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OUR MISSION

The Richland Hospital is dedicated to caring, educating, and healing – to be the community’s first choice for better health.

OUR VISION

To be the region’s preferred independent healthcare provider through proactive clinical decisions and support aligned with reimbursement realities.

OUR CORE VALUES

We feel that key to maintaining a truly great hospital is an intense focus on the values that guide our actions. These are not values that change from time to time, situation to situation or person to person, but rather they are the cornerstone of our culture.

Service to patients, community and staff:

• Meet needs with compassion.
• Respect: Treat all with dignity.
• Teamwork: See a need, lend a hand.
• Ethics through Honesty: Do what is right.
• Competence: Work towards excellence.
Greetings,

As the newest member of the Richland Hospital team, I have been impressed with the quality of care that we provide to our patients. I routinely join Chief Nursing Officer, Cindy Hanold to make rounds and talk with patients about their experiences with us. Patients consistently share positive comments about our physicians, nurses, therapists, and technical and support staff.

The hospital’s new Soaring to Excellence initiative is all about improving how Richland Hospital staff communicate and work together to achieve even higher levels of patient care, quality, value, and satisfaction. Colleagues are working together with more open communication and greater focus on improvement.

I am proud to share the news that the work of Richland Hospital staff has again gained national recognition. The National Rural Health Association and iVantage Health Analytics have named Richland Hospital as one of the Top 100 critical access hospitals in the nation for the fourth year in a row. The hospital strength index rates our overall performance in patient care, quality, patient satisfaction, market share, and financial management.

Similarly, in 2014 the Richland Hospital earned accreditation by the highly-regarded Joint Commission, an independent agency that sets national standards for healthcare organizations of all sizes. As a resident of the Richland Hospital service area, you can take confidence from these two external reviews that your local hospital is meeting and exceeding national benchmarks.

These accomplishments and other great patient care are the result of great people working together, and I am thrilled to become part of this wonderful organization as we continue Soaring to Excellence. Thank you for your support of the Richland Hospital.

Bruce Roesler, CEO
Darby Blakley is pretty busy most days. From November through March, he is even busier. Darby is a husband and father of three small children. He is an administrator at River Valley High School, the lead on the River Valley School District television station, and the River Valley varsity girls’ basketball coach. One day last winter, Darby began experiencing chest pains. While he didn’t have time to be sick, it worried him enough that he called Spring Green Medical Center to see what he should do.

Steve Wolk, Darby’s primary care provider and a Certified Physician Assistant at Spring Green Medical Center, said he wanted to see Darby immediately.

“While I understood Steve’s concerns, I told them that I didn’t really have much time to be seen because I had a basketball game to coach that night in Richland Center,” Darby said.

Wolk respected Darby’s desire to coach, but stressed that he really wanted to see Darby to assess him and run some tests.

“Steve was great. He was very quick and precise. Based on my physical condition, he allowed me to go to the game,” Darby said.

On the bus ride to Richland Center, the coach mentally prepared for the game. “I tried to focus on the game, but it was in the back of my mind,” he said.

Just before the tip-off, Darby’s phone rang. It was Wolk telling him that the tests were all good. “Steve could have waited until the next morning to call me, but he stayed on top of things,” Darby said. “It was a big game and I am pretty animated on the bench, so Steve’s call really gave me peace of mind.”

Darby said that type of commitment and great care is something that he and his family always get at Spring Green Medical Center. “They always listen really well and make us feel welcome and that we are really important,” he said. “With 3 kids, there are times when being seen quickly is the most important thing. We are comfortable seeing anyone there and have gotten great care from everyone there.” Regular blood testing is part of Darby’s healthcare routine. As an administrator at school, he doesn’t have a lot of down time. There are no free periods scheduled into his day, so when he has a few minutes free, he goes to the clinic for his tests and they work him right in.

“They know me and I know them. We talk about how our families are doing. It is great to have people who truly care, taking care of us,” he said.
The Richland Hospital Joan Woodman Orton McCollum Birth Center enjoyed a very busy 2014. With 192 births that included 4 sets of twins, the unit saw 16 more deliveries than in 2013. Rhonda Louis is the Birth Center Unit Coordinator. She said that staff and physicians are really all about patient choice at the Richland Hospital. “We work really hard to support the choices that moms make,” she said. “Whether it is pain management techniques or an epidural or tips on breastfeeding, we are prepared and specially trained to help Mom.”

“I also think that we are seeing an increased number of births as a result of Dr. Alexander’s fertility practice,” Louis said.

In 2014, Birth Center specific focus groups were conducted to get input about what moms want during delivery and while in the hospital. “Speaking to moms about their experiences here at the Richland Hospital and at other facilities and at home helped us to better understand what we can do better,” Louis said.

Some new amenities and services that the Birth Center began offering in 2014 include:

- Dads eat in the room with mom for free
- Childbirth Classes are online and easily accessible anytime for mom’s convenience
- A new fetal monitor

Coming in 2015 will be:

- A new infant photography program
- Nurses will be taking Doula Training
- A larger survey / study will be done to assess options like water births and other services that moms would like to see

“The speaking to moms about their experiences [...] helped us to better understand what we can do better.”
What is it? How does this affect The Richland Hospital, Inc.?

Insurers love clients who are active and take care of themselves – annual exams, proof of exercise, etc. Pay 4 Performance (P4P) is similar. It is a strategy to link a payment system to the quality of care provided and the efficiency by which it is provided – not just the quantity of services provided.

Carolyn Anderson, Richland Hospital Quality Director, used Dean Health Care and Medicaid as an example in a recent presentation to hospital leadership.

Dean Health Care is currently the Richland Hospital’s top commercial payer / insurance plan. They are our 3rd overall payer and account for 8% of our business. Medicaid’s 2014 measures were:

### 2014 Medicaid Measures
- 30 – Day Hospital Readmission
- SCIP (Surgical Care Improvement Project) Index
- Healthcare Professional Influenza Vaccination
- Early Elective Induced Delivery

### 2014 Medicaid P4P Reimbursement

<table>
<thead>
<tr>
<th>Measure</th>
<th>2014 Score</th>
<th>State/Nat’l Avg</th>
<th>2010 Score</th>
<th>Earnback %</th>
</tr>
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<tbody>
<tr>
<td>Readmissions</td>
<td>10%</td>
<td>17.5%</td>
<td>6.45%</td>
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<tr>
<td>SCIP Index</td>
<td>88%</td>
<td>85.7%</td>
<td>79%</td>
<td>100%</td>
</tr>
<tr>
<td>HCP Flu</td>
<td>96%</td>
<td>66.9%</td>
<td>87%</td>
<td>100%</td>
</tr>
<tr>
<td>Early Elective Delivery</td>
<td>Only report</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Medicaid withheld 1.5% from Fee-for-Service claims payments through the year. We were reimbursed only 75% of the total amount of our 2014 withholdings.
### 2015 Pay For Performance Measures

**2015 DEAN HEALTH CARE P4P MEASURES**
- Medication Reconciliation upon Discharge
- Initial Antibiotic selection for Community Acquired Pneumonia – immunocompromised Pts
- Blood Cultures in the Emergency Department prior to Antibiotic received (Pneumonia)
- HCAHPS (Patient Satisfaction Survey) – Ranked Hospital High (9-10)
- HCAHPS (Patient Satisfaction Survey) – Pain always Well Controlled
- 30-Day Inpatient Readmission Rate
- One-Day Medical Stay Rate

**2015 MEDICAID P4P MEASURES**
- Initial Antibiotic selection for Community Acquired Pneumonia – immunocompromised Patients
- 30-Day Hospital Readmission
- Mental Health follow up visit within 30 days of discharge
- Healthcare Personnel Influenza vaccination
- Early Elective Induced Delivery
- CAUTI – Catheter Associated Urinary Tract Infections
- Perinatal – Birth Trauma, Obstetric Trauma with or without instrument
- HCAHPS (10 measure – 9,10 score, likelihood to recommend, communication with doctors and nurses, pain always well controlled, assistance received in a timely manner, medication education, quiet, clean, discharge instructions
- CLABSI – Central Line Associated Blood Stream Infections

**2016 MEDICAID P4P MEASURES**
- Initial Antibiotic selection for Community Acquired Pneumonia – immunocompromised Patients
- 30-Day Hospital Readmission
- Mental Health follow up visit within 30 days of discharge
- Healthcare Personnel Influenza vaccination
- Early Elective Induced Delivery
- CAUTI – Catheter Associated Urinary Tract Infections
- Perinatal – Birth Trauma, Obstetric Trauma with or without instrument
- HCAHPS (10 measure – 9,10 score, likelihood to recommend, communication with doctors and nurses, pain always well controlled, assistance received in a timely manner, medication education, quiet, clean, discharge instructions
- CLABSI – Central Line Associated Blood Stream Infections
- Clostridium Difficile Infection rate
- MRSA Infection rates

Starting April 1, 2015, the 2016 data began being collected.
INFORMATION MATTERS

The Richland Hospital Information Technology Department has seen many new changes over the years and the IT director, Jerry Cooper, has been here for most of them. Jerry has worked at the hospital for more than 25 years. He believes that the hospital’s commitment to embracing new technologies will not only increase productivity but insure patient safety. He is joined with new faces in the department. Justina Johnson (JJ) joined the team in October and last month Luke Moerer started. JJ works more on the application side: writing reports, SharePoint and Meditech support, while Luke works on the servers, computers and network infrastructure. The IT staff is here to help with any IT questions or issues.

The team has been catching up on the backlog of tasks for the last couple months but will be moving forward on the current initiatives.

When not at the hospital, working outside hobbies include raising rabbits (Justina), and working on cars and trucks (Luke), Jerry spends free time working on the farm and teaching youth shooting programs.

INITIATIVES FOR THIS YEAR

Replace legacy computers with thin clients

Internet and mail security upgrades: Anti-virus, mail security, firewall and spam software

Redesign and upgrade the intranet to SharePoint 2010

Move glucometers to Lan Tronix Terminal Servers

Replace citrix in the rural health clinics and install the remaining thin clients

Upgrade network infrastructure hardware

Work on automating processes with technology whenever possible

Photo identifications from left to right: Jerry Cooper, Director of I.T.; Justina Johnson, Applications Specialist; Luke Moerer, Information Systems Specialist.
The key to great healthcare lies within the relationship a patient has with her provider. Trust and understanding are keys to building that relationship.

When you settle into a healthcare relationship, great care is the expectation for both parties. Melissa Marabelli says she and her daughter, Braylen, started seeing Karen Sinnett, APNP when her daughter was about six months old. Today, they are really happy with the choice they made and with the care that Karen provides.

“She listens to my questions and is really great about getting back to you right away,” Melissa said. “I am really comfortable with her and I like her a lot.”

Truly listening to her patient allows Sinnett to know what a patient is experiencing and how she can help. “Karen is a really great listener. I never feel rushed or like she is thinking about the next patient on her schedule. She takes her time and goes through things with me,” Melissa said.

When patients are happy with the care they receive, they are happy to tell others about the good experience. “I tell a lot of people about Karen,” Melissa said.

Melissa became a Muscoda Health Center patient when the clinic was located in its previous location. Today, she goes to the new building for care.

“The new clinic is so spacious and beautiful. It is really comfortable.”

Volunteers Mike Meadows and Phyllis Keller

In 2014, volunteers helped more than 10,000 people at the Front Lobby Information Desk.

Volunteers have also helped improve patients’ lives by helping with the Swing Bed program at the Richland Hospital. Three days a week, we have volunteers doing group or individual activities with Swing Bed patients. They play games, cards, and just visit to cheer up the patients.

Our volunteers allow us to extend above and beyond in providing care to our patients. We are grateful for all they do.
Dear Friends,

Every meeting agenda of The Richland Hospital Foundation includes our mission statement. It’s not that we need reminders as to our reason for being, but rather a way of emphasizing our strong belief in that statement:

“The mission of The Richland Hospital Foundation, Inc., is the development and successful acquisition of gifts to assist The Richland Hospital, Inc., in providing exceptional healthcare to the region.”

The Foundation Board is made up of 15 very dedicated and hard-working individuals who firmly stand behind this mission statement. And, through the work of the board, it seems to me each board member becomes a “cheerleader” for the outstanding work carried out daily by the healthcare team at The Richland Hospital. As you may know, The Richland Hospital continues to be rated as one of the Top 100 Critical Access Hospitals in the country. That designation speaks volumes about the work our team provides for the area.

Because of your support, the Hospital Foundation provided nearly $428,000 in financial support to The Richland Hospital in 2014. That financial support helped purchase surgical equipment, and provided scholarships and funds for the Safe Sitters program and Kraemer Center.

Last year the Hospital Foundation sponsored several major events, including the CornerStone Builders Brunch (April), the Golf Gala (June), and the First Choice Connection event (October). In addition, our Estate Planning initiative continues on a monthly basis. If you’d like to learn more about the Estate Planning Program, please feel free to contact Norbert Calnin; it’s a no-cost, no-obligation program that can help you and your family maximize your ability to provide funding support for those causes you believe in.

We sincerely appreciate the support you provide. Without it the Foundation could not succeed and without it we could not provide the financial support necessary so that our community hospital moves forward in the 21st Century.

Sincerely,

John Poole
Nona Acketz  
Partners of Richland Hospital, Inc.

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The Richland Hospital Foundation is grateful to those who have made a multi-year pledge of $1,000 or more for five years. These individuals have made a special commitment through our Architect Society to pledge a gift that is not only substantial, but also gives us the confidence to proceed with larger projects such as the laparoscopic surgery equipment we purchased during 2014.
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($5,000 +)

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Sara Walsh
Wallace Cooper and Elliott
Deb and Al Walling
Mike and Jayne Werren
David and Patricia White
Virginia and Francis Wiedenfeld
Roland Calvin & Eleanor Wise
Marlene J. and Harold A. Yates
Paula Zube
<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Acute Admissions, All Inpatient Units</td>
<td>1,028</td>
<td>1,109</td>
<td>1,144</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>3.0</td>
<td>2.8</td>
<td>3.0</td>
</tr>
<tr>
<td>Adult Acute Patient Days</td>
<td>3,041</td>
<td>3,154</td>
<td>3,415</td>
</tr>
<tr>
<td>Average Adult Acute Daily Census</td>
<td>8.3</td>
<td>8.6</td>
<td>9.4</td>
</tr>
<tr>
<td>Swing Bed Admissions</td>
<td>89</td>
<td>89</td>
<td>70</td>
</tr>
<tr>
<td>Swing Bed Patient Days</td>
<td>709</td>
<td>658</td>
<td>536</td>
</tr>
<tr>
<td>ER Visits</td>
<td>5,678</td>
<td>5,522</td>
<td>5,323</td>
</tr>
<tr>
<td>Deliveries</td>
<td>192</td>
<td>176</td>
<td>171</td>
</tr>
<tr>
<td>Surgeries</td>
<td>1,985</td>
<td>2,092</td>
<td>1,997</td>
</tr>
<tr>
<td>Lab Orders</td>
<td>106,123</td>
<td>101,439</td>
<td>98,158</td>
</tr>
<tr>
<td>Radiology Orders</td>
<td>10,706</td>
<td>10,340</td>
<td>10,323</td>
</tr>
<tr>
<td>Muscoda Health Center Visits</td>
<td>4,425</td>
<td>4,661</td>
<td>4,695</td>
</tr>
<tr>
<td>Spring Green Medical Center Visits</td>
<td>3,530</td>
<td>3,356</td>
<td>3,495</td>
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</tbody>
</table>
STATEMENT OF OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Revenues</strong></td>
<td>70,412,477</td>
<td>66,183,255</td>
<td>61,996,754</td>
</tr>
<tr>
<td><strong>Contractual Adjustments</strong></td>
<td>32,605,535</td>
<td>29,138,339</td>
<td>27,975,253</td>
</tr>
<tr>
<td><strong>Patient Revenues, Net of Contractual</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjustments &amp; Discounts</td>
<td>37,806,942</td>
<td>37,044,916</td>
<td>34,021,501</td>
</tr>
<tr>
<td>Provision for Bad Debt</td>
<td>791,721</td>
<td>2,020,897</td>
<td>888,735</td>
</tr>
<tr>
<td><strong>Patient Revenues, Less Provision for Bad Debt</strong></td>
<td>37,015,221</td>
<td>35,024,019</td>
<td>33,132,766</td>
</tr>
<tr>
<td><strong>Other Operating Revenue</strong></td>
<td>1,982,025</td>
<td>1,791,045</td>
<td>2,089,589</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>38,997,246</td>
<td>36,815,064</td>
<td>35,222,355</td>
</tr>
<tr>
<td><strong>Salaries and Benefits</strong></td>
<td>19,969,481</td>
<td>19,969,959</td>
<td>18,408,567</td>
</tr>
<tr>
<td><strong>Supplies and Other</strong></td>
<td>13,037,499</td>
<td>10,940,321</td>
<td>10,873,220</td>
</tr>
<tr>
<td><strong>Depreciation and Interest</strong></td>
<td>3,607,412</td>
<td>3,906,491</td>
<td>3,966,401</td>
</tr>
<tr>
<td><strong>Total Operating Expense</strong></td>
<td>36,614,392</td>
<td>34,816,771</td>
<td>33,248,188</td>
</tr>
<tr>
<td><strong>Income (Loss) from Operations</strong></td>
<td>2,382,854</td>
<td>1,998,293</td>
<td>1,974,167</td>
</tr>
<tr>
<td><strong>Investment &amp; Other Income</strong></td>
<td>636,151</td>
<td>564,209</td>
<td>588,464</td>
</tr>
<tr>
<td><strong>Excess Revenues Over (Under) Expenses</strong></td>
<td>3,019,005</td>
<td>2,562,502</td>
<td>2,562,631</td>
</tr>
<tr>
<td><strong>Other Changes in Net Assets</strong></td>
<td>588,839</td>
<td>475,614</td>
<td>781,068</td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td>(232,346)</td>
<td>(16,287)</td>
<td>(96,193)</td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td>3,375,498</td>
<td>3,021,829</td>
<td>3,247,506</td>
</tr>
</tbody>
</table>

2014 Gross Revenue

- Uninsured, 3%
- Other Third Party, 37%
- Medicaid & MA Managed Care, 16%
- Medicare & Medicare Advantage 44%

2014 Operating Expenses

- Supplies and Other 36%
- Salaries and Benefits 54%
- Depreciation and Interest, 10%
<table>
<thead>
<tr>
<th>The Richland Hospital, Inc.</th>
<th>Divisions of the Richland Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>333 East Second Street</td>
<td><strong>Muscoda Health Clinic</strong></td>
</tr>
<tr>
<td>Richland Center, WI 53581</td>
<td>125 West Nebraska Street</td>
</tr>
<tr>
<td>608.647.6321</td>
<td>Muscoda, WI 53573</td>
</tr>
<tr>
<td>888.467.7485</td>
<td>608.739.3113</td>
</tr>
<tr>
<td></td>
<td><strong>Spring Green Medical Center</strong></td>
</tr>
<tr>
<td></td>
<td>150 East Jefferson Street</td>
</tr>
<tr>
<td></td>
<td>Spring Green, WI 53588</td>
</tr>
<tr>
<td></td>
<td>608.739.3113</td>
</tr>
</tbody>
</table>

www.richlandhospital.com