

# FY2020 Community Benefit Report

Our Commitment to Caring for Our Community



SHERIDAN  
MEMORIAL HOSPITAL



# Letter from our CEO



Living amidst a pandemic this past year has been challenging for all of us and, although we are not out of the woods, we want to say thank you for the tremendous leadership we have experienced in support of our efforts.

Typically we put this annual report together to help people understand how the work of the hospital benefits the Sheridan community and the region. This year we will have an additional focus as we have been the beneficiary of a tremendous amount of goodwill from the Sheridan community.

We want to say thank you to so many people who have provided personal protective equipment, food for our staff and monetary donations to procure vital medical equipment. To date all of your efforts have helped us appropriately

manage our resources as we continue to experience an increase of admissions for patients with COVID-19. Patients access our hospital at multiple points including the Emergency Department, Testing Center, physician offices and Urgent Care. Some patients are admitted directly with a confirmed positive diagnosis of COVID-19, others are admitted with substantial symptoms as they await test results and many are asked to quarantine as they wait for word from the State Department of Health or their provider. Certainly all of this is stressful for patients and their family members. As you can imagine, it also creates a great amount of uncertainty for our staff and their families.

As we look at the days ahead, it is important for everyone to recognize that our capacity to manage the growing number of COVID-19 patients and continue to provide the critical services necessary to meet the healthcare needs of our community is dynamic and dependent upon a number of variables, not just physical space and beds; but most importantly our people. Our healthcare team is an extremely vital resource to the health of our community and keeping them healthy is of utmost importance to us. As we've seen this virus make its way across our country, we recognize that we all can help slow the spread and keep our healthcare system from becoming overwhelmed. Over the past ten months we have been working every day to ensure the safety of our people and the preparedness of our system. Our healthcare teams are constantly interacting with sickness and, although they go to great lengths to ensure transmission precautions are in place in every interaction with a suspected positive case, they are in fact at risk of exposure.

Our staff and the entire medical community have done amazing work. I want to acknowledge their professionalism and outstanding effort. They show up every day in the face of the unknown and do their best to support one another; building a culture focused on safety, quality and outstanding customer service for the people of Sheridan.

They make us proud.

Thank you,

A handwritten signature in black ink, appearing to read 'M. McCafferty'.

Mike McCafferty  
Chief Executive Officer  
Sheridan Memorial Hospital

## Mission

To serve our community with excellent patient-centered care.

## Vision

When people think of excellent healthcare, they think of Sheridan.

## Culture

In an Environment of **TEAMWORK**

We will keep you **SAFE...**

We will help you get **BETTER...**

We will treat you with **RESPECT...**

We will be **KIND** to you, and

We will continually **IMPROVE** our processes for excellent patient-centered care.

# Featured Services

As the healthcare needs of the Sheridan community continue to grow and diversify, Sheridan Memorial Hospital (SMH) made significant progress over the past year to meet the needs of the community.

## Internal Medicine (IM)

SMH Internal Medicine, as a critical connection point for healthcare needs of the community, continues to focus on improving access for patients. Over the past year, Internal Medicine increased patient appointments by 20% seeing an average of 109 patients per day. Focusing on the promotion of a team concept and adding a new physician and two new nurse practitioners enhanced the number of appointments available each day and improved timely access to providers.

With the onset of the Coronavirus in early spring of 2020, Internal Medicine also implemented a robust telehealth program to ensure patients continued to have access to their providers during the pandemic. The telehealth options that were implemented within days of the hospital having to significantly reduce in-person appointments proved to be a great success. Through the implementation of telehealth, Internal Medicine averaged 34 patients per day via telehealth and saw up to 58 patients per day at the height of the pandemic. Telehealth will continue to be a part of the options for patients going forward.



## Rheumatology

Planning for the future healthcare needs of the community and its members includes a new Rheumatology Clinic. Dr. Ben Widener recently returned to Sheridan after a two-year Rheumatology Fellowship with the University of Nebraska Medical Center. This new clinic will address many needs around rheumatic disease and provide a local option for community members who previously traveled outside Sheridan for this service. Dr. Widener's return to Sheridan combines his strong connection to caring for his hometown community with a comprehensive understanding of treatments for rheumatic diseases. Given there is a nationwide shortage of rheumatologists, Sheridan is fortunate to have this service in our community.



# Growing for You

## TCU Expansion

The Sheridan Memorial Hospital (SMH) Transitional Care Unit (TCU) is a place where patients and their families receive continuity of medical and healthcare services to support a successful recuperation after a surgery, illness, accident or an extended hospital stay. The goal of the TCU is to help our patients regain a level of independence for a safe return home to their lives.

As our community continues to see growth and the average age of residents continues to rise, the need for a larger TCU has become evident. To better serve the needs of those who live in our region, SMH plans to expand from eight (8) to twenty (20) individual TCU rooms. Once completed, the expansion and remodel of existing space will allow up to 20 patients per day. This means more individuals can receive TCU care in Sheridan, while staying close to family and loved ones. Care close to home eliminates travel to other communities and alleviates stress for both patient and care providers. It also allows more time for our patients to focus their efforts on improving health and a successful return to life after their hospital stays. Existing space on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the main hospital is planned for the expansion.

## TCU

TCU services in Sheridan allow patients to recover in their own community while near family and friends.

Those floors will be transformed into a comfortable, private and up-to-date space for TCU care. The project also separates TCU patients from the medical/surgical inpatient areas in the patient wing of the hospital. Private rooms will be available, as well as rehabilitation spaces designed with therapy and healthcare service needs, group dining areas, and community day rooms. This opportunity has numerous benefits for our community. Currently, in light of the pandemic, the expansion would keep rehabilitation patients safe and away from ill patients in the medical/surgical wings. But on top of that, the new, expanded space provides excellent healthcare to all those in need. To know that you or your loved one has the opportunity to remain in Sheridan for care is irreplaceable.



# COVID-19 By the Numbers

2020 is certainly not a year that will soon be forgotten... for many reasons. As for the healthcare industry, the Coronavirus (COVID-19) had a life-changing effect on our everyday work and caused everyone to unite in caring for our community. Uncommon skills came into play with homemade masks and gowns, new terms became part of the everyday nomenclature with PPE (Personal Protective Equipment) and new/unlikely partnerships forged to ensure the healthcare needs of patients in our community were met. Below are just a few statistics collected through **September 30, 2020** which were brought about by the pandemic.

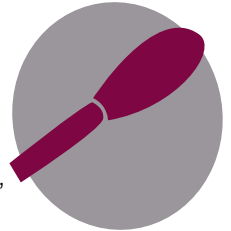
**23,609**

total number of masks donated through Sept. 30, 2020



**6,172**

total COVID tests through Sept. 30, 2020



**26,885**

hours of emergency readiness by SMH staff through Sept. 30, 2020



**4,452**

total COVID triage hotline calls through Sept. 30, 2020

**0**

staff layoffs or furloughs



**109**

employees cross-trained and re-deployed



**1 Week**

COVID drive-up testing facility up and running



**234**

positive COVID cases through Sept. 30, 2020



# 85 Businesses & Foundations

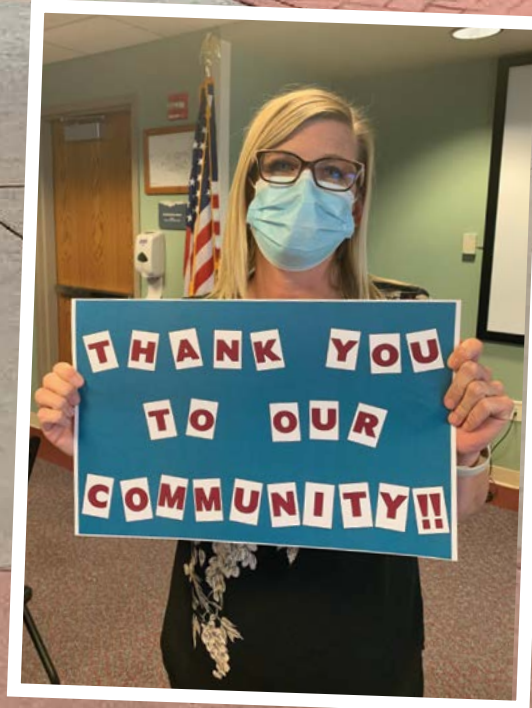
# 217 Individual Donors



To say that we are blessed to live in the community of Sheridan is insufficient. No superlatives can describe the way in which the community responded to the needs of the hospital to ultimately protect the citizens of our community.



**\$102,700**  
**Covid-19**  
**Care Fund**



# Local Control Matters

There are many types of ownership when it comes to hospitals. Sheridan Memorial Hospital is a community hospital, controlled locally by our Board of Trustees and on-site leadership team. There are advantages to local control:



Decision makers are local and care about the people of our community. They are our family, friends and neighbors.



Control over pricing. SMH has pricing 25% less than our nearest Wyoming competitors and competitive pricing with the Billings, MT hospitals, which are in a much larger market.



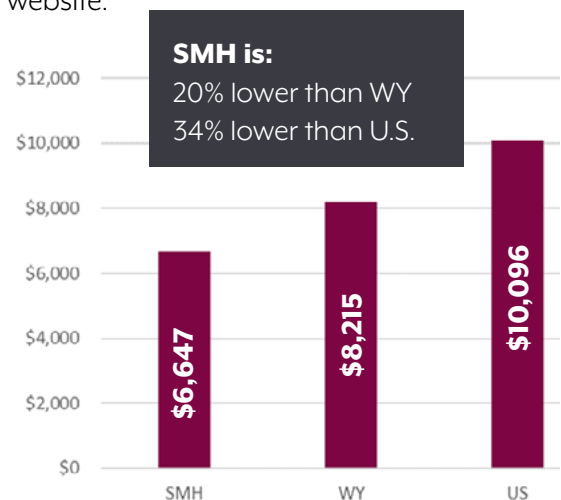
Pricing transparency is accomplished through the implementation of, and investment in, financial advocates and other resources available on the SMH website.



Decisions about service lines offered are made based on the needs of the community, not based solely on profit margins.

## Spending per Medicare Beneficiary

The Centers for Medicare and Medicaid Services (CMS) collect data regarding the amount spent per Medicare beneficiary in every county across the U.S. Currently, Sheridan ranks as having the lowest cost per beneficiary in Wyoming and in the top 2% of hospitals in the nation. Out of 3144 counties in the U.S., Sheridan ranks 3092<sup>nd</sup>. This means 3091 counties receive higher payments per Medicare beneficiary than Sheridan and 52 counties receive lower payments.



\*Source: CMS/Office of Enterprise data & Analytics (OEDA), January 2020

## Common Procedure Price Ranking

To further illustrate the efforts SMH is undertaking to hold prices down, the information below depicts where SMH ranks among nine different hospitals in the region (six in WY, two in MT and one in SD) for common procedures performed at each facility. (for example: 1 = lowest pricing in the region)



Chronic Obstructive Pulmonary Disease



Major Hip & Knee Replacement or Reattachment

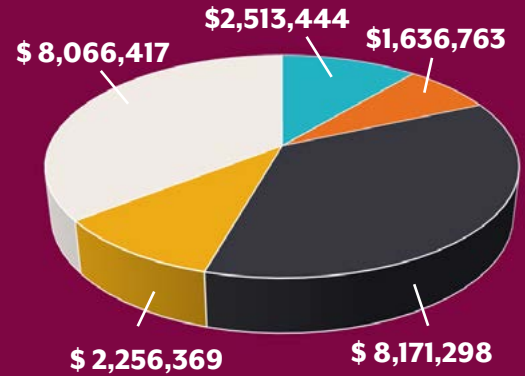






Colonoscopy with Biopsy

# Supporting Our Community

## Community Support – \$22.6 Million (equivalent to 82 days of operations)

Nobody is turned away at Sheridan Memorial Hospital. Many people in the Sheridan area can't afford the hospital care they need, but that doesn't mean they go without. SMH is a community hospital committed to serving our community with excellent patient-centered care. This commitment is easily demonstrated in the total amount of unreimbursed care provided by SMH annually. Unreimbursed care comes in many forms: Medical Assistance, Bad Debt and Unpaid Costs of Medicare and Medicaid. In FY20, SMH provided over \$22.6 million in unreimbursed care, which is an increase of 20% over FY19.



-  Bad Debt – The cost of services that are billed but deemed uncollectable.
-  Unpaid Cost of Medicare and Medicaid – The difference between the cost of services delivered and government payment.
-  Medical Assistance – The cost of services rendered that are not billed because the patient qualifies for Medical Assistance under the SMH Medical Assistance Policy, which is based upon the Federal Poverty Limit Guidelines.
-  Subsidized Health Services – The unreimbursed cost of support for all clinics offered through SMH

## Patient Financial Advocates

Our Patient Financial Advocates work with all active patients to help them navigate the complexities of healthcare. Just some of the assistance they provide includes help with medical billing, applying for financial assistance, and providing assistance with enrollment in the healthcare marketplace. To contact an advocate, call **307.675.4620**.

### Medication Assistance Program (MAP)

Cost is one of the main reasons people do not take their medications. Through our MAP program, 142 people qualified for medication assistance in FY20 equating to over \$655,000 in assistance.

### Who Qualifies for Medical Assistance?

Coverage is available to anyone with a family income at 200% of the federal poverty level or below. Emergent hospital care is paid for:



A single person earning  
\$25,520 or less



A couple earning  
\$34,480 or less



A family of four earning  
\$52,400 or less

# Cardiac Care

## SMH Awarded Accreditation by American College of Cardiology (ACC)

In January of 2020, the SMH Cardiac Catheterization Lab was awarded the Heart Failure Accreditation from the American College of Cardiology (ACC) based on the competence and strict standards in place to provide excellent care to patients with heart failure.

“This is not an easy accreditation to obtain,” said Cath Lab Manager Kristi Ramsey, RN. “Having this level of care for those with heart failure means better care the minute they walk in the door.”

The accreditation is awarded after a rigorous onsite review and a yearlong process of 73 mandatory components that focus on hospital policies, standard protocols and education related to heart failure treatment.

“This is not a one and done process,” Ramsey added. “This will be a constant demanding look at everything we do, and our making appropriate adjustments needed to evolve with the constant changes and improvements in the care of the heart failure patient.”

This three-year accreditation comes with an annual review of all 73 mandatory components by the ACC.

“We are honored to have earned this accreditation,” Ramsey stated.



## ...And The Beat Goes On

You did it! The generous people of this community have yet again ensured that our patients, co-workers, friends, and family members will continue to have access to medical excellence – right here at home. It was exciting to be able to officially announced in January of 2020 that our community had matched and exceeded the initial campaign goal of \$300,000 to support Project Heartbeat.

Interventional cardiology technology is evolving rapidly with new advancements and innovation to improve care. A \$150,000 gift from the William F. and Lorene W. Welch Foundation was the initial donation toward the \$300,000 equipment campaign goal to support the purchase of innovative and lifesaving equipment for Sheridan Memorial Hospital. This generous contribution laid the foundation for the Project Heartbeat campaign and undoubtedly led to this project's overall success. The two pieces of equipment highlighted in this campaign will have a significant impact in the Cardiac Catheterization Lab.

Thank you to every donor, contributor, and employee partner for the pivotal role you play in this campaign's success. With Project Heartbeat now complete, these state-of-the-art cardiac upgrades are in the beginning phases of implementation and will be in place at our rural hospital in the coming months.



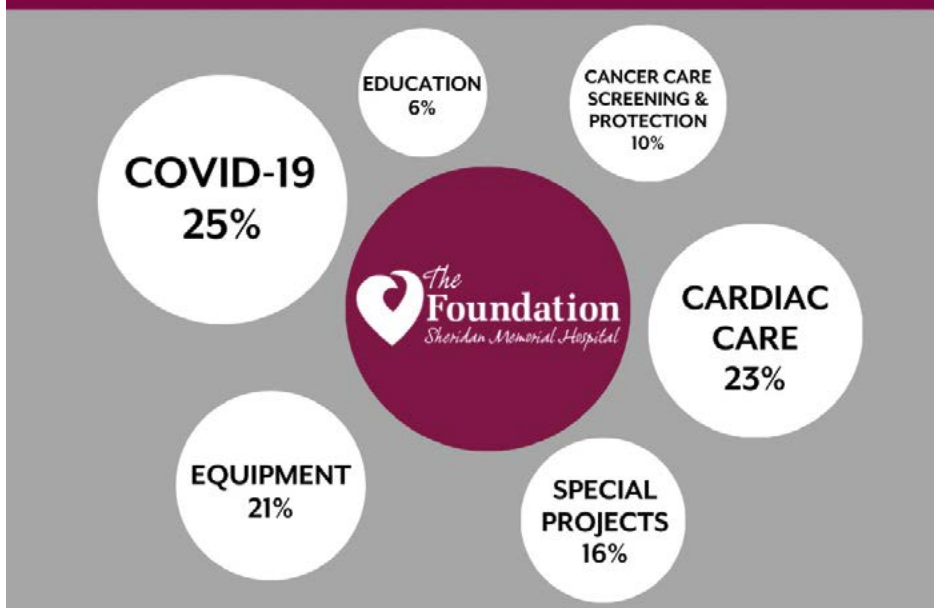
# Philanthropy Supports SMH

The Sheridan Memorial Hospital Foundation's sole focus is to help ensure Sheridan Memorial Hospital has the necessary resources to meet its mission "to serve our community with excellent patient-centered care." The Foundation is proud to partner with individuals, corporations, foundations, and grantors throughout our community to ensure that our community hospital can continue to serve patients, right here in Sheridan, with family and care providers close by.

The past year has presented all of us with numerous challenges and obstacles. Our Foundation is no exception. We are thankful for our generous community enabling The Foundation and hospital team members to continue delivering the best care to our patients, supporting their families and being there for each other in the face of adversity.

At the beginning of this pandemic, The Foundation created a COVID-19 Care Fund. Our board members work diligently and oversee funding. The COVID-19 gifts provided much-needed relief for things such as Personal Protective Equipment (PPE), Critical Care Respiratory Equipment, and GAP Funds. Our board continues to review the hospital's greatest needs as soon as they are presented. We look forward to the care, progress, kindness, and innovation Sheridan Memorial Hospital will bring to our community in the next year. Your support, through your investment of time, memberships, sponsorships, planned gifts, monthly pledges, and contributions of every kind, is what makes this work possible. The Foundation team proudly looks back on the year we've had and all that you did in the past 365 days for healthcare in this community. Thank you!

## YOUR CONTRIBUTIONS IN 2019 – 2020



## SMH Foundation

**Founded in 1976**

**\$853,600**

**Total Gifts  
Received in 2020**

**720 Total  
Donors in 2020**

**513 Total SMH  
Employee Partners  
in 2020**

**\$103,000 Total  
COVID-19  
Donations in 2020**

**\$216,275 Total  
Foundation COVID-19  
Support to SMH**



# SHERIDAN MEMORIAL HOSPITAL

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307.672.1000 / [sheridanhospital.org](http://sheridanhospital.org)

Adding to last year's Four-Star rating for **Quality**, Sheridan Memorial Hospital (SMH) has now been recognized as a Four-Star hospital for **Service** by the Centers for Medicare and Medicaid Services (CMS). This overall rating demonstrates how well each hospital performed, on average, compared to other hospitals in the U.S. The overall rating ranges from one to five stars.

"To be considered in the top 25% of hospitals across the country in these two categories is an excellent achievement for our physicians, providers and staff," said CEO Mike McCafferty.

SMH is one of six hospitals across Wyoming to receive an overall Four-Star designation. The CMS Star Rating Program is one of many initiatives developed by CMS to improve healthcare quality and service across the U.S.



**Four-Star Quality Rated**  
Centers for Medicare & Medicaid Services



**Four-Star Service Rated**  
Centers for Medicare & Medicaid Services