



This report reflects our  
impact from July 1, 2018  
to June 30, 2019



## Annual Report 2018-2019

Compassion / Integrity / Community / Growth / Quality



“Too often we underestimate the power of a touch,  
a smile, a kind word, a listening ear, an honest  
compliment, or the smallest act of caring, all of  
which have the potential to turn a life around.”

— Leo F. Buscaglia



# Contents

- 1 About
- 2 CEO Message
- 3 Board of Directors
- 5 Service Impact
- 6 Financials
- 7 Economic Impact
- 8 Patient Impact
- 10 Growth
- 12 Quality
- 14 Highlights

For purposes of this report, WHMS includes the hospital, clinics and all other facilities providing healthcare services that are part of the WHMS system. This institution is an equal opportunity provider and employer.



# About

West Holt Medical Services is a 17-bed critical access hospital and rural health clinic offering 24-hour access to inpatient and emergency services. With 103 employees on staff, West Holt Medical Services provides comprehensive community-based healthcare to a population of more than 10,000 area residents in North Central Nebraska. Our on-campus retail pharmacy, diagnostic imaging and outpatient services make it possible for patients to receive quality care close to home.



## Mission

To provide well-rounded family healthcare with respect and understanding for the emotional and physical needs of our North Central Nebraska communities.



## Vision

To be your first choice for healthcare. We will provide a personalized healthcare experience with a commitment to best practices and genuine care utilizing the most advanced medical technology and capabilities available to us.



## Values

**Compassion:** We will care for all those we serve with kindness and compassion while treating the whole person including mind, body and spirit.

**Integrity:** We will take responsibility for the care we provide and for the perceptions and experiences of the patients, employees and community.

**Community:** We are dedicated to be an asset to our region by providing community service, volunteerism, education and economic development.

**Growth:** We will continue to expand our services and programs to meet the needs of our patients and their families.

**Quality:** We will continue to increase patient and employee satisfaction by providing a safe work environment and quality patient care by well-trained, dedicated staff.



# CEO Message



**“Throughout history, the success and sustainability of kingdoms, industries, corporations, and organizations can be largely attributed to one key component... a commitment to teamwork.” — Ashley J. Rivera, CEO**

In my two months of serving as the new chief executive officer, I have witnessed great dedication to healthcare excellence by the team at West Holt Medical Services (WHMS).

WHMS exists for the patients we serve, however our team members are the most important part of what we do. Without our team members, we would not be able to take care of our patients. We must continue to look for new opportunities and avenues to recruit and retain talented healthcare professionals at WHMS.

In today's ever-changing healthcare landscape, it's important to be proactive and continually adapt to medical trends in order to position WHMS for success today and for the future. Future success at WHMS will require innovation, value-based care, and listening to the needs of our patients and community. This will enhance the care we provide and grow our services so that we can continue to meet and exceed the healthcare needs of our patients.

It is our commitment to provide quality care close to home for you and your family. One of the ways we are working to meet this goal is through our renovation and expansion project. This project will greatly impact the care we provide to you and your family through an expanded specialty clinic, new laboratory with private phlebotomy room, renovated central bath and expanded surgical suite addition.

We are proud of the impact WHMS has made in the community this past year and look forward to furthering our efforts towards better healthcare for you and your family. If you ever have any questions, concerns, or ideas, please do not hesitate to contact me. The team at WHMS is eager to serve you. Thank you for supporting our team as we work to support you.

Here to serve you,

A handwritten signature in blue ink, appearing to read 'A. Rivera'.

Ashley J. Rivera  
Chief Executive Officer

# Board of Directors

West Holt Medical Services is governed by a 9-member, volunteer board of directors whom live in our service area. They are committed to the ongoing delivery of local high-quality healthcare and are nominated by our 40-member board of directors.



**Trent Schaaf**  
President



**Bryan Rentschler**  
First Vice President



**John Kramer**  
Second Vice President



**Brendan Borer**  
Treasurer



**Jack Wolf**  
Secretary



**Susan Myers**



**Brett Lieswald**



**Lori Olson**



**Jarred Hamik**

# Board of Directors



## A Look at West Holt Medical Services from a Board Member's Perspective

*Trent Schaaf, Hospital Board President*

Have you ever wondered what happens inside the walls of West Holt Medical Services? At least once a month an executive board of directors comprised of nine volunteer members gather at West Holt Medical Services. Also in attendance you will find the Chief Executive Officer, Chief Nursing Officer, Chief Financial Officer, Director of Human Resources, Quality Assurance Coordinator, and a medical staff representative who are there to present their reports and answer any questions that arise.

Prior to the meeting the board receives a report from each of the internal department team leaders giving updates on current and ongoing projects and key metrics for their department. Occasionally one of the team leaders may be asked to be present at the meeting to answer questions or present a proposal. The board uses this information to gauge the performance of the hospital and its services from a quality and financial perspective.

Throughout my seven years of service on the board, I can confidently say that “Quality Care” is the number one priority for administration, team leaders, and the board. Quality is gauged both internally and externally through surveys and reports and then this information is compared to state and national trends. The internal trends are monitored very closely so that adjustments can be made as needed to improve patient experiences and outcomes.

The board continues to look at new opportunities that are brought forward by the staff. These opportunities may be in addition to the current services offered or improvements to the services or procedures already provided. Equipment and technology upgrades are steadily improved as staying up-to-date improves performance, reliability, and safety.

The board’s role is to ensure that West Holt Medical Services is positioned for long-term success in our community so that this section of rural America always has access to immediate and quality healthcare. Support of your local hospital helps to ensure that it is prepared to take care of you when you need it. Please continue to support West Holt Medical Services as we work to support you and your family's healthcare needs.

Sincerely,

Trent Schaaf  
Hospital Board President



# Service Impact



**538** Emergency Room Visits



**49,674** Retail Pharmacy Prescriptions Filled



**5,432** Total Rehab Visits



**1,604** Specialty Clinic Visits



**19,924** Laboratory Tests



**2,436** Diagnostic Imaging Tests

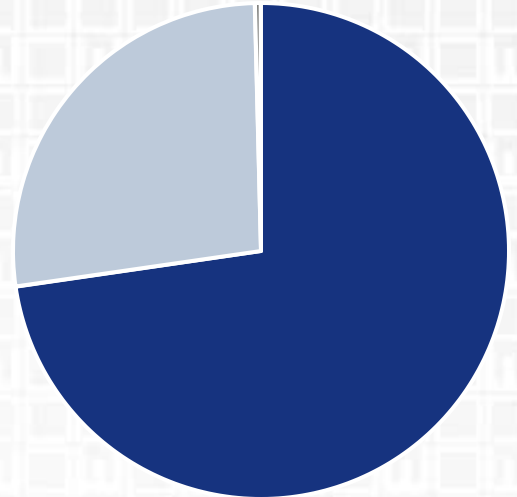


# Financials

## Total Revenue before Expenses

**\$11,957,000**

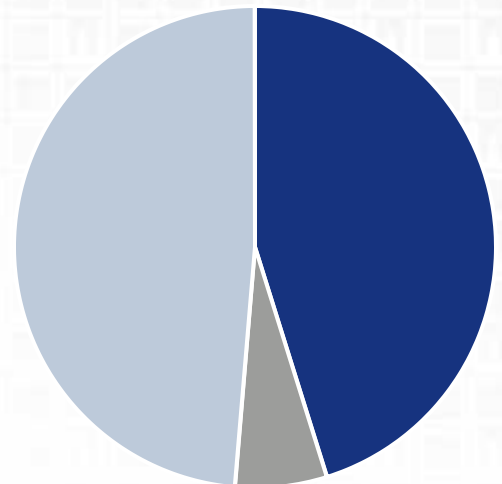
- \$8,727,000 Net Patient Service Revenue
- \$3,230,000 Other Revenue
- \$46,000 Non Operating Revenue



## Total Operating Expenses

**\$12,056,000**

- \$5,447,000 Employee Salaries & Benefits
- \$742,000 Depreciation & Interest
- \$5,867,000 Other Expenses



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**107 DAYS CASH ON HAND (SAVINGS)**  
COMPARED TO NEBRASKA PEERS AT 82 DAYS

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**28% SURGERY REVENUE GROWTH**

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**13.84% SPECIALTY CLINIC REVENUE GROWTH**  
GENERATED BY SPECIALISTS

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# Economic Impact



“Medical treatment is more important now than ever. With all the young people moving back to the area, they expect to have good medical treatment if they are going to stay here. Economically, we need a modern facility because Holt County is a growing area and West Holt Memorial Hospital needs to be able to serve these smaller communities, too.”

**Don Schmaderer**  
The Tri-County Bank



“The hospital is one of the biggest employers which creates money back to the community, besides being an excellent critical care facility to our community.”

**Scott Gotschall**  
Atkinson Fire & Rescue



“It is priceless to have medical services close by and great for the medical economy.”

**Dave Gibbens**  
West Holt Public Schools



“To have a modern hospital in a small community is priceless in an emergency. Look at all the jobs the hospital creates for the economy of the town.”

**Leo Seger**  
Atkinson City Council, Seger Funeral Home, Atkinson Fire & Rescue

*Quotes obtained by Lorraine Lieswald, The Atkinson Graphic Reporter*

**103** EMPLOYEES **2nd** LARGEST EMPLOYER  
IN ATKINSON



# Patient Impact

## Parkinson's Therapy Enriches Patient's Life

Mershon Franssen, of Chambers, Nebraska knows what it is like to live with Parkinson's disease. Franssen was diagnosed with the neurodegenerative brain disorder in 2016.

"I started having tremors in my left hand, I was unable to focus, tired and moved very slow," shared Franssen. That has changed for Franssen who completed a new therapy at West Holt Medical Services.

It's called LSVT-BIG, which stands for Lee Silverman Voice Treatment-BIG, and it helps individuals with Parkinson's disease improve their movement and mobility used in everyday activities.

Stephani McGrew, OTR/L at West Holt Medical Services began offering LSVT-BIG to patients in 2017. Franssen was her first patient to go through the program.

**"Mershon came to me very motivated to get back to her busy lifestyle. Helping her go through the program and achieve her goals was an incredible experience. It was amazing to watch Mershon excel through the challenges that Parkinson's disease threw at her,"** shared McGrew.

Franssen completed the program with positive results. **"I feel so much stronger now. I have better balance, movement and my spirits are lifted,"** shared Franssen. **"This therapy has done a lot of good in prolonging the debilitating effects of Parkinson's disease. It has enriched my life."**

**"The most rewarding part of being an Occupational Therapist is helping patients return to their daily activities,"** shared McGrew. **"Being able to offer this specific treatment here in Atkinson is very exciting as it improves the quality of life in those individuals living with Parkinson's disease."**

### ***About LSVT-BIG Therapy***

LSVT-BIG is an intensive, effective, one-on-one evidence based treatment designed to help individuals with Parkinson's disease and other neurological conditions address walking, balance, and activities of daily living. It is a four week program consisting of four consecutive, one hour sessions each week with daily homework.

Ultimately, LSVT-BIG helps improve the mismatch between what you feel you're doing and what you're actually doing, making you more confident, comfortable and empowered. With one month of hard work, LSVT-BIG can open doors to a more active and independent life.





# Patient Impact

## Donation Brings Vein Illumination Technology to West Holt Medical Services



*Nursing staff, foundation board members and donors Wayne and Jan Baker pictured with AccuVein equipment.*

Locating hard-to-find veins is now much easier for healthcare professionals at West Holt Medical Services, thanks to the generosity of one local couple. For Wayne and Jan Baker, making blood draws and IV starts easier on the patient and staff was a priority.

After their son Patrick passed away in 2018, the Bakers decided to direct memorial gifts to the West Holt Medical Services Foundation for the purchase of a vein illumination device.

“Our son Pat was a hard draw from all of the IVs and blood work he received while treating his brain tumor,” shared Jan Baker. “When we took Pat to a doctor appointment in Omaha, they used a vein finder device and they got his IV started on the first try,” explained Wayne Baker. **“We realized West Holt Medical Services should have access to this technology also. We wanted to give back for the excellent care our son Pat received and to help other patients whose veins are difficult to access,”** shared the Bakers.

The AccuVein AV400 equipment, which was donated to the hospital’s nursing department, uses vein illumination technology to aid healthcare professionals in finding veins for venipuncture. By simply holding the device above the skin, an infrared light is illuminated and the veins are displayed on the surface of the skin.

Patient comfort and satisfaction are priorities at West Holt Medical Services. The AccuVein equipment is a great resource to the staff, enhancing their ability to start difficult IVs. As healthcare technology continues to grow this new tool has greatly enhanced the care provided to our patients.

Through our Foundation, supporters like the Baker family can donate to an area that is close to their heart while benefiting high quality local healthcare.



# Growth

## Breaking Ground

In 2018, West Holt Medical Services broke ground on a \$4.6 million renovation and expansion project with the sole focus of meeting the healthcare needs of the community.

Construction began in September 2018 with an anticipated completion of Summer 2021. Progress on the 22-month project has been made with the completion of Phase 1 in the fall of 2018, which included the new board room and staff offices. Phase 2, the new specialty clinic, central bath and IT closet is projected to be completed in November, 2019 with the remaining phases to follow (surgical suite addition, laboratory and administration offices).



Specialty Clinic



Laboratory



Surgical Suite



Board Room



Central Bath

## Objectives

- Provide additional specialized services
- Create and retain jobs in the community
- Enhance the patient experience and health outcomes
- Improve staff efficiency
- Position the hospital for future revenue growth

Pictured above: architectural renderings of the project.

# Growth

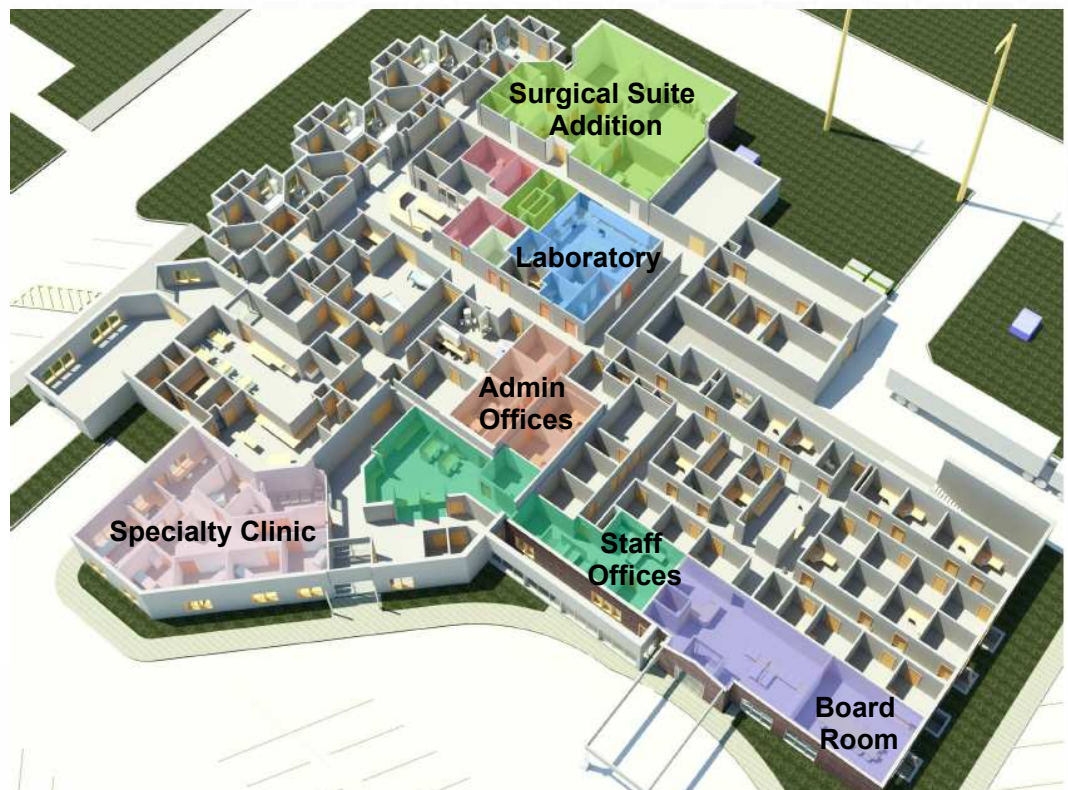
## Foundation Awards \$237,000 to Hospital's Renovation Project

The Foundation continued its “Ensuring Quality Care Close to Home” capital campaign, awarding the hospital \$237,000 in fiscal year 2019. Through its fundraising events, grants, individual and business donations and pledges the Foundation has raised \$437,000 since October 2017.

A highlight of the campaign was the Dream Big Gala featuring keynote speaker University of Nebraska's Head Volleyball Coach, John Cook. 250 guests attended the inaugural event in June 2019 in which \$58,663 was raised towards the renovation project.



Foundation Director Jessica Prussa presents check to Board Members Trent Schaaf and Jack Wolf with Chief Financial Officer Jeremy Bauer.



West Holt Medical Services is Growing  
to Ensure Quality Care Close to Home



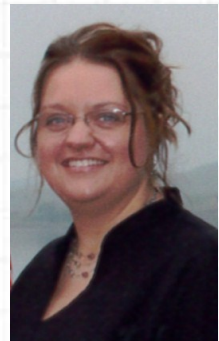
# Quality

## Innovative and Results-Oriented Quality Program

The mission, vision and values of West Holt Medical Services provide the foundation for our continued pursuit to provide safe, high quality care to the patients and communities we serve. Evidence-based practices, patient satisfaction surveys, and reportable quality measures guide process improvement efforts to ensure we are providing the excellent care our patients deserve and desire.

Organization-wide quality, process, and performance improvement projects are designed, studied, data abstracted, and the results are implemented to improve all facets of the patient experience across the continuum of care.

In 2019, West Holt Medical Services (WHMS) experienced a tremendous amount of growth in our quality, performance improvement and patient safety efforts. As a new Quality Improvement Coordinator, I was able to expand my knowledge exponentially through the Nebraska Hospital Association's Quality Improvement Residency program. This program enhanced my knowledge and appreciation for all things related to quality, process and performance improvement. Through the knowledge I've gained and implemented with the WHMS team, we've made the following strides from a quality perspective:



**Talya Shutt, RN**  
Quality Improvement  
Coordinator

- Adopted a loop-closure process and began using an occurrence reporting system
- Surveys were conducted by Catholic Health Initiatives in both the hospital and the rural health clinic resulting in no deficiencies, validating the efforts our team has made towards quality care, safety and patient satisfaction
- Incorporated internal and external Provider peer reviews resulting in positive feedback, improved collaboration of care and Provider cohesiveness
- Team Leaders developed sustainable quality improvement initiatives leading to results-oriented patient outcomes

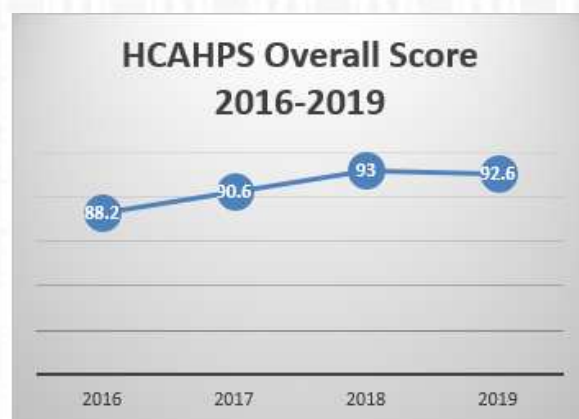


# Quality

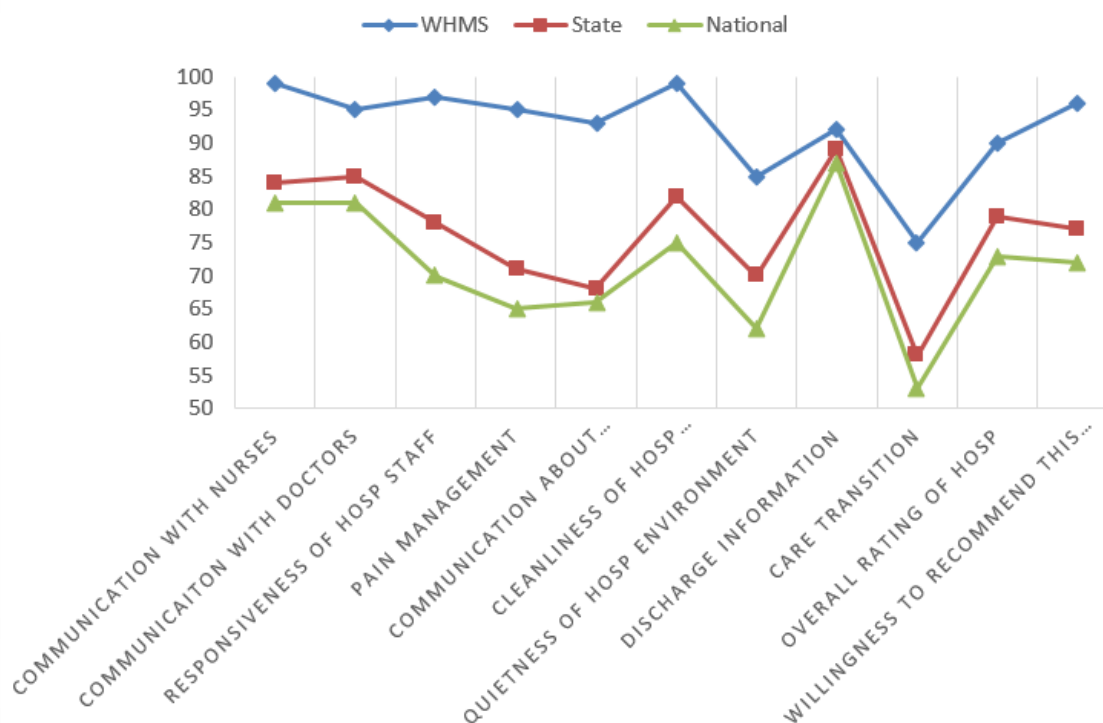
Patient Satisfaction or the “patient experience” remains a primary focus at WHMS. The data comprised in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) report is derived from a random sample of surveys sent to patients discharged from WHMS. The elements of the survey range from questions regarding food service to how well the nurses and providers listened to and meet a patient's needs. The survey and its results act as the voice of the patient, offering an observation of the patient's perception on the care and services provided. Therefore, results directly impact the reputation of WHMS. Addressing the importance of the HCAHPS; in January 2019, the quality team added a review of the monthly scores to the Quality Committee meeting agenda, along with a discussion of strategies, for continued movement towards excellence.

The goal at WHMS is to have greater than 90% patient satisfaction. This goal was reached in 2017 and we remain above that goal today. The 2019 score of 92.6% patient satisfaction is reflected in the chart (right) from January 2019 through September 2019.

Below is a breakdown of the domains that are important to consumers. The chart compares scores of WHMS to other facilities in the state of Nebraska as well as national scores.



## HCAHPS WHMS COMPARED TO STATE AND NATIONAL SCORES





# Highlights

## Healthcare Career Day

West Holt Medical Services held its annual Healthcare Career Day in January for area juniors interested in the medical field.

Students explored healthcare careers through hands-on demonstrations and staff presentations in departments throughout the hospital, such as nursing, physical therapy, radiology, pharmacy, social work, health information and more.

Employees at West Holt Medical Services shared about their career path and what they do on a daily basis to care for patients.



"This was very informative. I enjoyed when departments demonstrated certain aspects of what they do. This showed me the different medical jobs and opportunities out there," shared Madison Stracke.



Participants included (back row l-r): Logan Wieneke, Lainey Paxton, Madison Stracke, Alex Jarecke, and Samuel Jesse. (front row l-r): Nyah Kellner, Libby Wells, Marissa Pacha, and Brandi Heller.

# Highlights

## 2nd Annual HealthaPalooza

West Holt Medical Services held its 2nd annual HealthaPalooza event in July 2018 at the Atkinson Community Center drawing approximately 250 attendees.

The community appreciation event was run by 60 plus volunteers with over 470 free hamburgers and hot dogs served. Inside the community center, 34 of the top healthcare resources in the area set up booths to provide information to attendees.

Other activities included live music by The OutBack Band, free swimming at the city pool, bounce houses, kiddie train rides, and wacky bed races. Nebraska State Patrol demonstrated seat belt safety with their rollover simulator and Atkinson Fire and Rescue provided tours of their ambulance.





# Highlights

## Active Shooter Training

West Holt Medical Services partnered with local businesses to host an active shooter education and training event in May 2019.

110 healthcare workers, emergency responders, local businesses, and teachers attended the free event at West Holt Public Schools.

Chad Sheehan of Sheehan Strategic Solutions LLC, a 23-year veteran of law enforcement, taught participants how to be prepared to “Survive A Violent Encounter (S.A.V.E) Yourself.” The life-saving training focused on education and preparing attendees to survive workplace or school violence, and today's active shooter.



In his program, **SAVE** also stands for:

- S** — Shelter in place/barricade. Barricade for a purpose, if you don't have a secondary escape route or you plan to fight back.
- A** — Awareness. Maintain situational awareness of what you see and hear as well as what is said.
- V** — Violence Stops Violence. Fight back as a last resort. Ambush, distract, move or make noise.
- E** — Evacuate — Know multiple evacuation routes including non-traditional routes.

After discussing several scenarios with teachers and staff during the training, Sheehan had the participants undergo three scenarios. A mock active shooter was selected for each scenario. All participants wore safety masks to protect them from bullets from the air soft gun used during the training. Sheehan used an air horn to simulate the gun shots.

The training was free to participants thanks to the following sponsors: West Holt Medical Services Foundation, Greater Sandhills Family Healthcare PC, West Holt Public Schools, Great Western Bank, Sandhills Wellness LLC and Sandhills Guest House Motel.



**MOCK SCENARIO** — West Holt Public School's teachers, staff and other participants try to hide behind desks in a classroom during a mock scenario. Participants wore safety masks to protect themselves from air soft pellet gun bullets used during the active shooter training at the school in Atkinson.

*Photo & article credit: Amanda Sindelar*

# Highlights



## Community Partnerships

### Greater Sandhills Family Healthcare PC

The caring team at Greater Sandhills Family Healthcare PC has been a strong partner in supporting high quality local healthcare. Their team provides the following support to the hospital: emergency department coverage, inpatient rounds, as well as sitting on our medical staff, therapeutics, infection prevention, and antibiotic stewardship committees. In addition, Dr. John Tubbs serves as Chief Medical Officer and Trauma Medical Director for the hospital along with contributing to our outpatient specialty services by performing weekly endoscopy through the surgery department.

**"Greater Sandhills Family Healthcare PC enjoys a strong collaborative partnership with West Holt Memorial Hospital. Working together provides a progressive healthcare for the betterment of the community,"** shared John Tubbs, M.D.

In turn, West Holt Memorial Hospital provides laboratory, hospital, emergency, diagnostic imaging, access to specialists, pharmacy and therapy services for their medical clinics.

**"We thank and value the team at Greater Sandhills Family Healthcare PC for their service to our hospital and their commitment to better healthcare for all patients in the communities we serve together,"** expressed Ashley J. Rivera, CEO at West Holt Memorial Hospital.

### Atkinson Senior Center

On the third Thursday of each month, you will find staff members from West Holt Medical Services (WHMS) at the Atkinson Senior Center to provide free blood pressure checks, pulse and oxygen levels for senior citizens. Health topics are also discussed through a lunch and learn setting.

**In 2018-2019, WHMS provided 240 free screenings and 15 free flu shots.**

**"This mutual partnership has not only benefited the health of the seniors who attend the center, but also assists the center in receiving reimbursement from the state for the screenings provided,"** shared Atkinson Senior Center Managers Butch and Mickey Braun.



Registered Nurse Candy Keogh providing blood pressure checks, pulse and oxygen levels for Zelma Meyer at the Atkinson Senior Center.



# Staff Highlights

"The strength of the team is each individual member.  
The strength of each member is the team." - Phil Jackson



Dr. Jeffrey Bruning and  
Jon Gotschall, PA-C  
Join Primary Care Clinic Team



Jeremy Bauer Named Chief  
Financial Officer and Jen Rystrom,  
Named Chief Nursing Officer



Jessica  
Thomassen, RN  
Receives Caring  
Kind Award



Peggy Tejral, RN  
**40 YEARS**



Lisa Fix, RHIT



Deb Jardee, MT(ASCP)  
**35 YEARS**



Terri Mitchell, RN



Jenny McNichols, CNA



Susan Olberding

**10 YEARS**



Jessica Douglas



Roxie Schaaf, CPhT



Amy Rentschler, PA-C



Jeff Hagan, Pharm D



Jessica Prussa



Sharie Flannery, MT(ASCP)

**5 YEARS**

Employees Reach Milestone Years of Service



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[www.westholtmed.org](http://www.westholtmed.org)