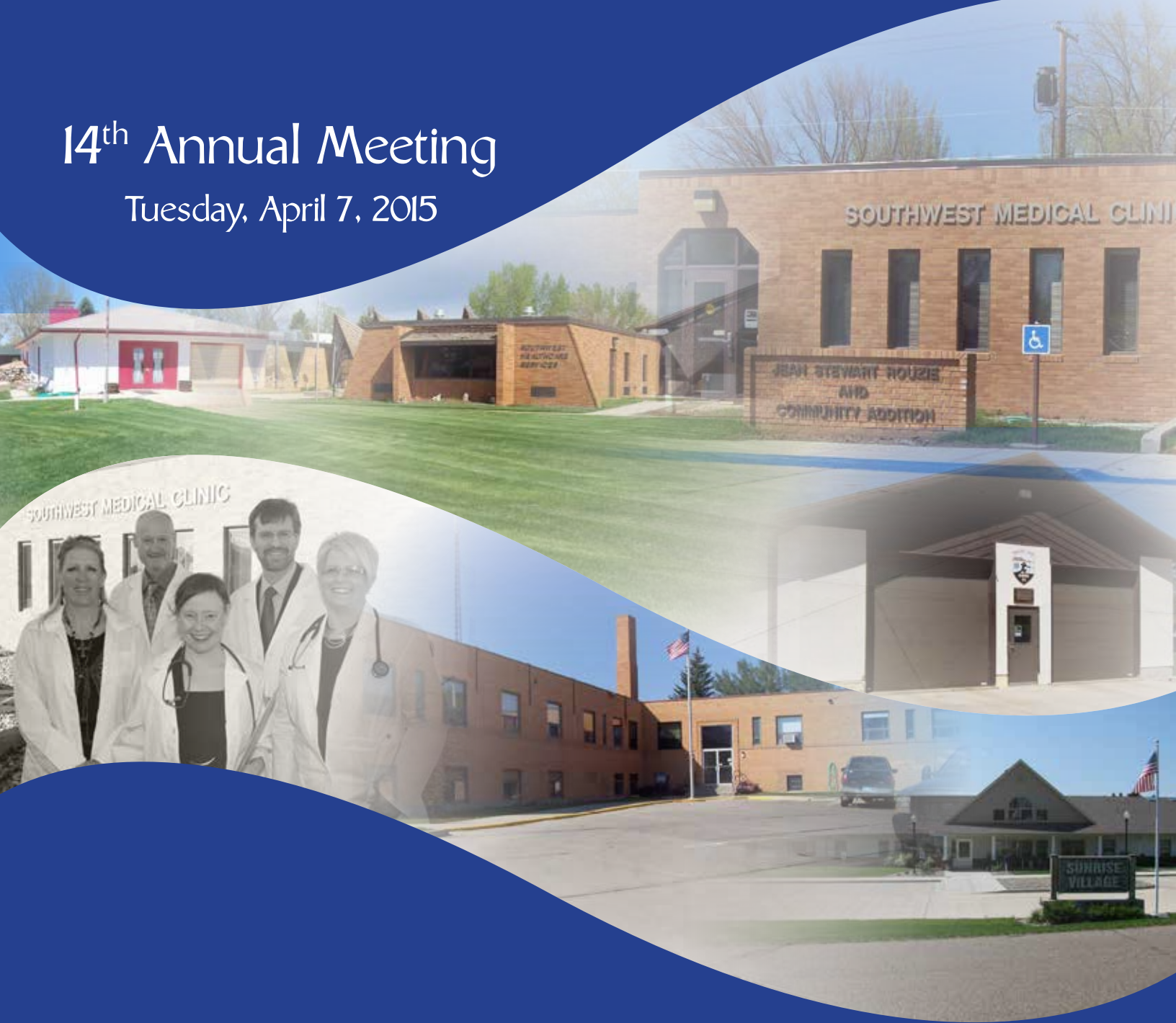


14th Annual Meeting

Tuesday, April 7, 2015



SOUTHWEST HEALTHCARE SERVICES

“Complete Healthcare Today for a Better Tomorrow”

Meeting Agenda

Southwest Healthcare Services

Annual Meeting

April 7, 2015

6:30pm Coffee & Registration

Meeting Agenda

1. Call to Order
Galen Strand, Chairman
2. Opening Prayer
Pastor Jerry Erickson
3. Welcome and Introduction
Galen Strand, Chairman
4. Approval of Minutes of April 1, 2014
Galen Strand, Chairman
5. Role of Delegates
Becky Hansen, CEO
6. Annual Reports:
 - a. Chairman's Report
Galen Strand, Chairman
 - b. Medical Staff Report
Dr. Forrest Lanchbury, MD
 - c. Sunrise Foundation Report
Margie Hande, Chairman
 - d. Administrator's Report
Becky Hansen, CEO
 - e. Financial Report
Renee Gravalin, Eide Bailly, LLP
 - f. Building Project Update
Becky Hansen, CEO
Dan Peterson, Owners Representative
7. Old Business:
8. New Business:
 - a. Election of Board Members
Galen Strand, Chairman
Terms Expiring
Galen Strand, Justin Wolbaum,
Gary Brennan, & Jean Tennant
Nominees
Gary Brennan - 2nd term
Jean Tennant - 2nd term
Julie Lockert - 1st term (Filling Vacancy)
Shonda Schwartz - 1st term
Dan Powell - 1st term
9. Benediction
Pastor Swanson
- The Lord's Prayer
10. Adjournment
Galen Strand, Chairman



Southwest Healthcare Services

13th Annual Meeting

April 1, 2014

Bowman Lutheran Church

Following refreshments served by the Southwest Healthcare Auxiliary, Galen Strand, Board Chairman called the meeting to order at 7:00 p.m. A quorum of delegates was present.

Pastor David Moench provided the opening reflection and prayer.

Galen Strand welcomed everyone to the 13th Annual Meeting of Southwest Healthcare Services.

Minutes of the 12th Annual Meeting were presented and reviewed. Motion to approve the minutes was made by Agnes Kitzan, seconded by Leonard Nygaard. Motion carried.

Annual Reports

Galen Strand, Board Chairman, reviewed the Chairman Report. Mr. Strand started by thanking Becky Hansen, Sasha Ruggles and the rest of the staff for all of their hard work towards the building project and the approval of the USDA and Bank of North Dakota loans. Strand thanked our community for their generosity which resulted in a successful capital campaign. He also thanked Deb Patterson for donating Bert's Dodge Challenger for the benefit of Southwest Healthcare Services. Strand ended his report by encouraging our community to go forward and secure healthcare in our community for future generations.

Dr. Forrest Lanchbury presented a Medical Staff and Clinic Report. Dr. Lanchbury spoke about how 2013 was a great year for SWHS. He stated that SWHS has a great team and our staff does a great job. He also spoke about how the medical providers and staff are excited about the building project. Dr. Lanchbury stressed that the new hospital is essential for the success in providing future health care in our community.

Margie Hande, Chairman of the Sunrise Foundation, provided a short summary of the past year for the Sunrise Foundation. Last year the Sunrise Foundation pledged \$100,000 towards the Southwest Healthcare Services building project. Also in 2013, Sunrise Foundation awarded three scholarships and assisted six SWHS employees with loan repayments.

Becky Hansen, CEO of SWHS, began her report by thanking the staff and community for a great year. In 2013 we had several great accomplishments, which include: securing funding for the building project; a successful capital campaign; \$800,000 in grant awards; and securing funding for a new ambulance garage. Another project that SWHS completed in 2013 is our Community Health Needs Assessment. Based on this assessment we will be focusing on three main goals: improvement/replacement of hospital facility; shortage of healthcare staff; and awareness of services provided/access to specialty services.

Becky stressed that SWHS is a major part of our community and we want to continue to have a positive impact. Last year SWHS paid over \$6.57M in wages with 80% of the staffing having a Bowman address. She stressed this money is going back into our community and making a difference.

Becky stated that financial stability, which has been difficult to achieve, continues to be a goal for SWHS. We continue to look for ways to reduce costs but still continue to improve the quality of care that is given. One way in which we are trying to reduce costs is by reducing our contract agency staffing. In 2013, we were able reduce this cost by \$375,000.

Becky ended her report by thanking the community and our staff for their commitment and dedication to Southwest Healthcare Services.

Renee Gravalin, CPA, representing Eide Bailly, LLP, presented a synopsis of the 2013 financial statements. Southwest Healthcare Services statistically saw fewer patients in the ER as well as fewer hospital days this year. The 2013 financial statements reflect an operating loss of \$(856,787). Gravalin pointed out that in spite of the operating loss they have maintained a positive cash flow.

John McLean, Architect, with Spokane-based Blue Room Architecture and Design presented a building project update. McLean stated that SWHS plans to begin construction this summer. Within the next two weeks, the plans for phase 1 of the project will be submitted to the ND Department of Health. Phase 1 includes the Heritage Wing and the Long Term Care upgrades. We believe we will receive approval within several months and then will be able to begin construction. McLean reviewed and explained the separate phases and how they will work together. A general contractor should be selected by the end of May. McLean also believes that the project will be completed by September of 2016.

Bruce Bowman, co-chair for the SWHS Capital Campaign, briefly commented about the capital campaign and thanked the community for their donations and support.

Old Business

There was no old business.

New Business

Election of Board Members:

Galen Strand, Connie Krinke and Jackie Lambourn have expiring terms. The nominations for these open positions consisted of Galen Strand, Jackie Lambourn and Lynn Peterson. Bruce Bowman made three calls for other nominations from the floor. Dan Peterson motioned for all nominations to cease and that we cast a unanimous ballot for the three nominees as listed to be elected to the Southwest Healthcare Board of Trustees. Mark Kunze seconded this motion. Motion carried.

Pastor Mary Peterson provided closing reflection and the Lord's Prayer.

Galen Strand called for adjournment. Motion made by Pastor Ed Kraale and seconded by Father David Morman. Motion carried.

Meeting adjourned at 8:30 pm.

Minutes prepared and submitted by Allison Engelhart.

Chief Executive Officer Report

I have said this before and I will say it again—we work in a dynamic healthcare environment that is constantly changing and evolving and we need to be anticipating what is around the bend in many situations. This past year was another interesting year in this evolving/ changing environment and, I have to admit, that at times it has been difficult to anticipate what was around that bend. It seems that each year just gets busier and busier as we strive to meet all of the expectations of the healthcare industry as well as dealing with the changes in our local environment. I have to say it feels like we have experienced two years of work in the last 12 months as we proceeded with a number of projects at Southwest Healthcare.

As you can see from the departmental reports in your annual meeting booklet, we have had our share of challenges this past year. Many of those departments were involved in our healthcare software conversion. These challenging conversions require an incredible amount of time and training during and after implementation as there is testing, reviews, validating information and many other processes required following a new software implementation. Some of these processes are ongoing until all of the “bugs” are worked out. Our staff worked extremely hard and did an outstanding job of maintaining their day to day responsibilities of providing care to the residents in our community while they worked through the implementation process at the same time.

It also proved to be another challenging year from a financial perspective. Our need to remain competitive with our salaries, contract staffing costs, increases in information technology service costs, and bad debt and charity care expenses have all had a significant negative impact on our finances. We have experienced a year similar to last year in regards to operating losses. On a positive note, there are some expenses related to the software conversion that we incurred in 2014, that will not re-occur in 2015. In addition, we will continue to look for ways to maintain (or decrease in some areas) our expenses, increase our revenues and manage our organization into a more successful future. We are also very grateful for the continued support we receive from City Sales Tax, Bowman County, the Sunrise Foundation, the Auxiliary, and the various grants from other organizations. These revenue sources are critical to our success and for maintaining a positive cash flow in our organization.

We try to take advantage of as many grant opportunities as possible to enhance our operations as well as provide for equipment upgrades as they are needed. I would like to express my thanks to Allison Engelhart, who is in charge of our grant writing, and has worked with our department managers in successfully securing grant awards in excess

Chief Executive Officer Report Continued

of \$1.1M this past year—our highest year ever for grant awards. We have not officially received the total amount awarded as the funds will be distributed upon completion of each individual project.

The other major focus in 2014 was on our building project. Even though we haven't seen any actual construction occurring, there has been major activity taking place behind the scenes as we finalize the details and plan the beginning phases of construction. Last August, we hosted our groundbreaking ceremony with the anticipation of seeing construction begin in the fall. As you may know, we have experienced some delays in several areas: the approval process by ND Dept. of Health and the increase in project costs. We have had to take a step back and re-evaluate the project scope and design a plan which allows us to maintain all essential services within the boundaries of our financial resources. We are on course for construction to begin this summer with a completion date in the fall of 2016.

I would like to personally thank the members of our Board of Trustees for their support and dedication to Southwest Healthcare. I truly appreciate the time they have devoted, the support they have given, and the direction they have provided to our organization this past year.

I know there are many more challenges ahead, but I also know that we have a dedicated staff at Southwest Healthcare Services that have shown that they are committed to meeting those challenges. We are truly blessed to have such a caring and resourceful team of caregivers providing the services needed by our patients and residents. Thank you to all of our staff for your dedication to our organization.

2015 will be another exciting, eventful year with the main event being the construction project. Please join us in supporting our efforts to provide:

“Complete Healthcare Today for a Better Tomorrow”

Becky Hansen, CEO/ Administrator

Board of Trustee's Chairman's Report

This past year has continued to be exciting and challenging for the Board of Trustees of Southwest Healthcare Services as we come even closer to the goal of providing services on one campus. In late August we celebrated a very successful capital campaign as we thanked the many donors for their generosity; as well as ceremoniously breaking ground for the building project. At the time we hoped to begin building before winter but because of delays from the North Dakota Department of Health reviewing all of the plans, we were unable to begin when we hoped. Since selecting Mortenson Construction as the general contractor we have awaited the actual costs of construction from sub-contractors so adjustments could be made to the scope of the project. As feared those costs have come in higher than hoped. Like many in western North Dakota, we have experienced the "Bakken effect" of so many large projects being planned at the same time driving up construction costs. The challenge is to build a functional medical facility for the future of the area without becoming saddled with more debt than can be handled several years down the road. Fortunately we have very favorable interest rates for funding the project and the people in the area communities have been very generous. Even with all the challenges faced and the inevitable changes to come, it is important that we continue to look to the future so that the coming generations will receive the health care services needed.

Of course, even as we spend a lot of time preparing for the major building project, the day to day work of the Clinic, Hospital, Long Term Care, Ambulance, Sunrise Village, Sunny Apartments and all the services continues to be accomplished. Thanks to the very capable and diligent work of the entire staff of Southwest Healthcare, services are provided professionally and compassionately every day. With the requirements of the Affordable Care Act and conversions in computers systems and all the other day to day challenges, they do a remarkable job and are to be commended.

On a personal note, I have enjoyed serving these past six years with several other committed people from the community on the Board of Trustees, as well as CEO Becky Hansen and the entire staff of Southwest Healthcare Services.

Galen Strand, Board Chairman

Medical Director Report

The physician and mid-level medical staff has remained unchanged over the past year. Dr. David Meadows and his wife, Dr. Sheryll Tomboulian, continue to add valuable professional expertise to the practice of all areas of family medicine at SWHS . They both have attended continuing medical education (CME) conferences this year.

Chris Peterson continues as our very capable Family Nurse Practitioner. She is especially engaged in assisting with the management of our swing bed and long term care patients. She also continues to take 24-hour call for emergencies and manages acute care hospital patients. Chris has attended several CME conferences relevant to her areas of practice

Patty Gilbert continues to provide excellent services as our Physician's Assistant. She is a valuable asset to our athletes and schools in providing sports medicine services. She also remains engaged in concentrating on allergy diagnosis and treatment and takes regular call for emergencies during office hours and manages hospitalized patients. She also has attended regular CME conferences.

We are continuing to do endoscopy procedures including colonoscopies, upper endoscopies and some surgery for a full day every month. We are fortunate to have Heather Frietag, a CRNA who lives in the area, now providing anesthesia services.

I, Dr. Lanchbury, completed training in adult stem cell therapies and we performed our first adult stem cell treatments for arthritis and tendon injury in November. We have completed 5 procedures to date. In addition, we have been providing platelet rich plasma (PRP) therapies for treatment of joint, ligament and tendon disease.

The clinic has remained busy over the past year and our nursing staff continues to do an excellent job in caring for patients and assisting their providers.

The Hospital emergency department has remained busy over the past year. The hospital nursing staff has continued to do a great job and has become more experienced and competent in taking care of medical and trauma emergencies.

The ambulance service has also been doing well with increased demand. They continue to organize training and serve as instructors in all of the training SWHS staff requires to remain current in emergency medicine and trauma.

As the Medical Director at SWHS, I continue to be pleased with the dedication of our accomplished and well trained staff.

Forrest Lanchbury, M.D.

Southwest Medical Clinic Report

Our current Southwest Medical Clinic Provider staff consists of 5 Medical Providers, 4 Registered Nurses, 1 Licensed Practical Nurse, 2 Ward Clerks/ Certified Nursing assistants, and a Clinic Practice Manager.

It was a challenging year for us with the implementation of our new EMR system called Centriq. We are still getting some of the kinks worked out but are progressing and improving every day. Last fall, we also started signing our patients up for the Patient Portal. The portal will allow patients to have access to their medical records and lab work, as well as contact their provider with questions.

Dr. Forrest Lanchbury, M.D., has been employed by SWHS for the past 9 years and currently serves as our Medical Director. Dr. Lanchbury is Board Certified in Anti-Aging Medicine and Obesity Medicine. Since November, he has been working hard on a research project regarding Stem Cell therapies for treating osteoarthritis and other conditions. He traveled to Indianapolis for the hands-on training of adult regenerative stem cell therapy.

Christine Peterson, FNP, is our Family Nurse Practitioner and has been employed by SWHS for the past 17 years. Chris recently retired from the Army National Guard. She is active in the North Dakota Nurse Practitioner organization. She traveled to Nashville, TN for her annual nurse practitioner conference this past year. She also completed a training course and is nationally certified to complete Department of Transportation (DOT) physicals. And for the past 3 years, Chris has served on the leadership team for the finance committee for the North Dakota Center for Nursing.

Patricia Gilbert, PA, has been employed by SWHS for 7 years and serves as our Physician Assistant. Patty provides a variety of healthcare needs which include Sports Medicine and Allergy Testing. Patty supports our local and regional athletes by attending games and checking athletes at their practices in the schools. This past year, Patty attended her annual South Dakota P.A. conference in Rapid City, S.D. and also a Sports Medicine Symposium in Deadwood, S.D.

Dr. Sherryl Tombouljian, M.D., has been a part of SWHS for the past 3 years. Dr. T is board certified in Holistic Medicine and Family Practice. In December, Dr. T traveled to Florida for a Women's Health Conference. She also completed training and is nationally certified to complete Department of Transportation (DOT) physicals.

Dr. David Meadows, M.D., has been a part of SWHS for the past 3 years. Dr. Meadows is board certified in Family Practice. In December, Dr. Meadows also traveled to Florida for an update on Women's Health. He also completed training for and is nationally certified to complete Department of Transportation (DOT) physicals. Just recently, Dr. Meadows was appointed as the Deputy Health Officer for Bowman County and Southwest District Health Unit.

We continue to have specialists provide care here at SWHS. They are Dr. Thomas Arnold, OB/GYN, Dr. Amy Oksa, Pediatrician and Dr. Mahr, Cardiologist. And in November, we added an Orthopedist. Dr. Derrick Cote, from The Bone & Joint Center in Dickinson, is now seeing patients once a month at the clinic.

We are looking forward to exciting times as the building process starts for our new clinic and hospital.

Respectfully submitted,
Lisa Knopp, RN, Southwest Medical Clinic Manager

Business Office Manager Report

Over the past year, we have had quite a few changes occur in the business office. We have implemented several new systems, hired a few new people, and have a new office manager.

We implemented four new systems in our billing office last year. Our first one is HEW. This is our new billing system. It allows us to send claims electronically to our insurance companies allowing them to be processed faster. APEX is another new system that we have. This system allows us to have online access to statements, which allows patients to view statements and pay bills online. As we move more and more into a digital age, the more that we can offer to our patients online, the better. Our third new system is 3M. This system is used for diagnosis coding and will help us transition to the new ICD-10 coding requirements. And of course, our last new system that we implemented last August is Centriq, which is our new healthcare software system. All of our scheduling, patient information, and accounts receivable records are in this new system. With the new system, we have had to verify a lot of our patient information to ensure that it was converted over correctly, which is why we have had to ask some of our patients, who have been coming here for years, to verify their address or for new copies of their insurance cards and driver's licenses. We are not trying to be pests, but for everything to run smoothly, it is important that we have accurate information. We are truly grateful for how understanding and patient the community has been during this time of transition.

When you come to the front desk, you will notice some new faces. Registration has two new employees who come from out of town. Stacy Schaefer has moved here from Wyoming and Jamie Sauter came from around the Minot area. They are both wonderful additions to our business office and we know they will make you feel welcome in the clinic and will assist you in any way that they can. Also, almost everyone in our billing office is new. Ali Miller RHIT, is our coder and is our "veteran" member of the office staff. She has been in her position for thirteen years and continues to do an awesome job. Our four new faces in billing are as follows: First, coming all the way from Hettinger every day, we have Deanna Carpenter. She has been a wonderful asset to our team, bringing her experience from previous employment. Next we have Brandy Stadheim who is from the local area so you might recognize her, but she is new to SWHS. Our new financial counselor is Jill Anderson who has been with SWHS in the past, but left for a while and has now rejoined us. She is doing a wonderful job now, and we are glad to have her back. One of our latest additions is Emilee Larson. Emilee has been working for SWHS Long Term Care, but wanted a change of pace, so she transferred to the billing office. She is a great addition to an already awesome team. And finally, in accounts receivable we have Beth Landsteiner, an SWHS employee who previously worked in the lab and hospital acute care. She has worked for Southwest Healthcare for quite some time but she is new to our business office.

Our new business office manager is Melinda Lynch. She was promoted from the billing office, where she had been for three years. She would like to serve the community in a way that makes you know that you are cared for in the business office.

We are striving for getting claims processed more quickly and efficiently with our new systems. All of our new employees appreciate your patience and understanding as they "learn the ropes" in their new positions. It is our hope to make 2015 a great year, as we strive to make our patients feel welcome and cared for from the time they walk in the door to the time their accounts are paid in full.

Respectfully submitted,
Melinda Padilla Lynch

Hospital Director of Nursing Report

2014 has been a very busy year. We implemented a new computer system in August. Prior to our go live date some of the nursing staff, which consisted of Jacki Fischer, Beth Landsteiner, Kayla Pauley, Jennifer Wild and myself, spent months building all of the forms and learning how the new system works. Taking so many nurses off the floor for this process was not easy but the nursing staff pulled together and made it work. There have been some bumps in the road but it's like any new system and it takes time to iron out all the details. We continue to learn new ways of doing things and ways to make it better.

The emergency room seems to keep us busy with a diverse group of patients. We can see anything from simple cuts, broken bones and influenza to multiple traumas and women in labor. The eEmergency system continues to give us resources and guidance when they are needed. We are truly grateful for the help they provide at the push of a button.

Our acute and observation patients continue to be a mix of cardiac, stroke, respiratory illnesses, etc. One of the biggest changes we have seen is an increase in the number of pediatric patients being admitted to our hospital. The more critical cases continue to be transferred to a higher level of care, but it is always nice to get some experience in things we don't see every day.

The surgery team stays busy with a monthly procedure day, which consists of colonoscopies, endoscopies and other minor surgical procedures, and every scheduled day is a full day for the team. In November, Dr. Lanchbury began performing adult stem cell therapy procedures. It is going well and there is much interest in it, as we have had at least one day a month for these procedures.

Our swing bed residents make up most of our day to day population. They continue to be like family to us. Some are here for long term stays while others are only here for a short period of time before returning home. We continue to offer the same services of physical therapy and occupational therapy for our skilled patients, and restorative therapy and activities for our non-skilled patients. In November our swing bed coordinator position became available and was filled in January with the hiring of Judy Jung.

With all the changes this year has brought, there will be many more in the year to come. We have some projects we are currently working on with the biggest one being the building project.

Amie Kalina, Director of Nursing

Long Term Care Director of Nursing Report

In 2014, the nursing staff at SWHS Long Term Care (LTC) continued to focus on providing quality of life along with quality of care for our residents. Long Term Care differs from other types of healthcare in that the goal of long term care is not to cure an illness but to allow an individual to attain and maintain optimal level of functioning. We also encourage our residents to make their own decisions, if able, regarding how they would like to spend their day.

We continue to face the challenges of staffing, as do other facilities across the state, however we are no longer using RN or LPN contract staff. We continue to use some contract agency staff regarding certified nurse's aides but this has also recently decreased. Four contract agency staff from outside of ND have made the decision to come on board with SWHS and become our employees.

The nursing staff adjusted quite well regarding the transfer of all residents and nursing staff to one unit to allow for some "facelift" changes to the north unit. The changes that will occur in 2015 will include transferring residents and nursing staff to both units in preparation for one campus.

In 2014, nurses, certified nurse's aides, and certified medication aides increased their computer usage on our electronic health record, Point Click Care, which has been very effective.

The Nursing Home Compare Website features a quality rating system that gives each nursing home a rating of between 1 and 5 stars. Nursing homes with 5 stars are considered to have considerably above average quality and nursing homes with 1 star are considered to have quality much below average. There is one overall star rating for each nursing home, and a separate rating for each of the following three sources of information:

1. Health Inspections
2. Staffing
3. Quality Measures – The quality measure rating has information on 11 different physical and clinical measures for nursing home residents.

Southwest Healthcare LTC Services was very pleased to receive a 5 star rating in the beginning of 2015. Thank you to all staff for a job well done!

Jody Rajewsky, Co-Director of Nursing
Sandy White, Co-Director of Nursing

Laboratory Report

We have maintained a small but competent staff for yet another year. In western ND, turnover is huge in healthcare so we feel very fortunate to be able to keep our staff together. The Lab staff consists of Supervisor, Katie Harris (MT-HEW, CLA-ASCP), Bench techs, Jodi Brewer (MLT-ASCP), Crystal Erickson (CLT), and Beth Landsteiner (Phlebotomist). An addition to our lab is a part-time phlebotomist, Lauren Hoffman. We are having some staffing changes in March 2015 as Beth will be moving into a position in the Business Office and Lauren will be coming on board full-time. Beth was a great asset to our lab and we wish her well in her new position.

The spring and summer of 2014 found the lab staff building the foundation for our new Centriq computer system. Several months and a lot of man hours were spent fine tuning the lab module for the GO-LIVE on August 12. We have all settled into the swing of the new system, although it is quite different from our previous Healthland Classic system. We really appreciate all the consideration we received from our patients as we struggled through the first few months of the new system.

We hosted the Health Fairs in December and had a great turn-out with approximately 250 participants. The Bowman Lions Club, Jim Erk Insurance, Blossoms and Brew, Bowman Rotary, Amidon and Rhame Fire Departments and Ladner Lutheran Church helped us out again. The Bowman Ambulance crew along with Susie Powell from Home Care/ALF also assisted with our screenings. A special thanks to Jeannie Tennant and Becky Holsti for the great breakfast they provide at the Ladner Screening, they are up REALLY early to cook for the participants in this screening. Jim Erk, Liz and Kathy at Blossoms and Brew in Buffalo provided all the health fair participants in Buffalo with a breakfast burrito and coffee. Blossoms and Brew was a new sponsor this year and they did a great job. We always appreciate the loyalty and support from these organizations and individuals. These screenings are so important to our community and the surrounding towns, so we continue to offer the services at a very nominal fee.

In August of 2014, we were excited to see the ground breaking for the building project. We are looking forward to seeing real construction taking place and moving into our new lab in 2016. We worked very closely with Blue Room Architecture and Design to form a functional space for us to use. We appreciate administration allowing us to share input on our lab design. We focused on workspace, storage, patient comfort and over-all functionality based on our small staff.

The lab received two new items purchased with the Celebrity Waiter Funds. We were able to purchase a new refrigerator for lab reagents and a new freezer for blood products and reagents. Both of these items were purchased with the intent that they will be moved to the new laboratory when it is finished. We are waiting on the purchase of any new lab analyzers this year with the intent of moving new instrumentation in the new hospital. Moving existing instruments is a very arduous and expensive task, so we have chosen to keep the existing instruments an additional year and start with new so there is no interruption of services while we are moving.

Lastly, we would like to extend a huge thank you to the SWHS Auxiliary. They have been assisting us with our Health Fairs for many years and we appreciate their continued support of our facilities and our patients.

Katie Harris, Laboratory Manager

Radiology Report

It was another successful year for the radiology department with our patients consistently benefiting from our current, state-of-the-art technology.

We have expanded our contract with MonDak Imaging to be able to provide MRI scans on a weekly basis instead of a biweekly basis. They are onsite every other Tuesday afternoon, and then follow the next week with an all day schedule on Thursday. It has allowed us to be more flexible for our patients and have their studies done in a more timely fashion.

We upgraded the ultrasound unit in 2014. We also made equipment site visits to evaluate future imaging equipment and continue to refine the radiology department plans for the new hospital.

Our staff is board-certified in multiple modalities, a rarity in small town facilities. Janel Bagley has completed the requirements necessary for certification in general x-ray, computed tomography, and mammography; Hans Flatz, in general x-ray, ultrasound and computed tomography; and Megan Brown, in general x-ray, computed tomography, mammography, and bone density.

Hans has successfully completed the two exams necessary for certification from the American Registry of Diagnostic Medical Sonographers. It is a very rare commodity for a rural hospital to have a technologist who is board certified in both radiology and sonography—we are very lucky to have him as part of our team.

CONGRATULATIONS, HANS!

Our complete list of services includes:

- ***General X-ray***
- ***Computed Tomography***
- ***Ultrasound***
- ***Mammography***
- ***Bone Density Scanning***
- ***Body Composition Scanning***
- ***PADnet testing for peripheral artery disease screening***
- ***Magnetic Resonance Imaging (every other Tuesday and every other Thursday)***
- ***Echocardiography on specified Wednesdays***

Janel Bagley, Radiology Manager

Physical and Occupational Therapy Report

Southwest Healthcare Rehab Department has continued to see growth throughout 2014. We continue to provide PT services 5 days per week and OT services 4 days per week to our Outpatient, Long Term Care and Critical Access Hospital facilities. In each of these areas, we have seen an increase in number of patients and are looking forward to expanding our department as the need arises.

We are thankful to have retained such competent and trained professionals to deliver excellent care to our patients. Dr. Jennifer Jahner, PT, DPT, SASTM cert, Dr. Darren Criswell, PT, DPT, CLT, SASTM cert, Shannon Bowman, OTR/L, CLT, SASTM cert, Lacey Juelfs, PTA, and Michelle Septon, receptionist, work very well together as a rehab team to work towards our common goal. Nancy Dingfelder, CNA, and Mary Simonson, CNA, also work closely with our rehab team in our long term care and hospital facilities as restorative maintenance therapy aides and are valued tremendously.

In addition to seeing an increased number of patients, our referral base has also expanded, adding new physicians to our list on a monthly basis. We believe our efforts in educating the public that they can choose their therapist has paid off.

We have added a few pieces of equipment this year with the help of the funds from the Celebrity Waiter Banquet, which include a Bariatric NuStep and Total Gym. Although our temporary space is somewhat full, the addition of this equipment provides a nice variety when working with our patients.

Like other departments, throughout the year we have spent time preparing and planning for the new medical complex, which we will be a part of. We are looking forward to our outpatient services becoming part of the main campus and all of the camaraderie that accompanies that. We understand that in the process there will be challenges along the way, but are confident that our patients will continue to receive excellent rehabilitative services throughout the process.

We would like to thank you for your continued support of Southwest Healthcare Service's Physical and Occupational Therapy.

Respectfully submitted: Jennifer Jahner, PT, DPT, Director of PT and Shannon Bowman, OTR/L, CLT, Director of OT at SWHS.

Human Resources Report

2014 Stats

95 Applications Received

34 New Employees Hired

35 Employees Left Employment

RETENTION RATE: 82%

(Percentage of employees who were employed as of 01/2014 and who remained with the organization through 2014.)

As of March 2015, SHS currently has 195 employees - - 13 Ambulance Volunteers, 35 Supplemental/Seasonal Employees, 40 Part-Time Employees and 107 Full-Time Employees - - with 13 job openings.

We continue to work on recruitment and retention of staff in our organization as we look forward to our vision of being co-located on one campus in the near future. As North Dakota's unemployment rate continues to be the lowest in the US, the low unemployment rate affected many healthcare facilities throughout North Dakota. For Southwest Healthcare Services in particular, we experienced our lowest hiring rate since 2007. For the first several months of 2014 Southwest Healthcare Services had been close to fully staffed, with only 3 job openings as of April 2014. As with all industries, the low unemployment rate has generated lots of competition between employers throughout the state. As 2014 progressed, we saw staff members relocating to different areas, leaving work to continue their education, exploring new job opportunities or retiring. These transitions have had a great impact on Southwest Healthcare Services throughout the remainder of 2014 and into 2015. We look forward to facing these new recruitment and retention challenges head on. Our organization has a lot of great, dedicated employees, a variety of healthcare related positions, an environment established to train and educate employees and the opportunity for current and potential employees to grow within our organization! We are excited to see what 2015 brings and we look eagerly into the future!

Thank you again to all of Southwest Healthcare Services' employees and volunteers - - It's employees and volunteers like you who truly make a difference in the lives of many!

Thank you,
Laci Coates, HR

Grant Awards Report

2014 was the best year Southwest Healthcare Services has had for grants awards on record! Southwest Healthcare Services actively applied for financial assistance to foundations and organizations that fund healthcare programs and capital expenditures. A total of 26 requests totaling almost \$1,657,167.41 were sent to organizations requesting their financial support. Of that amount, Southwest Healthcare Services was awarded \$1,110,923.

Requested

ND Dept. of Health	Lucas Machine for EMS and Hospital
Helmsley Foundation	ePharmacy Program - 3 year grant
CAH Ship Grant 2014-2015	ICD -10 Training and Equipment
Frank Wedge Memorial Fund	LTC Tub Room Remodel
City Sales Tax	GI Scopes & CT Service
Rural Healthcare Exchange Program	Peer to Peer Grant for Equipment review
TransCanada	Building Project Donation
ND Dept of EMS	Staffing and Base Radio
Basin Electric Power Coop.	Building Project Donation
ND Trauma Foundation	Adult Vacuum Splint
North Dakota Oil Impact Grant	Funding for a New Ambulance and LifePak 15
MDU Foundation	IV Fluid Warmer
Sunrise Foundation	Lifts, Monitors, and Van Lift
Center of Rural Health Flex Grant	Revenue Cycle Management Analysis
ND Dept of Health	Reimbursement for Education

To date we have received \$754,762.50 in requested grant money for the year 2014 with the balance of grant awards to be funded upon completion of each individual project.

Thank you,

Allison Engelhart

Community Health Improvement Services Report

Southwest Healthcare Services defines community health improvement services as activities or programs carried out or supported for the express purpose of improving community health and that are subsidized by Southwest Healthcare Services. Such services do not generate inpatient or outpatient revenue, although there may be a nominal patient fee or sliding scale fee for these services. Our total community benefit expense included direct and indirect costs. For the calendar year 2014, our total community benefit expense is \$18,100.

The following are examples of services Southwest Healthcare Services has provided to the community at large:

- We do annual Health Fairs in 5 communities across our service area.
- We provide Pastoral care services.
- We provide concussion testing software to Bowman County School for athletics.
- We provide ambulance coverage at various local sporting events.
- We provide a CPR and First Aide class to local coaches.
- We provide sports medicine coverage to Bowman County School at all home sporting events.
- We teach safe sitter classes.
- We participate in job shadowing and career fairs.
- We provide community CPR training.

We also have a charity care program which provides assistance to those with financial need or catastrophic medical events. Our charity care expense for the year 2014 was \$70,405.

Sunrise Foundation Report

Sunrise Foundation Mission

The mission of the Sunrise Foundation is to provide financial assistance and support to any and all aspects of healthcare in our service area.

Through the use of revenue from the Foundation, we can supplement healthcare programs, start new programs based upon present and future needs and continue to provide financial assistance to healthcare entities so as to continue to provide quality care in the future.

Investing in Health Care Education

The Sunrise Foundation provides yearly scholarships to applicants that have successfully completed their freshman year of college and have been accepted into a healthcare related field of study. To qualify for a scholarship, college students must be from Bowman County, Slope County, Harding County and western Adams County.

Over the past 22 years, the Foundation has given out over 160 scholarships totaling almost \$117,500. Applications for scholarships are due in July of each year and can be obtained by visiting the Southwest Healthcare Service's website at www.swhealthcare.net. In 2014, scholarships and loan repayments were given to: Doneta Spomer, Darrell West, Heather Bird, Bailey McGee, Jacy Brown, Kaylea Schoon, Erika Olson, Brooke Lewton, Lisa Swanson, Sarah Wolbaum, Chrissy Blankenbaker and Jennifer Jahner.

Investing In Rural Health Care

The Foundation gives regular support to local healthcare entities. Through the years, financial support has been given to various projects for Southwest Healthcare Services, local ambulance and fire departments, and first response units. This financial support totals almost \$930,000.

An endowment is held by the Foundation in the name of Alyce Travers. The principle amount of the donation is invested long term with the interest paid out annually to Southwest Healthcare Services. This year \$12,000 was paid out as stipulated by the donor.

In 2014 the Foundation continued to support the Southwest Healthcare Services building project. The Foundation continues to make pledge payments on the \$100,000 pledge to this project, helping to make this vision become a reality in the next few years.

Investing in Your Local Health Care through the Sunrise Foundation

The Sunrise Foundation is able to continually make grants and award scholarships because of financial gifts given by generous individuals. Those gifts are properly invested (locally) by the Board of Directors and benefit our local communities immensely. We have huge plans for the Foundation starting in 2015. Plan on seeing much more of us at community activities.

Sunrise Foundation Board of Directors

Margie Hande – President, Rita Freitag – Vice President, Bob Morland – Sec./Treasurer
Roger Berglund Sharon Gunderson Galen Strand Bruce Hagen Patty Gilbert Todd Stearns
James Stafford Bruce Bowman Jennifer Sarsland Leonard Nygaard Becky Hansen

Foundation Director: Sasha Ruggles