

# scrmc

Here for You. Here for Families. Here for Community.



2017 Annual Report



**ST. CROIX  
REGIONAL  
MEDICAL CENTER**

# From the CEO

*When I reflect on the last year, it feels like déjà vu. It is similar to years past. This is actually a positive place to be during this day of ever changing healthcare and struggles for rural facilities. SCRMC continues to grow by expanding existing services, developing new services, improving patient experience, working on team engagement and enhancing the quality of care provided. This all can be great fun but also challenges our organization. Therefore, with that mindset, I appreciated recently when Board Chair Kristine Nelson Fuge commented that SCRMC is experiencing “Waves of Changes that will create Oceans of Opportunities” now and into the future. That is a positive perspective and spot-on for a potentially wonderful future.*

*That takes me to the organization’s **CroixCares Journey**. It provides a structured focused on three areas; clinical quality, patient experience, and team member engagement. It is a long-term journey, for us to continue to learn, grow, and adapt to the waves of change and create the organizational capability to seize new opportunities when they present. In reflection, there is tremendous good being done daily by all team members already and they all should be proud of the positive difference they are making for patients and communities served.*

*Please enjoy the annual report, the patient care stories and interesting facts that are included.*

*Best regards,*

A handwritten signature in black ink that reads "Dave Dobosenski". The signature is written in a cursive, slightly slanted style.

Dave Dobosenski, CEO





CEO Dave Dobosenski and Board Chair, Kristine Nelson Fuge

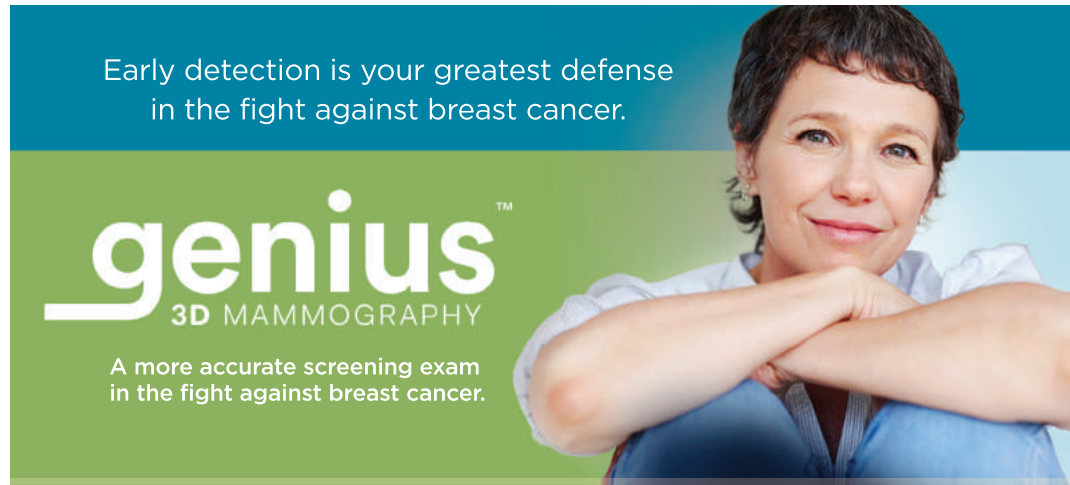


# SCRMC 2017 Year in Review

## 3D Mammography

3D Mammography (breast tomosynthesis) is a revolutionary technology that produces sharp 3D images, facilitating the radiologists' ability to clearly identify and characterize individual breast structures, allowing for earlier and more accurate diagnosis.

3D Mammography is more accurate than conventional mammograms for women with dense or non-dense breasts and it can detect breast cancer up to 15 months sooner than conventional methods of testing. More importantly, the exam allows radiologists to examine breasts layer by layer with precision and exceptional detail.



[Click here or on the picture above and find more information on the Genius™ 3D Mammogram](#)

## Ideal Protein® Weight Loss Clinic



[Click here to find more information about Ideal Protein®](#)

Ideal Protein® is a medically-supervised weight loss program that includes a diet low in carbohydrates and rich in healthy proteins. Under the guidance of St. Croix Regional Medical Center provider, Dr. Allison Karun, the Ideal Protein program:

- Uses Ideal Protein products, which promote fat loss while maintaining muscle mass.
- Includes weekly weight checks, blood pressure, BMI and body measurement analysis with an Ideal Protein Coach.
- Provides education to help maintain results.
- Offers one-on-one personalized weight loss coaching.



## Expanded Specialty Services

### MOVE Through Fibromyalgia Program

Fibromyalgia is a condition that is difficult to treat and sometimes “orphaned” in the medical system.

The MOVE Through Fibromyalgia Program is led by Dr. Semi Ayub and Dr. Gurdes Bedi. Kinisi Institute for Movement has mobilized a team of caregivers based on the latest evidence of best care. Our research included extensive literature review and a visit to Mayo Clinic Rochester to audit their program.

We are currently piloting the first patients through the program, learning and refining the process. The program is coordinated by Wellness Coaches and Christine Davis, OTR.

The four key components of the program include:

- Medical Management: Complete work-up to ensure proper diagnosis.
- Occupational Therapy: Pain Neuroscience education and activity modification progression.
- Behavioral Health: Cognitive Behavioral Therapy (CBT)
- Wellness Coaching: Care coordination, support of the care plan and personal dimensions of wellness exploration

### Kinisi Concussion Clinic

In the past, various providers at SCRMC have managed concussions. They do a great a job, but we were a bit random in how we promoted concussion management and the resources that we have. Dr. Pat McDonough, Dr. Gurdes Bedi and Jenna Mazour, NP-C have organized and coordinated this care.

The new model of care now includes neurology. Dr. Bedi and Jenna may see a 14 or 15 year old who has a suspected concussion to add more depth to the program.

The Concussion Clinic has also implemented two sideline tools that the Athletic Trainers will use to help diagnosis and mark function after a potential injury. These new tools are iPad based. This gives us quick, real time and quantitative data that can be compared later in the clinic. (FDA approved, Mayo Clinic developed.)

### **Ophthalmology**

St. Croix Regional Medical Center began a partnership in 2010 with North Suburban Eye Specialists to provide high quality ophthalmology services to our community. This year, with the addition of Dr. George Wandling, ophthalmology services were expanded to 4 days per week. In July, Dr. Scott Peterson also joined the group to offer retina services at the Lindstrom Clinic.

### **Spine Surgery**

With the growing need for spine services, Dr. Glenn Butterman along with his PA, Eric Salman, have joined Dr. Thomas Reiser in providing spine care and surgery at SCRMC. The addition allows for spine care to be provided three days a week.

### **Tobacco Cessation Program**

The Tobacco Cessation Program at SCRMC combines counseling, nicotine replacement therapy and other approaches to help patients quit smoking for good. The tobacco cessation program is designed to help participants discover the real reason why they are using tobacco. It also offers behavioral modification strategies and coping skills.

### **Wellness Coaching in the Kinisi Clinic**

Research has shown that half of patients leave medical visits without understanding their providers' advice on how to live healthier. This can lead to poor health outcomes for the patient and frustration for the provider. To help patients understand health advice given by their provider, the Kinisi Clinic has implemented a certified Health and Wellness Coach. The wellness coach can assist patients in behavior change through goal-setting to achieve any or all of the following: weight loss, exercise, healthy eating and stress reduction.

# Volunteer Partners at SCRMC

The Volunteer Partners continue to strive to achieve their organization's mission: "The mission of this organization is to provide support to the St. Croix Regional Medical Center through Services, Funds and Education. In serving SCRMC as Volunteer Partners, we are bridging our community with their medical care, and creating an environment which encourages open public relations; thus improving quality of patient care and service to our neighbors."

Healthcare as we know it is forever changing and we applaud SCRMC for being proactive and keeping up with the current climate.



The Wisconsin Hospital Association (WHA) Partners select a topic of education that we promote for a two-year period. For 2016 and 2017 we are focusing on the Painkiller (Opioid) Epidemic. The Volunteer Partners have been working with the pharmacy, marketing department and Dr. Vittal Nagar to create a brochure that outlines the necessity of this drug

along with its downsides. We have dedicated funds to this project and have pledged our help in any way that is possible.

The Volunteer Partners' meetings and events have been focused on this subject to educate our volunteers, who can also help others in our communities understand in this epidemic.

*Why I volunteer, "To be a part of SCRMC and a part of this changing healthcare and opioid crisis is eye opening and exciting. I know that may sound strange, but to think that in your little corner of the world, you just might be making a difference is heartwarming... like our new logo."*







## St. Croix Valley Health Care Foundation

The announcement of the Health Care Advocate Award to Dr. John Ingalls, of Webster, was the highlight of the 2016 Fall Gala. The award is given annually to recognize the efforts of an individual who promotes the ideals of health care, and has contributed countless hours to the ideals of health care in the region.

Dr. Ingalls has provided excellent health care services in the Webster area for over 20 years. He joined the St. Croix Regional Medical Center as a provider in 2010. He is a strong believer in the value of a “smile and a touch, a moment of silence to understand the hurt or grief someone is experiencing.” He believes “It is the chance to do ordinary things extraordinarily well that makes all the difference.”

**Congratulations,  
Dr. Ingalls, and thank  
you for your leadership  
in providing excellent  
health care, and for  
advocating health care  
in our region!**

# Sponsorships

Adoray Home, Health and Hospice  
 Aging and Disability Resource Center of NW WI  
 Air National Guard  
 American Cancer Society  
 Anna Antonich Foundation  
 Burnett Area Arts Group  
 Burnett County Family Resource Center  
 Cancer Center of Western Wisconsin  
 Children's Hospital of WI  
 Chisago Lakes Area Safety Camp  
 Chisago Lakes Chamber  
 Chisago Lakes Chamber Golf  
 Chisago Lakes High School Activities Office  
 Chisago Lakes Middle School  
 City of Lindstrom  
 City of Trails Race Sponsorship  
 Crystal Ball Farms  
 Dresser-Osceola-Garfield Fire Association  
 Eventide Senior Living Communities  
 Faith's Lodge  
 Falls Chamber of Commerce  
 Family Resource Center SCV  
 Franconia Sculpture Park  
 Frederic Arts  
 Frederic High School  
 Kinship of Polk County  
 Lindstrom Park Board  
 Luck Alumni Scholarship  
 Luck Boys Basketball  
 Luck Lutheran Church  
 Miss Frederic Awards Fund  
 North Valley Lutheran Church  
 Northland Ambulance  
 Northwest 4-H  
 Osceola Community Church  
 Osceola Community Health Foundation



Osceola Medical Center Golf Benefit  
 Polk County Community Services  
 Polk County Economic Development Corporation  
 Polk County Mental Health Task Force  
 Polk County Special Olympics  
 Quarter Moon Acres  
 River's Rally  
 Siren High School  
 St. Croix Falls Chamber of Commerce-RibFest  
 St. Croix Falls Farmer's Market  
 St. Croix Falls Fire Department  
 St. Croix Falls Public Library  
 St. Croix Falls Rotary  
 St. Croix Falls Royalty Program  
 St. Croix Festival Theatre  
 St. Croix River Association



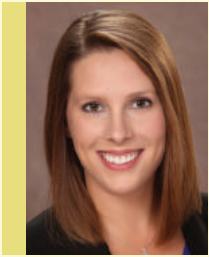


# Community Benefits

Bike Rodeos  
 Back Pack Programs  
 Blue Zones: Healthy Communities  
 Car Seat Safety Clinics  
[Cancer Center of Western Wisconsin](#)  
 Caregivers Conference  
 Chamber of Commerce Events in Lindstrom, St. Croix Falls, Balsam Lake, Siren, Webster and Frederic  
 Chisago Lakes Community Education Advisory  
 Chisago Lakes Middle School Health Fair  
 Chisago Lakes Quality of Life Committee  
[City of Trails](#)  
 Community CPR Classes  
 Community Club Events in Milltown and Luck  
 Community Parades  
 Diabetes Night Out  
 Diabetes Prevention Classes  
 Family and Childbirth Education Classes  
 Farmers Market Health Fair  
[Fitness Classes](#)  
 Fitness on the Beach  
 Frederic ACS Walk for Life  
[Gandy Dancer Trail Marathon](#)  
 Healthy Restaurants Chisago County Initiative  
 Insulin Incentive Program  
[Kinship Program](#)  
 Kindergarten Tours  
 Luck School District Health Fair  
 Milltown Community Kids Night Out  
 Mom and Baby Expo  
 National Night Outs  
 Pamper Me Pink Breast Health Event  
[Polk County Mental Health Task Force](#)  
 Polk County Obesity Committee  
 Polk County Alcohol Committee  
 Pound with Papa Father's Day Fitness  
 Red Cross Blood Drives  
 Safety Camp  
 St. Croix Falls Middle School Health Career Tours  
 Support Groups—Diabetes, Chronic Pain, Breastfeeding  
 Unity Safe Halloween Trunk or Treat  
 Yogi Girl Fitness  
 Webster School District Health Fair  
 Wellness Coaching  
 Women's Health Conference  
 Worksite Wellness

St. Croix Valley SART  
 St. Rose of Lima Parish  
 STAR Education Foundation  
 Taylors Falls Lighting Festival  
 Taylors Falls CERT  
 The Salvation Army  
 Together for a Cure  
 Town of Lorain Volunteer Fire Department  
 United Methodist Church—Siren  
 Unity Community Education  
 Webster Education Foundation  
 Wisconsin Indianhead Technical College  
 Yellow Lake Food Distribution  
 Youth Sports Unlimited

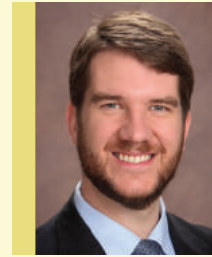
# New Staff at SCRMC



**Jenna B. Mazour, NP-C**  
Neurology



**Yan Ji, MD**  
Oncology/ Hematology



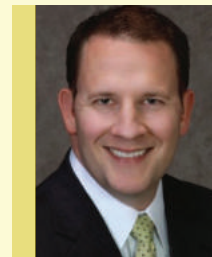
**George R. Wandling Jr., MD**  
Ophthalmology



**Glenn R. Buttermann, MD**  
Spine Surgeon



**Sarah M. Melquist, NP**  
Family Practice



**Jonathan D. McCue, MD**  
Plastic Surgery



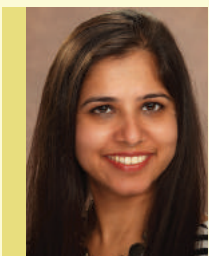
**Rekha Magar, MD**  
Endocrinology



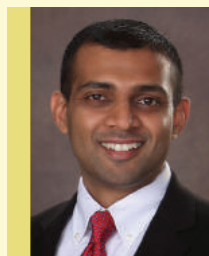
**Ryan Bourdon, MD**  
Emergency Medicine



**Eric Salman, PA**  
Spine Physician Assistant



**Roma Teekamdass, MD**  
Hospitalist



**Vittal R. Nagar, MD**  
Physical Medicine and  
Pain Management and  
Rehabilitation Medicine



**Marcelle Dodge, LCSW, CASC**  
Counseling and  
Psychological Services



## Medical Center Board of Directors

### EXECUTIVE COMMITTEE:

Kristine Fuge: Chair

Patrick McDonough, MD: Vice-Chair

Michael Buchite: Treasurer

April Wallace, PsyD: Secretary

Steven Tesch: 5th Member

### BOARD MEMBERS:

Sarah Cormell

Danielle Redburn, DPM

Allison Karun, MD

Dana Frey

# Patient Comments

“Thank you for the wonderful and gracious service I received from staff. I have never gone anywhere and received such timely services. It is uncomfortable me to lie down flat, but the staff were very helpful in making me as comfortable as possible. Everything was awesome.”

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“I had an appointment with Dr. Skarda in the clinic this morning and wanted to tell you how impressed I am with her. She was very thorough, very professional, and very pleasant and she did not push pharmaceutical drugs. I could not be more pleased with her and with the appointment that I had with her. I thought she was exceptional. I just wanted to take a moment to tell you.”

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“Just a note to let you know your team of PT’s and PTA’s are wonderful. I had knee replacement, then ended up with a large clot in my surgery knee so was transferred for vascular surgery the following day. I had my other knee replaced last November, with no issues. After both knees I have been to Lindstrom, St. Croix Falls and Unity clinic for physical therapy and have had several different therapists, all of which are so attentive, knowledgeable and good! However, I would like to share the incredible therapy given to me by both Nancy Hoppe and Liisa Mayo out at Unity! I woke up this morning excited at the very real possibility that at some point I will have a very satisfying outcome and great mobility with this knee also, and credit it to Nancy and Liisa! You have an amazing team working for you and with you, and wanted to recognize two that I think we are ALL fortunate to have (or have access to) at SCRMC! Great job everyone! Many, many thanks!”



# Patient Experience



## Beside Nursing Report

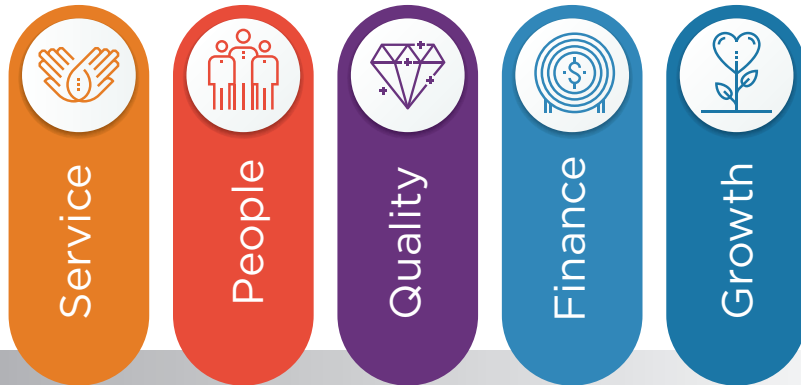
**Through a Studer initiative**, inpatient nursing staff have implemented “Bedside Shift Report” to keep patients better informed about their plan of care, medications, tests and progress while they are admitted. This involves the nurses doing bedside reporting at each shift change to ensure proper communication of all important information and to introduce the patient to the new nurse.



## Studer

St. Croix Regional Medical Center is committed to pursuing excellence in patient care. We are dedicated to making this a place for patients to get their care, for providers to practice medicine and for our employees to work. Our goal is to achieve satisfaction for both patients and employees. We have contracted with The Studer Group to implement SCRMC excellence. We are on a journey called CroixCares. In September 2016, we launched our first Leadership Development Institute (LDI) training session. The training session was designed to help us hardwire the right behaviors, tools, and techniques and begin to align our focus across SCRMC.

# CroixCares



The Studer Model consists of Five Pillars that provide the foundation for setting organization goals for service and operational excellence. Each of the five pillars for CroixCares have organization goals set by leadership and will focus on the following areas: Service, People, Quality, Finance and Growth

### Nurse Leader Rounding

Another Studer initiative, Nursing Leader Rounding was implemented. Conducting Nurse Leader Rounds is essential to providing the best patient care possible. Nurse leaders round on patients to obtain feedback on quality, care and validation of staff expected behaviors.

### Discharge Medication Counseling

Patients are often discharged from the hospital with changes to their medications. As a result, the inpatient pharmacy at St. Croix Regional Medical Center has implemented discharge medication counseling for patients that have a high risk for readmission.

### Federal Insurance Marketplace Assistance

Annually, Marketplace Open Enrollment starts in November of each year and typically goes through the end of January of the following year. Individuals are seen throughout the year, as they can make changes or obtain coverage depending on specific exceptions. Our Patient Financial Counselors are Certified Application Counselors and offer free assistance with enrollment and re-enrollment depending on eligibility.

### Honoring Choices

(Advanced Care Planning)

This past year, all Patient Financial Counselors received (Advanced Care Planning) ACP Facilitator Certification. Advanced Care Planning is a legal document where you communicate your wishes and choices and appoint a person(s) who you trust that will express your wishes in the event you are incapacitated. These appointments are offered free to anyone in the community.

### AIDET®

AIDET® is a framework for SCRMC's staff to communicate with patients and their families as well as with each other. The acronym AIDET® stands for five communication behaviors: Acknowledge, Introduce, Duration, Explanation, and Thank You. It is a simple acronym that represents a very powerful way to communicate with people who are often nervous, anxious and feeling vulnerable. It can also be used as we communicate with other staff and colleagues, especially when we are providing an internal service.

# Quality of Care

Fiscal Year 2017 marked the first full year of the Quality Committee of the Board. Recognizing the important role the SCRMC Governing Board has in oversight of quality improvement efforts and patient safety initiatives, the Quality Committee was established to review and recommend strategic quality and patient safety goals that align with organizational pillars and goals. Additionally, the Committee monitors and reports progress on these goals.

## Minnesota Community Measurement (MCM)

	SCRMC (% as of 6-30-17)
Optimal diabetes care	40.7%
Optimal vascular care	54.2%
Controlling high blood pressure	78.6%
Adult asthma care	55.0%
Pediatric asthma care	44.2%
Breast cancer screening	70.0%
Cervical cancer screening	66.6%
Colorectal cancer screening	66.4%

To improve clinical quality, one of the FY 2017 SCRMC Organizational Goals was to improve the average Minnesota Community Measurement composite score from 51% to 53%. This composite measure averages SCRMC's performance on optimal diabetes, hypertension, ischemic vascular disease, pediatric asthma, and adult asthma care and cancer screenings (cervical, colon, & breast).

## Hospital Inpatient Survey (HCAHPS)

Measure	SCRMC (4/1/17-6/30/17)
Recommend the Hospital to Others (Yes)	73.7%
Overall Hospital Rating of 9-10/10	70.8%
Communication with Nurses (Always)	78.1%
Communication with Doctors (Always)	78.9%
Communication about Medications (Always)	66.3%
Care Transitions (Strongly Agree)	52.9%
Discharge Instructions (Yes)	93.2%
Cleanliness of Environment (Always)	82.6%
Responsiveness of Staff (Always)	71.7%

Studies show that patients with better care experiences are often more adherent to medical advice and treatment plans, thus leading to better health outcomes. SCRMC proudly utilizes CMS-approved CAHPS (consumer assessment of healthcare providers and systems) surveys to formally survey patients receiving clinic, surgical, emergency, and inpatient hospital services.

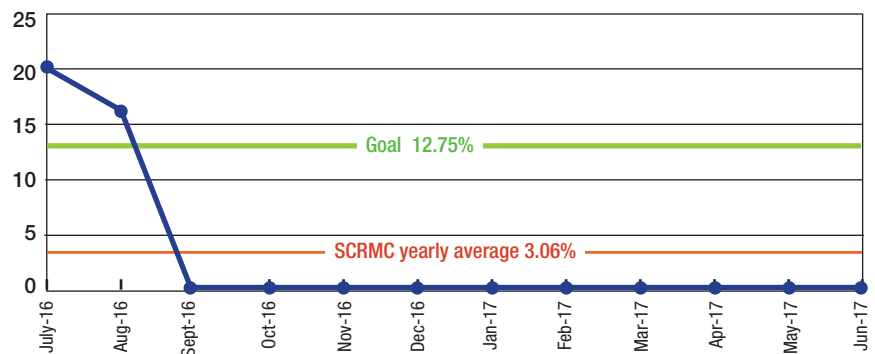




## Sepsis

Emergency and Laboratory Services worked together on treating sepsis—specifically the 3-hour care bundle that is the clinical best practice for patients suspected of having severe sepsis. Lab monitored the turnaround times of lactic acid testing and communicated to Emergency Department staff promptly when blood cultures were collected so antibiotics could be started promptly. Emergency Department personnel audited every severe sepsis case to ensure 3-hour bundle elements were met. In the event even one patient was missed, focused education was planned. The goal was to reduce the number of patients that missed the 3-hour bundle to 12.75%. As a result of these efforts, we have exceeded this goal with an average rate of 3.06%.

**SEPSIS (% of Patients that missed the 3-hr bundle)**



# Preliminary Comparative Income Statement

	<u>6/30/2017</u>	<u>6/30/2016</u>
<b>PATIENT REVENUES</b>		
Inpatient Hospital	\$24,952,340	\$25,839,234
Outpatient Hospital	86,939,900	79,014,274
Professional and Clinic	43,984,561	42,606,156
<b>Total Patient Revenues</b>	<b>155,876,801</b>	<b>147,459,664</b>
Government & Insurer Discounts	( 68,342,881 )	( 60,892,215 )
Bad Debt Expense	( 2,944,835 )	( 3,329,799 )
Charity Care	( 918,394 )	( 1,005,541 )
Miscellaneous	1,257,604	1,306,363
CMDI Joint Venture	180,318	191,622
<b>Net Operating Revenue</b>	<b>\$85,108,613</b>	<b>\$83,730,094</b>
<b>OPERATING EXPENSES</b>		
Salaries—Staff	26,073,236	24,073,601
Salaries—Providers	6,869,605	4,831,715
Employee Benefits	7,283,558	6,733,592
Contracted Physician Fees	12,050,790	11,927,629
Purchased Services	5,916,946	5,799,935
Supplies and Drugs	13,930,964	12,924,134
Building, Equipment and Repairs	2,568,840	2,297,118
Depreciation and Amortization	3,420,960	3,470,141
Interest Expense on Mortgages	199,377	281,738
Rental Expenses	108,264	117,517
Utilities Expenses	669,938	724,765
Other Expenses	2,016,380	1,568,976
Wisconsin Hospital Tax	362,867	323,340
<b>Total Operating Expenses</b>	<b>\$81,471,725</b>	<b>\$75,074,201</b>
<b>Operating Income</b>	<b>\$3,636,888</b>	<b>\$8,655,893</b>
<b>Non-Operating Net Revenues</b>	<b>1,712,895</b>	<b>4,010,111</b>
<b>Net Income</b>	<b>\$5,349,783</b>	<b>\$12,666,004</b>





**115,994 Provider Visits**

**258,851 Lab Tests Completed**



**1,490 Patient Admissions**

**9,784 Emergency Room Visits**



# 2017 By the Numbers



**5,055 CT Scans**

**31,820 Patients Served**



**4,955 Inpatient Patient Days**

**1,870 Outpatient Surgeries**



**279 Nursery Admissions**

**2,504 MRI Exams**



**Charity Care: \$918,394**

Number of applications for Financial Assistance: **658**  
—affecting over 1000 individuals

# Employee Excellence



**July 2016**  
Vicki Hunter, RN  
Clinic Nursing, Triage



**August 2016**  
Ashley Hoveland, MLT  
Laboratory



**September 2016**  
Chuck Erickson  
Pharmacist  
Unity Pharmacy



**October 2016**  
Lisa Ross  
Patient Access Associate  
Physical Therapy, Lindstrom



**November 2016**  
Rachel Warner, RN  
Med/Surg



**December 2016**  
Jodi Swenson  
Materials Management Assistant  
Materials Management



**January 2017**  
Tiffani Elmgren  
Patient Access Associate  
Patient Access, Unity Clinic



**February 2017**  
Bonita Nelson, CMA  
Clinic Nursing  
Lindstrom



**March 2017**  
Bethany Kiser, CMA  
Clinic Nursing  
St. Croix Falls



**April 2017**  
Nancy Northquest  
Senior Nutrition Services  
Associate-Nutrition Services



**May 2017**  
Tessa Olson, RN  
Med/Surg



**June 2017**  
Heather Stanton, CMA  
Clinic Nursing  
St. Croix Falls



# IN MEMORIUM



## **LLOYD OLSON, MD**

In April 2017 we lost a truly wonderful long time surgeon; Dr. Lloyd Olson.

Dr. Olson was a permanent fixture among the St. Croix Regional Medical Center hallways for over 31 years as the General Surgeon. He always made time for his patients, their families, his colleagues and so many others. In 2008, we honored his legacy and named the new surgery center after him—The Lloyd Olson Surgery Center.

Without a doubt, Dr. Olson leaves behind an amazing legacy for St. Croix Regional Medical Center. We will honor and celebrate a true SCRMC surgical legend, today, tomorrow and forever.



## **VICKI HUNTER, RN**

In January 2017, SCRMC lost an incredible nurse and dear friend to so many, Vicki Hunter.

Vicki was an RN for 46 years, spending the last 10 years of her nursing career at St. Croix Regional Medical Center.

She had no plans of retiring because she loved her work. The patients, the providers and the rest of the staff were always life giving to her.

Vicki's contagious smile and warm heart will be missed by so many.



235 State Street, St. Croix Falls, WI 54024  
800.642.1336 | 715.483.3221 | [www.scrmc.org](http://www.scrmc.org)