



RIVERVIEW HEALTH

Exceptional People. Exceptional Care.

Defined Strategies Drive Growth

*This annual report takes a
look at successes in the past
year and how RiverView is
forging ahead with a vision
for growth and strategies
for growth.*



Ross A. Matlock

I am excited to provide this update concerning the State of the RiverView Healthcare Association, which is presented in conjunction with our Annual Meeting. For the past 12 months, the nearly 600 employees of RiverView Health have, on a daily basis, presented the state of our association in the caring and compassionate manner in which they have cared for those in need. The very special individuals who comprise our dedicated workforce have continued the 113 year tradition of RiverView by truly being ‘exceptional people’ who are providing ‘exceptional care.’ There are few words I could add to make their stories more impressive, and my goal with this update is simply to salute their professionalism and dedication and to provide you, the valued members of our Association, with an overview of where we have been as an organization and even more importantly, where we are heading.

RiverView Health, which is a health system consisting of four separate divisions (RiverView Hospital, RiverView Clinics, RiverView Care Center, and the Glenmore Recovery Center), is truly a unique phenomenon. In addition to remaining an independent, community-based not-for-profit healthcare system, we also provide a wide variety of services including advanced orthopedics and spine procedures that are not often found outside of major urban health centers. RiverView’s fully-digital imaging services include two of the most advanced pieces of technology available in the world (a 256x Flash CT Scanner and a 3.0T MRI). Our Board of Directors has maintained a very strong commitment to investment and innovation, and this vision has enabled our organization to thrive. Another key element of that visionary leadership has been RiverView’s ongoing commitment to developing a network of physicians, advanced practice nurses, and physician assistants who are fully integrated into RiverView’s clinic model – which ensures that RiverView’s patients continue to have access to world class healthcare.

In a time when many believe that healthcare is broken in this country, RiverView Health continues to be one of the things that is “right” in healthcare.

Last year at this time, we commenced a multi-year journey in response to the many challenges facing healthcare providers today. Our Blueprint for Excellence focused on some of the fundamental areas necessary for success: Leadership development, patient quality and safety, customer service, and the development of a high performance culture. These areas of focus were developed in response to the challenges facing us in the form of increasing local competition, serious looming cuts to federal and state healthcare programs, changes in the insurance market, and the very significant uncertainty associated with national efforts at ‘health reform.’ We have entered a period of dynamic uncertainty which makes meaningful long range planning more

difficult than any period we have faced in more than 50 years.

With the benefit of hindsight, we can look back at 2011 as a very challenging year for our organization. Over the course of the past year, RiverView faced challenges that it had neither seen nor addressed in many years – challenges in quality and service, in standards and expectations, in culture, and in terms of regional competition. We met each challenge head-on and have emerged as a much stronger organization.

Throughout the United States, health systems are seeking innovative ways to maintain successful operating performance in the face of significant financial pressure. The same is true for our Health System. We continue to experience higher costs and reduced reimbursements – both trends that require us to be smarter about how we do everything. Because of the many challenges facing healthcare providers today - coupled with our desire to become a truly world-class organization, we are entering a period of both growth and change. Our growth will be driven by a robust regional strategy that builds on our exceptional medical staff and includes aggressive recruitment of new providers/service lines. Our change process will be designed to enhance our existing culture with specific focus on internal education and training, coupled with our continuing pursuit of strong relationships with the other providers in this region. This New Year represents the continuation of that journey.

We are engaged in a multi-year change process. As you read along, please keep in mind the following imperatives that are central to our organizational planning:

- We honor our mission by striving for a performance-based culture throughout our Health System – one in which each of us takes greater responsibility for the quality of the care we provide. This means that we are seeking new and innovative ways to enhance the care experience for our patients, to challenge ourselves to become a regional market leader, and to commit to reinvesting in our organization and its people.
- We have renewed our commitment to providing world-class care. This commitment is the essence of what RiverView has been for more than a century – a group of *exceptional people* providing *exceptional care* close to home. As long as we commit to providing only the highest quality care to our patients, we will preserve our status as a trusted regional leader.
- We are celebrating our achievements and actively sharing our successes with each other and with the people and communities we serve.

I look forward to working with you to ensure that RiverView’s legacy endures for centuries to come.

Physician Skills Extend Services

RiverView Health welcomed four new physicians this past year; Dr. Randy Bolar, Dr. Justin Conley, Dr. Richard Lochner and Dr. Diane Palkert. These physicians' skills and expertise have contributed to the development of new patient services and the growth of existing services.

Dr. Bolar, a board certified general surgeon, joins Dr. Idatonye Afonya in providing surgical care for the region. Having two surgeons on staff ensures 24-hour surgical coverage for situations such as Cesarean section deliveries and emergency and trauma surgeries.

Dr. Bolar was most recently associated with Gateway Medical Center in Clarksville, TN. He holds a medical degree from Wright State University School of Medicine at Dayton, OH, and completed an internship and residency in general surgery at Dwight David Eisenhower Medical Center in Augusta, GA.

"What I really like about practicing here is that I get to combine modern technology with old-time general surgery where I can do a variety of procedures," Dr. Bolar said. "That's often not the case in urban areas because there are so many physician subspecialties. This is a good area of the country to be a doctor. Patients are appreciative, they still say thank you, and you get to know them personally."

Dr. Bolar was eager to return to northern Minnesota and he found a good fit at RiverView Health. He practiced in Thief River Falls from 1994 to 1998. His wife Sharon

school, and they think it's very cool that they have full-size lockers!

Sharon and he enjoy being back in a safe, friendly community. He shared several examples of people reaching out and welcoming them, such as an incident where he asked a man for directions. The man got back in his pickup to drive away, then stopped and got out again to shake Dr. Bolar's hand and welcome him to Crookston.

"I get to combine modern technology with oldtime general surgery where I can do a variety of procedures...and get to know my patients personally." – Dr. Randy Bolar

"You don't find that kind of friendliness in big cities," Dr. Bolar said. "This community has been totally awesome to my family and me. It's meant a lot to us. I've lived in different places and they didn't feel like home. This already feels like home."

Area families are receiving increased access to pediatric care, orthopaedic and foot care – thanks to the skills of three physicians that joined RiverView Health earlier last year. They are Dr. Justin Conley, a pediatrician; Dr. Richard Lochner, a podiatrist; and Dr. Diane Palkert, an orthopaedic surgeon.

Dr. Conley has partnered with his wife, Dr. Paula Brito, a RiverView pediatrician since 2010. Their goal is to make RiverView's pediatric services the top referral center in northwest Minnesota. In September, they began offering increased access to services at a new pediatric walk-in clinic open Monday through Friday from 7 to 9 a.m. at RiverView North Clinic in Crookston. Drs. Conley and Brito are also available to patients 24 hours a day by phone.

Dr. Conley specializes in treating Type 1 juvenile diabetics, asthma and allergies. He also has extensive experience working with children that have Attention Deficit Disorder and Attention Deficit Hyperactivity Disorder.

Dr. Lochner works together with Dr. David Peterson specializing in medical care of the foot, ankle, and lower leg. Common complaints that bring patients to a podiatrist include bunions, heel pain, heel spurs, hammertoes, ingrown toenails, warts, corns and calluses. Dr. Lochner is a member of the American Podiatry Association and the Minnesota Podiatry Association.

With the addition of board certified orthopaedic surgeon Dr. Diane Palkert, RiverView's surgical services have grown to include ankle replacements. Dr. Palkert completed a specialized fellowship program focused on foot and ankle care to advance her skills in ankle replacement surgery. Along with RiverView Orthopaedic Surgeon Dr. Colin Fennell, Dr. Palkert diagnoses and treats problems such as musculoskeletal deteriorations, degenerative joint conditions and sports injuries. Dr. Palkert specializes in foot and ankle care and Dr. Fennell specializes in upper extremities.



Dr. Randy Bolar

also enjoyed living there. Their daughter-in-law is a Thief River Falls native; she and an adult son currently live in California.

The Bolars weren't quite as confident their four young girls, ages 5 to 11, would welcome the move. However, Dr. Bolar says the girls made friends in 48 hours, love

Ultimate aim is to improve quality of patient care

Improve the quality of care. It's a big job but one that RiverView Director of Clinical Effectiveness and Integration Sonam Kapoor says RiverView Health is on task to accomplish. Initial goals are The Joint Commission accreditation, CAP accreditation and EPIC implementation.

"We are embarking on a journey of excellence," Kapoor said. "We have a great team and great patient satisfaction. But we want to improve our quality performance in every area. We are developing the processes that allow us to do that and the proof that we are giving patients consistent, high quality care."

TJC

The Joint Commission (TJC) is an independent nonprofit organization that accredits and certifies more than 19,000 health care organizations and programs in the United States. Hospitals are not required to be TJC accredited, Kapoor said, but accreditation is worthwhile.

"Being Joint Commission (TJC) accredited means our hospital complies with the highest national standards for safety and quality of care," she explained. "This sets a higher standard of expectations in terms of quality patient satisfaction. The Joint Commission's 'Gold Seal of Approval' reflects our commitment to patient safety and quality."

Becoming TJC certified is a lengthy, intense process. Last summer RiverView submitted an application for TJC accreditation. In October, a TJC team made its first unannounced visit to the hospital. The team surveyed every aspect of the hospital operations and developed a list of issues for RiverView Hospital to resolve. Kapoor said The Joint Commission looks at everything from complex processes - such as medication management plan processes that involve several hospital departments and even outlying services such as Glenmore and home health sites - to very simple things dealing with the physical structure like whether or not the hospital has fire doors in appropriate places.

"The Joint Commission accreditation process serves as a mechanism through which we can continuously and systematically review our processes and develop ways to improve," Kapoor said..

CAP

The College of American Pathologists (CAP) Laboratory Accreditation Program is the only accreditation program of its kind that sends teams of practicing laboratory professionals into hospital laboratories to inspect policies and processes. The visiting team provides a quality practice blueprint for laboratories to assess and improve the lab's overall management and operation.

"This accreditation will help our lab achieve the highest standards and positively impact patient care too," Kapoor said. "This accreditation is voluntary too but we want to advance the quality of our laboratory services by meeting or exceeding regulatory requirements."

Upon successful completion of the inspection process, the laboratory becomes part of an exclusive group of approximately 7,000 CAP accredited laboratories.



EPIC

Communicating patient information electronically improves patient care and continuity of care. RiverView has electronic medical records but Kapoor said the current system doesn't support the extent of services RiverView plans to provide. Now RiverView is installing hardware and training staff to begin using the award-winning EpicCare electronic medical records (EPIC).

EPIC reduces the chance for medical errors that can occur when information is written down inaccurately or illegibly, Kapoor said. EPIC also makes information available to providers in a more timely manner. They can access a patient's medical records while they are in the exam room with the patient and request an opinion from a collaborating physician within minutes. Information flows between hospital departments instantly. When advisable, staff from various areas can confer regarding the patient's records, which they all can view simultaneously even though they are in different locations.

"It's a big advantage for patients personally too," Kapoor said. "If you're discharged to see another doctor, the referral goes directly from the EPIC system to that physician. You don't need to go through being asked all the same questions or having to recall something in detail that happened several months ago. It's all on the record. Your medical history, your diagnosis, the meds you take are all there. If you're referred to a specialist, you don't have to carry paper documents to the next appointment. It just goes electronically and is there for you when you go to your appointment with that specialist."

RiverView will go live with EPIC on July 1.

Hospital employees are working toward achieving national accreditations that will ultimately improve quality throughout the hospital.

Meet our RiverView babies

Visit our web site:

www.riverviewhealth.org

UPCOMING EVENTS

February 14:
Giving Hearts Day

February 16:
Autism Support Group



ELIJAH DAVID
Date of Birth: 10/12/11
Time of Birth: 6:01 PM
Parents: Tansy & Steven
Delivered by: Dr. Bell



DOMINIC ANTHONY
Date of Birth: 10/17/11
Time of Birth: 8:00 PM
Parents: Meredith & Mark
Delivered by: Dr. Hanson



RAYELLE KORY-ANN
Date of Birth: 10/20/11
Time of Birth: 7:03 PM
Parent: Chelsea
Delivered by: Dr. Bell



TYLIE CATHERINE
Date of Birth: 10/21/11
Time of Birth: 7:56 AM
Parents: Catherine & Christopher
Delivered by: Drs. Afonya and Hanson



JAMESON LYLE
Date of Birth: 10/23/11
Time of Birth: 5:15 PM
Parents: Whitney & Jason
Delivered by: Dr. Bell



SOPHIA MABEL
Date of Birth: 11/1/11
Time of Birth: 5:37 PM
Parents: Kayla & Jacob
Delivered by: Dr. Kanten



KALIN DAVIS
Date of Birth: 11/2/11
Time of Birth: 6:54 PM
Parents: Kimberly & Casey
Delivered by: Drs. Afonya and Kanten



KATELYN JOHANNA
Date of Birth: 11/3/11
Time of Birth: 1:12 AM
Parents: Kari & Ryan
Delivered by: Drs. Afonya and Kanten



COLLIN JAMES
Date of Birth: 11/7/11
Time of Birth: 7:56 AM
Parents: Amy & Drew
Delivered by: Drs. Afonya and Hanson



KYLA MAY
Date of Birth: 11/13/11
Time of Birth: 5:06 AM
Parents: Becky & Red
Delivered by: Dr. Kanten



BLADEN SILVER
Date of Birth: 11/14/11
Time of Birth: 7:49 AM
Parents: Ashley & Ryan
Delivered by: Drs. Afonya and Kanten



GUNNER REED
Date of Birth: 11/16/11
Time of Birth: 4:04 PM
Parents: Kelsey & Zach
Delivered by: Dr. Kanten



KORA KAY
Date of Birth: 11/20/11
Time of Birth: 6:55 PM
Parents: Kristi & Justin
Delivered by: Dr. Hanson



HARRISON BLAIR
Date of Birth: 11/28/11
Time of Birth: 6:09 PM
Parents: Ashley & Justin
Delivered by: Dr. Kanten



WYATT ADAM
Date of Birth: 11/29/11
Time of Birth: 7:34 PM
Parents: Lillian & Shaun
Delivered by: Dr. Hanson



HENRIK DANIEL
Date of Birth: 12/1/11
Time of Birth: 1:45 PM
Parents: Kacie & Edward
Delivered by: Dr. Bell



CADE PATRICK
Date of Birth: 12/6/11
Time of Birth: 2:40 PM
Parents: Meghan & Patrick
Delivered by: Dr. Kanten



BODEN BJORN
Date of Birth: 12/11/11
Time of Birth: 12:15 PM
Parents: Ellishia & Bjorn
Delivered by: Dr. Kanten



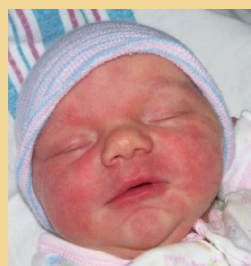
GRANT MATTHEW
Date of Birth: 12/16/11
Time of Birth: 11:50 AM
Parents: Sara & Matt
Delivered by: Dr. Bell



AVA LEE
Date of Birth: 12/19/11
Time of Birth: 7:54 AM
Parents: Britany & Benny
Delivered by: Drs. Afonya and Hanson



KENDALL JOY
Date of Birth: 12/27/11
Time of Birth: 4:31 PM
Parents: April & Brian
Delivered by: Dr. Kanten



ELLA LORRAINE
Date of Birth: 12/29/11
Time of Birth: 11:18 AM
Parents: Lorraine & Kevin
Delivered by: Dr. Bell



BREKIN DEREK
Date of Birth: 12/29/2011
Time of Birth: 5:36 p.m.
Parents: Lacy & Shane
Delivered by: Dr. Hanson



BOE NATHAN
Date of Birth: 12/30/2011
Time of Birth: 3:28 p.m.
Parents: Nathan and Tanya
Delivered by: Dr. Hanson



OWEN ROGER
Date of Birth: 1-12-2012
Time of Birth: 6:03 a.m.
Parents: Greta & Aaron
Delivered by: Dr. Hanson

RiverView Health
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www.riverviewhealth.org

RiverView Health encompasses:
Glenmore Recovery Center
RiverView Hospital
RiverView Care Center
RiverView Home Care
RiverView Rehab
RiverView Clinics