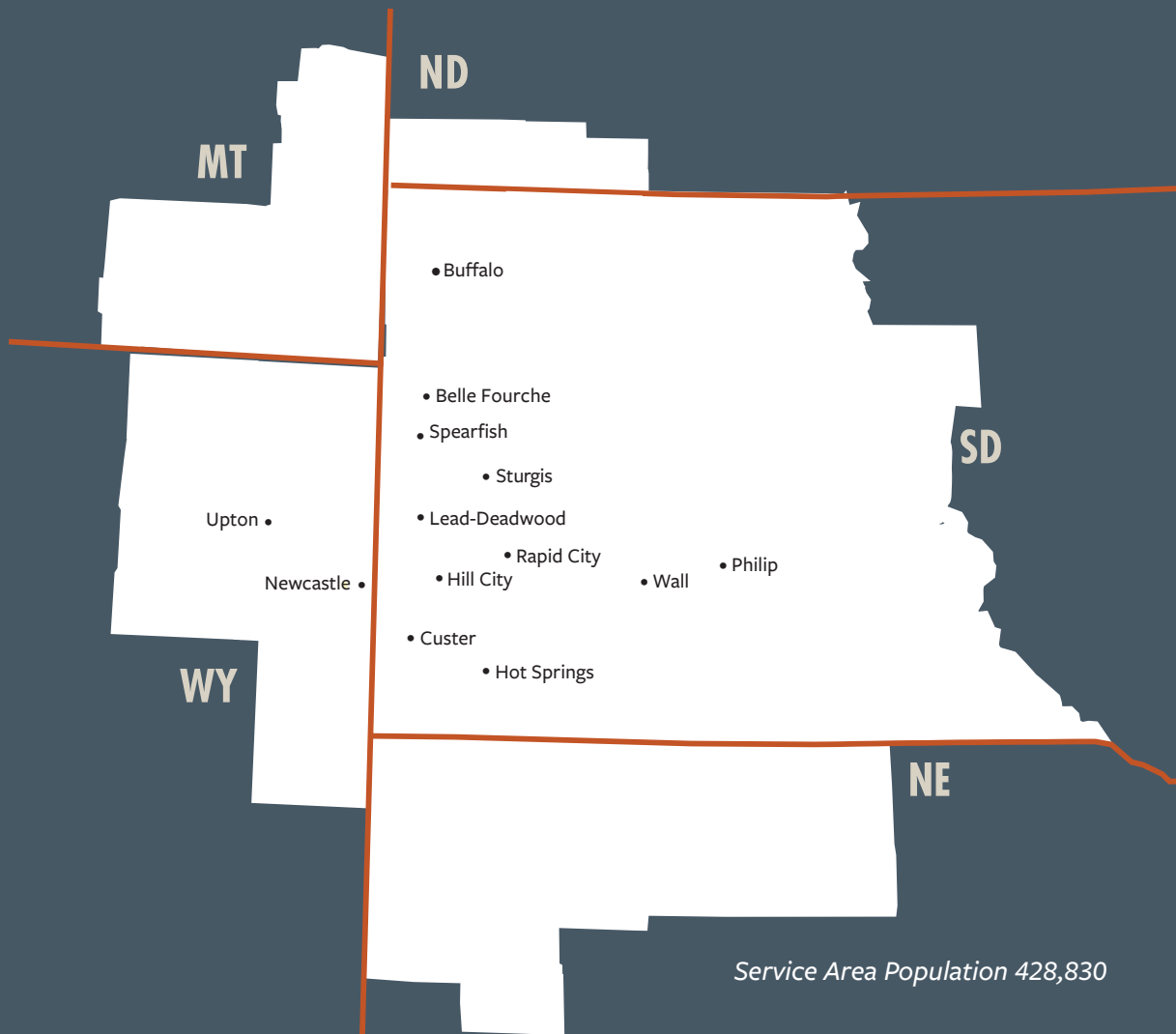


MAKE A  
DIFFERENCE.

EVERY  
DAY.







# 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 & Specialty Hospital

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## VISION

**It starts with heart.**

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

**To do the right thing.** Every time.

## VALUES

Trust  
Respect  
Compassion  
Community  
Excellence

## PRIORITIES

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

## MISSION

**Make a difference.** Every day.



A LETTER FROM  
**PAULETTE DAVIDSON,**  
**PRESIDENT AND CEO**

---

Dear Friends,

A little over a year ago, I was honored to be named President and CEO of Regional Health. I accepted the position with great pride and trust in our talented group of physicians and caregivers to lead our organization into the next chapter. At that time, we set out on a journey with a new strategic plan, which will guide us through 2024.

We pledged to make a difference, every day. We've focused on delivering quality and safe clinical care, while showing compassion to all - our patients, each other and our communities. We say "it starts with heart" as part of our vision, and we mean it. All decisions center on this philosophy, and it consistently guides us to do the right thing, every time.

I'm proud of our progress. On the pages that follow, we share updates within our five strategic priorities and a summary of our annual goals and performance.

As we look forward, we'll build on our momentum. On November 14, we made two significant announcements that will serve as the foundation for our future:

1. We're becoming Monument Health.



It's more than a name - it's a promise. The word Monument is strong and stands the test of time. It's a tribute to where we live and something we can all be proud of. It's a promise to do the right things today, while dreaming big for tomorrow. It's a commitment to growth and permanence. You'll see us begin using our new name and brand in January 2020.

2. We're joining the Mayo Clinic Care Network.

It's your local connection to world-class expertise. We want every patient to receive the care they need right here, close to home. As a member of the Mayo Clinic Care Network, our doctors will have special access to Mayo Clinic knowledge, expertise and resources. And you get the peace of mind that comes with knowing we're working together for you. We're currently working through clinical implementation of the Mayo Clinic Care Network tools and processes. Our Mayo Clinic Care Network relationship will also become official in January 2020.

I know I speak on behalf of our entire team when I say that it's our great privilege to serve our region. Today and every day, we'll continue to focus on what matters most in health care - taking care of people. At the same time, we're committed to growing and evolving to meet the needs of our communities tomorrow.

Thank you for your continued support. We look forward to serving you for generations to come.

**PAULETTE DAVIDSON**  
President and CEO



# DELIVER HIGH-QUALITY CARE

GENERAL SURGEON MATTHEW WIDEROFF, M.D.

## PATIENT LENGTH OF STAY\*

GOAL	ACTUAL
1.12 O/E	1.17 O/E

**What it means:** When a patient is admitted to the hospital, caregivers assign a length of stay based on diagnosis. When the patient is discharged, the actual length of stay is compared with the expected length of stay. The ideal ratio is 1.0.

**Why it matters:** Length of stay is an important indicator of quality care at Regional Health hospitals. For our patients, fewer days in the hospital mean decreased risk of infection or medication side effects, as well as a faster return to home. Additionally, lowering the length of stay keeps costs down and allows the hospital to serve more patients throughout the year.

*\*RCH annual length of stay observed/expected (O/E) ratio (excluding Hospice, Rehab, Behavioral Health, OB, Newborn Nursery, NICU and Peds).*



Everything we do as a health care system stems from delivering quality care. Quality care is a mix of talent, technology, innovation, collaboration and a keen interest in the latest evidence-based health care. It's a constant process of improvement.

In fiscal year 2019, Regional Health made advances in quality care delivery on a number of fronts.

## STROKE CARE

Stroke is America's No. 3 killer, behind heart disease and cancer. It can strike at any age, and the result can be devastating. During a stroke the brain is deprived of oxygen, and a quick and appropriate response is imperative to achieving optimal outcomes.

Rapid City Hospital has initiated the Stroke Pit Stop process to quickly diagnose stroke and apply clot-busting drugs or other treatment regimes soon after the patient arrives at the Emergency Department.



In addition, Rapid City Hospital received the American Heart Association/American Stroke Association's Get With The Guidelines® Target: Stroke Honor Roll Elite Gold Plus Quality Achievement Award. Regional Health also received the association's Target: StrokeSM Honor Roll/Target: StrokeSM Elite award.

## UROLOGY

When Urologists Bradley Anderson, M.D., FACS, and Robert Santa-Cruz, M.D. joined the Regional Health team in May, they hit the ground running. Western South Dakota had a need for urology services, and Regional Health has been working to meet that need.

Drs. Anderson and Santa-Cruz, with the help of a visiting physician and two advanced practice providers, have been busy treating patients at the Medical Clinic on Fifth Street in Rapid City and at Rapid City Hospital.



UROLOGISTS ROBERT SANTA-CRUZ, M.D., LEFT, AND BRADLEY ANDERSON, M.D., AND TEAM

## SECTRA PICTURE ARCHIVING

After two years of research and planning, Medical Imaging Services went live with the new SECTRA Picture Archival Communication System (PACS) in June of 2019. The system is used to electronically store, manage and access X-Rays, MRIs and other medical images throughout our region.

Imaging is an important diagnostic tool in modern medicine, and Regional Health's PACS is shared with physicians and clinics across western South Dakota and eastern Wyoming to consolidate patient information in order to provide the best patient care.

## CARDIAC CARE

Regional Health is one of just two South Dakota health care providers to be designated a Blue Distinction Center for Cardiac Care by Wellmark Blue Cross and Blue Shield. The new 32-bed Heart and Vascular Unit and the Heart and Vascular Institute's move to the hospital campus will extend quality cardiac care to more heart patients in the region.

## CLINICAL RESEARCH

Regional Health Clinical Research provides clinical trial services that range from cost analysis and budget formulation to study management, enrollment, billing, lab and pharmacy, regulatory oversight and reporting. The research team was involved in 42 new studies in fiscal year 2019.

In addition, Regional Health joined a new research initiative with major medical institutions to improve the process of clinical trials and make it easier for researchers to find and engage with patients and clinicians.



ROGER DERAAD, RIGHT, DIRECTOR OF REGIONAL HEALTH RESEARCH, AND PATIENT DARRELL EICKELMAN

The initiative, called the Baseline Consortium, includes Vanguard Health Systems, Duke University Health System, Vanderbilt University Medical Center, University of Mississippi Medical Center, Mayo Clinic and the University of Pittsburgh.

# AWARDS AND RECOGNITION

Last fiscal year, Regional Health received honors for high-quality care, patient outcomes, use of technology, community support and being a great place to work. The American Heart Association and American Stroke Association again acknowledged Rapid City Hospital's dedication to providing stroke patients with timely and appropriate treatments. Cancer care, cardiac care and Home+ Home Health were also honored. Several of Regional Health's new buildings were recognized with craftsmanship awards, and the City of Rapid City acknowledged the organization's efforts to increase sustainability.

## CLINICAL AWARDS:

### REGIONAL HEALTH HOME+ WINS AWARDS

Regional Health Home+ in Rapid City was awarded the Strategic Healthcare Programs Best Superior Performer award. Home Health achieved an overall patient satisfaction score that ranked in the top 20th percentile of all Strategic Healthcare Program clients during the 2017 calendar year.

### REGIONAL HEALTH CUSTER HOSPITAL EARNS ECHOCARDIOGRAPHY ACCREDITATION

The Radiology Department at Regional Health Custer Hospital earned echocardiography accreditation by the Intersocietal Accreditation Commission. Custer Hospital underwent an intensive application and review process to demonstrate its commitment to quality patient care in echocardiography. Custer Hospital received a three-year accreditation in the specific area of adult transthoracic echocardiography.

### REGIONAL HEALTH NAMED A BLUE DISTINCTION CENTER FOR CARDIAC CARE

Wellmark Blue Cross and Blue Shield named Regional Health's Heart and Vascular Institute a Blue Distinction Center for Cardiac Care. Regional Health is one of just two South Dakota health care providers to receive this designation. Blue Distinction Centers are nationally designated providers who show expertise in delivering improved patient safety and better health outcomes, based on objective measures developed with input from the medical community and leading accreditation and quality organizations.

### REGIONAL HEALTH RAPID CITY HOSPITAL DESIGNATED A BLUE DISTINCTION CENTER FOR MATERNITY CARE

Wellmark Blue Cross® and Blue Shield® has designated Regional Health Rapid City Hospital as a Blue Distinction Center for Maternity Care, part of the Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that are developed with input from the medical community.

### JOHN T. VUCUREVICH CANCER CARE INSTITUTE RECOGNIZED

The Regional Health John T. Vucurevich Cancer Care Institute was named by the Journal of Oncology Practice as one of eight U.S. cancer centers to successfully increase racial and ethnic minority participation in cancer trials. Radiation Oncologist Daniel Petereit, M.D., and his Walking Forward program, which seeks to reduce cancer rates among American Indians, was cited as an example of how to build trust with minority communities. The program, funded by the National Institutes of Health and managed by Avera Health in partnership with Regional Health, seeks to improve survival rates through cancer education, culturally tailored patient navigation and increased access to clinical trials.

### REGIONAL HEALTH RAPID CITY HOSPITAL HONORED FOR STROKE CARE

Rapid City Hospital received the American Heart Association/American Stroke Association's Get With The Guidelines® Target: Stroke Honor Roll Elite Gold Plus Quality Achievement Award. The award recognizes the hospital's commitment to ensuring that stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence. Regional Health also received the association's Target: StrokeSM Honor Roll/Target: StrokeSM Elite award. To qualify for this recognition, hospitals must meet quality measures developed to reduce the time between the patient's arrival at the hospital and treatment with the clot-buster tissue plasminogen activator, or tPA, the only drug approved by the U.S. Food and Drug Administration to treat ischemic stroke.

## SYSTEM AWARDS:

### REGIONAL HEALTH HONORED FOR DIVERSITY EFFORTS

Regional Health was one of five health systems in the United States to be honored by the American Hospital Association for creating a diverse, inclusive environment for staff, patients and families. The award recognizes hospitals and health systems for their efforts to reduce health care disparities based on differences such as race, ethnicity, language and socio-economic condition. In 2016, Regional Health launched a systemwide effort to create awareness focused on cultural competency education.

### REGIONAL HEALTH RECOGNIZED FOR ELECTRONIC RECORDS USE

Regional Health was recognized for achieving Stage 6 of both the inpatient and outpatient EMR Adoption Model as designated by HIMSS Analytics. Separately, Regional Health was named a Gold Star Hospital by Epic, the software firm that created the electronic health records system that Regional Health adopted in October 2017. The Gold Star Program recognizes health care networks for effective use of Epic. At Regional Health, more than 85 percent of Epic's features are being used to engage patients, enhance physician satisfaction and get more value from data. Future feature integration is part of the Information Technology roadmap.

### REGIONAL HEALTH HONORED FOR WORKPLACE HEALTH

Regional Health earned the American Heart Association's (AHA) Silver Level Workplace Health Achievement recognition. The AHA Workplace Health Achievement Index allows organizations to measure the effectiveness of their workplace health programs and heart health of employees. The key factors contributing to optimal heart health include smoking cessation, maintaining a healthy weight, staying physically active, eating a healthy diet, managing blood pressure, lowering cholesterol and keeping blood sugar at a healthy level.

### REGIONAL HEALTH WINS SUSTAINABILITY AWARD

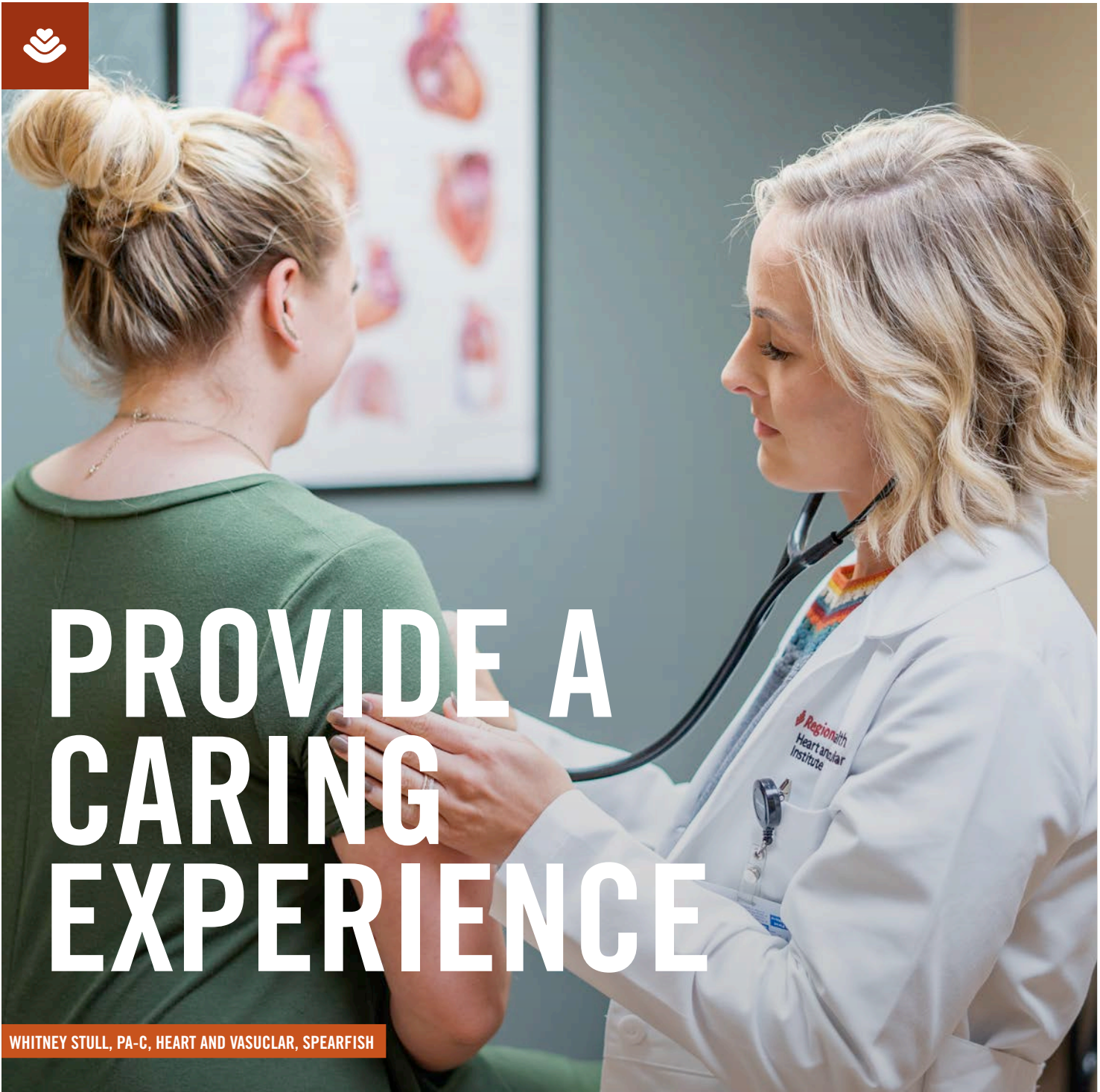
Regional Health won the Rapid City Sustainability Award from the City of Rapid City's Standing Committee on Sustainability. Regional Health implemented a number of initiatives to improve the sustainability of its operations while adhering to quality health care standards. The organization improved energy efficiency, switched from disposable wipes to reusable microfiber cloths, expanded recycling efforts and installed solar arrays, among other efforts.

### REGIONAL HEALTH BUILDINGS WIN CRAFTSMANSHIP AWARDS

Seven contractors and subcontractors who built the new Regional Health Custer Hospital and Clinic were honored for their craftsmanship. In addition, builders involved in the Regional Health Orthopedic & Specialty Hospital and the Regional Health Sturgis Clinic received awards. The builders were honored at the Construction Industry Center's 64th Annual Meeting and Craftsmanship Awards.

### REGIONAL HEALTH WINS NATIONAL AWARD FOR TECH SCHOOL SUPPORT

Regional Health won the Silver Star of Excellence Award from the American Technical Education Association and the National Technical Honor Society. The award recognizes Regional Health's support and commitment to postsecondary technical education. Nearly 10 percent of Western Dakota Technical Institute's class of 2017 joined Regional Health after graduation. Regional Health also provides meeting space, surgical and laboratory supplies, medical simulation materials, compliance training and other assistance for Western Dakota Technical Institute programs, including practical nursing, surgical technology, medical lab technology, phlebotomy, paramedicine, medical assisting, health information management and pharmacy technology.



# PROVIDE A CARING EXPERIENCE

WHITNEY STULL, PA-C, HEART AND VASUCLAR, SPEARFISH

**PATIENT EXPERIENCE SCORE\***  
GOAL | ACTUAL  
**78%** | **78.3%**

**What it means:** Patient experience is the range of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of health care.

**Why it matters:** Tracking patients' experiences over time assures that we're striving to improve quality and effectiveness. It gives patients a strong voice in their care and helps Regional Health publicly recognize caregivers for excellence. The feedback also allows for comparison against other health care systems and acknowledgment for improvement.

*\*Percentage of fourth-quarter patient experience scores that were in the good to excellent range.*



PATIENT EXPERIENCE WEEK - SPEARFISH HOSPITAL, MAMMOGRAPHY



PATIENT EXPERIENCE WEEK - LEAD-DEADWOOD, IMAGING

Health care is much more than medical knowledge, surgical skill and high technology. Our mission is to make a difference in the lives of patients, families and communities. Every day. Regional Health physicians and caregivers are constantly looking for ways to improve patient experience. The system has launched a number of new initiatives and programs aligned with this goal.

## COMMUNITY OF EXCELLENCE

Community of Excellence started in January 2018. It involves a series of online classes and in-person sessions, some of which involve role-playing scenarios. More than 100 sessions have been completed, and more are scheduled.

## PATIENT AND FAMILY ADVISORY COUNCILS

In 2018, Regional Health launched the Rapid City Patient and Family Advisory Council, a formal vehicle where patients, their families, frontline caregivers, leaders and physicians can work together to provide feedback and improve patient experience in Rapid City. Patient and Family Advisory Councils also exist in the Custer, Lead-Deadwood, Sturgis and Spearfish markets. These councils are a great way to learn how patients perceive and understand health care.

## PRESS GANEY

In July 2018, Regional Health began a new strategic business partnership with Press Ganey, an industry leader in helping health care organizations transform the patient experience and create continuous, sustainable improvements. This partnership provides Regional Health with award-winning advisory services as well as nationally recognized health care solutions. Press Ganey conducts patient experience care surveys on behalf of Regional Health.

## PATIENT EXPERIENCE WEEK

Regional Health celebrated Patient Experience Week in April. This annual event honors health care workers who have a direct impact on patient experience. The week provides focused time to celebrate accomplishments, reenergize and honor caregivers. Members of the patient experience team visited every Regional Health market during the week to recognize and honor caregivers and physicians who care for our patients every day.

## CONSISTENT APPROACH

Regional Health began providing standardized tools and resources to its leaders and caregivers to support a consistent and reliable experience for patients. Leaders received consistent messaging about key drivers of experience in their respective care environments, a framework for accessing and analyzing survey data and patient comments and resources to recover from poor experiences shared in person, in writing or online. Regional Health also developed curricula around first impressions, so that all caregivers can learn about simple, yet meaningful, ways to provide a caring experience to patients and fellow caregivers.

## MyCHART

MyChart, Regional Health's patient portal, is an online platform that offers patients a new level of access and engagement in their own health care.

Patients can see test results, send messages to their care team or make appointments at any time of the day or night through the secure website or within the MyChart smartphone app.



# BE A GREAT PLACE TO WORK

KYLEE LERBACK, R.N. AND KEITH NELSON, R.N., RAPID CITY HOSPITAL, INTENSIVE CARE UNIT

## COMMUNITY OF EXCELLENCE PHASE 2 TRAINING\*

GOAL	ACTUAL
2,500	2,841

**What it means:** Community of Excellence is a training program that helps physicians and caregivers improve their skills in some of the more intangible aspects of delivering care. Through simulations and thought-provoking discussion, participants develop a deeper understanding of the culture of empathy, respect and dignity that makes Regional Health a rewarding environment for patients, families and coworkers.

**Why it matters:** In a culture of compassion, respect and dignity not only help patients feel better and heal faster, it allows caregivers and physicians to thrive, to enjoy their work and feel a deep connection to their teams. The 2,841 health care professionals who completed Community of Excellence Phase 2 training have spread that culture of care to hospitals, clinics and offices across Regional Health.

\*Number of physicians and caregivers to complete Phase 2 during FY2019.



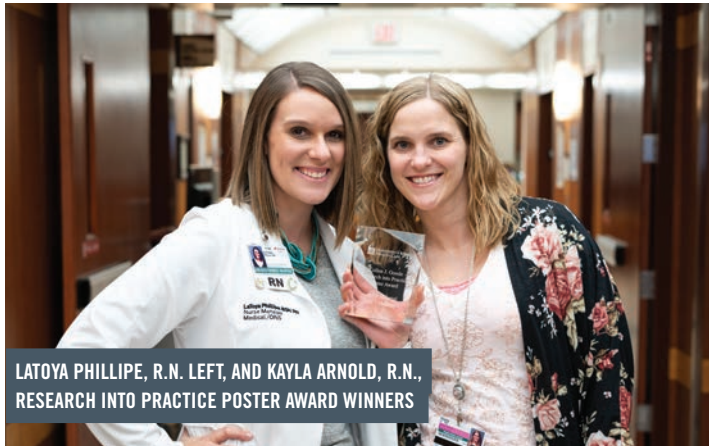
EGZONA "ZO" CARBONE, R.N. AND DAN WARNKE, R.N.,  
RAPID CITY HOSPITAL, INTENSIVE CARE UNIT



MORIAH WILKINSON, R.N., MEDICAL CLINIC - 10TH ST. IN SPEARFISH, PRIMARY CARE



CLINT MILLER, R.N., RAPID CITY HOSPITAL, CLINICAL STAFF COORDINATION



LATOYA PHILLIPE, R.N. LEFT, AND KAYLA ARNOLD, R.N.,  
RESEARCH INTO PRACTICE POSTER AWARD WINNERS

## EMPLOYEE ENGAGEMENT SURVEY

As it continues to develop goals surrounding its priority areas, Regional Health is committed to listening to the many diverse voices of our physicians and caregivers to understand perceptions about engagement, resilience, quality and safety, and practice excellence. In the spring of 2019 Regional Health, in partnership with Press Ganey, launched a caregiver and physician engagement survey. Seventy-five percent of the workforce, 3,462 caregivers and physicians, participated in the survey, providing insight into how Regional Health's teams define a great place to work.

Since the last all-system survey in 2016, there has been significant improvements in several key-driver areas, including:

- + **Recommends Regional Health as a good place to work:**  
increase of 10% favorability
- + **Job stress is reasonable:**  
increase of 5% favorability
- + **Access to tools and resources:**  
increase of 5% favorability

## RETENTION

The ability to retain talented caregivers and physicians has an impact on Regional Health's ability to carry out its mission, vision and priorities. By frequently monitoring turnover from organizational and departmental perspectives, Regional Health can spot and address turnover trends.

This past year, the system realized a significant drop in turnover. Overall, there was a 4.8 percent improvement in turnover system-wide. In addition, registered nurse turnover was reduced by 4.5 percent and Regional Health turnover is below national average benchmarks. Regional Health will continuously focus on programs to retain talented caregivers and providers.

## RECRUITING NURSES AND OTHER PROFESSIONALS

Nationwide, the critical need for registered nurses continues to intensify. Regional Health recognizes that attracting talented caregivers and providers to the area has a significant positive impact on its ability to take care of patients and contribute to the Black Hills economy. Of the 1,140 caregivers hired by Regional Health in the past year, 255 were registered nurses.

Regional Health must continue to raise its hiring rate to keep up with the increasing demand for our services. The system set an aggressive target of hiring two nurses per day. It is committed to pursuing numerous strategies to increase our hiring, despite national health care skills shortages.



FROM LEFT, KAYLEE DOYLE, R.N., PAM HUGHES, R.N., ANN ALLEN, R.N. AND BARB IRWIN, R.N., CUSTER HOSPITAL

## A LETTER FROM



### NICOLE KERKENBUSH, MN, MHA, BSN, RN

Chief Nursing and Performance Officer

On behalf of the nearly 1,600 Registered Nurses at Regional Health, it is my honor to highlight some of the work happening throughout our organization. As I continue in the Chief Nursing Officer role, I am encouraged by the positive relationships and collaboration developing between Nursing, Quality, Patient-Centered Design, and Performance Management – all bolstered by the use of data to drive decisions.

With our professional practice model of Patient and Family-Centered Care at the heart of everything we do, the Shared Decision-Making Council members continue to drive nursing practices that are evidence-based, efficient and effective. We are seeing the impact of these efforts in our improved patient experience scores, our decreased turnover and increased interest in nurse recruiting.

This year we also took the opportunity to celebrate many individual nurses and teams who work within the Regional Health system. It has been an honor to recognize the clinical expertise, care and compassion of our nurses by presenting Nurses Day Awards, Patient Care Champion Awards, and DAISY Awards. I am proud of the way our nursing caregivers positively affect our patients, residents, families, physicians and other caregivers. As a nursing division, we are committed to continuing to Make a Difference. Every day.

**NICOLE KERKENBUSH**

Chief Nursing and Performance Officer



# TRANSFORMATIONAL LEADERSHIP

Regional Health nurses initiate, drive and sustain the delivery of high quality, evidence-based care that leads to the best possible outcomes for our patients. Our nurses exemplify caring, compassion and service-excellence. Regional Health offers multiple opportunities for nurses to continue to grow and develop such as the Bachelor of Science in Nursing Completion Program as well as receive recognition for their engagement and individual excellence, including the Nursing Clinical Development Ladder and specialty certification.

## REGIONAL HEALTH NURSING TURNOVER DATA FY18 & FY19

	Month	RH turnover	National turnover
2018	07	1.60%	2.24%
	08	2.66%	1.34%
	09	1.43%	1.88%
	10	1.52%	1.44%
	11	1.36%	1.36%
	12	1.36%	1.64%
2019	01	0.91%	1.00%
	02	1.36%	1.44%
	03	0.63%	1.89%
	04	1.45%	1.89%
	05	1.36%	3.64%

## REGIONAL HEALTH BSN COMPLETION PROGRAM

Regional Health has partnered with the University of South Dakota to offer a Regional Health Bachelor of Science in Nursing (BSN) Completion Program that supports the priority to be a great place to work. The program is an opportunity for currently employed associate degree nurses to continue their academic career. Regional Health pays for the cost of the BSN nursing courses, fees and books in exchange for a two-year commitment to work at Regional Health after graduation. In December of 2018, the first 11 nurses graduated with their BSN. To date, 15 have graduated with their BSN, and 23 others are currently on track to complete the program.



## NURSING LOAN FORGIVENESS

Total investment in nursing caregivers for loan forgiveness helps relieve the financial burden for recent nursing school graduates.

**\$360,000** | 2017 **41 recipients**  
 2017-18 loans forgiven | 2018 **38 recipients**

# STRUCTURAL EMPOWERMENT

## NURSING CLINICAL DEVELOPMENT LADDER

The Nursing Clinical Development Ladder is a structured system to provide clinical nurses' career advancement while remaining in the clinical setting and providing direct patient care. It is used to recognize professional development and differentiates levels of nursing expertise and contribution. Twenty-seven registered nurses throughout Regional Health are currently participating in the Nurse Clinical Development Ladder. The following nurses have successfully obtained recognition through the Nursing Clinical Development Ladder in FY18-19:

### Clinical Nurse I

Annie Larson	Barbara Williams	Chris Eisenzimmer
Erin McHolm	Hope Rose	Jackie Davis
Jamie Krueger	Jenny Wills	Joe Squillance
Kelly Mitchell	Mackenzie Aalbu	Hondi Dunn
Suzanne Knapp		

### Clinical Nurse II

April Nelson	Beth Laughlin	Cara Ham
Cheryl Allen	Hannah Schiermeister	Jamie Coomes
Rebecca Staedtler	Sarah Johnson	Sheri Spaans

### Clinical Nurse III

Cheryl Hanson	Danna Anderson	Kayla Arnold
Lyn Haug		

## NURSE RESIDENCY PROGRAM

The Nurse Residency Program at Regional Health is designed to support new graduate RNs through the milestones of their first year of professional practice. Within their first quarter of employment as licensed RNs, nurse residents are enrolled in the year-long program, coordinated through the University of Iowa College of Nursing (Iowa Online Nurse Residency Program).

This blended model incorporates convenient online modules with monthly in-person small-group sessions, culminating with an evidence-based practice project focused on designing and implementing a practice change. Online learning topics include critical thinking, communication, time management, delegation, safety and quality. Our objective is for the new graduate RN to grow in confidence and competence in nursing, recognizing the value in this investment personally and professionally. Since March, 2017, 56 new nurses have completed the program.

Evidence-based practice projects led by nurse residents serve to improve the quality of care and the patient's experience in the clinical environment. For example, Shawnee Earley, RN, Float Pool, Jessica Fenner, RN, PCU and Catie Onken, ONS, implemented real-time intake and output documentation to prevent fluid imbalance in the acute-care setting. Abby Lau, RN, Pediatrics trialed a device for drawing blood from a peripheral IV in pediatric patients to decrease unnecessary venipuncture and reduce pain and anxiety for hospitalized children. This change is currently in the planning and implementation stage.

## 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. Regional Health is committed to the DAISY Award program and honors extraordinary nurses with a certificate, pin, tote bag and a Healer's Touch sculpture hand carved by artists of the Shona Tribe in Africa.



**Jessica Aluise**  
Sturgis



**Danna Anderson**  
Spearfish



**Todd Anderson**  
Rapid City



**Maggie Navarrete Burgoin**  
Rapid City



**Sylvia Cuka**  
Rapid City



**Adam Drake**  
Rapid City



**Trish Dueker**  
Hill City



**John Falcone**  
Rapid City



**Niesha Ginn**  
Rapid City



**Christina Hardin**  
Spearfish



**Maija Janes**  
Sturgis



**Wendy Janke**  
Lead/Deadwood



**Brooke Lappe**  
Rapid City



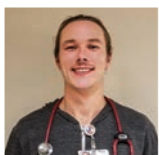
**Billi Jo Lewis (Brown)**  
Rapid City



**Samantha Loen**  
Rapid City



**Ashley Percifield**  
Rapid City



**Brock Sanderson**  
Rapid City



**Nikki Teppo**  
Spearfish



**Jenny Wills**  
Rapid City



**Kathy Young**  
Spearfish

## NURSES DAY AND PATIENT CARE CHAMPION DAY 2019

Nurses Day and Patient Care Champion Day recognize and celebrate the contributions of nurses and patient support team members throughout Regional Health. Nurses and Patient Care Champions play an important part in quality improvement, patient experience, caregiver engagement, financial responsibility and community involvement. The following caregivers were presented with awards in 2019:

### Galaxy Nursing Group:

Hospital Coordinators (Rapid City)

### Blazing Star Advanced Practice:

Sonya Coolahan, ICU Hospitalist (Rapid City)

### Shining Star Community Outreach:

Sheila McKinstry (Rapid City)

### Super Star Nursing Expert Award:

Julie Schmitz (Rapid City)                      Amanda Cordell (Sturgis)  
Kylie Tucker (Sturgis)

### Rising Star Novice Nurse Award:

Heather Morris (Lead-Deadwood)              Aleisia Hekrdle (Spearfish)  
Shannon Newman (Rapid City)              Josie Berglund (Sturgis)

### Gold Star Nursing Customer Service Award:

Jessica Dyer (Lead-Deadwood)              Daniel Connor (Rapid City)  
Brandee Skroch (Sturgis)                      Holly Christianson (Sturgis)

### Guiding Star Nursing Mentor Awards:

Heather Courage (Lead-Deadwood)              Penny Hanna (Rapid City)  
Stefani Gillette (Spearfish)                      Jamie Coomes (Sturgis)  
Maija Janes (Sturgis)                              Pilar Bruch (Sturgis)

### Luminary Awards:

Dr. Kimberly Balay, NICU Neonatologist (Rapid City)  
Environmental Services Team, Randee Matz (Sturgis)

### Patient Experience Award:

Erin Williams (Sturgis)

### Supporting Star:

Nancy Paris (Lead-Deadwood)                      Patty Schulze (Spearfish)

### Florence Nightingale:

Julee Davis (Spearfish)



**NURSES DAY AWARD WINNERS**



**CAREGIVERS ATTENDING NURSES DAY**



**FROM LEFT, JULIA ORROCK, NURSE CLINICIAN, SONYA COOLAHAN, FNP, AND NICOLE KERKENBUSH, CHIEF NURSING AND PERFORMANCE OFFICER**



Kayla Arnold, R.N., BSN

**Black Hills Parent Nurses of Excellence Award: Kayla Arnold**

Kayla Arnold, BSN, RN, CBC was honored by Black Hills Parent Magazine as one of this year’s Nurses of Excellence. The magazine honors exceptional nursing professionals every year based on nominations from readers, parents, doctors and hospital staff.

“Nursing is not just a job—it’s a passion. You are caring for people and can make a difference in their lives,” Kayla said. She is it nurse clinician in the Neonatal Intensive Care Unit at Rapid City Hospital and is also the current chair of the Nursing Shared Governance Clinical Practice and Education Council.

# EXEMPLARY PROFESSIONAL PRACTICE

## PATIENT SAFETY: FALL REMEDIATION CLASS CARDIAC INTERVENTIONAL UNIT

Nurse Clinician Rebecca Staedtler, RN, identified increased patient falls on the Cardiac Interventional Unit. In response, she developed and implemented a fall remediation training program for direct-patient caregivers in an effort to increase compliance with the fall bundle and decrease patient falls in the care area. The training includes two hours in classroom and clinical time. In-classroom instruction includes a review of the following:

- + Fall prevalence and incidence
- + Morse fall scale components
- + Environmental Risk factors
- + Fall bundle component review

Participants then perform a fall bundle audit on all currently identified CIU patients with a fall risk. In the event that the fall bundle is incomplete, the auditor provides feedback to the direct caregiver, then results are reviewed and discussed upon returning to the classroom. Results are published in a department newsletter to provide audit feedback to all direct caregivers on fall bundle compliance on the unit. In FY19, the CIU remained below the national benchmark for falls with injury – including zero falls from January to March, 2019.

## PATIENT EXPERIENCE: BUBBLE PARADE

The Pediatric chemotherapy nursing team has individualized the care of their pediatric chemotherapy patients by creating special moments and events for patients. One celebration, led by the pediatric chemotherapy nurses, is called the Bubble Parade. It has become an important milestone for children completing chemotherapy. Caregivers from throughout the hospital line the halls of the Pediatric Unit, blowing bubbles and singing a special song. The patient ends their walk through the bubble parade by ringing a bell to signify the completion of their therapy.



**BUBBLE PARADE FOR CANCER SURVIVOR QUINTYN KILCOIN**

# WELCOME TO THE 40-YEAR CLUB

In 2018-19, twelve caregivers celebrated their 40th anniversary with Regional Health. We honor their service and dedication to meeting the health care needs of our communities.



**JILL ABOUREZK**  
Registered Nurse  
Outreach Services



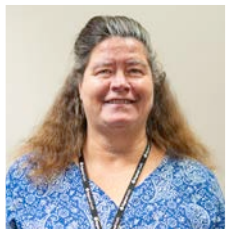
**GERADA BRODIN**  
Support Specialist II  
Employee Health and Wellbeing



**CANDY BRUNS**  
Communications Operator  
Rapid City Hospital



**SHARON CAVENAH**  
Administrative Assistant  
Rapid City Hospital



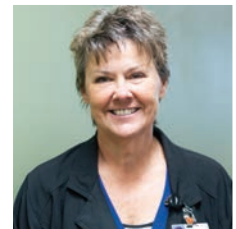
**KATHY GOTTSLEBEN**  
Licensed Practical Nurse  
Rapid City Hospital



**DAWN KOEHLER**  
Registered Nurse  
Spearfish Hospital



**KAREN MUNK**  
CT Technologist  
Rapid City Hospital



**LEANN NELSON**  
Diabetes Educator  
Registered Nurse  
Flormann St. Clinic



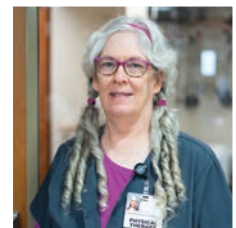
**KENNETH SHERMAN**  
Medical Technologist  
Rapid City Hospital



**KATHY SIGLER**  
Clinical Resource Nurse  
Rapid City Hospital



**LEAH WALKER**  
Clinical Resource Nurse  
Rapid City Hospital



**NETTIE YENCENSKY**  
Rehabilitation Aide  
Rapid City Hospital

## BEYOND 40 YEARS

These caregivers have been with Regional Health for 41 years or longer.

Lana Likness, Rapid City Hospital  
Jeanne Galbraith, Rapid City Hospital  
Colleen DeRosier, Spearfish Hospital  
Lowell Husman, Rapid City Hospital  
Wanda Schummer, Sturgis Hospital  
Fay Herrington, Health Sciences Building  
Rhonda Chihak, Lombardy  
Marcia Taylor, Rapid City Hospital  
Joyce Hoyer, Health Sciences Building

Deborah Kelly, Rapid City Hospital  
Mary Buum, Flormann St. Clinic  
Jan McArthur, Spearfish Hospital  
Lynn Sogge, Rapid City Hospital  
Francis Shepersky, Rapid City Hospital  
Michele Thompson, Rapid City Hospital  
Renee Bachman, Belle Fourche Clinic  
Karla Hofkamp, Rapid City Hospital  
Deb Gilleland, Rapid City Hospital

Jayne DeCastro, Flormann St. Clinic  
Cheryl Walther, Rapid City Hospital  
Tom Brown, Rapid City Hospital  
Janice Kuch, Rapid City Hospital  
Renee Skroch, Spearfish Hospital  
Diane Coon, Rapid City Hospital  
Sandra Lockwood, Health Sciences Building  
Bonnie Warejcka, Rapid City Hospital

# NEW PHYSICIANS



**Bradley Anderson, M.D.**  
Urology  
Rapid City



**Wesley Badger, M.D.**  
General Surgery  
Spearfish



**Kimberly Balay, M.D.**  
Pediatric Neonatology  
Rapid City



**Daniel Barth, M.D.**  
Critical Care/Pulmonology  
Rapid City



**Charles Boyajian, M.D.**  
Hospital Medicine  
Rapid City



**Eric Chow, M.D.**  
Hospital Medicine  
Rapid City



**Barry Cooper, D.O.**  
Hospital Medicine  
Rapid City



**Justin Davis, M.D.**  
Neurosurgery  
Rapid City



**Crista Few, M.D.**  
Family Medicine  
Rapid City



**Thomas Fulbright, M.D.**  
Neurosurgery  
Rapid City



**Wesley Gladin, D.O.**  
Orthopedic Traumatology  
Rapid City



**Deepak M. Goyal, M.D.**  
Physician Advisor  
Rapid City



**Suzanne Harris, M.D.**  
Hospital Medicine  
Rapid City



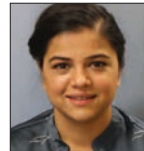
**Cathy Hennies, M.D.**  
Family Medicine  
Rapid City



**Susan Howard, M.D.**  
Psychiatry  
Rapid City



**Aaron Jagelski, M.D.**  
Hospital Medicine  
Rapid City



**Safiya Khan, M.D.**  
Hospital Medicine  
Rapid City



**Cameron Khor, M.D.**  
Hospital Medicine  
Rapid City



**Brad Langston, M.D.**  
Critical Care Nocturnist  
Rapid City



**Ethan Levine D.O.**  
Electrophysiology  
Rapid City



**Daniel Lochmann, M.D.**  
Orthopedic Surgery  
Rapid City



**Arthur Luka, M.D.**  
Hospital Medicine  
Rapid City



**Steven Maser, M.D.**  
Orthopedic Hand Surgery  
Rapid City



**Prashant Mehta, M.D.**  
Hospital Medicine  
Rapid City



**Aron Merchen, M.D.**  
Hospital Medicine  
Rapid City



**Stephen Neabore, M.D.**  
Internal Medicine  
Rapid City



**Robert Nelson, D.O.**  
PM&R, Inpatient  
Rapid City



**Kelsey Nylander, D.O.**  
Family Medicine  
Spearfish



**John Palmer, D.O.**  
Endocrinology  
Rapid City



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



**Debra Paxton, D.O.**  
Hospital Medicine  
Rapid City



**Monaleze Saini, M.D.**  
Family Medicine  
Custer



**Jorge Sanchez, M.D.**  
Pediatric Neurology  
Rapid City



**Cristina Sanders, D.O.**  
PM&R  
Rapid City



**Robert Santa-Cruz, M.D.**  
Urology  
Rapid City



**Jacob Weasel, M.D.**  
General Surgery  
Rapid City



**Jennifer Williamson, M.D.**  
Internal Medicine  
Rapid City



**Brian Willoughby, M.D.**  
Internal Medicine  
Rapid City



**Christopher Zill, M.D.**  
Hospital Medicine  
Rapid City



# IMPACT OUR COMMUNITIES

MARK HEINE, PA-C, ORTHOPEDICS AND SPORTS MEDICINE, SPEARFISH, AT THE BLACK HILLS ROUNDUP RODEO IN BELLE FOURCHE

## COMMUNITY VOLUNTEER HOURS\*

GOAL	ACTUAL
<b>5,500</b>	<b>14,811</b>

**What it means:** With more than 4,500 physicians and caregivers living and working in our communities, Regional Health touches a lot of lives both inside and outside of our healing environments.

**Why it matters:** When we're visibly active in our communities, we continue to build strong relationships. When people need medical care, they will feel more comfortable being treated by someone they know and trust. That, in turn, will lead to better outcomes.

*\*Annual total number of Physician and Caregiver volunteer hours dedicated to our communities.*

Community involvement can take many forms. Reading aloud to a hospice patient too weak to hold a book. Picking up trash in Spearfish Canyon. Serving meals at the Cornerstone Rescue Mission. Helping to organize a downtown music event. Coaching a youth hockey team. Serving on the board of a local charity. Volunteering for Meal on Wheels, Kids Against Hunger, Feeding South Dakota, the Boys Club or the Court-Appointed Special Advocates (CASA) Program. It all adds up to creating and maintaining a better community. Regional Health understands that the health of communities is an important contributor to the health of patients.

Caregivers and physicians are encouraged to get involved in things outside Regional Health. Regional Health also sponsors a wide variety of community events. You can find us at health fairs, rodeos, football games, family-oriented celebrations and school events.

**VOLUNTEERISM:**  
**370 ORGANIZATIONS/EVENTS**

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**SPONSORSHIPS:**  
**\$294,733 BENEFITED 128 ORGANIZATIONS**

### FAMILY MEDICINE RESIDENCY FOOD BANK

The Regional Health Family Medicine Residency (FMR) Clinic serves two important purposes - providing advanced training for doctors and meeting the medical needs of the underserved North Rapid City community.



FROM LEFT, DIETICIAN THERESA REAL, MARY BETH MCCLELLAN, RN, AND DR. BOBBI SCHNELLER AT THE FAMILY MEDICINE RESIDENCY CLINIC FOOD BANK

The staff came to realize that there's a direct connection between the ailments they were treating and the food insecurity of their patients. If someone lives in a motel, has limited access to transportation and virtually no access to cooking facilities, they tend to eat unhealthy food. This makes their diabetes, heart disease and other health problems much worse. It's estimated that some 4,000 people in the neighborhood are food insecure, so the FMR caregivers and providers created a food bank right in the clinic. The food bank provides healthy food, nutrition advice and donated appliances such as crock pots.

### WALK A MILE IN HER SHOES

If men wobbling around downtown Rapid City in a pair of women's stiletto heels sounds like an unusual form of community support, you'd be right. But the Walk A Mile in Her Shoes event has a serious purpose - raising money for Women Against Violence Inc. Regional Health was a sponsor of the event, and four costumed executives donned bright red heels and did the march.



NATIVE AMERICAN DAY PARADE

### NATIVE AMERICAN DAY PARADE

Regional Health physicians and caregivers have been avid students of the Lakota traditions and customs. That is especially true each October during back-to-back celebrations in Rapid City. The annual Native American Day Parade in downtown Rapid City kicks off the Black Hills Powwow at the Rushmore Plaza Civic Center.

### UNITED WAY DAY OF CARING

Once a year, Regional Health caregivers fan out across Rapid City, the Northern Hills, the Southern Hills and Sturgis to pull weeds, wash windows, fill food packages, clean up trash and help their communities as part of the United Way Day of Caring. The series of events highlights volunteerism, raises awareness of community needs and kicks off the United Way of the Black Hills annual fundraising campaign. As western South Dakota's largest employer, Regional Health is a major supporter of United Way of the Black Hills and the community agencies that are funded through United Way.

### BREAST CANCER AWARENESS MURAL

Breast cancer is the most commonly diagnosed cancer in women and the second-leading cause of cancer death in women. To raise awareness during the October Breast Cancer Awareness Month, Regional Health commissioned a young graffiti artist to paint a 10-foot by 14-foot mural in downtown Rapid City.

Artist Julian Groft was selected from among seven artists whose proposals were submitted. Fans on Facebook voted, and his design won the contest. The art consisted of a mixture of stenciled portraits of celebrity breast cancer patients, with a pink ribbon and HOPE in large, white type.



BREAST CANCER AWARENESS MURAL



# A CULTURE OF GIVING

GREAT BLACK HILLS DUCK RACE



## REGIONAL HEALTH FOUNDATION

### PRISCILLA ROMKEMA, PH.D.

President  
Regional Health Foundation

The Regional Health Foundation is honored to work with and alongside community members as we collectively seek to serve and strengthen the lives of our family, friends and neighbors. Through various engagement opportunities, we seek to embed the Regional Health values of Trust, Respect, Compassion, Community and Excellence in all that we do. These opportunities to engage with the Foundation serve as pathways for individuals to connect and impact the lives of those they care for and love.

We continue to be grateful for those individuals who give generously so that programs may be enhanced, equipment may be purchased and, most importantly, lives may be impacted. For example, funds raised benefit the Hospice House in Rapid City, Hospice of the Northern Hills, the John T. Vucurevich Cancer Care Institute, the Neonatal Intensive Care Unit, cardiac services, diabetes education, or physician and nursing scholarships and much more.

Thank you for partnering with us so that others may be supported. We are humbled by your generosity. Every gift makes a difference.

**PRISCILLA ROMKEMA**  
President, Regional Health Foundation



The Regional Health Foundation strengthens the health of communities by building a culture of generosity.

The Regional Health Foundation is responsible for all fundraising programs and serves as the liaison between Regional Health and its family of benefactors. Gifts to the Foundation allow Regional Health to provide families with the comfort and care they need along with the leading-edge technologies they deserve. All donations are used for programs, patient care environments or equipment.



CMN CHAMPION - ZACHARY

## CHILDREN'S MIRACLE NETWORK

This year Regional Health celebrated 30 years as a Children's Miracle Network (CMN) hospital. Including the more than \$390,000 raised in fiscal year 2019, CMN has raised over \$9 million to help ill and injured children in the Black Hills area. We are celebrating 30 years of generosity and medical miracles.



GREAT BLACK HILLS DUCK RACE

CMN is dedicated to supporting ill and injured children treated at Rapid City Hospital as well as in the communities of Spearfish, Lead-Deadwood, Custer and Sturgis.

Children are hospitalized for care because of cancer, traumatic injury or childhood illness. Regional Health cares for babies who are born too early. Because of the generosity of our communities, the foundation can help in a variety of ways - from purchasing life-saving medical equipment costing thousands of dollars to buying smiley stickers or superhero Band-Aids to brighten the days of young patients.

CMN hosts fundraisers throughout the year – the Radiothon, jewelry sales, and golf tournaments. But without a doubt, CMN's most successful fundraiser is the Great Black Hills Duck Race. In Rapid Creek or on dry land, those ducks are raising money for our smallest patients through the Regional Health system. As Regional Health's largest outdoor fundraiser for the past 30 years, the Duck Race has collectively raised more than \$2.4 million for our local Children's Miracle Network.



TOUGH ENOUGH TO WEAR PINK BLACK HILLS STOCK SHOW

## JOHN T. VUCUREVICH CANCER CARE INSTITUTE

The Regional Health Foundation supports many different fundraisers to help support the need for updated techniques and technologies to provide leading-edge cancer therapies. Community support and participation in Foundation events throughout the year help pay for medical equipment, programs and patient items and serves as a way to honor our community members whose lives have been impacted by cancer.

Thanks to everyone who has purchased a Tough Enough to Wear Pink T-shirt, participated in one of our successful golf tournaments, or supported our Cancer Care Institute at our other events and through donations.

Fundraising events include Tough Enough to Wear Pink, which has raised over \$1.5 million since 2007, the Tee It Up for Cancer golf tournament, which raised more than \$59,000 this year, and Paint the Rock Pink, a ladies-only golf event raised more than \$19,000 in fiscal year 2019. All events along with estate gifts and other donations brings the total amount donated to the Cancer Care Institute to \$777,164 for the fiscal year.

## HOME+ HOSPICE

Hospice of the Northern Hills, Home Hospice, Hospice House and Hospice of the Hills provide compassionate, palliative and supportive care for people with an end-stage disease and limited life expectancy. Hospice offers physical, emotional and spiritual care for patients and families. The Regional Health Foundation supports hospice programs through the annual Hospice of the Northern Hills Benefit Ball, the Blingo Bingo event, the Tree of Lights and Friends of Hospice direct mail campaigns, memorial gifts, individual donations and estate gifts.

The Foundation received donations in the amount of \$486,280 this past fiscal year. Your generosity helps the Foundation continue to provide funds to help purchase leading-edge health care technology as well as patient comfort items, hospice support services and grief camps for children.



# BE HERE FOR GENERATIONS TO COME

GENERATIONS OF CARE IN SPEARFISH: CANDACE OVERBY, MARCI OVERBY, LAVONNE DIETRICH, CRYSTAL HOYT, ARICA OVERBY AND NANCY LITSCHESKI

## EARNINGS BEFORE INTEREST DEPRECIATION AND AMORTIZATION (EBIDA)\*

GOAL	ACTUAL
7.7%	7.7%

7.3 PERCENT BUDGETED

**What it means:** EBIDA is a stable measure of an organization’s operating performance that illustrates the amount of cash earnings for the year. A strong health care system serves its patients and has funding left over to invest in people, buildings, equipment and technology to meet the community’s future health care needs.

**Why it matters:** The financial world watches EBIDA closely, with stronger companies being rewarded through lower interest rates and better overall financing terms, thus saving money. EBIDA is also an important way to benchmark organizational performance and evaluate fiscal success in a varied health care industry climate.

\*As a percentage of net revenue

# SERVICE DATA

## HOSPITAL ADMISSIONS

2019	2018
<b>23,521</b>	<b>22,695</b>

## PATIENT DAYS

2019	2018
<b>97,255</b>	<b>97,742</b>

## VISITS TO EMERGENCY DEPARTMENT

2019	2018
<b>69,375</b>	<b>68,905</b>

## SURGERY CASES

2019	2018
<b>10,820</b>	<b>10,570</b>

## BABIES DELIVERED

2019	2018
<b>2,471</b>	<b>2,756</b>

## HOSPITAL BEDS

2019	2018
<b>525</b>	<b>517</b>

## LONG TERM CARE RESIDENT BEDS

2019	2018
<b>160</b>	<b>160</b>

## MEDICAL STAFF MEMBERS

2019	2018
<b>592</b>	<b>588</b>

## CLINICS

2019	2018
<b>25</b>	<b>25</b>

## CLINIC VISITS

2019	2018
<b>361,208</b>	<b>320,921</b>

# COMMUNITY BENEFIT

(in 000's)

## PAYROLL AND BENEFITS

<b>2019</b>	<b>382,250</b>
<b>2018</b>	<b>369,241</b>

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

<b>2019</b>	<b>61,610*</b>
<b>2018</b>	<b>59,620*</b>

## OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

<b>2019</b>	<b>20,192*</b>
<b>2018</b>	<b>19,873*</b>

## REGIONAL HEALTH COST TO OPERATE PER DAY

<b>2019</b>	<b>2,243</b>
<b>2018</b>	<b>2,049</b>

## LOCAL, STATE, AND FEDERAL TAXES PAID

<b>2019</b>	<b>23,362</b>
<b>2018</b>	<b>24,926</b>

# FINANCIAL SUMMARY

Statement of Operations (in 000's)

REVENUE AND EXPENSES	FY19	FY18
Net Patient Services Revenue	694,843	649,466
Other Operating Revenues	50,288	40,190
Net Operating Revenues	745,131	689,656

OPERATING EXPENSES	FY19	FY18
Payroll and Benefits	382,250	369,241
Medical Supplies	152,550	133,309
Purchased Services	107,130	89,675
Other Operating Expenses	45,041	39,684
Information Technology		
Implementation Costs	-	14,899
Depreciation	42,639	39,239
Interest	3,158	3,258
Total Expenses	732,768	689,305
Net Income from Operations	12,363	351
Net Operating Income Before		
Implementation Costs	12,363	15,250

BALANCE SHEET (IN 000'S)	FY19	FY18
Current Assets	232,963	267,076
Funds for Building, Equipment		
Replacement and Debt Repayment	428,888	463,735
Other Restricted		
Use Investments	40,066	39,111
Land, Building, and Equipment	500,559	410,961
Other Assets	29,402	25,787
<b>Total Assets</b>	<b>1,231,878</b>	<b>1,206,670</b>

Current Liabilities	89,422	81,048
Long-term Debts	275,924	285,286
Other Liabilities	66,058	57,488
Unrestricted Fund Balance	777,666	759,965
Restricted Fund Balance	22,808	22,883
<b>Total Liabilities and Fund Balance</b>	<b>1,231,878</b>	<b>1,206,670</b>

\* Preliminary - subject to change



# RAPID CITY MARKET

WENDY JENSEN-BENDER, PHARMACIST OF THE YEAR



## CHANGING THE FACE OF HEALTH CARE

In 2019, drivers on Fifth Street in Rapid City have been afforded a sweeping view of the future of Rapid City health care. The new addition to Rapid City Hospital, expected to be completed in mid 2020, is the most visible change to Rapid City health care since the hospital opened its doors in 1979.

The addition will greatly expand the size of the hospital campus. It will be home to the Emergency Department, the inpatient Heart and Vascular Unit, the outpatient Heart and Vascular Institute and other clinical spaces. Parking is greatly expanded to nearly 1,300 spaces - more than half of them covered. The new, south-facing hospital entrance will lead to a sunny, three-story atrium where families can gather. There's also a circular ceremonial room where families can practice their religion in privacy. Trauma victims who arrive by helicopter will land on the rooftop helipad, a short elevator ride to the Emergency Department.



### NEW MARKET PRESIDENT

#### JOHN PIERCE

President  
Rapid City Hospital and Market

Longtime Regional Health executive John Pierce became President of the Rapid City Hospital and Market in September 2018. He had been serving as Acting President since July.

John had been with Regional Health nearly two decades when he became president. He started as Director of Senior Care Services. He later served as Director of Strategic Planning and CEO of Regional Health Physicians. In 2015, he transitioned to Vice President of the Rapid City Hospital and Market.



REGIONAL HEALTH ORTHOPEDIC & SPECIALTY HOSPITAL



## A BIG STEP FORWARD IN ORTHOPEDIC CARE

Regional Health Orthopedic & Specialty Hospital, which opened in January 2019, has transformed multidisciplinary, collaborative musculoskeletal care in South Dakota by bringing together orthopedics, sports medicine, pain management, physical rehabilitation and therapies.

Located at Catron Boulevard and U.S. Highway 16, the new healing environment helps meet the region’s growing need for orthopedic services. By 2025, as many as a third of the people living in the three primary counties of the Black Hills will be 50 or older. And the total population here is predicted to jump by 10 percent over that same period.

Patients have access to orthopedic and musculoskeletal care, sports medicine, pain management, rehabilitation and sports enhancement all at the same location. This will also improve clinical efficiency for providers and result in increased clinical collaboration and shorter wait times for patients.

The new campus is home to a surgical hospital with four surgery suites and 10 inpatient rooms, specialty clinics, a physical therapy gym and the Sports Performance Institute Powered by EXOS. Services and departments that moved to the new location include physiatry, podiatry, neurosurgery, orthopedics, sports medicine, weight management, wound care and outpatient rehabilitation services such as massage therapy, physical therapy, occupational therapy, speech therapy and pain management.

## BEHAVIORAL HEALTH

In May 2019, the Regional Health Behavioral Health Center announced plans to add enough capacity to serve eight more adult patients at the Mountain View Road facility at any one time. Since most adult patients stay an average of four days, that means 730 more adults can be treated each year. To support the growth, Regional Health has hired four additional nurses and a full-time psychiatrist.

Behavioral Health Center serves as a first stop for people in danger of suicide or suffering from mental health problems. The goal is to get patients stabilized and transitioned into the right care setting.

## ROBOTIC SURGERY

Surgeons at Rapid City Hospital began using the advanced da Vinci Xi Robotic Surgery System in September 2018. The new-generation Xi is a significant improvement over past da Vinci robots. In fact, the success of the first Xi led surgeons in Rapid City to add a second Xi in the summer of 2019.



GENERAL SURGEON, JACOB WEASEL, M.D.  
DA VINCI XI ROBOTIC SURGERY SYSTEM

The da Vinci Xi system enhances patient experience, reduces recovery times and results in shorter hospital stays. Surgeons at Rapid City Hospital perform several robotically assisted procedures, including prostatectomy, kidney and bladder surgery, gynecological surgery, hernia surgery, bariatric surgery and colectomies.

## ADVANCED LIVER CARE CLOSE TO HOME

For the first time, Black Hills patients can receive close-to-home care for complex liver disease from a team of liver transplant specialists and hepatologists from Nebraska Medicine who work in partnership with Rapid City Medical Center and Regional Health.

The Nebraska Medicine physicians see patients twice a month at Rapid City Medical Center. Local referring physicians will manage diagnostic, evaluative follow-up appointments as well as surgeries for patients close to home.

“This partnership is an example of how we can improve access to life-saving health care for our Black Hills patients without the burden of lengthy travel,” said Paulette Davidson, President and CEO of Regional Health.

## HONOR WALK

Merle “Doc” Haugen, was just 32 when he was struck down by serious illness. He ended up at Rapid City Hospital on life support with no hope of recovery. As an organ donor, Doc was able to help improve the lives of a number of people. In June 2019, when he passed away, he was given a hero’s farewell through the hallways of Rapid City Hospital.



It’s called the Honor Walk – a sad, somber procession, but with a message of hope. Rapid City Hospital conducted two Honor Walks in 2019. Family, friends and caregivers from throughout the hospital line the hall from the Intensive Care Unit to the surgical suite. The patient, still connected to life support, is slowly and silently wheeled down the corridor to surgery, where the organs and tissues are removed and rushed to recipients waiting for transplants in other cities.



# CUSTOMER MARKET

KATIE JOHNSON, PHYSICAL THERAPIST



At Regional Health Custer Hospital and Clinic, healing is not confined within the walls of the healing environment. Just outside the window of the hospital's patient rooms, you'll find an elaborately landscaped open area with trees, flowers, plants, vegetables, a pergola, benches and a walking path.

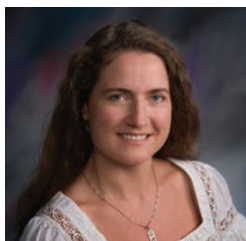
It's called, appropriately, the Healing Garden.



THE HEALING GARDEN

During construction of the \$22 million hospital and clinic, which opened its doors in June 2018, physicians, caregivers and community members designed an outdoor space where patients and families could find respite. In 2019, with a full growing season, the garden has blossomed into a lush green space with a variety of places where people can sit, think and reflect.

In addition, a variety of vegetables are growing in raised beds at one end of the Healing Garden. The vegetables are an important reminder that a healthy lifestyle needs to include a diet of fresh, nutritious foods.



LISA BROWN, M.D.

### SOUTH DAKOTA ACADEMY OF FAMILY PHYSICIANS

Dr. Lisa Brown, Family Medicine Physician at Regional Health Custer Hospital and Clinic, became President of the South Dakota Academy of Family Physicians in February. "Family practice physicians have a strong state and

national organization, and I'm honored to serve as the SDAFP president in the coming year," Dr. Brown said.

The South Dakota association has over 500 members and is focused on education for its physician, medical resident and medical student members. Dr. Brown said the South Dakota chapter is frequently recognized for its continuing medical education programs. The chapter is also involved in advocacy at both the state and national levels representing its 324 active family medicine physician members as well as the students and residents.



### CLINICAL CARE TRANSFORMATION TEAM

Launched as a pilot project at Custer Hospital and Clinic, the Clinical Care Transformation Team makes it possible for physicians to share some of the patient care responsibility with members of their team. While the doctor examines and talks with the patient, a team member documents the symptoms, treatment plans and other information. This lets the physician focus more on the patient and less on record-keeping.

"This project for me as a doctor has been super inspiring," said Joy Falkenburg, M.D., Family Medicine Physician. "I'm a very passionate physician. I love eye contact with patients. I love the energy that they have, and I want to share that energy with them."

Sarah Hermsen, Director of Operational Performance at Regional Health, said the Clinical Care Transformation Team approach gives physicians a better work-life balance, gives team members more job satisfaction and gives patients a better experience.

"The main thing patients notice is that my full attention is being given to them," Dr. Falkenburg said.

The lessons from this pilot program are being applied throughout the Regional Health system.

### MAMMO OR BUST

Like many great annual traditions, the Mammo or Bust Run/Walk started as a one-time project. Back in 2016, a volunteer committee headed by Joni Hill, Radiology Services Director, organized the event to support the new digital mammography service in Custer.

Now Mammo or Bust has become a popular annual event that draws participants from throughout the region. It not only raises money for Custer Mammography, but also reminds everyone of the need for early detection of breast cancer.

### SPECIALISTS CLOSE TO HOME

For patients in Custer, it can be an inconvenience to travel to Rapid City for common health care needs and other necessary assessments. In FY19, specialists in Orthopedics, Endocrinology, General Surgery and other areas began traveling regularly to Custer to meet with patients. The response has been positive.



# LEAD-DEADWOOD MARKET

GIDGET WAINMAN, R.N. LEFT, AND COURTNEY CRIPPEN, R.N., LEAD-DEADWOOD HOSPITAL, MED/SURG



Tucked between a forested hillside and Deadwood’s busy Charles Street, Regional Health Lead-Deadwood Hospital and Clinic is a familiar landmark to Northern Hills residents and visitors. For decades, miners, merchants and ranchers have enjoyed convenient access to a broad array of medical services.

In modern health care, rural hospitals face a variety of challenges, including shortage of staff, expensive diagnostic equipment, a smaller population base and the public’s pervasive sentiment that bigger is somehow better.

Yet Lead-Deadwood Hospital continues to meet the health care needs of the community and serve as an important economic engine that keeps the local economy going. In fiscal year 2019, Lead-Deadwood made strides in technology and processes.

### IMPROVED X-RAY TECHNOLOGY

With a grant from the Leona M. and Harry B. Helmsley Charitable Trust, Lead-Deadwood Hospital purchased a Carestream Revolution Mobile X-Ray System. The system is fully integrated, digital and mobile. Because it’s portable and lightweight, the X-Ray machine helps reduce the need to transport patients to the radiology room, which is especially important for patients with severe health problems.



The Helmsley Trust awarded Regional Health Lead-Deadwood Hospital \$132,213 for the system, which was part of a \$14.2 million Helmsley initiative to upgrade X-ray technology at 50 rural hospitals in the Upper Midwest.



### CHANGES IN THE CLINICAL MODEL

Thomas Groeger, M.D., Family Medicine Physician at Lead-Deadwood, developed a new team-based clinic model that has improved patient access and reduced wait times.

The new clinic model allows for Registered Nurses to take telephone messages, test results, patient questions, refills, specialty referrals and medication authorization. That leaves more time for physicians to have one-on-one conversations with patients. In addition, the doctor’s schedule is arranged with more flexibility to allow for more short-notice and walk-in patients.



### HOSA FUTURE PROFESSIONALS

An active partnership between Regional Health and Lead-Deadwood School District is helping high school students explore health care professions through a program called HOSA Future Professionals. Eleven students from Lead-Deadwood High School graduated from the semester-long program. The students were provided training beyond basic technical skills to develop leadership skills that are needed in the rising global health community.



# SPEARFISH MARKET

LAB TECHNICIANS FROM LEFT, BILLIE SANDIDGE, VELVET KETELSEN AND JILLIAN WESTOVER

Perhaps more than any other place in South Dakota, Spearfish is a city of athletes. Its more than 11,000 residents are on the move. Mountain biking, rock climbing and trail-running in summer. Skiing, snowboarding, cross-country skiing, snowshoeing and fat-tire mountain biking in winter. Team sports are big in Spearfish as well. On any given weekday, Black Hills State University's Young Center is filled with athletes working out, playing hard, reaching farther and striving for their best possible performance.

It's not surprising that Regional Health Spearfish Market is home to a broad-based orthopedics and sports performance program. From joint replacement surgery to athletic training, Regional Health Orthopedics and Sports Medicine is proud to be a longstanding partner to Spearfish.

## TEN YEARS OF JOINT REPLACEMENT

In February 2009, Regional Health Spearfish Hospital began offering joint replacement surgery. For cities the size of Spearfish, this type of advanced surgery was rare. However, the program blossomed. Patients from North Dakota, Montana, Wyoming, Nebraska and across western South Dakota have looked to Spearfish for quality orthopedic care.



RICHARD LITTLE, M.D., ORTHOPEDIC SURGEON

Spearfish surgeons have performed some 3,200 joint replacements for about 2,400 patients in 10 years. Three surgeons – Richard Little, M.D., Kipp Gould, D.O., and Ray Jensen, D.O., – perform hip and knee replacements. Dr. Jensen also does shoulder replacements. They are assisted by six Advanced Practice Providers and a team of Registered Nurses, surgical technicians, physical therapists and others serving orthopedic patients in Spearfish.

## SPORTS PERFORMANCE PROGRAM

Regional Health's sports performance program hosts a strength and conditioning camp at Black Hills State University and Spearfish High School, where over 150 Spearfish community 7th- to 12th-grade athletes improve their athletic performance. The program also helps high school students with strength and conditioning throughout the school year.

Starting this year, the program transitioned to a new name: Regional Health Sports Performance Powered by EXOS. EXOS, a leading human performance company known for its work with professional athletes, allows Spearfish to offer new, more advanced training services.

## WELLNESS FAIR

The Spearfish Wellness Fair has become an annual tradition. In three years, the April event has grown to include more than 30 booths, a variety of exhibitors and hundreds of area residents with an interest in better health.

They can talk one-on-one with health care professionals about orthopedics, dermatology, gynecology, audiology, general surgery, podiatry, weight management, heart and vascular, diabetes education, medical imaging and more. Free screenings are offered for high blood pressure, skin cancer, osteoporosis, weight management, general surgery and acid reflux.



FRACTURE LIAISON SERVICES/OSTEOPOROSIS

FRACTURE LIAISON SERVICES/OSTEOPOROSIS



# STURGIS MARKET

CHARLES LEWIS, D.O. AND STEPHANIE DAVIS, CNP, MEDICAL CLINIC IN STURGIS, PRIMARY CARE



In June of 2018, the new Rehabilitation Gym opened its doors at Sturgis Hospital and Clinic. It was the final stage of the clinic construction project. Although Sturgis Hospital had outpatient therapy services before, the new, highly visible gym has attracted more attention and more patients.

“We were in the same building, but there was less visibility,” said Alenda Derby, Supervisor of Rehabilitation Services at Sturgis Hospital. “People didn’t realize we had outpatient physical therapy, occupational therapy and speech therapy.”

The new gym, flanked by large windows with lots of natural light, is an open, energetic environment. New equipment has been added to help serve patients’ needs. The facility has drawn patients from Newell, Vale, Whitewood and throughout rural Meade County. Some Rapid City residents who work in Sturgis also receive physical therapy at the new facility.

To meet the growing demand, the department hired a sixth physical therapist. The clinic also offers Sturgis’ only outpatient occupational and speech therapy services. Individual therapists are adding new skills such as lymphedema management, women’s health and Parkinson’s disease. “We are an enthusiastic team,” she said. “We’re always adding new skills and specializations.”

### ADVANCED ULTRASOUND

Modern diagnostic equipment is essential for rural hospitals, and with a generous donation from the Regional Health Foundation, Sturgis Hospital and Clinic purchased a new advanced ultrasound unit.

The Sturgis ultrasound unit was installed in January 2019. Patients can now have cardiac ultrasounds performed in Sturgis, leading to a shorter length of stay for inpatients. Additionally, image quality improved through the advanced technology of the new unit.

### FESTIVAL OF TREES

In its 24 years, the Sturgis Festival of Trees has become one of the community’s biggest fundraisers. It features beautifully decorated Christmas trees, wreaths, a silent auction and food in a holiday atmosphere.

Regional Health has been involved in the Festival of Trees for years. The event raises funds for Hospice of the Northern Hills and the Greater Sturgis Area Foundation Permanent Endowment Fund. It’s estimated that since 1995 the festival has raised more than \$500,000.

Each holiday season, individuals, groups and area businesses volunteer to decorate trees, wreaths and other holiday items. The items are displayed in the lobby of First Interstate Bank. During the festival, the trees and wreaths are auctioned off.



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A LETTER FROM

**RICHARD A. TYSDAL**  
**REGIONAL HEALTH BOARD OF DIRECTORS CHAIR**

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Dear Friends and Neighbors,

During my 30 years in business in the Black Hills and western South Dakota, I've seen many positive changes. As a place to earn a living, to raise a family or to retire in comfort, this region is stronger today than it's ever been. And with every step of progress, Regional Health has been an integral partner in our growth and development.

That's why I'm excited to serve as Chair of the Regional Health Board of Directors. I hope to strengthen this partnership and help bring more innovation and quality care improvements to western South Dakota.

I'm especially interested in making sure that each patient receives high-quality care and has the best possible patient experience. I look forward to supporting President and CEO Paulette Davidson as she continues to lead us toward that goal.

We must continue to focus on recruiting both doctors and nurses to fill our patient care teams with the highest quality and most skilled caregivers that we can. I really believe that Regional Health can and should be the most desired place for people to work in South Dakota. We can make this happen by continuing to improve our work environments.

Regional Health plays an important role in the West River economy. We are the region's largest employer, and our caregivers are highly skilled and well-trained. Our sons and daughters can find good-paying, meaningful jobs – without moving out of state. Instead, they are buying cars, building houses, paying taxes, sending their kids to school and growing the West River economy.

These are exciting times, and I know that Regional Health will continue to shape the future of western South Dakota.

**RICHARD A. TYSDAL**

Chair

Regional Health Board of Directors

DO THE  
RIGHT  
THING.  
EVERY  
TIME.





PO Box 6000  
Rapid City, SD 57709-9910

**MAKE A DIFFERENCE. EVERY DAY.**