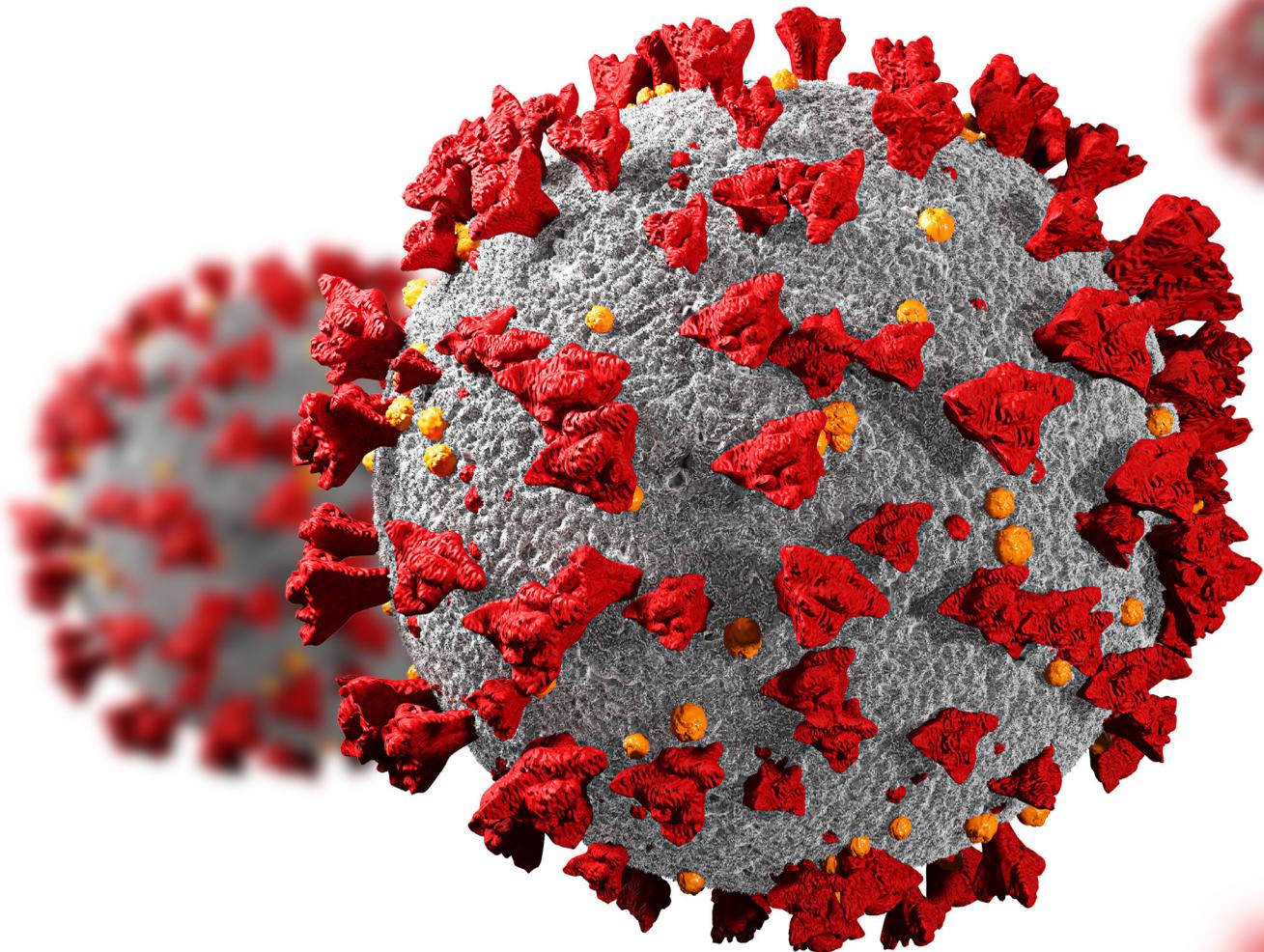




Memorial Community
Hospital & Health System

Blair • Fort Calhoun • Tekamah

2020 Annual Report



Quality Care



2020 - a year like no other!

Memorial Community Hospital and Health System (MCH) entered 2020 with the vision of continuing to provide the highest quality of health care possible to our community and to continue our strategy of growth and expansion of services that we started in 2019.

As you may imagine, the COVID-19 pandemic made it necessary for us to navigate unexpected circumstances that required countless changes on a daily and sometimes even hourly basis. Nonetheless, our direction remained clear even through difficult circumstances. While navigating these unpredictable times, we remained focused on our mission to partner with our community to heal, nurture, and promote wellness. It is our priority to address the health care needs of the residents of our service area today, and into the future.

While 2019 was a year of growth and new service offerings, 2020 evolved into a year that demonstrated the importance of community building and supporting

our staff and wider community through the reality of the worldwide COVID-19 pandemic.

Our employees and our medical staff are true heroes. Our employees worked together to enable MCH to continue to provide our communities with safe and high-quality healthcare services. Staff managed COVID-19 inpatients and ambulatory patients, administered groundbreaking medications to assist in recovery from COVID-19 and supported testing through operating a TestNebraska site in Blair so patients could get the care needed close to home. Our team continued to care for our patients while balancing the concerns that we all have for our families and friends, our own health, as well as the changes to our normal lives outside of work. I can't thank them enough for all that they do and continue to do every day.

In 2020 our community strongly stepped forward to support our healthcare workers. Our appreciation for the recognition and support can't be adequately expressed, but the support and goodwill of our patients, community members and community organizations will never be forgotten.

Safety measures that were implemented in 2020 to ensure that patients and employees are protected in our hospital and clinics have been effective. Thankfully we've been able to gradually

relax some of the restrictions. However, some of the protective mechanisms we utilize right now may continue into the future. In 2020 MCH started capital investments into HVAC and other infection prevention measures that are the right investments to address not only the current pandemic, but will serve us well into the next decade.

Today, a year later, our employees along with community volunteers, are providing our area residents with the long awaited COVID-19 vaccinations. It is my hope that we will soon be able to return to the activities and social gatherings that we had to forgo in 2020. I have entered 2021 with a clear understanding and appreciation of the strength of our capabilities at MCH, the strength of our healthcare community and the dedication of so many individuals that have united to continue to ensure that we will remain in a position to deliver great, personalized care to our community.

Thanks to our staff and our medical providers for making this a truly great healthcare system and to our community for giving us your unwavering support.

Sincerely,

A handwritten signature in black ink that reads "M. Banner".

Manny Banner
President and CEO

About Us

Values

We believe in the pursuit of excellence and are dedicated to:



Compassion



Respect



Integrity



Excellence



Teamwork

Providing high-quality care has long been our hallmark, with respect and understanding for the individual patient, their dignity and his or her unique needs. You will find the staff at MCH is committed to service excellence: we pledge to provide exceptional customer service to you and your family members. Our goal is to be the very best community hospital in the area. We offer a wide range of services to our community, delivered by competent and caring professionals, working with the providers of the MCH medical staff.

MCH is a not-for-profit corporation, and is recognized by the IRS as a 501(c)3 tax-exempt, charitable organization. Our not-for-profit status means that we do not distribute profits to shareholders or owners. All profits are reinvested in the organization in order to further progress toward our mission.

Mission

To partner with our community to heal, nurture and promote wellness.

Vision

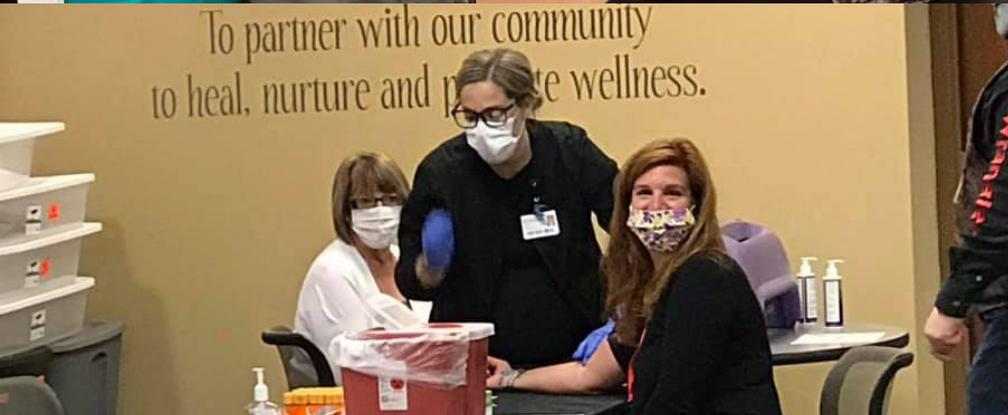
To provide the highest quality of healthcare and to be the first choice in the communities we serve.



Community Involvement

MCH takes pride in supporting the communities it serves and makes it a priority to take an active role in community events held by local organizations. Though COVID-19 restrictions prohibited participation in many of those events, such as local parades, the county fair, health fairs, and school events, MCH was able to continue its support of many during the year.





The Auxiliary Changed Course During 2020



Transforming the Rummage Sale is something the Auxiliary Board is used to. In 64 years, it went from a downtown store front, to a store front at the plaza,

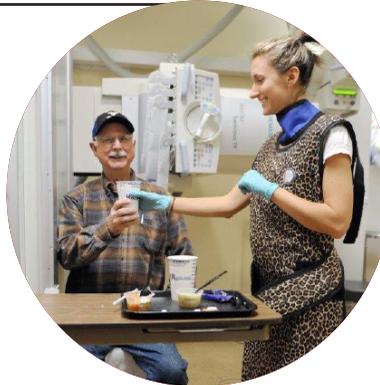
to the Blair Schools bus barn, and then on to the Washington County Fairgrounds, where it's been held for over 20 years.

While the change this year wasn't due to a growth in supply, it was, like many events, altered for the pandemic. The Auxiliary was able to host various mini-sales to lessen the demand of product at the storage warehouse while maintaining an environment where they could control distancing and sanitizing procedures. They hosted five weekends of sales last fall in the American Legion building and an empty building adjacent to Auxiliary Closet and owned by Country Tire. Local businesses sponsored the sales, helping the Auxiliary with the small rental fees.

In total, the sales brought in \$11,928 with a net income of \$8,978.04. While it didn't draw the huge crowds of the normal event, it was enough to rid the warehouse of some merchandise and make some money while at it. The Auxiliary Board and volunteers learned a lot in the process and if 2021 brings the same challenges, they will be ready to host smaller sales again.

Our Patients

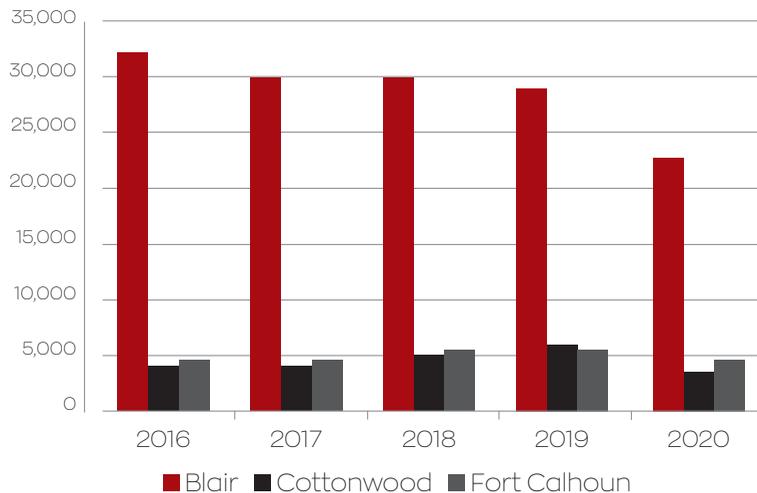
At MCH we encourage our patients and their families to expect the best. Our entire team focuses on creating a positive experience through the expression of our core values: Compassion, Respect, Integrity, Excellence and Teamwork.



Payer Mix

Payer.....	2020
BlueCross.....	17.8%
Mgd Care.....	24.5%
Medicaid.....	5.7%
Medicare.....	49%
Self-pay.....	3%
Total: 100%	

Individual Patient Visits - All Clinics



Primary Clinic Visits

Blair.....	22,651
Cottonwood Clinic.....	3,391
Fort Calhoun Clinic.....	4,470

MCH Specialty Outpatient Visits

Specialty Clinic.....	7,806
Emergency Dept.....	3,724

Newborn Deliveries.....

43

Surgeries

General.....	52
Ophthalmology.....	59
Orthopedic.....	122
ENT.....	8
Podiatry.....	4
OB/GYN.....	35

Diagnostics

X-ray.....	6,011
Ultrasound.....	972
MRI.....	585
CT Scan.....	2,066
PET Scan.....	12
Nuclear Medicine.....	32
Dexa.....	314
Mammography.....	1,508
Laboratory.....	66,390
Oscopy.....	267
EKG.....	1,764
Echos.....	341

Rehabilitation

Sleep Study.....	207
Physical Therapy.....	12,441
Occupational Therapy.....	2,863
Speech Therapy.....	143
Cardiac Rehab.....	873
Pulmonary Rehab.....	1,026

In-patient Admissions.....

232

Observation Patients.....

186

2020: A Wild Ride No One Expected to Be On



No one knew at the beginning of 2020 how different the end would be. When COVID-19 came, life changed for all of us in a way we had never experienced. Life at MCH changed drastically as well. Non-essential staff were able to work from home, mask-wearing, temperature scans and screening questions became daily habits, appointments were cancelled, outreach events were cancelled, and simple things, like eating lunch with peers, stopped. As the year progressed and we learned more about the virus that disrupted our lives, our work evolved. Adaptation is a good word to describe the healthcare environment in 2020. In-person meetings were cancelled and some were held remotely, however, COVID-19 became the popular topic of many. Surgeries and various appointments were cancelled and then rescheduled. Public education with our Infection Prevention nurse came in the form of radio interviews, scheduled interviews with the newspaper, meetings at city hall, and Facebook Live. MCH also worked with various community partners such as Three Rivers Public Health, DHHS, and other local entities, to adapt with the current state of the environment to help with and communicate with the community. Test Nebraska was started as a way to test the community for COVID-19 for free and MCH signed up to be the organizers of this event in Washington County. Multiple times per month testing took place, first at MCH, then to the Blair Recycling Center to better protect the volunteers from inclement weather. Approximately 8-10 staff members worked each Test Nebraska event above and beyond their normal duties. MCH also worked with local nursing homes as the outbreaks continued and worked closely with EMS. In fact, well over 4,000 hours were documented as COVID time but the number probably reaches much higher. As word came there was a vaccine late in the year, MCH began the task of preparing to organize vaccination clinics. First with staff and EMS in December, and as more vaccines were sent, clinics for the public into early 2021.

Introducing Our New Look

MCH introduced a new look to its employees in November and launched it to the community at the beginning of 2021 after many months of working toward a design that is pleasing to others and represents MCH in a strong and positive manner. Businesses typically rebrand about every 10 years, a process that often involves restyling the color palettes, logos, photographic style and visual language.



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A combination of factors can prompt a rebranding effort, and in MCH's case, it was the need for a more recognizable name and updated look. Much time and consideration were given to the design process, including the symbol and colors that were chosen. The end result was a new look that MCH was proud of and one that it is excited to introduce to the community.

MCH Announced Senior Life Solutions Partnership

Senior Life Solutions and MCH partnered to offer the Senior Life Solutions program in July following a delay due to necessary safety precautions taken to keep patients, visitors and the community safe from COVID-19. Senior Life Solutions is an intensive outpatient therapy program and is designed to meet the unique needs of senior adults struggling with symptoms of depression and anxiety, stress from age-related health concerns, or difficult life transitions such as the loss of a loved one. Patients are typically seen in groups; however, they also provide individual and family therapy. Individuals may benefit from the Senior Life Solutions program if they are experiencing any of the following common indicators or triggers of depression and anxiety:

- Recently experienced a traumatic event
- Lost a spouse or close family member
- Loss of interest in previously enjoyed activities
- Changes in appetite
- Difficulty sleeping
- Loss of energy
- Feelings of sadness or grief lasting more than two weeks
- Feelings of worthlessness or hopelessness

Following an individual assessment, patients meet up to three times per week in a supportive, encouraging group setting. The program staff includes a board-certified psychiatrist, licensed social workers, a registered nurse, and other healthcare professionals dedicated to the emotional well-being of the seniors in our community.



Holly Mackie, RN
The program is staffed locally by Holly Mackie, RN, Program Director, a therapist, and an office assistant, and is located on the hospital's main campus in the former home health office. Referrals to the program can be made by anyone, including a patient's physician, family member, the patient themself, or another healthcare professional. The Senior Life Solutions program is open to medicare beneficiaries, whether living at home or in a long-term care facility, and is available in any of the communities that MCH serves.

Annual Tree of Life Campaign

MCH's annual Tree of Life campaign set a record high in donations in 2020, receiving nearly \$19,000! The money was used to purchase a new bed for the Labor and Delivery department.



The Tree of Life campaign gives others an opportunity to sponsor the "Holiday Tree" in the MCH main lobby, in honor of a close friend or relative, or someone special that is gone but not forgotten. In 2020, a large Christmas card was placed next to the tree displaying the names of all donors and those who were remembered and honored.

2020 New Year's Baby



The first baby of the year was delivered by Dr. Alisha Scott, shown above with the family.

MCH welcomed its first baby of the new year, Ivan James Cox. Ivan was born Jan 5, 2020. Congratulations to proud parents Marissa Doiel and Daniel Cox, from Little Sioux, IA.

Added Orthopedic Procedures Lead to Growth



Dr. Steven Kitchen



Dr. Thomas Saylor

During a two-month period in 2020, MCH services were limited to just emergency and urgent care as precautions were taken due to COVID-19. This of course led to a decrease in projected revenue for the year, though as restrictions lessened and other services began to open back up, MCH recovered nicely by the end of the year. One area, in fact, saw an increase over the previous year. Surgeries performed at MCH have grown overall, including general surgery, scopes, ENT, podiatry, urology, and gynecology, cataract surgery, and orthopedic procedures. The overall growth, however, was due mainly

to the rise in orthopedic surgeries. Dr. Steven Kitchen, an orthopedic surgeon, joined MCH in 2019 and began performing total knee replacements right here at MCH, something that had not previously been offered on site. In 2020, Dr. Kitchen performed his first hip replacement and Dr. Thomas Saylor, also an orthopedic surgeon, joined the MCH team. Dr. Saylor, who specializes in upper extremities, began performing shoulder replacements, adding a new service for patients who have in the past gone to a metro facility for the surgery. By the end of 2020, 16 knee replacements, six hip replacements, and three shoulder replacements were performed. Post care for these patients was also handled at MCH by the Therapy Services department, an added convenience for those recovering from surgery. Together, the Orthopedic team and Therapy Services team have worked to improve the overall patient experience. These advanced surgical offerings have added significantly to the care offered to patients and will continue to grow in the future, offering the best services available to those MCH serves.



2020 Baby Expo

The year 2020 proved to be a year of change. With COVID 19, processes had to be altered and modified in order to keep our environment safer for patients, visitors and employees. The fourth annual Baby Expo was no exception to that. The Expo was held Saturday, October 3, from 9:00 to 11:00 a.m. and, at the annual event this time around, guests were asked to reserve a time for a tour of the Labor & Delivery Suites. During their scheduled visit, expectant mothers had the opportunity to meet delivering physicians Dr. Paula Thielen-Kocharov and Dr. Kevin Sisk. They also were able to sign up to win prizes, including an Ingenuity bouncy seat,



Dr. Paula Thielen-Kocharov



Dr. Kevin Sisk

Graco Pack n Play and Safety 1st car seat. All guests received a bag full of information and goodies from vendors who supported the event. Guests received an added bonus for attending in 2020 – their choice of a special gift, including a Soundspa Lullaby or a Simple Serve bottle warmer.

The number of guests increased again this year, making the Baby Expo an event a popular one for expectant and new mothers.



Angela Venditti
Car Seat Winner



Dr. Kevin Sisk
Blair/Fort Calhoun Clinic

Ashley O'Banion
APRN



New MCH Providers

MCH Recognizes 2020 Employees of the Year

Recognizing employees who have demonstrated extraordinary leadership throughout the year is a highlight at MCH. Awards for Provider, Manager, and Employee of the Year are given to outstanding leaders.



Provider of the Year, Bruce Town, PA-C, Blair Clinic



Employee of the Year, Andrea Bohnenkamp, Registration



Manager of the Year, Lana Thompson,
Specialty Clinic Manager

The Return of Services Amid COVID Safety Precautions



Keala Roy, RN

No one knew what we would be dealing with when COVID first shut down our economy in March of 2020. Businesses closed, schools closed and even our hospital canceled appointments and services, staying open only for urgent care, inpatients, and the emergency room.

As we learned what this new virus was, new safety precautions were developed, and continuously reformed, to hopefully return to some sense of normalcy. MCH began screening all persons entering the hospital, including employees. Direct patient-to-room protocols went in place for all potentially sick patients. MCH eliminated all volunteer positions, public gatherings, classes, and events hosted at the hospital, discontinued visitors for appointments and hospitalized patients, and staff floated and cross trained to help in other departments should an outbreak occur. Staff that could work from home, did. New cleaning practices were implemented and cleaning technology introduced. Rules surrounding Personal Protective Equipment (PPE) changed throughout the year based on CDC recommendations, however, MCH implemented extended use and reprocessing of PPE to keep staff in proper PPE even when it was unavailable.

“When we were first hearing about this virus we were hopeful it would be short lived or not actually reach our community,” said Keala Roy, ER manager and COVID emergency response leader. “Since the first positive patient in our facility, our staff have stepped up and faced everyday uncertainty with strength and resilience. Many times, the plan to keep everyone safe would change hour to hour and staff made the changes to ensure we were following the most up to date information.”

One year later, patient loads are still down over the prior year and the message we’re trying to get out is, “we’re open for business and it’s safe for you to come,” Keala said. It is important to not delay annual check-ups and routine care which could lead to worsening health conditions later on. Getting through a pandemic safely is something most of us have never done and Keala said it best, “This is difficult for a single person to do, let alone an entire hospital, but they did it. Each and every department played a role in keeping our patients, visitors, and co-workers safe and there isn’t enough gratitude in the world to thank them all.”

2020 Financial Health

Financial Assistance and Patient-Friendly Billing Standards

The MCH philosophy on financial assistance is that no patient should be denied access to urgent healthcare on the basis of their inability to pay. Patients who are able to pay for their care should pay in a timely manner.

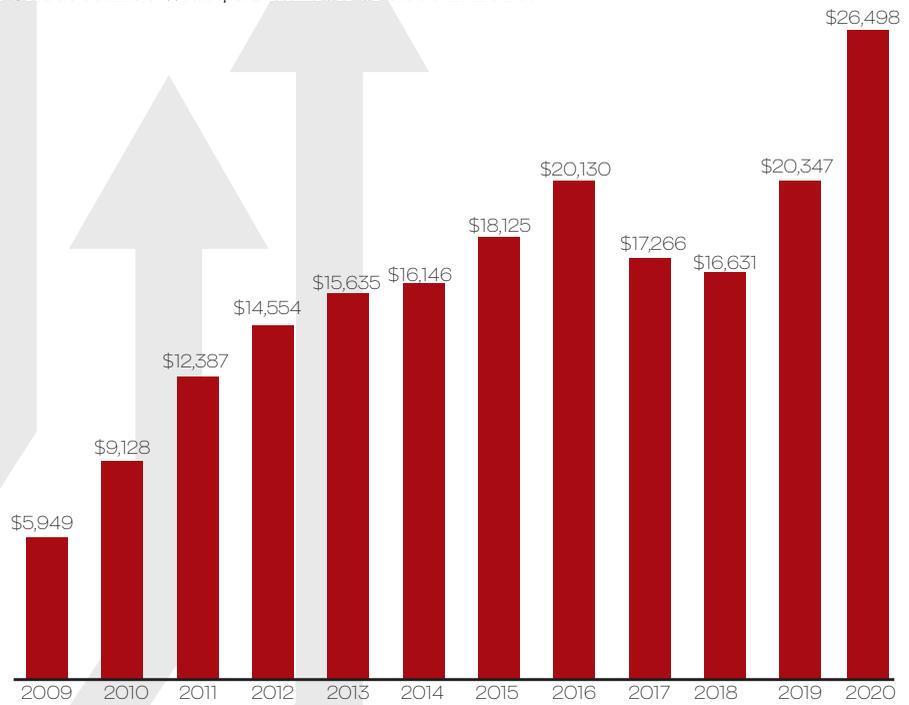
We offer financial assistance to patients of limited financial means in the form of interest-free payment arrangements, income-based sliding scale discounts, and catastrophic medical assistance. We also partner with MD Save to provide certain services at a discounted amount. In 2020, we forgave approximately \$500,000 in charges for services provided under our financial assistance program. We updated our billing statements to be even more clear on amounts owed and resources available for assistance.

Cash and Long-Term Debt

Our cash position remains strong at over 265 Days of Cash on Hand. Our cash position includes some Cares Act funds. In 2020, we once again committed to further investment in our capital and infrastructure with careful consideration on highest needs. We have also continued to focus on efficiencies in our revenue cycle and have worked to maintain accounts receivable at industry benchmark levels. We recognize that maintaining a strong revenue cycle process is crucial to having a strong cash position. The pandemic has certainly proven that it is important to be prepared financially for the unexpected. We continue to improve our Balance Sheet through reducing our debt by \$1 Million in 2020. Our Balance Sheet stands with \$8.8 million of debt in 2020.

Outlook

Despite the unforeseen impact of a global pandemic, MCH remains intent on being good stewards with our resources through controlling our expenses and focusing our financial investments on the health needs of our communities. We have been diligent in our use of Cares Act funds to keep our patients and staff safe and to keep our facilities available for our community. We continue to be strategic in our investments into healthcare providers and relationships keeping in mind what has been identified as health needs for our community per our Community Health Needs Assessment. We keep abreast of industry trends and direction and understand the importance of being mindful of payor reimbursement challenges. We will remain financially committed to investing in high quality care for our patients and offering the best possible services to our communities.



Operating Cash (\$000's)



MCH

810 N. 22nd Street, Blair, NE 68008
402.426.2182

MCH Specialty Clinic

810 N. 22nd Street, Blair, NE 68008
402.426.1239

Blair Clinic & Walk-In Clinic

812 N. 22nd Street, Blair, NE 68008
402.426.4611



Cottonwood Clinic

3519 Highway 32, Tekamah, NE 68061
402.374.1585



Fort Calhoun Clinic

4929 CR P43, Fort Calhoun, NE 68023
402.468.4655

2020 MCH Board of Directors

Sarah Chatt – Chairman

Rose Leavitt – Vice Chairman

Neil Smith – Secretary

Kyle Acre – Treasurer

Dr. Gregg Drabek

Dr. Sandra Baumberger

Robin Conyers

2020 MCH Foundation Board

Emily Petersen – Chairman

Mindy Rump – Vice Chairman

Dr. Jill Reel – Treasurer/Med Staff Representative

Dan Hunt

David Genoways

Dan Veskrna

Tawnya Roberts

Sarah Chatt – MCH Board Representative

Leslie Watts – Auxiliary Representative

Manny Banner – Ex-Officio Member

Jennifer Newby – Ex-Officio Member

Molly Dahlgren – Foundation Director, Ex-Officio Member

2020 MCH Auxiliary Board

Leslie Watts – President

Pat Rogers – Vice Chairman

Mackenzie Anderson – Secretary

Vickie Janssen – Treasurer

Barb Triplett

Angie Hodson

Mary Kempcke

Robin Miller

Merri Misfeldt

Elizabeth Dutton

Dinah Davison-McElroy

Laura Willey – Hospital Liaison