



COMMUNITY BENEFIT & ANNUAL REPORT 2018

September 25, 2019

WEST RIVER HEALTH SERVICES FOUNDATION

April 1, 2018 - March 31, 2019



A MESSAGE TO THE COMMUNITY

Matthew R. Shahan, Chief Executive Officer



As we gather for our Annual Meeting of the Boards of Directors, I feel it is important to look back at the previous year. We have had many positives in the last year, but there are old and new challenges we are dealing with on a daily basis as well. Physician Recruitment is becoming more competitive and fewer Physicians are going into Primary Care than ever before. Recruiting and retaining qualified nursing staff is becoming increasingly more difficult. Beyond the struggles of recruitment and retention, our work force is not getting any younger. We have retirement's in the near future in key positions and we are working hard preparing for them.

We continue down the road of Value vs Volume care. This is a major transition from our system design and we are working through needed changes on a daily basis. We continue to see decreases in inpatient numbers, resident occupancy, and the ancillary services they support. However, we are seeing stronger numbers from some of our clinics and will continue to work towards maximizing our Physician and Providers time with their patients. We have to become more efficient in care, while still delivering the personal care our patients deserve.

There are many positives in the past year including fundraising efforts such as Giving Hearts Day - Physician Recruitment Endowment Fund, and the Dacotah Lemmon Clinic Campaign and grand opening. Our staff continues to be recognized statewide, regionally, and nationally by their peers. We continue to fill important leadership positions with qualified individuals to lead all facets of our organizations.

I want to thank our Board members of WRHSF, WRHS, and WHLC. Your willingness to volunteer and serve such an important role within our communities is incredible commendable.

Finally, I wish to thank the two most important components of the system. Our PATIENTS - Thank you for your continued faith in our ability to provide you top-notch healthcare close to home! We are humbled daily by the opportunity to serve you. Our PEOPLE - your dedication to our friends, our neighbors, our families, our patients is an amazing testament to the quality of people we are fortunate enough to call the WRHSF/WRHS/WHLC Family. Looking forward to a successful and productive year for all of our organizations!

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SERVICES AT WRHS

AESTHETIC TREATMENTS

- BOTOX Treatments

BEHAVIORAL HEALTH

- Individual Therapy
- Couple & Family Therapy
- Medication Management
- Diagnostic Assessments
- Pastoral Counseling
- Anger Management
- Parenting Education
- Stress Management
- Attention Deficit Hyperactivity Disorder Assessment (ADHD)
- Veteran's Behavioral Health Needs
- Tele-psychiatry

CARDIAC REHAB

- Exercise & Health Program After Heart Disease or Surgery

CARDIAC STRESS TESTING

- Determine the Cause, Risk Assessment & Outlook Associated with Various Forms of Heart Disease

DIABETES EDUCATION

- Certified Diabetes Educators
- Class:
 - What Can I Eat?
 - All About Diabetes

DOT PHYSICALS

- Certified Medical Examiners

EMERGENCY SERVICES

- Available 24/7 Emergency Room (ER)
- Ambulance Service
- Emergency Education & Training

HOSPITAL

- Nineteen Private Rooms/Acute/Swingbed/Out-Patient
- Three Beds for Intensive Care Unit (ICU)
- Three Beds for Birthing Unit (OB)
- Two Patient Rooms with Visual/Monitoring
- Acute Stroke Ready
- Palliative Care

INJECTION THERAPY

- Hip & Shoulder
- SI Joint
- Intercostal Nerve Blocks
- Lumbar Medial Branch Blocks
- Lumbar Transforaminal Nerve Root Blocks
- Trigger Point Injections

LABORATORY

- Automated Chemistry
- Special Chemistry
- Hematology
- Coagulation
- Clinical Microscopy
- Microbiology
- Serology
- Blood Banking

POPULATION HEALTH NURSE

- Chronic Care Management
- Transitional Care Calls
- Medicare Annual Wellness Awareness

RADIOLOGY SERVICES

- 1.5T Magnetic Resonance Imaging Services (MRI)
- 64-Slice CT Scanner
- 3D Mammography
- 3D Ultrasound Imaging

- (Including Cardiac & OB)
- Nuclear Imaging
- Digital X-ray Imaging
- Fluoroscopy Procedures
- DEXA/Bone Density Scans
- Body Composition Exams
- Injection Therapy Services

REHABILITATION SERVICES

- Physical Therapy
- Occupational Therapy
- Speech - Language Pathology
- Athletic Training
- Balance and Dizziness Treatment

RESPIRATORY THERAPY

- Pulmonary Function Tests (PFT)
- Electrocardiogram (EKG)
- Electroencephalogram (EEG)
- Arterial Blood Gas (ABG) Sampling & Analysis
- Pulse Oximetry
- Oxygen Administration
- Bronchodilator Therapy
- Chest Physiotherapy (CPT), Postural Drainage & Flutter Therapy
- Noninvasive & Invasive Mechanical Ventilation
- Incentive Spirometry
- Airway Management
- Smoking Cessation (Certified Tobacco Treatment Specialists)
- Patient Education about Asthma, COPD & other Pulmonary Disorder

SPECIALIZED ADULT CARE

- Assisted Living Facility
- Skilled Nursing Facility

SPECIALISTS ON STAFF

- Diagnostic
- Family
- Geriatric
- Gynecological

- Internal
- Obstetrics
- Optometric
- Pediatric
- Podiatric

SURGERY

- Laparoscopic Gallbladder, Hernia & Appendix
- Breast: Sentinel Lymph Node Biopsy, Benign Breast Disease, Breast Cancer
- Gastro-Intestinal: Colonoscopy & Gastroscopy
- Orthopedic Surgery
- Ophthalmology
- Podiatry
- Cesarean Sections/Gynecological
- ENT - Insertion of ear tubes, Tonsillectomy/Adenoidectomy

VISITING NURSE

- Assess General Health Status
- Provide Prescribed Care
- Network Available Resources
- Referral Basis: Therapists, Nurses Aides, Unskilled Nursing Services

VISITING SPECIALISTS

- Associate Professor of Surgery
- Clinical Audiologist
- Interventional Cardiologist
- Ophthalmologist
- Orthopaedic Surgeon
- Tele-Psychiatry

WEIGHT LOSS

- Ideal Protein
- Medical Nutrition Therapy

YOMINGO EDUCATION

- Evidence-based Education on Pregnancy, Birth, Parenting & More

CONTINUOUS QUALITY IMPROVEMENT:

New employees, awards, and programs allow WRHS to continuously improve services for the communities it serves.

COMMITMENT TO QUALITY



Jodi Moore, PA-C
Physician Assistant Family Medicine
Mott Clinic Manager
Joined WRHS Family in April.



Taylor Williams, MS, CF-SLP
Speech Language Pathologist
Rehabilitation Center
Joined WRHS Family in July.



Cole Miller, PT, DPT
Doctor of
Physical Therapy
Rehabilitation
Center
Joined WRHS Family
in October.



Earn Nursing Degree in Hettinger

Bismarck State College and WRHS will offer nursing education in Hettinger fall of 2019. Satellite sites offer an affordable option to earn your nursing degree close to home.



Ambulance is Pediatric Prepared

Achieved recognition as being a 'Pediatric Prepared' ambulance service by the ND Emergency Medical Services for Children program.



Accreditation with ACHC

Approval of accreditation status by Accreditation Commission for Health Care (ACHC) for the services of sleep studies

Jacquelyn Hedstrom, DNP, APRN, PMHNP-BC
Psychiatric Mental Health Nurse Practitioner recognized as a 'Community Star' from the National Organization of State Offices of Rural Health (NOSORH).



Sheila Novak, RN, Visiting Nurse Manager named Medical Services Provider of the Year from the Hettinger Area Chamber Commerce.



Matthew Shahan, CEO was named as one of 71 Critical Access Hospital CEOs to Know by Becker's Hospital Review.



“Quality means doing it right when no one is looking.”
HENRY FORD



Four-Time Recipient from the National Rural Health Association's as one of the TOP 20 Critical Access Hospitals in the Nation.



KENT HOERAUF
MD, FACP, CMD Internal & Geriatric Medicine

2018 Rural Health Practitioner of the Year Award from the National Rural Health Association

JOSHUA RANUM
MD Internal Medicine

2018 Emerging Rural Health Leader Award from the Dakota Conference on Rural and Public Health



Center for Rural Health
University of North Dakota
School of Medicine & Health Sciences

ACHIEVING EXCELLENCE

COMMITMENT TO QUALITY



R-COOL-Health Scrubs Camp of the Year from the Dakota Conference on Rural and Public Health accepted by Dr. Joshua Ranum and Matt Shahan, CEO.



North Dakota Immunization Conference Awards
Neva Scoular, LPN and WRHS Immunization Coordinator accepted Immunization Awards for WRHS Clinics in Hettinger and Bowman.



Diabetes Education Services is Nationally Recognized from ADA
Education recognition status is verified by an official certificate from ADA and awarded for four years. WRHS has maintained recognition status for 16 years.



West River Health Services named Pioneer Business of the Year from the Hettinger Area Chamber Commerce.



THE CHARTIS GROUP
CHARTIS CENTER FOR RURAL HEALTH

iVantage
HEALTH ANALYTICS



Matt Barnes

WRHSF Board of Directors

Matt Barnes, Chairman - Lemmon
(Term Expiring 9-30-21)

Cody Jorgenson, Vice Chairman -Hettinger
(Term Expiring 9-30-19)

Jennifer Johnson, Secretary Treasurer - Mott
(Term Expiring 9-30-20)

Mike Mellmer - Reeder
(Term Expiring 9-30-20)

Steven Hedstrom - Hettinger
(Term Expiring 9-30-21)

Connie Burwick - Hettinger
(Term Expiring 9-30-20)

Vance Trogstad - Lemmon
(Term Expiring 9-30-20)

John Joyce - Hettinger
(Term Expiring 9-30-21)

Dr. Mark Kristy, Medical Staff Liaison - Hettinger
(Term Expiring 9-30-19)



Jonathon Eaton

WRHS Board of Directors

Jonathon Eaton, Chairman - Reeder
(Term Expiring 9-30-20)

Charis Campbell, Vice-Chairman - Hettinger
(Term Expiring 9-30-20)

Dr. Lisa Henderson, Secretary/Treasurer - Lodgepole
(Term Expiring 9-30-20)

Troy Mosbrucker - Mott
(Term Expiring 9-30-21)

Lynn Brown - Scranton
(Term Expiring 9-30-21)

Kelly Pierce - Scranton
(Term Expiring 9-30-21)

Doug Peterson - Lemmon
(Term Expiring 9-30-20)

Charlie Reisenauer - Hettinger
(Term Expiring 9-30-20)

Dr Steven Kilwein - Hettinger
(Term Expiring 9-30-20)



Kathy Vliem

WHLC Board of Directors

Kathy Vliem, Chairman - Hettinger
(Term Expiring 9-30-19)

Seth Skogen, Vice Chairman - Hettinger
(Term Expiring 9-30-20)

Robert Parker, Secretary/Treasurer - Lodgepole
(Term Expiring 9-30-21)

Blane Chapman - Bison
(Term Expiring 9-30-20)

Steve McFarland - Hettinger
(Term Expiring 9-30-20)

Bettyna Johnson - Scranton
(Term Expiring 9-30-20)

Todd Fink - Hettinger
(Term Expiring 9-30-21)

Renee Miller - Hettinger
(Term Expiring 9-30-21)

Dr. Kent Hoerauf - Hettinger
(Term Expiring 9-30-19)

Each corporation has board members from across the geographic area served by the organization.

The board is dedicated to consistency within the corporate values.

Constant challenges with exploding technology, increasing costs, reduced reimbursements, staff shortages, the under insured and uninsured clientele, out migration and a depressed rural economy.

The board continues to meet these challenges by following our formula of vision, teamwork and community, to ensure the future of our outstanding rural health care system.



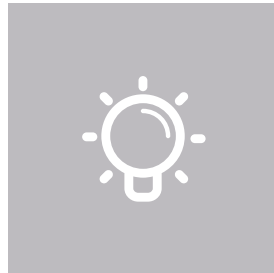
Partners in Health Club



Our Annual PIHC meeting on May 15, we heard numerous presentations from department leaders and agreed to distribute \$50,302 for needed equipment throughout WRHS/WHLC. Most all areas received gifts including \$8,875 for equipment at our five satellite clinics; \$8,715 for OB with a Bili Blanket and Vital Signs Station; \$8,500 for RT with an improved BiPap System; \$8,430 for Med Surg; \$4,150 for Radiology; \$3,760 for EMS; \$2,322 for Physical Therapy; and other smaller gifts for our Visiting Nurse, OR, Cardiac Rehab and Nurses Station. Special THANKS to our 142 Partners In Health Club members (individuals, families, businesses and organizations) who provided the funding for all of this equipment. Historically, since 2002, Partners In Health Club has provided \$502,595 worth of funds for needed healthcare equipment.

WORKING TOGETHER FOR THE FUTURE

Our Mission: To support West River Health Services and Western Horizons Living Centers as they provide comprehensive health and wellness services to the region by providing fund raising and development services.



Giving Hearts Day

The WRHS Foundation became a member of the Impact Foundation for \$725 so we could become part of North Dakota's largest giving day, "Giving Hearts Day" (GHD). Historically, GHD has raised over \$16 million each of the last two years. And we decided it's about time that WRHS Foundation is an option. We started by attending most all of the Impact Foundation's workshops on giving. We formed a local committee and went to work - determining that we had best raise funds for a New Physician Recruitment Endowment Fund (as we are witnessing a number of our physicians retiring or leaving to be near family). The Matching Fund minimum for GHD is \$4,000. Thanks to Slope Electric Cooperative, Dakota Western Bank, the Community Clothes Closet and some of our WRHS Physicians, we successfully raised \$26,000 in Matching Funds. Then our goal was to raise another \$26,000 to guarantee the match. Via our sensational two "Giving Hearts Nights With The NightHawks," our Kennedy's Promotion," and our direct mail and Facebook video campaign, we raised another \$121,440! This gave us a total raised of \$147,440! Plus, we received six separate GHD Awards which totaled \$11,125; giving us a Grand Total raised from GHD of \$158,565! Almost \$95,000 of this total went toward our New Physician Recruitment Endowment Fund; over \$42,000 to our new Lemmon Clinic; \$20,000 to our MRI Project; and \$1,400 to WHLC.

Mardi Gras

We switched our theme and location for our Annual WRHS Foundation Fundraiser of the Year held on April 21. For three straight years, we had enjoyed success with our “Adult Proms” at Suzie’s Woodfire Grill. For the sake of refreshing things, wanting to be more inclusive of everyone, and being a little less formal, we switched to a “Mardi Gras” theme at the Hettinger Armory. It’s a good thing we switched locations, as we witnessed a spectacular crowd of almost 275 attendees. Special THANKS to everyone who purchased tickets, silent and live auction items. Overall we raised over \$45,000 gross and nearly \$35,000 net for needed equipment at WRHS and WHLC. Plans for “Mardi Gras 2” are in the works for spring of 2019.



New Lemmon Clinic

October 24 the WRHS Board of Directors agreed to move forward with the renovation of the former IGA Grocery Store on Main Street in Lemmon, SD, and to start building a new WRHS state-of-the-art healthcare clinic. With local contractor D.P. & Associates at the forefront of this \$1.5 Million Project, and with a TEAM of almost all local subcontractors (including Stock’s Electric, B & C Plumbing, Olson’s Carpet & Furniture, Custom 101, and others), the WRHS Foundation began working toward a \$300,000 fundraising goal. Dacotah Bank ignited the campaign with a kickoff \$100,000 naming rights pledge, followed shortly thereafter by lump sum \$25,000 gifts from Don and Marianne Beeler and West River Cooperative Telephone Company. Lemmon High graduate Doug Shortridge joined the campaign with a \$50,000 donation in memory of his wife Mary. Through March 31, 2019, the New Lemmon Clinic fundraising campaign had surpassed its \$300K goal and currently resides at \$307,844! Special THANKS to the 140 donors who have participated so far. The New WRHS Lemmon Dacotah Clinic plans to conduct an “Open House” in mid-July following the Annual Boss Cowman Parade and open the doors for patients in early August, 2019.

TOGETHER WE ARE MAKING A DIFFERENCE

Scholarship Program



This year we diversified our Scholarship Program. Instead of giving all Scholarship Funds to seniors in High School attending a college in a healthcare field, we split part of those dollars to two other areas: Employee Scholarships and Junior/Senior in College Scholarships. We sent a letter and application form to each employee notifying them of our Employee Scholarships. The following received scholarships: Charles Hughes -- \$3,000 - working toward his RN degree; Bailey McGee -- \$2,000 - working toward her RN degree; Lonna Sanford -- \$1,500 - working toward her Coding Certificate online. As for the Juniors/Seniors in College Scholarships, we promoted these scholarships at eleven area healthcare colleges and on our website. We received many applications and selected the following: \$2,000 for Jaylee Mattis and \$2,000 for Tricia Hermann. We had selected a third \$2,000 scholarship winner, but she declined the scholarship as she changed majors.

We also gave out our usual senior in High School Scholarships. The following were presented \$500 scholarships: Stippich Nursing Scholarship - Bailey McGee; Steinmetz Scholarship - Briana Sanford; Feist Scholarship - Avery Haase; Jeans Day Scholarship - Abbie Kludt; Foundation Scholarship - Abigail Bartholomay. The WRHS Auxiliary also gave out \$500 scholarships to Rebekah Burkhalter and Shelby Schmaltz.

We hope to continue the Foundation Scholarship Program with this format for next year. However, we are considering combining the due dates for the Employee and Jr./Sr. College Scholarship to November 1. Our senior in High School Scholarships will continue to be due April 1st. Plus, with the WRHS Auxiliary disbanding, our WRHS Foundation will be adding the Auxiliary Legacy Scholarship.

WE ARE GRATEFUL to all of our donors who gifted us a grand total of 2,820 gifts, ranging from \$1 to \$100,000, totaling \$446,406 (not including pledges) during the Fiscal Year. TOGETHER we are making a difference and therefore, continuing to improve our top-notch healthcare "close to home."

COMFORTING CARE CLOSE TO HOME

Our Mission: To assist our neighbors in achieving and maintaining their highest level of independence in a caring and respectful environment.



Every employee has been working very hard to ensure that our residents are getting the most out of their stay here.

We are certified in the Music and Memory program. This program brings music to those residents that are distanced due to dementia and other disease processes. It has been shown to revitalize them and bring them memories of past times that were enjoyable.

Recently we were classified as a special focus facility (SFF) by CMS, because of the 2017 survey, in which we received 36 tags. This classification is based on an accumulation of points that come from survey tags. Each tag has a weighted point system and the points vary based on the letter (A-K) that is assigned for the tag. In 2017, we received 2 G's and H as well as several E's all of which carry

a higher point value than the standard Ftag. The points are tallied and whoever has the most wins this special assignment. Therefore, this means that we will be in the spotlight for the next few surveys and will have a survey team on site every six months for the next 18 months or so. The good news is that since the 2017 survey we have progressively decreased the amount of tags each time they have been here. In December 2018 we had lowered the number to eight, and this past survey, which was in June, 2019 it was only five. Two of the surveyors that were part of the 2017 survey team, were back for this last survey and they had great things to say about our facility and the changes that we had made over the course of the last two years.

I have completed the AIT program and have applied for the emergency administrator's license while I am studying for the official Administrator's License. I will need to complete both a state and federal exam to complete the licensing requirements.



A new Corporate Resolution was brought forward October 18, 2018 to the Western Horizons Living Centers Board adding myself, Kathy L. Vliem as Chairman of the Board. I wish to praise our very active Board members for their full support. We have such caring staff at both our Skilled Nursing and Assisted Living facilities who wear many hats to keep operating to protocol. The board receives monthly reports from our Skilled Nursing staff and the Assisted Living Coordinator Diane Henderson.

On January 2, 2019, our new Administrator in Training Dawn Bunn was welcomed to Western Horizons Living Centers. Dawn meets with the staff daily to keep them informed of changes and to keep protocols in place. Residents attend 2+ activities per day and have resident group outings.

Dawn is also certified to teach and proctor CNA classes. July 8, 2019 was the start date for Dawn's first class. The class was 40 hours a week for two weeks. Local interest is definitely a plus for the students, themselves and for the residents. There will be another CNA class scheduled in the future.

Business Office Manager Talia Dustman keeps our Board updated monthly as to when we are operating under budget or not. The Board of Directors appreciates CFO, Nathan Stadheim's dedication and hard work. Nathan is one of the many to commend the staff for their dedication to the Care Center's operations.

Dr. Hoerauf provides reports to our Board and has renewed his CMD license for the future. So appreciated!








A huge Thank you to our entire staff, past and present Boards and our operational managers.

Please follow Facebook for pictures of our residents' activities and outings. Many hands make light work.

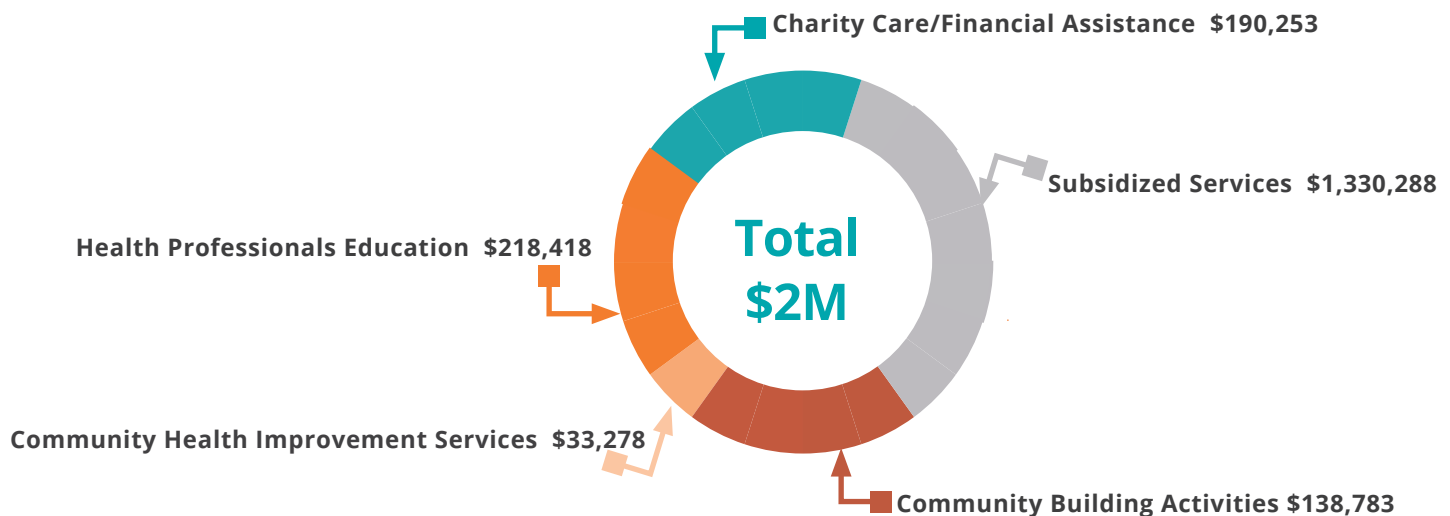
COMMUNITY BENEFIT

- SCRUBS CAMP
- OPEN SWIMS
- FIT CAMPS
- FLU CLINICS
- MONTHLY PRENATAL EDUCATION
- SHELLY'S SAFETY DAY
- HEALTHY FOOD DEMONSTRATIONS
- ADULT & KIDS COOKING CLASSES
- CHANGING PROGRAM MOTT & HETTINGER SCHOOLS
- FOURTH GRADE HYGIENE EDUCATION
- COMMUNITY HEALTH SCREENS
- TOBACCO FREE EDUCATION
- BEEF COMMISSION FOOD DAY
- SUN SAFETY EDUCATION
- FUN RUN & WALK
- HEALTH FAIRS
- COMMUNITY WALKING CHALLENGE
- DONATING TO LOCAL PARK & RECREATION PROGRAMS
- FRESHMAN IMPACT
- RED RIBBON WEEK

STATISTICAL REPORT

| | |
|--|---------|
|  Laboratory Tests | 176,121 |
|  Patient Encounters - Clinics | 38,076 |
|  Rehabilitation Procedures | 9,314 |
|  Radiology Procedures | 7,184 |
|  Hospital Patient Days | 2,997 |
|  Eye Center Exams | 1,950 |
|  Visiting Nurse Visits | 1,419 |

COST OF COMMUNITY BENEFIT ACTIVITIES



ECONOMIC IMPACT

A strong healthcare system is an important quality of life factor that helps attract and maintain local business and industrial growth. It also attracts and retains retirees. West River Health Services (WRHS) creates jobs and contributes to the economy throughout Adams County. Our employees support area businesses, and our presence brings in dollars to the local economy.

WRHS is the largest medical complex in Adams County and serves 20,000 people in 20,000 square miles. It is the largest charitable organization and employer in the Hettinger area. The Critical Access Hospital operates 25 licensed beds, a clinic, and a skilled and assisted living center in Hettinger.

The hospital and clinic employ 260 people and the long-term care operation has 45 employees. WRHS provides comprehensive hospital and clinical services to the residents of Adams County and surrounding areas.

WRHS contributes to the health and wellness of local residents as well as the overall economic strength of Adams County. WRHS employs local residents who spend money in the area, which in turn generates a secondary economic impact. Increases or decreases in the size of WRHS affect the medical health and economic health of the area. About every 2.5 jobs in the medical center create another job with businesses in the Adams County area.



WRHS Provides Income

| | |
|---|-------------------------|
| Direct labor income to WRHS employees | \$18.4 million per year |
| Direct labor income to long-term care employees | \$3.3 million |
| Direct labor income from construction | \$205,000 |

Total direct income \$21.9 million

| | |
|--------------------------------------|---------------|
| Secondary income from WRHS | \$4.9 million |
| Secondary income from long-term care | \$738,000 |
| Secondary income from construction | \$51,000 |

Total secondary income \$5.7 million

Total direct and secondary labor income impact \$27.6 million

WRHS Provides Jobs

| | |
|--------------------------|-----|
| WRHS Hospital employees | 260 |
| Long-term care employees | 45 |

Total employees 305 

| | |
|--------------------------------------|------------|
| Employment from construction project | 3 |
| Total direct employees | 308 |

| | |
|--|------------|
| Secondary employment created by WRHS | 115 |
| Secondary employment created by long-term care | 15 |
| Secondary employment created by construction project | 1 |
| Total secondary employee impacts | 131 |

Total direct and secondary employee impacts in Adams County 439 

Economic Impact prepared by National Center for Rural Health Works Oklahoma State University

Using information from the longer report the Center for Rural prepared this brief synopsis.





WEST RIVER HEALTH SERVICES

MISSION

The mission of West River Health Services is to provide comprehensive health and wellness services to the residents and visitors of the region.

VISION

To be a unified organization; To provide a full spectrum of services in the continuum of care; To follow its Mission of service and Values of Excellence, Innovation, Compassion and Respect; To face with courage the constant challenges of providing rural healthcare; To accept and assert itself in the role as a regional and national leader.

CORE VALUES

Excellence in practice,
Innovation in service,
Compassion for the people we serve, and
Respect for one another.

OUR MOTTO

Quality First.