

Creating Durable Growth through Strategic Collaboration

Paulette Davidson, FACHE

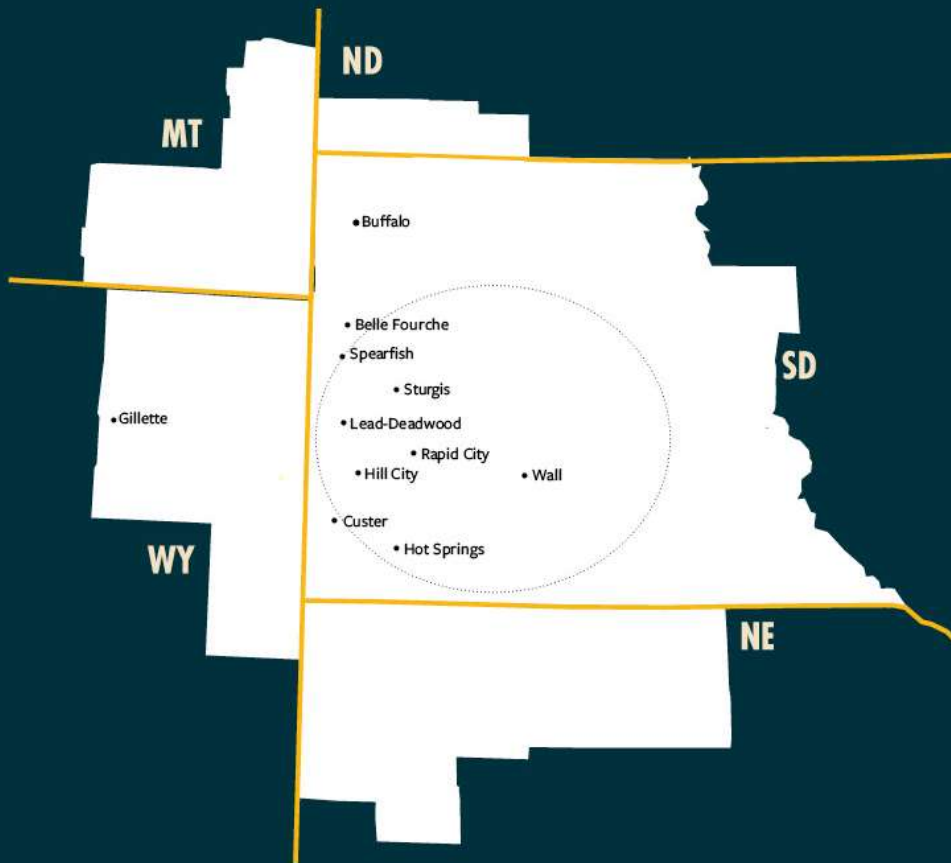
President & CEO

October 3, 2022



After attending this session, participants will be able to:

- Describe the elements of a collaborative governance and leadership structure (foundational)
- Explain the importance of collaboration in healthcare as competitive strategy (philosophy)
- Propose strategic tactics to reduce the cost of delivering healthcare and maintain financial viability (execution)



LARGEST HEALTH CARE SYSTEM IN WESTERN SOUTH DAKOTA

5 hospitals | 23 clinic locations

1 assisted living facility | 1 care center

6 urgent cares

8 specialty treatment centers:

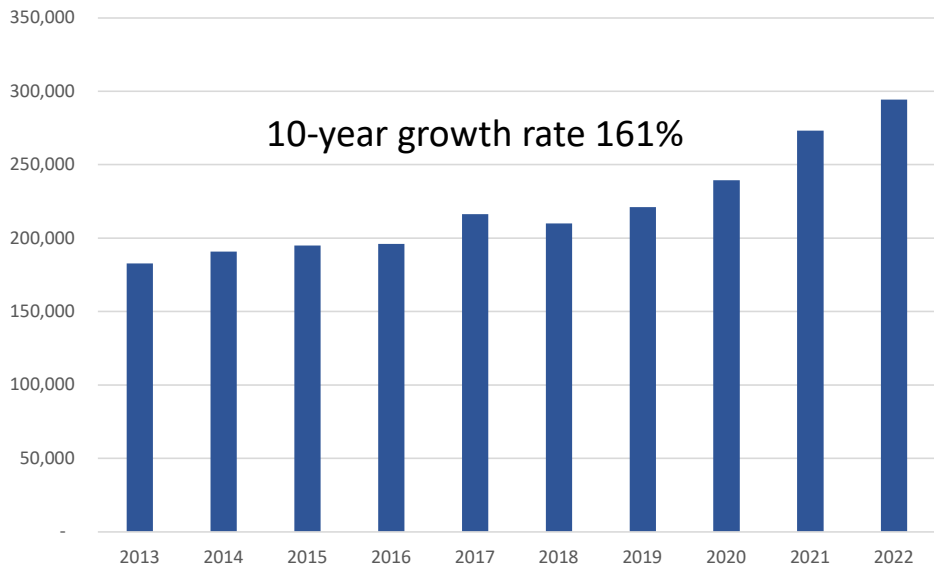
Cancer Care Institute, Heart & Vascular Institute, Rehabilitation Institutes (2), Dialysis Centers (2), Surgery Center, Behavioral Health Center, Orthopedic & Specialty Hospital

..... Home+ Home Health and Hospice

Growth in Services

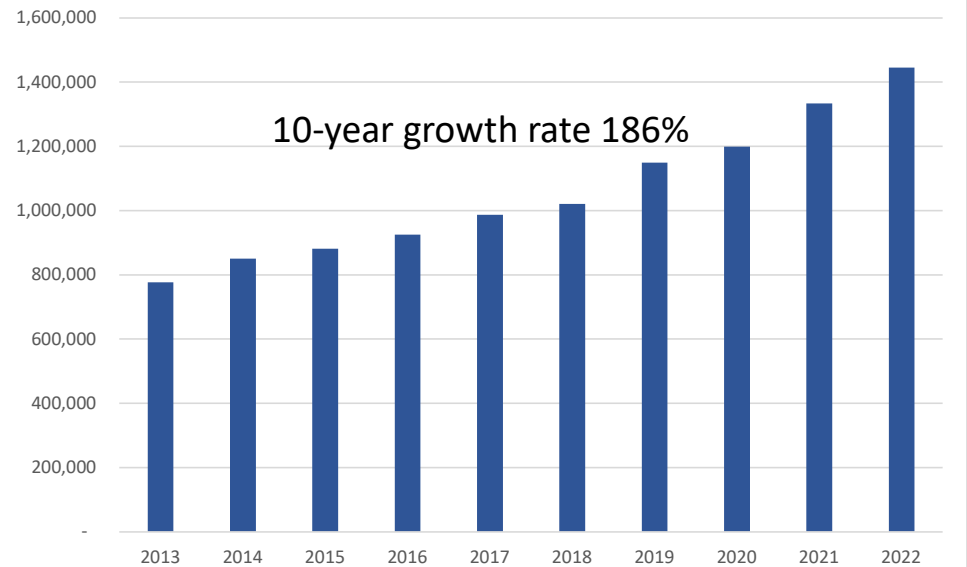
Adjusted Patient Days

10-year growth rate 161%

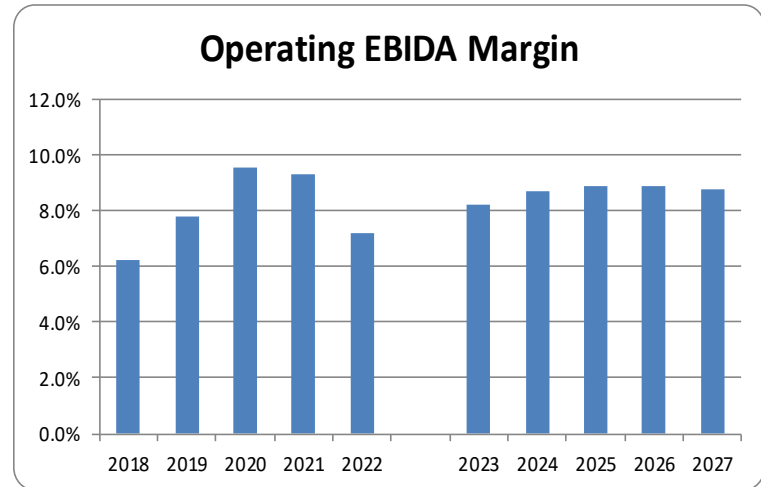
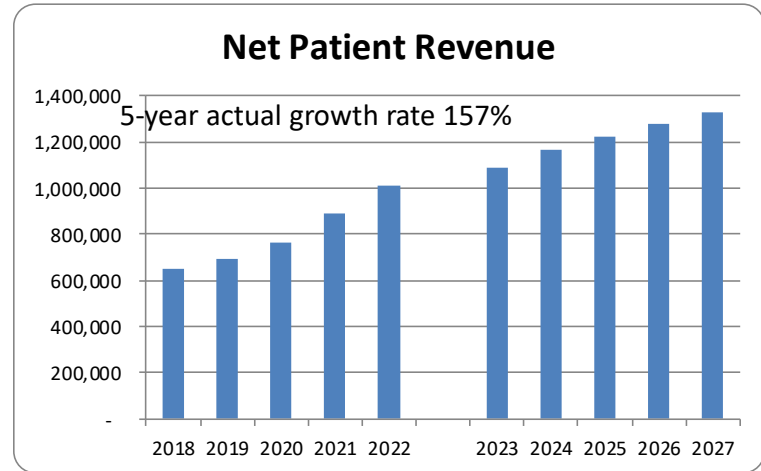


Physician Relative Value Units

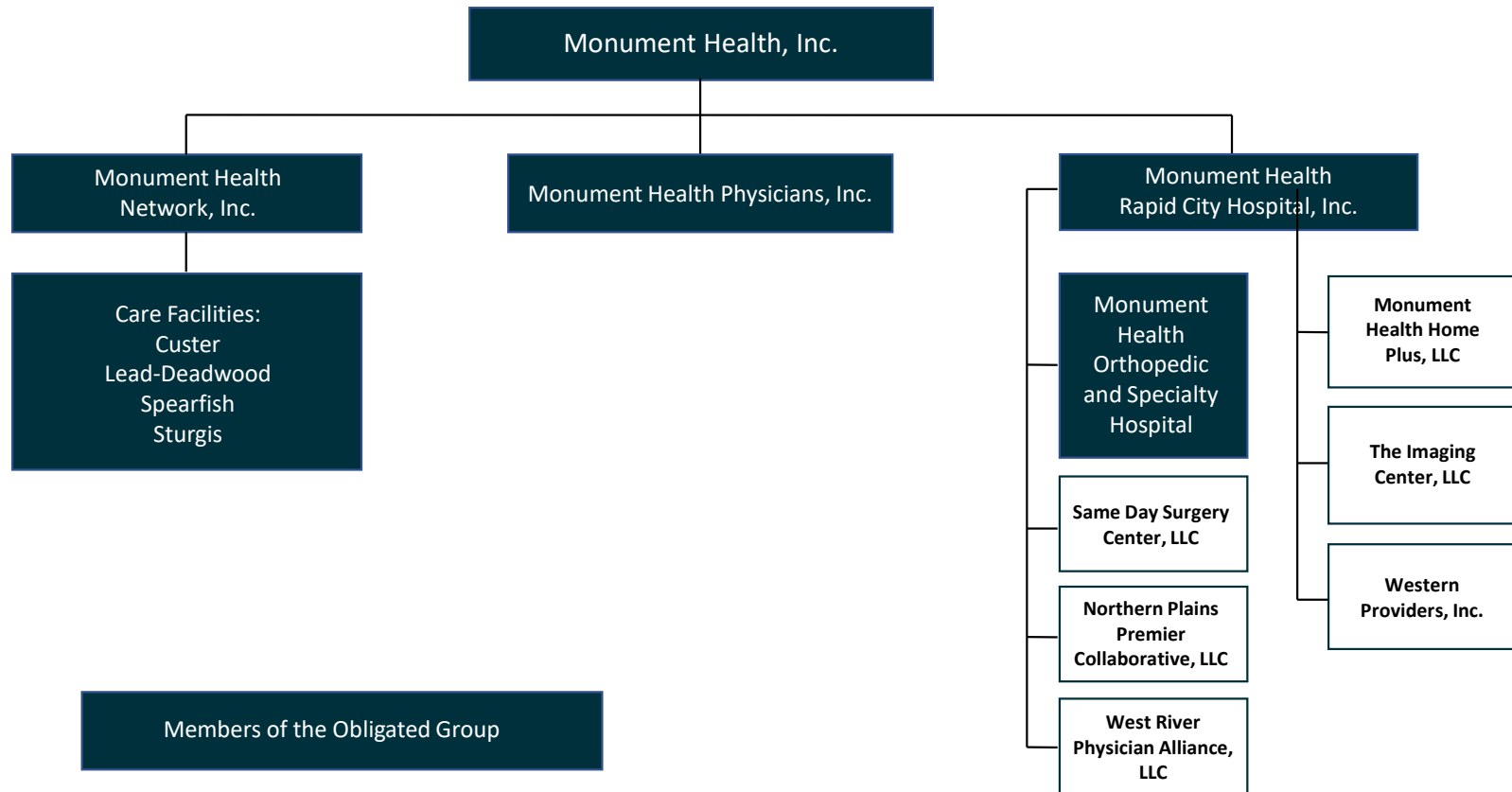
10-year growth rate 186%



Profitability Ratios



Legal Structure



FY20-24

5 Year Strategic Plan



1 | DELIVER
HIGH-QUALITY
CARE



2 | PROVIDE A
CARING
EXPERIENCE



3 | BE A
GREAT PLACE
TO WORK



4 | IMPACT OUR
COMMUNITIES



5 | BE HERE FOR
GENERATIONS
TO COME

Collaborative Senior Team



Paulette Davidson
President & CEO
 32 yrs – healthcare leadership
 7 yrs - Monument Health



Brad Archer, MD
Chief Medical Officer
 19 yrs – physician leadership
 6 yrs – Monument Health



Mark Thompson
Chief Financial Officer
 32 yrs - Monument Health



Stephanie Lahr, MD
**Chief Information Officer
 & Chief Medical
 Information Officer**
 13 yrs – physician leadership
 6 yrs – Monument Health



John Pierce
**President Rapid City
 Hospital & Market**
 29 yrs – healthcare leadership
 22 yrs – Monument Health



Mike Diedrich
**VP Governmental
 Affairs**
 18 yrs – healthcare leadership
 18 yrs – Monument Health



Trina Allen
VP Human Resources
 22 yrs – HR leadership
 8 yrs – Monument Health



Teresa Burroff
General Counsel
 22 yrs – general counsel
 6 yrs – Monument Health



Thomas Worsley
**President Spearfish
 & Hills Markets**
 20 yrs – healthcare leadership
 7 yrs – Monument Health



Robin Zebroski
**VP Foundation &
 Brand Strategy**
 20 yrs – healthcare marketing
 6 yrs – Monument Health



Nicole Kerkenbush
Chief Performance Officer
 25 yrs – healthcare IT &
 administration
 6 yrs – Monument Health

Collaborative Leadership Triads

 Steve Maser, MD Interim VP Medical Affairs	 Lisa Brown, MD Community Medical Director	 Thomas Groeger, MD Community Medical Director	 Joy Mueller, MD Community Medical Director	 Chris Gasbarre, DO Community Medical Director
 Nicole Kerkenbush Chief Performance Officer, Chief Nursing Officer	 James Woodhead Director of Nursing	 Heather Lester Director of Nursing	 Angela Dahlke Director of Nursing	 Suzanne Campbell Director of Nursing
 John Pierce President	 Barb Hespen President	 Mark Schmidt President	 Mark Schmidt President	 Thomas Worsley President
RAPID CITY	CUSTER	LEAD-DEADWOOD	STURGIS	SPEARFISH

Physician Leader, Nurse Leader & Administrator

External Collaboration

2009 | Joint Venture group purchasing organization with Avera Health \$119 million savings



2018 | Pennington County Care Campus operational support for detox, crisis care and mental health



External Collaboration

2020 | Joined Mayo Clinic Care Network enhancing clinical expertise providing more care close to home

2020 | Secured naming rights for The Monument to expand brand and community health screenings



External Collaboration

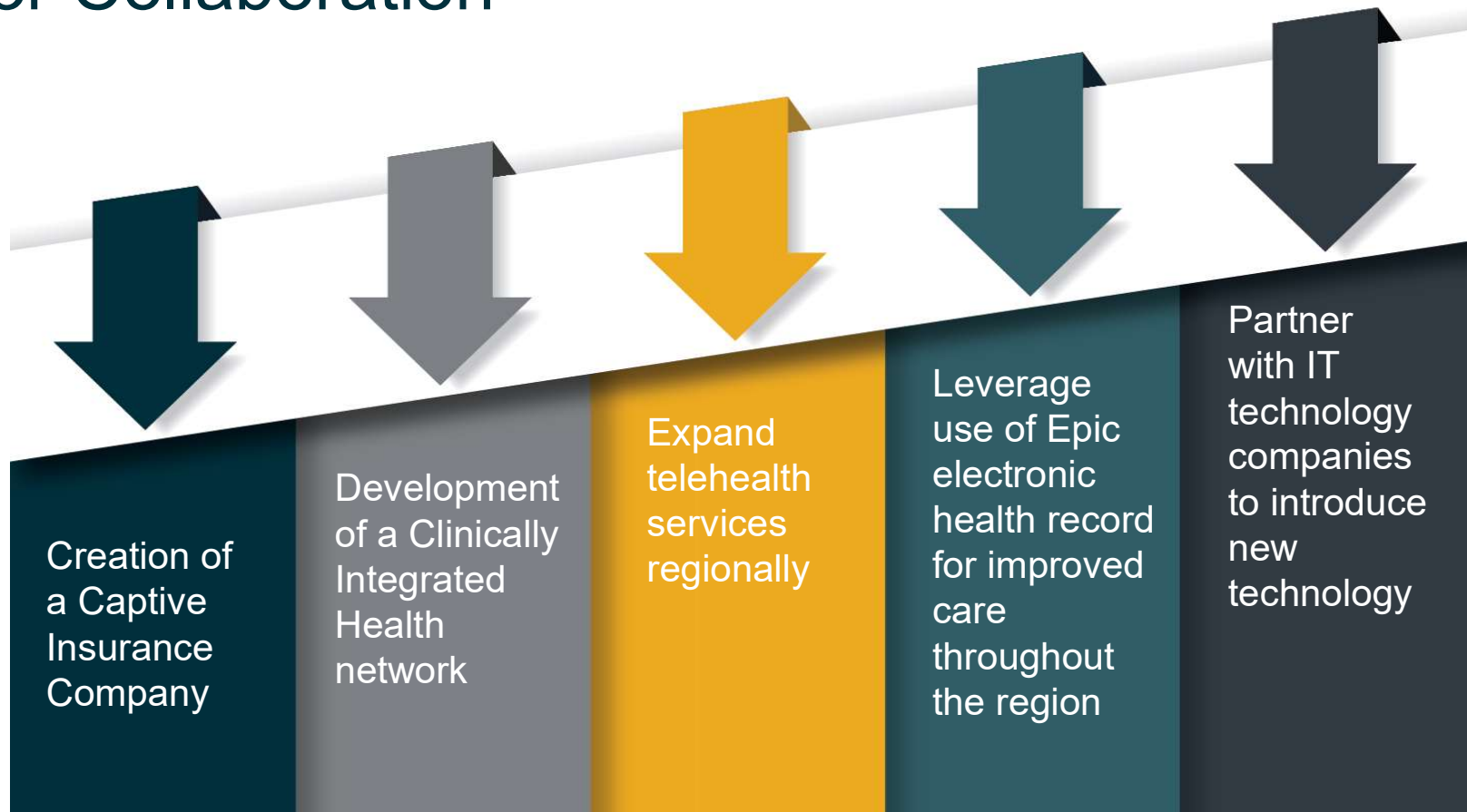
2022 | Joint venture with Vibra Healthcare to build 52 bed critical care/rehab hospital



2022 | Partnered with Black Hills State University to increase size of nursing program 72 to 120 students



Possible Next Steps for Collaboration



Summary

- The governing board sets “true north” for the philosophy of independence
- Effective and collaborative leadership is crucial to ongoing independence
- Agility is a must & innovation must be encouraged and nurtured
- Future partners may be in front of you. Never say never.

Thank you!