

#### **OUR VALUES**

COMPASSION - WE WILL BE AWARE AND RESPECTFUL OF THE LIFE SITUATION OF OTHERS AND TREAT THEM WITH COMPASSION AND CONSIDERATION.

**ACCOUNTABILITY - WITH INTEGRITY, KNOWLEDGE, ACTION AND TRUST.** 

**RESPECT - FOR DIGNITY, CARE AND CONCERN FOR ALL.** 

**EXCELLENCE - AS A TEAM IN ALL WE DO.** 



#### **OUR VISION**

- BE THE HEALTHCARE PROVIDER FOR OUR REGION;
- DEDICATE OURSELVES TO INNOVATIVE EXCELLENCE IN CARE;
- COLLABORATE CARE FOR ECONOMICAL SERVICES WITH OTHER AGENCIES;
- BE THE LEADER IN PROVIDING HEALTH EDUCATION, PREVENTION AND WELLNESS SERVICES TO PROMOTE INDIVIDUAL RESPONSIBILITY FOR HEALTHY OUTCOMES:
- PROVIDE FINANCIAL STEWARDSHIP FOR ECONOMIC HEALTH CARE;
- CREATE AN ENVIRONMENT IN WHICH ALL PARTICIPANTS FEEL VALUED AND RESPECTED:
- EMBRACE CHANGE WHILE EXPLORING TOMORROW'S NEEDS TODAY.

## A Message from our Board of Directors

A river cuts through a rock, not because of it's power, but because of it's persistence.

On behalf of the Governing Board for the Central Montana Medical Center, I want to thank the Central Montana area community - for your support of our hospital. All of us know that health care, especially rural health care, has faced and will continue to face many challenges that have only multiplied with the onset of the COVID-19 Pandemic. CMMC has pulled together, strong and persistent to meet those challenges and even grow from them. Your hospital governing board, the CMMC leadership team and the entire staff will continue to move forward and keep CMMC on the leading edge of health care for our community. Thank you!

Bret Carpenter, Chairman

# CMMC GOVERNING BOARD EXECUTIVE COMMITTEE



Bret Carpenter Chairman



Dave Phillips Vice-Chairman



Jennifer Saunders
Secretary/Treasurer



Corry Arntzen

Member at Large



Tamara M. Welsh, MD Member at Large

# Go with the flow

## CMMC Board Members include:

Mary Albers
Brandon Bantz
Keith Cook
Karen Durbin
Nick Econom
Marvin Mauws
Ashley Morris
Carl Seilstad
Michael Sura, MD
Kim Vincent

#### **OUR MISSION**

THE MISSION OF CENTRAL MONTANA MEDICAL CENTER IS TO BE THE LEADER IN ASSURING COMMUNITY BASED QUALITY HEALTHCARE.

# Message from the CEO

It is my pleasure to have been selected to serve as the new CEO of Central Montana Medical Center. As a Central Montana native and Fergus High graduate, I can appreciate the privilege we have to call this region our home. It's not just the mountains or rivers surrounding us, but rather the people that make up this community that makes it so appealing. In my short time on the job I have learned about the special people who work here and make CMMC the award winning medical center it is. They have been extremely welcoming to me and my family and I've appreciated the knowledge they've shared with me about the vast array of services CMMC provides. Dr. Bennett and Alan Aldrich have done a phenomenal job as Co-CEO's positioning the organization for continued success.



Cody Langbehn

Providing health care to a region is a privilege and an honor, but not an easy task. The COVID-19 pandemic has introduced many new challenges into an already complex environment but I'm extremely proud of how the staff at CMMC have responded and risen to meet these new challenges. Their tireless efforts and dedication should serve as an inspiration to us all. I know working together as an organization and across our communities, we will prevail and emerge even stronger. Thank you to all of Central Montana for your long-standing support of CMMC. I look forward to serving you for

many years to come.

About Cody Langbehn

Cody Langbehn has more than 25 years of health care leadership experience. Cody was most recently the vice president and Montana regional director at PacificSource Health Plans. He also served as CEO/Administrator at St. Luke's Wood River Medical Center in Ketchum, Idaho. Before that he served as the executive director of regional operations at Billings Clinic, and before that he was the CEO at Pioneer Medical Center in Big Timber.

Langbehn graduated from Fergus High School and received a bachelors degree in health care administration from Concordia College in Moorhead and a masters degree in health administration from Montana State University Billings.

Cody and his wife Lisa have two children and you can often find them out enjoying a wide variety of sports and outdoor activities such as fishing, hunting, skiing and golf.

Carve your path

# Slaw damin & meanales

#### PAST INTERIM CO-CEO'S MESSAGE

Often, during times of flooding and high-water, a waterway will develop a new path. This new path is often less resistant, maybe a little straighter and allows the waters to move more quickly downstream. This path often takes a route that is new and unchartered. The old path sometimes only has minimal water flow or maybe even completely empty.



Alan Aldrich Interim Co-CEO

So it has been with Healthcare this last year for CMMC. A new pathway was developed as CMMC moved to a new Electronic Medical Record and became part of an integrated record with Billings Clinic and its affiliates. As the high waters around this new pathway were beginning to recede and becoming a little more normal, an unexpected and very powerful surge was upon us. The COVID-19 Pandemic arrived and our focus needed to adjust from totally on the new Electronic Medical Record to the health of our patients, employees and community. These two major high-water events, each on their own, would be exhausting on the staff of CMMC. But this past year these two events were really hitting during the same time period. The entire staff of CMMC did a great job, taking on



Laura Bennett, MD Interim Co-CEO

the strong and unknown headwaters that these events delivered. I believe at this time looking back, we can say we met both challenges successfully and remain steady in the new normal current.

We can now breath, stand on the bank and look across the wide, calmer and still flowing stream, and realize that this is the new normal. Healthcare will forever be changed. A push towards more electronic communication with patients and with each other. The high-waters moved the path for electronic communication, forcing a change that may have taken years to change otherwise. I would expect that this is a positive change in the pathway of communication.

Personal note from Alan: I will be viewing the high-water and flooding changes from the far bank in the future. It is time for me to slow down and find a more meandering stream as I move into retirement. At the end of 2020, I will retire from CMMC after 42 ½ years. I must say that the water flows thru CMMC quite a lot different than they did when I started my journey. It has been a great journey, with lots of opportunity to meet and work with some great water navigators. A journey that won't soon be forgotten.



Alan Aldrich Chief Financial Officer

### **Financials**

The Fiscal Year that ended June 30, 2020 was a challenging financial year for Central Montana Medical Center (CMMC). The challenges were not only around the usual changes and decreases in Healthcare reimbursements and the ever increasing expenses, but this year included a major Information System change and efforts in meeting the local challenges of the COVID-19 Pandemic.

As of February 1, 2020, CMMC migrated to the Billings Clinic Cerner/ Lawson Information System, joining all of the other Billings Clinic affiliates. By being a part of a larger System, CMMC has an opportunity to be part of an Integrated Medical Record, hopefully providing better patient services.

Around the middle of March 2020, the threats surrounding the COVID-19 Pandemic was upon CMMC. There were many costs associated with preparing and planning for whatever might be coming our way. There were funds available to support the facility during a time of slow down and shut down of many patient services. These significant factors affected the Financial Reports for 06/30/2020 and the comparisons to previous years are somewhat muddled by these factors.

The hard work and dedication of the staff of CMMC, contributed greatly to a solid and focused response to the challenges CMMC encountered.

Some of these challenges are ongoing and will be for some time. The trust and support of the people and communities that CMMC's serves has been vital thru these unsettled times.

Total Operating Revenue increased \$1,910,187, a 5.16% over last year. During this same period, Expenses increased \$3,002,189 or 8.38%. These changes created a decrease of Revenue over Expenses of \$1,092,002 or 93.45%. Non-operating revenues also decreased \$454,606 or 52.62% compared to last year. These decreases produced a total decrease in Net Income of \$1,546,608 or 76.09%. The Net Income for Fiscal Year 2020 was \$486,010, subject to any pending final Audit adjustments.

Total Assets ended the Fiscal Year 2020 at \$44,530,959 with Current Liabilities at \$14,998,891 and Long Term Debt at \$5,354,800. The financial results produced a \$1,124,603 or 4.88% increase in the Fund Balance or Equity position of CMMC. There was stable growth during the 2020 Fiscal Year, amid the very unusual challenges and changes in the world of Healthcare.

lan K. Jeldich CFO

CENTRAL MONTANA MEDICAL CENTER
COMPARATIVE BALANCE SHEET
FISCAL YEARS ENDING 06/30/2020 AND 06/30/2019

Current Assets Assets Limited as to Use Land, Buildings, Equipment Less: Accumulated Depreciation Other Assets	FY 2020 \$ 23,267,418 \$ 3,906,746 \$ 44,655,450 \$ (31,536,920) \$ 4,238,265	FY 2019 \$ 12,153,588 \$ 4,158,582 \$ 42,485,663 \$ (30,015,702) \$ 3,372,091	\$ CHANGE  \$ 11,113,830 \$ (251,836) \$ 2,169,787 \$ (1,521,218) \$ 866,174	% CHANGE 91.44% -6.06% 5.11% 5.07% 25.69%
TOTAL ASSETS	\$ 44,530,959	\$ 32,154,222	\$ 12,376,737	38.49%
Current Liabilities Long Term Debt Fund Balance (Equity)	\$ 14,998,981 \$ 5,354,800 \$ 24,177,178	\$ 4,378,024 \$ 4,723,623 \$ 23,052,575	\$ 10,620,957 \$ 631,177 \$ 1,124,603	242.60% 13.36% 4.88%
TOTAL LIABILITIES & EQUITY	\$ 44,530,959	\$ 32,154,222	\$ 12,376,737	38.49%

<sup>\*</sup>Financial statements as reported subject to final Audit adjustments.

#### CENTRAL MONTANA MEDICAL CENTER SOURCE OF REVENUE ANALYSIS

FISCAL YEARS ENDING 06/30/2020 AND 06/30/2019

	FY% OF 2020	FY% OF TOTAL	\$ % 2019	TOTAL	CHANGE	<u>CHANGE</u>
MEDICARE	\$22,894,435	37.1%	\$25,332,320	42.1%	\$(2,437,885)	-9.62%
MEDICAID	\$ 7,590,240	12.3%	\$ 7,457,641	12.4%	\$ 132,599	1.78%
COMMERCIAL	\$21,842,161	35.4%	\$20,544,341	34.2%	\$ 1,297,820	6.32%
SELF PAY	\$ 2,447,827	4.0%	\$ 2,318,069	3.9%	\$ 129,758	5.60%
NON-PATIENT	\$ 6,947,863	11.3%	\$ 4,483,339	7.5%	\$ 2,464,524	54.97%
TOTAL	\$61,722,526	100.0%	\$60,135,710	100.0%	\$1,586,816	2.64%

<sup>\*</sup>Financial statements as reported subject to final Audit adjustments.

#### CENTRAL MONTANA MEDICAL CENTER STATISTICAL ANALYSIS

FISCAL YEARS ENDING 06/30/2020, 2019, 2018, 2017 AND 2016

<u>2016</u>
1,925
21.10%
692
772

<sup>\*</sup>Financial statements as reported subject to final Audit adjustments.

## CENTRAL MONTANA MEDICAL CENTER COMPARATIVE INCOME AND EXPENSE STATEMENT

FISCAL YEAR ENDED 06/30/2020 AND 06/30/2019

	FY 2020	FY 2019	\$ <u>CHANGE</u>	% CHANGE
Patient/Resident Service Revenue	\$ 54,414,969	\$ 55,129,476	\$ (714,507)	-1.30%
Less: Revenue Deductions		MILITARIA		
Medicare	\$ 11,298,310	\$ 12,178,761	\$ (880,451)	-7.23%
Medicaid	\$ 2,174,844	\$ 3,009,418	\$ (834,574)	-27.73%
Charity Care	\$ 722,122	\$ 610,898	\$ 111,224	18.21%
Provision for Bad Debts	\$ 1,463,550	\$ 909,169	\$ 554,381	60.98%
Other Deductions	\$ 7,167,596	\$ 5,577,528	\$ 1,590,068	28.51%
Total Deductions	\$ 22,826,422	\$ 22,285,774	\$ 540,648	2.43%
NET PATIENT SERVICE REVENUE	\$31,588,547	\$ 32,843,70	\$(1,255,155)	-3.82%
Other Operating Revenue	\$ 7,307,557	\$ 4,142,215	\$ 3,165,342	76.42%
TOTAL OPERATING REVENUE	\$38,896,104	\$36,985,917	\$ 1,910,187	5.16%
Operating Expenses:				
Salaries, Benefits, Fees	\$ 24,851,771	\$ 22,530,159	\$ 2,321,612	10.30%
Supplies	\$ 5,950,735	\$ 5,512,793	\$ 437,942	7.94%
Utilities & Telephone	\$ / 1/ 504,044	\$ 480,742	\$ 23,302	4.85%
Insurance	\$ 608,701	\$ 536,478	\$ 72,223	13.46%
Depreciation & Interest	\$ 1,799,300	\$ 1,676,530	\$ 122,770	7.32%
All Other Expenses	\$ 5,104,956	\$ 5,080,616	\$ 24,340	0.48%
Total Operating Expenses	\$ 38,819,507	\$ 35,817,318	\$ 3,002,189	8.38%
OPERATING INCOME (LOSS)	\$ 76,597	\$ 1,168,599	\$(1,092,002)	-93.45%
Non-Operating Income	\$ 409,413	\$ 864,019	\$ (454,606)	-52.62%
NET INCOME OR (LOSS)	\$ 486,010	\$ 2,032,618	\$(1,546,608)	-76.09%

<sup>\*</sup>Financial statements as reported subject to final Audit adjustments.

# PHOTO BY TODD KLASSY

#### MEDICAL CENTER FOUNDATION

## Philanthropy at its best.

The Medical Center Foundation (MCF) helps to ensure financial stability, and future expansion of services at CMMC. Great healthcare close to home is critical to the growth of our communities. Like, \$460,000 in donations to CMMC Foundation 3D Mammography capital campaign are

significant to that equation.

3D Mammography.

"The great thing about being a Montanan is how we all take care of our fellow Montanans," said Bill McGladdery, Town Pump Charitable Foundation Director. "Through the efforts of the Medical Center Foundation and the acquisition of this new equipment, lives will be saved."

In the summer of 2019, CMMC Foundation launched an aggressive capital campaign for 3D Mammography equipment. In less than four months, the \$350,000 fundraising goal was met! Energized, the Foundation Advisory Board began Phase II to raise an additional \$125,000 for a Breast Biopsy Guidance System in tandem with the 3D Mammography unit. Unique fundraising efforts

quickly kicked off, from a Cottonwoodstock birthday bash, lemonade stand, drift boat raffle, quilts for raffle, Miles for Mammo to the sale of a registered heifer. The MCF's 3D fund-raising finale to generate the remaining of the \$475,000 was planned to culminate with the Oak Ridge Boys 20/20 Tour was ultimately rescheduled due to COVID-19 pandemic (Oak Ridge Boys new tour date is set for June 5th, 2021).

Major donors (\$25,000+) include Norm Asbjornson, Town Pump Charitable Foundation, the Box Elder Ranch, Central Montana Foundation, Ed & Phyllis Evans and an anonymous gift. Central Montana's faithful contributors, friends from afar and the community's encouragement helped us offer the world's best in mammography equipment.

"Central Montana has treated us very well over our lives, that's why we feel compelled to give back to the community we love," said donor Phyllis Evans. "It's critical that everybody contributes a little bit through giving or volunteerism. That's what inspires a community and helps it thrive," said Ed Evans.

#### \$3.2 Million Dollar Balance.

The MCF, under the investment umbrella of the Central Montana Foundation, ended the fiscal year with a \$3.2 million dollar portfolio. The Vision 2000 endowment grew to \$851,000; 3D Mammography \$437,000; General \$750,000 and ER \$ 68,000. Darci's Gift: Save a Life (\$29,000) and Friends of 1st Responders (\$10,000) financially supported EMT opportunities, Nurse education and CPR training.



#### Medical Center Foundation Advisory Board

Ann Tuss – Manager
Karen Kuhlmann, Chairman
Nancy Weaver, Vice Chairman
Dr. Laura Bennett, Liaison
Bob Bjelland
Debbie Bricker
Jerry Carpenter
Valerie Carr
Neysha Humphreys
Deb Pratt
Laurie Ray
Carol Swanby
Jim Wier

Big Fish Boatworks Raffle Boat Builder and winner (right)

#giveback.

Our employees' devotion is in the work they do, and their gifts to the MCF. The Foundation was pleased to have met the #giveback campaign goal to raise \$25,000 from employees and Governing Board of Directors for the 3D Mammo campaign! Whether staff give through payroll deduction or outright donations to the Foundation, their impact ensures our patients receive the most advanced care in services, or that their colleague suffering from a personal crisis (HOPE fund \$22,000) is given the help they so deserve. This fiscal year 39% of staff gave a total of \$37,906.36 through payroll deductions.



Helping Beyond Our Walls.

The Foundation's Roundup Newsletter shares stories of people helping people, and the variety of grant dollars that help our hospital, and off campus too. Non-profit organizations seeking health related needs received grant dollars or gifts-in-kind. A total of \$40,789 in financial support was given to Lewistown Chamber of Commerce; Hospice; Summer Safety Day; FHS All Night Party; CMMC H.O.P.E.; Women Lead Central MT; CMMC EMS; Central MT Youth Challenge; CMMC Basin Rehab; Reach Camp; CMMC In Home Care; FHS EMT Class; Small Wonder Childcare and Relay for Life.



**Hospice Chime Ceremony.** 

The annual Hospice Tree of Lights event beautifully recognized each Hospice patient who had passed. Even though donations are not solicited, this touching event received \$6,368 in donations and memorials. Hospice has held this Tree of Lights Remembrance Chime Ceremony for bereavement assistance for families since 1990. Total year end gifts to the Foundation Hospice and Home Health funds are \$838,229.

#### We Remember.

After a yearlong battle with cancer, Jeana Morrison Noel died in March 2020. Jeana served with the MCF for ten years. She was instrumental in helping raise \$1.3 million for CMMC's new Emergency department. Jeana's southern belle accent, artistic talents as a designer, enthusiasm and bigger than life stature are greatly missed.





# Highlights - Fiscal year 2020

# A STORY OF SURVIVAL: HOW CENTRAL MONTANA FIRST RESPONDERS SAVED AN INJURED HUNTER



Danny Lucas, Sr.

Last November, Danny Lucas, Sr., a 60-year-old captain with the Watsonville, CA Fire Department, was hunting in a rugged and remote area of the Beckman Wildlife Refuge. With him were his sons, Chad (a fire- fighter/EMT) and Danny Jr. (a Marine Corps veteran), his father-in-law and a family friend.

At their hunting location, a rifle being retrieved from inside the truck accidentally discharged, sending a round through the truck's door and hitting Danny Sr. in both legs. The round tore through his right leg and into his left, shattering the femur above the knee and tearing the femoral artery.

One of the hunting party members stripped off his belt to make a tourniquet, and his son, Chad, helped treat his father for shock, continuing to use the tourniquet, while his other son, Danny Jr., called 911.

Denton Ambulance was dispatched to the area. The hunting party loaded Danny Sr. into the truck and headed down the rural roads to meet the ambulance. Meanwhile Fergus County

Sheriff Department and CMMC paramedic unit was dispatched. The Denton Ambulance met up with the hunting party about 90 minutes after the accident occurred. Danny Sr. was placed in the ambulance, and on the way to Lewistown, they met the CMMC paramedic unit, and continued on to CMMC.

At CMMC, Dr. Amy LePage activated the hospital's Emergency Department Trauma Team. When Danny Sr. arrived, well past the "Golden Hour" responders hope for, he was taken into emergency surgery to stop the bleeding, then flown to Billings.

Upon arrival at the Billings hospital, doctors determined there had been too much blood lost and damage to the leg for a good long-term prognosis. Danny Sr.'s left leg was amputated. With some complications due to the surgey and kidney failure, after 41 days in the hospital, Danny Sr. was flown back to his home.

As a medical provider in the Billings hospital said, it was the quick work of the Fergus County responders and CMMC that saved Danny Sr.'s life. As a result of their professional skill and actions, all Fergus County responders to this incident will receive Certificates of Extraordinary Personal Action.



# 3D Mammography Machine

Radiology has completed nearly 200 3D Mammogram screens since the new installation of our 3D Mammography Machine earlier this summer.

The state of the art scan takes less than 20 minutes. Patients voice gratitude of not having to travel to the bigger cities for 3D imaging and often comment on the quick service, the sharp room remodel including the beautiful Central Montana photo art donated by a local

anonymous donor.

In addition to CMMC's personal touch, patients leave with a beautiful rose on behalf of the Foundation. The Foundation raised \$350,000 for the cost of the equipment, and continues to fund raise for the Breast Biopsy Guidance System soon to arrive.

THANK YOU CMMC Foundation and donors for the new 3D Mammography equipment.

# CHEVID 19 Coming together through a Pandemic





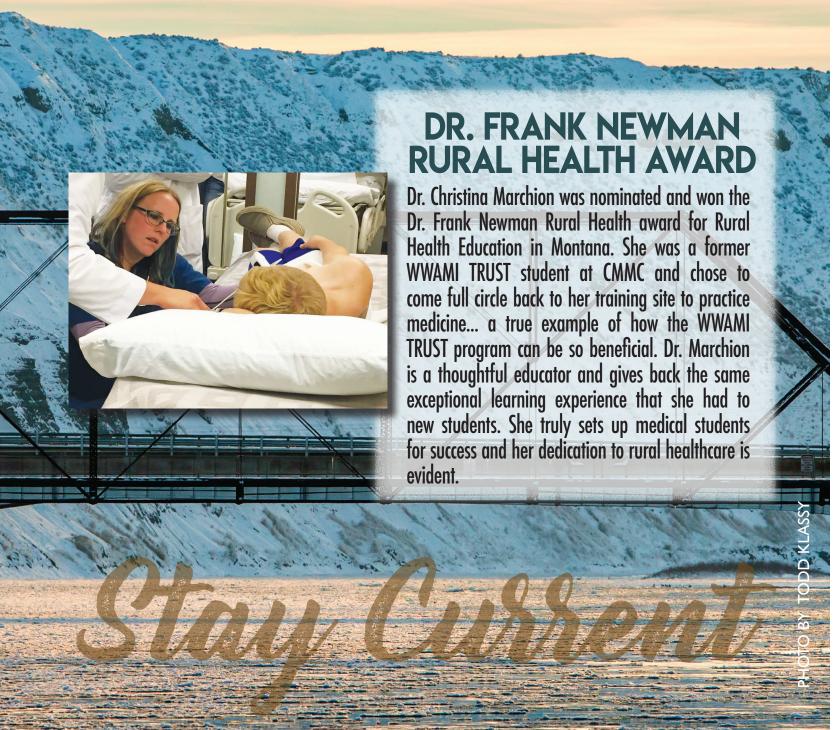
# SUMMER SAFETY DAY



#### **CERNER GO LIVE**

CMMC went "live" with our new Electronic Medical Record System, Cerner, February 1st, 2020. Cerner was chosen so we could offer more unified care to our patients. With Cerner, we are able to see records between the entire CMMC facility as well as all Billings Clinic affiliates. It also offers more system integration so we don't have as many scanned documents in the chart. For example, we can electronically save EKGs and Fetal monitoring strips to the chart without having to scan them like we did before. It is a more streamlined and patient centric system.





Auxiliary



Be thoughtful of those downstream



always willing to provide assistance with any project and host countless fund raisers such as multiple rummage sales, book sales, bazaars, bake auctions and raffles. This year with the COVID-19 pandemic, the warm smiling faces of our Auxiliary members were very missed.

This year, with support from the Central Montana Foundation and CMMC, the Auxiliary was able to award \$2,500 in scholarships. The Auxiliary approved over \$5,800 in items on the CMMC facility wish list. These items included tablets for infusion patients and helping fund the CMMC 3D Mammography and Breast Biopsy Machine.

These dedicated men and women logged over 2,000 volunteer hours in 2019-2020, less than last year only due to the COVID-19 pandemic, with 95 active members and 59 lifetime members. Thank you auxiliary members for your hard work and dedication to the mission and vision of CMMC. We excitedly await your return to our halls!

## EMPLOYEES GIVING BACK

Employees of CMMC are encouraged to give back to our community, either financially or by volunteering and helping out! Whether it be through the Day of Service with Spika Manufacturing, decorating a tree for the Boys and Girls Club Festival of Trees, putting on a raffle, passing out water to parade attendees or other volunteer opportunities, CMMC staff enjoy giving their time and talent.





Medical Staff



Donna Vantassel, AGNP-BC

Tamara Welsh, MD

Not pictured: William Gallea, MD

Paul Suarez, MD

Michael Sura, MD

# TOP 100 Critical Access Hospital/iVantage (6 years in a row) MHA PIN- Performance Improvement Network (3 years in a row)

NOSORH Performance Leadership Award (3 Years in a row)







### Consulting/Visiting Physician Specialists:

Allergy/Immunology; Cardiology; Dermatology; Endocrinology; Internal Medicine; Maternal Fetal Medicine; Nephrology; Neurology; Oncology; Opthalmology; Orthopedics; Otolaryngology (ear, nose, throat); Pathology; Radiology; Radiation Oncology; Rheumatology; Telepsychiatry; TeleStroke; Urology; Vascular Surgery



**DOLLARS SPENT LOCALLY** BY CMMC | \$2,632,879

LABORATORY **TESTS DONE** 68.601

**AMBULANCE RUNS** 



**MILES OF SERVICE** 











