



Beartooth Billings Clinic

Annual Impact Report

Fiscal Years 2024 & 2025

We save lives and promote healthy living.



Message from our CEO

Dear Community,

As we reach the midpoint of 2025, it is a meaningful time to reflect on the progress made at Beartooth Billings Clinic over the last two years. Our mission - "saving lives and promoting healthy living" - guides everything we do, and our story is best told through the measurable outcomes we achieve. It is my goal that each year we will produce an Annual Impact Report for our community with hopes of better communicating the imprint we make for the residents of Carbon County.

Beartooth Billings Clinic proudly serves as one of the largest employers of full-time, year-round employment in Carbon County. With nearly 150 team members, we work hard to provide a great culture with competitive pay and benefits to retain top talent in order to delivery high quality care to those we serve. Each employee not only represents an amazing team member at Beartooth, but also a trusting member who chooses to live and work in our community and care for others.

Beartooth is currently in year three of our strategic plan, and we have so much to be proud of as we look at the milestones we have accomplished. We aim to be accountable for our role in being a trusted healthcare partner for Carbon County, whose support of our organization continues to drive healthcare forward. We do not take our responsibility lightly and always strive to improve our services and expand our partnerships. Please know I am always available to listen to feedback or take suggestions for improvement. Do not ever hesitate to reach out.



Abby Lotz

MBA, MSN, RN,
Chief Executive Officer

Senior Leadership



Bridgett Chartier
RN, MSN, NEA-BC
CEN
Chief Nursing Officer



William B. Oley
MD, FAAFP, FAWM
Chief Medical Officer



Stephanie Baldwin
PHR
Chief Compliance Officer



Linda Harris CPA
Chief Financial
Officer



Derek Stiegemeier
DPT, OCS, COMT
Chief Operations Officer

PRIORITY: INVEST IN OUR COMMUNITY COMMUNITY

COMMUNITY HEALTH OUTREACH: Beartooth Billings Clinic is dedicated to year-round outreach and education across multiple levels. We collaborate with local nonprofits and businesses to expand our reach and deepen our impact. Our efforts include:

- **AHEC Rural Health Day** – Promoting rural health awareness and education.
- **Digital & Traditional Marketing** – Engaging the public through social media, print, live radio, and digital ads.
- **School Sports Physicals** – Supporting middle and high school athletes with accessible exams.
- **Pediatric Readiness Drill** – Ensuring preparedness for pediatric emergencies
- **Radiology Demonstration** – Educating youth at the Boys & Girls Club of Carbon County.
- **Stroke Education** – Providing life-saving information at the Red Lodge Senior Center.

COMMUNITY ORGANIZATION ENGAGEMENT
Our leadership and staff are actively involved in local organizations, strengthening community ties and supporting shared goals

- Baretooth Cupboards
- Beartooth Trails
- Boys & Girls Club of Carbon County
- Red Lodge Area Chamber of Commerce
- Red Lodge Area Community Foundation
- RLACF Transportation Advisory Committee
- Silver Run Ski Education Foundation
- Red Lodge Tennis Board

COMMUNITY PARTNERSHIPS: We proudly support initiatives that expand healthcare access and career opportunities in our region:

- **AHEC REACH Career Camp** – Inspiring future healthcare professionals.
- **CART (Carbon County Area Ride & Transit)** – Improving access to healthcare, food, and supplies for nondriving residents.
- **Red Lodge Public Schools** – Sports Medicine & Functional Movement programs - Certified Nursing Assistant (CNA) curriculum, School to Work program
- **Red Lodge Fire Rescue**
- **Home of Champions Rodeo** – Supporting community health at local events.
- **Kids Corner** – Promoting early childhood wellness.
- **Red Lodge & Bridger Foot Clinics** – Providing accessible podiatric care.
- **Stop the Bleed Courses** – Training Carbon County students in emergency response.



Community Health Needs Assessment (CHNA):

Beartooth performs a community health needs assessment every three years as a requirement of being a non-profit healthcare entity. Our current health needs assessment was performed in 2022 and can be found online at our website: [Community Health Needs Assessments - Beartooth Billings Clinic](#)



PRIORITY: INVEST IN OUR COMMUNITY COMMUNITY

Beartooth Children's Center

In January 2024, Beartooth Children's Center expanded its services to include care for one-year-olds (12 months), lowering the previous starting age of 24 months. This expansion was made possible through collaboration with local community partners in response to assessments identifying a critical shortage of childcare in Carbon County.

A new classroom was added thanks to our partnership with Kids Corner, which generously donated **> \$12,000 over the past 24 months**. This funding has supported program expansion, subsidized operations, and enabled essential facility improvements. In addition, OPWE Edwards Foundation grant funds were awarded to help close the gap in tuition fees for families.



Days of Childcare provided
for Beartooth Employees:

6,757 1,935

Days of Childcare provided
at the Children's Center

FOUNDATION SUPPORT

The Beartooth Billings Clinic Foundation serves as a separate non-profit entity for the purpose of supporting and facilitating funding to align with the strategic plan for the organization. The Foundation's Board of Directors approved an Employee Emergency Fund in February 2023 and seeded the fund with \$10,000 to start. Since its inception, the program has assisted employees with a total distribution of over \$9500. The program is completely anonymous and can support team members for emergencies large or small.

The Foundation raised a total of \$284,979 between the 2023 and 2024 Ball. In addition, during that same time we also raised \$967,230.23 for the infusion suite in a mini capital campaign. We continue to provide support for equipment and for staff continuing education as well as offering scholarships for staff members seeking a high education degree. Most recently we have agreed to provide new ultrasound software that will allow a telehealth connection so that they will be able to have live communication with the Breast Radiologist. This will allow our patients to stay closer to home and have the procedure in a timely manner.

\$1,252,209 Raised in Infusion Suite
mini capital campaign

Employees Assisted by Employee
Emergency Fund: 12

"At Beartooth Billings Clinic Foundation, we are incredibly proud to support Beartooth Billings Clinic throughout the year. Our dedicated efforts to grow the endowment are not only about sustaining the Clinic's future—we are about ensuring that, today and tomorrow, the clinic has the resources to invest in new programs, upgraded equipment, and quality care in rural communities. By expanding our endowment, we can fuel growth, foster innovation, and stand ready to meet the evolving needs of the region we serve."

• Linda Harris, CFO, Executive Director of
Foundation

Board Members Fiscal Year 2024 & 2025

Governing Board

Steve Muth	Jack Crocker	Dr. William Oley
Steve Smith	Troy Kane	Dr. Guy Schmidt
George Clow	Tara Mastel	Kelly Heaton
Sarah Ewald	Dick Fellows	Jim Duncan

Foundation Board

Rhonda Baker	Walter Clapp	Andy Hart
Michele Lentz	JoAnne Coolidge	Dallas Clark
Joe Griffin	Clay Cummins	Myrna Rue
Sharon Norby	Dick Fellows	Linda Harris
		Cherly Fowell

Todd Buchanan, Kate Croft, Kirt Nell

PRIORITY: INVEST IN OUR PEOPLE CULTURE

At Beartooth Billings Clinic, maintaining a competitive and supportive work environment is a top priority. We understand the unique challenges of living and working in a rural community—including limited housing, higher cost of living, and wage disparities common in small towns. In response, we are committed to offering a competitive salary and benefits package that reflects the value of our team members.

Competitive Benefits Overview

At Beartooth, we understand that competitive pay and comprehensive benefits are key to attracting and retaining top talent. We are committed to continuously evaluating and enhancing our benefits offerings to better support our team members.

What Sets Us Apart:

- **Affordable Health Coverage:**
 - Three plan options, including a high-deductible plan with HSA. We offer no-cost single coverage and higher employer contributions for dependents.
- **401(k) Retirement Plan:**
 - Employer match up to 5% of your salary.
- **Employee Discounts:**
 - Reduced rates on healthcare services and childcare at Beartooth Children's Center.
- **Wellness Support:**
 - Free annual health risk assessments through Employee Health and the Wellness Committee.

5
years

Alyssa Griffith
Ana Massey
Carrie Okken
Cynthia Doe
Darla Morgan
Dr. Jose Ortiz
Ericka Cox
Sheri Leslein
Tammy Barnhart
Aubrey Kraemar
Tia McJunkin
Jon Nesovic
Dallas Clark
Meg Fox
Michelle Swansborough

10
years

Anthony Christensen
Bridgett Chartier
Derek Stiegemeier
Gregory Maddox
Jackie Gerds-Njos
Kellie Hoskin
James Johnson
Daisy Mitchell
Davida Smith
Stephanie Baldwin

15
years

Rick Torbert

20
years

Dr. Billy Oley
Dulcie Trager
Kate Wymann
Dr. Erin Oley

25
years

Sharon Norby
Bradley Freeman

30
years

Susan Scott

45
years

Teresa Hauge

Years of Service Celebrating Longevity

SPIRIT OF CARING AWARD RECIPIENTS

Beartooth also recognizes our employees' incredible acts of service through the Spirit of Caring Awards. This award acknowledges team members who go above and beyond for our patients and each other, celebrating the compassion and dedication that define our culture.

1. Andrew Gundlach, Acute Care/ED Manager, RN
2. Dr. Billy Oley
3. Erin Oley, DNP
4. Alyssa Griffith, Radiologic Technologist
5. Shae Burgener, Patient Access Specialist
6. Mike Nordstrom, Radiologic Technologist
7. Ana Massey, Acute Care/ED RN
8. Caci Ross, Acute Care/ED RN
9. Robin Neely (travel RN), Acute Care/ED RN
10. Ali Fischer, Acute Care/ED CNA
11. Malyn McJunkin, Acute Care/ED CNA
12. Dulcie Trager, Radiologic Technologist
13. Kate Wyman, Laboratory & Radiology Manager, MT
14. Dr. Billy Oley
15. Karin Williams, Acute Care/ED RN
16. Sharon Norby, Clinical Documentation Specialist, RN
17. Bridgett Chartier, Chief Nursing Officer
18. Dr. Billy Oley
19. Erin Oley, DNP
20. Dr. Jose Ortiz
21. Anna Nesovic, NP
22. Tony Christensen, PT/Wound Care Specialist
23. Lanette Dalley, Licensed Clinical Social Worker
24. Carrie Okken, Home Care/Hospice Manager, RN
25. Sheila Boggio, Home Care/Hospice RN
26. Kate Wyman, Laboratory & Radiology Manager, MT
27. Jenn Keck, Clinic Manager, RN
28. Jim Johnson, Hospice Chaplain
29. Kathleen Mckenna, Rehabilitation Office Coordinator
30. Dr. Dallas Clark
31. Kelly Stillwagon, Acute Care/ED RN
32. Judi Fay-Crabtree, Acute Care CNA
33. Brielle Jone, Acute Care/ED RN
34. Cheyenne Ness, Acute Care/ED RN

KARAS SERVICE AWARD



Steve Muth was honored with the 2023 Karas Service Award at the Beartooth Billings Clinic Governing Board's annual meeting on December 5, 2023, recognizing over two decades of dedicated service. Since joining the board 21 years earlier, Steve played a pivotal role in guiding Beartooth through a major capital campaign, negotiating a key management agreement with Billings Clinic, and supporting the development of a new healthcare facility. Known for his thoughtful governance and tenacity in seeking answers, Steve has always prioritized the clinic's mission to deliver high-quality care. Beyond Beartooth, he has served on numerous local boards and as Red Lodge City Judge, contributing deeply to the community.

"Steve's commitment of time, treasure, and talent is exactly what the Karas Award represents," said CFO Linda Harris. CEO Abby Lotz added, "His support has been invaluable to Beartooth and the community."

Beartooth Billings Clinic proudly honors Dick Fellows with the 2024 Karas Service Award for his exceptional leadership and lifelong dedication to community service. Fellows has made a lasting impact through decades of work with the Boys & Girls Clubs of Carbon and Yellowstone Counties and Beartooth Billings Clinic. His leadership helped raise nearly \$6 million for youth programs and over \$400,000 for the Carbon County Club's renovation. He also championed Montana's first long-term Boys & Girls Club partnership. After retiring in 2009, Fellows joined the Beartooth Foundation Board, serving as President and leading key initiatives in governance and planned giving. Even after stepping down in 2021, he continued to guide the Joint Investment Committee and rejoined the Board in 2024. Colleagues praise his wisdom, generosity, and tireless service. "Dick is truly a man for the ages—a model for all to follow. His remarkable qualities may never be seen again in our lifetime." said Governing Board President Sarah Ewald.



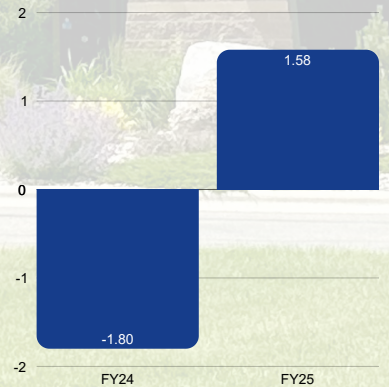
PRIORITY: INVEST IN STEWARDSHIP

FINANCIAL HEALTH

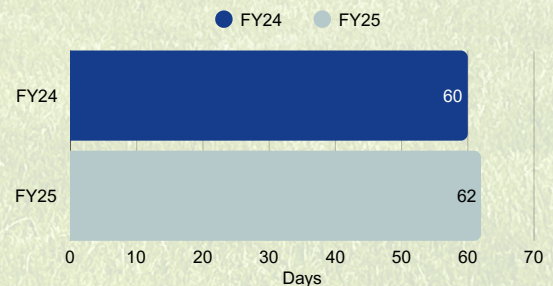
STATEMENT OF OPERATIONS	July 1, 2024-June 30, 2025 UNAUDITED
Total Patient Service Revenue	\$ 36,723,981
Total Deductions	16,503,419
Net Patient Service Revenue	20,220,561
Other Operating Revenues	1,091,665
Total Operating Revenues	21,312,227
Operating Expenses	
Salaries & Benefits	9,787,746
Contract Labor	3,013,176
Professional Fees	523,739
Purchased Services	2,573,091
Supplies/Drugs	2,131,844
Depreciation	1,054,898
Interest	402,611
Insurance	118,117
Other Expense	1,371,210
Total Operating Expenses	20,976,432
Operating Income (Loss)	335,795
Net Non-Operating Revenue/(Expense)	1,363,343
Excess Revenues over Expenses	\$ 1,699,138

Labor to Net Operating Revenue	FY 2025	63.31%
	FY 2024	62.77%
Operating Margin	FY 2025	1.58%
	FY 2024	-1.80%
Gross Accounts Receivable Days	FY 2025	62
	FY 2024	60
Days Cash on Hand - Unrestricted	FY 2025	148
	FY 2024	183
Total Days Cash on Hand	FY 2025	252
	FY 2024	295
Long-Term Debt to Equity	FY 2025	0.77
	FY 2024	0.85
Debt Service Coverage	FY 2025	1.79%
	FY 2024	2.16%
Unrestricted Cash to Long-Term Debt	FY 2025	68.78%
	FY 2024	75.35%

CONSOLIDATED STATEMENTS OF OPERATIONS	FISCAL YEAR 2023-2024 AUDITED	FISCAL YEAR 2022-2023 AUDITED
REVENUES. GAIN, AND OTHER SUPPORT WITHOUT DONOR RESTRICTIONS		
Patient Service Revenue	\$ 18,544,310	\$ 18,268,177
Other	733,093	1,730,599
Net Assets Released from Restriction Used for Operations	87,872	56,405
Total Revenues, Gains, and Other Support Without Donor Restrictions	19,365,275	20,055,181
EXPENSES		
Salaries and Wages	7,191,556	7,116,176
Employee Benefits	1,317,675	1,540,047
Professional Fees and Purchases Services	5,913,862	5,124,445
Supplies and Other	3,664,073	4,072,564
Depreciation and Amortization	1,211,275	1,180,893
Interest	422,267	451,459
Total Expenses	19,720,708	19,485,584
OPERATING INCOME (LOSS)	(355,433)	569,597
OTHER INCOME		
Contributions Received	42,520	394,029
Investment Return, Net	1,172,393	782,682
Total Other Income	1,214,913	1,176,711
EXCESS OF REVENUES OVER EXPENSES	859,480	1,746,308
Contributions Released from Restriction Used for Property Acquisitions and Improvements	-	395,847
INCREASE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	\$ 859,480	\$ 2,142,155



Operating Margin



Gross Accounts Receivable Days

ACO 2023

Shared Savings Metric	Definition				Weighted by Attribution	YTD Progress																													
Attribution	Credit will be given for client's Q3 attribution We will 1) be tracking EHR integration as a display metric in 2023 and 2) require integration in 2024				15%	494																													
Quality	<table><thead><tr><th>Tier</th><th>Performance</th><th>Credit</th></tr></thead><tbody><tr><td>1</td><td>54.0 - 58.9</td><td>25%</td></tr><tr><td>2</td><td>59.0 - 63.9</td><td>50%</td></tr><tr><td>3</td><td>64.0 - 68.9</td><td>75%</td></tr><tr><td>4</td><td>69.0+</td><td>100%</td></tr></tbody></table> Manual Submission	Tier	Performance	Credit	1	54.0 - 58.9	25%	2	59.0 - 63.9	50%	3	64.0 - 68.9	75%	4	69.0+	100%	EHR Submission	<table><thead><tr><th>Tier</th><th>Performance</th><th>Credit</th></tr></thead><tbody><tr><td>1</td><td>43.0 - 47.9</td><td>25%</td></tr><tr><td>2</td><td>48.0 - 52.9</td><td>50%</td></tr><tr><td>3</td><td>53.0 - 57.9</td><td>75%</td></tr><tr><td>4</td><td>58.0+</td><td>100%</td></tr></tbody></table>	Tier	Performance	Credit	1	43.0 - 47.9	25%	2	48.0 - 52.9	50%	3	53.0 - 57.9	75%	4	58.0+	100%	20%	EMR: 57.3 Manual: n/a
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ACO 2024

Shared Savings Metric	Definition						Weighted by Attribution	YTD Progress																								
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Documentation Accuracy & Completion Index (DACI)	Measures the number of chronic conditions that were coded for patients in current calendar year.	<table><tr><th>Tier</th><th>Performance</th><th>Credit</th></tr><tr><td>1</td><td>67.00% to 69.99%</td><td>35%</td></tr><tr><td>2</td><td>70.00% to 72.99%</td><td>45%</td></tr><tr><td>3</td><td>73.00% to 75.99%</td><td>60%</td></tr></table>	Tier	Performance	Credit	1	67.00% to 69.99%	35%	2	70.00% to 72.99%	45%	3	73.00% to 75.99%	60%	<table><tr><th>Tier</th><th>Performance</th><th>Credit</th></tr><tr><td>4</td><td>76.00% to 79.99%</td><td>75%</td></tr><tr><td>5</td><td>80.00%+</td><td>100%</td></tr></table>	Tier	Performance	Credit	4	76.00% to 79.99%	75%	5	80.00%+	100%	20%	75.6%						
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EHR Data	Partner must provide EHR level data either through a feed or daily files by 9/30/24. By end of year, partner must cover at least 85% of attributed AND assignable lives.						5%	75.6%																								

Voices Of Gratitude

"This clinic has to be the most proficient and organized facility I have ever been [to]. The entire staff is friendly and made me immediately feel comfortable and relaxed. This clinic is to me a 5 star. Every single person was super nice. This is something that you don't see often anymore. I also feel this type of treatment makes your journey, whether just a simple ailment or something more serious so much easier. Amazing clinic hospital."

"The nurses and providers were the best I have ever had. They went above and beyond to make sure I was comfortable and pain-free. The CNA's kept my bed clean and fresh. They also helped me shower and change into clean clothes. Everyone was Awesome!!!!"

"I have not had a negative experience in the 2 years I have been a patient at the BBC. I & my family have seen multiple providers, including physical therapists & radiologists. We are so grateful for the exceptional care we all have received at BBC. Thank you!"



PRIORITY:INVEST IN OUR FUTURE GROWTH

Kitchen Addition

In 2023, Beartooth Billings Clinic engaged Billings Clinic, Cushing-Terrell Architecture (CTA), TW Ridley and Dalton Interior Designs to assist in a master facility plan for the campus. Items included future build sites and identification of load-bearing roof areas, operating room code compliance, analysis for expansion of imaging and infusion, and overall end of life evaluation for facility refresh (roof, outside wear and tear, inside décor & design, and equipment). This analysis outlined the best way to move forward with various aspects of our strategic plan.

In 2024, circumstances outside our control led to the need to build an on-site kitchen, which had not been done during initial construction due to cost. The north end of the building was identified as the best place to construct this facility. The kitchen officially opened to staff and patients July 1, 2025.



Added
3200
square feet



Infusion Suite

Philanthropic cultivation during 2023 & 2024 focused on the expansion of infusion services and construction of a dedicated infusion suite at Beartooth Billings Clinic. Over \$1M was raised and the space is opening in Summer 2025. Bringing care closer to home resonated with our community who rallied to support this cause. BBC hopes to be able to work towards administration of chemotherapy in the years to come as part of this expanded service. We also welcomed our first full-time Pharmacist to staff as part of this overall effort.



CASH PAY SERVICES ADDED

Beartooth Billings Clinic also introduced its first cash pay elective service in 2024 when Danielle Sankey, ANP, expanded her practice to include medical spa services, starting with neurotoxins. As we look to explore other options, considerations include elective wellness offerings.

2 Procedure Rooms

3 Infusion Bays

Outreach Providers

- Dermatology – Laine Elam, PA
- General Surgery– (Billings Clinic)
Dr. Nathaniel Rieb & Dr. John Pender, (Surgical Associates) Dr. Jeffrey Rentz, Dr. George Bentzel, Dr. Michael Wilcox
- Orthopedics – Dr. Guy Schmidt
- Urology – Dr. Lawrence Klee
(Billings Clinic)

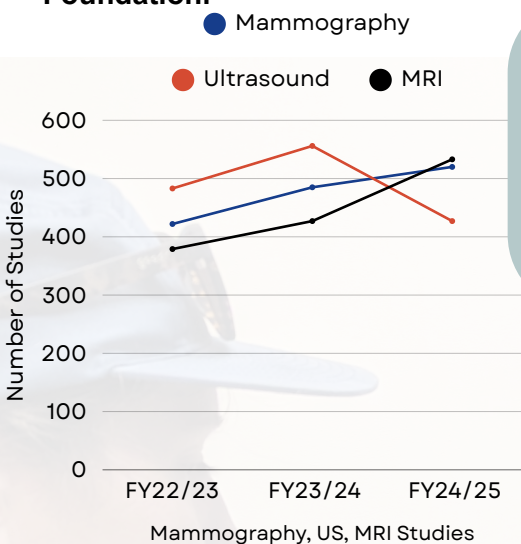
Beartooth is excited to start offering podiatry outreach in August 2026 with Dr. Bijan Andrade.

PRIORITY: INVEST IN QUALITY PERFORMANCE

Artificial Intelligence in Healthcare: Beartooth Billings Clinic implemented a technology called Oracle Clinical Digital Assistant. This technology has been transforming interactions between providers and patients by transcribing the conversation during the patient's assessment, allowing the provider to give their full attention to the needs of their patients. Oracle Clinical Digital Assistant generates notes in minutes after the visit, including drafting referrals and prescription orders for approval, and scheduling follow-up labs and appointments. This technology is all HIPAA compliant and integrates into the patient's medical record, helping improve accuracy of the records while increasing workflow efficiency. After a successful pilot with Erin Oley, DNP; an additional 5 providers are now using this technology as part of their practice.

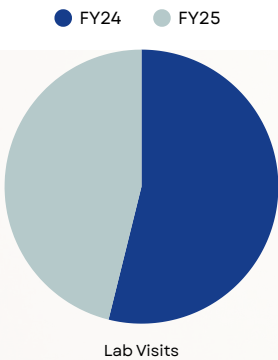
In 2024, several upgrades and access changes were made to the Radiology department. **This allows for the most up to date, evidence-based technology available for the patients in Carbon County.**

- Expanded MRI capacity, adding additional time each week that the service is available on campus
- Upgraded CT software to include capability to perform a CT angiogram which is a test to enhance and prioritize timely and more accurate treatment of stroke patients
- Purchase and installation of a 3D Mammogram machine, made possible by the Beartooth Billings Clinic Foundation.



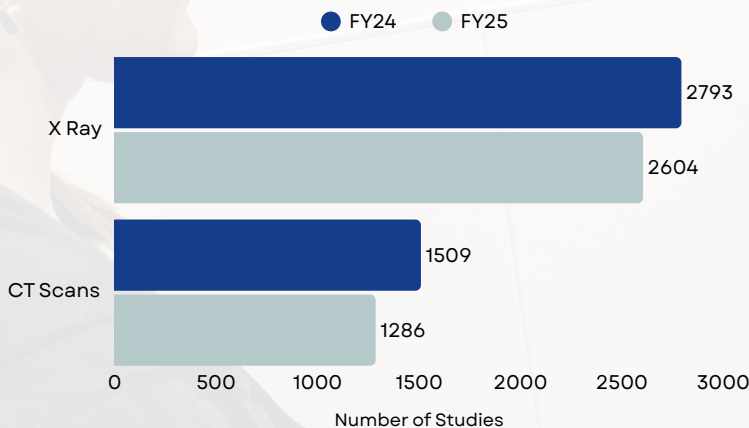
After adding the 3D Mammography in the spring of 2023, there has continued to be a steady growth and we continue to see our patients benefit from this service

30-40%
Steady Growth In Mammography



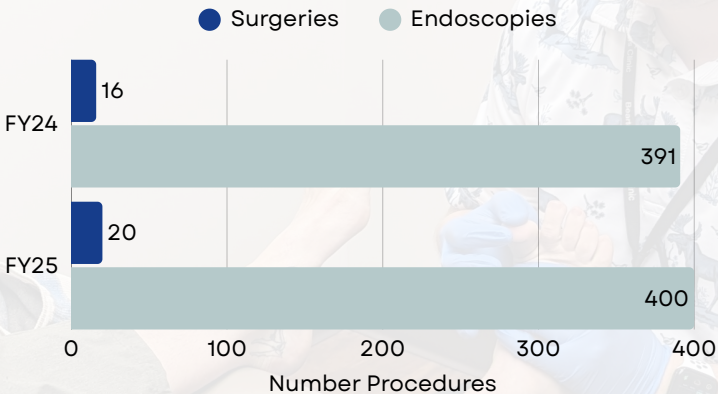
279 total patients served by new studies

FY24: 274,615 visits
FY25: 235,175 visits

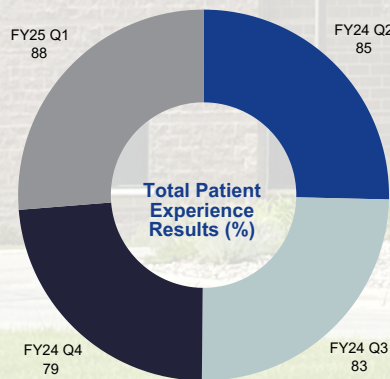
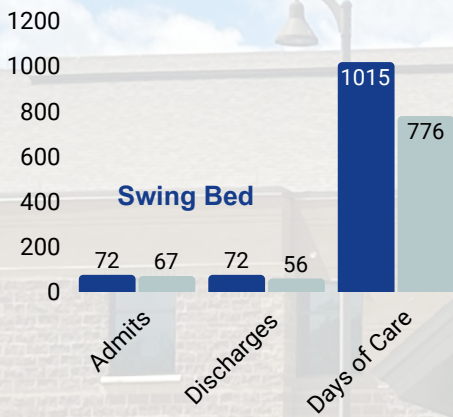
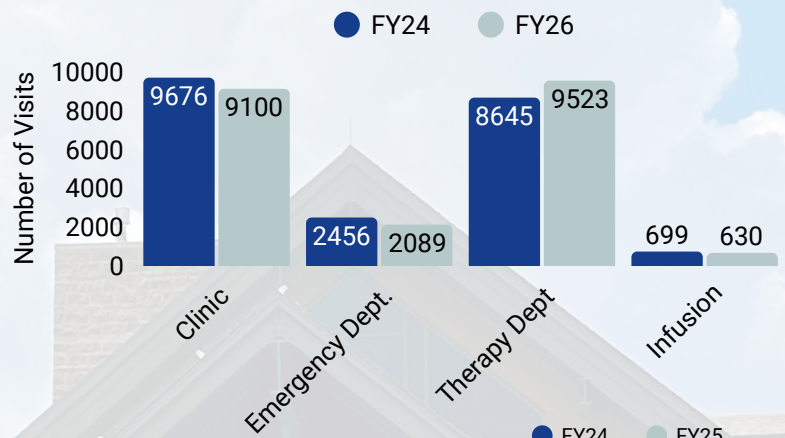
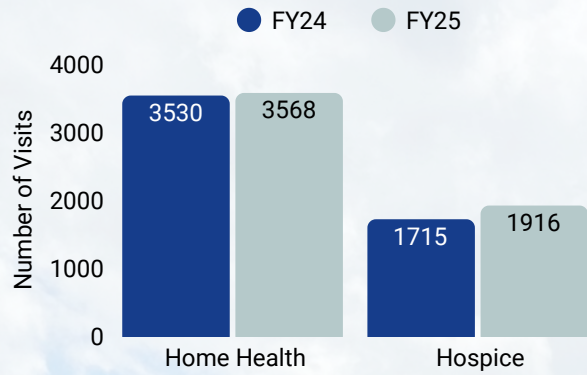


Over the 6 month-1 year we have added

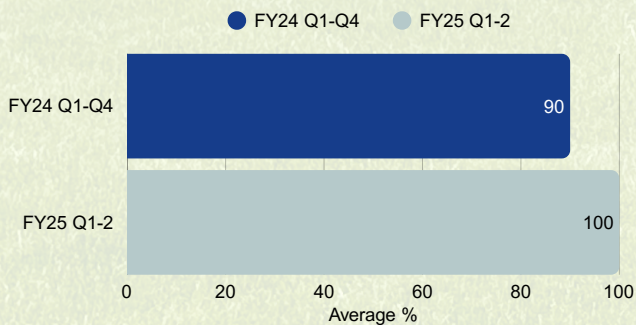
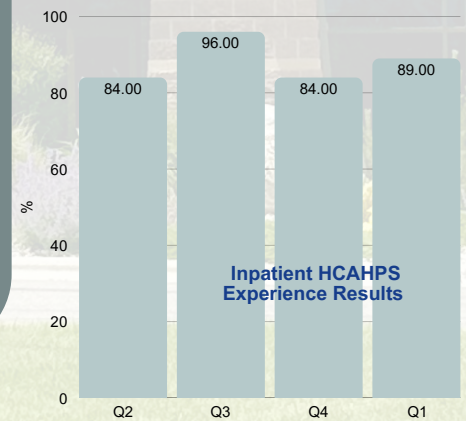
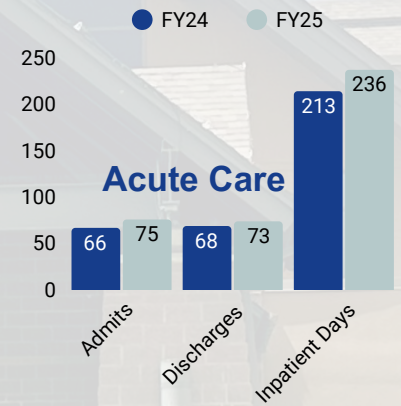
- CT Angiograms 12/2023
- Head/Neck Studies
- Upper, Lower Extremity and other studies
- FAST Exam Capabilities using Ultrasound



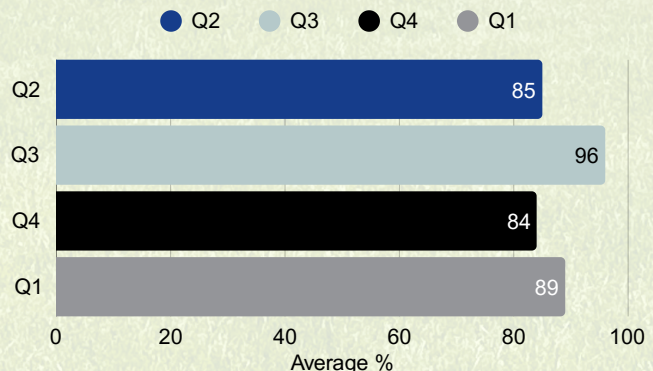
Year in Review



- ### Innovation in Healthcare
- 3D Mammography
 - Geriatric Services
 - Infusion Services Expansion
 - Integrated Behavioral Health
 - Medicaid Enrollment Assistance
 - Outreach Series
 - Telehealth: Beartooth supports eEmergency, ePharmacy, Telepsychiatry, Telestroke, and Telebreast Ultrasound
 - Culinary
 - Local Surgical Service



Home Care/Hospice Patient Experience Results



Outpatients Experience Results

Reporting Period: 07/01/2023 – 12/31/2024

2024 Performance Leadership Award for excellence in Quality from Chartis Center for Rural Health
 2024 HHCAHPS Honors Award for excellence in Home Health Consumer Assessment of Healthcare Providers and Systems (HHCAHPS)



Beartooth Billings Clinic

Real people. Exceptional care.



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