool grant based on their quality and readiness in educating 4 to 5 year olds. Funding provided through this grant pays for staff salaries, benefits, curriculum, materials and supplies —at no charge to the families.



Performance Improvements

Beartooth received two Montana Rural Healthcare Performance Improvement Network Quality Improvement Awards for its work on Increasing Influenza Immunization of Healthcare Workers and work on improving Hospital Communication for ED Transfers. PIN quality of care measures are based on national benchmarks, but are tailored to reflect the realities of the state's rural population.



Best Beginnings “STARS to Quality” Program

Beartooth Children's Center, the licensed Red Lodge Child Care Center operated by Beartooth since 1996, has achieved **STAR 2** level in the Best Beginnings STARS to Quality Program. The program, developed by the Montana Department of Public Health and Human Services, is a voluntary quality rating improvement system designed to provide high quality early childhood experiences for young children participating in out-of-home care.



Karas Service Award

This award is given in honor of the late Dr. Benjamin Karas, long time area physician who exemplified dedication and service. The 2017 Red Lodge High School Rams Volleyball team, along with Coaches Darcy Stracke and Sarah Ewald, received the award in recognition of their successful national “BuckleUpBlue4Lauryn” seatbelt safety campaign.



Employee Longevity Awards

5 YEARS

Lindsey Larson
Jessica Fink
Cynthia Roberts, RN
Melissa McJunkin, RN
Stephanie Anderson, RN
Carly Carrington, RN
Sheila Boggio, RN
Barb Hebert
Pamela Tuscher
Therese Picasso-Edwards, RDN

10 YEARS

Terrie Hoyt, LPN
Erin Oley, DNP
Sherry Knowlton, RN
Dianne Milleson
Cynammon Mitzel
Kendra Sheldon
Kate Wyman

15 YEARS

Gerald Koch

20 YEARS

Beth Nordstrom
Brandi Mains

Dr. James and Juanita Kane Scholarship

Melissa Daly, Joliet
Dani Nardinger, Joliet
Mykayla Blanton, Bridger
Grace Karas, Red Lodge
Korbin Johnson, Red Lodge
Laura Way, Health Information Management

Experience It! 22nd Annual Beartooth Ball

This year's event was an “Experience” to remember with funds and awareness raised in support of Cardiac Care. Thanks to all who supported our annual fundraiser. We raised over \$180,000 which allowed us to purchase a new cardiac stress test treadmill as well as new cardiac monitors for our Emergency Department and hospital inpatient rooms.



Our Family

Medical Staff

Active Medical Staff – Family Practice Physicians

Beartooth Billings Clinic:

William George, MD, Chief of Staff,

William Oley III, MD, Medical

Director

Greg Burfeind, MD

Mountain View Clinic:

T. Bradley Fouts, MD

Deirdre McNamer, MD

Active Allied Mid-Level Providers

Beartooth Billings Clinic

Erin Oley, DNP

Hailey Baldwin, PA

Patrick Erley, PA

Douglas Whitehead, PA

Senior Leadership Team

Chief Executive Officer,

Kelley Evans

Chief Quality Officer,

Sharon Norby

Director of Nursing,

Bridgett Charter

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,

Katie Nordstrom

Director of Rehabilitation Services,

Derek Stiegemeier

Governing Board

George Clow, President

Mitzi Vorachek, Vice President

Sarah Ewald, Secretary / Treasurer

Steve Muth, Past President

Jim Duncan

Dick Fellows

William George, MD

Mike Shuck

Ad Hoc:

Sara Urbanik, Foundation

Executive Director

Kelly Miner, Foundation

Board President

Staff:

Kelley Evans, CEO

Foundation Board

Kelly Miner, President

Anita O'Neil, Vice President

Clay Cummins, Secretary

Ken Awes

Rhonda Baker

Pat Bomar

Dick Fellows

Cheryl Fowell

Don Hamilton

Joel Hunt

Jim Richards

Rob Ringer

Lyle Zimmerman

Kelley Evans, CEO

“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.”

S.S.

