

FY 2021
Annual Report

OCTOBER 1, 2020 – SEPTEMBER 30, 2021

CASCADE MEDICAL CENTER

Our mission is to save
lives and improve the
health and well-being of
our community





THE COMMUNITIES AND PEOPLE WE SERVE

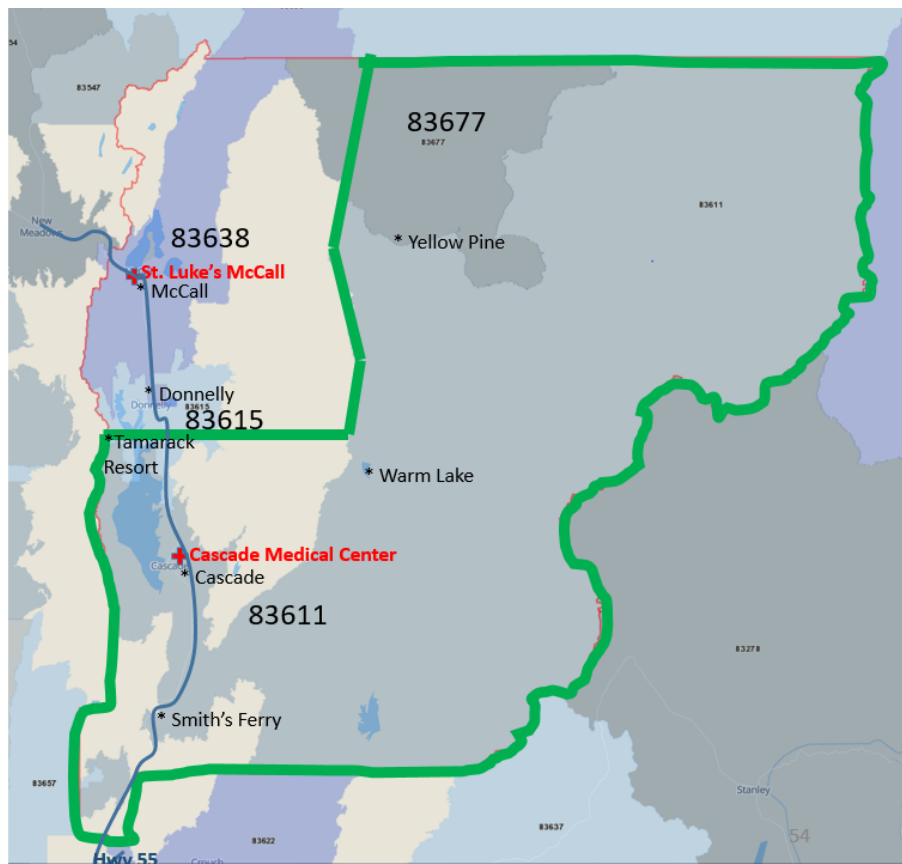
Cascade Medical Center (CMC) is committed to improving the health and well-being of everyone in our community, including those who travel to and through it.

Geographically, our primary service area is the 2,800 square mile hospital tax district which includes approximately 75% of Valley County's land, and 33% of its population. The tax district includes the towns of Cascade, Smith's Ferry, Yellow Pine, and portions of Donnelly and Tamarack Resort. Approximately 4,000 full time residents live in the CMC tax district, with many more who are second-home owners and weekend visitors.

TOURISM FACT: Traffic on Hwy. 55 through Cascade averages around 3,100 cars per day in March and November. It more than doubles to over 7,000 cars per day

each July. While residential population has grown about 2% per year, car traffic has risen 6% per year since 2012.

CMC is a purely independent health care organization. Our 7-person Board of Trustees are all local full-time year-round residents from a variety of leadership backgrounds. We exist for and are governed by the residents of our tax district. While we enjoy constructive relationships with St. Luke's, Saint Alphonsus, and the University of Utah, we are not owned or managed by them. Our independence frees us to focus 100% on what is best for the Valley County communities we serve.



LICENSES & SERVICES

LICENSURE

CMC is licensed by the U.S. Centers for Medicare and Medicaid Services (CMS) and overseen by Idaho's Department of Health and Welfare, Bureau of Facility Standards. The hospital's scientific lab maintains its license from the CMS as part of the Clinical Laboratory Improvement Amendment (CLIA) program. In addition, the Idaho State Board of Pharmacy is the regulatory agency over the hospital's pharmacy.

CLINIC

We are a Rural Health Clinic (RHC) providing primary care, chronic care management, and walk-in acute care 6 days per week. The Cascade Family Practice takes care of babies, kids, teens, adults, and great grandparents. We provide preventive wellness care, chronic disease management, and men's and women's health. Walk-in acute care is available at the clinic Mondays through Saturdays. We host a Boise Cardiologist monthly so heart patients don't always have to drive to Boise for routine heart care.

DEFENDING THE MOST VULNERABLE

This past year we partnered with Elevated Forensic Nursing, a local nurse-run agency that provides timely and compassionate evaluation for sexual & domestic abuse victims. This service has greatly improved the documentation and prosecution of abusers while aiding victim support and advocacy.

SERVICES

Emergency 24x7, Inpatient & Skilled Nursing, Laboratory, Radiology, Physical Therapy, Primary Care Clinic, Walk-in Acute Care, & Mental Health Counseling.

COVID MODIFICATIONS

CMC converted 2 inpatient rooms into negative pressure environments for the treatment of highly contagious patients and improved safety of staff. Negative pressure airflow prevents contaminated air from circulating into the hospital.



EXTENDED HOSPITAL STAYS

Another 2 inpatient rooms were upgraded to provide greater comfort and amenities for our longer-stay patients, such as those who require inpatient physical therapy following an orthopedic injury or joint replacement, or who have acute care nursing needs requiring convalescence or rehabilitation that may take from several days to a few weeks.

INPATIENT

CMC is licensed for 10 inpatient beds. In addition to caring for general medicine patients, we offer skilled nursing rehabilitation care for those requiring inpatient physical therapy and medical care during a longer recovery.

IMAGING

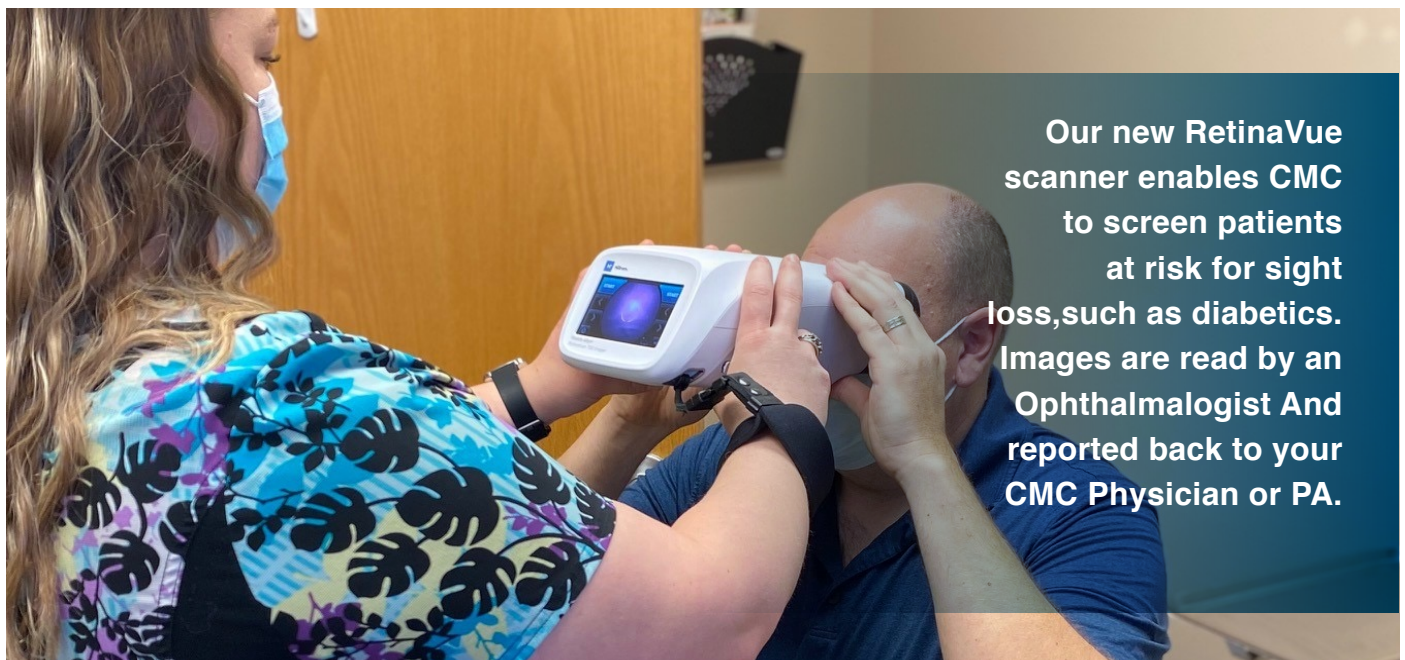
We offer digital radiology including X-Ray, CT, and Ultrasound. All our studies are read by Gem State Radiologists. In FY2020 we performed nearly 2,000 imaging studies. We also host the Saint Alphonsus Mammography Bus many times during the year.

LABORATORY

We upgraded every piece of lab equipment in 2021 and added new tests to our menu. This enables CMC to conduct more tests more quickly, which means quicker decision making for our clinicians and better care for our patients. We performed over 4,300 lab tests this year.

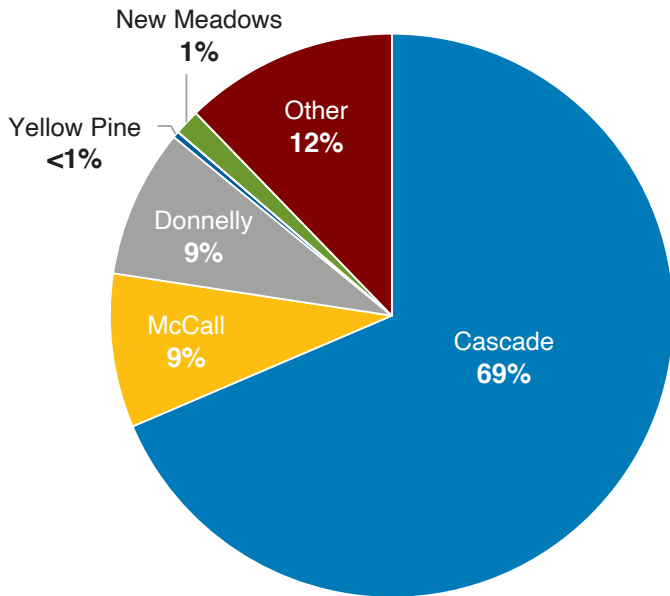
TRANSFERS

CMC is on the front line of care. That means time sensitive emergencies such as heart attacks, strokes, and traumas often come to our hospital first for medical attention and stabilization. These patients often must be transferred to one of the larger Boise hospitals. We have partnerships with Air St. Luke's, Life Flight, and several ground transport services to get patients to a higher level of care, fast.

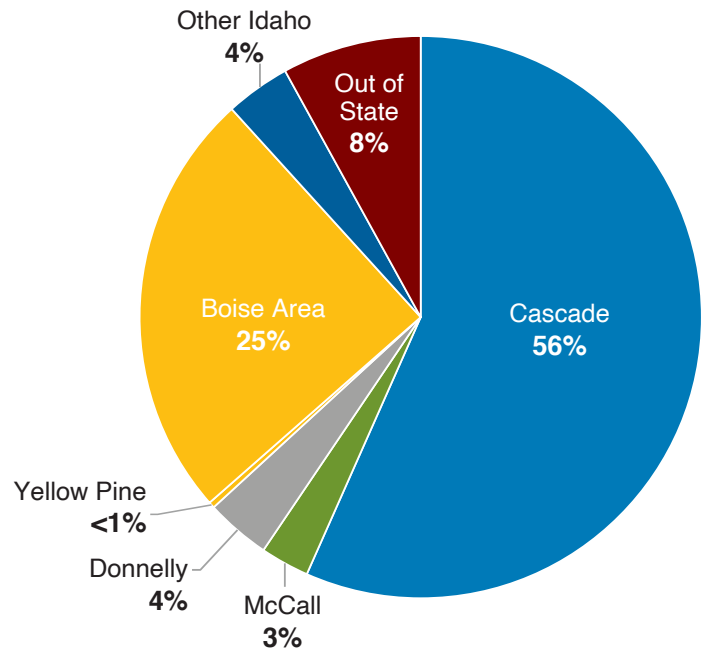


Our new RetinaVue scanner enables CMC to screen patients at risk for sight loss, such as diabetics. Images are read by an Ophthalmologist And reported back to your CMC Physician or PA.

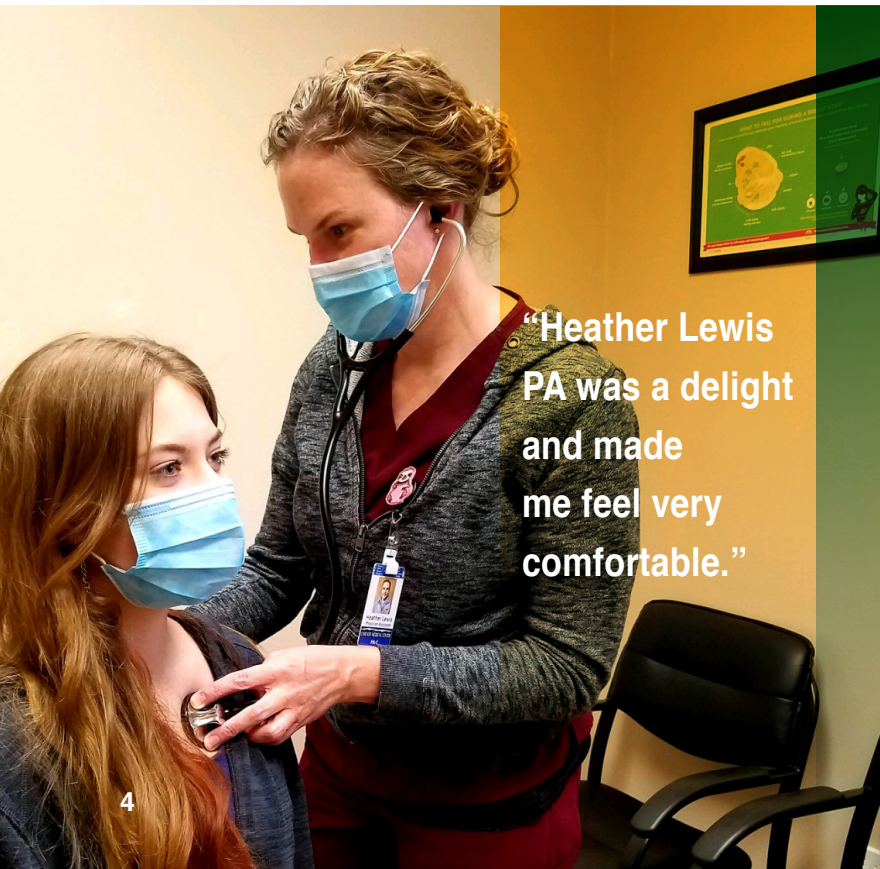
WHERE OUR PATIENTS COME FROM



CLINIC



ER



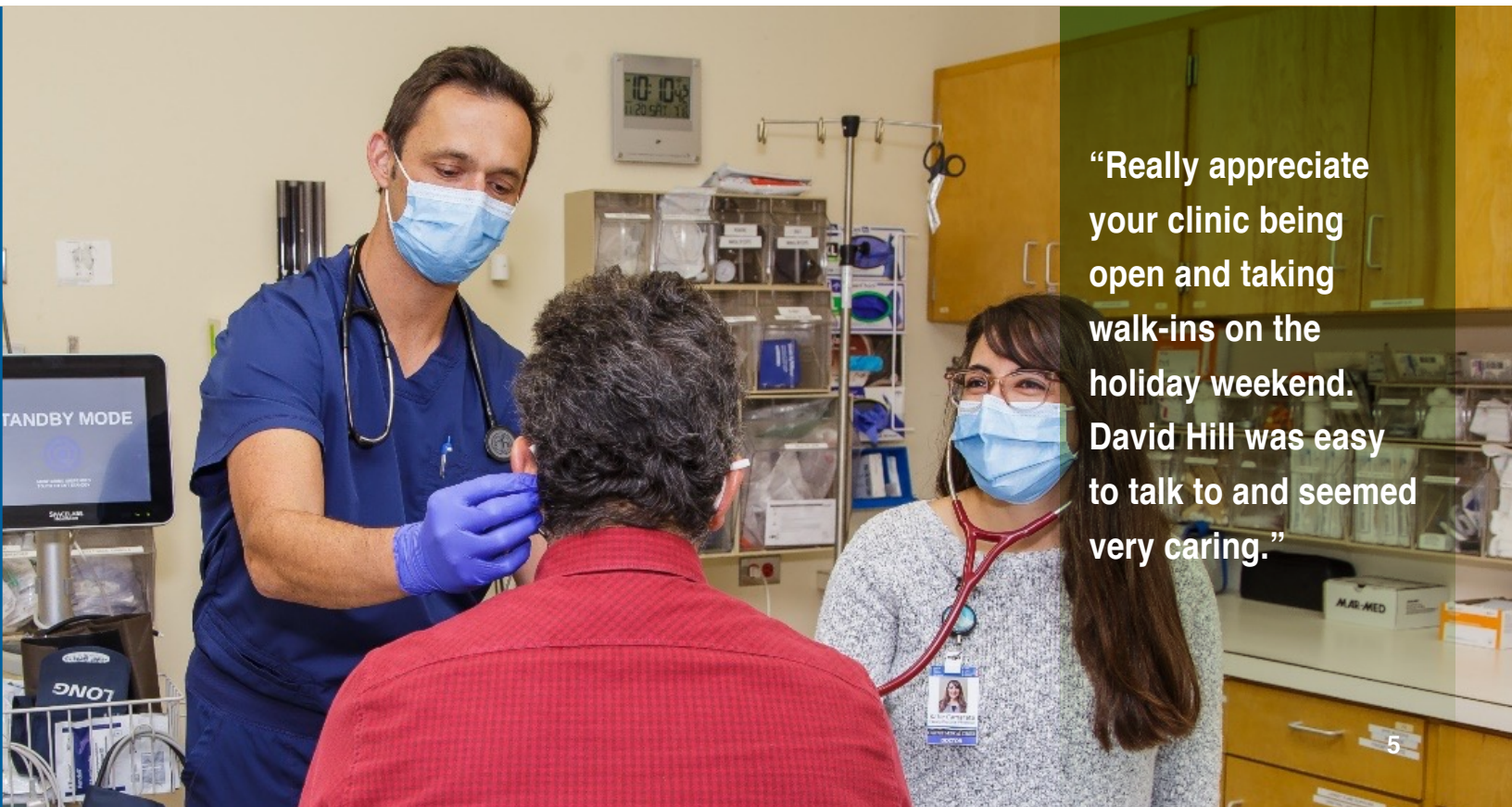
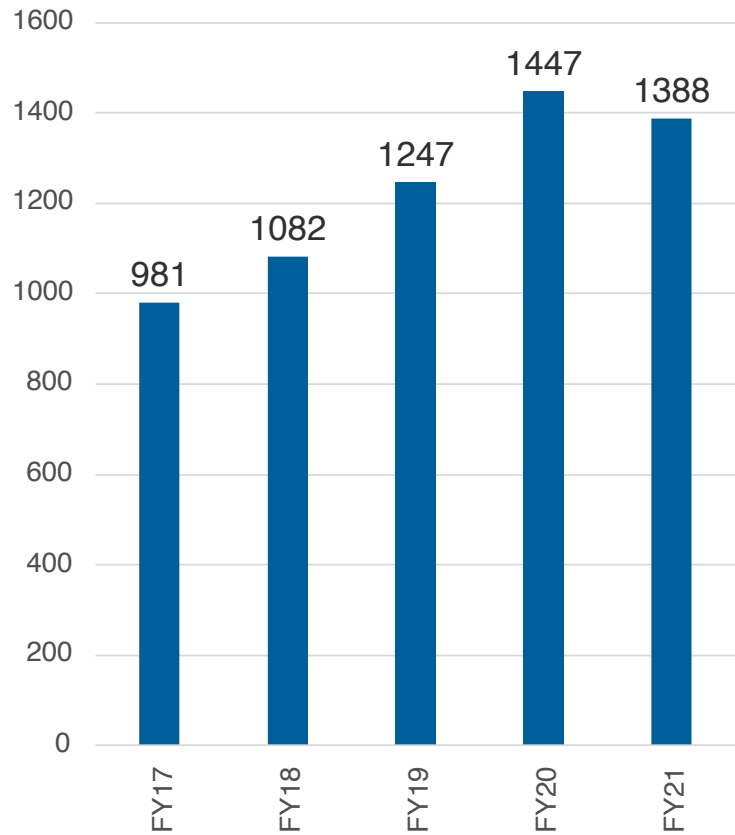
**“Courtney
Hill, PA is very
personable, and
a good listener/
responder.
Tactful and
respectful
regarding
my personal
situation and
challenges.”**



QUALITY EMERGENCY CARE

Opening our clinic on Saturdays and increasing provider availability for our walk-in clinic helped take pressure off the ER while giving patients a lower-cost option for minor illness and injuries.

NUMBER OF ER VISITS



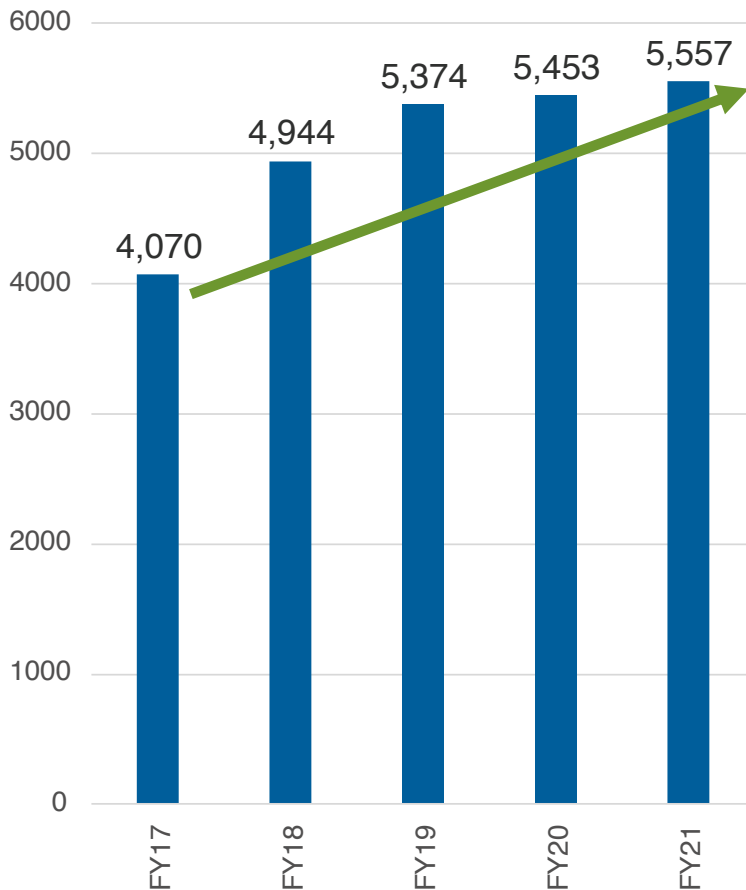
“Really appreciate your clinic being open and taking walk-ins on the holiday weekend. David Hill was easy to talk to and seemed very caring.”

A FAMILY PRACTICE THAT REALLY CARES

Our clinic continued to see more patients establish care with one of our 6 Family Practice providers. In the past year, we cared for 2,621 patients with 5,557 clinic visits, a 36% increase compared to 4 years ago.

After hiring our first mental health counselor in 2019, we are recruiting to add another in 2022. We care for our patients - body, mind, and spirit - by integrating behavioral health into the healing of chronic diseases. In the past year we provided mental health care to over 200 patients.

NUMBER OF CLINIC VISITS



“Dr. Camarata is professional and easy to understand. She makes sure patients understand meds and dosages. As a senior male, I am very comfortable discussing all of my health issues with her.”





INTEGRATED BEHAVIORAL HEALTH

In 2021 we recognized the need for people to “get out” – enjoy our beautiful community and engage in healthy activities. We launched Together on Tuesdays at Kelly’s Whitewater Park to provide health education on a variety of topics, followed by a walk-and-talk with one of our providers.

Our counselor and social worker, Jamie Coffey-Kelly, received national recognition for her work in addressing mental health issues in a rural area.

Dr. Ellsworth asks the Together on Tuesdays crowd at Kelly’s Whitewater Park about healthy ways to manage stress.

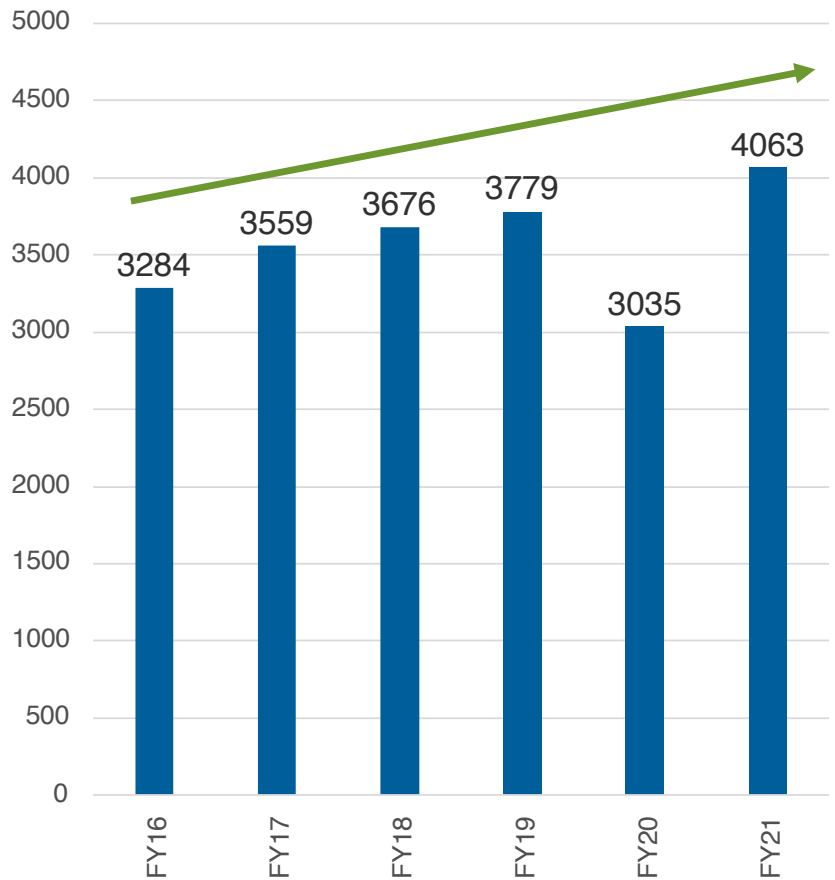


PHYSICAL THERAPY

This year we saw people return to more typical activities, and with it PT resumed its trend of strong growth. Under Kate Farmer's leadership, PT exceeded 4,000 treatment sessions for the first time. To accommodate growing demand and patient schedules, we added Saturday hours. All PT modalities continue to grow, including dry needling. As orthopedic surgeries made their comeback from COVID, so did pre-hab, re-hab, and non-invasive alternatives to problems like back pain and joint problems.

In order to keep pace with growth, we replaced flooring in the department and brought in new equipment capable of working more muscle groups. Old equipment was donated to other non-profit and government agencies.

PHYSICAL THERAPY PATIENTS

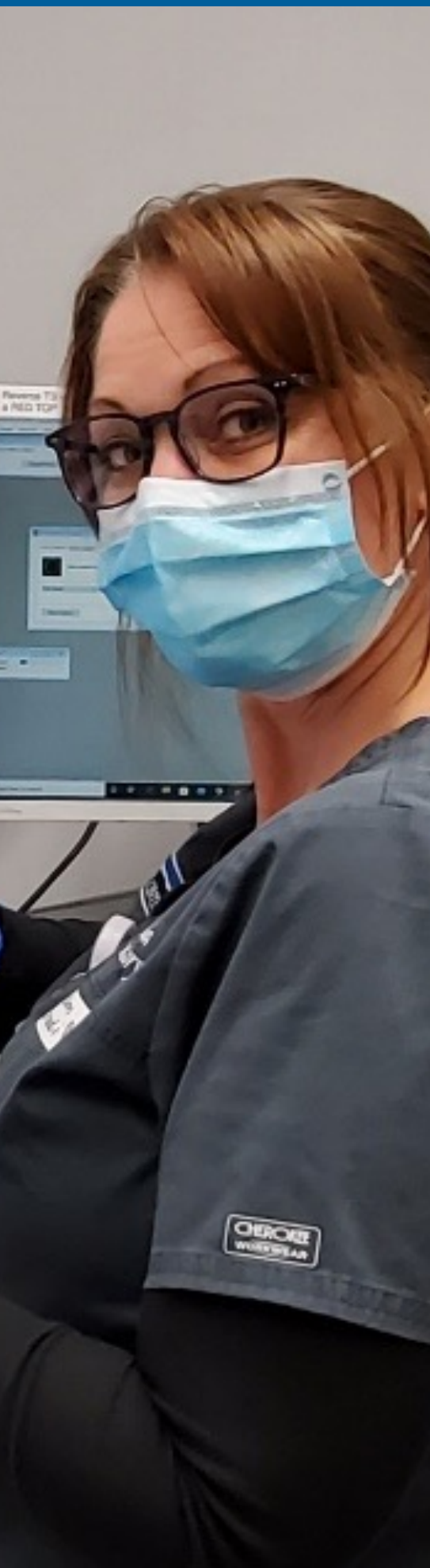


A WHOLE NEW LAB

Laboratory diagnostics are an increasingly valuable tool to our providers. During FY21 we upgraded every lab analyzer so that CMC can continue to offer the highest standard of care. Driven by COVID, we saw our **lab volumes increase by 35%** over FY20, prompting us to add staff.

Our new equipment enables CMC to offer more tests locally, rather than sending them out to larger labs or requiring patients to go to another hospital. Our new lab means Cascade area patients have one less reason to have to drive to Boise.





YEAR 2 OF THE PANDEMIC

As we learned more about the COVID virus and its impact, CMC responded quickly by organizing large-scale vaccine clinics. Thanks to the support of our local Veterans Post #60 American Legion, we had the perfect venue for rolling out the much anticipated COVID vaccinations. CMC staff and our many dedicated volunteers provided vaccines to thousands of patients from all over Valley County. We even saw many people drive up from Boise to take advantage of the efficient public health operation organized by CMC staff, which offered assigned appointment times, social distancing, and almost no waiting.

“We deliver” was our motto for making sure that anyone who wanted the jab got it. Our Paramedics and Nurses travelled to patient homes and Yellow Pine to deliver first doses, second doses, and boosters.

Medical Director, Ron Ellsworth, stepped up to take the vaccine early, leading by example. CMC Chief Nursing Officer, Teri Coombs, delivers the goods.



CMC RECOGNIZED FOR VACCINE LEADERSHIP



Brad Little ✓ @GovernorLittle · Feb 19

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It was a pleasure to speak with Tom Reinhardt, CEO of Cascade Medical Center, this morning. Despite being the smallest hospital in the state, they are making a significant difference in vaccine administration.

*From February 19, 2021
Twitter and Facebook Posts*



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Brad Little ✓ @GovernorLittle · Feb 19

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From delivering vaccine to the residents of remote Yellow Pine to yesterday's successful high thru-put vaccination clinic of more than 500 individuals - thank you Cascade Medical Center staff and volunteers. Keep up the good work!



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KEEPING US ALL SAFE FOR WHAT'S NEXT

We know now that COVID isn't going away anytime soon. We all have lives to get back to, jobs to do, families to love, and neighbors to care for. At CMC, we have doubled down on efforts to keep our staff, patients, and community safe.

- We will continue to promote vaccine availability and offer immunizations and boosters to anyone who makes that choice.
- We are stocked and trained with the latest proven anti-viral and immunity bolstering drugs available to treat patients who become severely ill with COVID. Additional equipment and Respiratory Therapy training keeps us ready to fight whatever gets thrown at us next.



- We continue to offer telemedicine to patients who would rather see their provider from home, or if transportation or weather prevent them from traveling to see their CMC provider in person.
- CMC is keeping pace with scientific improvements in the fast moving COVID learning curve. We adopted new testing kits and protocols as they were developed and approved. Early in 2022, we will offer advanced PCR testing with our new BioFire virus analyzer. This is the same technology used at large urban hospitals delivering nearly 100% accuracy with results in one hour for detection of COVID as well as many other viruses.
- Training and learning never ends. Our staff is continually updated and in training about infection prevention, new COVID variants, and maintaining strict cleaning protocol. Our departments are inspected regularly by Federal and State agencies who make sure we are in compliance with regulations and standards of care.



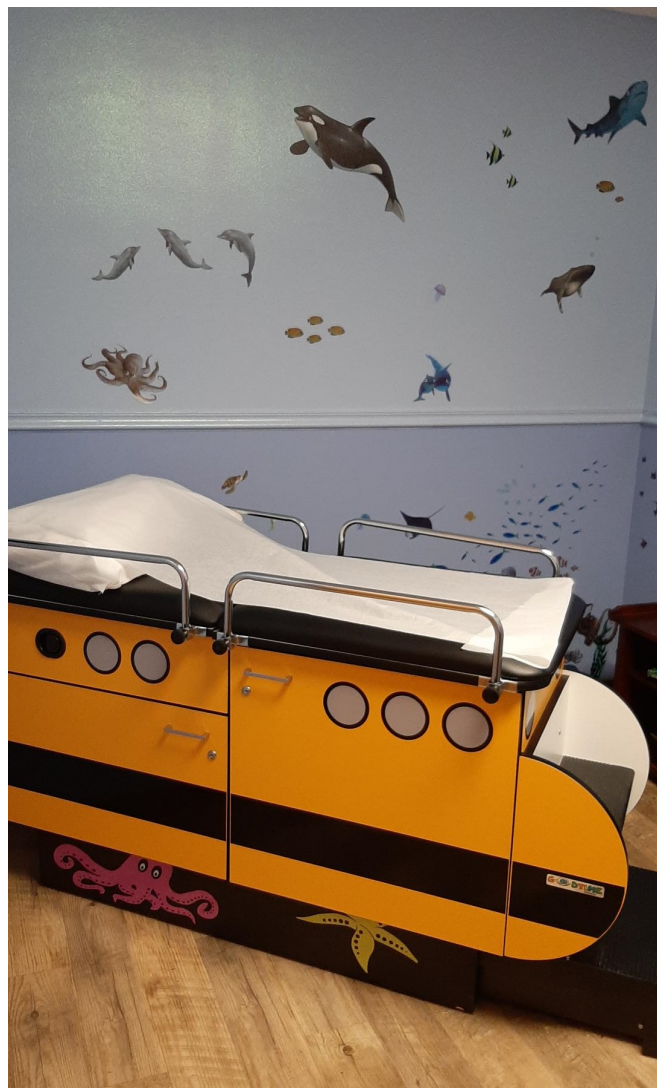
AT CMC, WE CARE FOR THE WHOLE FAMILY

From babies to seniors and everyone in between, it is our real privilege to care for everyone in our community. In 2021 our clinic manager, Sarah, gave our Pediatric room a makeover, complete with a submarine exam table!

“Excellent staff interactions with me. Very courteous and kind, non-judgmental. Switched me to a female provider at the last minute to provide a more comfortable visit for female issues.”

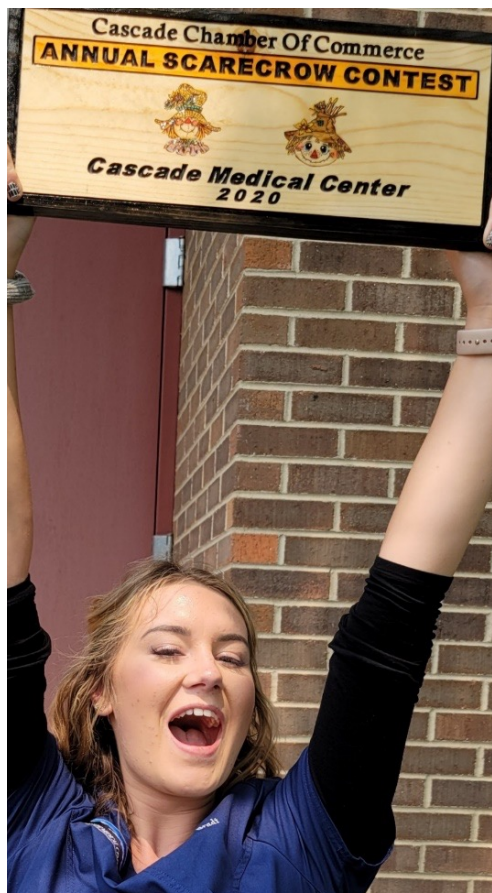
“First time to Cascade Clinic for me. I was very pleased with the unhurried care I was given – like I was the only patient of the day, when I could see a multitude of other patients there.”





FINDING JOY IN OUR WORK

Like every hospital, CMC has plenty of computer technology, impressive equipment, and life saving medications. But the real difference here is our people. All of our 60 employees care deeply about each other and for every patient who walks through our doors. Our team members are as smart as they are kind, and as committed as they are compassionate. While most hospitals struggle to keep staff, CMC's retention is nearly 90%. And we're so glad – we can't do this work without them. Quality healthcare starts with quality people, and CMC has the best.

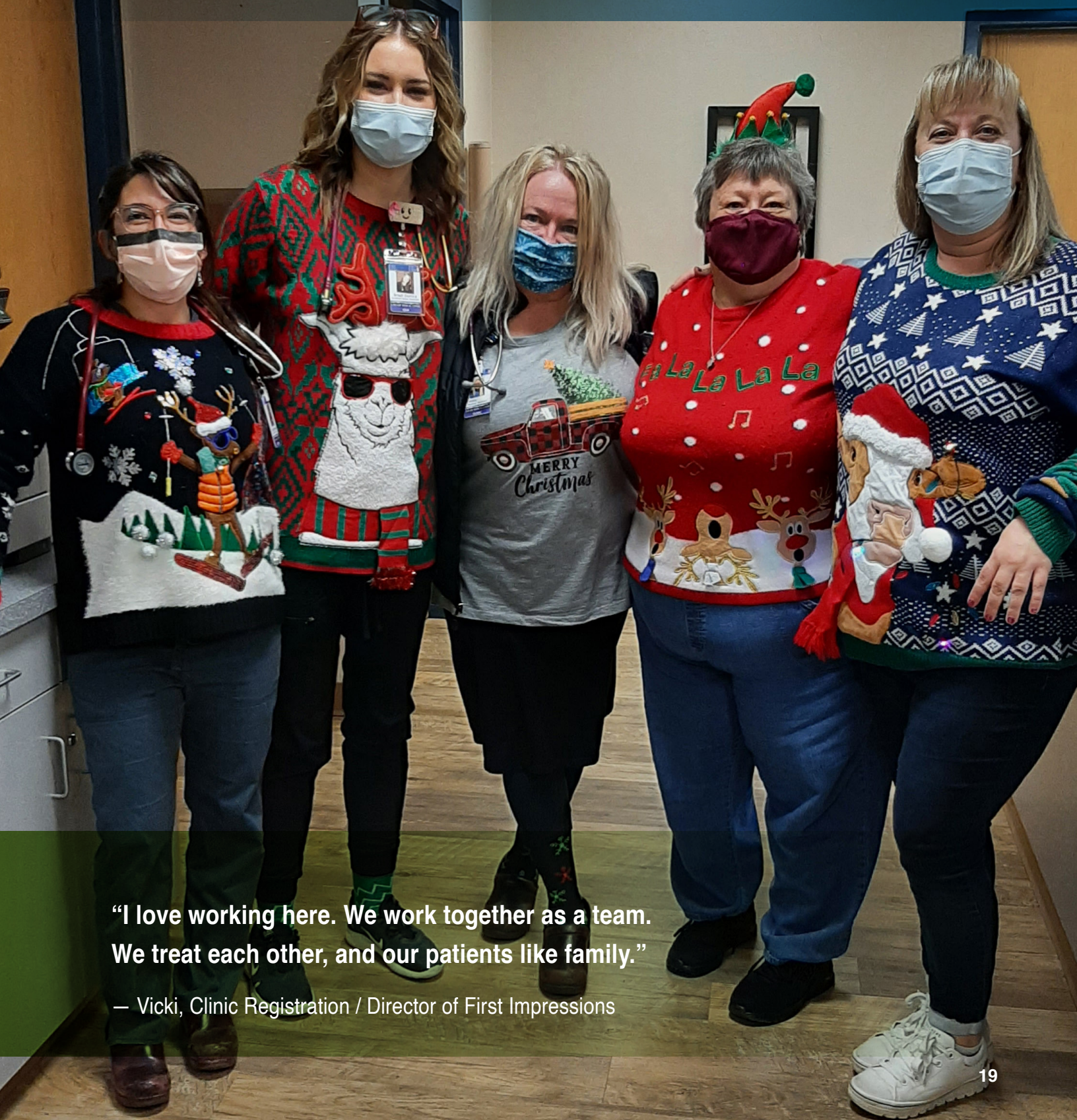


“Coming from bigger hospitals, my opinion is that this place runs more cohesively. Even though we're a small hospital, I feel like what the staff does for this community is really impressive.”

— Catherine, Radiology Technologist

**“I love working here. It’s a very organized place and everyone gets along.
There is open communication and I can talk to my boss about anything.”**

— Renee, Housekeeping



**“I love working here. We work together as a team.
We treat each other, and our patients like family.”**

— Vicki, Clinic Registration / Director of First Impressions

THE “BOTTOM LINE”

2021 presented us with incredible challenges and opportunities. We experienced heartwarming feedback from our community during our COVID vaccine drives, and received financial support from state and federal agencies. Financial accounting and reporting improvements led to better information and decision making. We made great strides toward making CMC the best place to work and to receive care!

- Physical Therapy, the Family Practice Clinic, and our Lab each set patient volume records in 2021. Revenues and Net Income reached their highest levels ever, allowing us to strengthen our balance sheet as we set our sights on funding a new facility.
- We navigated through two major COVID surges during FY 2021 and the State's declaration of Crisis Standards of Care. CMC's high employee vaccination rate, rigorous attention to personal protective equipment (PPE), and hand hygiene resulted in the medical center being well staffed throughout the year. Supply chain issues impacted CMC, as they did businesses and hospitals around the world. Timely ordering and advanced planning kept us fairly well stocked.
- We upgraded our policy & procedure management system and received a full 3-year recertification by CMS & the Idaho Bureau of Facility Standards. This process includes on-site review by professional hospital surveyors to verify Cascade Medical Center is operating in compliance with regulations and that we provide quality medical care.
- We were able to use CARES Act funds to help fund staff retention bonuses and new equipment throughout our facility.

FISCAL YEAR FINANCIALS	2021 ACTUAL	2020 ACTUAL
Operating Revenue		
Patient Service Revenue		
Inpatient Revenue	\$276,901	\$366,423
Outpatient Revenue	1,859,942	1,508,561
Emergency Dept Revenue	2,989,061	2,441,590
Clinic Revenue	1,197,103	890,894
Other Patient Service Revenue	361,978	222,072
Total Gross Patient Revenue	\$6,684,985	\$5,429,540
Revenue Deductions		
Insurance Adjustments, Bad Debt and Indigent Care Write-Offs	\$1,225,584	\$932,110
Net Collectible Revenue	\$5,459,401	\$4,497,430
Other & Non-Operating Revenue		
Grants and COVID Relief		
Property Tax	903,960	900,024
Other Sources	13,982	83,353
Total Non-Operating Revenue	\$1,878,180	\$1,784,886
Total Revenue	\$7,337,581	\$6,282,316
OPERATING EXPENSES		
Personnel Cost	\$4,305,518	\$3,808,392
Supplies and Purchased Services	1,294,311	1,525,091
General and Administrative	294,217	367,960
Depreciation	259,074	320,721
TOTAL OPERATING EXPENSES	\$6,153,120	\$6,022,164
INCOME (LOSS) FROM OPERATIONS	(\$693,719)	(\$1,524,734)
TOTAL NET INCOME	\$1,184,461	\$260,152

We could not meet these challenges or opportunities without our talented and resilient staff who are enduring a once-a-century pandemic while providing record-setting patient satisfaction, encouragement for each other and loyalty to our organization!

CMC'S ECONOMIC IMPACT

CMC plays an important financial role in our community. As of 12/31/2021, we employed 60 employees, 40 of them full time. Our payroll, including benefits, was over \$4.3 million. The vast majority of our employees live and spend in our local communities, creating an economic multiplier that benefits all of our businesses and tax base.

PAYING IT FORWARD: Our experienced clinicians mentored several medical and ancillary health students this year, in Family Practice, Emergency Medicine, and Nursing. By completing their clinical rotations in Cascade, they gained important experience in rural medicine, while enjoying their time in our mountain community. We hope they'll return to Cascade later in their careers.

CHARITABLE CARE: As our mission is to improve the health of EVERYONE in our community, we provide care on a sliding fee scale to lower income households. In 2021, CMC wrote off \$150,509 in charges for income considerations, and another \$139,140 in medical bills that patients were unable to pay.

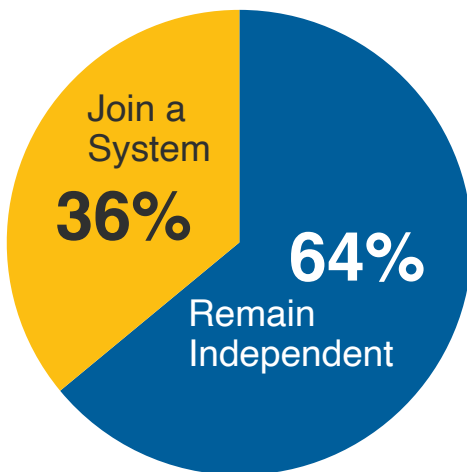
Perhaps our greatest contribution to the economy is keeping the local workforce healthy. We offer preventive care, DOT physicals, worker's comp care, and many vaccinations. We provided drive through COVID testing, COVID shots, and flu shots this year to get people back to work as quickly as possible. We've expanded staffing and hours to provide Family Practice care and walk-in clinic six days per week.



SERVICES OFFERED

Last year we surveyed area residents and frequent visitors to get their opinions of health care and suggestions for CMC. The vast majority want CMC to remain independent. Respondents also want to see more medical services offered in Cascade. This feedback, combined with the fact that our current facility is far too small to meet growing demands has led us to the work of building a replacement hospital. The current facility is at the end of its useful life, and we have begun to plan a new, modern, larger hospital and clinic that will serve the greater Cascade population and visitors for decades to come.

Should CMC Remain Independent or Join a System?



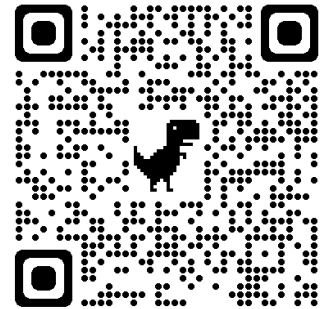
- **Family Practice Clinic:** open 6 days a week
- **Emergency Care:** 24x7
- **Physical Therapy:** open 6 days/week
- **Dry Needle Therapy**
- **Aquatic PT – at the Cascade Rec Center**
- **Osteopathic Manipulative Treatment (OMT)**
- **Inpatient Care:** 24x7
- **Skilled nursing rehabilitation care**
- **Radiology:** 24x7
- **Mammography**
Saint Alphonsus parks their mobile unit on site monthly.
- **Lab:** 24x7
- **Smoking Cessation**
We held individual and group smoking cessation therapies this year, integrating counseling and pharmaceutical interventions as needed to help people kick the habit.
- **Quality Improvement**
Our Radiology Department now does “standing knee” X-rays, allowing orthopedists to better see abnormalities under weight stress.
- **Retina scans**
Retina scans allow our providers to check the eyes of patients at risk for retinopathy, such as diabetics. Tests are reviewed by board certified ophthalmologists so patients don’t have to leave town for this important sight-saving exam.

PLANNING A REPLACEMENT HOSPITAL

In November 2021, the CMC Board of Trustees approved the building of a new hospital to replace the existing facility. The current hospital was built in 1974 and expanded in 1999. It has served Cascade well for nearly 50 years. To meet our growing community needs for the next 50+ years, we need to replace it with a new building on a larger site. In early 2022, we will provide site and building details, and ask voters to support the expansion.

The current hospital sits on less than 2 acres, too small to expand on site. To meet current standards and plan for future growth, we are planning on a much larger plot that will support a 30,000 square foot facility and helipad, with room to add more space the next time we reach capacity.

If we act now, we can open a new facility in 4 years. To read the latest about the new hospital plan visit: <https://cmchd.org/new-hospital-plan/>



CARING FOR THIS GENERATION, AND THE NEXT, AND...

As we consider the needs of our community in the next two generations, we anticipate more growth and demand for health care services close to home.

One area of unmet need is for specialty physician services. The following specialties have the greatest local need, for which patients typically need to drive to Boise:

- Cardiology
- Neurology
- Ophthalmology
- Gastroenterology
- Urology
- Infusion (Oncology, Infections)
- Foot care
- Orthopedic exams

Valley County has one of the longest life expectancies in Idaho, at 81 years from birth. The Cascade area in particular has a very high proportion of senior citizens, with 35% of the hospital's tax district residents over the age of 65. Our senior population is growing faster than younger age groups.

Today more than 85% of Medicare patients must leave Cascade to receive inpatient care. Our vision for the community is to expand resources and care for local seniors to help them age in place, live longer at home, and access health care locally when possible. At the time of this printing, we are in the field with a survey and analysis to determine what resources are needed to care for people locally throughout their lives.

- Conservative estimates predict growth of 2% per year in our local population. That could grow more if new housing, mining, and other developments come to pass. We are already seeing a surge in new housing permits.
- Population of the greater Boise area has boomed in recent years, with more coming every day. As the Treasure Valley grows, more people seek nature and recreation in the Cascade area due to its proximity and wide open spaces. This has driven increased demand of all hospital services, especially in the summer. Our facility assessment recommends adding space to every department, and more than doubling the size of the facility.

A LETTER FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

Nearly 20 years ago, Gail and I were looking to retire in Cascade. Knowing that access to medical care would be an important part of our decision, we stopped into the Cascade Medical Center and visited with a few nurses to learn what services the facility provided, their ability to handle emergencies, hours of operation, quality of care, and relationships with the larger medical facilities in the valley. In the 30 minutes we spent with them we felt that they were genuinely interested in us and in the whole community. That care is evident today in all areas of the medical center.

As we all know, this has not been an easy 2 years. The CMC staff: medical providers, administration and business staff, lab workers, nurses...everyone has worked together to provide the best possible care for the community and each other. They are quite a team. The Board applauds their wonderful efforts, spirit and quality of care.

We also know that the physical facilities that this wonderful staff works in are old and undersized. We need a new hospital to properly serve this community into the next 20+ years. That will be the exciting project that CMC leadership and the Board will be working on in the coming months and years. This medical center is here to serve you; residents of Valley County and visitors. Please let us know your needs and desires as we design the next generation facility.

George Greenfield

Chairman, Board of Trustees

OUR COMMITMENT TO YOU

On behalf of the entire Cascade Medical Center Staff, we thank you for your support and trust in us. It is our sacred privilege to care for our patients, and broadly for the health and welfare of all who live, work, play, and visit here. We are committed to growing Cascade Medical Center to keep pace with our community's rapid growth and your desire to see more quality health care available locally. If there is a way we can serve you better, please let us know.

Tom Reinhardt, M.B.A.
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Ron Ellsworth, M.D.
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CASCADE MEDICAL CENTER