



Report to the  
*Community*  
2014-2015

# Best Medical Care

> DOUG  
MCMILLAN,  
CEO



> MELISSA  
FRASER,  
RN, *Chairman*



# Best Patient Experience

# > Message from the Chair & CEO

**West Park Hospital's** year 2014 was filled with accomplishments, challenges and change. We have made accomplishments in improving our quality, safety, patient and family experience. We continue to proactively respond to the new era of healthcare driven by the Patient Protection and Affordable Care Act and other regulatory changes mandated by the Centers of Medicare and Medicaid Services.

**West Park Hospital** has experienced many exciting changes this last year that we are pleased to share with you. We invite you to take a moment to review this annual report, which highlights our accomplishments and changes in 2014.

We would like to thank the many members of the **WPH** team, including the Hospital Board, WPH Foundation Board, Leadership and Management, Medical Staff, Employees, and Hospital Volunteers for their loyalty and passion for serving our community.

In this past year, **West Park Hospital** initiated our "Bridge to the Future" renovation and expansion project. This project is the final phase of our facility master plan approved by the **WPH** Board of Trustees in 2006

and updated in 2012. The first of three phases was the Construction of the Cathcart Health Center in 2009; second phase was the completion of the Modernization Project renovation and construction project in 2012, and the Bridge to the Future project is projected to be completed in October, 2015.

To meet the needs of those we serve, **West Park Hospital** continually looks for ways to expand and strengthen our medical staff to ensure our patients have access to quality care close to home. The hospital added several new physicians to our active medical staff in 2014, including ENT Randy Folker, MD, Hospitalist Tyler Weaver, MD, Neurosurgeon Jeff Poffenbarger, MD, and Urgent Care/Emergency Department Alex Cianflone, MD.

New services added at **West Park Hospital** include our new Stereo Tactic Breast Biopsy equipment allowing women a more convenient option for having breast biopsies. Also, we are excited to announce the addition of Dr. Brandi Shepard, Audiologist, who will offer full service audiology.

A special thanks and appreciation to the **WPH Foundation Board**. Through the generosity of the community, these board members raised over \$1,080,000 this year. The donations, pledges, and grants received in 2014 support a number of beneficial hospital projects

including the Baker Community Education Center, the Oncology Clinic in the Big Horn Basin Cancer Center, and continued support for Spirit Mountain Hospice House, along with needed hospital equipment purchases.

This annual report provides a representative snapshot of what occurred at **West Park Hospital** in 2014. As a result, the collective efforts of the **West Park Hospital** family have our organization well-positioned for both the known and unforeseen challenges of the future. The achievements made in 2014 were due to a tremendous effort and countless individual contributions by hospital staff, physicians, volunteers and board leadership. **West Park Hospital** continues to redefine healthcare provided to the residents surrounding the Big Horn Basin with an unwavering commitment to ensuring "our patients and residents come first" in a patient and resident-centered environment.

Thank you for your support of **West Park Hospital District**.



**DOUG MCMILLAN**, WPH CEO



**MELISSA FRASER**, RN, Chairman

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# Community

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Kathy Singer Photography.

# Building a Culture of Excellence

West Park Hospital continues to serve its community and ensure best patient outcomes.

A healthcare provider must always seek to grow in proficiency and quality.

Continuously analyzing what works and what could work better. In this way, mastery is leveraged to launch new initiatives, one discipline undergirds another, and quality care flourishes and grows.

We are ambitious about our future. West Park Hospital is building for tomorrow to ensure we can carry on our 75 year legacy of excellence and innovation and to advance our role as the leading health care provider in the Big Horn Basin.

# vis



## MISSION:

*West Park Hospital will be an excellent regional health care provider by putting the patient first.*



# ION



## Key Values

**Integrity**

**Compassion**

**Responsibility**



# Advanced Neurosurgical Care

**DR. JEFF POFFENBARGER**, *Neurosurgeon*

West Park Hospital and Big Horn Bone & Joint have partnered together to bring the first neurosurgeon to the Big Horn Basin in over seven years. Neurosurgeon, **Dr. Jeff Poffenbarger**, is a Texas native who earned his medical degree at Georgetown University Medical School in Washington, D.C., and served for 22 years in the Army.

**Dr. Poffenbarger** brings expertise in the treatment of Neurosurgical care including: Complex spinal instrumentation for degenerative disease and trauma, and minimally invasive spine surgery. He also treats intracranial disease such as tumors, hydrocephalus and Chiara malformation.



# Advanced Neurosurg

>DR. JEFF  
POFFENBARGER,  
*Neurosurgeon*

**“ I believe in getting patients back to work, back in the outdoors and back into life. Whether you ride a Harley, a horse or a computer mouse, let's work together as a team to get you back into the things that make your life fun. ”**

Dr. Poffenbarger

**gical Care**



## ENT CLINIC

In the past year West Park Hospital has expanded our ENT Clinic. We've hired Board Certified Otolaryngologist, Dr. Randy Folker and Audiologist, Dr. Brandi Shepard. Dr. Folker and Dr. Shepard practice in our Cathcart Medical Office Complex where they offer a full spectrum of medical and surgical ear, nose, throat, head and neck care. Complimentary to these services is audiology, balance testing, hearing aid dispensary, allergy testing and immunotherapy services.

>DR. RANDY FOLKER,  
*Otolaryngologist*

# A Greater Depth of Resources



> **DR. BRANDI SHEPARD,**  
*Audiologist*

**“ I have over 13 years of experience in hearing aid selection, fitting, and programming. As a Cody native, I am enthusiastic and proud to serve my hometown community. My husband and I feel extremely blessed to be raising our 4 small children in Cody.”**

Dr. Shepard

**Makes an Impact  
Close to Home**

>DR. TYLER  
WEAVER

*Hospitalist*

**“ I think that communication is so important and that it can really make or break a patient and family experience in the hospital. Too often people get technically excellent medical care with lacking communication from their physician. I try hard to provide both. ”**

Dr. Weaver

# WPH Hospitalist Program

# Patient Cer

# Hospitalist Service

**Tyler Weaver, MD** joins our **WPH Hospitalist** team **Kathleen Divincenzo, MD; Kim Slight, MD; Greg McCue, MD;** and **Ryan Bower, MD.**

**Tyler Weaver, MD** enjoys getting to know patients and their families when they are dealing with the challenges of hospitalization and critical illness.

“There is a lot of care coordination that goes on behind the scenes in order to provide the best care possible for our patients at **WPH**. Medicine is not a one man or woman show, it really does take a team to provide exceptional care.” – Hospitalist **Kathleen Divincenzo, MD**

Our hospitalist offer help to people in life threatening and dangerous situations and truly make a difference within our facility. Seeing their work and the work of our care team at **WPH** rapidly improves the lives of our patients in these situations.

Some may wonder why we offer a hospitalist program at **WPH**. There are several great benefits that a hospitalist program brings to a community. First, it improves patient care. Hospitalists bring extra experience and accessibility to patients in the hospital. Hospitalist are much more easily available to take part in the hospital care team, and to meet with patients and their families throughout the day because they are not in an outpatient clinic. Hospitalists also bring additional focused knowledge on common patient-care challenges and ICU level care.

Second, a hospitalist program revitalizes primary care in a community: it takes the burden off night-time call and rounding in the hospital off of primary care doctors and allows them to focus on taking care of patients in the clinic. Because of this, we can improve retention and recruitment of primary care doctors for our community.

Finally, hospitalists are not just doctors in the hospital, they are doctors for the hospital. Hospitalist don't just treat patients, but improve hospital processes. They are active in improving how the hospital treats patients efficiently and effectively. In turn, this creates and reinforces processes that result in excellent care.

# ntered Care



# On-the-Go Care

# EMS De

>PHILLIP  
FRANKLIN  
*EMS Director*

# EMERGENCY MEDICAL SERVICES

West Park Hospital's Emergency Medical Services (EMS) is the only paramedic level service in the Big Horn Basin. Each Unit is staffed with a paramedic and an EMT-Intermediate. We currently serve over 5,000 square miles with some transport times greater than 1.5 hours. Because of our staffing of paramedics, this allows our patients to receive the highest pre-hospital care available.

Paramedics are licensed to provide advanced care in medical and trauma emergencies. All staff maintain proficiency by attending monthly training and education classes. Paramedics also train with specialty physicians in advanced procedures. These physicians specialize in emergency medicine, anesthesia and trauma surgery.

The year 2014 marked a year of change for the West Park Hospital EMS department. In the spring we increased our staffing model so that we could fully staff two ambulances 24/7 and 365 days a year. The hospital purchased two new ambulances that were delivered in June. These replaced two older ambulances with high mileage. The new staffing has already proven to reduce the response times for both emergency and hospital transfers.

WPH EMS staff has become integrated within the hospital so that they can assist other departments within the hospital. This allows the EMS department to offer help when other departments are short staffed or in the case of high volumes.

In 2015 West Park EMS department has established goals that will take aim at increasing our services to the community while still focusing on improving our current services. We will be implementing a "Community Para-medicine Program." This program is a new and evolving model of community based healthcare in which paramedics function outside their customary emergency response and transport roles in ways to enhance access to primary care for medically underserved populations.

WPH EMS intends to commission a Wilderness response vehicle and an EMS Special Events Team. The EMS Special Events Team will have mountain bikes equipped to provide medical care during special events such as parades, running and walking events and our hospital's community health events.

The Wilderness Truck is designed to get our people and equipment into remote places we could otherwise not get to with conventional ambulances. The unit will be modified to have high clearance and can carry the response equipment used by our specially trained wilderness response team.

Included equipment:

- Survival gear for multiple overnights in any season,
- Equipment racks for mountain bike response team
- Satellite telephone
- Climbing equipment for high angle scenes
- Wilderness litters for patient extraction

# department



> **LORETTA  
STAPLETON, RN**

*Emergency Room  
Director*



**Community support is the rock upon which we thrive. It inspires us to do our best. It motivates us to provide the kind of personalized care we'd give a close friend. And it deepens our commitment to return that faith in kind."**

Loretta Stapleton, RN  
Emergency Room  
Director

In 2014 The Wyoming Trauma Program granted our institution full designation as an Area Trauma Hospital. Assignment of this designation level is for a period of three years, and will be up for full review in 2016.

Kelli Perrotti, Wyoming Trauma Program Manager said, “West Park Hospital’s obvious commitment to the development of their trauma program is to be commended. This designation demonstrates your institution’s dedication to providing quality patient care for your community and the residents of Wyoming.”

West Park Hospital will continue to meet these standards to obtain this designation in the future.

In 2015 we will continue to educate our community on when they need to visit our emergency department versus our urgent care facility.

“We continue to strive to improve our patient ED experiences by decreasing patient times in the ED and expediting patient care. We are excited to partner with our EMS crew in assisting with patient care in our Emergency Department.” – Emergency Room Director, **Loretta Stapleton, RN**

With the scare of Ebola in the United States this year we quickly organized our Ebola suite for at-risk-patients and our Ebola response team.

Our community is blessed to have an amazing group of emergency physicians, **Todd Beia, MD; Aaron Brown, MD; Kirk Bollinger, MD; Ben Beasley, MD; Alex Cianflone, MD; and Scott Polley, MD.**

# Emergency Medicine



**Support Local, Fresh  
and Delicious Food**



# THOMAS CUISINE

Central to a person's wellbeing and health is the nutrition they put in their bodies. At **West Park** we understand this core concept and it acts as our guide in delivering a healthy, enjoyable and valued dining experience for our patients, guests, employees and physicians.

Our emphasis is on serving people's needs. From patient room service, to the café, to catering events, our focus is on exceeding expectations and delivering a first class dining experience.

Partnering with Thomas Cuisine, a food management company, was the perfect decision for our organization. Their scratch-cooked emphasis, first class service and intense focus on business relationships made them the perfect partner for us. They consistently deliver a unique and high quality food experience and we are excited to have them here in Cody.

Thomas Cuisine has over 24 years' experience in healthcare dining and maintains a 98% customer retention rate.

"They prepare everything fresh. This saves on our food costs and results in healthier, more appetizing food. They offer low fat and vegetarian selections on the menu daily. People from the community come to the hospital cafeteria for breakfast and lunch like a regular restaurant." Doug McMillan, CEO

Supporting our local farms in the area was also a main goal for us at West Park. Thomas Cuisine's leadership has allowed us to utilize these connections with Wyoming and Montana farms.

By next October 2015, our dietary department will be moving to a new location within the hospital where they will be equipped with new appliances, a new tray line for patients and a new Pizza oven out in the cafe! Most of the food will be cooked to order, which will help cut down line time for people waiting on food.

"Over the past year since Thomas Cuisine has been here, we have increased cafeteria meals by 10,000 for the year! Patient satisfaction scores have increased dramatically over the past few months with increase in taste temperature and appearance to all over 90%." – Lia White, Director of Nutrition Services





# COMMUNITY HEALTH SERIES



**Picture to the left: Dr. Carletta Collins, Hematology/Oncology, speaking on Cancer Prevention.**

**All photos from Community Health Serie Luncheons 2014.**



**West Park Hospital** is committed to educating our community on health topics and improving our community's overall health. In 2014, we began offering Community Health Series to the public. Topics covered in 2014 included: Heart Conditions and Cancer Prevention, Stroke Warning Signs and Symptoms, Mindful Parenting, Mental Health and Addictions, Auto Immune Diseases, and Real People Read Food.

Community Health Series Events were held at different locations within Cody, Wyoming to support local vendors such as the public library, museum and hotels and were free to the public. Each event is viewable on West Park Hospital's website, social media sites and local TCT TV channel 87.

We are excited to continue offering Community Health Series events in 2015 and look forward to speaking on topics including: Brain Injuries, Alzheimer's, Myths and Facts about Child and Adult Immunizations, Cancer Treatments, Hip and Joint Repair and more! Please register for events at [westparkhospital.org](http://westparkhospital.org)!

## SUICIDE PREVENTION TRAINING

**WPH** led the Park County Community Stakeholders group in suicide prevention efforts this year. Through this grassroots movement, local suicide prevention trainings have taken place with over 1,520 community members in Park County, Wyoming have been trained in suicide prevention efforts.

### Businesses and Organizations trained include:

- Buffalo Bill Center of the West
- Big Horn Radio Network
- Billings Clinic
- Cody Enterprise
- Cody Ministerial Alliance
- Cody Schools
- Emeritus at Absoraka Assisted Living
- First Bank of Wyoming – Cody, Powell, and Lovell offices
- Meeteetse Schools
- Powell Schools
- Park County Library System – Cody, Powell, Meeteetse
- Serenity Pregnancy Resource Center
- Shoshone Recreation District
- St. Anthony's Catholic Church
- Summit, ESP
- West Park Hospital

The Park County Stakeholders Group united with the Suicide Prevention Alliance group this year also. In 2015 their goal is to finalize and implement a 3-5 year suicide prevention strategic plan in Park County. We are working together to collect specific data on those with suicide ideation. For example, what are people's "stressors" in life and what were their "outcomes" after receiving help for those stressors?

Suicide is a major public health issue in Park County Wyoming and it is important every community member take part in this initiative.



# > By the Numbers

12 months through November 2014

**629**

Number of staff at West Park Hospital

**52**

Number of physicians

**5,683**

Number of hospital patient days

**718**

Number of inpatient surgeries

**67,848**

Number of outpatient visits

**2,619**

Number of outpatient surgery & procedures

**7,662**

Number of emergency room visits

**1,693**

Number of ambulance calls

**31,861**

Number of miles traveled by our ambulances

**277**

Number of births

**7,750**

Hours-to-date for volunteers

**1,663**

Number of acute hospital admissions

**14,300**

Number of square miles covered by our ambulances

**193**

Volunteers

# West Park Hospital District

Cody, Wyoming

## Combined Statements of Net Position – June 30, 2013 and June 30, 2014

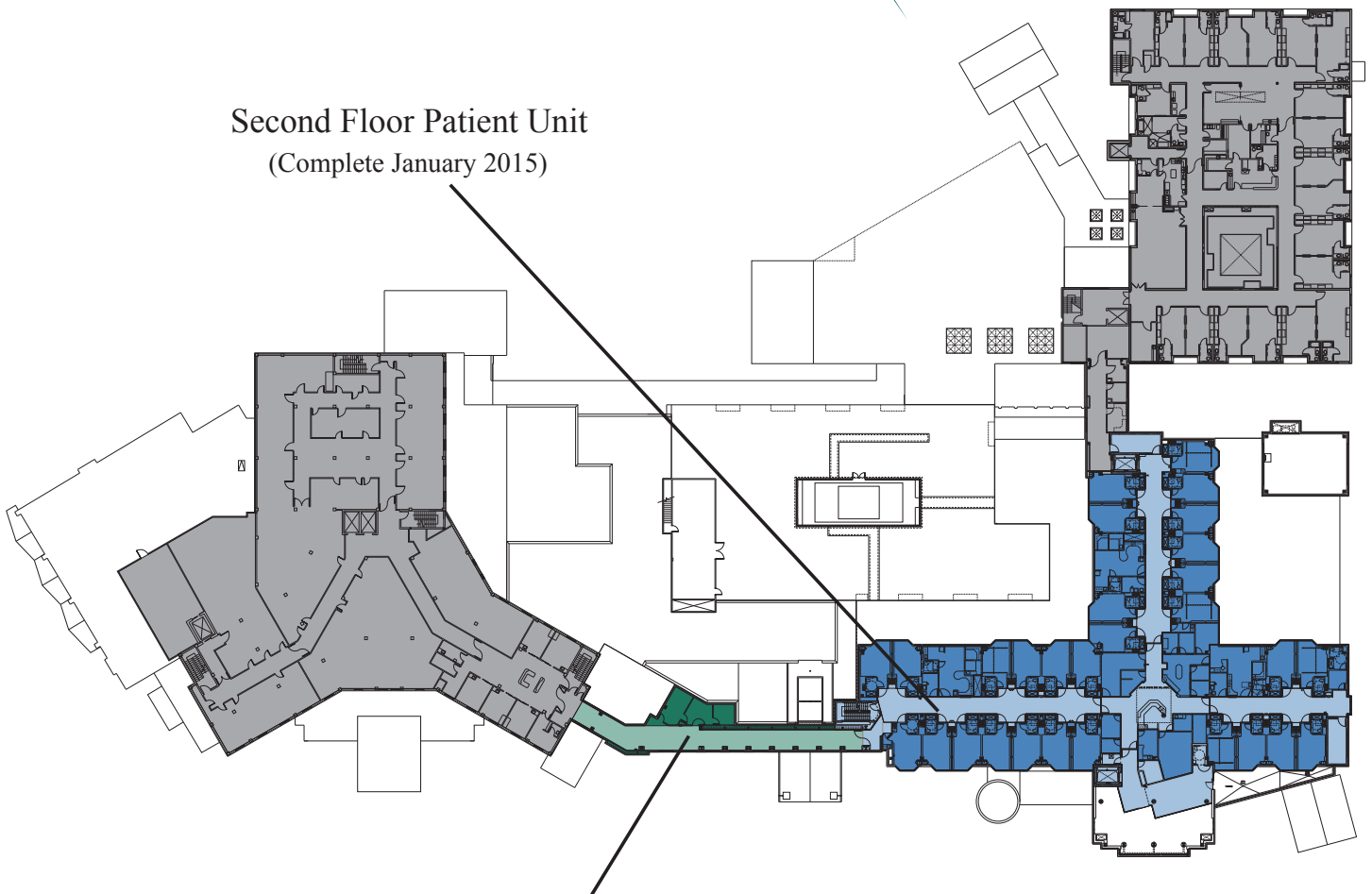
	<b>ASSETS</b>	<b>2013</b>	<b>2014</b>
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents		\$ 8,577,173	\$ 15,345,175
Cash and Cash Equivalents – State of Wyoming		63,067	63,198
Certificates of Deposit		5,586,945	4,878,247
Restricted Cash		1,390,434	2,159,397
Current Investment, Foundation		1,879,599	2,162,906
Restricted Cash Held by Trustee for Debt Service		226,331	–
Other Short-Term Investments		8,339,291	8,581,238
Patient and Resident Accounts Receivable, Net		13,311,313	12,731,410
Other Receivables		1,592,696	987,396
Estimated Third-Party Payor Settlements		680,000	187,000
Supplies		2,175,068	2,300,389
Prepaid Expenses		531,443	711,988
<b>Total Current Assets</b>		<b>44,355,591</b>	<b>50,103,344</b>
<b>NONCURRENT CASH AND INVESTMENTS</b>			
Restricted Cash Held by Trustee for Debt Service		2,649,185	2,669,538
Restricted by Trustee for Construction		–	–
Restricted Cash Held for Liability Insurance Agreement		443,225	443,428
Internally Designated for Funded Depreciation		10,605,403	12,477,839
<b>Total Noncurrent Cash and Investments</b>		<b>13,697,813</b>	<b>15,590,305</b>
<b>CAPITAL ASSETS, NET</b>		<b>71,844,754</b>	<b>70,054,797</b>
<b>OTHER ASSETS</b>			
Investment in Joint Ventures		1,182,699	1,574,080
Deferred Financing Costs, Net		759,661	728,034
<b>Total Other Assets</b>		<b>1,942,360</b>	<b>2,302,114</b>
<b>Total Assets</b>		<b>\$131,840,518</b>	<b>\$133,056,060</b>
<b>LIABILITIES AND NET POSITION</b>			
<b>CURRENT LIABILITIES</b>			
Current Maturities of Long-Term Debt		\$ 1,117,985	\$ 1,081,016
Accounts Payable: Trade		2,100,277	3,342,799
Construction		367,897	364,656
Accrued Expensed: Compensation, Benefits and Related Taxes		3,194,097	3,978,486
Interest Payable		177,770	174,981
Deferred Revenue		128,050	286,954
<b>Total Current Liabilities</b>		<b>7,086,076</b>	<b>9,228,892</b>
<b>LONG-TERM DEBT, NET OF CURRENT MATURITIES</b>			
Deferred Revenue		128,050	413,640
<b>Total Liabilities</b>		<b>39,538,946</b>	<b>41,045,433</b>
<b>COMMITMENTS AND CONTINGENCIES</b>			
<b>NET POSITION</b>			
Net Investment in Capital Assets		37,906,002	37,206,224
Restricted by: Trustee for Debt Service		2,649,185	2,654,732
Donor for Specific Operating Purposes		678,194	1,090,059
Liability Insurance Agreement		443,225	443,428
Unrestricted		50,624,966	55,616,184
<b>Total Net Position</b>		<b>92,301,572</b>	<b>97,010,627</b>
<b>Total Liabilities and Net Position</b>		<b>\$131,840,518</b>	<b>\$133,340,513</b>

# Bridge

# Co



# to the FUTURE



Second Floor Patient Unit  
(Complete January 2015)

Second Floor Connector  
(Complete Fall 2015)

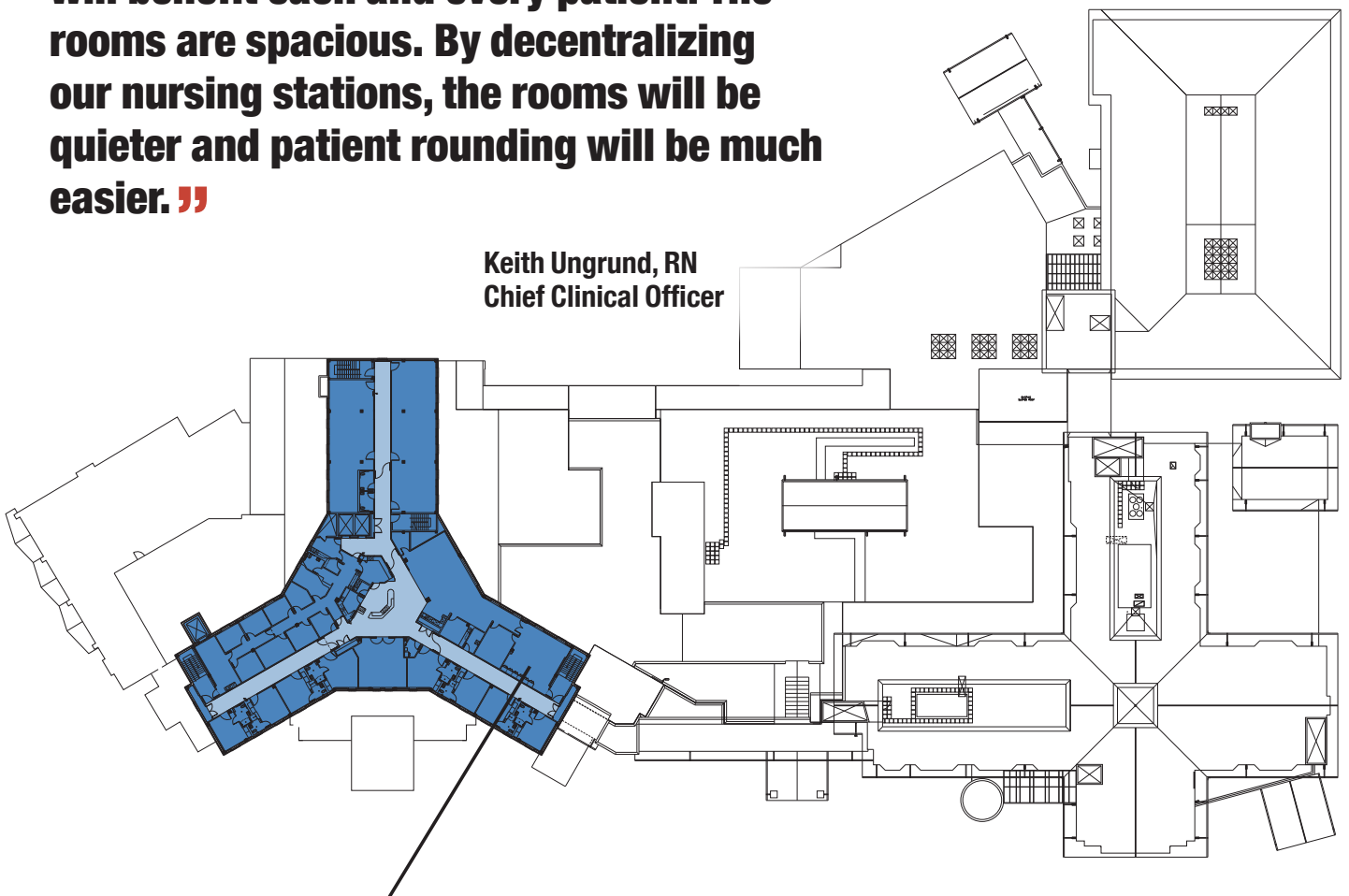
West Park Hospital  
2nd Floor Plan

# First Phase

# Instruction UPDATE

**“The new acute and inpatient wings will benefit each and every patient. The rooms are spacious. By decentralizing our nursing stations, the rooms will be quieter and patient rounding will be much easier.”**

Keith Ungrund, RN  
Chief Clinical Officer



Cedar Mountain Center  
(Complete Fall 2015)

West Park Hospital  
3rd Floor Plan

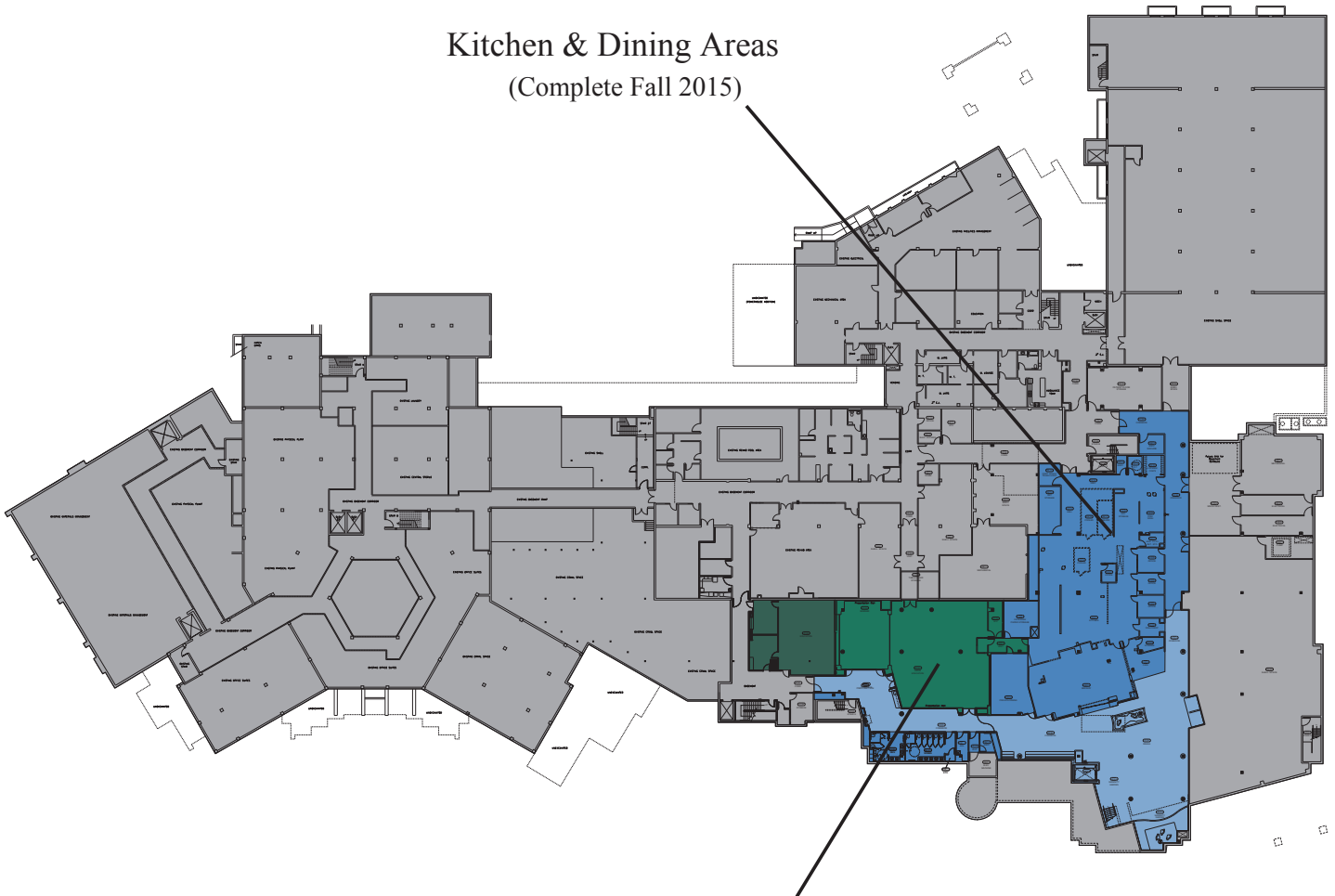
## Second Phase

**“The completion of the Bridge to the Future Project will be another successful milestone for WPH and completes the WPH facility master plan developed in 2006. This project will assist WPH in enhancing the level of care and services WPH will provide to all our patients.”**

**Doug McMillan**  
WPH CEO



Kitchen & Dining Areas  
(Complete Fall 2015)



Baker Community Education Center  
(Complete Fall 2015)

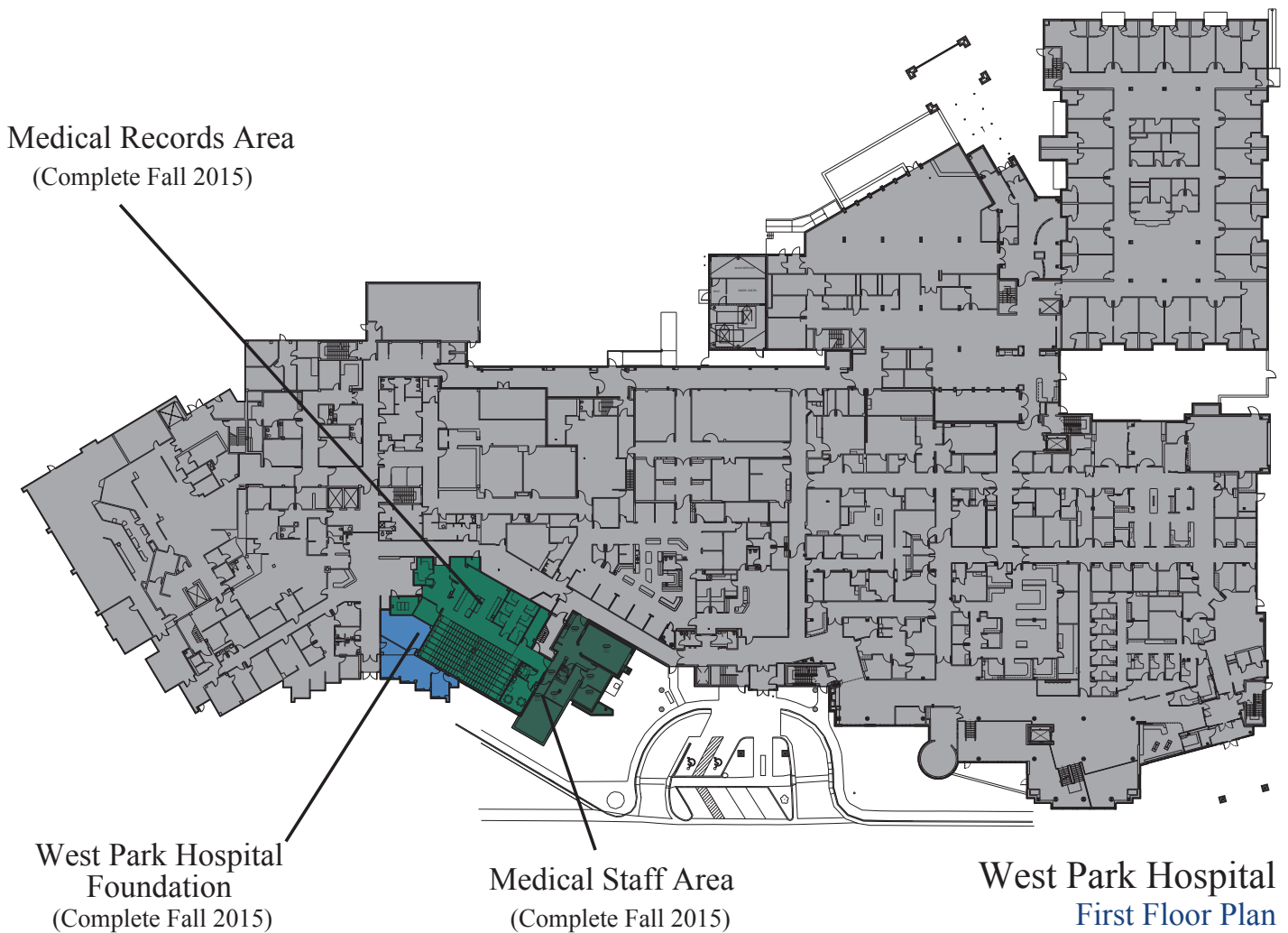
West Park Hospital  
Ground Floor Plan

## *Third Phase*



# Construction UPDATE

*continued*



## *Fourth Phase*

# West Park Hospital Foundation

Our mission is to provide philanthropic support to West Park Hospital for programs, services, and equipment to assure the highest quality of patient-centered care and enhance the quality of health. Our responsibility is to ensure that West Park Hospital be passed along to future generations and that we inspire in others a passion for quality health care.

**Family is the Best Medicine Event:**

## *Barn Dance*

Raised over **\$58,000** for the  
**Big Horn Basin Cancer Center – Medical Oncology**



# Raised Over \$1,080,000

in donations, grants and pledges

## Where Buffalo Roam!

Doctors Lenox and Fran Baker donated \$500,000 to the Baker Community Education Center.



**West Park Hospital Foundation** will continue raising funds in 2015 through the **Where Buffalo Roam** fundraiser for this project to match the Baker's generous gift.



# West Park

## HOSPITAL

CODY, WYOMING



**Theodore Ajax, M.D.**  
Anesthesiology



**Richard Anderson, M.D.**  
Internal Medicine



**Lael Beachler, DPM**  
Podiatry



**Benjamin Beasley, M.D.**  
Emergency Medicine



**Todd Beia, D.O.**  
Emergency Medicine



**Rachael Bracke, M.D.**  
Internal Medicine



**Adair Bowlby, M.D.**  
Family Medicine



**Aaron Brown, M.D.**  
Emergency Medicine



**Alex Cianflone, M.D.**  
Emergency Medicine



**Pamela Clegg, M.D.**  
Pathology



**Stephen Emery, M.D.**  
Orthopedic Surgery



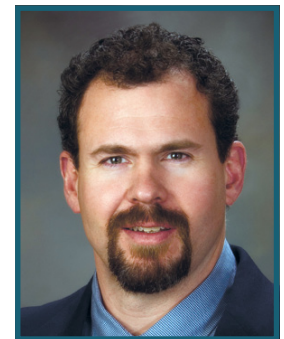
**Thomas Etter, D.O.**  
General Surgery



**Randy Folker, M.D.**  
Otolaryngologist



**Duncan Fraser, DPM**  
Podiatry



**Allen Gee, M.D.**  
Neurology

# Meet Our Physicians



**Jimmie Biles, M.D.**  
Orthopedic Surgery



**Kirk Bollinger, M.D.**  
Emergency Medicine



**Ryan Bower, M.D.**  
Hospitalist



**Debra Bowman, M.D.**  
OB/GYN



**Luke Bracke, M.D.**  
Anesthesiology



**Carletta Collins, M.D.**  
Hematology/Oncology



**Gregory Cross, M.D.**  
Radiology



**Rebecca Danforth, M.D.**  
Rheumatology



**Kathleen DiVincenzo, M.D.**  
Hospitalist



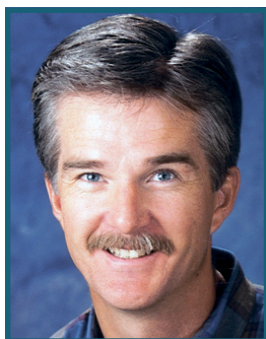
**Alden Dykstra, M.D.**  
Internal Medicine



**Travis Graham, M.D.**  
Radiology



**Matthew V. Hopkins, M.D.**  
Child/Adolescent Psychiatry



**Charles Jamieson, M.D.**  
Pediatrics



**Robert Joseph, M.D.**  
Hematology/Oncology



**Jared Lee, M.D.**  
Orthopedic Surgery



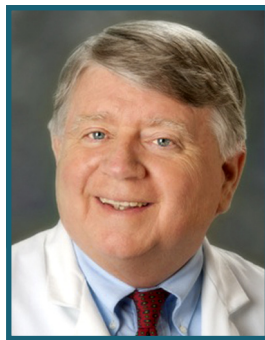
# West Park

## HOSPITAL

CODY, WYOMING



**Bradley Low, D.O.**  
Anesthesiology



**Christopher Lowther, M.D.**  
Internal Medicine



**Stephen Mainini, M.D.**  
Pulmonary Medicine



**Gregory McCue, M.D.**  
Hospitalist



**Douglas Morton, M.D.**  
Family Medicine



**Scott Polley, M.D.**  
Emergency Medicine



**Andrew Rashkow, M.D.**  
Cardiology



**Catherine Schmidt, M.D.**  
Anesthesiology



**Frank Schmidt, M.D.**  
Orthopedic Surgery



**Kim Slight, M.D.**  
Hospitalist



**Lisa Williams, M.D.**  
Obstetrics & Gynecology



**Jay Winzenried, M.D.**  
Orthopedic Surgery

The Area's **Best**

# Meet Our Physicians



**Dale Myers, M.D.**  
Gynecology



**Sandra Nelson, M.D.**  
Psychiatry



**Adam Peters, M.D.**  
Family Medicine



**Jeffrey Poffenbarger, M.D.**  
Neurosurgeon



**Scott Pollard, M.D.**  
Psychiatry



**Gregory Stewart, M.D.**  
Urology



**John Trotter, M.D.**  
Family Medicine



**Tyler Weaver, M.D.**  
Hospitalist



**Barry Welch, M.D.**  
Ophthalmology



**Charles Welch, M.D.**  
General Surgery

# t Physicians

**West Park Hospital would like to recognize  
our Community for making a...**

***Difference!***



**THE BIG HORN BASIN'S REGIONAL MEDICAL CENTER**

707 Sheridan Ave., Cody, WY 82414 • 307-527-7501 • [www.westparkhospital.org](http://www.westparkhospital.org)