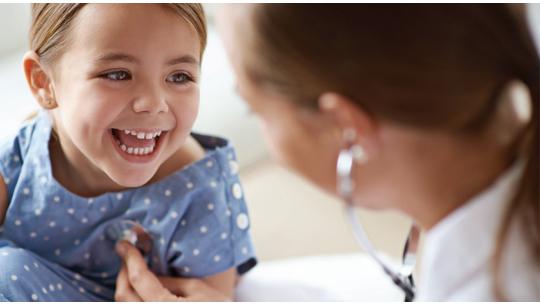


# COMMUNITY BENEFIT REPORT

2017 Year End Report



**BARRETT**  
HOSPITAL & HEALTHCARE

Where People Come First. *Always.*

# COMMITTED TO **You**

## A LOOK AT WHAT WE HAVE ACCOMPLISHED

Serving our community is one of Barrett Hospital & HealthCare's highest priorities, and we are honored to be an organization that puts people first above all else.

Barrett Hospital & HealthCare is here to have a positive impact on the health and welfare of the communities we serve. We annually report on programs, including the health needs being addressed, and the economic value of our community benefit. Both the Community Benefit Report and the 2014 Community Health Needs Assessment (CHNA) describes much of this work. Key health needs that were identified through the 2014 Community Health Needs Assessment (CHNA) were:

- Access to Healthcare Services
- Mental/Behavioral Health
- Access to Primary Care
- Surgical Services
- Awareness of Existing Services

Barrett Hospital & HealthCare took numerous actions to help address identified needs.

## Improved Access to:

### Mental/Behavioral Health

- Started integrated behavioral health model with the addition of LCSW therapist in primary care clinic
- Transitioned Diabetes Prevention Program into "Health Improvement Program" (HIP) focused on weight loss and lifestyle changes; includes Behavioral Health component
- Offered suicide prevention training at local schools
- Began offering telepsychiatry services through St. Patrick Hospital



### Primary Care

- Hired Hallie Tipton, MD and Casey Rasch, MD, both Family Medicine/Obstetrics Providers
- Hired athletic trainer to contract with high school
- Offered EKG clinics to high school athletes expanded to sports physical clinics on-site at the high school

### Healthcare Services

- Added Physical, Occupational, & Speech Therapy capability to expand availability and specialty services
- Expanded walk-in clinic hours
- Added limited chemotherapy capability
- Built addition for upgraded MRI
- Added Tomosynthesis 3D mammography
- Dr. Hueftle (Anaconda), hematologist/oncologist, started clinic 1 day per month
- Dr. Speth (Bozeman), orthopedic/spine specialist, started clinic 1 day per month





## Enhanced Surgical Services

- Hired part time general surgeon John Pickens, MD to expand general surgery coverage
- Increased urology coverage with additional clinic days by Bozeman urologists
- Increased presence of visiting orthopedic subspecialists from Bozeman and Missoula
- Added epidural service to Obstetrics service line
- Contracted with St. James Healthcare for additional urology coverage with Nathaniel Readal, MD



## Increased Awareness of Existing Services

- Sponsored community health fair
- Established a social media presence on Facebook
- Rented billboards in Dillon, Butte, and Whitehall
- Published and mailed Community Benefit Report to service area
- Mailed community magazine to highlight services
- Direct mail postcards to advertise new services (MRI and 3D mammography)
- Primary Care marketing campaign
- Advertised financial assistance programs including certified application counselors for the healthcare marketplace and new 501r benefits



## THE IMPACT

The impact of Barrett Hospital & HealthCare's activities on significant community health needs are summarized above. **Overall, the actions that were taken improved health knowledge, behaviors, and status; increased access to needed and beneficial care; and helped to create conditions that support good health.** The following pages highlight more achievements as well as testimonials, insight into our continued financial stability, and our plans for addressing a healthy future for you and your family.

*Barrett Hospital & HealthCare's 2014 Community Health Needs Assessment (CHNA), is publicly available at: <https://www.barrethospital.org> and contains additional detail about identified needs, data collected, community input obtained, and prioritization methods used.*

# COMMITTED TO **Safety**

**Nationwide  
IN 2016...**

**948,000**

People used heroin  
(170,000 used for the first time)

**15,469**

Deaths attributed to  
Heroin overdose



**11.5 M**

People misused prescription opioids

**2.1 M**

People misused prescription opioids for the first time



**17,087**

Deaths attributed to overdosing on commonly  
prescribed opioids



**42,249**

People died from overdosing on opioids

**116**

People died **every day** from  
opioid-related drug overdose



The opioid epidemic cost

**\$504 BILLION**

## TACKLING THE OPIOID CRISIS IN A RURAL COMMUNITY

The Opioid Crisis is more than just a drug-related problem that affects opioid abusers; it is a public health and safety issue affecting families, coworkers, students and others throughout the community. It's a complicated public health issue and there are no easy answers.

Prescription opioids (pain medications like oxycodone or hydrocodone) can help with severe, acute pain or pain from illnesses like cancer. Taking opioids, especially for longer periods of time, can often do more harm than good. In addition to the serious risks of addiction, abuse, and overdose, the use

of prescription opioids can have a number of side effects even when taken as directed, including tolerance (needing more for the same pain relief), physical dependence (symptoms of withdrawal when stopped), depression, and other unpleasant physical symptoms.

Research shows that some risk factors make people particularly vulnerable to prescription opioid abuse and overdose.

Opioid prescribing practices have contributed to the problem. One issue is the number of prescriptions.

In 2015, the amount of opioids prescribed was enough for every American to be medicated around the clock for 3 weeks. Another issue is that prescriptions were being written for too many days. Even at low doses, taking an opioid for more than 3 months increases the risk of addiction by 15 times. And finally, opioids were being prescribed at too high a dose. A dose of 50 morphine milligram equivalents (MME) or more per day doubles the risk of opioid overdose death, compared to 20 MME or less per day. At 90 MME or more, the risk of death increases 10 times.

In 2017, the U.S. Department of Public Health declared that a public health emergency exists nationwide as a result of the consequences of the opioid crisis in America. The federal government, state governments, health insurers, healthcare providers, and patients are all taking steps to address this crisis. Funding research, supporting prescription drug monitoring programs, reducing coverage barriers, changing prescribing practices, and considering non-opioid options for pain management are all tactics aimed at understanding, correcting, and preventing inappropriate use of opioids.

Dr. Greg Moore, current Medical Staff President at Barrett Hospital & HealthCare reports, "Locally, our providers are working together to follow the CDC guidelines for prescribing opioids. Fewer prescriptions, fewer days, and lower doses. We are turning to non-narcotic pain medicines, physical therapy, and behavioral therapy more and more. Many non-opioid treatments have been shown to control pain effectively with fewer risks and side effects. For acute pain, we are prescribing lower doses and only for the expected duration of pain severe enough to need opioids. Three days or less is often enough; more than seven days is rarely needed."

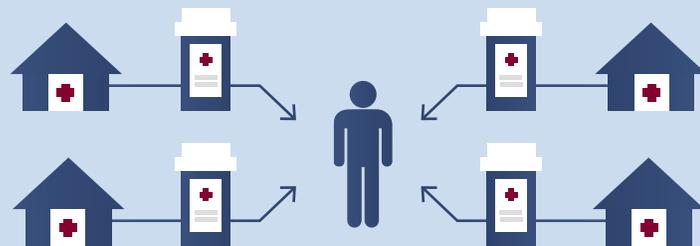
## What can patients do to prevent opioid abuse?

Know your options and consider ways to manage your pain that do not include opioids. Never take opioids in greater amounts or more often than prescribed, never share opioids, store opioids in a secure place, and if you have unused prescription opioids at the end of your treatment, dispose of them at the local law enforcement drug take-back drop box.



DR. GREG MOORE  
MEDICAL STAFF PRESIDENT  
BARRETT HOSPITAL & HEALTHCARE

### RISK FACTORS FOR PRESCRIPTION OPIOID PAIN RELIEVER ABUSE AND OVERDOSE



Obtaining overlapping prescriptions from multiple providers and pharmacies.



Taking high daily dosages of prescription opioid pain relievers.



Having mental illness or a history of alcohol or other substance abuse.



Living in a rural community

# COMMITTED TO Excellence

We believe it's your right to know what we're doing to continually improve the care we provide and how we measure up against national quality benchmarks.

## HOW DO WE COMPARE?

Barrett Hospital & HealthCare is nationally recognized for exceptional clinical quality, patient safety and service. Our providers, nurses and staff perform at a higher standard, with complete and coordinated care, which has been validated by the following awards and honors.

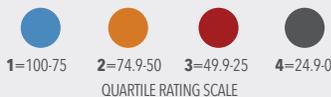
Barrett Hospital & HealthCare has ranked in the **Top 100 Critical Access Hospitals** in the Nation for **7 YEARS**.



Rankings are based on more than 50 Individual indicators and a composite measure of inpatient and outpatient, market share, quality, and outcomes, patient perspectives, charges, cost and financial stability. Critical Access Hospitals make up approximately twenty-five percent of hospitals in the United States; there are over 1300 in the Nation, with 50 Critical Access Hospitals in Montana.



Hospital Strength Index® Index Performance Report



Barrett Hospital & HealthCare achieved a **100.0 Index Rank** in the November 2017 iVantage Hospital Strength Index® Performance Report

Aggregating 50 indicators across eight pillars, the INDEX is the industry's most objective and comprehensive assessment and benchmarking of rural and Critical Access Hospital performance in the Nation.



Mountain-Pacific Quality Health, the Medicare Quality Innovation Network-Quality Improvement Organization for Montana, recognized Barrett Hospital & HealthCare for its quality achievements and commitment to improving healthcare services.

Quality awards were awarded to hospitals that demonstrate high performance in current national focus areas and evidence of strong leadership. Barrett Hospital & HealthCare was one of only seven facilities in Montana to receive the award.

*Note: All awards are evaluated and awarded by an independent third party, and not by having a recipient purchase the award to give the appearance of a legitimate honor.*

# COMMITTED TO **Making Lives Better**

## YOUR NEEDS COME FIRST

Whether you are part of a growing family needing well-child visits and annual flu shots, or facing serious health challenges, choosing Barrett Hospital & HealthCare means choosing the right path for getting well and staying well. With comprehensive medical care and a multitude of providers, you have the convenience to find trusted care right here, close to home.

### Comprehensive Medical Care

24/7 Provider Staffed  
Emergency Care

Acute Inpatient Care  
(with Hospitalist expertise)

Behavioral Health Counseling

Cardiac & Pulmonary Rehab

Cardiopulmonary  
Diagnostics & Therapy

- Respiratory Therapy
- Echocardiography

Clinical Laboratory

Diagnostic Imaging

- CT
- MRI
- Ultrasound
- Nuclear Medicine
- Mammography
- Bone Densitometry
- Radiography
- Fluoroscopy

Family Medicine Clinic

Gynecology

Health Improvement Program

Home Health and Hospice

Internal Medicine Clinic

Interventional Radiology

Nutritional/Dietary  
Counseling

Obstetric & Newborn Care

- Epidural Service
- Childbirth Education
- Lactation Consultation

Outpatient Infusion Services  
(including Chemotherapy)

Pharmacist-run Clinics

- Coumadin
- Heart failure
- Hypertension
- Asthma
- Medication management

Sleep Studies

Surgery

- General
- Orthopedic
- Urology
- Gynecology
- Ophthalmology
- Podiatry

Swing Bed

- Skilled restorative & rehabilitative care

Therapy

- Physical
- Occupational
- Speech
- Sports Medicine

Walk-in Clinic

### 24/7 Provider Staffed Emergency Care

Greg Moore, M.D., FACEP, FAWM

Ramona Potter, M.D.

Michael Clarke, M.D., FACEP

Paul MacMillan, PA-C, MPAS

Katherine Tetrault, PA-C

Melanie Troftgruben, PA-C

### Our Providers

Kelly H. Smith, M.D.  
Family Practice,  
Including Obstetrics

Hallie Tipton, M.D.  
Family Practice,  
Including Obstetrics

Casey Rasch, M.D.  
Family Practice,  
Including Obstetrics

Burke Hansen, M.D.  
Family Practice

John Madany, M.D.  
Family Practice

Danielle Maxfield, FNP-C  
Family Practice

Jana Barnes, PA-C  
Family Practice

Mick Lifson, M.D., FACOG  
Gynecology

Ronald Loge, M.D., MACP  
Internal Medicine,  
Geriatrics Subspecialty

Karen Weed, M.D.  
Internal Medicine,  
Palliative Care Subspecialty

Sandra McIntyre, M.D., FACP  
Internal Medicine,  
Hospitalist

Anna Loge, M.D., FACP  
Internal Medicine,  
Hospitalist

Tom Murray, M.D., FACP  
Internal Medicine,  
Hospitalist

Kymberly Tart, PA-C  
Hospitalist

John Pickens, M.D.  
General Surgery

Shafi Shafaieh, M.D.  
General Surgery

Nathaniel Readal, M.D.  
Urology

Timothy Hall, CRNA  
Anesthesia

Neal Maxfield, CRNA  
Anesthesia

# COMMITTED TO Patient Experience

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Basic human kindness is essential to healing, which is why we go to great lengths to instill and reinforce that understanding in our staff from the moment they join our team. Our service standards implicitly state expectations for how service excellence, safety and kindness are to be reflected in the care delivered to patients every day in every way. Pairing such compassion with the level of expertise you'll encounter from our providers, nurses, technologists, and other health professionals sets us apart from other healthcare organizations.

Patients are active participants in the care they receive at our facility—but our partnership with patients extends beyond their individual treatment plans.

The Patient and Family Advisory Council is an opportunity for patients, families, and caregivers to partner together to improve the services offered at Barrett Hospital & HealthCare. Patient and Family Advisory Council members share first-hand experiences and unique insights into our care processes that are invaluable. Together with key hospital leaders, this team of compassionate individuals helps to improve our patient services and programs and ensure the high quality of care that the community has come to associate with Barrett Hospital & HealthCare.

**Here's a glimpse at some of the feedback from the lives we've touched and the people we've treated.**

**“I drove 100 miles to your hospital and would do it again in a heartbeat.”**

**“Friendly, courteous, professional staff. First-class facility.”**

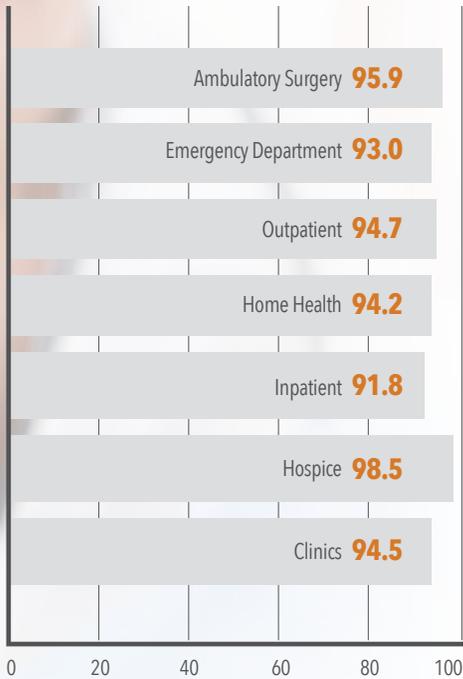
“Great staff and doctors—**comforting experience** by everyone on staff—everyone! Driving 1,400 miles and ending up in your care and wonderful staff will be one of the vacation memories for years to come. **Thank you!**”



“The nurses are what make this hospital as wonderful as it is. Intelligent, kind, informative, and **the best I've met.**”



## PATIENT SATISFACTION MEAN SCORES 2017



“The surgery staff was excellent. They saw to every need I had. They are a well-oiled machine and **I felt completely secure and safe.**”

“The clinic has always had my health issues as a top priority—**one could not improve on their helpfulness, courtesy and direct approach to all problems as they occur.**”

“Your staff is extremely **well trained in kindness** and concern for the well-being of all patients. Definitely, I would recommend Barrett.”



“An overwhelming positive experience! **Entire staff helpful beyond expectation.** Barrett Hospital is the best. Large enough to serve you—small enough to know you!”

# COMMITTED TO **Hometown**

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What if you could help a medical student pursue their dreams? Or give a breast cancer patient the latest treatment options?

Through the help of donors, Barrett Hospital Foundation is able to consistently give these opportunities back to the community—but it wouldn't be possible without you.

Every donation made to the Barrett Hospital Foundation and the Southwestern Montana Mammography fund makes a difference. The following stories prove that you don't need much to change someone's life.



“I want to thank the Foundation very much for allowing for me to be the recipient of this scholarship. This was not only a huge honor to be afforded this scholarship by a hospital and staff that had cared for me since birth, and a hospital that I had the privilege to work in. But, was also a huge help financially, alleviating some of the financial stress of my first year of medical school.”

— Zeke Koslosky

“This scholarship was a major opportunity for me to appreciate how much the local community of Dillon backs its students continuing to push for our success. This community has always **helped out its students as much as possible** from the excellent teachers in the school, to **incredible opportunities** like this. I want to thank Dr. Loge for his very generous contribution to my scholarship from his well-deserved honor as an outstanding medical educator.”

“I am proud to say that my daughter has joined them in their mission to help members of the community. She has been working with the Bras for a Cause Fundraiser for 3 years now, and has even chaired it the last 2 years. **I am proud of her and very thankful of the Foundation for all that they do.**”

“I used the money for gas to get to Bozeman for my chemotherapy treatments and for small everyday things we take for granted. I am happy to say I am back to work now.”



## Scholarships

Zeke Koslosky and Paula Dreyer Babb were awarded the Ron Loge Medical Scholarship. Each awardee received a \$7,500 scholarship to attend medical school.

Shara King and Jamie Harrison were awarded the Goodman Nursing Scholarship. Each received a \$1,000 scholarship to attend nursing school.

Scout Voss was awarded the Ruth & Garth Haugland memorial scholarship. She received a \$500 scholarship to attend Carroll College.

Mary Beth Wilson, Tanya Curtis, Ashley Engesser, and Jamie Harrison were awarded the Stefan Fabaz Memorial Scholarship. Each received a \$1000 scholarship for continuing medical education.

## Cancer Support

Southwestern Montana Mammography Program has provided complimentary breast health services to uninsured and under-insured men and women in Beaverhead, Madison, Jefferson, Silver Bow, and Lemhi Counties.

The program's primary focus has been breast cancer screening. However, the program has been expanded to assist cancer patients with travel and other expenses related to treatment.

Barrett Hospital Foundation backs the Dillon Cancer Support Community.



# COMMITTED TO **Community Impact**

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## ECONOMIC IMPACT ON OUR COMMUNITY

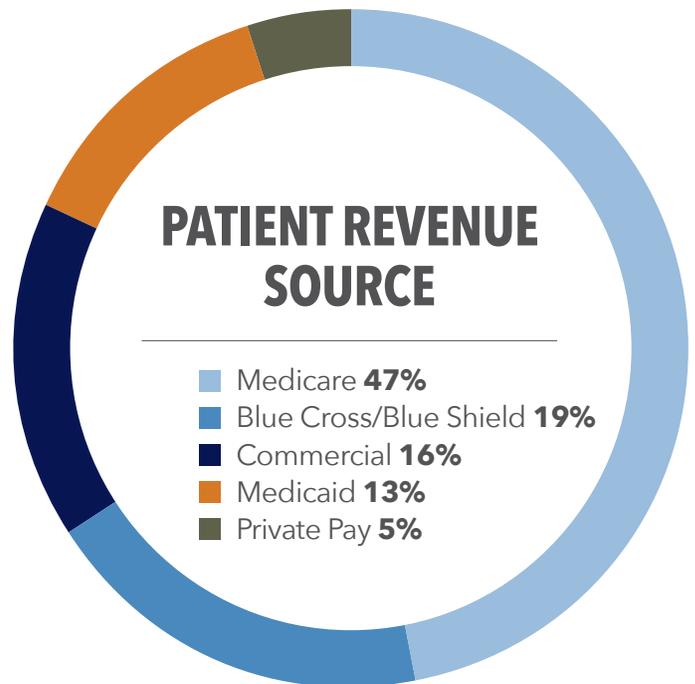
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## FY 2017 COMMUNITY BENEFITS

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- Subsidized Health Services **\$1,809,590**
- Charity Care & Uncompensated Care **\$932,986**
- Community Health Education **\$672,156**
- Environmental Improvements **\$41,417**
- Outreach through Staff Hours **\$29,796**
- In-Kind Donations **\$11,973**



# Governance

**Barrett Hospital & HealthCare has an elected local five-member Board of Directors:**

Patti Mitchell, President  
Nate Finch, Vice President  
Lawrence Morrisroe  
Joe Morstein  
Shane Puyear

# Leadership

Ken Westman  
Chief Executive Officer

Richard "Dick" Achter  
Chief Financial Officer

Katherine "Kit" Davis  
Human Resources Director

Cynthia White  
Director of Provider Services

Carol Kennedy  
Chief Clinical Officer

Maria Koslosky  
Quality Director/Compliance Officer

Greg Moore, MD, FACEP, FAWM  
Medical Staff President

# Mission

Barrett Hospital & HealthCare provides compassionate care, healing, and health-improving service to all community members throughout life's journey.

# Vision

To be the model in rural healthcare delivery for the United States in all facets of primary health services.

# Values

We value and make a personal commitment to **"I CARE"** by demonstrating...

**Integrity:** honesty and commitment to agreements made and/or with standards required.

**Compassion:** empathy and understanding of the problems of others, with a desire to show mercy and give assistance.

**Adaptability:** the ability to positively adjust actions and positions held in response to changing conditions.

**Respect:** appreciation and consideration of others.

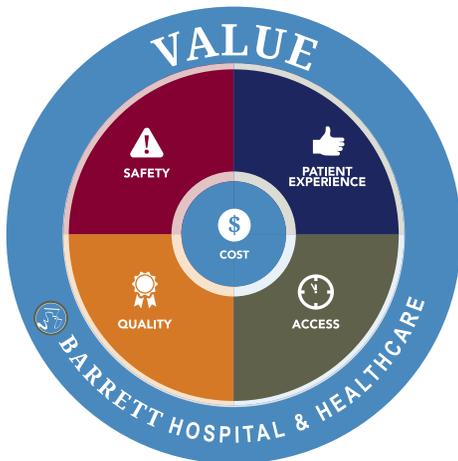
**Excellence:** commitment to working and acting exceptionally well, individually and with others.



# COMMITTED TO A **Healthy Future**

## DEAR COMMUNITY PARTNER:

From our modest beginnings in 1922, Barrett Hospital & HealthCare has been defined by passion—passion for our work and our mission in the communities that we serve. Providing compassionate care and putting people first, will remain the hallmark of Barrett Hospital & HealthCare, and for every team member in our organization. We're committed to growing our health care delivery services in a way that will benefit the people, health and wellbeing of the communities we currently serve and beyond.



## HELPING TO DEFINE THE VALUE, AND UNDERSTANDING THE COST FOR DELIVERY OF CARE

Throughout this report, we have defined value in healthcare. In its simplest form, “value” is making sure that Barrett Hospital & HealthCare really gets patient safety, clinical quality, the patient experience, and access to care “right”. Value also includes controlling costs and keeping prices competitive for what people must pay for their healthcare. Focusing on balancing these factors allows our organization to center our efforts, decision making, and resource allocations to achieve our goals for improving value for patients.

## READY TO SERVE

As our communities’ health care needs evolve, and the healthcare industry changes at a rapid pace, Barrett Hospital & HealthCare is aligning its strategies and action plans to continue to deliver high value care for patients both now and in the future, along with sustainable financial performance.

As we set our course, we regularly compare prices regionally and nationally to confirm that Barrett Hospital & HealthCare’s prices for delivery of health services remain very competitive. In addition, we continue to add more affordable health services such as home sleep studies and, at specified times during the year, lab services at reduced prices.

**“We regularly compare prices nationally to confirm that Barrett Hospital & HealthCare's prices remain very competitive.”**



**“We look forward to impacting more lives, making a difference and improving the health of our communities.”**

We are collaborating with regional and local healthcare providers and other partners to provide improved access to and coordination of needed care. We believe these kinds of conversations and collaborations are vital to the health and wellbeing of the communities we serve.

To keep up with the healthcare services landscape, we are adding additional specialty services that we can sustain in a community our size, to improve access to care locally for patients. And while Barrett Hospital & HealthCare is accomplishing many of these endeavors, we are humbled to be recognized as a national award-winning Critical Access Hospital for quality, safety and patient satisfaction.

In closing, thank you again for your trusted confidence in Barrett Hospital & HealthCare. As always, please continue to share your thoughts and ideas with us. We look forward to impacting more lives, making a difference and improving the health of our communities.

In good health,

*Ken Westman*

Ken Westman, CEO  
Barrett Hospital & HealthCare



600 MT Hwy 91 South  
Dillon, MT 59725



## Location and Hours

### Barrett Hospital & HealthCare

600 MT Hwy 91 S  
Dillon, MT 59725  
406-683-3000

### Emergency Care

**24/7, 365 days a year**  
600 MT Hwy 91 S  
Dillon, MT 59725

### Clinic

30 MT Hwy 91 S  
Dillon, MT 59725  
Monday-Friday | 8:30am - 5:00pm

### Walk-In Clinic

30 MT Hwy 91 S  
Dillon, MT 59725  
Monday-Friday | 7:30am - 4:00pm

Barrett Hospital & HealthCare is grateful for the in-kind donation from AlphaGraphics for printing and mail processing this Community Benefit Report.

This Community Report is Printed on FSC Certified Paper. 'FSC' stands for Forest Stewardship Council, an organization that works to promote the practice of sustainable forestry worldwide. The Forest Stewardship Council sets standards for forest products, independently certifies that these standards have been met, and bestows labels upon the products that qualify. Forest Stewardship Council certification gives customers the option to choose forest products like paper and wood that have been sourced in an environmentally-friendly, socially responsible and economically viable manner.

