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## ANNUAL REPORT

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COMMUNITY.  
CONNECTION.  
CHOICE.

**BLACK RIVER**  
MEMORIAL HOSPITAL  
HEALTHCARE CLINIC  
HOMECARE HOSPICE

# LIVES ARE BORN AND MADE BETTER EVERY DAY AT BLACK RIVER MEMORIAL HOSPITAL



## MISSION

Serving you with excellence

## VISION

To be the best community  
hospital in the nation

## VALUES

Excellence, Progressive, Integrity,  
Collaboration, Compassion

Through thick and thin, Black River Memorial Hospital exhibited a long list of highlights in 2021. Year two of the pandemic had its challenges, and our hospital staff demonstrated resilience and tenacity as we worked together to face these issues head-on. The team stepped up to the challenge of caring for more acutely ill patients due to referral facilities being at capacity and our inability to transfer them. In addition, we faced the challenge of caring for extended-stay emergency patients waiting for a transfer. The hospital also required vaccinations for all employees without approved exemptions.

Last year presented financial challenges we were able to overcome as well. We had a slow return to normal patient volumes after the COVID surge, which was most likely related to patients delaying care out of fear. Luckily, our payroll protection program loan was forgiven, allowing us to keep our team working. The team pulled together and engaged in the process of evaluating staffing and expense issues to get us through the more challenging periods.

Not only did we overcome those workforce challenges, we expanded our breadth of care by opening the Wound Care Center and adding chemotherapy services to our Infusion Center. I think it's safe to say our strategic planning paid off, considering the Transition Care Program marked the highest number of patient days since its expansion, we've been accepting admissions from tertiary hospitals for step-down patients, and we've freed up space for our ICU transfers.



Our Year two strategic plan moved forward with the hospital sustaining our patient perception of care at or above state and national benchmarks, and we maintained our ability to care for our patients despite a shrinking workforce.

As surprising as it sounds, we have been able to see some silver linings of the pandemic. Our staff has been cross-trained in new roles and responsibilities, increasing our ability to care for those patients who previously would have been transferred to another facility. And we've strengthened our relationships with local and regional referral agencies, which led to us accepting transfers from them. Overall, I'm proud of the great teamwork, compassion, and commitment demonstrated across the organization.

As I'm sure everyone is aware, as of July 1, I have retired from my position as CEO. And so a good amount of my 2021 consisted of meticulous CEO succession planning. After an extensive search, the board of directors found the highly qualified and knowledgeable Carl Selvick to take over as our new CEO. That said, I am extremely confident Black River Memorial Hospital will continue to thrive, as it did through 2021. Even through all the obstacles that came our way, we overcame, we grew, and we're now that much stronger and better prepared for whatever challenges the future holds.

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**Mary Beth White-Jacobs** celebrates a 40 year career at BRMH

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## CARE PROVIDERS

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It is incredibly rewarding to see the ways in which our medical staff continue to grow. Not only in numbers but in expertise and passion for delivering exceptional care to our patients. Our providers continue to display resilience and agility as the needs of our patients continue to evolve. They are dedicated to serving the needs of the patient first while ensuring loved ones are well-informed and part of the process. It's a team effort and I am honored to be a part of it.”

– Dr. Carol Martin, Chief of Staff

## WELCOME, NEW PROVIDERS

**Heather Haun, APNP**  
Wound Care - Emergency Medicine -  
Hospitalist - Family Medicine

**Terri Roberts, APNP**  
Hospice - Palliative

**Heidi Jarecki, MD**  
Ophthalmology

**Alexander Ringeisen, MD**  
Ophthalmology

**Margaret Evers, LCSW**  
Licensed Clinical Social Worker

**Terry Evers, APNP**  
Psychiatry

**Albert Wu, CRNA**  
Anesthesia

**Abigail Miller, MD**  
Obstetrics

**Amanda Lange, PA**  
Hospitalist - Wound Care - Emergency  
Medicine - Family Medicine

**Kaitlyn Cunningham, MD**  
Obstetrics

**Tawnee Berg, RN**  
Dependent Medical Affiliate







**Brad Chown**  
Chair



**John Drace**  
Vice-Chair



**Mary Beth White-Jacobs**  
Secretary



**Michelle Greendeer-Rave**  
Treasurer



**Dr. Carol Martin**  
Chief of Staff



**Shelly Severson**



**Kathy Potter**



**Tim Kunes**



**Christine Hovell**



**Dr. Tom Walker**

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**Many thanks to Ellen Moldenhauer, who served on the board from 2011–2021, and to Dan Diehn, who served from 2017-2021.  
Their dedication and talent were exemplary, and we are grateful for their service.**

# REMAINING INDEPENDENT AND ITS BENEFITS FOR EVERYONE

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## Leadership team says goal is to be independent for as long as it's sustainable

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With healthcare mergers and acquisitions surging in 2021 (up 56% in the 12 months beginning November 2020, according to a report from PricewaterhouseCoopers) it's all the more impressive that Black River Memorial Hospital has been able to thrive as an independent organization. And for good reason, with all the many benefits it brings to our patients, staff and community.

### Community connection

With all the decision-makers being local and in-house, Black River Memorial Hospital has the flexibility to respond quickly to the results of the Community Health Needs Assessment, which is conducted to ensure the hospital is addressing any health gaps in the community. Local decision-making also allows

us to respond to local health crises and incidents with more agility and flexibility to do what's right for our local community.

This community connection also can be seen in the level of care provided.

"We're serving our family members, our neighbors, our colleagues who we see in the grocery store, at the gas station, community events" outgoing CEO Mary Beth White-Jacobs said. "There is a difference in how you take care of family, and that's what all of our patients are. We are all part of the same community, and that creates a special, one-of-a-kind experience."

### Patient choice

As an independent provider, Black River Memorial Hospital can maintain relationships with an abundance of referral partners, giving patients more – and better – choices, as opposed to referrals being driven from within and across the same hospital system.

### Focused leadership

Larger hospitals and smaller community ones that become part of a system can run under leadership with divided priorities. The BRMH leadership team is able to put 100% focus on Black River Memorial Hospital and how it can meet the community's evolving needs.

With all these benefits to the community, patients, and employees, it's no wonder Black River Memorial Hospital strives to remain independent.

"It all adds up to having a tremendous effect on the citizens of Jackson County," said Brad Chown, chairman of the BRMH board of directors.

"Knowing we can get excellent healthcare locally is a valuable asset, and the economic impact from the employer standpoint is massive. The hospital is one of the top five employers in Jackson County and accounts for over \$32 million in economic impact," Brad said. "In addition, being independent keeps decision-making local, which allows us to serve the needs of the greater community more effectively and invest in our employees as their needs evolve as well."



“

**I have been proud to serve on the board of directors since 2015. Never in my time on the board have I seen such unprecedented times in healthcare. I am incredibly proud of the role BRMH plays in caring for our community, promoting healthy lifestyles, and contributing a significant amount of economic impact to the local economy. 2021 was no exception to that.”**

— **Brad Chown, Board Chair**

*Senior Leader team pictured in garden  
at Black River Memorial Hospital*

**↑56%**

**Increase in healthcare  
mergers and acquisitions  
over the last year**

**#5**

**BRMH is a  
top 5 employer in  
Jackson County**

**\$32M**

**BRMH's local  
economic impact**



# STATEMENT OF OPERATIONS

Revenue	2021	2020
Net Patient Service Revenue	\$56,844,000	\$56,919,000
Other Operating Revenue	\$996,000	\$6,905,000
<b>Total Revenue</b>	<b>\$57,840,000</b>	<b>\$63,824,000</b>
<b>Expenses</b>		
Salaries and Wages	\$25,084,000	\$25,838,000
Employee Benefits	\$11,892,000	\$10,909,000
Supplies & Other	\$18,932,000	\$19,117,000
Depreciation	\$3,686,000	\$3,440,000
Interest	\$752,000	\$322,000
<b>Total Expenses</b>	<b>\$60,346,000</b>	<b>\$59,626,000</b>
<b>Net Income from Operations</b>	<b>(\$2,506,000)</b>	<b>\$4,198,000</b>
<b>Other Income</b>		
Investment Income	\$1,387,000	\$2,441,000
Contributions	\$17,800	(\$5,000)
Net Asset Disposal	\$2,500	(\$35,000)
Gain on Forgiveness of LT Debt	\$5,486,000	-
Gain on Sale of Investment	\$31,700	(\$35,399)
<b>Total Other Income</b>	<b>\$6,925,000</b>	<b>\$2,365,601</b>
<b>Revenue in Excess of Expenses</b>	<b>\$4,419,000</b>	<b>\$6,563,601</b>

# COMMUNITY BENEFITS

<b>Financial Assistance</b>	<b>\$903,398</b>
<b>Unreimbursed Medicaid and Other Government Programs</b>	<b>\$4,565,476</b>
<b>Community Health Improvement Services</b> Community Health Education Healthcare Support Services	<b>\$70,314</b>
<b>Health Professional Education</b> Nursing and Medical Students	<b>\$80,285</b>
<b>Subsidized Health Services</b> Emergency and Trauma Services Women's and Children's Services Subsidized Continuing Care Palliative Care	<b>\$7,806,546</b>
<b>Financial and In-Kind Donations</b>	<b>\$49,571</b>
<b>Community Building Activities</b> Community Benefits Operations Community Collaborations and Partnerships	<b>\$39,665</b>

**\$13,515,255**

Total Community Benefits

## MEDICAL SURVEY OF PATIENT EXPERIENCE

	BRMH	WI Avg.	Nat'l Avg.
Patients who reported that their nurses <b>"Always"</b> communicated well	<b>83%</b>	83%	80%
Patients who reported that their doctors <b>"Always"</b> communicated well	<b>82%</b>	82%	81%
Patients who reported that they <b>"Always"</b> received help as soon as they wanted it	<b>72%</b>	72%	67%
Patients who reported that staff <b>"Always"</b> explained medication before giving it to them	<b>78%</b>	67%	63%
Patients who reported that their room and bathroom were <b>"Always"</b> clean	<b>78%</b>	77%	73%
Patients who reported that the area around their room was <b>"Always"</b> quiet at night	<b>70%</b>	67%	63%
Patients who reported <b>YES</b> , they were given information about what to do during their recovery at home	<b>89%</b>	90%	86%
Patients who <b>"Strongly Agreed"</b> they understood their care when they left the hospital	<b>58%</b>	56%	52%
Patients who gave their hospital a rating of <b>9 or 10</b> on a scale from 0 (lowest) to 10 (highest)	<b>83%</b>	77%	73%
Patients who reported <b>YES</b> , they would definitely recommend the hospital	<b>76%</b>	75%	71%

Patient survey summary  
star rating 4 out of 5



## FACTS AND STATISTICS FOR FISCAL YEAR

	2021	2020	2019
Number of Patients Served	<b>9,699</b>	9,698	9,109
Number of Employees (end of fiscal year)	<b>338</b>	375	357
Number of Births	<b>123</b>	105	156
Number of Procedures in Surgical Services	<b>2,154</b>	1,973	2,438
Number of Rehabilitative Visits	<b>9,015</b>	7,736	9,900
Number of Respiratory Therapies	<b>11,007</b>	11,593*	14,525*
Number of Diagnostic Exams (tests performed in Laboratory – 217,369 and Imaging – 14,603)	<b>231,972**</b>	446,530	592,480
Emergency Room and Urgent Care Visits	<b>9,420</b>	9,365	11,289
Family Medicine, Behavioral Health, Specialty Clinic	<b>7,385</b>	2,323	-

\*Numbers do not reflect unbillable services provided.

\*\*Indicates a lower volume than 2020 due to discontinuing the lab outreach



**103**

Unique patients since opening  
the Wound Care Center  
in spring of 2021

Number of surgical services over last three years:



**1,594**

In 2021 there were 1,594  
clinic behavioral health visits

**\$195,000**

Value of employee hours  
donated by volunteers



“In 2021, our volunteers graciously donated a value of over \$195,000 in hours worked for the betterment of our patients and staff. Even during a time when healthcare was facing exceptional challenges, our volunteers continued to give back their time to help BRMH thrive.”

**Cindy Clark**, Volunteer Services Director



With over 4,400 entries received at the Healthcare Advertising Awards, we took home five awards: three golds for our clinic and general branding campaigns, silver for our 2021 summer Momentum magazine featuring Rosa Blackdeer, and bronze for our primary care campaign.

**9,015**

Number of rehabilitative  
visits during 2021

**↑14.2%**

from the previous year



# CONNECTING OUR COMMUNITY TO A HEALTHIER LIFE BLACK RIVER MEMORIAL HOSPITAL





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