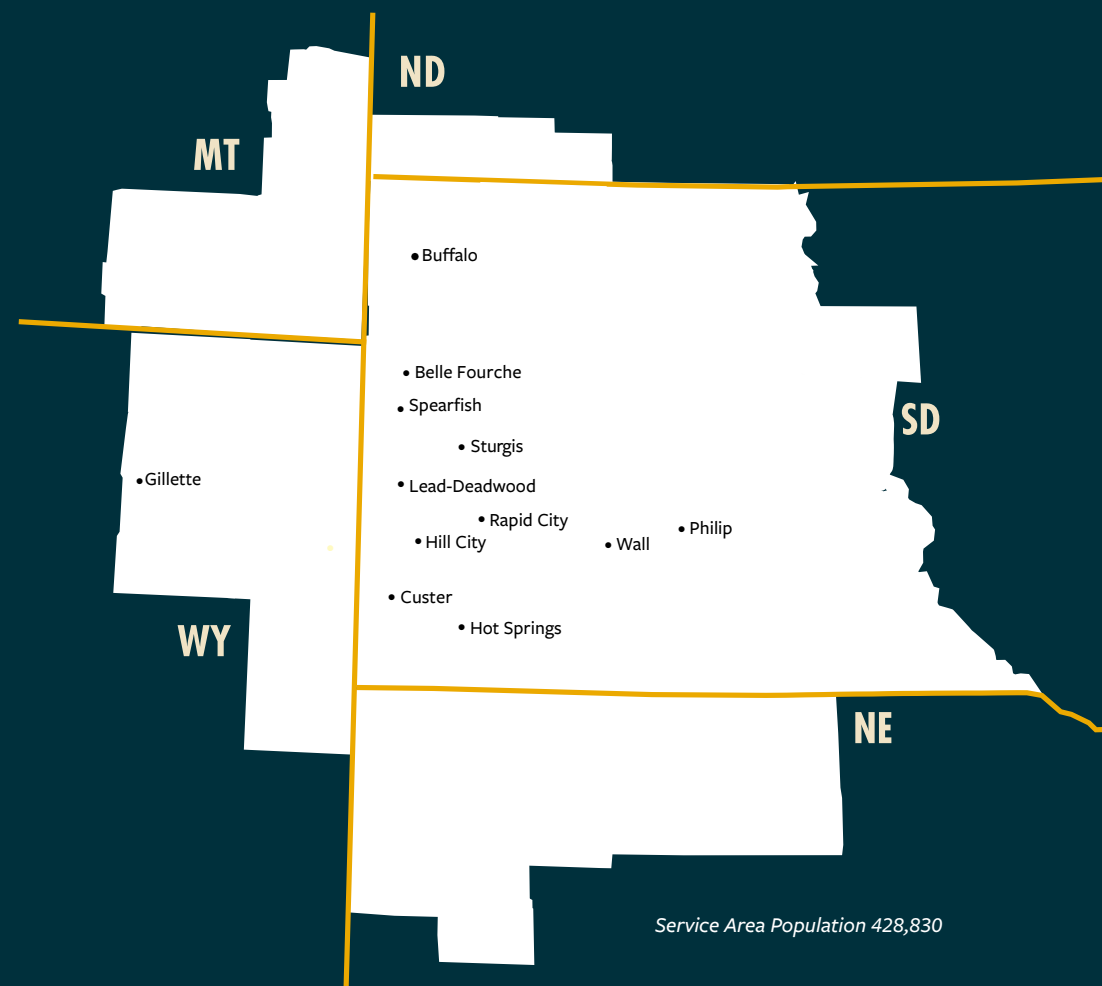


An aerial photograph of a vast, forested mountain range. The sun is low on the horizon, creating a warm, golden glow that illuminates the sky and the tops of the trees. The forest is dense, with a mix of green and yellowish-brown foliage. The mountains recede into the distance, creating a sense of depth.

on the HORIZON

2020-2021 MONUMENT HEALTH ANNUAL REPORT



Service Area Population 428,830

LARGEST HEALTH CARE SYSTEM IN WESTERN SOUTH DAKOTA

- 5 hospitals | 2 managed hospitals
- 25 clinic locations
- 1 assisted living facility | 2 care centers
- 6 urgent cares
- 8 specialty treatment centers:
 - John T. Vucurevich Cancer Care Institute,
 - Heart & Vascular Institute, Rehabilitation Institutes (2)
 - Behavioral Health Center, Dialysis Centers (2)
 - Surgery Center, Orthopedic and Specialty Hospital

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VISION

It starts with heart.

Our vision is to be one team, to listen, to be inclusive, and to show we care.

To do the right thing. Every time.

VALUES

Trust
Respect
Compassion
Community
Excellence

PRIORITIES

Deliver high-quality care
Provide a caring experience
Be a great place to work
Impact our communities
Be here for generations to come

MISSION

Make a difference. Every day.

A LETTER FROM PAULETTE DAVIDSON



**PAULETTE
DAVIDSON**

Monument Health
President and CEO

DEAR FRIENDS:

Shakespeare said, “Some are born great, some achieve greatness, and others have greatness thrust upon them.” I think all three could be said of Monument Health’s physicians and caregivers during the COVID-19 pandemic. It’s hard to describe the deep gratitude I feel for every member of the team.

COVID-19 challenges remain, but I have no doubt that Monument Health and our communities will emerge stronger than ever. Guided by Monument Health’s vision, values, priorities and mission, we continue to look toward the future as we anticipate and meet the needs of our West River communities.

In the following pages, we look back at the accomplishments, innovations and progress we made during the past year.

We have a major expansion of the Cancer Care Institute under construction. We’re also building the new Rehabilitation and Critical Care Hospital of the Black Hills. Expansion of the Women’s and Children’s Department in Rapid City and a major expansion of the Spearfish campus are on the horizon.

By taking bold steps now, we will be better prepared for taking bolder steps in the future. The job of a health care system is equal parts caring for the current health care needs of our communities now and preparing ourselves to meet our communities’ future health care needs.

PAULETTE DAVIDSON

Monument Health President and CEO

LOOKING BACK ON FISCAL YEAR 2021

In 2018, Monument Health established five priorities to guide our initiatives, activities and projects to ensure the system continues to fulfill its vision, values and mission. Each year during the strategic planning process, we pick a single metric that would serve as a key measure of our progress. Below are the five priorities, key metrics and actual results for Fiscal Year 2021.

Deliver High-Quality Care

Increase the reporting of good catch (near miss) patient-related safety incidents throughout the system. Measured by year-over-year percentage change in number of incidents reported in the Riskonnect system, Q4 2021 compared with Q4 2020.

GOAL	ACTUAL
100% Increase	334% Increase

Impact Our Communities

Record the number of hours per year that Monument Health physicians and caregivers devote to our communities by volunteer work and service to local organizations. Measured by employee input of hours completed via the community hours web form.

GOAL	ACTUAL
17,000 Hours	29,339 Hours

Provide a Caring Experience

Increase the system's average patient experience scores that are in the top box range (9s and 10s, very good or always, depending on the survey). Measured by Press Ganey patient experience survey submissions.

GOAL	ACTUAL
79.8% Top Box	81.50% Top Box

Be Here for Generations to Come

Improve FY 2021 earnings, which will put Monument Health on solid financial ground as we continue to expand services and meet the future needs of our communities. Measured as earnings before interest, depreciation and amortization (EBIDA).

GOAL	ACTUAL
8.6% Net Operating Revenue	9.3% Net Operating Revenue

Be a Great Place to Work

Implement systemwide safety and quality huddles to build teamwork, respect and communication. These were identified as the greatest opportunities in the fiscal year's physician and caregiver engagement survey. Measured by the engagement index score (EI) from the systemwide survey completed in Q4 of 2021.

GOAL	ACTUAL
4.03 Engagement Index Score	3.80 Engagement Index Score



Priority 1:
Deliver High-Quality Care

FY_21GOAL:

Double the reporting of good catch (near miss) patient-related safety incident throughout the system. Measured by year-over-year percentage change in number of incidents reported in the Riskconnect system, Q4 2021 compared with Q4 2020.

GOAL

100%
Increase

ACTUAL

334%
Increase

High-quality care has always been a top priority at Monument Health. Our patients, their families and our communities deserve nothing less.

Some equate high-quality care with the latest technology, advanced procedures and the newest developments in the science of medicine. Indeed, all of that is part of the equation.

However, high-quality care is also seen in the day-to-day care that Monument Health delivers to each of its patients, regardless of their needs. Catching near misses, improving processes and discovering better ways to do things. These steps add up to high-quality care and a culture based on constantly striving for better outcomes.

GOOD CATCHES

In FY_20, safety event reporting was Monument Health's goal. It still is, and beyond reporting, we look at the root cause of the good catches to prevent occurrences in the future. Each month an award is given for the Best Good Catch submission that has the greatest impact in reducing risk to patients. At the end of the year, the Best Catch of the Year receives the Lifesaver Award.



Lifesaver Award Recipients
Respiratory Therapy Team, Rapid City Hospital

EXPANDED THE NURSE TRIAGE LINE

Building on the success of the nurse triage line in FY_20, the phone line was marketed as a resource for the community when they didn't know where they should go to receive care.

TELEHEALTH

Implemented a telehealth option during the COVID-19 pandemic to allow patients to see their provider through a telephone or video visit while staying at home, which avoided delayed care and visits to Urgent Care and Emergency Departments.

QUALITY TEAM-FOCUSED PROJECTS

Identified two clinical areas of focus that required immediate response to help front-line caregivers identify ways to enhance patient care:

- Identify at-risk suicide patients in the hospital tower
- Reduce hospital acquired pressure injuries.

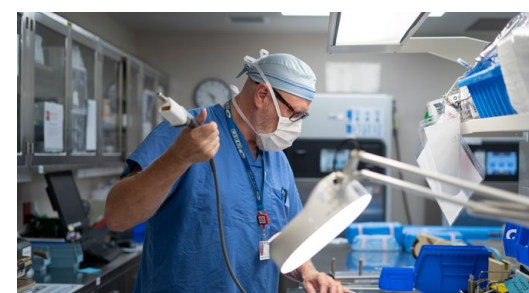
PERFORMANCE IMPROVEMENT

- Added the clinical registry, NSQIP, National Surgery Quality Improvement Program, to allow for Monument Health to nationally compare process and outcome measures for surgery patients.
- Launched a clinical data platform to allow for the development of clinical scorecards and report cards.
- Began discussion and creation of a data governance structure to include sources of data beyond clinical.
- Began the development of a data dictionary to include standard definitions and benchmarks to ensure consistency.
- Added a Price Estimator for many surgical procedures.

READMISSION RATES

Working closely with community partners such as nursing homes, rural hospitals and clinics, Monument Health is taking steps to reduce hospital readmissions. A low readmission rate is one way to measure the quality of treatment during a patient's initial stay.

The readmission rate among patients discharged to nursing homes was reduced to 14 percent in 2021, a substantial decrease from 19.3 percent in 2018.



BEHAVIORAL HEALTH

In 2021, Monument Health Behavioral Health Leadership and Physicians, Emergency Department Leadership and Hospitalists created a five-year strategic plan with assistance from Operational Performance Management. Through the process, key strategies were identified:

- Evaluating Avera eCARE services.
- 24-hour availability of psychiatric care
- Expanding Behavioral Health capacity for adolescents
- Increasing psychiatric support for the Emergency Department.

ADDITIONAL QUALITY TOPICS

- Added COVID-19 infusion treatment options to help vulnerable, immunocompromised patients avoid hospitalization and serious illness.
- Expanded the Intensive Care Unit at Rapid City Hospital by six new rooms.
- Improved length-of-stay processes and procedures.
- Increased care coordination for acute-to-acute transfers and transfers swing beds throughout the system, which reduced diversions.
- Created a vaccine registry for all of western South Dakota.
- Managed COVID-19 community education.

QUALITY SHOWCASE

A primary goal at Monument Health is to share successes and best practices throughout the system and encourage systemwide adoption and celebration of our advances. The Quality Showcase has been a successful vehicle for developing and improving our strategies related to quality and patient safety. For caregivers, physicians and providers, the showcase is a way to win quarterly recognition for innovation and improvement.



Quarter 3 2020
Monument Health Medication Access Center



Quarter 4 2020
A Multidisciplinary Approach to Eliminating C. Difficile Infection



Quarter 4 2020
High Reliability in Central Sterile



Quarter 2 2021
Assessment of Compliance with Order Set and Bundle for Management of Staphylococcus Aureus Bacteremia



Quarter 1 2021
Impact of Clinical Navigation on Orthopedic Surgical Care



MAYO CLINIC CARE NETWORK

A valuable resource for Monument Health physicians, caregivers

Monument Health joined the Mayo Clinic Care Network in January 2020. The network grants the health care system access to the Mayo Clinic’s extensive knowledge, resources and world-class expertise. In addition,

Monument Health collaborates with other network members who are facing the same challenges. Membership in the Mayo Clinic Care Network has proven to be a valuable benefit for the patients and communities across our region. By working with Mayo Clinic, Monument Health physicians and caregivers can provide patients with more of the care they need, close to home, at no additional cost to them. Collaborative projects completed in Fiscal Year 2021 are listed below:

Workplace Violence

Mayo Clinic shared its workplace violence toolkit and hosted a discussion between Mayo Clinic experts and members of the Monument Health Workplace Violence Committee. The committee adopted Mayo Clinic best practices and resources in its own toolkit to prevent workplace violence.

Ask Mayo Expert: Patient Education

Caregivers at Monument Health consistently use the AME Patient Education tool to help educate patients and their families across all care settings. For example, the orthopedic ambulatory nursing staff was looking for Platelet Rich Plasma (PRP) injection information for patients. Because of the relationship with Mayo Clinic, Monument Health’s patient education liaison helped the team create specific patient education on PRP and regenerative medicine. In another case, one of Monument Health’s pediatric diabetic nurse educators turned to AME Patient Education to help patients and families manage pediatric diabetes.

Mayo Health Library

One Monument Health Neonatal Intensive Care Unit (NICU) nurse has been compiling a list of definitions and topics covered in the patient-facing (external) Mayo Clinic Health Information Library, to create a cross-reference system for the parents of NICU patients.

Ask Mayo Expert: Care Process Models (CPM)

At Monument Health, this tool should prove to be very beneficial for the Nursing Professional Development Team and all Monument Health caregivers associated with the Shared Governance structure.

Clinical Documentation Improvement (CDI) Collaborative

Participating in the Vizient Clinical Documentation Improvement Collaborative has been beneficial to the Monument Health Clinical Documentation Improvement team. The partnership with Mayo Clinic allowed Monument Health to be a part of conversations with CDI departments at other health systems facing similar challenges.

COVID-19 Pandemic response

Throughout the global COVID-19 pandemic, Monument Health has used the relationship with the Mayo Clinic Care Network to inform, guide and reinforce its response to the pandemic. Documents and policies related to aerosol-generating procedures, patient screening and discharges to long-term care facilities drew upon the expertise of the Mayo Clinic and other Mayo Clinic Care Network members.

By the Numbers

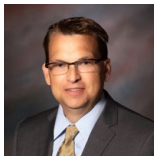
Monument Health physicians and caregivers made good use of the Mayo Clinic Care Network’s resources in 2021.

459	1,766	224
eConsults	Ask Mayo Expert uses	Health care consulting hours

NEW PHYSICIANS



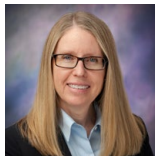
Esperanza Argenziano, M.D.
Rheumatology
Rapid City



John Becker, M.D.
Hospital Medicine
Rapid City



Jonathan Bigwood, M.D.
Pediatrics
Spearfish



Melissa Brown, M.D.
Urology
Rapid City



Derek Buck, M.D.
Physical Medicine & Rehabilitation
Rapid City



Scott Burry, M.D.
Emergency Medicine
Spearfish



Maren Gaul, D.O.
Dermatology
Rapid City



Eammon Grosek, M.D.
Internal Medicine, Pediatrics
Rapid City



Louise Halbleib, D.O.
Family Medicine
Custer



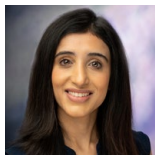
Hollan Harper, D.O.
Family Medicine,
Sports Medicine
Rapid City



Rorak Hooten, M.D.
Pulmonary/Critical Care
Rapid City



Wesley Leong, DPM
Podiatry
Rapid City



Maryam Malik, M.D.
Hospital Medicine
Rapid City



David Maxfield, M.D.
Orthopedic Surgery
Rapid City



Charan Mungara, M.D.
Cardiothoracic Surgery &
Vascular Surgery
Rapid City



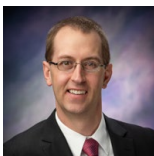
Tal Pollak, M.D.
Hospital Medicine
Rapid City



Travis Ptacek, M.D.
Family Medicine
Rapid City



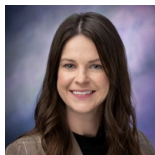
Chad Storch, D.O.
Occupational & Aerospace
Medicine
Rapid City



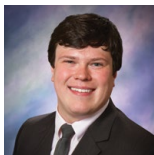
Kyle Schmidt, M.D.
Neurosurgery
Rapid City



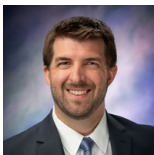
Joshua Told, D.O.
Family Medicine,
Emergency Medicine
Spearfish



Miranda Tracy, M.D.
Hospital Medicine
Rapid City



John Tronnes, M.D.
Family Medicine
Deadwood



Stephen Wasemiller, M.D.
Cardiology, Non-Invasive
Rapid City



Kent Wright, M.D.
Family Medicine
Sturgis

NURSING

As the COVID-19 pandemic continued, the American Nurses Association (ANA) joined the World Health Organization in extending the Year of the Nurse and Midwife into 2021 because of the continued impact of the pandemic and the significant efforts that nurses have taken to protect patients and communities in these difficult times.



Transformational Leadership

Recruitment/Retention

From July 2020 to June 2021, 271 Registered Nurses were hired, and RN turnover was 23.43% which is up 5.13 percentage points from the previous year. Normally this would be cause for concern, but considering the COVID-19 pandemic and the effect that it has had on the field of nursing, this change was felt throughout the industry.

Likewise, when comparing retention to national benchmarks for 90-day and one-year turnover, Monument Health failed to outperform the national benchmarks. Since the benchmarks were based on pre-pandemic data, the estimates were skewed by the events of 2020.

Certified Nursing Assistant (CNA) Program

In FY_20 Monument Health began offering a 75-hour Certified Nursing Assistant course to caregivers. This self-paced program provides flexibility for full-time or part-time caregivers who would like to earn their CNA.

This program offers a blended learning approach that includes online knowledge education and in-person skills demonstrations with dedicated program instructors. Since the expansion to the inpatient setting, over 40 caregivers have enrolled in the program and nearly 20 have completed the program and become certified.

Bachelor of Science in Nursing (BSN) Completion Program

Through Monument Health's partnership with the University of South Dakota, 13 nurses have graduated from the BSN Completion Program in FY20, with a total of 37 nurses having earned their BSN through the program. 19 students are currently enrolled, and additional applications will be accepted in January 2022.

Nursing Professional Certification:

July 1, 2019 (Baseline)
287/1086 certified – 26%

July 1st, 2020 (Year 1)
360/1141 certified – 32%

July 1st, 2021 (Year 2)
410/1213 certified – 34%

Nursing Strategic Goal:
Increase the number of Certified Nurses by 5% by June 30, 2022.

Nurses with BSN or Higher:

July 1, 2019 (Baseline) – 684/1426 BSN or Higher in Nursing – 48%

July 1st, 2020 (Year 1) – 828/1510 BSN or Higher in Nursing – 55%

July 1st, 2021 (Year 2) – 1020/1643 BSN or Higher in Nursing – 62%

Nursing Strategic Goal: Increase the number of BSN-Prepared Nurses by 3.5% by June 30, 2022.

Structural Empowerment

Over 200 Star Award nominations were submitted, and 48 recipients were selected by the Professional Development Council in the nine Star Award categories. We also had 116 nominations for the Sunshine Awards, and 15 recipients were selected by the Nursing Support Council in the four Sunshine Award categories. These awards recognize outstanding caregivers who exhibit excellence in quality improvement, patient experience, caregiver engagement, financial responsibility and community involvement.

Star Award: Nursing caregivers
Sunshine Award: Nursing Support caregivers

2021 – 201 nominations, 48 awarded (Awarded on nurse’s day in May, 2021)

2020 – 353 nominations, 42 awarded (Awarded on individual units in December, 2020 – due to COVID-19)

Black Hills Parent Magazine 2021 Nurses of Excellence Awards



Nurse of Excellence
Becky Rose, BSN, RN
Nurse Manager of Ambulatory Operations at Monument Health Orthopedic and Specialty Hospital

“It’s important to me to create a work environment where we support you professionally so you can succeed at home. I will happily cover so you can drop your kids off in the morning or go to their school programs.



Nurse of Excellence
Melissa Rineard, RN
Lactation Services at Monument Health

“I am thankful for the job I get to do as a lactation consultant, birth planner and grief support nurse. I get to support women in their birth experience by assisting with birth planning. I am passionate about aiding a mother as they breastfeed their children.”

DAISY Awards

DAISY is an acronym for “Diseases Attacking the Immune System.” The DAISY Award was established by the DAISY Foundation in California in memory of J. Patrick Barnes, who died at age 33 of an autoimmune disease. The Barnes family was so touched by the clinical skills, care and compassion of the nurses who cared for Patrick, they created this award to say thank you to nurses everywhere.

Daisy Award Receipients:
Rapid City:



Sarah Rathbun



Emily Pechous



Jessie Krueger



Liyah Maret



Megan Carreiro



Kris Schwartz



Amy McGinnis



Amanda Culberson



Matt Davalos



Gretchen Emrich



Karli Shama



Taylor Gustafson

Lead-Deadwood



Heather Courage

Sturgis



Chaska Walker



Kim Ford

Spearfish:



Danielle Reller



Michele Harkin-Meverden



Heather Bush



Nursing Professional Development Ladder

A new Nursing Professional Development Ladder was created to replace the Clinical Development Ladder. The overall goal remained the same — to provide nurses career advancement while remaining in a clinical setting and providing direct patient care, while also aligning more closely with Monument Health’s strategic priorities, the Nursing Professional Practice Model and the American Nurses Credentialing Center (ANCC) standards of nursing excellence. The new Nursing Professional Development Ladder includes 5 levels, with levels 2-5 including increased compensation. The intention of this is to recognize and reward individual excellence, assist in retention of quality nurses, improve nursing engagement and job satisfaction, provide opportunities for personal and professional growth and impact patient experience and quality outcomes.

Nurse Residency Program

Monument Health’s robust Nurse Residency Program for all newly graduated Registered Nurses is a unique opportunity for professional development, critical thinking, time management and leadership training intended to help bridge the gap between formal nursing education and professional practice. The year-long program is designed to support new nurses at each milestone early in their career. It is a blended model that incorporates convenient online modules with monthly small-group sessions, culminating with a project emphasizing implementation of a quality improvement or performance improvement initiative. In Fiscal Year 21, 230 newly graduated Registered Nurses enrolled in Monument Health’s Nurse Residency Program.

Exemplary Professional Practice



Journey to Excellence

Monument Health Rapid City Hospital continued on its journey to Magnet Recognition, and met its goal for nurse satisfaction as measured during the Caregiver and Physician Engagement and Culture of Safety Survey. The survey measures seven nursing excellence categories, determined by the American Nurses Credentialing Center (ANNC). These include: RN to RN teamwork and collaboration, autonomy, professional development, leadership access and responsiveness, adequacy of resources and staffing, fundamentals of quality nursing care and interprofessional relationship. The ANCC requires specific benchmarks across the seven categories, and at least three must be met for a hospital to achieve Magnet Designation. Rapid City Hospital met or surpassed those benchmarks in five of the categories, and showed improvement in all seven. Across the Monument Health system, the level of nurse participation in the Caregiver and Physician Engagement and Culture of Safety Survey was the highest it has been in over five years — from 2017 to 2021, participation grew from 45 percent to 83 percent.

The journey to Magnet Recognition is a long, yet exciting process. Upcoming steps in this journey include a Practice Transition Accreditation Program (PTAP) nurse residency appraiser site visit and PTAP Accreditation, ANCC document submission and review, and ANCC Magnet appraiser site visit and finally an ANCC Commission Decision on Designation. Even then, the journey is never truly complete, as the process includes ongoing redesignation.

NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS

Reducing Violence Against Health Care Workers

With violence against caregivers on the rise across the country, Monument Health implemented a Workplace Violence Committee to monitor and address this trend. Multiple nurses sit on the committee and have helped implement steps to reduce workplace violence. This included the adoption of a Workplace Violence Toolkit as a strategy from Mayo Clinic. Nurses on the workplace violence committee determined that if they were to reduce the number of physical assaults on nurses, patients that were at risk for aggression would need to be identified to prevent assaults from happening. Marcia Taylor, MSN, assisted in leading a subcommittee to develop a process to easily identify patients with aggressive behaviors in the electronic documentation system, and then collaborated with Electronic Medical Records (EMR) analysts to identify these patients with a Lavender Banner, which was implemented May 15, 2021. All patients with Lavender Banners were reported in the daily tiered safety huddles,

and from the information shared during report out, security was able to use the data to introduce targeted and more frequent rounds to monitor these patients and support the nursing caregivers. Additionally, Behavior Safety Plans (BSP) were implemented to outline patient rights, explain expectations and consequences and promote safety of patients and caregivers. These steps significantly decreased the physical assaults against nurses. **Assaults per 1000 RN care hours decreased from 18.04 percent before the interventions were in place, to less than 10.89 percent each month post-interventions.**

Professional Practice Model

Patient and Family-Centered Care is our Professional Practice Model for nursing at Monument Health. It begins with the initial assessment, incorporates the patient and family at the level they choose to be involved and results in individualized plans of care and quality outcomes.



Notable Achievements

Coordinating Council – Chair Kayla Arnold, NICU, RN

- Presentation from the Magnet Conference at Nurse Licensure Compact
- Centralized minutes/agendas for all System Councils
- Coordinated end of the year interdisciplinary review – Lunch and Learn

HealthCare Informatics – Chair Janel Salazar, ICU, RN

- Created criteria to ‘Keep’ or ‘Add’ documentations
- Coordinated Best Practice Advisory (BPA) Reviews
- Supported regulatory requirements for pain documentation

Quality, Safety, and Performance Improvement – Chair Si Issler, HVU, RN

- Collaboration with system Quality Assurance and Performance Improvement (QAPI) Team
- Increased education of quality measures on each unit
- Standardized Quality Boards

Professional Development – Chair Amanda Horsley, Pediatrics, RN

- Developed Nursing Professional Development Ladder
- Coordinated Star Awards (Awarded x2 due to COVID-19)
- Exceeded education and certification goals set in July 2020

Nursing Practice – Chair Gretchen Emrich, ED, RN

- Developed 4 Eyes, 4 Hours – Skin Assessment for Pressure Injury Prevention
- Implemented IV Line Labeling
- Developed O2 at 2 – Oxygen Weaning Reminder

Evidence-Based Practice Committee – Chair Shaye Krcil, Patient Care Services, RN

- Redesigned evidence based practice (EBP) SharePoint site with electronic processes to submit evidence based practice/research ideas
- Established Nursing evidence based practice and Data 101 class
- Reviewed 3 proposed nursing research projects before submission to Institutional Review Board

Ambulatory System – Chair Kathy Jedlicka, FMR, RN

- Developed Ambulatory Star Awards
- Reviewed engagement survey
- Gathered ambulatory sources of evidence for Magnet Document

Nursing Support – Chair Laura Holland, PCU, RN

- Managed Sunshine Award Presentations
- Developed PCC handoff processes
- Launched Constant Observer checklist

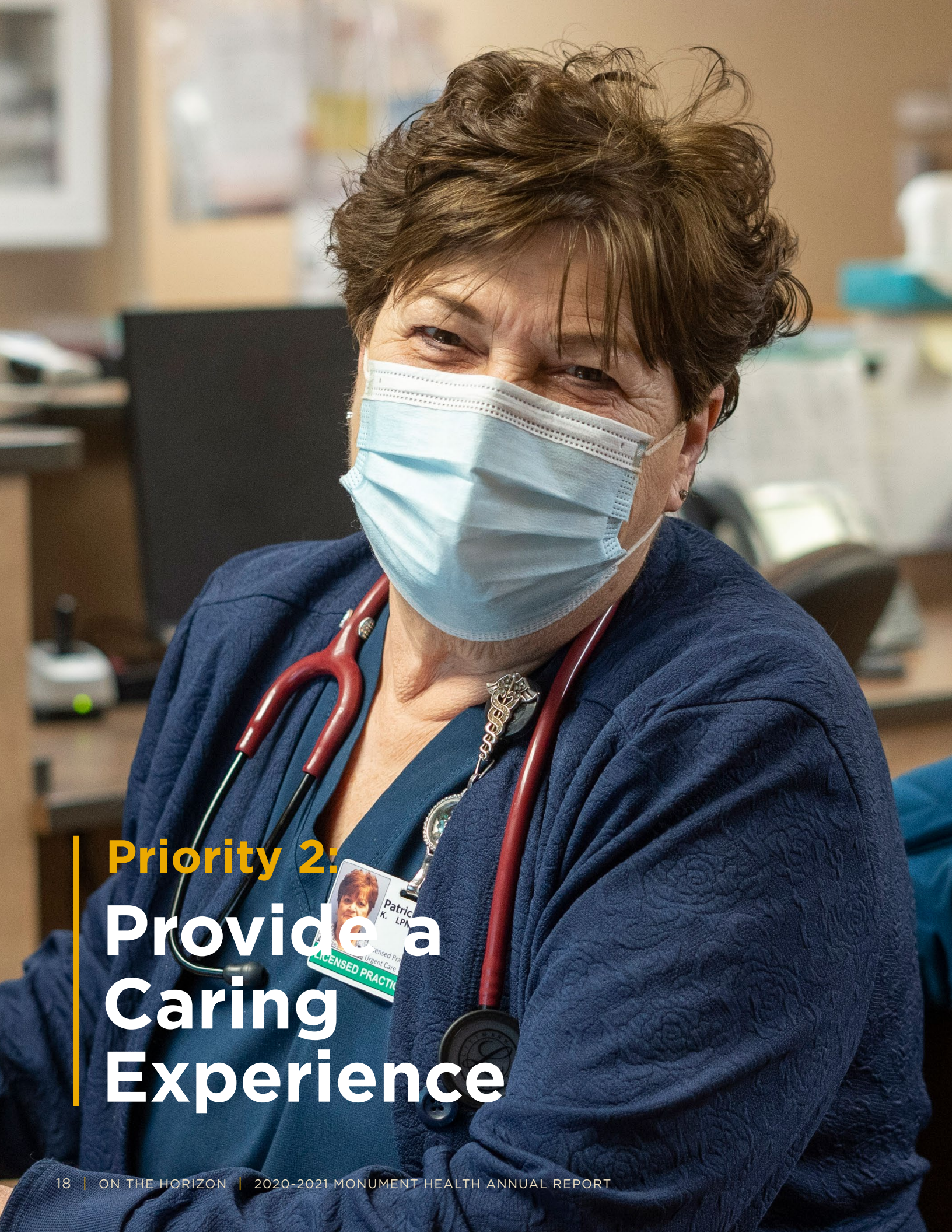
Advanced Practice Provider (APP) – Chair Kara Stapert, Flormann, NP

- Developed APP Mentorship Program
- Launched Precepting/Onboarding Program
- Added a Voting Member to the Physicians Operations Group

MH NURSING SHARED DECISION-MAKING

Monument Health utilizes a shared leadership model permitting two-way communication and decision making among the chief nursing officer, the leadership team and various councils and committees made up of professional nurses at the bedside. Nurses are involved in establishing standards of practice and serve on committees that address excellence in patient care and safe, efficient, and effective operation of the organization.





Priority 2:
Provide a
Caring
Experience

FY_21GOAL:

System average patient experience scores (top box: 9s, 10s, Very Good or Always, depending on the survey). Measured by Press Ganey patient experience survey submissions in Q4 2021 compared with Q4 2020.

GOAL	ACTUAL
81.5% Top Box Score	79.8% Top Box Score

A caring experience is the sum of many aspects of health care, including clean and welcoming environments, respectful and supportive interactions and services, efficient processes to deliver and manage care and thoughtful responses to patient and family feedback.

The COVID-19 pandemic impacted how providers and caregivers interact with patients and families. Personal protective equipment like face masks and eyewear became standard. Visitor policies changed with restricted access, screening and other controls.

Virtual visits and the Nurse Triage Line made it easier and more convenient for patients to get the care and information they needed. But these methods also made it more difficult to maintain the special provider-patient relationship that in-person visits create.

These were difficult challenges to overcome, but our caregivers found a way and improved the brand of Monument Health in our communities as they did it.

EXPERIENCE DRIVERS
- PATIENT FEEDBACK
ANALYSIS

Making improvements in patient experience based on feedback from surveys can sometimes be a daunting task – there’s a lot of information in the form of data and comments to make sense of. It’s unrealistic to think that all areas with the potential for improvement can be addressed in parallel with the available resources.

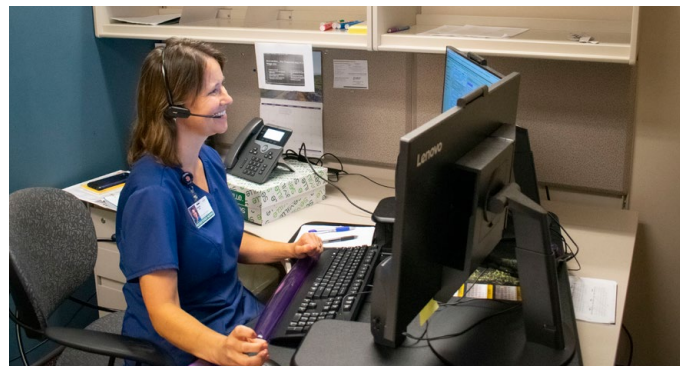
In response, Monument Health and its patient experience partners developed unique tools and approaches to focus resources on “experience drivers” – the components of a patient’s assessed experience that influence their overall rating the most. These experience drivers were created from statistical analyses that give operational leaders three focus areas to direct their resources and activity. Monument Health will build on these experience drivers to support an information-driven culture of continuous improvement using patient feedback.

GOOGLE REVIEWS

Online search for health care organizations and providers has increased significantly in the past few years, and many organizations’ unofficial homepage is the Google search page that shows star-rating reviews.

Rather than waiting for its patients to leave a review, Monument Health launched a program to intentionally prompt patients to leave a review of their experience after their visit. Even during the COVID-19 pandemic, Monument Health improved its Google Star-Rating to 4.83 Stars out of 5 stars from 4.61 Stars the previous year.

This improvement is a testament to the commitment of all Monument Health providers and caregivers to provide a caring experience that’s safe and compassionate, despite restricted visitation and personal interactions due to COVID-19 protocols.



TELEHEALTH & TRIAGE – REDUCING PATIENT EFFORT DURING PANDEMIC

The COVID-19 pandemic forced health systems to protect patients from transmitting the COVID-19 disease in significant ways. In ambulatory settings like clinics, this meant changing the way routine, in-person visits were performed.

In response, Monument Health's telehealth strategy was accelerated to continue meeting the needs of patients and the community. Virtual visit technology was implemented to allow patients and providers to maintain continuity of care for existing patients and support the care needs for new patients.

A Nurse Triage Phone Line was operationalized to support the community need for information about the pandemic, vaccinations and more. These telehealth solutions reduced patient effort and anxiety during an emerging crisis and allowed Monument Health to continue its leadership in caring for our communities.

PRICE TRANSPARENCY

Estimating the out-of-pocket cost for a medical procedure can be complicated. Monument Health made this easier by adding a tool to its MyChart electronic health record that allows patients to estimate what they might have pay for a procedure.

CARE COMPANION PROGRAM

Monument Health launched the COVID-19 Care Companion Program to provide a robust and effective care platform for those recovering from COVID-19 at home. With support from Monument Health nurses, patients can monitor their own temperature, oxygen levels and other health measures while they recover.

GUEST SERVICES

It is often life's transition points that are the most difficult to deal with, even when we feel our best. For a patient who may have gone through the Emergency Department and had been admitted into the hospital, it can be overwhelming and uncomfortable, to say the least.

To support the non-clinical needs of its hospital patients, Monument Health Rapid City Hospital launched Guest Services in October 2020. Each day, Guest Service Specialists visit newly admitted patients and those who are planning to discharge to ensure they are comfortable and have their belongings, and to make sure that their life is not bound by being in the hospital. They celebrate birthdays, anniversaries, holidays, arrange for special deliveries, facilitate family communication and more. The Guest Service Specialists embody service excellence in their support of patients and families, and also in their teamwork with providers and caregivers throughout the hospital.



Priority 3:
**Be a Great
Place
To Work**

FY_21 GOAL:

Implement systemwide safety and quality huddles to build teamwork, respect and communication. These were identified as the greatest opportunities in physician and caregiver engagement surveys. Measured by the engagement index score (EIS) from the systemwide survey completed in Q4 of 2021.

GOAL	ACTUAL
4.03 Engagement Index Score	3.80 Engagement Index Score

Being a great place to work has always been important to Monument Health, but in recent years it has become a stronger focus. That's why Monument Health has launched a number of initiatives to attract and retain great caregivers in all departments and all markets of western South Dakota. Being a great place to work requires so much more than good pay and benefits. It starts with a workplace culture that is inclusive, stimulating, flexible and supportive. In health care, the work is not easy, but it can be immensely satisfying.

ENGAGEMENT AND CULTURE OF SAFETY SURVEY

In the Spring of 2021, Monument Health physicians and caregivers responded in record numbers to the Engagement and Culture of Safety survey. Almost 70 percent of physicians and over 80 percent of caregivers shared their perceptions in areas of engagement, culture of safety, diversity, nursing excellence and resilience. Diversity and culture of safety perceptions continue to be very strong throughout the organization, and Monument Health continues to create strategies to improve loyalty, pride, and purpose connected to engagement.

TRANSPARENT COMMUNICATION

The systemwide tiered safety and quality huddles are used to discuss good catches, patient experience concerns, potentially violent patients, COVID-19 numbers, critical staffing issues and other concerns. This approach has provided a quick, streamlined flow of useful information throughout our teams and environments.

CAREGIVER SUPPORT

- Amid the COVID-19 pandemic, we sharpened our focus to support our caregivers through difficult situations by establishing a Caring for the Care Team Task Force. The task force offers more:
- Referrals to the employee assistance program
 - Created “Park and Pray” events to show love and support for our frontline caregivers.
 - Sent COVID-19 care packages to caregivers who had tested positive for COVID-19.
 - Implemented a fast-track COVID-19 testing for physicians and caregivers.
 - Launched an Ergonomics program to help caregivers optimize their workplaces.
 - Added new food service options in Spearfish and Rapid City.
 - Enhanced Mayo Clinic travel benefits as part of the Health Plan.

These support sessions were established to help caregivers deal with a serious adverse event, loss of a patient, loss of a coworker, or any traumatizing situation.

JUST CULTURE

Just Culture means treating providers and caregivers with respect, evaluating systems for error instead of blaming the individual. When an error occurs, the whole system is being looked at to improve processes to prevent future errors. In FY_21, Just Culture training was required to re-introduce the Just Culture principles to Monument Health.

LEADERSHIP SUPPORT

In an ongoing effort to provide resources for our leaders, Monument Health established a leadership portal, a one-stop intranet website with valuable information on human resource tools, patient experience data and training, finance information, policy updates, forms and other helpful links.

RECRUITING AND RETENTION

To recruit and retain caregivers, Monument Health began hiring out-of-state remote workers for certain hard-to-fill positions as well as allowing consideration of equivalent combination of education and/or experience to satisfy some educational requirements.

REWARDS AND RECOGNITION

- Throughout FY21, we evaluated policies and benefits to improve satisfaction for our caregivers.
- Increased the minimum wage to \$15.50/hour.
 - Migrated from a pension plan to a 403b match.
 - Launched Branch, a same-day pay benefit, in Custer and Sturgis markets.
 - Transitioned directors and above to a non-accrual PTO plan to give them more flexibility in managing their time away from work.
 - Provided designated handicapped parking spaces for caregivers on physical restrictions at more locations.

- Allowed caregivers to accrue up to 120 hours of paid time off (PTO), an increase from 80 hours previously.
- Launched a student loan repayment benefit for caregivers in identified clinical roles. With this program, Monument Health makes payments directly toward their student loans.
- Caregivers on an approved leave of absence were allowed to go into a negative PTO balance to satisfy the bridge requirement before using accrued Extended Illness Benefit (EIB).
- Expanded the use of EIB to allow caregivers returning from a leave of absence to access EIB if they could return to work for less than their full schedule for the first 30 days back to work.

CARING FOR OUR CAREGIVERS

Caring for Our Caregivers is a 100 percent employee-funded crisis benefit that began in 2016 in the Monument Health Foundation. Through payroll deduction, PTO cash-outs and other donations, Monument Health caregivers are helping fellow coworkers who are in devastating personal circumstances. In FY_21, Caring for our Caregivers supported 17 applications for funding, amounting to nearly \$35,000 in assistance for our caregivers most in need.

UNIFIED SCHEDULING MANAGEMENT

As a part of a greater workforce optimization strategy, Monument Health began a systemwide technology implementation project to bring every hourly caregiver into a unified scheduling, timekeeping and attendance technology. Throughout FY21, 60 units came online, creating new potential for stronger data integrity, real-time decision making, improved transparency, and greater flexibility in scheduling to meet caregiver and patient needs. The system is also focused on analysis to reduce fatigue and burnout. In FY22, the rest of the system will be integrated into the technology, which will allow enhanced staffing optimization initiatives.

SYSTEM WORKFORCE OFFICE

As part of Workforce Optimization efforts, and in tandem with Unified Scheduling Management, Monument Health created a department to aid in technology implementation and to manage staffing optimization throughout Monument Health. The System Workforce Office (SWO) began its journey with the support of an interdisciplinary governance structure and an expert external consultant who defined an 18-month plan to create measurable goals for the new department, hire and train caregivers to support it and to begin work in change management throughout the system.

The SWO will officially stand-up operations in Q2 of FY22 and will work to support real-time and predictive labor analytics in order to reduce administrative burdens currently connected to our clinicians, allowing them to focus on their teams and patients. The SWO will also support labor leveling throughout the system, ensuring we have the right caregivers in the right place, at the right time.

DIVERSITY AND SPIRITUAL

CARE

In the Summer of 2021, Monument Health physicians and caregivers shared their voices about diversity issues by responding to the Press Ganey Engagement and Culture of Safety survey.

Responses from nearly 4,000 physicians and caregivers showed overwhelmingly positive perceptions in the five key areas connected to diversity. The overall system average showed 84.92 percent of physicians and caregivers perceiving the organization and teams as valuing diversity.

These results were above the national average and showed an increase over Monument Health’s 2020 results. Efforts to provide a great place to work, partially through diversity and inclusion programs, will continue.

Meanwhile, amid the COVID-19 pandemic, Monument Health identified the importance of increasing spiritual care services to meet the needs of patients, family members, caregivers and providers. Monument Health provided spiritual services to 965 patients, 887 family members and 325 caregivers per month. This included the availability of chaplains and clergy members who are equipped and trained to provide spiritual care, as well as the use of Monument Health’s spiritual room, meditation room and chapel.



The Healing Room at Monument Health Rapid City Hospital

WELCOME TO THE 40-YEAR CLUB

This past year, nine Monument Health caregivers celebrated their 40th work anniversary. We honor their service and dedication to meeting the health care needs of our communities spanning four generations.



SHARON BEARDT
Registered Nurse
Rapid City Hospital



VICKY BOWERS
Clinical Informatics
Pharmacist
Rapid City Hospital



DENNIS BRAUN
Needs Assessment
Coordinator
Behavioral Health Center



CINDY COYLE
Registered Nurse
Rapid City Hospital



PEG DOUD
Registered Nurse
Behavioral Health Center



SALLY FAIRBANKS
Health Information
Management
Health Science Building



MARY MASTEN
General Counsel -
Emeritus
Corporate Headquarters



CONSTANCE VAUGHN
Registered Nurse
Rapid City Clinic,
Flormann St.



WANDA WAHL
Compliance Specialist
Corporate Headquarters

BEYOND 40 YEARS

We thank these caregivers for 41 years and more.

Renee Bachman, Belle Fourche Clinic
Gerarda Brodin, Employee Health
Candy Bruns, Rapid City Hospital
Sharon Cavenah, Rapid City Hospital
Rhonda Chihak, Lombardy
Vickie Courchesne, Rapid City Hospital
Vern Decastro, Rapid City Hospital
Cheryl Goldammer, Rapid City Hospital
Kathy Gottsleben, Rapid City Hospital
Karla Hofkamp, Rapid City Hospital
Lowell Husman, Rapid City Hospital

Teresa Keller, Rapid City Hospital
Dawn Koehler, Spearfish Hospital
Janice Kuch, Rapid City Hospital
Lana Likness, Rapid City Hospital
Karen Munk, Rapid City Hospital
LeAnn Nelson, Rapid City Clinic,
Flormann St.
Wanda Schummer, Sturgis Hospital
Kathy Sigler, Rapid City Hospital
Rose Simmons, Rapid City Hospital
Renee Skroch, Spearfish Hospital

Larry Snyder, Rapid City Hospital
Christy Swan, Spearfish Hospital
Marcia Taylor, Rapid City Hospital
Michelle Thompson, Rapid City Hospital
Sharon Toavs, Spearfish Hospital
Ronda Verhulst, Spearfish Clinic,
North Ave.
Glenda Vice, Same Day Surgery Center
Bonnie Warejcka, Rapid City Hospital
Nettie Yencensky, Rapid City Hospital



Priority 4:

Impact Our Communities

FY_21GOAL:

Capture and record the number of hours per year that Monument Health physicians and caregivers devote to our communities by volunteer work and service to local organizations. Measured by employee input of hours completed via the community hours web form.

GOAL	ACTUAL
17,000 Hours	29,339 Hours

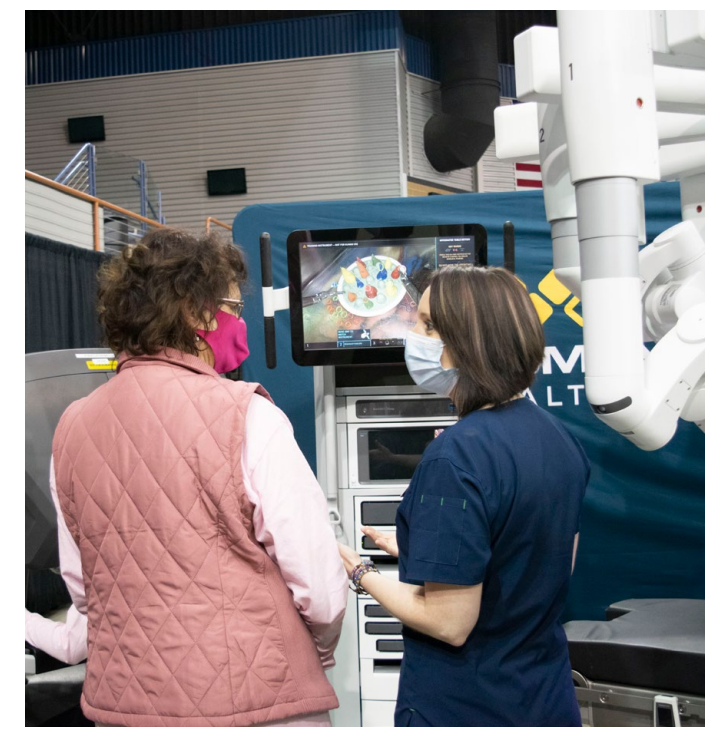
As the largest employer in western South Dakota, Monument Health has a duty to participate fully in activities that benefit our communities and make western South Dakota a better place to live. Health care is so much more than treating people who become ill. Preventive care, early detection and promoting healthy lifestyles are just as important – if not more important – for the long-term health of the community.

HEALTH SCREENINGS AND HEALTH EDUCATION

The Community Health Summit held during the Black Hills Stock Show and Rodeo Rapid City continues to grow in popularity each year. Even during the COVID-19 pandemic, Monument Health was able to support the community with health screenings and vaccinations.

Health Summit attendees were able to get tests for cholesterol, blood sugar, Vitamin D levels, prostate-specific antigens (PSA) and other health indicators. These screenings help doctors track patient health over time to detect emerging health issues early before they become health emergencies. Attendees could also get vaccinated for influenza, shingles and COVID-19. The Northern Plains Eye Foundation and Delta Dental were also on hand for screenings and to answer questions.

The Community Health Summits are useful in showcasing the expertise and services Monument Health has to offer. This includes home modification services, urgent care options, healthy lifestyle information and robotic-assisted surgery. Attendees can also learn about employment opportunities at Monument Health.



SPONSORSHIP COMMITTEE FUNDING ALIGNS WITH IDENTIFIED PRIORITIES

The Sponsorship Committee awarded \$369,373 in community sponsorships to support 126 different organizations throughout our service area. Sponsorship applications were evaluated based on the following priorities:

- Promote health and wellness
- Serve or support unmet community health needs
- Provide civic and/or community development
- Enhance or encourage active and healthy lifestyles

Monument Health joined community organizations focused on health and supported their abilities to educate the communities on subjects such as heart health, arthritis, diabetes, multiple sclerosis, Amyotrophic Lateral Sclerosis (ALS), blood donation and healthy living.

Monument Health is committed to celebrating the diverse cultures of patients and their communities. The system was an active part of the conversation of inclusivity through education and understanding. Monument Health also invested in area youth through scholarships, positive youth activities, and mentorship organizations.

\$369,373
AWARDED TO
126 ORGANIZATIONS



VACCINATION CLINICS

As soon as the COVID-19 vaccines became widely available, Monument Health officials recognized that community members needed a safe, convenient place to get their vaccinations. They had to be able to maintain social distancing throughout the vaccination process and have a place to wait comfortably for 15 minutes afterward.

To better serve its communities, Monument Health opened vaccination clinics at the Rushmore Mall in Rapid City and on Dahl Road in Spearfish. Hours were extended at these locations to make it easier for community residents to get their vaccinations. In Sturgis, Lead-Deadwood, Custer and other clinics, Monument Health also made sure vaccination was as convenient as possible. Time and time again, community members have commended Monument Health for the seamless experience.

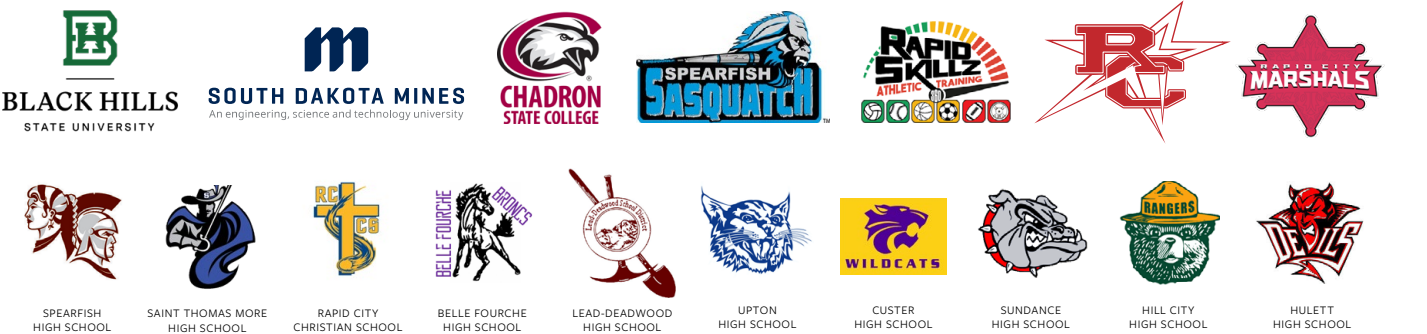
RAPID CITY AREA SCHOOLS PATHWAYS PROGRAM

In the fall 2021, the Rapid City Area School District launched the Rapid City Academies & Pathways model that provides students with access to career-connected learning experiences. The Monument Health Academy of Health Services is designed to expose student so ta variety of health care career opportunities. Three Monument Health caregivers have been involved in the curriculum development of a CNA program. To date as more than 1,000 students have been impacted by the investment into this program.

SPORTS MEDICINE

In January 2021, Monument Health and Chadron State College created a new partnership that makes Monument Health the official sports medicine provider for the college’s athletic programs. Chadron State joined Black Hills State University

and South Dakota School of Mines, along with 10 area high schools in the area’s largest and most comprehensive sports medicine program. Monument Health also assists athletes at rodeos and other major events.



CARDIAC, DIABETES SYMPOSIUMS

Monument Health Heart & Vascular Institute hosted the 23rd annual Cardiovascular Disease and Wellness Symposium. It offered a practical approach to the advances in cardiovascular care and technology, new preventative strategies and the latest wellness information. A day-long Diabetes Symposium provided best practices in diabetes care and management for all caregivers. Speakers ranged from physicians to nurse educators and dietitians.

SILVER STAR OF EXCELLENCE

Monument Health was named winner of the Silver Star of Excellence Award, presented by the American Technical Education Association (ATEA) and the National Technical Honor Society (NTHS). Western Dakota Technical College nominated Monument Health for the honor.

COVID-19 COMMUNICATION

During the COVID-19 pandemic, community members had a lot of questions. Accurate and up-to-date answers were at times difficult to pin down. During FY21, our doctors, pharmacists and other experts did more than 40 interviews with local and regional media outlets. During that time, we also conducted biweekly conference calls with area elected officials.

MONUMENT HEALTH MAGAZINE

In early 2021, Monument Health began publishing Monument Health Magazine, a quarterly magazine that highlights the health information, physicians, caregivers, volunteers and donors.

FREE SPORTS PHYSICALS

In June 2021, Monument Health began offering sports physical examinations free of charge to school-age athletes at all Monument Health primary care clinics and urgent care locations. The free physicals are offered as a courtesy to all local athletes, from grade school to college.

TEAMMATES

The school-based mentoring program, provides support through students’ journey. Services include helpful toolkits, in-school coordinators and scholarships for area students.

Monument Health supports and participates in the TeamMates program in Rapid City, Custer, Lead-Deadwood, Spearfish and Belle Fourche.

COMMUNITY IMPACT, ONE CAREGIVER AT A TIME



There is no doubt that Monument Health has a significant impact on its communities. The five-diamond logo can be seen on the sidelines of football games and behind the chutes at rodeos as trainers and physicians help athletes achieve peak performance. Monument Health sponsors fun runs, youth sports, charity walks and awareness rides.

Individual Monument Health caregivers also help their communities in their spare time and during community events throughout the region. Often, it's not even apparent that these volunteers are Monument Health caregivers. They're seen as the folks who are helping out at Spearfish Special Olympics, serving pancakes at the Knights of Columbus Pancake Breakfast, umpiring Little League games, detailing bicycles at the Boys and Girls Club, donating blood, delivering meals, filling food backpacks for children, playing piano at church, and so much more.

29,339
volunteer hours by caregivers
600 LOCAL
ORGANIZATIONS BENEFITTED

Here's a sampling of the activities, in the words of the volunteers:

"I completed Medicaid enrollment for patients at the Pine Ridge IHS hospital. I talked with patients about eligibility requirements and completed applications if they fit the criteria. I answered questions they may have and helped facilitate communication between patient, caseworker and DSS via phone calls."

"We put Thanksgiving dinners together for the single airmen in the squadron that didn't have families around for the holidays."

"Volunteered to teach a class at North Middle School; the material is helping middle schoolers think about their future and learn financial responsibility."

"Dog walker and cat socializer (at the Humane Society of the Black Hills)."

"Worked with the 'A Time To Heal Breast Cancer Support Group' – educating breast cancer survivors regarding exercise, importance of exercise and developing a long-term exercise plan, and education provided regarding Cancer Rehabilitation provided at Monument Health."

"Chaperoned Sturgis Future Farmers of America members to the Rushmore Leadership Roundup competition in Rapid City. While at the event I volunteered my time at Ag Issues."

"I was a deputy poll worker for (three) Pennington County Precincts. I set up the polling station, signed in voters and gave out ballots, and did tear-down and cleanup after the election was over."

"Attend the Unaccompanied Veterans Funeral Services. This is a quarterly service for those veterans that were interred with no family or friends. Attendees are asked to volunteer to read off the veteran's name, branch of service, and date of internment. Attendance is in support of the veteran and local community."

"Placed flags at each grave at the Black Hills National Cemetery in honor of veterans on Memorial Day."

"Purchased hats and scarves and hung them on presidential statues in downtown Rapid City for anyone in need of warm clothing items for the winter."

"Made 31 Easter Baskets to be donated to the Cornerstone Women's and Children's Shelter."

And the list goes on. It's impossible to imagine what the West River region would be like without the contributions from Monument Health caregivers. Their volunteerism is woven into the fabric of our communities.



FY_21GOAL:

Improve earnings, which will put Monument Health on solid financial ground as we continue to expand services and meet the future needs of our communities. Measured as earnings before interest, depreciation and amortization (EBIDA).

GOAL	ACTUAL
8.6%	9.3%
Net Operating Revenue	Net Operating Revenue

As a nonprofit corporation, Monument Health’s primary obligation is to its patients and its communities. Net earnings are invested back into the community in the form of new buildings, new equipment and new medical services that benefit the communities served by the health care system. Monument Health must anticipate the region’s future health care needs and create a solid financial foundation to be sure those need will be met.

A November 2021 story in Becker’s Hospital CFO Report confirmed that the financial foundation is solid. It listed Monument Health as one of 11 U.S. health systems with strong finances.

“Rapid City, S.D.-based Monument Health has solid operating margins that Fitch (the international ratings agency) expects to remain stable over the near term. Monument Health’s operating margins will continue to support liquidity growth and capital spending levels,” according to the Becker’s story.

Monument Health System

Service Data

Hospital Admissions

2021	2020
24,975	24,161

Patient Days

2021	2020
114,328	102,335

Visits to Emergency Department

2021	2020
65,919	65,949

Surgery Cases

2021	2020
12,760	11,292

Babies Delivered

2021	2020
2,411	2,425

Hospital Beds

2021	2020
516	515

Long-term Care Resident Beds

2021	2020
160	160

Medical Staff Members

2021	2020
647	633

Clinics

2021	2020
25	22

Clinic Visits

2021	2020
419,739	374,181

Community Benefit

(in 000’s)

PAYROLL AND BENEFITS

2020	416,008
2021	468,239

CHARITY CARE, UNREIMBURSED MEDICAID & BAD DEBT AT COST

2020	56,989
2021	64,626*

OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

2020	35,509
2021	43,625*

MONUMENT HEALTH COST TO OPERATE PER DAY

2020	2,235
2021	2,575

LOCAL, STATE, AND FEDERAL TAXES PAID

2020	24,368
2021	26,742

Financial Summary

Statement of Operations (in 000’s)

Revenue and Expenses	FY21	FY20
Net Patient Services Revenue	889,257	761,695
Other Operating Revenues	76,394	82,417
Net Operating Revenues	965,651	844,112

Operating Expenses	FY21	FY20
Payroll and Benefits	466,494	414,468
Medical Supplies	212,903	176,246
Purchased Services	146,149	128,193
Other Operating Expenses	49,965	44,750
Depreciation	55,437	48,565
Interest	9,088	3,729
Total Expenses	940,036	815,951
Net Income from Operations	25,615	28,161

Balance Sheet (in 000’s)	FY21	FY20
Current Assets	332,050	314,596
Funds for Building, Equipment Replacement and Debt Repayment	653,272	430,976
Other Restricted Use Investments	48,073	44,264
Land, Building, and Equipment	550,785	552,076
Other Assets	12,337	13,867
Total Assets	1,596,517	1,355,779

Current Liabilities	179,000	207,072
Long-term Debts	374,872	266,392
Other Liabilities	64,323	64,654
Unrestricted Fund Balance	949,648	793,492
Restricted Fund Balance	28,674	24,169
Total Liabilities and Fund Balance	1,596,517	1,355,779

*Preliminary - subject to change

BUILDING FOR BETTER HEALTH CARE

During FY_21, Monument Health completed its largest project ever and pushed forward with several new construction projects. Together, these projects are

expanding the scope of services and keeping patients closer to home.



Rapid City Hospital

The \$210 million expansion of the Rapid City Hospital campus was completed in September 2020. The project added 266,000 sq. feet of internal space, more than 1,300 parking



spaces, a 32-bed Heart and Vascular Unit, an on-campus Heart and Vascular Institute clinic, a new Emergency Department and a rooftop helipad.



Cancer Care Institute

In April 2021, construction began on an expansion and remodeling of the Cancer Care Institute at Monument Health's main campus in Rapid City. The \$36 million project will create



a two-story, 70,000-square-foot Cancer Care Institute. It is expected to be completed in the summer of 2023.



Sturgis Emergency Department

Just ahead of the annual Sturgis Motorcycle Rally, crews completed a \$900,000 project to renovate and upgrade the Emergency Department. Among the improvements were private examination rooms, updates to furnishings and fixtures, staff enhancements for charting and dictation, a behavioral health safe room, a negative airflow system and more space throughout.



Gillette Clinic

In May 2021, Monument Health opened a clinic in Gillette, Wyo., to give Northeast Wyoming patients more convenience for meeting their dermatology, bariatrics, general surgery, orthopedics and sports medicine needs.



**Rehabilitation and Critical Care
Hospital of the Black Hills**

In late May 2021, Monument Health announced a joint venture with Vibra Healthcare to build a new specialty hospital in Rapid City to serve the acute medical rehabilitation and long-term acute care needs of patients throughout the region. It will have 36 rehabilitation beds, as well as 18 long-term acute care beds. Construction is underway near the northwest corner of Catron Boulevard and U.S. Highway 16 in Rapid City.



Dialysis Clinic

In April 2021, Monument Health announced plans to move its outpatient dialysis clinic to a larger, more accessible storefront location in the Dakota Market Square retail complex at East North and Cambell streets in Rapid City. In early December, the new clinic opened its doors. The new 16,000-square-foot clinic has 36 dialysis stations with convenient ground-level access.



Hybrid Operating Room

Late in the fiscal year, planning and preparations began to create a hybrid operating room in Rapid City Hospital. A hybrid operating room is an advanced procedural space that combines a traditional operating room with an image-guided interventional suite. This combination allows for highly complex, advanced surgical procedures.

**The
Future**

Working with a multidisciplinary clinical team and national health care architecture firm HDR, Monument Health created a systemwide 10-year facility construction master plan in 2018 to anticipate and meet the future health care needs of our communities. The master plan has become a living document, regularly updated to reflect our changing priorities. Although the COVID-19 pandemic has prompted a number of changes to the plan, a majority of the projects in the original draft are either completed or still being planned.

LOOKING AHEAD TO FY_22

For FY_22, Monument Health established a new list of metrics that will guide the system as we pursue the five priorities that support our vision, values and mission. Each is measurable and achievable.

**Deliver
High-Quality Care**

We will build trust in our communities

GOAL METRIC

20% of caregivers and physicians will complete at least one level of the Monument Health Lean Belt Program by the end of the fiscal year.

**Provide a Caring
Experience**

We will provide an outstanding patient experience. Every time.

GOAL METRIC

81.5% of the average patient experience scores across the system will be in the top box range (9s and 10s, very good or always, depending on the survey). Measured by Press Ganey patient experience survey in Q4 2022.

**Be a Great Place
to Work**

We will become the preferred employer in our region.

GOAL METRIC

Reeducation on our five values – trust, respect, compassion, community and excellence. Recognize these values in action:
12,000 WOW cards will be given by the end of the fiscal year.

**Impact Our
Communities**

We will make a difference in our communities.

GOAL METRIC

28,000 hours of dedicated service to our communities in the form of physician and caregiver volunteer work. Measured by employee input via the community hours web form.

**Be Here for
Generations to Come**

We will align services and resources for the future.

GOAL METRIC

8.7% Earnings Before Interest, Depreciation and Amortization (EBIDA), as a percent of net operating revenue.

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A LETTER FROM RICHARD A. TYSDAL



RICHARD A.
TYSDAL

Chair of the
Monument Health
Board of Directors

I'm extremely honored to be part of this great organization. Every day we make a difference in the lives of people throughout the region. From Gillette, Wyo., to Wall, S.D., from Buffalo to Hot Springs, our physicians and caregivers are keeping our communities healthy.

As Chair of the Monument Health Board of Directors, I see first-hand the important role Monument Health plays in all of our lives. We bring babies into the world, and we make sure our parents and grandparents have the care they need. Our young people who choose health care professions need to know they can find rewarding work in the communities where they want to live.

Monument Health has cared for more people in the past year than it has at any time in its history. We had 420,000 clinic visits, performed 12,760 surgeries, delivered 2,411 babies and treated nearly 66,000 people in our Emergency Departments. We paid nearly \$470 million in payroll and benefits, and

we paid \$27 million in local, state and federal taxes.

Western South Dakota is changing. Ellsworth Air Force Base has a new mission, the B-21 Bomber. Tourism had one of its strongest years ever, and people from all over the United States are discovering the Black Hills and western South Dakota are a great place to live, work and retire. Meanwhile, medicine is changing as new treatments and procedures are developed. People are living longer, and they need quality health care.

At the center of all this stands Monument Health. We must prepare for the future needs of our community members, while we take care of their current needs.

That's why we need to be here for generations to come.

RICHARD A. TYSDAL

Chair of the Monument Health
Board of Directors



Make a Difference. Every Day.

2020-2021 MONUMENT HEALTH ANNUAL REPORT