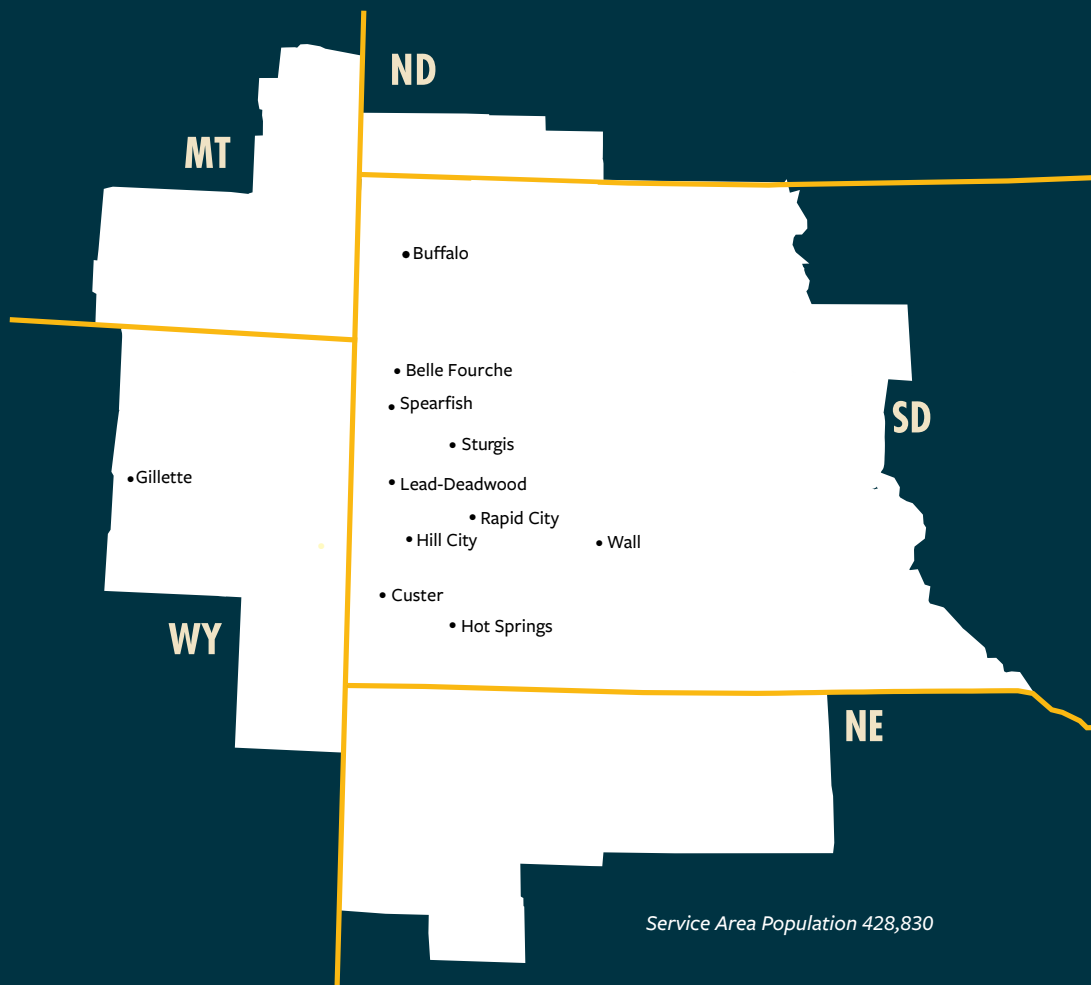


# HEART AND VASCULAR



**MONUMENT**  
HEALTH

2022-2023 Annual Report



# 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:**

I am happy to present to you the 2022-2023 annual report for Monument Health. Our health system, like the health care industry nationwide, has faced challenges as we recover and learn from the COVID-19 pandemic. Despite the challenges, I'm proud to say that the Physicians and Caregivers at Monument Health have accomplished much in the past year. They continue to keep our health care system on a path toward future success, innovation and service to our communities.

I am especially proud of the Nurses who ushered the Monument Health Rapid City Market through the lengthy process of gaining Magnet designation from the American Nurses Credentialing Center. Fewer than 9 percent of U.S. hospitals have earned Magnet designation. It is a clear indication that our organization is committed to quality care and patient safety.

In the following pages you will see an outline of our five strategic priorities. Each has a measurable, achievable goal. It's important to remember that these goals are not singular, but part of a larger body of work that will advance our strategic priorities.

For instance, under Deliver High-Quality Care, last year we set a goal of increasing Caregiver and Physician participation in the Yellow and Green Lean Belt programs by 50 percent. We not only achieved that goal, but surpassed it, increasing participation by over 100 percent. Now all of those Yellow Belt and Green Belt graduates are out working in our hospitals, clinics and operations, and finding ways to run more efficiently. That in turn will help Monument Health provide a caring experience, be a great place to work, impact our communities and be here for generations to come.

It all fits. Each accomplishment is an example and reflection of our mission: Make a difference. Every day.

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

**PAULETTE DAVIDSON**

Monument Health President and CEO

# LOOKING BACK ON FISCAL YEAR 2023

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 2023.

## Deliver High-Quality Care

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

GOAL	ACTUAL
50% Increase	101.5% Increase

## Provide a Caring Experience

Percentage of Survey Areas (Departments) that meet Patient Experience Top Box Score Targets throughout the fiscal year.

*Top Box Scores are measured by Press Ganey patient experience survey submissions (9s, 10s, Very Good or Always, depending on the survey).*

GOAL	ACTUAL
60% of Departments	56.5% of Departments

## Be a Great Place to Work

Celebrate our Five Values in Action (Trust, Respect, Compassion, Community & Excellence) by measuring the number of “WOW” cards and e-Cards throughout the fiscal year.

GOAL	ACTUAL
30,000 Wow and e-Cards	34,625 Wow and e-Cards

## Impact Our Communities

Number of Community Health Screenings completed at planned Community Events throughout the fiscal year.

GOAL	ACTUAL
10,000 Health Screenings	12,346 Health Screenings

## Be Here for Generations to Come

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
8.7% EBIDA	2.9% EBIDA



**Priority 1:**

**Deliver  
High-Quality  
Care**

## FY23 GOAL:

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

GOAL

50%

Increase

ACTUAL

101.5%

Increase

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.

## LEAN BELT TRAINING

The Lean Belt training program focuses on streamlining processes by identifying and eliminating wasteful activities, identifying and removing the cause of errors and minimizing variation in processes. It is a system of graduated coursework that includes:

- White Belt, awareness training for those who interact with the process.
- Yellow Belt, introductory training to help participants understand the process and apply to practical application.
- Green Belt, practitioner training to help participants lead efficiency initiatives.
- Black Belt, expert training for those who will lead complex, business-critical projects.
- Master Black Belt, advisory training for those who will teach others about the principles of Lean Belt training.

Monument Health's goal for the past fiscal year was to increase by 50 percent the number of Caregivers and Physicians completing the Yellow Belt and Green Belt levels. In fact, Monument Health more than doubled the number. The organization ended the year with 334 Yellow Belt certifications and 73 Green Belt certifications. These individuals are working throughout the system to improve patient care processes, identify waste and realize potential savings.

## MAYO CLINIC CARE NETWORK

As a member of the Mayo Clinic Care Network, Monument Health has access to many Mayo Clinic resources, and Fiscal Year 2023 provided a number of opportunities to tap into Mayo Clinic's expertise.

Caregivers at Monument Health consistently use the AskMayoExpert Patient Education tool to help educate patients and families across all care settings. Caregivers also have adapted materials from Mayo Clinic's Ask Mayo Expert Patient Education Repository to help patients.

Fiscal Year 2023 collaboration with the Mayo Clinic Care Network included:

49

Engagements

97

Information exchanges

56

Affinity group interactions

45

Webinars

1,310

eConsults and phone consultations

7,663

Ask Mayo Expert page views



## QUALITY SHOWCASE

A primary goal at Monument Health is to share successes and best practices throughout the system to encourage systemwide adoption of and celebration of these advances. Quality Showcase has been a successful vehicle for developing and improving strategies. For Physicians and Caregivers, Quality Showcase is a way to receive recognition for innovation and improvement.



### Quarter 3 2022: Nasal Decolonization Program

**The project:** Staphylococcus aureus, a common bacteria that lives in the noses of 25 to 40 percent of people, is the leading cause of several hospital-associated infections. The 14-member team launched a nasal decolonization program that resulted in a significant decrease in infections.



### Quarter 1 2023: How Do You Report?

**The project:** During shift changes, Nurses update their colleagues on the condition and status of each patient. The nine-member team devised a process using the SBAR (Situation, Background, Assessment and Recommendation) technique at the patient's bedside. Nurses felt better prepared and patient outcomes improved.



### Quarter 2 2023: Reducing Colon (COLO) Surgical Site Infections (SSIs)

**The project:** Surgical site infections, or SSIs, are a common complication after colorectal surgery. SSIs can lead to extended hospital stays and higher rates of readmission, morbidity and death. The 21-member team developed a strategy to improve preoperative processes and create a standard investigation tool for all COLO SSIs. Among the results: fewer colon SSIs, better patient outcomes and fewer complications.

## PHYSICIAN RECRUITMENT

In the increasingly complex and competitive world of health care, skilled Physicians are in high demand. Monument Health continues its strong growth path, adding new specialities to meet the needs of a growing Black Hills population.

By highlighting opportunities to work alongside skilled colleagues, use the latest technology, receive competitive pay and raise a family in the beautiful Black Hills, Monument Health recruiters have been successful in bringing new Physicians into the system. The list of new Physicians in recent years includes:

23 in Family Medicine

14 in Hospital Medicine

8 in Cardiology

8 in Pulmonology/Critical Care

7 in Neurology

5 in Emergency Medicine

5 in Oncology

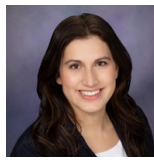
5 in Orthopedic Surgery

5 in Urology

# NEW PHYSICIANS



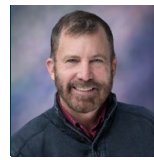
**Bayan Al-Share, M.D.**  
Oncology  
Rapid City



**Brittany Azure Bearstail, M.D.**  
Family Medicine  
Spearfish



**V. Richard Bowen, M.D.**  
ENT  
Rapid City



**Robert Burgess, M.D.**  
ENT  
Rapid City



**Devin Crane, D.O.**  
Family Medicine  
Spearfish



**Ryan Gianatasio, M.D.**  
Interventional Neurology  
Rapid City



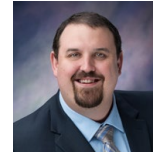
**Lance Hoffman, M.D.**  
Emergency Medicine  
Rapid City



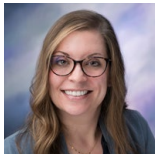
**Nicholas Hopson, D.O.**  
Urology  
Rapid City



**Jennifer Kang, M.D.**  
Neurosurgery  
Rapid City



**Eric Krohn, D.O.**  
Pediatric Orthopedics  
Rapid City



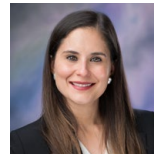
**Deanna Lassegard, M.D.**  
Emergency Medicine  
Spearfish



**Kyle Lemley, M.D.**  
Pediatric Critical Care  
Rapid City



**Sarah Lewis, D.O.**  
Family Medicine  
Sturgis



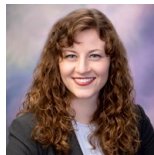
**Julieta Munoz-Mejia, M.D.**  
Critical Care  
Rapid City



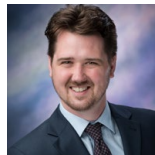
**Glen Pollock, M.D.**  
Neurosurgery  
Rapid City



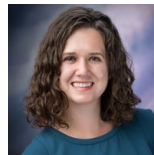
**Christopher Robbins, M.D.**  
Family Medicine  
Rapid City



**Megan Ruffcorn, D.O.**  
Family Medicine  
Lead-Deadwood



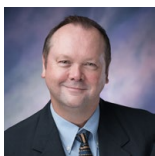
**Brennan Tesdahl, M.D.**  
Urology  
Rapid City



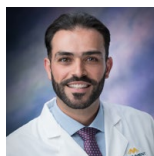
**Natalya Tesdahl, M.D.**  
Hospital Medicine  
Rapid City



**Leslie VanDyne, M.D.**  
Trauma Surgery  
Rapid City



**Jay White, D.O.**  
ENT  
Rapid City



**Ali Zakaria, M.D.**  
Gastroenterology  
Rapid City

# NEW SERVICE LINES

## Primary Stroke Center:

In FY22, Monument Health Rapid City Hospital added a new hybrid operating room with a state-of-the-art biplane cineangiography system. In FY23, with the addition of interventional neurology to the center's stroke team, Monument Health can treat patients who in the past would have had to leave our local area to receive care. The team includes Jae Kim, M.D., Lien Diep, M.D., Ryan Gianatasio, M.D.



Jae Kim, M.D.



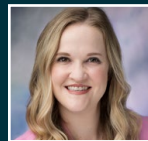
Lien Diep, M.D.



Ryan Gianatasio, M.D.

## Breast Team:

In the summer of 2023, Monument Health welcomed Breast Surgical Oncologist Ashlea Semmens, M.D., as the new Medical Director of the Breast Surgery Program, as well as Plastic Surgeon Olga Schuth, M.D. They join Breast Surgeon Alice Police, M.D., Kendra Storm, DNP, an advanced practice Provider specializing in breast cancer and breast health, Plastic Surgeon Hunter Moyer, M.D., Plastic Surgery Advanced Practice Providers Ashley Anziano, PA-C and Cassidy Kotelman, PA-C and Spearfish-based General Surgeon Nicholas Czosnyka, M.D., and Kayla Hatten, CNP, who both have a special interest in breast surgery.



Ashlea Semmens, M.D.



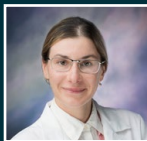
Alice Police, M.D.



Kendra Storm, DNP



Hunter Moyer, M.D.



Olga Schuth, M.D.



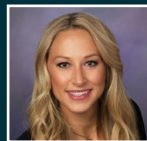
Ashley Anziano, PA-C



Cassidy Kotelman, PA-C



Nicholas Czosnyka, M.D.



Kayla Hatten, CNP

## Gastroenterology:

With advances in technology and the addition of Ali Zakaria, M.D., a board-certified Gastroenterology and Hepatology physician who is also trained in Advanced Interventional Endoscopy, Monument Health can provide world-class gastroenterology care, allowing patients to receive the care they need right here in the Black Hills. Monument Health Gastroenterology provides the highest level of care for a full range of digestive system diseases including general gastroenterology, hepatology and interventional gastroenterology with hepato-pancreatic-biliary interventions.



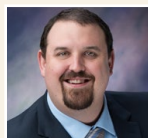
Ali Zakaria, M.D.



Jannine Purcell, CNP

## Pediatric Orthopedics:

Eric Krohn, D.O., joined Monument Health Orthopedic & Specialty Hospital in Rapid City. He is the only fellowship trained Pediatric Orthopedic Surgeon in the Black Hills. Dr. Krohn specializes in deformity correction, growth modulation and fracture care. He treats a variety of conditions in children, including abnormalities in walking that may need corrective shoes, bracing or surgery. He also treats bone and joint infections, broken bones, fractures and dislocations, certain deformities present at birth and scoliosis.



Eric Krohn, D.O.

## AWARDS AND HONORS



### American College of Cardiology

For the 12th consecutive year, Monument Health received the American College of Cardiology's NCDR Chest Pain - MI Registry Platinum Performance Achievement Award. Monument Health is one of only 262 hospitals nationwide to

receive the honor in 2023. It recognizes Monument Health's commitment to a higher standard of care for heart attack patients and signifies that Monument Health has reached an aggressive goal of treating these patients to standard levels of care outlined by the American College of Cardiology/American Heart Association.

### COLA Laboratory Excellence

Laboratories at Monument Health Orthopedic and Specialty Hospital and Monument Health Rapid City Urgent Care on Jackson Boulevard received the COLA Laboratory Excellence Award. COLA is a leading national laboratory accreditor. Accreditation is given to laboratories that apply the highest standards of quality in day-to-day operations, demonstrate continued accuracy in the performance of proficiency testing and pass a rigorous on-site laboratory survey.

### American Heart Association

Monument Health Rapid City Hospital earned an upgraded rating from the American Heart Association (AHA). The hospital received a Get With The Guidelines® - Stroke Gold Plus quality achievement award. The award recognizes the hospital's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability.



In addition, Monument Health Heart and Vascular Institute, in its first year participating in the AHA's Get With The Guidelines®-AFib Registry, achieved the Silver Award, the highest possible award it could receive in its first year. The American Heart Association recognized the team for using the most up-to-date, evidence-based treatment guidelines to improve patient care and outcomes.

## TECHNOLOGY-DRIVEN CARE

Modern high-quality health care is increasingly driven by the type of precision and least-invasive methods that can only be delivered through advanced robotics. In the hands of a skilled physician, a robotic system improves outcomes in general surgery, orthopedic surgery, spinal surgery and other procedures.



### Ion by Intuitive

This platform, introduced to Monument Health in FY23, allows pulmonologists to perform minimally invasive biopsies and other challenging tasks in otherwise hard-to-reach areas of the lung using a thin, maneuverable catheter. Ion provides a safe and efficient way to confirm a cancer diagnosis in patients, compared with traditional biopsies.

Ion provides a planned path based on a patient's CT scan allowing Physicians to target specific areas of a patient's lungs. It also allows tracking for multiple biopsy attempts.

### Globus Medical ExcelsiusGPS®

The Globus Medical ExcelsiusGPS® robotic navigation platform brings advanced spine surgery technology to Monument Health by combining the benefits of robotic guidance and navigation into one system. It is designed to improve safety and accuracy in the operating room and reduce radiation exposure to surgeons and staff.

Kyle Schmidt, M.D., Neurosurgeon with Monument Health Orthopedic & Specialty Hospital, praised the Globus robot as an innovative way to efficiently and safely place spinal



hardware. He cited decreased tissue dissection and manipulation, decreased intraoperative radiation exposure and improved surgical accuracy among the benefits of using the system.

### Da Vinci by Intuitive

Robert Santa-Cruz, M.D., Urologist with Monument Health Rapid City Clinic, Fifth Street, reached a major milestone this



year – performing his 1,500th procedure using the da Vinci robotic surgical system. Intuitive, the company that produces the da Vinci robot, presented him with an award for this milestone achievement. Dr. Santa-Cruz said

the robotic surgical platform leads to shorter patient recovery times when compared to open surgeries.

### Transcatheter Aortic Valve Replacement

Monument Health Heart and Vascular Institute’s Structural Heart Team completed its 500th transcatheter aortic valve replacement (TAVR) procedure on Oct. 25, 2022. TAVR is a minimally invasive heart procedure to replace a thickened aortic valve that can’t fully open.



The team performed the first TAVR in Rapid City in 2014. Initially recommended for patients deemed too high-risk for surgery, TAVR is now approved for all patients with symptomatic aortic stenosis, regardless of surgical risk.

Monument Health Heart and Vascular Institute was one of only 10 centers in the country selected to participate in ongoing clinical trials to evaluate ways to expand what types of patients can benefit from a TAVR procedure.

### Octaray High-Density Mapping to Treat Atrial Fibrillation

Monument Health Heart and Vascular Institute became the first health care system in South Dakota to introduce a new technology that allows for greater precision and success in treating atrial fibrillation. Octaray is an advanced high-density mapping catheter used for diagnosing complex arrhythmias in the heart.

This technology provides improved clarity in high-density maps which enables optimal accuracy and efficiency for Monument Health’s electrophysiologists as they perform mapping procedures.

## SPEARFISH HOSPITAL HONORED

Monument Health Spearfish Hospital was listed in the Chartis Center for Rural Health’s Top 100 Best-Performing Rural and Community Hospitals. The list was announced in March 2023. The annual recognition program honors outstanding performance among the nation’s rural hospitals based on the results of the Chartis Rural Hospital Performance INDEX.

TOP 100  
BEST-  
PERFORMING  
RURAL AND  
COMMUNITY  
HOSPITALS

The INDEX uses publicly available data to conduct its annual assessment of rural hospitals across the nation. Spearfish Hospital was one of seven health care systems listed in South Dakota.

## PHIL AWARD

The Phil Award, a new award for Monument Health, is the only nationally recognized, hospital-based recognition program dedicated to honoring outstanding respiratory therapists, as nominated by patients, family members and other caregivers. The Phil Award is The FACES Foundation’s signature program.

Sherie Brost, RRT, who passed away in October 2022 after a courageous battle with cancer, received The Phil Award posthumously. Sherie was nominated by multiple former coworkers. One nominator said, “Sherie is what we should all strive to be in our lives, loving, caring, empathetic and just a wonderful person. She passed away but I feel she should be remembered as the great Provider she was.”



Roger DeRaad and Daniel Petereit, M.D.



Margaret Becker, M.D., Heather Brewer, M.D., and Mark Harlow, M.D.



Kyle Schmidt, M.D., and Bradley Anderson, M.D., FACS



Joseph Tuma, M.D., FACC, FSCAI and Alexander Schabauer, M.D., FSVMB, FACC



Joy Falkenburg, M.D., and Jason Knudson, M.D.



Stephen Kovarik, M.D., and Forest Brady, M.D.

## PHYSICIAN AND PROVIDER AWARDS

Monument Health recognized 10 Physicians and Providers at the second annual Physicians and Providers Awards Banquet in March 2023. The event was created to celebrate and honor the hard work and dedication that Providers have shown their patients and the communities they serve. The awards were open to Monument Health medical Providers.

### The 2023 winners are:

- Kyle Schmidt, M.D.**, the New Physician of the Year Award
- Courtney Carmichael, PA-C**, New Provider of the Year Award
- Joseph Tuma, M.D., FACC, FSCAI**, the Julie Raymond, M.D., Distinguished Clinician Award
- Drew Purdy, M.D., FACC**, the Distinguished Researcher Award
- Roger DeRaad**, the Distinguished Researcher Award
- Joy Falkenburg, M.D.**, the Distinguished Educator Award
- Andrew VanOsdol, M.D.**, the Distinguished Educator Award
- Margaret Becker, M.D.**, the Mark L. Harlow, M.D., Distinguished Community Leader Award
- Stephen Kovarik, M.D.**, the Robinson-Howe Legacy Award
- Deborah Kuehn, CNP**, the Robinson-Howe Legacy Award

## CLINICAL EXCELLENCE AWARDS

The Clinical Excellence Awards are presented to Physicians and Providers who exemplify a commitment to the practice of medicine and to Monument Health’s mission, vision and values. Their knowledge, skill and professionalism in day-to-day interactions with patients, families and colleagues reflect their commitment to clinical excellence.

**Michael Hogue, M.D.**, a Family Medicine Physician at Rapid City Hospital, was nominated by a colleague who wrote that Dr. Hogue is greatly appreciated by the utilization review nursing staff for his professionalism, courtesy and responsiveness. His clinical care is always outstanding.

**Alysia Lester, DNP**, in the Rapid City Hospital Neonatal Intensive Care Unit was nominated by a newly graduated Nurse practitioner who called her “an amazing resource for all new mid-level Providers, even if not in her direct area.”

**Jami Kortan, PA-C**, at Monument Health Spearfish North Avenue Clinic, was nominated by a colleague who wrote, “Jami provides her patients and their families with care that is unmatched. She is always checking in on her patients, taking the time to call them personally.”

# NURSING



## MAGNET DESIGNATION

In September 2023, Monument Health Rapid City Market in September received word that it had attained Magnet designation from the American Nurses Credentialing Center (ANCC). Magnet designation is the highest recognition for Nursing excellence and quality patient care in the United States. The award represents a commitment to quality and patient safety.

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

The Magnet designation marks the completion of a lengthy application process that began in June 2020, when Monument Health submitted its initial application. Two years later, the application had grown to include 94 stories on nursing excellence. The stories demonstrated traits such as transformational leadership, structural empowerment, exemplary professional practice and new knowledge, innovations and improvements.

By April 2023, the document review had been completed, and in July the ANCC's on-site appraisers visited Rapid City. In September, the Commission on Magnet Recognition voted to make Monument Health Rapid City Market a Magnet-recognized organization.

Components of Magnet encompass empowerment and autonomy of nurses, the collaborative nature of the work environment, nurse satisfaction, patient experience, nurse education and research, patient outcomes and nursing-sensitive indicators that reflect the structure, processes and outcomes of nursing care.

### Characteristics of nursing excellence:

- Developing and advancing strong, knowledgeable nurse leaders who advocate for patients and nurses.
- Creating an organizational structure that supports nurse representation in decision-making groups across the organization.
- Establishing performance benchmarks and expectations for meeting them.
- Facilitating shared decision-making, open communication and nurse empowerment.
- Promoting nurse autonomy.
- Implementing care models that optimize patient care and clinical outcomes.
- Promoting a nurturing, cohesive and collaborative interdisciplinary team.
- Providing opportunities for professional growth and development.

“We as an organization and the profession of nursing at Monument Health have an opportunity to demonstrate our excellence. There are only 8.9 percent of hospitals in the United States that are Magnet Designated — We are now one of them! Our nursing excellence journey is to celebrate our progress and to build on the best practices and opportunities to become better.”

– Rebecca Bradley, MSN, RN, NPD-BC,  
Director, Magnet Program

# REWARDS/RECOGNITION

## DAISY Award

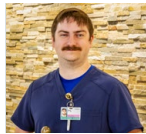
The DAISY Award recognizes the outstanding professionalism and compassion that nurses bring to patients and families every day. It was established by the DAISY Foundation in California in memory of J. Patrick Barnes, who died at age 33 of an autoimmune disease.

DAISY is an acronym for “Diseases Attacking the Immune SYstem.” Nurses in Rapid City are selected 12 times a year for this recognition. Nurses are also honored in Custer, Lead-Deadwood, Spearfish and Sturgis.

### Rapid City:



Si Issler  
July 2022



Matt Nugent  
August 2022



Caleb Hansen  
September 2022



Danielle Longwell  
October 2022

### Lead-Deadwood:

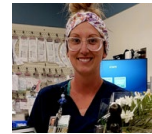


Jennifer Stewart



Courtney Quinn

### Custer:



Allison Farella



Jess Owczarek  
November 2022



Jodi Kost  
December 2022



Tracy Prins  
January 2023



Tayven Aga  
February 2023

### Sturgis:

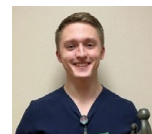


Brandee Skroch

### Spearfish:



Nicole Garman



Skyler Langer



McKenna Jackson  
March 2023



Molly Cape  
April 2023



Kelly Degrote  
May 2023



Daniel Yevseyev  
June 2023



Taylor Burr



Stefani Gillette

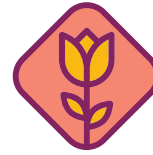
## Nursing Star Awards

In 2009, the Nurse Shared Governance Councils established the Nursing STAR Awards as a way to recognize the contributions of nurses and caregivers who support nursing. In FY23 Star Awards were presented to 48 winners in nine award categories.

## Sunshine Awards

The Nursing Support Council established the Sunshine Awards as a way to recognize the contributions of caregivers who support nursing. The list includes Nurse Aides, Dialysis Technicians, ED Technicians, Certified Nursing Assistants and others. Winners in FY23 include five Caregivers in the Rapid City Market, three in Spearfish, four in Sturgis, three in Custer and four in Lead-Deadwood.





THE  
**TULIP**  
AWARD

## TULIP Award

This award is presented to nursing support caregivers 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. TULIP is an acronym for, “Thoughtful Upbeat Loving Individuals caring for Patients.”

Nursing support includes positions such as Nurse Aides, Certified Nursing Assistants, Emergency Department Technicians, Psychiatric Technicians, Health Unit Clerks, Dialysis Technicians, Clinical Assistants, Cardiac Monitoring Technicians, Activities Assistants, Medical Assistants, Certified Medical Assistants, Medication Aides and Restorative Assistants. Caregivers in Rapid City are selected 12 times a year for this recognition. Caregivers are also honored in Custer, Lead-Deadwood, Spearfish and Sturgis.

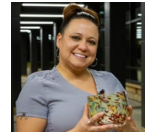
### Rapid City:



Ivory Jenson  
July 2022



Zaida Williams  
August 2022



Sunshine Oines  
September 2022



Hope Ness  
October 2022



Jennifer LaBrie  
November 2022



Rebecca Stelzle  
December 2022



Lito Casilang  
January 2023



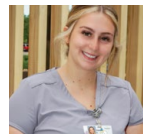
Amber Adamson  
February 2023



Kristen Fox  
March 2023



Thomas Klapperich  
April 2023

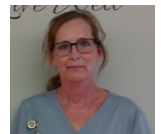


Ciarra Castleman  
May 2023



Dianna Secrest  
June 2023

### Sturgis:



Cindy Spencer

## NURSING PROFESSIONAL DEVELOPMENT LADDER

The Nursing Professional Development Ladder recognizes and awards nurses who strive for excellence, and are engaged in the organization and continue to develop themselves professionally. It aligns with Monument Health’s strategic priorities, the Nursing Professional Practice Model and the ANCC standards of nursing excellence. Nurses who enhance and enrich the clinical practice environment, impact quality care and improve the patient experience.

The ladder for Acute/Inpatient was established July 2021. The ladder for ambulatory care went live April 2023. Currently among all nursing Caregivers that have ever been on the ladder, there is a retention rate of 94.6 percent.

### Purpose:

- Recognize and reward individual excellence.
- Assist in the retention of engaged, quality nurses.
- Improve nursing engagement and job satisfaction.
- Provide opportunities for personal and professional growth.
- Impact patient experience and quality outcomes.

### Intended Improvement Metrics

- Increase nurse retention.
- Decrease use of agency nurses.
- Improve quality and clinical outcomes.
- Improve patient experience.
- Encourage nurse engagement.

# TRANSFORMATIONAL LEADERSHIP

## Attracting and Retaining the Best

Monument Health, like the entire health care industry, continues to see the effects of the national nursing shortage. However, Monument Health saw lower turnover in FY23.

From July 2022 to June 2023, Monument Health hired 210 Registered Nurses, and RN turnover was 18.85 percent, which is down 7.08 percentage points from the previous year.

## Nurse Residency

Nurse Residency started at Monument Health over two decades ago. After a major nursing publication declared transition-to-practices programs as an intervention to support retention and the ongoing nursing shortage, many organizations across the country developed Nurse Residency programs for new graduate RNs. Since 2008, what had been a trend is now a recommendation with evidence to support their implementation.

The Monument Health Nurse Residency Program includes monthly sessions supported by the Nursing Professional Development team, and specialty online modules that supplement the direct patient care orientation in their clinical area. Cohorts begin each quarter for RNs with less than 12 months of experience. The year-long program supports these new RNs throughout the organization in essential skills, organizational priorities, personal and professional resources. It culminates in a small group project displaying 'Professionalism in Action'.

In 2022, the Monument Health Nurse Residency Program was officially accredited by the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP). PTAP sets the global standard for excellence in transitioning new nurses to professional practice. Monument Health RNs Tanya Kokesh, Julie Tyler, Brooke Fredrich and Holly Knox served as site coordinators during the accreditation process.

## Professional Development:

### Nurses with BSN or higher (systemwide) as of:

- July 1, 2019 (Baseline) – 684/1426 BSN or higher – 48 percent
- July 1, 2020 (Year 1) – 828/1510 BSN or higher – 55 percent
- July 1, 2021 (Year 2) – 1020/1643 BSN or higher – 62 percent
- July 1, 2022 (Year 3) – 1045/1581 BSN or higher – 66 percent
- July 1, 2023 (Year 4) – 1073/1589 BSN or higher – 68 percent

FY24 Nursing Strategic Goal: Increase the number of BSN-prepared nurses by 1 percent by June 30, 2024.

### Nursing Professional Certifications (systemwide)

- July 1, 2019 (Baseline) – 287/1086 certified – 26 percent
- July 1, 2020 (Year 1) – 360/1141 certified – 32 percent
- July 1, 2021 (Year 2) – 410/1213 certified – 34 percent
- July 1, 2022 (Year 3) – 435/1205 certified – 36 percent
- July 1, 2023 (Year 4) – 460/1213 certified – 38 percent

FY24 Nursing Strategic Goal: Increase the number of Certified Nurses by 5 percent by June 30, 2024.



## NOTABLE NURSING ACHIEVEMENTS

### Coordinating Council – Chair Gretchen Emrich, CRN, ED

- Development of a centralized SBAR submission form for council ideas.
- 2nd Annual Shared Decision-Making Expo and subsequent iLearn development.
- Initiation of Unit/Market/Clinic Council mentorship program.

### Healthcare Informatics Council – Chair Taylor Gustafson, RN, Labor & Delivery

- Inpatient interruptive BPA Optimization: Decreased amount and hours.
- Pain documentation optimization to meet regulatory requirements.

### Nursing Quality, Safety, and Performance Improvement Council – Chair Alexa Wallace, CRN, Float Pool

- Development and implementation of hold banner systemwide in Epic to quickly identify patients on legal holds.
- Development and implementation of daily weight task for both Nurses and Nurse Aides to improve daily weight documentation from 54 percent of patients with daily weights ordered to 100 percent completion on HVU specifically.
- Increased participation to 75 percent of units having active representation.

### Recognition and Advancement Nursing Council (previously Nursing Professional Development) – Chair Leanna Basham, RN, Labor & Delivery

- Hosted Inaugural Nursing Fall Ball.
- Increased DAISY Award Nominations by over 25 percent.
- Ongoing enhancement and improvements in acute/inpatient Nursing Professional Development Ladder.

### Nursing Practice Council – Chair Erin McHolm, CRN, HVU

- Dual verify MAR action for high-risk medications.
- Non-time sensitive medication administration window increased.
- Welcome/Discharge booklet pilot in Rapid City Market.

### Ambulatory Council – Chair Rebecca Bishop, RN, Belle Fourche Clinic

Development and implementation of ambulatory Nursing Professional Development Ladder.

### Nursing Support Council – Chair Laura Holland, PCU, Nursing Support Supervisor

- Increased number of Sunshine Award nominations across the system.
- TULIP Award sustainment and marketing.

### Advanced Practice Provider (APP) Council – Chair Lizanne Laird, NP, HVI

- APP Mentorship Program.
- Deployment of consistent APP Council Communication Strategy.
- Develop APP Lead Structure.



**Priority 2:**

**Provide a  
Caring  
Experience**

## FY23 GOAL:

**Percentage of Survey Areas (Departments) that meet Patient Experience Top Box Score Targets throughout the fiscal year.**

*Top Box Scores are measured by Press Ganey patient experience survey submissions (9s, 10s, Very Good or Always, depending on the survey).*

GOAL

**60%**

of Departments

ACTUAL

**56.5%**

of Departments

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.

## PATIENT EXPERIENCE SURVEYS

Patients and their families go through a variety of feelings and emotions when a loved one is ill or injured. Impatience due to a long wait or frustration due to a lack of communication should definitely not be on that list. Monument Health is constantly looking for ways to improve the health care experience. We regularly ask patients how they felt about their clinic visit or hospital stay. Press Ganey survey scores measure our performance.

When a patient gives their clinic or hospital a rating of 9 or 10, or replies with "Very Good" or "Always," this is called a "Top Box" score. In the past year, 80.8 percent of Press Ganey scores fell within that Top Box range. That beats last year's score of 80.3 percent. Our goal was for 60 percent of all departments and units to improve their Top Box scores by 1 percentage point. We fell a bit short with 56.6 percent achieving this goal, but we'll keep working to provide the best experience possible.

### Markets that received Top Box scores 90 percent or more during F23 included:

- Orthopedic & Specialty Hospital Inpatient Services
- Rapid City Radiation Oncology
- Wall Clinic
- Rapid City Clinic, Flormann Street - Infectious Disease
- Rapid City Hospital - Breast Surgery
- Rapid City Clinic, 4150 Fifth Street - Plastic Surgery
- Belle Fourche Physical Therapy
- Lead-Deadwood Outpatient Surgery
- Hill City Clinic

## EMERGENCY DEPARTMENT IMPROVEMENT

Procedure changes paid big patient experience dividends at Rapid City Hospital's Emergency Department. Because of the nature of emergency medicine, patient volumes are unpredictable. That can be frustrating for patients who are often experiencing pain, discomfort and fear.

Now, whenever space is available, patients are moved quickly from the waiting room to the treatment area - moving through the triage process, and skipping the

waiting room. In the treatment area, they wait in relative comfort before examination, treatment or inpatient admission to the hospital. In addition, the Emergency Department team found ways to more effectively use all care spaces, including different uses for vertical care services.

**Between the first quarter of FY22 and the first quarter of FY23, average patient flow improved:**

- Arrival-to-room time dropped to 16 minutes from 26 minutes.
- Arrival-to-doctor time dropped to 31 minutes from 49 minutes.
- Arrival-to-departure time dropped to 4 hours, 19 minutes from 4 hours, 31 minutes.

**Patient experience Top Box scores also improved significantly.**

- Waiting time to treatment area: up 12.9 percentage points.
- Comfort of waiting area: up 10.8 points.
- Overall rating of care: up 8.5 points.
- Registration staff attitude: up 7.5 points

## NON-CLINICAL PATIENT EXPERIENCE

Patients have a variety of interactions with Monument Health that do not directly involve doctors, nurses or clinical staff. Patient experience really begins the moment they pull into the parking lot. Monument Health employs a three-sided approach to non-clinical patient experience. The Guest Services team is composed of Valets, Guest Services Specialists and Patient and Family Relation Liaisons.

For Fiscal Year 2023, the Valets provided a great first impression 5,636 times per month on average at Rapid City Hospital and Cancer Care Institute. Each month, Guest Services Specialists extended an average of 15,991 warm welcomes at the Rapid City Hospital main entrance and visited 743 inpatients. Patient and Family Relations Liaisons compassionately work with patients and families across the Monument Health System of Care.

## GOOGLE REVIEWS

Another important measure of patient experience is the reviews that appear on Google and other online platforms. They're important because they are public. Anyone can read them, and many people make their health care Provider decisions based on the online reviews.

In 2020, Monument Health began seeking out reviews by asking patients to post their thoughts about recent visits via text message.

The results have been impressive. For example, in March 2020 Monument Health received just 552 reviews, and 29 percent of the respondents awarded 4 or 5 stars out of 5 stars. On average, our Physicians and caregivers earned 3.6 stars. By August 2023, the number of reviews had increased to nearly 30,000, and 99 percent rated Monument Health at 4 or 5 stars. The average rating was 4.8 stars.



## FAMILY MEDICINE RESIDENCY

In June 2023, six Physicians graduated from the Rapid City Hospital Family Medicine Residency Program, a Monument Health program to train medical school graduates who want to specialize in family medicine. It's an important strategy to ensure this region has Physicians who understand the dynamics of rural health care.

- Justin Avigliano, D.O., was accepted into an Emergency Medicine fellowship with SSM Health Monroe Clinic in Monroe, Wis.
- Domonique Cunningham, M.D., went on to practice Family Medicine with Community Health Center of SE Kansas in Pittsburg, Kan.

- Lee Hosler, D.O., was accepted into an OB fellowship with Essentia Health in Duluth, Minn.
- Michael Osterholt, M.D., was accepted into a Sports Medicine fellowship with University of Nebraska in Omaha, Neb.
- Emily Urbaniak, M.D., began practicing Family Medicine at Monument Health Spearfish Clinic, North 10th Street.
- Ali Weiss, M.D., has been accepted into an OB fellowship with Creighton University in Omaha, Neb.

## PATIENT EXPERIENCE STORIES

### NICU Cuddlers

Babies in the Neonatal Intensive Care Unit (NICU) often require lengthy stays and uncomfortable, painful medical procedures. Their little bodies go through a great deal of stress. Often parents and families can't be in the NICU as much as they would like to be.

A new program began in 2022 to help Monument Health's tiniest patients. It's called the Monument Health Cuddler Program. Volunteer cuddlers are trained adults who provide up to 60 hours a week of extra love, attention and cuddling.

Research confirms that therapeutic touch and cuddling provide essential emotional support and promote the progression of neurodevelopmental function. Babies who are cuddled often demonstrate greater growth and physiologic stability, and have shorter hospital stays. Evidence also shows that cuddling is vital to a child's emotional well-being and learning ability.

"Cuddling is a win-win because the babies need human touch and the parents and staff make me feel appreciated," said volunteer cuddler Jody Loberg. "It is truly a pleasure to be a baby cuddler and it brings me joy and happiness! I have an amazing volunteer job!"



### The Valet Team

The Valet Team at Rapid City Hospital and the Cancer Care Institute does much more than park cars for patients and visitors. There are 14 caregivers in this department. In a day's time they walk 8 to 10 miles as they park and retrieve cars. They anticipate patients' and visitors' needs and are always ready to support them.

They actively monitor the parking lots and notify security of unusual activity, barriers and unsafe situations. During winter, they return cars with windows cleared and heaters running. In the summer, they ensure the car is cooled down and air conditioning running for the patient's comfort.

These little gestures make a world of difference to those that we serve. Often the families will bring thank you notes and snacks to the Valet Team. Recently, a thank you note was received saying, "I so appreciate the service you do at the hospital and know I can't pay you for it, so I made some treats. Thank you for all you do."



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



## FY22 GOAL:

Celebrate our Five Values in Action (Trust, Respect, Compassion, Community & Excellence) by measuring the number of “WOW” cards and e-Cards throughout the fiscal year.

GOAL

30,000

Wow and e-Cards

ACTUAL

34,625

Wow and e-Cards

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.

## HUMAN RESOURCES HIGHLIGHTS

Monument Health is western South Dakota’s largest private employer, and with the region’s low unemployment rate it is vitally important to provide Physicians and Caregivers the kind of services and assistance that reinforces Monument Health’s reputation as a Great Place to Work.

At Monument Health, we embrace diversity because we are stronger together. We are an inclusive organization, and we want everyone to have a sense of belonging. We are committed to being one team, to listen, to be inclusive, to show we care and to do the right thing. Every time.



### The Human Resources team:

- Launched the HR Service Center, branded as HR Connect, to provide more efficiency and better experience for Caregivers with questions about benefits.
- Created Junior positions, hiring 16- and 17-year-olds as a strategy to provide exposure to health care jobs. Initially, young workers served in the Children’s Center and Distribution.
- Developed a process to fill staffing needs, offering Caregivers self-service options to pick up shifts.
- Performed schedule reviews, providing possible solutions to optimize staffing and defined a standard process for identifying and communicating with Caregivers whose schedules take them beyond the Fatigue and Burnout Guidelines.

## CAROLYN BOONE LEWIS EQUITY OF CARE AWARD

Monument Health Rapid City Hospital was selected as the winner of the Carolyn Boone Lewis Equity of Care (EOC) Award in the category of Small/Rural Hospital Excellence. This award honors outstanding efforts to advance equity of care to all patients, spread lessons learned and progress towards diversity, inclusion and health equity.

Monument Health Rapid City Hospital was one of just three hospitals and health systems nationwide recognized by the American Hospital Association's Institute for Diversity and Health Equity for demonstrating excellence in using quantitative and qualitative data to address disparities and improve patient health quality.



### LIVE WELL

LiveWell, Monument Health's voluntary well-being initiative, is a comprehensive well-being approach that offers support, resources and rewards for those who take steps to care for themselves. LiveWell emphasizes all areas of wellness such as emotional, physical, spiritual and financial well-being.

The program offers financial incentives, gym memberships, health assessments and counseling through the Employee Assistance Program. Last year 1,550 Caregivers received the Well-Being Contribution Credit, and 351 Caregivers received 500 points in Rewards & Recognition for Well-Being Credit completion.

Monument Health was awarded grant monies for Caregiver lactation services to purchase four multi-use breast pumps and several initiation kits. In addition, 120 Caregivers completed mental health first-aid training.



### AHA RECOGNITION

The American Heart Association once again awarded Silver Level recognition to Monument Health for taking significant steps to build a culture of workplace health.

The American Heart Association Workplace Health Achievement Index allows organizations to qualify for bronze, silver or gold level recognition. It's based on a set of AHA best practices for employers to build a culture of health in the workplace.

### MENTAL HEALTH HEROES AWARD

ComPsych, the world's largest Provider of behavioral health and well-being services, named Monument Health a Mental Health Heroes Award winner for 2022. Monument Health was one of five companies nationally to win the award. The others were Canvas Credit Union in Denver, Kohl's department stores, NVIDIA and Salt Lake City Corp. The awards recognize organizations who are improving the health and well-being of their employees with innovative, multi-platform programs.



## TALENT ACQUISITION AND DEVELOPMENT

As the largest private employer in western South Dakota, Monument Health is constantly looking for new Caregivers in a variety of clinical and non-clinical positions throughout the health care system. Each new Caregiver goes through an orientation program called Right Start. It's a chance for newcomers to get to know Monument Health, what is offered, what is expected and what is valued.

### In FY23, Monument Health:

- Onboarded 1,591 new Caregivers.
- Conducted orientation for 266 nurses.
- Conducted orientation for 409 nursing support Caregivers.
- Brought the number of Certified Nurse Aides to 78 since the program began in Feb. 2021. Additionally, 96 have been retained through Monument Health's organizational program.
- Participated in, developed and enhanced scholarship programs such as Build Dakota, Externship programs, Bachelor of Science in Nursing, Student Nurse Fellowships and Respiratory Therapist Scholarships.
- Trained 42 Clinical Assistants and promoted them to become Medical Assistants.
- Listed 199 housing units on the community housing site, leased 26 new apartments and rented 41 apartments to new hires.
- Implemented a temporary position strategy to convert travelers to Monument Health positions.

# WELCOME TO THE 40-YEAR CLUB

This past year, six 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.



**PAMELA APLAND**  
Supervisor Billing Turbine  
Drive Building



**SHELLEY BEAGLE**  
Registered Nurse  
Rapid City Hospital



**ROANNA POPE**  
Licensed Practical Nurse  
Sturgis Hospital



**LORI WEBER**  
Triage Nurse  
Spearfish Clinic, North  
10th Street



**BILL WERNER**  
Construction Management  
Project Manager  
Rapid City Hospital



**KATHY YOUNG**  
Wound Ostomy Nurse  
Spearfish Hospital

## BEYOND 40 YEARS

We thank these caregivers for 41 years and more.

Mary Masten, Corporate Headquarters  
Sally Fairbanks, Health Sciences Building  
Sharon Beardt, Rapid City Hospital  
Larry Snyder, Rapid City Hospital  
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  
Candy Bruns, Rapid City Hospital  
Bonnie Warejcka, Rapid City Hospital

LeAnn Nelson, Rapid City Clinic,  
Flormann Street  
Sharon Cavenah, Rapid City Hospital  
Gena Thovson, Customer Care Specialist,  
Hospice House  
Kathy Sigler, Rapid City Hospital  
Renee Skroch, Home Care & Hospice,  
Spearfish  
Michele Thompson, Rapid City Hospital  
Renee Bachman, Belle Fourche Clinic  
Rhonda Chihak, Lombardy  
Marcia Taylor, Rapid City Hospital  
Wanda Schummer, Sturgis Hospital  
Lana Likness, Rapid City Hospital  
Stephanie Ales, Senior Applications  
Analyst, Turbine

Becky Amick, Trauma Registrar, Rapid City  
Hospital  
Judy Blair, Education Consultant, Turbine  
Rae Buntrock, Registered Nurse, Orthopedic  
& Specialty Hospital  
Renee Foltz, Triage Nurse, Spearfish Clinic, North  
10th Street  
Lois Pfeifle, Registered Nurse, Rapid City  
Hospital  
Mary Pitsor, Release of Information Technician,  
Health Sciences Building  
Nancy Sanders, Supervisor Clinical Operations,  
Rapid City Hospital  
Tena Schauer, Registered Nurse, Rapid City  
Hospital



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**Priority 4:**

**Impact  
Our  
Communities**

## FY23 GOAL:

Number of Community Health Screenings completed at planned Community Events throughout the fiscal year.

GOAL

10,000

Health Screenings

ACTUAL

12,346

Health Screenings

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 WORKERS

To improve access to health care in our communities and mitigate some of the social determinants of health, Monument Health has launched a pilot program to employ Community Health Workers. It's a grant-funded program sponsored by the Centers for Disease Control and Prevention (CDC) through the South Dakota Department of Health.

Social determinants such as low-income, isolation, housing instability and food insecurity have a big impact on the health of the people in our communities. The Community Health Workers help patients find the resources to cope with chronic disease, reduce the impact of social determinants and put them on a path toward better health. Among the potential benefits are fewer trips to the Emergency Department and more preventative and maintenance care for diseases like diabetes, hypertension and mental health.

The team works closely with the Oyate Health Center, Indian Health Service and Community Center of the Black Hills to support seamless transitions when patients associated with their clinics are discharged from the hospital. They also get referrals from the Monument Health Family Medicine Residency Clinic and Rapid City Clinic, Flormann Street.

## WEST RIVER HEALTH EDUCATION CENTER

Monument Health is contributing \$2 million for the construction of the new West River Area Health Education Center. The \$15 million center will be located at Black Hills State University's Rapid City Campus. It is a coordinated effort between Black Hills State University, South Dakota State University College of Nursing and the West River Area Health Education Center.

The new facility could nearly double the region's capacity to educate and train new Registered Nurses. When open, the center anticipates the number of graduates will increase each semester from 72 to 120.

Monument Health will be the exclusive naming rights sponsor of the center and will be able to use its simulation center to provide continuing education and training to Nurses. Construction began in fall 2023.

## CRISIS STABILIZATION UNIT

Monument Health is contributing \$1 million over four years to support the new Pennington County Crisis Stabilization Unit in Rapid City. The unit helps individuals experiencing serious mental health crises. The unit includes 8 recliner-type chairs for stays of up to 24 hours and 16 beds for stays up to 5 days. For many patients, that's enough time to allow them to recover from their crisis, go home and continue their care on an outpatient basis.

The new Rapid City unit is a project of the West River Behavioral Health Alliance. The South Dakota Legislature allocated \$4.2 million for the Rapid City center. Monument Health and other partners are raising the remaining funds for the \$6.2 million public-private partnership.

## PHYSICIAN COMMUNITY INVOLVEMENT

A few examples of the way Monument Health Physicians have played a key role in improving the communities where they live and work:



**Stephen Tamang, M.D.**, started Project Recovery in 2018. He has poured his energy into treating the drug- and alcohol-addicted underserved population, and has made a huge impact on our community as a result.



**Matt Simmons, M.D., FAAN**, currently serves as the Dean of the Rapid City Medical Campus of the University of South Dakota Sanford School of Medicine. He is a passionate educator both in the classroom as well as in the clinic. Additionally, he encourages our new Physicians to lend their skills and time to the education of these medical students.



**Margaret Becker, M.D.**, serves as the Medical Director for the Good Shepherd Clinic, recruiting Physicians, nurses, and other clinicians to provide medical and dental care in the Northern Hills. She also provides care at this free clinic.

## COMMUNITY HEALTH NEEDS ASSESSMENT

Every three years, Monument Health conducts a Community Health Needs Assessment (CHNA) for its hospital communities. Areas in these assessments include Butte, Custer, Fall River, Lawrence, Meade, Pennington and Oglala Lakota counties in South Dakota and Crook County in Wyoming.

CHNA is a systematic, data-driven approach to determining the health status, behaviors and needs of residents in the Monument Health service area. Based on the needs identified in the CHNA, Monument Health also compiles a three-year Community Health Implementation Plan. In 2023 Monument Health conducted a new assessment that will guide the health care system to 2025.

More information can be found on our website:



## COMMUNITY HEALTH SCREENINGS

The geographic expanses of the Black Hills and western South Dakota can create barriers for rural residents to receive medical care. One way to reduce those barriers is to empower community members to be their own health advocates through the resources, education and access to care close to home.

At large community events such as the Black Hills Stock Show, the Black Hills Pow Wow, Kids Fair, the Central States Fair and the Lakota Nation Invitational, as well as smaller community health fairs, Monument Health helps people to check their blood pressure, pulse and blood oxygen levels. Participants can also assess their risk for diabetes, anxiety, lung cancer and skin cancer. Younger residents can get sports physicals.

These health screenings allow patients to make informed medical decisions and take action to improve their health. The screenings have uncovered early warning signs of potential health issues leading to timely medical intervention, thus preventing the progression of illnesses.

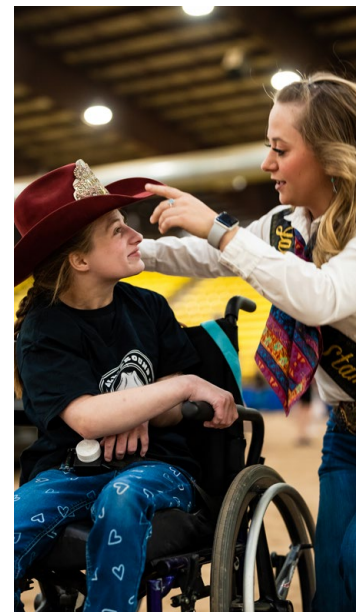
**In all, Monument Health conducted 12,346 free or discounted health screenings at 51 events and locations in FY23.**

## SPECIAL RODEO

About 100 participants with special needs – age 5 to 80 – and 170 volunteers converged on the James Kjerstad Event Center in August 2023 for Monument Health’s Special Rodeo. Participants were partnered with a “rodeo buddy” who showed them the different activities and cheered them on.

The free event offered horseback rides on certified therapy horses from SunCatcher Therapeutic Riding Academy, stick horse barrel races, roping, a goat ribbon pull, miniature horses, face painting and other therapy animals to interact with.

Each participant received a T-shirt, a trophy belt buckle and lunch. The Special Rodeo is also held in January during the Black Hills Stock Show, in partnership with Rodeo Rapid City.







monument.health/about-us/community-health-needs-assessment

## SPONSORSHIPS AND VOLUNTEERISM

Monument Health knows that the term “healthy community” does not only refer to the physical health of its residents. As Boy Scout leaders, board members, Rotary members and in other civic roles, Monument Health Caregivers are committed to making a difference, every day.

They also deliver meals to residents, distribute sleeping bags and warm coats to the homeless and step up when a neighbor needs help raking leaves. During FY23, Monument Health Caregivers contributed more than 22,000 volunteer hours to their communities.

In addition, as a not-for-profit organization, Monument Health carries out its mission through community partnerships, sponsorships and contributions. The priorities are to promote health and wellness, serve or support community health needs, provide civic and/or community development and enhance or encourage active and healthy lifestyles.

**Last year, Monument Health community sponsorships totaled \$414,860 supporting 154 organizations.**



## DOC TALK PODCASTS

Doc Talk, a video and audio podcast featuring interviews with Monument Health Physicians and Providers, began streaming in July 2022. More than a year later, the weekly podcast continues. Physicians discuss health care topics in an informal setting that benefits both patients and the public. Episodes have dealt with topics such as heart failure, skin cancer, sports medicine and testosterone imbalances. Monument Health posts a new podcast every Monday. Most of the podcasts are fairly brief, approximately 15 minutes.

## FRIENDS OF TRANSIT AWARD

Brad Haupt, Vice President of Supply Chain and Contract Management for Monument Health, received the 2022 Friend of Transit award from the Dakota Transit Association. Haupt was nominated for his efforts working with Prairie Hills Transit (PHT) to facilitate affordable transportation for Monument Health patients and nursing home residents during the COVID-19 pandemic.

“We were never lacking for the equipment, masks or sanitizer we needed to keep our staff and passengers safe,” said Barb Cline, Executive Director of PHT. She said Haupt also provided valuable training to drivers. The award is given to an individual, business or agency from North Dakota and South Dakota who have done an outstanding job in supporting transit.

# MONUMENT



**Priority 5:**  
**Be Here  
for Generations  
to Come**

## FY23 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

**2.9%**

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	2023
<b>24,890</b>	<b>24,893</b>

## Patient Days

2022	2023
<b>119,568</b>	<b>114,882</b>

## Visits to Emergency Department

2022	2023
<b>71,087</b>	<b>69,995</b>

## Surgery Cases

2022	2023
<b>12,687</b>	<b>13,169</b>

## Babies Delivered

2022	2023
<b>2,389</b>	<b>2,414</b>

## Hospital Beds

2022	2023
<b>516</b>	<b>516</b>

## Long-term Care Resident Beds

2022	2023
<b>84</b>	<b>84</b>

## Medical Staff Members

2022	2023
<b>664</b>	<b>640</b>

## Clinics

2022	2023
<b>23</b>	<b>23</b>

## Clinic Visits

2022	2023
<b>476,596</b>	<b>521,639</b>

# Community Benefit

(in 000's)

## PAYROLL AND BENEFITS

**2022** 493,791  
**2023** 509,493

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

**2022** 59,406  
**2023** 73,829

## OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

**2022** 52,006  
**2023** 52,266\*

## MONUMENT HEALTH COST TO OPERATE PER DAY

**2022** 2,924  
**2023** 3,048

## LOCAL, STATE, AND FEDERAL TAXES PAID

**2022** 28,799  
**2023** 29,552

# Financial Summary

Statement of Operations (in 000's)

Revenue and Expenses	FY22	FY23
Net Patient Services Revenue	1,008,054	1,016,077
Other Operating Revenues	71,250	57,413
Net Operating Revenues	1,079,304	1,073,490

Operating Expenses	FY22	FY23
Payroll and Benefits	493,791	509,493
Medical Supplies	248,828	274,559
Purchased Services	202,908	203,947
Other Operating Expenses	55,686	55,582
Depreciation	55,189	59,154
Interest	10,996	9,914
Total Expenses	1,067,398	1,112,649
Net Income from Operations	11,906	(39,159)

Balance Sheet	FY22	FY23
Current Assets	320,112	269,726
Funds for Building, Equipment Replacement and Debt Repayment	500,874	502,215
Other Restricted Use Investments	45,892	45,696
Land, Building and Equipment	573,828	586,179
Other Assets	15,994	16,663
<b>Total Assets</b>	<b>1,456,700</b>	<b>1,420,479</b>

Current Liabilities	146,823	120,116
Long-term Debts	366,546	357,948
Other Liabilities	30,081	38,081
Unrestricted Fund Balance	878,056	880,523
Restricted Fund Balance	27,194	21,714
<b>Total Liabilities and Fund Balance</b>	<b>1,456,700</b>	<b>1,420,479</b>

\*Preliminary - subject to change



## CANCER CARE INSTITUTE

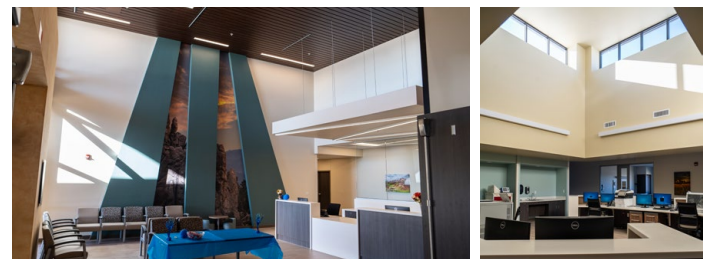
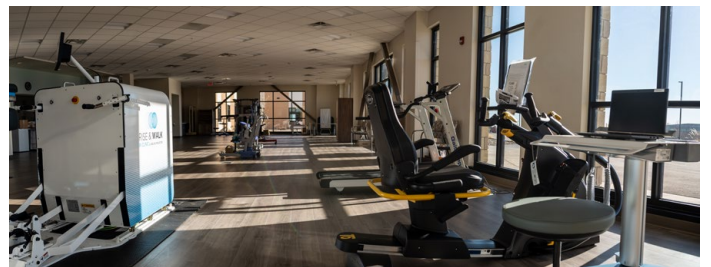
After a two-year, 70,000-square-foot expansion project, the Cancer Care Institute at Rapid City Hospital has more than doubled the space available to treat the growing needs for cancer care in the Midwest. The institute serves patients from South Dakota, North Dakota, Nebraska, Colorado, Montana and Wyoming, as well as the Pine Ridge, Cheyenne River and Rosebud reservations.

The Cancer Care Institute, which sees more than 40,000 patient visits each year, now has expanded clinic space and associated exam rooms, 24 private infusion rooms, a large laboratory with privacy bays, a state-of-the-art oncology pharmacy and brachytherapy suite. The expansion also included a wig shop, a prosthetic room for custom-fitting mastectomy bras, a gift shop, a salon and a healing garden.

## REHABILITATION AND CRITICAL CARE HOSPITAL OF THE BLACK HILLS

The new hospital near Catron Boulevard and U.S. Highway 16, is home to the region's first long-term acute care hospital (LTACH). It has 36 rehabilitation beds and 18 long-term acute care beds. The hospital is a joint venture with Vibra Healthcare.

When patients need long-term hospitalization for complex medical issues, an LTACH is often better equipped for that type of care. These hospitals specialize in treating serious respiratory, cardiac, multi-system, neurological and infectious disease, as well as wound healing and other conditions. Hospital stays are often 21 days or more.



## CATHETERIZATION LABS

Rapid City Hospital's two catheterization laboratories have undergone extensive remodeling and technology updates. Cath Lab 2 was completed in April 2023 and Cath Lab 1 was completed in August 2023.

The project included installation of a radiation protection system, called EggNest, to protect interventional cardiology staff from dangerous ionizing radiation. During procedures in the cath labs, cardiologists are guided by imaging from a continuous X-ray beam directed at the patient's heart. However, the radiation can be harmful, especially for Physicians and the Cardiology Technicians, and patients. The EggNest system provides significant reduction in radiation exposure.

Other updates improved accuracy, reduced risks and shortened procedure times. The project also created more space for anesthesia carts and other equipment, as well as offering better storage access for supplies.



## SPECIALTY PHARMACY

In FY23, the Monument Health Home+ Specialty Pharmacy moved to a new location, 725 Meade St. in Rapid City. It had been located in rented space nearby.

The only pharmacy of its kind in the region, Monument Health Home+ Specialty Pharmacy focuses on the medication needs and therapy management for patients with chronic, rare or complex conditions that require specialty medications. Specialty Pharmacy in Rapid City serves patients throughout the entire region.



## DERMATOLOGY, PLASTIC SURGERY, ENT

In FY23 the clinic building at 4150 Fifth St. in Rapid City became home to three Monument Health service lines: Dermatology, Plastic Surgery and Ear Nose Throat (ENT). The building, formerly the location of Monument Health Cardiology, was remodeled and the infrastructure was updated to accommodate the new departments.

Dermatology and Plastic Surgery clinics had previously been located in the Rapid City Clinic, 5th St. across the street from Rapid City Hospital. ENT is a new service line for Monument Health. The team – Jay W. White, D.O., MS, HCA, Robert Burgess, M.D., Stacie Collins, CNP, and Merrill Hill, AuD., V. Richard Bowen, M.D., and Mark Guy, M.D. – began seeing patients in January 2023.

## RAPID CITY CLINIC, FLORMANN ST.

The fourth floor of Rapid City Clinic, Flormann Street, formerly the location of Monument Health's outpatient Dialysis Clinic, was remodeled after Dialysis moved to its new storefront location on East North Street in Rapid City. Half of the clinic's fourth floor was converted to primary care space.



## ENDOSCOPY SUITE

Inside Rapid City Hospital, the Endoscopy Suite had outgrown its space in recent years. With the 2019 completion of the new Emergency Department, the former ED space was available. In FY23, crews have undertaken a major remodeling project in the former space, creating a new Endoscopy Suite with more than 10,000 square feet and technology upgrades to better serve Monument Health’s patients.

## SURGERY MASTER PLAN

Monument Health leaders, with an eye on the future of surgery in Rapid City, are guided by a 10-year Surgery Master Plan. There are seven phases of the plan, and they look at everything from right-sizing and equipping operating rooms to support spaces such as dressing rooms and patient waiting areas.

## STRYKER ENVIRONMENTAL

## EXCELLENCE AWARD

Monument Health Rapid City Hospital recently received the Stryker Gold Environmental Excellence Award in recognition of sustainability efforts. To earn this award, our caregivers identified and recycled 13 tons of single-use medical equipment.

Stryker is a medical technology company that manufactures and sells surgical and medical equipment. At Rapid City Hospital, ultrasonic scalpels, ligatures, EP catheters and ECG leads were recycled and sent to Stryker Sustainability Solutions for reprocessing and remanufacturing, rather than going to a landfill. By working with Stryker and committing to purchasing recycled materials, Monument Health saved more than \$426,000 in 2022.

## MEDICAID EXPANSION

Monument Health fully supported the successful effort to expand Medicaid in South Dakota. We were a member of South Dakotans Decide Healthcare, the broad-based coalition of nonprofit groups and health care Providers that put a constitutional amendment on the November 2022.

Medicaid is a joint federal and state program that helps cover medical costs for some people with limited income and resources. Before the expansion amendment, strict income limits meant that many South Dakotans skipped getting routine medical care, ending up in emergency rooms with serious health problems.

As many as 42,500 South Dakotans became eligible for coverage when the amendment passed. The state Department of Social Services began enrolling new Medicaid recipients July 1, 2023, and by November more than 10,000 had signed up.

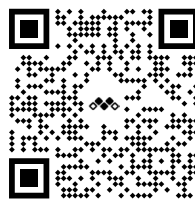


## EVERY GIFT MATTERS

The Monument Health Foundation strives to make each year a record-breaking year in fundraising. This last year the team reached an all-time high, raising just over \$2.6 million. None of this could have been done without the incredible generosity of donors, businesses, event sponsors and local trusts. Much of the success was due to some incredible fundraising events that engaged new and existing supporters to get behind the vision and mission of Monument Health and the Monument Health Foundation.

### To name a few successes:

- The Golden Guitars Gala raised **\$316,650** in one night.
- The Spearfish Hospital Expansion Campaign brought in **\$226,621**.
- The Rapid City Hospital's Children's Expansion Campaign brought in **\$795,457**.
- The Cancer Care Institute fundraising initiatives raised **\$372,762**.



See the annual donor report for details by scanning the QR code or by visiting [monument.health/foundation](https://monument.health/foundation):



# LOOKING AHEAD TO FISCAL YEAR 2024

## Deliver High-Quality Care

We will build trust in our communities.

GOAL METRIC

**60%** of departments that demonstrate progress in an approved departmental performance improvement metric.

## Provide a Caring Experience

We will provide an outstanding patient experience. Every time.

GOAL METRIC

**56%** of departments that meet or exceed their departmental Press Ganey top box score goal. Top Box scores are measured by Press Ganey patient experience survey submissions (9s, 10s, Very Good or Always, depending on the survey).

## Be a Great Place to Work

We will become the preferred employer in our region.

GOAL METRIC

**36,000** 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

**14,000** 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

**5.5%** Earnings Before Interest, Depreciation and Amortization (EBIDA), as a percent of net operating revenue.



**PAT BURCHILL**

Chair  
Monument Health  
Board of Directors

Once again this year I had the pleasure to serve as Chair of the Monument Health Board of Directors. And once again I'm amazed at the great work, compassion and quality care that our Physicians and Caregivers provide every day.

I'm amazed every time a patient rings the bell in the Cancer Care Center to celebrate the end of cancer treatment. I'm amazed every time the public address speakers in Rapid City Hospital or Spearfish Hospital play a lullaby to welcome a new baby into the world. And I'm amazed every time a patient, with a blue-and-white belonging bag on their lap, is wheeled to the front entrance at our hospital in Custer, Lead-Deadwood, Rapid City, Spearfish or Sturgis. That means they are going home to their families.

From the outside looking in, it seems that Monument Health Physicians and Caregivers perform these miracles effortlessly. However, as a longtime board member, I know that it's anything but effortless. Monument Health's success – and the success of the entire West River region – is the result of hard work, innovation and a deep sense of belonging.

Belonging is an important idea for a caring environment such as Monument Health. No matter who you are, or where you come from, your work at Monument Health is valued by coworkers, patients, families and the community. Combined with workplace diversity and inclusion, belonging is a powerful motivator. People who feel accepted and valued are happier, more productive and more engaged.

I also want to commend Paulette Davidson, President and CEO of Monument Health. She is truly an exceptional leader and her entire team adds value on a daily basis. I am confident we do more with fewer resources than the majority of hospitals in the country. Under her leadership Monument Health has continued to add facilities and expand services.

In the next fiscal year, Monument Health will face new challenges, provide innovative care and find new ways to be a valuable part of the communities we serve. That's right where we belong.

**Pat Burchill**

Chair  
Monument Health Board of Directors

## MONUMENT HEALTH

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Dan Liekvold

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

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Michael Huot M.D.  
Vice Chief of Staff

Bobbie Schneller, D.O.  
Chief of Staff

Stephan Miller M.D.  
MS Secretary/Treasurer

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**MONUMENT**  
HEALTH

**Make a Difference.** Every Day.

2022-2023 MONUMENT HEALTH ANNUAL REPORT