



# Annual Review & Evaluation Report

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An Overview of Operations for 2017



## Table of Contents

OVERVIEW.....	2
CORNERSTONE.....	3
STRATEGIC.....	4
PEOPLE .....	6
FINANCE .....	9
Major New Equipment.....	10
GROWTH .....	11
SERVICES .....	13
QUALITY .....	17
COMMUNITY.....	18

## OVERVIEW – Looking Back, Looking Forward

Schoolcraft Memorial Hospital (SMH) had a successful year in the areas of finance, quality, recruitment and community involvement.

SMH was recognized nationally as a top performing hospital in Patient Satisfaction, as noted by the National Organization of State Office and Rural Health. SMH currently has a 4 star rating with Hospital Compare, a CMS overall rating of patient quality.

SMH's **unaudited** 2017 year end Income Statement ended with a Net Profit of \$797,000 compared to a Net Loss of \$768,000 in 2016. This 1.5 million dollar turnaround is primarily the result of increased volumes and net revenue in a number of service lines including, outpatient care, ancillary (lab, imaging) and surgery, as well as the RHC. One key driver of both volume and revenue growth in 2017 was the addition of a number of new specialty providers, including, podiatry, cardiology, and otolaryngology (ENT). In addition, the 340b drug program was also an important driver of net revenue.

New strategies were put into place to achieve a positive bottom line for 2017. During 2017 initiatives to identify and implement expense savings particularly in materials management and pharmaceuticals purchasing were implemented as was an initiative to improve revenue cycle performance, which includes improved charge capture, as well as charge analysis.

Schoolcraft Memorial Hospital continues with full participation with the Accountable Care Organization (ACO). ACOs are groups of physicians, hospitals, and other health care providers who come together to provide coordinated care to their patients. The goal of coordinated care is to ensure that patients get the right care at the right time while avoiding unnecessary duplication of services and preventing medical errors.

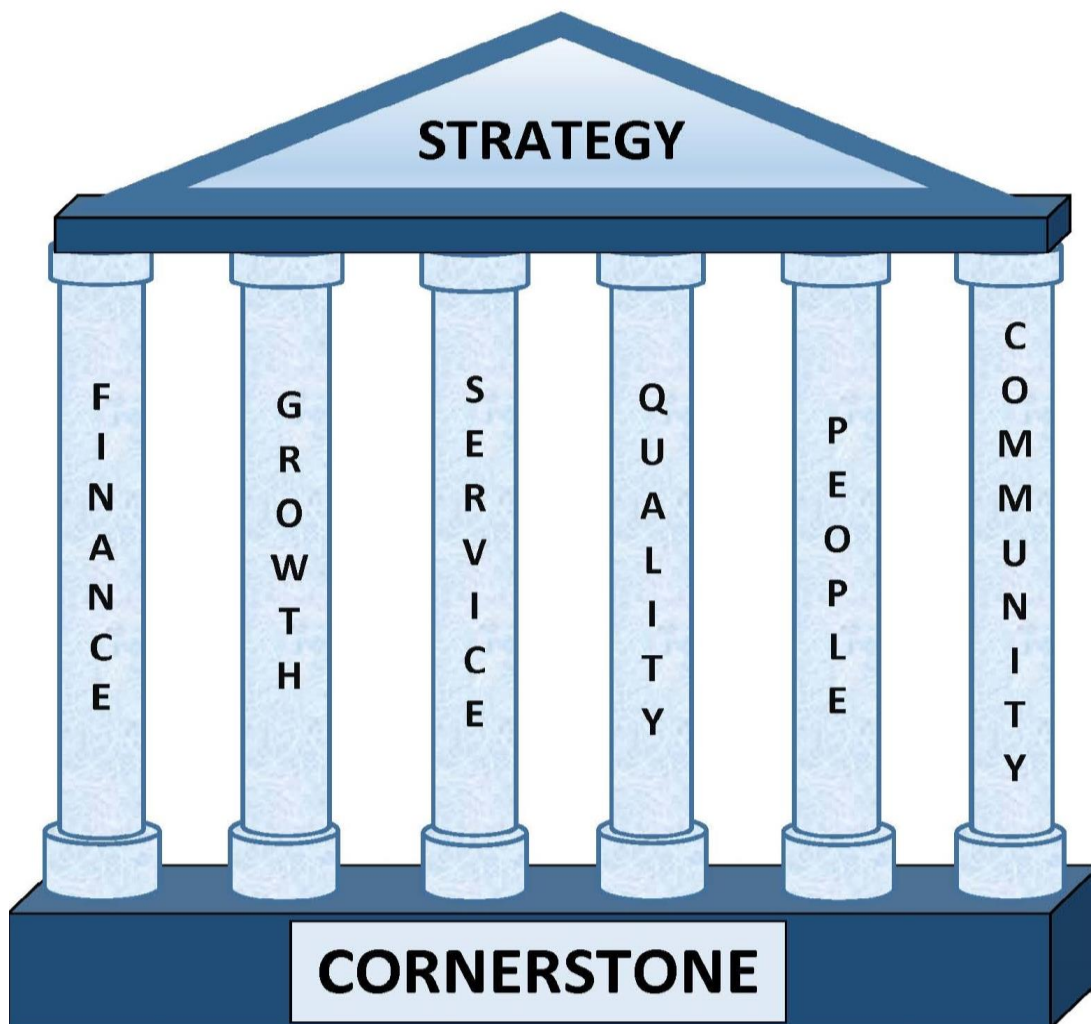
In addition to these recognitions in 2017, there were many improvements and changes at Schoolcraft Memorial Hospital, which are reflected throughout this report. The Community Health Needs Assessment was completed in December of 2016 has propelled new initiatives and partnerships. SMH participated in a UP wide Community Health Needs Assessment in 2017 which will allow for comparable data across counties.

The Schoolcraft Memorial Hospital (SMH) looks forward to another successful year with collaborative efforts between the Board of Trustees, Management, Physicians and employees.



## CORNERSTONE

The Cornerstone Program at Schoolcraft Memorial Hospital (SMH) is a framework providing organizational alignment of strategic initiatives through goal setting that creates and sustains a culture of excellence for both patients and employees. The Program ties employees together to the organization's mission and vision. It gives them a sense of purpose through the ability to see the "big picture" and know how every individual job at SMH contributes to the whole. The Program balances the priorities of the organization through the use of six pillars that identify specific areas of focus which are the main tenets for any well run organization. The Cornerstone Program is the foundation for the pillars which hold up and support the hospital's strategic plan.



This report will outline SMH's progress in 2017 as reported under each respective Pillar.

## STRATEGIC:

SMH met four out of six of its organizational goals for 2017. The results are shown below.

**Quality Goal 1:** To increase compliance on ACO quality measures being met.

**Result:** 87% (Increased by 61%)

**People Goal 2:** To increase staff satisfaction percentage by 2% on employee survey question: My department works well as a team.

**Result:** 80% (Increased by 3%)

**Finance Goal 3:** Our profit margin will be 2% or higher.

2017 Budgeted Operating Income is \$481,000

**Result:** \$716,000 = 2.1% Margin

**Community Goal 4:** To increase the number of community events hosted by SMH.

**Result:** 40 events (Increase of 25 Events)

**Growth Goal 5:** To increase statistical patient/ procedure volumes by 5%.

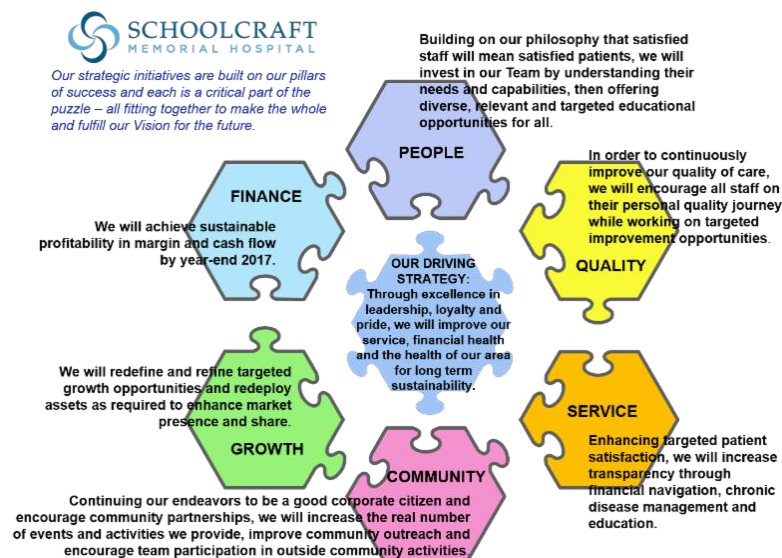
**Result:** 2%

**Service Goal 6:** To increase the patient satisfaction percentage by 4% on the survey question: Were there individuals who went above and beyond what you expected of them?

**Result:** 47% (Increase of 3%)

## Strategic Planning for 2017

A committee consisting of board members, medical staff and senior leadership employees attended a Strategic Planning retreat to lay the framework for 2017 goal setting. This collaborative effort resulted in a variety of initiatives based on the Cornerstone pillars.



## **Strategic Planning for 2018**

Board members, medical staff and senior leadership employees attended a Strategic Planning session to lay the framework for 2018 goal setting with Capstone Leadership Solutions. Based on the team's input, a 5 year Strategic Plan was developed.

### **Strengthen and expand services to become the preferred regional destination.**

- Invest in growing and promoting our primary and specialty services.
- Invest in growing our primary and secondary services.

### **Secure and develop the talent needed for today and tomorrow.**

- Recruit, retain, develop, and succession plans to elevate our talent base of physicians, advanced practice providers, staff, trustees, volunteers, and leaders.
- Diligently pursue the employer of choice distinction.

### **Invest in infrastructure.**

- Continue leader-led, employee driven Cornerstone team structure and efforts to engage everyone to contribute to the strategies of the organization.
- Strengthen and expand services to become the preferred regional destination.
- Organized efforts toward high reliability and being transparent for patient satisfaction outcomes/results.

### **Strengthen and secure the community's asset now and into the future.**

- Generate income from operations each year.
- Strengthen balance sheet.
- Adapt to and create change in funding sources with emphasis on ACOs, pay-for-performance, value-based, foundation, philanthropy, and grants.

### **Exhibit leadership for our community and its health.**

- Assume a leadership position in the community areas of health, education, policy, economic development, tourism, and more.
- Be the community's trusted and relied upon source for health promotion, screening, and education.
- Be organized and collaborative to achieve Community Health Needs Assessment (CHNA) goals.



## PEOPLE:

### Current Senior Leadership Team

Bob Crumb, Chief Executive Officer

Boyd Chappell, Chief Financial Officer

Cindy Olli, Chief Nursing Officer

Kent Lacroix, Chief Information & Ancillary Officer

Kim Shiner, Rural Health Clinic Director

Kristin Peterson, HomeCare & Hospice Director

Mark Hebert, Chief Quality & Patient Safety Officer

Fawn Freeborn, Senior HR Generalist

Sara Giles, Marketing/Communications

Kristen Boyd, Executive Assistant



Dr. John Galey, M.D.  
2017 Chief Medical Officer



Dr. Gregory Bambach, M.D.  
2017 Chief of Staff

### **New Management Positions Appointed**

Kent LaCroix, Chief Information & Ancillary Officer

Fawn Freeborn, Senior HR Generalist

Kim Shiner, Rural Health Clinic Director

Mark Hebert, Chief Quality & Patient Safety Officer

Kelley Lentz, Registered Dietitian and Dietary Manager

Randy Middledorf, Surgical Services Manager

Ruth Reidenga, Ambulatory Care Manager

Scott Nagy, IT Manager

Nyan Lakosky, HomeCare Office Manager

Laura Everhart, Director of Pharmacy

Merissa MacGregor, Medical Surgical / Emergency Room Department Manager

### **New Medical Staff**

Janet Pratt, PMHNP-BC – Psychiatric Nurse Practitioner

Tracey Marino, NP-C – RediCare Provider

John Niemela, DPM Surgical Podiatrist

Nicholas Hoeve, DO Cardiologist

Mark Cardamone-Rayner, Otolaryngology

David Homer, DO Per Diem - RediCare Provider

### **Recruitment Efforts**



Successfully recruited specialists to SMH in 2017.

(From left to right):

Janet Pratt, PMHNP-BC (Psychiatric Nurse Practitioner) Dr. John Niemela (Surgical Podiatry), Dr. Mark Cardamone-Rayner (Otolaryngology/ ENT) and Dr. Nicholas Hoeve (Cardiology)

**Janet Pratt, PMHNP-BC (Psychiatric Nurse Practitioner)** - Psychiatric treatment options for adults with depression, anxiety, OCD, PTSD, bipolar disorder and schizophrenia. Services Include: Psychiatric Evaluation, Treatment, Ongoing Evaluation, Medication Management

**John Niemela, DPM (Surgical Podiatrist)** – Clinical and Surgical Services – Evaluation of all foot and ankle conditions from pediatric to geriatric.



**Mark Cardamone-Rayner, M.D. (Ear Nose & Throat)** – Special interests include: Head and neck surgery, parathyroid conditions, plastics, rhinology, sinus disease, skin cancer management of the neck and head.

**Nicholas Hoeve, DO (Cardiology)** – Complete cardiovascular care for adult patients includes: Evaluation and treatment of coronary artery disease, heart failure, arrhythmia, preventative cardiology and non-invasive vascular medicine.

### **Training**

- Mandatory Staff Training was held to address the revised Behavior Standards/ Pulse on Behavior
- 1 optional staff training was held addressing the use of patient portal, service recovery, IT security, phone etiquette & conflict resolution.
- 4 Leadership Trainings were held including Capstone Leadership Solutions.

### **Cornerstone Teams:**

#### **Employer of Choice Team**

This Team's purpose is to help SMH become an employer of choice, where employees feel they are doing worthwhile work, making a difference, and finding purpose in their jobs. They oversee the employee satisfaction survey – response rate and communicating the results; then work with Steering Committee to formulate goals and action plans to improve employee satisfaction.

#### **Employee Training Team**

This Team's purpose is to organize and/or present training programs that bring high quality training to employees related to the strategic initiatives of the hospital (such as growth, quality, service, etc.).

#### **Community Staff Relations Team**

This Team's purpose is to organize events for both employees and the community to promote positive relationships and maintain a positive image of the Hospital.

#### **Service Excellence Team**

This Team's purpose is to develop the workforce and hospital systems to achieve high levels of satisfaction of patients (and family/visitors). The Team is also responsible to develop patient communication standards.

#### **Clinic Team**

This Team's purpose is to bring the Cornerstone principles directly to the RHC. This team will develop and implement processes specific to the RHC.

#### **Nursing Team**

This Team's purpose is to bring the Cornerstone principles directly to the Nursing Departments. This team will develop and implement processes specific to the nursing profession.

## **Recognition**

- The Employer of Choice Team continues to recognize employee of the month and employee of the year. This year they began recognizing departments that went above and beyond.
- Employees received recognition during Hospital Week in May for their years of service.



## **FINANCE:**

SMH's **unaudited** 2017 year end Income Statement ended with a Net Income of \$797,000 compared to budget. See the summarized Income Statement below:

### **Schoolcraft Memorial Hospital**

#### **2017 Income Statement (*in thousands*)**

	<b><u>2017</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Budget</u></b>	<b><u>% Var</u></b> <b><u>To Budget</u></b>	<b><u>2016</u></b> <b><u>Prior Year</u></b>	<b><u>% Var</u></b> <b><u>To PY</u></b>
Net Patient Revenue	\$32,723	\$30,477	1%	\$28,081	2%
340B Revenue	1,565	1,228	3%	1,229	3%
Other Operating Rev	526	481	9%	395	33%
Total Net Operating Rev	34,815	32,186	8%	30,220	15%
Total Expenses	34,098	31,704	-7%	30,456	-12%
NOI/(NOL)	716	481	49%	(398)	280%
<u>Other Non-Oper Inc</u>	<u>80</u>	<u>53</u>	<u>51%</u>	<u>78</u>	<u>3%</u>
<u>Net Income/(Loss)</u>	<u>797</u>	<u>534</u>	<u>49%</u>	<u>(319)</u>	<u>350%</u>

- Net Patient Revenue was up 2% from prior year based on increases in emergency room, outpatient, ancillary, surgical and RHC volumes. The addition of five new providers during 2017 had a significant positive impact on patient revenue growth.
- 340b Revenue was up 3% from prior year due in part to volume growth and pricing changes.
- Total Net Operating Revenue increased 15% over prior year, due to increase in Net Patient Revenue, 340b Revenue and Other Operating Revenue.
- Total Expenses were up 12% over prior year due to in Salary and Benefits increases primarily due to staff expansion including five new providers as well as support staff, and increases in Purchased Services and Supplies expense.
- Other Non-Operating Income had a positive variance of 3% from prior year.

SMH achieved its financial goal of ending the year with Net Income of 2% or greater. SMH also achieved the following key financial ratios during 2017. These ratios, along with Net Income are key indicators of the financial health of rural hospitals. These ratios are:

1. EBIDA / Gross Revenue Ratio: 11.4% (benchmark = 8%)
2. Days Cash on Hand: 52 days (benchmark = 60 days)
3. Days Net Revenue to Net Accounts Receivable: 53 days (benchmark = 58 days)

### **Major New Equipment**

SMH purchased approximately \$896,000 in capital equipment in 2017. Capital equipment is defined as a purchase of more than \$5,000 with a useful life of more than one year. Capital purchases included new exam tables and chairs, surgical equipment, lab equipment and two replacement vehicles for Home Health and Maintenance.

### **Grant Submissions & Awards**

#### **Schoolcraft Memorial Hospital Receives 5 Grants from:**



- Bike Helmet Rodeo - \$1875
- Feeding America Food Truck – \$800
- Type 2 Diabetes Prevention Program - \$855
- Weighted Blankets, Calming Supplies and Activity Pillows - \$869.38
- Glidescope Video Camera and Intubation Device with cart, blades, stylets, one year warranty, operations manual and in-service training. - \$13,540

Schoolcraft Memorial Hospital has applied for a grant for \$65,000 through Blue Cross Blue Shield of Michigan to expand access to treatment services for Substance Use Disorder, Mental Illness and Trauma. These services were identified as priorities in the Community Health Needs Assessment conducted in 2016.

State of Michigan Special Pathogens Funding enhanced capabilities for SMH to handle special pathogenic diseases such as Ebola. \$28,460.00 was received. This enabled SMH to become a Tier 3 level facility. With the funding, specialized lab equipment was purchased. Specialized personal protective equipment (PPE) was also purchased to ensure staff remain safe while caring for those affected by highly contagious diseases. Funding was also utilized for training staff to care for patients in special environments. The specialized lab equipment included the following: Pochi Hematology analyzer and I-STAT Point of Care chemistry and blood gas analyzer.

## GROWTH:

### **Building Expansion Update**

Hammel, Green & Abrahamson (HGA) were selected by competitive bid as architects in August, 2017 to perform design development for an addition to accommodate the relocation of Rehabilitation Services and Homecare & Hospice and the Education department. The new two level addition will expand the Chemotherapy Infusion services that SMH offers in the Ambulatory Care Unit.

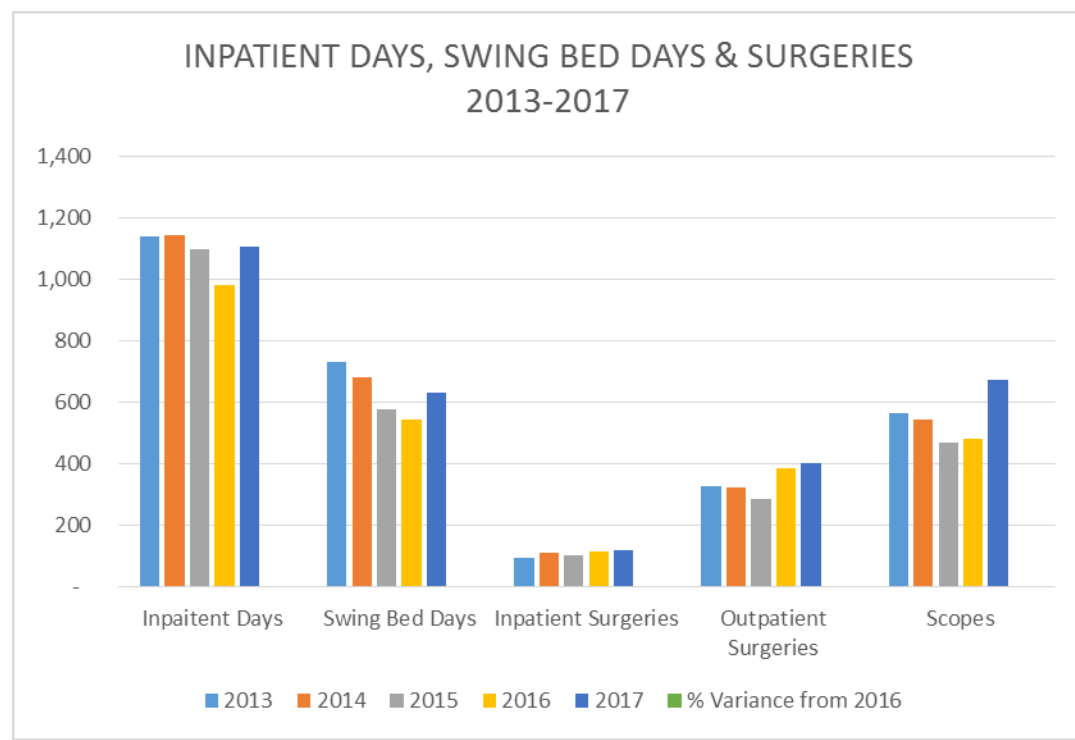
Plans also include renovations to expand the Rural Health Clinic for physician office space and treatment rooms to allow for continued growth in service offerings. Renovations also include the creation of a Specialty Clinic for Wound Care, Otolaryngology (ENT) and Podiatry outpatient services.

Preliminary parking lot work has been established to the West side of campus to accommodate our future parking needs. Some renovations have already been completed to accommodate new physician offices and treatment spaces in the Rural Health Clinic and Wound Care Department at the Medical Office Building.

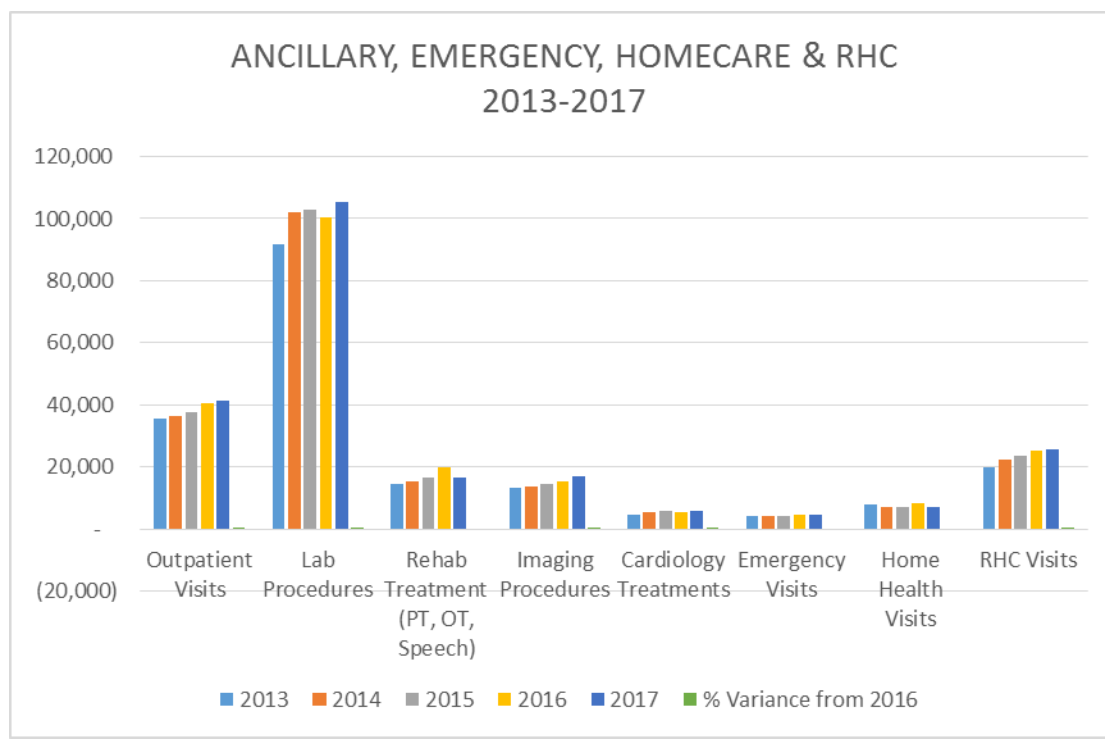


SMH experienced positive growth in volume in most service lines in 2017, including inpatient days and swing bed days surgeries, outpatient visits, ancillary services, home health and RHC visits. Rehab procedures, ER visits and home health visits decreased in 2017 compared to 2016. Five years of statistics are shown below:

Statistic	2013	2014	2015	2016	2017	% Variance from 2016
Inpatient Days	1,141	1,146	1,099	981	1,108	13%
Swing Bed Days	731	681	576	543	632	16%
Inpatient Surgeries	96	112	103	117	118	1%
Outpatient Surgeries	330	322	285	385	401	4%
Scopes	567	544	471	483	675	40%
Outpatient Visits	35,711	36,479	37,501	40,362	41,419	3%
Lab Procedures	91,861	102,085	102,852	100,386	105,301	5%
Rehab Treatment (PT, OT, Speech)	14,502	15,375	16,593	19,788	16,719	-16%
Imaging Procedures	13,260	13,818	14,696	15,505	16,953	9%
Cardiology Treatments	4,805	5,300	5,909	5,566	5,749	3%
Emergency Visits	4,077	4,221	4,371	4,765	4,629	-3%
Home Health Visits	8,003	7,124	7,083	8,326	6,949	-17%
RHC Visits	19,779	22,258	23,541	25,155	25,568	2%







## SERVICES:

### Ambulatory Care Unit

- The Ambulatory Care Department remained busy with chemotherapy patients, therefore Green Bay Oncology has added another day per month.
- With all the new procedures (Cardiology/ENT/Podiatry) the department had increased surgical patients. The Nurse Anesthetist (CRNA) was able to provide sedated scopes for Dr. Bambach's patients in November and December resulting in reduced recovery times. Louie Dubois, CRNA joined the team as a full time employee in January 2018.

### Cardiopulmonary Care

- The Cardiopulmonary Care department held a health fair at the Heritage House on June 12<sup>th</sup> 2017
- Performed Pulmonary Function Testing at the annual health fair at SMH
- New treadmill stress test machine was purchased in November 2017 for 19,966.80.

## **HomeCare & Hospice**

- Schoolcraft Memorial HomeCare and Hospice received a 4 star rating in patient satisfaction and a 3.5 star rating in quality based on the results of the Home Health compare star rating program.
- The Emergency Operation Plan for the Home Health and Hospice programs were updated to meet new Federal regulations for emergency preparedness effective October of 2017 and 100% of staff were educated on the new plan.
- A hospice volunteer recruitment and training was held in March of 2017. There were five new hospice volunteers that completed the training.
- A six week community grief support group was offered by Carole Cooper MSW in March and the group was well attended.
- Home Health unannounced state survey was completed the week of October 29, 2017. Surveyors identified two minor deficiencies and were very complimentary of the staff and operations. Recommendation for full recertification was made for the home health program.

## **Laboratory**

- The number of laboratory procedures performed in 2017 was 107,947 a 4.1% increase from previous year

### **New Equipment**

- Replaced Glucometers with Nova Medical. Easier to use and less expensive to operate.
- I-STAT Replaced old blood gas analyzer, and Point of Care testing for a Chem 8 panel for Special Pathogen patient testing.
- Pochi Hematology analyzer: back-up hematology analyzer and point-of-care analysis for Special pathogen Patient testing.
- Retired old Chemistry Analyzer, Xpand, and replaced with the Abbott Piccolo.

### **New Procedures**

- Added Vitamin D analysis to the chemistry analyzer
- Added Malaria testing, required for Tier 3 pathogen site.
- Added Ionized Calcium to the in-house menu
- Added Prealbumin to in-house menu
- Provided additional back-up analysis for Troponin, CK-MB, TSH, and BHCG on the mini-Vidas (Retired old chemistry analyzer)
- Added Group C/G Polymerase Chain Reaction (PCR) testing to strep PCR analysis.

## **Pharmacy**

- In August of 2017 SMH hired Pharmacy Systems Incorporated (PSI) to improve patient outcomes and optimize financial performance in the department.
- Laura Everhart, PharmD was hired as the new Director of Pharmacy on October 1<sup>st</sup>, 2017. The Pharmacy department will designate a fulltime staff member to manage the 340B program, which continues to be a priority for SMH.
- The department was also approved for added pharmacist hours which will be utilized to provide additional clinical service to staff and patients, support regulatory compliance efforts and financial management efforts.

## **Rehabilitation Services Department**

- Expanded reception hours: 7-5:30 daily Monday- Friday
- Developed and implemented comprehensive prior authorization system.
- Certified Tai Chi instructors, Midge Harlow and Lynn Ballard, offered public classes
- Increase in Physical Therapy Visits, 5,803 compared to 5,203 in 2016
- Added a full time physical therapist- Ryan Pairolero DPT
- Concussion therapy
- Hosted Pain Science course
- Initiated community wide falls measurement and QI project to reduce falls that require ER visits by 3% over 3 years.
- Added double mat table, treatment tables and improved treatment room/reception seating.

### **Fitness Center**

- Increase in Fitness Center Visits, 10,800 compared to 9,200 in 2016
- Personal training was offered to community members and employees by Randy Middledorf

## **Rural Health Clinic**

- Providers accepting new patients in 2017 included: Kelly Freberg-Ash, M.D., Kristi King-Flath, M.D. and Rodney Riesland, NP-C.
- Established a quality Lead position – Renee Chandler to oversee and assist quality team.
- Established an RHC Coding Team with a Certified Coder

## **Traveling Specialists**

- Cardiology
- Obstetrics
- Oncology
- Ophthalmology (Surgeries Only)
- Neurosurgery

- Urology
- Vein & Pain Clinics
- Hearing Services
- Rehabilitation and Pain Management (NEW)
- Neurology (NEW)

### **Social Work**

- Kids Always Ride Safely (KARS) program offers new car seats for discounted rates.
- Alzheimer's Caregiver support group met the 2<sup>nd</sup> Wednesday of every month. This program allows participants to exchange practical information on caregiving challenges and possible solutions. Support groups encourage caregivers to maintain their own personal physical, and emotional health, as well as optimally care for the person with dementia.
- MMAP – Medicare Medicaid Assistance program provides free, confidential, and objective service to help individuals make informed health benefit decisions. This includes information/education on all the Medicare programs, as well as Medicaid programs.

### **Surgical Services**

- Dr. Niemela and Dr. Cardamone-Rayner began providing OR services this year
- November 2017 had a record number of surgeries at 69 with access to both operating rooms .
- Louie Dubois, CRNA started working as a second anesthetist in January 2018
- This is the first year SMH has begun running two operating rooms simultaneously.

### **Wound Care**

- The wound care team consists of the following team members: Brenda Barber, Dr. Niemela, Dr. K. Kusnier, Dr. Galey, Dr. Bambach, Julie Schuetter and Aaron Eagle.
- Wound clinic established as a hospital based outpatient wound clinic (HBOWC) in January
- The outpatient clinic was moved to the Medical Office Building on 115 Lake Street in May and was open 5 days a week. A Full-Time RN (Aaron Eagle) was hired at this time.
- LPN completed wound course and applied to the American Board of Wound Management for CWCA(Certified Wound Care Associate) and received permission to take certification exam
- By September, RN wound nurse began performing foot examinations, nail debridement and foot care for at risk population with nurse visit billing

- In December, RN completed wound care course and plans to apply to the American Board of Wound Management for CWCA in January 2018
- Wound Care Clinic Medical Director Kristi Kusnier completed out of state examination prep course, and applied to the American Board of Wound Management and passed certification examination for CWSP (Certified Wound Specialist Physician)

### **Trauma Designation**

After 12 months of submitting data to the State of Michigan Trauma Registry, we were able to submit the application for our State Trauma Designation – Level 4. This is part of an effort in the state of Michigan to have a better organized system for improved patient care.

### **QUALITY:**

- In March, SMH announced a new leader of the quality improvement and patient safety department, Mark Hébert, R.N., B.S.N. as Chief Quality and Safety Officer.
- Schoolcraft Memorial Hospital began participation in the Hospital Improvement Innovation Network (HIIN). The HIIN is a quality and patient safety initiative hosted by the Great Lakes Partners for Patients as well as the Michigan Hospital Association (MHA). Participation in the HIIN demonstrates the highest level of attention to quality and safe patient care.
- SMH continues its participation in the Blue Cross Blue Shield Pay for Performance Quality Program. Success in each reported measure leads to fiscal incentives for SMH.
- The hospital completed a Centers for Medicare & Medicaid Services (CMS) accreditation survey this spring. The hospital received a favorable recommendation for continued accreditation and licensure.
- SMH was recognized nationally as a top performing hospital in Patient Satisfaction, as noted by the National Organization of State Office and Rural Health.
- SMH currently has a 4 star rating with Hospital Compare, a CMS overall rating of patient quality.
- SMH remains closely partnered with the Michigan Critical Access Hospital – Quality Network. Mark serves as a Member on the Executive Board.
- Schoolcraft Memorial Hospital emphasized commitment to patients and their families, following the CMS Patient and Family Engagement Roadmap (PFE). This program, supported by CMS, encourages hospitals to institute certain practices and roles within the hospital to ensure patient and family member voices are heard and play a strong role in everyday activities and strategic planning. This year, SMH designated a formal PFE champion, Mark, added a patient and family engagement community member to a quality meeting, and began work on adding the patient and family member voice to the Board of Trustees.



- SMH completed a safety culture survey with a 91% participation rate.
- SMH is working with an interdisciplinary team on developing a comprehensive approach to antimicrobial stewardship, a quality and safety initiative, led by our pharmacy team.
- The Board of Trustees created a subcommittee of the Board that is especially dedicated to focusing on quality measures and patient safety concerns.

## COMMUNITY:

Schoolcraft Memorial Hospital participated in a U.P. wide Community Health Needs Assessment in 2017 to allow for comparative data and collaborative efforts to fill in the gaps of rural health care. Results have not been released.

SMH participates in several community events throughout the year. SMH participated in/ hosted the following events during 2017:

- |  |                    |
|--|--------------------|
| • Walk for Warmth                              | February           |
| • CBC  | March              |
| • Service Animal Presentation                  | April              |
| • Matter of Balance Classes                    | April/May          |
| • High School Physicals                        | May                |
| • Storm Spotter Training                       | May                |
| • Mindfulness Classes                          | June               |
| • Helmet Rodeo                                 | June               |
| • Heritage House Health Fair – Cardiopulmonary | June               |
| • 4 <sup>th</sup> of July Parade               | July               |
| • Gift of Life Rosebush Planting Ceremony      | July               |
| • Folk Fest                                    | July               |
| • Safe Sitters Babysitting Course              | August             |
| • Community Resource Fair                      | October            |
| • Chemotherapy Bag Donation Drive              | October            |
| • Harvest Gathering Food Drive                 | October            |
| • Health Fair                                  | October            |
| • Dig for a Cure Volleyball Event              | October - December |
| • Tai Chi Classes                              | October - December |
| • Hospice Bells Ceremony                       | November           |
| • Love Lite Tree Ceremony                      | December           |
| • Stockings for Hospice                        | December           |
| • Pet Photo Contest for Humane Society         | December           |



### Community Events Continued...

- U.P. Blood Drives
- Incident Command Training
- Healing Garden Presentations & Fundraisers
- Community CPR Classes
- Diabetic Support Groups
- Blood Pressure & Blood Sugar Clinics
- Community Yoga Classes
- Feeding America Food Trucks
- Auxiliary Fundraisers



**Respectfully Submitted by:**

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**Robert Crumb, Chief Executive Officer**

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**Date**