

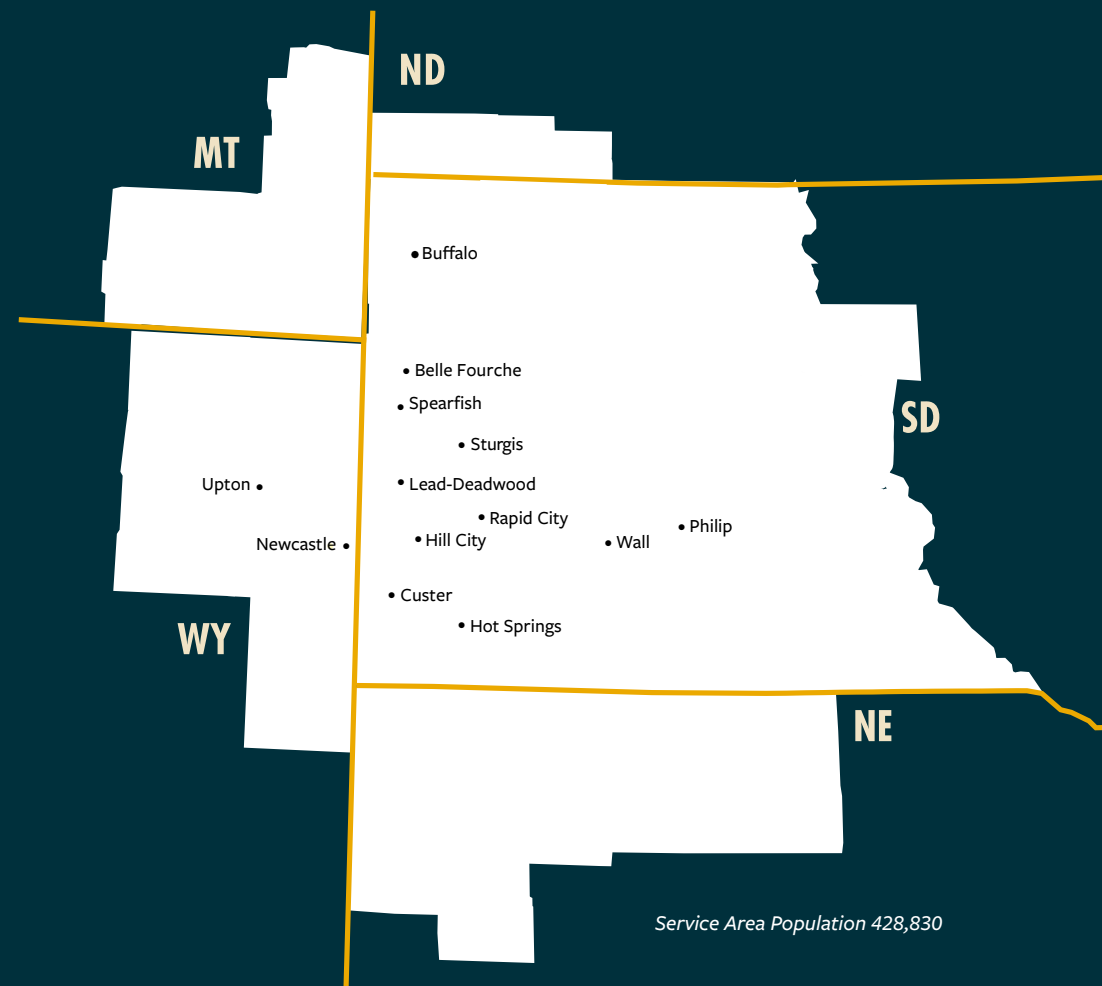


Paulette Davidson
President and CEO
Monument Health


MONUMENT
HEALTH

FORWARD
FOCUS

2019-2020 MONUMENT HEALTH ANNUAL REPORT



Service Area Population 428,830

LARGEST HEALTH CARE SYSTEM IN WESTERN SOUTH DAKOTA

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



CONTENTS

- 2 | SERVICE AREA
- 4 | VISION AND VALUES
- 5 | A LETTER FROM PAULETTE DAVIDSON
- 6 | FISCAL YEAR 2020 TIMELINE
- 7 | DELIVER HIGH QUALITY CARE
 - 8 | A NEW PLACE TO TREAT EMERGENCY AND HEART PATIENTS
 - 9 | A CLINICAL COLLABORATION
 - 11 | PROGRESS OF STRATEGIC INITIATIVES
 - 13 | COVID-19 EARLY PLANNING AND CREATIVE THINKING
 - 15 | NURSING
- 19 | PROVIDE A CARING EXPERIENCE
PROGRESS ON STRATEGIC INITIATIVES
- 21 | BE A GREAT PLACE TO WORK
PROGRESS ON STRATEGIC INITIATIVES
- 23 | 40 YEAR CLUB
- 24 | IMPACT OUR COMMUNITIES
PROGRESS ON STRATEGIC INITIATIVES
- 24 | NEW BEGINNINGS
- 28 | BE HERE FOR GENERATIONS TO COME
PROGRESS ON STRATEGIC INITIATIVES
- 32 | NEW PHYSICIANS
- 33 | FINANCIAL DATA
- 34 | BOARDS OF DIRECTORS
- 35 | MESSAGE FROM THE MONUMENT HEALTH BOARD CHAIR



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:

Change. It's inevitable, and generally change falls into one of two categories - unexpected or purposeful. Unexpected change often feels like it happens to us and creates a feeling of a lack of control. In these situations, we adapt, lead through the change and embrace the new reality.

Other changes fall into the purposeful category. In these situations we control our destiny. We have ideas that lead to better outcomes and innovations that make our work better. We set out with hard work, hope and optimism to make change happen. ... And then we don't stop. We're in the mode of constant improvement.

During the fiscal year, we experienced both types of change.

COVID-19 was definitely an uninvited guest in 2020. Our physicians, caregivers and community members have come together to face the pandemic and all its unknowns. We solved problems and cared for our patients -- and for each other.

However, the fiscal year was also marked by positive, purposeful changes that are definitely making a difference.

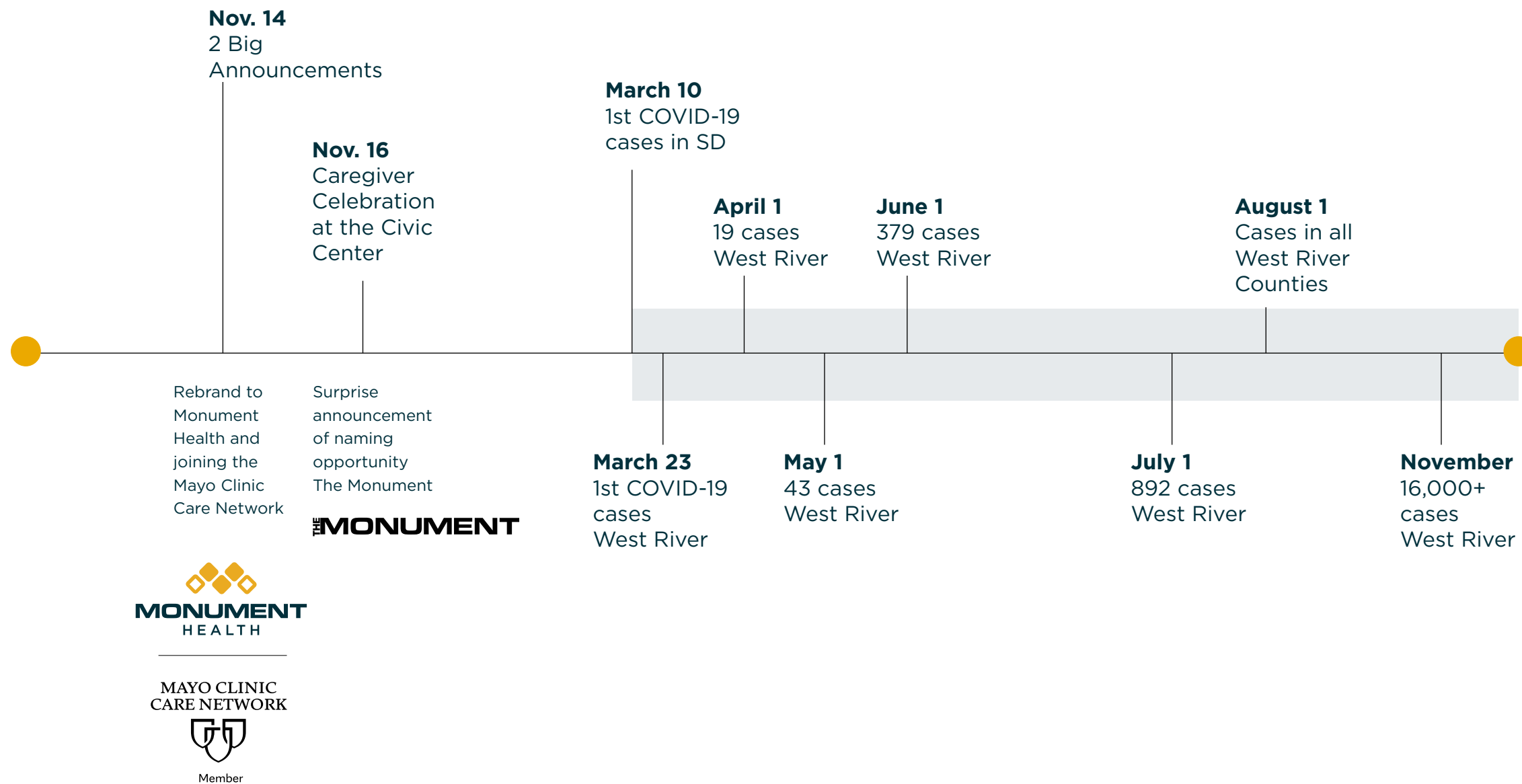
We opened a new Emergency Department and Heart and Vascular Unit. We unveiled the Monument Health brand, which reflects our future, vision, mission and a new identity. We strengthened our role in the community by acquiring the naming rights to the Rushmore Plaza Civic Center - soon to be The Monument. And we joined Mayo Clinic Care Network, connecting our communities to world-class care, right here at home.

Through all of the changes, both imposed and inspired, our physicians and caregivers have demonstrated resilience, patience and a commitment to high-quality care.

That is something that will never change. I'm proud to be part of such a hard-working group of people - all focused on caring for our communities. The future is bright.

PAULETTE DAVIDSON
Monument Health President and CEO

A YEAR OF TRANSFORMATION AND UNEXPECTED CHANGE.



As fiscal year 2020 concluded, as did the first year of our 5-year strategic plan (FY20-24). We made great progress throughout the year on our strategic initiatives, even with the disruptions of COVID-19. On the pages that follow, you'll see updates within each of our five strategic priorities aligned with our 5-year strategic plan goals listed below.

Deliver High-Quality Care

We will build trust in our communities.

Monument Health will be a highly-reliable and transparent organization. We will share health care performance metrics both internally and externally, resulting in greater accountability, consistency of care and ultimately, improved safety and patient outcomes.

Provide a Caring Experience

We will provide an outstanding patient experience. Every time.

Monument Health will provide effortless experiences and personalized connections consistently across all care settings.

Be a Great Place to Work

We will become the preferred employer in our region.

Monument Health will provide an inclusive work environment, meaningful experiences, rewarding career paths and a culture that builds loyalty, pride and purpose.

Impact our Communities

We will make a difference in our communities.

Monument Health will be known as the leader in serving our region through health education, health screenings, volunteerism and community board involvement.

Be Here for Generations to Come

We will align services and resources for the future.

Monument Health will build a health care system for tomorrow through a disciplined approach of growing key services and lowering the cost of care, while meeting community needs through the anticipation of changes in the health care environment.



Priority 1:
Deliver High-Quality Care

FY20 Goal:
 Increase in reporting of patient-related safety incidents throughout the system. Measured by year-over-year percentage change in number of incidents reported in the Riskonnect System, Q4 2020 compared to Q4 2019.

GOAL	ACTUAL
20% Increase	82% Increase FY20 Final

A CLINICAL COLLABORATION

Monument Health formally joined the Mayo Clinic Care Network in January 2020. This is a select group of independent health systems carefully vetted by Mayo Clinic and granted special access to Mayo Clinic's knowledge, expertise and resources. As part of the network, Monument Health doctors can quickly access Mayo Clinic's latest research, diagnostic and treatment resources whenever they feel it will benefit their patients. This collaboration with Mayo Clinic will improve the delivery of health care while keeping patients close to home.

Monument Health was selected to join the Mayo Clinic Care Network after demonstrating a commitment to the highest quality, patient-centered care. In addition,

Monument Health passed Mayo Clinic's comprehensive evaluation process that included an in-depth review of our organization, our clinical and business practices and our quality, safety and service metrics.

With the ability to access Mayo Clinic research and diagnostic and treatment resources, Monument Health doctors will be able to treat more of their patients close to home. Any time they want to discuss a treatment plan or request a second opinion, they can consult directly with Mayo Clinic specialists, at no additional cost to their patient. This way, Monument Health doctors can combine their understanding of their patient's unique medical needs with Mayo Clinic resources to develop the best treatment plan.

A NEW PLACE TO TREAT EMERGENCY AND HEART PATIENTS



Monument Health Rapid City Hospital took a big step into the future in September 2019, when the first phase of a large hospital addition opened to patients. The addition is home to a new Emergency Department and a new Heart and Vascular Unit.

The Emergency Department (ED) opened Sept. 11 at 4 a.m. The new ED is 129 percent larger than the old ED. It has more than 40 treatment spaces, compared with 27 in the previous department.

Monument Health Rapid City Hospital operates the busiest Emergency Department in a 3-state area. The hospital is a Level II Trauma Center. Adding safety, convenience and comfort for patients, the new site has a rooftop helipad, just a short elevator ride away from the Emergency

Department. In the past, patients had to be shuttled from a helipad south of the hospital.

The Heart and Vascular Unit (HVU) opened Sept. 18. It was previously called the Cardiac Intervention Unit. It was renamed to align cardiac inpatient services with our outpatient clinic, the Heart and Vascular Institute, which moved on campus Sept. 2020.

The new 32-bed HVU is located on the third floor of the new space at Rapid City Hospital and is 40 percent larger than the previous space.





Mayo Clinic Care Network tools:

AskMayoExpert: An online medical reference tool that offers disease management, care guidelines, treatment recommendations, patient education and reference materials for a wide variety of medical conditions.

eConsults: An electronic consultation service that connects doctors directly with Mayo Clinic specialists when they feel additional input will benefit their patient.

eBoards: Live video conferences to promote educational and informal discussions on the management of complex cases with a Mayo multidisciplinary panel and other providers within the network.

Mayo Clinic Patient Education: A library that includes patient education materials within AskMayoExpert and a selection of patient education videos online.

Mayo Clinic Grand Rounds: Archived presentations by Mayo Clinic doctors and scientists in a variety of specialties are available on-demand for viewing and eligible for continuing medical education (CME) credit.

Health Care Consulting: A program designed to share Mayo's experience and expertise and help achieve desired levels of operational, financial and patient care excellence.

By the numbers

In the first month, Monument Health physicians completed 16 eConsults. Between January 2020 and June 2020, 253 eConsults were completed.

As the first calendar year wraps up as a member of the Mayo Clinic Care Network, Monument Health has utilized each of the available tools, listed to the right.



Mayo Clinic research during COVID-19

As the world learned about the Sars CoVid-19 disease, Mayo Clinic launched member resources with clinical content, best practices, laboratory updates, health and wellness resources and much more.

The AskMayoExpert tool launched a specific COVID-19 navigator, which provides Mayo Clinic's consensus-based clinical recommendations, protocols and best practices for COVID-19. As a member of Mayo Clinic Care Network, Monument Health has exclusive access to these resources.

Deliver High-Quality Care:

Progress on Strategic Initiatives

MAXIMIZED UTILIZATION OF RESOURCES AND COST REDUCTION

The COVID-19 pandemic has stressed global supply chains. Monument Health's teams have adapted to our new reality of supply disruptions and developed strategies to address immediate needs while building future supply chain resiliency. One example is the recent announcement that Monument Health, Premier and 33 other member health systems partnered with DeRoyal Industries Inc., a global medical manufacturer, to create a new joint venture dedicated to the domestic production of isolation gowns. The joint venture will produce isolation gowns in an existing facility outside Knoxville, TN. Raw materials will primarily be sourced from U.S.-based manufacturers, with a backup capacity from Mexico and South America. In this unique collaboration, gowns are designed to specifications considering the hospital systems' care delivery requirements, while also allowing for fully automated production that can scale over time.

In addition to this partnership, Monument Health worked with South Dakota School of Mines and Technology and manufacturers across the state of South Dakota to consider options to source personal protective equipment for our teams. This collaboration brought many great minds together to bridge a gap in production when national and international production wasn't meeting the needs of health care systems across the country.

Even during the trying times this past year, Monument Health teams were able to achieve our goal of reducing cost with \$3.2 million dollars in documented savings through negotiated contracts and partnerships. This work will continue into the future as we strive to maximize our resources to be here for generations to come.

IMPROVED REIMBURSEMENT FOR CARE DELIVERED

Monument Health experienced improved reimbursement in 2020 through focused efforts to improve billing accuracy via revised Epic workflow training standards and tactics, and new contracted support partnerships. The improved training and workflows allowed Revenue Cycle Department caregivers to smoothly transition to remote work while mitigating any potential productivity and/or reimbursement loss. Concurrently, new vendor partnerships served to improve, or decrease, the payment cycle for filed insurance claims.

Additionally, significant work was completed this past year to make bills easier to understand for our patients and families. This included eliminating surprises by providing cost estimates prior to procedures. This work will continue into the future to bring even greater transparency to patient billing.

IMPROVED PATIENT OUTCOMES

The Monument Health System Safety and Quality Team has been actively engaged in the improvement of patient safety and outcomes through quality assurance and performance improvement within the health system. This team has created a comprehensive quality structure to align with and facilitate work to impact identified quality goals. The strategic quality goals for fiscal year 2020 focused specifically on development and implementation of process improvements designed to improve the care and outcomes of patients. Aligning with priorities identified at the Board-level through the Clinical Practice Committee, work began to improve key quality areas and direct resources in alignment with metrics tied to CMS 5 Star Rating, Leapfrog Hospital Safety Grade and Magnet designation.



DEFINITION OF QUALITY PROGRAM INFRASTRUCTURE AND PROCESSES

Over the past year, Monument Health's quality program has demonstrated tremendous growth. When the Clinical Practice Committee set the priority goals for the fiscal year, they aligned efforts with the CMS 5 Star Rating, Leapfrog Hospital Safety Grade and Magnet, ensuring that quality efforts across the health system move forward in a coordinated, consistent manner.

The next phase of the quality journey was to evaluate internal infrastructure to assure that our structure and teams were operating in a manner that supported the defined work. This evaluation led to the creation of a robust enterprise-wide quality assurance structure, which included realignment of performance improvement team leadership to a triad model (physician, operational lead, quality lead). The development of four coordinating committees provides oversight and support to 20 performance improvement teams, and a clear communication path to celebrate successes or communicate barriers.

Additionally at this same time, the medical staff departments realigned priorities, communication and reporting pathways. Under the guidance of medical staff leadership, the standardization process began to address care reviews and department service line quality improvement work. This foundational work was an important first phase of our 5-year Strategic Plan.

STANDARDIZED CONSISTENT AND SIMPLE REPORTING OF PATIENT-RELATED SAFETY INCIDENTS

Transparency in reporting of patient safety events is not attainable without a supportive culture. In FY20, the strategic priority goal was set to increase safety event reporting by 20% in the 4th quarter, compared to the 4th quarter of the previous year. To obtain this goal, the health system initially focused on two areas, ease of reporting and psychological safety of our caregivers and physicians. Ease of reporting was managed through functionality changes made within the system in which caregivers and physicians report safety events. Secondly, the system launched the **Just Culture** program which strengthens psychological safety of caregivers and physicians through application of principles that first looks at the process failure in the event of a patient safety event and encourages reporting without fear of retribution. The safety reporting goal was met in FY20 with an increase of 48% year-over-year. When comparing the full fiscal year, safety event reporting increased by 82% year-over-year. This was an important first step in establishing consistent reporting so that we can address safety concerns or near misses right away.

RECOGNIZED QUALITY IMPROVEMENTS AND ACCOMPLISHMENTS THROUGH REWARDS & RECOGNITION PROGRAM

The Quality Showcase awards program celebrates improvement projects and initiatives led by caregivers and physicians throughout Monument Health. Projects that impact patient safety, quality and evidence-based practice can be submitted for recognition on a quarterly basis. Finalists are then selected by the System Safety and Quality Team.

Quality Showcase Winners:

- + **Quarter 4, 2019:** Home Care Productivity Model
- + **Quarter 3, 2019:** A System Approach to Combating CAUTI (Catheter-Associated Urinary Tract Infections)
- + **Quarter 2, 2020:** Patient Care Champion Supervisor's Impact on Quality, Engagement, and Retention
- + **Quarter 1, 2020:** COVID-19 Planning Work

Just Culture

SAFETY FIRST MENTALITY WITHOUT FEAR OF RETRIBUTION

Just Culture is a model of shared accountability between the health care system and caregivers and physicians. Just Culture holds the health care system accountable for the systems it designs and holds the caregivers and physicians accountable for making good decisions within these systems. The application of Just Culture represents the health system's commitment to look at process failure before people failure. This

is the first step in creating the transparent reporting of actual and perceived risk and safety concerns. Literature documents that most failures in healthcare are a result of process failure, not people failure. The implementation of Just Culture allowed Monument Health to reach the FY20 goal of increased safety event reporting by encouraging the reporting of incidents without fear of retribution.

GROWTH IN TRANSPARENCY OF METRICS

As we move toward our 5-year strategic goal of transparency, we took our first step of publishing internal data on our COVID-19 landing page: <https://monument.health/covid-19-facts/>. Each

day, we publish our COVID-19 test positivity rates, our local doubling rate and the number of COVID-19 patients currently hospitalized within our health system.

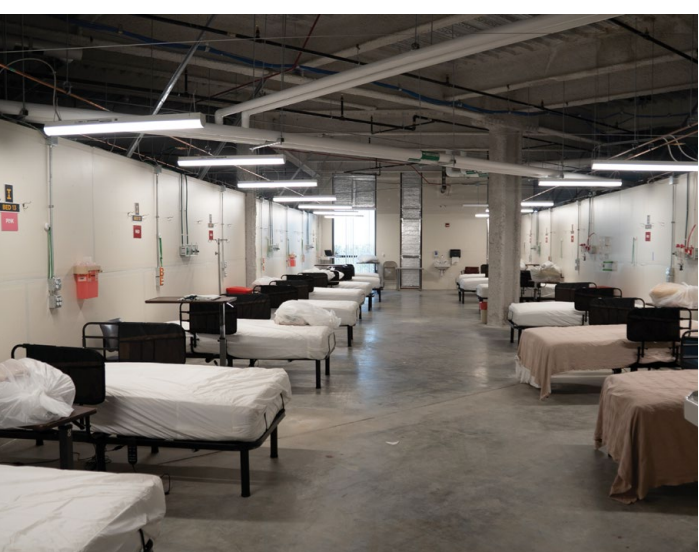
COVID-19 EARLY PLANNING AND CREATIVE THINKING

One of the surprising things about the COVID-19 pandemic is how far and how fast the virus traveled. On Dec. 31, 2019, China reported a cluster of pneumonia cases in Wuhan. A week later, the virus had a name, 2019-nCoV.2, later shortened to COVID-19. By Jan. 19, a man in Washington became the first confirmed U.S. resident. It didn't take long for COVID-19 to become a worldwide pandemic, spreading to all 50 states and 220 countries.

In late January, Monument Health began preparing for COVID-19's arrival to South Dakota. On March 10, the first S.D. cases emerged. Two weeks later, the Black Hills had its first case. By August, the disease had reached all 22 West River South Dakota counties. By November, nearly 16,000 West River cases had been reported.

Early planning and creative thinking were important in Monument Health's efforts to contain the spread and care for patients hit by COVID-19.

- + We began screening everyone for fever, symptoms and possible exposure as they entered hospitals and clinics.
- + We set up the Nurse Triage Line to evaluate patients who thought they might have COVID-19 and schedule testing.
- + Our Laboratory Department began in-house testing despite ongoing shortages of testing supplies.
- + We set up drive-through COVID-19 testing sites in all of our markets to allow people to be tested for COVID-19 without entering a clinic.
- + We created a telemedicine system to allow patients to maintain their health without coming into the clinic.



- + In just two weeks, we turned shell spaces in the new addition of Rapid City Hospital into surge areas with 189 beds and basic medical services.
- + At times, we closed hospitals and clinics to visitors.
- + We consulted with Mayo Clinic for direction on treatment, safety measures and latest research into COVID-19.
- + We cut back on scheduled surgeries for a time.
- + Caregivers who could work at home, did so. Some took temporary furloughs.
- + Our Supply Chain team scoured the world for personal protective equipment supplies to keep our hospitals and clinics safely operating.

- + We devised a way to sterilize and reuse scarce N-95 masks. We found ways to conserve other personal protective equipment.
- + Volunteers throughout the region sewed thousands of cloth masks for caregivers and family members to use in non-clinical settings.

We have learned a lot about how to care for COVID-19 patients, and we are sure to learn more as the battle against this disease continues into 2021.

NURSING



Globally, the nursing profession celebrated a milestone as the World Health Organization declared 2020 to be the International Year of the Nurse and Midwife in honor of the 200th anniversary of the birth of Florence Nightingale.

Monument Health had a large celebration planned for nurses throughout the Black Hills, but it had to be canceled due to the COVID-19 pandemic. Though they weren't able to celebrate Nurses' Day together, at a large gathering, Monument Health got creative and hosted drive-in movies at South Dakota School of Mines & Technology in Rapid City and Black Hills State University in Spearfish for our caregivers and their families.

Bachelor of Science in Nursing (BSN) Completion Program

Beginning in FY19, Monument Health partnered with the University of South Dakota to offer a Monument Health BSN completion program.

Up to 20 Registered Nurses from Monument Health can be selected to participate in the Associate Degree in Nursing to Bachelor of Science in Nursing program each year. The BSN completion program is online with periodic cohort meetings in the Black Hills. The students take two nursing courses per semester and the nursing program takes four semesters to complete.

Because of our commitment to quality and an exceptional nursing workforce, Monument Health pays for the nursing credit hours in exchange for service after graduation. 11 graduated with a BSN this year from this program. Another 13 BSN completion recipients are currently enrolled in the program, and will graduate next year. We also funded 6 additional BSN completion recipients who will start in January 2021.

Transformational Leadership

Recruitment/Retention

From July 2019 to June 2020, 244 Registered Nurses were hired; turnover was 15.46% which is down 1.33 percentage points from the previous year. Monument Health outperformed the national benchmark for 90-day and one-year turnover.

Nursing Professional Certification:

July 1, 2019 (Baseline): 209 of 664 certified – 44%
June 15, 2020: 319 of 663 – 48%

Nurses with BSN or Higher:

July 1, 2019 (Baseline): 563 of 888 – 63%
June 15, 2020: 744 of 1,145 – 65%

Structural Empowerment

A total of 260 Star Award nominations were submitted, and 26 recipients were selected in the nine Star Award categories. The awards will be presented in December 2020. We also had over 100 nominations for the four categories of Sunshine Awards. These awards recognize outstanding caregivers who exhibit excellence in quality improvement, patient experience, caregiver engagement, financial responsibility and community involvement.

Star Award: Nursing caregivers

Sunshine Award: Nursing Support caregivers

Black Hills Parent Magazine 2020 Nurses of Excellence Awards



Nurse of Excellence:

Kassi Drewitz, BSN, RN-BC, CNML
Nurse Manager, Clinical Coordination & Staffing.

“When I was 4, my brother was diagnosed with aplastic anemia. We went to the Mayo Clinic for eight weeks, and the nurses made a huge impact on my life at such a young age. It was simple things, like giving me cups of vanilla ice cream with wooden spoons. Ever since, I knew I wanted to be a nurse and make an impact on people’s lives like that. We don’t have wooden spoons anymore, but I do pass out ice cream.”



Nurse of Excellence:

Brittni Lemmel, RN, Spearfish Clinic -
North 10th Street

“My grandma was a nurse and inspired me. By the time I was five or six, I knew I wanted to follow in her footsteps. I always felt the need to help people and my community. It’s what I’ve always wanted to do in life.”

Clinical Development Ladder

The Nursing Clinical Development Ladder is a structured system to provide clinical nurses career advancement while remaining in a clinical setting and providing direct patient care.

Monument Health encourages caregiver educational development and creates an environment that promotes caregiver engagement, lifelong learning and accountability throughout the organization. The certification program was established to help support educational development by providing certification assistance to caregivers to enhance their current skill levels and to promote development above and beyond the currently required skills for a caregiver’s position.

Congratulations to the following nurses on their advancements:

Clinical Nurse I:

Jamie Coomes Erin McHolm

Clinical Nurse II:

Joseph Squillance

Clinical Nurse III:

Hondi Dunn Sheri Spaans
Maija Janes April Nelson
Kayla Arnold

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.

Daisy Awards

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

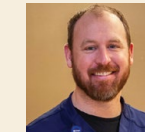
Rapid City Awards:



James Grimsrud



Shelli Pierce



Matt Merfeld



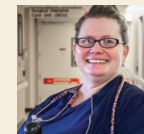
Darlene Cooper



Jennifer Eisenbraun



Susan McKinney



Holly Brown



Chantel Biggins



Erin Rup



Michael Hoffman



Tanner Thorfinnson



John Cina

Lead-Deadwood Awards:



Kaylee Cornelius

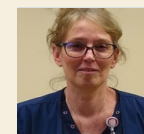


Lisa Leonard



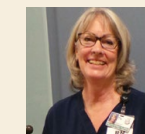
Jana Tinnell

Sturgis Award:



Megan Lawler

Custer Awards:



Pam Hughes



Kaylee Doyle

Exemplary Professional Practice

Team Nursing Summary

Monument Health inpatient nursing teams implemented a Team Nursing model of care this year. The Team Nursing model of care involves pairing Nurses and Patient Care Champions (PCCs) in teams to deliver care under the direction of a Team Lead Registered Nurse (RN). Team members work collaboratively and share responsibility for a group of patients.

This approach to patient care aims to improve communication, teamwork, and respect between team members, who work together to support each other to meet the needs of patients. The opportunity for mentoring or coaching is also greatly enhanced. Trust develops between team members who work closely together and share the responsibility for a group of patients. The team collaborates with an attitude of “our patients” and works toward shared patient-centered goals.

COVID-19 Resource Pool Training

Nurses across Monument Health prepared for the inevitable surge in patients due to COVID-19. That preparation involved space planning, skills training, new infection control guidelines, changing roles, teaching non-licensed caregivers to assist, mentoring redeployed caregivers, and more. In total, 1,919 caregivers registered for, and were skills-screened into the Resource Pool

Nursing leaders organized training sessions for both clinical and non-clinical caregivers so that Monument Health was as prepared as possible for the peak in COVID-19 cases. Nurses who weren’t working in acute inpatient care renewed their skills in wound care, catheters and IV pumps. And caregivers who have never had a patient care job were learning nursing support skills such as how to transfer patients, give bed baths and take vitals.



Quality Improvement in Nursing

A diverse, multidisciplinary team across Monument Health collaborated to reduce the number of catheter-associated urinary tract infections (CAUTI) within Monument Health hospitals. The team followed the Institute for Healthcare Improvement's (IHI) four components of quality care as a model to identify strategies to reduce both catheter use and infection rates. Physicians and caregivers partnered with our vendors to complete a full assessment of current practices and implemented best practices such as a two person insertion technique, standardized competencies and training, standardized products, and use of less invasive alternatives.

NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS

Nurse Triage Line

In March 2020, Monument Health launched a COVID-19 Nurse Triage Line to connect patients with nurses who could assess symptoms and work with providers to determine if COVID-19 testing is needed. The line is staffed 7 a.m. to 7 p.m. by registered nurses.

COVID-19 Surge Space

As COVID-19 cases began to increase in western South Dakota, Monument Health stood ready to handle a possible surge in patients. Three additional units were renovated within the Rapid City Hospital to accommodate COVID-19 patients.

- + Prairie Unit - 152 beds
- + Southeast Foothills Unit - 20 beds
- + North Pool Unit - 17 beds

Priority 2:

Provide a Caring Experience

FY20 Goal:

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

GOAL	ACTUAL
80% Top Box	80.5% Top Box FY20 Final



Provide a Caring Experience:

Progress on Strategic Initiatives

INCREASED UTILIZATION AS A RESULT OF PATIENT LOYALTY

We invested in new technology this past year to track utilization by service line, in order to define our current utilization and also identify new opportunities. This analysis has provided insight into future growth plans throughout our markets for both primary care and specialty care. This intelligence helped inform our FY21 operational plans.

VALUED AND APPLIED PATIENT FEEDBACK

As consumerism in healthcare continues to grow, more people are starting their search for a healthcare provider online and reading reviews before making a choice. In response to this trend, Monument Health launched a system-wide Google Reviews initiative in FY20 to increase its online star ratings for locations and providers by soliciting feedback from patients with verified

encounters/visits. **In just 4 months, Monument Health online star ratings improved from 3.8 to 4.8 on a five point scale.** In addition, the reviews are monitored daily and patients receive responses of appreciation for their feedback. Service recovery work is also performed for any negative reviews.

EASY ACCESS TO CARE

Monument Health found innovative ways to serve our patients during the COVID-19 pandemic. The Information Technology division quickly launched a Telemedicine service to support patient access to care while we were limiting physical appointments to follow CDC guidelines. This service received very positive feedback from our communities across the Black Hills with 84% of patients providing Top Box ratings of 4 or 5 on a 5-point scale. Throughout the year, MyChart tools were added to integrate new care team communication and offer patient self-service options like online appointment scheduling and COVID-19 test scheduling.



AUTHENTIC CONNECTIONS WITH PHYSICIANS AND CAREGIVERS

Monument Health continued along its journey of providing a caring experience in FY20 by demonstrating another four quarters of continued improvement and surpassing the system goal of 80.0% Top Box score. This built upon the four quarters of improvement from FY19 and showcases Monument Health’s commitment to improving our caring experiences and fulfilling our mission: making a difference, every day.

UTILIZE JOURNEY MAPS TO EXPOSE HOW PATIENTS EXPERIENCE THEIR CARE AND THE EFFORT IT REQUIRES

One of the greatest successes in FY20 was in Endoscopy at Rapid City Hospital. The Endoscopy team used a journey mapping methodology to better understand the experience patients were having and leveraged it to make meaningful process changes that yielded a 26% improvement in their caring experience scores (Q1 score of 54% Top Box; Q4 score of 80% Top Box). This remarkable improvement put the Endo team and Monument Health in the top decile of improvers across the nation.

DEVELOP CONSISTENT SERVICE EXCELLENCE AND SERVICE RECOVERY PRACTICES

In FY20, Monument Health further matured its service recovery practices through a collaboration with Rapid City Emergency Services (RCES) providers and an integration with Google Reviews feedback. RCES providers are a major contributor to Monument Health’s caring experience at the Rapid City Hospital Emergency Department, and the Patient and Family Relations team worked closely with Medical Staff services and the RCES provider group to improve the complaint resolution process for both the provider group and patients. Additionally, the Strategic Marketing and Communications team works in partnership with the Patient and Family Relations team to direct patients with negative Google Review feedback to operational and support leaders for timely follow-up and resolution.

Priority 3: Be a Great Place to Work

FY20 Goal:
Percentage of caregivers who would recommend Monument Health as a great place to work. Measured by responses of “agree” or “strongly agree” in a year-end employee survey in Q4 2020.

GOAL	ACTUAL
76%	N/A survey delayed until Fall 2020 due to Covid-19



Be a Great Place to Work: Progress on Strategic Initiatives

RECRUIT TO MITIGATE STATEWIDE NURSING SHORTAGE AND HIRE TO FIT

Recruitment was a major focus in FY20, as a national nursing shortage heightened; thus competition across the country increased. We began the year by analyzing our current workforce and identifying our most critical needs in addition to studying turnover and identifying our top areas of opportunity for retention. We became laser focused on increasing the net gain between hires and terminations. The work was fruitful, even during a pandemic. We hired 255 new Registered Nurses (RNs) throughout the fiscal year, while 174 RNs left the organization for a net gain of 81 nurses. This compared to 206 hires and 187 terminations in FY19 for a net gain of only 19 nurses. Throughout this same period, we decreased first year turnover of RNs from 16.79% to 15.46%; this compared to the national benchmark of 29.4%. We’re gaining ground hiring RNs and the work continues.

Patient Care Champions (PCCs) were another top focus in FY20, as nursing support was a critical need as we moved to the Team Nursing model of care. We hired 241 new PCCs throughout the fiscal year compared to 199 the previous year—equating to a recruitment increase of 21%.

FOCUS ON RETENTION BY BEING AWARE, PROACTIVE AND RESPONSIVE

When the last Caregiver and Physician Engagement Survey was completed in June 2019, one of the areas of greatest opportunity was communication. To address this concern and as a key component of the Monument Health Safety Framework, tiered Safety and Quality Huddles were implemented throughout the spring. These huddles are a mechanism to quickly escalate issues identified from front line caregivers up through the health system President and CEO. Huddles allow the opportunity to assign immediate resources where/when needed for rapid problem-solving. Tiered huddles begin at Tier 1 which occurs at the department level where frontline caregivers

meet with leadership to communicate pertinent safety and quality concerns as well as discuss key operational metrics. Tier 2 then occurs with department leadership to discuss department-specific items from Tier 1 and to prepare for the next tier. Tier 3 brings together leaders from 40 operational departments to discuss issues that affect other departments and items that require resources from outside of the immediate department. Tier 3 also brings together representatives from all markets as a means to understand what resource needs and/or concerns are happening across the health system. Tier 4 brings executive level involvement in which Market Presidents meet with executive leaders to discuss items escalated from previous tiers. Finally, Tier 5 creates the opportunity for the President/CEO to be briefed on high priority issues/concerns raised from all areas of the health system each day.

The implementation of daily tiered Safety and Quality Huddles has been one of the most impactful changes made within the health system to improve communication and to address quality and safety issues.

PERFORMANCE MANAGEMENT AND LEADERSHIP DEVELOPMENT

Monument Health developed and launched a new values-aligned and evidence-based performance evaluation process with new tools to help leaders save time while having robust performance conversations. Tools help leaders reward and recognize caregivers who exceed expectations, thank caregivers who meet expectations, and have development-minded conversations with caregivers falling below expectations.

REWARDS AND RECOGNITION TO ACKNOWLEDGE ENGAGEMENT

Caregiver Appreciation Teams hosted a variety of activities to reward and recognize caregivers throughout the year, including: Birthday cards with a free meal; a February Shake Off the Cold event, providing hot chocolate and granola bars to caregivers as they arrived to work; a COVID-safe drive-in movie event held at both South Dakota School of Mines and Black Hills State University; Rally appreciation treat carts during the Sturgis Motorcycle Rally; a meal at Nourish to honor our Veterans on Veteran's Day; holiday vouchers for a ham, turkey or vegetables distributed to all caregivers.

PERSONAL AND PROFESSIONAL GROWTH OPPORTUNITIES

A universal all-leader learning program called New Leader Launchpad was researched, designed, and rolled-out aiming to set new leaders up for success in multi-layered development for their roles. Additionally, a newly designed Emerging Leaders program, aligned to the National Center for Healthcare Leadership development model, was rolled out. A 12-month hybrid leadership development program developed from Brene Brown's Dare to Lead program was launched but delayed due to COVID-19. Future development programs will resume once operations stabilize from COVID-19.

TOTAL REWARDS PROGRAM

During Fiscal Year 2020, Monument Health continued to follow its compensation philosophy of developing and maintaining a Total Rewards program that recognizes and rewards caregivers in a manner that is internally equitable, market competitive and linked to both individual proficiency and organization performance. Monument Health made a change to all relevant jobs to ensure all caregivers in any job started at an hourly rate of at least \$14 per hour. During an unprecedented time, Monument Health continued its market review and pay increase process to ensure we remained competitive in the healthcare labor market.

As part of the annual analysis of the employee health plan, Mayo Clinic was introduced as part of the Complex Care Program to health plan members. Other expanded health plan resources included a new 403(b) retirement matching program.

Total rewards is an important part of being a Great Place to Work and the work on our offering will continue in order to recruit and retain talented employees.

WELCOME TO THE 40-YEAR CLUB

This past year, fourteen 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.

LARRY SNYDER
Technology Assistant
Rapid City Hospital

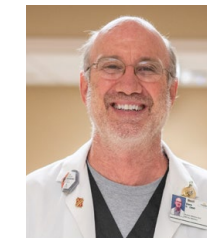
TERESA KELLER
Registered Nurse
Rapid City Hospital



VICKIE COURCHESNE
Coder III
Rapid City Hospital



BRUCE CONGER
Diener
Rapid City Hospital



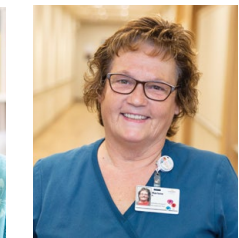
VERN DECASTRO
Nuclear Medicine
Technologist
Rapid City Hospital



CHERYL GOLDAMMER
Registered Nurse
Rapid City Hospital



PEGGY LEENKNECHT ROBERTS
Registered Nurse
Rapid City Hospital



MARLENE KRENN
Restorative Assistant
Sturgis Hospital



CINDY MORGAN
Registered Nurse
Rapid City Hospital



ROSE SIMMONS
Medical Laboratory
Scientist
Rapid City Hospital



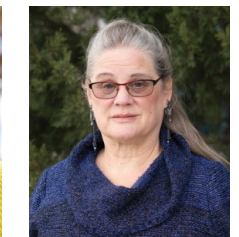
CHRISTY SWAN
Coder III
Spearfish Hospital



SHARON TOAVS
Payroll Technician
Spearfish Hospital



RONDA VERHULST
Financial Counselor
Spearfish Clinic, North
Avenue



GLENDA VICE
Registered Nurse
Same Day Surgery Center

BEYOND 40 YEARS

We thank these caregivers for 41 years of service.

Karen Munk, Rapid City Hospital
Nettie Yencensky, Rapid City Hospital
Kathy Gottsleben, Rapid City Hospital
Gerarda Brodin, Employee Health
Candy Bruns, Rapid City Hospital
Kenneth Sherman, Rapid City Hospital
LeAnn Nelson, Rapid City Clinic,
Flormann St.
Leah Walker, Rapid City Hospital
Sharon Cavenah, Rapid City Hospital

Kathy Sigler, Rapid City Hospital
Dawn Koehler, Spearfish Hospital
Bonnie Warejcka, Rapid City Hospital
Janice Kuch, Rapid City Hospital
Renee Skroch, Spearfish Hospital
Michelle Thompson, Rapid City Hospital
Francis Shepersky, Rapid City Hospital
Karla Hofkamp, Rapid City Hospital
Renee Bachman, Belle Fourche Clinic
Joyce Hoyer, Health Sciences Building

Mary Buom, Rapid City Clinic,
Flormann St.
Rhonda Chihak, Lombardy
Fay Herrington, Health Sciences Building
Marcia Taylor, Rapid City Hospital
Wanda Schummer, Sturgis Hospital
Lowell Husman, Rapid City Hospital
Colleen DeRosier, Spearfish Hospital
Lana Likness, Rapid City Hospital



Priority 4: Impact our Communities

FY20 Goal:
Total number of Physician and Caregiver volunteer hours dedicated to our communities. Measured by hours submitted via the Workday volunteer hours web form.

GOAL	ACTUAL
17,000 hours	28,457 FY20 Final



Impact our Communities: Progress on Strategic Initiatives

NEW BEGINNINGS

The word “new” was a common theme, throughout the year. In addition to physical changes such as the \$200 million addition to Rapid City Hospital, the health care system made significant and lasting changes to its brand, its relationship with the community and its focus on delivering health care to the people outside traditional clinic settings.

A NEW NAME

On Jan. 17, 2020, Regional Health officially became Monument Health. The rebranding, announced in November 2019, impacted all of the nonprofit health care system’s hospitals, clinics and health care centers in western South Dakota and eastern Wyoming.

The name change was the result of a collaborative process that included online surveys and focus groups with Black Hills residents.

The five-diamond logo represents Monument Health’s five priorities:

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



The diamonds are in the shape of an “M” for Monument. The three filled-in center diamonds form a heart shape, which represents Monument Health’s vision: It starts with heart.

The Monument Health name better reflects our health system including 5 hospitals, 8 specialty and surgical centers and more than 40 medical clinics and health care service centers.

A NEW COMMUNITY CONNECTION

Two days after the rebrand was announced, Monument Health executives had another surprise for western South Dakota. The executive team at the Rushmore Plaza Civic Center and Monument Health CEO Paulette Davidson announced that Monument Health had acquired the naming rights to the Rushmore Plaza Civic Center. When the new arena is completed in the fall of 2021, the entire complex will be known as “The Monument,” named after Monument Health.

A joint appreciation event and groundbreaking ceremony was held at the civic center in November 2019. **“We are thrilled to have our new name associated with memories that will be created at The Monument,”** said Davidson. “The Rushmore Plaza Civic Center has long been known as a place to gather and experience sporting events, performances, the arts and more.

The 250,000-square-foot arena will be home to the Black Hills Stock Show, PRCA Rodeo Rapid City, the Lakota Nation Invitational, President’s Cup Soccer Tournament, the Rushmore Cup Hockey Tournament, and a year-round series of concerts, conferences, entertainment events and sporting events.

MAXIMIZED SPONSORSHIP INVESTMENTS

We supported 106 events/organizations and positively affected over 300,000 lives through our Community Relations initiatives. We strive to take a leadership role in making an impact through fostering healthy and vibrant communities. Forming strong partnerships among a diverse group of organizations is a key step in community longevity. These large events will allow Monument Health to increase community health screenings, education and prevention

INCREASED VOLUNTEERISM IMPACT

In FY20, our caregivers volunteered 29,915 hours, which is a testament to each person truly making a difference in their communities. The COVID-19 pandemic has changed how volunteerism is currently conducted; however, that has not deterred our caregivers from finding ways to help. They simply shifted how they conducted their volunteer activities. Activities ranged from making masks at home to participating in food drives and taking on more shifts at local nonprofits that were in need.



EXPANDED COMMUNITY HEALTH SCREENING INITIATIVES AIMED AT EARLY DETECTION

During Rodeo Rapid City, held in conjunction with the 2019 Black Hills Stock Show, stock show fans could browse through exhibits at the Monument Health Community Health Summit in the civic center ice arena.

Attendees received free and low-cost health services and preventative screenings such as flu shots, prediabetes screening, audiology tests and laboratory testing. Meanwhile, doctors and other health care specialists gave talks about subjects such as stroke prevention, back pain, carpal tunnel syndrome and heart disease.

Monument Health reached more than 5,000 community members during the Community Health Summit.

PRIORITIZE AND ALIGN SPONSORSHIP COMMITTEE FUNDING

The sponsorship committee implemented an online sponsorship submission process that not only created efficiencies, but also helped to direct funding requests to focus on four key areas:

1. Promoting health and wellness
2. Serving or supporting unmet community health needs
3. Enhancing or encouraging active and healthy lifestyles
4. Providing civic and community development

We also put increased emphasis on our Community Health Improvement Plan (CHIP) which is a long-term, systematic effort to address public health problems based on the results of community health assessment activities and the community health improvement process. The plan identified 4 four community health priorities within our service area:

- + Cancer Care
- + Heart/Stroke
- + Mental Health
- + Diabetes

TEAM BUILDING THROUGH PARTICIPATION IN COMMUNITY EVENTS AND VOLUNTEERISM

COVID-19 created exponential needs within our communities, especially in certain areas, such as food security. One prime example of our community involvement is our partnership with Feeding South Dakota. The pandemic created an unprecedented need for food assistance due to the challenges COVID-19 presented for so many families who found themselves displaced from their normal routines. Feeding South Dakota needed 60 volunteers weekly at their center and another 40 every other week for their mobile distributions. Our caregivers rose to the challenge and we have had over 150 caregivers volunteer to help them during this time of their greatest need. This is just one example of how we're building our community partnerships.

BOARD PARTICIPATION

As a method of serving and leading in our communities, all Monument Health executives serve on at least one community Board of Directors. And many other leaders have also taken the opportunity to serve on boards to contribute to our communities outside of their work schedule. Giving is in the Monument Health culture and it shows. Making a difference every day is what our team believes and lives, in both their work and personal lives.

REFINED TRACKING TO FURTHER CONNECT TO COMMUNITY IMPACT

We align our efforts with organizations and events that have a significant impact within our communities. Some examples are the following:

- + American Cancer Society
- + American Heart Association
- + Black Hills Pow Wow
- + Black Hills Stock Show & Rodeo (Community Health Summit)
- + Black Hills Works Foundation
- + Cornerstone Mission
- + Diabetes, Inc.
- + Feeding South Dakota
- + Helpline Center (211 Suicide Hotline)
- + Health Occupations Students of America (HOSA), now known as Future Health Professionals
- + Northern Plains Eye Foundation
- + Rapid City Public School Foundation
- + Rural America Initiatives
- + South Dakota Academy of Family Physicians
- + South Dakota Medical Association
- + Susan G. Komen Breast Cancer Foundation
- + Upper Plains Cardiopulmonary Rehabilitation Association
- + Victims of Violence Intervention Program
- + Volunteers of American Northern Rockies
- + Youth & Family Services





Priority 5:

Be Here for Generations to Come

FY20 Goal:
Earnings Before Interest, Depreciation and Amortization (EBIDA).

GOAL	ACTUAL
9.2%	8.7% FY20 Final

GROWTH IN REVENUE, LOWER COST OF CARE

Monument Health grew revenue over the past year by expanding existing services and growing new service lines, such as Urology. A continued focus on taking care of our community close to home allowed us to bring our inpatient and outpatient services to more patients and families than ever before.

Through persistent ongoing cost optimization, we were able to balance our cost structure—even amid the unexpected COVID-19 situation. Careful stewardship of supplies, pharmaceuticals, and other vital patient care items allowed us to keep the year-over-year change in cost per adjusted patient day below the rate of inflation, despite significant pandemic-related cost pressures.

GREATER ACCESS TO CARE IN APPROPRIATE CARE SETTINGS

Many changes were implemented throughout the fiscal year to provide the appropriate level of care in different care settings, while also growing key services. We saw a shift to telemedicine services for ongoing care and treatment during the COVID-19 months of March through present. Our care teams had to reinvent their internal processes to support new ways of seeing patients digitally. Everyone quickly jumped on board to serve our communities in this new way. COVID-19 also brought new testing requirements and required innovative thinking and significant resources. Our teams came together to meet the needs, despite national testing material shortages. We also expanded orthopedic trauma care and treatment, an important offering as part of our emergency services division as a Level II Trauma Center. We grew our Urology team and now have an active Urology practice, which was an area identified as underserved in previous research.

We also improved over all access to care. The industry standard method for calculating Access (clinical appointment availability) is referred to as Third Next Available (3NA). **Patients were generally able to be seen on average nearly 4.5 days sooner in FY 2020 than they were able to be seen on average in FY 2019.**

IMPROVED UNDERSTANDING OF PATIENT RESPONSIBILITY/BILLING

The Revenue Cycle Departments partnered closely with Information Technology to improve both bill transparency and payment terms and options available for the communities we serve. Some changes include new patient statements in a friendly format, more online estimates available through the Epic Price Estimator tool, and expanded financial assistance plans for patients offering greater discounts for those in need and extended terms for those seeking payment plans.

PRODUCTIVITY INITIATIVES TO ADDRESS THE COST OF CARE

Workforce Management was and continues to be a prime focus for Monument Health. These initiatives navigated us through the start of the pandemic and they guide future opportunities to improve patient and employee satisfaction, while managing costs.

Standard reporting was consistently shared with leaders and various teams throughout the year. Confidence was gained in the program and information was utilized to drive operational decisions. Accountability grew as the pandemic tested all operational areas.



A CULTURE OF PHILANTHROPY THROUGH A CONNECTION TO THE FOUNDATION AND GIVING

COVID-19 presented an outstanding opportunity to focus on giving to our own caregivers and shifting our culture of philanthropy. At the onset of the pandemic, when personal protective equipment was in short supply across the nation, the Monument Health Foundation created a new fund to support community efforts to keep our caregivers safe.

The new COVID-19 Medical Response Fund was used to purchase or produce vital medical equipment to protect caregivers from the virus. Donations were used to create hundreds of face masks through local organizations.

iPads were also purchased so that our patients could stay connected with loved ones while in the hospital.

Oasis rooms for our caregivers were developed within our clinical environments, thanks to these funds, allowing for new spaces of relaxation.

Caring for each other is the premise of the Caring for our Caregivers fund which helps support fellow caregivers during challenging times. This fund will continue to gain momentum in the years to come to give back to those who need it the most.

MASTER SPACE AND SERVICES PLANNING

In the early fall of 2019, a 10-year system wide Facility Master Plan was completed working with HDR, a top healthcare architect, to evaluate our healthcare system's space needs based upon the patient populations within our service area. This plan lists strategic construction projects running through the year 2028. We have pushed forward with the first phases of the plan, developing construction designs to support adding a new addition to the Cancer Care institute, an outpatient Dialysis Center, and build-out of the 5th floor of the Rapid City Hospital Office Building to support the Heart & Vascular Institute. Throughout the fiscal year we continued work on the Rapid Hospital Campus entering the fourth and final year of the South Tower expansion project. This greater than \$190

million project has added approximately 380,000 square feet of building to Rapid City Hospital Campus. In addition, we added a large office building to our real estate portfolio—known as the Turbine Office Building. We purchased this building to help consolidate many of our support services functions including Information Technology, Human Resources and Patient Financial Services.

In order to meet the ever-growing health care needs of the Black Hills region, Monument Health continues to invest in new infrastructure and real estate. Listed below are the highlights of the construction and real estate projects from this past fiscal year.

FY20 CONSTRUCTION AND REAL ESTATE PROJECTS

+ Turbine Office Building Purchase and Up Fit: 133,000 square foot office building, \$9.5 Million.

+ Rapid City Hospital COVID-19 Shelled Space Build-Out: Construction preparation in three shelled spaces within the new RCH South Tower, for a total of 181 patient beds to increase capacity. Approx \$930,000.

+ Rapid City Hospital Medical Waste Building: Constructed building to house a new regulated medical waste shredding/sterilizing process, this new machine processes greater than 1.5 million pounds of hospital-generated waste so it can go directly to the landfill, \$2.3 M.

+ Rapid City Hospital Old Emergency Department Demolition: Demolished the old Emergency Department to prepare for future construction, \$280,000.

+ Spearfish Dialysis Replacement: Replaced the Reverse Osmosis water machine and performed a remodel/up-fit project to support dialysis, \$570,000.

+ Rapid City Hospital Inpatient Dialysis: Replaced the Reverse Osmosis water machine to support the inpatient dialysis, \$415,000.

+ Rapid City Hospital South Tower new Emergency Department and Heart & Vascular Inpatient Unit: Opened in September 2019, more than doubled the size of the Emergency Department and added 32 acuity-adjustable inpatient rooms.

+ Operating Room 2 and Operating Room 8 Retrofit: Remodeled and updated two operating rooms, \$570,000.

+ Rapid City Hospital South Tower, Hospital Office Building and Lobby: Work continued with completion forecasted for Fall 2020. Greater than \$190 Million for all work on the new hospital office building and lobby.



Rapid City Hospital - June 2020



Rapid City Hospital Emergency Department

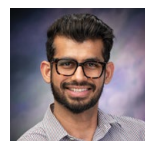


Rapid City Hospital Heart and Vascular Unit

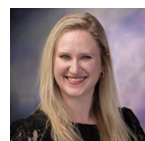


Medical waste shredding/sterilizing unit

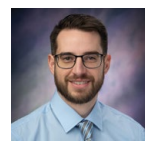
NEW PHYSICIANS



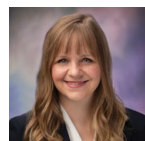
Muhammad Asim, MD
Hospital Medicine
Rapid City



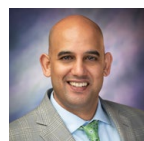
Josephine Davis, MD
Family Medicine
Sturgis



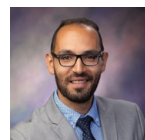
Michael Hansen, MD
Pulmonary/Critical Care
Rapid City



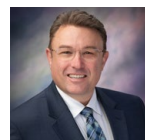
Joy Mueller, MD
Family Medicine
Sturgis



Kalyan Vunnamadala, MD
Cardiothoracic and
Cardiovascular Surgery
Rapid City



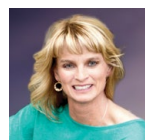
Abdel-Ghani Azzouqa, MD
Hematology/Oncology
Rapid City



Ken Diamond, MD
Geriatrics, Family Medicine
Rapid City



John Hatanelas, DO
Cardiology, Non-Invasive
Rapid City



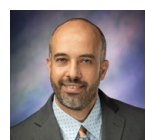
Joan Nold, MD
Neonatology
Rapid City



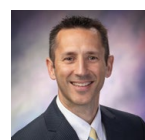
James Washburn, MD
Pulmonary/Critical Care
Rapid City



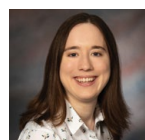
Than Than Aye, MD
Hematology/Oncology
Rapid City



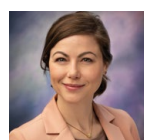
Imad Al-Deen Dibo, MD
Infectious Disease
Rapid City



Joseph Humpherys, DO
Orthopedic Surgery,
Sports Medicine
Rapid City



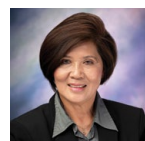
Rosie Oakley, MD
Pediatrics
Spearfish



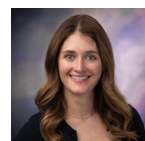
Casey Watkins, MD
Nephrology
Rapid City



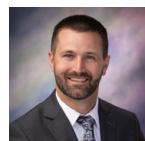
Anurag Bajaj, MD
Cardiology, Non-Invasive
Rapid City



Lien Diep, MD
Neurologist-Hospitalist
Rapid City



Michelle Krohn, DO
OB/GYN
Spearfish

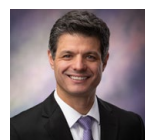


Brian Shelmadine, DO
Family Medicine,
Sports Medicine
Rapid City

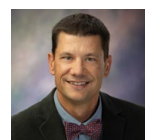
John Liming, MD
Pulmonary/Critical Care
Rapid City



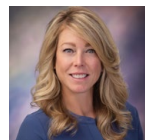
Saverio Barbera, MD
Electrophysiology
Rapid City



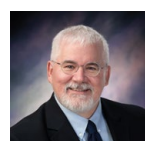
Anthony Doyon, DPM
Podiatry, Foot & Ankle Surgery
Rapid City



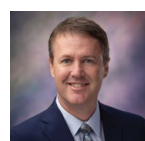
James Kuzman, MD
Hematology/Oncology
Rapid City



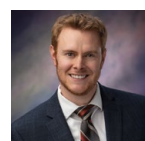
Jennifer Strasburg, MD
Family Medicine
Rapid City



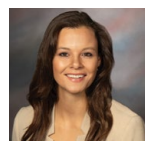
Gregory Brandenberg, MD
Neurosurgery
Rapid City



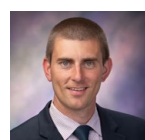
David Fromm, MD
General Surgery
Rapid City



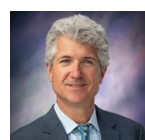
Jaron Miner, DO
Family Medicine
Custer



Bobbi Rae Thuen, MD
Family Medicine
Belle Fourche



Nicholas Czosnyka, MD
General Surgery
Spearfish



Mark Hancock, MD
Hematology/Oncology
Rapid City



William Miner, MD
Hospital Medicine
Rapid City



Sara Thurgood, MD
Family Medicine
Newcastle

Monument Health System

Service Data

Hospital Admissions

2019	2020
23,521	24,161

Patient Days

2019	2020
97,255	102,335

Visits to Emergency Department

2019	2020
69,375	65,949

Surgery Cases

2019	2020
10,820	11,292

Babies Delivered

2019	2020
2,471	2,425

Hospital Beds

2019	2020
525	515

Long-term Care Resident Beds

2019	2020
160	160

Medical Staff Members

2019	2020
592	633

Clinics

2019	2020
23	22

Clinic Visits

2020	2019
361,208	374,181

Community Benefit

(in 000's)

PAYROLL AND BENEFITS

2019	382,250
2020	416,008

CHARITY CARE, UNREIMBURSED MEDICAID & BAD DEBT AT COST

2019	61,610
2020	70,075*

OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

2019	20,192
2020	18,275*

MONUMENT HEALTH COST TO OPERATE PER DAY

2019	2,002
2020	2,235

LOCAL, STATE, AND FEDERAL TAXES PAID

2019	23,362
2020	24,368

Financial Summary

Statement of Operations (in 000's)

Revenue and Expenses	FY 20	FY19
Net Patient Services Revenue	762,672	694,843
Other Operating Revenues	80,594	50,288
Net Operating Revenues	843,266	745,131

Operating Expenses	FY 20	FY19
Payroll and Benefits	416,008	382,250
Medical Supplies	176,263	152,550
Purchased Services	128,272	107,130
Other Operating Expenses	45,062	45,041
Information Technology Implementation Costs	-	-
Depreciation	48,591	42,638
Interest	3,729	3,159
Total Expenses	817,925	732,768
Net Income from Operations	25,341	12,363
Net Operating Income Before Implementation Costs	25,341	12,363

Balance Sheet (in 000's)	FY 20	FY19
Current Assets	314,596	232,963
Funds for Building, Equipment Replacement and Debt Repayment	430,976	428,888
Other Restricted Use Investments	44,264	40,066
Land, Building, and Equipment	552,076	500,559
Other Assets	13,867	29,402
Total Assets	1,355,779	1,231,878

Current Liabilities	204,905	89,422
Long-term Debts	266,392	275,924
Other Liabilities	66,821	66,058
Unrestricted Fund Balance	793,492	777,666
Restricted Fund Balance	24,169	22,808
Total Liabilities and Fund Balance	1,355,779	1,231,878

*Preliminary - subject to change

MONUMENT HEALTH

BOARD OF DIRECTORS

Richard A. Tysdal
Chair

Pat Burchill
Vice Chair

Paulette Davidson

David Emery

Glenn Fosdick

Steven G. Frost, M.D.

Terry M. Graber, M.D.

Robert A. Haivala

Dusty Pinske

Paula Santrach, M.D.

Heidi Strouth, M.D.

Lewis Trowbridge

Donald Warne, M.D.

MONUMENT HEALTH NETWORK

BOARD OF DIRECTORS

Robert A. Haivala
Chair

Steve Williams
Vice Chair

Lee B. Bailey, M.D.

Paul J. Bisson

Heather Brewer, M.D.

Paulette Davidson

Christopher C. Gasbarre, D.O.

Kathryn Johnson

Pat Kurtenbach

Dan Leikvold

Clinton P. "Pat" Walker

MONUMENT HEALTH RAPID CITY HOSPITAL, INC.

BOARD OF DIRECTORS

Ross McKie
Chair

Tom Rau
Vice Chair

Alex Schabauer, M.D.
Chief of Staff

Brad Archer, M.D.

Scott Barbour

Deidre Budahl

Sandra Burns

Col. Robert Corby

Paulette Davidson

Srinivas (Sri) Gangineni, MD

Jack Lynass

Dusty Pinske

Daryl Reinicke

Mike Statz, M.D.

Jacob Weasel, M.D.

Ex-Officio (Non-Voting):

John Pierce

Charles Voigt, M.D.
Vice Chief of Staff

Jay White, D.O.
MS Secretary/Treasurer

MONUMENT HEALTH FOUNDATION

BOARD OF DIRECTORS

Pat Burchill
Chair

Wayne Klein
Vice Chair

Paulette Davidson

Susan Hencey

Joe Jorgensen

Sharon Lee

Gary Lipp

Ann McKay-Thompson

John (JD) Williams



RICHARD A. TYSDAL

Chair of the
Monument Health
Board of Directors

For Monument Health, for our communities and for anyone in health care, fiscal year 2020 was a challenging time. We coped with COVID-19 and all of the upheavals that came with it. I couldn't be more proud of this organization than I am right now.

I am especially grateful for our front-line caregivers. They came to work each day and provided excellent care for our patients. They made do with the supplies and equipment they had. They went out of their way to ease the concerns of loved ones and family members who were unable to visit the hospital in person. Although they took every possible precaution, our physicians and caregivers did their jobs without fear for their own health.

I also appreciate the work of our executive team. Despite our challenges, Monument Health acted quickly to put together and execute a plan that allowed us to end the fiscal year on solid financial footing. That's no small thing in a year that saw planned surgeries curtailed for months, patients avoiding doctor visits and expenses for everything from rubber gloves to ventilators rising sharply.

The executives cut their own pay, retrained caregivers for new roles and made sure furloughed caregivers could return to their jobs. They cut other expenses without sacrificing quality of care. The team did what was needed to be sure that Monument Health will be here for generations to come.

The COVID-19 pandemic was a vivid reminder of the important role that quality health care plays in any community. Buffalo, Newcastle, Custer, Hot Springs, Hill City, Rapid City: Coronavirus found its way into every corner of our region. If not for our hospitals, clinics, long-term care centers and dedicated physicians and caregivers, the outcome would have been much different.

For that, I thank you all.

RICHARD A. TYSDAL

Chair of the Monument Health
Board of Directors