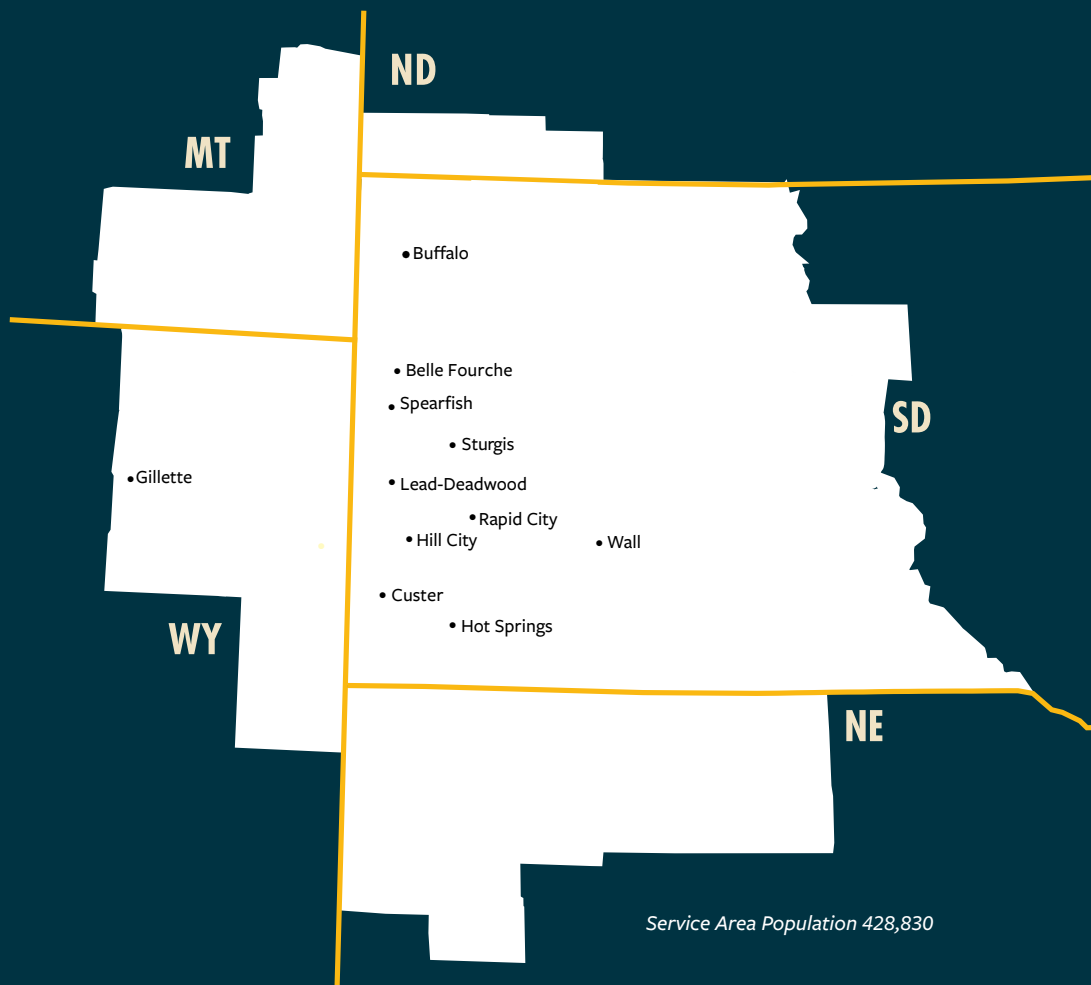




MONUMENT
HEALTH



2023-2024 Annual Report



LARGEST HEALTH CARE SYSTEM IN WESTERN SOUTH DAKOTA

5 hospitals | 23 clinic locations

1 assisted living facility | 1 care center

2 urgent cares

9 specialty treatment centers:

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

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SYSTEM BOARD CHAIR

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VISION

It starts with heart.

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

To do the right thing. Every time.

VALUES

Trust
Respect
Compassion
Community
Excellence

PRIORITIES

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

MISSION

Make a difference. Every day.



**PAULETTE
DAVIDSON**

Monument Health
President and CEO

DEAR FRIENDS:

I'm proud to present our 2023-24 Monument Health annual report. It reflects the accomplishments, the milestones and the progress toward our goals that we have experienced the past year.

Health care is one of the most complex, changing and challenging aspects of modern life. That's why it's more important than ever to remind ourselves of the simple facts - It starts with heart, and we need to do the right thing. Every time.

With a sharp focus on quality care and an eye toward continuing growth in places such as Box Elder, Rapid Valley and Spearfish, Monument Health is enhancing facilities to continue meeting the health care needs of the Black Hills and the West River region.

We've had success recruiting new Physicians in a variety of specialties. That is partly due to the excellent facilities Monument Health has built in recent years, as well as the planned facilities on the drawing boards.

Working closely with the South Dakota Board of Regents, Dakota Wesleyan University, Western Dakota Technical College, South Dakota State University and others, we've made progress in creating more opportunities for area residents to become Registered Nurses, Certified Nursing Assistants, Licensed Practical Nurses and other rewarding health care professions.

Monument Health truly is a great place to work, and I'm always amazed to see the sons and daughters of long-time Caregivers come to work for us. I truly hope these long standing-traditions continue to the third and fourth generations of West River families.

Because the closer we are to the communities we serve, the better we are as a health care provider.

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

PAULETTE DAVIDSON

Monument Health President and CEO

LOOKING BACK ON FISCAL YEAR 2024

Monument Health has five priorities that guide our initiatives, activities and projects to ensure that the organization continues to fulfill its mission, vision and values. Each year, during the strategic planning process, we select a single metric for each priority to serve as a key measure of our progress. Below are our five priorities, their associated key metrics and actual results for Fiscal Year 2024.

Deliver High-Quality Care

To build trust in our communities, a majority of departments will demonstrate progress in an approved departmental improvement metric.

| GOAL | ACTUAL |
|--------------|----------------|
| 60% Increase | 73.5% Increase |

Provide a Caring Experience

A majority of departments will meet or exceed their departmental Press Ganey top box scores.

(Top box scores are 9s, 10s, Very Good or Always, depending on the Press Ganey survey).

| GOAL | ACTUAL |
|--------------------|--------------------|
| 56% of Departments | 43% of Departments |

Be a Great Place to Work

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

| GOAL | ACTUAL |
|------------------------|------------------------|
| 36,000 Wow and e-Cards | 38,338 Wow and e-Cards |

Impact Our Communities

We will make a difference in our communities by reaching out to directly address the health needs of community members through health screenings at planned community events throughout the year.

| GOAL | ACTUAL |
|--------------------------|--------------------------|
| 14,000 Health Screenings | 18,664 Health Screenings |

Be Here for Generations to Come

We will align services and resources to make sure we can deliver high quality care, provide a caring experience, be a great place to work and impact our communities in the future.

Measured as earnings before interest, depreciation and amortization (EBIDA).

| GOAL | ACTUAL |
|------------|------------|
| 5.5% EBIDA | 7.6% EBIDA |

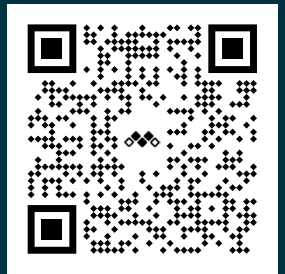


Colin Zdenek, M.D.
and June Kilby,
patient

Featured in the
Fall 2024 Issue of
Health Magazine

.....

Read June's Bloom:
A Renewal in Faith



Priority 1:

**Deliver
High-Quality
Care**

During Fiscal Year 2024, Monument Health continued our commitment to delivering high-quality care by enhancing services, expanding access to specialists and fostering strategic collaborations. Through partnerships such as membership in the Mayo Clinic Care Network, we ensure patients benefit from world-class medical knowledge and resources. By placing a strong emphasis on recruiting top Physicians and specialists, we've ensured that patients have access to the most advanced care close to home. This dedication to excellence has earned Monument Health recognition for outstanding care, positioning the health system as a trusted leader in health care delivery in the Black Hills region.

FY24 GOAL:
**NUMBER OF DEPARTMENTS THAT
 DEMONSTRATE PROGRESS IN
 AN APPROVED DEPARTMENTAL
 IMPROVEMENT METRIC.**

GOAL

60%
 Increase

ACTUAL

73.5%
 Increase

MAYO CLINIC CARE NETWORK

As Monument Health celebrates its fifth year as a member of the Mayo Clinic Care Network, the partnership continues to strengthen the care available to patients in the region. Through this collaboration, providers and Caregivers gain direct access to Mayo Clinic's cutting-edge research, clinical protocols and specialized knowledge. This network allows for seamless collaboration, enabling local providers to consult Mayo Clinic experts for complex diagnoses, second opinions and treatment plans. By integrating Mayo Clinic's trusted resources, Monument Health can improve patient outcomes, ensure timely and accurate treatments, and maintain the highest standards of care without requiring patients to travel far from home. This ongoing partnership helps build a comprehensive, patient-centered health care model that prioritizes both quality and accessibility.

Fiscal Year 2024 collaboration with the Mayo Clinic Care Network included:

25

Engagements

24

Information exchanges

23

Affinity group interactions

8

Webinars

376

eConsults and phone consultations

1,307

Ask Mayo Expert page views



MAYO CLINIC
 Care Network
 Member

ADVANCED HEART FAILURE

Monument Health Heart and Vascular Institute extended its cardiac services to include treatment for advanced heart failure. It's part of a partnership with the University of Minnesota, which is recognized as a world leader in cardiovascular care.



LUIS HERNANDEZ,
M.D., FACC

Luis Hernandez, M.D., FACC, who completed an Advanced Heart Failure and Transplant Cardiology Fellowship at the Cleveland Clinic, was named Monument Health Medical Director for Heart Failure.

Care for heart failure could include increased medical management, a left-assisted ventricular device

(LVAD), heart pump, or a heart transplant, Dr. Hernandez said. “We do not offer heart transplantation in Rapid City, but our partnership with the University of Minnesota will allow us to offer our patients these therapies while we continue to provide increased services in our community.”

Just as important, Dr. Hernandez and his team are working to ensure that cardiac patients will be assessed for potential heart failure in order to catch problems earlier.

WEST RIVER ANESTHESIOLOGY

Monument Health expanded its pain management services with the acquisition of the West River Anesthesiology Consultants. The addition of this highly skilled team, helps to better serve the needs of patients in the Black Hills region.

On July 1, 2024, five Physicians and three certified nurse practitioners joined Derek Buck, M.D., in the Pain Management Clinic at the Orthopedic and Specialty Hospital in Rapid City.

West River Anesthesiology Consultants has been providing pain management services in the Rapid City area for over 25 years. Their team of highly trained Anesthesiologists and Nurse Practitioners have a wealth of experience in treating a wide range of conditions.

AWARDS AND RECOGNITION

RECOGNITION FROM CMS, LEAPFROG

Two national health care rating agencies, The Leapfrog Group and the Centers for Medicare and Medicaid Services, recognized Monument Health’s advancements in safety and quality.

HIGHEST RATING OF ANY SOUTH DAKOTA HOSPITAL

In May 2024 the Leapfrog Hospital Safety Grade for Monument Health Hospital increased to a B rating from a C in the previous period. In the fall of 2024, Monument Health Rapid City Hospital again earned a B, the highest rating of any South Dakota hospital in the rating period. Meanwhile, CMS raised its



rating of Rapid City Hospital to 3 stars from 1, and Spearfish Hospital has achieved CMS’s highest 5-star rating.

US News & World Report



The U.S. News and World Report named Monument Health Rapid City Hospital as a high performing hospital for heart attack, heart failure, stroke and pneumonia. This is the highest distinction a hospital can earn for U.S. News’ Best Hospitals Procedures & Conditions ratings.

U.S. News evaluated nearly 5,000 hospitals across 15 specialties and 20 procedures and conditions. Hospitals awarded a “Best” designation excelled at factors such as clinical outcomes, level of Nursing care and patient experience.

Spearfish Top 20

In March 2024, the National Rural Health Association (NRHA) named Monument Health Spearfish Hospital one of the top 20 rural and community hospitals in the country.



The National Rural Health Association (NRHA) made the announcement in March 2024. The ranking was based on an evaluation by the Chartis Center for Rural Health. The determining factors for the top 20 rural and community hospitals include indices such as inpatient market share, outpatient market share, quality, outcomes, patient perspective, cost, charge and finance.

Get with the Guidelines Stroke



Monument Health Rapid City Hospital received the American Heart Association's Get With The Guidelines® – Stroke Gold Plus quality achievement award for its commitment to ensuring that stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability.



As a winner of the Press Ganey HX Guardian of Excellence Award®, the Monument Health Custer Hospital Emergency Department is recognized for being in the top 5 percent of health care providers in the overall rating of care in the last year.

Get With the Guidelines AFIB Gold



Monument Health Rapid City Hospital received the American Heart Association's Get With The Guidelines® – AFib GOLD quality achievement award for its commitment to managing atrial fibrillation (AFib). In 2022, Rapid City Hospital was recognized with the Silver Award, the highest possible award an organization can receive in its first year participating, was upgraded to the Gold recognition in 2023 and maintained the GOLD recognition in 2024.

CHIME Most Wired

The College of Healthcare Information Management Executives (CHIME) released its Digital Health Most Wired Survey results for the 2023 data collection period. Monument Health earned two top achievements for the Acute and Ambulatory survey selections.

Among the more than 55,000 facilities represented, Monument Health ranked above peers in categories such as analytics and data management, population health, infrastructure, and patient engagement.

Custer Hospital Patient Experience Award

TOP 5 PERCENT OF HEALTH CARE PROVIDERS

Monument Health Custer Hospital was named a 2023 Human Experience (HX) Guardian of Excellence Award® winner by Press Ganey, the global leader in health care experience solutions and services. This award is part of Press Ganey's annual ranking of the top hospitals and health systems in the country, according to performance in patient experience.

Curvo Supply Chain Award

Monument Health Supply Chain received the Curvo Customer Excellence Award for achievements in sourcing performance. The award is given to health care supply chains demonstrating outstanding performance in physician alignment, cost reduction, supplier relations, reduction of product/clinical variation and technology utilization. Monument Health reduced medical device costs by \$2.8 million through sourcing efficiency using the Curvo platform, data and services.

QUALITY SHOWCASE

Innovation and improvement efforts are part of everyday life at Monument Health. The Quality Showcase is a way to celebrate the successes and share stories throughout the health care system. Four times a year, one initiative or project is selected, and the Physicians and Caregivers who led the effort are presented with the Quality Showcase award.



Quarter 1 – Nurse-driven Nifedipine Protocol

The project: Sam Noble, RN, BSN, C-EFM, C-IAP, and Stephanie Tipton, RN, BSN, C-EFM, of the Rapid City Hospital Labor and Delivery department wanted to improve the department's response to hypertensive emergencies in pregnant and postpartum patients. They lead the effort to apply the Nurse-driven Nifedipine protocol, used to lower blood pressure. By October 2023, the average treatment time for hypertensive emergencies was 13.1 minutes – which leads the nation as a quality measure.



Quarter 2 – Stroke Initiative for Laboratory

The project: When it comes to diagnosing and treating stroke, time is crucial, and laboratory results are important in guiding treatment decisions. “The sooner a stroke is diagnosed, the more quickly treatment can begin. And the more quickly treatment begins, the better the outcome will be,” said Tina Rearick, Rapid City Hospital Laboratory Manager. With a goal of having results charted within 45 minutes of patient arrival, the laboratory team launched initiatives, including visual cues and workflow changes, to alert lab techs that these tests are a priority.



Quarter 3 – Clinical Resource Nurse Development Program

The project: Several Caregivers launched a Clinical Resource Nurse (CRN) Development Program that focuses on evidence-based training to enhance the skills and knowledge of Nurses. The program includes components such as crucial conversations, stress management and crisis management, along with case studies on quality, security and patient relations. By utilizing role-play scenarios and fostering interdepartmental collaboration, the program aims to create a supportive and dynamic learning environment for CRNs. By the summer of 2024, the program has successfully trained 97 CRNs based in Rapid City Hospital, and plans are in place to expand the curriculum to all Monument Health CRNs.



Quarter 4 – Analysis of Pharmacist Integration in the Prior Authorization Practice Model in an Outpatient Cancer Center

The project: Insurance company drug authorizations can be a complex process, but it's extremely important to get the right medication to a patient in a timely manner. During her pharmacy residency, Michelle Looby, PharmD, undertook a project to explore how medications are authorized by insurance companies and how that process influences both treatment of patients and associated financial impacts. Her project, “Analysis of Pharmacist Integration in the Prior Authorization Practice Model in an Outpatient Cancer Center,” earned her the fourth quarter Quality Showcase award. She is now a Clinical Pharmacist for Infusion at the Cancer Care Institute.

BARIATRIC ACCREDITATION



Monument Health Bariatric and Metabolic Institute (BMI) in Rapid City joined Spearfish as a MBSAQIP Accredited Comprehensive Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP), a joint

initiative of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS).

The Bariatric and Metabolic Surgery programs in Rapid City and Spearfish are the only accredited programs in western South Dakota. MBSAQIP accreditation ensures that Monument Health's bariatric patients receive comprehensive, multidisciplinary medical care, leading to improved patient outcomes and long-term success.

BREAST CARE ACCREDITATION



The National Accreditation Program for Breast Centers (NAPBC), a quality program administered by the American College of Surgeons (ACS) granted accredited status to the Monument Health Breast Care Program in Rapid City.

To achieve voluntary NAPBC accreditation, a breast center must demonstrate compliance with the NAPBC standards that address a center's leadership, clinical services, research, community outreach, professional education and quality improvement for patients.

As a NAPBC-accredited center, the Breast Care Program is committed to maintaining levels of excellence in the delivery of comprehensive, patient-centered, multidisciplinary care resulting in high-quality care for patients with breast disease.

Patients can be confident that their breast care team includes health care professionals from a variety of disciplines who are committed to working together to provide the best care available through their entire course of treatment and beyond. Patients receiving care at a NAPBC-accredited center also have access to information on clinical trials and new treatment options, genetic counseling and patient-centered services including psychosocial support, rehabilitation services and survivorship care.

INTERNATIONAL SOCIETY FOR CLINICAL DENSITOMETRY

The Monument Health Rapid City Clinic on Flormann Street Dual Energy X-Ray Absorptiometry (DXA) Department and Skeletal Assessment Services was awarded accreditation by the International Society for Clinical Densitometry (ISCD). The clinic joins the Monument Health Spearfish Clinic on 10th Street as the only ISCD-accredited clinics in the area. The Spearfish Clinic has been accredited since 2013. This accreditation covers the technical and professional aspects of DXA and Skeletal Assessment Services provided by the osteoporosis team at Monument Health Rapid City Clinic on Flormann Street, which performs over 3,000 DXA scans a year.

AAHRPP REACCREDITATION



Monument Health was again fully accredited by the Association for the Accreditation of Human Research Protection Programs. Monument Health has been accredited by the organization since 2013.

Like all AAHRPP-accredited organizations, Monument Health earned the designation by demonstrating that it meets AAHRPP's standards for conducting high-quality, ethical research and protecting research participants.

AAHRPP has accredited more than 600 research entities across the U.S. and in Australia, Belgium, Brazil, Canada, China, India, Japan, Jordan, Mexico, Republic of Korea, Saudi Arabia, Singapore, Taiwan and Thailand.

NEW SERVICE LINE: ADDICTION MEDICINE

In 2024, Monument Health made significant progress in addressing substance abuse in western South Dakota. The Inpatient Addiction Medicine Consult program was launched systemwide, providing support and treatment options for



**STEPHEN
TAMANG, M.D.**

patients struggling with substance use disorders. Led by Dr. Stephen Tamang, the initiative connects patients with community health workers, offering evidence-based care and resources to reduce the risk of relapse.

Monument Health Caregivers and Physicians refer admitted patients to the program, ensuring comprehensive support throughout

their recovery journey. Dr. Tamang also led internal education efforts, sharing best practices and approaches for addiction treatment. This commitment to up-to-date knowledge and compassionate care significantly impacts the lives of those affected by addiction in our region.

JOINT VENTURES

Behavioral Health

Recognizing the growing need for behavioral health services in our community, a joint venture was formed between Monument Health and Signet, a trusted partner with decades of expertise in the field. The missions and values of both organizations aligned, making Signet the perfect choice to enhance the behavioral health offerings at Monument Health. This collaboration aims to address the need for comprehensive mental health services throughout the region.

Signet brought valuable insight and knowledge, enabling the partnership expand to better serve patients. For instance, they increased group therapy sessions from 1 hour a day, 5 days a wee/5 hours a day/7 days a week.

The joint venture focused on managing various aspects of mental health services, with Signet providing an administrative director, community liaison and nursing director. They also brought essential competency, regulatory education and training programs to the Behavioral Health Caregivers, resulting in shared business outcomes.

Since John Hagy joined as the Administrative Director, the partnership with Signet has seen significant strides in program development, competency enhancements, and a complete renovation of facilities to ensure compliance with regulations. Community engagement has been a key focus, with Dominique Tigert, the Community Liaison, establishing strong relationships and promoting mental health first aid training.

Looking ahead, the primary goal is to improve access to outpatient care. Progress has already been made by reducing the waitlist by half, with plans to hire additional Physicians and Advanced Practice Providers to meet the growing demand for services.

Dialysis Clinic, Inc.

Monument Health entered into a joint venture with Nashville-based Dialysis Clinic Inc. (DCI), to manage outpatient dialysis services in Rapid City and Spearfish. This collaboration represents Monument Health's commitment to providing high-quality care, close to home, by partnering with a leading expert in the dialysis field.

The joint venture manages outpatient dialysis services at Monument Health Dialysis in Rapid City and Spearfish. Monument Health Physicians continue to provide care in the clinics, ensuring continuity of care for patients in the community.

"This partnership ensures that our patients have access to the best possible care. DCI brings extensive experience and expertise to our community, operating more than 240 locations in 29 states," said Mark Schulte, Vice President Operations for Monument Health.

In April 2024, Monument Health recognized six Physicians and providers during the third annual Physicians and Providers Awards Banquet. The event was created to celebrate and honor the work that providers have given to their patients and the communities they serve.

“These awards celebrate the dedication, hard work and outstanding contributions of our health care professionals, who not only elevate our health care system but also have a profound impact on the lives of our patients and the communities we serve,” said Brad Archer, M.D., Monument Health Chief Medical Officer. “We are incredibly proud of our award recipients and all those who were nominated.”

THE 2024 WINNERS:

Timothy Simonich, PA-C
Early Career Provider of the Year Award



Timothy Simonich, PA-C and Kelly Stacy, M.D.

Rorak Hooten, M.D.
Early Career Physician of the Year Award



Rorak Hooten, M.D. and Kyle Schmidt, M.D.

Stephen Tamang, M.D.
Distinguished Clinician Award



Stephen Tamang, M.D. and Matthew Werpy, D.O.

Jennifer Hasvold, M.D.
Distinguished Educator Award



Matthew Gross, CNP
Distinguished Researcher Award



Drew Purdy, M.D., FACC
Legacy Award

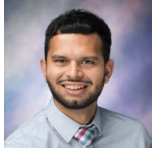


Drew Purdy, M.D., and Lizanne Laird, CNP

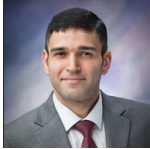
NEW PHYSICIANS

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

Monument Health added the following talented Physicians to our teams in 2024:



Sandeep Sohal, M.D.
Infectious Disease
Rapid City



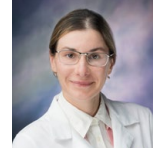
Ghassan Al-Shbool, M.D.
Medical Oncology
Rapid City



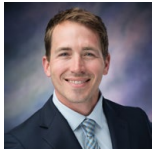
Tracey Tracy, M.D.
Family Medicine
Rapid City



Amid Bitar, M.D.
General Cardiology
Rapid City



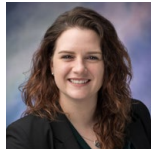
Olga Schuth, M.D.
Plastic Surgery
Rapid City



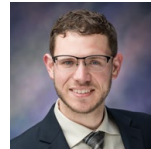
Colin Zdenek, DPM
Podiatry, Foot and
Ankle Surgery
Spearfish



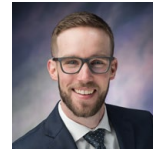
Donald Barr, M.D.
Neurology
Rapid City



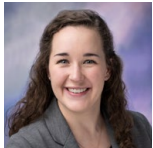
Breanna Connett, D.O.
General Surgery
Rapid City



Ethan Pauley, M.D.
Hospital Medicine
Rapid City



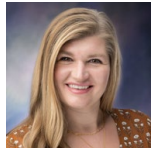
Marcus Tjeerdsma, M.D.
General Surgery
Rapid City



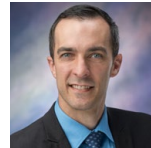
Emily Urbaniak, M.D.
Family Medicine
Spearfish



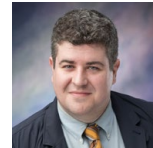
Ashlea Semmens, M.D.
Breast Surgical Oncology
Rapid City



Lucinda Weaver, M.D.
Neonatology
Rapid City



Levi Hamilton, M.D.
Urology
Rapid City



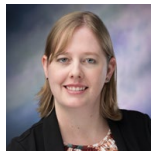
Lee McCraney, D.O.
Neurology
Rapid City



Pjal Hope, D.O.
Bariatric Surgery
Rapid City



Tamra Lemley, M.D.
Pediatric Hospitalist
Rapid City



Tricia Jensen, M.D.
Family Medicine, Faculty
Rapid City



Ryan Griffith, M.D.
General Surgery/Trauma
Surgery
Rapid City



Mary Logue, M.D.
Dermatology
Spearfish



Issam Turk, M.D.
Gastroenterology
Rapid City



Salvador Vazquez, M.D.
General Surgery/Trauma
Surgery
Rapid City



**Rakesh
Ponnappureddy, MBBS**
Interventional Cardiology
Rapid City



Kyle Larson, D.O.
Obesity Medicine
Rapid City



Alicia Palmer
Pediatric Hospitalist
Rapid City

NURSING

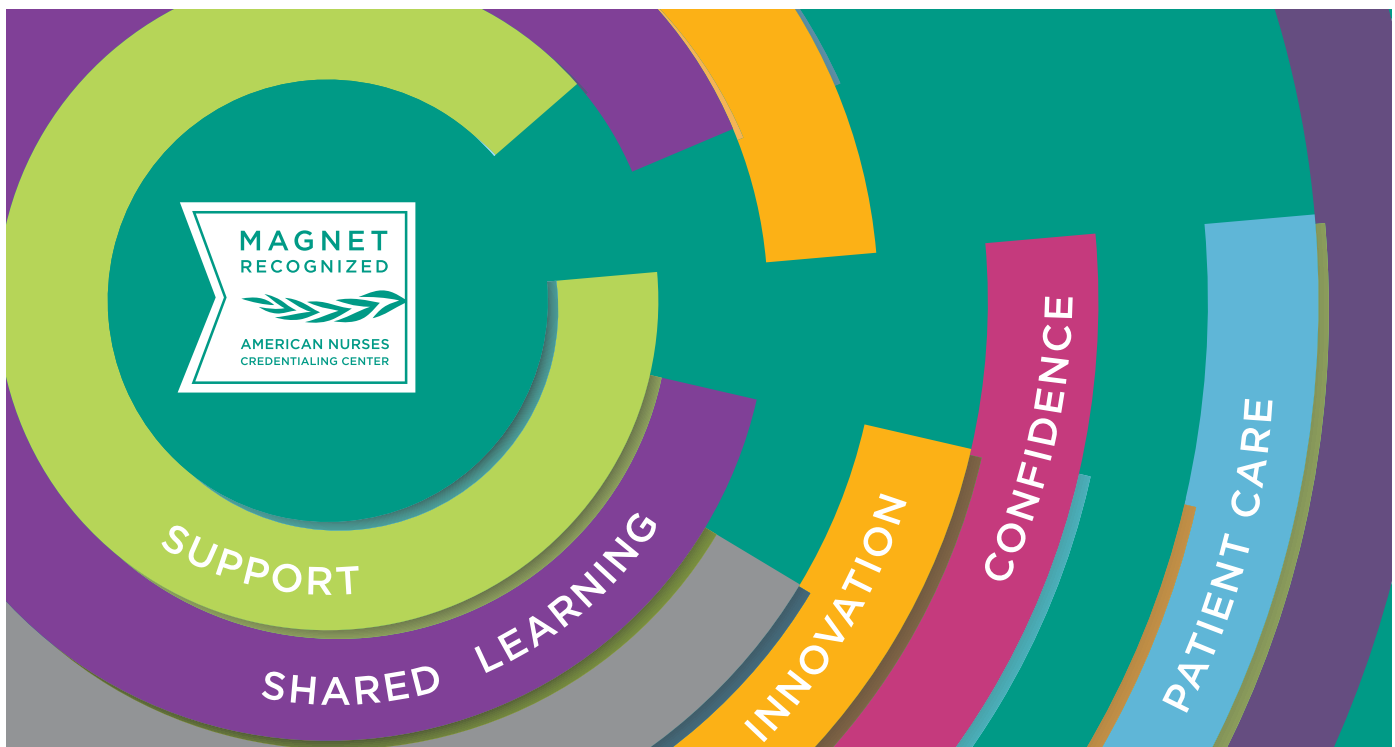
MAGNET DESIGNATION

In Fiscal Year 2024, the Monument Health Rapid City Market attained Magnet designation from the American Nurses Credentialing Center (ANCC). Magnet is the highest recognition for Nursing excellence and quality patient care in the United States. Magnet organizations are able to improve patient quality outcomes, attract and retain top nursing talent and advance nursing standards while growing the health care business.

The Magnet designation marked the completion of an application process that began in June 2020. Two years later, the application had grown to include 94 stories on Nursing excellence. The stories demonstrated traits such as transformational leadership, structural empowerment, exemplary professional practice and new knowledge, innovations and improvements.

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

“With this Magnet recognition, we are well positioned to continue providing high-quality care for our patients and our community,” said Tasha Frisinger, MSN, RN, CNML, Vice President of Nursing in the Rapid City Market. “Magnet values a shared governance model for nursing practice. At Monument Health, nurses are at the center of decisions for their professional practice. These values and standards will guide us in our efforts to continually improve nursing excellence and provide high-quality care to patients.”





Nursing leadership from throughout the system gathered during National Nursing Month in May.

AWARDS AND RECOGNITION

DAISY Award

The award recognizes the outstanding professionalism and compassion that Nurses bring to patients and families every day. It was established by the DAISY Foundation in California, in memory of J. Patrick Barnes, who died at age 33 of an autoimmune disease. Nurses in Rapid City are selected 12 times a year for this recognition. Nurses are also honored in Custer, Lead-Deadwood, Spearfish and Sturgis.

Rapid City:



Judy Dalton, RN
July 2023



Lyn Haug, RN
August 2023



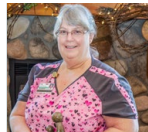
Makaley Parsons, RN
September 2023



Amy Crosse, RN
October 2023



Brooke Lappe, RN
November 2023



Susan Pena, CRN
December 2023



Madeleine Marchand
January 2024



Tanya Larive, RN
February 2024



Shanna
McCubbin, RN
March 2024



Leena Basham, RN
April 2024



Jourdan Tuttle, RN
May 2024



Megan Carreiro, RN
June 2024

Lead-Deadwood:



Latorya Guhin

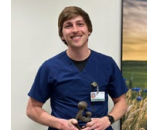


Jennifer Opbroek

Sturgis:



Timothy Graves, RN; Maria Rodriguez, CNA; Kent Wright, M.D.; Michelle Farber, RRT; Rikki Plaggemeyer, RN; Taryn Mack, RN; Heather Ludeman, RN; Siri Ollerich, RN
April 2024



Luke Altstiel RN
February 2024

Spearfish:



Neile Hoops, RN
1st Quarter



Jennifer Morrison, RN
2nd Quarter



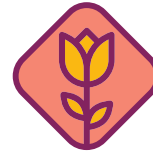
Janiele Schumm, RN
& Danielle Reller, RN
3rd Quarter

Nursing Star Awards

In 2009, the Nurse Shared Governance Councils established the Nursing STAR Awards as a way to recognize the contributions of Nurses and Caregivers who support nursing. In FY24, over 400 Star Award Nominations were received across the Monument Health System. Across the nine award categories, the Nursing Recognition and Advancement Nursing Council awarded 50 STAR Awards.

Sunshine Awards

The Nursing Support Council established the Sunshine Awards as a way to recognize the contributions of Caregivers who support nursing. The list includes Nurse Aides, Dialysis Technicians, ED Technicians, Certified Nursing Assistants and others. Winners in FY24 include five Caregivers in the Rapid City Market, three in Spearfish, four in Sturgis, three in Custer and four in Lead-Deadwood.



THE
TULIP
AWARD

TULIP Award

This award is presented to Nursing support Caregivers who exemplify Monument Health's values of trust, respect, compassion, community and excellence. These individuals make a difference in the lives of their patients and patient families, and are a vital part of our nursing care teams. Caregivers in Rapid City are selected 12 times a year for this recognition. Caregivers are also honored in Custer, Lead-Deadwood, Spearfish and Sturgis.

Rapid City:



Makayla
Kapfenstein
July 2023



Jody Sporrer
August 2023



Kristin Yellow
Robe
September 2023



Kaylie Scharles
October/November
2023



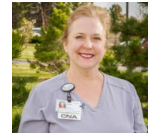
Bobbette Kraus
May 2024



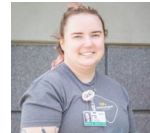
Ashley Taylor
December 2023



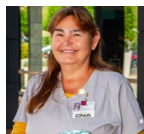
Theola Holy Bear
Schad
January 2024



Jo Ann Iglehart
February 2024



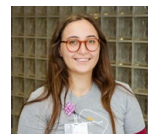
Kristin Earwood
March 2024



Christine Shorb
April 2024



Bobbette Kraus
May 2024



Victoria Cox
June 2024

Lead-Deadwood:

NURSING PROFESSIONAL DEVELOPMENT LADDER

The Nursing Professional Development Ladder recognizes and awards nurses who strive for excellence, are engaged in the organization and continue to develop themselves professionally. It aligns with Monument Health's strategic priorities, the Nursing Professional Practice Model and the ANCC standards of nursing excellence.

Purpose:

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

Intended Improvement Metrics

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

TRANSFORMATIONAL LEADERSHIP

PROFESSIONAL DEVELOPMENT:

Every year, the Recognition and Advancement Nursing Council partners with bedside nurses and nursing leadership to set a goal for increased professional development of nursing. Then, every 5 year increment, a new baseline is established for these goals. The current baseline data is below.

Nurses with BSN or Higher (System Wide)

- As Of July 1, 2024 (Baseline) – 1163/1630 BSN or Higher in Nursing – 71%
- FY25 Nursing Strategic Goal: Increase the number of BSN-Prepared Nurses by 2% by June 30th, 2025

Nursing Professional Certifications (System Wide)

- As of July 1, 2024 (Baseline) – 409/1248 certified – 32%
- FY25 Nursing Strategic Goal: Increase the number of Certified Nurses by 2% by June 30th, 2025

Nursing Professional Development Ladder Participation (System Wide)

- As of July 1, 2024 (Baseline) - 352/1030 achieved ladder level 2 or above – 34%
- FY25 Nursing Strategic Goal: Increase the number of nurses on level 2 or higher by 1% by June 30th, 2025

NOTABLE NURSING ACHIEVEMENTS

Coordinating Council – Chair Leanna Basham, Labor & Delivery, RN

- Enhancement and utilization of a centralized SBAR submission form for council ideas
- Improvement in overall system-wide Council Health via a verified and studied Council Health Assessment Tool

Healthcare Informatics Council – Chair Hailey St. Amand, Ortho/Neuro/Surgical, RN

- Created standardized guidelines to ensure process for documentation changes are uniform from year to year regardless of council leadership transition/turnover
- Optimization of Care Plan Documentation
- Implementation of EPIC Marcos to ease documentation for caregivers

Nursing Quality, Safety, and Performance Improvement Council – Chair Nicole Vollan, ED RN

- Helping to implement the new pain scale that went out for a better pain assessment
- Working with the CAUTI QAPI team in creating a new CAUTI Audit
- Combined with the Mobility Committee for joint effort

Recognition and Advancement Nursing Council (previously Nursing Professional Development) – Chair Amber Berry, Progressive Care Unit, RN

- Hosted 2nd Annual Nursing Fall Ball
- Increased both nursing specialty certification and BSN achievement rates
- Ongoing enhancement and improvements in acute/ inpatient Nursing Professional Development Ladder

Nursing Practice Council – Chair Dania Dantes-Jean, Ortho/Neuro/Surgical, RN

- Revamped the Welcome/Discharge Booklet education iLearn to improve utilization
- Process improvement in relation to antibiotic administration timing
- Optimization of the 24-hour chart check process for patient safety



Ortho-Neuro Surgical Nursing Team

Ambulatory Council – Chair Becky Bishop, Belle Fourche Clinic, RN

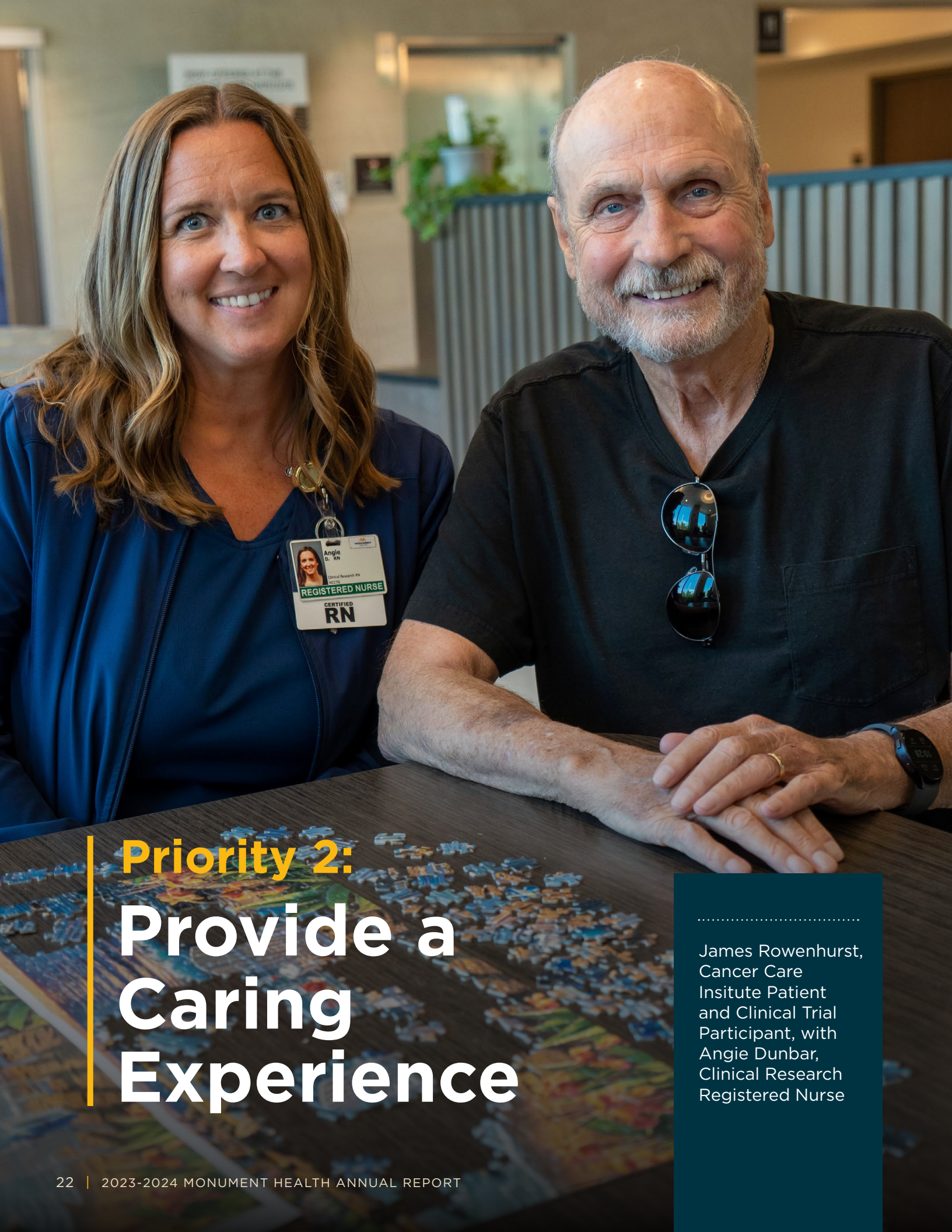
- Ongoing enhancement and improvements in acute/ inpatient Ambulatory Nursing Professional Development Ladder
- Foundational work on updating purpose, membership, and goals for council going forward
- Initial literature review for standardization of Vital Signs across ambulatory setting

Nursing Support Council – Chair Logan Pochop, ED Tech, ED

- Ongoing awarding and marketing of the Tulip Award for nursing support caregivers
- Improved Nursing Support Epic Documentation
- Improved Nursing Support Representation system wide
- Improved Organizational and Community CNA programs

Advanced Practice Provider (APP) Council – Chair Zachary Petersen, Hill City Primary Care, APP

- Hosted the Bi-Annual APP Professional Day Educational Conference
- Improved consistent APP Council Communication via newsletter, SharePoint, and Networking events
- Partnership with Mayo Clinic for development of an APP Preceptor Training Program



Priority 2: Provide a Caring Experience

James Rowenhurst,
Cancer Care
Institute Patient
and Clinical Trial
Participant, with
Angie Dunbar,
Clinical Research
Registered Nurse

A patient's experience directly impacts both quality of care and patient outcomes. It encompasses every interaction a patient has with Monument Health, from initial contact and communication with providers to the environment of care and the emotional support received during treatment. Focusing on patient experience not only helps to foster trust and satisfaction, it can also lead to improved adherence to treatment plans, better health outcomes, and increased patient retention. In an era where patient-centered care is a priority, optimizing the patient experience is essential for Monument Health to create a system that is both effective and compassionate.

FY24 GOAL:

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

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

GOAL

56%

of Departments

ACTUAL

43%

of Departments

GOOGLE REVIEWS

At Monument Health, we value feedback from patients, visitors and community members. That's why we invest time and effort into gathering detailed surveys where patients can inform us on items such as the check-in process, wait times, courtesy of doctors and nurses, follow-up care and providing clear answers to patient questions.

In addition, we closely monitor and respond to Google Reviews.

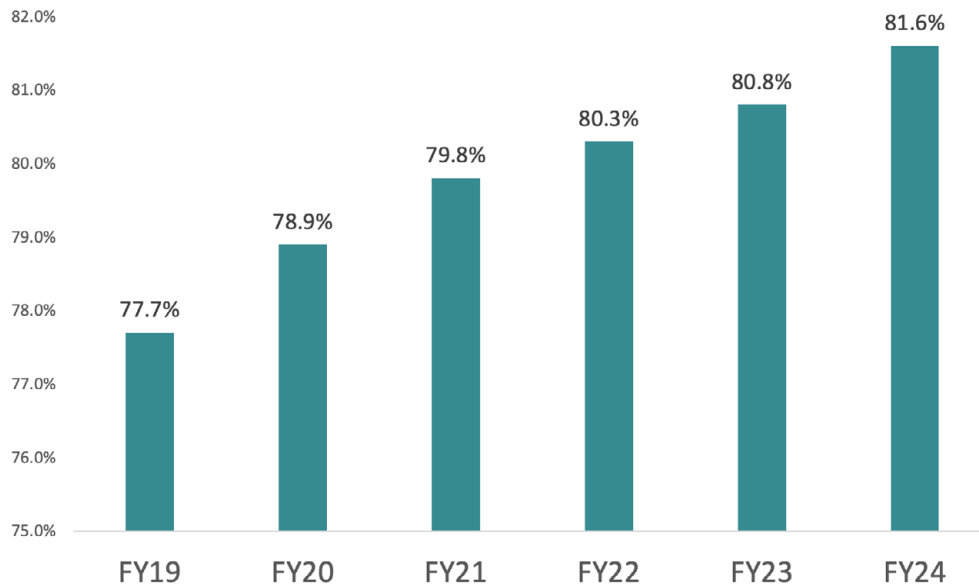
In FY 24, Monument Health received nearly 44,000 Google Reviews, averaging 4.8 out of 5 possible stars.

PRESS GANEY

In Fiscal Year 2024, we have made remarkable strides in improving patient satisfaction, as demonstrated by our Press Ganey Top Box Score reaching an impressive 81.6%. This achievement reflects our dedication to enhancing health care delivery and fostering strong patient-physician relationships throughout the year. As we continue to invest in our patients' well-being and experiences, we can anticipate further advancements in patient satisfaction and overall quality of care in the years to come.

In our efforts to elevate patient care and satisfaction, we've seen noteworthy achievements across various departments. Behavioral Health successfully increased group sessions and enhanced the environment, resulting in an improvement of the Overall Top Box Score from 58.5% to 60.17%. The Emergency Department's strategic process enhancements have driven a remarkable increase in the Top Box Score, rising from 58.20% to 64.45%. Moreover, Case Management's introduction of the Post-Acute Referral Center and Team Based Model of Discharge Coordination has significantly improved patient care transitions and satisfaction. Collectively, these accomplishments highlight our dedication to providing exceptional healthcare services and our commitment to continued growth.

Press Ganey Top Box Scores



FAMILY MEDICINE RESIDENCY

Since the first graduation in 1997, more than 150 Doctors have completed Monument Health's Family Medicine Residency. Many have remained with Monument Health or returned after completing advanced fellowship training.

To become a Medical Doctor, a student must earn a college degree, then complete four years of medical school. Although officially they are called a M.D. at that point, their training is not finished. They must complete a residency in their chosen specialty. Fellowship training is an option after that. For nearly a decade, Monument Health has offered residencies in family medicine. Residents work closely with faculty and Physicians to treat patients in the underserved neighborhoods of North Rapid City. The residents get hands-on training, patients receive affordable health care, and Monument Health gets to train and – hopefully recruit – young doctors with an interest in rural health care.

Because of the program's success, Monument Health is expanding the Family Medicine Residency program at the rate of two new residents per year until there are 24 doctors in the program.



RAPID CITY EMERGENCY SERVICES

50 YEARS OF PROVIDING CARE IN THE BLACK HILLS.



In April 2024, Rapid City Emergency Services (RCES), an independent and Physician-run organization that partners with Monument Health in offering emergency medicine support, celebrated 50 years of providing care in the Black Hills.

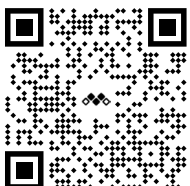
Other than Monument Health Rapid City Hospital, RCES manages emergency services at hospitals in Hot Springs, Custer and Spearfish. Its Physicians treat between 110 and 170

patients per day, with an average of 10 and 30 patients per provider.

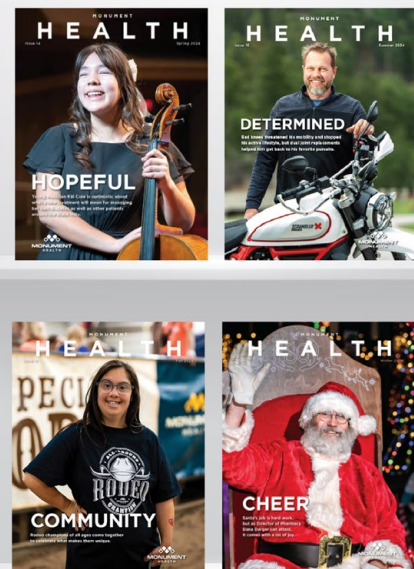
RCES got its start in December of 1973, triggered by the big flood of 1972, with four Physicians. Today, RCES has grown to 15 Physicians, seven advanced practice providers (APPs) and one administrator.

MONUMENT 'HEALTH' MAGAZINE

As we celebrate the fourth year of producing the Monument 'Health' magazine, we remain committed to sharing stories that showcase our dedication to making a difference every day. This publication serves as a platform to feature the experiences of our patients, Physicians and Caregivers, highlighting their strength, resilience, and passion for improving the lives of those around them. By continuing to share these inspiring stories, we hope to foster a sense of community and inspire others to join us in our mission to provide exceptional health care and support to those in need.

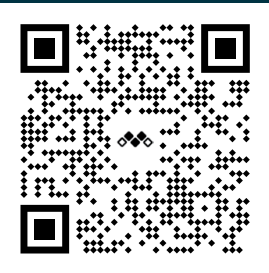


Read every issue of Health Magazine by scanning the QR code or visiting magazine.monument.health



Marcia Taylor,
Director Patient
Relations,
celebrated 50
years of service in
2024.

Read: Marcia
Taylor, Golden Girl



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

As the Black Hills' largest private employer, Monument Health is proud to set a high standard of pay, benefits, working conditions and opportunities for advancement. To be truly fulfilled in our professions, we need a workplace that makes us feel valued.

That sense of belonging can come from supervisors and managers, but more often it comes from our peers – the Caregivers we interact with every day. They empower us to do better, to innovate, to make coworkers feel valued and to keep Monument Health moving forward.

FY24 GOAL:

Demonstrate our 5 values in action (Trust, Respect, Compassion, Community & Excellence) by measuring the number of “WOW” cards, thanking Caregivers for acts of kindness and other accomplishments, and e-Cards, celebrating life events.

GOAL

36,000

Wow and e-Cards

ACTUAL

38,338

Wow and e-Cards

COMMUNITY COLLABORATIONS

Build Dakota Scholarships:

Recognizing that education is a valuable tool for current and future Caregivers, Monument Health is a proud sponsor of the Build Dakota Scholarship Fund. The program provides free education for qualifying students seeking skills education at South Dakota technical colleges. Monument Health has offered 85 Build Dakota Scholarships and 16 internal Monument Health Scholarships including the Nursing Scholarship, Respiratory Therapy Scholarship, and the Gwendolyn Stearns Scholarship.



Students receive financial support while seeking degrees as a Registered Nurse, Licensed Practical Nurse, Surgical Technologist or Medical Lab Technologist. Monument Health pays for half of the education and the State of South Dakota pays the rest. According to the Build Dakota website, graduates of South Dakota's technical colleges have a 98-100% placement rate.

West River Health Education Center:

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

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

Associate Degrees in Nursing: Monument Health worked with Dakota Wesleyan University to expand its Nursing program to Rapid City. The first cohort began in August 2024.



The Rapid City program offers an Associate of Science degree with no LPN license required for enrolling students. Graduates will earn a two-year RN degree by completing the program and passing the state licensing exam. Students may enter the program at any point in their career, whether they have health care experience or not.

Community-based Certified Nursing Assistant program:

In March 2023, Monument Health partnered with the West River Area Health Education Center to launch a community based CNA program. Graduates of the Community CNA class go on to work in the health care field. Some will use this as a way to kickstart their medical career. In two years, 44 students have been certified as CNAs through the program.

SCHOOL COLLABORATIONS

Monument Health Caregiver Holly Allen serves as Chair of the Rapid City Area Schools Healthcare Pathway Advisory Committee. She has been involved since its inception. Tina Rearick from Lab Department also serves on the committee.

Six junior and senior students at Central High School were enrolled in the Pharmacy Technician program in the Health Care Pathway. They'll have completed coursework this year followed by a summer internship option.

Monument Health Caregivers have participated alongside other industry partners in mock career interviews in the Freshman Academy, serving 200+ freshmen at Central High School. Caregivers also serve as guest speakers in Introduction to Health Care classes, reaching sophomores.

The High School CNA Program extended 14 Certifications from Rapid City Christian High School, as well as field trips and clinical experiences for students. Central High School and Spearfish High School have received online modules as well as hands-on, skill-based learning from a state-approved instructor in the classroom to supplement their learning.



Multiple disciplines at Monument Health volunteer at career events such as the Eighth Grade Career Fair, Women in Science Day, and Career Exploration Days hosted at Western Dakota Technical College.



COMPASS ONE HONORS

Cody Brown, Lead Patient Transporter at Rapid City Hospital and former Project SEARCH intern, is responsible for moving patients in wheelchairs, beds or stretchers between various locations at Rapid City Hospital. It's an important job, and one that requires good communication. It can be a challenge for Cody, who is deaf and wears a cochlear implant.

Compass One – a Monument Health partner and Cody's employer – worked with him so he could better understand and be better understood. In appreciation, he nominated

Compass One for the Outstanding Large Private Employer of the year award. The company was honored during the 2024 Governor's Awards Ceremony at the Capitol Rotunda in Pierre.

"I really love my job because it changed me a lot and gave me opportunities. And I learned a lot of things. My job's number one priority is safety. My passion is helping people. I want the patients to feel happy, comfortable and safe when I transport and discharge them," Cody wrote.

PHIL AWARD

Once a year, Monument Health honors a respiratory therapist with the PHIL Award, the only nationally recognized hospital-based recognition program dedicated to honoring outstanding respiratory therapists.

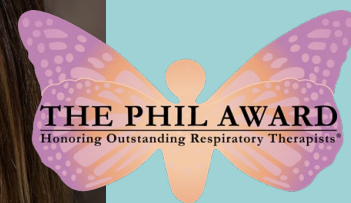
Respiratory therapists help patients of all ages cope with conditions including asthma, emphysema, chronic obstructive lung disease (COPD), pneumonia, cystic fibrosis and infant respiratory distress syndrome.

Sherie Brost, RRT, was awarded Monument Health's inaugural PHIL Award in August 2023. She received the award posthumously having passed away following a courageous battle with cancer in September 2022.

Abby Wortman, RRT, ACCS, was awarded Monument Health's second PHIL Award in November 2023.



Abby Wortman, RRT, ACCS



WELCOME TO THE 40-YEAR CLUB

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



LONI BEDARD

Advanced Practice Provider
Rapid City Hospital



RUTH MCINNIS

Registered Nurse
Rapid City Hospital



BARBARA JUNG

Nurse Aide - Acute
Rapid City Hospital

BEYOND 40 YEARS

We thank these Caregivers for 41+ years of service.

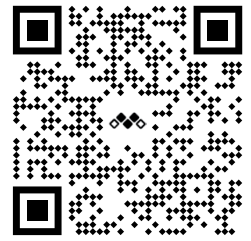
Stephanie Ales, Turbine Drive Building
Pamela Apland, Turbine Drive Building
Renee Bachman, Belle Fourche Clinic
Shelley Beagle, Rapid City Hospital
Sharon Beardt, Rapid City Hospital
Judy Blair, Turbine Drive Building
Rae Buntrock, Orthopedic & Specialty
Hospital
Sharon Cavenah, Rapid City Hospital
Sally Fairbanks, Health Sciences Building
Renee Foltz, Spearfish Clinic, North
10th Street
Cheryl Goldammer, Rapid City Hospital

Kathy Gottsleben, Rapid City Hospital
Sharon Karpinen, Lead-Deadwood
Hospital
Lana Likness, Rapid City Hospital
LeAnn Nelson, Rapid City Clinic,
Flormann Street
Lois Pfeifle, Rapid City Hospital
Mary Pitsor, Health Sciences Building
Roanna Pope, Sturgis Hospital
Nancy Sanders, Rapid City Hospital
Tena Schauer, Rapid City Hospital
Wanda Schummer, Sturgis Hospital
Kathy Sigler, Rapid City Hospital

Renee Skroch, Home+ Home Care &
Hospice - Spearfish
Larry Snyder, Rapid City Hospital
Christy Swan, Spearfish Hospital
Marcia Taylor, Rapid City Hospital
Michele Thompson, Rapid City Hospital
Gena Thovson, Home+Hospice House
Ronda Verhulst, Spearfish Clinic, North Avenue
Glenda Vice, Same Day Surgery Center
Bonnie Warejcka, Rapid City Hospital
Lori Weber, Rapid City Hospital
Bill Werner, Rapid City Hospital

Monument Health
Caregivers
supporting the
Little Black Hills
Battles 5K
Fundraiser

Learn more about
Little Black Hills
Battles



Priority 4:

Impact Our Communities

At Monument Health, we are an integral part of each community that we serve. Through DocTalk podcasts and Monument Health Magazine, we educate and inform. Through Community Health Screenings, we help our friends and neighbors take charge of their health. Through the special events, sponsorships and year-round volunteer work, we give back to our communities.

FY24 GOAL:

Number of Community Health Screenings completed at planned community events throughout the year.

GOAL

14,000

Health Screenings

ACTUAL

18,664

Health Screenings

COMMUNITY HEALTH NEEDS ASSESSMENT

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

CHNA is a systematic, data-driven approach to determining the health status, behaviors and needs of residents in the Monument Health service area. Based on the needs identified in the CHNA, Monument Health also compiles a three-year Community Health Implementation Plan. In 2024 Monument Health conducted a new assessment that will guide the health care system through 2028.

DOCTALK

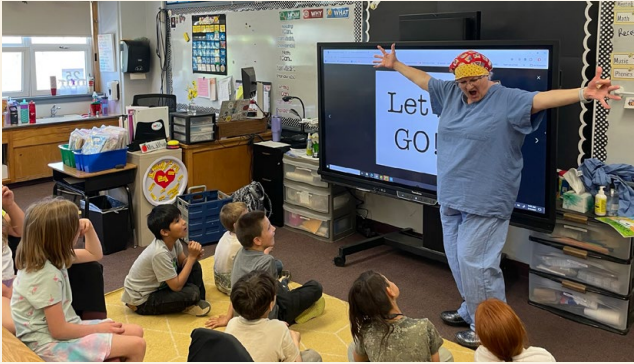
In the summer of 2022, Monument Health launched DocTalk, an online podcast featuring informal conversations with Physicians and Providers about a variety of medical topics. Over 120 episodes later, DocTalk podcast remains a popular community source for health care information.

Topics have included pediatric hearing loss, hip replacement, phantom pains, sleep apnea, rheumatoid arthritis, hand injuries, tendon problems and so much more.

The goal of the podcast is to connect community members to health care Providers in a fun and entertaining way. Each episode is an opportunity to learn about a specialty, procedure, ailment or treatment, but it's also a way to get to know Physicians beyond the exam room.

THE PORTER PROJECT

Monument Health participated in The Porter Project, putting free copies of “Porter the Hoarder,” “Hospital Hijinks” and “Nature Explorer” in the hands of nearly 4,000 first and second graders across the Black Hills.



The Porter Project is a family engagement project created by Black Hills Reads, an initiative under the United Way of the Black Hills.

“Porter the Hoarder” is a series of look-and-find books written by Sean Covey (producer of movies including “Napoleon Dynamite”) and illustrated by Rebecca Swift (artist and singer/songwriter who has appeared on “American Idol”). The series follows the emotional rollercoaster of a snappy little girl named Porter.

The Porter Project launched with classroom readings led by Monument Health Doctors, Nurses and Providers across the region.

SPORTS MEDICINE

Sports Medicine practitioners and certified athletic trainers currently partner with area high schools and athletic organizations in South Dakota, Nebraska and Wyoming. In addition, we provide orthopedic medical coverage, athletic training and strength and conditioning programs to NCAA D2 Black Hills State University, Chadron State College and South Dakota Mines. We are also the orthopedic and sports medicine provider overseeing The Monument event center in Rapid City.

Orthopedic & Sports Medicine Sponsorships:

- Hermosa SDRA Rodeo
- Firefighter union
- Build Your Base/Beef Logic
- Days of 76 Rodeo
- Run Crazy Horse
- Rodeo Rapid City
- Spearfish Mountain Bike Club
- Faith Stock Show
- State AAU Wrestling Tournament
- RC JCOUSA Softball
- Rushmore Rundown
- Sasquatch Baseball
- Post 320
- Rapid City Sports Commission
- BH Youth Triathlon
- Village at Skyline
- Rushmore Athletics Booster
- Mickelson Trail Affiliate
- Deadwood SnoCross
- Hart Ranch Summer Event Series
- Black Hills Bodybuilding
- Ridge Riders
- Black Hills Nationals
- Spearfish Booster Club
- Harney Little League
- SDATA
- Phillip Bronc Match
- SDHRA
- City of Sturgis Bike Race
- Black Hills State Athletics
- SD Junior High School Rodeo
- Spearfish Youth Baseball
- Custer Youth Wrestling
- Black Hills Roundup
- Black Hills 100
- Kadoka Stampede
- Northern Hills Casa



RAPID CITY
CHRISTIAN SCHOOL



BELLE FOURCHE
HIGH SCHOOL



SPEARFISH
HIGH SCHOOL



UPTON
HIGH SCHOOL



LEAD-DEADWOOD
HIGH SCHOOL



CUSTER
HIGH SCHOOL



SUNDANCE
HIGH SCHOOL



HILL CITY
HIGH SCHOOL



HULETT
HIGH SCHOOL



ST. THOMAS MORE
HIGH SCHOOL



SPECIAL RODEO

It's hard to say who finds Monument Health's Special Rodeo more rewarding – the 100 special-needs community members who get to ride horses and interact with therapy animals, or the 170 Caregivers and community members who stage the event.

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

Each participant is partnered with a “rodeo buddy” who shows them the different stations and cheers them on. Each participant receives a t-shirt, a trophy belt buckle and lunch. The success of the Special Rodeo hinges on a sincere mission of inclusion and respect. Among the key organizers are neighbors from the local farm and ranch community who create an authentic Western atmosphere.



HEALTH SCREENINGS

Beyond financial support, we have offered 18,664 free or discounted to enhance the well-being of our communities at 91 community events and locations. Furthermore, Caregivers contributed 28,377 volunteer hours in support of the community.

Health screenings included blood pressure, pulse, oxygen saturation, sports physicals, hearing checks, genetic cancer risk, wellness labs, anxiety risk, ABI, skin checks, STI screens and diabetes risk.

Monument Health conducted the screenings at events such as the Black Hills Stock Show, Kids Fair, Home Show, Hills Alive, Central States Fair, Black Hills Pow Wow, the Lakota Nation Invitational as well as senior centers, sporting events, Veterans of Foreign Wars chapters, community centers, churches and health fairs.



18,664
FREE OR DISCOUNTED
HEALTH SCREENINGS

91 community events and locations

SPONSORSHIPS

In fiscal year 2024, Monument Health invested \$512,664 in sponsorships, benefiting 188 local community organizations.

Monument Health’s Sponsorship Priorities are:

- Health and Wellness
- Unmet Community Health Needs
- Active and Healthy Lifestyles
- Civic and/or Community Development
- Sports Medicine

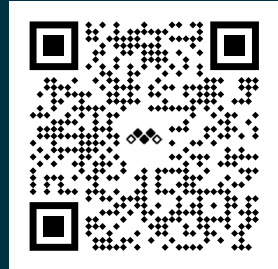


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| <ul style="list-style-type: none">• Abbott House• Alzheimer’s Association• AM Heart Association• American College Of Surgeons• American Red Cross• Assoc Of Fundraising Professionals AFP• Beef Logic Inc• BH Area Community Foundation• BH Area Habitat For Humanity• BH Farmers Market• BH Pow Wow Association• BH State University• Black Hills Works Foundation, Inc.• Boys & Girls Clubs of the Black Hills• C.O.R.E Community Organized Resources for Educating Youth• Central States Fair, Inc.• City of Box Elder• Deadwood Chamber Of Commerce• Diabetes Inc• Elevate Rapid City• Fork Real Community Cafe Inc• Girl Scouts - Dakota Horizons• Great Plains Tribal Leaders Health Board• Helpline Center Inc• Immunize South Dakota• Junior Achievement Of South Dakota• Lakota Nation Invitational• Leadership South Dakota | <ul style="list-style-type: none">• LifeSight• Love Inc• Make-A-Wish South Dakota• Matthews Opera House & Arts Center• NAMI South Dakota• Northern Hills Area CASA Program• Northern Hills Family Recreation• Northern Hills Training Center• Rapid City Club for Boys Inc• RC Public School Foundation• RC Softball Association• Red Horse Healing• Ronald McDonald House Charities of SD• Rural America Initiatives• Rushmore Hockey Booster Association• SD Council of Teachers of Mathematics• SD Medical Group Managers Association• SD Perinatal Association• SD School Of Mines & Tech• SD Science & Technology Authority• SD Speech Language Hearing Assoc• SD State Medical Association• SD State University• SDSU Extension• Sequel Incorporated• Sergeant Colton Levi Derr | <ul style="list-style-type: none">Foundation• Shriners International• South Dakota Ellsworth Development Authority (SDEDA)• South Dakota HOSA - Future Health Professionals• South Dakota Safety Council• Spearfish Foundation for Public Education (SFPE)• Special Olympics Of South Dakota• Storybook Island• Strider Education Foundation Inc• Sturgis Brown High School• Suncatcher Therapeutic Riding Academy Inc• Teen Court• The ALS Association• The Rapid City Arts Council• The Salvation Army• United Way Of The Black Hills• Victims of Violence Intervention Program• VITALANT• Volunteers Of America• Wellfully• Western Dakota Technical Inst.• Western South Dakota Senior Svc Inc• Working Against Violence Inc• YMCA• Youth in Science, Rapid City |
|--|--|--|



Physicians, Caregivers and patients celebrated the official completion of the Cancer Care Institute expansion

Learn more about the Cancer Care Institute expansion



Priority 5: Be Here for Generations to Come

As a not-for-profit health system, Monument Health's primary obligation is to its patients and its communities. Net earnings are invested back into the community in the form of new buildings, new equipment and new medical services that benefit the region. With an eye on future needs, Monument Health must maintain a solid financial foundation to be sure those needs will be met.

FY24 GOAL:

Earnings before interest, depreciation and amortization (EBIDA), as a percentage of revenue, is a good measure of financial stability.

GOAL

5.5%

EBIDA

ACTUAL

7.6%

EBIDA

Monument Health System

Service Data

Hospital Admissions

| 2023 | 2024 |
|---------------|---------------|
| 24,893 | 25,342 |

Patient Days

| 2023 | 2024 |
|----------------|----------------|
| 114,882 | 113,558 |

Visits to Emergency Department

| 2023 | 2024 |
|---------------|---------------|
| 69,995 | 72,753 |

Surgery Cases

| 2023 | 2024 |
|---------------|---------------|
| 13,169 | 14,011 |

Babies Delivered

| 2023 | 2024 |
|--------------|--------------|
| 2,414 | 2,510 |

Hospital Beds

| 2023 | 2024 |
|------------|------------|
| 516 | 548 |

Long-term Care Resident Beds

| 2023 | 2024 |
|-----------|-----------|
| 84 | 47 |

Medical Staff Members

| 2023 | 2024 |
|------------|------------|
| 640 | 629 |

Clinics

| 2023 | 2024 |
|-----------|-----------|
| 23 | 23 |

Clinic Visits

| 2023 | 2024 |
|----------------|----------------|
| 521,639 | 643,397 |

Community Benefit

(in 000's)

PAYROLL AND BENEFITS

2023 **509,493**

2024 **523,788**

CHARITY CARE, UNREIMBURSED MEDICAID & BAD DEBT AT COST

2023 **73,829**

2024 **75,020**

OTHER COMMUNITY BENEFIT AND COMMUNITY BUILDING EXPENSES

2023 **52,266**

2024 **48,377**

MONUMENT HEALTH COST TO OPERATE PER DAY

2023 **3,048**

2024 **3,147**

LOCAL, STATE, AND FEDERAL TAXES PAID

2023 **29,552**

2024 **30,837**

Financial Summary

Statement of Operations (in 000's)

| Revenue and Expenses | FY23 | FY24 |
|------------------------------|-----------|-------------|
| Net Patient Services Revenue | 1,016,077 | 1,114,317 |
| Other Operating Revenues | 57,413 | 65,964 |
| Net Operating Revenues | 1,073,490 | \$1,180,281 |

| Operating Expenses | FY22 | FY24 |
|----------------------------|-----------|-------------|
| Payroll and Benefits | 509,493 | 523,788 |
| Medical Supplies | 274,559 | 297,241 |
| Purchased Services | 203,947 | 203,562 |
| Other Operating Expenses | 55,582 | 54,148 |
| Depreciation | 59,154 | 61,284 |
| Interest | 9,914 | 11,658 |
| Total Expenses | 1,112,649 | \$1,151,681 |
| Net Income from Operations | (39,159) | \$28,600 |

| Balance Sheet | FY23 | FY24 |
|--|------------------|------------------|
| Current Assets | 269,726 | 296,965 |
| Funds for Building, Equipment Replacement and Debt Repayment | 502,215 | 570,475 |
| Other Restricted Use Investments | 45,696 | 51,119 |
| Land, Building and Equipment | 586,179 | 559,120 |
| Other Assets | 16,663 | 18,886 |
| Total Assets | 1,420,479 | 1,496,565 |

| | | |
|---|------------------|------------------|
| Current Liabilities | 120,116 | 126,801 |
| Long-term Debts | 357,948 | 349,409 |
| Other Liabilities | 38,081 | 32,010 |
| Unrestricted Fund Balance | 880,523 | 961,849 |
| Restricted Fund Balance | 21,714 | 26,496 |
| Total Liabilities and Fund Balance | 1,420,479 | 1,496,565 |

*Preliminary - subject to change



Box Elder Clinic



Rapid City Mall Drive Campus

EXPANDING IN RAPID CITY

With a new B-21 Bomber mission for Ellsworth Air Force Base and overall population growth in nearby Box Elder and Rapid Valley, Monument Health is building two new stand-alone urgent care clinics.

The first new location is expected to open in the summer of 2025 near Liberty Plaza in Box Elder. The second new clinic will open in Rapid Valley near Elk Vale Road and S.D. Highway 44 in the fall. They join two existing Monument Health urgent care clinics in Rapid City – on Lacrosse Street and the other on Jackson Boulevard. In addition, Monument Health offers urgent care services in Custer, Lead-Deadwood, Sturgis and Spearfish.

Urgent Care facilities generally offer flexible hours and walk-in access for patients who need immediate care for illnesses and injuries that are not life-threatening but require prompt attention.

As a member of the Mayo Clinic Care Network, Monument Health is also a Network Provider for TRICARE members, which means military personnel and their families can receive care without traveling far, an advantage when services are unavailable at VA or Air Force base medical facilities.

Monument Health purchase 15.9 acres of land on the corner of East Mall Drive and Tish Blvd in north Rapid City. Initial concepts are aimed to develop this property as a future health care campus. The first phase is to build and stand-alone emergency department with inpatient bed capabilities. The second phase concept is to build a multi-specialty care clinic with imaging and laboratory capabilities. The third concept could be an additional large clinic building or an ambulatory surgical center.



REHABILITATION AND CRITICAL CARE HOSPITAL OF THE BLACK HILLS

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

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



SPEARFISH EXPANSION

Monument Health is expanding its facilities and services in Spearfish. The focus of the initial construction is the Spearfish Hospital campus. We started a four year multi-phase project on the hospital campus on Main Street that will nearly double its size. Future growth is planned off the Interstate 90 exit 17 intersection near Elkhorn Ridge where we have concepts to build a new multispecialty clinic.

The Spearfish Hospital project will add approximately 94,000 square feet of newly constructed space and an additional 14,000 square feet of remodeled space. Upon completion, the hospital will have 6 new operating rooms, 2 endoscopic procedure rooms, 15 new medical surge and 4 intensive care inpatient rooms. Additionally, all new surgery prep and recovery spaces, central sterile surgery support space, distribution areas, kitchen and dining areas, and ultimately a new emergency department. This project will run through 2027.

The future concept for the new specialty clinic place it along U.S. Highway 85 just south of I-90 Exit 17. The new clinic is slated to be a single-story, greater than 40,000 square-foot building, improving access to specialized outpatient care to include Physical Therapy, Occupational Therapy, Speech Therapy, Massage Therapy, Sports Medicine, Orthopedics, Podiatry, Ear-Nose-Throat/Allergy, Audiology and Dermatology for residents of the Northern Hills.



CHILDREN'S EXPANSION

A priority at Monument Health Rapid City Hospital is to expand and improve services for mothers, babies and children. Plans are in the final stages to build a new three-story building and remodel the existing facilities in the Women and Children Department.

The women's and children's service areas of Rapid City Hospital have significantly outgrown the available space. With advances in neonatal and pediatric medicine, Monument Health will offer more critical services for our youngest patients in Rapid City, allowing families to receive care close to home.

It will include a completely new Neonatal Intensive Care Unit (NICU), offering more space and privacy for families. NICU babies will be separated by walls rather than curtains. The new postpartum care area will offer new family spaces and modernized facilities as well.

CANCER CARE INSTITUTE

After a two-year, 70,000-square-foot expansion project, the Cancer Care Institute at Rapid City Hospital has more than doubled the space available to treat the growing needs for cancer care in the Midwest. The second phase of the project, a complete remodel of the existing Cancer Care Institute, was completed in October 2023.

The expanded Cancer Care Institute serves patients from South Dakota, North Dakota, Nebraska, Colorado, Montana and Wyoming, as well as the Pine Ridge, Cheyenne River and Rosebud reservations. The Cancer Care Institute sees over 40,000 patient visits each year.

The Cancer Care Institute now has adequate room for expanded clinic space and associated exam rooms, 24 private infusion rooms, a large laboratory with privacy bays, a state-of-the-art oncology pharmacy and brachytherapy suite, a high-tech conference room and community rooms. The expansion also includes a wig shop, a prosthetic room for custom-fitting mastectomy bras, a gift shop, salon, several seating areas and a healing garden.

SUSTAINABILITY

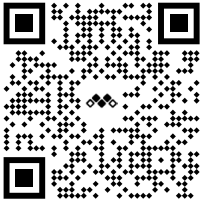
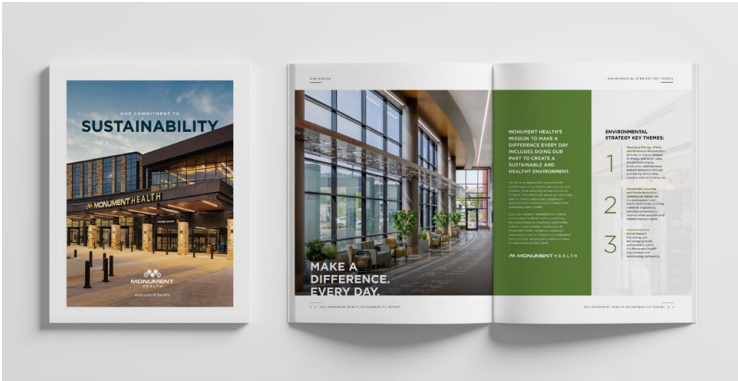
We strive to improve the environmental performance of our health care services and facilities, while reducing our environmental footprint. Our efforts are driven by continually seeking fiscally and socially responsible approaches to improve patient safety while protecting public health.

Environmental sustainability includes energy savings, waste reduction, green building initiatives and reducing greenhouse gas emissions to net zero by 2050. Social sustainability, a big part of the equation, is a broad category that can encompass labor laws, human rights, workplace safety, employee health and wellness and subjects such as diversity and inclusion.

Taken together, all of our sustainability efforts have a goal of improving our health care system so that Monument Health will be here for generations to come.

MEDICAID EXPANSION UPDATE

In 2024, South Dakota expanded Medicaid, allowing 51,000 adults to access affordable and comprehensive health insurance. Eligible individuals must have incomes below 138% of the federal poverty level. By June 30, 2024, 24,241 enrollees participated in the SD Medicaid expansion, with 5,816 residing in the Monument Health service area, accounting for 24% of total state enrollment. In the first year of Medicaid expansion, Monument Health served 4,913 recipients across its network of 31 medical specialties and 12 communities in western South Dakota. This expansion has significantly improved access to essential healthcare services for South Dakota residents, particularly those in the Monument Health service area.

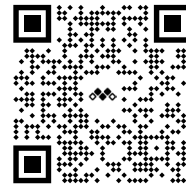
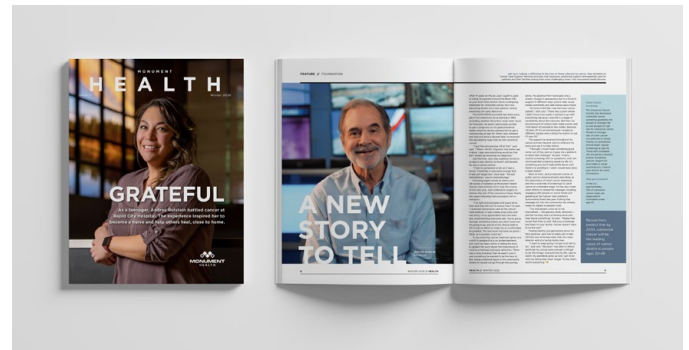


Learn more about Monument Health's sustainability efforts

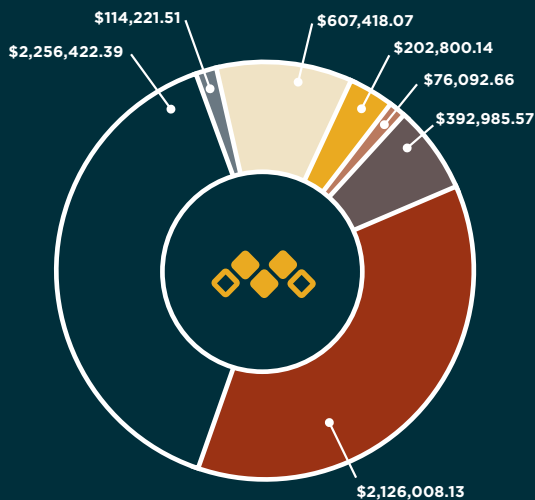
PHILANTHROPY

The Monument Health Foundation's mission is to enhance the health and well-being of our community. We fund innovative health care programs, support clinical services and expand access to quality care. By partnering with local businesses and individuals, we invest in cutting-edge technology and health care initiatives that truly make a difference.

The Monument Health Foundation is a not-for-profit 501(c)(3) tax-exempt charitable organization.

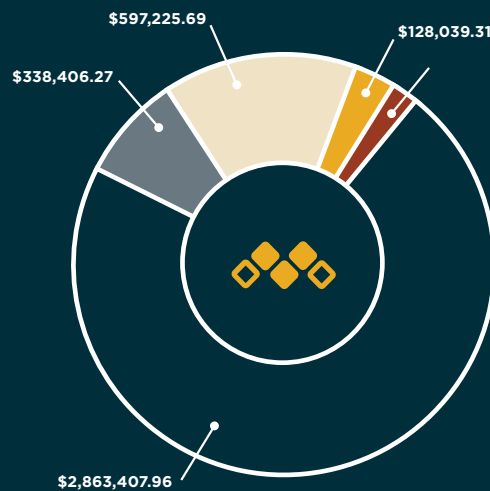


Read the Special Foundation Edition of Health Magazine



CHILDREN'S
MIRACLE NETWORK
CANCER CARE
INSTITUTE
HOSPICE
CARE
CARING FOR OUR
CAREGIVERS FUND

CHILDREN'S
EXPANSION
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LOOKING AHEAD TO FISCAL YEAR 2025

Deliver High-Quality Care

We will build trust in our communities.

GOAL METRIC

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

Provide a Caring Experience

We will provide an outstanding patient experience. Every time.

GOAL METRIC

53% of departments that meet or exceed their departmental Press Ganey top box score goal. Top Box scores are measured by Press Ganey patient experience survey submissions (9s, 10s, Very Good or Always, depending on the survey).

Be a Great Place to Work

We will become the preferred employer in our region.

GOAL METRIC

42,000 WOW and e-cards will be given by the end of the fiscal year. Celebrate our 5 values in action (Trust, Respect, Compassion, Community & Excellence) by measuring the number of “Wow” cards given along with e-Cards, celebrating life events.

Impact Our Communities

We will make a difference in our communities.

GOAL METRIC

20,000 Community Health Screenings completed at planned community events throughout the year.

Be Here for Generations to Come

We will align services and resources for the future.

GOAL METRIC

7.8% Earnings Before Interest, Depreciation and Amortization (EBIDA), as a percent of net operating revenue.



PAT BURCHILL

Chair
Monument Health
Board of Directors

I am once again humbled and honored to be part of this vital organization that serves our communities in so many ways. As Chair of the Monument Health Board of Directors, I get an up-close view of the challenges that face health care organizations.

Medical advances are being made every day. They all come with a price tag.

Even without the medical advances, the cost of health care services continues to rise.

Reimbursement procedures from Medicare, Medicaid and private insurers are extremely complicated and time-consuming. Yet, the uninsured members of our community deserve our care.

Physicians, Nurses and Caregivers are in high demand. They need competitive salaries, benefits, facilities and opportunities.

Our job is to wrap solutions to all of these challenges into one forward-moving package that provides quality care, a compassionate environment and solid financial foundation. That isn't easy, but I'm proud to say that CEO Paulette Davidson, her executive team, the Physicians and Caregivers have continued to keep Monument Health on the right path in fiscal year 2024.

Paulette is truly an exceptional leader. She's steering a very big ship. I think a big part of Monument Health's ongoing success is the laser-sharp focus on the things that truly matter: It starts with heart. We need to do the right thing. Every time. When we keep that in mind, everything else will fall into place.

Pat Burchill

Chair
Monument Health Board of Directors

MONUMENT HEALTH

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Make a Difference. Every Day.

2023-2024 MONUMENT HEALTH ANNUAL REPORT