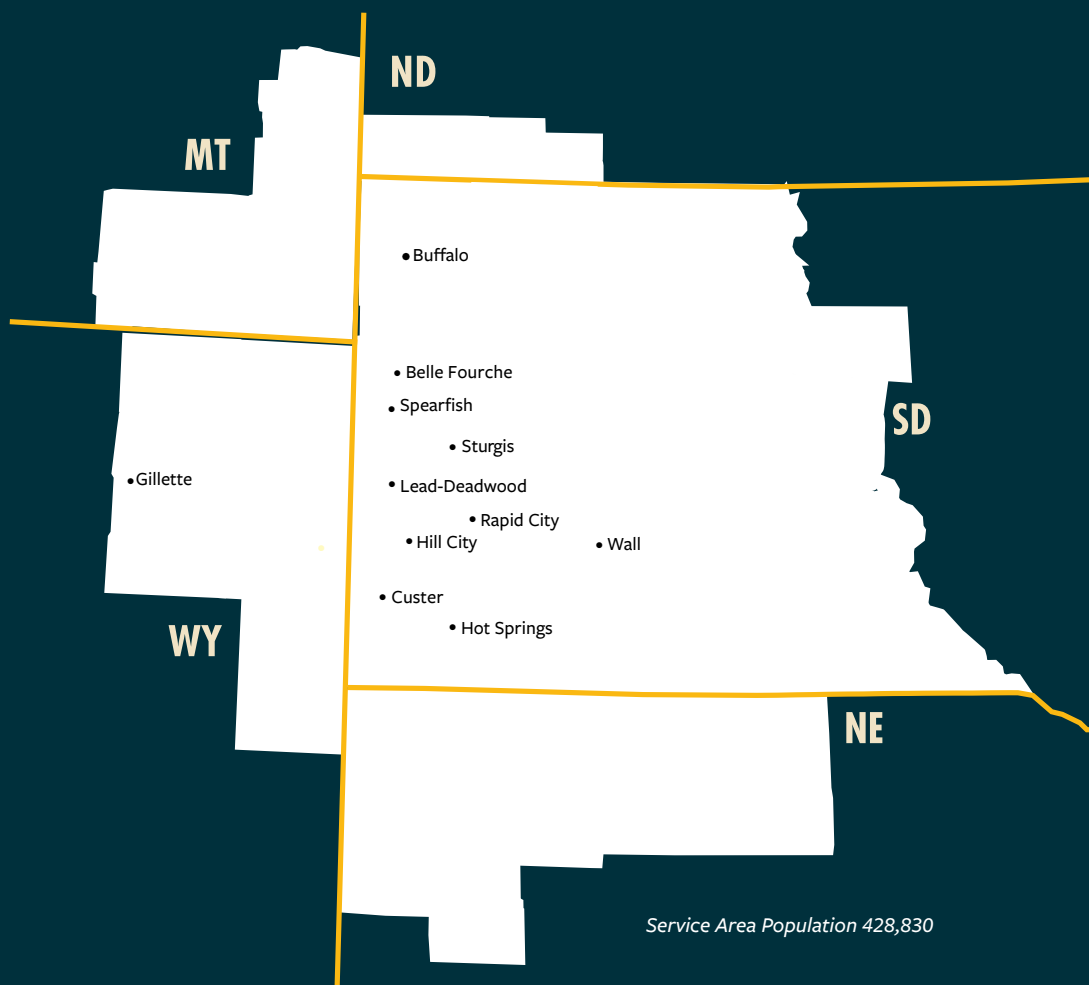


2021-2022 ANNUAL REPORT



IT STARTS WITH HEART.





# LARGEST HEALTH CARE SYSTEM IN WESTERN SOUTH DAKOTA

5 hospitals | 23 clinic locations

1 assisted living facility | 1 care center

6 urgent cares

9 specialty treatment centers:

Cancer Care Institute, Heart & Vascular Institute, Rehabilitation Institutes (2), Dialysis Centers (2), Behavioral Health Center, Neuroscience Center, Surgery Center, Orthopedic & 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.



**PAULETTE DAVIDSON**

Monument Health  
President and CEO

**DEAR FRIENDS:**

The past fiscal year has been full of triumphs and challenges, changes and opportunities and growth of all kinds.

Through moves and new construction, we continue to deliver high-quality care in new ways and in new locations. As we look to the future, we have new facilities on the horizon, new healing environments where we can provide care to our patients and communities.

Just as important, our Physicians and Caregivers continue to provide a caring experience, while looking to their future in health care. Many are attending professional development opportunities, returning to school to further their education, participating in Employee Health programs to improve diet or increase financial literacy, taking the next step on a professional development ladder or even beginning or continuing a fitness journey. The people who make up Monument Health are taking advantage of opportunities to grow and improve. Just like the organization as a whole, they plan to be here for generations to come.

Fiscal year 2022 was not without its challenges. Yet with every challenge comes an opportunity. Though still dealing with many aspects of COVID-19, we took advantage of every opportunity we could as an organization, as individuals and as a team to move Monument Health forward.

Every improvement, every bit of growth and every change has been in service to our patients and communities. What's next for Monument Health? I may not be able to predict the future, but one thing is clear to me. I know exactly what every Physician and Caregiver is going to do now and in the coming years. And that is to make a difference. Every Day.

A handwritten signature in black ink that reads "Paulette Davidson".

**PAULETTE DAVIDSON**

Monument Health President and CEO

# LOOKING BACK ON FISCAL YEAR 2022

Monument Health has five priorities that guide our initiatives, activities and projects to ensure that the organization continues to fulfill its mission, vision and values. Each year, during the strategic planning process, we select a single metric to serve as a key measure of our progress. Below are our five priorities, their associated key metrics and actual results for Fiscal Year 2022.

## Deliver High-Quality Care

Physicians and Caregivers will complete at least one level of the Monument Health Lean Belt Program by the end of the fiscal year.

GOAL	ACTUAL
20% Completed	38% Completed

## Provide a Caring Experience

Increase the system’s average patient experience scores that are in the top box range (9s, 10s, Very Good or Always, depending on the survey). Measured by Press Ganey patient experience survey submissions.

GOAL	ACTUAL
81.50% Top Box	81% Top Box

## Be a Great Place to Work

Reeducate on our 5 values (trust, respect, compassion, community and excellence). Recognize these values in action. Measured by the number of “WOW cards given by the end of the fiscal year.

GOAL	ACTUAL
12,000 “WOW” Cards given	17,409 “WOW” Cards given

## Impact Our Communities

Hours dedicated to our communities from our Physicians and Caregivers. Measured by employee input of hours completed via the community hours web form.

GOAL	ACTUAL
28,000 Hours	32,565 Hours

## Be Here for Generations to Come

EBIDA (earnings before interest, depreciation and amortization).

GOAL	ACTUAL
8.7% Net Operating Revenue	7.2% Net Operating Revenue



**Priority 1:**

**Deliver  
High-Quality  
Care**

## FY22 GOAL:

PHYSICIANS AND CAREGIVERS WILL COMPLETE AT LEAST ONE LEVEL OF THE MONUMENT HEALTH LEAN BELT PROGRAM BY THE END OF THE FISCAL YEAR.

GOAL

20%

Completed

ACTUAL

38%

Completed

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

This certainly includes using advancements in technology and the latest medical developments in providing patient care. That's only part of the story, however.

High-quality care, at its core, is about ensuring that our Physicians and Caregivers are able to work effectively and efficiently. The Lean Belt Program focuses on streamlining processes by identifying and eliminating wasteful activities. This method improves quality by identifying and removing the cause of errors and minimizes variation in processes.

Individuals who participate in Lean Belt training are better able to identify waste and potential savings — both in time and money. This improves quality while making processes more efficient.

## RAPID CITY HOSPITAL ICU EXPANSION

Rapid City Hospital expanded the capacity of its ICU by constructing six new rooms on the fifth floor in a newly remodeled patient care area. Monument Health cardiovascular specialists, cardiothoracic surgeons, intensivists and other specialists provide increasingly complex care to patients at Rapid City Hospital, which increases the need for ICU rooms. The new rooms, which represent a \$2.3 million investment, accommodate the community's growing demand for medical and surgical services.

## NEW HYBRID OPERATING ROOM

The new hybrid operating room (OR) at Rapid City Hospital provides an advanced procedural space that combines a traditional operating room with an image-guided interventional suite. The state-of-the-art biplane cineangiography system located right inside the hybrid OR allows interventional neurologists, interventional cardiologists, cardiovascular surgeons and other specialists to perform a variety of surgeries and procedures, including some that have never been offered before in Rapid City.

## DEVELOPMENT OF DEDICATED ORTHOPEDICS TRAUMA PROGRAM

Monument Health leadership identified the need for the consistent service of well-trained orthopedic trauma specialists to care for the patients in our community and service area. In the Fall of 2020, Monument Health formed a partnership with Surgical Associates Management Group, Inc., a nationwide group of trauma specialists, to provide this care. This led to the creation of Acute Care Surgery of South Dakota.

Through this program, orthopedic trauma specialists are always available to care for patients from the emergency room, other Monument Health hospitals and other hospitals throughout the Black Hills and beyond. This leads to fewer patients being referred out of our community for care and assures consistent quality care for our patients. The orthopedic trauma team also provides an outpatient clinic

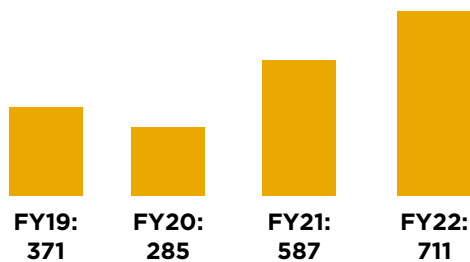


for continuity of care and participates in the Rapid City Hospital Trauma Committee to help assure we are delivering high-quality care. Recently, fellowship-trained orthopedic hand surgeons have been added to the team to provide comprehensive hand surgery care for emergency and elective hand and upper extremity problems.

## GROWTH OF CARDIOTHORACIC AND VASCULAR SURGERY PROGRAM

Monument Health’s Cardiothoracic and Vascular Surgery program remains cutting edge, offering procedures including coronary artery bypass grafting, beating heart surgery, complex mitral valve repairs and replacements, aortic valve replacement (AVR) and transcatheter aortic valve replacement (TAVR). Other procedures offered include complex thoracic aortic surgery including aortic root surgery, arrhythmia surgery including hybrid atrial fibrillation (Afib) maze procedures (convergent), extracorporeal membrane oxygenation (ECMO), open and Video-assisted thoracoscopic surgery (VATS) lobectomy, mediastinal surgery, carotid endarterectomy, lower and upper extremity bypass surgery, endovascular aneurysm repairs (EVAR) and open abdominal aortic aneurysm (AAA) repairs.

We experienced 21.24% growth in surgeries performed from FY21 to FY22. This continues the trend of growth seen over the previous years.



Additionally, we experienced a 95.74% increase in thoracoscopy/thoracotomy procedures that are often part of comprehensive lung cancer care, and collaborated with pulmonology and oncology departments to ensure lung cancer patients receive the best possible care close to home.

## CONVERGENCE OF ELECTROPHYSIOLOGY (EP) SERVICES

Monument Health has continued to develop a close partnership between the electrophysiology and cardiothoracic surgery teams to offer the most advanced treatment options available for patients with persistent atrial fibrillation.

In FY22 we experienced 64% growth in convergent ablation, a staged procedure that enables the surgeon to perform an ablation on the outside of the heart chamber and the electrophysiologist to perform an ablation on the inside. Patients who are candidates for convergent ablation are generally patients who have been living with atrial fibrillation for years and have not experienced the desired relief, despite undergoing multiple other treatments.

## ADOPTION OF CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS), LEAPFROG AND MAGNET FRAMEWORKS

In 2019 the Monument Health Clinical Practice Committee committed to actively using CMS Star Ratings, Leapfrog and Magnet frameworks. They are all similar in the fact that they grade hospitals on measures/criteria and assign a rating based on performance. They differ in respect to what is measured. CMS Star Ratings measures hospitals solely on outcome measures, while Leapfrog and Magnet measure hospitals on a combination of process, structural, and outcome measures. Each program provides hospitals with comparison data to other hospitals across the nation. The Leapfrog Group, which uses more recent quality measures, increased our grade in the spring of 2022 from a C to a B.

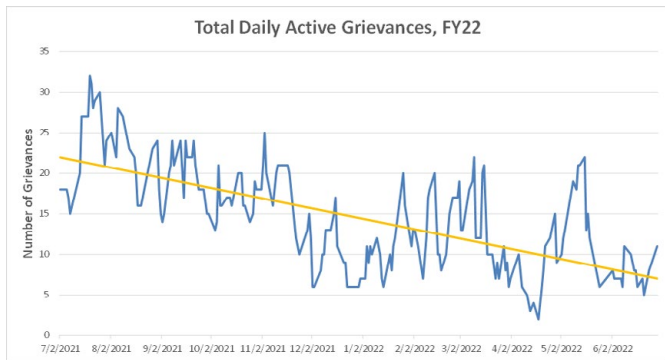
## NEXT GENERATION OF CARE COMPANION AND CALL CENTER SERVICES

In FY22 Monument Health continued offering the COVID-19 Care Companion program. Initially launched in 2020, the COVID-19 Care Companion program provides an interactive, secure tool that enables personalized care through MyChart or by personalized phone call for those who test positive for COVID-19 and are able to recover at home.

Call Center Services were also utilized for post-discharge calls in FY22. The Call Center now completes calls for all Monument Health hospitals within 24-48 hours of discharge to review discharge instructions, review medications, assist and encourage follow-up appointments and assist patients with any additional questions or concerns. The Call Center also answers patient triage calls for primary care at the Rapid City Clinic on Flormann Street.

## IMPROVED RESPONSIVENESS TO GRIEVANCES

The number of grievances for Monument Health dropped from an average of 22 at any given time the beginning of the fiscal year, to an average of seven at the end of the year. These do not include complaints that were resolved within 24 hours or those not reported to Patient Relations. The drop in grievances can be attributed to the implementation of new processes for supporting complaints, the filling of a Patient Relations Liaison role in March 2022 that had been unfilled since October 2021 and the introduction of new channels to receive feedback over the last two years. These include Google reviews, Facebook messages and MyChart messages.



## INCREASE IN LEAPFROG QUALITY SCORE

In 2019 the Monument Health Clinical Practice Committee committed to actively participating in the Leapfrog survey thereby adopting Leapfrog standards. In the spring of 2022, Rapid City Hospital earned a B letter grade for adherence to Leapfrog standards around quality patient outcomes, patient safety and process improvement. Leapfrog's letter grade ratings — known as the Leapfrog Hospital Safety Grade — are given twice a year.

## INNOVATION IN HAND HYGIENE MONITORING

Rapid City Hospital implemented ArtiSight Hand Hygiene Monitoring in inpatient units in February 2022. The ArtiSight system uses artificial intelligence to measure hand hygiene compliance.

## BARIATRIC CENTER OF EXCELLENCE DESIGNATION

Monument Health Spearfish Hospital was designated a MBSAQIP Accredited Comprehensive Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, a national organization.



MBSAQIP is a joint program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS). To earn accreditation, the Spearfish bariatrics

program met essential criteria for staffing, training, facility infrastructure and patient care pathways that ensure its ability to support patients with obesity. Spearfish Hospital underwent an extensive site visit by an experienced bariatric surgeon who reviewed the center's structure, processes and clinical outcomes data.

Monument Health Spearfish Hospital's bariatrics program is one of two programs in South Dakota that are accredited by the MBSAQIP.

## CREATION OF 5-YEAR BEHAVIORAL HEALTH PLAN

In order to ensure that Monument Health Behavioral Health is able to continue providing high-quality care, a 5-year plan was created in FY22. This plan includes priorities such as evaluating and re-structuring the caregiver-to-patient ratio, augmenting and developing the Quality Assessment and Improvement program, exploring new restraint and safety options, upgrading caregiver safety and location systems and tele-rounding systems, wall coverings to reduce damage in high-acuity areas and new positions for a Psychologist and Psychiatric APPs.

## QUALITY SHOWCASE

A primary goal at Monument Health is to share successes and best practices throughout the system and encourage systemwide adoption of 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 Physicians and Caregivers, Quality Showcase is a way to receive quarterly recognition for innovation and improvement.



**Quarter 3 2021** Obtaining Repeat Lactic Acids to Improve Compliance with CMS Sepsis Bundle



**Quarter 4 2021** Reducing Best Practice Advocacy Fatigue



**Quarter 1 2022** Improving Sepsis Care in a Critical Access Hospital



**Quarter 2 2022** Preventing Hypoglycemia



As a member of the Mayo Clinic Care Network, Monument Health has access to a number of Mayo Clinic resources. FY22 provided the opportunity to optimize utilization of these resources. Caregivers at Monument Health consistently use the AskMayoExpert Patient Education tool to help educate our patients/families across all care settings. Caregivers also have adopted materials from Mayo's AME Patient Education Repository to help the patients.

### QUALITY COLLABORATION:

Participating in the Vizient Clinical Documentation Improvement Collaborative has been very beneficial to the Monument Health CDI Department. The partnership with Mayo Clinic allowed us to be a part of education and conversations with other CDI Departments doing similar work and facing similar challenges. The collaborative Escalation Process is an internal process intended to ensure that clinical documentation reflects the acuity of patient care episodes and care when a gap is identified in a query response.

Mayo Clinic shared their workplace violence toolkit with Monument Health and hosted a discussion between Mayo Clinic experts and members of the Workplace Violence Committee. The Monument Health Workplace Violence Committee has adapted the Mayo Clinic best practices and resources into its own toolkit to increase caregiver and physician awareness of potentially violent situations and provide tools to prevent or manage an incident.

# NEW PHYSICIANS



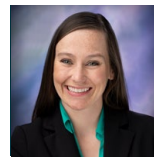
**Fawzi Ameer, M.D.**  
Cardiology  
Rapid City



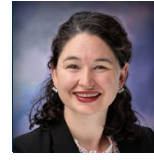
**Thomas Barrett, M.D.**  
Family Medicine  
Lead-Deadwood



**Thomas Brockhoff, M.D.**  
Hospital Medicine  
Rapid City



**Jennifer Callahan, M.D.**  
Family Medicine Faculty  
Rapid City



**Katherine Croft, M.D.**  
Gynecologic Oncology  
Rapid City



**Becky Davies, M.D.**  
Hospital Medicine  
Spearfish



**Daryl Goh, M.D.**  
Hospital Medicine  
Rapid City



**James Hellekson, M.D.**  
Psychiatry  
Rapid City



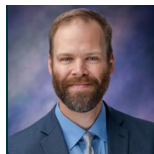
**Luis Hernandez, M.D.**  
Cardiology  
Rapid City



**Kirstin Hockhausen, M.D.**  
Dermatology  
Rapid City



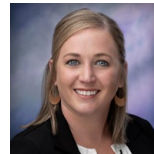
**Linda Hodges, D.O.**  
Critical Care  
Rapid City



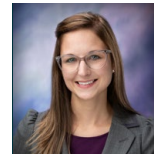
**Cliff Janikowski, M.D.**  
Pulmonology, Critical Care  
Rapid City



**Jae Kim, M.D.**  
Interventional Neurology  
Rapid City



**Abbie Metzler, D.O.**  
Sports Medicine  
Rapid City



**Rachel Michael, M.D.**  
Orthopedic Surgery  
Rapid City



**Christopher Miller, D.O.**  
Critical Care  
Rapid City



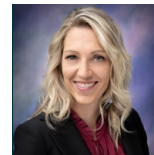
**Christopher Milnes, M.D.**  
Radiology  
Spearfish



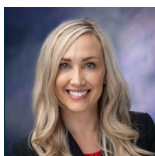
**Conrad Nievera, M.D.**  
Neurology  
Rapid City



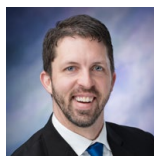
**Anish Patel, M.D.**  
Hospital Medicine  
Rapid City



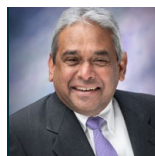
**Avery Sides, M.D.**  
Family Medicine  
Custer



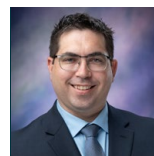
**Heather Spain, M.D.**  
Psychiatry  
Rapid City



**Jared Sutton, M.D.**  
Critical Care  
Rapid City



**Lalith Urugoda, M.D.**  
Pulmonology, Critical Care  
Rapid City



**Michael Van Winkle, D.O.**  
Hospital Medicine  
Spearfish



**Jeffrey Wilson, M.D.**  
Interventional Cardiology  
Rapid City

# NURSING



## TRANSFORMATIONAL LEADERSHIP

### Recruitment/Retention

From July 2021 to June 2022, 232 Registered Nurses were hired, and RN turnover was 25.93% which is up 2.5 percentage points from the previous year. We continue to see the effects from the COVID-19 pandemic and the impact of the national nursing shortage. This trend continues to affect the entire health care and nursing industry.

### Certified Nursing Assistant (CNA) Program

In FY21 Monument Health began offering a 75-hour Certified Nursing Assistant (CNA) course for 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 100 caregivers have enrolled in the program and nearly 70 have completed the program and become certified to date, with 18 caregivers scheduled to certify by January 2023.

### Bachelor of Science in Nursing (BSN) Completion Program

Through Monument Health's partnerships with multiple universities, 37 nurses have graduated from the Bachelor of Science in Nursing (BSN) Completion Program. Seventeen nurses are currently enrolled with seven of those nurses anticipated to graduate December 2022.

### Nursing Professional Certification:

#### July 1, 2019 (Baseline)

287/1086 certified - 26%

#### July 1, 2020 (Year 1)

360/1141 certified - 32%

#### July 1, 2021 (Year 2)

410/1213 certified - 34%

#### July 1, 2022 (Year 3)

435/1205 certified - 36%

#### Nursing Strategic Goal:

Increase the number of Certified Nurses by 5% by June 30, 2023.

### 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%

#### July 1, 2022 (Year 3)

1045/1581 BSN or higher in Nursing - 66%

#### Nursing Strategic Goal:

Increase the number of BSN-Prepared Nurses 2% by June 30, 2023.

# STRUCTURAL EMPOWERMENT

The Star and Sunshine Awards recognize outstanding caregivers who exhibit excellence in quality improvement, patient experience, caregiver engagement, financial responsibility and community involvement.

**Star Awards for Nursing caregivers —**  
316 nominations, 48 awarded on Nurses Day, May 4, 2022

**Sunshine Awards for Nursing support caregivers —**  
251 nominations, 20 awarded on June 14, 2022.



## TULIP Award

TULIP is an acronym for “Thoughtful Upbeat Loving Individuals caring for Patients.” The TULIP Award recognizes and celebrates individuals in nursing support who exemplify Monument Health’s values of trust, respect, compassion, community and excellence. These individuals make a difference in the lives of their patients and patient families, and are a vital part of our nursing care teams. Nursing support includes positions such as Nurse Aides, Certified Nursing Assistants, Medical Assistants and more.

### TULIP Award Recipient Rapid City:



Jayci Clovis  
June 2022



## DAISY Awards

DAISY is an acronym for “Diseases Attacking the Immune System.” The DAISY Award was established by the DAISY Foundation 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 Recipients: Rapid City:



Sarah Rathbun  
July 2021



Sandra Gruenig  
August 2021



Makayla Oligmueller  
September 2021



Katie Harlow  
October 2021

### Lead-Deadwood:



Wendy Janke

### Custer:



Allison Farella



Chris Murray  
November 2021



Amber Steiner  
December 2021



Angie Wahl  
January 2022



Tiffanie Massingale  
February 2022

### Sturgis:



Sydney Engesser



Chandra Schone

### Spearfish:



Megan Potter



Michaela Davis



Tiffany Pullins  
April 2022



Tara Hite  
May 2022



Halli Dobler  
June 2022



Shannon Franke

### **Nursing Professional Development Ladder**

In FY21 a new Nursing Professional Development Ladder was implemented. It included five levels, with the second through fifth resulting in increased compensations. The ladder proved successful in FY22, with 255 total approved advancements across the system. This includes 142 at level 2 and 88 at level 3. The goal was 15% participation among those eligible, and that was exceeded — 25% of those eligible have participated.

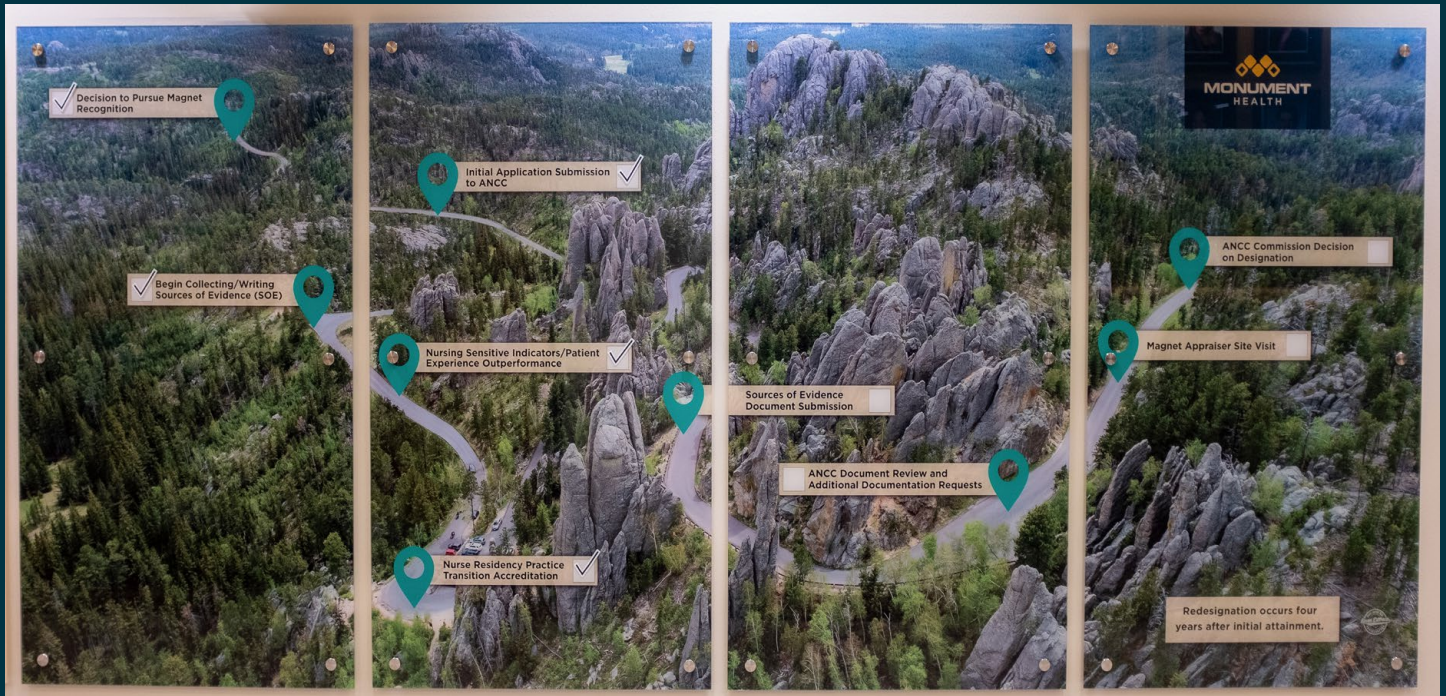
Since implementing the Nursing Professional Development Ladder, there has been a 4.2% increase in Specialty Nursing Certification, a 3.7% increase in BSN or higher obtainment and 102 newly trained preceptors. Additionally, 75 caregivers on the Nursing Professional Development Ladder have documented over 800 hours volunteering in the community.

### **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 22, 95 newly graduated Registered Nurses enrolled in Monument Health's Nurse Residency Program.



## EXEMPLARY PROFESSIONAL PRACTICE



Magnet Recognition is the highest and most prestigious credential that a health care organization can achieve for nursing excellence and quality patient care. It reflects strength in the structures, processes and outcomes that impact nursing at all levels, from direct patient care to nursing administration. Our commitment to nursing excellence is a benefit to all of our caregivers, our providers and most importantly our patients and community.

Organizations with Magnet Designation are able to improve patient quality outcomes, attract and retain top talent nursing caregivers, and advance nursing standards while growing the health care business and financial success.

Attaining this Nursing Excellence recognition is a multi-year process with multiple steps from application to a site visit. Monument Health has submitted the sources of evidence document and has passed initial review.



# NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS

## Revision and Improvement in Patient Care by Nursing Use of Evidence-Based Practice

In the past there has been a lack of consistency in how nurses assessed orthostatic vital signs. The existing practice was largely left up to individual nurses to determine how to perform the task based on their education or previous experience. Additionally, there wasn't a consistent method for documenting the results from this assessment in a way that was simple for providers to view and use in practice.

In July 2021, Tarra Stecher, BSN, RN, CMSRN, CNRN, Nurse Clinician for Medical and Ortho/Neuro Surgical Units and Michael Maddow, BSN, RN, clinical nurse on Medical at Rapid City Hospital volunteered to research best practices for orthostatic vital signs. After reviewing the literature and

results of various clinical nurse interviews, Tarra and Michael proposed a revised evidence-based standard of care for orthostatic vital signs. The revision included consistent time intervals, patient positioning standards and clear interpretation of results for electronic documentation.

From August 2021 until April 2022, Tarra and Michael collaborated with the nursing shared decision-making councils, the hospitalist and intensivist provider groups and the Epic Analyst team to gain support for the implementation of the newly revised practice change. On May 11, 2022, the revised orthostatic vital sign practice went live in all adult patient care areas at Rapid City Hospital.

### Shared Leadership

Monument Health's shared leadership model led to a number of notable achievements during the fiscal year.

## 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.





## Notable Achievements

### **Coordinating Council – Chairs Kayla Arnold, RN, and Gretchen Emrich, RN**

- Coordinated the Nursing Shared Governance Expo in June 2022
- Improved participation and attendance in all systemwide councils
- Members presented three posters at the AONL Conference

### **HealthCare Informatics – Chair Janel Salazar, ICU, RN**

- Decreased number of interruptive BPAs by moving them to Storyboard
- Ongoing work with BPA, education and documentation improvement related to suicide screening (C-SSRS)
- Improvements to hypoglycemia documentation by adding flowsheets documentation to MAR windows
- Completed Orthostatic Vitals and Patient Experience Navigator projects

### **Quality, Safety, and Performance Improvement – Chair Alexa Graham, RN**

- Redefined council purpose for the upcoming fiscal year
- Developed strategies to increase engagement in quality data dissemination
- Collaboration with the system Quality Assurance and Performance Improvement (QAPI) Team

### **Ambulatory System – Chair Becky Bishop, RN**

- Developed Ambulatory Ladder draft currently in review by leadership with planned deployment in January 2023
- Continued contribution to Magnet document

### **Professional Development – Chair Leanna Basham, RN**

- Implemented the Nursing Professional Development Ladder with over 250 participants
- Planned Nursing Fiesta for Nurses Day and presented Star Awards
- Initiated a DAISY Award Nomination Breakfast for all DAISY Award nominees

### **Nursing Practice – Chairs Gretchen Emrich, RN, Erin McHolm, RN, LaToya Phillipe, RN**

- Standardization of vital sign times
- Collaborative partnership with nursing EBP/Research subcommittee

### **Nursing Support – Chairs Marcia Taylor, RN, and Laura Holland, CNA**

- Developed and implemented TULIP Award
- Assisted in improving the CNA program
- Refined documentation in Epic
- Improved systemwide Nursing Support representation

### **Advanced Practice Provider (APP) – Chair Elizabeth Dady, CNP**

- Established Advanced Practice Professional (APP) practice director
- APP newsletter (developed by Jerome Wenninger PAC)
- Developed Sharepoint Advanced Provider clinical site
- APP lead role position approved



**Priority 2:**

**Provide a  
Caring  
Experience**

## FY22 GOAL:

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

GOAL

**81.5%**

Top Box Score

ACTUAL

**81%**

Top Box Score

A caring experience isn't limited to the clinical treatment a patient receives. It includes the entirety of a patient's experience, from entering one of our locations to how easy it is to address billing, and everything in between.

To better provide a caring experience, Monument Health caregivers have found ways to improve communication, provide transparency about wait times and to make care more accessible. Each individual improvement is part of a greater effort — to ensure that each patient and family member has the best possible experience with Monument Health.

## WAYFINDING/SIGNAGE IMPROVEMENTS

Since the 2019 rebrand announcement we have made continuous efforts to standardize and update signage. During FY22 significant upgrades were made throughout the Rapid City Market, including additional external wayfinding signs to the Rapid City Hospital Emergency Department and West Entrance.

As we continue to grow and expand clinics within Rapid City Hospital, additional signs were installed to direct patients services that moved which include: Cardiac Services, Cardiac Prep and Recovery Unit, Observation Unit, Cancer Care, Wound Care, Dermatology and Dialysis.

## UNIFIED COMMUNICATION

Monument Health took steps forward in unified communications. Three key updates were implemented during FY22.

### Secure Chat

Epic Secure Chat is a communication platform which allows users to send secure messages to caregivers in real time from a mobile device or desktop computer. Secure Chat enhances the security, quality and speed of communication between caregivers and providers and helps to reduce interruptions.

- The Unified Communications systemwide implementation of Epic Secure Chat was completed in September 2022.
- June 2022 marked the official systemwide rollout when Rapid City Hospital went live.
- The remainder of the system rollout happened after FY22.

### VoIP Calling

Information Technology is actively working to enable this technology that allows voice communications on mobile devices via the internal network. A cellular plan is no longer needed to make calls using VoIP.

Physicians or caregivers communicating via a Secure Chat message can seamlessly transition to a VoIP phone call if needed.

## EZCall - Physician Scheduling

The systemwide contract with EZCall was signed in June 2022 with the goal of leveraging scheduling technology to develop a source of truth for scheduling, and communications between clinicians and physicians.

## SURGERY INNOVATION

In FY22 Rapid City Hospital Operating Rooms (OR) facilitated 7,754 surgeries equaling 973,337 OR minutes. Of those cases, 932 were robotic, equaling 145,902 OR minutes.

As the need for surgical procedures continues to grow, improvements such as the ICU expansion and hybrid OR, as well as new tools like the Globus ExcelsiusGPS robotic navigation platform, will help Monument Health surgeons meet the needs of our community.



## EMERGENCY DEPARTMENT (ED) WAITING ROOM WAIT TIME DISPLAY

In August 2021 an Emergency Department (ED) Waiting Room wait time display went live. Because there are two areas in the ED, some patients expressed concerns when other patients would enter the ED before they did, even if they were going to a different area or if their reason for visiting was less urgent. The wait time display shows patient initials, how long they have been waiting and what area of the ED they will be visiting. The intention was to provide transparency in regard to capacity, urgency and wait times.

## UPDATED PATIENT FINANCIAL OPTIONS

In FY22 Monument Health updated payment options for our patients. The in-house payment plan allows up to 12 months to pay, with a \$25 minimum monthly payment. Patients incur zero interest on their balance and there is no penalty for paying off their bill early. Signing up can be completed over the phone, on MyChart or in person with a financial counselor.

A second payment option is available through Commerce Bank Health Services Financing (HSF®). Similar to Monument Health's in-house plan, there is no interest charged to patients, no penalty for early pay off, and patients can sign up on MyChart, by phone or in person with a financial advisor. Patients can sign up for 24-, 36-, 48- or 60-month plans to pay off up to \$50,000.

## EXPANDED URGENT CARE HOURS

To better meet the needs of patients, Monument Health Urgent Care in Rapid City extended their hours to 7 a.m.-9 p.m. in January 2022. By delaying their closing time by an additional two hours, Urgent Care has been able to provide care to more individuals who cannot get to the location due to working irregular hours, family obligations or any other reason. Additionally, extending the hours of operation gives patients an alternative to going to Emergency Department (ED), reducing wait times and improving the patient experience in the ED.

## MAINTAINING AAHRPP ACCREDITATION

In 2021 Monument Health was awarded full accreditation for five years from the Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP). To maintain the accreditation we had to submit annual reports, which was completed in June 2022. These reports must detail certain organizational changes, significant changes in resources, changes in program scope, changes in functions, committees or Institutional Review Boards and changes to the method of providing services.

AAHRPP is an independent, nonprofit accrediting body that relies on a voluntary, peer-driven educational model to ensure that Human Research Protection Programs meet rigorous standards for quality and protection. To earn accreditation, organizations must provide tangible evidence—through policies, procedures, and practices—of their commitment to scientifically and ethically sound research and to continuous improvement. Accreditation from AAHRPP demonstrates that Monument Health's Clinical Research always operates ethically and in the best interest of the patient.



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

## FY22 GOAL:

Reeducate on our 5 values (trust, respect, compassion, community and excellence). Recognize these values in action. Measured by the number of “WOW” cards give

### GOAL

**11,000**  
“WOW”  
Cards Given

### ACTUAL

**17,409**  
“WOW”  
Cards Given

There are a lot of things that go into being a great place to work — growth opportunities, changes in how we recruit and ways that we embrace a culture that supports our values. What truly makes Monument Health a great place to work, however, are the people that work here.

By creating a culture that celebrates our values, we have empowered our Physicians and Caregivers to also celebrate their colleagues and coworkers, recognizing the accomplishments one another have made aligning with those values. Everyone at Monument Health is committed to making the organization a great place to work, now and in the future.

## MONUMENT HEALTH MAGAZINE

In its second year of publication, the Monument Health Magazine increased its reach by adding 10,000 additional copies to the quarterly distribution. The magazine features Monument Health patients, explores the passions of Physicians and Caregivers and shares helpful medical and lifestyle education to readers.



## CAREGIVER PIT STOP DURING THE STURGIS RALLY AND DURING COVID-19 PEAKS

The Caregiver Pit Stop in Rapid City Hospital’s meditation room supplied caregivers with a break area filled with snacks, puzzles and adult coloring pages and massage chairs. The room was kept stocked and organized by 61 caregivers who volunteered. Fresh fruit was supplied by the Food and Nutrition Services.

## RECRUITMENT CHANGES & OPTIMIZATION

As Monument Health has grown and the workforce has changed, we made changes to the Talent Acquisition Team to improve our recruitment process. The team added a Director of Talent Resourcing, a Community Recruitment Coordinator, a Recruitment and Marketing Specialist, two Recruiters, three Talent Sourcing Specialists and a Recruitment Coordinator.

We also have moved from a full-cycle recruitment model to a team approach to meet our workforce needs. Now, instead of one recruiter serving the needs of a department by finding candidates, and moving them through the positions from application to start, our recruiters are now organized in teams.

Starting in May of 2022, we launched a credentialed care team, a support care team, recruitment coordinators and talent sourcing specialists. This model is much more candidate-oriented, providing them with a main point of contact and support to help them through the application and onboarding process. We have received many examples of positive feedback since implementing this new recruitment model, praising our recruitment team for setting candidates up for success.

## HELPLINE FOR CAREGIVERS WITH BILLING QUESTIONS

A helpline was established for caregivers that have questions regarding billing issues. By calling 605-755-4140 caregivers can speak with a specialized team, trained to navigate caregiver billing issues and employee health plan questions.

## SOUTH DAKOTA ASSOCIATION OF HEALTHCARE ORGANIZATIONS (SDAHO) TRAINING

In calendar year 2021 and 2022 Monument Health participated in a virtual education package, bringing caregivers learning opportunities from the South Dakota Association of Healthcare Organizations (SDAHO). The online sessions addressed a variety of topics designed to develop skills in leadership, educate on upcoming state initiatives, manage current clinical, regulatory and compliance risks, educate governing bodies on board responsibilities, and provide mental and emotional support for caregivers. These opportunities were available to all caregivers across the organization.

## COMPENSATION ADJUSTMENTS FOR CRITICAL ROLES

Monument Health — like all health care systems across the country — struggled with staffing shortages in FY22. To help fill critical roles, an aggressive recruitment advertising campaign was launched. The campaign showcased new, higher wages in seven critical roles — Clinical Assistants, Nurse Aides, Medical Assistants, Licensed Practical Nurses, Pharmacy Technicians, Lab Assistants and Inpatient/Hospital Registered Nurses.

Critical Role	End Headcount Jan 22	End Headcount June 22	Number Hired Feb 22-June 22
Clinical Assistant	46	58	18
Medial Assistant	22	24	2
Certified and Non-Certified Pharmacy Assistant	27	29	8
Lab Assistant	92	93	34
Nurse Aide	404	439	154
Nurse Aide- with Student Nurse Aides			188
RNs Inpatients	675	666	57
Total Bedside RNs	1194	1159	75
LPNs	95	120	31

## WESTERN GOVERNORS UNIVERSITY AGREEMENT

In February 2022 Monument Health announced a partnership with Western Governors University, allowing caregivers to pursue an affordable, online option to earn a bachelor’s or master’s degrees. WGU offers a competency-based approach to learning that allows students to take advantage of their knowledge and previous experience to quickly move through material they already know so they can focus on what they still need to learn. Students complete their programs via study schedules that fit their lives, advancing as soon as they demonstrate they have mastered the subject matter. Caregivers who enroll in any of WGU’s online undergraduate or graduate degree programs in business, IT, or health professions — including nursing — are eligible to apply for scholarships offered through the WGU Collaborative Agreement Scholarship program.



## SEXUAL HARASSMENT TRAINING

In FY22 Monument Health transitioned to in-person sexual harassment training, whereas in the past this training was delivered via iLearn. All physicians and executives received training from the legal department. Directors and other leadership were trained in person by Human Resources with the option to train via i-Learn.

## COMPENSATION ADVISORY COMMITTEE

The Compensation Advisory Committee makes recommendations to senior leadership on changes or additions to compensation philosophy as needed, assists in administering the compensation manual to ensure compliance with the overall compensation philosophy, makes recommendations for and/or advise on new compensation practices, advises on exiting compensation practices and how they support operations and helps leadership understand and administer the Monument Health compensation philosophy. Further, the group is responsible for advising on standard practices for differentials, bonus parameters, job leveling, special circumstances and other work as needed.

## ADDITIONAL MEDICAL PLAN OPTION

In FY22 Monument Health began offering an additional, lower-cost medical plan option — called the EPO Plan — for caregivers earning \$20.40 per hour or less. An EPO is an Exclusive Provider Organization that offers a limited list of covered providers. This plan has lower premiums, allowing greater take-home pay. For most services, caregiver out-of-pocket costs are in the form of preset flat-dollar copays rather than a percent of the cost providing more predictability. The provider network is limited to the Monument Health Network only. Under limited circumstances, Western Providers/First Health Network providers may be covered with an authorized network waiver. Members continue to have access to Mayo Clinic services so long as they have an authorized internal provider referral.

## THE MONUMENT: SUITE AUCTION PROGRAM

As part of the naming rights agreement with The Monument, Monument Health acquired a 12-person theatre box in Summit Arena and a 12-person suite in the Ice Arena. To make these suites accessible to all Physicians and Caregivers, Monument Health developed an auction program operated through the Monument Health Foundation. All proceeds go to the Caring for Our Caregivers fund, which benefits caregivers when they experience a devastating personal circumstance. The Suite Auction Program provides an opportunity to help fellow caregivers while also sharing in the benefits of Monument Health's naming rights agreement.

**IN FY22  
\$33,542.81 WAS  
RAISED  
FROM THE  
SUITE AUCTION  
PROGRAM.**

# WELCOME TO THE 40-YEAR CLUB

This past year, seven 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.



**BECKY AMICK**  
Trauma Registrar  
Rapid City Hospital



**JUDY BLAIR**  
Education Consultant  
Turbine Drive Building



**RAE BUNTROCK**  
Registered Nurse  
Orthopedic & Specialty  
Hospital



**RENEE FOLTZ**  
Triage Nurse  
Spearfish Clinic, North  
10th Street



**NANCY SANDERS**  
Supervisor Clinical  
Operations  
Cancer Care Institute



**STEVE SJOMELING**  
Manager Plant Operations  
Lead-Deadwood Hospital



**GENA THOVSON**  
Patient Access Specialist  
Orthopedic & Specialty  
Hospital

## BEYOND 40 YEARS

We thank these caregivers for 41 years and more.

Mary Masten, Corporate Headquarters  
Vicky Bowers, Rapid City Hospital  
Rose Simmons, Rapid City Hospital  
Sally Fairbanks, Health Sciences Building  
Sharon Beardt, Rapid City Hospital  
Nettie Yencensky, Rapid City Hospital  
Larry Snyder, Rapid City Hospital  
Vickie Courchesne, Health Sciences Building  
Teresa Keller, Rapid City Hospital  
Glenda Vice, Same Day Surgery Center  
Cheryl Goldammer, Rapid City Hospital

Christy Swan, Spearfish Hospital  
Sharon Toavs, Spearfish Hospital  
Ronda Verhulst, Spearfish Clinic,  
North Avenue  
Karen Munk, Rapid City Hospital  
Kathy Gottsleben, Rapid City Hospital  
Gerarda Brodin, Employee Health  
Candy Bruns, Rapid City Hospital  
Bonnie Warejcka, Rapid City Hospital  
LeAnn Nelson, Rapid City Clinic,  
Flormann Street  
Sharon Cavenah, Rapid City Hospital

Kathy Sigler, Rapid City Hospital  
Janice Kuch, Health Sciences Building  
Renee Skroch, Home Care & Hospice, Spearfish  
Michele Thompson, Rapid City Hospital  
Renee Bachman, Belle Fourche Clinic  
Rhonda Chihak, Lombardy  
Lowell Husman, Rapid City Hospital  
Marcia Taylor, Rapid City Hospital  
Wanda Schummer, Sturgis Hospital  
Sherry Bea Smith, Rapid City Clinic,  
Flormann Street  
Lana Likness, Rapid City Hospital



**Priority 4:**  
**Impact  
Our  
Communities**

## FY22 GOAL:

Hours dedicated to our communities from our Physicians and Caregivers. Measured by employee input of hours completed via the community hours web form.

GOAL

**28,000**  
Hours

ACTUAL

**32,565**  
Hours

Monument Health isn't just located within a community — each location is part of a community. Each one of our Physicians and Caregivers are part of the communities in which they work and live, and they are dedicated to making our communities better.

As the largest employer in the region, Monument Health has a duty to play an active role in activities that benefit our communities. Our Physicians and Caregivers take this to heart, stepping up and devoting their time and effort to causes for which they are passionate.

## COMMUNITY HEALTH CARE WORKERS PILOT PROGRAM

In FY22 Monument Health introduced a pilot program called Community Health Workers. This is a grant-funded program sponsored by the Centers for Disease Control and Prevention (CDC) through the South Dakota Department of Health. To be a Community Health Worker (CHW) in this program, our caregivers had to complete a certification class through Lake Area Technical College. The main purpose of the CHW is to mitigate some of the social determinants of health. By going to the patients, they are able to learn more about them and develop a relationship to help them get what they need on their health care journey, from helping the patient gain access to healthy food at a food bank, to making sure the patient is able to apply for Medicaid. This preventative approach is intended to reduce the incidence of trips to the Emergency Department and provide more preventative and maintenance care for diseases like diabetes, hypertension and mental health.



## PHYSICIAN COMMUNITY INVOLVEMENT PLAN

Our physicians take part in weekly grand rounds every Friday between September and June. Sponsored by the Rapid City Medical staff, our physicians educate one another and other area medical providers on a number of topics involving new medical evidence and best practices, from advances in mental health treatment to processes related to medical marijuana. Grand rounds also provide an opportunity for our medical students and residents to present on cases and research in which they are involved. Beginning in 2020 Monument Health physicians began

regularly providing elected officials, legislators and community leaders with updated information about COVID-19 — beginning with Shankar Kurra, M.D., and continuing with Brad Archer, M.D. As the pandemic has waned, we have maintained this relationship, and continue to inform and educate on additional topics. Examples include Susan Howard, M.D., discussing mental health and Kimberly Balay, M.D., sharing information about the rise in cases of congenital syphilis.

Monument Health physicians continue to educate the public by participating in local news interviews, media opportunities and feature stories in the Monument Health magazine.

## COMMUNITY HEALTH NEEDS ASSESSMENT FOR FY23-25

The Community Health Needs Assessment (CHNA) is completed every three years by Professional Research Consultants, Inc. with three goals in mind:

- To improve residents' health status, increase their life spans, and elevate their overall quality of life.
- To reduce the health disparities among residents.
- To increase accessibility to preventive services for all community residents.

To acquire the necessary data, 600 surveys were administered across the service area to identify areas of opportunity. Based on the results, the recommended priority areas for FY23-25 are:

- Mental health and substance abuse
- Heart disease and stroke
- Cancer
- Diabetes, nutrition, physical activity and weight
- Access to medical services — right care, right setting

## SANDRA OGUNREMI NAMED VICE PRESIDENT OF DIVERSITY, INCLUSION AND BELONGING



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**Sandra Ogunremi,**  
DHA, CDM, CCDP

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Over the past five years, Sandra Ogunremi, DHA, CDM, CCDP has served as the Director of Diversity, Inclusion and Spiritual Care Services leading organizational initiatives, workshops and both internal and external training on diversity.

She also has been a community leader forming teams to address community health topics. In June 2022, Sandra was named Vice President of Diversity, Inclusion and Belonging. In this role, she will elevate her work to ensure that Monument Health celebrates diversity, inclusion and belonging within the workplace and throughout the communities served by the health care system.

## SPONSORSHIP COMMITTEE FUNDING ALIGNS WITH IDENTIFIED PRIORITIES

The Sponsorship Committee awarded \$370,891 in community sponsorships to support 130 different organizations throughout our service area. Sponsorship applications were evaluated based on the following priorities, aligned with our Community Health Improvement Plans:

- 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, cancer, arthritis, diabetes, mental health, debilitating diseases, blood donation and nutrition.

**\$370,891**  
in community sponsorships to support  
**130 ORGANIZATIONS**

Monument Health also renewed its commitment to the area's youth. The system was an active part of the conversation of inclusivity, innovation and mentorship through education and positive youth activities.

Monument Health stepped up to support some of our communities' unmet needs such as financial stability, affordable housing, social determinants to health access, food insecurity, and resource connection.





**Priority 5:**

**Be Here  
for Generations  
to Come**

## FY22 GOAL:

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

**8.7%**

EBIDA

ACTUAL

**7.2%**

EBIDA

As a nonprofit health system, 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 needs will be met.

Monument Health System

# Service Data

## Hospital Admissions

2022	2021
<b>24,890</b>	<b>24,975</b>

## Patient Days

2022	2021
<b>119,568</b>	<b>114,328</b>

## Visits to Emergency Department

2022	2021
<b>71,087</b>	<b>65,919</b>

## Surgery Cases

2022	2021
<b>12,687</b>	<b>12,760</b>

## Babies Delivered

2022	2021
<b>2,389</b>	<b>2,411</b>

## Hospital Beds

2022	2021
<b>516</b>	<b>516</b>

## Long-term Care Resident Beds

2022	2021
<b>84</b>	<b>160</b>

## Medical Staff Members

2022	2021
<b>664</b>	<b>647</b>

## Clinics

2022	2021
<b>23</b>	<b>25</b>

## Clinic Visits

2022	2021
<b>476,596</b>	<b>419,739</b>



# Community Benefit

(in 000's)

## PAYROLL AND BENEFITS

**2021** 461,911  
**2022** 493,791

## CHARITY CARE, UNREIMBURSED MEDICAID & BAD DEBT AT COST

**2021** 64,626  
**2022** 59,406\*

## OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

**2021** 45,938  
**2022** 52,006\*

## MONUMENT HEALTH COST TO OPERATE PER DAY

**2021** 2,556  
**2022** 2,924

## LOCAL, STATE, AND FEDERAL TAXES PAID

**2021** 26,742  
**2022** 28,799

# Financial Summary

Statement of Operations (in 000's)

Revenue and Expenses	FY22	FY21
Net Patient Services Revenue	1,008,054	882,128
Other Operating Revenues	71,250	76,394
Net Operating Revenues	1,079,304	958,522

Operating Expenses	FY22	FY21
Payroll and Benefits	493,791	461,911
Medical Supplies	248,828	212,372
Purchased Services	202,908	144,755
Other Operating Expenses	55,686	49,412
Depreciation	55,189	55,329
Interest	10,996	9,088
Total Expenses	1,067,398	932,867
Net Income from Operations	11,906	25,655

Balance Sheet (in 000's)	FY22	FY21
Current Assets	320,112	332,050
Funds for Building, Equipment Replacement and Debt Repayment	500,874	653,272
Other Restricted Use Investments	45,892	48,073
Land, Building, and Equipment	573,828	550,785
Other Assets	15,994	12,337
<b>Total Assets</b>	<b>1,456,700</b>	<b>1,596,517</b>

Current Liabilities	146,823	179,000
Long-term Debts	366,546	374,872
Other Liabilities	38,081	64,323
Unrestricted Fund Balance	878,056	949,648
Restricted Fund Balance	27,194	28,674
<b>Total Liabilities and Fund Balance</b>	<b>1,456,700</b>	<b>1,596,517</b>

\*Preliminary - subject to change

# Building for Better Health Care Close to Home

Monument Health is transforming the health care landscape of the Black Hills. That includes new buildings to ensure we meet the future needs of our communities.





### **Wound Care Clinic**

In July 2021, Monument Health Wound Care expanded and moved from the Monument Health Orthopedic & Specialty Hospital location to the Dakota Radiology Building on 5th Street. This two million dollar expansion allowed Wound Care to be closer to the main hospital and advance their ability to care for patients.



### **Dialysis Clinic**

The Rapid City Dialysis Clinic moved into the Dakota Market Square retail complex at East North and Cambell streets. The clinic was able to expand in this space from 24 dialysis stations at the former location at Monument Health Medical Clinic on Flormann Street to 36 at the new location. In addition, the new clinic is completely at ground level, providing easier access for patients in wheelchairs who will no longer have to navigate elevators.



### **Neurosurgery Clinic**

Neurosurgery moved to its new home at the Neuroscience Center on Cathedral Drive. This move brings the clinic closer to the main hospital, where the majority of their surgeries take place. The move also brought neurosurgery under the same roof as neurology and neuropsychology, providing a more streamlined patient experience for patients who require neuro services.



## Cancer Care Institute Expansion Completed with Integrated Services

Monument Health Cancer Care Institute reopened its doors of the newly completed expansion, including a new brachytherapy suite, infusion area, laboratory and cancer care pharmacy. A state-of-the-art conference room with eight screens provides greater opportunities for multidisciplinary collaboration, and community rooms are available for classes and support groups for patients, families and caregivers.

The expansion also includes a wig shop, a gift shop, a salon, several waiting areas and a healing garden. The expansion phase is complete, and the remodel of the preexisting space is scheduled for completion in summer 2023.

## Groundbreaking on Long Term Acute Care Hospital

As part of a joint venture, Monument Health broke ground on a new specialty hospital in Rapid City to serve the acute medical rehabilitation and long-term acute care needs of patients throughout the region. The new hospital will be operated by a joint venture between Monument Health and Vibra Healthcare, an industry leader that operates 29 long-term acute care and rehabilitation hospitals nationwide. The Rehabilitation and Critical Care Hospital of the Black Hills will have 36 rehabilitation beds and 18 long-term acute care beds. Construction is underway at the northwest corner of the Catron Boulevard and U.S. Highway 16 intersection.



# LOOKING AHEAD TO FISCAL YEAR 2023

For FY23, 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

**50%** Increase in number of Physicians and Caregivers to complete the Yellow or Green Belt Programs as part of the Monument Health Lean Initiative by the end of the fiscal year.

## Provide a Caring Experience

We will provide an outstanding patient experience. Every time.

GOAL METRIC

**60%** of survey areas (Departments) that meet Patient Experience Top Box Score targets throughout the fiscal year.

## Be a Great Place to Work

We will become the preferred employer in our region.

GOAL METRIC

**30,000** WOW and e-cards will be given by the end of the fiscal year.

Celebrate our five values in action (trust, respect, compassion, community and excellence) by measuring the number of “WOW” cards and e-cards throughout the fiscal year.

## Impact Our Communities

We will make a difference in our communities.

GOAL METRIC

**10,000** Community Health Screenings completed at planned community events throughout the fiscal year.

## 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.



**PAT BURCHILL**

Chair  
Monument Health  
Board of Directors

I have no doubt that you've heard the expression, "The more things change, the more they stay the same." I have to admit, it never rang true to me until I became the Chair of the Monument Health Board of Directors.

As Chair, I've had the opportunity to see how much changes at Monument Health. Our Physicians and Caregivers expand their knowledge, learn new techniques and develop new skills that they bring to bear for our patients. Technology is always improving, creating new tools and equipment for the diagnosis and treatment of illness and disease. Our facilities and healing environments continue to grow, expand, change and relocate, all to empower us to deliver the best possible patient experience.

Some of the wonderful growth I've seen is in Monument Health programs, like our Vascular and Cardiovascular Program

and our Community Health Workers Pilot Program. We have continued our collaboration as a member of the Mayo Clinic Care Network, improved our recruitment and retention efforts and moved services into new areas, like our Dialysis and Wound Care Clinics.

Change is constant, yet through all the changes we experience, there are constants that we can always count on. Monument Health will continue to deliver high-quality care, provide a caring experience, be a great place to work and impact our communities. Because of that, we will be here for generations to come. Just like change, that is something we can count on.

**Pat Burchill**

Chair  
Monument Health Board of Directors

## MONUMENT HEALTH

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Mike Statz, M.D.

Jacob Weasel, M.D.

### **Ex-Officio (Non-Voting):**

John Pierce

Jay White, D.O.  
Vice Chief of Staff

Bobbie Schneller, D.O.  
MS Secretary/Treasurer

## MONUMENT HEALTH FOUNDATION

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**Make a Difference.** Every Day.

2021-2022 MONUMENT HEALTH ANNUAL REPORT