



Autuul Renasi 2021

OUR MISSION

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

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

"The greatness of a community is most accurately measured by the compassionate actions of its members" – Coretta Scott King

On behalf of the Governing Board for the Central Montana Medical Center, I want to thank our community for your support for our hospital. We know this year has been challenging to many members of our great community, from fires and drought to the continued pandemic, but our community continues to work together to be even stronger. CMMC has been meeting the many challenges of rural health care needs and continues to provide the best health care right in our backyard. CMMC leadership, the governing board and the entire staff will continue to look towards the future and keep CMMC on the leading edge of health care for our community. Thank you!

Bret Carpenter, Chairman

GOVERNING BOARD EXECUTIVE COMMITTEE



Bret Carpenter Chairman



Corry Arntzen Vice-Chairman



Jennifer Saunders Secretary/Treasurer



Carl Seilstad Member at Large



Tamara M. Welsh, MD Member at Large



Mary Albers Member at Large

CMMC BOARD MEMBERS:

Brandon Bantz
Keith Cook
Ryan d'Autremont
Karen Durbin
Nick Econom
Marvin Mauws
Melody Montgomery
Ashley Morris
Michael Sura, MD

Message from the CEO

As I'm writing this message, I am also celebrating my oneyear anniversary with Central Montana Medical Center.

This past 12 months has been a whirlwind of events for the medical center. Unfortunately, I was hoping to be able discuss the COVID-19 pandemic in the past tense but our community and CMMC continue to demonstrate their resilience when it comes to enduring the impacts of the virus.



Cody Langbehn

I continue to be amazed by the compassion and strength our staff display each and every day as they show up to care for our community despite the challenges being thrown their way. In my opinion, there has never been a more difficult time to serve in the health care field than these past 18 months. I am lucky to call them my colleagues.

CMMC was honored to be recognized as a Top 100 Critical Access Hospital by the Chartis Center for Rural Health. The award looks at various measures in making their determination including patient outcomes, quality of care data, patient satisfaction and cost.

In May we received news the Leona M. and Harry B. Helmsley Charitable Trust granted CMMC \$6 million to build a cancer center on the CMMC campus that will help Central Montana residents stay near home while undergoing cancer treatment. The new cancer center will be developed in partnership with Billings Clinic and will bring both medical and radiation oncology to our campus. A \$1 million capital campaign will be launched later this year to help fund the \$8.9 million project.

I once again want to say thank you to the staff here at CMMC and the community for making my first year in my new role a memorable one.

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Awards

TOP 100 Critical Access Hospital/iVantage (7 years in a row)
MHA PIN- Performance Improvement Network (4 years in a row)
NOSORH Performance Leadership Award (4 Years in a row)
MHA PIN Quality Program of the Year 2020









PIN Quality Program of the Year

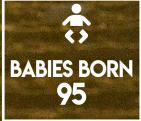
AWARD WINNER



DOLLARS SPENT LOCALLY BY CMMC | \$ 2,732,575

LABORATORY TESTS DONE 69,976 AMBULANCE RUNS 696

MILES OF SERVICE AREA 4,350



ER VISITS 4,448



STAFF | 328



SURGERIES | 817

PHOTO BY TODD KLASSY



Scott Merkle Chief Financial Officer

Financials

Central Montana Medical Center completed another fiscal year, meeting the challenges that included COVID 19, Medicare, Medicaid and Commercial reimbursement decreases and methodology changes, continued escalation of drug and medical technology costs, shortages of pharmaceuticals and medical supplies, and additional safety precautions to protect employees and the public for whom we provide care. All of these impacts created new financial and operational challenges and dramatic cost increases. Despite this, the hos-

pital was able to invest in tools that will help us be able to support our community if future needs arise including state of the art technology to more quickly test for contagions, and allow for remote better communication, limit access to certain physical locations and increase remote access to systems, all to reduce the risk of the spread of disease and keep people safe and healthy. The hospital was able to defray much of these costs and investment due to community fund raising efforts and Provider Relief Funding (PRF) from the government. Along with these changes, we continue to see challenging financial times for those patients covered by private pay resources.

With all of these changes and challenges, we consider this past fiscal year to be another successful financial year. Success in healthcare is not always measured in dollars and cents, however it is imperative that we have a clear focus on a strong financial foundation to support the future success of CMMC. We continue to bring new services and providers to our community including specialists, despite additional costs to maintain, attract and protect a workforce during a world-wide healthcare crisis. In the most recent year, due to new services and continued success in attracting new providers, we saw revenues from all services increase by 10% even with significantly lower volumes.

For the Fiscal Year Ending June 30, 2021, the total unrestricted net revenue was \$48,437,726. Total operating expenses were \$44,057,490. Unreimbursed and unfunded contractual revenue write-offs from Medicare, Medicaid and all other Third-Party Payers along with Charity Care and Bad Debt write offs, accounted for total Revenue Deductions or reductions of \$31,416,128 or 46.73% of gross Patient Service Revenue. This year's tentative Medicare and Medicaid Cost Report settlement adjustments combined with the CMMC's overall operations produced net operating income for the Fiscal Year of \$3,005,856. Non-operating income of \$2,151,564 was also recorded producing a \$5,157,420 net income for the Fiscal Year Ending 06/30/2021. Thank you,

CENTRAL MONTANA MEDICAL CENTER COMPARATIVE BALANCE SHEET

FISCAL YEARS ENDING 06/30/2021 AND 06/30/2020

	FY	-,,	FY	 \$	%
	2021*		2020	CHANGE	CHANGE
Current Assets	\$ 17,676,828	\$	22,233,824	\$ (163,213)	-0.73%
Assets Limited as to Use	\$ 5,324,068	\$	3,964,696	\$ 1,359,372	34.29%
Property and Equipment, Net	\$ 13,058,020	\$	13,187,319	\$ (129,299)	-0.98%
Other Assets	\$ 4,393,783	\$	3,817,486	\$ 576,297	15.10%
TOTAL ASSETS	\$ 44,846,482	\$	43,203,325	\$ 1,643,157	3.80%
Current Liabilities	\$ 17,829,259	\$	17,829,259	\$ (3,050,825)	-17.11%
Long Term Debt	\$ 5,341,301	\$	5,341,301	\$ (538,809)	-10.09%
Fund Balance (Equity)	\$ 20,032,765	\$	20,032,765	\$ 5,232,791	26.12%
TOTAL LIABILITIES & EQUITY	\$ 44,846,482	\$	43,203,325	\$ 1,643,157	3.80%

^{*}Financial results reported subject to Audit adjustments.

CENTRAL MONTANA MEDICAL CENTER SOURCE OF REVENUE ANALYSIS FISCAL YEARS ENDING 06/30/2021 AND 06/30/2020

	FY	% OF	FY	% OF	\$	%
	2021*	TOTAL	2020	TOTAL	CHANGE	CHANGE
MEDICARE	\$ 25,964,854	33.1%	\$ 22,206,103	38.7%	\$ 3,758,751	16.93%
MEDICAID	\$ 9,193,232	11.7%	\$ 7,362,035	12.8%	\$ 1,831,197	24.87%
COMMERCIAL	\$ 29,688,240	37.8%	\$ 21,185,467	36.9%	\$ 8,502,773	40.13%
SELF PAY	\$ 2,376,240	3.0%	\$ 2,374,232	4.1%	\$ 2,007	0.08%
NON-PATIENT	\$ 11,256,908	14.3%	\$ 4,235,232	7.4%	\$ 7,021,676	165.79%

\$ 78,479,47 100.0% \$57,363,070 100.0% \$21,116,404 36.81%

*Financial results reported subject to Audit adjustments.

TOTAL

CENTRAL MONTANA MEDICAL CENTER STATISTICAL ANALYSIS

FISCAL YEARS ENDING 06/30/2021, 2020, 2019, 2018 AND 2017

	<u>2021</u> *	<u>2020</u>	<u>2019</u>	2018	2017
ACUTE CARE					
PATIENT DAYS	1,837	1,497	1,652	1,826	1,982
OCCUPANCY RATE	20.13%	16.40%	18.10%	20.01%	21.72%
NUMBER OF ADMISSIONS	575	494	579	624	701
SWING BED PATIENT DAYS	1,004	1,429	1,786	1,248	790

^{*}Financial results reported subject to Audit adjustments.

CENTRAL MONTANA MEDICAL CENTER COMPARATIVE INCOME AND EXPENSE STATEMENT

FISCAL YEAR ENDED 06/30/2021 AND 06/30/2020

	FY <u>2021</u> *	FY 2020	\$ <u>CHANGE</u>	% <u>CHANGE</u>
Patient/Resident Service Revenue	\$ 67,222,566	\$ 53,127,838	\$ 14,094,727	26.53%
Less: Revenue Deductions				
Medicare	\$ 18,055,888	\$ 10,599,214	\$ 7,456,674	70.35%
Medicaid	\$ 4,382,760	\$ 2,292,123	\$ 2,090,637	91.21%
Charity Care	\$ 538,223	\$ 722,122	\$ (183,900)	-25.47%
Provision for Bad Debts	\$ 1,508,950	\$ 2,045,368	\$ (536,418)	-26.23%
Other Deductions	\$ 6,930,306	\$ 5,912,437	\$ 1,017,869	17.22%
Total Deductions	\$ 31,416,128	\$ 21,571,266	\$ 9,844,862	45.64%
NET PATIENT SERVICE REVENUE	\$35,806,438	\$ 31,556,572	\$ 4,249,865	13.47%
Other Operating Revenue	\$ 11,256,908	\$ 4,235,232	\$ 7,021,676	165.79%
TOTAL OPERATING REVENUE Operating Expenses:	\$ 47,063,346	\$ 35,791,804	\$ 11,271,542	31.49%
Salaries, Benefits, Fees	\$ 23,218,087	\$ 22,266,681	\$ 951,406	4.27%
Supplies Supplies	\$ 7,819,976	\$ 6,191,088	\$ 1,628,888	26.31%
Utilities & Telephone	\$ 477,646	\$ 504,044	\$ (26,398)	-5.24%
Insurance	\$ 532,086	\$ 608,701	\$ (76,615)	-12.59%
Depreciation & Interest	\$ 2,066,429	\$ 1,799,300	\$ 267,129	14.85%
All Other Expenses	\$ 9,943,266	\$ 8,052,505	\$ 1,890,761	23.48%
Total Operating Expenses	\$ 44,057,490	\$ 39,422,320	\$ 4,635,170	11.76%
OPERATING INCOME (LOSS)	\$ 3,005,856	\$(3,630,516)	\$ 6,636,372	-182.79%
Non-Operating Income	\$ 2,151,564	\$ 144,585	\$ 2,006,979	1388.10%
NET INCOME OR (LOSS)	\$ 5,157,420	\$(3,485,931)	\$ 8,643,350	-247.95%

^{*}Financial results reported subject to Audit adjustments.

HOTO BY TODD KLASS

MEDICAL CENTER FOUNDATION

Good Things Happen.

"It was a foundation in my family upbringing. It was ingrained in me and my siblings by my parents to give back to support those in need," said Dr. Joan "Missy" McMahon. "As I look back now, those are the most important things they taught us."

(Roundup Summer newsletter 2021)

If you gift one dollar or one million, you are a benefactor – you are what make good things happen in Lewistown, and at your hospital. Whether it's upgrading the 3D mammography unit, buying an AED for the city pool or helping rural EMS, donations channeled to CMMC's Foundation makes your hospital and your community a better place to live.

100% DONOR PAID.

The 3D mammography unit and breast biopsy guidance system, along with the photography displayed in the remodeled mammography room, has been 100% paid for by donations. Every penny towards this campaign literally helped save lives. Despite the year-long setback

due to COVID, the Oak Ridge Boys benefit concert, a \$50,000 anonymous gift, 3 quilt raffles, "Knots 4 Life" project, and numerous individual contributions helped push the 3D Mammography campaign goal [\$475,000] over-the-top to \$578,000! Since equipment installation last June, 1,306 mammograms have been administered with 21 positive breast cancers – all detected early thanks to the 3D. "People saw a great need, stepped up and gave – resulting in the finest breast cancer detection system in the world," said Ann Tuss, Foundation Manager. "We are proud of our efforts, and humbly grateful to every single donor."

REAPING DIVIDENDS.

The Medical Center Foundation is under the investment umbrella of the Central Montana Foundation. Both Foundations share a unique relationship, sharing the Roundup newsletter and donor database. June 30th ended the year with a balance of \$3.3 million for all 17 funds associated with the hospital Foundation. A total of \$468,000 was granted to CMMC services and community organizations (see grant details on next page). The general fund reached \$830,000, Hospice neared \$1 million (Tree of Lights ceremony contributed \$7,300) and Vision 2000 Endowment has grown to \$1.1 million! Friends of 1st Responders and Darci's Gift:Save a Life donor created funds saw devoted annual contributions to help with EMT and CPR training. Eighty employees donated \$21,000 to the Foundation through ongoing payroll deductions. Whether its \$5 or \$500, it all adds up.

A NEW CHAPTER.

After 36-year career at CMMC, Ann Tuss is looking forward to spending more time with her family and working on their ranch. Ann's colleagues and CMMC donors she has met throughout the years have become lifelong friends. "They have helped me grow both professionally and personally, and the fact that they have been so loyal to the Foundation and what we do means a great deal to me," said Ann.

After 15 years of volunteer service to the Advisory Board and acting chair, Karen Kuhlmann has stepped down. Together, with their Advisory Board members, they made a great team - accomplishing every fundraising goal and contributing to a positive flow of communication with the Central Montana communities. "I've given my best effort to every challenge and been a strong, positive advocate for the hospital, its services and physicians. I'm proud of that," Karen said.

A new chapter begins with a new Foundation Director and several new Board members joining forces this fall. A special thank you to the Advisory Board for their outstanding leadership, fundraising efforts, community relations and individual stewardship.

Oak Ridge Boys Benefit



Do that little thing called 'giving' and watch your heart start beating.

~ COMPENDIUM, INC. 2009

Ann Tuss and Karen Kuhlmann



FRONTIER APPRECIATION.

We all know healthcare is expensive and the ever changing industry is hard to keep up – that's why CMMC relies on the Foundation to fill-in the gaps by supporting capital acquisitions and building projects, like the new upcoming comprehensive Cancer Center. This \$8.9 million addition, opening in spring of 2023 will provide high quality cancer care close to home. A \$6 million grant from The Helmsley Charitable Trust will pay for the majority of the costs. \$1.9 million will be covered by CMMC, and the Foundation will raise the remaining \$1 million through a community capital campaign. With the 3D Mammography fundraising success, the Cancer Center fund drive will dovetail in nicely.

Frontier hospitals, such as CMMC simply exist because of faithful patients and generous donors near and afar who believe that your hospital is a must-have. The Medical Center Foundation strongly upholds that financial obligation – for that, we thank you.

Medical Center Foundation Advisory Board

Ann Tuss – Manager
Karen Kuhlmann, Chairman
Nancy Weaver, Vice Chairman
Bob Bjelland
Debbie Bricker
Jerry Carpenter
Valerie Carr
Deb Pratt
Laurie Ray
Carol Swanby
Jim Wier

GIVING BACK.

Grants applied for are guided by the Advisory Board, with full Governing Board approval. The Foundation granted monies to help with the following needs:

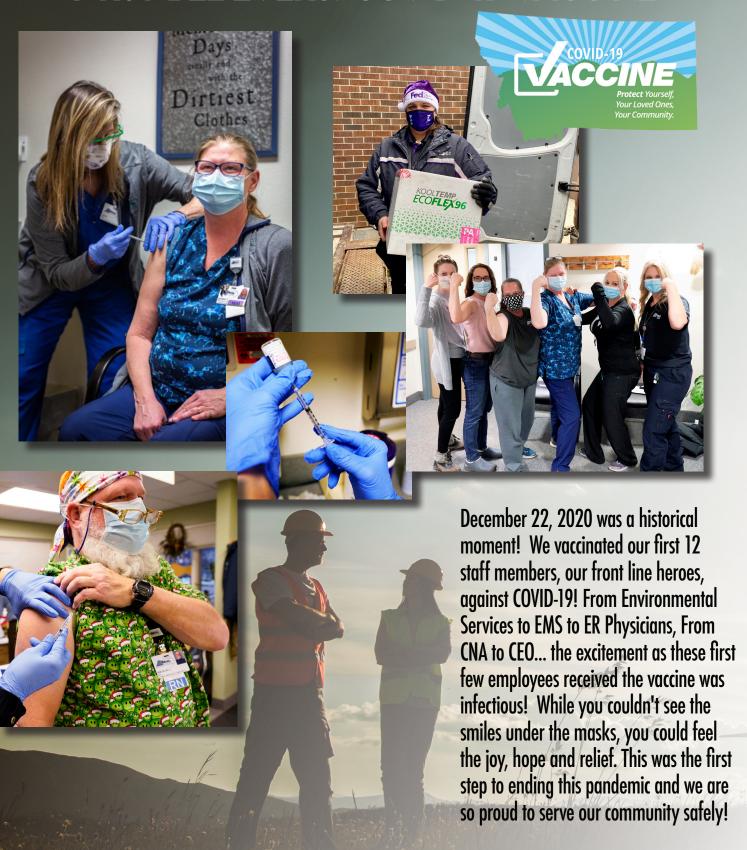
- · \$432,507 3D Mammography & Breast Biopsy Unit
- · \$ 1,500 Helping CMMC Employees in Crisis
- · \$ 2,500 AED for Lewistown Park & Recreation
- · S 2.500 Women Lead Central Montana
- \$ 3,892 Broda Therapeutic Wheelchair for Hospice
- \$ 1,000 TV Monitor for EMS Training
- · Gift-in-kind 1st Aid Kit for FHS After Prom Party
- · Gift-in-kind 1st Aid Supplies for Girl Scout Camp
- · Gift-in-kind 1st Aid Supplies for Lewistown Soccer Assoc.

- \$ 250 Career Survival & Rural EMT Training
- · \$ 2,000 Denton Ambulance Fund Drive
- · \$ 420 Internet Data for Tablets for Inpatient Use
- · \$ 3,285 Fergus High School EMT Class
- · \$ 12.308 Ipads for In-Home Care
- · \$ 2,448 AED for Hi-Heat Industries
- \$ 2,187 AED for Lewistown Chamber of Commerce
- · S 500 Bike Helmets for Summer Safety Event



Highlights - Fiscal year 2021

FIRST BELIEVERS: COVID-19 VACCINE



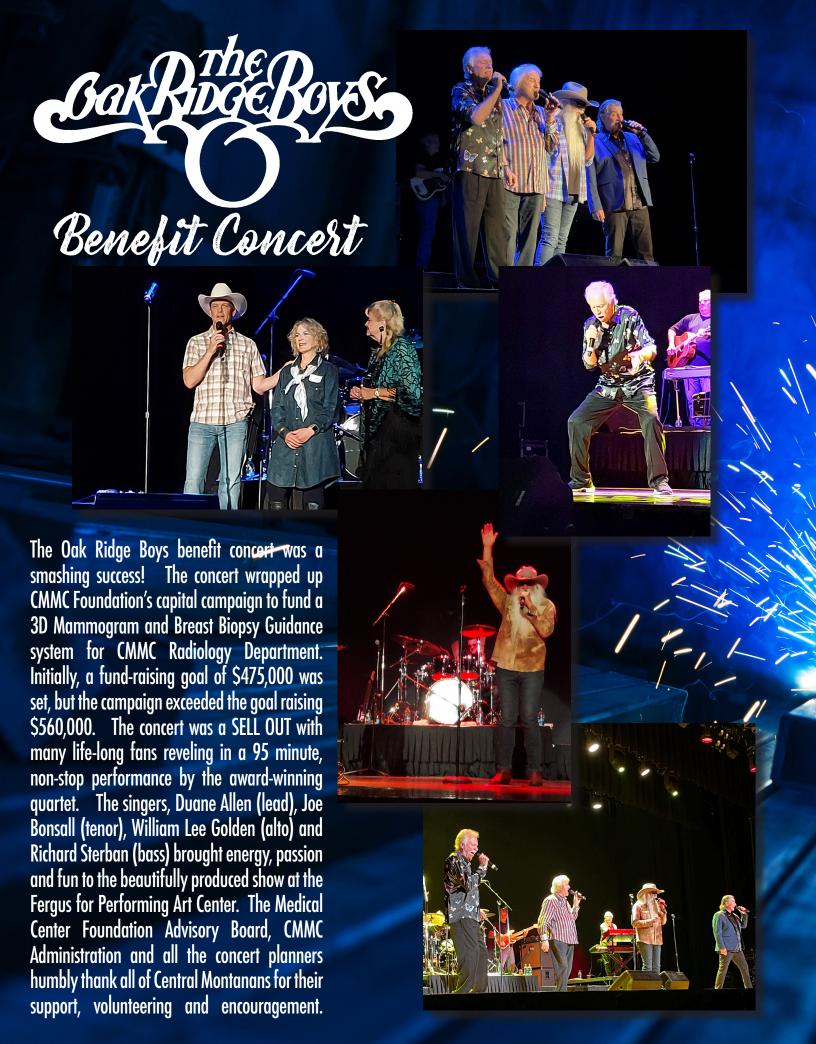


Breast Biopsy Guidance System

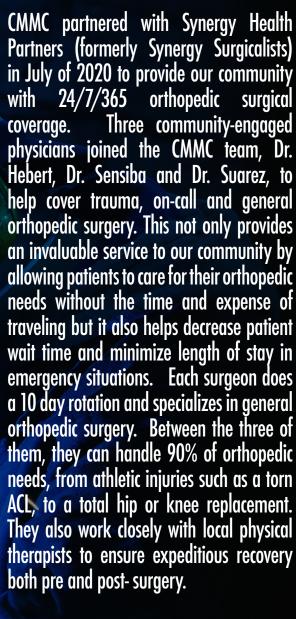
Thanks to the generosity of individuals, businesses and grant funders, Central Montana Medical Center was able to acquire a 3D mammography unit. It soon became apparent that acquisition of a breast biopsy guidance system for another \$125,000 to work in tandem with the mammography equipment would best serve patients.

CMMC purchased the breast biopsy system fall of 2020. CMMC's Surgeon Dr. Scott Smith, said the stereotactic biopsy equipment "allows CMMC to have the most up-to-date imaging and biopsy capacity with regards to breast cancer care." Dr. Smith chairs the committees that are pursuing accreditation through the National Accreditation Programs for Breast Centers and the Commission on Cancer. He explained that the gold standard of care when a mammogram finds an abnormality is stereotactic biopsy. This biopsy system works in tandem with the 3D mammography unit to guide the needle as it takes cells for examination. This method is preferable to other biopsy options (ultrasound biopsy and surgical biopsy), in that it identifies cancer earlier and is less invasive than surgical biopsies. Patients are now able to get this care at CMMC rather than traveling out of town.

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CMMC ORTHOPEDIC SURGERY





EDGE GENETIC STUDY

CMMC partnered with University of Washington and Billings Clinic to participate in an early cancer detection and prevention study, called EDGE Genetic Study.

The EDGE study helps identify 8 of the most common known hereditary cancer syndromes. However, despite this knowledge, testing for these types of cancers in the appropriate populations remains a vastly underused cancer prevention strategy. Cost, testing location, and lack of knowledge on how to get testing are just a few of the barriers that prevent access to this crucial tool that help identify this risk.

A collaboration between the University of Washington, Billings Clinic, 6 Billings Clinic affiliate sites (with CMMC one of the sites), and Multicare Health System in the Seattle, Washington is helping address this problem by offering the chance to be assessed for genetic testing at primary care appointments. This population-based approach is an attempt to develop more effective cancer prevention and early detection approaches for people at high risk for cancer in both rural and urban areas. Grant funding for the study was provided by the National Cancer Institute's Cancer Moonshot program. The program aims to make more cancer therapies available to more patients, while also improving the ability to prevent cancer and detect it at an early stage. This study will run for 2 years and is free to eligible CMMC patients.

Finding the best way to approach patients is the first step in improving access and uptake of these tests by individuals and families at high-risk for cancer. Once a patient knows their risk, there is the opportunity to act and help catch cancer in its early stages. By knowing the best approach, healthcare systems can act on this knowledge and improve their approach to screening, testing, and even treatment.







DR. MICHAEL SURA WINS DR. FRANK NEWMAN RURAL HEALTH AWARD

To exemplify the spirit of Dr. Frank Newman, a physician must have a unique set of characteristics. A set of characteristics that is only found in a select few. Characteristics such as honorable, ethical, optimistic, dedicated, influential, humble...to name just a few. Dr. Mike Sura, all of these characteristics are innate in him. He effortlessly leads CMMC and Lewistown to greater aspirations in rural healthcare and never seems rattled by any obstacle that comes his way.

Being a past resident at the Montana Family Medicine Residency, he understands the value and importance of rural healthcare. During his 2nd year of residency, CMMC had a devastating loss of a beloved physician and

Dr. Sura came up to offer help in an extremely difficult time and thus starting his path in rural healthcare. Our students and residents leave their rotation understanding the importance of rural physicians and how vital they are to the sustainability of healthcare.

Dr. Sura has devoted an insurmountable amount of time and energy into our up and coming future physicians. He is one of the main preceptors for our WWAMI TRUST program. He is requested by many students who have had the opportunity to work with him. He believes in these students. Even when they may be struggling, he finds the positive and works to better them.

In addition to medical students, Dr. Sura is the main preceptor for the Internal Medicine Residency Program at Billings Clinic. He started the program at CMMC for their rural rotation in 2016 and is still teaching and mentoring them 9 months out of the year. He received the preceptor of the year award from the residency out of ALL the preceptors the residents rotate with at Billings Clinic.

He is a calm, informative, productive, supportive, inspirational teacher with the ability to teach without learners feeling the pressure of failing or doing or saying something wrong.

He is a true leader. A staple at our facility and in our community. We are proud to have Dr. Sura in Lewistown and guiding our young physicians to a great path in rural healthcare.

Auxiliary

Ladies wearing pink jackets and men wearing red vests are a favorite sight at CMMC. Whether they are manning the Gift Shop, baking cookies & were very missed and they were not able to host any fundraisers.





Current Medical Staff



Augusto Amaral, MD Since 2020 Internal Medicine



Brian Church, DPM Since 2014 Podiatry



Annette Comes, MD Since 2004 Family Medicine



Ireneo deGuzman, CRNA Since 2007 Anesthesiology



Rachel Evens,
APRN, FNP-C • Since 2020
Family Medicine/Occ. Health



Raymond Lee, MD Since 2021 Radiology



Amy LePage, MD Since 2009 Emergency Medicine



Heidi Linhart, DNP Since 2017 Family Medicine



Cassie Lopez, MD Since 2019 Family Medicine/OB



Christina Marchion, MD Since 2014 Family Medicine/OB



G. Scott Smith, MD Since 2016 General Surgery



Shanda Speed, CRNA Since 2018 Anesthesiology



Paul Suarez, MD Since 2020 Orthopedic Surgery



Michael Sura, MD Since 2008 Internal Medicine



Donna Vantassel, AGNP Since 2020 Adult/Geriatric Medicine





Jacob Forke, MD Since 2013 Family Medicine



William Gallea, MD Since 2016 Emergency Medicine



Melanie Hardy, DO Since 2020 Emergency Medicine



Daniel Hebert, MD Since 2020 Orthopedic Surgery



Karen Kaufman, DNP Since 2020 Orthopedics



Shelley Poss, APRN-BC Since 2006 Family Medicine



Kimberly Schaaf, DO Since 2019 Emergency Medicine



Tyler Scheer, PA-C Since 2021 General Surgery



Paul Sensiba, MD Since 2020 Orthopedic Surgery



Ben Simpson, MD Since 2017 Family Medicine/OB



Felipe Villa Martignoni, MD Since 2019 Internal Medicine



Tamara Welsh, MD Since 2007 Emergency Medicine



Katie Williams, MD Since 2020 Family Medicine/OB

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



